

**CUSTOMER
SERVICE
EXCELLENCE**



Assessment Report
Customer Service Excellence

Scottish Courts and Tribunals Service

Successful
1 October 2019

Assessment Summary

Overview

Overall Self-assessment	Satisfactory
Overall outcome	Successful

RP3 2019

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, the judiciary of devolved tribunals and to the Office of the Public Guardian (OPG) and Accountant of Court.

The Scottish Courts and Tribunals Service has provided a very well respected and consistently high-quality service over the sixteen years since it first achieved Charter Mark accreditation for selected courts in 2003 through to CSE accreditation in 2013 for the former Scottish Court Service (SCS). Following the merger with the Scottish Tribunals Service in April 2015, accreditation from 2017 onwards also takes into account the service delivery provided by the Tribunals, which have demonstrated substantial investment in quality improvement activities, including a number of positive service developments.

The review of the full corporate assessment demonstrated once again that the significant strengths of the SCTS have been maintained and strengthened. Hardworking and knowledgeable staff continue to be a particular strength of the organisation, demonstrating commitment and genuinely caring attitudes that are greatly appreciated by the many different customer groups and various agencies that have links to the services. There is a strong focus on customer care and consultation is clearly central to service improvement.

The Service is to be congratulated this year for maintaining thirteen Compliance Plus elements from last year, and gaining one additional Compliance Plus element (5.2.3), bringing the total to a creditable fourteen Compliance Pluses. The number of partially compliant elements has reduced from two to one (1.3.4). Element 4.3.4 is now fully compliant following more consistency in the recording of informal complaints and the publication of resultant action taken following complaints.

The Assessors are delighted to recommend continued accreditation to the Customer Service Excellence Standard.

The report refers to evidence submitted from 2013-2019 for different elements and, consequently, correctly refers to 'SCS' and, after April 2015, to 'SCTS'.

1: Customer Insight

Criterion 1 self-assessment	Satisfactory
Criterion 1 outcome	Successful

RP3 2019

Criterion 1 is about customer insight, consultation and engagement, satisfaction levels and improving the customer experience. This Criterion has four Compliance Plus elements (1.1.2, 1.1.3, 1.3.1 and 1.3.3) and one partial compliance (1.3.4).

There is an excellent in-depth understanding of the different customer groups.

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

The 2017 Court User Satisfaction Survey demonstrates continuing high levels of customer satisfaction at 92% overall, which is an impressive 3% increase on the 89% 2015 result. The 2019 Court User Satisfaction Survey report is currently being finalised.

Element 1.3.4 continues to be partially compliant because of the continuing need for the Tribunals to demonstrate from their recently introduced satisfaction surveys that satisfaction levels are improving.

2: The Culture of the Organisation

Criterion 2 self-assessment	Strong
Criterion 2 outcome	Successful

RP3 2019

Criterion 2 is about the Culture of the Service and staff commitment to the customer focus. This Criterion is fully compliant with an outstanding six Compliance Plus elements (2.1.2, 2.1.6, 2.2.1, 2.2.2, 2.2.4 and 2.2.5), demonstrating the commendable strength of the organisational culture.

The Service places great emphasis on ensuring that a consistent and excellent level of service is provided to all customers and policies are well embedded which support and drive forward that aim.

It was very clear during the visit how strongly staff feel empowered to promote excellent customer service and champion the customer; many activities and events are held which provide a forum for staff to share their knowledge of customers and discuss beneficial service improvements. This approach is a credit to the Service and merits the retention of Compliance Plus at Element 2.1.6.

Local Business Plans are created with the participation of staff and these provide a basis upon which key objectives are set within staff's IPR reports. The values of the Service, 'Respect, Service, Excellence', perfectly reflects their customer – centric culture.

3: Information and Access

Criterion 3 self-assessment	Satisfactory
Criterion 3 outcome	Successful

RP3 2019

Criterion 3 is about information and access, partnership working and working in the wider community. This Criterion is fully compliant, with two areas of Compliance Plus (3.4.2 and 3.4.3).

Information is provided through various channels and there is good evidence to show how the Service seeks to improve the quality and content of verbal, published and web-based information. Customer feedback and insight is considered when reviews of information are made and this has led to many changes and revisions to report content and website material.

There is a strong emphasis on providing information which is accurate and comprehensible to all customer groups. Notifications are comprehensively detailed and clearly set out and, where appropriate, guidance is provided on circumstances which may incur delay and how this will be dealt with.

Facilities are kept as clean and tidy as possible, and customer feedback is acted upon wherever possible.

Ongoing efforts to engage and support wider communities is impressive. Initiatives range from the ever-popular Doors Open Days to fund raising and offering work experience opportunities. Compliance Plus in Element 3.4.3 remains fully justified.

4: Delivery

Criterion 4 self-assessment Satisfactory

Criterion 4 outcome Successful

RP3 2019

Criterion 4 is about core business standards, performance, benchmarking and best practice, and complaints handling. This Criterion is now fully compliant with one area of Compliance Plus (4.1.2). Element 4.3.4 is now raised to full compliance following more consistency in the recording of informal complaints and the publication of resultant action taken following complaints.

The Service has challenging standards and sound monitoring procedures for its range of services that are used to raise standards and effect continuous improvement. There is clear evidence on how success is judged by the organisation and those who fund and oversee it. Performance levels are generally very good, with the majority of standards and performance targets being met. The colourful and attractive Tribunals Operations Balanced Scorecard is particularly noteworthy for the clear and comprehensive presentation of monthly performance information, meriting Compliance Plus (4.1.2).

There is a well-developed process for dealing with any problems and complaints 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.

5: Timeliness and Quality of Service

Criterion 5 self-assessment Satisfactory

Criterion 5 outcome Successful

RP3 2019

Criterion 5 is about customer service standards for timeliness and quality of customer service, and performance against these standards. This Criterion is fully compliant, with one Compliance Plus element (5.2.3).

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

The Service identifies individual need at the first point of contact. Customers attending Courts are greeted at reception and directed or escorted to where they need to go. Customers using the counters have their needs addressed by knowledgeable and well-trained staff, who have access to relevant information and advice. Customers who telephone benefit from a new telephone system (Unified Communications) which is responsive and reliable.

Where appropriate, customer information is shared with colleagues and partners, thus reducing unnecessary contact and meriting Compliance Plus (5.2.3).

Performance data is monitored and published, with positive outcomes.

1: Customer Insight

1.1: Customer Identification

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP401: Segmentation examples	Assessor Acceptance:	Yes
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Segmentation work from 2011-12 has been updated to reflect the accretion of new responsibilities to the SCTS and the OPG, recent organisational changes, and new linkages in place with statutory and voluntary external justice partners. The examples shown here are illustrative, not exhaustive.

HAP402: Court User Satisfaction Survey Questionnaire Review	Assessor Acceptance:	Yes
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Before field work begins for each survey, the questionnaires are reviewed. Changes may be made to questions and user group categories based on feedback from the preceding survey and/or expert advice. Evidence here shows wording changes advocated by Stonewall Scotland and staff in North Strathclyde.

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

HAP404: Judicial Attitude Survey 2016 Results for Scotland	Assessor Acceptance:	Yes
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The salaried Scottish judiciary took part in a UK-wide judicial survey in 2016. Although this does not cover attitudes to SCTS service provision as did the 2011 in house survey, the findings compare well with those from the other UK jurisdictions and show improvements in some areas.

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

RP01 - September 2017. The presented documentary evidence clearly demonstrates that the service has undertaken a thorough review of the characteristics of both its current, :-
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.1.1.2: and potential customer groups

and potential customer groups. The Segmentation examples as shown in evidence No HAP 401, demonstrate that this evidence now includes relevant information on the customer groups that engage with the Tribunals Service.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.1.1.3: based on recent and reliable information.

The evidence all appears to have been compiled from recent and reliable sources.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP502: SCTS Court User Satisfaction Survey 2017 Questionnaire Assessor Acceptance: Yes

The questions asked have been tailored to consider court user needs and preferences, and focus on areas such as staff politeness and helpfulness, satisfaction with court facilities and information provision where the SCTS can influence service delivery. Open questions allow respondents to comment.

HAP503: OPG Safeguarding Seminars Perth & Kilmarnock Assessor Acceptance: Yes

OPG ran a seminar in Perth in 2017 aimed at raising awareness of its statutory duties with a separate session on financial abuse. Feedback from the seminar led to changes to its form and content to better meet the needs of delegates at a subsequent event in Kilmarnock.

HAP566: Community Impact Indicators 2017-18 Assessor Acceptance: Yes

One of the SCTS's 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.

HAP570: Electronic exchanges with SCRA Assessor Acceptance: Yes

The protocol agreed between the then Scottish Court Service and the Scottish Children's Reporter Administration (SCRA) in June 2013 has continued after the introduction of the Integrated Case Management System (the SCTS's platform for administration of civil cases) in 2016/17.

HAP571: SCTS Digital Strategy 2018-23 Assessor Acceptance: Yes

The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

1.1.2.1: We have developed customer insight about our customer groups

RP2 2018 Insight about the customer groups is developed through a wide range of mechanisms, including large-scale consultations and various meetings ranging from those of the Court Liaison Groups to one-to-one meetings, as at the Civil and Criminal Counters. The Court User Satisfaction Survey, carried out on an annual to two yearly basis since 2005, provides detailed and comprehensive feedback from both professional and non-professional court users across the six Sheriffdoms and the High Court and the Court of Session. Other more targeted surveys are being carried out by the Housing and Property Chamber Tribunals and the Office of the Public Guardian (OPG). The internal reviewer checks carried out at the more remote courts provide valuable insight into the needs of more isolated customers.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.1.2.2: to better understand their needs and preferences.

RP2 2018 The understanding you have gained about your customers' needs has been used to improve the service and develop appropriate action plans. The development of the OPG web site used consultative techniques to make sure that customer needs are understood and taken into account. Sheriff and Jury procedures have been improved with the introduction of the Bowen Reforms, where the main change is that, like High Court indictments, the Crown will no longer set the trial diet, and no witnesses will be cited until parties are ready for trial. This has reduced the number of solemn trial diets adjourned, with no evidence being led, by almost a quarter, leading to a reduction in the number of victims, witnesses and professional court users attending court – only to find out that their case cannot proceed. Fewer trials means less uncertainty and waiting around for jurors.
 RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP601: SCTS Equality Outcomes Report 2019 Assessor Acceptance: Yes

The new Equality Outcomes for the SCTS have the common theme of accessibility: improving the accessibility of SCTS services, making accessibility to employment in the SCTS easier for application, and promoting awareness and understanding of equality and diversity among SCTS staff.

HAP602: More Modern Apprentices Employed Assessor Acceptance: Yes

In November 2015 the SCTS recruited two modern apprentices to the IT Unit. Six more were recruited in HQ units, OPG, courts and tribunals in September 2016. One from IT and three of the others now have full-time jobs with the SCTS. Another six apprentices were recruited in June 2018.

HAP603: Doors Open Days 2019 Assessor Acceptance: Yes

Fifteen courts took part in local Doors Open Days in September 2018. Feedback from the events has been extremely positive, as shown in an article published on pages 5-8 of the SCTS intranet Staff Focus magazine.

HAP604: PATS Hearings Assessor Acceptance: Yes

The Pensions Appeal Tribunal Scotland deals with vulnerable ex-service people often diagnosed with mental health issues. Care is taken to arrange hearings and facilities to meet their needs, and video conferencing, teleconferencing or access from home via computer/webcam facilities may be offered.

HAP605: SCTS BSL Plan Assessor Acceptance: Yes

The SCTS has prepared its first British Sign Language Plan, following a public consultation and a direct consultation with the Dundee Deaf Club. The Plan sets out the SCTS's commitments on the use of BSL (including tactile BSL) in relation to exercising its functions over the period from 2018-24.

HAP606: Risk Assessment of Community Venues Assessor Acceptance: Yes

A dedicated manager liaises with all external venues used by tribunals for hearings. Some jurisdictions, such as MHTS, require careful assessment to ensure the venue meets health and safety and security requirements, and is safe and reassuring for appellants, carers, witnesses and panel members.

1.1.3.1: We make particular efforts to identify hard to reach

RP3 2019 The SCTS has made strenuous efforts to identify hard to reach groups and individuals, including ethnic minority groups and those who are physically or mentally disabled. The 'Mainstreaming Equality Report 2019' is underpinned by the core values of Respect, Service and Excellence, with the vision to build a Stronger Courts and Tribunals Service focused on providing access to justice, maximising the benefits of technology and improving the service provided to all customers.

Evidence Value: Fully Met

1.1.3.2: and disadvantaged groups and individuals

RP3 2019 The SCTS has made great efforts to identify disadvantaged groups and individuals, including children and those who are vulnerable. The Pensions Appeal Tribunal Scotland deals specifically with vulnerable ex-service people, often diagnosed with mental health issues; great care is taken to meet their needs, with video conferencing, teleconferencing or access from home via computer / webcam facilities amongst the many options offered. The recently introduced Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 adopted proposals from the SCTS's Evidence and Procedure Review to allow child witnesses in serious criminal cases to give evidence by commission pre-trial instead of during trial.

Evidence Value: Fully Met

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

RP3 2019 The SCTS develops services in response to specific needs, meriting continued Compliance Plus. 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. Staff work very well with the independent charity, Victim Support Scotland, to provide greatly appreciated help and support for Victims and Witnesses, as well as help for young people, well observed on the visit. Special arrangements can be put in place, where appropriate, including a live TV link to the Court, a privacy screen and a supporter. Court familiarisation visits, in advance of the trial, can be arranged. The SCTS has prepared its first British Sign Language Plan, following a public consultation and direct consultation with the Dundee Deaf Club.

