

# CORPORATE PLAN 2014 - 2017



Scottish  
Court Service



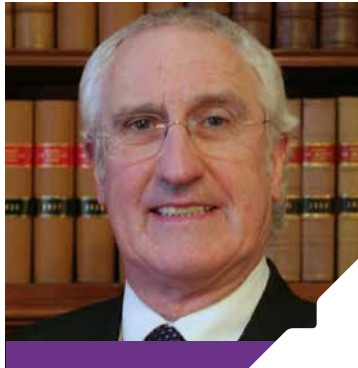
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# CHAIRMAN'S FOREWORD

This Corporate Plan sets out the strategic priorities for the Scottish Court Service (SCS) to 2017.

The establishment of the independent SCS in April 2010 was a landmark in the history of our justice system. The achievements of the SCS have been remarkable. Despite serious constraints on public expenditure, our courts are now run more efficiently and with better use of resources than at any time in the past. The success of the SCS would not have been possible without the dedication and expertise of our staff. I am grateful to them for their enthusiasm and commitment in difficult circumstances.

During the next three years, civil justice in Scotland will undergo the most ambitious programme of reform that Scotland has seen in modern times. I am confident that we have the skills to see it through and that we will give the people of Scotland a justice system of the quality that they deserve.

I am grateful to my colleagues on the Board for their wisdom, experience and unfailing support. It is a privilege to be Chairman of the SCS.

**Rt Hon Lord Gill,**  
Lord President

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# CHIEF EXECUTIVE'S INTRODUCTION

During this Corporate Plan period we will be a part of the most visionary changes for Scotland's justice system in over a century. Given the wide range of reforms to both criminal and civil law and procedure, my priority is to make sure that our support to the judiciary, courts, Office of the Public Guardian and tribunals fully matches the expectations of 21st century Scotland.

The SCS Board's three year Plan sets out an ambitious programme that will transform our services and put digital innovation at the heart. Based on our core purpose, vision and values, the content of our Plan has been informed by the judiciary, our staff and a wide range of justice system organisations. We have taken a long-term, system-wide view to make sure that our ambition is aligned with the Justice Strategy delivering joined up outcomes for the people of Scotland.

It is people who make the courts work. I am proud that we are well served by committed and professional people, who understand not just the operation of the courts, but understand the impact that attending court can have on people's lives on a daily basis. In turn we recognise the need to support our people by making sure they have the technical skills and the technology to

support the justice reforms. We will continue to invest in our award-winning coaching scheme to realise people's potential, helping them thrive in a rapidly changing environment.

With legislation already lodged in Parliament it is likely that we will emerge from the planning period as a new body – "The Scottish Courts and Tribunals Service". This puts the administration of tribunals on the same independent statutory footing as courts and allows us to share best practice in improving our services, while protecting the unique nature of tribunals.

Our planning is underpinned by risk, performance and change management systems that will allow us to continually check we are focusing on the right things and delivering what we set out to achieve. Through the direction of the SCS Board, the excellence of our people and our strong collaboration across the justice system, I am confident that we will realise our ambition of building a stronger court service.

**Eric McQueen**

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# ABOUT THE SCS

**The Scottish Court Service (SCS) is a non-ministerial department that was established by the Judiciary and Courts (Scotland) Act 2008. Its statutory function is to provide administrative support to the Scottish courts and the Office of the Public Guardian (OPG).**

Scotland's courts are a cornerstone of its justice system. Their focus on the effective administration of justice ensures fairness for all those involved in proceedings. The courts process a broad range of civil and criminal business on a daily basis – ensuring that disputes are effectively resolved and that those accused of crimes receive a fair hearing. To successfully support that business the SCS works with a broad range of users, whilst supporting victims and witnesses to ensure that they can play their full part in the justice process.

The SCS also supports the *Office of the Public Guardian* and Accountant of Court. The OPG, based in Falkirk, provides guidance and undertakes investigations to protect vulnerable people under the terms of the Adults with Incapacity Act 2000. The Public Guardian is also the Accountant of Court.

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# OUR PURPOSE, VISION & VALUES

The **purpose** of the SCS is **supporting justice**. We fulfil that purpose by providing the people, buildings and services needed to support the judiciary, the courts and the Office of the Public Guardian (OPG). The courts supported by the SCS are geographically dispersed across Scotland and comprise:

- the High Court of Justiciary
- the Court of Session
- sheriff courts
- justice of the peace courts.

Our **vision** is to **build a stronger Court Service** focused on improving access to justice, reducing delay and cost within the justice system and maximising the use of technology to improve our services. Scotland's courts have a long and proud tradition of supporting justice and, whilst it can be easy to take this for granted, it is a function that every strong, successful, democratic nation needs to value and uphold. In doing so, the SCS will ensure that the courts and the OPG match the expectations of 21st century Scotland.

