



CROWN OFFICE
& PROCURATOR
FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

COPFS Business Plan 2016-17

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Enabling world class delivery - COPFS Business Plan 2016-17

1. Introduction

This Business Plan produced by the Crown Office and Procurator Fiscal Service (COPFS) is based on the Strategic Plan 2015-2018. It describes the operational priorities and change activities for 2016-17 which will deliver our **Vision** of being the world leading public prosecution and death investigation service, which secures our **Purpose** of securing justice for the people of Scotland. The Plan will be updated in the light of the new Scottish Government's priorities and following the 2016 Spending Review, after which the Strategic Plan will be reviewed.

2. Justice Outcomes

COPFS contributes directly and by working collaboratively with other parts of the justice system to deliver the Scottish Government's Strategy for Justice. This aims to deliver a justice system that contributes positively to a flourishing Scotland, helping to create an inclusive and respectful society, in which all people and communities live in safety and security, individual and collective rights are supported and disputes are resolved fairly and swiftly.

The Strategy identifies a number of Justice Outcomes which describe what it is aiming to achieve. COPFS contributes to the following Justice Outcomes:

- We experience low levels of crime and low levels of fear, alarm and distress;
- We are at low risk of unintentional harm;
- Our people and communities support and respect each other, exercising both their rights and responsibilities;
- Our public services are fair and accessible;
- Our institutions and processes are effective and efficient;
- Our public services respect the rights and voice of users.

3. Our Objectives

COPFS core areas of responsibility relate to the **investigation and prosecution of crime** and the **investigation of sudden deaths**. Our Objectives are designed to reflect the business outcomes we must deliver in contributing to the Justice outcomes described above:

- Criminal cases are effectively and independently investigated and prosecuted or have other proportionate action taken in the public interest;
- Deaths which need further explanation are appropriately and promptly investigated;
- Financial gain achieved by criminal means is removed from criminals using proceeds of crime laws;
- A level of service which takes account of individual needs and characteristics is provided to all;
- Victims, nearest relatives and witnesses and those accused of an offence are treated with dignity and respect.

The following published targets have been agreed by the Law Officers:

Core Business	Target for 2016-2017
Indictments:	Serve 100% of solemn indictments within statutory time limits.
Take & Implement decision	Take and implement a decision in 75% of crime reports within 4 weeks of receipt
Complaints against the police	Complete investigation of 90% of criminal allegations against the police within 12 weeks.
Deaths requiring investigation	In reports of a death where further investigations are required, conduct the investigation and advise the next of kin of the outcome within 12 weeks of receipt of the report in at least 80% of cases

4. Delivering Our Objectives

. Our Strategic Plan describes our high level priorities in delivering our Objectives and sets out the five “Enablers”, which describe the focused activities in those areas which support delivery of our Objectives. Those Enablers are:

- People;
- Digital;
- Improvement;
- Finance;
- Estates; and
- Collaborative Working.

Supporting strategies cover these Enablers. Annex A sets out the strategic priorities and key milestones for 2016-17 for each of our Objectives and Enablers.

5. Approach to Delivery for 2016-17

Our overall business approach for 2016-17 has the following objectives:

- To enable COPFS to deliver agreed performance targets;
- To ensure that the budget is balanced;
- To continue to take forward major cases as necessary;
- To complete a review of key prosecution policies and the approach to case decision making within COPFS and implement the agreed changes;
- To keep staffing at an appropriate level by reducing non-staff costs as much as possible;
- To provide as much continuity as possible through the transition to the new structure and in supporting the next stage of transformation;
- To prepare for further real terms reductions in resources in the years ahead.

Annex B outlines the overall approach to managing resources and budgets, to maximise the effective use of the resources available, given the constraints we face.

5. Available Resources

£m	2014-15		2015-16		2016-17	
	Running Costs	Capital	Running Costs	Capital	Running Costs	Capital
Original Spending Review allocation						
Cash	100.6	3.6	100.6	3.6	103.5	3.6
Non cash (ring fenced)	4.5		5.2		5.4	
Total	105.1	3.6	105.8	3.6	108.9	3.6
Additional funding						
Large / sensitive cases	2.0		2.7		-	
Domestic abuse cases	-		0.95		-	
Revised RC total	107.1	3.6	109.45	3.6	108.9*	3.6
Grand total		110.1		113.05		112.5

*these figures do not include an additional £0.95m for domestic abuse cases that will be transferred to COPFS in-year.

