



CROWN OFFICE
& PROCURATOR
FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE



Workforce Planning Strategy

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Executive Summary

Aim – Priorities - Delivery

Aim

This workforce strategy has been developed to enable delivery of COPFS strategic priorities. It will set the strategic direction for the management and development of COPFS staff for the next five years. Delivering a high quality public prosecution service requires a skilled, engaged and capable workforce; we aim to employ the right number of people with the right skills in the right place to deliver our organisational objectives.

Our goal is to achieve a staffing plan that:

- takes account of work priorities, resources and business objectives
- develops skills and talents of our people, and
- builds engagement and promotes wellbeing.

Priorities

1. Match resource to business priorities, including the management of innovation and change.
2. Achieve optimum leadership, management and team structures by reviewing our roles and ensuring that our organisational design aligns with our business priorities.
3. Build skills by assessing skills in line with roles and developing agreed approaches for how staff should be inducted, trained, and developed.
4. Use fair, efficient and effective processes for deploying staff to enable planned workforce levels to be met.
5. Create a working environment that recognises the benefits of healthy working lives and aim to reduce absence levels to the current Civil Service wide average by 2022-23.
6. Building an engaged and highly capable workforce.

Delivery

A Workforce Strategy Action plan will be developed to set out how the above priorities will be delivered. Individual Function workforce plans will be in place for April 2017; these plans will include staff numbers and identify anticipated reductions in staffing levels.

1. Introduction

Our Aim and Vision

We aim to deliver our purpose of securing justice for the people of Scotland.

We believe that a workforce that has well developed skills, supported by good infrastructure and takes pride in delivering a high quality service is the key to a successful future. Our Workforce Strategy is our approach – the right people, with the right skills, engaged and high performing. That is our commitment and it sets the standard we expect to be judged by.

We recognise that we operate in a challenging financial environment and we are committed to ensuring that public funds that are invested in securing justice are used appropriately and secure good value for money. Our Workforce Strategy will be instrumental in realising our Vision. In it we will use our best information and predictions to plan our priorities for developing and deploying our people.

Purpose & scope

Workforce planning in COPFS is the process, shaped by COPFS corporate strategy, which will ensure that we have the right number of people with the right skills in the right place to deliver short and long term organisational objectives.

Our approach is informed by Chartered Institute of Personnel and Development best practise, takes account of Audit Scotland sector guidance.

This means the approach will be an integral part of business planning and will strengthen our commitment to employee engagement.

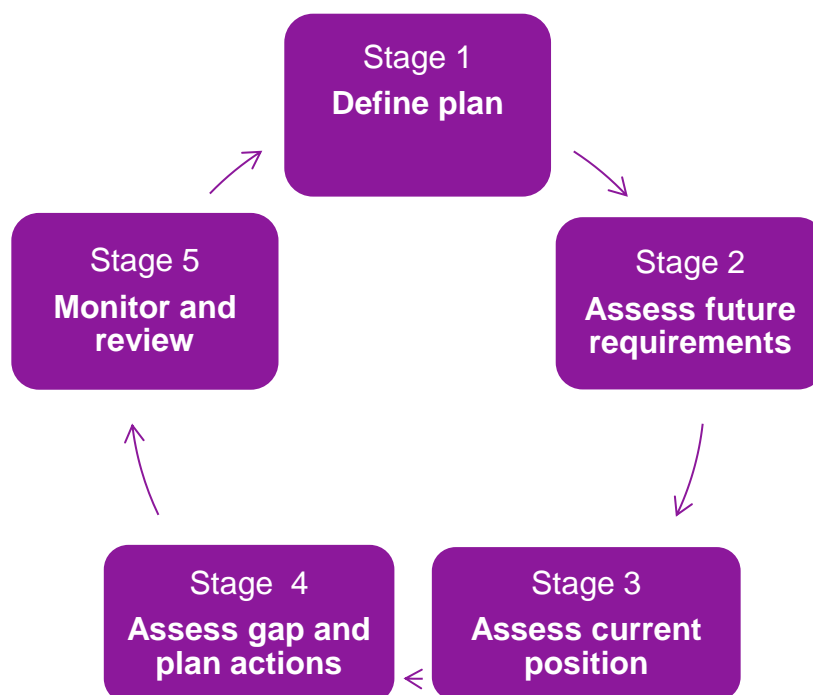
A staged approach will be followed. Our workforce planning will take account of future requirements and look forward to 2022/3 in line with our Financial Strategy, linking closely with our digital and estates strategies.