The core **values** that we observe and seek to promote in others are:

- commitment and professionalism
- providing a high quality service
- integrity and impartiality
- working to improve the justice system
- using resources effectively.



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# OUR STRUCTURE

## THE SCS BOARD

The Scottish Court Service is an independent, judicially-led, public body, with the composition of the Board set in statute. Chaired by the Lord President, Scotland's most senior judge, its *membership* is drawn from those holding judicial office, members with a legal background and independent members from outwith the justice system.

The Board sets the strategic direction of the SCS and monitors both performance and progress towards the strategic priorities. The Board is supported by four committees covering audit; people; remuneration; and estates, health & safety, fire and security.



Lord Gill



Lord Carloway



Simon Catto



Sheriff McDonald



Tony McGrath



Eric McQueen



Kirsty Hood



Sheriff Principal Dunlop



Sheriff McCulloch



Professor MacDougall



Joe Al-Gharabally



Johan Findlay, OBE, JP



Lord Bannatyne

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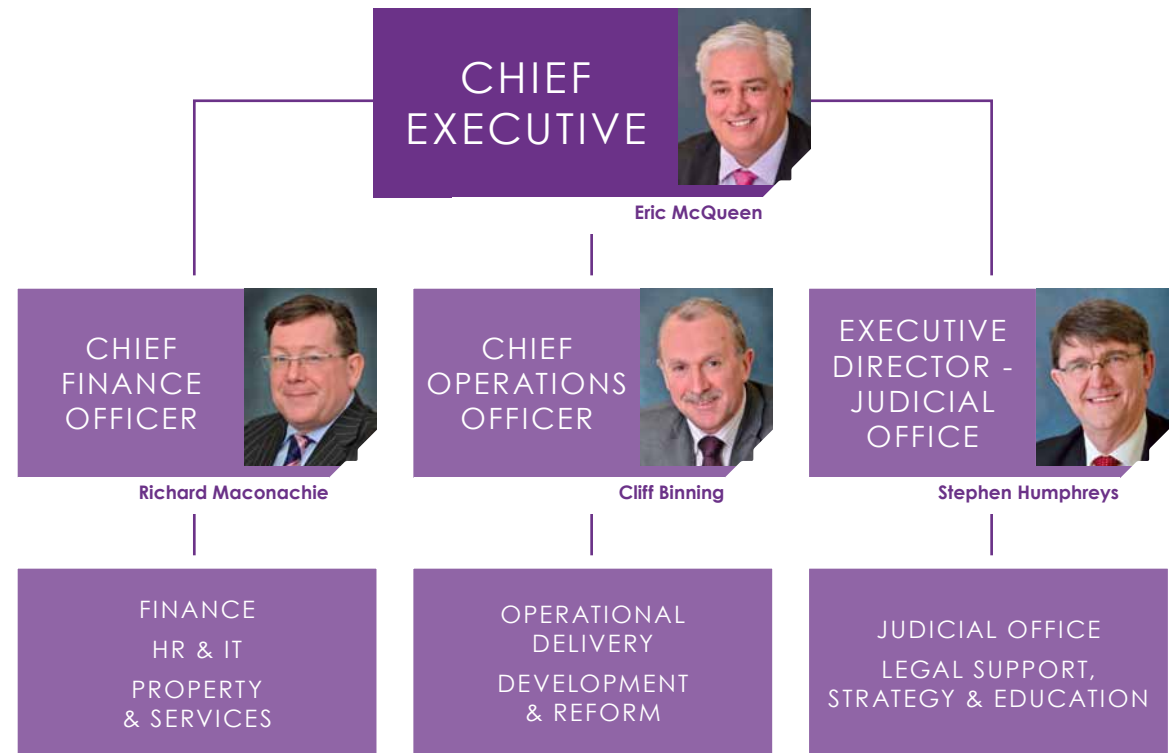
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# OUR STRUCTURE

## EXECUTIVE TEAM

Day-to-day management responsibility for the staff and operation of the SCS is delegated to the Chief Executive, who is also a member of the SCS Board. The Chief Executive is supported by three Executive Directors. Together they make up the Executive Team responsible for corporate development and operational delivery.

The *Judicial Office for Scotland* is a separate office established within the SCS to provide support to the Lord President in fulfilling his responsibilities as the head of the Scottish judiciary.



