

# Scottish Courts and Tribunals Service



## Business Plan 2020-21

**Revised Autumn 2020 - to reflect the Impact of COVID-19**



# UPDATE: AUTUMN 2020

## Note to readers about the impact of COVID-19 on this plan

The original version of this plan was approved by the SCTS Board at the end of March 2020 to mark the start of the 2020-21 business year, which runs from 1 April to 31 March. However, it was developed at the outset of the Coronavirus pandemic. The SCTS Board published its 3 year Corporate Plan for 2020-23 at the beginning of the year, but agreed that this plan should be reviewed in light of the COVID pandemic and published at an appropriate point.

As 2020 has unfolded the SCTS, in common with most organisations, has had to adapt – constantly reacting to the challenges and evolving restrictions created by COVID-19. Our focus throughout has been on supporting the public health response and keeping people safe; maintaining essential business; and minimising case backlogs by maximising the use of remote or online approaches.

In August, SCTS published '[COVID-19 Respond, Recover, Renew – Supporting Justice through the pandemic and beyond](#)'. The SCTS Board also reviewed and updated the outcomes in this plan to ensure that they reflected the impact of the pandemic on the organisation's core activities and priorities. Whilst the outcomes have been fully updated in this version of the plan, some of the commentary provided in the "setting the scene" section (pages 4-14) was drafted before the onset of the pandemic.

This plan should, therefore, be read in tandem with the "Respond, Recover, Renew" document as it outlines SCTS' response and ongoing recovery plans to build a more just, resilient and efficient system — working with our justice partners. Together they set out the key challenges and priorities for the SCTS in light of the pandemic across criminal, civil and tribunals business areas — and detail the actions being taken, many of which are enabled by provisions in the [Coronavirus \(Scotland\) Act 2020](#) and [Coronavirus \(Scotland\) \(No.2\) Act 2020](#).

This document contains "update notes" (in red text) to signpost some key developments caused by COVID-19 that may impact on the SCTS' operations and strategic outcomes. The business outcomes featured on pages 16 to 22 reflect the impact of COVID and were approved by the SCTS Board in August 2020.



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# Foreword

Eric McQueen  
Chief Executive

## Scottish Courts and Tribunals Service

It is a privilege to introduce this business plan that sets out our key business outcomes and the environment in which the Scottish Courts and Tribunals Service will operate in 2020-21.

This plan coincides with the commencement of a new three-year corporate planning period (2020-2023). Our new corporate plan sets out a bold, yet achievable, change agenda aimed at improving the delivery of justice services across Scotland. We will do this by keeping court users, including victims and witnesses, at the very centre of what we do and by supporting and leading wider justice system reforms. We will succeed by having a clear vision, by continuing to work effectively with our partners, by prioritising our resources on the right things and by nurturing and valuing our talented people.

Reform to the justice system can feel constant at times—and that should be the case if we can make things better for those who use it. Over the past year we have: introduced fully digital on-line case management for civil simple procedure cases; managed the ongoing transition of Scotland’s devolved tribunals into the First-tier tribunal for Scotland; and opened the ground-breaking Evidence and Hearing Suite in Glasgow, supporting child and vulnerable witnesses to give pre-recorded evidence, sparing them the trauma of court appearances. These are fundamental changes to the delivery of justice on which we will build—commencing with the opening of the state-of-the-art Inverness Justice Centre and new facilities at Kirkcaldy Sheriff Court.

SCTS became a non-ministerial department in 2010— as we embark on a new decade, we face a challenging and turbulent environment, with a backdrop of ongoing financial constraint, constitutional uncertainty, the need to respond to global climate change and an unforeseen challenge requiring us to mobilise our contingency planning to cope with the operational impacts of the Coronavirus outbreak. Success in an uncertain environment requires flexibility, but also stability—a focus on maintaining high-quality, compassionate and innovative services – rooted in our values of respect, service and excellence.

Our purpose of supporting justice is translated into seven strategic priorities, which directly support the aims and objectives of Scotland’s National Performance Framework:

- A Well Supported Judiciary
- Satisfied Service Users
- Skilled and Motivated People
- Sustainable Buildings and Business
- Digital Services
- Efficiency and Best Value
- Purposeful Collaboration

By focusing on these priorities we will continue to deliver first-class, services as independently verified through improved results in our annual Customer Service Excellence assessment and the highest ever scores in our independent Court Users’ Satisfaction Survey. Such achievements have only been possible by working collaboratively with the Scottish Government and other justice agencies — and by having a skilled, professional, committed and diverse workforce with a strong customer care ethos and an appetite for continuous improvement.

We will continue to work in partnership through the Justice Board for Scotland. We will also continue to invest our people—so that they have the knowledge, skills and support to reach their full potential. It is the support they provide to those who use the courts, tribunals and the Office of the Public Guardian every day which best demonstrates our purpose — supporting justice.



# 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. SCTS has a presence in many of Scotland’s communities where court and tribunal business is conducted daily. In total the estate comprises 71 buildings made up of courts, vulnerable witness suites, tribunals and offices. We operate from 40 locations across Scotland’s six sheriffdoms, together with 15 remote video witness sites. Tribunals also make use of some 70 further venues across Scotland for hearings.

In addition to administering Scotland’s courts and tribunals, the 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. The 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; and
- 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 2020-21 financial year. It aligns with our Corporate Plan 2020-23, which sets out our strategic priorities and objectives over the next 3-year period.

For each year of the Corporate Plan, SCTS prepares a Business Plan. This plan explains the environment within which the SCTS will be operating in 2020-21, and sets out the outcomes we aim to deliver. We report on performance against our key operational performance indicators, in [our Board Scorecard](#). We also prepare and publish an [Annual Report and Accounts](#), a [Business Plan Delivery Report](#) each year, and publish [quarterly Official Statistics on criminal case activity](#) in Scotland’s courts.

Our focus is on providing access to justice, maximising the benefits of technology, and improving the service we provide to all users. Underpinning the outcomes set out in this plan, each business unit within the SCTS produces its own annual plan, setting out more detailed priorities and activities. All our work is underpinned by our core **values of respect, service and excellence**:



Respect	Service	Excellence
Be courteous Be open & fair Work as one	Deliver a professional service	Innovate Collaborate Be accountable



# Our Operating Environment

Scotland's Courts and Tribunals continue to operate in a landscape of significant change and development, the aim of which is to support the effective administration of justice, increase efficiency and improve our services. During 2019-20, a number of significant initiatives were delivered, including:

- The opening of a new Evidence and Hearings Suite in Glasgow, which provides state of the art facilities to record the evidence of child and vulnerable witnesses in an environment centred around their individual needs, supporting the roll-out of new laws that will make this form of evidence capture increasingly the norm;
- The launch of Civil Online Phase 2 providing a fully digital online service for Simple Procedure cases - the first end-to-end digital court process in the UK;
- Continued investment in our digital infrastructure including the roll-out of Windows 10 across the entire organisation and the deployment of a new Unified Communications platform;
- The completion of the Inverness Justice Centre, providing modern court and tribunal facilities and a offering multi-agency integrated services for customers in a sustainable environment;
- The scoping of new digital case management systems for the Office of the Public Guardian and tribunals.
- The commencement of Summary Criminal Case pilots in Dundee, Paisley and Hamilton Sheriff Courts aimed at exploring how best to manage cases through the summary justice system;
- The ongoing migration of devolved tribunals into the First-tier Tribunal for Scotland—and considerable planning and development work to support growing jurisdictions - including the expansion of the Social Security Chamber;
- Some £492k savings achieved through improved contract management and development; and
- The successful administration of around **170,000** registered court cases, over **9,000** devolved tribunal cases and **70,000** Power of Attorney Registrations in 2019-20, alongside the ongoing significant portfolio of reform.

