

**CUSTOMER  
SERVICE  
EXCELLENCE**



Assessment Report  
Customer Service Excellence

## **Scottish Courts and Tribunals Service**

Successful  
21 September 2016

## Assessment Summary

### Overview

Overall outcome Successful

RP3 2016 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 twelve 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 will also take into account the service delivery provided by the Tribunals. For clarification any reference in this report to SCS relates solely to evidence originating prior to the merger.

This review of the full corporate assessment demonstrated that the significant strengths of SCS have been maintained and strengthened. There is a strong focus on customer care within the organisation and consultation is clearly central to service improvement. The Service is held in high regard by the many different customer groups and various agencies that have links to the services. Staff are very committed, caring, knowledgeable and hard working.

The Service is to be congratulated this year for increasing the number of Compliance Plus elements from eight to eleven, which is an excellent achievement reflecting the determination of the organisation to provide outstanding customer focused services. The three new Compliance Plus elements this year recognise the significant efforts made by staff to identify and meet the needs of disadvantaged people (1.1.3), the insightful surveys in use by the Office of the Public Guardian (1.3.3) and the popular and impressive Court Doors Open Days attended by hundreds of visitors (3.4.3).

There remain four elements rated as partially compliant (1.2.2, 3.4.1, 4.1.3 and 4.3.4). Element 5.2.5 is now fully compliant reflecting improved satisfaction of customers in relation to informing them about delays in service delivery, particularly waiting times, and the action being taken. However, element 4.3.4 emerges as a new partial compliance this year because of the need to demonstrate more consistency in learning from complaints and publication of resultant action taken.

### 1: Customer Insight

Criterion 1 outcome Successful

RP3 2016 A significant strength of the Service, reflected in four Compliance Plus ratings, is its in-depth understanding of its customers and the groups to which they belong, enabling it to design and provide services that meet the needs of the full range of customer groups.

The detailed and comprehensive report on the 2015 Court User Satisfaction Survey demonstrated continuing high levels of customer satisfaction at 89% overall, with 93% of professionals and 89% of non-professionals being either 'very' or 'fairly satisfied'.

The two previous Compliance Plus ratings recognise firstly, 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), and secondly the rigorous methods used to test customer satisfaction levels (1.3.1). There are two new Compliance Plus ratings in recognition of the varied ways in which the Service strives to meet the needs of disadvantaged groups (1.1.3), and for the insightful surveys in use by the OPG (1.3.3).

There is scope for improvement in the consistent application of the approach to advising customers of how their feedback and engagement has affected services (1.2.2).

## 2: The Culture of the Organisation

Criterion 2 outcome Successful

RP3 2016 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

RP3 2016 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. An additional Compliance Plus rating has been gained this year, recognising the Service's support for the wider communities, including the impressive Court Doors Open Days attended by hundreds of visitors, which 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 (3.4.1).

## 4: Delivery

Criterion 4 outcome Successful

RP3 2016 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 the organisation. In addition to the strong evidence of a structure of standards and 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 remains partially compliant because of the need for further evidence to show that the organisation consults the full range of stakeholders regarding its local standards. Additionally, element 4.3.4 emerges as a new partial compliance this year because of the need to demonstrate more consistency in learning from complaints and publication of resultant action taken.

## 5: Timeliness and Quality of Service

Criterion 5 outcome Successful

RP3 2016 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 website and on notice boards.

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.

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.

The public perception of waiting times has been a key issue for the Service, but one area which is improving, Element 5.2.5, is now considered to be fully compliant, reflecting improved satisfaction of customers in relation to informing them about delays in service delivery, particularly waiting times, and the action being taken.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP002: Customer segmentation</b>	Assessor Acceptance:	Yes
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Each of the individual units that applied for CSE accreditation in 2011-12 did its own customer segmentation work. There is overlap but units have quite distinctive customer groups. This summary provides an overview of the primary customer segments of each unit.

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<b>HAP200: 2013 Court User Survey Interim Report</b>	Assessor Acceptance:	Yes
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The SCS Court User Satisfaction Survey approach is reconsidered before field work begins. For example changes are made to questions and user group categories (see paragraphs 1.2.8 to 1.2.20) based on intelligence from the preceding survey and subsequently piloted.

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<b>HAP207: SCS Update to the Judicial Survey 2011</b>	Assessor Acceptance:	Yes
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As the SCS reports to a judicially-led Board, a survey was conducted in 2011 to gain an understanding of what judicial office holders thought about the services provided by the SCS and its staff. An SCS Update has been formally agreed by the SCS Board in 2014 and published on the judicial intranet.

