

MENTAL HEALTH TRIBUNAL FOR SCOTLAND
BUSINESS PLAN 2007/2008

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1 Introduction and Overview

The Administration of The Mental Health Tribunal Scotland was established as an Executive Agency on 1 April 2005 and commenced live operations on 5 October 2005 when the Mental Health (Care and Treatment) (Scotland) Act 2003 came into force.

The core function of the Administration is to provide support to the Mental Health Tribunal by providing case management and hearing support to ensure that the Tribunal can, through the panels sitting across Scotland, determine the applications and referrals made to it under the Act. To do this we need to work closely with all stakeholders to ensure that the administrative processes not only comply with the requirements of legislation but run as smoothly as possible to provide the best service to the people of Scotland.

The first months of operation saw the Administration establish its core processes and gain vital experience of how these would work in the real world. 2007/08 will see us build on that achievement. Our activities in the coming year fall into three categories:

Delivering the service

We will continue to provide the high levels of service we have established in the first 18 months of operation and will measure our performance against key targets.

Building on Achievement

We will examine all of our processes, systems and tools to realise improvements in the quality of service we provide – to make us more efficient and more flexible. It is not anticipated that any major change will be required; this will be a process of refining and improving what we have already built, using the knowledge we have gained in the past 18 months of operational delivery.

Envisioning the future

We will investigate and research all areas affecting MHTS where more radical change might bring further improvement. It is not intended to introduce these during the year but to build the model of how we can take MHTS forward into the coming years, with clear ideas of how we can continue to build and improve.

Within these three categories, we will carry out work related to eight core objectives. Some of these relate only to one category, others will generate tasks and objectives in a number of areas. The core objectives are to:

1. Deliver a Hearings Service

Provide a service which fully supports the needs of panel members and participants.

2. Deliver a Casework and Scheduling Service

Provide a service which ensures that all applications are processed and listed for hearing in a timeous fashion.

3. Provide a Financial Support Service

Manage finance within MHTS in line with SG guidelines.

4. Deliver a Members' Support Service

Ensure that all members receive the information, training and advice they need to enable them to fulfil their role to the highest possible standard.

5. Recruit, Maintain and Retain a High Performing Workforce

Ensure flexible, competent, well trained and motivated staff.

6. Manage Overall Performance at MHTS

Oversee the work of the administration to ensure that the highest possible standards are maintained across all work streams.

7. Ensure Good Corporate Governance of MHTS

Run the administration of MHTS in line with SG standards for good governance of public bodies.

8. Deliver an Appropriate MHTS Communications Strategy

Ensure we continue to be informed of and understand the needs of our users.