As the SCTS enters a new three year corporate planning period, the business delivered by our courts, devolved tribunals and the Office of the Public Guardian will continue to evolve, as will our approach to effectively managing it. Over the coming year, our development work will range across three key areas:

- Criminal justice reform (p8)
- Civil justice reform (p9)
- Tribunals reform (p10)

In addition to these three key reform areas we will take forward a number of projects to ensure that the organisation — our people, premises and systems—are able to support growing business levels and the changing expectations of our users.



# Our Operating Environment (cont.)

To be successful in this uncertain environment, the SCTS maintains a clear strategy and is committed to working in partnership. Our strategy map illustrates how our purpose is translated into seven strategic priorities—and how these priorities support the wider outcomes set in Scotland’s National Performance Framework:

## SCTS Strategy Map



In order to deliver successfully on these priorities the way in which we approach our business is critical. Whilst independent we work collaboratively with the Scottish Government, the Justice Board for Scotland, local criminal justice boards and a broad range of justice partners. The [Justice in Scotland – Vision and Priorities](#) provide 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).



# Our Policy and Legislative Environment

The justice system continually develops in response to wider changes in Scottish society. Our courts and tribunals are often the places where the rights and obligations set out in the law are asserted and upheld. Policy developments and new legislation influence our operating environment.

By working in partnership with agencies across the justice system we are able to plan for new policies and legislation. We have set our key priorities for the coming years in our Corporate Plan and key corporate strategies covering the areas of people, estates and digital development. Some of the key policy and legislative developments that will have a bearing on our work in 2020-21 are outlined below.

## **Criminal Justice Reform**

Our work in the field of criminal justice reform is aimed at ensuring the system is efficient, effective and, crucially, meets the needs of those involved in it. Over the next 12 months we will continue to deliver improvements to the experience of victims and witnesses, whilst exploring how cases can be most effectively managed to meet the range and volumes of business we face.

The **Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019** came into force on 20 January—introducing a presumption that child witnesses in the most serious criminal cases (in the High Court initially) will have their evidence pre-recorded to spare them the trauma of appearing in court. The new state of the art **Glasgow Evidence and Hearings Suite**, opened last year, offers purpose-built facilities for the taking of evidence. Further suites are being developed in Inverness, Edinburgh and Aberdeen.

Over the coming year we will continue to collaborate with the Scottish Government and justice partners on the phased commencement of the 2019 Act, which will also see an increase in the instances of taking Evidence by Commissioner prior to indictment. We will learn lessons as this work develops, expanding the approach from the High Court to solemn cases in the Sherriff Court.

Levels of **sexual offending** are at their highest since current records began. This growth has changed the balance of work in Scotland's criminal courts – particularly the High Court. We must ensure that the system adapts to manage the business it faces in the most efficient and effective way. For this reason a **review group**, led by the Lord Justice Clerk (Lady Dorrian) was established in 2019 with the remit to examine how sexual offences cases are currently managed by courts and whether there is a better way these cases can be dealt with to improve the experiences of all participants. The work of the review is ongoing and will be published during 2020. We anticipate that it will lead to a number of proposals for change and improvement—which we will explore and develop following publication of the review

We expect the remaining provisions of the **Management of Offenders (Scotland) Act 2019** to be implemented during 2020-21. The Act introduces a number of significant changes to the electronic monitoring of offenders regime. This includes making available at first instance, as part of a community payback order, a restricted movement requirement and extending the use of electronic monitoring to form part of other court orders. It also enables new forms of electronic monitoring to be introduced in the future, e.g. GPS technology and alcohol/drug monitoring.

We anticipate that whilst the provisions will not lead to an increase in criminal cases, there is likely to be an increase in the number of orders made which may increase the time taken to process relevant cases. This is due to the heightened profile of electronic monitoring as well as the effects of the extension of the presumption against short-term sentences, the impact of which we expect to be more pronounced over the coming year. The Act, along with the **Disclosure (Scotland) Bill**, which is currently progressing through Parliament, also amends the **Rehabilitation of Offenders Act 1974** and makes changes to provisions for the disclosure of convictions.

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*SCTS supports delivery of the outcomes and priorities in the Scottish Government's Justice Strategy, by providing the forum in which offenders can be brought to justice and citizens can assert their rights, with victims and witnesses supported throughout the process.*

*We work in partnership with justice agencies to continually improve the system – implementing reforms and making best use of technology. Click [here](#) for a summary of the Scottish Government's justice strategy (annex A)*

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# Our Policy and Legislative Environment

## *Civil Justice*

SCTS has been through a period of sustained reform, particularly in relation to civil courts. Following **Lord Gill's Scottish Civil Courts Review, the Courts Reform (Scotland) Act 2014** paved the way for major change including: increasing the threshold under which the sheriff court deals exclusively with civil cases; establishing the new all-Scotland Personal Injury Court and Sheriff Appeal Court; creating the new office of summary sheriff; and allowing the development and introduction of the **new Simple Procedure**.

The way in which business will be transacted is set to develop dramatically. Future projects will support the transformation of the Court of Session into a modern, dynamic and outward-facing court – using digital services to improve how court business is managed via new case management platforms. Work to explore how digital services in the Office of the Public Guardian is also progressing. A new change programme has been established to govern these key projects and activities that support civil justice reform.

In 2019 our **“Civil Online”** service launched for simple procedure cases – marking the introduction of a fully digital service for around 40% of the civil caseload. The system enabled the creation of digital case files, allowing parties to submit cases, lodge documents and pay court fees online. This is the most comprehensive digital court process in the UK – allowing for all stages of a case to be dealt with, without a paper process. The first digital simple procedure hearing took place in August 2019 – with the court able to hear evidence presented by the parties, supported by digital documents and photographs previously submitted online.

The **Children (Scotland) Bill** was introduced in 2019. This, along with the Scottish Government's **Family Law Modernisation Strategy**, will make substantial changes to the operation of family proceedings in Scotland's courts. It aims to ensure that: the views of the child are heard in contact and residence cases; that there are provisions in place to further protect victims of domestic abuse and their children; and that the best interests of the child are at the centre of contact and residence cases and Children's Hearings. We will work with the Scottish Government as the Bill progresses to ensure that proposals can be implemented effectively.

We expect that the remaining provisions of the **Civil Litigation (Expenses and Group Proceedings) (Scotland) Act 2018** will be implemented this year. The provisions aim to increase access to justice, by reducing uncertainty as to the level of legal expenses that pursuers may be liable for through various means. This could potentially increase levels of civil litigation – particularly in the National Personal Injury Court and the Court of Session. The timing for introduction of these provisions is yet to be set and we will keep both case levels and court capacity under review as these changes are introduced.

A number of changes in court rules relating to family law cases are also currently under consideration by the family law sub-committee of the **Scottish Civil Justice Council (SCJC)**. These include the potential extension of Simplified Divorce applications (currently open only to couples without children) to families with children under 16 and proposals to further develop the use of active judicial case management in family actions to ensure these are resolved effectively. We will work with the SCJC over the coming year to ensure that these and any other rule changes can be implemented successfully.

