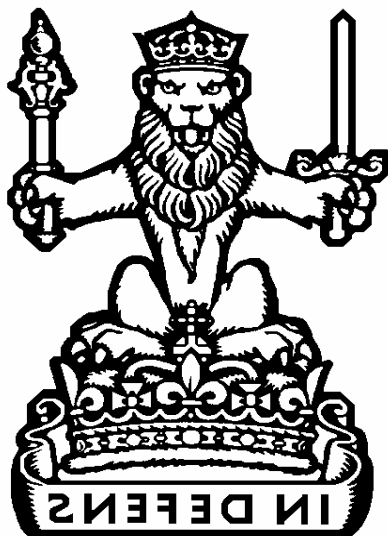


**CROWN OFFICE AND PROCURATOR  
FISCAL SERVICE**

**GLASGOW & STRATHKELVIN AREA**



**BUSINESS PLAN 2005-2006**

## **GLASGOW AREA BUSINESS PLAN – 2005 / 06**

### **Aim**

To provide an independent, modern prosecution service, which is committed to professional excellence, pursues cases fairly and consistently in the public interest and is responsive to the public's needs.

### **Structure**

The Glasgow Area is unique in COPFS in that it operates from a single office site to serve the communities of its jurisdiction.

The present structures were established following implementation of Plan Alpha in January 2003 and continue to be refined as business dictates. The Area is headed by the Area Procurator Fiscal, assisted by an Area Business Manager and supported by the management team. In functional terms the office is organised into four main Divisional units; each territorially congruent with the corresponding Strathclyde Police Division. A Divisional Procurator Fiscal and Business Manager head up each of these units, which are responsible for the majority of prosecution work falling within their jurisdiction.

In addition, since March 2004 the specialised Area units, which undertake work in respect of child witnesses, court liaison, complaints against the police, fraud, the drugs court and the domestic abuse court pilot have each been placed under the managerial control of a Division and, with the exception of CAPS, the unit heads now report directly to the appropriate Divisional PF. The CAP Unit Head remains a direct report of the Area Procurator Fiscal but business management input is provided by C Division's management team.

Substantial achievements have been made in the past year, particularly in performance against target and the following major themes have been identified for further progress in 2005 / 06: -

- Temporary relocation of staff from Ballater Street, to permit refurbishment of the Area office.
- Further consolidation of management structures and systems to ensure uniformity of approach and clarity of responsibility.
- Following upon the smooth introduction of FOS into the Area a further adaptation of staffing structures and working practices to realise maximum resource savings and performance outputs. In addition, lessons learned from the introduction of FOS will be incorporated into the approach taken in preparation for the introduction of FOS 2
- Improving quality of casework, particularly in relation to Intermediate Diet preparation and the Solemn Renewal project.
- Working with Criminal Justice Partners to further improve links and in particular to manage the nationally agreed protocols with Scottish Court service and the police.

- Establishing local working groups to plan and implement changes arising from the recommendations accepted from the McInnes Report.
- Managing the Domestic Abuse and Drug court pilots.
- Improvement of data integrity and enhancement of management information systems available to managers.
- To promote greater integration of VIA staff into the Area structure
- Further development and improvement of systems for the citation of police and civilian witnesses.
- To address specific concerns highlighted in the staff survey and ensure that all staff have rewarding and diverse careers with opportunities for personal development.
- To ensure that appropriate numbers and grades of staff are allocated to work at court to cover work previously covered by Strathclyde Police on behalf of COPFS with a minimum detrimental effect on the performance of the Office in relation to other tasks

### Staffing

Current office complement is as follows:-

SCS 2	SCS1	Band G	Band F	Band E (Legal)	Band E (Admin)	Band D	Band C	Band B (Casual)	Band B (Permanent)
1	4	3	22.5	60.9	4	38.4	19.5	30.5	145.9*

\* This includes 6 Band B posts at Dingwall

It is anticipated that the Band B complement will be affected by the introduction of FOS 2 resulting in a further reduction. . However the increased court commitments for administrative staff resulting from the transfer of prisoner escort duties have resulted in the need to allocate 5 Band B staff and a Band D manager thus far. It will be necessary to monitor the effectiveness of this allocation in light of experience over the coming months.

Additional staff at Band A/B will be required to cover transporting of staff and papers from the decant accommodation to and from the courts. This cannot be quantified until the preferred decant option is identified. .