2 Delivering the service - Overview

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
	Hearings Service					
1.	Provide technical and administrative support to panels to enable them to make appropriate decisions which are recorded and distributed timeously to the parties.	Ongoing	Subject to review	Operations manager	Hearings support manager	To ensure the effective and efficient running of all tribunal hearings.
2.	Assist other attendees at hearings to understand the tribunal process and enable them to participate effectively.	Ongoing	Subject to review	Operations manager	Hearings support manager	To ensure the effective and efficient running of all tribunal hearings.
3.	Provide administrative support at all tribunals and the full services of a tribunal clerk at 95% of hearings.	Ongoing	Subject to review	Operations manager	Hearings support manager	To ensure the effective and efficient running of all tribunal hearings.
4.	Taking into account structural limitations, hold all hearings as close as possible to the patient's place of residence or choice and in a venue that has met the agreed standard, whilst providing opportunities for feedback on the same for all panel members and attendees.	Ongoing	Subject to review	Operations manager	Hearings support manager	To support the needs and rights of the service user to have a hearing which is conveniently located and in a venue of an appropriate standard.
	Finance					
5.	Deliver service (based on capacity of 300 hearings per month) within the agreed annual budget.	Ongoing	Subject to review	Deputy Chief Executive	Hearings support manager	To ensure the effective and efficient management of the organisation and maintain value for money.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
6.	Establish baseline costs of key cost areas.	Feb 07	Apr 07	HR and Business manager	Resource manager	To ensure the effective and efficient management of the organisation.
7.	Ensure administration cost per application does not exceed £950.	Feb 07	Apr 07	Deputy Chief Executive	Deputy Chief Executive	To ensure the effective and efficient management of the organisation and maintain value for money.
8.	Produce annual accounts in accordance with the Scottish Government Finance Manual.	Mar 07	Jun 07	Chief Executive	Resource manager	To comply with the legislative and corporate requirement to ensure funds are being spent appropriately.
9.	Produce an action plan and, if necessary, an updated business plan upon receipt of the auditor's report.	Jun 07	As required	Chief Executive	Resource manager	To ensure business is appropriately managing risk. The business plan will accurately reflect the business objectives.
10.	Provide monthly financial reports to Fraser Figure and, as required, to Health Department Finance.	Ongoing		Chief Executive	Resource manager	To ensure that both are fully advised on the financial position of the organisation.
11.	Ensure that Audit Scotland submit audited accounts to the Scottish Ministers by October 2007.	Mar 07	Oct 07	Chief Executive	Resource manager	To comply with the legislative requirement and ensure propriety in government expenditure.
	Members					
12.	Support Members' Training events.	As required		HR and Business manager	HR and Business manager	Members' Training events are handled efficiently and effectively.
13.	Provide members with up to date training and information on key issues.	As required		President's Office	HR and Business manager	Members are able to discharge their duties more effectively.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
	Performance Management					
14.	Develop a system to regularly review performance within the Administration.	Oct 07	Ongoing	Deputy Chief Executive	Senior management support	The Administration will be aware of its performance.
15.	Further roll out and develop the appraisal scheme for members.	Feb 06	Ongoing	President's Office	HR and Business manager	Members are able to discharge their duties more effectively.
16.	Ensure that all staff are adequately trained and their performance is reviewed on a regular basis.	Ongoing		Deputy Chief Executive	HR ,Training and Policy Officer	Staff are trained adequately for their respective duties.
17.	Develop a system to regularly review members' and users' satisfaction levels with the performance of the Administration.	Oct 07	Ongoing	Deputy Chief Executive	Senior management support	To understand how the members and users view the performance of the Administration, make improvements where necessary and ensure that where the Administration is performing well, it retains this level of service.
	Corporate Governance					
18.	Publish an Annual Report for the year to 31 March 2007.	Mar 07	Nov 07	President's Office	Chief Executive	To comply with the legislative requirement to report annual accounts and performance against targets.
19.	Produce a Business Plan for 2007/08 and 2008/2009.	Feb 07	Mar 08	Operations manager	All	To lay out business objectives for the coming year.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
20.	Maintain and review the Corporate Risk Register.	Ongoing		Corporate and IT manager	TLO and policy officer	To ensure risk is managed with appropriate contingency measures.
	Communications/IT					
21.	Continue to support the Professional Reference Group and the Users' and Carers' Group.	Ongoing		Deputy Chief Executive Corporate and IT manager	Communication Officer	To manage stakeholder relations and ensure adequate representations.
22.	Communicate with members on training and diversity issues.	Ongoing		HR and Business manager	HR and Business manager	To keep members advised on areas of interest.
23.	Produce and distribute quarterly Members' Newsletter.	Quarterly	Ongoing	HR and Business manager	HR and Business manager	To keep members advised on areas of interest.
24.	Continue work with the Mental Welfare Commission to review form content.	Ongoing		Operations manager	Technical casework and scheduling manager	To ensure that the opinion of the Tribunal is factored into any rework of the forms. To analyse the impact on the Tribunal's systems of any proposed changes.
25.	Manage SCOTS services.	Ongoing		ICT manager	ICT support manager	To enable user best practice and ensure value for money.