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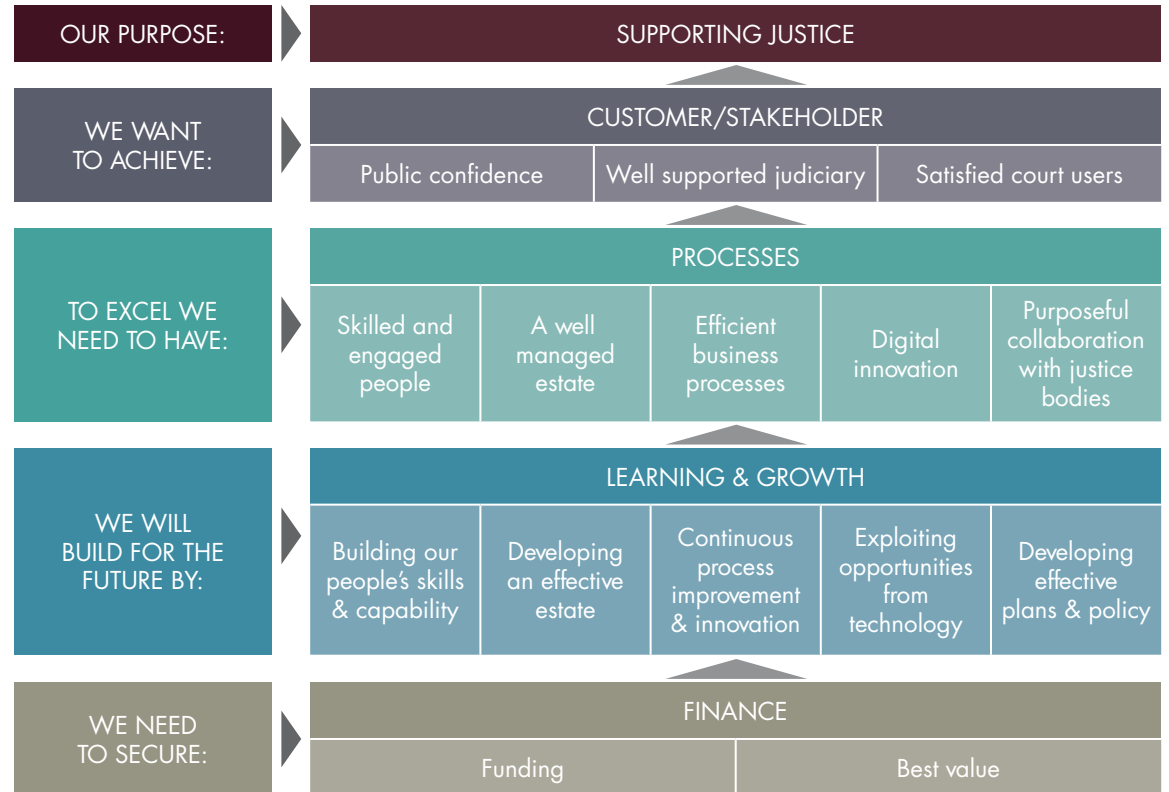
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# OUR STRATEGY

The SCS **strategy map** illustrates how our priorities drive our core purpose and commitment to the judiciary, court users and the wider justice system. Our approach is shared beyond the SCS to ensure a synergy with the Scottish Government, justice organisations and representative groups. This strategy map will guide us over the next three years making sure we achieve our vision of a stronger court service.





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Both civil and criminal justice will be reformed in the coming years following the recommendations arising from the reviews by Lord Gill, Lord Carloway, Sheriff Principal Bowen, and the implementation of both the Victims and Witnesses Act and the work that we are undertaking to implement new court structures. These reforms, which form a major part of the Scottish Government's Making Justice Work Programme and which support the wider *Justice Strategy for Scotland*, are not simply about a redistribution of existing business. They have significant implications for how and where court services will be delivered in the future.

At the same time public sector funding is under severe pressure. Over the past three years our running cost budget has reduced by 20% in real terms and it is likely that future funding will continue to be under pressure.

Set in this context, the SCS Board recognise that there needs to be changes in the way we operate and deliver court services. In dealing with the last three years we have effectively implemented what could be described as a coping strategy to reduce our cost base. We have made substantial savings by reducing staff numbers, court sitting days, court locations and by streamlining our corporate services.

However, a different approach will be needed in future years to maintain a high-quality service and effective access to justice. To address this our strategic priorities are aimed at transforming the service we provide – to ensure that it delivers across three core themes:

- Firstly, we need a Court Service that **realises the full benefits from reforms** to the justice system currently underway or planned.
- Secondly, we need a Court Service that **continually improves its services to** victims, witnesses and all court users – through improvements to facilities and digital innovation.
- Thirdly, we need a Court Service that is **well managed and affordable** in the long term.

# COURTS & JUSTICE SYSTEM REFORM

## CIVIL JUSTICE REFORM

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The Scottish Civil Courts Review, led by Lord Gill, recommended substantial changes to modernise and improve the structure and operation of the courts. In February 2014 the Courts Reform (Scotland) Bill, which implements many of the recommendations of the Review, was introduced to the Scottish Parliament.

