



Scottish Courts
and Tribunals Service



Business Plan

2017-18

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Foreword

Eric McQueen
Chief Executive

Scottish Courts and Tribunals Service

I am delighted to introduce this business plan which sets out our key activities and the environment in which we will be working in 2017-18. Our plan builds on the significant achievements of the last few years that include the successful merger of the Scottish Court Service with the Scottish Tribunals Service, the delivery of significant changes to civil court procedure, and considerable infrastructure improvements that will prepare us well to deliver better and digitised services in the future.

In reaching this point we have demonstrated the commitment, expertise and professionalism required to deliver our purpose of supporting justice. And we continue looking forward: implementing the most comprehensive reform to our justice system for over a century. This change is necessary, both to improve the service we provide to the users of Scotland's courts and tribunals and to ensure we work hard to meet the expectations of a 21st century public. All this we must do in a constrained financial environment, operating as efficiently as we can to make best use of the resources made available to us.

We are entering the first year of our 2017-20 Corporate Planning period during which we will deliver an ambitious and challenging agenda, building on the reforms and improvements of the past few years. We continue to align our activity under a number of strategic priorities, which are set out in our new Corporate Plan. These are:

- A well supported judiciary
- Satisfied courts and tribunals users
- Skilled and motivated people
- A well-managed estate
- Efficiency and best value
- Digital innovation
- Purposeful collaboration with justice bodies

These priorities will allow us to continue delivering a high-quality service, which is verified independently through improved results in our [2016 Customer Service Excellence](#) assessment and the highest ever positive scores in our independent customer satisfaction survey.

The importance of working collaboratively with the Scottish Government and justice partners has never been greater. This year will see initial work on the development of a new, purpose-built justice centre in Inverness, alongside detailed consideration and development of proposals to significantly modernise the operation of criminal trials. We will continue to support the efficiency and effectiveness of the justice system – working through the Justice Board for Scotland.

Our people are at the heart of all we do and our continuing success depends on their skills, commitment, professionalism and enthusiasm. We will continue investing in their future, and having developed our new People Strategy will use that to ensure we are giving our people the opportunity to develop their skills and build careers in an open, positive and collaborative working environment.

Scottish Courts and Tribunals Service

Who we are

The Scottish Courts and Tribunals Service (SCTS) is a non-ministerial department established by the Judiciary and Courts (Scotland) Act 2008. Its statutory function is to provide administrative support to the Scottish courts, devolved tribunals and the Office of the Public Guardian. The SCTS has a presence in communities across Scotland, with court and tribunal business conducted daily across the country. We operate from some 51 distinct locations across Scotland, together with an additional 15 remote video witness sites and administrative centres. In addition to these sites, tribunals make use of some 70 further venues across Scotland for hearings.

In addition to administering Scotland’s courts and tribunals SCTS supports the Office of the Public Guardian (OPG) and Accountant of Court. The OPG provides guidance and undertakes investigations to protect vulnerable people under the terms of the Adults with Incapacity Act 2000. The Public Guardian is also the Accountant of Court. SCTS also provides the staff and administrative support to:

- the Scottish Civil Justice Council, which drafts rules of procedure for the civil courts and advises the Lord President on the development of the civil justice system;
- the Scottish Sentencing Council, which is responsible for preparing sentencing guidelines, publishing guideline judgments and information about sentences imposed by the courts in Scotland.

The purpose of the SCTS is **supporting justice**. We fulfil that purpose by providing the people, buildings and services needed to support the judiciary, courts, devolved tribunals and the OPG. This Business Plan covers the 2017-18 financial year. It aligns with our new Corporate Plan 2017-20 which sets out our strategic vision and priorities over the 3-year period from 2017-18 to 2020-21. For each year of the Corporate Plan, SCTS prepares a Business Plan. This plan explains the environment within which SCTS will be operating and sets out the main outcomes we aim to deliver in 2017-18. In terms of performance reporting against our priorities, published on our website is the [SCTS Board Scorecard](#) updated quarterly, measuring us against our key performance indicators, our [Annual Reports and Accounts](#) and annually we publish our [SCTS Business Plan Delivery Report](#).

Our **vision** is to **build a stronger Courts and Tribunals Service** – focused on providing access to justice, maximising the benefits of technology, and improving the service we provide to all users. In support of our strategic priorities and objectives individual SCTS business units prepare their own plans setting out their more detailed priorities. All the work we do is underpinned by our core **values** of **respect, service and excellence**:

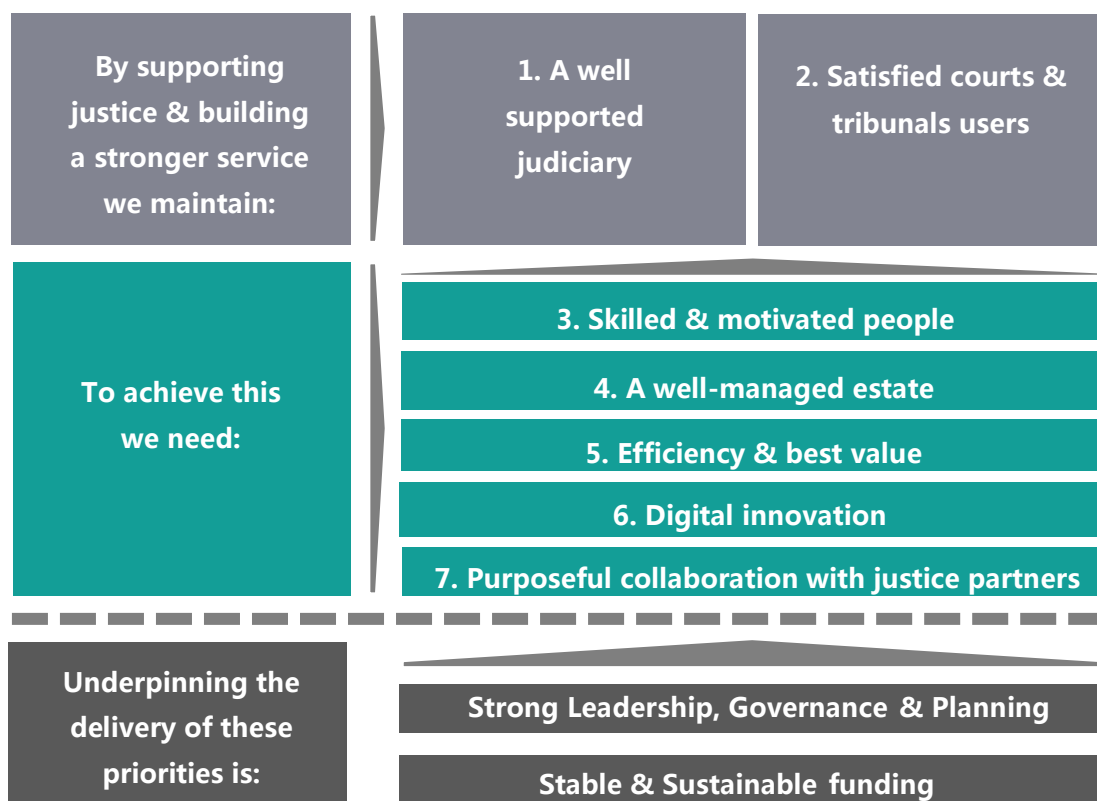


Our Operating Environment

The scale and pace of change and reform across the justice system remains significant. Work such as that being led by SCTS on the Evidence and Procedure Review and the establishment of the First and Upper Tier Tribunals for Scotland will continue to improve the quality and breadth of services provided by courts and tribunals to people across Scotland who use them. The significant reforms to both civil and criminal justice over recent years will continue throughout this year and planning is under way for the devolution of reserved tribunals, as proposed by the Smith Commission, that will see the administration of significant new jurisdictions come under the control of SCTS in the coming 2-3 years. Our operating environment will remain dynamic – with further significant change possible due to the impact of wider changes such as those emerging through the Brexit process.

To be successful in this environment the SCTS maintains a clear strategy and is committed to working in partnership. Our **strategy map** illustrates how our purpose and vision are translated into seven strategic priorities – key areas on which we will focus

SCTS Strategy Map



In order to deliver successfully on these priorities the way in which we approach our business is critical. While independent we work in **collaboration** with the Scottish Government, the Justice Board, local justice boards and a broad range of justice partners. The [Justice Strategy for Scotland](#) provides a common focus for all agencies involved in the delivery of criminal and civil justice and our work supports the delivery of its outcomes and goals (which are summarised at [Annex A](#)).