3 Building On Achievement – Overview

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
	Hearings Service					
1.	Award security contract for venue assistants.	Ongoing	Aug 07	Corporate and IT manager	HR and Business manager	A permanent contract is in place to deliver our business requirements.
	Members					
2.	Introduce electronic document distribution to the majority of members.	Apr 07	Aug 08	ICT manager	ICT manager	To achieve time and cost benefits for both Administration and members.
3.	Develop and support online Members' Book for members.	Ongoing		ICT manager	ICT officer	To provide a comprehensive resource tool for members.
4.	Support the Members' Appraisal Scheme.	Apr 07	Ongoing	President's Office	HR and Business manager	To effectively manage the appraisal system thus ensuring skilled, informed members.
	Staff					
5.	Establish Healthy Working Lives (HWL) Committee.	Jul 07	Oct 08	HR and Business manager	Technical casework and scheduling manager	To encourage healthy lifestyles for staff.
6.	Train staff to become multi-skilled within key business areas.	Apr 07	Ongoing	Deputy Chief Executive	Operations manager	Ensure a fully skilled, effective workforce. Give assistance in staff development and in contingency planning.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
7.	Produce MHTS Manual.	Ongoing	Sep 07	Deputy Chief Executive	Senior management support	Provide a single source for instructions, procedures and policies. Ensure approved procedures are in place.
8.	Co-ordinate and manage the accommodation move to Hamilton house.	Mar 07	Dec 07	HR and Business manager	HR and Business manager	The business area to be relocated is identified. Furniture, ICT and peripherals are in place.
	Corporate Governance					
9.	Establish and support a Management Board.	Aug 07	Mar 08	Chief Executive	HR and Business manager	Corporate requirement to ensure effective organisational management and control.
10.	Establish and support an Audit Committee.	Aug 07	Mar 08	Chief Executive	HR and Business manager	Corporate requirement to ensure effective financial and risk management and control.
11.	Establish and support a Staff Governance Committee.	Sep 07	Mar 08	Chief Executive	HR and Business manager	Corporate requirement to ensure effective staff representation.
12.	Establish and support an Equality and Diversity Committee.	Sep 07	Mar 08	Chief Executive	HR and Business manager	Corporate requirement to ensure effective staff representation.
13.	Establish and support a Health and Safety Committee.	Ongoing		Chief Executive	Corporate and IT manager	Corporate requirement to ensure effective health and safety processes are in place.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
14.	Produce a Corporate Plan for the years 2007/08 – 2008/09 plus projections until 2010/11.	Feb 07	Apr 07	Chief Executive	Corporate and IT manager	To set out the future agenda for the organisation. To enable appropriate planning to meet organisational aims.
15.	Produce a Business Continuity Plan.	Mar 07	Sep 07	ICT manager	ICT officer	To ensure appropriate contingency measures are in place to support the business in the event of a range of different disasters.
16.	Put in place appropriate corporate governance structure and supporting documentation.	Apr 07	Mar 08	Chief Executive	Corporate and IT manager	All corporate areas of the business are covered by appropriate published policies.
	Communications					
17.	Produce an Information and Communications Technology Strategy for 2007 – 2010.	Jun 07	Sep 07	ICT manager	ICT manager	To set out the future ICT agenda for the organisation. To enable appropriate planning to meet organisational ICT aims.
18.	Produce a Communication Strategy.	Jun 07	Sep 07	Deputy Chief Executive	Communication Officer	To set out a communication framework to allow effective, participative communications with all stakeholders.
19.	Improve the content, look and feel of the MHTS website.	Jun 07	Mar 07	Deputy Chief Executive	Senior management support	To provide the main repository for news and information on the Tribunal which is simple to view and easy to use.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
20.	Engage with stakeholders and respond positively to approaches aimed at increasing awareness of the Tribunal's activities.	Ongoing		Deputy Chief Executive	Communication Officer	To help others understand the role of the Tribunal. To positively engage with stakeholders, forge links within the local community and develop staff skills in mentoring.
21.	Produce information booklets for patients and service providers aimed at increasing knowledge of the Tribunal's processes.	Jul 06	Ongoing	Deputy Chief Executive	Communication Officer	To clarify the role of the Tribunal and its processes and positively engage with stakeholders.
22.	Develop Memoranda of Understanding (MOU) with individual Health Boards and Local Authorities.	Ongoing	Dec 07	Deputy Chief Executive	Operations manager	Establish cooperation between stakeholders and agree areas of responsibility.
23.	Establish links with officials drawn from the Association of Chief Police Officers in order to address matters of hearings security.	Ongoing	Dec 07	Deputy Chief Executive	Hearings support manager	To ensure that appropriate security measures are in place in the event of a security incident. To gain advice on the safe, effective handling of hearings with greater risk.
24.	Continue work with Health Boards and Local Authorities to improve venue quality and capacity.	Ongoing		Operations manager	Hearings support manager	Adequate, fit for purpose facilities are available with the capacity to hold the number of hearings required.
25.	Implement or amend existing administrative processes to support the introduction of 2 year reviews for civil patients.	Mar 07	Sep 07	Deputy Chief Executive	Technical casework and scheduling manager	Staff are trained and processes are in place to manage the implementation of this new piece of legislation.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
26.	Consolidate and streamline case management processes to take into account experience gained to date.	May 07	Nov 07	Operations manager	Technical casework and scheduling manager	To ensure that staff are skilled and able to do their jobs effectively.
27.	Build the existing search and link functionality within the Case Management System into the case management processes to make all data patient-centred rather than episode-based.	May 07	Nov 07	Operations manager	ICT manager	Records can be retrieved more meaningfully by the Case Management System and patient histories more easily viewed.
28.	Improve administrative processes in forensic cases.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	To ensure that forensic cases are handled appropriately and within the timescales.
29.	Identify and introduce Case Management System changes to cater for new enacted parts of the Act.	Ongoing	As required	Operations manager/ ICT manager	Technical casework and scheduling manager, ICT manager	A functional system delivered on time and on budget.
30.	Continue to consider Case Management System improvements identified by users.	Ongoing	As required.	ICT manager	Technical casework and scheduling manager	Cost/benefit analysis is undertaken and, if appropriate, system changes are scoped and delivered.
31.	Enhance capacity of both the Case Management System and Webroster (scheduling system) to cater for a greater range of management reports.	Ongoing	As required	Deputy Chief Executive	Data analyst	The system is capable of delivering the range of reporting requirements.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
32.	Work with Local Authorities to encourage participation in the electronic application scheme.	Ongoing		ICT manager	ICT officer	Realise cost savings and time benefits and comply with e-government policy.