Evidence Value: Fully Met

1.2: Engagement and Consultation

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

Applicant Self Assessment: Satisfactory
 Compliance to Standard: Compliant

Active Evidence

HAP202: Kirpan Guidance Assessor Acceptance: Yes

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

HAP405: Court Liaison Group minutes Assessor Acceptance: Yes

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

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

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

HAP407: OPG Engagement Strategies Assessor Acceptance: Yes

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

HAP408: BSL Interpreters consultation Assessor Acceptance: Yes

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

1.2.1.1: We have a strategy for engaging and involving customers

RP01 - September 2017. The evidence continues to clearly demonstrate that the service has a clear and objective approach to engage customers, and actively canvasses for feedback from all relevant parties.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.2.1.2: using a range of methods

The mechanisms employed range from the use of an independent research team who canvass the views of court users face to face, through to the extensive use of local Court Liaison meetings where law professionals can express their views.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.2.1.3: appropriate to the needs of identified customer groups.

The range of methods employed by the service gives a high degree of confidence that the feedback received by the organisation is fully representative and accurately reflects customers' views.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP504: SCTS Court User Satisfaction Survey 2017 Feedback Assessor Acceptance: Yes

After each SCTS 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 2017 survey are included as examples.

HAP505: 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.

HAP506: SCTS People Strategy 2018-23 Assessor Acceptance: Yes

The SCTS People Strategy 2018-23 was created after consultation with staff, the PCS Union and senior managers to develop and implement people management policies, practices and activities to ensure that the SCTS is able to deliver its Corporate Plan through effective engagement of its staff.

HAP507: ICMS Consultations Assessor Acceptance: Yes

Development of the new SCTS Integrated Case Management System for Civil Online has included extensive consultation with the legal profession, including focus groups and workshops. The results of these are fed back to interested parties.

HAP574: Tribunals 'You Said... We Did' Assessor Acceptance: Yes

The Glasgow-based housing tribunals ran pulse surveys asking about the content and layout of their websites in 2016. Comments made by respondents were taken into account when the new Housing and Property Chamber came into being and its website was being developed, as the HPC YSWD web page shows.

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

RP2 2018 Consultation of customers is integral to continually improving the service. Development of the new ICMS (Integrated Case Management System) for Civil Online in the Sheriff Courts included extensive consultation with the legal profession, including focus groups and workshops. The SCTS People Strategy 2018-2023 was created after consultation with staff, the PCS (Public and Commercial Services) Union and senior managers to ensure delivery of the Corporate Plan through effective staff engagement.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 Customers are advised about the results of consultation and action taken by means of the web site, key documents such as Annual Report and Accounts, feedback letters, meetings and meeting minutes. After each Court User Satisfaction Survey, the full report is published on the web site and summary feedback letters are sent to 14 organisations representing court users, including Police Scotland, solicitors and Victim Support Scotland.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP607: SCTS Court User Satisfaction Survey 2017 Inception Assessor Acceptance: Yes

An inception meeting was held with the contractors in 2017 to discuss changes to methodology and survey questions, and take into account points outlined in the contractor's 2015 lessons learned report. A few minor changes were made to questions to improve clarity before the survey launched.

HAP608: Help with Surveys and Questionnaires Assessor Acceptance: Yes

In June 2018 the Head of Operations Delivery Business Unit reminded SCTS staff who want to issue questionnaires or surveys they can ask the SCTS Head of Research for advice on content and question wording to ensure that questions are understandable, fit for purpose and not biased.

HAP609: Consultation on relocation of the JP Court in Coatbridge Assessor Acceptance: Yes

In December 2018 the SCTS published the results from a consultation on the relocation of the JP Court in Coatbridge to a new venue opposite Airdrie Sheriff Court. All six responses were supportive of the proposal.

HAP610: Revised OPG Communications and Engagement Strategy Assessor Acceptance: Yes

OPG provides outreach services on adult incapacity related matters. The outreach policy which is reviewed annually ensures that this is done effectively to meet customer and OPG needs. The effectiveness of the outreach service is evaluated and changes made as a consequence of the feedback obtained.

HAP611: Sheriff Principal's Direction in Simple Procedure Cases Assessor Acceptance: Yes

Simple Procedure was introduced in November 2016 to provide a speedy, inexpensive and informal way to resolve disputes where the monetary value does not exceed £5,000. The Sheriff Principal of South Strathclyde, Dumfries and Galloway has issued a Practice Direction to clarify the process.

HAP654: Integrated Case Management System (ICMS) Assessor Acceptance: Yes

ICMS is being created in modular fashion and at each stage of development relevant stakeholders are consulted. Evidence here includes presentations, feedback received, an activity tracker, a training roadmap, a communications plan and a stakeholder map.

1.2.3.1: We regularly review our strategies and opportunities for consulting

RP3 2019 The Service regularly reviews its strategies and opportunities for consulting and engaging with customers. There is a regular review built into the process of consultation at both strategic and tactical levels of the organisation. The Office of the Public Guardian reviews its outreach policy on adult incapacity matters annually, with changes made as a result of the feedback obtained. The minutes of meetings with the contractors employed to carry out the bi-annual SCTS Court User Satisfaction Survey show detailed and critical analysis of the process along with a review of lessons learned from the previous survey. The focus on boosting under-represented groups is laudable.

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.

RP3 2019 The Service regularly reviews its strategies and opportunities for engaging with customers to ensure that the methods used are effective and provide reliable and representative results. Planning for the various consultations undertaken is detailed and ongoing and shows concern for the benefits of genuinely engaging customers, reflecting different needs. Staff are encouraged to ask the SCTS Head of Research for advice on survey content and question wording, to ensure that the questions are understandable, fit for purpose and unbiased.

Evidence Value: Fully Met

1.3: Customer Satisfaction

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP403: SCTS Staff Survey Results 2016 Assessor Acceptance: Yes

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

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

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

HAP410: OPG Surveys 2016 Assessor Acceptance: Yes

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

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

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

HAP412: Housing Tribunals' User Surveys Assessor Acceptance: Yes

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

HAP413: Staff Engagement Days 2016 Assessor Acceptance: Yes

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

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

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

RP2 2018 Although not formally reviewed this year, Compliance Plus is maintained.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP508: Using feedback from court, OPG and tribunal users Assessor Acceptance: Yes

The SCTS has used responses from surveys, consultations and feedback from users to make adjustments to its services. Examples include 'You Said... We Did' and 'You Said... We Couldn't Do' posters in courts and on websites, to explain what has changed and why some proposals could not be implemented.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2017 Court User Satisfaction Survey was conducted in all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 92% from 89% in 2015. Results were published on the SCTS website and may be issued in hard copy on request.

HAP510: SCTS Staff Survey results 2017 Assessor Acceptance: Yes

The 2017 SCTS staff survey results were similar to the 2016 results and showed improvements in scores for wellbeing and personal engagement, which were better than civil service high performers and the civil service average respectively for 2017. Results were fed back to staff at Unit level.

HAP578: Tribunals User Surveys 2018 Assessor Acceptance: Yes

The Housing and Property Chamber survey results for 2017-18 are strong for all five measures – particularly politeness and helpfulness of staff – and progress with surveying in the other SCTS tribunal jurisdictions is explained in the accompanying text file and spreadsheet.

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

RP2 2018 Satisfaction levels for the full range of customers are analysed and publicised. The full results of the SCTS Court User Satisfaction Survey are published on the web site and may be issued in hard copy on request.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.3.2.2: for all main areas of our service

RP2 2018 Satisfaction levels for all main areas of the service are analysed and publicised. In addition to the main SCTS Court User Survey, other more targeted web-based surveys are being carried out by the Office of the Public Guardian (OPG). The Tribunals have also decided to use web surveys. Before the Tribunals were reorganised into the First-tier Tribunal for Scotland's Housing and Property Chamber (HPC), the Homeowner Housing Panel and the Private Rented Housing Panel piloted web surveys in spring 2017, with the results published. Following the re-organisation, further pilot web surveys have been run. The Mental Health Tribunal for Scotland (MHTS) is working with researchers from Napier University to develop an appropriate methodology. The Lands Tribunal for Scotland provides a user feedback section on their web site. The Pensions Appeal Tribunal provides opportunity for feedback on the day of their tribunal.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.3.2.3: and we have improved services as a result.

RP2 2018 There is evidence to show that services have improved as a direct result of the insight gained from customer satisfaction surveys. Courts are being prompted to look at common themes such as signage, seating, refreshments and car parking. Glasgow Sheriff Court has produced an excellent Action Plan, which includes the creation of a Jury Advisor role whereby a member of staff now greets jurors on arrival, checks them in, deals with queries, directs them to the appropriate court and provides updates, thus freeing up the Clerk of Court.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP670: SCTS Media Portal Survey Assessor Acceptance: Yes

The SCTS set up a Media Portal for journalists to get certain information about court cases. In May 2019 journalists were surveyed about their use of the Portal and the majority of the 38 responses were broadly positive. GDPR and legal rules prevent more extensive information being provided.

HAP671: Tribunal User Surveys 2019 Assessor Acceptance: Yes

The Glasgow Tribunal jurisdictions had solid survey results in 2018-19, though changes to the composition of the Housing & Property Chamber make direct comparisons with 2016-17 and 2017-18 difficult. The smaller Lands Tribunal for Scotland, in Edinburgh, offers a short survey to all its users.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

Satisfaction with the time respondents had to wait to take part in court proceedings has always been a key measure in court user satisfaction surveys. In the 2017 survey, for the first time, a majority of users in all of the sheriffdoms was satisfied with this (see page 48 of the report).

HAP612: SCTS Staff Survey 2018 Assessor Acceptance: Yes

The SCTS again took part in the UK Civil Service Staff Survey administered by Cabinet Office in 2018, with results comparing well against other public service bodies. The SCTS engagement score was equal highest in the Scottish public sector.

HAP613: OPG Web Users' Survey 2018 Assessor Acceptance: Yes

In recent years OPG has issued surveys for specific user groups. 333 OPG website users were surveyed in the latest wave in September 2018 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.

HAP614: LTS Feedback Form Assessor Acceptance: Yes

The Lands Tribunal for Scotland seeks feedback about the administrative service it provides. A short, six-question survey is available for all service users to complete on the LTS webpage.

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,

RP3 2019 The questions asked in the Court User Satisfaction Survey seek customer feedback on satisfaction relating to service delivery, timeliness, information, access and the quality of customer service.

Evidence Value: Fully Met

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

RP3 2019 The Court User Satisfaction Survey includes specific questions which are informed by customer insight. Additionally, there is a comprehensive range of other surveys carried out, including the Tribunal User Surveys and the SCTS Media Portal Survey for journalists, (the Portal was set up for journalists to get more information about court cases). The OPG consultations and surveys cover a wide range of issues including use of the web site, access to funds review service, and several surveys for lay financial guardians, including the survey on the 'Combined Inventory & Management Plan Form – Guardianship'. The quality of the work demonstrated here, allied with the customer insight used, continues to merit Compliance Plus.

Evidence Value: Fully Met

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

Applicant Self Assessment: Insufficient
 Compliance to Standard: Partial Compliance

Active Evidence

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

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

HAP414: SCTS Board Strategy Map Assessor Acceptance: Yes

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

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

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

HAP416: SCTS Board Scorecard Assessor Acceptance: Yes

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

1.3.4.1: We set challenging and stretching targets for customer satisfaction

RP01 - September 2017. The evidence clearly shows that the Service has set appropriate and challenging targets for customer satisfaction across all areas of its service delivery.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.3.4.2: and our levels are improving.

RP3 2019 The results of the SCTS Court User Satisfaction Survey 2017 show impressive improvements in overall customer satisfaction levels, rising from 89% in both 2013 and 2015 to 92% in 2017. The 2019 Court User Satisfaction Survey report is currently being finalised. However, this theme remains partially compliant because there is not yet sufficient customer satisfaction data from the Tribunals to show improving satisfaction levels. Although the Glasgow Tribunal jurisdictions have solid survey results in 2018-19, changes to the composition of the Housing & Property Chamber make direct comparisons with 2016-17 and 2017-18 difficult. The smaller Lands Tribunal for Scotland, in Edinburgh, offers a short survey to its customers, but the response rate is low. The Tribunals are thus unable to demonstrate sufficient historic information to show a positive trend in customer satisfaction. The evidence in this area needs more time to mature and show the upward trend required.

Evidence Value: Partially Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP46: EROL online recruitment	Assessor Acceptance:	Yes
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Following feedback from users, which is recorded on a query tracker, EROL is periodically upgraded to ensure it is more user-friendly. HRU are also working with IT to ensure that the system is more effective and reliable, and further upgrades are planned.

HAP511: OPG Electronic Powers of Attorney	Assessor Acceptance:	Yes
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OPG offers a service whereby people seeking to register their powers of attorney can submit their documents online. Insight from customer comments and common input errors led OPG to revise the layout of the webpages and update the content to make navigation easier and information more accessible.

HAP512: Development of new ASNTS website	Assessor Acceptance:	Yes
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With tribunals transferring into a Chamber structure, the opportunity was taken to redesign their websites to align with SCTS Branding. Particular care was taken with the Health and Education Chamber website to offer an accessible site for young people with additional support needs (see page 12).

HAP513: Fine payment trends	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 since introduction shows an increase in use of on-line and other new modes of payment.

HAP514: Personal Online Development (POD)	Assessor Acceptance:	Yes
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Based on user feedback on its original functionality, POD now enables managers to create, edit and approve learning plans for their staff. A 'comments' feature on learning plans allows additional dialogue about development. POD also now offers keywords to improve the search facility for courses.