Through its leadership of the Effective Court and Tribunal programme

(part of the Scottish Government's Making Justice Work Programme), the SCS is responsible for implementation of this range of significant reforms that will deliver a modern, proportionate and cost effective court structure in which cases and appeals are heard by the right court, reserving the highest courts for the most serious and complex cases. This creates the opportunity to develop a civil justice system that is fit for a modern Scotland.

### The planned reforms include:

- increasing the threshold under which the sheriff court can exclusively deal with civil cases from £5,000 to £150,000 - freeing up the Court of Session to deal with the most challenging cases, while reducing costs and delays for litigants
- creating a new national Personal Injury Court, where cases will be heard by specialist sheriffs, and a national Sheriff Appeal Court to deal with summary criminal appeals from justice of the peace and sheriff courts, and civil appeals from sheriff courts
- creating a new judicial post – the summary sheriff - to resolve lower value civil cases such as debt cases more swiftly and efficiently, while also dealing with summary criminal cases
- plans for specialist sheriffs and summary sheriffs in areas of law such as family, housing, personal injury and commercial law, with expertise to deal with cases quickly
- new procedures for judicial review cases.

“

**Delay and cost have been the bane of Scottish justice for decades. Reform will enable the courts to deliver the quality of justice to which the public is entitled.**

**Lord Gill, Lord President**  
Responding to the launch of the Courts Reform (Scotland) Bill

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The SCS will engage with the Scottish Government, court users and justice system partners to ensure

that this ambitious reform programme delivers benefits to the justice system as a whole.

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# THE COURT SERVICE OF THE FUTURE

## WHAT WILL IT LOOK LIKE?

While the priorities and objectives set out later in this Plan focus specifically on the next three years, the SCS Board has considered a longer-term view of what the Scottish Court Service will look like if our objectives are successfully delivered.

In successfully delivering our objectives, we will be an organisation that has:

- embedded the justice reform programme
- a track record of digital innovation
- invested in its skills, governance and management
- developed stable finances demonstrated by a proportionate level of fee recovery
- a clear focus on delivering customer improvement outcomes
- achieved high levels of public confidence and user satisfaction.

Our **court services** of the future can be expressed by describing the way we see a typical court operating. Our vision is that the courtroom will move towards a largely paperless environment, where:

- we will be operating from electronic case papers
- evidence will be digitised and presented effectively on screens
- the Bench and parties will be able to use mobile devices in court, with court buildings Wi Fi enabled
- significant case outcomes will be published online in real time
- large volumes of physical productions will be seen as a thing of the past.

There will also have been a significant reduction in the number of people who need to physically appear in court by optimising the availability and use of video links, alongside other major developments including:

- comfortable and accessible accommodation provided to all
- delays caused by repeated adjournments (often referred to as "churn") no longer commonplace
- online communication with the public accepted and universal
- highly competent staff playing an active role in supporting judicial specialism.



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# THE COURT SERVICE OF THE FUTURE

## WHAT WILL IT LOOK LIKE?



Our **court estate** will realise the ambitions arising from the *Shaping Scotland's Court Services* recommendations:

- the estate will have been consolidated allowing targeted investment of resources
- the transition to 16 specialist sheriff and jury centres will be underway
- we will continue to develop the concept of 'justice centres' – facilities that provide easy access to a comprehensive range of broader services and support for victims, witnesses and all those who use the court, while at the same time continuing to develop opportunities within our existing estate to improve capacity and services.

Our level of public service will be of a high standard that is accredited externally through **Customer Service Excellence**, fully meeting our equality outcomes.

Effective **collaboration** is vital. The Justice Board for Scotland brings together chief executives and directors from the Government and justice bodies to lead delivery of justice change. Its work will allow the SCS, in collaboration with other agencies, to realise the delivery of shared priorities across the justice system as outlined in the Scottish Government's *Justice Strategy for Scotland*. By working in this way we can align our ambitions with the wider Justice Strategy, ensuring that reforms across the justice system lead to real benefit. In order to ensure that the aims of the strategy are achieved, we work in partnership with the Scottish Government and other justice partners through the Making Justice Work Programme.

It is against this longer-term vision that we have developed **our strategic priorities and objectives** in this Corporate Plan.



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# THE COURT SERVICE OF THE FUTURE

## FRAMEWORK FOR SUCCESS

**In order to deliver our ambitious vision for the future, a number of changes to our operating framework are required.**

### The Scottish Civil Justice Council

The *Council* was established in May 2013. It replaces the Court of Session Rules Council and the Sheriff Court Rules Council and is responsible for preparing draft rules of procedure for the civil courts and advising the Lord President on the development of the civil justice system in Scotland. The creation of a single Civil Rules Council was one of the recommendations of Lord Gill's Review. Many of the Review's recommendations will need new rules of court and the Council, which will have oversight of the entire civil justice system, will be responsible for taking these forward. It will also be

responsible for keeping the civil justice system under constant review.

