

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

## **Scottish Courts and Tribunals Service**

Successful  
27 September 2017

## Assessment Summary

### Overview

Overall outcome Successful

RP1 2017 The Scottish Courts and Tribunals Service (SCTS) is an independent body corporate established by the Judiciary and Courts (Scotland) Act 2008. Its function is to provide administrative support to Scottish Courts and Tribunals and to the judiciary of courts, including the High Court of Justiciary, Court of Session, Sheriff Courts and Justice of the Peace Courts, and to the Office of the Public Guardian and Accountant of Court.

The Scottish Courts and Tribunals Service has provided a very well respected and consistently high quality service over the thirteen years since it first achieved Charter Mark accreditation for selected courts in 2004 through to CSE accreditation in 2013 for the former Scottish Court Service (SCS). Following the merger with the Scottish Tribunals Service in April 2015, accreditation from 2017 onwards also takes into account the service delivery provided by the Tribunals, which have demonstrated substantial investment in quality improvement activities, including a number of positive service developments.

The review of the full corporate assessment demonstrated that the significant strengths of the SCTS have been maintained and strengthened. Despite the challenges posed this year by the introduction of the new ICMS computer system, 'Simple Procedure' and the 'Solemn Reforms', hardworking and knowledgeable staff continue to be a particular strength of the organisation, demonstrating commitment and genuinely caring attitudes that are greatly appreciated by the many different customer groups and various agencies that have links to the services. There is a strong focus on customer care and consultation is clearly central to service improvement.

The Service is to be congratulated this year for maintaining eleven Compliance Plus elements and reducing the number of partially compliant elements from four to three (1.3.4, 3.4.1 and 4.3.4). Element 1.2.2 is now fully compliant reflecting improvement in the feedback to customers of the results of consultation and action taken. Element 4.1.3 is now fully compliant in recognition of the severe constraints you face, in your context as a national judicial service, in consulting on local standards. However, element 1.3.4 emerges as a new partial compliance this year because of the need for the Tribunals to demonstrate from their newly introduced satisfaction surveys that satisfaction levels are improving.

The report contains evidence submitted from 2013-2017 for different elements and, consequently, correctly refers to "SCS" and, after April 2015, to "SCTS".

### 1: Customer Insight

Criterion 1 outcome Successful

RP1 2017 A significant strength of the Service, reflected in four Compliance Plus ratings, is the unusually strong and in-depth understanding of customers and the groups to which they belong, enabling the design and provision of services that meet the needs of the full range of individuals and customer groups.

The four Compliance Plus ratings recognise the insightful surveys in use by the Office of the Public Guardian (1.3.3) and the insightful approach used to develop the OPG web site, together with the outstanding segmentation demonstrated in the well-structured Making Justice Work programme (1.1.2). The rigorous methods used to test customer satisfaction levels also merit Compliance Plus (1.3.1), as also do the efforts made to meet the needs of hard to reach and disadvantaged groups, well observed on the visit (1.1.3).

Element 1.2.2 is now fully compliant reflecting improvement in the feedback to customers of the results of consultation and action taken. However, element 1.3.4 emerges as a new partial compliance this year because of the need for the Tribunals to demonstrate from their newly introduced satisfaction surveys that satisfaction levels are improving.

## 2: The Culture of the Organisation

Criterion 2 outcome

Successful

RP1 2017 This Criterion is fully compliant with five previous Compliance Plus ratings, demonstrating the commendable strength of the organisational culture. There is very strong corporate commitment to putting the customer at the heart of service delivery. Customers confirm that they are treated fairly and their privacy and dignity respected as necessary. The polite and friendly manner in which services are delivered is recognised by a Compliance Plus rating (2.2.2).

The commitment of the staff, well supported by the customer focused service improvement programme, merits Compliance Plus (2.1.6). Customer service training is seen as a priority in developing new staff, particularly where customer contact is a significant part of a job and, combined with high quality work to improve recruitment and staff development, is rated Compliance Plus (2.2.1). Staff act in a professional manner and their contribution to planning, developing and delivering services is much valued, well exemplified by the 'Instant Rewards' for staff who 'go the extra mile', meriting Compliance Plus (2.2.5). Staff insight is similarly valued and used to develop policy and service planning, well exemplified by the Staff Engagement Days (2.2.4).

## 3: Information and Access

Criterion 3 outcome

Successful

RP1 2017 The organisation provides a wide range of high quality verbal, published and web-based information in appropriate ways that meet the needs of the different customer groups. The relevance of the information is tested and changes implemented where necessary. All appropriate arrangements are made to ensure that access is not a problem for customers and it remains clear that customers understand who is responsible for what, when different partners are involved in service delivery. A particularly notable achievement, meriting Compliance Plus (3.4.2), was the publication of the Scottish criminal justice organisations' 'Standards of Service for Victims and Witnesses' in April 2015, which includes very helpful, high quality flowcharts of value to all users, detailing clear lines of accountability. The Service's excellent support for the wider communities, particularly school visits and the impressive Court Doors Open Days attended by hundreds of visitors, merits Compliance Plus (3.4.3).

There remains room for improvement, however, in relation to the need to demonstrate that partnership activities in one area are of true benefit to customers. This leads to one partial compliance in an otherwise compliant criterion (3.4.1).

## 4: Delivery

Criterion 4 Outcome

Successful

RP1 2017 The Service has challenging standards and sound monitoring procedures for its main services that are used to raise standards and effect continuous improvement. There is clear evidence on how success is judged by the organisation and those who fund and oversee it. In addition to strong evidence of a structure of targets for delivery of effective and efficient services that give customers the services they need, there is a well-developed process for dealing with any problems that may arise.

The Service consults and involves people in a wide range of ways, learning from best practice and benchmarking internally and with similar organisations.

Element 4.1.3 is now fully compliant in recognition of the severe constraints you face, in your context as a national judicial service, in consulting on local standards. However, you do consult, where possible, by means of questionnaires on local standards for court users, for instance, in relation to provision for witnesses, jury members, solicitors and the accused.

Element 4.3.4 remains partially compliant because of the need to demonstrate more consistency in learning from complaints, particularly informal complaints, and publication of resultant action taken.

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**5: Timeliness and Quality of Service**

Criterion 5 outcome Successful

RP1 2017 This Criterion is fully compliant. The Service has clear and measurable service standards and monitoring procedures in relation to timeliness and quality of customer service, which are published in the various charters, on the web site and on notice boards. The easy read version of 'Our Promise to you' is particularly helpful to customers at Sheriff Courts and Justice of the Peace Courts.

The Service identifies individual need at the first point of contact. Customers attending courts are greeted at reception and directed or escorted to where they need to go. Customers using the counters have their needs addressed by knowledgeable and well trained staff, who have access to relevant information and advice. Customers who telephone key in a number from the menu to access the appropriate department.

Where appropriate, customer information is shared with colleagues and partners, thus reducing unnecessary contact. The Net Chat in-house computer programme used in trial and custody courts in Glasgow, for example, provides information to reception desks and witness muster areas, allowing customers to receive live updates on their cases.

Performance data is monitored and published, with positive outcomes.

**1: Customer Insight**

**1.1: Customer Identification**

**1.1.1: We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**New Evidence**

**HAP401: Segmentation examples** Assessor Acceptance: Yes

Segmentation work from 2011-12 has been updated to reflect the accretion of new responsibilities to the SCTS and the OPG, recent organisational changes, and new linkages in place with statutory and voluntary external justice partners. The examples shown here are illustrative, not exhaustive.

**Active Evidence**

**HAP402: Court User Satisfaction Survey Questionnaire Review** Assessor Acceptance: Yes

Before field work begins for each survey, the questionnaires are reviewed. Changes may be made to questions and user group categories based on feedback from the preceding survey and/or expert advice. Evidence here shows wording changes advocated by Stonewall Scotland and staff in North Strathclyde.

**HAP403: SCTS Staff Survey Results 2016** Assessor Acceptance: Yes

The SCTS staff survey results are reported by units, each of which is tasked with reviewing its own results and taking forward areas for improvement. Question coverage includes staff views on line managers, senior managers and specific roles, such as learning & development.

**HAP404: Judicial Attitude Survey 2016 Results for Scotland** Assessor Acceptance: Yes

The salaried Scottish judiciary took part in a UK-wide judicial survey in 2016. Although this does not cover attitudes to SCTS service provision as did the 2011 in house survey, the findings compare well with those from the other UK jurisdictions and show improvements in some areas.

**1.1.1.1 : We have an in-depth understanding of the characteristics of our current**

RP01 - September 2017. The presented documentary evidence clearly demonstrates that the service has undertaken a thorough review of the characteristics of both its current, :-

Evidence Value: Fully Met

**1.1.1.2 : and potential customer groups**

and potential customer groups. The Segmentation examples as shown in evidence No HAP 401, demonstrate that this evidence now includes relevant information on the customer groups that engage with the Tribunals Service.

Evidence Value: Fully Met

**1.1.1.3 : based on recent and reliable information.**

The evidence all appears to have been compiled from recent and reliable sources.

Evidence Value: Fully Met

### 1.1.2: We have developed customer insight about our customer groups to better understand their needs and preferences.

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

#### Active Evidence

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**HAP174: Mapping of witnesses for court closure impact assesment** Assessor Acceptance: Yes

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Concerns were raised by respondents to the consultation on shaping Scotland's court services about increased travelling times and costs for witnesses. Work was done to assess where samples of witnesses attending court lived for each of the affected courts. The example given here is for Haddington.

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**HAP177: Electronic administration of child cases for SCRA** Assessor Acceptance: Yes

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The SCS and Scottish Children's Reporter Administration (SCRA) have agreed a protocol allowing electronic administration of documents for cases involving children. This will promote consistent standards, save costs and time for SCRA and may enable earlier resolution of cases.

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**HAP265: Protocols for police scheduling and police witness standby** Assessor Acceptance: Yes

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In 2013 the SCS agreed protocols with the police/COPFS on scheduling of trials for police witnesses, and with the police on standby schemes. These allow trial dates to be selected that coincide with police availability, and enable police witnesses to be based near the court on trial days.

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**HAP271: OPG Targeted Customer Questionnaires** Assessor Acceptance: Yes

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In 2014 OPG targeted various customer groups in surveys to better explore their needs and preferences instead of using a single survey for all groups. The questionnaires show the different purposes underlying each survey.

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**HAP284: SCS Court User Satisfaction Survey 2013 Questionnaire** Assessor Acceptance: Yes

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The questions asked in each national survey have been tailored to consider court user needs and preferences. For example, a block of questions on travel modes and times was added in 2011 to align with work on future court structures and repeated in 2013.

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**HAP285: Community Impact Indicators** Assessor Acceptance: Yes

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One of the Service Delivery Targets shows the extent to which courts and units engage with their local communities. Quarterly data are gathered and used in reports to the Executive Team.

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**1.1.2.1 : We have developed customer insight about our customer groups**

The various initiatives noted in 1.1.1 are useful here also, and help develop insight about several customer groups. There is some excellent evidence that the use of the different initiatives to understand customer groups has extended to developing insight about those groups and how their needs can be met most effectively. This applies to internal and external customers of the services and was argued strongly by many contributors at visit. Commentary from officers at courts was that the stand-by police officer witness process seemed to be working in most areas. When there were sudden or unexpected changes to schedules beyond what they would normally anticipate then, with the agreement of other court participants, they were usually able to re-order appearances to allow time for police office attendance. RP2 2015 Noted useful initiative in Making Justice Work. Another strength is in the insight seen in the internal reviewer checks completed on remote courts.

Evidence Value: Fully Met

**1.1.2.2 : to better understand their needs and preferences.**

The Supreme Courts Customer Insight Strategy is strong evidence, though has somewhat limited impact due to its scope. Evidence of how the drivers and motivators affecting customers operate across the organisation was sought in discussions and observation at visit, as these constitute a key aspect of customer insight. This further information, together with Add Ev HAP098, Community Impact Indicators, demonstrates that the organisation understands the needs and preferences of all its customer groups. RP1 2014 Not for review this year. RP2 2015 Additional evidence in HAP255 is relevant here. This development of a new OPG website using consultative techniques to make sure that customer needs are understood and taken account of demonstrates that compliance plus is appropriate. Also strong supporting evidence was obtained from the Communications Team.

Evidence Value: Fully Met

**1.1.3: We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.**

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

**Active Evidence**

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**HAP301: Criminal Justice Disability Project Team** Assessor Acceptance: Yes

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The team was set up by the Scottish Government's Justice Board in 2013 and meets every 6 weeks. Among the innovations it has promoted are deaf awareness e-learning for frontline staff, Easy Read accessible formats for publications and accessibility audits.

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**HAP302: SCTS Protected Characteristics Group** Assessor Acceptance: Yes

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This new group was created in August 2014 when the former SCTS LGBT staff network and the SCTS Staff Disability Group merged. The Group advises the SCTS and its staff on issues concerning staff and court users with protected characteristics as defined by the Equality Act 2010.

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**HAP303: Rivers Centre counselling for jurors** Assessor Acceptance: Yes

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The SCTS recognises that jurors may hear and see traumatic evidence during trials and judges and sheriffs may now decide that jurors in very distressing cases should be offered access to the Rivers Centre for Traumatic Stress, which will try to make an assessment appointment within 10 working days.

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**HAP304: Modern Apprenticeships in IT Unit** Assessor Acceptance: Yes

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In November 2015 the SCTS recruited two apprentices to the IT Unit. They will rotate through all parts of the Unit to gain experience while working towards an industry-recognised qualification. It is planned that more apprentices will be recruited in other parts of the SCTS in 2016.

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**HAP305: Glasgow Doors Open Day Award** Assessor Acceptance: Yes

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Glasgow Sheriff and Justice of the Peace Court has been presented with an award by the Glasgow Building Preservation Trust in recognition of the contribution staff have made to Doors Open Day events. More than 1800 people visited the court building on the latest Open Day in September 2015.

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**HAP306: SCTS Working Group on Jurors** Assessor Acceptance: Yes

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The Group is looking at ways of overcoming barriers to persons with disabilities and whose first language is not English from serving on juries. Chaired by a High Court judge, the group is liaising with RNIB and SCOD to consider technical solutions for overcoming barriers.



**1.1.3.1 : We make particular efforts to identify hard to reach**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The corporate evidence here is strong and includes the clear evidence from the SCTS protected characteristics group which is particularly convincing. The commentary from court staff throughout the assessment was positive on the issues addressed in this element, and was strongly supported by commentary from staff in the Witness Service.

Evidence Value: Fully Met

**1.1.3.2 : and disadvantaged groups and individuals**

Similarly, there is good evidence demonstrating how disadvantaged groups and specific individuals have benefited from the approach of the service. Although the requirements of justice are firm drivers of the way services are delivered, there is significant evidence of support for those for whom these present additional difficulties. Once again Witness Service commentary was positive as was observed evidence regarding the facilities provided for child and vulnerable witnesses.

Evidence Value: Fully Met

**1.1.3.3 : and have developed our services in response to their specific needs.**

There is excellent evidence here that demonstrates that the needs of people with various forms of potential disadvantage have led to changes in the way service is delivered. Facilities and services have been improved in recent years to meet the needs of disadvantaged customers. The work done by the OPG to identify the skills required for Guardianship is of a very high quality, and ensures that those considering guardianship are capable, and have the necessary skills to fulfill those duties. The general evidence presented here is very strong, and the evidence presented by the OPG is particularly significant, and consequently elevates the scoring in this element to Compliance Plus.

Evidence Value: Fully Met

**1.2: Engagement and Consultation**

**1.2.1: We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP202: Kirpan Guidance** Assessor Acceptance: Yes

The Kirpan is an article of faith worn by devout Sikhs, but its sharpness raised security issues. The Sikh community was consulted to enable the faith and security issues to be discussed, and guidance was developed to allow Sikhs to wear their Kirpan when attending court.

**HAP405: Court Liaison Group minutes** Assessor Acceptance: Yes

The Court Liaison Group includes Sheriffs, SCTS, COPFS, the local Faculty, G4S, Witness Service and Criminal Justice Social Work. Minutes covering all aspects of court business, performance and inter-agency consultation and review are attached.

**HAP406: Evidence & Procedure Review Public Roadshows** Assessor Acceptance: Yes

In April 2017 the SCTS launched a series of events to give interested parties the chance to discuss proposals for making significant changes to the system of summary justice in Scotland, think about and react to them, and to take the ideas presented back to colleagues to discuss their implications.

**HAP407: OPG Engagement Strategies** Assessor Acceptance: Yes

OPG has set out its engagement plan for the current year to highlight various customer groups and how it will interact and engage with them.

**HAP408: BSL Interpreters consultation** Assessor Acceptance: Yes

The SCTS and other justice partners consulted BSL interpreters at an event in March 2017 to discuss BSL interpreting in Justice settings. Topics included barriers to Justice interpreting, training, and working together to identify solutions to encourage BSL interpreters to work in this area.