Policy and Legislative Environment

The level of policy and legislative change faced by Scotland’s justice system remains high – and is focused on improving the experience of all those who use it. The significant legislative programme supporting civil court reform has now been largely delivered, but work will continue to ensure that we realise the benefits that those changes make possible.

Click [here](#) for a diagram summarising the approach of the Strategy for Justice in Scotland at Annex A

Structural change in the administration of Scotland’s tribunals will feature heavily in our work, as the transfer of devolved tribunals into the new Chamber structure gathers pace and proposals for the future devolution of tribunals currently reserved to the UK Government are developed.

Further reforms to improve the experience of children, victims and witnesses interacting with Scotland’s courts and tribunals will be a priority over this and the coming years – and the desire to ensure that the system operates as effectively as possible, whilst managing within tight budgets, will drive further process improvements and reforms aimed at reducing “churn” in the system. All this work will be taken forward against the backdrop of Brexit which will lead to a number of changes in the operation of Scotland’s justice system, some of which are already clear, whilst others will depend on the nature of the settlement reached between the UK and the EU. The main policy developments we anticipate having an impact on our work over 2017-18 are summarised below.

Criminal Justice

During 2017-18 the provisions of the **Criminal Justice (Scotland) Act 2016**, designed to enable and promote more effective management of sheriff and jury cases, will be implemented fully. A number of improvements to the way in which solemn business is managed have already been achieved through the introduction of the [Lord Justice Clerk’s Practice Note](#) requiring both the Crown and defence to engage early to encourage identification and resolution of issues. These will be consolidated by the legislation, requiring written records to be produced in advance of first diet and establishing new time limits for raising indictments.

The Scottish Government is introducing further measures intended to increase the detection and, ultimately, reduce the incidence of, domestic abuse – with the **Domestic Abuse Bill** proposed for 2017-18 that will create new offences. **The Abusive Behaviour and Sexual Harm (Scotland) Act 2016** includes, amongst other things, provisions setting out a domestic abuse aggravator and a new offence for the non-consensual sharing of private and intimate images. These provisions are expected to come into force in autumn 2017. We will ensure that the courts are ready to manage these cases effectively – maintaining an 8-10 week average waiting period between the case first calling and the trial diet in cases involving allegations of domestic abuse.

Civil Justice

With the completion of the structural elements of civil court reform we intend, in the course of this year, to review the operation, rules and processes of the newly established **Sheriff Appeal Court and National Personal Injury Court**. The establishment of new courts such as these is not a common occurrence in Scotland’s justice system and it is prudent to evaluate their operation to date, ensuring that they deliver the full benefits envisaged by the Civil Courts Review whilst taking advantage of new technology where possible.

2016 saw the go-live of our new **Integrated Case Management System (ICMS)** in the Sheriff Court and the introduction of civil simple procedure. These significant changes will make it easier for lower value civil actions to be raised and managed, whilst providing more efficient case management processes and data. They also pave the way for simple procedure cases to be submitted and managed via an online portal – civil online – a first for the court system in Scotland. The introduction of a new system on this scale has been a significant undertaking, with implementation in the Court of Session and the introduction of civil online delayed until 2017, to ensure they will operate effectively. Roll-out has presented a number of challenges which have been addressed through the delivery of regular system updates and enhancements to ensure it meets the user needs and that its full benefits can be realised over time.

ICMS provides a flexible platform which can be refined and reconfigured, allowing it to remain effective as court rules and practices change and as we move towards a greater level of digital case management and evidence presentation. Over the course of the coming year we will continue to build the functionality of the system and explore the steps we need to take to ensure that ICMS supports the move towards digital management of cases.

To ensure that lessons are learned from the initial phase of its roll-out a full evaluation will be conducted – and a “road-map” setting out proposals for development will be produced to ensure these are well-managed, sequenced and kept under review. The case management platform introduced through ICMS is capable of being developed to support a broad range of SCTS business areas. Over the course of the coming year the roll-out across civil business will continue, extending the system to include the Court of Session. We will also complete the discovery phase for a new case management system to support the growing workload faced by the Office of the Public Guardian, building on the ICMS platform and the experience we have gained from the initial roll-out.

The **Succession (Scotland) Act 2016** came into force towards the end of 2016 and was the first significant amendment to Scots succession law in over half a century, paving the way for more significant reform. Proposals to further modernise both succession law and practice are expected in 2017-18 on matters such as the rights of cohabitants, protection from disinheritance and the rules for distribution of intestate estates. SCTS will engage in the development of these proposals as they will have an impact on the commissary work we oversee. We will also work with the Scottish Government as they develop new proposals to improve the operation of the **guardianship** process, ensuring that policymakers have the benefit of our practical experience.

The **Fatal Accidents and Sudden Deaths (Scotland) Act 2016** is intended to modernise the system of FAIs in line with recommendations made by Lord Cullen. It will make important changes to the provision for enquiry into service personnel dying abroad, in addition to mandatory FAIs for new categories of deaths, including the deaths of children in secure accommodation and deaths under police arrest, regardless of location. It will also place a requirement on individuals or organisations to explain how they have implemented recommendations placed on them by a sheriff after a FAI, or to explain why they have not been implemented. These changes may impact upon the level and operation of FAIs, which are held in courts across Scotland – we will ensure that arrangements are in place to manage the smooth introduction of the new law.

Over the course of the year we will liaise with the Scottish and UK Governments, the Scottish Civil Justice Council and the Scottish Sentencing Council to support the effective development and implementation of primary and secondary legislation impacting across the courts and tribunals in Scotland.

Tribunals Reform

The **Tribunals (Scotland) Act 2014** created a new, coherent structure for the leadership and administration of Scotland’s devolved tribunals. Supported by the SCTS and under the leadership of the Lord President and the President of Scottish Tribunals the devolved tribunals will transfer into the new structure on a phased basis. This transfer commenced in December 2016 with the Private Rented Housing Panel and the Homeowners Housing Panel forming the new First-tier Tribunal for Scotland (Housing and Property Chamber). In the course of 2017-18 we will support the tribunals’ judiciary as the Tax Tribunal, Additional Support Needs Tribunals and Scottish Charity Appeals Panel transfer into the newly established First-tier and Upper Tribunals for Scotland. Considerable preparation will also be carried out for the transfer of the Mental Health Tribunal in 2018-19.

The **Housing (Scotland) Act 2014** confers functions directly on the Scottish Tribunals in respect of the creation of a new Private Rented Sector jurisdiction and a redress mechanism for Letting Agents. These new jurisdictions will be operational in late 2017 and will become part of the Housing and Property Chamber within the First-tier Tribunal. It is estimated that this will result in an additional caseload of approximately 1,100 cases per year. This is a significant expansion for the Housing jurisdiction, and it is expected that Housing jurisdictions will continue to grow with the introduction of the **Private Housing (Tenancies) (Scotland) Act 2016** which will see further applications to the First-tier Tribunal from 2018.

The **Smith Commission** proposed that responsibility for the administration of Scottish cases falling to be heard by the majority of tribunals whose functions relate to reserved areas of UK law (including social security, immigration,

employment and tax) should be devolved to Scottish Ministers. Whilst detailed planning on the precise time and form of these transfers is ongoing it is clear that the responsibility for administering tribunal business in relation to these currently “reserved” tribunals will transfer from Her Majesty’s Courts and Tribunals Service (HMCTS) to the SCTS within the next 3-4 years. This is a major undertaking and detailed planning has already commenced. Over the course of this year we will work with the tribunals’ judiciary, the UK and Scottish Governments to agree a funding model, operational model and implementation plan in preparation for the transfer in future years.

The Evidence and Procedure Review

Over the course of the past two years the SCTS has led work to develop propositions to improve the operation of Scotland’s criminal justice system significantly. The Evidence and Procedure Review – a multi-agency collaboration has worked to build consensus around reforms that could be made to the system to ensure it realises the benefits of modern technology. Its propositions are designed to improve the quality of evidence presented in criminal trials whilst improving efficiency, effectiveness and fairness for all those involved in it.

The work of the review has explored two distinct areas – the approach to taking evidence from **child and vulnerable witnesses** and further **reform of the summary justice system**, aimed at redesigning the summary process so that pre-trial procedure largely takes place as part of a digital case management process, with court diets set only upon the conclusion of that process where they are clearly required and parties are ready to proceed. That process will be underpinned by strong judicial oversight of the case management process to bring about more agreement of evidence where possible, and to ensure trials focus only on the matters in dispute.

