

SCTS Business Plan Delivery Report 2017 – 2018 – End Year Position (as at 31 March 2018)

OUTCOMES FOR 2017-18 BUSINESS YEAR	Delivery Date	Status as 31 Mar 18	Position as at: 31 March 2018	Commentary
<p>WSJ: O1 We will support the judiciary as our new integrated case management system (ICMS) is introduced in the Court of Session and as civil online case submission is launched for simple procedure cases.</p>	On-going to Mar 18	Part – Delivered – Ongoing for 2018-19	<ul style="list-style-type: none"> Phase 1 of the civil online system launched in March – allowing parties to a case to view and track the status of simple procedure cases online Development work on the ICMS system progressed throughout the year – informed by the insight from a judicial working group. 	<ul style="list-style-type: none"> Further development of the civil online system and work to introduce ICMS to the Court of Session will be taken forward during 2018-19.
<p>WSJ: O2 We will review the operation, rules and processes of the Sheriff Appeal Court (with its President) and the National Personal Injury Court to ensure these newly established courts operate as effectively as possible and to support further digitisation.</p>	Dec 17	Complete	<ul style="list-style-type: none"> Reviews completed successfully - a number of improvements were introduced as a result, ensuring that the courts are performing as effectively as possible. 	<ul style="list-style-type: none"> Outcome complete
<p>WSJ: O3 We will support the tribunals' judiciary as the Tax Tribunal, Additional Support Needs Tribunals, Scottish Charity Appeals Panel and Mental Health Tribunal transfer into the newly established First-tier and Upper Tribunals for Scotland, and as we create the new Private Rented Sector & Letting Agents jurisdictions.</p>	Mar 18	Complete	<ul style="list-style-type: none"> Two new chambers of the First-tier Tribunal for Scotland were established in January – the Additional Support Needs Tribunals (part of the Health & Education Chamber) and the Scottish Charity Appeals Panel (part of the General Regulatory Chamber) The new Private Rented Sector & Letting Agents jurisdictions of the Housing & Property Chamber went live in December 2017 and January 2018. 	<ul style="list-style-type: none"> The Mental Health Tribunal is expected to move into the new Mental Health Chamber in late 2018.
<p>WSJ: O4 We will work with the tribunals' judiciary, the UK and Scottish Government to agree a funding model, operational model and implementation plan in preparation for the transfer of administration and judiciary of the reserved tribunals in 2019-20.</p>	Mar 18	Deferred to 2018-19	<ul style="list-style-type: none"> The Smith Commission proposed that responsibility for the administration of Scottish cases heard by tribunals whose functions relate to reserved areas of UK law (e.g. social security, immigration, employment & tax) should be devolved to Scottish Ministers – with cases administered by SCTS. Progress on this outcome has been limited as timescales, for the transfer and associated financial arrangements are yet to be finalised between the Scottish and UK Governments. 	<ul style="list-style-type: none"> Detailed planning on the timing and form of this transfer is ongoing. We will continue to work with the judiciary, the UK and Scottish Governments to agree a suitable funding and operational model in 2018-19.
<p>WSJ: O5 We will create a professional library and publication service for the sheriff courts that makes best use of technology to enhance the way we access legal and technical information and to save resources.</p>	Oct 17	Complete	<ul style="list-style-type: none"> Library team fully established, based in Edinburgh Sheriff Court. A series of stocktakes, reorganisation and liaison meetings have been held successfully. 	<ul style="list-style-type: none"> Service established and will continue to deliver improvements – e.g. new training on use of online legal resources to staff & judiciary.