HAP515: Technology and Innovation Group	Assessor Acceptance:	Yes
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The SCTS Technology and Innovation Group was set up to evaluate and determine suggestions from staff as to how systems and processes may be improved. Minutes from the quarterly meetings are available for inspection on the SCTS intranet.

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

RP2 2018 There is sound evidence of positive changes to services being made as a result of analysing customer experience, well exemplified in Business Plans and service improvement Action Plans. There is ample evidence of process mapping demonstrating that an analytical approach is used to identify customer reaction at each stage of the process, with identification of barriers, and steps taken to reduce these and improve services. One area where customer demand has changed in recent years relates to the payment of fines, with the move away from cash payments over the counter to online payment facilities. The OPG has revised the layout of the web pages and updated content to improve the electronic service for registration of powers of attorney and online submission of documents.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

1.3.5.2: including improved customer journeys.

RP2 2018 There is a clear commitment to making things easier for customers through customer journey mapping. The SCTS Technology and Innovation Group was set up to use suggestions from staff to improve systems and processes.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

2: The Culture of the Organisation

2.1: Leadership, Policy and Culture

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

Two of the SCTS's Objectives are "to seek the views of all those who use our services through quality surveys and feedback to meet diverse user needs, assess the effectiveness of our service and inform further improvement" and to use the CSE standard to measure and improve on quality of service.

HAP417: SCTS Mainstreaming Equality Report 2017 Assessor Acceptance: Yes

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

HAP418: Festive Reward and Flexi-credit for all SCTS staff Assessor Acceptance: Yes

In October 2016 the SCTS Chief Executive, Eric McQueen, announced that all staff would be entitled to a £30 festive reward plus flexi-credit in recognition of their contribution to introducing the new ICMS computer system for civil business and achieving CSE re-accreditation.

HAP419: SCTS Users' and Customer Charters Assessor Acceptance: Yes

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

HAP420: Tribunals User Charter Assessor Acceptance: Yes

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

HAP421: OPG Customer Charter Assessor Acceptance: Yes

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

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP515: Technology and Innovation Group Assessor Acceptance: Yes

The SCTS Technology and Innovation Group was set up to evaluate and determine suggestions from staff as to how systems and processes may be improved. Minutes from the quarterly meetings are available for inspection on the SCTS intranet.

HAP516: OPG Professional Guardians Scheme Assessor Acceptance: Yes

OPG launched a scheme for professional Guardians managing five or more cases, realising time and cost savings. It was developed with a major legal firm, offering sector insight. Information seminars and training workshops were rolled out. Firms benefit from quicker review times and remuneration.

HAP518: One-Stage Juror Citation Roll-out Assessor Acceptance: Yes

A leaner process for selecting up to date addresses from the current electoral register was piloted in GH&I in 2014-15 and then rolled-out to other Sheriffdoms in 2016. Evaluation of the pilot by questionnaire was reported in the SCTS Annual Report 2015-16 (p 21 of pdf, col 1).

HAP519: Continuous Improvement Mapping for Data Breaches Assessor Acceptance: Yes

In October 2016 MHTS led an event with stakeholders on external data breaches. Various problem areas were identified and participants created an action plan to ensure that improvements would be made.

HAP571: SCTS Digital Strategy 2018-23 Assessor Acceptance: Yes

The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

HAP575: Development of 'Needs to Learn' Website Assessor Acceptance: Yes

Following a change in legislation that allows children aged 12-15 to bring an application to the ASN jurisdiction of the Health and Education Chamber, a new children's website was developed - Needs to Learn. The design of the website included input from children with additional support needs.

2.1.2.1: We use customer insight to inform policy and strategy

RP2 2018 Customer insight is used extensively to inform policy and strategy, as shown in the extensive work that has been done to improve the customer journey for those cited for jury duty. The one stage jury citation process has streamlined citation and encouraged jurors to respond to their citation through a dedicated web portal. Jurors are also given a dedicated telephone number to ring the night before to check whether they are required to attend Court the following day.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.1.2.2: and to prioritise service improvement activity.

RP2 2018 Customer insight is used extensively to prioritise service improvement activity, meriting Compliance Plus. Customers report that waiting times and lack of information are two main areas of dissatisfaction, which each Court is actively addressing. The Bowen Reforms are designed to reduce the number of victims, witnesses and professional court users attending court to find out that their case cannot proceed. OPG has launched a new scheme for professional guardians who have five or more guardianship cases, which brings time savings and cost benefits. They no longer undertake the traditional full annual account review on every case but randomly sample a selection, and assuming the audits on these are 'clean' will accept the remainder with a covering one page summary sheet only. This markedly improves the time taken for audit and remuneration to be awarded.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP672: Fees and Fines Returns Guidance	Assessor Acceptance:	Yes
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The Fees & Fines Returns Guidance aims to explain the approach for the courts to use when cashing up at the end of each day. By having a standardised approach in how to deal with funds they pay in, customers should see the same level of service and delivery across SCTS.

Active Evidence

HAP601: SCTS Equality Outcomes Report 2019	Assessor Acceptance:	Yes
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The new Equality Outcomes for the SCTS have the common theme of accessibility: improving the accessibility of SCTS services, making accessibility to employment in the SCTS easier for application, and promoting awareness and understanding of equality and diversity among SCTS staff.

HAP615: User/Customer Charters	Assessor Acceptance:	Yes
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These Charters 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.

HAP616: Standards of Service for Victims and Witnesses 2019-20	Assessor Acceptance:	Yes
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The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with other justice agencies to develop service standards. The SCTS must contribute to and publish an annual report that includes the number of special measures used.

HAP617: SCTS Unacceptable Actions Policy	Assessor Acceptance:	Yes
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The Unacceptable Actions Policy aims to formalise procedures for dealing with incidents of unacceptable behaviour experienced by SCTS members of staff. The SCTS does not tolerate its employees being subjected to unacceptable behaviour.

HAP656: Revised SCTS Complaints Procedure	Assessor Acceptance:	Yes
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The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

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

RP3 2019 The right of all customers to expect excellent levels of service is central to the operational values of the Service which set out the commitment to 'treat everyone with dignity and value diversity'. The Court User's Charter and Standards of Service for Victims and Witnesses underpin the commitment to providing a quality service to all customers. The SCTS Mainstreaming Equality Report 2019 encompasses progress updates on Equality Outcomes and sets out 3 new key Outcomes, including the introduction of Inclusion Ambassadors and bespoke e-learning awareness sessions for staff. This comprehensive approach to equality and diversity ensures that a consistent and inclusive service is provided to all and this was fully supported by observation on the visit and in discussions with staff, customers and partners.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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.

HAP409: SCTS Court User Satisfaction Survey 2015	Assessor Acceptance:	Yes
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Satisfaction ratings for staff politeness and helpfulness were again high in 2015. We did not ask questions about 'fairness'; although users may have been treated fairly they may have thought the outcome of their case was unfair. No major concerns about fairness were raised in the open questions.

HAP422: Standards of Service for Victims and Witnesses	Assessor Acceptance:	Yes
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In preparing the 2016-17 report, views of support agencies represented at the Victims Organisations Collaboration Forum Scotland, chaired by Victim Support Scotland, were sought. This provided valuable feedback on the delivery of SCTS and other services and how they might be developed.

HAP423: HRU Equality Impact Assessment	Assessor Acceptance:	Yes
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The Human Resources Unit has revised and revised the template for equality impact assessments, principally for its internal use. When approved by the trade union side this is likely to be rolled out throughout the rest of the SCTS.

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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.

HAP520: SCTS Privacy Notice Assessor Acceptance: Yes

In May 2018 the Human Resources Unit informed all SCTS staff about the introduction of an Employee Privacy Notice, explaining what types of information it holds, retention and destruction periods, and how it collects and uses data to meet data protection obligations under the new GDPR.

HAP521: New SCTS Security Classifications Policy Assessor Acceptance: Yes

This policy, launched in February 2015 and updated in 2018, 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’.

HAP522: CSB Sheriff Court Judgment Checking Assessor Acceptance: Yes

Since 2013 Court Services Branch/Operations Delivery Business Unit has been checking all Sheriffs’ judgments and Fatal Accident Inquiry determinations before they are uploaded to the SCTS website to ensure that sensitive and personal data (e.g. addresses and bank account details) are not published.

HAP523: Record Keeping Surgery Days Assessor Acceptance: Yes

Surgeries for Sheriff Clerks and Office Managers were held in Glasgow, Edinburgh and Inverness during 2017/18 to provide training in records management, safe record handling and Data Protection and Freedom of Information legislation.

HAP569: 10 Golden Rules 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. These rules were updated in 2016 to improve the clarity of the messages for SCTS staff.

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

RP2 2018 As would be expected in the Court Service, a robust approach is taken to protect customers’ privacy in face-to-face discussions. Private interview rooms are available, should the need arise.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 The procedures for the transfer and storage of customer information are clear and well publicised. The Security Classifications Policy, updated in 2018, strengthens what were already robust procedures with regard to correct marking of electronic and paper files and documents. The colourful and attractive ‘10 Golden Rules’ poster is particularly helpful in reminding staff about procedures for protecting information assets. All Sheriffs’ judgements and Fatal Accident Inquiry determinations are checked before being uploaded to the SCTS web site, to ensure inappropriate personal data is not published.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

New Evidence

HAP673: FPU Team Away Days	Assessor Acceptance:	Yes
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The FPU team away days have been designed by the team and had more of a team-building focus than in previous years, when they tended to be led by senior managers. Events held in 2017 and 2018 were rated highly by staff as reflected by the improved staff survey results for FPU year on year.

Active Evidence

HAP618: Staff Focus Magazine	Assessor Acceptance:	Yes
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The SCTS Staff Focus magazine on the SCTS intranet shares stories of excellent customer-focused service delivery and charity work. The February 2019 edition is shown as an example.

HAP619: Staff Engagement Days 2019	Assessor Acceptance:	Yes
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The 2018 staff engagement days were designed by local staff and had more of a team-building focus than in previous years, when they tended to be corporately-led. Events held in 2018 were rated highly by staff and many had a community engagement focus. See pages 2-6 of the Feb 2019 Staff Focus.

HAP620: Celebration of Success 2018	Assessor Acceptance:	Yes
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Pages 17-18 of the November 2018 Staff Focus intranet magazine cover the Celebration of Success awards ceremony, summarise the keynote speeches from the Lord President and Executive Directors, and show the presentation of the SCTS Learner of the Year award.

HAP621: Customer Service Vocational Qualifications	Assessor Acceptance:	Yes
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SCTS staff continue to undertake and acquire Vocational Qualifications in Customer Service. In 2017 two members of staff from Kilmarnock SC and in 2018 one person from Dundee SC and another from Edinburgh SC were awarded Customer Service SCQF Level 5.

HAP622: Daily Team Meetings in Tribunal Jurisdictions	Assessor Acceptance:	Yes
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All of the tribunal jurisdictions have daily team meetings, usually in the morning before hearings and daily business begin. The meetings involve staff of all grades and roles, who are actively encouraged to participate and suggest improvements to working processes and service delivery.

2.1.6.1: We empower and encourage all employees to actively promote

RP3 2019 Staff are empowered and encouraged to actively promote the customer focused culture and this is supported by both embedded policy and within key Individual Performance Review (IPR) work objectives. Staff are actively encouraged to undertake customer service-focused qualifications and successes throughout the Service are celebrated in an annual awards ceremony. Staff Engagement Days and the FPU Team Away Days have a central theme but staff are closely involved in directing the content of the sessions which have included service delivery improvements and celebrating team successes. Discussions with staff clearly highlighted their enthusiasm and dedication to putting the customer first and embracing the customer focused culture of the organisation. This approach to championing the customer is evident at all levels within the Service and Compliance Plus remains fully justified.

Evidence Value: Fully Met

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

RP3 2019 Staff are empowered to put forward suggestions for service improvements and procedural changes where appropriate, and this is facilitated by team meetings, 'whiteboard' meetings and 'Huddles'. The close working arrangements with other justice partners have also allowed a greater understanding and flexibility of operation, and SC staff are encouraged to attend Operational Meetings in order to obtain a better insight into how their roles fit within the 'bigger picture'.

Evidence Value: Fully Met

2.2: Staff Professionalism and Attitude

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

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP216: E-learning Modules for Staff	Assessor Acceptance:	Yes
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All SCS staff are required to complete e-learning modules every year on Health & Safety, equality and data handling. A recent new module on customer-focused service provision has been launched to coincide with the introduction in April 2014 of the new two-stage SCS complaints procedure.

HAP217: Understanding Customers Course Synopsis	Assessor Acceptance:	Yes
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Front Line staff are able to apply to go on a one-day 'understanding customers' course which includes the importance of customer service principles to the SCS, visual and verbal behaviours, active listening and questioning techniques, and written and phone communications.

HAP222: Recruitment Guidance and Assessment	Assessor Acceptance:	Yes
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The SCS provides guidance to job applicants on its recruitment process, how to apply for jobs on-line, and what to do if invited to an interview. The SCS has been audited on behalf of the Civil Service Commissioners and has been given a green rating for recruitment compliance and capability.

HAP424: SCTS Purpose, Vision and Values	Assessor Acceptance:	Yes
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The SCTS purpose, vision and values have been revised and simplified based on feedback provided by staff at a series of staff engagement events in autumn 2016. After being approved by the SCTS Board the new purpose, vision and values was launched in April 2017.

HAP425: Online Learning and Development Prospectus	Assessor Acceptance:	Yes
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A new online Learning and Development portal has been developed for all SCTS staff, linked to their annual IPR and personal development plans. The prospectus shows a wide range of courses available on management, personal growth, leadership and technical skills.

