

SCJC STRATEGY

Purpose

1. To consider a revised draft SCJC Strategic Plan for discussion and approval, following the previous strategy development sessions held in March and May 2026.

Background

2. The SCJC has undertaken two strategy sessions in March and May 2026 – on the first occasion considering those areas that the SCJC ought to focus on within its proposed strategy and on the second, considering a draft plan.
3. Through the discussions in May 2026, clear feedback was provided that more work was needed to give the proposed draft greater focus and ambition while also ensuring that what was proposed was realistic and achievable. It was also acknowledged that there needed to be a clearer focus on how what the Council planned to deliver through its Annual Work Programme would support delivery of the strategic objectives. There was also feedback that the strategic plan needed to be informed by user experience and need - i.e. that the plan was directed at solving real issues and having a meaningful impact on the fairness, accessibility and efficiency of the Scottish civil justice system. It was also agreed that there were a range of current, important workstreams and the Council would need to consider how these related to the proposed strategic direction of the Council.

Revised Draft Strategic Plan

4. Following the two strategy sessions, the draft Strategic Plan has been substantially revised in the following ways:
 - a. The purpose and vision within the Strategic Plan were further refined, along with an outline of the approach that the SCJC will adopt in delivering its objectives.
 - b. Four strategic themes, and associated objectives for each, have been defined. These themes are:
 - i. Enhancing Civil Justice through Digital Innovation.
 - ii. Scotland as a Forum of Choice.
 - iii. Maintaining the Rules.
 - iv. Sustainable Delivery.
 - c. Each of these themes have been defined as a problem statement with associated objectives created to address each theme. These objectives and themes have been directly informed by the discussions and feedback at the strategy sessions.
 - d. Some of these objectives are specific and deliverable in and of themselves. Others refer to undertaking further user research and engagement to better

define the challenges and issues to which the Council ought to direct its attention. This is intentional and is intended to signal that for the work of the Council to be meaningful and have impact, it must be informed by user need, before proposals are brought forward to the Council.

- e. The Strategic Plan also outlines how the delivery of the objectives will be taken forward through the Annual Work Programme. Given the contingent nature of some of the objectives (see point (d) above) it is not immediately possible to map out a three year deliver plan. What the document does do is explain that the Annual Work Programme will be organised by the Strategic Themes and that specific actions to advance these themes and deliver the objectives will be captured in the Annual Work Programme (refer paper 3.2). As the Council undertakes further research and engagement on the key issues it will be considering how each Annual Work Programme can be adapted accordingly.
5. At the previous strategy sessions, it was noted that there required to be adequate resource provided to the Council to deliver on its ambitions. In this regard, Council are also advised that recruitment is underway for additional policy resource to support the SCJC in the delivery of this Strategic Plan, once its approved.

Recommendation

6. **The Council is invited to consider, and approve, the draft Strategic Plan with whatever level of discussion is required.**

**Secretariat to the Scottish Civil Justice Council
June 2026**