### Workload

This is discussed in a separate paper on predicted workload.



		<p>provide appropriate training to facilitate necessary change.</p> <p>6 Manage the agreed national protocols with Scottish Court Service.</p> <p>7. Establish local joint working groups with criminal justice partners to implement changes required as a result of the McInnes Report and associated legislation.</p> <p>8. Ensure Clarity of management structures throughout the Area and ensure appropriate review of staffing distribution in relation to workload demands.</p> <p>9. To maintain effective liaison with Criminal Justice partners to ensure efficient operation of the Forensic Science Protocol</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
2.	To secure public confidence, including that of ethnic minorities, in the prosecution system	<p>Ensure Diversity Training available to all staff; continue to work with the Area Diversity Team and officers seconded from the West of Scotland Racial Equality Council; continue visits to places of worship, schools etc and to provide work experience opportunities to a wide range of school pupils; continue legal staff participation in MARIM groups and attendance at meetings with special interest groups and organizations, including NHS staff, retail community &amp; community councils.</p>	Ongoing
3.	To give priority to the prosecution of serious crime, including drugs trafficking and persistent offenders	<p>1. Enhance management control of serious casework by the use of a standardised Solemn case management spreadsheet.</p> <p>2. Continue Divisional liaison with the Police to identify &amp; process persistent offenders.</p> <p>3. Manage the Domestic Abuse Court pilot.</p> <p>4. Introduction digital dictation to allow work to be transferred</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>

		<p>across Divisions and to other Areas as appropriate.</p> <p>5. Implement all key aspects of the Solemn Renewal project and to introduce more structured case conferencing arrangements in the Solemn teams.</p> <p>6. Further develop and monitor systems for managing cross Glasgow major incidents utilizing identified Divisional resources.</p> <p>7. Continue to operate systems for the redistribution of work across the Area, based on operational and resource imperatives.</p> <p>8. To continue to participate in the organization and delivery of joint training with Strathclyde Police to ensure seamless delivery of casework in accordance with the Serious Crimes Protocol</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
4.	To provide services which meet the information needs of victims, witnesses and next of kin, in co-operation with other agencies.	Integrate VIA operations more closely with the Glasgow Divisions to include collocation at decant; improve arrangements for witnesses at court with Sheriff and District Court Clerks.	Ongoing
5.	To ensure that all deaths reported to the Procurator Fiscal are investigated appropriately and speedily	Source and arrange training on bereavement counselling for Deaths Unit staff to ensure better service to next of kin.	September 2005
6.	To provide thorough, timely and independent investigation of complaints of criminal conduct by police officers	Continue to operate specialised unit for this work under direct operational control of the Area PF while examining potential process improvements under supervision of C Division management	Ongoing

## **Budget**

Detailed budget proposals are contained in the Area Budget proposal document, which has already been submitted.

## Staffing

Staffing issues as they impinge on the staff levels for 2005/6 are contained in the Area Budget/Staff document submitted separately.

## Office Costs

Also see Area Budget/Staff document

## Case Related Costs

Also see Area Budget/Staff document

## Objective 1:

### To improve the delivery of justice by timely, efficient and effective investigation and prosecution of crime

<b>1</b>	<b>Defined</b>	It is expected that the Area will achieve all COPFS headline targets.
<b>2</b>	<b>Key Activities</b>	<ol style="list-style-type: none"><li>1. Implementation of FOS phase 2 in the Area in March 2005, will result in increased efficiency in the overall case marking process.</li><li>2. To review current management information systems and introduce a new Solemn management spreadsheet, to ensure appropriate caseload management.</li><li>3. To utilize the data integrity officer seconded from Change management to review data quality issues and enhance the reliability of management information in the Area.</li><li>4. To review arrangements in relation to the citation and countermand of witnesses, to include an examination of the use of electronic citation of Police and reciting at court.</li><li>5. To undertake a full review of case processing procedures, utilizing the current standard task instructions and support management and training approaches to promote necessary change in light of this.</li><li>6. To manage the agreed national protocols with Scottish Court Service and police.</li><li>7. To establish local joint working groups with criminal justice partners in respect of the impact of McInnes.</li><li>8. To clarify management structures in the Area and ensure appropriate review and assessment of staffing distribution in relation to workload demands.</li><li>9. To continue to work with Criminal Justice partners to ensure effective operation of the Forensic Science Protocol</li><li>10. To monitor and refine the operation of the new local mail management system to ensure early response to all correspondence and further assist compliance with Bonomy</li></ol>
<b>3</b>	<b>Resources</b>	It is anticipated that when fully staffed the current level of permanent staff will be sufficient to ensure delivery of the above.
<b>4</b>	<b>Controls</b>	The present system of controls operated by the Managers throughout the Area and the ongoing use of spreadsheets to monitor performance in both Solemn and Deaths will continue.
<b>5</b>	<b>Key Risks</b>	<p>Key risk to achieving the objective as set out above may come from the shortage of staff presently caused by absences on sick leave, maternity leave and on suspension.</p> <p>In respect of data integrity / data conversion the key risks are lack of adequately trained staff resources and the magnitude</p>