In the course of this year the propositions made by the review will be developed in collaboration with organisations across the justice system. SCTS will play a leading role in facilitating that development. We will ensure that the review’s propositions can be translated into proposals for reform, and promote discussion on proposals for more fundamental reform in the longer term. We will also take forward work to ensure that children and vulnerable witnesses are able to give evidence in a way that maximises its quality and minimises their potential for re-traumatisation, supporting the introduction of a **High Court Practice Note** on the taking of evidence by a Commissioner, designed to improve quality and consistency. More information on the propositions of the Evidence and Procedure Review can be accessed at its most recent **report**, which proposes a potential new model for summary criminal court procedure.

The impact of UK exit from the European Union

The most significant political event to occur during the last planning period was the decision that the United Kingdom should negotiate its exit from the European Union. Whilst formal negotiations are yet to commence at the time of writing the SCTS has already conducted an assessment of the impact that “Brexit” may have on its operation.

The precise impact of Brexit will depend largely on the settlement negotiated between the UK government and the remaining EU states, but there are a number of areas on which SCTS will need to engage and potentially change its procedures, to ensure that the administration of justice remains effective throughout the negotiation process and beyond. These may include issues relating to jurisdiction in child and family law cases with a cross-border dimension, jurisdiction rules in civil and commercial cases and reciprocal rules on the enforcement of court judgments in civil cases.

In relation to criminal business the Brexit negotiations may impact on provisions allowing for the exchange of information on previous convictions, the operation of the European Arrest Warrant and procedures relating to the freezing or confiscation of criminal property across EU states. Existing or new legislation may be challenged in the courts as the process unfolds, rules of court may require amendment to reflect wider changes and, in our position as a large scale public body, we may need to revise our processes to reflect changes in employment law, procurement law or accounting regulations.

We will continue to develop our approach to managing the consequences of Brexit as the negotiations process and are discussing how best to respond to system-wide impacts as part of a working group of justice partners set up under the Justice Board for Scotland.

Financial Environment

The Scottish Government’s budget for the SCTS has been set at £105.6m for 2017-18. In a challenging financial environment it is essential that we continue to deliver high quality services whilst promoting system-wide reform to ensure that Scotland’s courts and tribunals continue to meet the expectations of the public within the resources available.

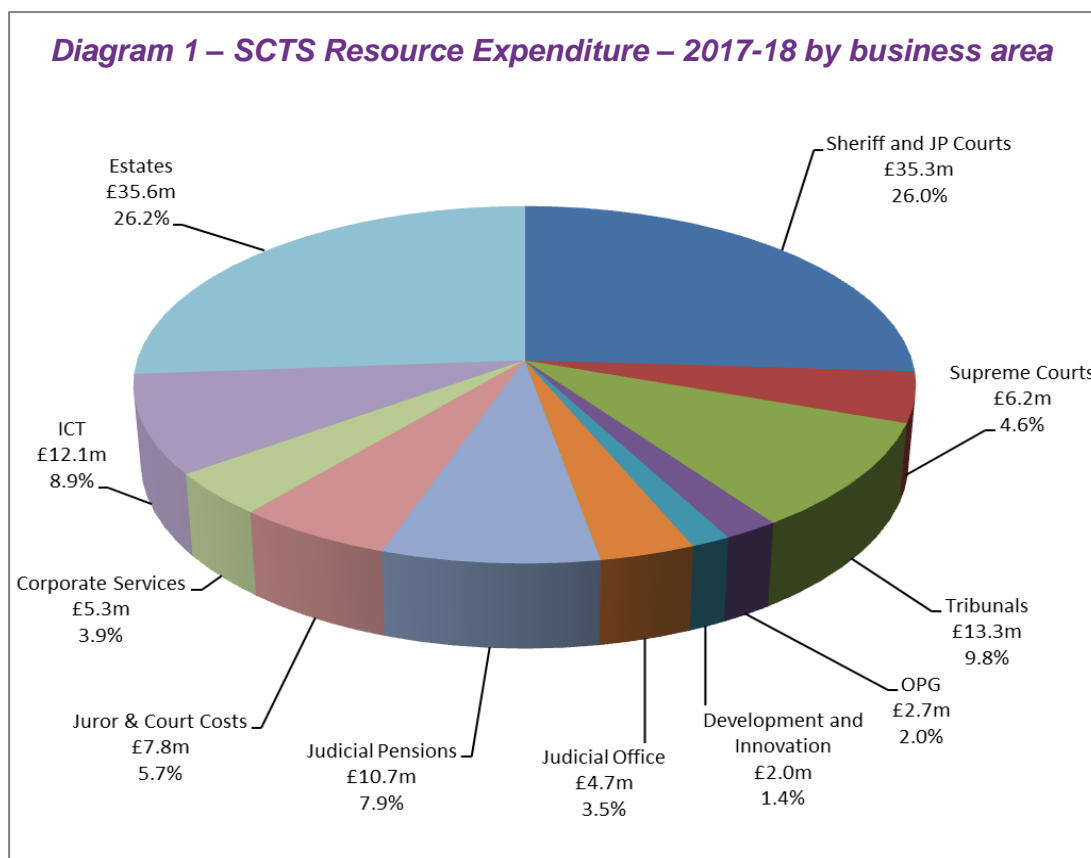
Further detail on the 2017-18 financial plan is provided at [Annex B](#) (p22-23)

In recognition of the fact that significant ongoing reforms are underway, particularly in relation to the transfer of tribunal business to the SCTS, a number of in-year funding transfers have been agreed with the Scottish Government. Over the course of 2017-18 these will supplement the baseline budget by an additional £4.4m (as detailed at annex B) giving a total budget for 2017-18 of £109.9m. This budget meets the majority of the annual running costs with the balance (£43.3m) being met from other sources of income (detailed on page 10).

Where do we invest our resources?

Diagram 1 below shows where the SCTS allocates its **resource by business area**. Some 87% of the total budget is invested directly in supporting front line operations, including the cost of maintaining a diverse and historical estate which accounts for 26% of funding. SCTS continues to invest in digitising the service with some 9% of available funds targeted on strengthening ICT provision to improve front line services.

The financial plan detailed at [Annex B](#) (pages 22-23) illustrates that revenue expenditure for 2017-18 is budgeted at £121.1m, inclusive of a revenue reserve of £0.3m held to provide flexibility for emerging needs. The major cost drivers in line with a national service organisation are staff, accommodation and estates management which account for over 75% of expenditure. Capital funding for 2017-18 is set at £14.7m which includes £7m provided specifically to progress development of the Inverness Justice Centre with further investment across our buildings to maintain an effective and safe estate required of a modern public service.



As in previous years, we will strengthen our ICT infrastructure, most notably through continued investment in our court room technology and increasing our cyber security and resilience. We will continue to invest in digital innovation, including further development of the Integrated Case Management System to deliver increased efficiency and improved service levels for all users.