### Shaping Scotland's Court Services

The SCS response to the Shaping Scotland's Court Services consultation set out our long term vision in relation to future court structures. Its recommendations include High Court cases being heard predominantly in three dedicated centres, the closure of a number of sheriff and justice of the peace courts (on a phased basis from 2013 -15) and a move towards 16 specialist jury centres over a 10 year period. These proposals present a significant change for Scotland's courts in the coming years – but one that is necessary to manage within the resources available, to support access to justice and to realise our vision to build a stronger Court Service. The response

also proposed the development of purpose-built justice centres in key population centres. While that approach will require significant future assessment and investment, we believe that such an investment would provide Scotland with the service model for justice delivery it deserves in the longer term.

### New Legislation

Legislation to merge the Scottish Court Service with the Scottish Tribunals Service to create the Scottish Courts and Tribunals Service was introduced to the Scottish Parliament in February 2014. This will create a new body, fully independent of Government, with a Board chaired by the Lord President as head of courts and tribunals judiciary. It will also involve the creation of the new role of 'President of Tribunals' and the introduction of a two tier framework for

tribunals, which existing tribunals will transfer into over time. The merger is being managed as part of the Making Justice Work Programme – ensuring that the specialism of courts and tribunals continues to be supported by their specialist staff in a merged organisation. The provisional date for completion of the merger is April 2015.



**We cannot provide better access to justice by avoiding change.**



Shaping Scotland's Court Services – response to Consultation – April 2013



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# THE COURT SERVICE OF THE FUTURE

## BETTER SERVICES, BEST VALUE

In addition to the major reforms to civil justice, we are also managing a range of reforms to criminal business and procedure that will be implemented during this Corporate Plan. These derive from changes to sheriff and jury business recommended in Sheriff Principal Bowen's Review, reforms to criminal procedure based on Lord Carloway's Review and new standards and procedures to be introduced by the Victims and Witnesses Act.

These reforms require a strong focus on effectiveness and innovation. We have already implemented a number of projects that will improve services whilst delivering best value. A key focus will be to allow court users to interact with the SCS electronically whenever this is appropriate. Significant progress has been made in this area and we will continue to develop services that are "digital by design" such as:

- improving the availability and performance of video links to help minimise the need for physical attendance at court and to support the widening of access to special measures by vulnerable witnesses
- developing our processes for digital evidence presentation in court, combined with the digitisation of evidence where possible
- allowing applications to be submitted online (this is already in place in relation to applications for powers of attorney)
- ensuring that future changes in rules and procedures are made in a way that allows technology to be engaged in the process wherever it can add value.



**The SCS has a sound record of managing major change programmes and projects within a challenging and dynamic environment. Over recent years the SCS has increased its capability for managing a complex portfolio of programmes and projects.**

Report of independent P3M3 Assessment, February 2013



Changes like these need to be effectively managed. We already have robust planning arrangements in place – and over the next three years we will focus on further developing these, with continued use of the Portfolio, Programme, and Project Management

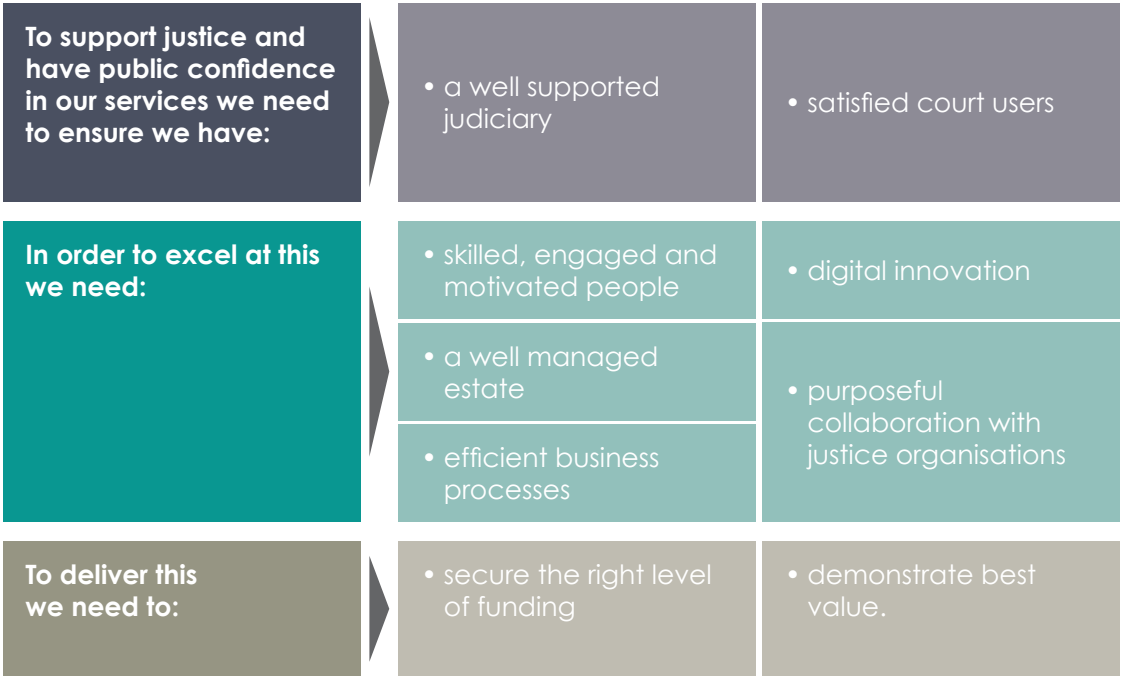
Maturity Model (P3M3) as a tool for assurance. Our plans are only as good as the people who manage them – so we will maintain the focus on equipping all our staff to manage change through our coaching and high performance programmes.