This will include analysis of internal and external factors and use of financial and staffing forecasts. An analysis of our current workforce position will be compared to future requirements and an assessment made of the changes required to meet any gaps.

The Workforce Strategy will set the overall direction for COPFS and organisation wide priorities. These priorities will inform the strategic workforce action plan and also more detailed Function level workforce plans. These plans will guide decisions about staffing levels over the next five years.

The Workforce Planning Group, the Leadership Forum and the Resources Committee have all input to this Strategy.

Stages of Planning



2. Strategic context

We are committed to playing our part in making Scotland a safer place to live. The COPFS Strategic plan sets out how we will deliver a public prosecution and death investigation service which secures justice for the people of Scotland. We aim to improve quality, optimise resources and deliver efficiency.

The world in which we operate is changing. Criminal justice will be reformed in the coming years as recommendations are implemented from the reviews by Lord Carloway and Sheriff Principal Bowen, together with the advent of the Victims & Witnesses Act and the new court structures being introduced by the Scottish Courts and Tribunal Service.

Digital technology is revolutionising how businesses operate and is likely to change how we work and the skills we require in the future.

To deliver our objectives successfully we will be a Service that:

- develops highly capable, skilled and specialist staff at all levels who are deployed appropriately
- delivers casework supported by effective quality standards and consistent operating methods
- works efficiently, supported by enhanced systems, structures and processes, making best use of digital technologies, to improve the way we operate

- disrupts and deters criminal activity by denying serious and organised crime groups the profits of crime
- monitors crime patterns and works with Criminal Justice partners to anticipate future requirements

Our vision for the future workforce

Our goal is to achieve a staffing plan that;

- takes account of work priorities, resources and business objectives
- develops skills and talents of our people, and
- builds engagement and promotes wellbeing.

In May 2016 COPFS initiated an organisational development project called 'Fair Futures', which has the following vision:

"To continue to develop COPFS as a service where our people feel valued, trusted and supported to contribute to organisational success and lead fulfilling working lives and where this is reflected in our high performance and aspiration."

This vision informs the aspirations for our strategy and so the key aims for our workforce are to create:

- a proportionate management structure, with highly capable leaders who inspire and engage people
- an empowered workforce, where roles are well defined and responsibilities appropriately aligned with our grading structure
- clear development paths enabling employees to gain necessary skills and knowledge to deliver
- a workforce able to operate flexibly, both in terms of meeting changing business demands and across a range of service areas
- an engaged workforce, where wellbeing is emphasised and recognised through improved engagement scores and lower absence levels
- a modern working environment where the potential of IT is maximized and allowing employees to work in a flexible way, with the business acumen to respond to changing demands
- a workforce that reflects the diversity of the community it serves
- a workforce capable of offering equitable services to local communities through a planned and appropriate network of local offices.

National, corporate & local priorities

Finance

A COPFS Financial strategy has been developed to ensure ongoing sustainability within a challenging financial environment. The key working assumption for "income" is that funding will continue to be "flat" in cash terms i.e. there will be no increase in 2016-17 levels of cash funding over the next five years, and thus a real terms reduction. However we are also preparing for a range of scenarios.

This means that financial savings need to be made. A high priority for COPFS will be to reduce non-staff expenditure by as much as possible in order to maintain staffing at an appropriate level: the target is to find half of the required savings from non-pay roll budgets. However as payroll accounts for around 65-70% of our costs we expect that in making significant real terms savings over the next five years COPFS will have to reduce the total amount of full time equivalent staff by not replacing all the people who leave naturally (through retirement, resignation or at the end of contracts)

Modernising our processes

There has been significant investment in IT systems and development of new business processes in recent years. Work is being accelerated as part of our long term digital strategy to ensure that as many routine processes as possible are automated to free up staff time. This will also enable a shift in focus for many of our current roles from dealing with administrative tasks to more analytical or customer focussed work that adds value to the service we provide. Work continues to analyse the scope for further efficiency, including through shared services with other organisations.

Prosecution Policy Review

An outcome focused approach to decision making within COPFS is being developed. This will ensure that the quality of decision making is improved and that prosecutorial action is taken at the most appropriate and lowest forum. This approach will meet the needs of the people of Scotland and takes cognisance of the Scottish Crime and Justice Survey which outlines that the public do not expect very low level offending to result in court proceedings. It is also designed to ensure effective local community interaction by Police Scotland.