HAP52: Leadership Through Coaching	Assessor Acceptance:	Yes
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The Leadership Through Coaching Programme raises awareness of how to conduct people centred conversations in internal and external contexts, and empowers staff to resolve problems themselves.

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

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

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.2.1.2: training and development policies for staff.

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

RP2 2018 Not reviewed.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The SCTS Court User Satisfaction Survey provides ratings for politeness and helpfulness. The 2017 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 109-110 of the pdf.

HAP524: SCTS Purpose, Vision and Values Assessor Acceptance: Yes

New values and behaviours were introduced in the 2017 SCTS Corporate Plan (see page 6 of pdf) and are being led from Board level down. Staff behaviours and performance are measured against the SCTS values using the IPR2 system.

HAP525: SCTS Mainstreaming Equality Report 2017 Assessor Acceptance: Yes

The SCTS Mainstreaming Equality Report 2017 shows the progress the SCTS has made in making equality integral to the exercise of its functions. The SCTS aims to be proactive in identifying court users' needs and this ethos is perhaps also seen to good advantage at assessors' visits.

HAP527: OPG Customer Charter Assessor Acceptance: Yes

The OPG Customer Charter sets out the standards of service that its customers can expect and explains how to provide feedback about these services.

HAP528: Tribunals User Charter Assessor Acceptance: Yes

The Tribunals User Charter sets out the purpose and aims of Scottish Tribunals, information provision, what users can expect of tribunals staff, what tribunals staff expect of users, and contact details for each tribunal.

HAP576: SCTS Users' and Customer Charters Assessor Acceptance: Yes

The SCTS Sheriff and JP Court Users' Charter and the Supreme Courts Customer Charter set 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 these Charters.

2.2.2.1: Our staff are polite and friendly to customers

RP2 2018 Staff are polite and friendly, demonstrating great dedication and commitment, which is very much appreciated by customers and partners alike. The desire to 'go the extra mile' for customers was well demonstrated on the visit and merits Compliance Plus. 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. The Court User Satisfaction Survey 2017 found that 97% of user groups felt that Court staff are polite and 96% thought that staff are helpful.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

2.2.2.2: and have an understanding of customer needs.

RP2 2018 It was very well demonstrated on the visit that staff have an impressive understanding of customer needs, which is very much appreciated. This again merits Compliance Plus. 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.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP524: SCTS Purpose, Vision and Values Assessor Acceptance: Yes

New values and behaviours were introduced in the 2017 SCTS Corporate Plan (see page 6 of pdf) and are being led from Board level down. Staff behaviours and performance are measured against the SCTS values using the IPR2 system.

HAP623: Community Impact Indicators 2018-19 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.

HAP624: Learner of the Year Award 2018 Assessor Acceptance: Yes

SCTS staff can nominate their colleagues or themselves for the 'Learner of the Year' award. The award recognises staff who have not only undertaken learning but have transferred it back into the workplace and made a positive, measurable difference. See pages 17-18 of Staff Focus November 2018.

HAP625: Education and Learning Unit Assessor Acceptance: Yes

Following a report on training in the SCTS a new Education and Learning Unit was established on 1 April 2018. Now fully staffed, it is preparing to offer a full range of corporate and technical training courses with a mix of face to face and digital learning.

HAP626: Individual Performance Review 2 Assessor Acceptance: Yes

Since April 2017, the SCTS performance review system performance has been assessed against a shorter set of objectives aligned to new values and behaviours, simplifying the review process for staff and managers. IPR completion has risen from 85% in 2016/17 to 89% in 2017/18.

HAP655: Business Plans Assessor Acceptance: Yes

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

RP3 2019 Corporate initiatives, such as encouraging staff to participate in the drafting of local Business Plans, emphasises the importance placed on a customer focus at all levels. Senior managers clearly support an open and transparent culture which benefits the customer and the Learner of the Year Award is only one such example of how this operates in practice. The Education and Learning Unit is currently reviewing the most effective means of delivering training and staff at all levels adhere to the commitments made within the Court User's Charter. FPU staff participate in the 'Meet and Greet' days at Headquarters and an increasingly greater emphasis is placed on face to face meetings with customers wherever possible and appropriate.

Evidence Value: Fully Met

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

RP3 2019 Customer focus is a key part of the staff appraisal system for all staff at all levels of the organisation and customer service-specific key work objectives are an intrinsic part of this process. These objectives dovetail into the SCTS corporate Values and Behaviours. Instant Rewards may be used to reflect both individual and team achievements and '1 : 1' meetings between staff and line managers play an important role in providing additional support and identifying training needs when required.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP413: Staff Engagement Days 2016 Assessor Acceptance: Yes

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

HAP426: OPG Guardianship Review Assessor Acceptance: Yes

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

HAP427: MHTS Slice Review Staff Meetings Assessor Acceptance: Yes

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

HAP428: Housing Tribunals’ Website Pulse surveys Assessor Acceptance: Yes

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

HAP62: Visual Measurement Board Assessor Acceptance: Yes

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

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

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

RP2 2018 Although not formally reviewed, Compliance Plus is maintained.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong

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.

HAP529: 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 that 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 4.4-4.7 of the People Scorecard.

HAP530: SCTS Corporate Plan 2017-20 Assessor Acceptance: Yes

The content of the new 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.

HAP531: Staff Engagement Days and Summer Tours Assessor Acceptance: Yes

Staff engagement days give staff the opportunity to feed back on all aspects of service delivery to the Executive Team, who also visit all courts and units during the summer to discuss local issues with staff. Notes and corporate action points from engagement days are circulated to staff.

HAP532: 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.

HAP533: SCTS Annual Report 2016-17 Assessor Acceptance: Yes

In their forewords to the SCTS Annual Report and Accounts 2016-17, laid before Parliament and published on the SCTS website, both the Lord President (Chair of the SCTS Board) and the SCTS Chief Executive praised SCTS staff for their efforts (pages 4 and 5 of pdf).

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

RP2 2018 It is clear that the contribution staff make to delivering customer focused services is highly valued, as shown by the 'Instant Rewards' scheme, which celebrates the achievement of staff. Also popular are the Staff Engagement Days and Summer Tours by the Executive Team to discuss local issues. Annually, all staff who achieve qualifications that improve job performance are recognised at an award ceremony. There is a good staff benefits package in place which is appreciated, together with a positive approach by managers to requests for flexible working. Compliance Plus is maintained.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

RP2 2018 The customer focused culture is strongly embedded at all levels of the organisation, as confirmed through discussions and observations on the visit. SCTS achieved the highest engagement ratings of any devolved Scottish organisation covered by the Civil Service annual People Survey in 2017.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

3: Information and Access

3.1: Range of Information

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

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

HAP220: OPG Website Information	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.

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

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

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

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.1.1.2: including how and when people can contact us,

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP534: SCTS Court Charges, Fees and Exemptions Assessor Acceptance: Yes

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.

HAP535: OPG Fees Assessor Acceptance: Yes

The OPG administers a range of services including Powers of Attorney and Guardianship Orders. Fees and fee exemptions are detailed on the OPG website. When fees are to change, customers are notified via various channels.

HAP536: People Scorecard and HRU Business Plan Assessor Acceptance: Yes

These are published on the SCTS 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.

HAP537: Lands Tribunal for Scotland Fees Assessor Acceptance: Yes

Most tribunals are non fee-paying services apart from the Lands Tribunal for Scotland (LTS), which charges fees to process applications. Fee levels are shown clearly on the LTS website. The Housing and Property Chamber website shows that fees are not chargeable.

HAP538: SCTS Publication Scheme Assessor Acceptance: Yes

The SCTS Publication Scheme is available on the SCTS website, and is based on the Model Publication Scheme produced by the Scottish Information Commissioner. Pages 2-3 clearly detail applicable charges for reproduction and postage.

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

RP2 2018 There is clear evidence, including information on the web site and on 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.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.2: Quality of Information

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP226: Understanding Information	Assessor Acceptance:	Yes
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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.

HAP419: SCTS Users' and Customer Charters	Assessor Acceptance:	Yes
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These Charters set out service standards and commitments to people attending courts in person, or making written or telephone enquiries. They include opening times and contact details for complaints and feedback.

HAP421: OPG Customer Charter	Assessor Acceptance:	Yes
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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.

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.

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.

HAP73: Web Accessibility Initiative Standards	Assessor Acceptance:	Yes
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SCS is committed to the Website Accessibility Initiative which ensures the accessibility to an international standard of websites to disabled users. Feedback is encouraged from users via this page to inform us about how we might make the site more accessible.

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.2.1.2: using a variety of appropriate channels.

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

Court users were asked about accuracy and helpfulness of information provision by court staff in the 2017 survey with 97% finding it accurate and 97% finding it helpful (see pages 111-112 of pdf). Feedback about unmet information needs was given to all courts for local review and action.

HAP539: Understanding information Assessor Acceptance: Yes

Court and tribunal users can be given documents, on request, in large print, in other languages, as audio recordings, or in Easy Read format, to enhance users' understanding. The Pension Appeals Tribunal Scotland uses questionnaires and follow-up letters to inform users.

HAP540: Leaflet for Unrepresented Accused in JP Courts Assessor Acceptance: Yes

The SCTS has created notes for unrepresented accused in JP Courts who have pled not guilty by letter. These include pre-trial procedure, such as disclosure of evidence and intermediate diets; guidance on self-representation at trial; and how to appeal against conviction and/or sentence.

HAP541: OPG Outreach – Narrated Notes Assessor Acceptance: Yes

OPG provides awareness sessions, workshops and training to external organisations on the Adults with Incapacity Act and OPG's statutory functions. These sessions are supplemented with narrated notes so that attendees have an accurate and consistent summary of the session content to take away.

HAP75: Fines Enforcement Teams Assessor Acceptance: Yes

People who are sentenced to pay fines are later written to by the SCTS, setting out the order of the court and payment options. The SCTS aims to replace Sheriffdom Fines Enforcement Teams with a National Unit to simplify sharing best practice guidance, improve consistency and develop staff skills.

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

RP2 2018 Every effort is made to ensure full information is given to customers. The external survey research is clear and well structured, demonstrating that the accessibility of good quality information and the usefulness of this have been tested with customers. In the Court User Satisfaction Survey 2017, the majority of jurors (93%), victims in a criminal case and supporters of victims (83%), witnesses in a criminal case, supporters of criminal case witnesses, spectators/tourists and others (82%), and all other professionals (82%) said they had received updated information from Court staff during their visit to court. In all Sheriffdoms at least 93% of respondents said that the update information provided to them was either 'very' or 'fairly' helpful. 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.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.2.2.2: and understood the information we provide.

RP2 2018 A wide range of meetings, including one to one meetings with staff, as well as a range of consultations and surveys, test that customers understand information. Interviews with staff indicate a high level of commitment to ensuring understanding of information by customers. This was well observed through the additional explanations delivered by Legal Advisers in the Justice of the Peace Courts, through staff explanations over the telephone and over the Counter, and through observation of face-to-face customer interactions at reception and in the security area.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP575: Development of 'Needs to Learn' Website Assessor Acceptance: Yes

Following a change in legislation that allows children aged 12-15 to bring an application to the ASN jurisdiction of the Health and Education Chamber, a new children's website was developed - Needs to Learn. The design of the website included input from children with additional support needs.

HAP616: Standards of Service for Victims and Witnesses 2019-20 Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with other justice agencies to develop service standards. The SCTS must contribute to and publish an annual report that includes the number of special measures used.

HAP627: OPG Information for Attorneys Assessor Acceptance: Yes

In 2018 OPG revised the fact sheet which is issued to all new attorneys. Customer insight indicated that not all attorneys were sufficiently aware of their duties and responsibilities to the granter of the power of attorney. A new section was added – 'Attorney Declaration' – to address this.

HAP628: 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. Following consultation with its users, improvements have been made to the content and format of this report, which now includes charts as well as text and tables.

HAP629: OPG Professional Guardians Scheme Assessor Acceptance: Yes

The OPG website has a new section in the guardianship area about a scheme for professional guardians who need to submit annual accounts for the adults whose financial affairs they manage. The scheme includes information, practical examples of how to complete the account form, and training tools.

HAP630: Quarterly Criminal Statistics Report Assessor Acceptance: Yes

A new criminal court Official Statistics report launched in September 2018. It includes national trends and detailed figures for all criminal courts in Scotland for solemn and summary business and is likely to be of interest to legal practitioners and researchers.

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

RP3 2019 The provision of verbal information is a key channel for staff who have to impart information with accuracy and care, and ensuring for their lay customers that it is comprehensible. Verbal information is communicated in person, whether this be at public counters, in Court or in public areas within Courthouses, and by telephone. Training courses help staff in developing awareness of customer groups and improve their skills, including interactions with those who may have mental health issues. FPU have reviewed how their information is provided to their customers, and, as part of this process, are increasing the number of face to face meetings, for example, with contractors, staff in local Courts, and bank customer relations managers. This is proving very successful as customers are able to test their understanding, confirm procedure, etc., during those meetings. Observation of staff during the visit demonstrated the high quality of verbal skills required on a daily basis.

Evidence Value: Fully Met

3.2.3.2: published

RP3 2019 A variety of published reports are provided by the Service and these are regularly reviewed to ensure that they remain relevant to customers. Many improvements have been made as a result of customer feedback such as the inclusion of charts within the SCTS Quarterly Fines Report and the revised, simplified Fees and Fines Returns Guidance. The Court User's Charter and Standards of Service documents are downloadable from the website and are reviewed for relevance and accuracy on a regular basis (the latest version of the Court User's Charter is dated June 2019).