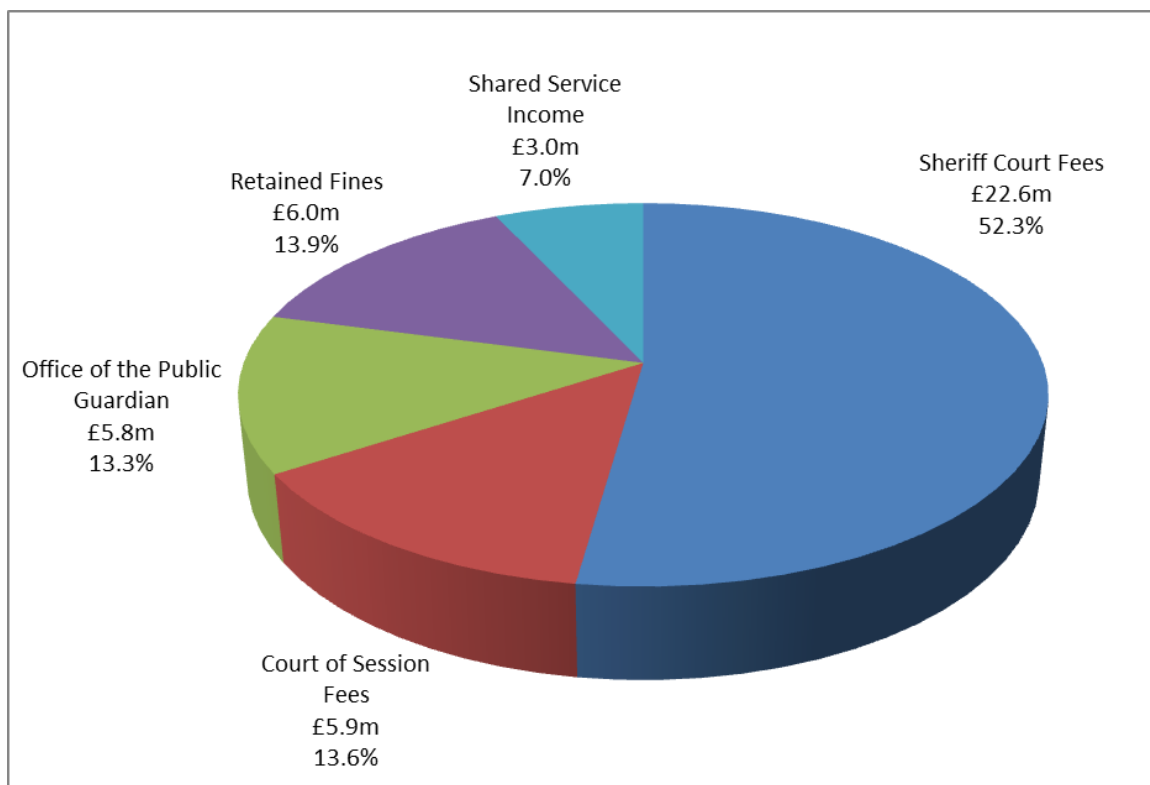
Income

Income for 2017-18 is projected to be £43.3m. Some 79% (£34.3m) of that projection is derived from fees. At £22.6m, the majority of these come through Sheriff Court fees. Income levels for both Sheriff Court and Court of Session fees are expected to increase in 2017-18 due to the November 2016 Fees Order and a continuation of 2016-17 activity levels. Continued growth in the registration of powers of attorney has led to increased income being collected by the Office of the Public Guardian. This is projected to continue and SCTS is investing in staff and systems to meet these ongoing demands.

We will conduct a comprehensive fee review in the first half of this year, in order to inform and support the development of the 2018 fees order that will be promoted by the Scottish Government.

Income from retained fines accounts for 14% of the SCTS income and is projected to be £6m in 2017-18. This is a reduction from 2016-17 due to ongoing impact of the introduction of Police Recorded Warnings which has reduced the amount of fines collected and retained. The SCTS also provides accommodation and associated services to a number of public bodies, notably the Crown Office and Procurator Fiscal Service, attracting income of £3m.

Diagram 2 – SCTS Income – Projected Levels 2017-18 (total income £43.3m)



Tables summarising the financial allocation for 2017-18, broken down by both service area and cost category, can be found at [Annex B](#).

Business volumes

Levels of business across Scotland’s courts and tribunals remain high. Summary criminal business continues to represent the highest caseload volume with over 115,000 summary complaints forecast to be registered in 2016-17.

*Annex C provides summaries of key business volumes for 2014-15 & 2015-16. It also provides a forecast for 2016-17 and a projection for 2017-18.
(Pages 24-26)*

Sustained action has been taken by SCTS and other justice partners to tackle increased waiting periods that were caused by a surge in business levels over the past three years. This action has ensured that waiting periods are now within the timescales considered to be optimal in the majority of Scotland’s courts, with domestic abuse cases being heard within the new expedited target of 10 weeks.

Whilst the number of indictments registered in the High Court has reduced over the past year both the proportion and the absolute number of cases proceeding to trial has increased. The complexity and length of trials being heard has also been increasing in recent years, resulting in a commensurate increase in the workload of the court in spite of the declining level of indictments registered.

There has been a modest reduction in the level of solemn business heard across the Sheriff Courts in 2016-17 compared with the two previous years and levels of summary complaints registered in the Sheriff Courts remained broadly in line with that of previous years. A more notable reduction can be seen in the number of complaints registered in the Justice of the Peace Court – down some 20% on 2015-16, which reflects changes in prosecution policy, particularly in relation to road traffic offences. The number of trials held is forecast to have declined by a more modest 8% compared with the previous year.

Civil business levels in 2016-17 suggest a small decline in the number of cases registered in compared with 2015-16 but a slight increase in the number of those cases proceeding. 2016-17 also saw the first full year of operation for the Sheriff Appeal Court and the all Scotland Personal Injury Court, which has redistributed a proportion of personal injury cases that would previously have been heard in either the Court of Session or the Sheriff Court.

Office of the Public Guardian

Business levels continue to be high in the Office of the Public Guardian, as increasing numbers of people realise the importance of registering a Power of Attorney in order to ensure their financial affairs can be effectively managed should they be unable to, coupled with the ability to easily register the Power on-line.

Tribunal Business

Levels of business across Scotland’s devolved tribunals are generally on a slight upward trend, with a more notable year on year increase in Mental Health Tribunal receipts and the Lands Tribunal experiencing a 10% increase in cases received in 2016-17. New tribunal jurisdictions in relation to letting agencies and the private rented sector come into force during 2017-18 and initial projections for their business levels have been provided at [Annex C](#).

Financial Penalties

Our 24/7 comprehensive on-line and automated telephone payment options continue to drive the way in which our customers transact with us. In 2016-17 we anticipate over £8.5 million worth of fine collection transactions will have been fully automated. Throughout the reporting year, we will develop new and more efficient links between courts and the DVLA creating a network that allows us to expand our online payment system to a range of road traffic penalties. We will also take forward work that will improve our ability to trace fined offenders by securing the appropriate legislative gateway that enables data sharing arrangements with the Department of Work and Pensions – improving our fines collection rates and the efficiency with which we can trace those who seek to avoid paying their fines.

Scottish Courts and Tribunals Service

Business Outcomes for 2017-18

In 2017-18, we will deliver a range of outcomes contributing towards achievement of the ambitious strategic priorities set out in our new Corporate Plan for 2017-20. We will focus on running Scotland’s courts, tribunals and OPG effectively on a daily basis; building upon sound infrastructure and process improvements with new innovations, whilst operating within strict budget allocations. As members of the Justice Board we will continue to work with the Scottish Government and other justice organisations, contributing to the development of new approaches and the implementation of major reforms which support delivery of the Strategy for Justice in Scotland, and the Justice Digital Strategy.

Our key business outcomes for 2017-18 are listed on the following pages – grouped under our 7 strategic priorities:

A WELL SUPPORTED JUDICIARY

SATISFIED COURTS & TRIBUNALS USERS

SKILLED & MOTIVATED PEOPLE

A WELL-MANAGED ESTATE

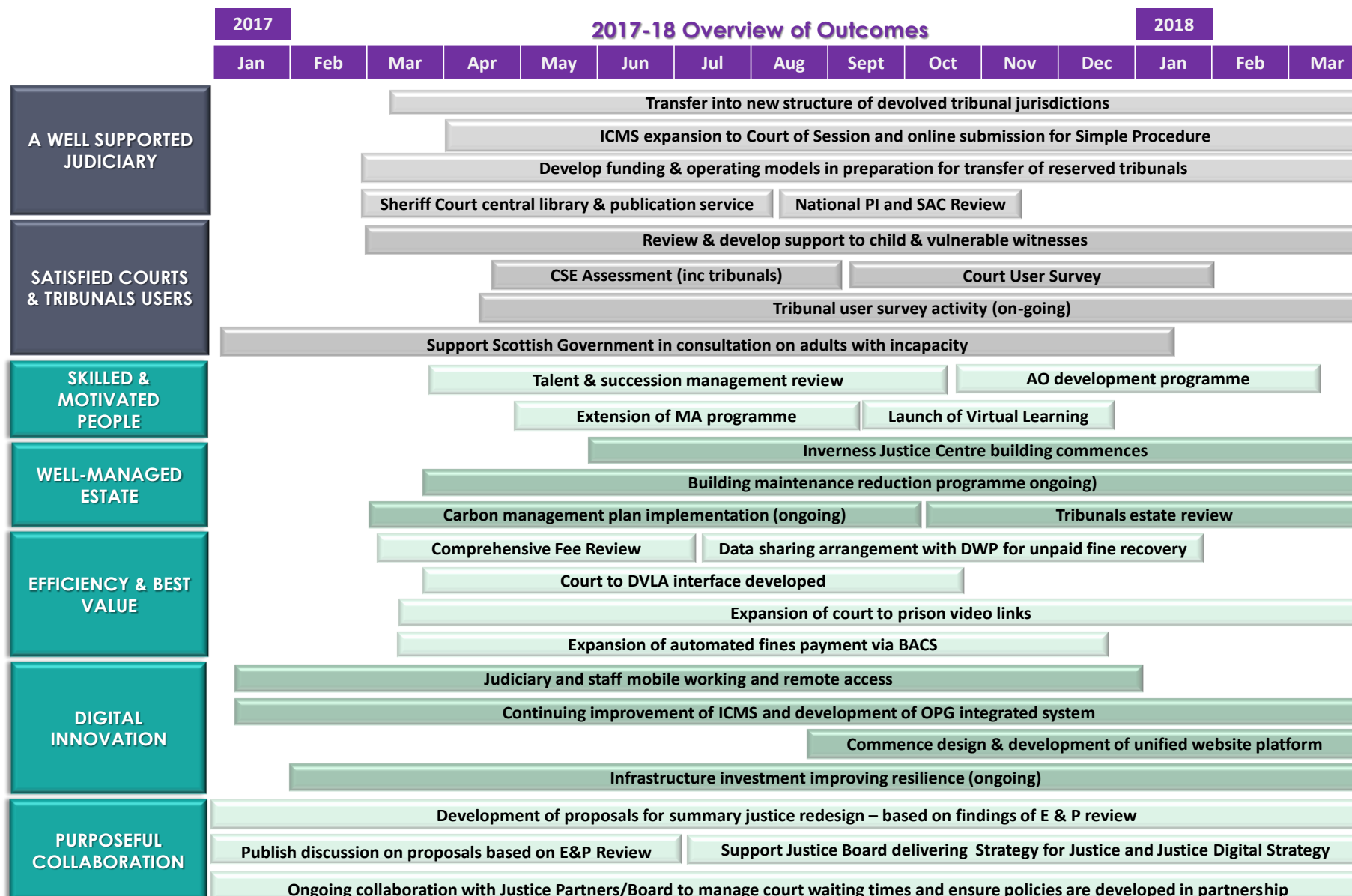
EFFICIENCY & BEST VALUE

DIGITAL INNOVATION

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

The SCTS Board scrutinises progress against this plan quarterly, alongside consideration of the [Board Scorecard](#) which reports on operational performance against the key indicators listed at [Annex F](#). This plan is supported by more detailed unit plans produced by each business area of the SCTS, which are used by Directors to manage progress in their areas.

The identification and effective management of risk is also necessary to ensure that risks to achieving our priorities are identified, assessed, addressed and reviewed. The key corporate risks identified by the SCTS Board are summarised at [Annex D](#). These were reviewed by the Board in February 2017 and are kept under regular review. Actions to control and mitigate corporate risks are monitored by both the SCTS Executive Team and the SCTS Board’s Audit and Risk Committee.



Further information on these outcomes can be found on pages 14-20

A WELL SUPPORTED JUDICIARY STRATEGIC PRIORITY 1

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

The key areas for our focus in 2017-18 will be:

- Delivering effective support to the courts and tribunals judiciary.
- Continuing to ensure that we take account of the views of the judiciary to help us inform improvements in service.
- Developing the future digital civil court through expansion of our new Integrated Case Management System.
- Supporting the tribunal judiciary as further reforms to the tribunal system are considered and developed.

Outcomes	Delivery date
1.1 We will support the judiciary as our new integrated case management system (ICMS) is introduced in the Court of Session and as civil online case submission is launched for simple procedure cases.	Ongoing to March 2018
1.2 We will review the operation, rules and processes of the Sheriff Appeal Court (with its President) and the National Personal Injury Court to ensure these newly established courts operate as effectively as possible and to support further digitisation.	December 2017
1.3 We will support the tribunals' judiciary as the Tax Tribunal, Additional Support Needs Tribunals, Scottish Charity Appeals Panel and Mental Health Tribunal prepare to transfer into the newly established First-tier and Upper Tribunals for Scotland, and as we create the new Private Rented Sector and Letting Agents jurisdictions.	March 2018
1.4 We will work with the tribunals' judiciary, the UK and Scottish Governments to agree a funding model, operational model and implementation plan in preparation for the transfer of administration and judiciary of the reserved tribunals in 2019-20.	March 2018
1.5 We will create a professional library and publication service for the sheriff courts that makes best use of technology to enhance the way we access legal and technical information and to save resources.	October 2017

SATISFIED COURTS & TRIBUNALS USERS STRATEGIC PRIORITY 2

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

The key areas for our focus in 2017-18 will be:

- Continuing to build our understanding of the needs and views of courts, tribunals and OPG service users to inform improvements in service quality.
- Reviewing the significant reforms in service provision for victims and vulnerable witnesses to ensure these are achieving the desired outcomes.
- Building our insight on the needs & views of tribunals users, as these are distinct from court users.
- Using the Customer Service Excellence (CSE) standard as our principal tool for understanding user needs, driving continuous improvement and independently validating our service.

Outcomes	Delivery date
<p>2.1 We will successfully integrate tribunals into the SCTS CSE accreditation package and use the insights gained from CSE to drive continuous improvement across all business areas.</p>	<p>September 2017</p>
<p>2.2 We will undertake our biennial Court Users’ Survey, and use qualitative assessment and feedback from tribunals’ users, to ensure we continue to develop understanding of all our customer needs and expectations.</p>	<p>December 2017</p>
<p>2.3 We will support the introduction of the High Court Practice Note on the taking of evidence by a Commissioner, designed to improve the quality and consistency in which the evidence of child and vulnerable witnesses is taken, by providing the technical, practical and administrative resources required.</p>	<p>August 2017</p>
<p>2.4 We will work with the Scottish Government as it develops options for reforming the guardianship process as part of its review of Adults with Incapacity legislation, ensuring that any proposals are informed by practical experience.</p>	<p>November 2017</p>

SKILLED & MOTIVATED PEOPLE STRATEGIC PRIORITY 3

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

The key areas for our focus in 2017-18 will be:

- Continuing to develop the capability of our managers and people at strategic and operational level
- Building our capacity through developing innovative learning technologies and skills development.
- Ensuring that in delivering on our People Strategy we are inclusive of the views and perspectives from across the organisation harnessing the ability and dedication of our people.

Outcomes	Delivery date
3.1 We will launch a review of our talent and succession management processes in line with our People Strategy to ensure those with the skills, capability and ambition are supported to develop into appropriate roles across the organisation.	October 2017
3.2 We will extend our use of modern apprentices into further business areas to ensure that new skills and perspectives continue to be brought into the organisation.	September 2017
3.3 We will launch a virtual learning environment to improve our capacity to deliver organisational training that provides greater variety and choice, building the right balance of blended learning.	December 2017
3.4 We will deliver a development programme in the courts for administrative officers and conduct a staff skills audit across operational business units, enhancing technical knowledge and skills whilst building capability.	March 2018

A WELL-MANAGED ESTATE STRATEGIC PRIORITY 4

We will develop and maintain our built and digital infrastructure to provide high-quality, safe, secure and sustainable environment for everyone using our services.

The key areas for our focus in 2017-18 will be:

- Implementing our new estates strategy and carbon management plan to deliver facilities that are optimal for the 21st century.
- Working in partnership on the development of the justice centre in Inverness to ensure we deliver the optimal facility, meeting the needs of all who will use it.
- Balancing estates investment with maintenance and access requirements across the estate, against the backdrop of a constrained budget.
- Exploring the potential for further joint working and shared services with justice partners.

Outcomes	Delivery date
4.1 We will commence construction of the new justice centre facility in Inverness, ensuring that the building meets the needs and expectations of service users and justice partners.	October 2017
4.2 We will make carbon reduction efficiencies in line with revised targets, upholding our position as leaders through example in the Scottish public sector.	March 2018
4.3 We will review the Tribunals estate ensuring we provide the right accommodation for operations in Glasgow and Edinburgh - enhancing access to services for tribunal users and providing value for money.	December 2017
4.4 We will continue to address backlog maintenance across the estate, targeting investment where it is most needed and seeking to reduce the overall backlog within available funding.	Ongoing to March 2018

EFFICIENCY & BEST VALUE

STRATEGIC PRIORITY 5

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

The key areas for our focus in 2017-18 will be:

- Ensuring that clear and efficient business processes are in place, meeting the needs of all service users.
- Ensuring that progress of business is reliable, economical and avoids inappropriate delays.
- Expanding operation of our services in other electronic formats to make it easier to interact with us.
- Review the costs and fees we charge for our services to inform future fee levels.