**1.2.1.1 : We have a strategy for engaging and involving customers**

RP01 - September 2017. The evidence continues to clearly demonstrate that the service has a clear and objective approach to engage customers, and actively canvasses for feedback from all relevant parties.

Evidence Value: Fully Met

**1.2.1.2 : using a range of methods**

The mechanisms employed range from the use of an independent research team who canvass the views of court users face to face, through to the extensive use of local Court Liaison meetings where law professionals can express their views.

Evidence Value: Fully Met

**1.2.1.3 : appropriate to the needs of identified customer groups.**

The range of methods employed by the service gives a high degree of confidence that the feedback received by the organisation is fully representative and accurately reflects customers' views.

Evidence Value: Fully Met

**1.2.2: We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP208: Future Court Structures Consultation Analysis** Assessor Acceptance: Yes

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In April 2013, following analysis of consultation responses by independent external researchers, the SCS published on its website the researchers' analysis of consultation responses and its revised proposals for changes to court structures and locations.

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**HAP251: Court User Survey Results/Feedback Information** Assessor Acceptance: Yes

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After each SCS Court User Satisfaction Survey short feedback letters are sent to 14 organisations representing court users with a summary of results that relate to their interests. Feedback letters for police, solicitors and Victim Support Scotland from the 2013 survey are included as examples.

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**HAP255: Development of new OPG website** Assessor Acceptance: Yes

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In December 2014 the OPG launched its new website after extensive consultation and development with customers. Web personas were created to map customer journeys and prioritise key features for the new website.

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**HAP266: OPG 'You Said... We Did'** Assessor Acceptance: Yes

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OPG takes the views of its users seriously and is willing to change its services when people describe their experiences. Recent service improvements based on customer feedback are publicised on the OPG website. The process continues as new comments are received and improvements actioned.

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**HAP275: SCS People Strategy** Assessor Acceptance: Yes

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The People Strategy was created after consultation with senior managers to develop and implement people management policies, practices and activities to ensure that the SCS is able to deliver its Corporate Plan through effective engagement of its staff.

**1.2.2.1 : We have made the consultation of customers integral to continually improving our service**

There is ample evidence to demonstrate that the results of consultation have informed and shaped services to serve the needs of customers. Examples were seen from all the evidence items presented and local level activities were observed to complement the approach. The links between consultation and service improvements were therefore generally well proven, examples being fine payments via telephone or online, jury and witness accommodation, food provision etc. RP1 2014 The use of consultation outcomes within services remains well structured and effective. RP2 2015 The consultation with customers remains well demonstrated and the work on the OPG website is a significant strengthening of compliance.

Evidence Value: Fully Met

**1.2.2.2 : and we advise customers of the results and action taken.**

There is a need for more information about how the organisation advises all its customer groups of the results and actions taken following customer consultations. Observation of notice boards in public areas, in particular, demonstrates a mixed approach. In some areas clear advice is provided to customers about consultation results and examples are reported here and there. The evidence, particularly from observation, remains inconsistent however and in most areas customer seem uncertain of what consultation achieves. This requirement remains partially compliant. RP03 - September 2016. No change in the scoring at this visit. Observed inconsistencies in presenting the changes made as the result of customer feedback continue. RP01 - September 2017. Assessor observation of public areas of the courts visited this year demonstrated a more consistent presentation of feedback in the form of "You said - We did" posters, and consequently this element can now be scored as fully compliant.

Evidence Value: Fully Met

**1.2.3: We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP307: SCTS Court User Satisfaction Survey 2015 Inception Report** Assessor Acceptance: Yes

An inception meeting was held with the contractors in 2015 to discuss changes to methodology and survey questions, informed by court closures and the contractor's 2013 lessons learned report. Some questions, and the order they appeared, were tweaked to improve clarity before the survey launched.

**HAP308: One-stage juror citation evaluation questionnaires** Assessor Acceptance: Yes

Questionnaires for cited jurors were issued to evaluate the pilot of one-stage juror citation in GH&I. Some respondents reported difficulties accessing the SCTS website guidance. The new citation form gives advice to jurors who do not have internet access or cannot connect to the SCTS website.

**HAP309: Piloting User Surveys in Tribunals** Assessor Acceptance: Yes

A Working Group was set up in 2016 in the Housing Tribunals to pilot a user survey. Tribunals have very different operating arrangements from courts, so the court user survey approach is not appropriate. The pilot is due to run from April to September 2016.

**HAP310: Civil Case Management System Project Development** Assessor Acceptance: Yes

The SCTS Case Management System for civil courts is to be replaced. A Project team has consulted extensively with internal users of the old system, external solicitors who will be able to access the new system remotely, and the developers.

**HAP311: Advice given on questionnaires pre-issue** Assessor Acceptance: Yes

SCTS staff who are planning to issue questionnaires to the public or internal colleagues are encouraged to submit drafts to the Head of Research who will offer advice on content and question wording to ensure that they are understandable and fit for purpose and that questions are not biased.

**HAP387: OPG Communications and Engagement Strategy** Assessor Acceptance: Yes

In 2015 the OPG created a new communications and engagement strategy to target individual customer groups with bespoke surveys, consultations and meetings and has undertaken to ensure that the results of all surveys are published on the OPG website or sent to customers on request.

**1.2.3.1 : We regularly review our strategies and opportunities for consulting**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There is a regular review built into the process of consultation at strategic and tactical levels of the organisation. The openness of this was noted in the One Stage Juror Citation Minutes and in the consultative approach that is encouraged throughout the organisation.

Evidence Value: Fully Met

**1.2.3.2 : and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.**

The planning for the consultations undertaken seems suitably detailed and ongoing and shows concern for the benefits of genuinely engaging customers and how this may help to reflect different needs. Minutes of meetings to discuss the outcome from the most recent customer satisfaction survey were also seen, and these minutes show detailed and critical analysis of the process along with objective analysis of the recorded results.

Evidence Value: Fully Met

**1.3: Customer Satisfaction**

**1.3.1: We use reliable and accurate methods to measure customer satisfaction on a regular basis.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliance Plus

**Active Evidence**

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**HAP403: SCTS Staff Survey Results 2016** Assessor Acceptance: Yes

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Since 2010 the SCTS has taken part in a civil service wide staff survey, the results of which can be broken down by units within the SCTS as well as compared to other public sector organisations, who were asked the same questions.

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**HAP409: SCTS Court User Satisfaction Survey 2015** Assessor Acceptance: Yes

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The SCTS Court User Satisfaction Surveys are conducted by experienced interviewers under the supervision of external contractors. The Surveys are exit surveys, conducted at virtually all courts, and provide a sample of over 2800 court users.

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**HAP410: OPG Surveys 2016** Assessor Acceptance: Yes

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OPG uses customer surveys to find out where it is doing well and what it could do differently or better. In 2016, OPG surveys covered EPOAR pre- and post-registration service, access to funds, and various financial guardianship processes.

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**HAP411: Top Carers Award for the SCTS** Assessor Acceptance: Yes

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In 2017 the SCTS won the Scottish Top Employers for Working Families Special Award for the “Carers Scotland best for carers and eldercare”. This award recognises employers who are interested in innovative and effective ways of supporting employees with caring responsibilities, including eldercare.

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**HAP412: Housing Tribunals' User Surveys** Assessor Acceptance: Yes

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The Housing Tribunals in Scotland piloted user surveys in 2016. Despite a relatively low number of responses, commensurate with business volumes, the results indicate high performance with overall satisfaction of 84% for the PRHP and 90% for the HOHP. These surveys will be repeated in 2017.

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**HAP413: Staff Engagement Days 2016** Assessor Acceptance: Yes

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Pages 6-8 of the Feb 2017 Staff Focus magazine summarise proceedings from the 2016 staff engagement day events at venues throughout the country, where staff and senior managers come together to discuss new corporate and strategic development and issues of concern to staff.

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**1.3.1.1 : We use reliable and accurate methods to measure customer satisfaction on a regular basis.**

RP01 - September 2017. The SCTS Court User Satisfaction Survey is the primary piece of evidence in the context of this element. The surveys are carried out by an independent third party, usually in a face to face situation, and conducted in a situation where the customer has just had an immediate experience of the court and its service provision. The quality demonstrated in these surveys, and in the objective subsequent analysis, gives a very high degree of confidence as to their accuracy and reliability, and consequently a continued score of compliance plus is fully warranted.

Evidence Value: Fully Met

**1.3.2: We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP179: Using customer feedback** Assessor Acceptance: Yes

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From the various surveys and requests for feedback from court users SCS initiates improvements to its services for court users.

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**HAP203: SCS Court User Satisfaction Survey 2013** Assessor Acceptance: Yes

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The 2013 Court User Satisfaction Survey was conducted in nearly all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 89% from 83% in 2011. Results were published on the SCS website and may be issued in hard copy on request.

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**HAP252: SCS Staff Survey 2014 Comparative Analysis** Assessor Acceptance: Yes

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The 2014 staff survey results were an improvement on the 2013 results and compared well against Crown Office and other government departments. Of the 13 key measures, the SCS scored highest in five in comparison with other agencies, and lowest in none. Results were fed back to staff at Unit level.

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**HAP253: OPG Survey 2013** Assessor Acceptance: Yes

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Although the 2013 OPG Customer Satisfaction Survey was returned by more customers than in 2012, overall satisfaction increased from 90% to 96% amongst the 126 respondents. Results were published on the OPG website and may be issued in hard copy on request.

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**HAP266: OPG 'You Said... We Did'** Assessor Acceptance: Yes

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OPG takes the views of its users seriously and is willing to change its services when people describe their experiences. Recent service improvements based on customer feedback are publicised on the OPG website. The process continues as new comments are received and improvements actioned.

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**HAP276: HRU Customer Advisory Group minutes** Assessor Acceptance: Yes

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The group meets quarterly and is given information about HRU's performance. Members are asked to bring any queries/concerns from their own area of the business to the meeting to be discussed and these are taken forward by HRU staff.

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**1.3.2.1 : We analyse and publicise satisfaction levels for the full range of customers**

The Customer Survey is fully and very promptly analysed and gives access to different opinions from different groups as required. Good breakdown across the range of customer segments was demonstrated i.e. professional users, witnesses, judiciary, jurors, etc. Observation of the independent satisfaction testing process in courts indicated that the interviewer was going to great lengths to get as wide a range of views as possible, and understood the need to achieve the required quota to demonstrate statistically valid results. The analysis and publication of the information obtained is open and accessible. RP1 2014 Not for review this year. RP2 2015 Noted recognition by leaders of the need to keep an eye on the way people are made aware of some material. The actions taken seem effective.

Evidence Value: Fully Met

**1.3.2.2 : for all main areas of our service**

The research and analysis cover all the main activities reasonably well with some specialist work in specific service areas when this is more appropriate. This is particularly notable in the day to day service delivery observed, which is carried out with concern for the satisfaction being achieved. RP1 2014 Not for review this year. RP2 2015 The testing process remains comprehensive in recognising all of the many and varied customer groups and their different service requirements.

Evidence Value: Fully Met

**1.3.2.3 : and we have improved services as a result.**

The strong evidence showing analysis and some publication of satisfaction levels is supplemented by Add. Ev. HAP180, Website Development Feedback, containing clear and relevant evidence. HAP 179 contains, also, convincingly strong material. Other good examples of use of feedback were observed, i.e. use of plasma screens to provide information on court proceedings and progress, improvement to jury muster areas, restaurant provision etc. RP1 2014 Not for review this year. RP2 2015 The means by which the learning from satisfaction testing is used to improve services is well structured and observation and discussion with staff confirms effectiveness. Compliance is maintained.

Evidence Value: Fully Met

**1.3.3: We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions which are informed by customer insight.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP312: SCTS Court User Satisfaction Survey 2015 questionnaire** Assessor Acceptance: Yes

The questions on waiting were slightly revised in the 2011 survey and repeated since then to reflect the importance this was given by respondents. Being advised of the likely length of wait and the reason for the wait by court staff were found to be key drivers of overall satisfaction.

**HAP313: SCTS Staff Survey 2015** Assessor Acceptance: Yes

The SCTS again took part in the UK Civil Service Staff Survey administered by Cabinet Office in 2015, with results comparing well against other public service bodies.

**HAP314: OPG Financial Guardians survey** Assessor Acceptance: Yes

In 2014 and 2015 OPG has issued surveys for specific user groups. Financial Guardians were surveyed in the latest wave in September 2015 and the results are shown as evidence here. The opportunities for respondents to comment help to identify where improvements to service delivery can be made.

**HAP315: PRHP and HOHP survey pilots** Assessor Acceptance: Yes

The open questions used in the pilot surveys enable those who have been through the application process to say what they think could be improved about the process and what worked well for them. The resulting feedback will provide useful intelligence for the tribunals' President to consider.

**HAP316: PATS User Survey** Assessor Acceptance: Yes

Surveys are given to every appellant who attends a hearing at George House. There are questions on timeliness, delivery and accessibility of facilities. Feedback is used to inform training events for staff and members and improve PATS procedures.

**HAP390: One stage juror citation evaluation results** Assessor Acceptance: Yes

Questionnaires for cited jurors were issued to evaluate the pilot of one-stage juror citation in GH&I. Some respondents reported difficulties accessing the SCTS website guidance. The new citation form gives advice to jurors who do not have internet access or cannot connect to the SCTS website.

**1.3.3.1 : We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service,**

RP03 - September 2016. Continued compliance in this element is demonstrated by the evidence presented. The questions asked in the Court User Satisfaction Survey survey seek customer reports on satisfaction on aspects of delivery, timeliness, information, access, and the quality of customer service they experience.

Evidence Value: Fully Met

**1.3.3.2 : as well as specific questions which are informed by customer insight.**

The way the questions are asked in surveys and the responses collected give good confidence that customer insight has been used and further developed in the consultative process. There are also demonstrations of customer insight in the structure of questions. As was noted in element 1.1.3, the OPG has undertaken a new and extensive range of highly detailed customer satisfaction consultation. These surveys cover a wide range of issues such as; Access to Funds, Early Intervention, Lay Financial Guardianship, Consent to Sell, Simplified Accounting, Guardianship Renewal etc. The quality of the work demonstrated here, allied with the customer insight used, raises the scoring in this element to compliance plus.

Evidence Value: Fully Met



**1.3.4: We set challenging and stretching targets for customer satisfaction and our levels are improving.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Partial Compliance

**Active Evidence**

**HAP409: SCTS Court User Satisfaction Survey 2015** Assessor Acceptance: Yes

Overall satisfaction was 89% in both 2013 and 2015. The percentage who said they were 'very satisfied' improved by 3% to 64%. Improvements on 2013 results were recorded in four Sheriffdoms. The decline since 2013 in one Sheriffdom was probably due, in part, to the composition of the sample.

**HAP414: SCTS Board Strategy Map** Assessor Acceptance: Yes

The Strategy Map (see Corporate Plan page 10) shows that the seven strategic priorities of the SCTS include a well-supported judiciary and satisfied court users. The others relate to ways the SCTS can develop and improve in future, and are supported by more detailed objectives on pages 20-26.

**HAP415: SCTS Corporate Plan 2017-20** Assessor Acceptance: Yes

The Plan sets out a range of strategic priorities supported by specific milestones published in annual Business Plans. Priorities are aligned with specific strategic objectives which support the delivery of excellent services despite challenging stakeholder expectations and reducing budgets.

**HAP416: SCTS Board Scorecard** Assessor Acceptance: Yes

The SCTS Board Scorecard was approved by the SCTS Board and provides detailed indicators on satisfaction and key drivers such as waiting times for court dates and staff engagement. The Board determined the target range for achievement and uses a traffic light system to monitor progress.

**1.3.4.1 : We set challenging and stretching targets for customer satisfaction**

RP01 - September 2017. the evidence clearly shows that the Service has set appropriate and challenging targets for customer satisfaction across all areas of its service delivery.

Evidence Value: Fully Met

**1.3.4.2 : and our levels are improving.**

Whilst the evidence across the Courts area of service provision shows a generally positive trend for customer satisfaction, this evidence is not currently available from the Tribunals area. The Tribunals area showed that they now have customer satisfaction testing processes in place, but at present are unable to demonstrate sufficient historic information to show a positive trend in customer satisfaction. The evidence in this area needs more time to mature and show the consistent trend required for compliance to be achieved.

Evidence Value: Partially Met

**1.3.5: We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP173: Making Justice Work Doorlist Project** Assessor Acceptance: Yes

Cases can be adjourned and warrants granted if courts do not know accused are in prison. As part of Making Justice Work, the SCS now checks court lists against SPS prisoner records to allow decisions to be made about the timing of future court proceedings and to minimise unnecessary adjournments.