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.

RP3 2019 The website is continually under review for its accuracy of information and ease of use for customers. When legislation changes, the Service must react quickly in amending existing, or posting new, information on to the website; a recent example of this occurred when an important ruling of international interest was made by the Supreme Court and was published on the website within a very short period of time. The daily Court Rolls need to be up to date and accurate. Of particular note is the development of the Needs to Learn website which has been created for the use of children aged between 12 and 15 years who have additional support needs and wish to submit a claim or make a reference to the Health and Education Chamber; it is clear that great care was taken to ensure that the content is age-appropriate and assistance in its design from children with additional support needs ensures that information is fully relevant to this customer group.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP616: Standards of Service for Victims and Witnesses 2019-20 Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with other justice agencies to develop service standards. The SCTS must contribute to and publish an annual report that includes the number of special measures used.

HAP631: MIAT Statistics Reports Assessor Acceptance: Yes

The SCTS Management Information and Analysis Team produces quarterly Official Statistics reports on Fines and Criminal Courts. To be badged Official Statistics, access to the final data pre-publication is restricted, and the statistics are issued on a date announced at least four weeks in advance.

HAP632: OPG Twitter Page Assessor Acceptance: Yes

The OPG website is used to publish weekly news items advising of turnaround times for powers of attorney and account reviews. It also indicates the submission dates that OPG will be working on during the week the page is accessed. The same information is provided weekly via Twitter.

HAP633: PATS Notifications and Updates Assessor Acceptance: Yes

In January 2018 PAT Scotland became the first UK jurisdiction to introduce direct lodgement of War Service related appeals to the Tribunal. The evidence shows how information provided to appellants is often subject to changes, and how they are advised of changes timeously on a case by case basis.

HAP634: Information for Jurors on SCTS Website Assessor Acceptance: Yes

Most of the information for jurors on the SCTS website was updated in 2019 to reflect changes to eligibility rules, and to publicise additional arrangements that are available to support jurors. 'FAQs for jurors' is the final component to be updated later this year.

HAP656: Revised SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

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

RP3 2019 There is a strong commitment to ensuring that information is accurate and complete, and procedures are in place to monitor this. Notifications which are sent to customers are clearly set out and detailed, and this is also the case with social media posts. The PATS notification is a particularly good example of where the Service has provided comprehensive, easy to read guidance which specifically addresses circumstances where delays might occur, together with the appropriate timescales governing these.

Quality monitoring exercises are undertaken within FPU to ensure the accuracy of the information provided.

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.

RP3 2019 The Standards of Service for Victims and Witnesses, and the Court User's Charter set out the relevant timescales for responding to customer enquiries and where this has not proved possible, customers are advised when they will receive the requested information. Feedback from the Court User's survey support that customers are satisfied with the information they have received. Discussions with staff provided examples of such situations and how the customer was advised when they would receive the information they requested; customers and justice partners spoken to during the visit confirmed this is the case.

Evidence Value: Fully Met

3.3: Access

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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.

HAP72: Generic E-mail Boxes	Assessor Acceptance:	Yes
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All courts and most of the HQ business units have a generic email box where customers can submit enquiries. These e-mail boxes are checked daily to expedite service and avoid delays when staff are away from their desks, ill or on leave.

HAP83: Range of Fines Payment Methods	Assessor Acceptance:	Yes
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Fine payers can pay at a public counter in person, by cheque in person or by post, by credit or debit card in person or by phone, or on-line. The range of payment methods is included in any written correspondence, published on line and given as verbal advice to those attending court.

HAP84: Juror Attendance Update Line	Assessor Acceptance:	Yes
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This phone line is used by all courts hosting Sheriff and Jury or High Court trials. It allows potential jurors to access the most up-to-date information outside court opening hours and from the comfort of their homes.

HAP85: Remote Video Links	Assessor Acceptance:	Yes
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There are dedicated remote sites throughout Scotland, supplemented by ad hoc sites run by justice partners in more rural areas, which vulnerable witnesses can use instead of attending court buildings. These sites are also used for the High Court, civil cases and witnesses in other jurisdictions

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP513: 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 since introduction shows an increase in use of on-line and other new modes of payment.

HAP542: OPG Online Public Register Assessor Acceptance: Yes

OPG maintains registers of appointments made under the AWI Act. When customers contact OPG to do a search, relevant information can be lacking and it is time consuming. OPG is developing an online register allowing customers to carry out their own searches giving instant access to information.

HAP543: Enabling Jurors Report Assessor Acceptance: Yes

The report of a Working Group Chaired by Lord Matthews considered adjustments that might be made to procedures to enable people with partial hearing and sight to serve as jurors in Scottish courts. Some proposals would require legislative change but others will be taken forward by the SCTS.

HAP544: Mental Health Tribunal Hearings Assessor Acceptance: Yes

Due to the rise in case-specific requests by parties, the MHTS keeps a register of information including patients needing large print documents and where papers are sent to solicitors (blank spreadsheet shown). Accurate service should reduce applicants' stress and conflicts of interest.

HAP565: 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.

HAP571: SCTS Digital Strategy 2018-23 Assessor Acceptance: Yes

The new SCTS Digital Strategy 2018-23, published in May, aligns with the SCTS Corporate Plan and outlines areas in which it is expected the SCTS will be leading IT developments in consultation with justice partners and service users over the next few years.

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

RP2 2018 The nature of the service means that the vast majority of customers are obliged to visit the Courts or Tribunals in person. With regard to navigating the Court building, when respondents to the Court User Satisfaction Survey 2017 were asked how they found out where they needed to go in court on the day of the survey, the most frequently stated sources of information were the front reception in the Court buildings (35%), and users already being familiar with the Court building or users having visited the Court previously (32%). With regard to web site usage, the Court User Satisfaction Survey 2017 shows that around a third (32%) of respondents had used the SCTS web site in the last six months, whilst 67% stated they had not.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 You use access channel information to identify possible service improvements. The SCTS Digital Strategy 2018-2023 aligns with the Corporate Plan and outlines areas in which it is expected the SCTS will be encouraging greater use of online services over the next few years. The Vision is to provide access to justice, maximise the benefits of technology and improve the service provided to all users. The shift from paper based to electronic processes will continue. Uptake of digital services will lead to a reduction in the number of people attending Court. It is currently possible to apply for a Power of Attorney online. There is also an online channel for cited jurors to acknowledge the receipt of their citation, check the information and advice provided on jury trials, and download forms.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.3.2.3: and offer better choices

RP2 2018 You use access channel information to offer better choices. One area where customer demand has changed in recent years relates to the payment of fines. Traditionally a high proportion of fines would be paid in cash over the Court Counter – but the introduction of an automated telephone service and online payment facilities, via the SCTS secure web site, have supported a significant shift in recent years. In 2016-17 the SCTS committed to improving customers' choice in paying fines, and achieved this by introducing the facility to pay a range of police-issued fixed penalties online. Between 2010-11 and 2016-17 the proportion of fines payment transactions that are automated has risen from 2% to 44%, and it is estimated that this trend will continue.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP638: Quality Facilities Management	Assessor Acceptance:	Yes
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Buildings are regularly maintained so that the quality of all facilities is of a high standard for all users. A computerised system allows staff to log requests for any major or minor maintenance work and to track their progress. Evidence shows minutes from local Facilities Management meetings.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017	Assessor Acceptance:	Yes
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The survey asks respondents to rate their satisfaction with the comfort, cleanliness, safety and security of various SCTS facilities including courtrooms, jury rooms, witness rooms, waiting areas inside and outside the courthouse, toilets and court cells. Satisfaction is high for most facilities.

HAP635: OPG Visitor Questionnaires	Assessor Acceptance:	Yes
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Visitors to the OPG’s premises in Falkirk are encouraged to complete a short questionnaire to complete to check if they are satisfied with the facilities and customer service. The questionnaire responses are analysed and improvement action is taken where necessary.

HAP636: Communication Books - best seen at visit	Assessor Acceptance:	Yes
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Communication Books are used in courts to record any issues or requests to cleaning staff. Minutes of meetings with Sheriff Clerks, Property & Services Unit and facilities managers cover the quality of services (see also HAP638 below).

HAP637: Public Areas in Courts and Offices - best seen at visit	Assessor Acceptance:	Yes
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The SCTS strives to ensure that public areas and waiting rooms in courts and other offices open to members of the public are clean, comfortable, safe and secure to use. This is best evidenced by observation during the assessor visits.

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

RP3 2019 The Service takes great pride in ensuring that premises are as clean, comfortable and as welcoming as possible. Facilities are provided for other justice partners to use on a casual basis and customer needs are fully taken account of, and acted upon where possible; many Courts provide a rent-free space for a cafe to provide refreshments to customers who may be waiting for a considerable time, and such cafes are often run by charities.

Robust procedures for reporting maintenance issues are in place at all locations and it was evident from discussions with cleaning staff met during the visit that a good working partnership with Court staff ensured that high quality standards were maintained.

Evidence Value: Fully Met

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

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP432: Community Justice Partnerships Assessor Acceptance: Yes

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

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

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

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

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

HAP92: Shared Services with COPFS Assessor Acceptance: Yes

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

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

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

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

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

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

RP2 2018 There are very strong partnership arrangements with other providers, well confirmed on the visit. The Assessors met many partners on the visit, including Sheriffs Principal, Sheriffs, Procurators Fiscal, solicitors, representatives from Police Scotland, the Witness Service, security services and Social workers. A new partnership this year is the Listening Service in Edinburgh Sheriff and Justice of the Peace Court – only the second of its kind in the UK – which provides an independent resource for those who feel the need to talk to someone. Run by 18 volunteers originally from Edinburgh’s Multi-Faith Chaplaincy Service, the service is also available for families and friends of those attending court, offering a non-judgemental listening ear. All partners from many different organisations spoke very positively about working relationships and the very high-quality service provided for customers.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

3.4.1.2: and these arrangements have demonstrable benefits for our customers

RP2 2018 It was confirmed strongly on the visit that customers benefit from joint working arrangements. A range of consultative structures, at all operational levels and affecting all customer groups, hold the partnerships together ensuring that the needs and preferences of customers are provided for. Many partners are highly complimentary about the way the organisation is open and co-operative in helping them and thereby service improvement. Aberdeen SC is continuing to work with several justice partners, including Sheriffs, Procurators Fiscal, Social Workers and Defence Agents, on the Problem Solving Approach initiative which has shown to have had a successful impact on participants by reducing re-offending and enabling a case to be progressed more quickly. Despite concerns expressed in previous years about one particular partnership, the Assessors found no such concerns this year, and consequently, this element is raised to Full Compliance.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman’s model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP545: 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.

HAP546: Prisoner escort & court custody contract Assessor Acceptance: Yes

A new contract was let in 2017 and in January 2019 GEO Amey PECS will take over the responsibility for transporting prisoners between prisons and courts, and between court cells and the dock for hearings in 2019. G4S, who have been contractors since January 2012, will continue until then.

HAP547: 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 have been published since 2015 along with annual performance reports.

HAP548: Inverness Justice Centre Assessor Acceptance: Yes

The SCTS leads a range of justice stakeholders in developing a new ‘Justice Centre’ in Inverness. Planning permission has been granted following extensive consultation and the building work is due to start in 2018 and be completed in 2019.

HAP549: MHTS Memorandum of Understanding Assessor Acceptance: Yes

The MHTS has a Memorandum of Understanding with Health Boards and local authorities. It sets out the framework for co-operation between the SCTS (which provides administrative support for MHTS hearings) and local authorities.

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.

RP2 2018 A particularly notable achievement, continuing to merit Compliance Plus, is the high quality of co-ordinated working arrangements with partners, ensuring that customers have clear lines of accountability for quality of service. This is well exemplified with 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, continuing to detail clear lines of accountability, with annual performance reports. Also noteworthy is that the SCTS is leading a range of justice partners in developing a new exciting ‘Justice Centre’ in Inverness, due to be completed in 2019.

RP3 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong
 Compliance to Standard: Compliance Plus

Active Evidence

HAP623: Community Impact Indicators 2018-19 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.

HAP639: SCTS Sponsored Employment Award for CEMVO Assessor Acceptance: Yes

The SCTS sponsored an Employment Award for the Council of Ethnic Minority Voluntary Organisations 'Ethnic Minority Impact Awards' ceremony in November 2017. A range of SCTS staff of all grades attended the event to strengthen links with minority ethnic communities.

HAP640: 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 2019 issue is shown as an example.

HAP641: Participation in the Keep Safe Initiative Assessor Acceptance: Yes

The Keep Safe Initiative was set up to ensure that people can feel safe when participating in community life. To date, 34 courts and other SCTS offices that are open to the public have signage showing that people who feel vulnerable and want a safe space to reassure themselves can go in.

HAP642: Doors Open Days 2018 Assessor Acceptance: Yes

The 15 courts that participated in Doors Open Day in September 2018 hosted over 10,000 visitors in total. A report of the events in the November 2018 SCTS Staff Focus intranet magazine described the variety of activities on offer and gave a selection of the feedback received.

HAP643: Work Experience in Supreme Courts Assessor Acceptance: Yes

The Supreme Courts offers five days of work experience, enabling participants to be given an overview of the work of most departments, undertake routine tasks in an office environment, and experience regulated working hours. On completion of the five days a certificate is presented to them.

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

RP3 2019 The Service interacts within its wider community in many positive ways. The Doors Open Day initiative is fully embraced by all Courts and feedback from those who attended is always extremely complimentary; a variety of creative events are held including mock trials, tours around the building and cell area, and amateur dramatic groups performing plays which involve the audience. Other examples include visits by local schools and Scout troops, and regular fund raising activities, such as Jeans for Genes day, and participation in the Highland Hospice 'Go Nuts' squirrel trail charity event. Work experience is offered by the Service to schools and universities and this is well subscribed to. The Service is exemplary in its drive to become involved with, and support, wider communities in many different ways and Compliance Plus remains fully justified.