1. A Well Supported Judiciary (WSJ)

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2. Satisfied Courts & Tribunals Users	<p>SCTU: O1 We will successfully integrate tribunals into the SCTS CSE accreditation package and use the insights gained from CSE to drive continuous improvement across all business areas.</p>	Sept 17	Complete	<ul style="list-style-type: none"> • Tribunals’ evidence was used in the corporate evidence matrix • Assessors visited Tribunals Operations as part of the 2017 assessment -full assessments were also held in 10 Sheriff Courts, Parliament House and SCTS HQ. • SCTS was reaccredited with 11 ‘compliance plus’ ratings (unchanged from 2016), 43 ‘fully compliant’ ratings (up 1) and three ‘partially compliant’ ratings (down 1). 	<ul style="list-style-type: none"> • Outcome complete for 2017-18. Preparations under way for the 2018 assessment.
	<p>SCTU: O2 We will undertake our biennial Court Users’ Survey, and use qualitative assessment and feedback from tribunals’ users, to ensure we continue to develop understanding of all our customer needs and expectations.</p>	Dec 17	Complete	<ul style="list-style-type: none"> • The 2017 survey covered 2615 public and professional court users across all Scottish Courts. Overall satisfaction rose from 89% of respondents in 2015 to 92% in 2017 (either ‘very satisfied’ or ‘fairly satisfied’ with SCTS services) – overall dissatisfaction remained low at 2%. 	<ul style="list-style-type: none"> • Survey complete - detailed analysis at sheriffdom level has been conducted and fed back to sheriffdom and Supreme Courts teams.
	<p>SCTU: O3 We will support the introduction of the High Court Practice Note on the taking of evidence by a Commissioner, designed to improve the quality and consistency in which the evidence of child and vulnerable witnesses is taken, by providing the technical, practical and administrative resources required.</p>	Aug 17	Complete	<ul style="list-style-type: none"> • Practice note in effect from May 2017. • A cross-justice operational group has been established to examine the longer-term practical arrangements that will be required to allow the process to operate as effectively as possible. 	<ul style="list-style-type: none"> • Legislation to move some of these proposals onto a statutory footing has been developed by the Scottish Government and will be introduced to the Scottish Parliament during 2018.
	<p>SCTU: O4 We will work with the Scottish Government as it develops options for reforming the guardianship process as part of its review of Adults with Incapacity legislation, ensuring that any proposals are informed by practical experience.</p>	Apr 18 (reprofiled from Nov 2017)	Complete	<ul style="list-style-type: none"> • An SCTS OPG staff member was seconded to the Scottish Government to act as the project manager for Guardianship Reform. • This supported the launch of a consultation exercise in January 2018 – the results of which will be used to develop new policy proposals. 	<ul style="list-style-type: none"> • SCTS involvement in the development and implementation of the policy determined following consultation will continue. This will include setting out the operational and financial consequences of the proposed approach for SCTS.

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3. Skilled & Motivated People	<p>SMP: O1 We will launch a review of our talent and succession management processes in line with our People Strategy to ensure those with the skills, capability and ambition are supported to develop into appropriate roles across the organisation.</p>	Mar 18 (reprofiled from Oct 17)	Complete	<ul style="list-style-type: none"> • ‘Hipo’ (High Potential) options paper reviewed by Executive Director(s) in 2017. • This informed development of the SCTS People Strategy (published in February 2018) which features ‘Realising Potential’ as a key theme. The strategy aims to ensure potential is recognised and nurtured at all levels with staff defining own career journey. 	<ul style="list-style-type: none"> • Outcome is complete – follow up activity forms a key element of the “realising potential” strand of the People Strategy.
	<p>SMP: O2 We will extend our use of modern apprentices into further business areas to ensure that new skills and perspectives continue to be brought into the organisation.</p>	Sept 17	Complete	<ul style="list-style-type: none"> • 4 Modern Apprentices (MA) from current cohort now in permanent SCTS roles. • A short & long-term plan to increase MA appointments was agreed in 2017. A further group of MAs will be recruited in 2018. 	
	<p>SMP: O3 We will launch a virtual learning environment to improve our capacity to deliver organisational training that provides greater variety and choice, building the right balance of blended learning.</p>	Dec 17	Complete	<ul style="list-style-type: none"> • ‘Pod’ (Personal Online Development) launched in April 2017 • Some 1640 individuals have used the system across the organisation. • A working group is identifying future needs and user experience enhancements – feedback also obtained via local engagement events. 	<ul style="list-style-type: none"> • Outcome complete - future development and enhancement will be taken forward next year, drawing insights from the recent Learning and Development Review.
	<p>SMP: O4 We will deliver a development programme in the courts for administrative officers and conduct a staff skills audit across operational business units, enhancing technical knowledge and skills whilst building capability.</p>	Mar 18	Complete	<ul style="list-style-type: none"> • AODP 2017-18 launched in June 2017 – the format offers a tailored suite of technical, vocational and optional leadership & management training. 	<ul style="list-style-type: none"> • Outcome complete - the AODP will be reviewed and developed under the wider educational reform programme recommended in the Learning and Development Review.

