Executive Board meeting minutes

Meeting held on 28 June 2023 by Microsoft Teams

Present:

Stephen McGowan (Chair)	Deputy Crown Agent, Litigation
Anthony McGeehan	Deputy Crown Agent, Operational Support
Jennifer Harrower	Deputy Crown Agent, Local Court
Kenny Donnelly	Deputy Crown Agent, Specialist Casework
Jim Brisbane	Internal Assurance, Strategy and Policy Adviser
Keith Dargie	Head of Business Services
Sarah Carter	Director of Human Resources
Marlene Anderson	Director of Finance and Procurement
David Watt	Non-executive director
Vanessa Davies	Non-executive director

In attendance:

Ann Marie Henderson	Secretariat
Mairi Boyle	Secretariat

Apologies:

John Logue	Crown Agent
Ruth McQuaid	Deputy Crown Agent, High Court
Annie Gunner Logan	Non-executive director

Agenda Item 1 – Welcome and Apologies

1.   DCA Litigation opened the meeting and welcomed all colleagues.

2.   Apologies were noted from the Crown Agent, Ruth McQuaid and Annie Gunner Logan.

3.   There were no conflicts of interest noted.

Agenda Item 2 - Minutes of previous meeting

4.   The minutes of the meeting held on 24 May 2023 were approved and can be published.

Agenda Item 3 - Finance Update

5.   The Director of Finance and Procurement introduced paper EB23/24(09), provided an update on outstanding matters from FY 2022/23; and on the budget allocation for 2023/24, including resource planning and how that aligns to the SG Path to Balance process. There are risks to achieving PTB but the whole organisation is engaged with managing costs down. DCA Operational Support advised that an internal communication strategy is in place, describing how staff can contribute to efficient use of public funds.

6.   There was a discussion about the various scenarios under consideration by each Function to manage staffing costs, and the challenges in managing non-staff costs. Director of Finance and Procurement to include in briefing to the Board an indication of the prioritisation of risk factors for budget management.

Overtime Update

7.   The Director of Finance and Procurement introduced paper EB23/24(10). The Board noted the update provided in the paper.

Agenda Item 4 – Future Ways of Working update

8.   Head of Business Services introduced paper EB23/24(11). The Board were provided with an update on the progress of the Future Ways of Working (FWoW) Programme, specifically outlining delivery to date, current or planned initiatives and the approaches for assessing and reporting on benefits realisation for the new ways of working in COPFS as the programme draws to an end.

Agenda Item 5 – VIA Modernisation Update

9.	DCA Operational Support introduced paper EB23/24(12). He expanded on the development of an effective measurement tool for VIA workload and outputs and on VIA being brought within standard management structures.

Agenda Item 6 – Health and Wellbeing Update

10.	Head of Business Services and Director of Human Resources provided a verbal update on the range of work done to examine stress-related absence data to drive changes in behaviour and support staff wellbeing; and on the recommendations from this work to strengthen management training and maximise use of the attendance policy. The Board was grateful for the data-driven analysis.

Agenda Item 7 – Balanced Scorecard and Absence Figures

11.	DCA Operational Support introduced paper EB23/24(13) and provided the Board with an update on FOI requests. DCA Operational Support wished to record the level of performance of the FOI team and all functions in their efficiency in responding to, and approving FOI responses. The complaints data reflects the FOI external commentary on our approach to high level cases. There was some discussion around data for death reports, the numbers of which remain high post-pandemic and which cannot be explained solely by reference to Covid.

12.	The Board noted that complaints are analysed on a thematic basis. RIU report to the Service Improvement Board and the DCA Local Court is to provide a report in relation to complaints and lessons learned at a future meeting where the Service Improvement update will be provided.

13.	Action: DCA Local Court to provide a report in relation to complaints and lessons learned from these.

Agenda Item 8 – Committee Updates – Resources

14.	DCA Operational Support introduced paper EB23/24(14) and this was noted by the Board.

Agenda Item 9 – Committee Updates – Business Improvement

15.	Head of Business Services introduced paper EB23/24(15) and this was noted by the Board.

Agenda Item 10 – Committee Updates – Operational Performance

16. DCA Litigation introduced paper EB23/24(16) and this was noted by the Board.

Agenda Item 11 – Committee Updates – Audit & Risk

17. Chair of ARC introduced paper EB23/24(17) and this was noted by the Board. There are a number of items on the tracker for discussion at the August ARC meeting. The Chair requested that if anyone had any difficulties meeting that target to please advise the Chair or Secretariat of ARC.

June 2023

EXECUTIVE BOARD

Meeting 28 June 2023

FINANCE UPDATE

Purpose

1. This paper provides the Resources Committee with an update on:

   - Annual Accounts update 2022-23

   - 2023-24 Budget Allocation

   - Path to Balance from Functions.

Annual Accounts Update 2022-23

2. Work has continued on the 2022-23 Annual report and Accounts. Audit Scotland have completed the interim audit with no significant findings, and the Finance team have sent the draft Annual Report and Accounts to Audit for full review. See Appendix A

2023-24 Budget Allocation

3. The budget has now been allocated between staffing and non-staffing with formal budget delegations discussed and completed. Both categories are under pressure despite the budget uplift in our baseline allocation with plans implemented to minimise the pressure as far as possible whilst delivering on our priorities. See Appendix B.
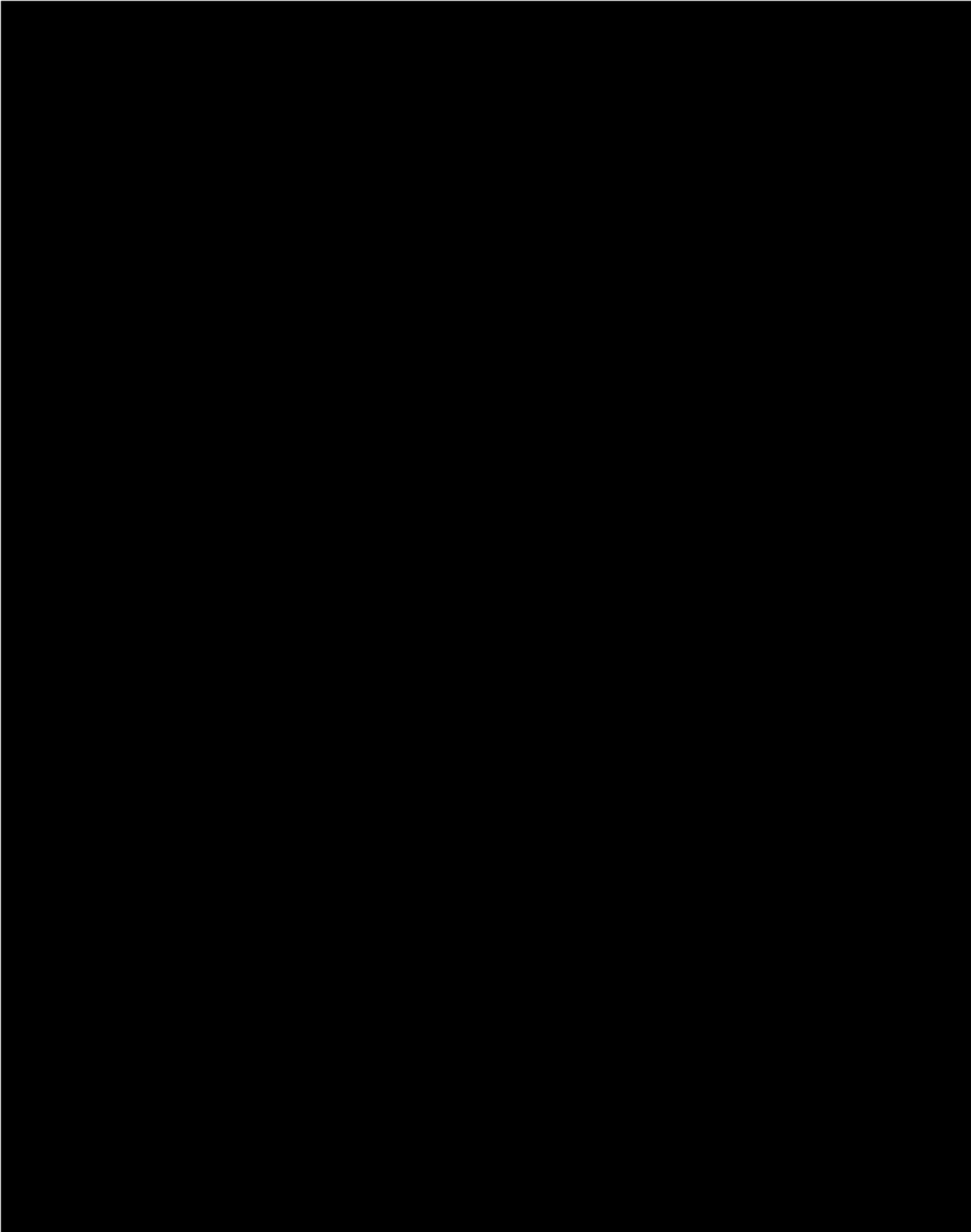
Conclusion

4. **The Executive Board is invited to note the progress on the Annual Report and Accounts for 2022-23.**

5. **The Executive Board is asked to note, and if it wishes, comment on the 2023-24 budget and planning.**
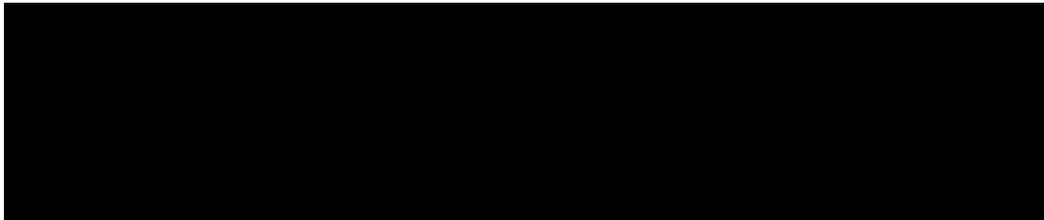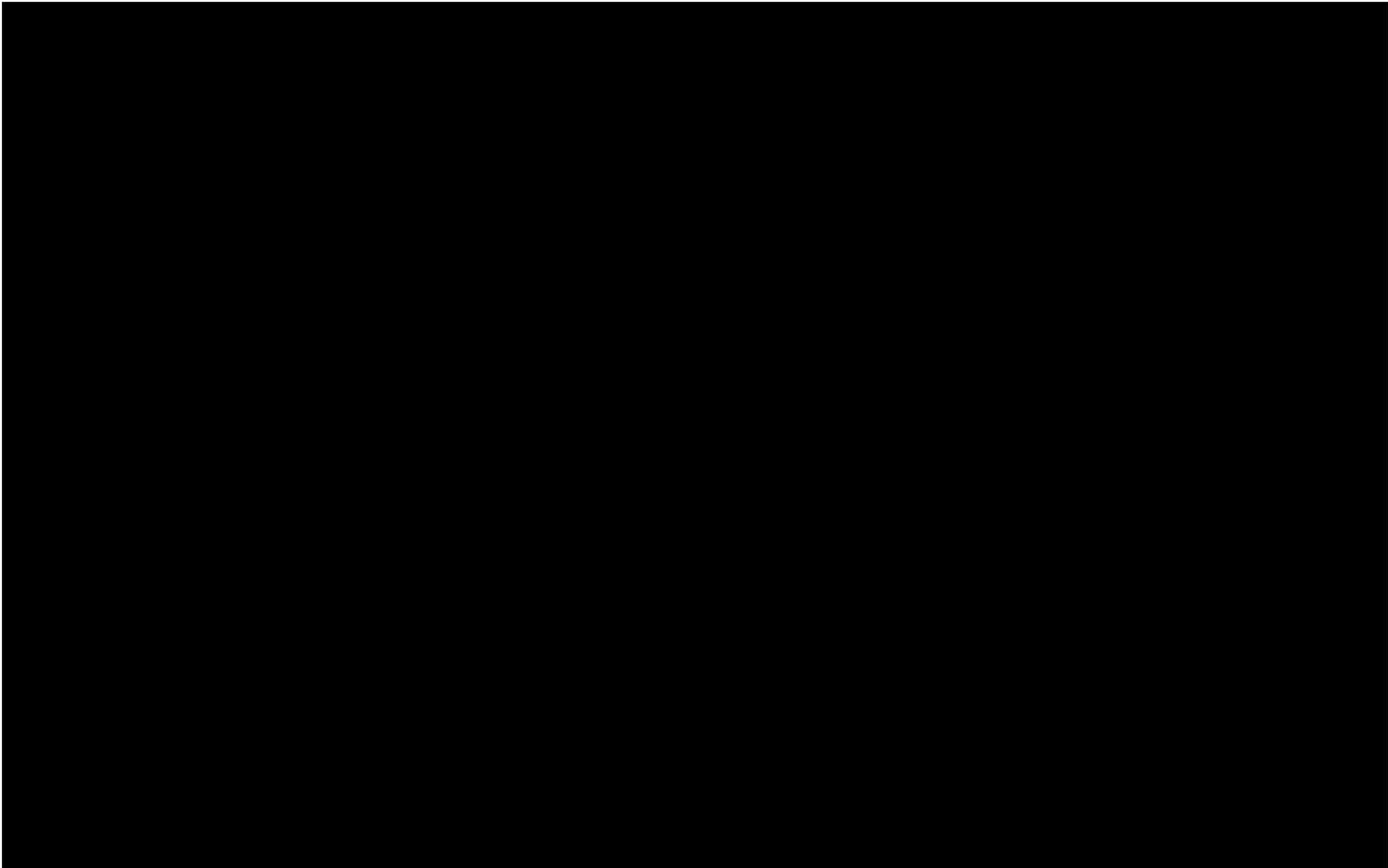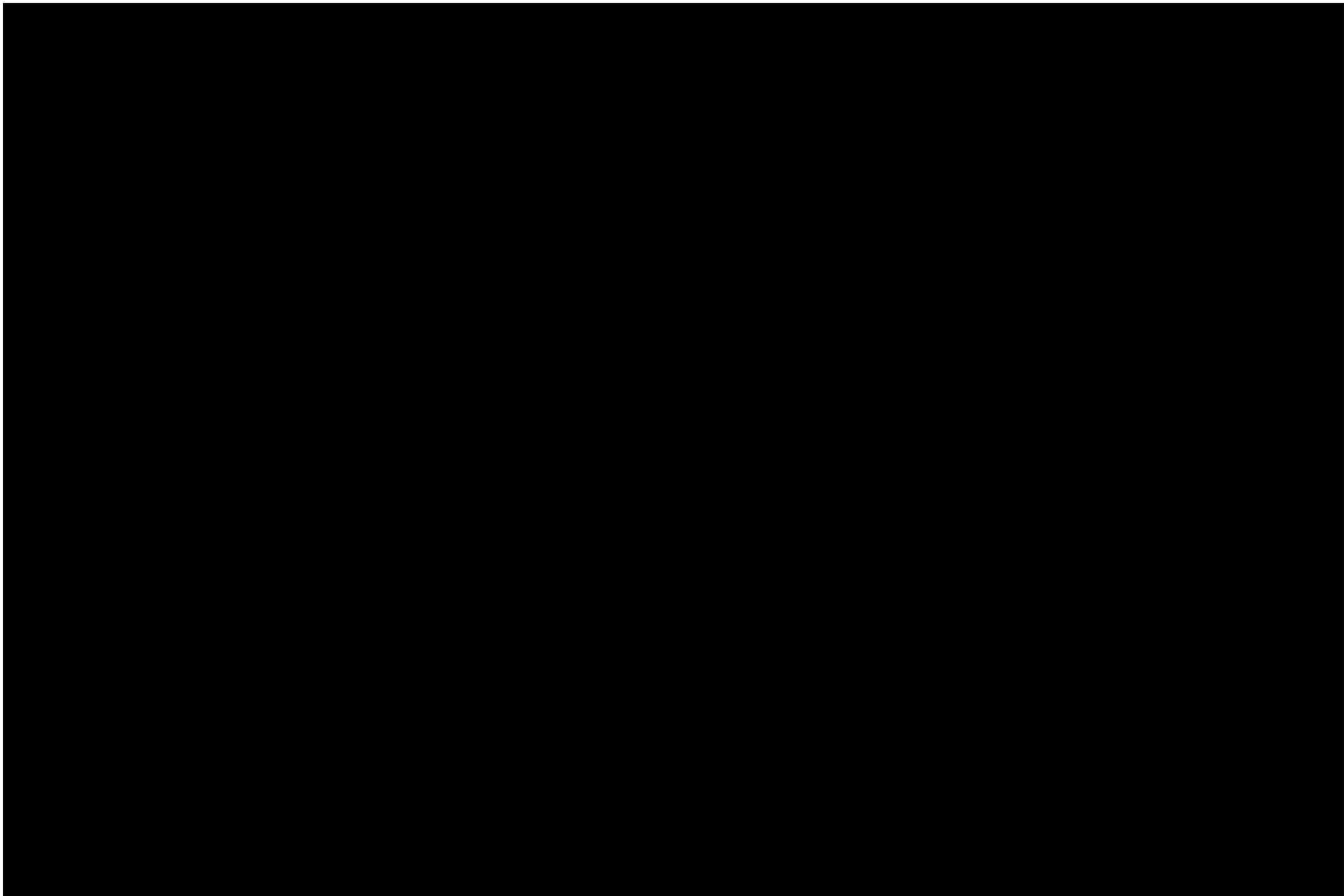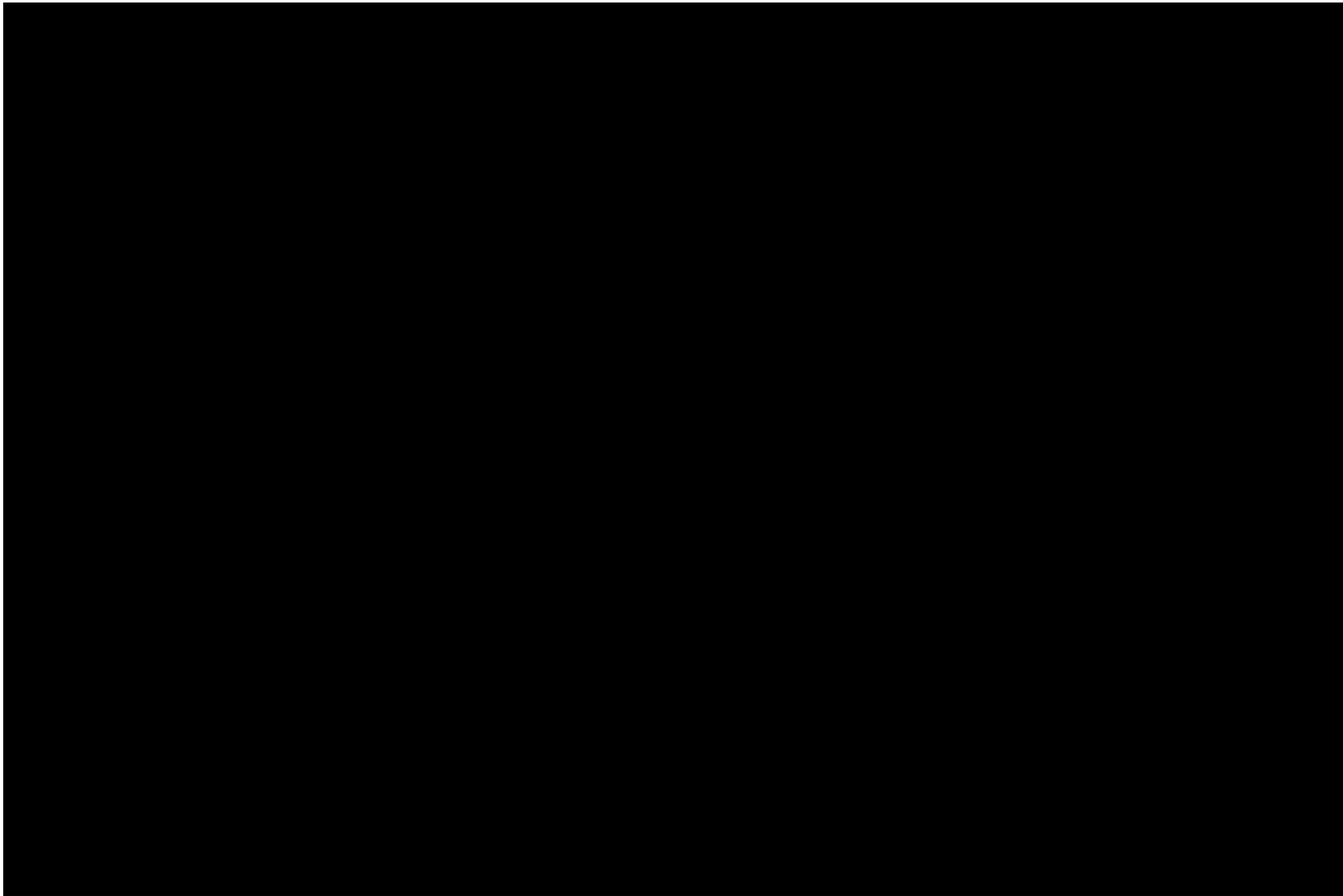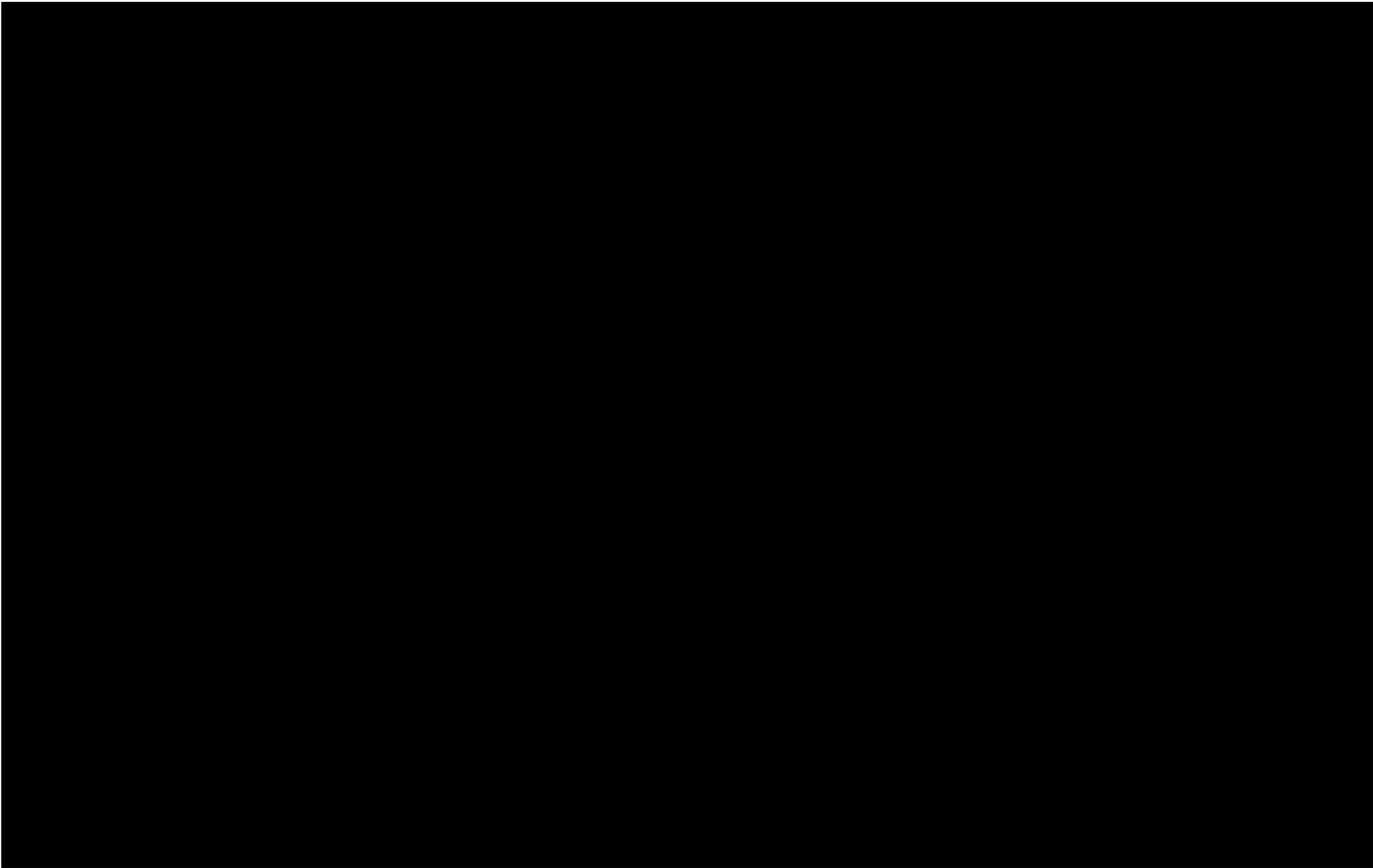
Finance Directorate