Performance Targets

Our performance objectives relate to our core areas of responsibility:

- 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 need and characteristics is provided to all
- victims, near relatives and witnesses and those accused of an offence are treated with dignity and respect

COPFS Performance Targets are shown at Appendix B

An Operational Performance Committee (OPC) was formed in August 2016 and is responsible for implementation of the Improvement Programme and wider justice system initiatives. The OPC is also responsible for the delivery and efficiency of front line operations and coordination of engagement with key stakeholders.

New structures

In April 2016 new organisational structures were put in place following an organisational change programme, 'Shaping the Future'. COPFS is now organised into Functions under the leadership of the three Deputy Crown Agents as follows;

Local Court, High Court/Specialist Casework and Operational Support

The functional model provides clearer management structures which will lead to improved decision making and management of resources.

Each of the Functions has improvement plans in place that will seek to achieve Strategic plan objectives to improve quality, optimise resources and deliver efficiency.

3. Current workforce issues

Planning for the future

Staff numbers

Based on assumptions in our financial strategy our current staffing levels are not affordable in the future. In order to deliver the real terms savings that we assume will be required over the next five years it is expected that around 200 posts will need to be shed from the current complement. The precise number in any year will depend on a variety of circumstances, but predominantly the nature and timing of natural turnover.

In line with the current policy of no compulsory redundancies we are assuming that reductions will be achieved through natural turnover. We believe that the required level of staff reduction can be achieved assuming turnover levels based on previous years patterns continue over the next few years and also that retirements occur as predicted. The numbers of fixed term staff at entry level admin grade is currently high and analysis is required to assess a more manageable level. High level workforce planning principles have been used to inform decisions on posts that should not be replaced; however these need to be reviewed and also implemented effectively. It is anticipated that some external recruitment will still be required, subject to budget and actual turnover levels.

Staff profile

The staffing structure has evolved over time and proportions of grades may have become outdated. There are overlaps in responsibilities between grades.

New ways of working, including digital solutions and revised prosecution policy, will impact on various roles and will need to be factored in when defining roles.

New management structures introduced in April 2016 are bedding in. Management ratios are on average 1:4.5 staff; however there are significant variances across the organisation.

Further work is required to consider and understand the relationship between workload and workforce.

Talent management and development

Our current strategic plan identified Leadership and Management development as a priority. A management development programme commenced in 2015 and will be completed in 2017. Consolidation of this learning will be important. Leadership development continues to be a priority.

Current availability of training includes a range of legal technical courses for both trainees and new deputies and a successful Modern Apprentice programme based on SVQ accreditation.

There are currently no customised programmes of training or development for particular roles or functions

Personal development plans are not routinely or widely used. There are no formally defined career paths or established talent management arrangements. Work is required to develop a proportionate rotation policy that helps to maintain a balance between individual development and meeting resourcing needs.

Improving performance

Meeting our performance targets and improving quality is consistently challenging. This is a priority for the Function Leadership teams. Also the creation of OPC has brought increased commitment and focus to management of performance, the committee will:

- monitor and drive performance improvement
- advise on the operational impact of strategic change proposals
- ensure the consistent delivery of casework across the service in accordance with laid down procedures and guidance
- identify innovative approaches and share best practice to drive performance.

Individual performance management has also been recognised as a priority for the Fair Futures project we are committed to raising standards without increasing bureaucracy.

Engagement

Our engagement index in the Civil Service People Survey 2015 was 53% and has been showing a downward trend over recent years. In the 2016 survey the engagement index has improved to 58%. This is encouraging and we are seeking to improve this score further by reaching the Civil Service high performer level (64% at 2016 levels).

Extensive consultation that took place for the Shaping the Future programme provided further insight into how staff feel about working in COPFS. A significant range of issues were raised by staff, these were categorised and were taken account of when designing the new structures. However there are still issues still to be

addressed and many of these are being considered as part of the Fair Futures project.

Health, Safety and Wellbeing

COPFS has a well-managed shared service arrangement with Scottish Courts and Tribunal Service for the management of health and safety matters, particularly for matters relating to our buildings.

A Corporate Health and Wellbeing Committee has been formed from November 2016 and will be responsible for the oversight of strategic Health & Safety Management and promotion of workforce wellbeing. The Committee will also consider those aspects of environmental management which impact on health and safety of people.

Our Vicarious Trauma Policy was reviewed in 2015 and increased precautionary resilience referrals are currently being processed.