The use of mediation and **Alternative Dispute Resolution** will feature in the reform of all areas of civil law. We will continue to be supportive of measures which are designed to ensure that the most effective and efficient use is made of judicial resources; and which improve access to justice for those seeking to resolve disputes in Scotland.

In supporting the development of these new approaches we will ensure that the potential for digital delivery is fully explored – making the most of the investment we have made in our infrastructure and systems.



# Our Policy and Legislative Environment

## *Tribunals Reform*

The Tribunals Reform Programme is implementing a range of projects, which systematically draw the work of tribunals across Scotland into a coherent, integrated structure as set out in the **Tribunals (Scotland) Act 2014**. The overarching vision for the programme is to ensure the delivery of ‘Judicially-led tribunals that are modern, efficient and user-focused’.

To realise this, the SCTS has developed its operating model in order to provide efficient, digitally enabled, high quality services to all tribunal users and stakeholders. The opening of the **New Glasgow Tribunals Centre** (Atlantic Quay), provided purpose-built accommodation for around 300 SCTS & HMCTS Tribunals staff, with 34 hearing rooms.

The majority of Scotland’s devolved tribunals have now transferred into the First-tier Tribunal for Scotland Chamber structure—including jurisdictions covering Housing and Property, Health and Education, Tax, the General Regulatory Chamber and the Social Security Chamber—with the first wave of devolved social security benefit appeals already implemented and the second wave being introduced in 2020-21. Further transfers will be completed during this business planning period including the Mental Health Tribunal for Scotland and the Parking & Bus Lanes Tribunal, which will join the General Regulatory Chamber (GRC). The roll-out of the **Scottish Child Payment** for children under six years old is due in 2021 (and for families with children under 16 by the end of 2020) with the transfer of the Education Appeals Tribunal likely in 2021.

A key priority as the programme develops is ensuring that the judiciary, staff, systems and resources are in place to manage increasing tribunal case volumes. Over the last three years, the level of cases received annually by Scotland’s devolved tribunals has increased by over 75%. For instance, there has been continued growth in the caseload of the Mental Health Tribunal which, at present has the highest case levels of the devolved tribunals. The Housing and Property Chamber has also seen a huge increase in case volumes from the originally predicted 700 cases per year to around 4,000 in 2019.

As new benefits are devolved to Scotland the work of the Social Security Chamber is set to increase significantly - from the 100 or so cases handled in 2019-20. Around 2,000 Disability Assistance for Children and Young Persons (DACYP) cases are predicted from April 2020 and up to 30,000 cases for Disability Benefits for Working Age People (DAWAP) may become the norm from 2021. SCTS are working closely with the Scottish Government to ensure systems are in place and that sufficient resources—both staff and judicial - are in place to manage this significant expansion.

Proposals for the devolution of the administration of reserved Tribunals to SCTS—including immigration, taxation and employment—remain on hold, pending agreement on the transfer between the UK and Scottish Governments. The work of the Tribunals Reform programme will continue beyond the coming year until at least 2022 by which time the tribunals’ landscape will have developed and expanded considerably under the leadership of the President of Scottish Tribunals and the Lord President.

## *The UK's Exit from the European Union*

Following the UK's departure from the European Union (EU) on 31 January, the SCTS, like other organisations, will continue to monitor and respond to developments during the transition period, which runs until 31 December. Work conducted over the past year means that the organisation is well-placed to manage the impacts of the situation as it develops. We will continue to assess the potential impact of any negotiations with other justice agencies, to identify any challenges to the courts and tribunals system or the justice system as a whole. This activity will include our continuing participation in the multi-agency **Justice Board EU Sub-group** led by the Scottish Government.

## *Climate Change*

In 2019, the Scottish Government set out its ambition to tackle the 'global climate emergency', coupled with a new Climate Change Bill. The legislation amended the **Climate Change (Scotland) 2009 Act** in order to set a target date of 2045 for reaching net-zero emissions. The amendments to the Bill also raised the ambition of the 2030 targets.

The SCTS will continue its efforts to meet, and exceed, its carbon reduction targets whilst retaining the Carbon Trust 'Triple Standard' accreditation. We will also support the multi-agency preparations for the **2020 UN Climate Change Conference (COP 26)** due to be held in Glasgow in November. This high profile global summit will involve tens of thousands of delegates, world leaders and a high degree of scrutiny on Scotland's ability to manage such an event. The possibility of protests accompanying the conference is high—and we are working with other justice agencies to ensure that the system can cope with such a possibility—balancing the importance of supporting an effective event with the rights of individuals to protest in a legitimate way. **COVID-19 update — the COP 26 UN conference above is postponed until November 2021.**

## *Coronavirus (COVID-19)*

Following the outbreak of **Coronavirus (COVID-19)** at the beginning of 2020, the SCTS has been developing its contingency plans to support the safety of all staff, partners and system users, whilst assessing how services that are essential to support the justice system can be maintained in the face of the outbreak. At the time of writing it is impossible to predict the extent of the disruption that coronavirus may cause to society in general, and the ability for courts and tribunals to operate normally, in particular.

We are working with partner organisations to ensure that the most essential business can be maintained through any period of significant disruption, whilst recognising that it may not be possible to maintain "business as usual" in the face of significant impacts. Our priorities in response to such disruption will be to: support the public health response to the outbreak (protecting the life and safety of all staff, court and tribunal users); maintain all essential business to the greatest extent possible; and minimise the accumulation of case backlogs so far as possible — to facilitate the most effective recovery.

As mentioned in the [COVID-19 update statement on page 2](#), the SCTS '[COVID-19 Respond, Recover and Renew – Supporting Justice through the pandemic and beyond](#)' report sets out the organisation's response to the pandemic aimed at building a more just, resilient and efficient system in collaboration with our partners. New measures to help maintain essential business and tackle business backlogs are underpinned by emergency legislation in the [Coronavirus \(Scotland\) Act 2020](#) and [Coronavirus \(Scotland\) \(No.2\) Act 2020](#). Provisions include:

- Enabling documents produced by a court or tribunal, or for proceedings, to be signed/initiated electronically and transmitted electronically;
- The introduction of remote and virtual hearings and appearance by parties across a range of business types;
- Appearance from custody may be heard by any court in Scotland and be dealt with by a sheriff of any sheriffdom;
- Any document that requires to be put on the walls of a court building, or made otherwise publically available, is to be published on the SCTS instead;
- Extensions to a number of time limits in civil and criminal proceedings;
- Extended circumstances in which evidence can be provided outwith formal court hearings; and
- Enabling the court to prevent an undertaking from expiring by changing the time at which the person who gave the undertaking is to appear at court.

# Our Financial Environment

Further detail on the 2020-21 financial plan is provided at [Annex B \(p24-25\)](#)

**NOTE**—The financial information below captures SCTS’ financial position as at 1 April, before the impact of COVID-19 took effect. COVID-19 continues to have a significant impact on SCTS’ revenue and capital spending plans, with additional Scottish Government funding sought during the year to support our strategic response to the pandemic - as set out in the [‘COVID-19 Respond, Recover, Renew’](#) report referred to above. This has resulted in considerable realignment of the SCTS budget. That process is ongoing through the Spring Budget Revisions at the time of issue. The final financial position will be reported in our 2020-21 Annual Report & Accounts.