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

The evidence presented as HAP002 demonstrates clear identification of broad customer understanding addressing customer groups of various kinds, including public, court users, judiciary, different professional groups, etc. Also, HAP005 gives a good overview of the views of different aspects of service of a key customer group. This and observed delivery gives a significant amount of evidence that the person-centred approach to meeting the needs of existing customers stems from in-depth understanding of their different characteristics. RP1 2014 There is clear evidence of customer segmentation in the survey methodology and strong evidence of its use with specific groups. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

**1.1.1.2: and potential customer groups**

There is a clear understanding also of the potential customers who might benefit from the services or be called upon to use or experience them. A significant amount of discussion was possible around the needs of some potential customers, e.g. police witnesses and potential jurors. The clarity of understanding of needs and potential needs gave confidence that the characteristics of potential customers are well understood. RP1 2014 Links to potential customer groups remain in place. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

All the research on which the understanding of customers is based and seen in various different business areas is up-to-date and ongoing and clearly designed to give reliable information about customers and their characteristics. RP1 2014 The research base is current and seems reliable. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

Compliance to Standard: Compliance Plus

**Active Evidence**

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

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.

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

The SCTS 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.

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

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.

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

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.

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

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.

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

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.

**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.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP201: Standing Advisory Committee Minutes</b>	Assessor Acceptance:	Yes
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The Standing Advisory Committee includes Sheriffs, SCTS, COPFS, members of the local faculty, G4S, witness services and social work. Minutes covering all aspects of court business and inter-agency consultation and review are attached.

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<b>HAP202: Kirpan Guidance</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP208: Future Court Structures Consultation Analysis</b>	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.

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

The evidence demonstrates a varied and genuinely consultative approach to understanding the opinions of the customers of the organisation. A range of consultation methods is in use, corporately and at local level, that seems to demonstrate a strategic approach reflecting different customer groups and their needs. The level of involvement is high in context. RP1 2014 There is more than ample evidence that SCTS has a strategic approach to customer consultation. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

**1.2.1.2: using a range of methods**

The evidence demonstrates a very varied and genuinely consultative approach to understanding the opinions of stakeholders of this organisation, through surveys, specialist research for certain groups and specific targeting of different audiences, including those, such as jurors, who have a key role in the administration of justice. RP1 2014 The many ways in which local initiatives support the consultation strategies remain impressively effective and praised by contributors. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

Various groups of customers and other stakeholders are involved in the engagement process and it is clear from the discussions and observation at visit that the processes are under regular review. All stakeholders met seemed fully engaged with the service and complimented the approach as enabling for them. RP1 2014 There is a convincing approach to ensure different groups have appropriate means to contribute their views and many do so. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Partial Compliance

**Active Evidence**

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**HAP207: SCS Update to the Judicial Survey 2011** Assessor Acceptance: Yes

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As the SCTS reports to a judicially-led Board, a survey was conducted in 2011 to gain an understanding of what judicial office holders thought about the services provided by the SCS and its staff. An Update has been formally agreed by the SCS Board in 2014 and published on the judicial intranet.

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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. There is useful evidence in some areas, including the Judicial Survey Action Plan and the JCUS Board minutes. In some discussions at visit, the evidence seemed strong, but in others there was a notable lack of consistency. 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.

Evidence Value: Partially 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.**

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.**

Compliance to Standard: Compliance Plus

**Active Evidence**

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<b>HAP203: SCS Court User Satisfaction Survey 2013</b>	Assessor Acceptance:	Yes
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The SCS 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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<b>HAP204: SCS Staff Survey Results 2013</b>	Assessor Acceptance:	Yes
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Since 2010 the SCS has taken part in a civil service wide staff survey, the results of which can be broken down by units within the SCS as well as compared to other public sector organisations, who were asked the same questions.

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<b>HAP209: OPG Survey 2013</b>	Assessor Acceptance:	Yes
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The OPG's third Customer Satisfaction Survey was administered by questionnaire with a 23% response rate in 2013. Overall, 96% of respondents were satisfied, an improvement of 6% since 2012, though a minority offered suggestions for improvement.

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<b>HAP210: Evaluation of the SCS Carers' Conference 2013</b>	Assessor Acceptance:	Yes
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The 2013 Carers' Conference was opened by the Lord President and the Chief Executive of the SCS. The evaluation shows that it was rated quite highly by attendees, who were also asked for views on areas to be covered at future conferences and on taking forward the Carers' agenda.

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

The strong corporate evidence, and the input of local contributors combine to demonstrate a comprehensive identification of customer groups and subsequent satisfaction testing. There is a good return rate for surveys and the varied responses demonstrate that customers take the research very seriously. The quality of the evidence in HAP001, Carers Conference and the range of customers covered is a demonstration of compliance plus against this requirement. RP1 2014 Noted that the strong, reliable methods for testing customer satisfaction are regularly used in consistent ways across the service and compliance plus remains appropriate. RP2 2015 Not for review this year. Noted that the structures for testing satisfaction remain in place. Compliance plus remains appropriate.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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

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

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 SCTS website and may be issued in hard copy on request.

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

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.

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

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.

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

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.

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

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.