Outcomes	Delivery date
5.1 We will secure legislative changes that enable data sharing arrangements with DWP, improving our ability to trace and recover unpaid fines.	January 2018
5.2 We will develop an interface between our systems and those of the DVLA, allowing online payment of a range of road traffic penalties.	October 2017
5.3 We will explore with justice partners the potential to increasingly use video conferencing in the management of remote custodies, providing links in 8 additional locations across the courts' estate.	March 2018
5.4 We will undertake a comprehensive Fee Review to support consultation and development of the 2018 Scottish Government Fees Order.	June 2017
5.5 We will extend the use of automated payment facilities to include payments to jurors, recipients of criminal compensation, and conjoined arrestment orders – improving the service to those receiving payments and reducing transaction costs.	December 2017

DIGITAL INNOVATION STRATEGIC PRIORITY 6

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

The key areas for our focus in 2017-18 will be:

- Ensuring that our systems are ready to support greater use of online transactions, video conferencing and digital evidence presentation – so that the amount of paper in the courtroom reduces.
- Continuing to consolidate our ICT on secure and flexible technology platforms.
- Providing courtrooms with a consistently high standard of ICT to ensure current and future systems can be used to best effect.

Outcomes	Delivery date
6.1 We will provide the judiciary and staff with the technology to support secure mobile working and remote access, developing specific solutions for tribunals' judiciary and justices of the peace.	December 2017
6.2 We will continue investing in our IT infrastructure, ensuring that it can accommodate future developments – and that our systems are efficient, resilient and backed-up by robust recovery management.	March 2018
6.3 We will continue to develop our integrated case management system (ICMS) to support the move towards greater levels of digital case management and evidence presentation, prioritising the Sheriff Appeal Court and Court of Session commercial actions.	On-going to March 2018
6.4 We will complete the discovery phase of a new case management system for the Office of the Public Guardian – so that it can be developed using the ICMS platform.	March 2018
6.5 We will specify and procure a framework contract for the development, support and hosting of a unified intranet and website platform, to enable improved access to our information and services.	December 2017

PURPOSEFUL COLLABORATION WITH JUSTICE BODIES STRATEGIC PRIORITY 7

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

The key areas for our focus in 2017-18 will be:

- Contributing to effective policy development and innovation – ensuring that the future design and operation of court and tribunal systems is efficient, effective and meets user needs.
- Continuing to actively support collaborative reform and improvement of courts and tribunals through the Evidence and Procedure programme.
- Exploring the potential benefits of greater joint working in particular services and at particular locations.

Outcomes	Delivery date
<p>7.1 We will lead the justice-wide development of proposals under the Evidence and Procedure Review designed to transform the summary criminal justice system into a digitally-enabled, efficient and modern system that delivers effective justice for all.</p>	<p>Ongoing to March 2018</p>
<p>7.2 We will publish and promote discussion on proposals to ensure that children and vulnerable witnesses can give evidence in a way that maximises the quality of their evidence and minimises their potential for re-traumatisation – working with partners to implement reform.</p>	<p>June 2017</p>
<p>7.3 We will support the work of the Justice Board for Scotland in delivering the Strategy for Justice by sharing our plans, activities and best practice to ensure a co-ordinated approach to investment and improvement across the justice community.</p>	<p>Ongoing to March 2018</p>
<p>7.4 We will continue to effectively manage criminal business levels ensuring that an optimum period between first calling and trial diet of sixteen weeks is maintained in summary business; 8-10 weeks in domestic abuse cases; and by supporting the judiciary in the implementation of improvements to solemn procedure introduced by the Criminal Justice (Scotland) Act 2016.</p>	<p>Ongoing</p>

Annex A - Strategy for Justice

JUSTICE IN SCOTLAND: VISION AND PRIORITIES

VISION

A JUST, SAFE & RESILIENT SCOTLAND

OUTCOMES

We live in safe, cohesive and resilient communities

Prevention and early intervention improve wellbeing and life chances

Our system and interventions are proportionate, fair and effective

We deliver person-centred, modern and affordable public services



PRIORITIES

We will enable our communities to be safe and supportive, where individuals exercise their rights and responsibilities

We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats

We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century

We will work with others to improve health and wellbeing in justice settings, focusing on mental health and substance use

We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation

We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence

We will use prison only where necessary to address offending or to protect public safety, focusing on recovery and reintegration

Annex B – Summary Financial Plan

2017-18 - Financial Summary by Cost Category

Cost Category	2017-2018 Budget Bill £000's	In Year Funding	2017-2018 Budget £000's
Revenue			
Pay	50,495	2,149	52,644
Other Staff Costs	2,371	195	2,566
Rent & Rates	10,924	27	10,951
Accommodation	7,621	187	7,808
Building Maintenance	6,187	0	6,187
Judicial Costs	2,561	(112)	2,449
Tribunal Members fees	6,339	1,418	7,758
Office & Other	5,625	195	5,821
Supplies & Services	4,931	56	4,987
Training	310	2	311
Travel	785	56	842
Total Direct Costs	98,150	4,173	102,323
Total Operational Costs	7,719	31	7,750
Judicial Pensions	10,735	0	10,735
Reserve/(Shortfall)	250	0	250
Total Revenue Expenditure	116,855	4,204	121,059
Fees for Civil Cases	(34,289)	0	(34,289)
Rents Receivable	(3,015)	0	(3,015)
Retained Fines	(6,000)	0	(6,000)
Total Receipts	(43,304)	0	(43,304)
Net Revenue Expenditure	73,551	4,204	77,755
Capital			
Estates capital	2,500	50	2,550
ICT Capital	4,000	110	4,110
Inverness Justice Centre	7,000	0	7,000
ICMS Development	1,000	0	1,000
Total Capital Expenditure	14,500	160	14,660
Depreciation	17,507	10	17,517
Total Net Expenditure	105,558	4,374	109,932

Annex B (cont.) – Summary Financial Plan

2017-18 - Financial Summary by Service Area

Service Area	Budgets		
	Revenue £000's	Capital £000's	Total £000's
Sheriff Court and Justice of the Peace Court	33,426		33,426
High Court and Court of Session	6,207		6,207
Tribunal Operations	13,143	160	13,303
Office of the Public Guardian	2,715		2,715
Development and Innovation	1,951		1,951
Judicial Office	4,726		4,726
Part-time Shrieval Fees	1,577		1,577
Judicial Pensions	10,735		10,735
Juror Costs, Medical and Specialist Court Reports	7,750		7,750
ICMS	799	1,000	1,799
Corporate Services	5,330		5,330
Information Communications and Technology	6,340	4,000	10,340
Estates and Property Services	26,108	9,500	35,608
Reserve/(Shortfall)	250		250
Total Direct Costs	121,059	14,660	135,719
Receipts	(43,304)		(43,304)
Depreciation	17,517		17,517
Total Net Expenditure	95,272	14,660	109,932

A commentary on the financial environment and budget can be found at pages 9-10 of this plan

Annex C – Business Volumes and Planning Assumptions

Supreme Courts, Sheriff and Justice of the Peace Courts, Office of the Public Guardian

	2014-15	2015-16	2016-17 (Forecast)	2017-18 (Projection)
High Court				
High Court judge days	3881	3780	3920	3900
Indictments registered	812	748	650	650
Trials Evidence Led	443	403	430	430
Court of Session				
Court of Session judge days	1956	1968	1800	1800
Cases registered	3727	2864	950	950
Proofs proceeding	114	168	120	120
All-Scotland Courts				
Criminal Appeal Court: appeals lodged		407	890	900
Civil Appeal Court: appeals lodged		42	280	300
Personal Injury Court: registrations		1143	3000	3000
Sheriff Courts				
Sheriff Court sitting days	28946	28819	28950	29000
Sheriff Courts: Summary				
Complaints registered	71350	72242	71000	71500
Trials Evidence Led	8912	9425	9050	9000
Sheriff Courts: Solemn				
S&J Indictments registered	6920	6460	6000	6000
S&J Trials Evidence Led	1430	1497	1370	1300
Sheriff Courts: Civil				
Ordinary Cause registered	23628	23212	22900	22000
OC Proofs and Debates proceeding	990	971	1130	900
Summary Cause/Small Claims/Simple Proc reg'd	47977	49008	45210	50000
SC Proofs Proceeding	509	515	520	600
JP Courts				
Complaints registered	66819	54856	41000	39500
Trials Evidence Led	3151	3258	3000	2800
Office of the Public Guardian				
Powers of Attorney registered	55527	55508	55000	60000
Guardianship Orders registered	2500	2678	2500	2500
Access to funds orders registered	351	350	350	350
Intervention orders registered	343	360	340	340

The Sheriff Appeal Court was established in 2015 – the criminal jurisdiction came into effect in Sep 2015 and the civil jurisdiction in Jan 2016.