The Scottish Government’s budget for the SCTS has been set at £122.6m for 2020-21 (inclusive of £25.6m of depreciation charges). In a continuing challenging financial environment SCTS remain committed to delivering high quality services and promoting reform to ensure that Scotland’s courts and tribunals continue to meet the expectations of the public within the resources available.

The uplift in funding from the previous year reflects the baselining of budget in respect of tribunals business (primarily the Housing and Mental Health tribunals), judicial pensions, support for the serious sexual crimes initiative and evidence by commission, which were all previously funded through in year transfers. The significant programme of reform continues with further expansion of tribunals business to SCTS in the coming year.

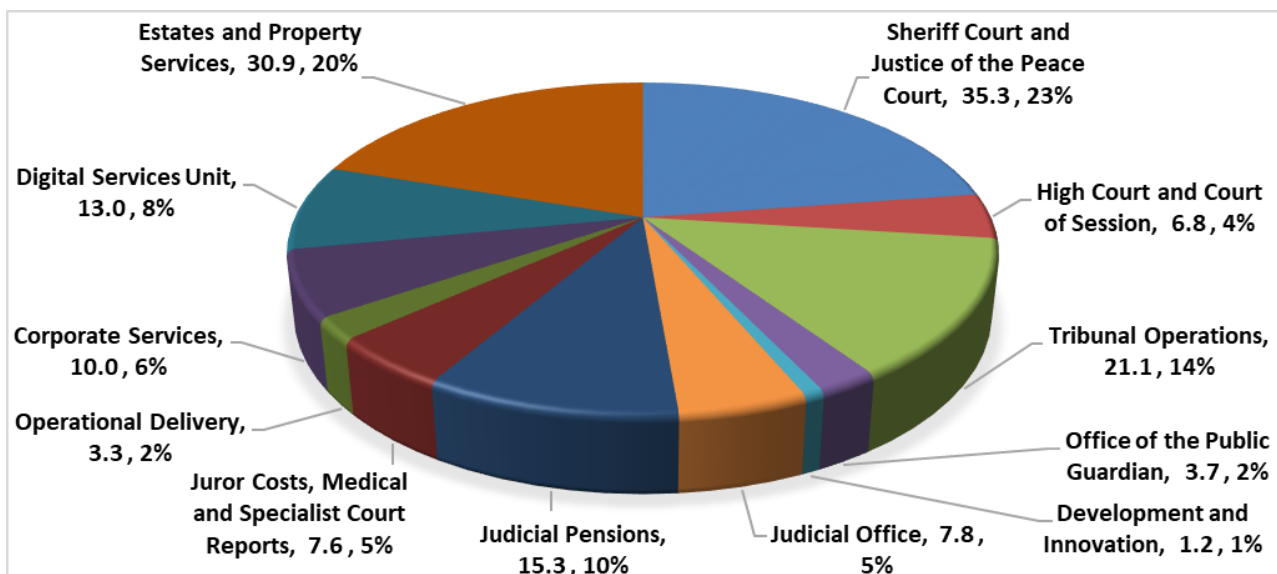
In recognition of the fact that significant ongoing reforms are being delivered, particularly in relation to the expansion of tribunal business to the SCTS, a number of further in-year funding transfers will be agreed with the Scottish Government over the course of 2020-21. We estimate these will supplement the baseline budget by a projected £13.1m (as detailed at Annex B) giving a total budget (inclusive of depreciation) for 2020-21 of £135.7m. This budget meets the majority of the annual running costs with the balance (£45.8m) 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 85% of the total spend is invested directly in supporting front line operations, including the cost of maintaining a diverse and historical estate which accounts for 20% of funding. SCTS continues to invest in digitising the service with some 8% of available funds targeted on strengthening our digital infrastructure and innovation to improve front line services.

The financial plan detailed at Annex B (pages 24-25) illustrates that total revenue expenditure for 2020-21 is budgeted at £145.7m. Our major cost areas of staff, accommodation and estates management account for over 68% of revenue expenditure. Capital funding for 2020-21 is set at £10.2m which includes £2.1m of anticipated in year funding in respect of a new case management system for the Social Security chamber with the remainder to fund investment in business as usual activities.

**Diagram 1 – SCTS Revenue & Capital Expenditure – 2020-21 by business area (in £m) – total £155.9m**

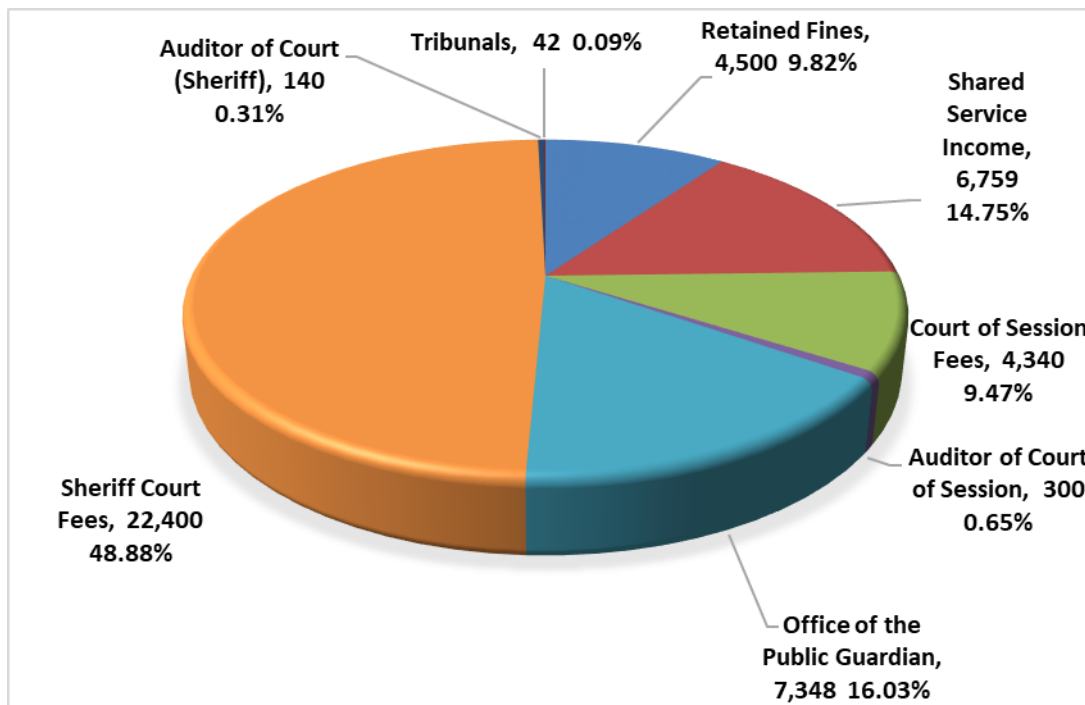


As in previous years, we will strengthen our ICT infrastructure, most notably through continued investment in court room technology, and ongoing investment in our cyber security and resilience. We will continue to invest in digital innovation, and will design and deliver inclusive and accessible services which meet the needs of users whilst choosing tools and technology that create a high quality service in a cost effective way. In particular, we will introduce new case management systems into new areas of business and will further develop Civil Online to create, for the first time, digital case files.