**HAP184: Process Mapping** Assessor Acceptance: Yes

SCS has an ongoing process mapping project that seeks to map all of the SCS's core processes including the journey of court users through the system. The juror mapping process has led to a one stage citation pilot in GH&I where around 80% of prospective jurors registered their details online.

**HAP254: OPG Electronic Powers of Attorney** Assessor Acceptance: Yes

The OPG offers an additional service whereby people seeking to register their powers of attorney can submit their documentation online. This development was provided in order to speed up the administration process and provide alternative means of accessing services.

**HAP255: Development of new OPG website** Assessor Acceptance: Yes

In December 2014 the OPG launched its new website after extensive consultation and development with customers. Web personas were created to map customer journeys and prioritise key features for the new website.

**HAP286: Fine payment trends** Assessor Acceptance: Yes

The facility to pay fines on-line was developed and implemented through analysis of the process and user experience. Additional methods of fine payment are also now available and payment trend analysis in 2013-14 shows an increase in use of on-line payment.

**HAP46: EROL online recruitment** Assessor Acceptance: Yes

Following feedback from users, which is recorded on a query tracker, EROL is continually upgraded to ensure it is more user-friendly. HRU are also working with IT to ensure that the system is more effective and reliable.

**1.3.5.1 : We have made positive changes to services as a result of analysing customer experience,**

There is good evidence of process mapping demonstrating that an analytical approach is used to identify customer reaction at each stage of process, identification of barriers, and steps taken to reduce these and improve services. A good example was noted in fines payments processing. Lots of supporting evidence was obtained from discussions and observation at visit. RP1 2014 Not for review this year. RP2 2015 The improved service achieved by OPG in handling powers of attorney is a significant development for those affected. The difficulty that delays can cause was recognised, as was the need for improved personal access.

Evidence Value: Fully Met

**1.3.5.2 : including improved customer journeys.**

Again here, the visit discussions and observation give very strong support and show how for individuals, the customer journey is understood, analysed and improved. This is then used to identify improvements benefiting the wider customer groups. RP1 2014 Not for review this year. RP2 2015 The journeys of those seeking powers of attorney have been significantly improved and reduced in length. Compliance is maintained.

Evidence Value: Fully Met

## 2: The Culture of the Organisation

### 2.1: Leadership, Policy and Culture

#### 2.1.1: There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.

Applicant Self Assessment: Strong

Compliance to Standard: Compliant

#### New Evidence

**HAP420: Tribunals User Charter** Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

#### Active Evidence

**HAP415: SCTS Corporate Plan 2017-20** Assessor Acceptance: Yes

Two of the SCTS's Objectives are "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" and to use the CSE standard to measure and improve on quality of service.

**HAP417: SCTS Mainstreaming Equality Report 2017** Assessor Acceptance: Yes

The Mainstreaming Equality Report shows the steps taken to make sure that the SCTS is welcoming and accessible to all staff and court users with specific protected characteristics. It follows consultation with representatives of the Equality Advisory Group.

**HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter** Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

**HAP421: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

#### 2.1.1.1 : There is corporate commitment to putting the customer at the heart of service delivery

RP01 - September 2017. The evidence review, supported by feedback in the customer questionnaires and customer, partner, staff and stakeholder commentary to the assessors, clearly demonstrates continued compliance in this element.

Evidence Value: Fully Met

#### 2.1.1.2 : and leaders in our organisation actively support this and advocate for customers.

From the Leadership team, through the management levels and the front line staff, the assessors received a consistent message of an approach that enables equality of access to Justice and support for all customers.

Evidence Value: Fully Met

**2.1.2: We use customer insight to inform policy and strategy and to prioritise service improvement activity.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP255: Development of new OPG website** Assessor Acceptance: Yes

In December 2014 the OPG launched its new website after extensive consultation and development with customers. Web personas were created to map customer journeys and prioritise key features for the new website.

**HAP256: Revised SCS Complaints Handling Procedure** Assessor Acceptance: Yes

The SCS introduced a new complaints handling procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman's model system and guidance for court users and court staff is published on the website and intranet respectively.

**HAP268: One-Stage Juror Citation Pilot** Assessor Acceptance: Yes

The processes of interacting with potential jurors have been mapped and a leaner process for selecting up to date addresses from the current electoral register is being piloted in GH&I. Evaluation by questionnaire is planned during 2015.

**HAP38: Policy and Legislation Review and Consultation** Assessor Acceptance: Yes

The Policy and Legislation Branch consulted court staff about the understandability and usability of technical guidance it provided on the SCS intranet and in weekly circulars and modified guidance templates in response to feedback received.

**2.1.2.1 : We use customer insight to inform policy and strategy**

The documentary evidence is useful and relevant, with the Juror Optimisation Project particularly convincing, and there is further evidence throughout the application showing that customer insight informs policy and strategy. The local evidence gathered in observation and discussion during visits clearly demonstrates the commitment to putting customers at the heart of service design and delivery. The individual members of staff and leaders met all demonstrated an awareness of the need to advocate for customers. RP1 2014 Not for review this year. RP2 2015 The insight into issues for people cited for jury service has led to a pilot to seek improvement in the customer journey for this group. Discussions with this group at visits demonstrates the potential value of this work.

Evidence Value: Fully Met

**2.1.2.2 : and to prioritise service improvement activity.**

The evidence also confirms that the insight described in criterion 1 has helped prioritise improvements and actions in individual cases and in major strategic planning decisions. The use of insight is clearly shown to influence the way service priorities are determined across the organisation. RP1 2014 Not for review this year. RP2 2015 The incorporation of the Tribunals Service into the complaints procedures of SCTS is a useful step forward. Also relevant here is the demonstrated use of insight to improve aspects of the OPG website. Compliance is maintained.

Evidence Value: Fully Met

**2.1.3: We have policies and procedures which support the right of all customers to expect excellent levels of service.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP317: SCTS Court Users' Charter/OPG Customer Charter** Assessor Acceptance: Yes

The SCTS Court User's Charter and the OPG Customer Charter set out standards of service that users and customers should expect and the SCTS's and the OPG's commitments to their users and customers.

**HAP318: SCTS Equality Outcomes** Assessor Acceptance: Yes

The Equality Outcomes, revised in 2015, show how the SCTS respects the needs of every person with whom it interacts, and sets out its commitment to be proactive in identifying needs.

**HAP319: SCTS Dignity at Work Annual Report 2014-15** Assessor Acceptance: Yes

This report describes progress from phase 2 of the Dignity at Work project, including the development of e-learning for staff, improved staff survey ratings in relation to bullying and harassment, and more contact points for staff experiencing unacceptable behaviour.

**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman's model system and guidance for court users and court staff is published on the website and intranet respectively.

**HAP321: Standards of Service for Victims and Witnesses** Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCTS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

**HAP322: One Service and Dignity at Work e-learning** Assessor Acceptance: Yes

In recent years the SCTS has developed e-learning designed by its own staff, some of whom appear in filmed vignettes, to highlight the SCTS's duties under the Equality Act 2012 and staff's obligations to treat all colleagues and users fairly and with respect.

**2.1.3.1: We have policies and procedures which support the right of all customers to expect excellent levels of service.**

RP03 - September 2016. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The presented evidence is strong and convincing that clear policies, procedures and directions are issued regarding the rights of all customers to experience excellent services. The customer care, equal opportunities and disability policies and procedures are reinforced by the service planning approach and visible in the pledges in the charters. Staff commentary at all site visits was clear, consistent and strong on the issues addressed in this element.

Evidence Value: Fully Met

**2.1.4: We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP214: SCS Complaints Handling Guidance** Assessor Acceptance: Yes

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The SCS is required by statute to implement a two-stage complaints handling process by April 2014. The guidance for SCS staff and members of the public has been certified as compliant by the Scottish Public Services Ombudsman's Office. A related IT system is being tested during 2014.

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**HAP409: SCTS Court User Satisfaction Survey 2015** Assessor Acceptance: Yes

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Satisfaction ratings for staff politeness and helpfulness were again high in 2015. We did not ask questions about 'fairness'; although users may have been treated fairly they may have thought the outcome of their case was unfair. No major concerns about fairness were raised in the open questions.

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**HAP422: Annual Report on Standards of Service for Victims and Witnesses** Assessor Acceptance: Yes

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In preparing the 2016-17 report, views of support agencies represented at the Victims Organisations Collaboration Forum Scotland, chaired by Victim Support Scotland, were sought. This provided valuable feedback on the delivery of SCTS and other services and how they might be developed.

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**HAP423: HRU Equality Impact Assessment** Assessor Acceptance: Yes

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The Human Resources Unit has revised and revised the template for equality impact assessments, principally for its internal use. When approved by the trade union side this is likely to be rolled out throughout the rest of the SCTS.

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**2.1.4.1 : We ensure that all customers and customer groups are treated fairly**

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. There is strong documentary evidence in this area and this is supported by the local evidence obtained in observation of service delivery and in discussion with staff, partners, customers and other stakeholders. The assessors were impressed by the commentary from staff about their approach to equality and ensuring equal access for all to Justice.

Evidence Value: Fully Met

**2.1.4.2 : and this is confirmed by feedback and the measurement of customer experience.**

The documentary evidence presented is strong and shows that thought has been given to testing customer opinions on whether they are treated fairly. It is clear from discussions, especially with the research team, that the research mechanisms are fully open and sensitive to the needs of minority groups and adequately analysed to accurately reflect the views of those groups.

Evidence Value: Fully Met

**2.1.5: We protect customers’ privacy both in face-to-face discussions and in the transfer and storage of customer information.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP269: SCS Security Classifications Policy** Assessor Acceptance: Yes

This policy, launched in February 2015, emphasises to all staff the importance of correctly marking electronic and paper files and documents. The basic level is ‘Official’, which can be modified by descriptors like ‘Commercially Sensitive’, ‘Sensitive’ and ‘Personal’.

**HAP277: CSB Sheriff Court Judgment Checking** Assessor Acceptance: Yes

Since 2013 Court Services Branch has been checking all Sheriffs’ judgments and Fatal Accident Inquiry determinations before they are published on the SCS website to ensure that sensitive and personal details like addresses and bank account details are not released inadvertently.

**HAP45: Protecting Information and Privacy** Assessor Acceptance: Yes

All staff are subject to SCS policy on protecting information and are required each year to undergo Cabinet Office e-learning on protecting information, which covers the definition of ‘information’ and how to keep and transport it securely.

**HAP46: EROL online recruitment** Assessor Acceptance: Yes

The EROL system ensures that job applications are confidential. Staff who are recruiting cannot see the identities of applicants when sifting. This brings objectivity to the recruitment process.

**HAP47: 10 Golden Rules pocket guide and poster** Assessor Acceptance: Yes

The poster sets out the practical steps that need to be adopted to keep information secure and includes the 10 Golden Rules designed to strengthen practices. To help staff remember the 10 Golden Rules they are issued as a pocket guide.

**2.1.5.1 : We protect customers’ privacy both in face-to-face discussions**

The presented evidence clearly demonstrates a robust approach to customer privacy and data security with clear, mandatory instructions to all staff that are prominently and widely available. RP1 2014 Not for review this year. RP2 2015 The new Security Classifications Policy strengthens what were robust procedures. Observation and discussion at visit suggest procedures are closely followed.

Evidence Value: Fully Met

**2.1.5.2 : and in the transfer and storage of customer information.**

The procedures for transfer and storage of information are clear and well publicised. Comments at visit suggest that they operate well in practice. RP1 2014 Not for review this year. RP2 2015 Further evidence of strong procedures is provided in the SC Judgement Checking material. As might be expected this is a strong area of compliance.

Evidence Value: Fully Met

**2.1.6: We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP323: Staff Focus magazine** Assessor Acceptance: Yes

The SCTS Staff Focus magazine on the SCTS intranet shares stories of excellent customer service and charity work. The February 2016 edition is shown as an example (and includes a review of staff engagement days that is relevant to HAP325 below).

**HAP324: One Service e-learning** Assessor Acceptance: Yes

One Service is mandatory for all staff and should be undergone each year. It explains SCTS diversity policies and offers guidance on how to deal with people who present with protected characteristics.

**HAP325: Staff Engagement Days** Assessor Acceptance: Yes

Staff engagement days are part of SCTS policy and are an opportunity for SCTS Executive Directors to meet staff in all locations. They enable two-way feedback between Executive Directors and staff and summarised notes from each session are circulated to all staff.

**HAP326: Customer Service and Complaints e-learning** Assessor Acceptance: Yes

A new voluntary e-learning module 'Dealing with service users and complaints handling' was launched along with the new Complaints Procedure in April 2014. Since April 2015, over 400 staff have accessed the module.

**HAP327: Customer Service SVQs** Assessor Acceptance: Yes

The SCTS has a long tradition of offering relevant vocational qualifications to staff. Since April 2015, four members of staff have completed the Customer Service SVQ, with the course work largely done in their own time.

**HAP328: TIB Concerns and Successes - best seen at visit** Assessor Acceptance: Yes

Daily Team Information Board meetings enable staff to discuss concerns, their causes, and countermeasures. All staff can raise concerns and suggest improvement ideas which can, if required, be escalated to senior managers for approval. The Boards are available to be seen at visits.

**2.1.6.1 : We empower and encourage all employees to actively promote**

RP03 - September 2016. A continued compliance plus is reflected in the updated evidence. The empowering of staff to promote customer focused service delivery is a significant feature of the recent history of SCTS. There are appropriately strong policies supported by training, clear local line management and by written materials noted in the presented evidence that are readily accessible.

Evidence Value: Fully Met

**2.1.6.2 : and participate in the customer focused culture of our organisation.**

Observation gives a great deal of confidence that employees are ready participants in the customer focused culture of the organisation. In practice, the approach of all staff is directed very clearly to improved customer services and putting each customer at the heart of delivery decisions. There is every reason to believe that the preferred culture applies in practice, including the views of many stakeholders met at visit. Once again staff commentary at all site visits was clear, consistent and strong on the issues addressed in this element.

Evidence Value: Fully Met



**2.2: Staff Professionalism and Attitude**

**2.2.1: We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**Active Evidence**

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**HAP216: E-learning Modules for Staff** Assessor Acceptance: Yes

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All SCS staff are required to complete e-learning modules every year on Health & Safety, equality and data handling. A recent new module on customer-focused service provision has been launched to coincide with the introduction in April 2014 of the new two-stage SCS complaints procedure.

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**HAP217: Understanding Customers Course Synopsis** Assessor Acceptance: Yes

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Front Line staff are able to apply to go on a one-day 'understanding customers' course which includes the importance of customer service principles to the SCS, visual and verbal behaviours, active listening and questioning techniques, and written and phone communications.

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**HAP222: Recruitment Guidance and Assessment** Assessor Acceptance: Yes

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The SCS provides guidance to job applicants on its recruitment process, how to apply for jobs on-line, and what to do if invited to an interview. The SCS has been audited on behalf of the Civil Service Commissioners and has been given a green rating for recruitment compliance and capability.

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**HAP424: SCTS Purpose, Vision and Values** Assessor Acceptance: Yes

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The SCTS purpose, vision and values have been revised and simplified based on feedback provided by staff at a series of staff engagement events in autumn 2016. After being approved by the SCTS Board the new purpose, vision and values was launched in April 2017.

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**HAP425: Online Learning and Development Prospectus** Assessor Acceptance: Yes

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A new online Learning and Development portal has been developed for all SCTS staff, linked to their annual IPR and personal development plans. The prospectus shows a wide range of courses available on management, personal growth, leadership and technical skills.

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**HAP52: Leadership Through Coaching** Assessor Acceptance: Yes

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The Leadership Through Coaching Programme raises awareness of how to conduct people centred conversations in internal and external contexts, and empowers staff to resolve problems themselves.

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**2.2.1.1 : We can demonstrate our commitment to developing and delivering customer focused services through our recruitment,**

RP01 - September 2017. The evidence has been updated by the service and, combined with very strong and clear commentary from staff, fully warrants a continuation of the Compliance Plus score. Throughout this rolling programme the assessors tested with staff their experience of the recruitment and development processes.

Evidence Value: Fully Met

**2.2.1.2 : training and development policies for staff.**

The commentary received from staff was consistent, reliable and fully aligned with the policies identified in the corporate evidence. Throughout this assessment staff at all levels demonstrated a clear commitment to delivering the highest quality of customer service, and to ensuring equal access of all to the justice system. The commentary from staff gives a high degree of confidence that the customer focused training and development policies are robust, and are subsequently delivered at the front line.

Evidence Value: Fully Met

**2.2.2: Our staff are polite and friendly to customers and have an understanding of customer needs.**

Applicant Self Assessment: Weak  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP203: SCS Court User Satisfaction Survey 2013** Assessor Acceptance: Yes

The SCS Court User Satisfaction Survey provides ratings for politeness and helpfulness. The 2013 results are reported in Chapter 4 on pages 32-35 of the pdf and they are fully broken down by user group and sheriffdom in Tables 4.1 to 4.4 on pages 105-106 of the pdf.