20 June 2023

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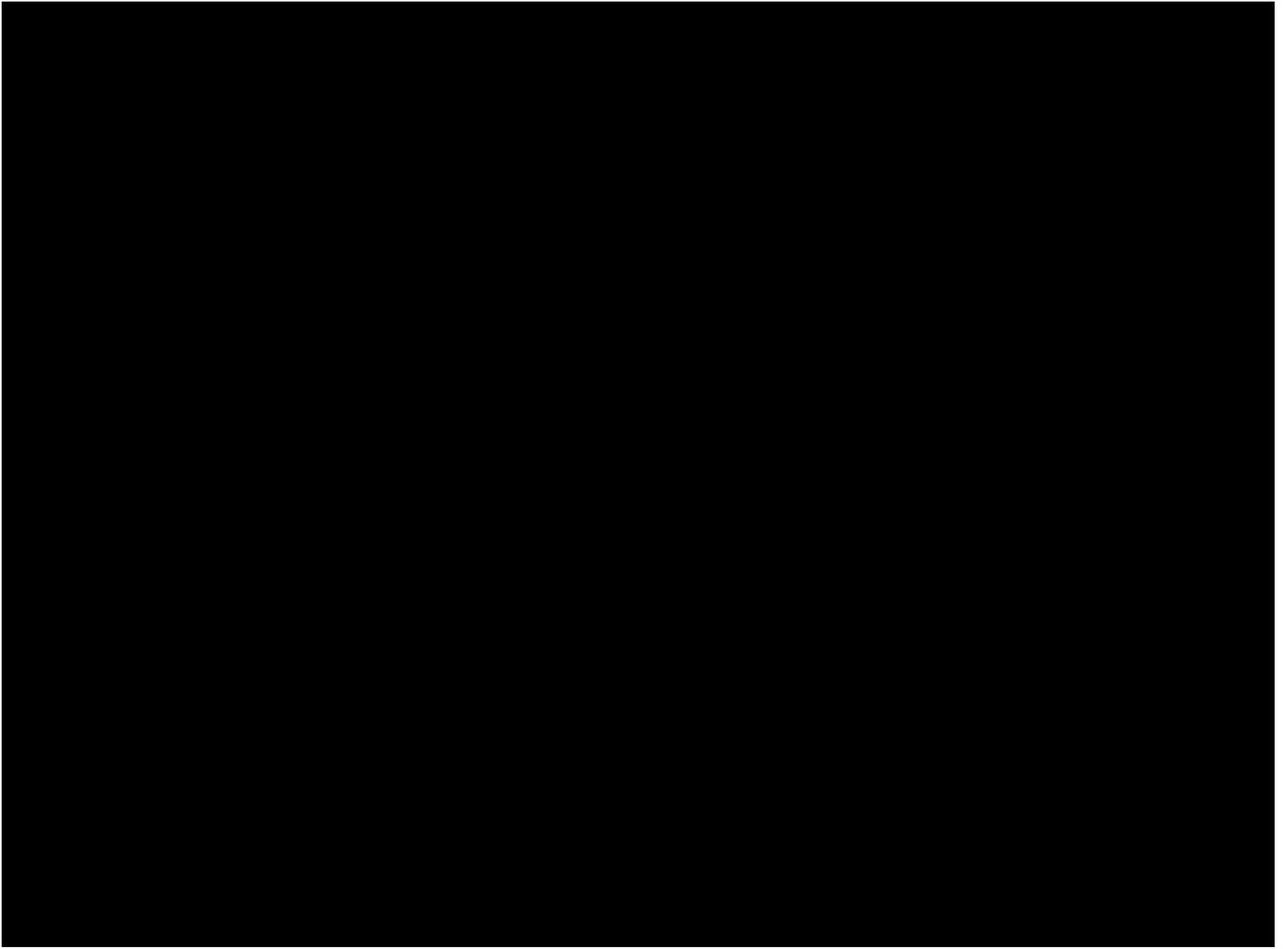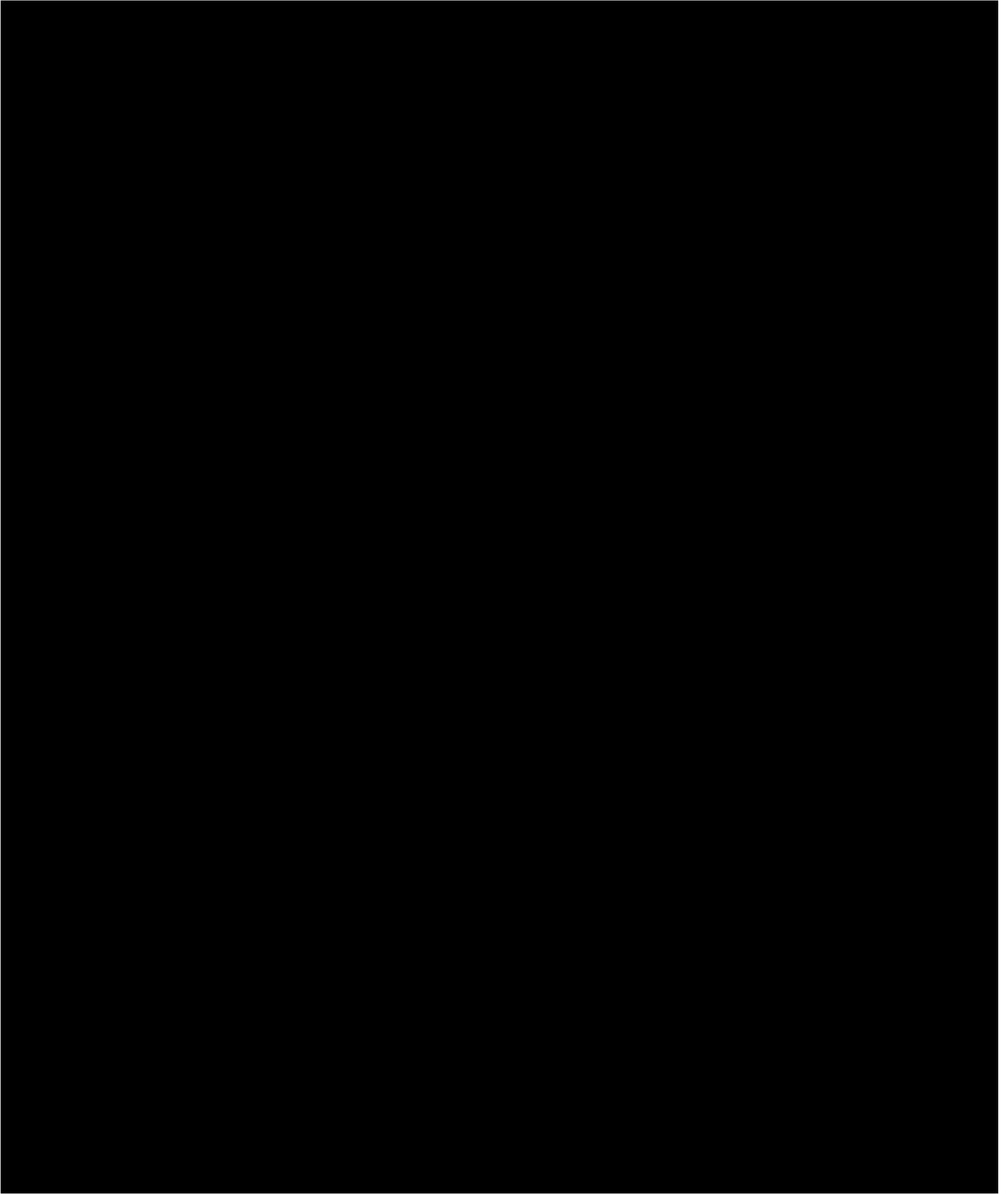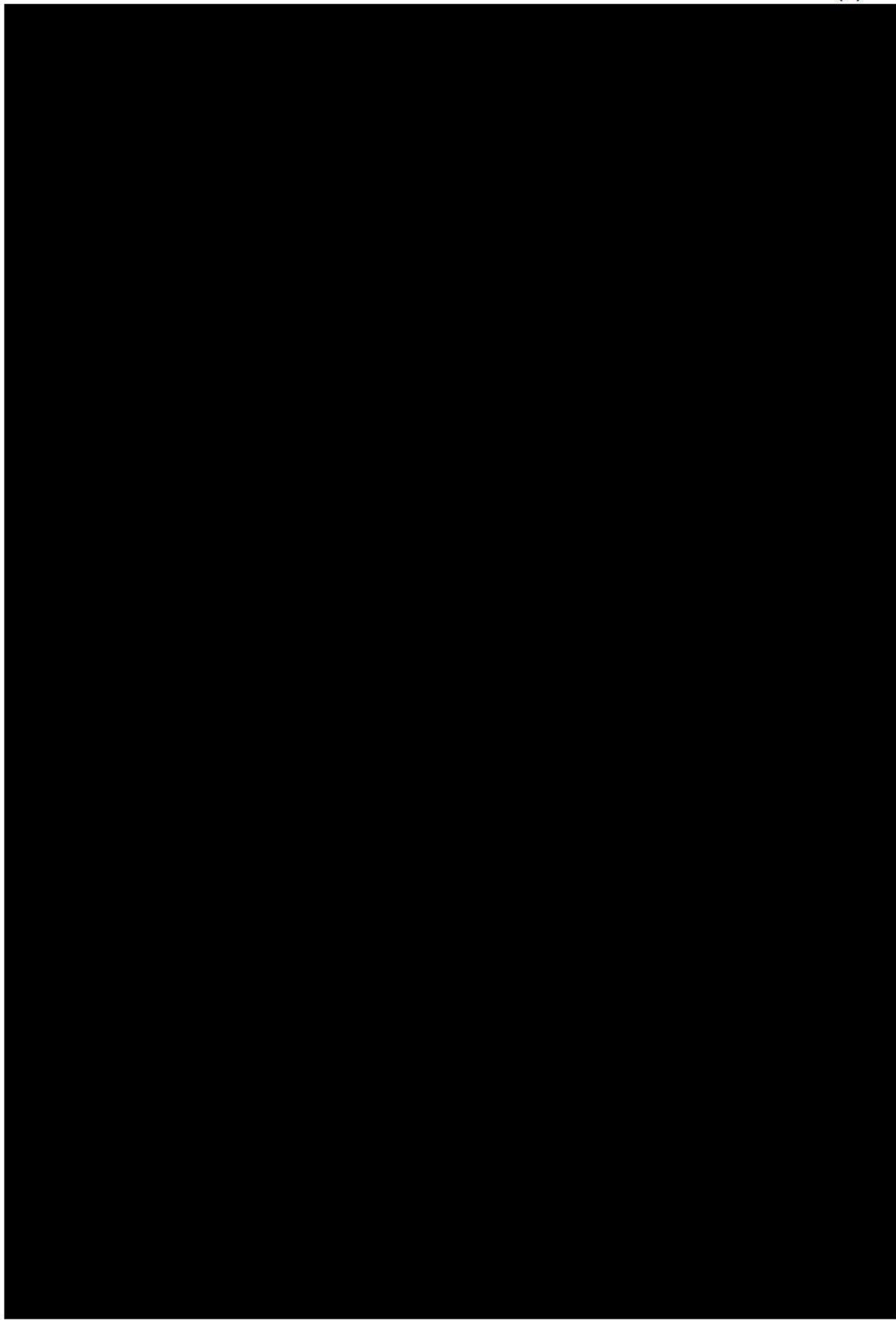
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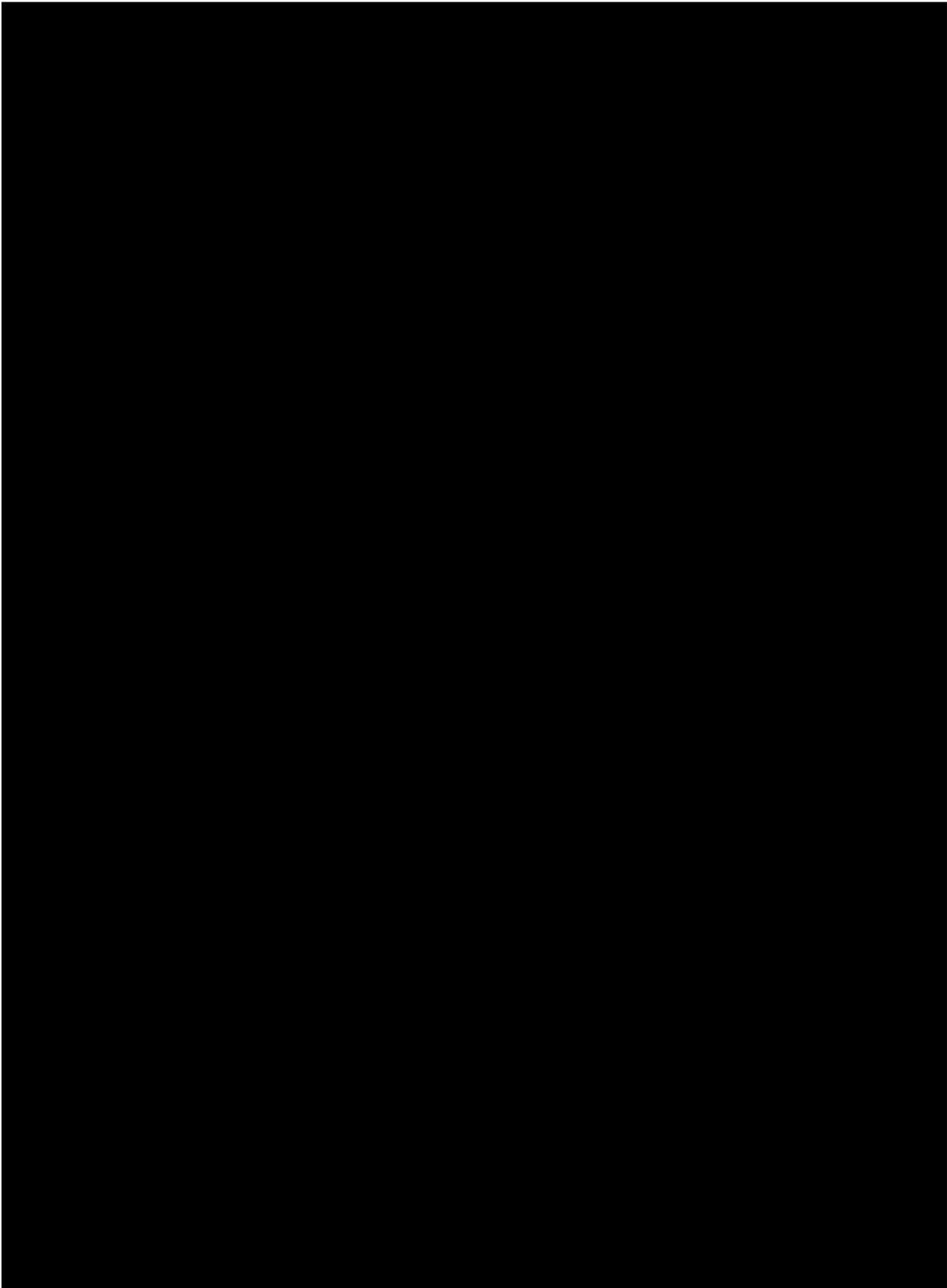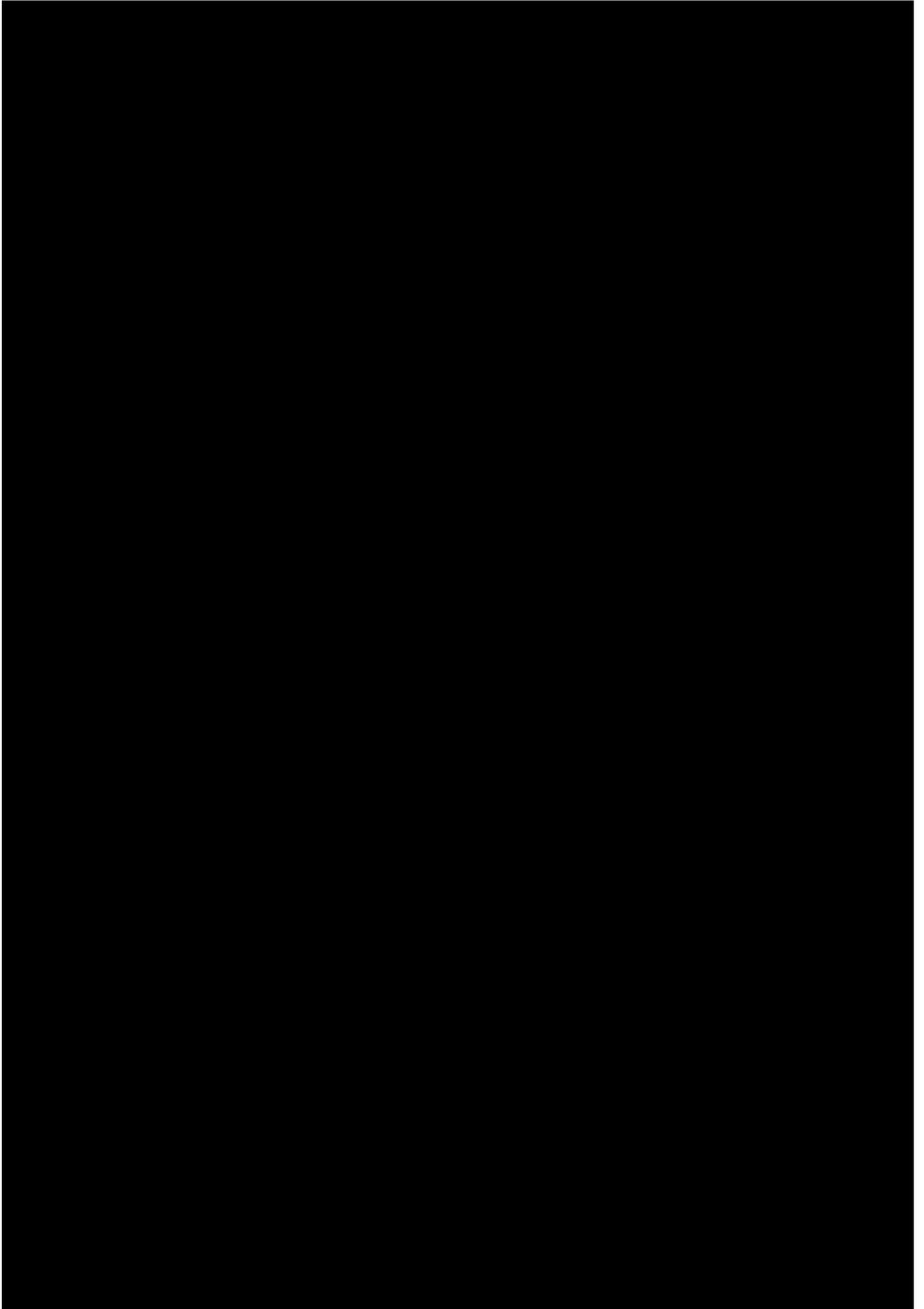