**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.**

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.**

Compliance to Standard: Compliant

**Active Evidence**

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

Overall satisfaction improved from 83% in 2011 to 89% in 2013. The percentage who said they were 'very satisfied' improved by 10% to 61%. Improvements on 2011 results were recorded in all Sheriffdoms and the Supreme Courts.

**HAP211: SCS Board Strategy Map** Assessor Acceptance: Yes

The Strategy Map (see Corporate Plan page 7) shows the strategic objectives of the SCTS - public confidence, a well-supported judiciary and satisfied court users. These align all SCTS activities with CSE principles and the aim of achieving CSE re-accreditation over the Corporate Plan period 2014-17.

**HAP212: SCS Corporate Plan 2014-17** 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.

**HAP30: 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**

There are targets for satisfaction levels contained within the survey work and analysis. These seem entirely appropriate for this organisation. RP1 2014 Effective targets remain in place. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The latest evidence demonstrates a continuing rise in satisfaction levels and customers and stakeholders in many discussions confirm the trends. RP1 2014 The overall customer satisfaction recorded is impressive for this organisation at 89% and the highest in the history of satisfaction testing. With the quality of the selection of contributors high, also, this is a significant achievement. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

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 SCTS 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

SCTS has an ongoing process mapping project that seeks to map all of the SCTS'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.

Compliance to Standard: Compliant

##### Active Evidence

<b>HAP205: Mainstreaming Equality Report</b>	Assessor Acceptance:	Yes
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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 from all parts of the wider community.

<b>HAP206: User Survey and Customer Success Article</b>	Assessor Acceptance:	Yes
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The Chief Executive congratulated all staff on the preliminary results from the 2013 Court User Satisfaction Survey and on the SCS achieving CSE accreditation under the new hybrid system. £25 Instant Reward vouchers were awarded to all staff to mark the collective achievement.

<b>HAP212: SCTS Corporate Plan 2014-17</b>	Assessor Acceptance:	Yes
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The new SCTS Corporate Plan says that 'our level of public service will be of a high standard that is accredited externally' (page 11) and that the SCTS aims to provide 'the best possible service to all court users' .... 'using feedback to inform improvements to our future service delivery' (page 16).

<b>HAP213: Supreme Courts Customer Charter</b>	Assessor Acceptance:	Yes
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The Supreme Courts Customer Charter sets out service standards and commitments to people attending court in person, or making written or telephone enquiries. It includes opening times and contact details for complaints and feedback.

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

There is strong and wholly convincing evidence that the corporate approach of SCTS is to ensure commitment to and advocacy for customers of all groups. The presented evidence was supported strongly by discussions at visit that confirmed the commitment at senior level to the customer focus that dominates the culture of the organisation. RP1 2014 Strong, clear evidence was presented and discussions with customers, partners and staff were very positive, confirming that the corporate drive for the development and implementation of customer centred service delivery remains firm. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The leadership of SCTS is demonstrated by evidence and observation to be committed firmly to putting customers first and to providing appropriate support and guidance to ensure the customer service culture is maintained throughout the organisation. RP1 2014 The drive referred to above was noted in all leaders met during the visit and several staff commented favourably on the leadership approach to customer service that they observed. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

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.**

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 SCS 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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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Satisfaction ratings for staff politeness and helpfulness were again high in 2013. 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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**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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**HAP215: Equality Impact Assessment for Court Closures** Assessor Acceptance: Yes

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The Equality Impact Assessment for court closures sets out the research and consultation undertaken, any likely impacts on people with protected characteristics, and how the impacts may be avoided or mitigated.

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

There is strong documentary evidence in this area and this is supported by the local evidence obtained in observation of service delivery and discussion with customers and other stakeholders. Staff attitudes are seen to be good and seem to reflect the policies in the general approach. This ensures very strong compliance. RP1 2014 The survey questions are structured to draw out opinions on how customers feel they are treated and the overall feedback analysis demonstrates customers consider they are treated fairly. RP1 2014 Observation and discussion provided very convincing evidence that staff seek to deliver services fairly. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The evidence presented is quite strong here and shows that thought has been given to testing customer opinions on whether they are treated fairly. It is clear from discussions, including with researchers, that the research is fully open. Feedback at visit was outstandingly strong, and particularly so from those who gave comparisons of experience with other providers. RP1 2014 The survey questions are structured to draw out opinions on how customers feel they are treated and the overall feedback analysis demonstrates customers consider they are treated fairly. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

**HAP269: SCTS 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 SCTS 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 SCTS 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.**

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 SCS. 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.**

Compliance to Standard: Compliance Plus

**Active Evidence**

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<b>HAP216: E-learning Modules for Staff</b>	Assessor Acceptance:	Yes
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All SCTS 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 SCTS complaints procedure.

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<b>HAP217: Understanding Customers Course Synopsis</b>	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 SCTS, visual and verbal behaviours, active listening and questioning techniques, and written and phone communications.