Absence levels have shown an upward trend in recent years and at 30 September 2016 were 10.1 average days lost per employee compared to a civil service average of 7.2.

4. Future workforce priorities

Match resource to business priorities, including the management of innovation and change:

- ensure all priorities and performance targets are identified in Strategic and Business plans
- develop approaches/mechanisms for assessing workload demands and how they inform workforce levels
- identify and realise benefits from our improvement programme.

Achieve optimum leadership, management and team structures:

- clearly define roles and ensure responsibilities appropriately aligned to grade
- use organisational design principles to ensure structures align with business purpose, processes and quality standards.

Build skills:

- re-assess skills requirements in line with role definitions, performance standards and improvement portfolio
- assess learning needs and develop agreed approaches for how staff should be inducted, trained, developed and supported
- develop a skills and learning approach to career development

Use fair, efficient and effective processes for deploying staff:

- be proactive with redeployment of staff in response to changing demands and to achieve appropriate resource distribution
- develop a sustainable plan for entry level recruitment and achieve an appropriate balance between permanent and fixed term appointments
- create flexibility and mobility, including looking at options such as home working and location neutral roles.

Create a working environment that recognises the benefits of healthy working lives and aim to reduce absence levels to the current Civil Service wide average by 2022-23:

- promote our organisational values
- continue to develop our approach to management of absence
- improve our understanding and management of stress at work
- support initiatives that build organisational and individual wellbeing.

Building an engaged and highly capable workforce:

- evaluate our Management Development programme and continue to develop management capability
- implement a Leadership development strategy
- deliver a new approach to performance management
- continue to promote diversity and equality
- placing quality improvement at the heart of our business.

5. Strategic workforce development action plan

People and Learning Directorate will monitor implementation of the strategy. An action plan will be developed to set out how we will deliver the above priorities over the course of the next five years. The following activities will be crucial in the development and delivery of that plan:

- a co-ordinated approach to developing and implementing plans including; Financial, digital and estates strategies, corporate improvement projects, policy initiatives, Function improvement plans
- prioritising and enabling Fair Futures project to progress initiatives on:
 - wellbeing
 - review of roles
 - skills development
 - performance management
 - recruitment processes

- development and monitoring of Function workforce plans. These will be in place for the start of April 2017 and will include projected staff numbers, any anticipated reductions and plans for how these will be achieved
- development and co-ordination of corporate recruitment & deployment plans that take account of Function workforce plans.

6. Monitoring & updating of the plan

The Executive Board has endorsed the Workforce Planning Strategy. The Workforce Planning Group (WPG) chaired by the Deputy Chief Executive will oversee the development and monitoring of the plans and associated actions. The WPG will report to the Resources Committee which is a sub group of the Executive Board and Resources Committee will in turn report to the Executive Board. The Business Improvement and Operational Performance Committees will take account of the plan and ensure it is aligned to improvement plans.

The onus in terms of detailed workforce planning will lie with the COPFS functions. HR will lead on co-ordinating the corporate workforce plan, providing appropriate workforce data and developing corporate level recruitment plans.