**Income**

Total Income for 2020-21 is projected to be £45.8m and Diagram 2 shows the breakdown of that income by category. Some 75% (£34.3m) of that projected income is derived from fees, with the majority (£22.4m) of these coming through Sheriff Court fees. Income from retained fines accounts for 10% of the SCTS income and is projected to be £4.5m in 2020-

**Diagram 2 – SCTS Income – Projected Levels 2020-21 (in £000's) (total projected income £45.8m)**



Tables summarising the financial allocation for 2020-21, broken down by both service area and cost category, can be found at Annex B.

## COVID-19 UPDATE

This section of the business plan would normally provide a forecast of business volumes by main case type for 2020-21. However, due to the significant impact of COVID-19 on business levels (created by lockdown and subsequent physical distancing measures), the original information and planning assumptions have been removed.

Instead, SCTS is now publishing [monthly workbook reports](#) that show criminal case volumes progressed in the High, Sheriff and Justice of the Peace courts from April 2020, compared against the monthly averages for 2019-20 (pre-COVID).

In addition, [quarterly statistics](#) are published, covering High, Sheriff, Justice of the Peace and Criminal Appeal courts alongside local court figures (for solemn and summary criminal business). Details on case volumes for previous years have already been published in our [Annual Report and accounts](#).

As mentioned in the COVID-19 update statement on page 2, the SCTS' ['COVID-19 Respond, Recover and Renew – Supporting Justice through the pandemic and beyond'](#) report sets out the organisation's response to the pandemic aimed at building a more just, resilient and efficient system in collaboration with our partners. This report was supplemented by four analytical modelling reports describing the business backlog levels and options to address them in [High Courts](#), [Sheriff Solemn](#), [Sheriff Summary](#) and the [Justice of the Peace Court](#).



# Scottish Courts and Tribunals Service

## Business Outcomes for 2020-21

Our key business outcomes for 2020-21 are listed on the following pages – grouped under our seven strategic priorities:

A WELL SUPPORTED JUDICIARY

SATISFIED SERVICE USERS

SKILLED & MOTIVATED PEOPLE

SUSTAINABLE BUILDINGS & BUSINESS

DIGITAL SERVICES

EFFICIENCY & BEST VALUE

PURPOSEFUL COLLABORATION

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 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 2020 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.



# A WELL SUPPORTED JUDICIARY

## STRATEGIC PRIORITY 1

*Scotland's judiciary are equipped with the right people, systems, technology and processes to ensure they can dispense justice effectively*

### The key areas for our focus in 2020/21 will be:

Delivering effective ongoing support to the courts and tribunals judiciary as they manage business.

Continuing to ensure that we take account of the views of the judiciary to help us inform improvements in service.

Working in partnership to ensure the effective completion of pilots to inform the redesign of summary criminal court procedure whilst optimising the use of pre-recorded evidence.

Supporting the tribunal judiciary as further reforms to the tribunal system are implemented.

Outcome	Due Date
1.1 We will fulfil our purpose of supporting justice by managing an effective response and recovery from the COVID-19 pandemic, delivering the effective and efficient administration of Scotland's courts, devolved tribunals and Office of the Public Guardian to a consistently high standard using the SCTS Board Scorecard metrics to monitor performance.	Throughout 2020-21 (performance reported quarterly)
1.2 We will support the judiciary through the significant change to remote and virtual delivery of court and tribunal business necessitated by COVID-19, providing the systems, processes and resources required to manage business in new ways.	Ongoing
1.3 We will respond to the changing nature of business faced by the criminal courts by supporting the development and implementation of recommendations arising from the Lord Justice Clerk's review of the management of sexual offence cases.	Ongoing
1.4 We will support the operation and evaluation of pilots in Dundee, Hamilton and Paisley which will assess the benefits of new approaches to dealing with summary criminal business – involving stronger judicial case management and earlier engagement with the parties.	Throughout 2020-21





## SATISFIED SERVICE USERS STRATEGIC PRIORITY 2

*We inspire confidence through the delivery of a high-quality customer service*

### The key areas for our focus in 2020/21 will be:

Building our understanding of the needs and views of courts, tribunals and OPG users to inform improvements in service quality.

Work with partners to enhance trauma awareness and skills allowing tailored support for staff and service users.

Continuing to seek views from and build insight on the needs & views of those using Scotland's tribunals.

Using the Customer Service Excellence (CSE) standard to help us understand user needs, drive continuous improvement and independently validate our service.

Outcome	Due Date
2.1 We will maintain high service standards across the organisation using the Customer Service Excellence assessment programme to verify those standards and ensure that we build on best practice.	November 2020
2.2 We will continue to focus on the service we provide to victims and witnesses by supporting the work of the Victims' Taskforce and by reviewing and developing our published service standards, to ensure they are being met and to make further improvements where possible.	March 2021
2.3 We will improve the ability of our staff to support vulnerable users by conducting an audit of current trauma awareness levels, developing re-sources and training on trauma awareness and support.	February 2021
2.4 We will develop and pilot a new digital expense payment system, providing a faster, more secure and efficient approach to pay expenses to a range of court and tribunal users.	February 2021



## SKILLED & MOTIVATED PEOPLE STRATEGIC PRIORITY 3

*We support our people to provide excellent customer service—focusing on their performance, learning, resilience and well-being*

### The key areas for our focus in 2020/21 will be:

Continuing to develop the capability of our managers and people at both strategic and operational levels.

Ensuring that our people are well-supported as they deliver a key public service in a fast-paced and often challenging environment.

Recognising the need to provide timely and appropriate learning and development so our people can provide a high-quality service both now and in the future.

Building on our People Strategy by developing systems, policies and analytics that allow us to make decisions in the most efficient way.

Outcome	Due Date
3.1 We will design and implement the first phase of our new People Information System, replacing legacy HR and payroll systems with a flexible, cloud-based solution.	February 2021
3.2 We will provide staff with the resources, advice and support to maximise home-working for all appropriate roles — reducing the need for staff to travel or attend the workplace where work can be carried out effectively on a remote basis.	October 2020
3.3 We will update our technical and professional learning programmes so that they can be fully delivered on on-line — allowing training to take place at the right time, with the right people and during COVID-10 restrictions.	October 2020
3.4 We will develop and introduce a range of remotely accessible training tools, resources and support to ensure that staff have the skills and confidence to deliver court and tribunal hearings digitally.	December 2020



## SUSTAINABLE BUILDINGS & BUSINESS STRATEGIC PRIORITY 4

*We provide a high-quality, safe and secure environment for Scotland's Courts and Tribunals, and take further action to reduce our environmental impact without compromising our core services*

### The key areas for our focus in 2020/21 will be:

Implementing our Estates Strategy and Carbon Management Plan to deliver facilities that are optimal for the 21st century.

Balancing estates investment with maintenance and access requirements across the estate, against the backdrop of a constrained budget and ambitious 2045 zero-carbon goals.

Working in partnership to develop plans for future justice centre investments in Kirkcaldy and Dundee, creating facilities that meets the needs of all who will use it.

Delivering improved facilities for service users across the country, as resources allow.