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# OUR STRATEGIC PRIORITIES

We have used our **strategy map** to focus on nine key strategic priorities that will help us achieve our purpose and vision over the next three years. These priorities allow us to address the challenges that we face as an organisation, realising the opportunities and improvements that can be made.

For each of these nine strategic priorities, we have set out what we aim to achieve through four key strategic objectives covering the corporate planning period. These objectives will be broken down into greater detail in annual business plans, specific programme and project delivery plans.



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# A WELL SUPPORTED JUDICIARY

## STRATEGIC PRIORITY 1

We aim to ensure that **the right technology, systems and processes will be in place to assist the judiciary to implement the justice reforms including the move to judicial specialism and case management, with high quality staff directly supporting the judiciary.**

### OBJECTIVES

- Support the judiciary in the efficient disposal of business, in particular in the creation of the specialist National Personal Injury Court, and Sheriff Appeal Court.
- Support the Lord President in the development of a judicial deployment model to facilitate specialisation and the introduction of summary sheriffs.
- Support the Lord President and the President of the Scottish Tribunals in providing leadership to the tribunals' judiciary and implement the merger of the SCS and the STS providing high quality support to the judiciary.
- Support the judiciary in introducing case management and specialisation by delivering appropriate technical solutions and systems and by supporting the work of the Judicial Institute.



Judicial Institute

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The work of the tribunals is no longer to be thought of as an arm of the administration, but is instead an essential element of the judicial system.

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Lord Gill, Lord President  
Opening of the Legal Year  
26 September 2013



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# SATISFIED COURT USERS

## STRATEGIC PRIORITY 2

We aim to provide the best possible service to all court users, seeking views on the quality and effectiveness of the services we provide, and using feedback to inform improvements to our future service delivery.

### OBJECTIVES

- Deliver our equality outcomes making sure that people with protected characteristics feel confident about using SCS services because we have tackled prejudice and promoted understanding of their needs.
- Improve the 'user experience' for court users by providing a greater level of specialisation in the court services and digital delivery of our services.
- Use Customer Service Excellence to challenge and validate continuous improvement of our service delivery.
- Continue to seek the views of court users through quality surveys to assess the effectiveness of our services, driving further improvement.



Aberdeen Sheriff and JP Court

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Earning CSE accreditation was fantastic. Excellent customer service is what we do, day in and day out, and something we all have a hand in.

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Yvonne Taylor,  
CSE Project Lead, Glasgow



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# SKILLED ENGAGED AND MOTIVATED PEOPLE

## STRATEGIC PRIORITY 3

We aim to maintain a skilled, engaged and motivated workforce supporting the judiciary and providing excellent customer service across the courts, Office of the Public Guardian (OPG) and the tribunals.

### OBJECTIVES

- Develop new professional standards for court administration, supported with continuous professional development.
- Use coaching as our approach to managing and developing our people, and building our capacity and capability to manage and deliver change effectively.
- Continue to develop people policies that make us an employer of choice and engage our people in planning and decision making.
- Support the reform and change programme by making sure our people have the skills, responsibilities and opportunities to maximise their contribution and to develop their career progression ambitions.



Celebrating Success



Coaching has made a real difference in my Court. It's about getting the best out of people and developing the right skills to deal with the challenges of the job, and the changes of the future.



Kathryn Feries,  
Criminal Depute, Stirling





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# A WELL MANAGED ESTATE

## STRATEGIC PRIORITY 4

We aim to deliver a court estate that is fit for purpose for the 21st century and supports the pyramid structure of ensuring that cases are heard at the right level in an environment that is safe, secure, sustainable and fully meets our equality obligations.