Evidence Value: Fully Met

4: Delivery

4.1: Delivery standards

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

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

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

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

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

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

4.1.1.1: We have challenging standards for our main services,

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

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.

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Strong

Compliance to Standard: Compliance Plus

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017	Assessor Acceptance:	Yes
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Question 49 in the 2017 court user satisfaction survey asked court users what general information they wanted in performance reports. Over three-quarters of respondents said they wanted no additional information (see page 65 of the pdf). This is similar to results from previous surveys.

HAP533: SCTS Annual Report 2016-17	Assessor Acceptance:	Yes
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The SCTS Annual Report for 2016-17 is the most recently available. It is a comprehensive and audited review of how the SCTS has performed against its key performance targets and compares business volumes for the year in review with the previous two years, in the Annex starting on page 72.

HAP550: SCTS People Scorecard 2016-17	Assessor Acceptance:	Yes
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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.

HAP551: SCTS Quarterly Fines Reports	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. Any dip in performance will be addressed by the Executive Team.

HAP552: OPG Powers of Attorney Recovery	Assessor Acceptance:	Yes
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OPG developed a range of MI reports to monitor progress during its powers of attorney recovery programme. PoAs are now being processed within the 30 business day target. Customers are updated weekly via Twitter, written correspondence and the OPG website with regard to waiting times.

HAP567: SCTS Performance Framework	Assessor Acceptance:	Yes
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The SCTS Board Scorecard comprises Key Performance Indicators set by the SCTS Board, monitoring progress and performance using a RAG system. It is published on the SCTS intranet quarterly, on the SCTS website at year-end, and reported on in the Annual Report and Accounts.

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

RP2 2018 Rigorous and comprehensive quality assurance systems are well established. Performance levels are generally very good, with the majority of standards and performance targets being met. The colourful and attractive new Tribunals Operations Balanced Scorecard is particularly noteworthy for the clear and comprehensive presentation of monthly performance information, meriting Compliance Plus.

RP2 2019 Although not formally reviewed, Compliance Plus is retained as nothing has arisen to indicate otherwise.

Evidence Value: Fully Met

4.1.2.2: and we tell our customers about our performance.

RP2 2018 Performance information is published in a wide range of ways. At Corporate level, the SCTS web site has an easily accessible 'Reports and Data' section, with a comprehensive list of Publications, Research and Statistics. Relevant publications include the SCTS Annual Report, the SCTS Performance Framework, the Standards of Service for Victims and Witnesses Annual Performance Report, the Annual People Scorecard and Quarterly Fines Reports. At a local level, each Court publishes performance posters on noticeboards around the building. The OPG updates customers on a weekly basis via Twitter, written correspondence and the OPG web site, which has a news item highlighted on the Home page with a link to current processing dates for Power of Attorney submissions.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP674: Business Continuity Planning Strategy and Guidance Assessor Acceptance: Yes

The Planning, Projects and Risk Team in the Chief Executive’s Office has prepared a strategy, and guidance with examples for all the major operational and infrastructure units in courts, OPG, tribunals and SCTS HQ to use when preparing and updating their Business Continuity Plans.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The survey results include trend analysis showing what users value in the service. 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.

HAP619: Staff Engagement Days 2019 Assessor Acceptance: Yes

The 2018 staff engagement days were designed by local staff and had more of a team-building focus than in previous years, when they tended to be corporately-led. Events held in 2018 were rated highly by staff and many had a community engagement focus. See pages 2-6 of the Feb 2019 Staff Focus.

HAP644: PATS Local Meetings with Legion Scotland Assessor Acceptance: Yes

PATS holds monthly meetings with Legion Scotland to review caseloads in order to identify special requirements that could influence how, when and where appeals are scheduled. There are also quarterly meeting with Veterans UK to co-ordinate best practice across the UK jurisdictions.

HAP645: Consultation on Relocation of Coatbridge JP Court Assessor Acceptance: Yes

When an opportunity arose to take forward a prior recommendation to relocate Coatbridge JP Court to Airdrie, a full public consultation was launched on the SCTS website. Responses were received from a number of interested parties and no respondents took issue with the proposals.

HAP655: Business Plans Assessor Acceptance: Yes

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.

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

RP3 2019 As a national body established by the Judiciary and Courts (Scotland) Act 2008, there is little scope for the SCTS to agree ‘local standards’. However, wherever possible, customers, partners, staff and trade union representatives are included in a wide range of consultations and liaison meetings, in order to review local standards for the Service. This is well exemplified in the full public consultation, via the SCTS web site, to relocate Coatbridge JP Court to Airdrie, which was well received and has proved very popular. Similarly, the Pensions Appeal Tribunal holds monthly meetings with Legion Scotland to identify special requirements that could influence how, when and where appeals are scheduled. At local Court level, customer feedback is used to improve catering, seating and facilities provided.

Evidence Value: Fully Met

4.2: Achieved Delivery and Outcomes

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

Applicant Self Assessment: Satisfactory
 Compliance to Standard: Compliant

Active Evidence

HAP419: SCTS Users' and Customer Charters Assessor Acceptance: Yes

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

HAP420: Tribunals User Charter Assessor Acceptance: Yes

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

HAP421: OPG Customer Charter Assessor Acceptance: Yes

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

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP501: OPG Targeted Customer Surveys & Consultations Assessor Acceptance: Yes

In 2017 OPG undertook one targeted customer survey to gain insight into customers' experience of a combined inventory and management plan form for guardianship. The evidence, from the OPG website, shows that most of the 30 responses were positive.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2017 Court User Satisfaction Survey was conducted in all Scottish courts. It covered eight main groups of court users and the results showed that overall satisfaction increased to 92% from 89% in 2015. Results were published on the SCTS website and may be issued in hard copy on request.

HAP510: SCTS Staff Survey results 2017 Assessor Acceptance: Yes

72% of staff responded with an engagement index of 63%. Staff can feed back on leadership, management and strategy and comment on areas of dissatisfaction. The SCTS Wellbeing Initiative may have positively impacted on the scores in the Wellbeing section of the 2017 survey.

HAP518: One-Stage Juror Citation Roll-out Assessor Acceptance: Yes

A leaner process for selecting up to date addresses from the current electoral register was piloted in GH&I in 2014-15 and then rolled-out to other Sheriffdoms in 2016. Evaluation of the pilot by questionnaire was reported in the SCTS Annual Report 2015-16 (p 21 of pdf, col 1).

HAP547: Standards of Service for Victims and Witnesses Assessor Acceptance: Yes

The report cited secondary analysis from the SCTS Court User Satisfaction Survey, which found that 90% of 179 victims, witnesses, their supporters and spectators – collectively – were either very or fairly satisfied with the comfort of the area they were required to wait pending their case.

HAP578: Tribunals User Surveys 2018 Assessor Acceptance: Yes

The Housing and Property Chamber survey results for 2017-18 are strong for all five measures – particularly politeness and helpfulness of staff – and progress with surveying in the other SCTS tribunal jurisdictions is explained in the accompanying text file and spreadsheet.

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

RP2 2018 You deliver the service you promised to individual customers, as shown by your performance information and feedback from surveys.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 Outcomes are positive for the majority of customers, as shown by discussions with customers on the visit, survey results and performance data. The roll-out of the One-Stage Juror Citation process is a good example of better outcomes for jurors, with improved selection processes and better communication. The Standards of Service for Victims and Witnesses Annual Performance Report gives positive feedback on issues such as the comfort of the area where victims and witnesses are required to wait pending their case.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP675: Inverness Justice Centre's "Considerate Construction" Assessor Acceptance: Yes

A new Justice Centre is being built in Inverness. The contractors sought accreditation from the Considerate Constructors Scheme, and have received impressively high ratings at the second assessor visit with all five categories rated "Exceptional" (45 out of 50 in total).

HAP676: Finance Benchmarking of Courts' Performance Assessor Acceptance: Yes

The FPU team produce monthly KPI packs for the CFO and within them some elements of court performance are documented. Also the Procurement Capability score has greatly improved in 2019 from the previous assessment, which reflects better court performance and compliance on procurement matters.

Active Evidence

HAP612: SCTS Staff Survey 2018 Assessor Acceptance: Yes

The SCTS again took part in the UK Civil Service Staff Survey administered by Cabinet Office in 2018, with results comparing well against other public service bodies. The SCTS engagement score was equal highest in the Scottish public sector.

HAP646: 4 Public Guardians Conference Assessor Acceptance: Yes

OPG staff and Sheriffs participated in the 2018 4 Jurisdiction Conference in Belfast and came back with insights into how the other countries are developing their guardianship services and a number of ideas for improvement and change at a time when Scottish Government is reviewing AWI legislation.

HAP647: Employers' Network for Equality & Inclusion Evaluation Assessor Acceptance: Yes

ENEI advises on all aspects of equality and inclusion in the workplace. In 2018 the SCTS gained an ENEI Silver Award with a score of 75%, and was ranked #17 out of 67 organisations in seven different sectors in the UK. The SCTS was assessed as being at the 'Embed' level on the Equality Roadmap.

HAP648: PATS Participation in National Advisory Steering Group Assessor Acceptance: Yes

Membership of the Group enables PATS to compare and assess its performance and working practices with those used in the other UK jurisdictions. The Group strives to align jurisdictional rules across the UK and define best practice in lodging and processing appeals.

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

RP3 2019 The SCTS benchmarks its performance against similar and complementary organisations, including other Government agencies, wherever possible. The processes are not comprehensive, but, in the context of this national body, they are more than sufficient to demonstrate compliance against this requirement. The SCTS takes part in the annual UK Civil Service Staff Survey, with results comparing well against other public service bodies. The SCTS 'Engagement Index' was equal highest in the Scottish public sector in 2018. The Finance and Procurement Unit produces monthly performance data documenting some elements of court performance. In 2018, the SCTS gained an ENEI (Employers' Network for Equality and Inclusion) Silver Award with a score of 75% and was ranked as 17 out of 67 organisations in seven different sectors across the UK.

Evidence Value: Fully Met

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

RP3 2019 The SCTS uses benchmarking information to improve the Service. Significant service improvements include efficiencies in managing estates and some strong initiatives in procurement. The Procurement Capability score has greatly improved in 2019, reflecting better court performance and compliance on procurement matters. The Pensions Appeal Tribunal Scotland (PATS) is a member of the national Advisory Steering Group which facilitates alignment of jurisdictional rules across the UK, comparison in user experience, waiting times and adjournment rates across jurisdictions with 'best practice' identified and adopted when appropriate and comparison of practices in lodging appeals and processing them, from which 'best practice' is identified. PATS has taken on the task of being the forerunner of the practice of 'direct lodgement' of appeals to the Tribunal itself (previously appeals were lodged initially with Veterans UK), with progress reports being given at each meeting.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP616: Standards of Service for Victims and Witnesses 2019-20 Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with other justice agencies to develop service standards. The SCTS must contribute to and publish an annual report that includes the number of special measures used.

HAP649: Court User Satisfaction Survey 2017 Lessons Learned Assessor Acceptance: Yes

After the survey fieldwork and analysis has concluded the contractors are asked to prepare a (commercially confidential) 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 2017.

HAP650: Fines Enforcement Reorganisation Assessor Acceptance: Yes

After a review of fines enforcement, in consultation with staff and the PCS union, the decision was taken to set up a national SCTS Fines Enforcement Unit in order to make it easier to share best practice and guidance, achieve better consistency and develop individual staff members' skills.

HAP651: Publication of Tribunal Judgments Assessor Acceptance: Yes

LTS publish all decisions on their website, taking on board best practice from, e.g., the Housing Chamber and the Charity Appeals Tribunal. This benefits LTS service users and members of the public, as they can view previous decisions for reference, guidance and identifying any potential precedents.

HAP652: Solemn Criminal Business Group Assessor Acceptance: Yes

New statutory procedures for Sheriff and Jury cases were introduced in 2016. Pre-trial diets enable issues to be resolved before witnesses are cited and jurors empanelled. A Business Group was set up to monitor the effects of the changes, drawing on management information and members' experiences.

HAP653: Management of Lengthy or Complicated Criminal Cases Assessor Acceptance: Yes

A High Court Practice Note for managing lengthy or complex criminal cases was introduced in 2018. It was adapted for the Sheriff Court for a fraud trial involving 15 accused that was expected to last 30 days. Applying the Practice Note, only one person went to trial, and it took only five days.

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

RP3 2019 The Service identifies examples of best practice within the organisation through regular meetings, staff suggestions, Staff Engagement Days, the Summer Tours by the Executive Team and staff team events.

Evidence Value: Fully Met

4.2.4.2: and outside our organisation,

RP3 2019 The Service learns from examples of best practice identified outside the organisation, through attendance at conferences and training events, and through partnership and benchmarking activities. The OPG staff and Sheriffs participated in the 2018 Four Jurisdictions Law Conference held in Belfast, returning with insights into how other countries are developing their guardianship services, with ideas for change and improvement at a time when the Scottish Government is reviewing 'Adults with Incapacity' legislation.

Evidence Value: Fully Met

4.2.4.3: and we publish our examples externally where appropriate.

RP3 2019 The Service publishes examples of best practice externally, at Conferences, in stakeholder meetings, on the SCTS web site and in press releases. The SCTS has received external recognition, including, in 2018, the ENEI (Employers' Network for Equality and Inclusion) Silver Award with a score of 75%, being assessed at the 'Embed' level on the Equality Roadmap. The new Justice Centre in Inverness is being built by contractors who have achieved accreditation from the Considerate Contractors' Scheme, with 'Exceptional' ratings in all five categories (45 out of 50 in total).