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<b>HAP222: Recruitment Guidance and Assessment</b>	Assessor Acceptance:	Yes
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The SCTS 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 SCTS 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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<b>HAP51: SCTS Purpose, Vision and Values</b>	Assessor Acceptance:	Yes
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All SCTS job specifications and appraisals are linked to civil service and SCTS values and behaviours which include customer focused values and behaviours.

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<b>HAP52: Leadership Through Coaching</b>	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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<b>HAP53: National Training Committee</b>	Assessor Acceptance:	Yes
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The SCTS National Training Committee determines and prioritises the technical knowledge and customer service training needs of SCTS staff. It is informed by local customer feedback and national feedback from surveys.

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

The recruitment and development processes for the staff are specifically targeted at customer focus and what this means in practice. Full discussions around the practical use of the processes, particularly in staff development, strengthened the evidence. The clarity and effectiveness of the process demonstrates that compliance is particularly strong. RP1 2014 New initiatives in recruitment methods, in particular the use of multi choice questions to assess suitability of candidates, including those less formally qualified, were found to be impressive. Though still a pilot, this is considered strong evidence in this requirement. With compliance achieved on deployment of training, see below, compliance plus is considered to be warranted here. RP2 2015 Not for review this year. The continued strength of the approach maintains compliance plus.

Evidence Value: Fully Met

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

There is less than convincing evidence that the training of staff is firmly committed to customer focus. Several conversations suggested that the appropriate priority to customer service training is lacking in some areas, especially with new staff. More evidence of the effective deployment of training is needed to confirm full compliance. RP1 2014 Further training initiatives were noted, including mandatory use of customer service on-line material and the approach in several courts where staff cultures and improvement developments were seen to be driven by appropriate management decisions. Raised to compliance. RP2 2015 Not for review this year. Noted the staff development successes from strong processes warrant compliance plus in addition to the same rating for recruitment noted above.

Evidence Value: Fully Met

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

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: SCTS Court Users' Charter** Assessor Acceptance: Yes

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

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

SCTS values are being led from Board level down. Staff behaviours and performance are measured against the SCTS 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 SCTS Equality Statement, Outcomes and Guidance shows how the SCTS 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.**

Compliance to Standard: Compliant

**New Evidence**

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

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.

**Active Evidence**

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

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.

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

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.

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

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.

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

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.

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

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.

**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.**

Compliance to Standard: Compliance Plus

**Active Evidence**

**HAP218: Edinburgh SC Bar Officer Commended** Assessor Acceptance: Yes

An Edinburgh Sheriff Court Bar Officer drafted user instructions for new vulnerable witness links and in-court IT for his colleagues and Sheriffs. These instructions are now part of the regular weekly check of this equipment. He received a letter of commendation for his initiative.

**HAP60: Staff Engagement days** Assessor Acceptance: Yes

SCTS Board and Executive Team members meet staff at team, unit or court level to communicate and receive feedback on current and future plans. CSE awards were presented by SCS Board members at most of the 2013 events. Corporate action points from these meetings are used in policy development.

**HAP61: OPG Local Website Group** Assessor Acceptance: Yes

Following the 2011 OPG website survey, staff worked together to revamp the content and design of the website. Customers were profiled and 'web personas' created to show typical OPG website users, their proficiency levels and likely preferences.

**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.**

Staff at all levels are noted to be involved in planning services and delivery, including regular structured meetings of several types to bring forward ideas and a very open approach on all development issues. These events include exposure to, and discussions with, the most senior managers. All staff feel confident in putting forward suggestions to improve services, and feel that managers consider their ideas seriously. RP1 2014 Several good examples were noted where staff took initiatives to improve customer experience without direct management input. Discussions of the various meetings that take place, with staff and managers, demonstrated that this area remains firmly compliant. RP2 2015 Not for review this year. Some outstanding evidence in the Technical & Innovation Group and in high standards in operational areas in listening and implementing frontline service improvement ideas. Compliance plus is appropriate.

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.**

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 SCTS Corporate Plan is prepared by the Executive Team and signed off by the SCTS 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 SCTS are recognised at an award ceremony. Awards are presented by a SCTS 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.**

Compliance to Standard: Compliant

#### Active Evidence

<b>HAP110: Guide to Jury Service</b>	Assessor Acceptance:	Yes
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The Guide provides potential jurors with all the information they need about coming to court and what to expect from the experience, the SCTS and other parties involved in proceedings. Instructions are provided on how to contact local courts in the event of any queries or suggestions.

<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 SCTS 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.

<b>HAP219: SCTS Website Information</b>	Assessor Acceptance:	Yes
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The SCTS 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 SCTS Executive Team can be found on the 'About SCTS' webpage, accessible from the home page.

<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.

<b>HAP221: HRU Intranet Pages</b>	Assessor Acceptance:	Yes
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The HRU intranet pages include a 'Who's Who' page outlining members of staff, their photographs, their responsibilities and their contact details. The other HRU intranet pages describe the services provided.