Outcome	Due Date
4.1 We will retain our position as a leading public sector organisation in sustainability by retaining Carbon Trust Triple standard accreditation and meeting our demanding carbon reduction targets.	Ongoing to March 2021 (performance monitored quarterly)
4.2 We will develop proposals for future investment in the courts and tribunals estate to support the Scottish Government's planned capital spending review.	Throughout 2020-21
4.3 We will continue to invest in our estate to address backlog maintenance ensuring that our historic buildings provide a safe, secure and suitable environment in which to deliver business.	March 2021
4.4 We will explore the potential to rationalise the court and tribunal estate in Edinburgh to improve efficiency, sustainability and collaboration – developing a proposal to inform future investment.	February 2021



*We maximise the opportunities provided by technology to improve processes, access to information and to support quicker and better outcomes*

**The key areas for our focus in 2020/21 will be:**

Ensuring that our infrastructure is ready to support greater use of online transactions, video conferencing and digital evidence presentation – so that the amount of paper in the courtroom reduces.

Ensuring that the benefits of new ICT are fully understood and maximised.

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.

Outcome	Due Date
5.1 We will introduce a new case management system in the Court of Session, commencing with personal injury cases, replacing end of life systems and providing improved analytics and resilience.	February 2021
5.2 We will design new case management systems for areas of the business, such as the Office of the Public Guardian and devolved tribunals, as funding allows, to support online submission and end-to-end digital case management.	January 2021
5.3 We will maintain investment in our core digital infrastructure – realising the benefits from the introduction of Windows 10, adding video conferencing to our unified communications system and maintaining our ability to share information securely – benchmarking against the “Cyber Essentials Plus” accreditation.	December 2020
5.4 We will work in partnership with the Crown, legal profession and the 3rd sector to extend the use of virtual hearings in appropriate cases — ensuring that the technology is in place to support high quality hearings, maintaining capacity whilst reducing the number of people required to appear in person.	Ongoing to March 2021



## EFFICIENCY & BEST VALUE STRATEGIC PRIORITY 6

*We have financial stability that enables us to improve our services in an effective, economical and sustainable manner*

### The key areas for our focus in 2020/21 will be:

Ensuring that clear and efficient business processes are in place, meeting the needs of all service users.

Improving systems and services so that we can work more effectively with the public – and with each other.

Ensuring that progress of business is reliable, economical and avoids inappropriate delays.

Sharing a wider range of information on our work proactively to build insight and public confidence.

Outcome	Due Date
6.1 We will develop a website strategy, setting out our approach to consolidating the existing multi-supplier SCTS web-presence.	February 2021
6.2 We will develop and implement a new Procurement Strategy – delivering £250k of efficiency savings through further improvements in practice.	March 2021
6.3 We will recommence solemn criminal trials, scaling up capacity through the establishment of remote jury centres that support physical distancing requirements and piloting remote jury balloting to reduce the need for large numbers of potential jurors to attend court.	December 2020
6.4 We will continue to manage criminal business levels effectively – using the resources available to achieve the target optimum period between first calling and trial diet of 16 weeks in summary business and 8-10 weeks in domestic abuse cases wherever possible.	Performance monitored quarterly



## PURPOSEFUL COLLABORATION STRATEGIC PRIORITY 7

*We 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 2020/21 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.

Working with partners on our preparedness for key matters such as Coronavirus and Brexit.

Supporting collaborative reform and improvement of courts and tribunals through our change programmes.

Exploring the potential benefits of greater joint working in particular services and at particular locations.

Outcome	Due Date
7.1 We will support the work of the Justice Board for Scotland and Scotland's six local criminal justice boards, working collaboratively to manage the response and recovery from COVID-19.	Board meetings throughout 2020-2021
7.2 We will, at the appropriate time, conduct a full debrief and lessons learned exercise from the COVID-19 pandemic, sharing this with our partners across the justice system.	TBC
7.3 We will provide administrative support to the Scottish Civil Justice Council and Scottish Sentencing Council so that they can deliver their distinct work programmes to a high standard.	Ongoing (detailed priorities in SSC and SCJC Plans)
7.4 We will continue to work with the Scottish Government and other justice partners to oversee transitional arrangements to manage the impact of Brexit, ensuring rules of court are amended where necessary and that any operational impacts on the justice system are minimised.	Quarterly review by SCTS Brexit transition working groups



## 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

## 2020-21 - Financial Summary by Cost Category

Cost Category (£000's)	2020-2021 Budget Bill	In Year Funding	2020-2021 Total Budget
Pay	65,172	3,317	68,490
Other Staff Costs	486	1	487
Rent & Rates	10,026	-	10,026
Accommodation	9,898	2,643	12,541
Building Maintenance	6,943	-	6,943
Judicial Costs	1,730	1,280	3,010
Judicial Pensions	15,006	326	15,332
Tribunal Members fees	6,961	2,596	9,557
Office & Other	8,095	263	8,358
Supplies & Services	1,792	3	1,795
Training	431	90	521
Travel	879	140	1,018
<b>Business Costs</b>	<b>127,419</b>	<b>10,659</b>	<b>138,078</b>
<b>Total Operational Costs</b>	<b>7,226</b>	<b>367</b>	<b>7,593</b>
<b>Total Revenue Expenditure</b>	<b>134,644</b>	<b>11,026</b>	<b>145,671</b>
Fees for Civil Cases	(34,270)	-	(34,270)
Rents Receivable	(5,947)	-	(5,947)
Recharges	(1,112)	-	(1,112)
Retained Fines	(4,500)	-	(4,500)
<b>Total Receipts</b>	<b>(45,829)</b>	<b>-</b>	<b>(45,829)</b>
<b>Net Revenue Expenditure</b>	<b>88,815</b>	<b>11,026</b>	<b>99,841</b>
<b>Capital</b>			
Buildings	3,200	-	3,200
Furniture & Fittings	100	-	100
Digital Infrastructure	2,700	-	2,700
Digital Development	2,185	2,086	4,271
<b>Total Capital Expenditure</b>	<b>8,185</b>	<b>2,086</b>	<b>10,270</b>
<b>Non-Cash Ring Fenced DEL Depreciation</b>	<b>25,600</b>	<b>-</b>	<b>25,600</b>
<b>Total Net Expenditure</b>	<b>122,600</b>	<b>13,112</b>	<b>135,712</b>
<b>AME Expenditure</b>	<b>-</b>	<b>-</b>	<b>-</b>