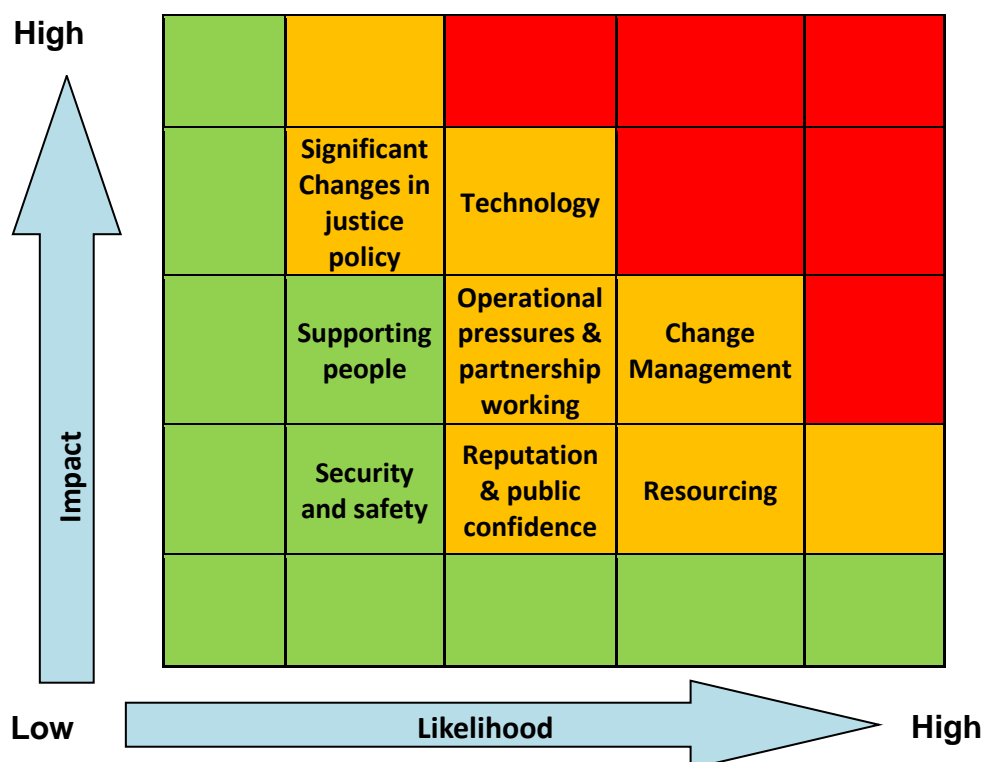
Annex C (cont.) – Business Volumes and Planning Assumptions

TRIBUNALS	2014/15	2015/16	2016/17 forecast	2017/18 (Projection)
Additional Support Needs Tribunal				
Receipts	78	68	64	61
Disposals	68	67	54	52
Hearing Days	48	25	21	28
Council Tax Reduction Review Panel				
Receipts	52	92	100	101
Disposals	51	60	100	100
Hearing Days	8	11	14	24
First-tier Tribunal for Scotland (Housing and Property Chamber)				
Property Factor				
Receipts	189	163	189	186
Disposals	311	171	192	172
Hearing Days	81	75	85	82
Rent & Repairs				
Receipts	331	335	318	328
Disposals	217	384	318	303
Hearing Days	200	192.5	210	200
3rd Party				
Receipts	-	5	50	158
Disposals	-	0	9	72
Hearing Days	-	0.5	20	65
Right of Entry				
Receipts	-	8	27	82
Disposals	-	4	17	54
Hearing Days	-	n/a	Nil	Nil
Letting Agents (new from Dec 17)				
Receipts	-	-	-	40
Disposals	-	-	-	13
Hearing Days	-	-	-	20
Private Tenancies (new from Dec 17)				
Receipts	-	-	-	369
Disposals	-	-	-	123
Hearing Days	-	-	-	185

TRIBUNALS	2014/15	2015/16	2016/17 forecast	2017/18 (Projection)
Private Rented Sector (new from Dec 17)				
Receipts	-	-	-	233
Disposals	-	-	-	78
Hearing Days	-	-	-	117
Lands Tribunal for Scotland				
Receipts	194	240	271	300
Disposals	243	367	232	300
Hearing Days	68	93	82	80
Pensions Appeal Tribunals for Scotland				
Receipts	316	222	216	240
Disposals	237	152	249	240
Hearing Days	87	66	78	70
Scottish Charity Appeals Panel				
Receipts	0	0	0	2
Disposals	0	0	0	2
Hearing Days	0	0	0	2
Tax Tribunals for Scotland				
Receipts	-	2	14	40
Disposals	-	2	11	35
Hearing Days	-	0	3	24
Mental Health Tribunal for Scotland				
Receipts	3870	4239	4338	4583
Disposals	3816	4136	4267	4536
Hearing Days	3381	3453	3338	3557
Mental Health Tribunal for Scotland (Excessive Security)				
Receipts	n/a	23	36	54
Disposals	n/a	8	36	54
Hearing Days	n/a	8	21	66

Annex D – Key Strategic Risk Areas & Corporate Risks

Strategic Risk Categories – Identified and Mapped by the SCTS Board



Strategic Risk Category	Corporate Risk(s) monitored by SCTS Board and Audit & Risk Committee
1. Change Management	Scale and pace of change exceeds capacity to deliver Ability to effectively deliver business and/or reform fails due to budget constraint Operational and delivery structures do not adapt to realise full benefits of reform UK exit from the EU impacts on SCTS' ability to deliver core business or reform programme
2. Technology	Loss of Business due to failure of ICT /breach in cyber security arrangements New IT infrastructure and/or systems do not allow full realisation of benefits from planned justice system reform
3. Resourcing	Ability to effectively deliver business and/or reform falls due to budget constraint Failure to maintain right level of skilled and knowledgeable staff to deliver SCTS business UK exit from the EU impacts on SCTS' ability to deliver core business or reform programme
4. Operational Pressures & Partnership Work	Essential business and services compromised due to staff/building shortages Failure of information management controls leading to data loss Loss of business due to failure of ICT Partnership working fails to maximise system efficiency or realise full benefits of reform
5. Supporting People	Failure to maintain right level of skilled and knowledgeable staff to deliver SCTS business Lack of staff engagement
6. Significant Changes in Justice Policy	Scale and pace of change exceeds capacity to deliver New IT infrastructure/systems do not allow full realisation of benefits from planned reform UK exit from the EU impacts on SCTS' ability to deliver core business or reform programme
7. Reputation and Public Confidence	Loss of business due to failure of ICT/cyber security Essential business and services compromised due to staff/building shortages Scale and pace of change exceeds capacity to deliver
8. Security and Safety	Significant health and safety or security breach

Scottish Courts and Tribunals Service

Our Strategic Priorities & Objectives 2017-20

By supporting justice and building a stronger service we maintain:

- A well-supported Judiciary; and
- Satisfied courts and tribunals users.

In order to deliver we need:

- Skilled and motivated people;
- A well-managed estate;
- Efficiency and best value;
- Digital innovation; and
- Purposeful collaboration with justice bodies.

Underpinning the delivery of this we need:

- Strong leadership, governance and planning;
- Stable and sustainable funding.

For each of our seven strategic priorities the SCTS Board has set out the main objectives that the organisation aims to achieve over the 2017-20 Corporate Planning period.

Strategic Priority 1 – A Well Supported Judiciary

We aim to ensure that the right technology, people, systems and processes are in place to assist the judiciary to dispense justice effectively.

In achieving this we will focus on the following strategic objectives:

1.1 We will deliver a modern tribunal chamber structure for Scotland, including the transfer of the administration of reserved tribunals to SCTS and improvements in the systems, processes and operational support provided to the judiciary.