**HAP228: SCS Court Users' Charter** Assessor Acceptance: Yes

The SCS Court Users' Charter sets out standards of service that court users should expect and the SCS's commitments to court users. Staff who deal with court users are encouraged to familiarise themselves with what is in the Charter.

**HAP51: SCS Purpose, Vision and Values** Assessor Acceptance: Yes

SCS values are being led from Board level down. Staff behaviours and performance are measured against the SCS values using the IPR2 system. HRU have identified key values which they will demonstrate while working together as a unit to provide an effective and efficient service to staff.

**HAP56: Equality Outcomes** Assessor Acceptance: Yes

The SCS Equality Statement, Outcomes and Guidance shows how the SCS aims to be proactive in identifying court users' needs. This ethos is perhaps seen to good advantage at assessors' visits.

**2.2.2.1 : Our staff are polite and friendly to customers**

It is clear that the preferred culture of the organisation is for staff to be polite at all times and this is clearly demonstrated in the day-to-day service delivery and in some convincing evidence in the surveys that staff attitudes are highly rated by customers. Observation and discussion at visit gave very strong support. RP1 2014 Not for review this year. Remains outstanding and compliance plus. RP2 2015 Observation of service delivery, survey feedback and discussion with various customer groups confirms that all customers receive a polite and friendly service consistent with the Court Users' Charter.

Evidence Value: Fully Met

**2.2.2.2 : and have an understanding of customer needs.**

Understanding customers and their needs is a priority for all staff and was convincingly demonstrated during observations at visit. Similarly, staff demonstrated that they understand the needs of customers even when those needs are less than clear at presentation; a significant issue for some customer groups. Staff attitudes in practice were found to be excellent. The strength in both elements here demonstrates that compliance plus is warranted. RP1 2014 Not for review this year. RP2 2015 Throughout the application there is ample evidence that SCTS seeks to understand customer needs. Staff interaction with customers suggests that this is consistently achieved. Again, feedback is favourable. Compliance is maintained.

Evidence Value: Fully Met

**2.2.3: We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP329: SCTS Purpose, Vision and Values** Assessor Acceptance: Yes

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All SCTS job specifications and appraisals are linked to our purpose, vision and values which are in turn linked to customer focused values. The evidence here is pasted from the SCTS Annual Report and Accounts 2014-15.

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**HAP330: Individual Performance Review (IPR)** Assessor Acceptance: Yes

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Performance review is linked to SCTS values and behaviours which emphasise providing a high quality service. Managers reflect on key achievements over the reporting period and the upholding of promoted values.

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**HAP331: Community Impact Indicators** Assessor Acceptance: Yes

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Community Impact Indicators record community events at which court staff help to explain the work of the courts, often in their own time. The Indicators are monitored by the Executive Team and the SCTS Board. Some are publicised in the Staff Focus magazine on the SCTS intranet.

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**HAP332: Learner of the Year Award** Assessor Acceptance: Yes

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A Learner of the Year award has been introduced. Staff at all levels can nominate their colleagues or themselves. The award seeks to recognise staff who have not only undertaken a level of learning but have transferred that learning back into the workplace and made a positive, measurable difference.

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**HAP333: Supreme Courts Business Plan** Assessor Acceptance: Yes

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Local business plans are set by each individual business unit. They are formed as the basis for the local approach to achieving corporate plans. Staff participate in the formation of the plan and objectives for individual performance management are taken from them.

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**HAP391: Training Report** Assessor Acceptance: Yes

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Training reports are provided quarterly to the SCTS Board. They include course evaluations and trainer ratings. Any major changes to technical training, vocational qualifications offered or e-learning have to be signed off by the Board before they are introduced.

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**2.2.3.1 : We prioritise customer focus at all levels of our organisation**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The service delivery model of SCTS makes customer focus a priority and it is clear that this is a key driver for staff development and reward systems, including well understood policies that have a strong supporting role.

Evidence Value: Fully Met

**2.2.3.2 : and evaluate individual and team commitment through the performance management system.**

The IPR process, the training needs analysis and the management / staff review mechanisms, all indicate that teams and individuals across the service are evaluated on their ability to deliver customer focused services. Once again staff commentary throughout the assessment was clear, consistent and strong on the issues addressed in this element.

Evidence Value: Fully Met

**2.2.4: We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**New Evidence**

**HAP427: MHTS Slice Review Staff Meetings** Assessor Acceptance: Yes

Administration introduced local slice review meetings with staff from different grades from all areas of operations to discuss and review areas of the business to improve on. These meetings have proved invaluable due to the level of participation and the progress of the ideas raised.

**Active Evidence**

**HAP413: Staff Engagement Days 2016** Assessor Acceptance: Yes

Pages 6-8 of the Feb 2017 Staff Focus magazine summarise proceedings from the 2016 staff engagement day events at venues throughout the country, where staff and senior managers come together to discuss new corporate and strategic development and issues of concern to staff.

**HAP426: OPG Guardianship Review** Assessor Acceptance: Yes

Following on from a recent 7S review, the OPG’s guardianship processes continue to be reviewed. Seven workstream groups were set up, with staff from the guardianship team having key roles in bringing about change. The meeting notes give a flavour of the feedback from workstream group to core group.

**HAP428: Housing Tribunals' Website Pulse surveys** Assessor Acceptance: Yes

The HOHP and the PRHP ran pulse surveys on their websites from April to November 2016, before the creation of the new Scottish Tribunals Housing and Property Chamber on 1 December. In response to comments received from users, modifications to both websites were made, making them more user-friendly.

**HAP62: Visual Measurement Board** Assessor Acceptance: Yes

Staff discuss the team’s performance and any problems encountered at regular VMB meetings. They engage in problem solving and suggest improvements to systems and processes, resulting in improved workflow which reduces waiting times for customers. Action points are recorded and reviewed.

**2.2.4.1 : We can demonstrate how customer-facing staffs’ insight and experience is incorporated into internal processes, policy development and service planning.**

RP01 - September 2017. The evidence review, supported by commentary from staff and partners to the assessors, clearly demonstrates that a continued Compliance Plus score is justified in this element. Throughout the assessment staff gave clear and consistent commentary on their ability to influence service development, planning and processes with a number of examples cited regarding the implementation of the new ICMS system.

Evidence Value: Fully Met

**2.2.5: We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP150: Counters and Receptions** Assessor Acceptance: Yes

Public Counters in courts have a lot of information that can be provided to court users on request, and this, along with court staff interacting with court users and giving them information, can be seen during assessors' visits.

**HAP212: SCS Corporate Plan 2014-17** Assessor Acceptance: Yes

The content of the new SCS Corporate Plan is prepared by the Executive Team and signed off by the SCS Board. How corporate objectives will be attained is a key component of court and team business plans and the IPR objectives of individual members of staff.

**HAP272: Staff Engagement Days** Assessor Acceptance: Yes

Staff engagement days give staff the opportunity to feed back on all aspects of service delivery to the Chief Executive and Executive Directors. Notes and corporate action points from these meetings are circulated to staff.

**HAP290: Celebration of Success Awards** Assessor Acceptance: Yes

Annually all staff who achieve qualifications that improve job performance in the SCS are recognised at an award ceremony. Awards are presented by a SCS Board member, and the ceremony is attended by a number of senior managers.

**HAP59: Instant Rewards** Assessor Acceptance: Yes

Staff who go 'an extra mile' to deliver a piece of work can be recognised by their line manager with an instant reward. This says thank you to someone who has put in extra effort or produced something of exceptional quality. Use of these Rewards is recorded in Tables 3-6 of the People Scorecard.

**2.2.5.1 : We value the contribution our staff make to delivering customer focused services,**

The additional presented evidence helps to show that staff are valued for their contribution in the delivery of customer focused services. For example, the Staff Engagement Days were reported by contributors to be effective and enjoyable. A lot of discussion with staff and stakeholders here helped to confirm that the strong evidence is effective through their eyes and that they feel their customer focus contributions are valued in discussions and in the manner in which they deliver services. RP1 2014 Not for review this year. Open and positive feedback was provided to demonstrate this remains compliance plus. RP2 2015 The refreshed evidence of Staff Engagement Days was again supported by comments at visit. These are considered effective in demonstrating that staff opinions are valued and their contributions appreciated.

Evidence Value: Fully Met

**2.2.5.2 : and leaders, managers and staff demonstrate these behaviours.**

There was ample opportunity to test at visit the role leaders play in the approach and culture of the organisation. Whether from leaders or colleagues throughout the organisation, strong support was obtained confirming the importance placed on customer focus. The strength of the approach and its consistent understanding across the organisation demonstrates compliance plus. RP1 2014 Not for review this year. RP2 2015 Improvements noted at visits to locations across the service confirm that leaders use staff contributions and are supportive of their focus on customer experience. Again, the consistent picture demonstrates that compliance plus is appropriate.

Evidence Value: Fully Met

### 3: Information and Access

#### 3.1: Range of Information

##### 3.1.1: We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

##### Active Evidence

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<b>HAP150: Counters and Receptions</b>	Assessor Acceptance:	Yes
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Public Counters in courts have a lot of information that can be provided on request, and this, along with SCS staff interacting with court users and giving them information, can be seen during assessors' visits. Courts also display posters with information about services and opening times.

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<b>HAP219: SCS Website Information</b>	Assessor Acceptance:	Yes
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The SCS website provides a range of information for court users and interested members of the public including court locations, daily court business, rules of court, news and contact details. A link to the SCS Executive Team can be found on the 'About SCS' webpage, accessible from the home page.

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<b>HAP220: OPG Website Information</b>	Assessor Acceptance:	Yes
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The OPG website provides a range of information about OPG's services, news items, frequently asked questions, and it offers downloadable forms. The 'Who we are' page, accessible from the home page and the 'Who are we' page, names key senior staff.

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<b>HAP429: Guides to Jury Service</b>	Assessor Acceptance:	Yes
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Instead of sending bulky envelopes with hard copy guidance by post, cited jurors are referred to the online guidance for coming to court and what to expect from the experience. If cited jurors do not have online access they can request hard copy paperwork from the citing court.

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<b>HAP430: SCTS Annual Report &amp; Accounts 2015-16</b>	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts describes SCTS performance against Corporate Plan commitments, has forewords by both the Chair of the SCTS Board and the Chief Executive, and names members of the SCTS Board and the Executive Team.

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<b>HAP431: SCTS Intranet Pages</b>	Assessor Acceptance:	Yes
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The SCTS intranet pages include significant information about operational and corporate teams, technical manuals and other support for operational staff, links to specialist 'hubs' and applications, and links to online training and development.

**3.1.1.1 : We make information about the full range of services we provide available to our customers and potential customers,**

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The corporate evidence in this element is clear and consistently presented in posters, leaflets and on the website.

Evidence Value: Fully Met

**3.1.1.2 : including how and when people can contact us,**

The information provision was demonstrated to include relevant information on how customers can access the service, and :-

Evidence Value: Fully Met

**3.1.1.3 : how our services are run and who is in charge.**

also includes appropriate and relevant information as to who is responsible for the service delivery at each service or location.

Evidence Value: Fully Met

**3.1.2: Where there is a charge for services, we tell our customers how much they will have to pay.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP107: SCS Publication Scheme** Assessor Acceptance: Yes

The scheme is available on the SCS website. Section 6 clearly details applicable charges for reproduction and postage.

**HAP278: HRU Scorecard and Business Plan** Assessor Acceptance: Yes

These are published on the HRU intranet to allow staff to understand the costs involved for HRU services. The Scorecard provides information on costs for payroll and training as well as information on sick absence. The Business Plan shows the details of future projects.

**HAP69: SCS Court Charges, fees and exemptions** Assessor Acceptance: Yes

The SCS currently follows the Model Publication Scheme provided by the Scottish Information Commissioner which indicates the calculation of any charges to be levied. Court Fees, exemption criteria and forms to seek exemption are available on the SCS website and may be uplifted from all courts.

**HAP70: OPG Fees and EPOA charges** Assessor Acceptance: Yes

The OPG administers Powers of Attorney and Guardianship services and has made POA available on-line to speed up the administration process. Fees and fee exemptions are also detailed on the OPG website.

**3.1.2.1: Where there is a charge for services, we tell our customers how much they will have to pay.**

There is clear evidence, including prominent posters, that customers have access to appropriate information about the costs of those aspects of this service for which there may be charges. Similarly, arrangements for payment, in particular for fines, are clear and well publicised. RP1 2014 Not for review this year. RP2 2015 Complete and accurate information on fees is readily accessible. Compliance is maintained.

Evidence Value: Fully Met



**3.2: Quality of Information**

**3.2.1: We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP226: Understanding Information** Assessor Acceptance: Yes

Staff will, when necessary, check court users' understanding by corresponding with them following telephone conversations and there is a variety of ways of providing information about SCS service provision in appropriate languages and formats to suit court users' preferences.

**HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter** Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

**HAP421: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

**HAP71: Specialist Telephone Lines** Assessor Acceptance: Yes

All courts offer the Language Line service for people whose first language is not English, enabling them to speak to someone in their own language. Text Relay enables deaf, hard of hearing and speech impaired people to contact others by telephone.

**HAP72: Generic E-mail Boxes** Assessor Acceptance: Yes

All courts and most of the HQ business units have a generic e-mail box where customers can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave.

**HAP73: Web Accessibility Initiative Standards** Assessor Acceptance: Yes

SCS is committed to the Website Accessibility Initiative which ensures the accessibility to an international standard of websites to disabled users. Feedback is encouraged from users via this page to inform us about how we might make the site more accessible.

**3.2.1.1 : We provide our customers with the information they need in ways which meet their needs and preferences,**

RP01 - September 2017. The evidence review, supported by feedback in the customer questionnaires and customer commentary to the assessor, demonstrates continued compliance in this element. Customers can access information in ways that meet their needs and preferences. Information can be provided electronically, where appropriate, or in hard copy or both and in different formats according to customers' needs and preferences.

Evidence Value: Fully Met

**3.2.1.2 : using a variety of appropriate channels.**

The information provision channels generally seem to meet with customer needs. Customer feedback indicates that customers are happy with the channels available. The Court Users Charter leaflets were observed to be readily available in the public areas of all courts visited during this assessment.

Evidence Value: Fully Met

**3.2.2: We take reasonable steps to make sure our customers have received and understood the information we provide.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP226: Understanding Information** Assessor Acceptance: Yes

Court users are offered a range of additional services, for example documents in large print, in other languages, or as audio recordings, to ensure that they are able to understand material provided by the SCS.

**HAP257: 2013 Court User Survey Results/Feedback Information for Courts** Assessor Acceptance: Yes

Court users were asked about accuracy and helpfulness of information provision by court staff in the 2013 survey with 97% finding it accurate and 97% finding it helpful. Feedback about unmet information needs was given to all courts after the results came in for local review and action.

**HAP74: Policy and Legislation Consultation on Technical Guidance** Assessor Acceptance: Yes

The Policy and Legislation Branch consulted court staff about the understandability and usability of technical guidance it provided on the SCTS intranet and in weekly circulars, and modified guidance templates in response to feedback received.

**HAP75: Fines Enforcement Teams** Assessor Acceptance: Yes

People who are required to pay fines hear the sentencer pronounce the amount to pay, the payment terms and when the first payment is due if they are present in court. If an offender is fined in their absence a member of one of the SCS's Fines Enforcement Teams will inform them of these details.

**HAP76: Public Counters - best seen at visit** Assessor Acceptance: Yes

Steps are regularly taken to educate front line staff about the needs of court users, including e-learning courses on equalities and vocational qualifications in customer service. Interactions with court users are best seen as and when they occur.

**3.2.2.1 : We take reasonable steps to make sure our customers have received**

The external research in the work with surveys is clear and well structured and shows that the accessibility of good quality information and the usefulness of this have been tested with customers. Observation of service delivery demonstrated effective face-to-face work by staff to improve the quality of information experienced by customers, particularly if they are hard to reach.

RP1 2014 Not for review this year. RP2 2015 The outcomes from testing of customer receipt and understanding of information have been shared with staff and discussions demonstrate that the learning has helped customers.

Evidence Value: Fully Met

**3.2.2.2 : and understood the information we provide.**

Interviews with staff indicate a high level of commitment to ensuring understanding of information. From additional explanations delivered by Legal Advisers in the Justice of Peace Courts, through to staff explanations over the telephone and the observed face to face customer interactions of reception and security staff, the commitment was seen. The additional presented evidence helps show that SCTS takes relevant steps to test and ensure customer understanding of information it provides. RP1 2014 Not for review this year. RP2 2015 Some refreshed evidence was supported by discussions at visit. Local managers reported they have been working to raise understanding where feedback suggested there could be uncertainty, e.g. on commissary fees and with improved displays. Compliance is maintained.