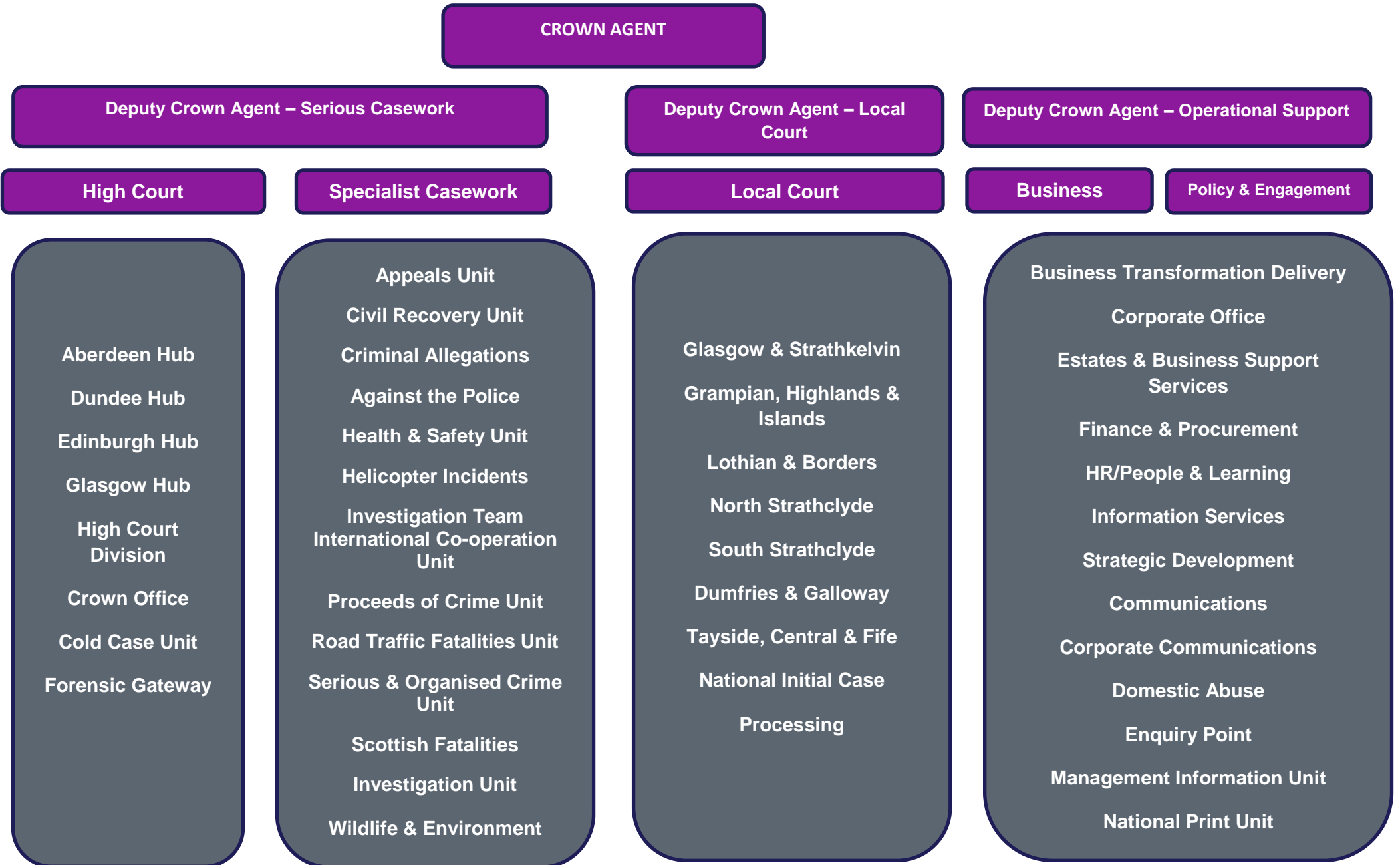
Finance working closely with HR will support the planning process ensuring that it is integrated with the financial strategy and budget planning.

There will be a focus on improving the quality of the management information that is required for the plan. This will be facilitated by a review of systems and development of new corporate applications by Information Services Division (ISD).

All other corporate teams, in particular Business Transformation Delivery, Estates, Strategic Development and Policy, will support the process by providing relevant and timely information to inform plans and contribute to assessment of the impact

Function Heads of Business Management will engage fully in the process and ensure that the impacts of change on the workforce are effectively analysed and planned for.

Appendix A: COPFS structure from May 2016



Appendix B: COPFS targets 2016/17

Business Area	Target
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
Investigation of Deaths	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

Appendix C: Staffing Data

Staff as at 31st December 2016

Staff on payroll	1607.39
Unpaid leave or staff secondments to OGD	14.92
Total	1622.31
Permanent Staff*	1354.74
Secondees in**	9.55
Fixed Term contract	179.61
Trainee Solicitors	35
Trainees Solicitors (COPFS staff)	6
Modern Apprentices (fixed term)	22.49
Total	1607.39

*1 permanent MA **1 MA seconded into COPFS

Grade	Permanent (includes secondees into COPFS)	Fixed Term	Total	Temp to grade included in figures attached
Band B	436.41	175.22	611.63	
Band C	202.76	1	203.76	53.08
Band D	196.37	2	198.37	27.53
Band E	32.69	2.06	34.75	2
Band F	14.29	0	14.29	1
Trainee Solicitor	6	35	41	
PFD	221.98	21.82	243.8	2
SPFD	108.37	0	108.37	10.81
PPFD	88.93	0	88.93	13.71
Band G	38.57	0	38.57	6
SCS	23.92	0	23.92	
Total	1370.29	237.1	1607.39	116.13

*Figures include paid sick and paid maternity (excludes unpaid leave)