1.2 We will support the Lord President and Sheriffs Principals in delivering an effective structure for the disposal of court business across Scotland, including the continued deployment of summary sheriffs.

1.3 We will provide the staff, resources and tools required to support judicial case management as it increasingly becomes the norm.

1.4 We will deliver a state-of-the-art justice centre in Inverness that will support multi-agency collaboration and develop proposals for a further centre in Fife.

1.5 We will support the judiciary in the adoption of digital processes and further procedural change aimed at improving the justice system, including changes proposed under the Evidence and Procedure Review.

Strategic Priority 2 – Satisfied Courts & Tribunals Users

We will consistently deliver high-quality customer service, inspiring confidence in those who use our services, promoting inclusiveness and developing our understanding of customer needs through ongoing feedback and quality assessment.

In achieving this we will focus on the following strategic objectives:

2.1 We will introduce new procedures that will make it routine for the evidence and examination of children and vulnerable witnesses to be recorded in advance of trial, in an appropriate environment that does not confuse, distress or further traumatise the witness.

2.2 We will continue to seek the views of all those who use our services through quality surveys and feedback to meet diverse user needs, assess the effectiveness of our service and inform further improvement.

2.3 We will use the Customer Service Excellence standard to measure and improve upon the quality of service we deliver.

2.4 We will monitor and improve service standards for victims and witnesses – building on the current standards, customer feedback and the opportunities afforded by new technology.

Strategic Priority 3 – Skilled & Motivated People

We will maintain a skilled and motivated workforce supporting the judiciary and providing excellent customer service across the tribunals, courts and Office of the Public Guardian (OPG).

In achieving this we will focus on the following strategic objectives:

3.1 We will establish a new learning and development framework, transforming the delivery of training, learning and development by using a blended approach that gives access to knowledge and support when and where required.

3.2 We will ensure that our resourcing policy gives us the skills and competencies we require to be successful – using a mixture of secondments, apprenticeships and the development of professional qualifications and standards.

3.3 We will implement our new People Strategy, taking a strategic approach to succession planning, talent management, career progression and lifelong learning.

3.4 We will ensure that we have the right policies, structures and resources in place to maintain a diverse and integrated workforce as our responsibilities expand.

Strategic Priority 4 – A Well-Managed Estate

We will develop and maintain our built infrastructure to provide a high-quality, safe, secure and sustainable environment for everyone using our services.

In achieving this we will focus on the following strategic objectives:

4.1 We will support the justice reform agenda by targeting investment across the courts estate, facilitating the use of technology and collaboration amongst partners to deliver business effectively.

4.2 We will invest in and develop the tribunals' estate, exploring the potential to bring services together and improve facilities for all those who use them.

4.3 We will increase the sustainability of our built estate by continuing to target historic backlog maintenance & meeting the challenging reduction targets set in our Carbon Management Plan.

4.4 We will explore the potential for the development of further justice centres in key population centres across Scotland – to support multi-agency collaboration should further funding become available.

Strategic Priority 5 – Efficiency & Best Value

We will secure a stable financial base that allows us to continually improve our services and be sustainable in the long term. We will keep our processes under review to make sure that we deliver business in an effective, reliable and economical way.

In achieving this we will focus on the following strategic objectives:

5.1 We will work with partners to ensure that Scotland's legal, technical and operational framework ensures that people only attend court in person when there is a clear benefit in doing so.

5.2 We will develop a high-quality web presence providing clear user advice, information and access to new digital services as these are developed.

5.3 We will continue to review internal business processes to maximise efficiency and effectiveness, thereby achieving best value.

5.4 We will review our fee structures to ensure that fees incentivise efficient and effective practice and are matched to the costs of activity.

Strategic Priority 6 – Digital Innovation

We will place digital innovation at the centre of what we do, making sure that we maximise the opportunities afforded by technology to improve processes, provide easy access to information, minimise physical appearance and support quicker outcomes.

In achieving this we will focus on the following strategic objectives:

6.1 We will extend our integrated case management system to other business areas, providing an efficient platform for case management and electronic data interchange.

6.2 We will invest in systems to support effective mobile working and collaboration for the judiciary and staff.

6.3 We will invest in the security and resilience of our networks and systems to underpin our increasing use of digital services and to mitigate the increasing threat of cybercrime.

6.4 We will work with our partners to refresh and develop the SCTS Digital Strategy and collaborate to deliver shared capabilities and common best practices.

Strategic Priority 7 – Purposeful Collaboration with Justice Bodies

We will work with justice bodies to deliver significant change and improvement to Scotland's justice system – through collaboration, communication and reform.

In achieving this we will focus on the following strategic objectives:

7.1 We will, as members of Scotland's Justice Board and its six local criminal justice boards, work in partnership with justice agencies, professional groups and the third sector, to maintain and improve system performance, integrating long-term policy development with practical operational improvements.

7.2 We will work with the UK Government, Scottish Government and justice partners to deliver a smooth transition of the administration of reserved tribunals to the SCTS.

7.3 We will lead the development of reforms to criminal business set out in the Evidence and Procedure Review, introducing a new approach to case management, using digital evidence and online case management to eliminate unnecessary, routine and often repeated hearings in court.

7.4 We will explore the potential to make greater use of online and alternative dispute resolution in civil and administrative cases – avoiding the need for hearings where matters can be settled.

Annex F – Summary of Key Performance Indicators

Performance against the KPI measures is monitored quarterly by the SCTS Board, using its Performance Scorecard published on our website, which assesses a range of measures relating to delivery of our seven Strategic Priorities. These are summarised below.

1. A WELL SUPPORTED JUDICIARY

1a Judicial satisfaction levels (assessment of most recent judicial attitudes survey plus qualitative assessment by SCTS Executive Team).

2. SATISFIED COURTS & TRIBUNALS USERS

2a User satisfaction levels (based on SCTS Court User Survey Data and ratings provided in independent Customer Service Excellence analysis).

2b Percentage of summary criminal cases disposed of within twenty-six weeks (based on official justice system statistics).

3. SKILLED & MOTIVATED PEOPLE

3a Employee engagement levels (indicator based around staff turnover, absence levels and survey data).

3b Delivery of staff development (indicator based around skills assessment tool and index rating).

4. A WELL-MANAGED ESTATE

4a Investment in the Estate (assessment of investment levels to ensure that backlog maintenance is being managed effectively).

5. EFFICIENCY & BEST VALUE

5a Sheriff summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5b JP summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).

5c Summary trials adjourned with no evidence led (proportion of trials called where the substantive business cannot proceed, based on court system data).

5d Court business waiting times (non-summary). An analysis of twelve key waiting indicators across a broad range of court business, assessing whether waiting times in relation to that business remain within optimal levels.

5e Effective Tribunals Operations – an assessment of 14 key administrative targets monitored by Tribunal Operations Directorate, to ensure that tribunals are effectively administered.

5f Managing expenditure (comparison of actual expenditure with profiled expenditure to ensure robust budgeting).

5g Managing income (comparison of actual fines and fees income with profiled income to ensure robust profiling).

5h Programme and Project Delivery (assessment of delivery of business change activity).

6. DIGITAL INNOVATION

6a Proportion of applicable transactions carried out online (measure to assess and drive greater use of online systems, such as online fines payment).

6b IT system availability (% of time that core systems are available for use).

7. PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

7a Assessment of collaboration with other justice bodies and through the Justice Board for Scotland.

SCTS website

<http://www.scotcourttribunals.gov.uk>

SCTS Reports and Data

www.scotcourts.gov.uk/about-the-scottish-court-service/reports-data

SCTS Board

www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board

Office of the public Guardian

www.publicguardian-scotland.gov.uk

Scottish Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/about-scottish-tribunals>

Other Courts & Tribunals

<http://www.scotcourts.gov.uk/the-courts/the-tribunals/other-courts-and-tribunals>

Judicial Office for Scotland

www.scotcourts.gov.uk/about-the-scottish-court-service/judicial-office-for-scotland

Scottish Government

<http://www.gov.scot>

Scottish Civil Justice Council

www.scottishciviljusticecouncil.gov.uk

Scottish Sentencing Council

<https://www.scottishsentencingcouncil.org.uk>

Justice Strategy for Scotland

<http://www.gov.scot/Publications/2012/09/5924/0>

If you require production of this document in another language or format please contact us at: enquiries@scotcourttribunals.gov.uk

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