Evidence Value: Fully Met

### 3.2.3: We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

#### Active Evidence

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**HAP321: Standards of Service for Victims and Witnesses** Assessor Acceptance: Yes

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The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

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**HAP334: OPG Website Survey** Assessor Acceptance: Yes

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After redesigning its website the OPG consulted customers to obtain their views. Most of the ratings were positive, and responses to question 12 show suggestions for further improvement that the OPG will consider.

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**HAP335: SCTS Quarterly Fines Report** Assessor Acceptance: Yes

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The SCTS publishes a report on recovery rates and amounts outstanding for fines and other penalties every three months. Improvements are being made to the content and format of this report following consultation with its users in 2015.

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**HAP336: SCTS juror communications in court** Assessor Acceptance: Yes

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Potential jurors are addressed by the Clerk of Court before being balloted. In response to feedback from the Equalities Advisory Group, guidance for Clerks was updated to emphasise how and when jurors might ask questions or raise personal or sensitive matters.

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**HAP337: Easy Read format for key documents** Assessor Acceptance: Yes

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To assist court users with learning disabilities a number of key documents, including the SCTS Court Users' Charter and "Attending a Civil Court" have been converted into Easy Read format and are available from the SCTS website or provided as hard copy on request. Others will be added when ready.

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**HAP338: PRHP website revisions** Assessor Acceptance: Yes

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The PRHP website was made more user-friendly by updating the content and adding a Frequently Asked Questions page to publicise the services PRHP provides, with a view to minimising unnecessary phone calls and e-mails from users.

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**3.2.3.1 : We have improved the range, content and quality of verbal,**

RP03 - September 2016. The evidence review, supported by customer commentary to the assessor, demonstrates continued compliance in this element. There is evidence demonstrating that much of the information provided to customers has been reviewed and improved in recent times.

Evidence Value: Fully Met

**3.2.3.2 : published**

The evidence noted above demonstrates clear compliance, and is strongly supported by the feedback from the 2800 respondents in the Court Users Satisfaction survey, where only 1 suggestion was made for improvements in information provision.

Evidence Value: Fully Met

**3.2.3.3 : and web based information we provide to ensure it is relevant and meets the needs of customers.**

The latest information available on the website is clear, readily accessible and seems comprehensive on issues likely to interest customers and potential customers. Once again the Court Users Survey is strong supporting evidence here. Across 7 relevant detailed questions, customers rated the electronic provision with between 80% and 90% satisfaction. The OPG website improvements provide additional supporting evidence in this element.

Evidence Value: Fully Met

**3.2.4: We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

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The SCTS Complaints Procedure is advertised on the SCTS, OPG and Tribunals' websites and at public service delivery points in courts and OPG Headquarters. As Tribunal Hearings are mostly held in rented public accommodation it is not appropriate to have posters on display.

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**HAP321: Standards of Service for Victims and Witnesses** Assessor Acceptance: Yes

---

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The standards were published on the SCTS website in April 2015.

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**HAP339: Freedom of Information enquiries** Assessor Acceptance: Yes

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All Freedom of Information (Fol) correspondence issued by the SCTS includes details of the statutory time periods for dealing with Fol enquiries, and the procedures for making a complaint or an appeal to the Information Commissioner, as outlined on the Fol web page.

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**HAP340: G&S Net Chat - best seen at visit** Assessor Acceptance: Yes

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Net Chat is an in-house computer programme used in trial and custody courts in Glasgow Sheriff and JP Court to provide information to reception desks and witness muster areas. This allows users to receive live updates in respect of the cases in which they are involved or interested.

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**HAP341: Guide to Jury Service** Assessor Acceptance: Yes

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On page 4 of the Guide jurors are advised about the update phone line to call once cited for service to see if they are required the following day. The phone numbers of local courts for jurors to ring are provided in jurors' citations.

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**HAP392: Employee Resourcing Hub** Assessor Acceptance: Yes

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The Hub has very detailed guidance for recruiters and those applying for jobs. The EROL system sends out acknowledgement e-mails to those who have applied for jobs and a message 10 days after the closing date to remind them to contact the recruitment board chair if they haven't had a reply by then.

**3.2.4.1 : We can demonstrate that information we provide to our customers is accurate and complete,**

RP03 - September 2016. The evidence has been updated by the service and, supported by customer commentary throughout the assessment, continues to show compliance in this element. The information provided for customers seems accurate and complete, covering all that they consider they need. Surveys, observation and discussions suggest that customers are happy with the accuracy of what they receive.

Evidence Value: Fully Met

**3.2.4.2 : and that when this is not the case we advise customers when they will receive the information they requested.**

The presented evidence includes a useful guide to jury service and protocols for scheduling that improve on past experience. This helps to show that the service has developed a more consistent approach to keeping customers informed of the timescales involved in the provision of additional or corrected information. Additional evidence in the Court Users satisfaction survey shows that improvements in "Being kept informed about waiting times" have had a significant impact on customer satisfaction, and support an ongoing score of compliance in this element. Throughout the assessment, staff also gave positive commentary about the actions they undertake to keep customers informed of progress.

Evidence Value: Fully Met

**3.3: Access**

**3.3.1: We make our services easily accessible to all customers through provision of a range of alternative channels.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

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**HAP71: Specialist Telephone Lines** Assessor Acceptance: Yes

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All courts offer the Language Line service for people whose first language is not English, enabling them to speak to someone in their own language. Text Relay enables deaf, hard of hearing and speech impaired people to contact others by telephone.

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**HAP72: Generic E-mail Boxes** Assessor Acceptance: Yes

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All courts and most of the HQ business units have a generic email box where customers can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave.

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**HAP83: Range of Fines Payment Methods** Assessor Acceptance: Yes

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Fine payers can pay at a public counter in person, by cheque in person or by post, by credit or debit card in person or by phone, or on-line. The range of payment methods is included in any written correspondence, published on line and given as verbal advice to those attending court.

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**HAP84: Juror Attendance Update Line** Assessor Acceptance: Yes

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This phone line is used by all courts hosting Sheriff and Jury or High Court trials. It allows potential jurors to access the most up-to-date information outside court opening hours and from the comfort of their homes.

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**HAP85: Remote Video Links** Assessor Acceptance: Yes

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There are dedicated remote sites throughout Scotland, supplemented by ad hoc sites run by justice partners in more rural areas, which vulnerable witnesses can use instead of attending court buildings. These sites are also used for the High Court, civil cases and witnesses in other jurisdictions

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**3.3.1.1 : We make our services easily accessible to all customers through provision of a range of alternative channels.**

RP01 - September 2017. The refreshed evidence, supported by positive customer and staff commentary demonstrates continued compliance in this element. The evidence clearly demonstrates that across the board, services are readily accessible, with good examples being demonstrated with the improvements for jurors and vulnerable witnesses screening.

Evidence Value: Fully Met

### 3.3.2: We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements, and offer better choices

Applicant Self Assessment: Strong

Compliance to Standard: Compliant

#### Active Evidence

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<b>HAP268: One-Stage Juror Citation Pilot</b>	Assessor Acceptance:	Yes
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The processes of interacting with potential jurors have been mapped and a leaner process for selecting up to date addresses from the current electoral register is being piloted in GH&I. Evaluation by questionnaire is planned during 2015.

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<b>HAP279: HRU Information Provision</b>	Assessor Acceptance:	Yes
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When HRU makes changes to services or needs to give staff information they publish news articles on the SCS intranet. They use a Query Tracker to check if there has been an increase in requests for assistance or guidance as a result of the changes, for example, to the EROL system.

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<b>HAP286: Fine payment trends</b>	Assessor Acceptance:	Yes
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The facility to pay fines on-line was developed and implemented through analysis of the process and user experience. Additional methods of fine payment are also now available and payment trend analysis in 2013-14 shows an increase in use of on-line payment.

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<b>HAP86: OPG Channel Usage Analysis</b>	Assessor Acceptance:	Yes
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The OPG has carried out an analysis of channel usage to obtain a better understanding of how people are interacting with the office and choosing to use its services. From the findings, improvements have been identified.

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<b>HAP87: Website Use Analysis</b>	Assessor Acceptance:	Yes
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In the first survey after the new SCS website was launched users were asked what devices they used to access our website and the next survey will follow this up by asking users if they had experienced any difficulties using these channels to enable IT staff to investigate reported problems.



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**3.3.2.1 : We evaluate how customers interact with the organisation through access channels**

The customer consultation activities give convincing evidence of evaluation of the interaction of customers through the full range of access channels. The specific material in the presented evidence shows the flexible and effective approach. RP1 2014 Not for review this year. RP2 2015 Consultation about access channel use remains in place.

Evidence Value: Fully Met

**3.3.2.2 : and we use this information to identify possible service improvements,**

The information available to SCTS through various initiatives seen and discussed at visit is structured and the approach to utilising what is available is positive in ensuring that it identifies potential improvements in the way access channels are used. RP1 2014 Not for review this year. RP2 2015 Evidence in HAP268 and HAP 286 demonstrates that service improvements have resulted from evaluation of customer needs for improved access channels.

Evidence Value: Fully Met

**3.3.2.3 : and offer better choices**

Similarly here, the new initiatives to improve service choices have in part followed evaluation of how customers used the existing services and access channels and demonstrate an open and considerate approach to helping customers. RP1 2014 Not for review this year. RP2 2015 The improved choices for those paying fines are convincing evidence. This is supported by feedback on the citation pilot. Compliance is maintained.

Evidence Value: Fully Met

**3.3.3: We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.**

Applicant Self Assessment: Weak  
 Compliance to Standard: Compliant

**Active Evidence**

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**HAP317: SCTS Court Users' Charter/OPG Customer Charter** Assessor Acceptance: Yes

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The courts and the OPG seek to adhere to the commitments set out in their Court Users' and Customer Charters and the efforts of staff to do this are best seen at visits.

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**HAP342: SCTS Court User Satisfaction Survey 2015** Assessor Acceptance: Yes

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The survey asks respondents to rate their satisfaction with the comfort, cleanliness, safety and security of various SCTS facilities including courtrooms, jury rooms, witness rooms, waiting areas inside and outside the courthouse, toilets and court cells. Satisfaction is high for most facilities.

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**HAP343: Quality Facilities Management** Assessor Acceptance: Yes

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Buildings are regularly maintained so that the quality of all facilities is of a high standard for all users. All courts use a computerised system to allow staff to log requests for any major or minor maintenance work and to track the progress of these requests.

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**HAP344: OPG Visitor Questionnaires** Assessor Acceptance: Yes

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Visitors to the OPG's premises in Falkirk are given short feedback questionnaires to complete to check if they are satisfied with the facilities and customer service. The questionnaire responses are analysed and improvements resulting from feedback are published.

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**HAP393: Health & Safety e-learning** Assessor Acceptance: Yes

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Health & Safety e-learning ensures staff are aware of workplace hazards and their responsibilities to other staff and court users for managing them appropriately. All SCTS staff must do e-learning on fire safety; safe manual handling; slips, trips and falls; and VDU use every year.

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**HAP394: SCTS HQ facilities - best seen at visit** Assessor Acceptance: Yes

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Saughton House has amenities that may help visitors feel more comfortable when visiting SCTSHQ. These include a cafeteria that is open to all visitors; disabled access to all parts of the building; disabled toilets; and lifts adjacent to the main reception area. These can be seen at visits.

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**3.3.3.1 : We ensure that where customers can visit our premises in person facilities are as clean and comfortable as possible.**

RP03 - September 2016. Many SCTS services are delivered in high profile heritage buildings, many of which are Grade 1 listed. There has been significant investment in the facilities used by the service over many years and a strong relationship exists with the preferred contractor for repair and maintenance. The result is visible in the maintenance of the high quality environment in which customers experience services. Staff go out of their way to maintain standards and the facilities seem to be appreciated by customers.

Evidence Value: Fully Met

**3.4: Co-operative working with other providers, partners and communities**

**3.4.1: We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Partial Compliance

**New Evidence**

**HAP433: PATS Liaison with other UK Jurisdictions** Assessor Acceptance: Yes

The Pensions Appeal Tribunal Scotland co-ordinates a hearings calendar and scheduling arrangements with the Pensions Appeal Tribunals in Northern Ireland and England & Wales. This liaison helps to maximise the presence of Veterans UK staff at hearings.

**Active Evidence**

**HAP432: Community Justice Partnerships** Assessor Acceptance: Yes

SCTS's new statutory duties require sheriff clerks to liaise with the 32 separate local authority partnerships to contribute to their local community justice plans and, where appropriate, identify areas where their courts can usefully contribute to achieving better outcomes for community justice.

**HAP434: Joint Working with COPFS to Implement Solemn Reforms** Assessor Acceptance: Yes

SCTS liaised closely with COPFS at national and local level in preparation for the implementation of the Solemn Criminal Reforms. A key feature of this was a joint workshop held in May 2017. A copy of the programme is attached.

**HAP92: Shared Services with COPFS** Assessor Acceptance: Yes

The SCS is now responsible for the maintenance of the COPFS estate, following an agreement signed by the Chief Executives of both organisations.

**HAP93: Witness Service Pre-court Visits** Assessor Acceptance: Yes

Arrangements are made in each court between court staff and witness services to facilitate pre-trial court visits for any child witnesses. This ensures that children are familiar with their surroundings and hopefully are more at ease before being required to give evidence in court.

**HAP94: SCS/SPS/COPFS Doorlist Project** Assessor Acceptance: Yes

The SCS checks court lists against SPS prisoner records to allow decisions to be made about the timing of future court proceedings and to minimise unnecessary adjournments that would impact adversely on victims, witnesses and their supporters.

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**3.4.1.1 : We have made arrangements with other providers and partners to offer and supply co-ordinated services,**

RP01 - September 2017. A significant strength of SCTS and its services is the co-ordinated service delivery experienced and generally appreciated by customers. A range of consultative structures, at all operational levels and affecting all customer groups, hold the partnerships together and ensure that the needs and preferences of customers are provided for, as appropriate to the circumstances. Many partners are highly complimentary of the way the organisation is open and co-operative in helping them and thereby service improvement. The range of methods used to co-ordinate partnership activity is strong evidence here. Local initiatives were noted to reflect local needs and preferences, always a strengthening of previous practice. Numerous criminal justice partners gave firm support at visit.

Evidence Value: Fully Met

**3.4.1.2 : and these arrangements have demonstrable benefits for our customers**

RP01 - September 2017. Although some improvements were reported by customers, no new or significant evidence was presented this year. Observation and discussion at visit supported the existing documentary evidence well and confirmed that nearly all the various partnerships in place have real customer benefits. Several examples given in unsolicited ways included work with social work staff, police witnesses, Witness Service and others. However, there is evidence that at least one partnership in which SCTS is involved, and which has the potential to impact on satisfaction with the criminal justice system, is not consistently delivering benefits for customers. Despite the best efforts of staff of SCTS and its partners, resourcing issues and organisation of work flows are reported to be causing problems for customers. This element therefore must remain as only partially compliant.

Evidence Value: Partially Met

**3.4.2: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP214: SCS Complaints Handling Guidance** Assessor Acceptance: Yes

The new SCS Complaints Procedure briefly describes the responsibilities of court staff, and the intranet guidance for staff provides contact details for other partner organisations (at Annex A) in case dissatisfied court users wish to complain to them about their services.

**HAP259: Developing Service Standards for Victims and Witnesses** Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 requires the SCS to work in partnership with the Prison Service, the Police, the Crown and the Parole Board to develop service standards. The work is nearing completion, as shown by a recent draft, aiming for publication in April 2015.

**HAP260: Feasibility Study on Delivery of Justice Services in the Scottish Borders** Assessor Acceptance: Yes

The SCS undertook a feasibility study to determine whether a new 'Justice Centre' could be established in the Scottish Borders. The study recommended retention of courts in Jedburgh and Selkirk and exploitation of technology to build strong networked services in the Borders.

**HAP280: HRU Service Level Agreement** Assessor Acceptance: Yes

HRU has developed a Service Level Agreement that is being discussed with senior managers and Directors to ensure that they are fully aware of the service they can expect to receive from HRU staff. They are able to give feedback at any time to the HRU Director.

**HAP95A: Translation and interpreter contracts** Assessor Acceptance: Yes

The Scottish Procurement Directorate has set up a collaborative framework contract for the supply of interpreting, translation and transcription services which the SCS uses. Guidance for staff shows how the process should work when these services are required. The contract shows the feedback loop.

**HAP97: Prisoner Escort & Court Custody Contract** Assessor Acceptance: Yes

G4S took over the contract in January 2012 and are responsible for transporting prisoners between prisons and courts, and between court cells and the dock for hearings. The contract specifies where responsibilities lie.