### OBJECTIVES

- Implement our new court structures model and progress feasibility studies to explore the potential for realising our vision for the justice centre model.
- Continue to develop court standards to meet the needs of victims, witnesses and jurors.
- Continue to reduce our carbon emissions in line with our Carbon Management Plan.
- Continue to improve the protection, safety and security of our staff, the judiciary and court users.



Well managed estate



We recently installed new vulnerable witness links and monitors in the courtrooms which are definitely more user friendly. It's clear we're going forward in terms of modernising our technology.

Stephen Brown,  
Bar Office, Edinburgh



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# EFFICIENT BUSINESS PROCESSES

## STRATEGIC PRIORITY 5

We aim to create the right platforms for court processes and court users to interact with the SCS electronically and we will continue to develop our services that are “digital by design”. Our processes will make sure that business through the courts, OPG and tribunals will be highly effective, reliable and economical to deliver.

### OBJECTIVES

- Support the Scottish Civil Justice Council in making sure that the consolidation and simplification of civil courts rules is supported by effective business processes and technological solutions, supporting judicial case management.
- Provide courtrooms with technology that fully supports digital evidence presentation, video links and the use of mobile devices.
- Review all our key internal business processes to seek opportunities to maximise digital delivery, improve service and reduce cost.
- Work with the judiciary to research how rules of evidence and criminal procedures could be simplified and modernised, taking advantage of the new technologies available, to help secure fairer, more efficient and effective trials.



Glasgow – Scotland's busiest court



We ought to be moving towards a situation where the trial diet is the day set down for the final determination of the case. The evidence will, to a significant extent, be in the form of electronically recorded material of one sort or another. There will be an end to the uncertainty caused by waiting to see who turns up for the trial and what they, after much reflection, mature or otherwise, have decided to swear to under oath. A much fairer system of justice for all will take Scotland forward to 2020 and beyond.



Lord Carloway, Lord Justice Clerk,  
Criminal Law Conference, May 2013

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# DIGITAL INNOVATION

## STRATEGIC PRIORITY 6

We aim to place digital innovation at the centre of our service delivery, making sure that courts maximise the opportunities afforded by technology to create better processes, provide easy access and sharing of information, and provide courtrooms with the technology to minimise physical appearance and support quicker outcomes.



Digital delivery

### OBJECTIVES

- Create a state of the art ICT infrastructure that is resilient, responsive and accessible, while fully facilitating our ambition of future digital delivery of our court and administrative services.
- Introduce modern civil and criminal case management systems that move away from paper based processes, minimise duplicate data and allow us to transact business electronically with court users.
- Implement web based technology to introduce easy access to our services, with wireless connectivity, digital evidence presentation and extensive video links available across our courts.
- Work with justice bodies to develop a justice digital strategy that will enable greater sharing of electronic data and increase access to justice by creating new and innovative ways for people to access justice advice, information and legal services at lower cost.



The electronic registration of our Powers of Attorney (EPOAR) is having a very positive impact. They save on administration costs, staff time and are much more environmentally friendly. Our customers are also benefitting from faster processing times and easier management.

Elaine O'Neill,  
Systems Manager, OPG



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# PURPOSEFUL COLLABORATION WITH JUSTICE BODIES

## STRATEGIC PRIORITY 7

**We aim to work with other justice bodies to keep under broad review how the justice change agenda is being managed and communicated and to work on collaborative initiatives to reduce costs and to drive improvement in the efficient delivery of justice.**

### OBJECTIVES

- As members of Scotland's Justice Board, actively improve partnership working at all levels across justice organisations and support the high level vision and priorities for justice organisations, in line with the wider Justice Strategy for Scotland.
- Engage with third sector, voluntary groups and representative groups to explore their priorities and ensure that, as far as possible, our services reflect the wide ranging needs of different court users.
- Through the Making Justice Work Programme, take a co-ordinated system wide approach, integrating long term justice legislative policy development with short term operational delivery projects to improve efficiency and effectiveness.



Justice partners, Alloa



The Scottish Government's Making Justice Work Programme has brought to this jurisdiction, for the first time in its history, an approach to the justice system in which reform is systematic and not sporadic.



Lord Gill, Lord President,  
Opening of the Legal Year  
26 September 2013

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Satisfied Court Users

Skilled Engaged and Motivated People

A Well Managed Estate

Efficient Business Processes

Digital Innovation

Purposeful Collaboration with Justice Bodies

Funding

Best Value

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# FUNDING

## STRATEGIC PRIORITY 8

We aim to provide a stable, efficient, proportionate financial base that will allow us to implement the justice reforms, continually improve our services to court users and be sustainable in the long term. In doing so, we recognise the continuing constraints on public service expenditure and the need to provide services at reduced costs.