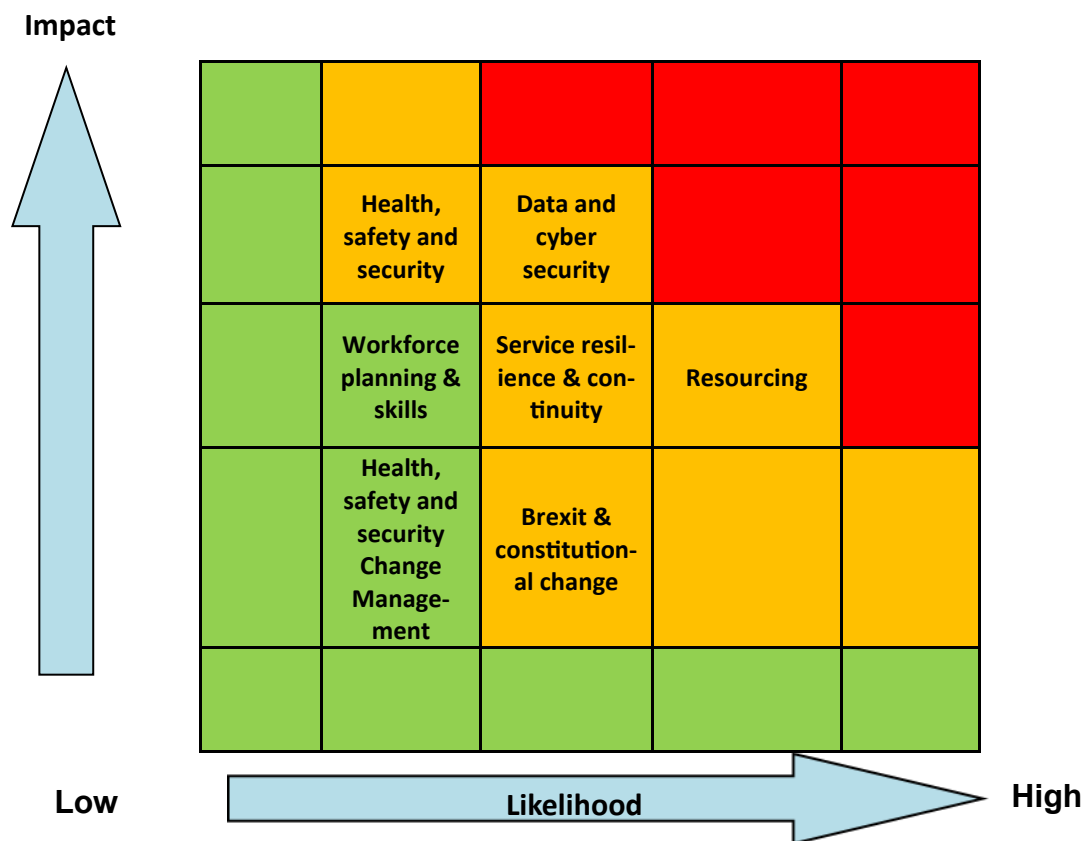
## Annex B — Summary Financial Plan (cont.)

### 2020-21 – Financial Summary by Service Area

Budgets 2020-21 - Financial Summary by Service Area			
Service Area (£000's)	Revenue	Capital	Total
Sheriff Court and Justice of the Peace Court	35,297	-	35,297
High Court and Court of Session	6,832	-	6,832
Tribunal Operations	19,001	2,086	21,087
Office of the Public Guardian	3,654	-	3,654
Development and Innovation	1,202	-	1,202
Judicial Office	7,796	-	7,796
Judicial Pensions	15,332	-	15,332
Juror Costs, Medical and Specialist Court Reports	7,593	-	7,593
Operational Delivery	3,332	-	3,332
Corporate Services	9,828	185	10,012
Digital Services Unit	8,252	4,700	12,952
Estates and Property Services	27,553	3,300	30,853
<b>Total Direct &amp; Operational Costs</b>	<b>145,671</b>	<b>10,270</b>	<b>155,942</b>
<b>Receipts</b>	<b>(45,829)</b>	<b>-</b>	<b>(45,829)</b>
<b>Total Net Expenditure before depreciation</b>	<b>99,842</b>	<b>10,270</b>	<b>110,112</b>
<b>Non-Cash Ring Fenced DEL Depreciation</b>	<b>25,600</b>	<b>-</b>	<b>25,600</b>
<b>Total Net Expenditure</b>	<b>125,442</b>	<b>10,270</b>	<b>135,712</b>

A commentary on the financial environment and budget can be found at pages 11-12 of this plan.

*Strategic Risk Categories – Identified and Mapped by the SCTS Board*



Strategic Risk Category	Principal Corporate Risk monitored by SCTS Board and Audit & Risk Committee
Workforce Planning & Skills	Failure to maintain a skilled & motivated and adaptable workforce.
Health, Safety & Security	Significant health & safety or security breach.
Service Resilience & Continuity	Essential business & services compromised due to critical incident(s).
Data & Cyber Security	Significant data/system loss caused by failure in information management controls or cyber-attack.
Change Management	Ineffective planning and/or delivery of change impacts on delivery of core business or reform programme.
Brexit and Constitutional Change	Constitutional change impacts on ability to deliver core business or reform programme
Finance & Resourcing	Financial pressures impact on delivery of core business or reform programme



# Annex D - Scottish Courts and Tribunals Service

## Our Strategic Priorities & Objectives 2020-23

**By supporting justice and building a stronger service we maintain:**

- A Well Supported Judiciary; and
- Satisfied Service Users

***In order to deliver we need:***

- Skilled and Motivated People;
- Sustainable Buildings and Business;
- Digital Services
- Efficiency and Best Value; and
- Purposeful Collaboration

***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 2020-23 Corporate Planning period.

### **Strategic Priority 1 – A Well Supported Judiciary**

*Scotland's judiciary are equipped with the right people, systems, technology and processes to ensure they can dispense justice effectively*

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

- 1.1 Deliver the administration of Scotland's courts, devolved tribunals and the Office of the Public Guardian to a consistently high standard throughout the period of this plan.
- 1.2 Ensure that all of Scotland's devolved tribunals have the systems, processes and people they need to dispense justice as their caseloads and span of responsibility continues to grow.
- 1.3 Support Scotland's judiciary as the range and nature of cases they case continues to evolve—due to societal change, developments in systems and processes and broader policy changes.

### **Strategic Priority 2 – Satisfied Service Users**

*We inspire confidence through the delivery of a high-quality customer service*

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

- 2.1 Improve our service by learning from those who use it—inviting feedback and conducting user surveys to assess how effective we are.
- 2.2 Enhance the accessibility of our services, systems and resourcing to promote equality and diversity across all our work.
- 2.3 Transform the service we provide to child and vulnerable witnesses to minimise the trauma they experience and ensure that the best possible evidence is captured.



### **Strategic Priority 3 – Skilled & Motivated People**

*We support our people to provide excellent customer service—focusing on their performance, learning, resilience and wellbeing*

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

3.1 Support our people to do their best—by introducing a new approach to performance management and development, and by reviewing our current reward framework.

3.2 Strengthen the wellbeing of our staff and those they support—through our wellbeing programme and the introduction of training on trauma awareness, that will improve both our understanding of trauma and our ability to support those experiencing it.

3.3 Build the confidence and competence of our people through the development of our professional training programmes—enabling all staff to develop their skills and careers in a structured and supported way.

### **Strategic Priority 4 – Sustainable Buildings & Business**

*We provide a high-quality, safe and secure environment for Scotland’s Courts and Tribunals, and take further action to reduce our environmental impact without compromising our core services*

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

4.1 Further reduce our impact on the environment—focusing on the three key drivers of our estate, our systems and our people, as we assess how to reach the carbon zero goal.

4.2 Set out our future vision for the courts and tribunals estate across Scotland, drawing on the lessons from the development of Inverness Justice Centre and conducting a strategic review of our estate to assess its condition, investment needs and options for future development.

4.3 Complete and implement the findings of a review of court, tribunal and broader justice sector accommodation in the Edinburgh area, to improve estate utilisation, accessibility, efficiency and customer service.

### **Strategic Priority 5 – Digital Services**

*We maximise the opportunities provided by technology to improve processes, access to information and to support quick and better outcomes*

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

5.1 Reduce the need for physical attendance at proceedings where it adds little or no value by exploiting the technology introduced across Scotland’s Courts and Tribunals.

5.2 Improve access to justice by expanding and enhancing the range of digital services we provide across the justice system—in courts, tribunals and the Office of the Public Guardian.