**3.4.2.1: We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of service.**

The issue of customer awareness of the relative responsibilities between the partners was noted often to be poor. Staff commented that the courts, as the physical customer interface of the judicial system, were frequently blamed by both customers and the media for failings that were often the responsibility of their partners. More evidence is required on what is done to ensure that customers are made aware of which partner or organisation is accountable for aspects of the services delivered. RP1 2014 A number of discussions with customers, partners and staff demonstrated that it is now clear to customer who to hold accountable for the different aspects of the partnership activities they experience. This requirement is now fully compliant. RP2 2015 The evidence in HAP 259 is very strong on accountability. It includes a high quality flowchart of value to all users. This initiative warrants a compliance plus rating.

Evidence Value: Fully Met

**3.4.3: We interact within wider communities and we can demonstrate the ways in which we support those communities.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP331: Community Impact Indicators** Assessor Acceptance: Yes

Many community based events are held in courts on a regular basis such as school pupil visits, pupil work experience and doors open days. Staff in SCTS headquarters maintain a register of such activities throughout the court estate.

**HAP345: Bridges Project** Assessor Acceptance: Yes

Links were first made with the Bridges Project in 2005. SCTS staff volunteers offer guidance to unemployed refugees and asylum seekers to improve their job-seeking skills. Feedback from delegates and Bridges has been very positive. See page 22 of the Mainstreaming Equality Report for an update.

**HAP346: Equalities Advisory Group** Assessor Acceptance: Yes

The Equalities Advisory Group comprises external advisors representing different equality organisations. Group members offer input and advice to the SCTS to ensure that equalities issues are identified and addressed during policy formulation and implementation.

**HAP347: Article on Powers of Attorney in Nursing Scotland magazine** Assessor Acceptance: Yes

OPG supplied an article on Powers of Attorney for Nursing Scotland, whose readers are members of the Independent Federation of Nurses in Scotland. Nurses are often at the front-line when dealing with vulnerable and incapable adults and their relatives, and the article describes the PoA procedure.

**HAP348: Moray Autism Awareness training** Assessor Acceptance: Yes

Moray Council's Social Work Department runs autism awareness training for staff working within Criminal Justice Services, and places are available to SCTS staff. 90% of staff from Elgin Sheriff Court have been on these training courses since 2015.

**HAP349: Collections for local charities** Assessor Acceptance: Yes

Every edition of the SCTS Staff Focus magazine carries news of local fundraising activities undertaken by SCTS, OPG and Tribunals staff. The February 2016 issue is shown as an example.

**3.4.3.1: We interact within wider communities and we can demonstrate the ways in which we support those communities.**

RP03 - September 2016. The refreshed evidence demonstrates continued compliance. There is very strong, convincing and comprehensive evidence that SCTS interacts with local communities in numerous ways and encourages a supportive community culture in staff in all areas. The assessors noted that across the full range of sites visited there was an initiative to deliver Court Open Days. This initiative aimed at improving the lay person's understanding and acceptance of the court process and buildings is, in the view of the assessors, a significant and highly relevant community activity and warrants elevating the score in this element to compliance plus.

Evidence Value: Fully Met

**4: Delivery**

**4.1: Delivery standards**

**4.1.1: We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP415: SCTS Corporate Plan 2017-20** Assessor Acceptance: Yes

The SCTS Corporate Plan defines the targets for the SCTS for 2017-20 and links them to the SCTS strategy map (page 10) which shows how our strategic objectives link to generate court user satisfaction. The performance standards were set by the SCTS Board.

**HAP430: SCTS Annual Report & Accounts 2015-16** Assessor Acceptance: Yes

The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

**HAP435: SCTS Business Plan 2017-18** Assessor Acceptance: Yes

The SCTS Business Plan details shared planning assumptions about joint targets and aspirations for the justice system to which the SCTS belongs. Annex A shows how justice system activity including SCTS supports Government Outcomes. Annex F shows strategic priorities and objective.

**4.1.1.1 : We have challenging standards for our main services,**

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. All the evidence presented here is strong, clear and comprehensive in its coverage. An appropriate range of challenging standards is in place and impacts upon service delivery in many ways. The Annual Report significantly assists compliance, as it contains clear evidence of precise and measurable aspects of service that are used to judge the success of the organisation.

Evidence Value: Fully Met

**4.1.1.2 : which take account of our responsibility for delivering national and statutory standards and targets.**

The standards are set in a clear and structured format and relate to national levels of performance considered appropriate for this type of organisation and to national and corporate aims and objectives in the justice arena.

Evidence Value: Fully Met

**4.1.2: We monitor and meet our standards, key departmental and performance targets, and we tell our customers about our performance.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP261: SCS Annual Report 2013-14** Assessor Acceptance: Yes

The SCS Annual Report is widely available and is tabled in the Scottish Parliament. It is a comprehensive and audited review of how the SCS has met its key performance targets and compares the year in review with the previous two years offering comments on notable variation.

**HAP264: SCS Court User Satisfaction Survey 2013** Assessor Acceptance: Yes

Question 50 in the 2013 court user satisfaction survey asked court users what general information they wanted in performance reports. There was not much enthusiasm for them from those who were surveyed, particularly members of the public. This question will be asked again in the 2015 survey.

**HAP270: SCS People Scorecard 2013-14** Assessor Acceptance: Yes

The people scorecard is published on the SCS website and fulfils the requirement under the Equality Act 2010 to publish statistics on the equality characteristics of the SCS workforce. It shows progress in recruitment and training towards meeting equality targets.

**HAP287: SCS Performance Framework** Assessor Acceptance: Yes

The SCS Board Scorecard is published on the SCS website quarterly and in the Annual Report. It contains the SCS key performance indicators as set by the SCS Board and highlights progress using a 'traffic light' system to show how the SCS is performing.

**HAP288: SCS Quarterly Fines Report** Assessor Acceptance: Yes

The SCS publishes a report on recovery rates and amounts outstanding for fines and other penalties every three months. Any dip in performance will be addressed by the Executive Team.

**4.1.2.1 : We monitor and meet our standards, key departmental and performance targets,**

There are clear monitors of performance against the core business standards through several mechanisms presented in the evidence and processes to validate the monitors at higher level. Operational staff seem clear on the outcome measures that relate to their work and seek to use standards for continuous improvement. RP1 2014 Not for review this year. RP2 2015 Performance is generally up to standard, with some very strong areas. Collection rates for fine enforcement seem to continue the upward trend over recent years.

Evidence Value: Fully Met

**4.1.2.2 : and we tell our customers about our performance.**

The local performance display policies firmly demonstrate that information on performance against standards is being made accessible for customers in operational buildings. The Annual Report is particularly effective for those customer groups most likely to have a strong interest in the performance of SCS. Overall, the performance information is suitably accessible. RP1 2014 Not for review this year. RP2 2015 The evidence remains appropriate and convincing in context of this service. Compliance is maintained.

Evidence Value: Fully Met



**4.1.3: We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP325: Staff Engagement Days** Assessor Acceptance: Yes

Staff engagement days are an opportunity for SCTS Executive Directors to meet staff in all locations. They enable two-way feedback between Executive Directors and staff and summarised notes from each session are circulated to all staff.

**HAP342: SCTS Court User Satisfaction Survey 2015** Assessor Acceptance: Yes

The survey results include analysis showing what users value in the service over time. It gives local users the chance to comment on what they would like to see improved. Questions may be added over time, such as a block on travel modes and times to offer new insight about the needs of users.

**HAP350: Shaping Scotland's Court Services - response to consultation** Assessor Acceptance: Yes

The then SCS consulted widely on planned court closures. The evidence shows the scope of the feedback and the range of people and organisations that commented on plans to re-design court services locally. Proposals were changed as a result of the feedback, e.g. Alloa Sheriff Court was retained.

**HAP351: Standing Advisory Committees and Local Criminal Justice Boards** Assessor Acceptance: Yes

Standing Advisory Committees and Local Criminal Justice Boards meet to discuss local issues and improvement plans. The Local Boards' Terms of Reference were revised in August 2015 to have a greater focus on current and future performance in the courts.

**HAP352: PATS User Group Meetings** Assessor Acceptance: Yes

PATS hold user groups twice a year. These allow all users to give feedback about PATS service delivery and suggest improvements to practices and procedures. Suggestions from Legion Scotland and Veterans UK have been adopted.

**HAP388: Business Plan Delivery Report** Assessor Acceptance: Yes

The SCTS Executive Team regularly reports to the SCTS Board on progress with delivering the objectives in the Business Plan. The Executive Team is informed by project highlight reports and unit delivery plans.

**4.1.3.1 : We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.**

RP01 - September 2017. The evidence review, supported by customer, partner and staff commentary to the assessors, now demonstrates compliance in this element. During this year's assessment it was adequately demonstrated that through the wide range of liaison meetings, stakeholders had the ability to influence relevant local standards for service delivery. Consequently this element can now be scored as fully compliant.

Evidence Value: Fully Met

**4.2: Achieved Delivery and Outcomes**

**4.2.1: We agree with our customers at the outset what they can expect from the service we provide.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliant

**New Evidence**

**HAP420: Tribunals User Charter** Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

**Active Evidence**

**HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter** Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

**HAP421: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

**4.2.1.1 : We agree with our customers at the outset what they can expect from the service we provide.**

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The presented evidence is strong across all relevant customer groups, and the fresh material in the updated Court Users Charters demonstrate that the full range of stakeholders are made aware of their rightful expectations of the service. The charters are clear and entirely relevant here giving guidance on the levels of service that customers have a right to expect and were observed to be readily available at all courts visited.

Evidence Value: Fully Met

**4.2.2: We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP203: SCS Court User Satisfaction Survey 2013** Assessor Acceptance: Yes

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The 2013 Court User Satisfaction Survey was conducted in nearly all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 89% from 83% in 2011. Results were published on the SCS website and may be issued in hard copy on request.

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**HAP255: Development of new OPG website** Assessor Acceptance: Yes

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In December 2014 the OPG launched its new website after extensive consultation and development with customers. Web personas were created to map customer journeys and prioritise key features for the new website.

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**HAP262: SCS Staff Survey 2014** Assessor Acceptance: Yes

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76% of staff responded with an engagement of 58%. Staff can feed back on leadership, management and strategy and comment on areas of dissatisfaction. The SCS has introduced a coaching programme and a new approach to Dignity at Work as a result of feedback from previous years' staff surveys.

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**HAP268: One-Stage Juror Citation Pilot** Assessor Acceptance: Yes

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The processes of interacting with potential jurors have been mapped and a leaner process for selecting up to date addresses from the current electoral register is being piloted in GH&I. Evaluation by questionnaire is planned during 2015.

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**HAP273: OPG Survey 2013** Assessor Acceptance: Yes

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The 2013 OPG customer survey showed an improvement in overall satisfaction from 90% in 2012 to 96%. Other high scoring measures were usefulness, accuracy and understandability of information provided and treatment by OPG staff.

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**4.2.2.1 : We can demonstrate that we deliver the service we promised to individual customers**

The documentary evidence presented is useful, but more significant is the strong observation and discussion evidence confirming that the service promised is that that is experienced by the great majority of customers. Numerous customers and other stakeholders confirmed at visit their awareness of the positive delivery that customers experience. RP1 2014 Not for review this year. RP2 2015 The numerous conversations at visits to several courts confirmed that customers generally feel the promises the organisation makes are kept. Observation of the coming and going of people visiting the courts on an irregular basis was also very supportive.

Evidence Value: Fully Met

**4.2.2.2 : and that outcomes are positive for the majority of our customers.**

Many customers spoke to the assessors at the visit and, again, most praised the service and the manner in which it delivers on its promises. Analytical research is, also, supportive in the feedback from surveys and unsolicited comments. RP1 2014 Not for review this year. RP2 2015 The pilot of improved selection processes for jurors was widely discussed in all sheriffdoms as a significant step forward, if it works as anticipated. Compliance is maintained.

Evidence Value: Fully Met

**4.2.3: We can demonstrate that we benchmark our performance against that of similar or complementary organisations and have used that information to improve our service.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP353: Procurement Capability Assessment 2013** Assessor Acceptance: Yes

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The most recent report for the Public Bodies Unit shows how the then SCS used the Procurement Capability Assessment to improve procurement practice to save money and improve the ways in which organisations can bid for contracts with the SCTS, which shares best practice with its cluster group.

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**HAP354: CIPFA Benchmarking of HR Services** Assessor Acceptance: Yes

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This report shows how the SCTS HR provision measures against other central public bodies throughout the UK in a confidential benchmarking exercise conducted annually by the Chartered Institute of Public Finance and Accountancy.

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**HAP355: 4 Public Guardians Conference 2015** Assessor Acceptance: Yes

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The OPG hosted the 2015 conference in Edinburgh. Feedback suggested that Scotland compares well with the other jurisdictions and its OPG has more powers than England & Wales and Northern Ireland.

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**HAP356: Stonewall Workplace Equality Index** Assessor Acceptance: Yes

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The SCTS joined the WEI in 2015, and was ranked 360th against other public and private sector bodies in the UK, using criteria on LGBT inclusion provided by Stonewall. The 2016 ranking showed an improvement to 328th, and Stonewall Scotland is working closely with the SCTS to improve the ranking.

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**HAP357: PATS Benchmarking** Assessor Acceptance: Yes

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PATS hold Advisory Steering Group meetings with their equivalent tribunals in the rest of the UK in order to compare and benchmark practices and procedures. The aim is to apply best practice from comparable jurisdictions, as was done with direct lodgement of appeals.

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**HAP389: Gateway Reviews** Assessor Acceptance: Yes

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All major projects and programmes are subjected to Gateway Reviews conducted by independent experts to ensure that projects are on track and on budget. The most recent SCTS Gateway Review was for the Court Structures programme.

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**4.2.3.1 : We can demonstrate that we benchmark our performance against that of similar or complementary organisations**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There are a number of ways in which performance data is benchmarked, including some that are indirect and interesting, but seem highly effective and of real value. The processes are not comprehensive, but in the context of this national body they are more than sufficient to demonstrate compliance against this requirement.

Evidence Value: Fully Met

**4.2.3.2 : and have used that information to improve our service.**

There is evidence in the documentary files showing that the service has learned from the comparisons in benchmarking it has carried out. Significant service improvement has resulted, including useful efficiencies in managing estates and some very strong initiatives discussed in procurement. The PCA and PATS evidence is strong in this context.

Evidence Value: Fully Met

**4.2.4: We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP358: SCTS Equalities Impact Assessment Training** Assessor Acceptance: Yes

A number of SCS staff given Equalities Impact Assessment training in 2013-14 found it useful but overly generic. After liaising with the external training provider new EQIA training was developed for SCTS Protected Characteristics Staff Group and PCS Trade Union members in March 2016.

**HAP359: Operational protocols** Assessor Acceptance: Yes

While the Standards of Service were in development, the key statutory and third sector agencies required by the Victims and Witnesses (Scotland) Act 2014 worked together closely on operational protocols to ensure that the standards work effectively.

**HAP360: Web Redesign Lessons Learned Report** Assessor Acceptance: Yes

In developing a new website the then SCS reviewed best practice in web design and designed a more accessible site. The report shows the lessons learned, both positive and negative, and this was published on the intranet.

**HAP361: SCTS Court User Satisfaction Survey Lessons Learned Report** Assessor Acceptance: Yes

After the survey fieldwork and analysis has concluded the contractors are asked to prepare a lessons learned report so that any problems can be overcome the next time the survey is held. No major problems were reported with the survey administration in 2015.

**HAP362: SCTS Equality Outcomes Facilitated Workshop** Assessor Acceptance: Yes

In September 2014, whilst preparing to refresh its equality outcomes, members of the SCTS Equalities Steering Group and its external Equalities Advisory Group took part in a facilitated workshop to consider options. The revised SCTS Equality Outcomes were published on 1 April 2015.

**HAP363: PRHP/HOHP publication of decisions and hearing dates** Assessor Acceptance: Yes

PRHP have taken on board best practice from HOHP by recently publishing all decisions arising from hearings and listing all forthcoming hearings on their website, for service users and members of the public to view.

**4.2.4.1 : We have developed and learned from best practice identified within**

RP03 - September 2016. Continued compliance in this element is demonstrated by the evidence presented. The working practices of the service are supportive here and show that good practice is shared. There is a structure and sufficient evidence to show that best practices have been developed and learned from.

Evidence Value: Fully Met

**4.2.4.2 : and outside our organisation,**

Several examples in evidence and discussed at visit show best practice from other organisations being used in areas of SCTS business to develop improvements in services.

Evidence Value: Fully Met

**4.2.4.3 : and we publish our examples externally where appropriate.**

There is evidence of an open and sharing approach to identified best practices and publication on the SCTS website of some of the material produced in benchmarking and development of improvements. The OPG conference is good supporting evidence in this context.