<b>HAP223: SCS Annual Report &amp; Accounts 2012-13</b>	Assessor Acceptance:	Yes
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The 2012-13 SCS Annual Report & Accounts describes SCS performance against Corporate Plan commitments, has forewords by both the Chair of the SCS Board and the Chief Executive, and names members of the SCS Board and the Executive Team.



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

All the presented evidence is relevant, however there is clear evidence of an inconsistent approach to the access arrangements for customers. Some information was also noted to be out of date. Complaints and comments posters were not consistent across all offices and could be more prominently displayed. Evidence is required of how the full range of information is made available to all customer groups. RP1 2014 A significant amount of observation confirmed that information is readily available and appropriately accessible. This requirement is now fully compliant throughout. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The information available to customers includes how, who and when to contact in appropriate ways reflecting the context of this service. As above, however, the accessibility of this information is inconsistent. RP1 2014 See above. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The evidence also demonstrates that the information available includes material relating to how services are run and by whom. In addition to the presented evidence, a number of additional items were observed in the various courts visited. Again, the accessibility of this information is inconsistent. RP1 2014 See above. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP107: SCTS Publication Scheme</b>	Assessor Acceptance:	Yes
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The scheme is available on the SCTS website. Section 6 clearly details applicable charges for reproduction and postage.

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<b>HAP278: HRU Scorecard and Business Plan</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP69: SCTS Court Charges, fees and exemptions</b>	Assessor Acceptance:	Yes
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The SCTS 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 SCTS website and may be uplifted from all courts.

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<b>HAP70: OPG Fees and EPOA charges</b>	Assessor Acceptance:	Yes
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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.**

Compliance to Standard: Compliant

**Active Evidence**

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**HAP224: SCTS Court Users' Charter / Supreme Courts Customer Charter** Assessor Acceptance: Yes

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The SCTS Court Users' Charter and the Supreme Courts Customer Charter set out what court users can expect from service provision in the Sheriff, Justice of the Peace and Supreme Courts, including values, guidance for visitors, how to provide feedback or complain, response times, and contact details.

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**HAP225: OPG Customer Charter** Assessor Acceptance: Yes

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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.

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

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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.

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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 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.

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

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SCTS 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,**

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. The evidence is of clear, informative material that helps customers to understand the organisation and its services and is above average in quality. RP1 2014 The website is also relevant evidence here. All those contacted during the visit considered that information provision meets their needs and is provided in appropriate ways. Compliance is maintained. RP2 2015 Not for review this year.

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. Feedback suggested that customers are relatively happy with the channels available. Information leaflet provision and the prominence of the information displays across offices was mixed, see criterion 3.1.1. RP1 2014 The channels in use to provide information to the many different customer groups seem entirely appropriate. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

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 SCTS.

**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 SCS 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 SCTS'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.**

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 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.

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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.

**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.**

Compliance to Standard: Compliant

**New Evidence**

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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.

**Active Evidence**

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

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The SCS 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

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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.

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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.



**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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP71: Specialist Telephone Lines</b>	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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<b>HAP72: Generic E-mail Boxes</b>	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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<b>HAP83: Range of Fines Payment Methods</b>	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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<b>HAP84: Juror Attendance Update Line</b>	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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<b>HAP85: Remote Video Links</b>	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

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

The evidence clearly demonstrates that all services are readily accessible, including the improvements for jurors and vulnerable witnesses that seem to work well. The individuality of service delivery experienced by every customer is a reflection of the efforts made to ensure access for all. The evidence was firmly supported by customers and other stakeholders in conversation. All appropriate access channels seem used in appropriate ways. RP1 2014 All service delivery seems to continue to reflect needs and examples noted included special provisions for potentially disadvantaged or vulnerable people. Discussions at visit and favourable survey results support the evidence. Compliance is maintained. RP2 2015 Not for review this year.

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**

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 SCTS 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 SCTS 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.

**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.**

Compliance to Standard: Compliant

**New Evidence**

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

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.

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

Saughton House has amenities that may help visitors feel more comfortable when visiting SCTS HQ. 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.

**Active Evidence**

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

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.

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

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.

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

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.

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

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.

**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**

Compliance to Standard: Satisfactor Partial

**Active Evidence** Compliance

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

The SCTS 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: SCTS/SPS/COPFS Doorlist Project** Assessor Acceptance: Yes

The SCTS 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.

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

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**

Observation and discussion at visit supported the documentary evidence well and confirmed that 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. 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.

RP03 - September 2016. Although some improvements were reported by customers, no new or significant evidence was presented this year, and this element must remain scored 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.**

Compliance to Standard: Compliance Plus

**Active Evidence**

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

The new SCTS 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 SCTS 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** 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 SCTS 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.**

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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP212: SCTS Corporate Plan 2014-17</b>	Assessor Acceptance:	Yes
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The SCTS Corporate Plan defines the targets for the SCTS for 2011-14 and links them to the SCTS strategy map which shows how our strategic objectives link to generate court user satisfaction. The performance standards were set by the SCTS Board.