4 Envisioning The Future - Overview

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
	Casework					
1.	Move towards fully online application processing.	Apr 07	Sep 10	ICT manager	ICT manager	All application types can be submitted electronically with associated time and cost benefits.
	Staff					
2.	Work towards earning Investor In People (IiP) status.	Sep 07	Dec 09	HR and Business manager	TLO and policy officer	IiP status awarded to MHTS as a separate organisation within the SG. Staff are trained and fulfilling their potential.
	Corporate Governance					
3.	Extend our capabilities to take on new business as appropriate.	Apr 07	Mar 08	Chief Executive	Corporate and IT manager	Agency is able to take on new types of business, e.g. other tribunals using our trained staff and flexible ICT solution.

5 Performance Targets and Objectives – Key Performance Indicators (KPI) - Overview

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
	Casework					
1.	99% of Compulsory Treatment Orders to take place within statutory time limits.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	To meet statutory obligation to deal with applications within set timescale.
2.	No more than 3 days to elapse between receipt of complete Compulsory Treatment Order application and issue date of the hearing notice.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	Processing requirement to ensure adequate notice of the hearing date.
3.	For other applications (excluding forensic and excessive security cases), the period between receipt of application and notice of hearing to be 7 days or less for 95% of cases.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	Processing requirement to ensure adequate notice of the hearing date.
4.	Time taken to establish a hearing from receipt of a complete application to revoke a Short Term Detention Certificate to be seven days or less for 80% of applications.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	Processing requirement to ensure that a hearing date is set within timescales.

No.	Work Area	Start Date	End Date	Lead Officer	Action Officer	Outcome
5.	Record of findings and facts to be issued to parties in 80% of cases within 10 days and in 98% of cases within 20 days.	Ongoing	Subject to review	Operations manager	Technical casework and scheduling manager	Processing requirement to ensure that parties are timeously advised of the hearing outcome.
6.	35% of hearings to be doubled up without undue detriment to the hearings process.	Ongoing		Operations manager	Technical casework and scheduling manager	To ensure the effective and efficient running of the organisation.
	Finance					
7.	All claims for payment by members, staff, suppliers and hearing attendees to be dealt with in a timeous manner.	Ongoing		HR and Business manager	Resource manager	To ensure the effective and efficient running of the organisation.
8.	Administrative costs which are not directly related to applications or hearings to be not more than 20% of tribunal costs.	Ongoing		Corporate and IT manager	Resource manager	To ensure the effective and efficient use of resources.
9.	Administrative costs per hearing to be reduced by a minimum of 2% across the year.	Apr 07	Mar 08	Chief Executive	Deputy Chief Executive	Productivity improvements and the broader application of IT will allow for cost savings to be realised.
	Communications					
10.	95% of complainants (to both the Administration and the President) to receive a substantive response to their complaint within 20 working days.	Ongoing	Subject to review	President's office (VM)	Deputy Chief Executive	Complaints are answered in line with the Tribunal's published policy.