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<p>WME: O1 We will commence construction of the new justice centre facility in Inverness, ensuring that the building meets the needs and expectations of service users and justice partners.</p>	<p>Mar 18 (reprofiled from Dec 17)</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Procurement of key work packages achieved within budget • Construction commenced in March 2018 	<ul style="list-style-type: none"> • Construction remains on track for completion around the end of 2019
<p>WME: O2 We will make carbon reduction efficiencies in line with revised targets, upholding our position as leaders through example in the Scottish public sector.</p>	<p>Mar 18</p>	<p>Complete</p>	<ul style="list-style-type: none"> • SCTS obtained carbon Trust triple standard accreditation during the year and was awarded the “Public Body Earth Hour award Scotland” 2017 by WWF • New 3-year SCTS Carbon Management Plan under development in liaison with the Carbon Trust. 	<ul style="list-style-type: none"> • Ongoing activities to further reduce carbon consumption include a range of infrastructure and staff initiatives – which will be developed in the revised carbon management plan
<p>WME: O3 We will review the Tribunals estate ensuring we provide the right accommodation for operations in Glasgow and Edinburgh – enhancing access to services for tribunal users and providing value for money.</p>	<p>April 18 (reprofiled from Dec 17)</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Fit out of new Glasgow integrated tribunals centre completed in March 2018 – facilitating transfer of both SCTS and HMCTS staff from other facilities • Centre operational from April 2018 • Review of accommodation options in Edinburgh ongoing. 	<ul style="list-style-type: none"> • Further work will be taken forward in 2018 to make full use of the facilities available in the Glasgow integrated tribunals centre – including proposals to develop an innovative suite to improve the facilities available to take evidence from child and vulnerable witnesses.
<p>WME: O4 We will continue to address backlog maintenance across the estate, targeting investment where it is most needed and seeking to reduce the overall backlog within available funding.</p>	<p>On-going to Mar 18</p>	<p>Complete</p>	<ul style="list-style-type: none"> • Over £4.8m invested in backlog maintenance works over the course of the year – focusing on priorities to make best use of available funding. 	<ul style="list-style-type: none"> • Since 2010-11 the overall backlog maintenance level across the SCTS estate has been reduced from £60m to under £36m.