6. Staffing

Staffing as at 31 March 2016 (Full Time Equivalent) was:

:	
Senior Civil Servants	25.83
Legal staff	491.53
Administrative staff	1,082.15
Total	1,599.61

8. Constraints

There are a number of constraints that have been taken into account:

- COPFS must comply with the SG public sector pay policy, including the commitment to no compulsory redundancies, and with changes in employer's pension and National Insurance contributions: in total these are expected to add around £2.5m to payroll costs;
- Inflation in non-staff costs is expected to add around £0.5m to costs;
- The COPFS caseload is demand-led with time limits for action set by statute or policy;
- Given the medium-term outlook for public expenditure it is expected that further year on year real terms reductions in resources will be required following the 2016 spending review.

Annex A

Objectives	Strategic priorities	Key Milestones to March 2017
<p>Criminal cases are effectively and independently investigated and prosecuted or have other proportionate action taken in the public interest</p>	<ul style="list-style-type: none"> • We will contribute to improved public safety, reduced individual harm and enhanced economic and environmental well-being • We will target hate crime, domestic abuse, stalking and sexual offending. • We will work with others to implement the recommendations of the Bowen Review 	<ul style="list-style-type: none"> • Delivery of our performance targets : <ul style="list-style-type: none"> - Serve 100% of solemn indictments within statutory time limits; - Take and implement a decision in 75% of criminal cases within four weeks of receipt; - Close 90% of criminal allegations against police cases in 12 weeks. • We will implement the new structures for Local Court and High Court delivery • We will implement the agreed changes to prosecution policy based on an outcome-focused approach • We will continue to participate in the additional court programme • We will implement our part of the Scottish Government's Violence against Women Strategy • We will work with others to develop plans to introduce seven-day custody courts, taking into account the weekend working pilot in NICP • We will examine how to improve the operation of our on-call procedures
<p>Deaths which need further explanation are appropriately and promptly investigated</p>	<ul style="list-style-type: none"> • We will work with the NHS to implement the electronic reporting of deaths by medical staff. • We will work to secure access to the NHS electronic records system used by the NHS; • We will encourage the use of view and grant procedures where appropriate. 	<ul style="list-style-type: none"> • Delivery of our performance target: <ul style="list-style-type: none"> - In reports of a death where further investigations are required, conduct the investigation and advise the next of kin of the outcome within 12 weeks of receipt of the report in at least 80% of cases. • We will implement the Milestone Charter for bereaved family members under the Inquiries into Fatal Accidents and Sudden Deaths etc (Scotland) Act • We will monitor the new reporting process for deaths which reduces the numbers of deaths that medical practitioners need to report to us • We will review our pathology contracts

		to ensure we receive value for money
Financial gain achieved by criminal means is removed from criminals using proceeds of crime laws	<ul style="list-style-type: none"> We will prioritise the recovery of assets from serious and organised crime and serious economic crime We will pursue the assets of all who profit from crime, when it is proper to do so using all available powers under the Proceeds of Crime Act including conviction based confiscation, cash seizure, asset recovery and taxation will continue to improve the enforcement of confiscation orders. 	<ul style="list-style-type: none"> We will deliver our internal performance targets <ul style="list-style-type: none"> 80% of restraint reports to be considered within 28 days of receipt 70% of abbreviated reports and DWP cases to be fully resolved within 12 months 80% of expedited referrals to be considered within 28 days of receipt Carry out an initial assessment of new asset recovery referrals within 14 days of receipt Complete all cash forfeiture cases within an average timescale of 12 months Provide ten part 5 POCA training inputs annually to CRU stakeholders
A level of service which takes account of individual needs and characteristics is provided to all	<ul style="list-style-type: none"> We will contribute to tackling inequality and the protection of human rights Operational priorities include targeting hate crime, domestic abuse, stalking and sexual offending, all of which involve significant equalities issues for those with protected characteristics 	<ul style="list-style-type: none"> We will implement our new transgender witness policy We will implement our new protocol with the Scottish Children's Reporters Administration We will implement the recommendations in the Review of VIA We will implement the Keep Safe initiative which identifies our offices as safe havens for vulnerable people seeking assistance
Victims, nearest relatives and witnesses and those accused of an offence are treated with dignity and respect	<ul style="list-style-type: none"> We will ensure that those victims and witnesses who are most vulnerable will receive relevant information at the appropriate time We will respond communicate clearly and effectively with victims and witnesses We will make appropriate applications to the 	<ul style="list-style-type: none"> We will revise and refresh the training given to all staff when dealing with sexual offences and victims of sexual offences We will consult with Stakeholders regarding the Standards of Service and how they can be improved. We will work with criminal justice partners to implement special measures in the Justice of the Peace