Age profile of paid staff at 31 December 2016 (excludes those seconded in to COPFS)

FTE

Grade	<20	20-29	30-39	40-49	50-54	55-59	60+	Total
B	21.25	145.76	124.22	133.05	71.86	67.82	46.67	610.63
C		31	58.1	47.4	37.74	22.77	6.75	203.76
D		8.97	43.7	54.47	50.54	23.38	15.31	196.37
E			7.65	8.78	8.41	6.91	2	33.75
F			2	5	6.29	1		14.29
G			4.42	15.73	8	7	0.61	35.76
PFD		41	123.7	44.74	16.83	10.68	6.85	243.8
PPFD			15.82	31.42	22.5	12.42	5.03	87.19
SPFD		1	32.57	39.27	13.84	17.69	4	108.37
SCS			1	13.92	4	4	0	22.92
TS		21	16	2	2			41
Total	21.25	248.73	429.18	395.78	242.01	173.67	87.22	1597.84

Headcount (excludes those seconded in to COPFS)

Grade	<20	20-29	30-39	40-49	50-54	55-59	60+	Total
B	23	159	143	152	82	76	57	692
C		31	60	51	39	24	8	213
D		9	48	61	51	26	18	213
E			8	9	9	7	2	35
F			2	5	7	1		15
G			5	17	8	7	1	38
PFD		41	129	50	18	11	9	258
PPFD			17	35	24	13	6	95
SPFD		1	36	45	15	18	4	119
SCS			1	14	4	4		23
TS		21	16	2	2			41
Total	23	262	465	441	259	187	105	1742

Average resignations over the last 2 financial years

Grade	Perm	Temp	Total
Band B	13.24	44.8	58.04
Band C	3	1.5	4.5
Band D	3.2	0.5	3.7
Band E	1.86	1	2.86
Band F	0	0.5	0.5
Band G	1	0	1
Trainee Solicitor	0	1	1
PFD	1.91	6.61	8.52
SPFD	3.71	0	3.71
PPRD	0.5	0	0.5
SCS	0.95	0	0.95
Totals	29.37	55.91	85.28

*Resignations based on staff over the last 2 financial years 1 April 14 – 31 March 2016

Retirements from 01/01/2015-31/12/2016 (FTE)

Retirement Age	Act Red Retirement	Retirement	Total
54	2		2
55			0
56		0.61	0.61
57		1	1
58		2	2
59		1	1
60	1	3	4
61		5.86	5.86
62		6.22	6.22
63		6	6
64		2.61	2.61
65		4.61	4.61
66		1.93	1.93
67		1	1
68		1.41	1.41
69		0.5	0.5
Total	3	37.75	40.75

Appendix D: Progress on priorities

Information on progress already made on some key priorities

Skills

Management Development:

A Management Development Programme was launched in May 2015 and will run until late 2017. The content, based on the three essentials of management development (managing self, people and performance), and is readily applicable to our management roles. Delivery has a combination of elements including, face to face, e learning and experiential learning in the workplace. Around 350 managers will each take around 13 months to complete the programme. Feedback on the programme is positive with initial evaluation indicating improvement in confidence levels of managers.

Modern Apprenticeship programme:

COPFS initiated this programme in November 2012 and so far 81 apprentices have successfully completed the two year programme. 24 apprentices are currently on the programme and will complete in April 2017. Modern Apprentices (MA's) enter into a training contract; this is referred to as a training plan. The training plan sets out a range of subjects that were agreed between COPFS and the Council for Administration. MA's get a practical grounding in key administrative skills common across different sectors and industries and complete the Level 3 SVQ in Business & Administration which involves working on 8 vocational units. The units are selected with the candidate to enhance their overall understanding whilst working on their day to day job roles. The majority of MAs have secured permanent roles on completion of their apprenticeship and managers have positively endorsed the programme for successfully promoting development of skills and capability.

Diversity

Equality and Inclusion is at the forefront of our work and decision making. Strategic direction is set by the Equality and Diversity Strategy Group and work is supported by geographical equality teams.

We have an Equality Advisory Group which comprises independent advisers with professional experience of all aspects of equality and diversity and they provide valuable expertise to inform our policies and practises.

COPFS appointed a team of Equality Ambassadors to represent all the protected characteristics from the Equality Act (2010). The Equality Ambassadors engage with a variety of external groups throughout Scotland, and provide advice to our staff when dealing with victims and witnesses. COPFS has an active Proud network and are in the Stonewall Top 100 Employers list