4. A Well-managed Estate

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5. Efficiency & Best Value	EBV: O1 We will secure legislative changes that enable data sharing arrangements with DWP , improving our ability to trace and recover unpaid fines.	Jan 18	Complete	<ul style="list-style-type: none"> The Digital Economy Act 2017 provides the legislative authority to share data with SCTS for recovering fines Regulations will be prepared by the Scottish Government adding SCTS (and other organisations) to Schedule 7 of the Act. 	<ul style="list-style-type: none"> Outcome complete and will facilitate improved tracing and recovery levels in 2018-19, once regulations in force.
	EBV: O2 We will develop an interface between our systems and those of the DVLA , allowing online payment of a range of road traffic penalties.	Oct 17	Closed	<ul style="list-style-type: none"> A Bill had been advanced to change the law to allow this interface to be introduced at Westminster– but it fell ahead of the 2017 general election There are no current plans to reintroduce the bill, in view of other priorities at Westminster. 	<ul style="list-style-type: none"> SCTS will continue to pursue a suitable legislative provision to realise this improvement.
	EBV: O3 We will explore with justice partners the potential to increasingly use video conferencing in the management of remote custodies , providing links in 8 additional locations across the courts' estate.	Mar 18	Complete	<ul style="list-style-type: none"> Video Conference installations in the 8 additional locations completed & tested. Briefing for Sheriffs, Procurator Fiscals, local faculty and court staff carried out to ensure the new facilities can be used to good effect. 	<ul style="list-style-type: none"> New legislative provisions commenced in January 2018 which made the use of video conferencing the default option in a number of hearing types. Provisional data suggests that this has increased the use of video conferencing across the country.
	EBV: O4 We will undertake a comprehensive Fee Review to support consultation and development of the 2018 Scottish Government Fees Order.	Mar 18	Complete	<ul style="list-style-type: none"> A public consultation on fees in the courts & OPG was issued by the Scottish Government in October covering a 3-year cycle. Consultation ended in January and an analysis of responses was published in February. SCTS assessments and data informed the development of the consultation. 	<ul style="list-style-type: none"> New fee levels came into force on 25 April 2018.
	EBV: O5 We will extend the use of automated payment facilities to include payments to jurors, recipients of criminal compensation, and conjoined arrestment orders – improving the service to those receiving payments and reducing transaction costs.	Oct 18	Deferred to 2018-19	<ul style="list-style-type: none"> Implementation of this outcome is dependent on SCTS acquiring its own accounting ledger, in collaboration with the Scottish Government. The SG programme for this work has been deferred until around October 2018 – a phased implementation of automated payments will follow during 2018/19. 	<ul style="list-style-type: none"> Current processes will remain in place for several months longer than previously planned – these processes are robust, but there is scope to realise efficiencies through the new approach.

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<p>DI: 01 We will provide the judiciary and staff with the technology to support secure mobile working and remote access, developing specific solutions for tribunals' judiciary and justices of the peace.</p>	<p>Apr 18 (re-profiled from Dec 17)</p>	<p>Complete</p>	<ul style="list-style-type: none"> • The SCTS Virtual Private Network, rolled-out in 2017, is now relied upon by both the judiciary and staff across the country to support secure remote working – from almost any Wi-Fi enabled location. • Further development work has taken place through the year to improve remote access for members of the judiciary who do not possess corporate devices. 	<ul style="list-style-type: none"> • Work to further improve flexible access and communications will continue in 2018-19 through delivery of the unified communications project.
<p>DI: 02 We will continue investing in our IT infrastructure, ensuring that it can accommodate future developments – and that our systems are efficient, resilient and backed-up by robust recovery management.</p>	<p>Mar 18</p>	<p>Complete</p>	<ul style="list-style-type: none"> • PSN Security accreditation achieved • Email migration completed to new secure platform. • Criminal Online Portal live – allowing relevant and controlled access to case information to up to 12,000 unique users from a range of justice and third sector organisation 	<ul style="list-style-type: none"> • Next stage of development is introduction of Windows 10. This features as an outcome in the 2018-19 Business Plan.
<p>DI: 03 We will continue to develop our integrated case management system (ICMS) to support the move towards greater levels of digital case management and evidence presentation, prioritising the Sheriff Appeal Court and Court of Session commercial actions.</p>	<p>On-going to Mar 18</p>	<p>Part – Delivered – Ongoing for 2018-19</p>	<ul style="list-style-type: none"> • Phase 1 of the civil online system launched in March – allowing parties to a case to view and track the status of simple procedure cases online • Development work on the ICMS system progressed throughout the year – informed by the insight from a judicial working group 	<ul style="list-style-type: none"> • Further development of the civil online system and work to introduce ICMS to the Court of Session will be taken forward during 2018-19.
<p>DI: 04 We will complete the discovery phase of a new case management system for the Office of the Public Guardian – so that it can be developed using the ICMS platform.</p>	<p>Mar 18</p>	<p>Deferred to 2018-19</p>	<ul style="list-style-type: none"> • The OPG discovery phase was not taken forward this financial year. A decision on the sequencing of ICMS roll-out to OPG will be taken in parallel with broader development, which is currently focused on the civil online portal. 	<ul style="list-style-type: none"> • Technical developments to maintain and upgrade the operation of the existing OPG system will be taken forward in 2018-19, to ensure it continues to perform effectively pending longer term change.
<p>DI: 05 We will specify and procure a framework contract for the development, support and hosting of a unified intranet and website platform, to enable improved access to our information and services.</p>	<p>Dec 17</p>	<p>Part – Delivered – Ongoing for 2018-19</p>	<ul style="list-style-type: none"> • Several new websites developed and introduced for new devolved tribunal chambers – including Housing, Tax and Education • Considerable time was spent in negotiation with suppliers who had offered to supply a new internet 'platform-as-a-service', however, the service available did not meet the full range of current and developing needs. 	<ul style="list-style-type: none"> • The scoping work conducted to date will be used as proposals for developing our web presence in-house are explored further.