5.3 Invest in the ongoing maintenance, security and usability of our digital network and systems—as it underpins an increasing proportion of what we do.

## **Strategic Priority 6 – Efficiency and Best Value**

*We have financial stability that enables us to improve our services in an effective, economical and sustainable manner*

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

- 6.1 Develop and introduce a modern digital HR system (including a new e-recruitment system) that reduced manual input, supports real-time updates and informs the organisation with high-quality people data and analytics.
- 6.2 Improve our ability to interact digitally with as broad a range of users as possible—investing in our web presence to enhance the information we provide and rolling-out a new system to automate expense payments and reimbursement.
- 6.3 Develop the range of information we make available, publishing data to improve transparency. As new case management systems are introduced we will explore the potential to improve our service and generate greater insights for the justice system through the use of artificial intelligence.

## **Strategic Priority 7 – Purposeful Collaboration**

*We 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 Propose reforms with the potential to radically improve the management of criminal business by co-ordinating and evaluating a range of pilot approaches to summary criminal case management and by taking forward the recommendations of the Lord Justice Clerk’s Review.
- 7.2 As members of Scotland’s Justice Board and its six local criminal justice boards, work in partnership with justice organisations, professional bodies and the third sector to maintain and improve system performance, share insights and support policy development leading to practical improvements.
- 7.3 Provide the staffing, systems and resources required to support the work of the Scottish Civil Justice Council and Scottish Sentencing Council as they develop court rules and sentencing guidance to improve the operation of both the civil and criminal justice systems.



# Annex E — 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 SERVICE 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 proportion of staff who have completed certain key areas of training and development).

## 4. SUSTAINABLE BUILDINGS & BUSINESS

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

4b Sustainability and carbon reduction (assessment of whether the organisation is meeting carbon reduction targets set).

## 5. DIGITAL SERVICES

5a Proportion of applicable transactions carried out online (measure to assess and drive greater use of online systems, such as online fines payment).

5b IT system resilience (measure to report on the resilience of core SCTS systems – ensuring these are available for use when required).

## 6. EFFICIENCY & BEST VALUE

- 6a Sheriff summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).
- 6b JP summary criminal waiting periods (assessment of the length of time between pleading and trial diets, based on court system data).
- 6c Summary trials adjourned with no evidence led (proportion of trials called where the substantive business cannot proceed, based on court system data).
- 6d 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.
- 6e Effective Tribunals Operations – an assessment of 14 key administrative targets monitored by Tribunal Operations Directorate, to ensure that tribunals are effectively administered.
- 6f Delivering on our change programme – a summary of the delivery status on progress the SCTS is making towards meeting its outcomes.

## 7. PURPOSEFUL COLLABORATION

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

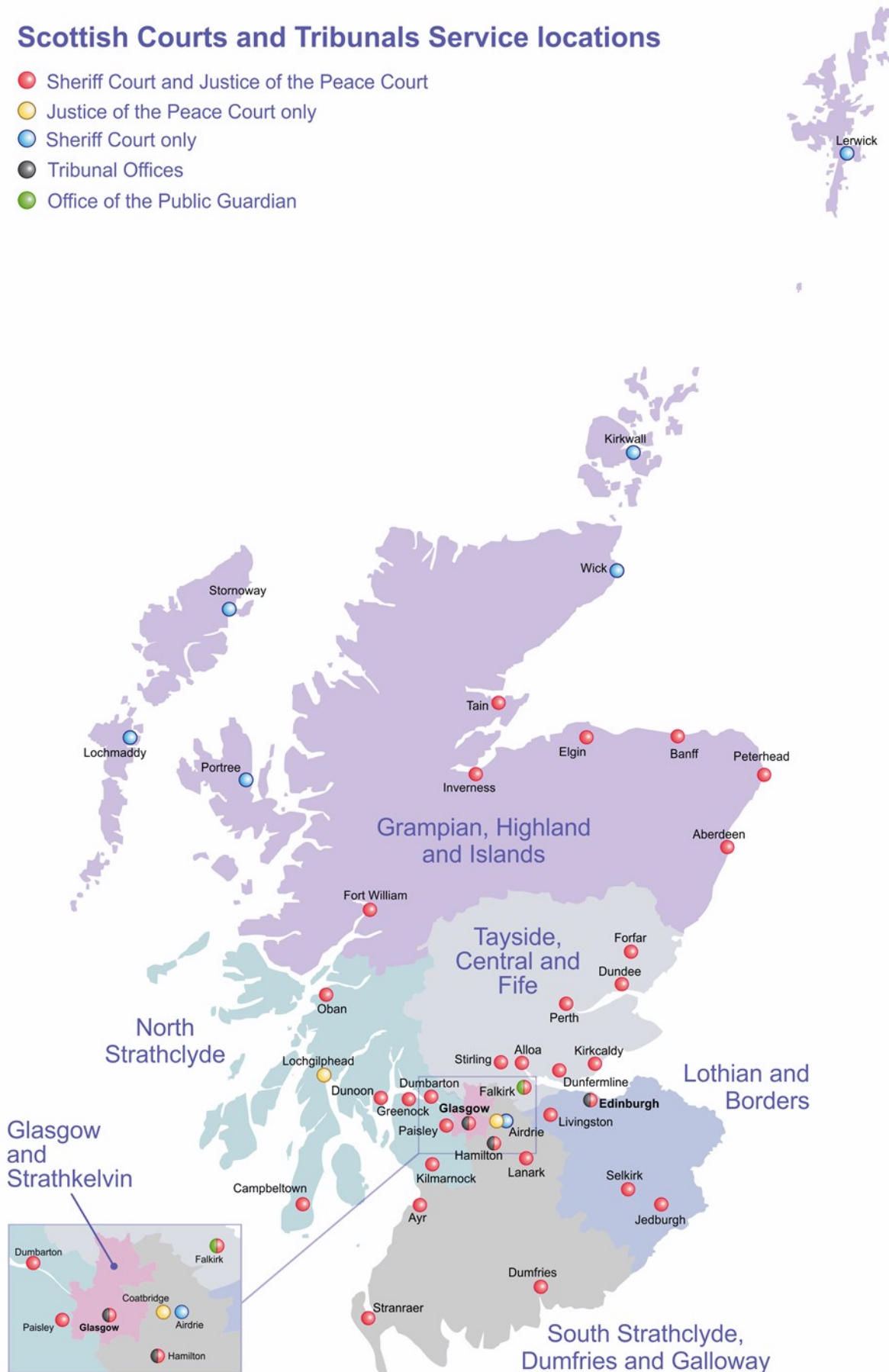
## 8. FINANCIAL INDICATORS

- 8a Managing expenditure (comparison of actual expenditure with profiled expenditure to the year end to ensure robust budgeting).
- 8b Managing income (comparison of actual fines and fees income received with profiled income to the year end to ensure robust profiling).



## Scottish Courts and Tribunals Service locations

- Sheriff Court and Justice of the Peace Court
- Justice of the Peace Court only
- Sheriff Court only
- Tribunal Offices
- Office of the Public Guardian





**SCTS website**

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

**SCTS Reports and Data**

[www.scotcourts.gov.uk/about-the-scottish-court-service/reports-data](http://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](http://www.scotcourts.gov.uk/about-the-scottish-court-service/the-scottish-court-service-board)

**Office of the Public Guardian**

[www.publicguardian-scotland.gov.uk](http://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](http://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](http://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>

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