	<p>Courts to ensure that vulnerable witnesses receive support when giving evidence</p>	<p>Courts</p> <ul style="list-style-type: none"> We will take cognizance of agreed recommendations of our independent scrutiny panel that examines our approach to Domestic Abuse and Sexual Offence cases. We will cooperate fully with the Historic Child Abuse enquiry set up by the Scottish Government
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Enablers	Strategic priorities	Key Milestones to March 2017
<p>People</p> <p>We will ensure that our staff have the knowledge, skills and capacity to deliver a high quality, cost-efficient service</p> <p>We will keep staffing levels at appropriate level within budgetary constraints</p> <p>We will create the right environment to enable staff to lead fulfilling working lives</p>	<ul style="list-style-type: none"> We will deliver leadership and management development programmes We will ensure staff have the skills and knowledge they require We will provide positive feedback and support staff We will provide clarity over job roles and transparent recruitment and deployment policies We will empower staff to deliver a world-class cost effective prosecution service We will provide protection and fairness for staff throughout their careers and promote equality and diversity 	<ul style="list-style-type: none"> We will implement a workforce plan for 2016-17 and develop a longer-term strategy. We will carry out a training needs analysis We will review internal recruitment processes and implement agreed recommendations We will review performance management arrangements and implement recommendations We will provide regular corporate Wellbeing updates to the Executive Board We will continue to roll out the Management Development Programme and consider application to SCS levels as part of development of a medium term leadership strategy We will develop the Fair Futures project with the aim of creating a right environment for COPFS staff to lead healthy and fulfilling working lives
<p>Digital</p> <p>We will ensure that we deliver and support a portfolio of efficient, resilient innovative and secure IT systems</p>	<ul style="list-style-type: none"> Responding to business needs and strategic priorities Implementing innovative corporate processes and business solutions Robust and flexible enterprise IT infrastructure and information systems Aligning the core competencies, digital capabilities and skills of staff 	<ul style="list-style-type: none"> We will publish an IT Digital Strategy, accompanied by a delivery plan and strategic roadmap We will implement a new Corporate Applications Portal and portfolio of business application solutions We will establish a comprehensive Cyber Resilience Plan, including disaster recovery plans and processes We will develop enterprise Mobility and Collaboration solutions We will implement new and innovative

	with business aims	<p>print management solutions</p> <ul style="list-style-type: none"> • We will engage our people at the heart of the IT digital transformation programme to provide them with the right skills, knowledge and support to realise the full potential of IT digital solutions • We will implement new information backup, archiving and information management solutions • We will maintain COPFS' accreditation to the PSN and PSNP IT security networks and assurance schemes • We will develop a range of Enterprise Solutions to deliver COPFS' strategic and business needs • We will implement new finance & HR systems to improve the reliability and consistency of data
<p>Improvement</p> <p>We will ensure our systems and processes are robust and fit for purpose to meet the expectations and requirements of all our key stakeholders, both internal and external</p>	<ul style="list-style-type: none"> • Financial – Implementing the most cost effective solutions; • Resources – Ensuring that all resources are managed and have the necessary skills to undertake the roles; • Continuous Improvement – Continuous review of Prosecution Policies ensuring proportionate outcome for all cases; • Consistency – Achieving the most consistent method of processing casework and corporate tasks; • Digital – Ensuring that all cases and corporate information is processed and presented digitally ; • Accuracy of information – From a single source of case and corporate information; • Communication – Using up to date digital technology for accurate two way communication with all stakeholders; • IT Infrastructure – Utilising enterprise and modern 	<ul style="list-style-type: none"> • We will develop and implement an improvement strategy with a clear separation between strategic development and delivery of products • We will implement digital case delivery through the completion and roll out of iPads in Court. • We will work collaboratively with our Criminal Justice Partners i.e. Scottish Courts & Tribunal Services to implement video conferencing; and Police Scotland to improve production handling & storage • We will implement casework improvements through delivery of an upgraded MI Solution and development of bespoke case management applications • We will improve communications with Stakeholders through development and delivery of a witness website to enable witness access to their statements; and advance the use of CJSM and SMS texting/email communication methods.

	applications and technology.	
Estates We will ensure our estate is cost-effective and fit for purpose	<ul style="list-style-type: none"> We will ensure value for money in our management of the COPFS estate We will develop a dedicated office management team to provide a high standard of customer service across Scotland We will ensure high standards of cleanliness and maintenance and thus improving staff wellbeing <p>We will deliver agreed carbon reduction targets across the estate</p>	<ul style="list-style-type: none"> We will develop and implement an Estates Strategy We will tender our facilities management contract We will undertake a rolling review of lease breaks We will evaluate continually the service provided by I office services team and ensure customer feedback is acted on promptly We will ensure that the SCTS building maintenance shared service is provided to a consistently high standard
Finance We will support the delivery of business priorities by ensuring that the level of funding secured is distributed appropriately and that we can continually demonstrate best value	<ul style="list-style-type: none"> We will ensure all managers across COPFS are suitably skilled to meet their financial responsibilities We will support budget holders and managers to make optimum use of resources We will continually review and streamline all finance systems and business processes We will enhance our procurement and contract management capability in order to improve value for money We will prioritise resources robustly to ensure that they are matched appropriately to activity, and bear down hard on non-staff costs in order to maintain staffing at appropriate levels 	<ul style="list-style-type: none"> We will complete the Financial Sustainability Project by August to feed into Spending Review 2016. We will put in place new resource management arrangements for 2017-18 by December 2016 We will deliver the Procurement Improvement Plan by March 2017 We will deliver better management information for Function managers following articulation of requirements We will implement the finance and workforce plan for 2016-17 throughout 2016-17 We will improve business planning for 2016-17 business planning round by October 2016 We will establish a non-staff costs committee of the Executive Board to ensure continued focus on the need to reduce them Business Services teams will work closely together and with colleagues across COPFS to ensure that savings in staff time from improvement are translated in to financial and estate savings