### OBJECTIVES

- Ensure that all funding decisions are consistent with the SCS Board's strategy to improve access to justice and deliver services at a lower cost.
- Develop a new pricing strategy for civil court fees to match the reformed delivery model, seeking, where possible, to align fees with the cost of the service.
- Develop a long term strategy for the funding of reserved tribunals that may be transferred to a merged SCS/STS in the future.
- Develop our costs models for all court business to assess the cost of court churn, allow greater benchmarking of courts and target areas for improvement.



“

In the first nine months of 2013-14, there was a significant rise in online fine payments which saw an increase of 47% in the amount collected compared to the same period last year.

”



Martin Flanagan,  
Fines Development Manager



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## BEST VALUE STRATEGIC PRIORITY 9

We aim to embed best value principles throughout the organisation to support the delivery of our key outcomes, by securing continuous improvement in our performance, and maintaining the right balance between quality and cost - whilst maintaining our commitment to equality and sustainability.

### OBJECTIVES

- Ensure our vision and strategic direction is communicated to staff, the judiciary and stakeholders, demonstrating our direction of travel, commitment to continuous improvement and alignment with the Justice Strategy for Scotland.
- Maintain our strong commitment to effective partnership working and collaborative leadership through the Justice Board and Scottish Government's Making Justice Work Programme.
- Robustly apply performance management to monitor the achievement of outcomes, supporting decision making and risk management.
- Review the management of resources across the organisation to demonstrate that investment in staff, assets, information technology and procurement contribute to the delivery of our outcomes.



West Lothian Civic Centre



The three things we needed to do were: to plan for the justice reforms, to invest in technology and services, and to make sure they are affordable in the long term. With the plans now in place, I'm confident we are on track to deliver all three.



Eric McQueen,  
Chief Executive SCS,  
Journal of the Law Society of Scotland, Oct 2013



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# MONITORING OUR PROGRESS AND PERFORMANCE

## **This Plan sets out our strategic priorities and objectives over the three year period from 2014-17.**

Detailed performance objectives and targets for each financial year will be set down in the SCS annual Business Plan. A report on performance and expenditure for each financial year is provided in the SCS Annual Report and Accounts. These documents complement this plan and provide more information on activities and performance on an annual basis. They can be found (alongside other key corporate information) on the reports and data section of the [SCS website](#).

Overall responsibility for the delivery of this Plan rests with the SCS Board. Support will be provided by formal Board Committees, including the People Committee, the Audit Committee and the Estates, Health & Safety, Fire and Security Committee. Delivery of specific actions and performance will be the responsibility of the Chief Executive and Executive Team. Collaborative justice-wide initiatives will be managed, and progress will be monitored, through the Scottish Government's Justice Board and the associated Making Justice Work Programme.

## Risk Management

The SCS has a formal Risk Management Framework in place, and the operational arrangements for the management of risk are subject to regular review by the Executive Team, the Audit Committee and the SCS Board. The responsibility for management of the individual risks is delegated to specified risk owners.

## Performance Management

The SCS Board monitors a range of measures at its meetings – which take place six times per year as a minimum. Compliance with best value principles is monitored by the Audit Committee. Work to reform and develop our services is subject to formal programme and project management disciplines to ensure accountability, scrutiny and best value.



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## FURTHER INFORMATION

If you have any queries on the content of this Plan, or for more information on the work of the SCS you can access the SCS Website or contact us on the following details:

### Scottish Court Service

Saughton House  
Broomhouse Drive  
Edinburgh  
EH11 3XD

Tel **0131 444 3300**

Fax **0131 443 2610**

[enquiries@scotcourts.gov.uk](mailto:enquiries@scotcourts.gov.uk)

### SCS website

[www.scotcourts.gov.uk](http://www.scotcourts.gov.uk)

### SCS website Reports and Data

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

### SCS Board

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

### Office of the Public Guardian

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

### Judicial Office

[www.scotcourts.gov.uk/about-the-scottish-court-service/judicial-office-for-scotland](http://www.scotcourts.gov.uk/about-the-scottish-court-service/judicial-office-for-scotland)

### Scottish Government

[www.scotland.gov.uk](http://www.scotland.gov.uk)

### The Scottish Civil Justice Council

[www.scottishciviljusticecouncil.gov.uk](http://www.scottishciviljusticecouncil.gov.uk)

### Justice Strategy for Scotland

[www.scotland.gov.uk/Topics/Justice/justicestrategy](http://www.scotland.gov.uk/Topics/Justice/justicestrategy)

### Making Justice Work Programme

[www.scotland.gov.uk/Topics/Justice/legal/mjw](http://www.scotland.gov.uk/Topics/Justice/legal/mjw)

### Criminal and civil justice reform

[www.scotland.gov.uk/Topics/Justice/legal/Civil/courtsreform](http://www.scotland.gov.uk/Topics/Justice/legal/Civil/courtsreform)