		of the inherited challenges in this area, which may outstrip available resource.
<b>6</b>	<b>Probability and Impact</b>	Probability of success is high and the impact on the organisation given recent good performance will be medium.
<b>7</b>	<b>Risk Controls</b>	Risks will be managed by improving the clarity of the management role at Divisional level with closer examination of the reasons for any failing performance to be undertaken at Area level.
<b>8</b>	<b>Evaluation of Outcome</b>	This will be evaluated by performance against target and within budget.

## Objective 2:

### To secure public confidence, including that of ethnic minorities, in the prosecution system

<b>1</b>	<b>Defined</b>	The Glasgow Area expects to achieve a higher public profile within all communities and in particular throughout ethnic minorities within the Area by sensitive handling of high profile cases coupled with clear explanation of the role of COPFS achieve greater public confidence in the system.
<b>2</b>	<b>Key Activities</b>	It is expected to achieve this by encouraging all staff to embrace the Diversity Training available and continuing to work in Divisions with officers seconded from the West of Scotland Racial Equality Council; by highlighting the work carried out by the Area Diversity Team and continuing the arrangement of visits to places of worship, school fayres etc and to continue to give work experience opportunities to a wide range of school pupils. In addition Area legal staff participate in Marim groups and attend meetings with special interest groups and organizations, including Community Councils, NHS staff and the retail community.
<b>3</b>	<b>Resources</b>	Resources committed to this objective in general consist of all of the staff of the Area and in particular the Area Diversity Team.
<b>4</b>	<b>Controls</b>	The Area Diversity Team will monitor closely the community work within the Divisions and the Area Procurator Fiscal will continue to monitor the race returns from each Division.
<b>5</b>	<b>Key Risks</b>	Critical risk is ensuring effective communications.
<b>6</b>	<b>Probability and Impact</b>	The probability of success is medium and the impact on the organisation is also medium.
<b>7</b>	<b>Risk Controls</b>	The Area will manage the risk by working closely with our seconded officers to ensure better networking within the Area. Utilisation of police liaison will also be used to identify key community groups and to widen diversity contact network.
<b>8</b>	<b>Evaluation of Outcome</b>	Feedback obtained at further networking events and meetings with representatives of ethnic minority and other communities and analysis of any complaints received. .

### Objective 3:

#### To give priority to the prosecution of serious crime, including drugs trafficking and persistent offenders

<b>1</b>	<b>Defined</b>	The Area expects to continue to deliver a high performance against target.
<b>2</b>	<b>Key Activities</b>	<ol style="list-style-type: none"><li>1. Enhanced management control by the use of a standardized Solemn case management spreadsheet.</li><li>2. Continued Divisional liaison with the Police to identify persistent offenders.</li><li>3. To effectively manage the Domestic Abuse Court pilot.</li><li>4. The introduction of digital dictation to allow work to be transferred speedily across the Area including Dingwall.</li><li>5. To implement the key aspects of the Solemn renewal agenda and to introduce more structured case conferencing arrangements in the Solemn teams.</li><li>6. To further develop and monitor agreed systems for managing cross Glasgow major incidents from Divisional resources.</li><li>7. To continue to operate systems for the redistribution of caseload across the Area, based on operational and resource imperatives.</li><li>8. Implementation of the new Sheriff Court programme with ring fenced jury courts for each Division and the introduction of Divisional indicting.</li></ol>
<b>3</b>	<b>Resources</b>	It is anticipated that the current levels of staff available for solemn work, including Precognition Officers, will be fully utilised in delivering this target.
<b>4</b>	<b>Controls</b>	Managers will exert much closer control over the solemn performance by use of the solemn spreadsheet.
<b>5</b>	<b>Key Risks</b>	Risks include potential increase in Solemn business and increase in complex cases.
<b>6</b>	<b>Probability and Impact</b>	Probability of success is high and the impact on the organisation is high.
<b>7</b>	<b>Risk Controls</b>	Glasgow will manage the risks by improved monitoring of solemn performance, thus providing early indication of the need to move resources around the Divisions.
<b>8</b>	<b>Evaluation of Outcome</b>	This will be achieved by monitoring performance against target regularly throughout the year.