The senior team has adopted the following approach to delivering its objectives bearing in mind the resources available and the constraints.

1. Running Costs

We will reduce spend on non-staff costs below the 2015-16 cash level as much as possible, thereby keeping staffing at an appropriate level. Inflation will thus need to be absorbed, as well as reducing the overall costs.

And, in order to keep staffing numbers at an appropriate level, we will:

- Continue to reduce the proportion of staff on temporary contracts and thus increase stability by releasing some staff on their scheduled termination dates, taking into account business needs;
- Continue to recruit externally to fill vacancies created by natural wastage where required by business needs and the developing workforce plan; other posts vacated through natural wastage will be deleted or suspended allowing reorganisation and restructuring;
- Phase out gradually temporary promotions in place at the beginning of the FY and offering new ones only in exceptional circumstances;
- Reduce overall spend on overtime in comparison with 2015-16 levels; and
- If resources were available, consider whether a VES scheme would be justified.

2. Capital

The Capital budget will continue to meet a mix of the following demands:

- IT;
- Estates; and
- Vehicle fleet (minor).

3. Supporting and Enabling Mechanisms and policies

In relation to non-staff costs specifically:

- There will be targeted assistance from Business Services (BS) for senior managers with identifying and delivering reductions in non-staff costs, with the primary focus being on the pathology contract, which consumes 5-10% of COPFS' total spend, and witness costs. Projects have been set up to consider how these could be better managed in the future;
- A sub-committee of the Executive Board will monitor and challenge non-staff expenditure;

- Work will continue under the auspices of a focused project board to improve and modernise the approach to procurement and contract management by delivering a procurement improvement plan;
- There will be more focused and specialised resources devoted to managing our estate across Scotland, led by a central unit, with a view to increasing efficiency and reducing costs over the longer-term in line with the estates strategy.

In relation to staff costs specifically:

- The Workforce Planning Group (WPG) will meet fortnightly. It will comprise senior representatives of HR, Finance and the three HoBMs covering the new functions. WPG will review staffing levels and expenditure and progress with savings targets, and consider cases for internal and external recruitment. Any recommendation to go ahead with external recruitment will be referred to SET for approval;
- The WPG will oversee a review of internal recruitment procedures with a view to streamlining processes, reducing churn, and reducing the opportunity costs consumed in processes, whilst retaining the commitment to fairness and transparency. Options for changing the approach to excess fares are also being considered to ensure that it is consistent with the internal recruitment policy;
- Work is progressing to develop better and quicker real-time management information on staff numbers and costs to inform decision-making;
- The WPG will oversee continuing work to ensure that the business process modernisation programme and progress with digitisation and changes in prosecution policy all lead to a release of staff time and that that released contributes to cash savings;
- Organisational design work will continue, taking into account the new structure, on strategies for learning and development and leadership, and on roles and responsibilities across the organisation with a view to increasing the span of control of managers at all levels. The boundaries between the PD, SPFD and PFD grades will be considered carefully as part of this ongoing work;
- COPFS will begin to develop a 'Fair Futures' programme in full consultation with staff at all levels designed to create a right environment to enable staff to lead fulfilling working lives;
- Work will continue to tackle the relatively high level of sickness absence in the organisation through a specific wellbeing project under the Fair Futures banner;
- A pilot to test the feasibility of weekend working will be carried out in the NICP function with a view to providing greater flexibility. The pilot will also explore the feasibility of homeworking. Depending on the outcome of the pilot COPFS will discuss with unions wider application of more flexible ways of working.

4. Generally

COPFS will continue to review opportunities to share services with partner organisations as means to increasing efficiency.

- A Financial Sustainability project will continue until August designed to help COPFS to prepare for the 2016 spending review, and to develop a long-term financial strategy and a sustainable approach to financial delegation and budget management across the organisation;
- The Risk Management Group will continue to lead work across COPFS to ensure that all resource allocation decisions take full account of risks;
- In all aspects of resource management COPFS management will work in close partnership with the recognised trade unions.