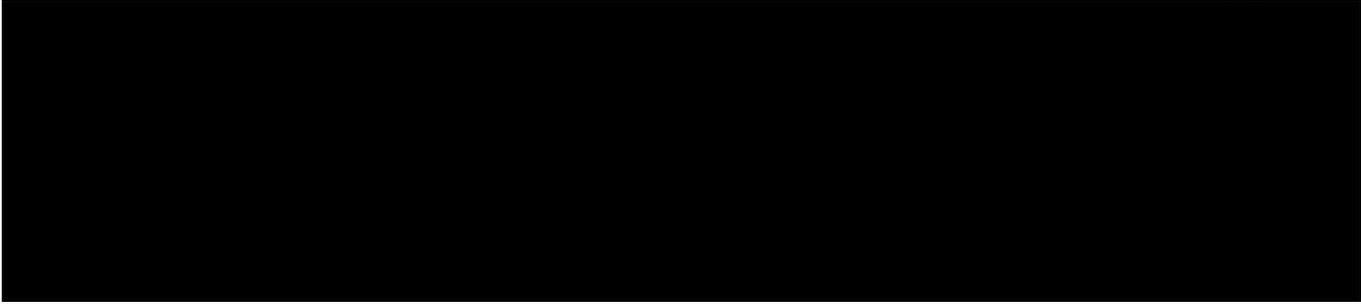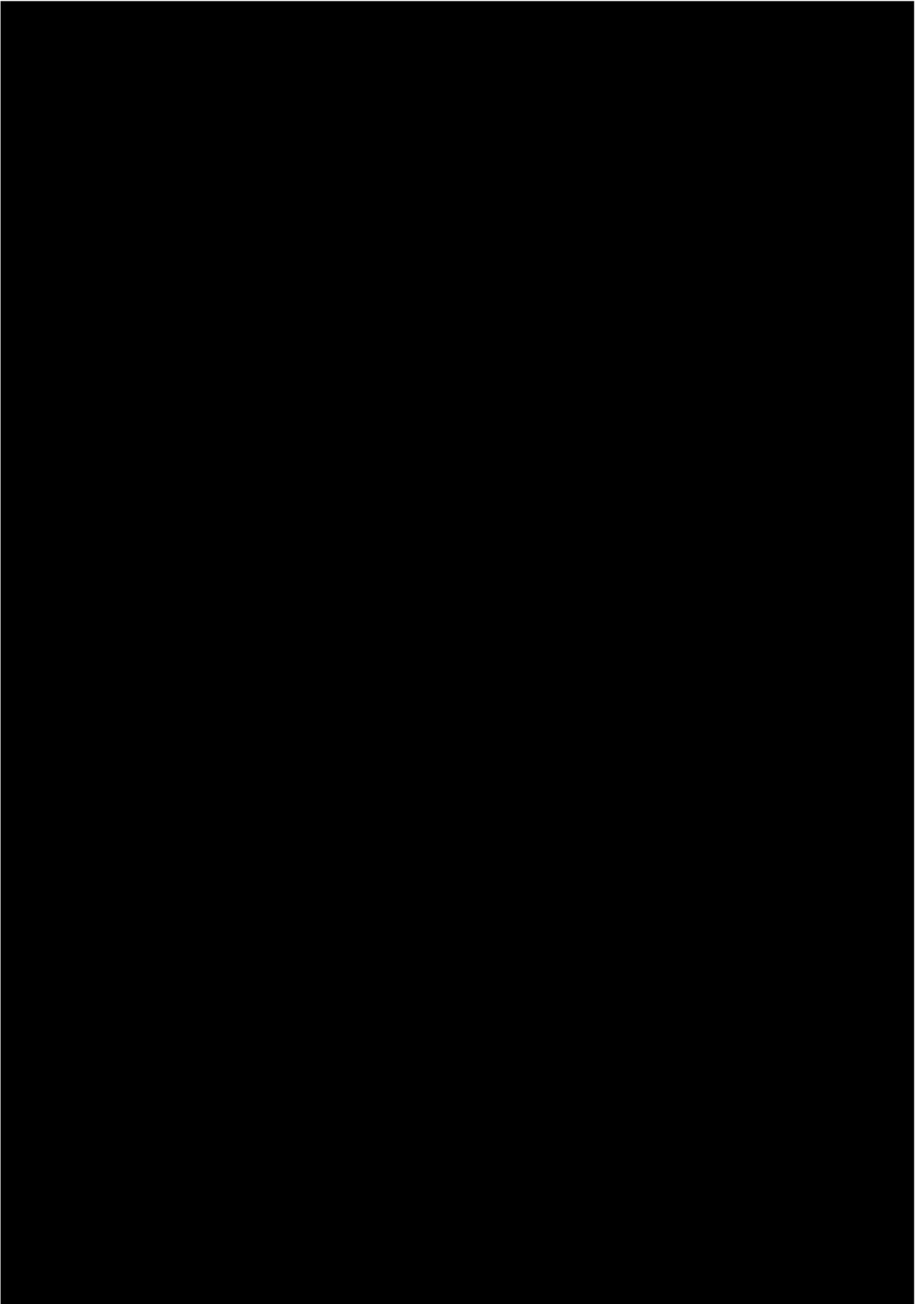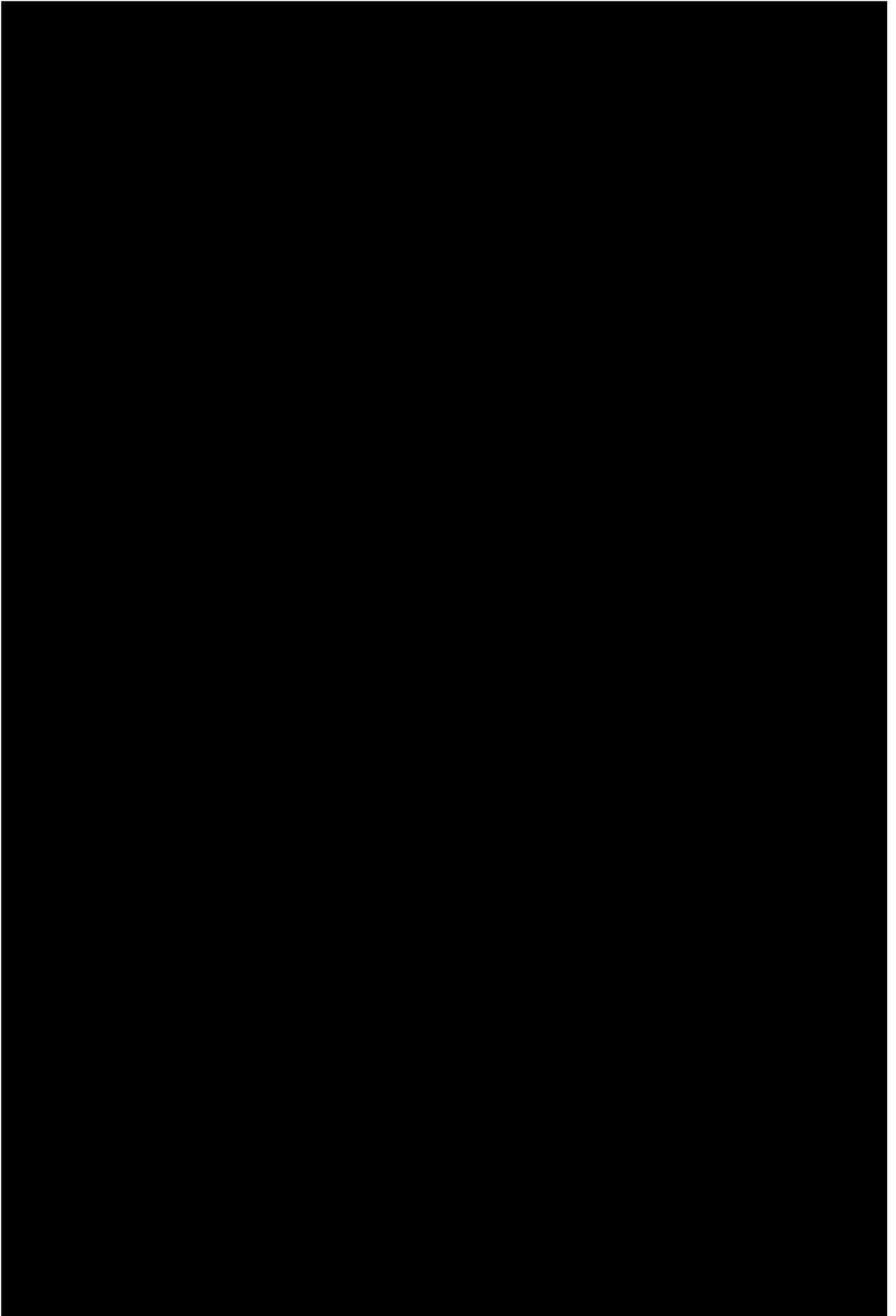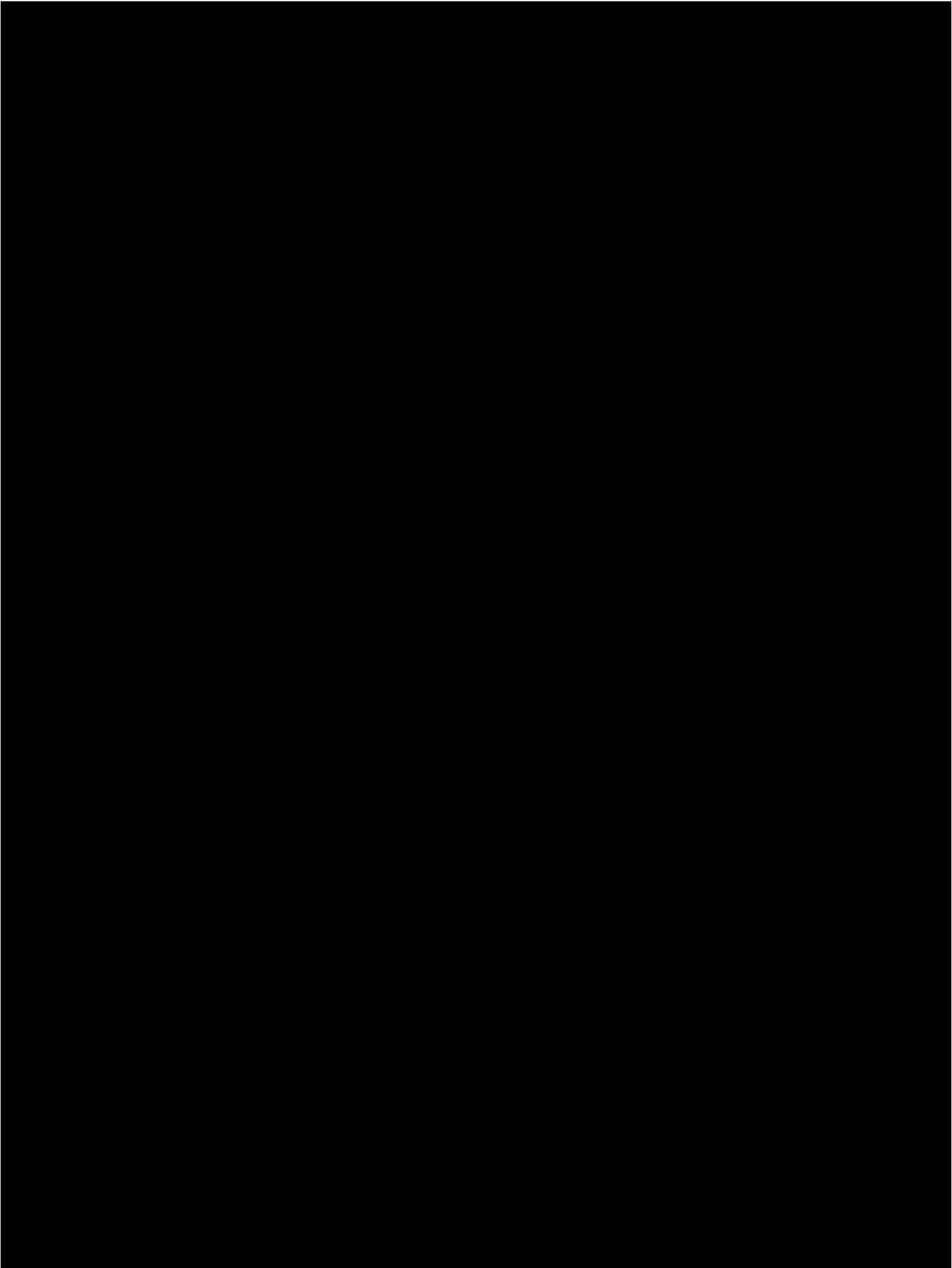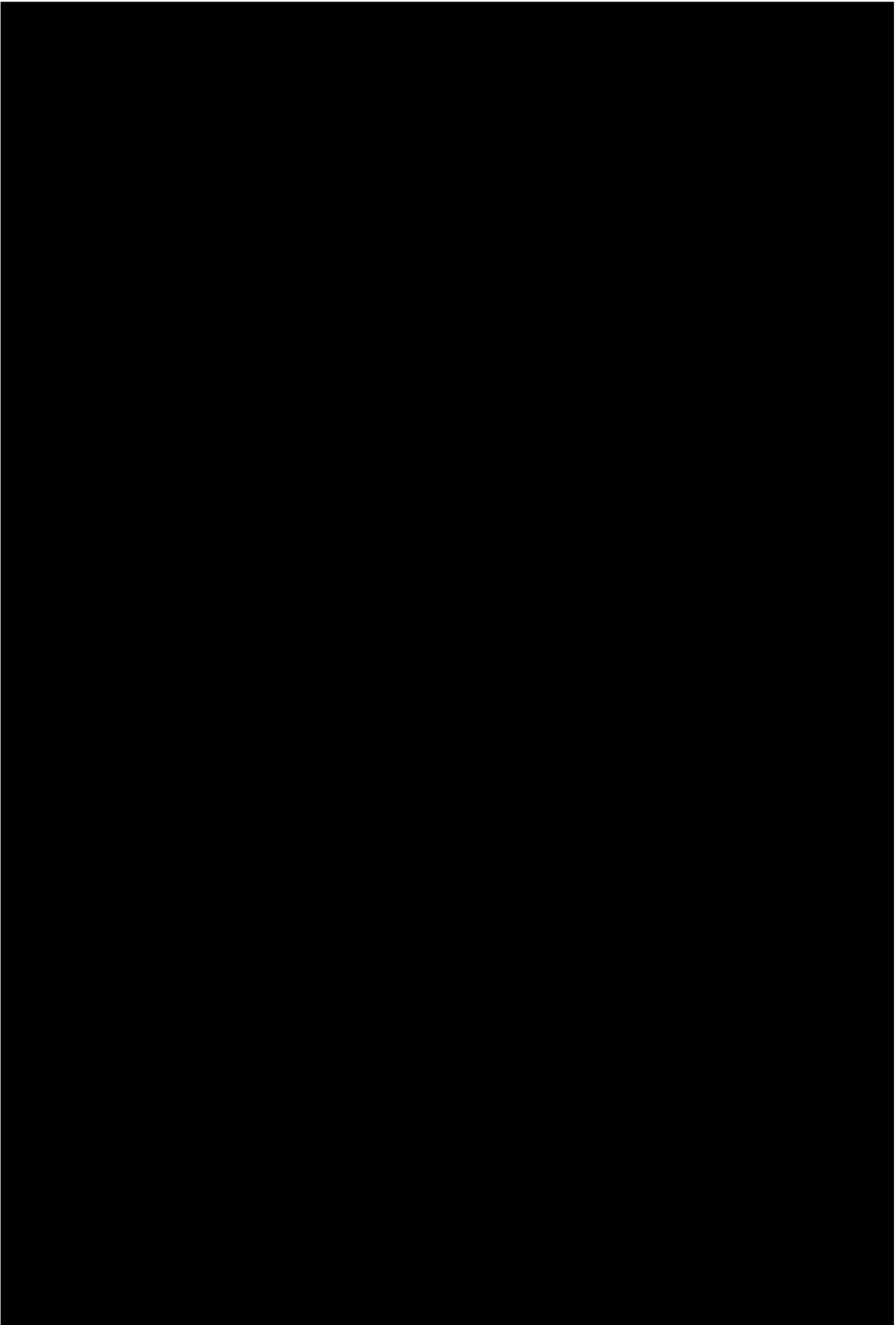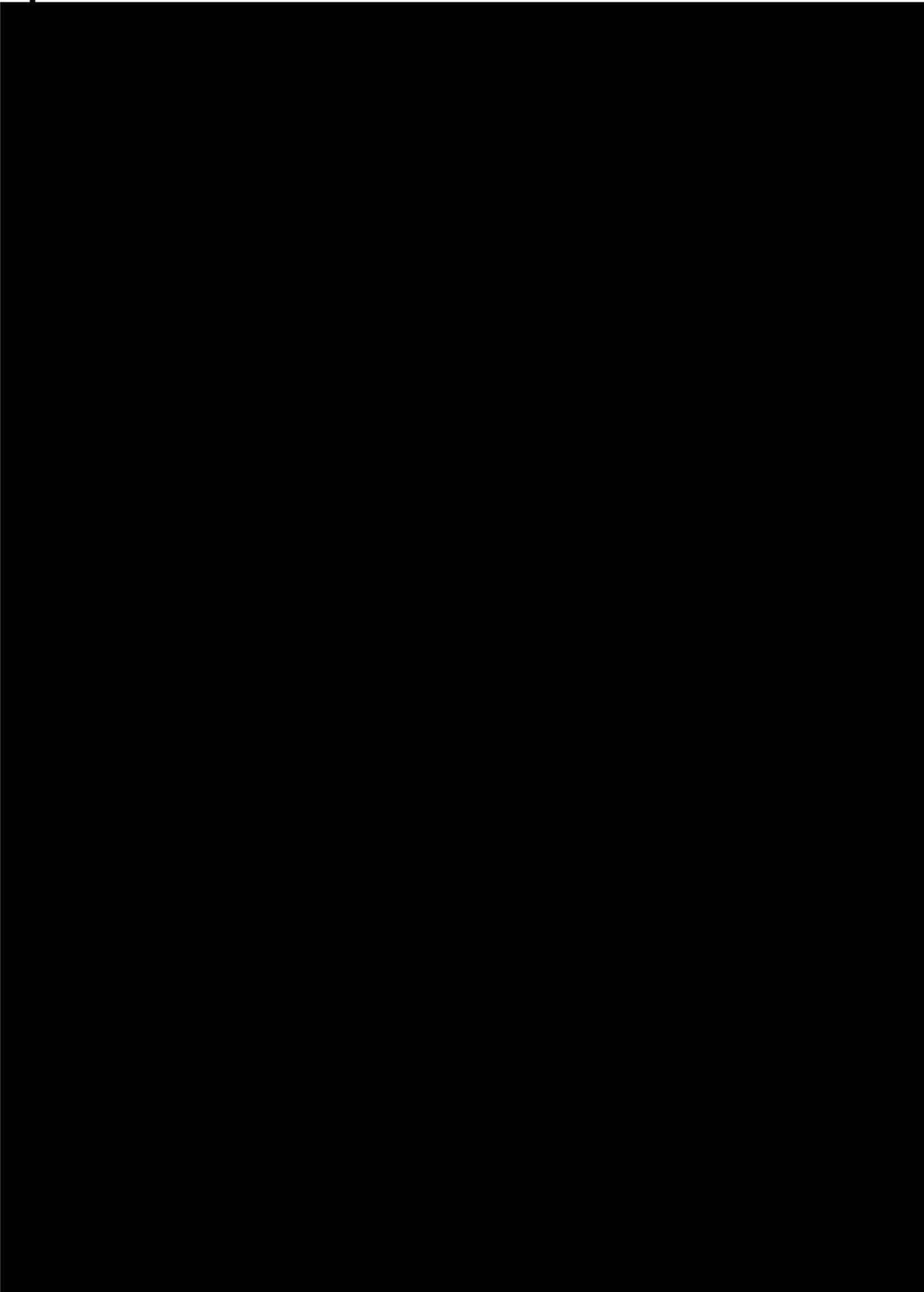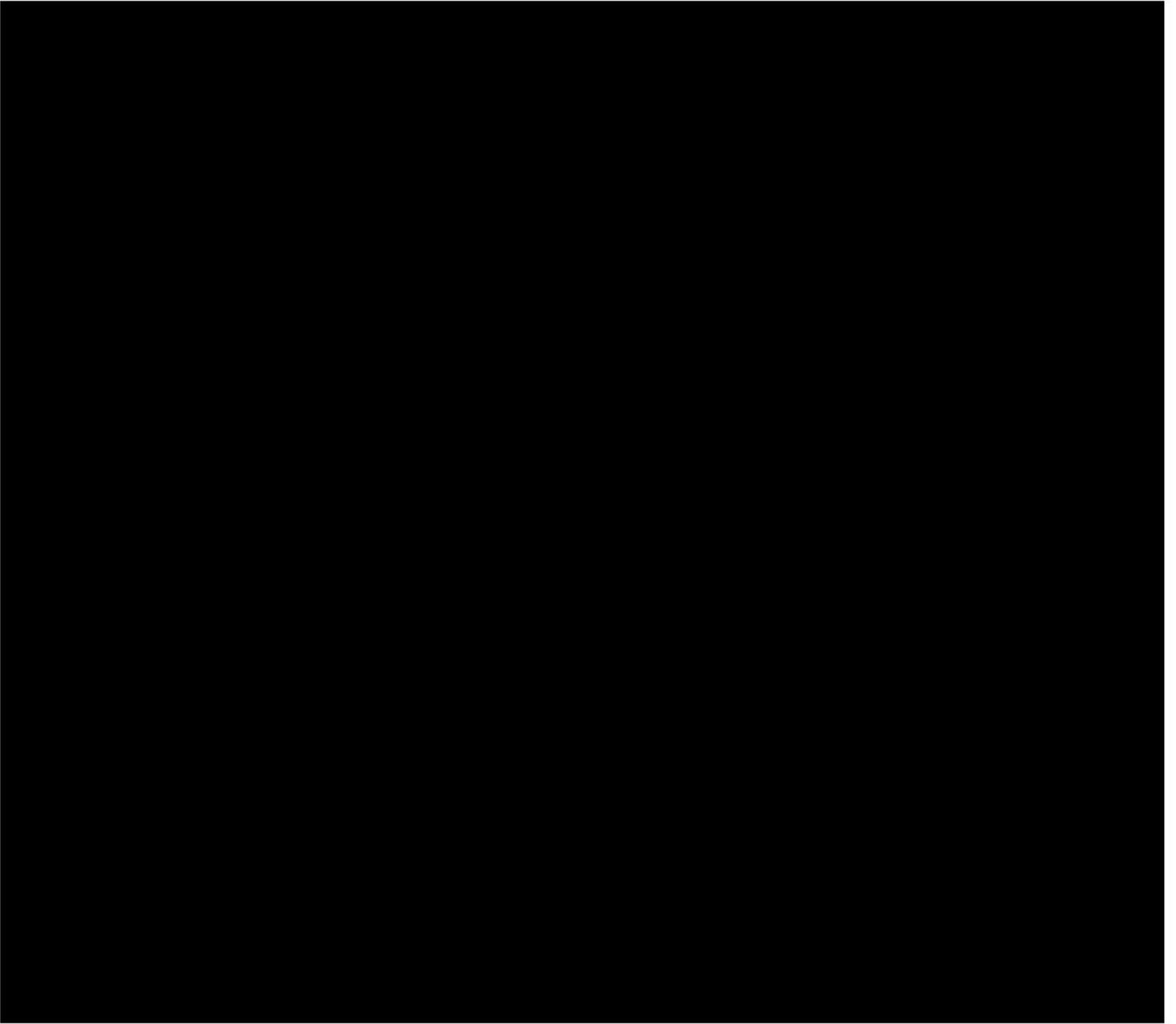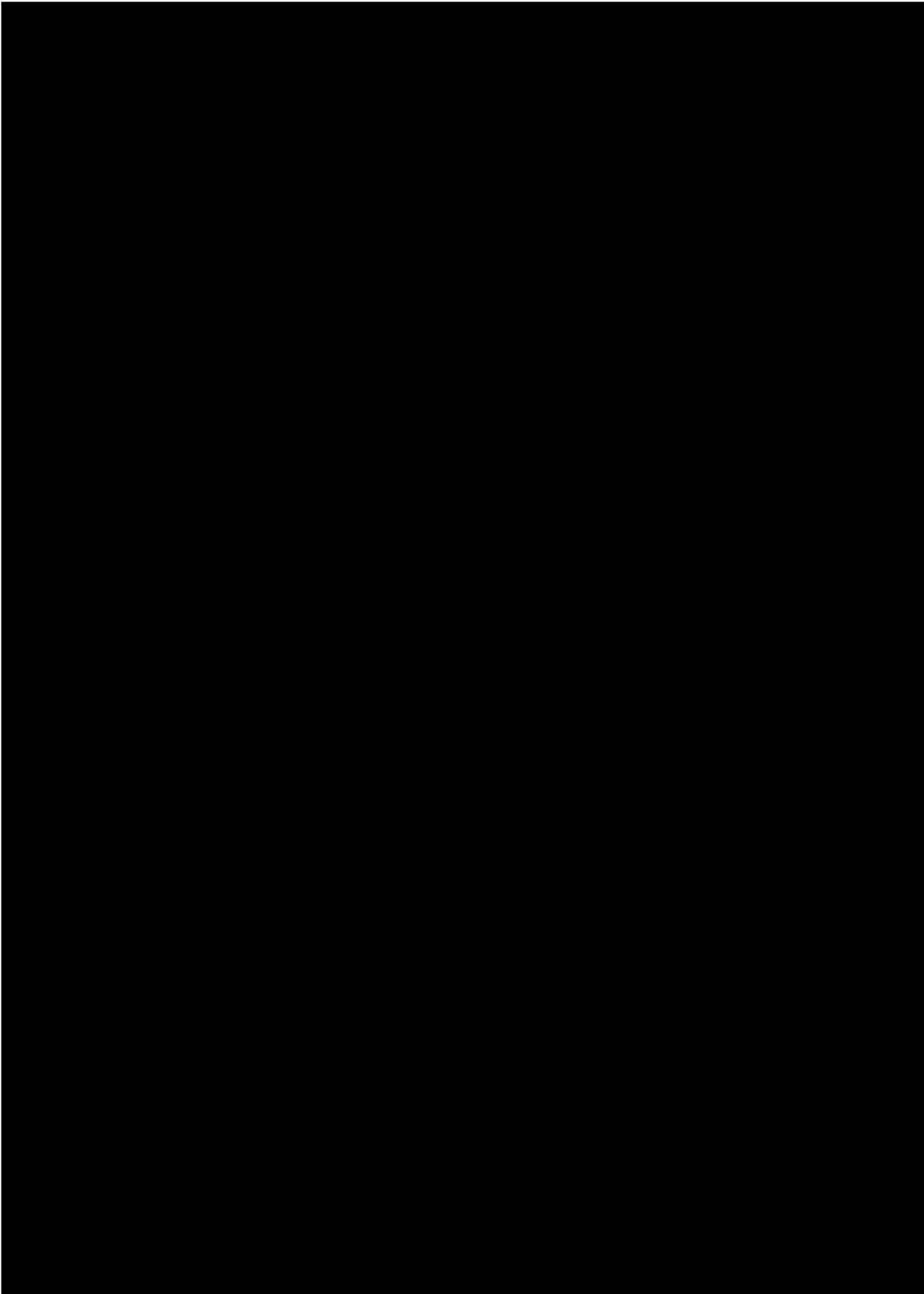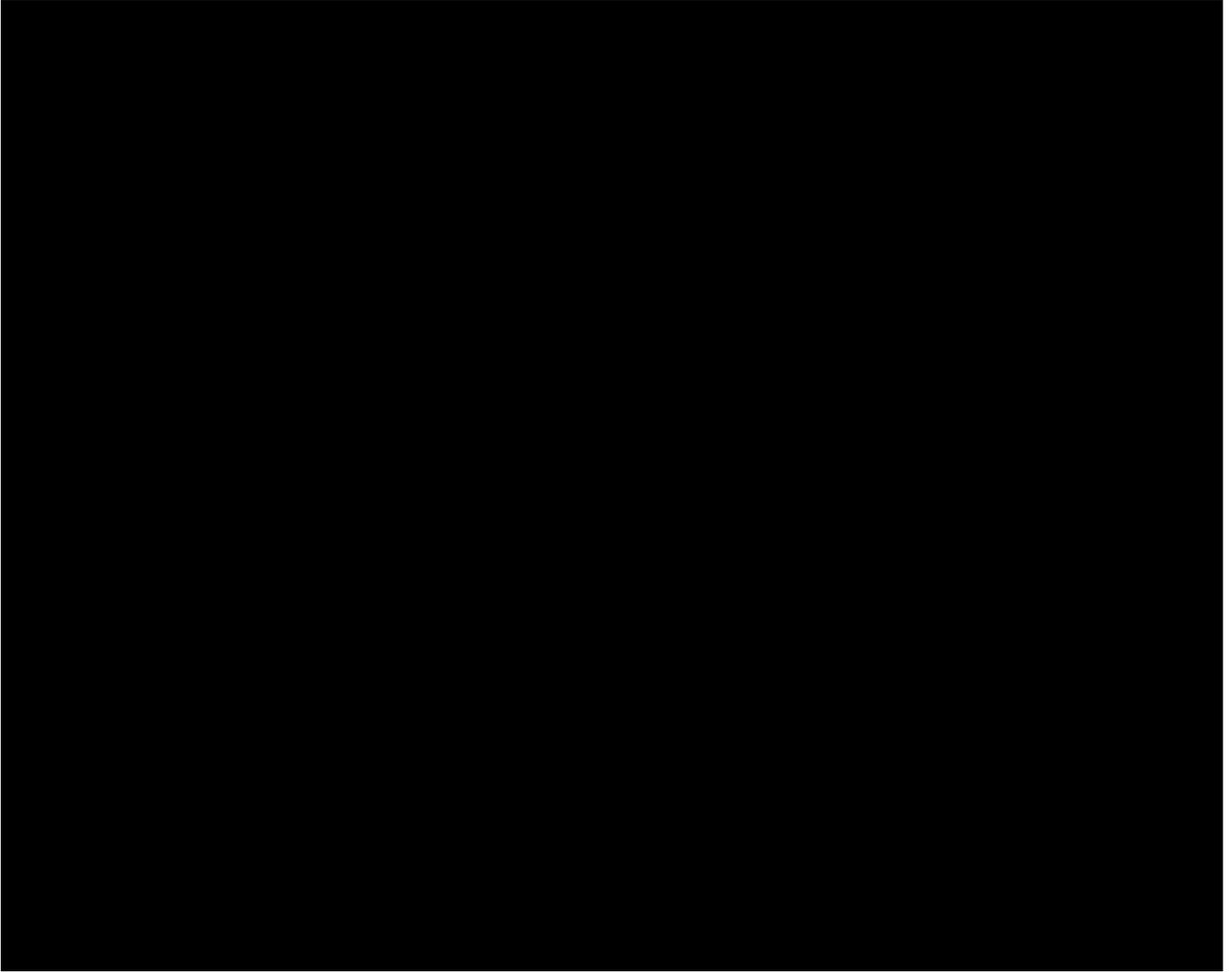