#### Objective 4:

**To provide services which meet the information needs of victims, witnesses and next of kin, in co-operation with other agencies**

<b>1</b>	<b>Defined</b>	Glasgow will continue to actively pursue good relationships with victims, witnesses and next of kin.
<b>2</b>	<b>Key Activities</b>	VIA operations will be more closely integrated into the Glasgow Area structure, achieved by collocation of VIA teams with their Divisional counterparts.
<b>3</b>	<b>Resources</b>	There will be no impact upon resources at the present level.
<b>4</b>	<b>Controls</b>	To ensure that this outcome is achieved Managers will monitor much more closely the work of staff to ensure that SOS and FOS are updated more promptly.
<b>5</b>	<b>Key Risks</b>	Key risk to achieving this objective is likely to be the lack of experienced staff, particularly in managing data integrity and current lack of experienced managerial staff to effectively monitor processes.
<b>6</b>	<b>Probability and Impact</b>	Probability of success is high and the impact on the organisation will be medium.
<b>7</b>	<b>Risk Controls</b>	The risks will be controlled by closer management of staff performance.
<b>8</b>	<b>Evaluation of Outcome</b>	Performance against this objective will be evaluated by close liaison and discussion with colleagues in VIA and analysis of any complaints received.

## Objective 5:

**To ensure that all deaths reported to the Procurator Fiscal are investigated appropriately and speedily**

<b>1</b>	<b>Defined</b>	The Area expects to achieve the National target set for performance under this objective.
<b>2</b>	<b>Key Activities</b>	Maintaining best practice in accordance with current departmental guidance. In addition, training in bereavement counselling will be examined with a view to providing a better service to next of kin.
<b>3</b>	<b>Resources</b>	Current staffing levels should be sufficient.
<b>4</b>	<b>Controls</b>	Closer monitoring by managers of the implementation of guidance provided from Crown Office.
<b>5</b>	<b>Key Risks</b>	Key risk to achieving this objective could be insufficient experienced legal resource.
<b>6</b>	<b>Probability and Impact</b>	Probability of success is medium and the impact on the organisation is medium.
<b>7</b>	<b>Risk Controls</b>	The risk will be monitored by continual monitoring of performance against target and close liaison between the unit manager and the Area Team.
<b>8</b>	<b>Evaluation of Outcome</b>	This will be evaluated by monitoring performance against target.

**Objective 6:****To provide thorough, timely and independent investigation of complaints of criminal conduct by police officers**

<b>1</b>	<b>Defined</b>	It is expected that Glasgow will meet the published target for CAPs.
<b>2</b>	<b>Key Activities</b>	These will be maintained by continuing to operate current management controls in relation to the precognition of CAP cases by operation of a central specialized unit for this work under direct operational control of the Area PF while examining potential process improvements under supervision of C Division management.
<b>3</b>	<b>Resources</b>	Current staffing levels should be sufficient.
<b>4</b>	<b>Controls</b>	Unit head will continue to advise Divisional PF and DBM of business issues. The Divisional management team will review performance against this target on a monthly basis. Area PF will continue to personally oversee each CAP.
<b>5</b>	<b>Key Risks</b>	Unpredictability of workload.
<b>6</b>	<b>Probability and Impact</b>	Probability of success is high and the impact on the organisation will be medium.
<b>7</b>	<b>Risk Controls</b>	Risk is controlled by use of adequate monitoring systems and facility to reallocate resources as required.
<b>8</b>	<b>Evaluation of Outcome</b>	The outcomes will be evaluated by monitoring performance against target.