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<b>HAP223: SCS Annual Report &amp; Accounts 2012-13</b>	Assessor Acceptance:	Yes
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The SCS 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 SCS Board. CSE helps to assure court user satisfaction during the biennial survey 'gap year'.

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<b>HAP227: SCTS Business Plan 2014-15</b>	Assessor Acceptance:	Yes
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The SCTS Business Plan details shared planning assumptions about joint targets and aspirations for the justice system to which the SCTS belongs. Annex D shows how justice system activity including SCTS supports Government Outcomes. It details SCTS activities & business plan milestones towards delivery.

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

All the evidence presented here is strong, clear and comprehensive in its coverage. An appropriate range of challenging standards is in place and affects 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. RP1 2014 The challenging standards for core business success remain in place. Compliance is maintained. RP2 2015 Not for review this year.

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. RP1 2014 The links to national interests in the success of the justice system are clear. RP2 2015 Not for review this year. Noted that item HAP259 is also relevant and very strong evidence.

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.**

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 SCTS website and fulfils the requirement under the Equality Act 2010 to publish statistics on the equality characteristics of the SCTS workforce. It shows progress in recruitment and training towards meeting equality targets.

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

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

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

The SCTS 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 SCTS. 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.**

Compliance to Standard: Partial Compliance

**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.**

RP03 - September 2016. Consultation on the setting and reviewing of standards was consistently demonstrated with regard to partners across all sites visited. This was generally archived via the various boards and advisory committees. Some consultation was demonstrated to be undertaken with the customer / citizens representative bodies, i.e. witness service, but this was not done consistently. Whilst the presented evidence shows a wide range of consultation being undertaken by SCTS on a range of issues, it does not show that the service has consulted the full range of stakeholders regarding its local standards. Although further consultation is demonstrated, the evidence remains weak in the determining of local standards and objectives, other than with justice partners. Consequently, this element remains scored as only partially compliant.

Evidence Value: Partially 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.**

Compliance to Standard: Compliant

**Active Evidence**

**HAP110: Guide to Jury Service** Assessor Acceptance: Yes

The Guide provides potential jurors with all the information they need about coming to court and what to expect from the experience, the SCTS and other parties involved in proceedings. Instructions are provided on how to contact local courts in the event of any queries or suggestions

**HAP207: SCS Update to the Judicial Survey 2011** Assessor Acceptance: Yes

As the SCTS reports to a judicially-led Board, a survey was conducted in 2011 to gain an understanding of what judicial office holders thought about the services provided by the SCS and its staff. An SCS Update has been formally agreed by the SCS Board in 2014 and published on the judicial intranet.

**HAP225: OPG Customer Charter** Assessor Acceptance: Yes

The OPG Customer Charter sets out standards of service that OPG customers should expect and the OPG commitments to its customers.

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

The SCTS Court Users' Charter sets out standards of service that court users should expect and the SCTS's commitments to court users.

**HAP229: Policy & Legislation Consultation on Technical Guidance** Assessor Acceptance: Yes

The HQ Policy & Legislation Team consults court staff every five or six years on the technical guidance it provides to courts on new legislative provisions that are due to come into force and be applied in courts. Evidence shows the most recent such consultation.

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

The Equality Outcomes sets out the SCTS commitments to people with protected characteristics. It advises them of the standards they should expect in terms of court access and the commitment from the SCTS to make reasonable adjustments and provide appropriate support.

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

The presented evidence is strong with regards to jurors and the fresh material since pre-assessment is sufficient to show 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. All this material is displayed in appropriate locations. RP1 2014 The evidence presented here is all relevant. As noted in 4.1.3, there may be doubt that, for some customers, the process tells, rather than seeks agreement on, what their expectations are. Compliance is maintained, with a suggestion that this be considered in any review. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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 SCTS website and may be issued in hard copy on request.

**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.

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

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.

**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.

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

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.

**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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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.

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

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.

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

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.

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

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.

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

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.

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

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.

**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.**

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** 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.**

Compliance to Standard: Compliant

**Active Evidence**

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**HAP223: SCS Annual Report & Accounts 2012-13** Assessor Acceptance: Yes

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The 2012-13 SCS Annual Report & Accounts describes SCS performance against Corporate Plan commitments. It is published on the SCTS website, laid in the Scottish Parliament and sent to everyone who requests a copy.

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**HAP230: Supreme Courts Performance Framework** 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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**HAP232: HRU Business Plan 2013-14 / People Scorecard 2012-13** Assessor Acceptance: Yes

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The Human Resources Unit's Business Plan sets out core business objectives, a new set of KPIs and a summary of development activity, all aligned with the SCS Corporate Plan objectives for 2011-14. These are reported against in successive annual People Scorecards, the latest of which is shown here.