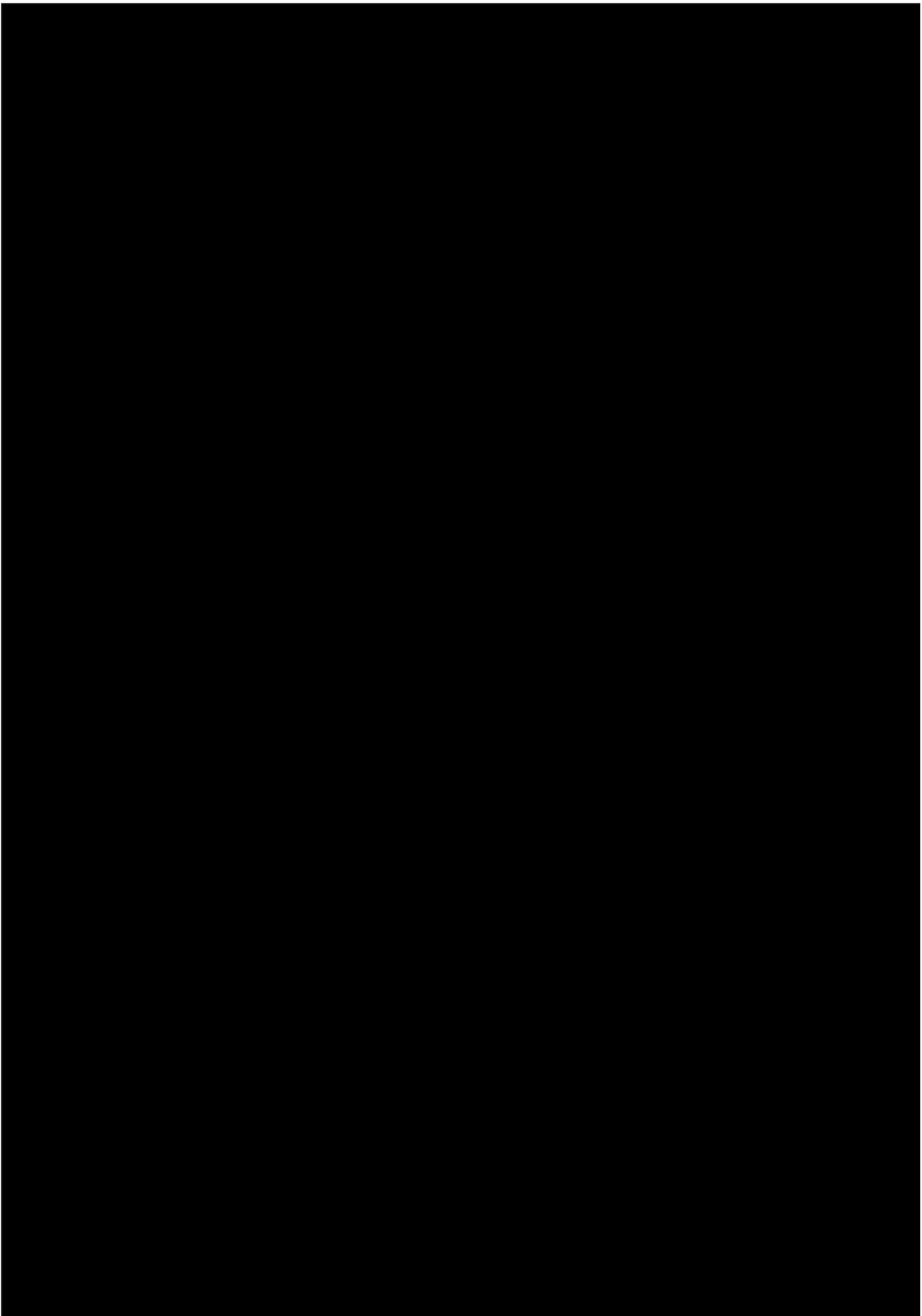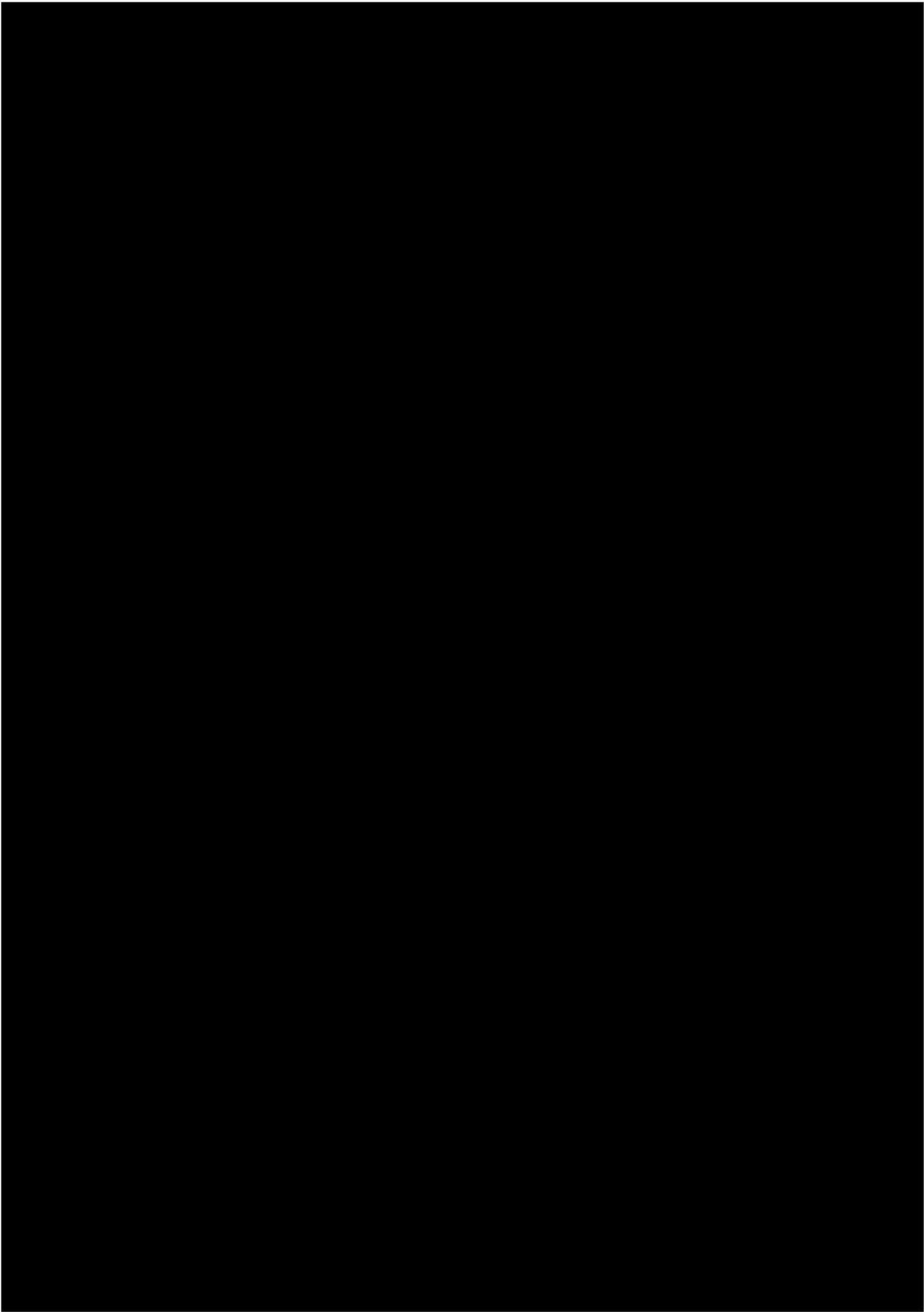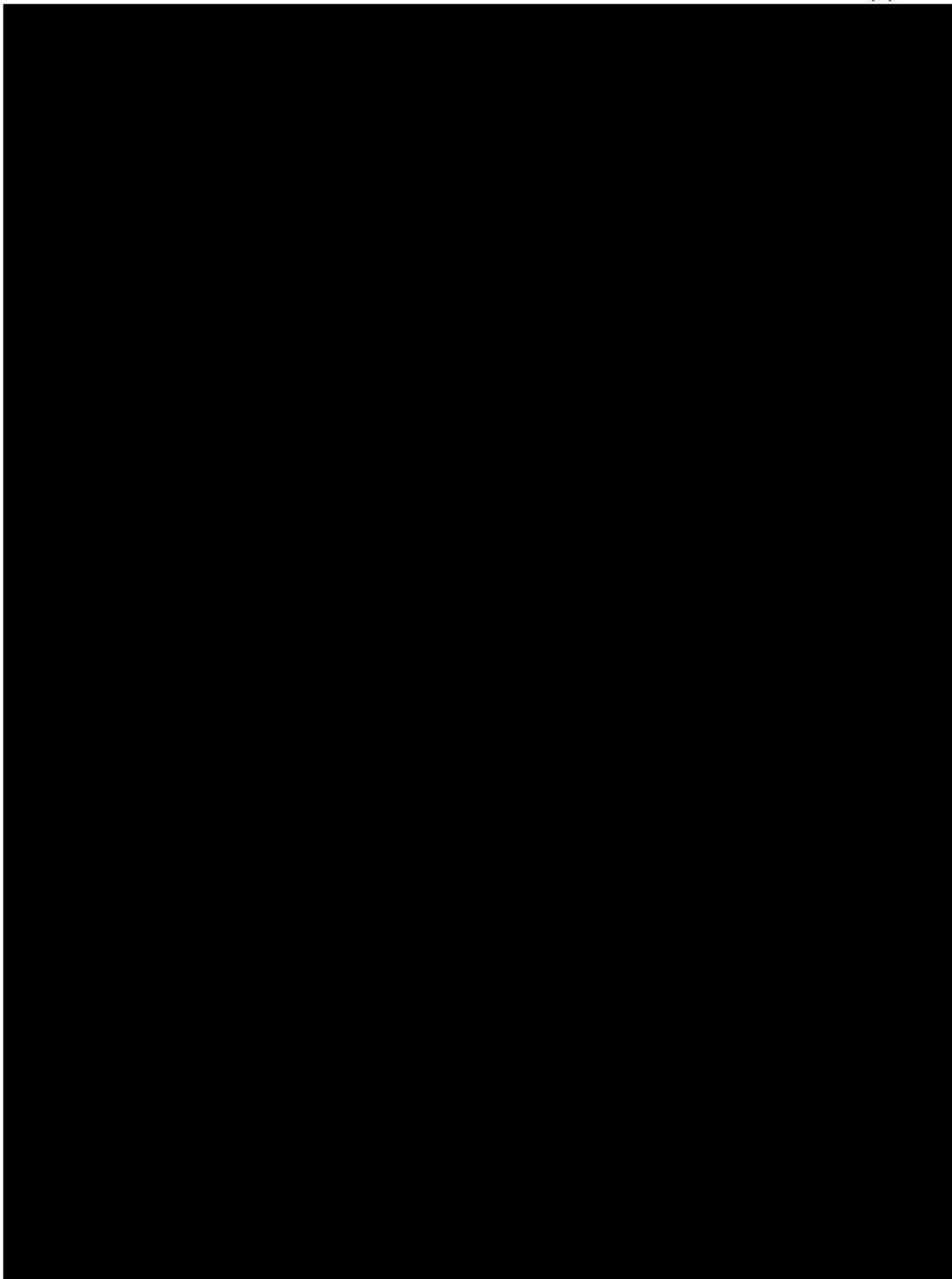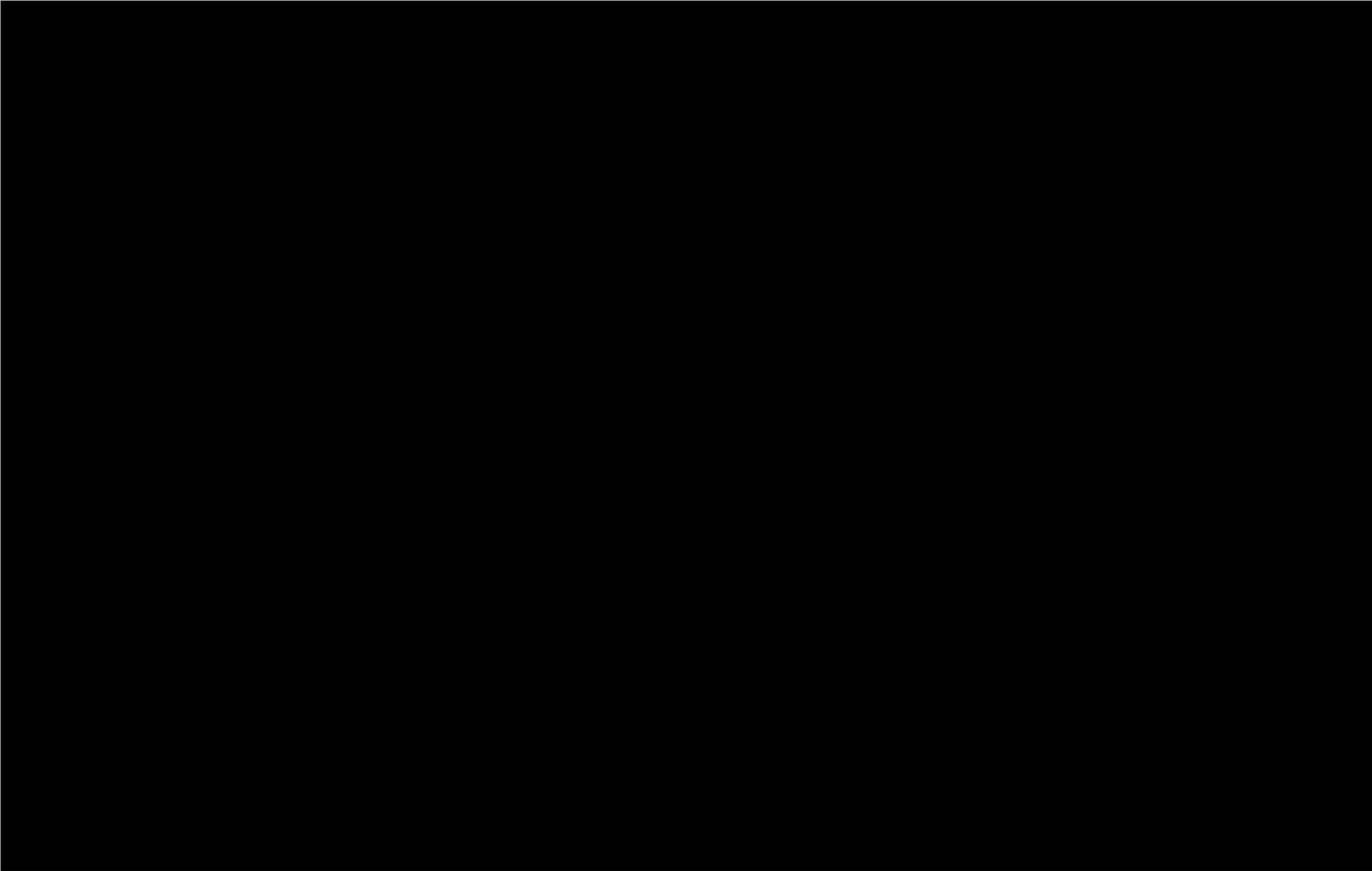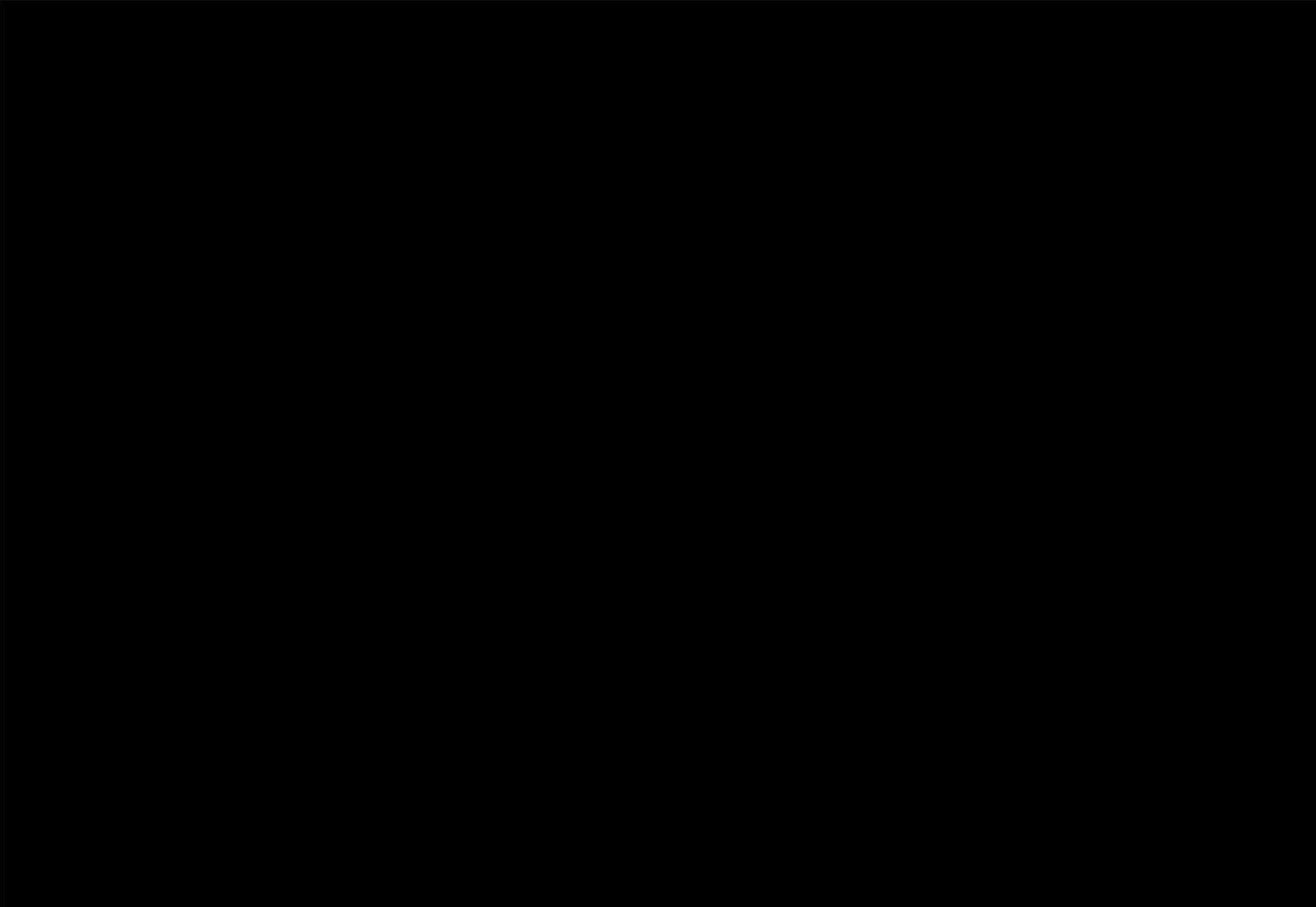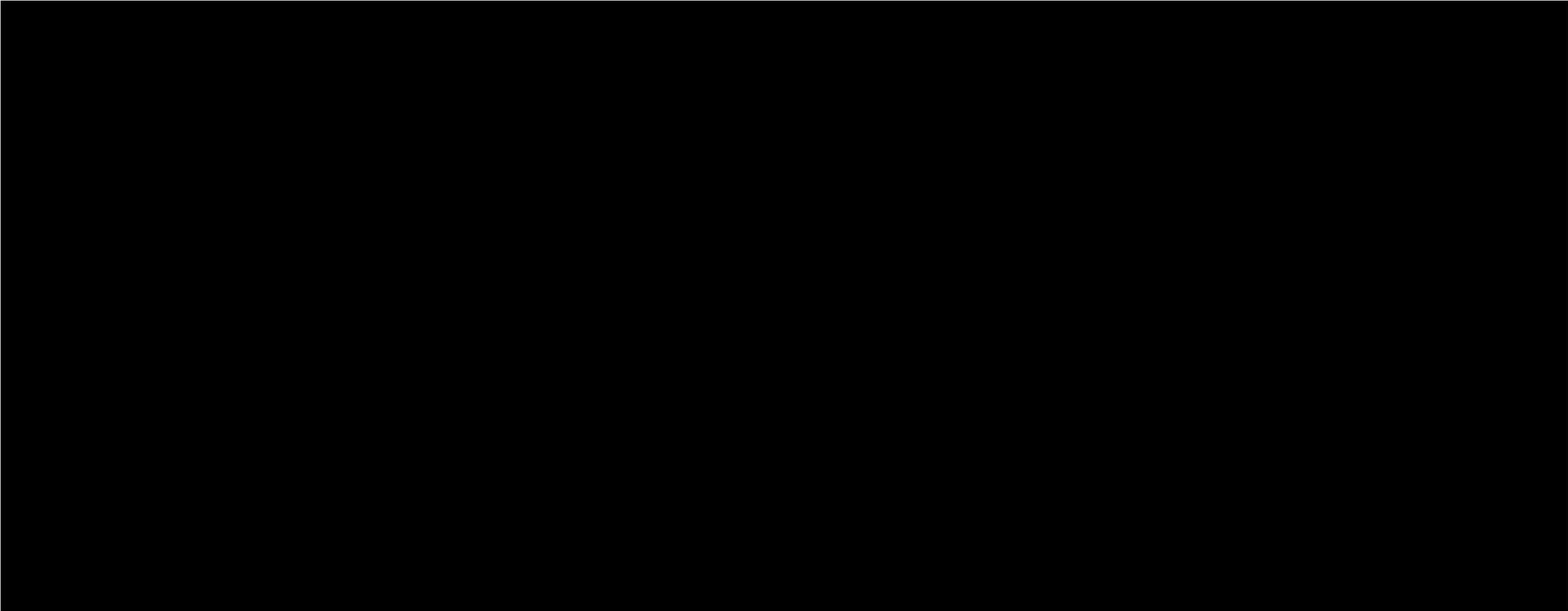
EXECUTIVE BOARD
FUTURE WAYS OF WORKING (FWOW) PROGRAMME
JUNE 2023 UPDATE