Evidence Value: Fully Met

4.3: Deal effectively with problems

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

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

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

HAP437: 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.

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

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

4.3.1.1: We identify any dips in performance against our standards

RP01 - September 2017. The evidence review, supported by stakeholder commentary to the assessors, demonstrates continued compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place that identifies service shortfalls and :-
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

4.3.1.2: and explain these to customers,

requires management to identify and explain remedial actions to the full range of effected stakeholders.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Once again the consistent availability of "You said - We did" posters in the public areas of the observed courts give a degree of confidence that service shortfalls and remedial actions are adequately explained to customers. The use of the court liaison meetings is also good evidence in this context.
 RP2 2018 Not reviewed.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman's model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP553: OPG Complaints Policy Assessor Acceptance: Yes

The OPG complaints policy is similar to the procedure used by 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.

HAP554: 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.

HAP555: MHTS Complaints Procedures Assessor Acceptance: Yes

The Mental Health Tribunal Scotland's procedures for complaints about administration and complaints about the tribunal judiciary are available on its website.

HAP556: IT and HR Internal Complaints Procedures Assessor Acceptance: Yes

The SCTS ensures that internal units have complaints procedures to deal with internal customer complaints. These examples are from ITU and HRU.

HAP557: HRU Customer Query Process Assessor Acceptance: Yes

The HR Query Process sets out the responsibilities for and the steps involved in handling, recording and escalating customer queries received by HRU staff. It also gives HRU staff and managers guidance on how to use the insight gained from monitoring and analysis of queries.

4.3.2.1: We have an easy to use complaints procedure,

RP2 2018 In April 2014, the then Scottish Court Service introduced a Complaints Handling Procedure, which was compliant with the Scottish Public Services Ombudsman’s (SPSO) model system. The guidance was revised in 2017 after the SPSO upheld a complaint. The SCTS Complaints Procedure is published on the web site and is also available in the Courts. There is also a helpful ‘How to make a Complaint - Easy Read’ version which includes visual aids and simple language in large print. The OPG Complaints Policy is similar to that used by the rest of SCTS but is directly accessible to OPG users via the OPG web site and is tailored to the needs of OPG customers. The SCTS also ensures that internal units have complaints procedures to deal with internal customer complaints.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

4.3.2.2: which includes a commitment to deal with problems fully

RP2 2018 The Complaints Procedure includes a commitment to provide high-quality services, and the information that ‘we value complaints and use information from them to help us to improve our services’.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 The Complaints Procedure has clear time scales. There are two stages; Frontline Resolution, with the aim to resolve complaints quickly and close to where the service is provided, with a decision usually within five working days, and Investigation, with acknowledgement within five working days and a full written response within 20 working days. If still dissatisfied, the customer can ask the Scottish Public Services Ombudsman (SPSO) to look into the complaint.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

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.

HAP621: Customer Service Vocational Qualifications Assessor Acceptance: Yes

SCTS staff continue to undertake and acquire Vocational Qualifications in Customer Service. In 2017 two members of staff from Kilmarnock SC and in 2018 one person from Dundee SC and another from Edinburgh SC were awarded Customer Service SCQF Level 5.

HAP656: Revised SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

HAP657: Dealing with Informal Complaints - best seen at visit Assessor Acceptance: Yes

Assessors can see processes for recording and considering informal complaints during visits. Most courts have minuted staff meetings where informal complaints are a standing item, though other courts and teams use pro formas or spreadsheets.

HAP658: Staff Consultation on Complaints Handling Training Assessor Acceptance: Yes

Revisions to the Complaints Handling Process (CHP) have allowed staff to be consulted about their preferences for CHP training. Options could include textual e-learning, e-learning using filmed vignettes, and formal courses leading to a Vocational Training qualification.

4.3.3.1: We give staff training and guidance to handle complaints

RP3 2019 All staff are encouraged to investigate and resolve complaints at first contact, wherever possible. Training on complaints handling forms part of the induction training for new staff. Guidance on complaints handling was published on both the web site and intranet in May 2019.

Evidence Value: Fully Met

4.3.3.2: and to investigate them objectively,

RP3 2019 Staff are trained to investigate complaints objectively. SCTS staff continue to undertake and acquire Vocational Qualifications in Customer Service. In both 2017 and 2018, two members of staff were awarded Customer Service SCQF (Scottish Credit and Qualifications Framework) Level 5. The Education and Learning Unit has consulted on preferences for Complaints Handling Process (CHP) training, with options including e-learning, filmed vignettes and formal courses leading to a Vocational Training qualification.

Evidence Value: Fully Met

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

RP3 2019 Staff are actively encouraged to put things right wherever possible. This was confirmed during the visits by observation and discussions with staff.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

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.

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

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

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

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

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

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

HAP448: Complaints Spreadsheets Assessor Acceptance: Yes

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

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

RP3 2019 Each Court and Business Unit is required to complete a monthly spreadsheet of formal complaints and compliments.

Evidence Value: Fully Met

4.3.4.2: and informal complaints and comments from customers

RP3 2019 There is now more consistency across the Service in relation to recording informal complaints and identifying patterns, which raises this theme to Full Compliance. The vast majority of Courts have a mechanism in place to record informal complaints, whether through the use of a Court Informal Feedback Sheet, in 'Niggle books' or as a standing item on the staff meeting agenda. Staff within FPU also use staff meetings as an opportunity to raise any customer concerns or issues.

Evidence Value: Fully Met

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

RP3 2019 There is now a consistent approach across the vast majority of Courts in relation to using the information from complaints and then publicising action taken, which raises this theme to Full Compliance. At a local level, each Court publishes performance posters on noticeboards around the building which contain a section at the end on complaints received and action taken. Additionally, many Courts also have adjacent posters using the 'You Said....Our Response' format. OPG has a 'You Said.....We Did' section on their web site identifying action taken following complaints.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP502: SCTS Court User Satisfaction Survey 2017 Questionnaire Assessor Acceptance: Yes

Questions 45 to 49 are specific questions about dissatisfaction, improvements and awareness of how to make a complaint or give feedback. This provides regular feedback about the views of court users and their awareness of how to communicate with the SCTS.

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman’s model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP553: OPG Complaints Policy Assessor Acceptance: Yes

The OPG complaints policy is similar to the procedure used by 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.

HAP558: HRU Stakeholder Review of Complaints Assessor Acceptance: Yes

The HRU Query Tracker allows complaints to be counted and analysed. As can be seen from the evidence, around 10,000 queries per year have led to only 21 complaints of which only 10 have been upheld.

4.3.5.1: We regularly review and improve our complaints procedure,

RP2 2018 The complaints procedures are subject to a regular review process, which is fully aligned to the requirements of the Scottish Public Services Ombudsman (SPSO), which is the body with responsibility for overseeing complaints handling in public bodies in Scotland. The SCTS Complaints Policy was last reviewed at Corporate level in 2017 after the SPSO upheld a complaint.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

RP2 2018 The SPSO procedure takes account of the views of customers, complainants and staff.
 RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP677: Example of Finance Complaint Response	Assessor Acceptance:	Yes
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A further example of complaints correspondence from Finance shows how efforts are made to engage with complainants to ensure the outcome is satisfactory for them.

Active Evidence

HAP656: Revised SCTS Complaints Procedure	Assessor Acceptance:	Yes
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The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

HAP659: Revisions to Complaints Register	Assessor Acceptance:	Yes
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Guidance has been issued to SCTS staff about recording complaints in an intranet article. Evidence here also shows the spreadsheets that courts are expected to update.

HAP660: Redacted complaints responses	Assessor Acceptance:	Yes
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Examples of complaints correspondence include problems with jury excusal, and advising victims about sentences pronounced in court.

HAP661: Frequently Asked Questions	Assessor Acceptance:	Yes
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The Information Governance & Correspondence Team in HQ has supplied FAQs with guidance for staff in a wide range of scenarios including data protection, releasing case information, records management and GDPR. The guidance should help to obviate complaints and enhance resolution of complaints made.

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

RP3 2019 The nature of the Service leads to vexatious litigants - members of the public (currently eleven named on the SCTS web site) who have habitually and persistently instituted vexatious legal proceedings without reasonable grounds – together with others who regularly contact the Service to complain. It is clear that a significant proportion of complaints received fall outside SCTS's responsibility, being related to the outcome of the Court case or Tribunal, waiting times and other matters which are outside the Service's control. However, the Service plays its part in referring on matters of concern to the appropriate justice partner.

This element refers specifically to complaints that have been upheld, which are relatively small in number, and in this context the Service makes every effort to ensure that the outcome of the complaint process for customers (whose complaint is upheld) is satisfactory for them. If still dissatisfied, the customer can ask the SPSO to look into the c

Evidence Value: Fully Met

5: Timeliness and Quality of Service

5.1: Standards for Timeliness and Quality

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP141: Freedom of Information Assessor Acceptance: Yes

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

HAP214: SCS Complaints Handling Guidance Assessor Acceptance: Yes

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

HAP419: SCTS Users' and Customer Charters Assessor Acceptance: Yes

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

HAP420: Tribunals User Charter Assessor Acceptance: Yes

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

HAP421: OPG Customer Charter Assessor Acceptance: Yes

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

HAP442: HRU Service Level Agreement Assessor Acceptance: Yes

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

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

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

HAP417: SCTS Mainstreaming Equality Report 2017 Assessor Acceptance: Yes

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

HAP419: SCTS Users' and Customer Charters Assessor Acceptance: Yes

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

HAP420: Tribunals User Charter Assessor Acceptance: Yes

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

HAP421: OPG Customer Charter Assessor Acceptance: Yes

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

HAP429: Guides to Jury Service Assessor Acceptance: Yes

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

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

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

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.2: Timely Outcomes

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP526: SCTS Sheriff & JP Court Users’ Charter Assessor Acceptance: Yes

The SCTS Sheriff & JP Court Users’ Charter describes different courts, “do’s and don’ts” for court users, the role of officials who are involved in court, and explains court procedures. It also indicates service standards for people attending meetings, waiting and requesting specific facilities.

HAP552: OPG Powers of Attorney Recovery Assessor Acceptance: Yes

OPG developed a range of MI reports to monitor progress during its powers of attorney recovery programme. PoAs are now being processed within the 30 business day target. Customers are updated weekly via Twitter, written correspondence and the OPG website with regard to waiting times.

HAP559: Generic E-mail Boxes Assessor Acceptance: Yes

Courts, the OPG, tribunals, and most of the HQ business units have generic e-mail addresses where users can submit enquiries. The automatic responses generated by OPG and HQ e-mails advise staff when to expect a reply, but court and tribunal business is too varied for generic timescales to apply.

HAP560: HRU Business Plan Assessor Acceptance: Yes

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.

HAP561: Out of Office messages Assessor Acceptance: Yes

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.

HAP577: Supreme Courts Customer Charter and News Assessor Acceptance: Yes

The Supreme Courts Customer Charter sets out standards of service that court users should expect and commitments to court users. The Newsletter is published twice a year online and in courts. It details key business changes and includes performance information on civil waiting periods.

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

RP2 2018 Customers are informed about SCTS’s promises on timeliness and quality of customer service by means of the various Customer Charters for different parts of the business, which are available on the web site, and displayed on the noticeboards in the Courts. The easy read version of ‘Our promise to you’ is particularly helpful to customers at Sheriff Courts and Justice of the Peace Courts.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP678: Finance FAST Team Rota Assessor Acceptance: Yes

Finance teams have a large number of generic mailboxes to monitor. The Financial Accounting Systems Team ensures that people allocated monitoring duties have the skillset that matches the type of enquiries that come into each mailbox.

Active Evidence

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.

HAP616: Standards of Service for Victims and Witnesses 2019-20 Assessor Acceptance: Yes

The Victims and Witnesses (Scotland) Act 2014 required the SCS to work in partnership with other justice agencies to develop service standards. The SCTS must contribute to and publish an annual report that includes the number of special measures used.

HAP656: Revised SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

HAP662: Unified Communications Roll-out - best seen at visit Assessor Acceptance: Yes

A new phone system has been piloted successfully in HQ and was rolled out across the whole SCTS estate during 2019. One of the main aims was to replace a number of very old systems with one that is contemporary, responsive and reliable, and that assessors can see in action during visits.

HAP663: PATS Hearings Scheduling Flexibility Assessor Acceptance: Yes

PATS sends questionnaires to appellants on receipt and acknowledgement of their appeal, asking if they can attend hearings in person, need video or teleconferencing facilities or have any other needs. This pre-hearing dialogue with users helps to identify and resolve issues quickly and effectively.

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

RP3 2019 The Service identifies individual need at the first point of contact. Customers attending Courts are greeted at reception and directed or escorted to where they need to go. Customers using the counters have their needs addressed by knowledgeable and well-trained staff, who have access to relevant information and advice. Customers who telephone benefit from a new telephone system (Unified Communications), which has replaced a number of old systems with one that is responsive and reliable, as observed on the visit. 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 by several advice agencies, including Victim Support Scotland, is also notable and of real value to customers. Pre-hearing dialogue with customers helps in the identification and resolution of issues, such as the need for video or teleconferencing facilities.

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.

RP3 2019 Customers have their needs addressed by well trained staff. The arrangements made to ensure customers know with whom they are dealing work well. Assessor observation of staff activity at the Court reception desks confirms ongoing compliance, including in Glasgow Sheriff Court the use of 'queue busters' at busy times in the morning to direct jurors to where they need to go. Internal services, such as the Financial Accounting Systems Team, ensure that staff monitoring the large number of generic mailboxes have the skillset that matches the type of enquiries that come in.