6. Digital Innovation

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7. Purposeful Collaboration with Justice Partners	CJB: O1 We will lead the justice-wide development of proposals under the Evidence and Procedure Review designed to transform the summary criminal justice system into a digitally-enabled, efficient and modern system that delivers effective justice for all.	On-going to Mar 18	Complete	<ul style="list-style-type: none"> The Follow-Up Report to the Proposition paper 'A New Model for Summary Court Procedure' was published in September. An interim measures working group explored measures that can be taken forward in the shorter term – a number of these will be piloted in 2018-19 	<ul style="list-style-type: none"> Pilots and further policy development work on this major priority will be taken forward with justice partner organisations and the Scottish Government during 2018-19.
	CJB: O2 We will publish and promote discussion on proposals to ensure that children and vulnerable witnesses can give evidence in a way that maximises the quality of their evidence and minimises their potential for re-traumatisation – working with partners to implement reform.	Sept 17 (re-profiled from June)	Complete	<ul style="list-style-type: none"> New High Court Practice Notice introduced in March 2017, which set extensive guidelines for the process of taking evidence by Commissioner, promoting change through non-legislative means. Report on joint investigative interviews published in June. A further report on pre-recorded evidence was published in September 2017. 	<ul style="list-style-type: none"> The Scottish Government introduced the Vulnerable Witnesses (Criminal Evidence) (S) Bill on 13 June, drawing on the recommendations of the Evidence and Procedure Review child and vulnerable witnesses' work-stream.
	CJB: O3 We will support the work of the Justice Board for Scotland in delivering the Strategy for Justice by sharing our plans, activities and best practice to ensure a co-ordinated approach to investment and improvement across the justice community.	On-going to Mar 18	Complete	<ul style="list-style-type: none"> Corporate and Business Plans Developed in consultation and shared with Justice Board members. SG's revised 'Justice Vision and Priorities' document and 2017-18 Delivery Plan published in July – SCTS Business Plan was updated to reflect the new key priorities. 	<ul style="list-style-type: none"> Throughout the year court staff have supported the work of Local Criminal Justice Boards and the SCTS Board has held bilateral discussions with a number of justice partners. SCTS is a member of the Justice Board for Scotland.
	CJB: O4 We will continue to effectively manage criminal business levels ensuring that an optimum period between first calling and trial diet of sixteen weeks is maintained in summary business; 8-10 weeks in domestic abuse cases; and by supporting the judiciary in the implementation of improvements to solemn procedure introduced by the Criminal Justice (Scotland) Act 2016.	On-going	Complete	<ul style="list-style-type: none"> National average summary trial waiting periods remained within the optimal levels throughout 2017-18, with the domestic abuse target also met in the vast majority of courts. The Sheriff and Jury solemn reforms are in place and are closely monitored - the solemn trials adjournment level (without evidence being led) has reduced significantly since their introduction. 	<ul style="list-style-type: none"> Court programmes continue to be reviewed across the Sheriffdoms to reflect changing demands.

RAG Colour Status

Green – Outcome on track. **Amber** – Board to be aware - progress has not proceeded as originally planned - issue being managed by the Executive
Red – Board to consider - may require intervention or decision **White** - Not yet started. **Blue** - Complete **Grey** – closed (cannot be delivered in the year)
 Note - where items are marked as red or amber a short assessment of any broader impact and/or any issues that the Board needs to consider is provided.