Purpose

1.   To provide the Executive Board with an update on the progress of the Future Ways of Working (FWoW) Programme, specifically outlining delivery to date, current or planned initiatives and the approaches for assessing and reporting on benefits realisation for the new ways of working in COPFS.

Timing

2.   Routine

Background

Original Programme

3.   The programme launched in 2019. Building on the key principles of the Fair Futures Programme, it aimed to define future priorities and policies on alternative, flexible and location-neutral working across COPFS. However, the Covid-19 Pandemic both necessitated and enabled COPFS to trial remote working on a much wider scale than previously envisaged. The strategic capability to accelerate the roll out of laptops, mobile telephony and Microsoft Teams to all staff over a matter of weeks resulted in the COPFS workforce being equipped with the latest IT equipment and digital technology to work effectively from home. This saw around 90% of COPFS staff working remotely (with rotas and working arrangements in place to deliver court and essential onsite business needs) compared to around 10% pre-pandemic.

Revised Programme Remit

4.   As a result of the Covid-19 Pandemic, in November 2020 the Executive Board agreed the programme's remit should be expanded to include the following workstreams:

a) To manage the coordination of office reintegration and recovery activities as COPFS moved out of lockdown (via the Office Recovery and Safety Group);

b) To build on the experience and learning from the accelerated move to homeworking to set and deliver a vision for a transformed way of hybrid working in COPFS in line with business and service delivery needs.

5.   The revised vision for FWOW is available at **Annex A.** The key revised programme purpose, scope and activities are listed below:

a)   Consideration of the next phase of our estates transformation programme, closely aligned to the digital workplace project and delivery of the digital strategy;

b)   Determine future priorities and policies on alternative, flexible and remote working across COPFS and make sure they develop within a clear corporate framework;

c)   Establish the tools, systems and processes in place to enable staff to work flexibly, supporting improved wellbeing and reducing travel time and cost;

d)   Define roles suitable or not suitable for location-neutral or alternative working arrangements, increasing the number of location neutral posts (subject to meeting business and delivery needs);

e)   Ensure decisions are made in a fair and transparent manner and that there is clear guidance about the rights and responsibilities of staff and managers;

f)   Modernise workplaces to support and maximise future ways of working, aiming to reduce estates footprint where feasible.

FWOW Maturity Matrix

6.   In November 2020, the Executive Board agreed that COPFS should track progress of implementing FWOW using the Government Property Agency (GPA) Smarter Working Maturity Model to establish a baseline and track our progress towards becoming a 'Fully Mature' smarter working organisation. The baseline matrix against which COPFS will measure its progress towards 'FWOW maturity' is available at **Annex B**.

7.   While some initial self-assessments have been undertaken at function level, an assessment for the wider organisation is being carried out over June 2023, a date that aligns with functions having formally implemented and applied agile working for 12 months. This one-year timeframe and analysis assessment will provide important data and knowledge from which to measure and baseline our ways of working maturity against the matrix definitions and, importantly, contribute key information to other interrelated corporate ways of working and productivity activities.

8.   Data and analysis of the FWoW Maturity Matrix will be available for analysis next month and will be reflected in the programme's benefits realisation report and included in the FWoW update to the Executive Board at its August meeting.

Delivery Update

9.   To date the programme has delivered or reflected the delivery of the following key outputs:

People	**Workplaces**	**Technology**
We will improve working lives by encouraging our employees to work as flexibly as possible, subject to business need.	We will modernise our buildings, creating efficient and task-focussed environments that encourage collaboration and decrease our estates footprint.	Our employees will have the digital tools to work successfully in offices, courts and at home.
• Agile Working Policy & Procedure	• Estates Transformation Principles	• Roll-out of laptops and mobile phones to all COPFS staff
• Support for Managers managing teams remotely including agile/alternative working assessment tools	• Estates Transformation (furniture and lockers) – Ayr, Kilmarnock, Dunfermline and Dumfries	• Implementation of full MS Teams Capabilities
• Revised Flexible Working and Alternative Working Arrangements Policies & Procedures	• Staff consultation on Glasgow Estates Transformation including draft design plans	• Meeting Room Solutions
• Working Safely Hub for all staff, including revised Health and Safety self-assessment procedure	• Staff consultation on Edinburgh Estates Transformation	• Teams Telephony
• Working Out-with a Reasonable Commute Policy Statement	• Revised Edinburgh Justice Campus Programme Vision and Outline Business Case	• Extended IT Service-desk support for all staff 6am – 10pm
• Draft Location Neutral Working Principles		• Desk Booking Solution (Pilot) and initial roll-out plan

Agile Working Policy

10.   The agile working policy and procedures were published in October 2021, although not formally implemented until June 2022 following the lifting of all Covid restrictions. The majority of staff in COPFS currently have agreed agile/hybrid working arrangements aligned to the business needs of their functions and teams.   Agile working continues to be reviewed by line managers on a quarterly basis through the performance appraisal process, or sooner where business needs change.

Location Neutral Posts

11.   Over the course of the coming months, the introduction of Location Neutral Posts will be piloted based on a set of high-level principles agreed by the FWoW Programme Board. Not all posts will be categorised or appropriate for location neutral working. This delivers a key FWoW aim for recruitment being central to our ways of working and maximising our people, skills and knowledge by advertising applicable posts with flexible working options. The pilot will allow applicable posts to be evaluated and business impact, benefits, costs and other elements considered to inform decision making on future policies and approaches. Staff and line manager guidance and communications will be issued and regular evaluation reports considered by the FWoW Programme Board. Updates and analysis assessments will be included in updates to the Executive Board in due course.

FWOW Policies: Support and Communications

12.   FWoW programme communications continue being published, including infographics to help staff and managers understand which policies are available to support working arrangements and how they interlink. Messaging to re-enforce the position that staff are expected to work from an office unless they have an approved agile/hybrid working arrangement are also published regularly. Support for managers in managing staff and teams remotely or via hybrid models is available and will be developed to factor management and staff feedback and survey information.

Measurements to Date

13.   Ways of working in COPFS has changed significantly over the last few years. Whilst work to analyse detailed benefits is underway, a range of initial data are available from which to baseline and evidence selected measurements:

Measure (SIP = Staff in Post)	Pre-Pandemic	Post-Pandemic
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14.   The Programme also analysed a number of sources - summarised in the table at **Annex C** - to determine the combination of high-level benefits tailored to the needs of COPFS. As a result of this analysis, nine high-level FWoW programme benefits set out in the Benefits Plan at **Annex D** were defined. The plan outlines key (headline) products, their read-across to each anticipated benefit, proposed evidence, proposed measures, dependencies and benefit owners. The benefits will be further defined as part of the detailed benefits realisation process and to align with related business operating model and productivity analysis.

15.   The analysis also identified a number of other issues and wellbeing factors that will be tracked, including:

a) Staff not having appropriate equipment and workplace settings available at home, including access to a secure and fast internet connection.

b) Social isolation, with 70% of responses in one organisation alone affected by this.

c) Less connection to colleagues: workers missing being in the office/informal chats.

d) Difficulty switching off from work, with responses reporting working late and checking emails when people should no longer be working.

e) Financial costs associated with increased use of electricity and heating at home.

16.   Over and above the measures included in the Benefits Plan, the FWoW Programme will use the following to track progress and measure benefits:

a) Pulse and staff surveys (at local and corporate level);

b) Self-assessment against the criteria set out within the Maturity Matrix;

c) Benchmarking against other public and private sector organisations.

FWoW: Target Operating Model

17.   Reflecting recommendations from an Internal Audit Review of FWoW, a Target Operating Model (TOM) was agreed by the FWoW Programme Board - attached at **Annex E** - to align implementations and aims. This model will be further developed and, importantly, adapted in scope to align and support the development of other related corporate ways of working policies and initiatives, including factoring the Wellbeing Hour pilot. Reform programmes and the Next Generation Casework transformation programme will also design and deliver new casework processes, ways of working and service delivery, and must also be considered to future ways of working and business operating models. Analysis of data will inform and shape a finalised TOM.

18.   Our new agile and hybrid ways of working is an important element in COPFS' delivery, performance and productivity. The FWoW Maturity Matrix assessment being carried out this month will provide an important baseline. It is though one of many elements in relation to productivity. The Head of Business Services will provide an

overview plan for coordinating work on the related business operating model and productivity activities. Data analytics will underpin this work and information and outputs will be managed to support the needs of relevant policy implementations and programme timeframes.

19.   As part of this work, the FWoW Programme will consider knowledge and approaches from industry and work or other organisations; this includes surveys from the Scottish Futures Trust on the impact of homeworking on productivity and business methodologies, research and data from Gartner on managing hybrid working employees.

Next Steps

20.   The FWoW Programme will continue developing Agile working policies and implement, support and evaluate the location neutral working pilot. The delivery of the remaining programme workstreams will also be progressed.

21.   A detailed benefits analysis will be provided at the next Executive Board meeting, which will include the 12 months assessment of the FWoW Maturity Matrix. This work is being led by ████████ Shebioba, FWoW Programme Director, liaising with function senior business managers.

22.   The FWoW Target Operating Model will be further developed and adapted to align and support the development of other planned corporate ways of working initiatives, contributing to COPFS' delivery, performance and productivity activities.

Decisions/Actions required by Executive Board

23.   The Executive Board are invited to note and comment on the work of the FWoW Programme and next steps.

Keith Dargie
Head of Business Services

21 June 2023

ANNEX A – FWOW VISION

People

We will improve working lives by encouraging our employees to work as flexibly as possible, subject to business need.

- Flexible working will be our default: how and where we work will be balanced against our responsibility to meet business need.

- We will determine where and how we work in discussion with our line manager.

- We will support requests for more permanent remote working arrangements wherever possible and use a fair and transparent organisation-wide process.

- Location requirements of all future vacancies will be considered fairly and consistently and made as clear as possible during the recruitment process.

- We will manage remotely through trust, and measure performance on outcomes.

Workplaces

We will modernise our buildings, creating efficient and task-focussed environments that encourage collaboration and decrease our estates footprint.

- We will encourage employees to work in locations that suit them and our business needs, whether in an office, at home, or in an office closer to their home.

- We will modernise our offices, providing desks for employees when they need them and meeting rooms to work together.

- We will book desks when we need them and store personal items in lockers.

- We will reduce our estate costs where we can, ensuring we have efficient offices spaces that meet our needs.

Technology

Our employees will have the digital tools to work successfully in offices, courts and at home.

- We will have the devices and technology we need to work together from anywhere using laptops and mobiles, Office 365, Teams, a new intranet and improved HR systems.

- Casework will be increasingly digital as we extend Case Management in Court, introduce witness and defence agent portals and develop digital search warrants and indictments solutions.

- We will improve our existing case management systems, including supporting virtual courts.

ANNEX B – FWOW MATURITY MATRIX

COPFS Future Way of Working Matrix

People

Our aims:
- Flexible working is our default: we balance the freedom to choose how we work with our responsibility to meet business need.
- Where and when we work will be determined between us and our line manager.
- We will support requests for more permanent remote working arrangements with a fair and transparent organisation-wide process.
- We will manage through trust and measure performance on outcomes, not presence.

Our starting point	Our next step	Our Future Way of Working in practice
Individuals and teams within COPFS are tasked with introducing and implementing FWOW.	FWOW is beginning to be introduced to certain teams and individuals, subject to business need.	FWOW is an established programme that engages all staff across COPFS.
The programme team is beginning to define what FWOW means for COPFS.	FWOW principles and the proposition are defined and staff are being made aware of them.	FWOW principles are defined and staff are aware of them – they are explicitly aligned to business need.
The programme team knows what HR policies are currently in place and has an idea about what needs to be changed and added.	HR is involved in the programme and is starting to implement revised policies.	HR policies support FWOW. They offer both formal and informal (non-contractual) flexibility, subject to business need.
Corporate communications is working with the programme team to define the strategy and communications plan.	A communications strategy is in place so FWOW is starting to be communicated consistently and clearly to all staff.	All staff know about FWOW. Communication channels promote wider engagement on what FWOW is, its aims, and why it is important across COPFS.
The programme team is aware of the many work profiles across COPFS and has identified the challenges associated with some roles. Individuals and teams are beginning to understand what flexible working means for them.	Individuals and teams are aware of a few different ways of working flexibly and have begun to discuss this with their teams.	Individuals and teams are aware of a few different ways of working flexibly, including for operational roles. They consider how FWOW is best implemented for them, and discuss FWOW with their line manager.

Recruitment processes offer a few locations or work patterns according to the roles, and the programme team are aware of what could be improved.	Recruitment processes offer a range of locations and work patterns as standard.	FWOW is central to recruitment processes and our people offer. Jobs are advertised with a variety of flexible working options so that no applicant is excluded as a result of their location or work pattern.
The programme team is aware of current recruitment and induction processes and will work with HR to align these to the FWOW principles.	The programme team is working with HR to introduce and implement recruitment tools and induction processes that support new ways of working.	Recruitment tools and induction processes make new staff aware of COPFS' commitment to FWOW.
The programme team knows that staff recruitment, retention and reduced absenteeism are a direct benefit of FWOW.	Data has started to be collected on recruitment, retention and absenteeism rates to create a baseline.	Recruitment, retention and absenteeism data is collected, and measured against baseline data. Improvements in these measures are a direct benefit of FWOW.
The programme team is aware of how FWOW can improve Diversity and Inclusion for COPFS.	COPFS' Diversity and Inclusion strategies are known and are being linked to the FWOW principles and strategies.	FWOW is explicitly linked to COPFS' Diversity and Inclusion strategy and improves inclusion for employer and employees alike.
Staff understanding of Diversity and Inclusion is varied across COPFS.	Staff are aware of colleagues' needs and make some effort to include everyone in work and events.	Staff are consistently mindful of Diversity and Inclusion in their ways of working.
Engagement with executive and senior leaders has started, and they are starting to understand FWOW principles.	Executive and senior leaders are aware of FWOW principles and proposition and they are beginning to encourage management by outcomes.	Executive and senior leaders are aware of FWOW principles and actively encourage management by outcomes rather than presence.
The programme team is working with HR to introduce the right training packages for their managers.	Training packages for line managers are being developed.	Line managers are learning how to best manage remote or dispersed teams and manage by outcomes because the right training packages have been introduced to COPFS.