Evidence Value: Fully Met

### 4.3: Deal effectively with problems

#### 4.3.1: We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

#### New Evidence

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<b>HAP439: Power Of Attorney Remedial Action</b>	Assessor Acceptance:	Yes
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The OPG advises its customers of Power of Attorney waiting times and action being taken via various channels. There is a strategy and local action plan to address the Power of Attorney backlog.

#### Active Evidence

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<b>HAP403: SCTS Staff Survey Results 2016</b>	Assessor Acceptance:	Yes
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The SCTS staff survey results are reported by units, each of which is tasked with reviewing its own results and taking forward areas for improvement. Question coverage includes staff views on line managers, senior managers and specific roles, such as learning & development.

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<b>HAP416: SCTS Board Scorecard</b>	Assessor Acceptance:	Yes
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The SCTS Board Scorecard was approved by the SCTS Board and provides detailed indicators on satisfaction and key drivers such as waiting times for court dates and staff engagement. The Board determined the target range for achievement and uses a traffic light system to monitor progress.

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<b>HAP430: SCTS Annual Report &amp; Accounts 2015-16</b>	Assessor Acceptance:	Yes
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The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

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<b>HAP437: Supreme Courts Performance Framework</b>	Assessor Acceptance:	Yes
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The Supreme Courts Programming Board, led by judges, uses a performance framework with key measures to monitor progress. It is maintained each month and shows current performance against targets and longer term trends. The Board uses the data in the framework to address emerging problems.

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<b>HAP438: HRU Business Plan 2016-17 and People Scorecard 2015-16</b>	Assessor Acceptance:	Yes
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The Human Resources Unit's Business Plan sets out core business objectives, a set of KPIs and a summary of development activity, all aligned with the Corporate Plan objectives. These are reported against in successive annual People Scorecards, the latest of which is shown here.

**4.3.1.1 : We identify any dips in performance against our standards**

RP01 - September 2017. The evidence review, supported by stakeholder commentary to the assessors, demonstrates continued compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place that identifies service shortfalls and :-

Evidence Value: Fully Met

**4.3.1.2 : and explain these to customers,**

requires management to identify and explain remedial actions to the full range of effected stakeholders.

Evidence Value: Fully Met

**4.3.1.3 : together with action we are taking to put things right and prevent further recurrence.**

Once again the consistent availability of "You said - We did" posters in the public areas of the observed courts give a degree of confidence that service shortfalls and remedial actions are adequately explained to customers. The use of the court liaison meetings is also good evidence in this context.

Evidence Value: Fully Met

**4.3.2: We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within a reasonable time limit.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

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**HAP185: Internal Complaints Procedure - HRU** Assessor Acceptance: Yes

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The SCTS ensures that internal units have complaints procedures to deal with internal customer complaints. This example is from HRU.

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**HAP263: SCS Complaints Procedure** Assessor Acceptance: Yes

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The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCS staff and court users was certified as compliant by the Scottish Public Services Ombudsman’s Office. More complaints are now being handled at the front line, speeding up the complaints process.

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**HAP274: OPG Complaints Procedure** Assessor Acceptance: Yes

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The OPG complaints procedure is similar to the rest of the SCS but it is directly accessible to OPG users on the OPG website and it is prepared in a way that is tailored to the needs of OPG’s customers.

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**HAP289: VQ Appeals and Complaints Policy** Assessor Acceptance: Yes

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The Vocational Qualifications Centre has a robust complaints and appeals policy which is explained to every candidate at induction. Candidates are given the chance to read and accept the terms of the policy. At each assessment the candidate is reminded that the assessor’s decision can be appealed.

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**4.3.2.1 : We have an easy to use complaints procedure,**

A clear and fully compliant SCTS complaints process exists and is readily available in suitable positions. A local procedure supplements the corporate approach in some areas, e.g. OPG and is readily accessible, also. The existing policies and practices in this area are considered satisfactory, but the move towards a procedure consistent with SPSO guidance will create a different agenda and will impact at the time of the first review assessment. For this and other criteria elements related to complaints and other unsolicited feedback (4.3.3 - 4.3.6) SCTS will need to demonstrate that it has in place a process that reflects all the requirements and meets the needs of customers who have something to say. RP1 2014 Not for review this year. RP2 2015 A strong process for handling complaints remains in place, was observed to work effectively, and is noted as compliant with national guidelines in every detail.

Evidence Value: Fully Met

**4.3.2.2 : which includes a commitment to deal with problems fully**

The commitments given to potential complainants include that staff will deal fully with any issues. RP1 2014 Not for review this year. RP2 2015 See above.

Evidence Value: Fully Met

**4.3.2.3 : and solve them wherever possible within a reasonable time limit.**

Customers are given consistent messages about the way complaints will be handled and when to expect responses. RP1 2014 Not for review this year. RP2 2015 See above.

Evidence Value: Fully Met



**4.3.3: We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

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The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

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**HAP326: Customer Service and Complaints e-learning** Assessor Acceptance: Yes

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A new voluntary e-learning module ‘Dealing with service users and complaints handling’ was launched along with the new Complaints Procedure in April 2014. Since April 2015, over 400 staff have accessed the module.

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**HAP364: Complaints Handling - best seen at visit** Assessor Acceptance: Yes

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SCTS staff using the new system have been encouraged to deal with complaints at the point at which they are made. Assessment visits give the assessors the chance to observe complaints handling in action, though of course there are no guarantees that complaints will arise during assessors’ visits.

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**HAP365: PRHP Call Handling training** Assessor Acceptance: Yes

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Call handling training is provided to all new members of PRHP staff as part of their induction. Handouts and reference guides (excerpts from which are shown as evidence) are also available for staff to consult if required.

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**HAP395: HRU KPI/Query Tracker** Assessor Acceptance: Yes

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Staff record queries and complaints on the Query Tracker. Reports are prepared and discussed at HR senior team meetings and with senior operational managers. When complaints are identified the owner of the complaint should update the tracker when it has been resolved or passed on.

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**HAP396: Training for HRU staff** Assessor Acceptance: Yes

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HRU administrators have been given specific training and guidance on how to recognise and deal with complaints, and this includes if and when complaints should be escalated to a more senior staff member or manager. Any issues arising can be discussed at regular team meetings.

**4.3.3.1 : We give staff training and guidance to handle complaints**

RP03 - September 2016. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. Records and staff performance when handling complaints were discussed and observed during the visit and suggest that the training and guidance has strengthened the customer experience significantly.

Evidence Value: Fully Met

**4.3.3.2 : and to investigate them objectively,**

The comment above applies in this requirement. Staff gave positive commentary regarding their role in ensuring an objective investigation of any customer complaint.

Evidence Value: Fully Met

**4.3.3.3 : and we can demonstrate that we empower staff to put things right.**

Staff attitudes were demonstrated to be entirely consistent with the preferred approach, being open, friendly and non-judgmental, while seeking resolution for the customer.

Evidence Value: Fully Met

**4.3.4: We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Partial Compliance

**Active Evidence**

**HAP105: Edinburgh Sheriff Court Witness Update Protocol** Assessor Acceptance: Yes

After the 2011 survey, a Protocol was put in place with COPFS in Edinburgh to address complaints about not being kept informed. The Protocol agreed who was responsible for keeping witnesses updated about case progress and when. The 2013 survey results for Lothian & Borders showed improved ratings.

**HAP190: Advice for Reviewing Officers** Assessor Acceptance: Yes

The SCS Correspondence Manager has revised a template for Sheriff Clerks and Business Managers, based on advice from the Scottish Public Services Ombudsman (SPSO), to ensure that responses to complainants clearly indicate how to contact the SPSO if complainants wish to take their complaint further.

**HAP428: Housing Tribunals' Website Pulse surveys** Assessor Acceptance: Yes

The HOHP and the PRHP ran pulse surveys on their websites from April to November 2016, before the creation of the new Scottish Tribunals Housing and Property Chamber on 1 December. In response to comments received from users, modifications to both websites were made, making them more user-friendly.

**HAP440: Court User Satisfaction Survey 2015 SEcondary Analysis** Assessor Acceptance: Yes

Results from the open questions are fed back at court level for scrutiny by senior teams. Not all complaints may be capable of being addressed without significant capital investment but teams are encouraged to consider them and see if any improvements can be made.

**HAP441: OPG You Said... We Did** Assessor Acceptance: Yes

On the OPG website a section - "You Said, we did" - is devoted to identifying customer feedback comments and the actions that the OPG has taken to improve their services as a result of the feedback.

**HAP448: Complaints Spreadsheets** Assessor Acceptance: Yes

As the old "Respond" complaints system is no longer supported, each court and business unit is now required to complete a monthly spreadsheet of complaints and compliments which is maintained by the Information Governance Team in HQ. Redacted examples are shown for Glasgow and Edinburgh.

**4.3.4.1 : We learn from any mistakes we make by identifying patterns in formal**

RP01 - September 2017. During this year's visit the assessors noted a more consistent approach to the recording of formal complaints, and consequently this part of the element can be scored as fully compliant.

Evidence Value: Fully Met

**4.3.4.2 : and informal complaints and comments from customers**

However, the assessors also noted some inconsistencies in the recording of informal complaints and comments during the site visits and consequently this part of the element can only be scored as partially compliant.

Evidence Value: Partially Met

**4.3.4.3 : and use this information to improve services and publicise action taken.**

The assessors also noted an inconsistent approach to making customers aware of the outcomes achieved from the analysis of the complaints process. The consequence of these observations is that this part of the element can only be scored as partially compliant.

Evidence Value: Partially Met

**4.3.5: We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP136: Equality Advisory Group Meeting Note Feb 2012** Assessor Acceptance: Yes

The Equality Advisory Group (EAG) was consulted on the revised complaints policy and reviewed the equality impact assessment. The EAG provides equality input and a more general view of court users with an interest in the delivery of public services. Feedback ensured a focus on clear communication.

**HAP190: Advice for Reviewing Officers** Assessor Acceptance: Yes

The SCS Correspondence Manager has revised a template for Sheriff Clerks and Business Managers, based on advice from the Scottish Public Services Ombudsman (SPSO), to ensure that responses to complainants clearly indicate how to contact the SPSO if complainants wish to take their complaint further.

**HAP263: SCS Complaints Procedure** Assessor Acceptance: Yes

The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCS staff and court users was certified as compliant by the Scottish Public Services Ombudsman’s Office. More complaints are now being handled at the front line, speeding up the complaints process.

**HAP274: OPG Complaints Procedure** Assessor Acceptance: Yes

The OPG complaints procedure is similar to the rest of the SCS but it is directly accessible to OPG users on the OPG website and it is prepared in a way that is tailored to the needs of OPG’s customers.

**HAP281: HRU Senior Team Meeting** Assessor Acceptance: Yes

The senior team in HRU regularly review the risk register that is logged within the unit, including complaints made to HRU which are seen as risks to customer service. The senior team also review reports from the HRU Query Tracker.

**HAP284: SCS Court User Satisfaction Survey 2013 Questionnaire** Assessor Acceptance: Yes

Questions 45 to 49 are specific questions about dissatisfaction, improvements and awareness of how to make a complaint. This provides regular feedback about the views of court users and their awareness of how to communicate with the SCS should they wish to complain.

**4.3.5.1 : We regularly review and improve our complaints procedure,**

There have been several reviews of complaints handling in recent years and another is currently underway. RP1 2014 Not for review this year. RP2 2015 The freshly reviewed processes are consistent with national guidelines.

Evidence Value: Fully Met

**4.3.5.2 : taking account of the views of customers, complainants and staff.**

The current review of complaints handling is as a result of wide consultation across Scotland, involving all segments of society. RP1 2014 Not for review this year. RP2 2015 Outcomes of the complaints review are consistent with the findings of national consultation. Compliance is maintained.

Evidence Value: Fully Met

**4.3.6: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

**HAP366: Redacted Compensation Offer** Assessor Acceptance: Yes

Although the Branch can provide examples of correspondence from and to complainants (or their representatives) and compensation offers, experience has shown that most of this correspondence is conducted with solicitors, with no direct contact with complainants at the end of the process.

**HAP367: Redacted Complaint Review** Assessor Acceptance: Yes

A review letter to a complainant highlights how the SCTS has managed the complaints process and the procedure for referral to the SPSO should the complainant not be happy. The Correspondence Branch can analyse how many complaints are satisfactorily resolved at earlier stages.

**HAP368: MHTS logging of enquiries and complaints** Assessor Acceptance: Yes

MHTS caseworkers try to resolve complaints in the first instance when they can. Using the notes page on their Case Management System allows staff to keep a detailed record of complaints received and how they were resolved. The example is from the test system, as the live system is confidential.

**HAP395: HRU KPI/Query Tracker** Assessor Acceptance: Yes

Staff record queries and complaints on the Query Tracker. Reports are prepared and discussed at HR senior team meetings and with senior operational managers. When complaints are identified the owner of the complaint should update the tracker when it has been resolved or passed on.

**HAP397: Partnership Meetings** Assessor Acceptance: Yes

Partnership meetings involve SCTS senior managers and trade union representatives. When issues have been resolved, if a trade union has been involved in the process they are consulted at the final stage to assess whether the solution to the problem was effective.

**4.3.6.1: We ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them.**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. There is a procedure to ensure that complainants are asked about their satisfaction with the handling of their complaint and its outcome. Notwithstanding the commentary in element 4.3.4, the procedures for dealing with upheld complaints seems to operate effectively.

Evidence Value: Fully Met

**5: Timeliness and Quality of Service**

**5.1: Standards for Timeliness and Quality**

**5.1.1: We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**New Evidence**

**HAP420: Tribunals User Charter** Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

**Active Evidence**

**HAP141: Freedom of Information** Assessor Acceptance: Yes

The SCS website contains advice for people wishing to request information under FoI legislation. This stipulates the statutory response periods and outlines how the SCS applies FoI policies, including refusals, charges where applicable, and appeal procedures.

**HAP214: SCS Complaints Handling Guidance** Assessor Acceptance: Yes

The SCS launched a new complaints procedure in April 2014. The public facing guidance is available in all SCS Courts and offices and on the SCS website. It sets out response times for each stage of the process.

**HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter** Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

**HAP421: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

**HAP442: HRU Service Level Agreement** Assessor Acceptance: Yes

The HRU Service Level Agreement provides advice to SCTS senior managers and managers on target response times for answering enquiries by HRU Business Partners and Advisers.

**5.1.1.1 : We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.**

RP01 - September 2017. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The service continued to demonstrate that it has set relevant and comprehensive standards for timeliness in all forms of customer contacts across all its areas of service provision.

Evidence Value: Fully Met

**5.1.2: We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**New Evidence**

**HAP420: Tribunals User Charter** Assessor Acceptance: Yes

A Tribunals User Charter was developed following feedback from the CSE assessors in May 2016. A draft was sent to all Tribunals staff and Presidents for feedback. Its main objective is to provide a framework for defining service delivery standards, the rights of users, and how to lodge complaints.

**Active Evidence**

**HAP216: E-learning Modules for Staff** Assessor Acceptance: Yes

A recent new module on customer-focused service provision has been launched to coincide with the introduction in April 2014 of the new two-stage SCS complaints procedure.

**HAP417: SCTS Mainstreaming Equality Report 2017** Assessor Acceptance: Yes

The Mainstreaming Equality Report shows the steps taken to make sure that the SCTS is welcoming and accessible to all staff and court users with specific protected characteristics. It follows consultation with representatives of the Equality Advisory Group.

**HAP419: Sheriff & JP Court Users' Charter/Supreme Courts Customer Charter** Assessor Acceptance: Yes

These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

**HAP421: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter contains information about OPG functions, opening hours for phone calls and personal visits, response times, standards, values and contact addresses and telephone numbers.

**HAP429: Guides to Jury Service** Assessor Acceptance: Yes

Instead of sending bulky envelopes with hard copy guidance by post, cited jurors are referred to the online guidance for coming to court and what to expect from the experience. If cited jurors do not have online access they can request hard copy paperwork from the citing court.

**5.1.2.1 : We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.**

RP01 - September 2017. The evidence review, supported by staff commentary to the assessors, demonstrates continued compliance in this element. The service continued to demonstrate that it has set relevant and comprehensive standards for its quality of service in all forms of customer contacts and across all its areas of service provision.

Evidence Value: Fully Met

**5.2: Timely Outcomes**

**5.2.1: We advise our customers and potential customers about our promises on timeliness and quality of customer service.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP147: HRU Business Plan</b>	Assessor Acceptance:	Yes
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The Business Plan sets out HRU's key services and objectives. This is published on the intranet for all customers to see as are the quarterly updates which are also sent to the Executive Team and SCS Board.

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<b>HAP148: Coming to Court Advice on SCS website</b>	Assessor Acceptance:	Yes
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The SCS website provides guidance for people who are due to attend court. This describes the different types of court, "do's and don'ts" for people attending court, the role of officials who are involved in court, and explains court procedures.