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**HAP233: 2013 Staff Survey Results for HQ Units** Assessor Acceptance: Yes

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The 2013 Staff Survey results (HAP204) are broken down to unit level to show how staff engagement compares within SCS HQ (shown here), Sheriffdoms and large courts. These results are taken into consideration by the Executive Team and the SCS Board when developing future policies.

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**HAP30: SCTS Board Scorecard** Assessor Acceptance: Yes

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The commentary in the performance section gives reasons for any dips and outlines actions being taken to improve performance where possible. The Scorecard is presented to the SCTS Board every quarter, and the KPIs therein are published on the SCTS website in an annex to the Annual Business Plan.



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

There is ample evidence that dips in performance, including those on set standards, are identified within the SCTS processes. Observation and discussion gave significant additional support to the documentary evidence in the various minutes of meetings and committees and the way staff described their activities. RP1 2014 The performance management and reporting process remain strong and effective. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The Annual Report and SCS Performance Framework are strong evidence here and demonstrate that levels of detail about standards met and not met are shared with customers, together with what actions are proposed to avoid further dips. RP1 2014 Explanations on dips in performance are provided and are generally clear. RP2 2015 Not for review this year.

Evidence Value: Fully Met

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

The Industrial Action Plan is highly relevant here and helps convince that SCS maintains an open approach on actions taken to avoid dips in service. Similarly various documents seen to be readily accessible by customers demonstrate firm compliance here. RP1 2014 Similarly, there is generally useful information on actions taken to improve. There is room to improve the links between different streams of information to increase clarity for some customers, but this does not affect compliance. See 1.2.2. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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

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

The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCTS 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 SCTS 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.

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

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.

**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.

Compliance to Standard: Compliant

#### New Evidence

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<b>HAP395: HRU KPI/Query Tracker</b>	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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<b>HAP396: Training for HRU staff</b>	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.

#### Active Evidence

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<b>HAP320: SCTS Complaints Procedure</b>	Assessor Acceptance:	Yes
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The SCS 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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<b>HAP326: Customer Service and Complaints e-learning</b>	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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<b>HAP364: Complaints Handling - best seen at visit</b>	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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<b>HAP365: PRHP Call Handling training</b>	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.

**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.**

Compliance to Standard: PartialCompliance

**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.

**HAP131: Feedback from 'Respond'** Assessor Acceptance: Yes

These screen prints show the range of information available from the existing "Respond" complaints system and how patterns and trends in complaints can be identified and actioned by senior management.

**HAP132: 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.

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

The SCTS 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.

**HAP231: Court User Satisfaction Survey 2013 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.

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

RP03 - September 2016. Although this element was not due for formal review this year, the assessors noted some inconsistencies in the recording and analysis of formal, and :-

Evidence Value: Partially Met

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

informal complaints during the site visits.

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 element can now 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.**

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 SCTS 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: SCTS Complaints Procedure** Assessor Acceptance: Yes

The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCTS 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 SCTS 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.**

Compliance to Standard: Compliant

**New Evidence**

**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.

**Active Evidence**

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

The SCS 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.

**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.**

Compliance to Standard: Compliant

**Active Evidence**

<b>HAP141: Freedom of Information</b>	Assessor Acceptance:	Yes
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The SCTS website contains advice for people wishing to request information under FoI legislation. This stipulates the statutory response periods and outlines how the SCTS applies FoI policies, including refusals, charges where applicable, and appeal procedures.

<b>HAP142: HRU Charter</b>	Assessor Acceptance:	Yes
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The HRU Charter provides advice to SCTS staff and other users of HRU services on target response times for responding to enquiries via a full range of channels.

<b>HAP213: Supreme Courts Customer Charter</b>	Assessor Acceptance:	Yes
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The Supreme Courts Customer Charter sets out service standards and commitments to people attending court in person, or making written or telephone enquiries. It includes opening times and contact details for complaints and feedback.

<b>HAP214: SCTS Complaints Handling Guidance</b>	Assessor Acceptance:	Yes
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The SCS launched a new complaints procedure in April 2014. The public facing guidance is available in all SCTS Courts and offices and on the SCTS website. It sets out response times for each stage of the process.

<b>HAP225: OPG Customer Charter</b>	Assessor Acceptance:	Yes
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The OPG Customer Charter provides advice to court users on target response times for answering phone calls, letters and emails.

<b>HAP228: SCTS Court Users' Charter</b>	Assessor Acceptance:	Yes
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The SCTS Court Users' Charter provides advice to court users on target response times for answering phone calls, letters and emails.

**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.**

There is strong evidence of appropriate customer service standards on timeliness of service in the charters, which are used and publicised in the service. The standards are convincingly precise, measurable and challenging. RP1 2014 The standards for timeliness of service delivery remain in place and some have been further developed in appropriate ways locally. The standards are relevant to key issues affecting customers, measurable and accessible. Compliance is maintained. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

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**HAP110: Guide to Jury Service** Assessor Acceptance: Yes

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The SCTS sends comprehensive information packs to potential jurors, advising them of the exemption criteria, the citation process, what to wear, how to behave, what jury service involves and how to seek excusal from jury service.