The programme team has considered how they will work with their executive and senior leaders to lead by example and encourage new ways of working.	Executive and senior leaders have begun to work smartly and are trialling new ways of working, including using collaboration technology.	Executive and senior leaders visibly encourage FWOW, not just by trialling new ways of working or using collaboration technology. They lead by example and adapt smarter ways of working in their own practices.
Managers have begun to discuss how FWOW could be implemented in their teams and how they could encourage new ways of working	Managers have a clear idea of how FWOW could be implemented in their teams and are starting to discuss it with individuals.	Managers understand FWOW, have introduced it in their teams and are beginning to encourage staff to work flexibly.

Workplaces

Our aims:
- We will encourage employees to work in locations that suit them, whether in an office, at home, or in an office closer to their home.
- We will modernise our offices, providing desks for employees when they need them and meeting rooms to work together. We will book desks when we need them and store personal items in lockers.
- We will reduce our estate costs where we can, ensuring we have efficient offices spaces that meet our needs.

Our starting point	Our next step	Our Future Way of Working in practice
The programme team understands how properties can be rationalised or improved.	The programme team works closely with the estates team to consider opportunities for rationalisation or improvements.	COPFS properties are occupied efficiently and effectively with adherence to any defined space targets.
Workspaces offer some flexible desks and meeting rooms, and the quality varies across sites and regions.	Some offices are introducing flexibility in their spaces.	Workspaces are designed based on business need to offer a variety of rooms, workstations and furniture types that suit preferences and needs, although senior managers may still have their own offices or meeting rooms.
Space allocation is discussed by the programme team and a plan is in place to improve space	Some data and feedback is being sought to help the programme team allocate space within buildings, and to plan property moves.	COPFS uses data and feedback to help the FWOW and Estates teams to allocate space

provisions and future property needs.		within buildings, and to plan property moves.
Staff are limited to the space they can use to complete their different tasks.	Staff move around different workspaces according to availability and task.	Staff make informed choices about the spaces in which they choose to complete different tasks, because the limitations due to the availability of workspaces and task performed are reduced.
Staff have an idea about how to use different areas within the workspace.	The programme team is developing protocols or etiquette for workspaces, and staff largely follow them.	Protocols, etiquette and tools are in place to make staff comfortable and confident in finding a space to work and set out expectations for appropriate use of space.
Staff use workspaces in our buildings, SCTS buildings or at home according to habit.	Staff are encouraged to work from different places, although remote working is not commonplace.	Staff are actively encouraged to use a range of workspaces, including considering working remotely, in line with business need.

Technology

Our aims:
- We will have the devices and technology we need to work together from anywhere using laptops and mobiles, Office 365, Teams, a new intranet and improved HR systems.
- Casework will be digital. We will extend CMiC, introduce witness and defence agent portals, digital search warrants and indictments solutions.
- We will improve our existing case management systems, including supporting virtual courts.

Our starting point	Our next step	Our Future Way of Working in practice
The programme team is in contact with ISD and are aware of upcoming projects and rollouts.	The programme team understand the different work profiles represented within COPFS, and different types of IT are identified to improve flexibility in different roles.	IT is rolled out based on engagement with staff about their technology needs, so that technology enables mobility for different roles. This demonstrates that the programme team understand the different role profiles within COPFS, and different

		types of IT are identified to improve flexibility in different roles.
The programme team knows what IT is available across COPFS and where improvements could be made.	Some staff have mobile IT, and plans are in place to roll out mobile devices to all staff.	Each individual has mobile technology with collaboration software (as appropriate), and mobile technology is not based on seniority.
IT provision (such as Wi-Fi) in offices varies between locations, and the programme team are aware of differences and what needs to be improved.	All sites are being fitted out with Wi-Fi and guidelines are being written about how to manage information securely.	The workspace is equipped with modern IT: good quality Wi-Fi is available across all sites (including for visitors), and information is accessible remotely and securely.
The programme team is working closely with ISD to define the training requirements for staff.	Training and tutorials for how to use devices and software are available and staff can access them when then feel they need to.	Training or tutorials for how to use devices or software are available and staff can access them when they feel the need to, to ensure they have the knowledge and skills to make full use of the functionality on offer.
Staff are beginning to understand their devices and software capabilities.	Staff know what tools are installed on their devices, and most staff use them competently.	Staff make the most of their devices and software and use them to share documents and collaborate with colleagues in real-time, in line with established guidance and procedures.
The programme team are liaising with the relevant teams to understand current information management policies.	Guidelines are written about how to share and store information, and staff are aware of them and largely follow them.	Staff share information responsibly and in line with guidance and procedures on how to share and store information and security restrictions, and information is stored accurately.

ANNEX C – SMARTER/HOME WORKING STAFF SURVEYS

Scottish Futures Trust, October 2020 & December 2022	COPFS, May and September 2020	CPS, 2016 (For reference)

Analysis of a sample of public sector staff surveys post the Covid-19 pandemic. 2022 survey showed 44% of respondents were still working from home most of the time - 30% hybrid working. In addition, 39% reported a higher level of wellbeing, compared to 24% who saw a deterioration.
 	
a) Working from home had <u>personal benefits</u>:
  i. Financial savings from having no commuting cost, etc.
  ii. Having more time, as a result of not having to commute to work, etc.
  iii. Better work/life balance and flexibility to suit working hours.
 	
b) Homeworking also delivered <u>organisational benefits</u>:
  i. More collaboration and communication due to everyone being online.
  ii. Increased autonomy.
  iii. More time to work as a result of not commuting.
  iv. Fewer distractions from colleagues than in the workplace.
  v. Changes in working practices provided an opportunity to reassess space needs.
	Pulse surveys were conducted, indicating that:
	a) A significant majority of (the c. 350) respondents would like more flexibility to work from home.
	b) 76% wanted to work from home regularly and 17% occasionally.
	c) Of those who wanted to work from home regularly, 64% would like to work from home at least 3 days/week.
	d) Line managers who responded were supportive of homeworking.
	e) 98% were very or fairly supportive of occasional homeworking, 94% were very or fairly supportive of regular homeworking.
	f) In terms of wellbeing the results showed that 48% of employees were feeling 'good/very good' about their wellbeing at work.
	g) 18% were feeling 'not good' or 'not good at all' (with the rest feeling 'okay').
		As a result of austerity, the CPS undertook a Smarter Working Transformation Programme commencing in 2016.
		
		The overall result included:
		a) 25% reduction in budget;
		b) 27% drop in FTE
		c) Office reduction in excess of 50%
		
		Despites these potentially negative drivers for the change, with respect to staff perceptions of smarter working, the outcomes of a CPS staff survey regarding Smarter Working changes implemented in CPS, also aligned with those above, including:
		a) 96% stated that it helped Improve Work Life Balance
		b) 57% stated that it increased their Productivity
		c) 20% stated it improved their connection with Colleagues
		d) 21% stated that it improved their work Relationships

ANNEX D – FWOW PROGRAMME BENEFITS PLAN

Future Ways of Working — FWOW Benefits Plan

	High Level Benefits	Associated FWOW Products	Benefit Owners	Evidence	Measures	Dependencies
1	Modern, flexible approach to working practices in line with other organisations including clear policies, procedures and support for a variety of working arrangements, providing employees and the organisation with increased flexibility - attracting new entrants and helping to retain staff.	• Agile Working Policy & Procedure • Revised Flexible Working Hours Policy • Revised Alternative Working Arrangements Policy • Location Neutral Working Policy/Recruitment • Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions • Implementation of relevant digital IT systems including full MS Teams Capabilities and EDRMS. • Digital Desk Booking Solution • Estates Transformation	HR	• Staff working agilely/in a hybrid way • Successful filling of vacancies/posts in remote areas • Efficient use of CMD Policy and increased level transfer opportunities • Increased working outwith 'standard' office hours • Improved wellbeing scores via People Survey • Increase in staff retention scores • Improved people survey scores in relation to staff feeling developed	• Number of Agile Working Arrangements in place • Flexi data • Number of Alternative Working Arrangements in place • Number of location neutral posts available • Data on staff retention • People Survey Outcomes	• Availability of data • Robust monitoring of working hours by line managers • Review by managers of all flexible working options when considering requests • Consideration of flexible working options by vacancy holders at recruitment stage
2	Improved work/life balance for employees, supporting improved wellbeing and increased morale.	• Agile Working Policy & Procedure • Revised Flexible Working Hours Policy • Revised Alternative Working Arrangements Policy • Extended Servicedesk Support • Estates Transformation	HR	• Staff working agilely/in a hybrid way • Increased working outwith 'standard' office hours • Improved wellbeing scores via People Survey • Increase in staff retention scores • Reduction in recorded sickness absence levels • Improved people survey scores in relation to staff feeling developed	• Number of Agile Working Arrangements in place • Flexi data • Number of location neutral posts available • People Survey Outcomes	• Availability of data • Robust monitoring of working hours by line managers • Review by managers of all flexible working options when considering requests • Consideration of flexible working options by vacancy holders at recruitment stage
3	Reduced levels of sickness absence through increased options available to staff.	• Agile Working Policy & Procedure • Revised Flexible Working Hours Policy • Roll-Out of Laptops to all COPFS staff	HR	• Reduction in recorded sickness absence levels	• Sickness Absence Data	
4	Increased business resiliency by providing employees with the digital tools to work from any location where appropriate, including full access to case management systems.	• Location Neutral Working Policy/Recruitment • Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions • Implementation of relevant digital IT systems including full MS Teams Capabilities and EDRMS. • Teams Telephony • Extended Servicedesk Support	ISD	• Remote access to all digital workplace tools by all staff • Business delivery maintained 6am - 10pm Monday to Friday • Increased working outwith 'standard' office hours • Time savings on remote collaboration/hybrid meetings • Cost savings due to hybrid meeting arrangements • Improved people survey scores in relation to staff feeling equipped to do their job • Improved uptake of training and development of staff due to attendance at online training events		
5	Increased collaborative, dynamic working practices and productivity	• Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions • Implementation of relevant digital IT systems including full MS Teams Capabilities and EDRMS. • Teams Telephony • Extended Servicedesk Support	HoBMs	• Business delivery maintained 6am - 10pm Monday to Friday • Time savings on remote collaboration/hybrid meetings • Improved people survey scores in relation to staff feeling equipped to do their job	• Performance Data	• Availability of data
6	Improved design and use of the COPFS Estate including reduced footprint where appropriate.	• Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions • Digital Desk Booking Solution • Estates Transformation	Estates	• Staff working agilely/in a hybrid way • Reduced numbers of traditional desks • Reduced estates footprint and estates savings • Improved Health and Safety audits for offices • Data on desks booked/office capacity	• More efficient use of office space (including desk booking data) • Estates Costs	• Embedding of agile working by functions • Availability of accurate desk booking data
7	Reduction in carbon emissions	• Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions • Estates Transformation	Climate Change Working Group	• Staff working agilely/in a hybrid way • Reduced estates footprint and estates savings • Data on desks booked/office capacity	• Data on carbon emissions	• Availability of data
8	Improved Health and Safety within offices	• Roll-Out of Laptops to all COPFS staff • Estates Transformation	BSS	• Improved Health and Safety audits for offices	• Number of Health and Safety issues reported • Health and Safety Audit Outcomes	•
9	Reduction in costs e.g. business travel, paper, estates	• Roll-Out of Laptops to all COPFS staff • Meeting Room Solutions	Finance	• Staff working agilely/in a hybrid way • Increased working outwith 'standard' office hours • Cost savings due to hybrid meeting arrangements • Improved uptake of training and development of staff due to attendance at online training events • Reduced estates footprint and estates savings	• Business Travel Costs • Estates Costs • Paper Costs • Telephony Costs	•

ANNEX E – FWOW TARGET OPERATING MODEL

Future Ways of Working (FWOW)

TARGET OPERATING MODEL

i People   i Workplaces   i Technology

Purpose

The purpose of this paper is to:

➢ Present a Target Operating Model (based on the Smarter Working Maturity Model), aligned to the FWOW Vision and Maturity Matrix, that describes what working in COPFS will be like once the FWOW programme is delivered.

➢ Gain feedback and agreement from the Programme Board on the contents of the Target Operating Model and its applicability to COPFS' aspirations for FWOW.

i People   i Workplaces   i Technology

Background/Context

- An Internal Audit Report issued in March 2022 acknowledged that COPFS have a developed PID, vision statement and comprehensive communications strategy for FWOW, which forms the basis of an engagement/internal stakeholder plan.
- However, there is no Target Operating Model (TOM) or Blueprint to support the vision statement, by providing an overview of the core business capabilities required to achieve the aims of the programme.
- This presents a risk of poor strategic organisational direction and leadership including a poorly defined and communicated vision.
- The report recommended that the programme should develop a TOM, describing the capabilities – processes, data, people and systems, that will be in place to achieve the aims of the programme.

i People   **i** Workplaces   **i** Technology

FWOW Maturity Matrix and Vision

- In November 2020, the Programme Board and Executive Board agreed to adopt the Smarter Working Maturity Model as a framework for describing our FWOW vision and to provide an objective means of tracking delivery progress.
- The Maturity Model is based on 4 pillars of Smarter Working (Leadership, Culture and People, Workspace and Technology), which align very well with the three pillar outlined in our FWOW Vision statement below:

Maturity Matrix Pillar	COPFS Vision Statement
Leadership	Programme Governance and Support
Culture and People	People
Workspace	Workplace
Technology	Technology

- The TOM aims to align with the Maturity Matrix and Vision

FWOW Target Operating Model

Leadership

- An Internal Audit Report issued in March 2022 acknowledged that COPFS have a developed PID, vision statement and comprehensive communications strategy for FWOW, which forms the basis of an engagement/internal stakeholder plan.

- However, there is no Target Operating Model (TOM) or Blueprint to support the vision statement, by providing an overview of the core business capabilities required to achieve the aims of the programme. This presents a risk of poor strategic organisational direction and leadership including a poorly defined and communicated vision.

- The report recommended that the programme should develop a TOM, describing the capabilities – processes, data, people and systems, that will be in place to achieve the aims of the programme.

People (Culture)

Future Ways of Working

- Line Managers and staff that are equipped to support the FWOW vision

- Revised HR Policies (covering pay and hours), including Flexible Working Hours Policy and Procedure

- Revised or new HR Policies (covering people management), including Agile Working Policy, Procedure and Assessment Tool, and Revised Alternative Working Arrangements Policy, Procedure and Assessment Tool

- Revised or new HR Policies (covering recruitment), e.g. revised Resourcing Toolkit and Location Neutral Working Policy

- Cultural change, driven by senior management, to support the successful implementation of the relevant HR Policies referred to above

i People   *i* Workplaces   *i* Technology

f

Technology

Future Ways of Working

- Devices enabling staff to work effectively regardless of physical location, where possible and appropriate to their role, e.g. laptops, mobiles, meeting room solutions

- Technology enabling staff to work together from anywhere, including Office 365, MS Teams (including telephony), a new intranet, EDRMS

- Desk booking solutions, allowing staff to book a standard or specialised desk or working space, anywhere across the COPFS estate

- Next generation case management systems, reducing the attachment of staff to physical locations, allowing secure and remote access, and supporting virtual courts

- Revised Acceptable Computer Use Policy

- Provision of longer Service Desk support to staff 6am - 10pm Monday to Friday

i People   *i* Workplaces   *i* Technology

Workplaces

Future
Ways of Working

- Understanding staff capacity required in each office to meet business requirements
- Rationalised estate, optimally sized and geographically spread to match the 'steady state' working patterns of staff, as well as during emergencies
- COPFS estates refurbished to optimise its use, e.g. access for victims and witnesses, transformational furniture, agile working, Net Zero, private leases
- Updated Guidance and Procedure for Provision of Standard and Specialist Equipment/Kit, and Asset Register of specialist equipment
- Light touch means for staff to assess and assure that their home working environment is safe and secure
- MoU, SLA, etc., for known court or public sector locations frequently used by staff
- Means of locating where any member of staff is working for audit and corporate resilience purposes in the event of an emergency

i People   *i* Workplaces   *i* Technology

Next Steps and Recommendations

Future
Ways of Working

Next Steps

- In terms of next steps, the following are planned:
  - ➢ Work with GPA and SFT to customise both tools to meet COPFS' need prior to approval of the final version of the Framework at the December Programme Board;

  - ➢ Maintain alignment of these two tools with the developing vision statement, communications products and workstream plan.

Recommendations

- Programme Board are invited to comment on the Maturity Model, agree that COPFS should aim for the "Fully Mature" standard, and that COPFS should use the Workplace Evaluation Tool to establish a baseline of current performance and evaluate delivery of FWOW alongside the maturity model.

i People   *i* Workplaces   *i* Technology

EXECUTIVE BOARD
VIA MODERNISATION PROGRAMME
JUNE 2023 UPDATE

Purpose

1.   To provide the Executive Board with an update on the progress of the VIA Modernisation Programme.

Programme Update

2.   The programme continues to gather momentum, with work across all workstreams progressing well, including a number of new key learning and support products, changes to letter templates and consideration of a new application which provides an overview of VIA caseload (at national and function level) and also provides staff and managers with a tool to monitor and manage key process milestones.

3.   A significant change scoped and taken forward by the VIA Remit workstream was implemented this month, which sees a change to the VIA Witness Over 60 category, following a review of the Older Persons Policy (OPP). In response to both staff and service user feedback, the reference point for proactive VIA contact with older witnesses will be the UK State Pension age. This should result in more appropriate application of VIA resource.

4.   On-going internal and external engagement with VIA staff and key stakeholders continues, as products are developed. Staff and partner agencies continue to provide quality assurance as products are developed, and equality ambassadors are also now being consulted for appropriate feedback e.g., on our revised adult letter templates.

5.   At this stage, the programme remains on track to deliver the majority of products by December 2023 although we have some tolerance with the plan still being for the programme to close by the end of the financial year 2023-2024. A copy of the progress summary is attached at **Annex A**.

6.   We continue to monitor progress in line with our risk register and a regular deep dive of key risks is now being carried out by the programme board.

7.   We are continuing to monitor and review the programme interdependencies on other key non-programme initiatives including, the Witness Gateway, Sexual Offences Review examination of the Victim Strategy, Next Generation Case Management and work of the Victims Taskforce.

8.   The programme's wider communications strategy continues to be delivered and a copy of the programme update published in May is attached at **Annex B**.

9.   We continue to work closely with Victim Support Scotland (VSS) who are continuing to provide on-going service user feedback via the reference groups they are facilitating. As explained in the last update, the outcomes of these consultation exercises will be added to our wider library of resources to ensure all relevant thematic service issues are identified and have been captured by the current programme scope and workstream products. The reference groups will also provide an opportunity to quality assure relevant workstream products.

10.   Following a session with the Scottish Child Abuse Inquiry's witness engagement and support team in March, the programme team have a number of potential learning points which have been shared with the VMP workstreams to consider whether we can adopt any similar approaches. The same feedback has also been shared with the COPFS Child Abuse Inquiry team who have recently established an Abuse in Institutions Improvement programme. They have a specific workstream to look at how COPFS can identify good practice from the SCAI witness Support Team and make recommendations COPFS can adopt as an organisation, which the VMP work will now be feeding into.