Evidence Value: Fully Met

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

Applicant Self Assessment: Satisfactory
 Compliance to Standard: Compliance Plus

New Evidence

HAP679: Vulnerable Witnesses (Criminal Evidence) (Scotland) Act Assessor Acceptance: Yes

A Bill was introduced to the Scottish Parliament in July 2018 and adopted proposals from the SCTS's Evidence and Procedure Review to allow child witnesses in serious criminal cases to give evidence by commission pre-trial instead of during trial. It received Royal Assent in June 2019.

HAP680: New Form for Expedited PoA Registration Assessor Acceptance: Yes

Requests for urgent PoA registrations often lack key information, requiring multiple e-mails between OPG and customers before PoAs are registered. OPG designed a form specifying the information it needs, ensuring the right information is available on receipt, and immediately passed to the PoA team.

Active Evidence

HAP664: Privacy Notices Assessor Acceptance: Yes

When the General Data Protection Regulation was introduced in 2018, the SCTS developed Privacy Notices to assure users and staff that retention of any of their personal data was being treated appropriately.

HAP665: IT System Status Updates Assessor Acceptance: Yes

The SCTS intranet home page has a system status section on which current problems with software and telephony are flagged. This means that potentially large numbers of staff do not need to contact IT to report these problems and avoids surges in helpdesk emails and phone calls.

HAP666: Media Portal Scheme for Registered Journalists Assessor Acceptance: Yes

In October 2018 the SCTS introduced a media portal scheme for registered journalists to access advance criminal case information online. The scheme is based on recommendations by a media working group which took into account the wishes of the judiciary and how changes would impact our staff.

5.2.3.1: We promptly share customer information with colleagues and partners within our organisation whenever appropriate

RP3 2019 A significant strength of the Service, meriting Compliance Plus, is the prompt sharing of customer information with colleagues and partners whenever appropriate, both internally and with other justice departments and agencies. The Assessors once again met many partners on the visit, including Sheriffs Principal, Sheriffs, Procurators Fiscal, solicitors, representatives from Police Scotland, the Witness Service, security services, Social Workers and Criminal Justice partners, all of whom spoke very positively about co-operative ways of working, good communication and prompt sharing of information, well exemplified at Livingston Sheriff Court, which is co-located with Criminal Justice partners in West Lothian Civic Centre.

Evidence Value: Fully Met

5.2.3.2: and can demonstrate how this has reduced unnecessary contact for customers.

RP3 2019 The Service clearly demonstrates that it reduces unnecessary contact for customers. The sharing of data with justice partners and support agencies greatly improves efficiency, reduces delays for customers and helps provide a more effective service. A good example is the new Media Portal for registered journalists, which allows them to access advance criminal case information online. The one stage jury citation process has streamlined citation, reducing unnecessary contact, and encouraged jurors to respond to their citation through a dedicated web portal. Jurors are also given a dedicated telephone number to ring the night before to check whether they are required to attend Court the following day.

Evidence Value: Fully Met

5.2.4: Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP681: Information Given to Accused Assessor Acceptance: Yes

Information is given to accused at various stages of criminal cases, e.g. bail conditions, date of next court hearing, letters for unrepresented accused in JP Courts, and ways to pay fines. Examples of blank forms prescribed by Act of Adjournal (some redacted) are shown here.

Active Evidence

HAP369: 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.

HAP654: Integrated Case Management System (ICMS) Assessor Acceptance: Yes

ICMS is being created in modular fashion and at each stage of development relevant stakeholders are consulted. Evidence here includes presentations, feedback received, an activity tracker, a training roadmap, a communications plan and a stakeholder map.

HAP656: Revised SCTS Complaints Procedure Assessor Acceptance: Yes

The SCTS complaints procedure introduced in April 2014 was reviewed by the Scottish Public Services Ombudsman in 2018-19 and assessed as compliant following minor amendment. Guidance for court users and court staff was published on the website and intranet respectively in May 2019.

HAP667: Online Forms for Criminal Appeals Assessor Acceptance: Yes

Forms for people who wish to appeal their conviction and/or sentence in criminal cases are available to be downloaded from the SCTS website. Solicitors representing potential appellants may also access these forms.

HAP668: Sheriff Appeal Court Party Litigants' Pack Assessor Acceptance: Yes

The Sheriff Appeal Court offers a pack for party appellants containing definitions, guidance and forms for completion to enable them to prepare their applications at their convenience.

5.2.4.1: Where service is not completed at the first point of contact we discuss with the customer the next steps

RP3 2019 Staff are skilled and trained to handle the vast majority of queries at the first point of contact. On those occasions when service is not completed at the first point of contact there are good arrangements in place to keep customers informed. The 2017 Court User Satisfaction Survey shows that 75.4% of respondents are satisfied with Court staff's attempts to inform them about why they had to wait.

Evidence Value: Fully Met

5.2.4.2: and indicate the likely overall time to achieve outcomes.

RP3 2019 On those occasions when service is not completed at the first point of contact there are good arrangements in place to give customers an indication of the overall time to achieve outcomes. Customers agree that they are generally kept up-to-date with likely outcomes and timescales much of the time where appropriate. In this particular service, a degree of timescale uncertainty is inevitable, but customers met during the visit seemed to understand the difficulties and stated the situation is usually managed to their satisfaction. The Court Users' Charter promises to update witnesses on the progress of the Court case at least once per hour and advise them when they can leave the court, well observed during the visit. The 2017 Court User Satisfaction Survey shows that 71.7% of respondents are satisfied with Court staff's attempts to inform them about how much longer they would have to wait. 72.9% of respondents found the update information provided by Court staff very helpful.

Evidence Value: Fully Met

5.2.5: We respond to initial enquiries promptly, if there is a delay we advise the customer and take action to rectify the problem.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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.

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2011 SCTS Court User Satisfaction Survey introduced a question on satisfaction with the time respondents had to wait to take part in court proceedings. In the 2017 survey, for the first time, a majority of users in all of the sheriffdoms was satisfied with this (see page 48 of the report).

HAP517: Revised SCTS Complaints Handling Procedure Assessor Acceptance: Yes

The then SCS introduced a complaints handling procedure in April 2014 that was compliant with the Scottish Public Services Ombudsman's model system. Guidance for court and tribunal users and staff is on the website and intranet. The guidance was revised in 2017 after the SPSO upheld a complaint.

HAP562: HR Query Tracker Activity Levels Assessor Acceptance: Yes

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.

HAP563: 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.

HAP568: SCTS Business Continuity Strategy Assessor Acceptance: Yes

The SCTS has a strategy for courts and tribunals affected by unforeseen events that may impair their ability to provide essential services. The main objectives of the strategy are to ensure staff safety, try not to lose cases, keep partners and users informed, and aim to return to normal service.

5.2.5.1: We respond to initial enquiries promptly,

RP2 2018 During the visit, staff were observed to respond as quickly as possible when customers were seeking access to services. Prompt service contact is generally normal at the initial enquiry point and is a priority for staff.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.2.5.2: if there is a delay we advise the customer and take action to rectify the problem.

RP2 2018 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 User Satisfaction Survey 2017, where it was noted that 'being kept informed about what was happening during the time they were in the Court building' had risen to 62% of all respondents (compared with 57% in the 2015 survey). The majority of jurors (93%), victims in a criminal case and supporters of victims (83%), witnesses in a criminal case, supporters of criminal case witnesses, spectators/tourists and others (82%), and all other professionals (82%) said they had received update information from Court staff during their visit to Court.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3: Achieved Timely Delivery

5.3.1: We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

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

HAP443: OPG Quarterly Statistics	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.

HAP444: SCTS Quarterly Fines Report	Assessor Acceptance:	Yes
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The SCTS publishes quarterly fines reports showing recovery rates and amounts outstanding for fines and other penalties collected by the SCTS. Any dip in performance will be addressed by the Executive Team.

HAP445: Freedom of Information Response Performance	Assessor Acceptance:	Yes
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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.

HAP446: Service Delivery Targets	Assessor Acceptance:	Yes
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The SCTS has set targets for the processing of key areas of administrative work. Performance is reported on and analysed monthly, and spreadsheets are published on the intranet showing monthly and annual performance.

HAP447: Tribunals Balanced Scorecard	Assessor Acceptance:	Yes
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The Tribunals Operations Balanced Scorecard provides details of current actual performance against all standards and targets for timeliness and quality of service. It is published monthly and annually. Details on caseload, KPIs, Quality Assurance, Resources, Finance, Change and Risk are included.

5.3.1.1: We monitor our performance against standards for timeliness

RP01 - September 2017. The evidence has been updated by the service and continues to show compliance in this element. The service can demonstrate that it has a comprehensive performance management system in place to measure its performance against its standards for timeliness and :-

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.1.2: and quality of customer service

quality of customer service.

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.1.3: and we take action if problems are identified.

The performance management system automatically highlights performance shortfalls and requires management response and action on those identified shortfalls as appropriate.

RP2 2018 Not reviewed.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.2: We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 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 2017 results were the best so far in terms of overall satisfaction (92%).

HAP533: SCTS Annual Report 2016-17 Assessor Acceptance: Yes

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

HAP564: 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. These targets are updated on a quarterly basis.

HAP565: 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.

HAP572: Service Delivery Targets 2018 Assessor Acceptance: Yes

The SCTS has set targets for the processing of key areas of administrative work by courts. Performance is reported on and analysed monthly, and spreadsheets are published on the intranet showing monthly and annual performance.

HAP573: Tribunals Balanced Scorecard Assessor Acceptance: Yes

The Tribunals Operations Balanced Scorecard provides details of current actual performance against all standards and targets for timeliness and quality of service. It is published monthly and annually. Details on caseload, KPIs, Quality Assurance, Resources, Finance, Change and Risk are included.

5.3.2.1: We are meeting our current standards for timeliness

RP2 2018 Performance against standards for timeliness is improving and generally met, as demonstrated in the sections of the Court User Satisfaction Survey 2017 that cover ‘Waiting in Court’. This research looks at waiting to be served at a counter, waiting to take part in Court procedures, updates from Court staff regarding length of wait and updates from Court staff regarding reasons for waiting. 95% of respondents who had waited at a counter were satisfied with the overall waiting time. 67% of respondents were satisfied with the total length of waiting time to take part in court proceedings.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.2.2: and quality of customer service

RP2 2018 Performance against standards for quality of customer service is consistently high, well demonstrated in the results of the Court User Satisfaction Survey 2017, which covers the helpfulness and politeness of Court staff, together with the quality and accuracy of information given by the Court staff.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.2.3: and we publicise our performance against these standards.

RP2 2018 Performance against standards for timeliness and quality of service is published via the SCTS Court User Satisfaction Survey, which is available on the web site and may be issued in hard copy on request.

RP3 2019 Not reviewed.

Evidence Value: Fully Met

5.3.3: Our performance in relation to timeliness and quality of service compares well with that of similar organisations.

Applicant Self Assessment: Satisfactory

Compliance to Standard: Compliant

New Evidence

HAP682: PATS Benchmarking with Equivalent UK Jurisdictions Assessor Acceptance: Yes

The three bodies dealing with War Pensions and Service related appeals across the UK attend groups that meet quarterly and offer a means for PATS to benchmark and compare service and performance with the other two UK jurisdictions. PATS regularly compares well against these two main comparators.

HAP683: Payment Performance Assessor Acceptance: Yes

The SCTS intranet contains monthly statistics for paying invoices, showing comparative performance across the court estate, SCTS headquarters, Tribunals and the Office of the Public Guardian. The break in the run during 2018-19 is due to disruption during the introduction of new financial systems.

Active Evidence

HAP509: SCTS Court User Satisfaction Survey 2017 Assessor Acceptance: Yes

The 2017 survey results are largely the best they have ever been with regard to timeliness and service quality (see chapters 6 and 8 in particular). However, as court services in the other UK jurisdictions have all suspended regular user surveys, comparisons are not possible.

HAP612: SCTS Staff Survey 2018 Assessor Acceptance: Yes

The SCTS again took part in the UK Civil Service Staff Survey administered by Cabinet Office in 2018, with results comparing well against other public service bodies. The SCTS engagement score was equal highest in the Scottish public sector.

HAP628: 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. Following consultation with its users, improvements have been made to the content and format of this report, which now includes charts as well as text and tables.

HAP669: Finance Forward Project Assessor Acceptance: Yes

The Finance & Procurement Unit has been working on a series of projects to simplify and improve key SCTS systems and business processes that align to our governance, compliance and regulatory requirements.

5.3.3.1: Our performance in relation to timeliness

R3 2019 As a national body, it is difficult for the SCTS to benchmark performance in relation to timeliness with similar organisations. Since the Court services in other UK jurisdictions have all suspended regular user surveys, direct comparisons are not possible. However, the results of the Court User Satisfaction Survey that cover 'Waiting in Court' are positive and sufficiently high to show that SCTS is a high performing organisation in relation to timeliness.

Evidence Value: Fully Met

5.3.3.2: and quality of service compares well with that of similar organisations.

RP3 2019 Similarly, as a national body, it is difficult for the SCTS to benchmark performance in relation to quality of service with similar organisations. Since the Court services in other UK jurisdictions have all suspended regular user surveys, direct comparisons are not possible. However, the results of the Court User Satisfaction Survey that cover the helpfulness and politeness of Court staff, together with the quality and accuracy of information given by the Court staff, are very good and sufficiently high to show that SCTS is a high performing organisation in relation to quality of service.

Evidence Value: Fully Met