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

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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 SCTS complaints procedure.

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**HAP225: OPG Customer Charter** Assessor Acceptance: Yes

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The OPG Customer Charter provides advice to court users on target response times for answering phone calls, letters and e-mails.

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

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The SCTS Court User's Charter provides advice to court users on target response times for answering phone calls, letters and e-mails.

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

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The Equality Statement, Outcomes and Guidance shows how the SCTS aims to be proactive in identifying customer needs, and how SCTS policies are adapted for people with protected characteristics.

**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.**

There are clear and challenging standards set for the qualitative aspects of customer service delivery and the customer experience. The main evidence for these is in the charters, but Equality Outcomes give strong additional support. RP1 2014 The standards for quality of service delivery also remain in place and show further development. Again, the standards are relevant to key issues affecting customers, measurable and accessible. Compliance is maintained. RP2 2015 Not for review this year.

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.**

Compliance to Standard: Compliant

**Active Evidence**

<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 SCTS Board.

<b>HAP148: Coming to Court Advice on SCS website</b>	Assessor Acceptance:	Yes
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The SCTS 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.

<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.

<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.**

Compliance to Standard: Compliant

**Active Evidence**

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

The SCS 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.

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

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.

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

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.

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

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.

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

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.

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

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.

**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.**

Compliance to Standard: Compliant

**New Evidence**

**HAP398: HRU Insights Dashboard** Assessor Acceptance: Yes

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.

**Active Evidence**

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

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.

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

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.

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

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.

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

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.

**HAP378: Further development of remote links with prisons** Assessor Acceptance: Yes

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.

**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.**

Compliance to Standard: Compliant

**Active Evidence**

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

The SCS 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.**

Compliance to Standard: Compliant

**Active Evidence**

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

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 SCTS holds the information sought, enquirers are contacted for clarification or to negotiate a revised timetable for response.

**HAP161: Observation at Public Counters** Assessor Acceptance: Yes

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 SCTS control.

**HAP187: IT Systems Performance Statistics** Assessor Acceptance: Yes

The SCTS IT Unit provides a national system of operational warning notifications when IT or phone problems are encountered across the SCTS estate. This service is backed up by performance statistics and a disaster recovery process.

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

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.

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

The SCS implemented a two-stage complaints handling process in April 2014. Guidance for SCTS 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.

**HAP267: Guidance for court users in the event of Industrial Action** Assessor Acceptance: Yes

The SCTS 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.**

Compliance to Standard: Compliant

**Active Evidence**

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<b>HAP163: OPG Statistics</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP223: SCS Annual Report &amp; Accounts 2012-13</b>	Assessor Acceptance:	Yes
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The SCS Annual Report has an annex that gives details of the most recent financial year's performance alongside that of the previous three financial years. Operational and financial performance is also addressed at pages 10-11 of the report.

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<b>HAP234: Freedom of Information Response Performance</b>	Assessor Acceptance:	Yes
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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.

**5.3.1.1: We monitor our performance against standards for timeliness**

The SCTS management and staff are clearly committed to providing the best service they can deliver. Consequently they use the systems they have to effectively monitor their performance. Much of the evidence elsewhere is also relevant and shows that the organisation is well aware of how it performs on its timeliness standards. RP1 2014 There is additional evidence in the IT Performance Statistics presented at visit. With the detail of monitors in place, this is helpful. Other evidence demonstrates that most standards are monitored most of the time. Compliance is maintained. RP2 2015 Not for review this year.

Evidence Value: Fully Met

**5.3.1.2: and quality of customer service**

The evidence also demonstrates that performance on quality issues is effectively monitored. RP1 2014 The evidence noted in 5.3.1.1 is equally relevant here. RP2 2015 Not for review this year.

Evidence Value: Fully Met

**5.3.1.3: and we take action if problems are identified.**

The links between information on action to improve performance and the monitoring of actual standards set are clearly demonstrated in both Annual Report and in feedback from customers and partners. RP1 2014 Publicity about actions taken to improve performance against some standards for timeliness and quality was observed at visit. RP2 2015 Not for review this year.

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.**

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 SCTS Court User Satisfaction Surveys provide performance information for a range of measures and are published on the SCTS 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.**

Compliance to Standard: Compliant

**New Evidence**

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<b>HAP399: Finance Transformation Project</b>	Assessor Acceptance:	Yes
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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.

**Active Evidence**

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<b>HAP313: SCTS Staff Survey 2015</b>	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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<b>HAP383: Comparative studies of European legal systems</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP384: Benchmarking of corporate services</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP385: Payment Performance</b>	Assessor Acceptance:	Yes
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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.

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<b>HAP386: SCTS Public Service Network Accreditation</b>	Assessor Acceptance:	Yes
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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.

**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