Decisions/Actions required by Executive Board

11.   The Executive Board are invited to note progress and feedback as appropriate.

Anthony McGeehan
Deputy Crown Agent, Operational Support

16th June 2023

Workstreams	Proposed Products/Deliverables			Target Delivery	Progress Status	Anticipated Benefits/ Efficiencies
VIA Remit	Change to VIA (Over 60) Category			Q1 23/24	Completed	• Reduction in VIA referrals and letters generated/issued - increased capacity within VIA VIA estimate taking about 10 minutes on average to generate and issue a letter following referral. @ 7000 letters were issued in 2021 to witnesses between the age of 60 and 69 – that's a total potential resource saving of 70,000 minutes – 1,166 hours – 161 days. A standard working year in resource terms is based on 220 days so a change to the over 60s threshold (to over 70 for example) could save 73% VIA resource annually.
	Review of Vulnerable Witness Notices and Vulnerable Witness Applications			Q2 23/24 (Dependency on data transfer pilot and CC input)	In Progress	• Resource efficiencies through increased auto-population of data • Reduction in generation of lengthy VWNs • Decrease in administration of VWNs by SCTS
Local Court Business Process Modelling	End-to-End as-is Business Process (Internal and External) Mapping			Discovery Phase	Completed	n/a (advanced programme planning)
	Summary Business Process Improvements/Streamlining (Digital & Non-Digital)	000a	Management of Video Link Requests	Q2 23/24	Pending	• Will inform consistency, best practice and subsequent resource efficiencies
			[Additional products anticipated]	n/a	n/a	n/a
	Sheriff & Jury Business Process Improvements/Streamlining (Digital & Non-Digital)	000a	Review of Victim Strategy (process)	Q2 23/24	In Progress	• Will inform consistency, best practice and subsequent resource efficiencies
			[Additional products anticipated]	n/a	n/a	n/a
	Review of BU/Diary Process			tbc	In Progress	• Will inform consistency, best practice and subsequent resource efficiencies • Provides a mechanism by which management information can be accessed and reviewed • Supports improved service delivery (particularly during COVID court recovery)
	Review of Centralised Printing of VIA Documentation			Q1 23/24	Removed from Scope	• Resource efficiencies - currently under analysis by ISD • Helps to support agile working for VIA staff
	Review of VWA template and process for lodging			Q2 23/24	Pending	• Will inform consistency, best practice and subsequent resource efficiencies
	National (Local Court) Business Process Guidance			Q3 23/24	Pending	• Will promote application of a consistent approach nationally and subsequent improved service delivery • Supports improved induction
	Cross Team/Function Protocols			Q2 23/24	Pending	• Will promote application of a consistent approach nationally and subsequent improved service delivery
	End-to-End as-is Business Process (Internal and External) Mapping			Discovery Phase	Completed	n/a (advanced programme planning)

Category	Subcategory	Code	Product	Timeline	Status	Benefits
High Court Business Process Modelling	**Business Process Improvements/Streamlining (Digital & Non-Digital)**	000a	**Review of Victim Strategy (process)**	**Q2 23/24**	**Pending**	• Will inform consistency, best practice and subsequent resource efficiencies
		000b	**Review of Access to Witness Statements Process**	**Q2 23/24**	**Pending**	
		000c	*Review of Appeals Process*	n/a	n/a	n/a
	Review of process for lodging of VWAs/VWNs			**Q2 23/24**	**Pending**	• Will inform consistency, best practice and subsequent resource efficiencies
	Interim Review of VIA Minute Sheet Template			**Q2 23/24 (Dependency on review of Victim Strategy and VIA Case Mgmt Solution)**	**Pending**	• Supports improved quality of data being captured (including increased auto-population) and associated resource efficiencies • Supports improved access to key data by other colleagues
	Development of national business process guidance			**Q3 23/24**	**Pending**	• Will promote application of a consistent approach nationally and subsequent improved service delivery • Supports improved induction
Specialist Casework Business Process Modelling	**End-to-End as-is Business Process (Internal and External) Mapping**			**Discovery Phase**	**Completed**	n/a (advanced programme planning)
	Business Process Improvements/Streamlining (Digital & Non-Digital)	000a	**Review of Family Liaison Charter**	**Q2 23/24**	**Pending**	• Will inform consistency, best practice and subsequent resource efficiencies
			[Additional products anticipated]	n/a	n/a	n/a
	Development of national business process guidance			**Q3 23/24**	**Pending**	• Will promote application of a consistent approach nationally and subsequent improved service delivery • Supports improved induction
Digital Solutions	**Review of VIA letter mergefields**			**tbc**	**In Progress**	• Supports improved quality of data being captured • Resource efficiencies through increased auto-population of data • Mitigates risk of data/information breaches
	Centralised (national) printing of Local Court correspondence			**Q1 23/24**	**Removed from Scope**	• Resource efficiencies - currently under analysis by ISD • Helps to support agile working for VIA staff
	Interim Review of VIA Minute Sheet			**Q2 23/24 (Dependency on review of Victim Strategy)**	**Pending**	• Supports improved quality of data being captured (including increased auto-population) and associated resource efficiencies • Supports improved access to key data by other colleagues
	VIA Case Management Solution			**tbc (dependent on scope of Witness Gateway and Next Gen Case Mgmt)**	**Pending**	• Significant resource efficiencies • Supports more effective management of and reference to data • Provides a mechanism by which management information can be accessed and reviewed
	Review of Local Court Roles/Tasks	000a	**Review of Evidence on Commission VIA role**	**Q2 23/24**	**In Progress**	• Supports increased resource efficiencies • Supports improved collaboration with partner agencies • Supports improved service delivery
		000b	**Consideration of Court Facing Responsibilities (Sheriff and Jury)**	**Q2 23/24**	**Pending**	• Supports increased resource efficiencies • Supports improved collaboration with partner agencies • Supports improved service delivery

Category	Task	Sub	Sub-task	Target Date	Status	Benefits
Local Court Roles & Responsibilities	Case Allocation Process			tbc (dependent on review of BU/Diary process)	In Progress	• Supports improved spread of caseload and better use of resources • Helps identify pressure points and support staff wellbeing
	Job Advertisement Template for Fiscal Officer - VIA Assistant Local Court			Q2 23/24	In Progress	• Helps support better informed recruitment • Supports improved service delivery
	Detailed Local Court VIA Role Profiles			Q2 23/24 (Dependent on completion of business process modelling)	Pending	• Supports effective recruitment • Supports VIA staff development and career pathways • Supports visibility of VIA roles and responsibilities
High Court Roles & Responsibilities	Review of High Court Roles/Tasks	000a	Review of Evidence on Commission VIA role	Q2 23/24	In Progress	• Supports increased resource efficincies • Supports improved collaboration with partner agencies • Supports improved service delivery
		000b	Review of Court Facing Role/Responsibilities	Q2 23/24	Pending	• Supports increased resource efficincies • Supports improved collaboration with partner agencies • Supports improved service delivery
	Case Allocation Process			tbc (dependent on review of BU/Diary process)	In Progress	• Supports improved spread of caseload and better use of resources • Helps identify pressure points and support staff wellbeing
	Job Advertisement Template for Fiscal Officer - VIA Assistant High Court			Q2 23/24	In Progress	• Helps support better informed recruitment • Supports improved service delivery
	Detailed High Court VIA Role Profiles			Q2 23/24 (Dependent on completion of business process modelling)	In Progress	• Supports effective recruitment • Supports VIA staff development and career pathways • Supports visibility of VIA roles and responsibilities
Specialist Casework Roles & Responsibilities	Review of Speciliaist Casework VIA Roles/Tasks	000a	Review of SFIU VIA Role/Tasks	Q2 23/24	Pending	• Supports increased resource efficincies • Supports improved collaboration with partner agencies • Supports improved service delivery
		000b	Review of HSIU VIA Role/Tasks	Q2 23/24	Pending	• Supports increased resource efficincies • Supports improved collaboration with partner agencies • Supports improved service delivery
	Case Allocation Process			tbc (dependent on review of BU/Diary process)	Pending	• Supports improved spread of caseload and better use of resources • Helps identify pressure points and support staff wellbeing
	Job Advertisement Template for Fiscal Officer - VIA Assistant (Specialist Casework)			Q2 23/24	Pending	• Helps support better informed recruitment • Supports improved service delivery
	Detailed Specialist Casework VIA Role Profiles			Q2 23/24 (Dependent on completion of business process modelling)	In Progress	• Supports effective recruitment • Supports VIA staff development and career pathways • Supports visibility of VIA roles and responsibilities
Service Improvement	Review of all VIA Letter Templates	000a	Review of all VIA adult Letter Templates	Initial Review Completed - Full Quality Assurance Q2 - Q3 23/24 (Dependency on Business Process Modelling)	In Progress	• Supports improved service delivery • Supports increased VIA resources/efficiencies
		000b	Review of all VIA child Letter Templates	Initial Review Completed - External Supplier Review by Oct 23 Quality Assurance Q3 23/24	In Progress	• Supports improved service delivery • Supports increased VIA resources/efficiencies
	System templates for all non-system letters			Q2 23/24	In Progress	• Supports improved service delivery • Supports increased VIA resources/efficiencies

Service Improvement	Feedback Tool/Mechanism		Q3 23/24	Pending	• Supports improved service delivery
	Alternative Service User Communications (SMS)		Q2 23/24	Pending	• Supports improved service delivery • Supports increased VIA resources/capacity
	Leaflets/Literature packs for Victims/Witnesses		Q2 23/24	Pending	• Supports improved service delivery
Justice Sector/External Stakeholder Relationships and Engagement	Review of Protocols with Justice Partners and Partner Agencies		Q2 23/24 (Dependency on referral process, business process modelling, roles and responsibilities)	In Progress	• Supports improved partnership working and collaboration with 3rd party agencies • Supports improved service delivery
	Review of Referrals process		Q2 23/24 (Dependency on business process modelling)	In Progress	• Supports improved partnership working and collaboration with 3rd party agencies • Supports improved service delivery
	Review of local/national collaboration and engagement		Q2 23/24	In Progress	• Supports improved partnership working and collaboration with 3rd party agencies • Supports improved service delivery
Learning/ Development	VIA Learning Needs Analysis		tbc	In Progress	
	VIA-Specific Learning	000a	New Learning Offer - Suicide Awareness	tbc	In Progress
		000b	New Learning Offer - Mental Health (Awareness/Traininig)	Q2 23/24	In Progress
		000c	Review and promotion of Existing Relevant Non-VIA specific learning	End March 23	Completed
		000d	Development of Bespoke VIA learning based on Existing Offers	Q2 23/24 (dependent on Roles & Responsibilities)	In Progress
		000e	High Level Criminal Procedure Guidance	Apr-23	In Progress
	Learning Hub for VIA roles (inc specialist learning)		tbc (dependent on LMS launch)	Pending	
	Revised VIA Induction (national) - Strategy & Content		Q2-Q3 23/24 (dependent on LMS launch)	Pending	
	Revised VIA Induction (local) - Strategy & Content		Q2-Q3 23/24 (dependent on LMS launch)	Pending	
	Documented VIA Staff in Post Data		Completed (reviewed monthly)		n/a (advanced programme planning)

Learning/ Development benefits (spanning VIA-Specific Learning section):
• Supports improved staff morale and wellbeing
• Supports improved service delivery
• Supports improved partnership working with external stakeholders
• Supports improved awareness and visibility of VIA roles and responsibilities including career pathways
• Helps support introduction of new LMS within COPFS

VIA Structure/Resources (including MI and Caseload)	Documented Current VIA Structures (Organigrams)	Discovery Phase	Completed	n/a (advanced programme planning)
	Review of the Victims Forum Remit	Q2 23/24	In Progress	• Supports improved partnership working and collaboration with 3rd party agencies • Supports improved service delivery • Supports a mechanism for review of benefits realisation
	Review of the Victims Champion role (including potential engagement with Victims Commissioner)	Q2 23/24	Pending	• Supports improved partnership working and collaboration with 3rd party agencies • Supports improved service delivery • Supports a mechanism for review of benefits realisation
	Review of Line Management Structure (including functional VIA leads) and Governance Model	Q2 23/24	In Progress	• Supports national oversight at a strategic level post-programme delivery • Supports improved visibility of workload, improved leadership and improved staff morale
	Proposed National VIA Governance model including revised Line Management Structure , Resilience Model and MI/KPI recommendations	Q3-Q4 23/24	In Progress	• Supports improved service delivery • Supports COVID court recovery • Supports staff wellbeing

VIA modernisation programme update May 2023

Welcome to the third update on the VIA Modernisation Programme. The programme vision (below) sets out our commitments to making changes and improvements across three key areas – Our Service to Victims, Witnesses and Next of Kin; Our People; and Our Processes, over the next 6-9 months

OUR SERVICE TO VICTIMS, WITNESSES & NEXT OF KIN	OUR PEOPLE	OUR PROCESSES
We will: - • Improve the quality of service delivered to victims, witnesses and next of kin. • Strengthen and improve partnership working with key external agencies. • Ensure that VIA service users are aware of and understand the VIA role and remit. • Ensure that all of our communications with victims, witnesses and next of kin are fit for purpose and aligned with external style guides and legislation. • Establish feedback mechanisms in order to promote continuous improvement.	We will: - • Consider the impact of the covid-19 pandemic on VIA and the challenges it highlighted. • Ensure that VIA staff are sufficiently supported, including access to continuous learning and development. • Review the induction material (at both corporate and local level) for staff new in post. • Review VIA resource requirements in line with VIA case levels taking into account grading, responsibilities and qualification of staff.	We will: - • Revisit VIA business processes to identify best practice and ensure that they are standardised, efficient, trauma-informed, and consistent nationally across all forums of prosecution. • Ensure that our business processes align with those of our partner agencies and external stakeholders. • Maximise use of digital technology and solutions to rationalise processes and encourage efficiencies. • Engage with the Scottish Government's Victims Taskforce to ensure that we are aligned with national victim strategies and improvements.
SERVICE IMPROVEMENT EXTERNAL STAKEHOLDER RELATIONSHIPS VIA REMIT	STRUCTURE/RESOURCES ROLES & RESPONSIBILITIES LEARNING/DEVELOPMENT	BUSINESS PROCESS MODELLING DIGITAL SOLUTIONS MANAGEMENT INFORMATION/CASELOAD

Many thanks again to the VIA staff who have volunteered to contribute to and assist specific workstreams. Many have already been providing valuable feedback and more will be approached within the next couple of months as the workstreams continue to make progress. The VIA staff input is invaluable in making sure that the changes and improvements made are informed by the work they are doing on a daily basis.

VIA remit

Significant progress has been made with changes to the Older Persons Policy which, subject to Law Officer's approval, would see change to the over 60s VIA category as suggested by many staff during consultation. The programme team will shortly be engaging with the staff attached to the workstream to clarify next steps in terms of managing any approved change.

Additionally, we will shortly be seeking detailed input into the changes VIA staff said they'd like to see made to the Vulnerable Witness Applications & Notices templates. Final approval for proposed changes lies with the Criminal Court Rules Council.

Business process modelling

The workstream leads are continuing to work through the VIA process maps identifying potential gaps, improvements, and best practice. Key work is underway with ISD to consider a better way to record and manage VIA workload including diary processes. We anticipate having more information on this to share with you in the next programme update. Other areas actively being looked at are the management of video link requests, review of victim strategy, review of the process around lodging of VWAs/VWNs, review of the VIA minute sheet and review of the Family Liaison charter. We also intend to revisit the process around access to witness statements and management of cases on appeal. Again, VIA staff attached to this workstream will be asked to provide input to this work over the course of the next couple of months.
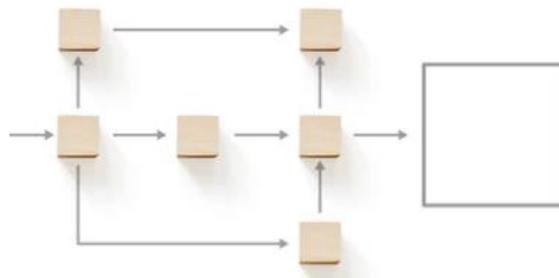
Roles and responsibilities

As set out in the previous update, this workstream will be informed by work completed through the Business Process modelling workstream and any changes taken forward following review of the process maps. Meantime, the workstream continues to consider some of the specific VIA roles including operational and court-facing roles with a view to also identifying any potential overlap with the roles of the partner agencies such as the VSS Court Advocacy workers and the role of VIA supporting Evidence on Commission hearings.

Digital solutions

The digital workstream continues to explore a number of areas which we anticipate will help streamline and make some of the key VIA processes more efficient. These include changing letter templates to automatically pull in witness names and addresses from PROMIS, and consideration of the printing of VIA correspondence generated in FOS/SOS-R by the National Print Unit. The workstream is currently working closely with the programme team and business process modelling leads on an improved solution to recording and managing VIA workload and diaries. In due course they will link in to help support potential changes to the VIA Minute Sheet and other templates e.g., VWAs/VWNs, Victim Strategy etc.

Service improvement

The template review work continues to be progressed, with revised drafts currently being considered under the Equality Impact Assessment process. The procurement exercise for the external supplier to review our templates being issued to children was completed in April and the

contract is now in place with that work due to start imminently. Meantime, the internal review of VIA staff feedback on those templates is also complete and been incorporated into fresh drafts alongside UNCRC changes, ready to be forwarded to the external supplier. As explained previously, all letters (adult and children) will be further reviewed for consistency prior to final approval. Access to final versions of the new letters will be provided to all VIA staff in advance of them being replaced on the system which we anticipate being around November time.

Other areas the workstream continues to look at are: - the review of bespoke letters issued by teams, with a view to having them added to the system as SOS-R templates, the use of alternative methods of communication with victims, witnesses and next of kin such as use of SMS messaging and a more formal mechanism for victims, witnesses and next of kin to provide feedback on the service they receive.   The workstream is also looking at the benefit of continued use of mobile phones by VIA staff to contact witnesses which again was raised during consultation.

External stakeholder relationships

The workstream will explore the strengthening of engagement with external stakeholders including a review of existing joint protocols and consideration of new ones required. During the VMP focus groups we recognised the benefits of engagement with partner agencies taking place in some areas and the workstream will build on this by considering more formal, regular engagement at both a local and national level. We continue to liaise with partner agencies who are keen to continue developing and maintaining strong relationships with VIA teams, including providing input to VIA staff learning and development.

Learning and development

The workstream has been engaging regularly with VIA staff in recent weeks, gathering feedback on various learning and support offers including a suicide awareness website and high-level criminal procedure guidance, both of which have been well-received. We will shortly be issuing links to a number of existing learning packages relevant to VIA, for review, and thereafter getting together with the staff to talk through their feedback and also explore their learning needs in relation to a broad 'toolkit' for dealing with service users that perhaps have a range of specific needs. As set out previously, staff are not expected to have all of the skills or expertise to deal with all specific needs, but we will ensure staff are equipped well enough to assist their wider understanding and be able to respond appropriately.

The workstream continues to consult with VIA leads within functions, to get a better understanding of VIA's other learning needs to help inform what is further developed going forward to feed into corporate and local induction.

VIA structure & governance
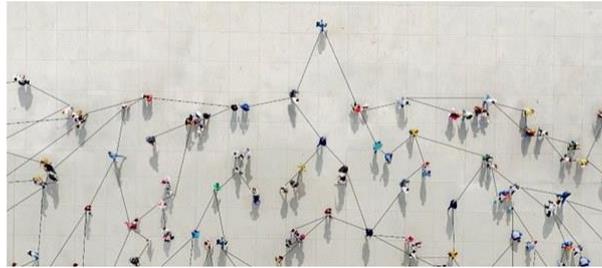
Directed by staff feedback during consultation, the workstream is now consulting with senior managers and VIA leads to understand the current structure across functions and to explore options around how VIA can be supported at a national level whilst remaining integrated within local, core case preparation teams. We are linking into work exploring the recording of VIA caseload (at a national level) which may help inform how VIA work, resources and resilience is managed going forward. We intend to also review the role of the Victims Forum and Victims Champion in the context of our current, functional structures and system focus on the service that all criminal justice agencies offer victims.

Getting involved

If any of you who have not yet volunteered are interested in assisting with any aspects of the work described above, please drop us a message on Teams or by email to VIAModernisationProgramme@copfs.gov.uk to let us know which workstream(s) in particular you are most interested in contributing to. Some of the ways you might get involved would be by providing views or comments on any proposals, and/or by 'testing' proposed new business processes or training offers. We are very aware of how busy you are and there is no expectation for you to assist, however as those most affected by the current challenges, it is important that VIA colleagues help shape and influence the changes and improvements we seek to make. Look forward to hearing from you and as always if you have also any questions or would like any further information please don't hesitate to get in touch.

BALANCED SCORECARD – Quarter 4 – 2022/23

PEOPLE	Current Quarter (Jan - Mar 2023)	Previous Quarter (Oct - Dec 2022)	Variance from last Quarter	Current FY to date (2022/23)	Previous FY (2021/22)
Staff Numbers (FTE) Permanent employees Temporary employees Total Employees % Temporary employees	**2249.66** **57** **2305.64** **2.5%** **As at 31/03/2023**	**2224.79** **43** **2267.79** **1.9%** **As at 31/12/2022**	**1.1% Increase** **32.6% Increase** **1.7% Increase**	**2265.26** **50.07** **2315.34** **2.2%** **As at 31/05/2023**	**2152.63** **68.07** **2220.7** **3.1%** **As at 31/03/2022**
Staff Turnover Rate	**1.5%** **(0.04% involuntary** **1.5% voluntary)** **Jan – Mar 2023**	**1.2%** **(0.2% involuntary** **1.0% voluntary)** **Oct-Dec 22**		**1.3%** **(0.04% involuntary** **1.3% voluntary)** **Apr – May 2023**	**1.58%** **(0.04% involuntary** **1.54% voluntary)** **Jan – Mar 2022**
Absence Rate Average working days lost	**Average WDL = 11.1** **Short Term = 4.2** **Long Term = 6.9** **As at 31/03/2023**	**Average WDL = 11.0** **Short Term = 4.2** **Long Term = 6.8** **As at 31/12/2022**			**Average WDL = 10.9** **Short Term = 3.7** **Long Term = 7.2** **As at 31/03/2022**

QUALITY	Current Quarter (Jan - Mar 2023)	Previous Quarter (Oct - Dec 2022)	Variance from last Quarter	Current FY to date (2022/23)	Previous FY (2021/22)
Right to Review	**37 received** **36 issued** **1 withdrawn**	**53 received** **35 issued**	**-16**	**43 as at 02/06/23**	**193 received**
Complaints	**63 received, of which 4 upheld, 11 partially upheld = 15 (24%)**	**62 received** **5 = upheld** **10 =partially upheld (= 24%)**	**+1**	**52 as at 02/06/23**	**226 received**
Payment Performance % paid in 10 working days					
Invoices	**99.2%**	**99.4%**	**(0.2%)**	**99.4%**	**99.41%**
Witness Payments	**100%**	**100%**	**-**		
Travel & Subsistence claims	**100%**	**100%**	**-**		

DELIVERY	Current Quarter (Jan - Mar 2023)	Previous Quarter (Oct - Dec 2022)	Variance from last Quarter	Current FY to date (2022/23)	Previous FY (2021/22)
Performance Targets					
% indictments served within statutory time limits	**100%**	**100%**	**-**	**100%**	**100%**
% Take and Implement Decision within 4 weeks (75%)	**66%**	**70%**	**-4**	**72%**	**73%**
% CAAP cases closed within 6 months (75%)	**87%**	**81%**	**+6**	**84%**	**87%**
% Deaths investigated within 12 weeks (80%)	**59%**	**72%**	**-13**	**65%**	**50%**
Right to Review	**88%**	**88%**	**0**	**80%**	**65%**
Complaints	**87%**	**76%**	**+11**	**70%**	**59%**
Freedom of Information	**98%**	**79%**	**+19%**	**100%**	**92%**

FINANCE	Actual spend to date	Current end year forecast	Full year budget	Variance
Running Cost Expenditure (includes cash and non-cash)	**£200.5m**	**£200.5m**	**£202.3m**	**-£1.8**
Capital expenditure	**£7.1m**	**£7.1m**	**£6.5m**	**£0.6m**

Quarterly Data as at the end of the quarter unless otherwise noted.

Financial Year Data is shown at the end of the relevant period (year to date or full year).

NOTE: This excludes the AME provision utilised and IFRS16 working capital which reduces underspend to £0.2m in line with Annual accounts.

Resources Committee

Minutes of meeting held on 8 June 2023 (via Microsoft Teams)

Releasable under the Freedom of Information (Scotland) Act 2002 after the next meeting.

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Call: 0300 020 3000

British Sign Language users should text on 07825 280346, specifying if you would prefer your reply by SMS, text or email.