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<b>HAP282: Out of Office Messages</b>	Assessor Acceptance:	Yes
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Staff who are away from their desks for significant periods are encouraged to use out of office messages, ensuring that people who e-mail them learn that there may be a delay in responding to enquiries. These messages often give alternative contact details so that urgent matters can be dealt with.

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<b>HAP72: Generic E-mail Boxes</b>	Assessor Acceptance:	Yes
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Most courts and most of the HQ business units have a generic e-mail address where court users can submit enquiries. The automatic responses generated by incoming e-mails advise court users when they can expect a reply.

**5.2.1.1 : We advise our customers and potential customers about our promises on timeliness and quality of customer service.**

The standards are clearly presented in the charters and on the website and well displayed on the notice boards within service areas, covering the range of different standards fairly well.

RP1 2014 Not for review this year. RP2 2015 Strong additional evidence is noted in HAP142, HAP213, HAP225 and HAP 228; charters for services to be expected by different customer groups. Compliance remains very strong.

Evidence Value: Fully Met

**5.2.2: We identify individual customer needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.**

Applicant Self Assessment: Weak  
 Compliance to Standard: Compliant

**Active Evidence**

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**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

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The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman's model system and guidance for court users and court staff is published on the website and intranet respectively.

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**HAP369: Counters and Receptions - best seen at visit** Assessor Acceptance: Yes

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People attending courts are greeted at reception and directed or escorted to where they need to go, including service counters. This process is best seen during assessor visits.

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**HAP370: Generic e-mail boxes** Assessor Acceptance: Yes

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Most courts and most of the HQ business units have a generic e-mail box where people can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave. The evidence shows descriptors for three examples.

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**HAP371: SCTS website** Assessor Acceptance: Yes

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The SCTS website contains information about attendance at court, fees for different types of procedure, fee exemptions, court locations and contact details, and allows blank forms to be downloaded.

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**HAP372: Court telephone menu systems - best seen at visit** Assessor Acceptance: Yes

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Many large and medium sized courts have a menu system for incoming callers, who are able to key in a number from the menu to direct the call to the appropriate department. These can be demonstrated by court staff during assessor visits if required.

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**HAP373: Direct dial numbers on outgoing correspondence** Assessor Acceptance: Yes

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Many units supply direct dial numbers when issuing correspondence so that recipients can contact the correct desk to deal with their enquiry without being handed on from a central enquiry point. Redacted examples supplied here are from the courts, OPG and tribunals.

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**5.2.2.1 : We identify individual customer needs at the first point of contact with us**

RP03 - September 2016. The evidence review, supported by customer commentary to the assessors, demonstrates continued compliance in this element. Identification of customer needs is a feature of several areas of service delivery, especially when they have needs that may not be clear to the customer. The support provided to several advice agencies is also notable and of real value to customers.

Evidence Value: Fully Met

**5.2.2.2 : and ensure that an appropriate person who can address the reason for contact deals with the customer.**

The arrangements made to ensure customers know with whom they are dealing seem to work well and observation and discussion at visit was positive. Assessor observation of staff activity at the court reception desks confirms ongoing compliance.

Evidence Value: Fully Met



**5.2.3: We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

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**HAP340: G&S Net Chat - best seen at visit** Assessor Acceptance: Yes

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Net Chat is an in-house computer programme used in trial and custody courts in Glasgow Sheriff and JP Court to provide information to reception desks and witness muster areas. This allows users to receive live updates in respect of the cases in which they are involved or interested.

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**HAP375: Expanded Range of Fines Payment Methods** Assessor Acceptance: Yes

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In recent years the SCTS has introduced new ways of paying fines and other penalties including by phone, credit and debit card to minimise the cost and inconvenience of attending court in person.

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**HAP376: Doorlists for Warrants** Assessor Acceptance: Yes

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Cases can be adjourned and warrants granted if courts do not know accused are in prison. The SCTS now checks court lists against Scottish Prison Service prisoner records to allow decisions to be made about the timing of future court proceedings and to minimise unnecessary adjournments.

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**HAP377: OPG interface with local authorities** Assessor Acceptance: Yes

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An electronic interface between each of the Scottish local authorities and the OPG's website enables councils to check quickly to see whether or not any of their client group has a Power of Attorney in place.

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**HAP378: Further development of remote links with prisons** Assessor Acceptance: Yes

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A recent protocol has been developed between SCTS, the Crown and the Prison Service, to facilitate the smooth conduct of procedural hearings in court by video link when accused are in custody. These include full committal hearings and intermediate diets.

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**HAP398: HRU Insights Dashboard** Assessor Acceptance: Yes

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HRU worked with operational managers to develop a system that lets Sheriffdom Business Managers and other senior managers to access information about the staff in their own areas, including information on absence and other management information which means they do not have to contact HRU directly.

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**5.2.3.1 : We promptly share customer information with colleagues and partners within our organisation whenever appropriate**

RP03 - September 2016. Continued compliance is reflected in the updated evidence. The arrangements for sharing information seem appropriate and very well developed within SCTS as a whole and are the subject of much favourable comment from many partners. In addition there is clear definition of rights and responsibilities in links with partners.

Evidence Value: Fully Met

**5.2.3.2 : and can demonstrate how this has reduced unnecessary contact for customers.**

Although the presented evidence is less clear and comprehensive on whether the sharing of information reduces the need for customers to make contact, discussion and observation of aspects of delivery confirm that this is achieved in a number of ways. The new juror citation process is good strong supporting evidence in the context of the questions asked in this element.

Evidence Value: Fully Met

**5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP320: SCTS Complaints Procedure** Assessor Acceptance: Yes

The SCTS introduced a new complaints procedure in April 2014. This has been assessed as compliant with the Scottish Public Services Ombudsman’s model system and guidance for court users and court staff is published on the website and intranet respectively.

**HAP339: Freedom of Information enquiries** Assessor Acceptance: Yes

The SCTS website contains advice for people wishing to request information under Freedom of Information (Fol) legislation. This stipulates the statutory response periods and outlines how the SCTS applies Fol policies, including refusals, charges where applicable, and appeal procedures.

**HAP379: Advice on small estates** Assessor Acceptance: Yes

A small estate is an estate where the total value of the deceased’s money and property is £36000 or less. The SCTS, via the Sheriff Clerk, offers a service to small estate executors to ensure the proper procedures are followed when dealing with the deceased’s estate.

**HAP380: Counters and receptions - best seen at visit** Assessor Acceptance: Yes

The interaction between court users and staff will demonstrate how in practice SCTS staff deal with issues that they can respond to at first point of contact.

**HAP381: Simplified divorce/dissolution advice** Assessor Acceptance: Yes

Simplified divorce and dissolution procedure is the easiest way to end marriages and civil partnerships formally, where circumstances allow. Court staff are encouraged to explain the formal process, supply parties with the correct forms and give advice on how to complete them correctly.

**HAP382: MHTS rapid notice of new date and venue when cases adjourned** Assessor Acceptance: Yes

When Tribunal Hearings are unavoidably adjourned, the Mental Health Tribunal for Scotland aims to give parties notice of a new date and venue for the rearranged Hearing on the day of adjournment.

**5.2.4.1 : Where service is not completed at the first point of contact we discuss with the customer the next steps**

RP03 - September 2016. Each of the items of evidence is relevant and of value relating to a specific customer group and fresh material suggests that in general customers are advised of the next steps and made aware of likely overall timescales.

Evidence Value: Fully Met

**5.2.4.2 : and indicate the likely overall time to achieve outcomes.**

Similarly, customers affirm that they are generally kept up-to-date with likely outcomes and timescales much of the time where appropriate. In the nature of this service a degree of timescale uncertainty is inevitable, but customers met seemed to understand the difficulties and stated the situation is usually managed to their satisfaction. The Court Users Satisfaction Survey is good supporting evidence here as it shows 75% of respondents are satisfied with timescales and the relevant information provided.

Evidence Value: Fully Met

### 5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

#### Active Evidence

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<b>HAP141: Freedom of Information</b>	Assessor Acceptance:	Yes
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Freedom of Information procedure is governed by statutory response times. If staff are unable to understand what information is being requested, or do not know if the SCS holds the information sought, enquirers are contacted for clarification or to negotiate a revised timetable for response.

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<b>HAP161: Observation at Public Counters</b>	Assessor Acceptance:	Yes
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Staff interaction with court users, including advising them about delays, is best seen at assessors' visits. Staff should advise court users about how much longer and why they have to wait, and whether anything can be done to have their case heard sooner, though this is often outwith SCS control.

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<b>HAP187: IT Systems Performance Statistics</b>	Assessor Acceptance:	Yes
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The SCS IT Unit provides a national system of operational warning notifications when IT or phone problems are encountered across the SCS estate. This service is backed up by performance statistics and a disaster recovery process.

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<b>HAP203: SCS Court User Satisfaction Survey 2013</b>	Assessor Acceptance:	Yes
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Waiting to take part in court proceedings has always been a key driver of overall court user satisfaction. In the 2013 survey a majority of users in all but one of the sheriffdoms was satisfied with the time they had to wait (see page 39 of the report). This is a big improvement on the 2011 results.

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<b>HAP263: SCS Complaints Procedure</b>	Assessor Acceptance:	Yes
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The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCS staff and court users was certified as compliant by the Scottish Public Services Ombudsman's Office. More complaints are now being handled at the front line, speeding up the complaints process.

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<b>HAP267: Guidance for court users in the event of Industrial Action</b>	Assessor Acceptance:	Yes
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The SCS has contingency plans in place for courts affected by industrial action. These include examples of automated messages for people phoning courts (see paragraph 11e on page 4) and notices for display in public areas (See Annex A on page 7).

#### 5.2.5.1 : We respond to initial enquiries promptly,

RP03 - September 2016. Staff were observed to respond quickly when customers seek to access services, and observation and discussion of service delivery showed it is of a standard that meets customers needs. The observation and discussion at visit and informal and formal feedback demonstrate that prompt service contact is normal and a focus for staff.

Evidence Value: Fully Met

#### 5.2.5.2 : if there is a delay we advise the customer and take action to rectify the problem.

RP03 - September 2016. Whilst the nature of some services means delays are inevitable, staff demonstrated throughout the visit that they go to great lengths to ensure that customers are kept abreast of any changes to timings. These initiatives are reflected in improved scores on this issue as shown in the Court Users Satisfaction Survey, where it was noted that "being kept better informed about progress" had contributed a 60 point improvement in overall customer satisfaction. This evidence is sufficient to raise this element to full compliance.

Evidence Value: Fully Met

**5.3: Achieved Timely Delivery**

**5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.**

Applicant Self Assessment: Satisfactory  
 Compliance to Standard: Compliant

**New Evidence**

**HAP447: Tribunals Balanced Scorecard** Assessor Acceptance: Yes

The Tribunals Operations Balanced Scorecard provides details of current actual performance against all standards and targets for timeliness and quality of service. It is published monthly and annually. Details on caseload, KPIs, Quality Assurance, Resources, Finance, Change and Risk are included.

**Active Evidence**

**HAP430: SCTS Annual Report & Accounts 2015-16** Assessor Acceptance: Yes

The SCTS Annual Report & Accounts 2012-13 is published on the SCTS website. It highlights the standards of service, organisational values and performance within ranges considered acceptable by the SCTS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

**HAP443: OPG Quarterly Statistics** Assessor Acceptance: Yes

The OPG website has a statistics page which contains quarterly performance information on eight administrative targets, and monthly figures for five types of OPG product registration. The latter are also shown annually providing trend information.

**HAP444: SCTS Quarterly Fines Report** Assessor Acceptance: Yes

The SCTS publishes quarterly fines reports showing recovery rates and amounts outstanding for fines and other penalties collected by the SCTS. Any dip in performance will be addressed by the Executive Team.

**HAP445: Freedom of Information Response Performance** Assessor Acceptance: Yes

The SCTS provides the Scottish Information Commissioner's office with quarterly performance data on freedom of information request activity, including meeting and missing target response times. The data are publicly available and may be compared against data submitted by other public authorities.

**HAP446: Service Delivery Targets** Assessor Acceptance: Yes

The SCTS has set targets for the processing of key areas of administrative work. Performance is reported on and analysed monthly, and spreadsheets are published on the intranet showing monthly and annual performance.

**5.3.1.1 : We monitor our performance against standards for timeliness**

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place to measure its performance against its standards for timeliness and :-

Evidence Value: Fully Met

**5.3.1.2 : and quality of customer service**

quality of customer service.

Evidence Value: Fully Met

**5.3.1.3 : and we take action if problems are identified.**

The performance management system automatically highlights performance shortfalls and requires management response and action on those identified shortfalls as appropriate..

Evidence Value: Fully Met

**5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.**

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

**Active Evidence**

**HAP163: OPG Statistics** Assessor Acceptance: Yes

The OPG website has a statistics page which contains monthly and quarterly performance information, including performance against targets for processing administrative work.

**HAP203: SCS Court User Satisfaction Survey 2013** Assessor Acceptance: Yes

The SCS Court User Satisfaction Surveys provide performance information for a range of measures and are published on the SCS website. The 2013 results were the best so far in terms of overall satisfaction (89%).

**HAP261: SCS Annual Report 2013-14** Assessor Acceptance: Yes

The SCS Annual Report has an annex which gives details of the most recent financial year's performance alongside that of the previous three financial years.

**HAP283: HRU KPI/Query Tracker** Assessor Acceptance: Yes

Part of the KPI is a measurement of how HRU meet the timescales set out within the HRU Charter and HR Scorecard. They review performance against the KPI using a query tracker by preparing reports that are discussed with HRU and Operational senior managers.

**5.3.2.1 : We are meeting our current standards for timeliness**

The performance against the timeliness standards is generally good with most met most of the time. RP1 2014 Not for review this year. RP2 2015 Performance against the timeliness standards remains broadly favourable with minor deviations that are immediately acted upon.

Evidence Value: Fully Met

**5.3.2.2 : and quality of customer service**

The evidence also gives performance information for quality issues. Standards seem to be consistently met overall and customer satisfaction on quality issues is high. RP1 2014 Not for review this year. RP2 2015 Performance against the quality standards remains good.

Evidence Value: Fully Met

**5.3.2.3 : and we publicise our performance against these standards.**

Information about performance against the quality and timeliness standards is fully accessible in print and on Internet and Intranet. Local services give local performance information that is generally well presented. RP1 2014 Not for review this year. Noted that some local services do better than others with publications about timeliness and quality on customer service aspects of their activities. This may be worth further development. RP2 2015 Observation confirms that the publication of information about performance against standards is consistent and comprehensive. Compliance is maintained.

Evidence Value: Fully Met

**5.3.3: Our performance in relation to timeliness and quality of service compares well with that of similar organisations.**

Applicant Self Assessment: Strong  
 Compliance to Standard: Compliant

**Active Evidence**

**HAP313: SCTS Staff Survey 2015** Assessor Acceptance: Yes

Since 2010 the SCTS has taken part in a civil service wide staff survey, the results of which can be broken down by units within the SCTS as well as compared to other public sector organisations, who were asked the same questions.

**HAP383: Comparative studies of European legal systems** Assessor Acceptance: Yes

The SCTS contributes data via Scottish Government to take part in comparative EU sponsored benchmark studies. All systems are different but the studies allow broad comparisons to be made on the efficiency of courts in Scotland relative to European jurisdictions.

**HAP384: Benchmarking of corporate services** Assessor Acceptance: Yes

For a time the Scottish Government promoted comparisons of corporate activities between all agencies and departments. Though activities in this area have stalled recently, the then SCS compared favourably and current SCTS/COPFS shared services estates work developed from this benchmarking.

**HAP385: Payment Performance** Assessor Acceptance: Yes

The SCTS intranet contains monthly statistics for paying invoices, showing comparative performance throughout the court estate, SCTS headquarters and the Office of the Public Guardian.

**HAP386: SCTS Public Service Network Accreditation** Assessor Acceptance: Yes

The PSN is the government's high-performance network, which helps public sector organisations work together, reduce duplication and share resources. To join the network by the 30 September 2015 deadline the SCTS required to make significant improvements to its IT security.

**HAP399: Finance Transformation Project** Assessor Acceptance: Yes

A review of Finance structures and functions was undertaken before the tribunals merger in April 2015 to bridge the gap between the arrangements pre-merger and a range of possible options for Executive Team and SCTS Board consideration post-merger.

**5.3.3.1 : Our performance in relation to timeliness**

RP03 - September 2016. The evidence has been updated by the service and continues to show compliance in this element. The evidence presented shows in the benchmarking and other comparative work that against a suitable group of similar organisations, performance is up to, or above, average.

Evidence Value: Fully Met

**5.3.3.2 : and quality of service compares well with that of similar organisations.**

Although the presented evidence is less than comprehensive, observation and discussions help confirm that this is a high performing organisation in terms of quality of service delivery with a good record in comparison to other services.

Evidence Value: Fully Met