Present

Members

Anthony McGeehan, Deputy Crown Agent (Operational Support) (Chair)

Keith Dargie, Head of Business Services & Chief Digital Officer

Marlene Anderson, Director of Finance and Procurement

Jonathan Shebioba, Director of Support Services

Graham Kerr, Head of Business Management (Local Court)

Thomas Lindie, Head of Business Management (Serious Casework)

Doreen Crawford, Deputy HR Director

Elaine Hales, Head of Business Management (Operational Support)

Secretariat

Ian Palmer, Finance and Procurement Executive Assistant

Apologies

Sarah Carter, HR Director

Sharon Davies, Head of Management Accounting and Planning

1. **Welcome and Apologies**

The Chair welcomed the group and apologies were noted.

2. **Minutes from meeting held 4 May 2023**

The Committee approved the minutes as accurate.
Sarah Carter to be added to list of attendees.

3. Action Log Tracker

Updates were given in relation to the following:

Action 7/23 - (Set up working group to ensure that any potential savings are realised and monitor monthly attrition rate.)

Decision:

Action can be closed off on tracker. Working Group has been established and updates are to be included in the Finance Report to the Committee.

Action 8/23 - (Issue Budget Modelling to HOBMS)

Decision

Action can be closed off on tracker. MA and HOBMs meeting to discuss issues is scheduled for 8 June 2023.

Action 9/23 - (To share SG Business Plan guidance)

Decision

Action completed and can be closed off on tracker.

Action 10/23 – (To circulate dEPM Approval Routes to HOBMs)

Decision

Action completed and can be closed off on tracker.

Action 11/23 – (To consider Workforce Plans)

Decision

Action to be closed off on tracker. Topic will appear as substantive item on RC Meeting agenda when required.

4. Finance Update

MA presented **RC Paper 27 (2023)** and gave a general overview and the Committee noted the paper.

Highlights included:

2022-2 Annual Report and Accounts

Audit Scotland have completed their interim audit.

Finance Team have submitted the draft 2023-24 Annual Report and Accounts for full review.

Outturn reflects current residual resource underspend of £1.2m with a total underspend of £0.2 m forecast after AME and IFRS 16 adjustments.

2023-24 Budget Allocation

Budget allocations have been issued to HOBMs.

HOBMs and MAP team continue to liaise in relation to scenario planning.

A number of potentially significant savings were identified as a result of a Budget Workshop held with senior managers and Finance colleagues.

A communication plan is being devised to reinforce the cultural changes that are required from all staff in the department to implement identified savings.

Review being undertaken in relation to the use and allocation of official mobile phones, printer usage and location and the delivery and collection procedures for equipment and peripherals.

General discussion in relation to the implementation of Path to Balance and Path to Balance plans to be included in the Finance update to the July Executive Board meeting.

5. HR Staffing Report

DC presented **RC Paper 28 (2023)** which was noted by the Committee.

After general discussion it was agreed that the paper will be reissued to reflect more specific MI detail.

Action

DC to review the overall report format to optimise the utility of the information it provides.

6. Estates Update

JS presented **RC Paper 29 A (2023) -** Dundee PFO Relocation and general discussion followed.

Decision

The Committee agreed the recommendations set out in RC Paper 29 A (2023).

JS presented **RC Paper 29 B (2023)** – Estates Capital Funding

Decision

The Committee approved the proposals set out in RC Paper 29B (2023)

JS and MA to further discuss implementation arrangements off table.

7. Productivity Recovery Plan and Workforce Planning

KD gave a general update on workforce planning progress and discussion followed.

Further updates will appear as substantive agenda items as need arises.

8. AOB

No additional matters raised.

The Committee will next meet on 10 August 2023 at 10.30 am via MS Teams.

EXECUTIVE BOARD
BUSINESS PROCESS IMPROVEMENT COMMITTEE
JUNE 2023 UPDATE

Purpose

1. To provide the Executive Board with an update on the progress of the work of the Business Process Improvement Committee (BPIC).

Priority

2. Routine.

Update

3. BPIC last met on 15 June 2023 and is next scheduled to meet on 24 August 2023. The Head of Business Services provided a report on delivery of the improvements programme for 2022-23 and presented the proposed business improvements and corporate digital transformation projects for 2023-24.

4. This update provides an overview on delivery for 2022-23 and makes recommendations to the Executive Board on the business improvement and digital transformation priorities for 2023-24.

Business Improvements and Digital Transformation Programme 2022-23: Delivery Overview

5. BPIC discussed a paper from the Head of Business Services providing a summary of the corporate portfolio digital business improvements and work delivered over 2022-23, including the ISD Digital Transformation Programme.

6. A summary of key corporate business improvement and ISD digital transformation projects delivered are provided below:
   - New COPFS and KLTR websites launched;
   - Deployment of a new version of the CMiC App for use in Sheriff and Jury cases;
   - Pilot implementation of new Electronic Reporting to Crown Counsel casework solution enhancing digital casework processes and capabilities ahead of our next generation case management;
   - Pilot implementation of Digital Evidence Sharing Capability (DESC) in Dundee as part of phased evaluation and national rollout to modernise and transform how digital evidence is collected, viewed and shared across Scotland's justice system;
   - Case management legislative changes implemented (incl. Covid related legislation changes);
   - Vulnerable Witness Notices Pilot (automated sharing with SCTS and VSS);
   - Implementation of the Microsoft Teams integrated corporate digital telephony solutions (delivering communications and collaboration benefits and cost efficiencies);
   - Implementation of modernised Enquiry Point customer telephony solutions and services;

- Digital Meeting Rooms technologies installed and available in all main offices to deliver the Digital Strategy vision and support new Agile working policies and ways of working;
- Infrastructure changes completed to support Datacentre Migration and information systems resiliency improvement projects;
- Implementation of the first of the new offsite datacentres to meet the demands of new ways of working and service delivery and to further improve the resiliency and continuity capabilities for COPFS' business critical digital systems;
- New and improved ISD Service Desk solution and services launched;
- ISD hours of support extended to 06:00 – 22:00hrs Monday to Friday;
- HR systems implemented and integrated with COPFS infrastructure and corporate systems;
- Migration to Exchange Online (latest O365 email and collaboration solutions) completed for all users to complete the delivery of the Digital Workplace Project;
- New Pay Claims Corporate App deployed, replacing previous manual processes with digital processes;
- Development of the Witness Gateway and Defence Agent Service solutions in preparation for these new services being evaluated, piloted and implemented nationally in line with confirmed delivery plans;
- Replacement of Remote Access service to Always on VPN implemented across COPFS (Phased implementation);
- New Desk Booking Corporate App implemented for pilot in Glasgow, Kilmarnock and Inverness, part of ongoing work to ensure COPFS have the digital tools to work successfully in offices and at home and support the future of ways of working.

7.   Development work completed over Q4 included the Witness Gateway and the Defence Agent Agents Service (DAS) to enable these new solutions to be piloted and implemented nationally over 2023. The Witness Gateway solution will include integration with the Scottish Government's Digital Identity Service - which provides a national citizen digital account and verification facility - with agreement for COPFS to use this service for the Gateway reached with Scottish Government in March 2023. DAS will be formally evaluated and implemented in line with the DESC national phased implementation timeframes (which the DESC Partners Programme Board will confirm shortly).

8.   BPIC noted and acknowledged the significant ISD delivery achievements over the previous year, which include important digital infrastructure, corporate applications, casework systems innovation and improvements, and front-line and citizen facing service developments. Key highlights include the pilot implementation of the Digital Evidence Sharing Capability (DESC) and a significant new digital casework solution for Serious Casework Group. BPIC also discussed the ISD recruitment and resource constraints and the balancing of competing corporate delivery priorities over the course of the year.

Business Improvement Priorities and Digital Transformation Programme for 2023-24

9.   The Head of Business Services presented the proposed business improvement and corporate digital transformation programme priorities for 2023-24.   The

EB23/24(15)

proposed corporate priorities support the COPFS Strategic Plan and Business Plans for 2023-24. Discussions with Function senior managers are reflected.

10. The programme for 2023-24 focusses on the following key digital strategy, business transformation and improvement themes:

- Developing digital casework improvements and capabilities to support improved ways of working and service delivery, underpinning summary reform and legislative change and other strategic initiatives to improve the delivery of justice;

- Working with partners to nationally implement the Digital Evidence Sharing Capability (DESC) on successful conclusion of the DESC pilot in Dundee;

- Piloting and implementing nationally the new Witness Gateway and Defence Agent Service (DAS) to deliver key strategic priorities and commitments;

- Defining and planning our Next Generation Casework digital systems and processes to modernise and improve the efficiency of digital enabled casework and to transform services to citizens and users of the Scottish justice system. The Head of Business Services will set out a vision and delivery framework for this work, which will include details on maximising the use of data analytics to take data driven decisions and using relevant Artificial Intelligence technologies to innovate and improve casework processes, service delivery and enhance decision support;

- Implementing Case Management in Court (CMiC) for use in High Court cases, delivering COPFS' strategic goal to present all cases in court digitally;

- Publishing an Information and Data Analytics strategic framework for maximising COPFS' use of information to allow corporate data driven decision making for improving service delivery and outcomes; and establishing an innovative COPFS Digital Work Hub information collaboration platform;

- Implementing more Corporate Apps to improve ways of working and to replace manual processes, and establishing effective digital collaboration between ISD and business areas to implement innovative digital business improvement solutions quickly and effectively;

- Delivering further improvements to COPFS' IT datacentres and infrastructure and reducing COPFS' carbon footprint from its use of IT;

- Continuously enhancing and testing our Business Resiliency systems and planning and cybersecurity capabilities.

11. An overview of the digital transformation programme for 2023-24 is available at **Annex A**. Some projects have yet to be analysed or planned and are subject to resource and delivery prioritisation.

12. BPIC welcomed and endorsed the digital transformation programme as an ambitious, innovative and strategically aligned programme of work aimed to further deliver the corporate plan and digital strategy vision, corporate commitments and priorities and to establish solutions and innovation for maximising COPFS' use of digital technology. Work to align and support other specific business improvement initiatives, including delivering business solutions to appropriate timescales, will be factored to the development and implementation of the corporate improvement programme for 2023-24.

13. The programme involves significant scale, scope and complexity. BPIC recognised the need for delivery analysis and resource planning for identified projects. The current ISD resource challenges and pressure points were discussed and highlighted the importance for ISD to have and to be able to recruit the right staff with the right skills and experience at the right time to deliver the programme. A risk managed approach is in place and BPIC will receive updates on ISD's recruitment and capacity to delivery planning at each meeting.

14. Monthly updates will be reported to BPIC and discussed at each meeting. A delivery report will also be provided to the Executive Board at each meeting.

Decisions/Actions required by Executive Board

15. The Executive Board are invited to note and comment on the 2022-23 delivery overview and to endorse the recommended corporate portfolio business improvements and digital transformation projects for 2023-24.

Jennifer Harrower
Deputy Crown Agent - Local Court

20 June 2023

EB23/24(15)
ANNEX A

COPFS INFORMATION SERVICES DIVISION

COPFS
Digital Business Improvements and Transformation Programme
2023/24

June 2023

DIGITAL CASEWORK AND SERVICES

NEXT GENERATION CASEWORK AND SERVICE DELIVERY

Developed/Piloted: Q4 2022/23
National Implementations: 2023/24

Witness Gateway

Pilot and National Implementation

Key deliverables
- Communications, engagement and evaluation (From June 2023)
- National pilot commences (October 2023)
- Full implementation (from January 2024)

Digital Evidence Sharing Capability (DESC)

National Implementation*

Key deliverables
- Pilot conclusion (September 2023)
- National implementation for summary cases (October 2023)
- DESC delivery 2 pilot for solemn cases (October 2023)

* National rollout plan TBC

Defence Agents Service

Pilot and National Implementation

Key deliverables
- Communications and engagement (June 2023)
- Pilot (September 2023)
- National implementation (roll out plan to be agreed)

Electronic Reporting to Crown Counsel

Full Deployment

Key deliverables
- Pilot conclusion (July 2023)
- Full product implementation (July – September 2023)

General Meetings Booking App *

Digital Meetings Booking App and Processes for Defence Agents to Engage with COPFS

Key deliverables
- Solution scoping and definition (July/August 2023)
- Pilot (TBC)
- Launch General Booking App (TBC;

Standard Police Reporting

COPFS and Police Scotland joint review of the arrangements for Police Reporting of Offences

Key deliverables
- Policies, procedures and processes
- Digital casework solutions

Project plans to be confirmed (commencing June 2023)

CMIC High Court *

CMiC: High Court and Solemn

Key deliverables
- Solution scoping, definition and development
- Implementation

Policy and Legislation

Digital business casework solutions to support new or changing legislation

Key deliverables
- Victims, Witnesses and Justice Reform (Scotland) Bill
- Hate Crime Bill Aggravators implementation (early 2024)
- Vulnerable Witness Notices implementation (TBC)

Casework and Service Delivery Transformation

Maximising use of data and digital technology to deliver next generation digital casework and to transform the way the organisation works and delivers services to citizens and users of the Scottish Justice System

Key deliverables
- Vision and Communications (Q2 2023-24)
- Programme Management/Governance (Sep 2023)
- Summits and Stakeholder Engagement (Sep/Oct)
- Casework and Service Delivery
- Data and Analytics
- Digital Technologies and Innovation
- AI Technologies and Process Automation
- Delivery Phases (from Jan 2024)

BUSINESS AND DIGITAL SYSTEMS RESILIENCY

CORPORATE APPLICATIONS

DIGITAL INFRASTRUCTURE AND OPERATIONS

STRATEGY

INFORMATION AND DATA

Business Resiliency and Continuity

COPFS Business Continuity and Cybersecurity Resiliency

Key deliverables
- Business Resiliency and Continuity exercise (June 2023)

Corporate Apps

Corporate Applications

Key deliverables
- Desk Booking App: Corporate rollout (Phased Q1-2 2023-24)
- Pay Claims App: Corporate rollout (phased Q1-2 2023-24)
- Visitor Notification App (TBC)

Datacentres, Infrastructure and Platforms

Transition COPFS' 2nd data centre to offsite and further improve the resiliency and continuity capabilities for COPFS' business critical digital systems

Key deliverables
- Migration readiness of COPFS Database Systems from AIX to x86 Platform (Q3 2023-24)
- Migrate Glasgow Datacentre to Offsite DC2 (Q4 2023-24)

Digital Infrastructure Solutions

Continuous development, support and compliance of COPFS' Digital Infrastructure and Systems

Key deliverables
- Compliance upgrades
- M365 Applications (Q2 2023-24)
- Implementation of Corporate Softwar4e Deployment Solutions (Q2 2023-24)
- Threat Management, Vulnerability, Monitoring and Response Operations (Q2 2023-24)

Digital Strategy

COPFS Digital Strategy

Key deliverables
- Digital Strategy (Current): Delivery and benefits report (Q3 2023-24)
- COPFS Digital Strategy: 2023 - 2027 Published (Q3 2023/24)

Information and Data Strategy and Frameworks

COPFS Information and Data Strategy and Framework

Key deliverables
- COPFS Information Strategy Framework published (June 2023)
- Programme Management and Governance (July/August 2023)
- Delivery and Implementation (Phased from September 2023)

Electronic Document and Records Management *

COPFS Electronic Documents and Records Management (EDRM) Systems

Key deliverables
- Strategic EDRM Principles and Framework Statement (TBC);
- EDRM Solution: Project Initiation and Development (from TBC);
- Phased Delivery Plan for implementing new EDRM solution (from TBC)

Digital Work Hub *

COPFS' Digital and Information collaboration platforms and applications

Key deliverables
- Corporate Data Cloud and O365 Implementation
- COPFS Digital Work Hub

Governance and Assurance

COPFS corporate governance and assurance policies, systems and procedures

Key deliverables
- Governance and Policies

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* Projects yet to be analysed and delivery subject to planning and resource allocations

Contact: Keith Dargie, Head of Business Services

Operational Performance Committee

Minutes of meeting held on 15 June 2023 by Microsoft Teams

Present:

Stephen McGowan	Deputy Crown Agent – Litigation (Chair) (DCA)
Andy Shanks	Deputy Procurator Fiscal, Specialist Casework (AS)
Andrew Richardson	Procurator Fiscal, High Court (AR)
Andrew Laing	Deputy Head of Local Court (AL)
Fiona Roberts	Head of Management Information Unit (FR)
Lana Thomas	PA DCA – Serious Casework (Secretariat) (LT)

Apologies:

Laura Buchan	Procurator Fiscal, Policy and Engagement
Graham Kerr	Head of Business Management Local Court

1. Welcome and Apologies

The DCA welcomed everyone to the meeting, apologies were noted for Laura and Graham.

The DCA gave Andrew and Andy an overview of OPC and its purpose.

2. Minutes of previous meeting

The minutes of last meeting were agreed and can be published.

3. Outstanding actions

All outstanding actions now closed, all superseded by events.

OPC
15/06/2023

4. Monthly Stats/Key Performance Indicators

<u>High Court</u>

AR had no points to raise from the report at present but noted he had attended HC Ops Board earlier in the day and will discuss further at next OPC.

<u>Local Court</u>

AL discussed the LC paper and points of interest were-

Not many reports for OPC this month, verbal update provided. AL had discussions with Jennifer Harrower regarding the format of the reports, indicated at Exec Board there is a desire to report back in alignment with COPFS strategic plan and Local Court Business Plan.

Case marking – down to 12.5k continued good work- LC objective to get all cases considered within 4 weeks reflects well as earlier this year up at 19k cases, now down to 12.6k which is great progress.

SH & J– not all figures available as no Health Check report this month, corporate target still short, less than 50 % at moment. More work coming in at solemn level, levels of petitions continue to be high, still up at 11k this year, work on going to identify reasons for this.

Indication that additional sittings are having good impact.

AL part of working group with SH Pyle and others, will provide update at next OPC.

New indictments still high- 6.5k projection at end of year –based on April's data. Data still to come for May and June.

Summary- additional courts moved over, April was the first month the number of outstanding trials rose, back up to 20 500 about an extra 400 trials, cautious not to continue on that trajectory due to additional courts

JP continues to go down, low levels of JP business in court.

Paper on Domestic abuse waiting period being worked on.

Discussions on Sexual Offences marking took place, new KPI's to bed in, Les Brown continues to lead on this.

OPC
15/06/2023

Specialist Casework

A.S Discussed the Specialist update, points of interest were-

Progress being made within the Death Investigation Improvement Board, 22 workstreams identified, and 3 priority workstreams for the Programme were agreed at their last meeting-

- Workstream 5: Updating the external website.
- Workstream 6: Preparing and publishing 'executive summaries' in deaths which have not resulted in FAI but which there were lessons to be learned.
- Workstream 9: Setting up the Bereaved Relative reference Group (now re-named the Lived Experience Panel)

HSIU Modernisation- overall structural review and management spans to be reviewed, looking to bring more into line with SFIU.

Heavy case data within Specialist report discussed, felt it's not required, will be looked at. New style report will make more reference to elements of strategic plan, including service improvement. Conversations took place and the group agreed.

Policy & Engagement

LB absent, the group agreed that having read the report there was nothing they wished to discuss further.

5. Minutes for OPC clearance

Revisions to Chapter 9 Sexual Offences Handbook– Board agreed content with revisions.

Evaluation of Pre-Recorded Evidence in High Court Cases- Board content.

Caveats in Report- Update from Policy cascaded to Board earlier today, discussions took place and Board agreed presentation required to senior colleagues, from SPA, explaining why we need this with paper outlining reasons.

Stephen will discuss further with Laura Buchan and Policy will liaise with SPA re presentation.

6. A.o.b

OPC
15/06/2023

New style papers to be submitted, if possible, to next Aug OPC- not priority- would like to get it in place for Sept.

Date of Next Meeting: 9 August 2023

COPFS and KLTR Audit and Risk Committee

Minutes of the meeting held on 3 May 2023

Present:

Members

Vanessa Davies (Chair)	Non-Executive Director
David Watt	Non-Executive Director

In Attendance

Keith Dargie	COPFS Chief Digital Officer and Head of Business Services
Marlene Anderson	COPFS Director of Finance and Procurement
Jim Montgomery	Audit Manager, SG Internal Audit Directorate
William Wilkie	Senior Auditor, SG Internal Audit Directorate
Richard Frew	Head of Business Strategy, Policy and Governance KLTR
Catriona Deans	Solicitor KLTR
Zahra Mahmood	Senior Audit Manager, Audit Scotland
Ishbel Christie	COPFS Head of Financial Accounting and Systems
Lindsey Miller	Deputy Crown Agent, COPFS
Steve Scott	Programme Manager Pathology, Mortuaries and Toxicology

Secretariat

Ian Palmer	COPFS Finance and Procurement Division

Apologies

Annie Gunner Logan	Non-Executive Director
John Logue	Crown Agent (interim)
Robert Sandeman	KLTR Accountable Officer
Brian Howarth	Audit Director, Audit Scotland
Maggie Bruce	Senior Audit Manager, Audit Scotland

1.

Welcome / Declarations of Interest and Feedback on pre-meetings

VD (Chair) welcomed everyone.

There were no declarations of interest.

There had been no pre-meetings as such. The Chair reported having met Laura Paton, Chief Inspector, on 28 April 2023 to discuss the Committee's Terms of Reference. The Chair had also received comments on the papers from Annie Gunnar Logan and raised these as relevant.

2.

Minutes of the Previous Meeting(s)

The minutes of the meetings of ARC held on 5 February 2023 were approved.

Secretariat will arrange for the approved minutes to be published on COPFS website.

3.

ARC Action Tracker

ARC Paper 15 (2023) (ARC Action Tracker) was noted

It was agreed that action points 28 (2022) and 1, 3, 7, 8,9,10,11 (2023) had been completed and could be removed from the tracker.

The following updates were noted:

Item **2/23** (Progress in relation to implementation of Case Management in Court (CMiC) for Summary Cases).

KD gave a general update. It was agreed that this item will remain on the tracker until fully concluded.

Action

KD to send Secretariat a summarised note of progress with CMiC implementation for distribution to the meeting group.

Item 4/23 (KLTR Governance Review – basis of accounting) –
This will be included in the Governance review.

Item 5/23 (Summarised table of litigation matters) - Crown Agent's legal assistant is working on this for presentation at the ARC meeting 9 August 2023.

Action

Secretariat to place Summarised Table of Litigation on agenda of August 2023 ARC meeting.

Item 6/23 (Inspectorate of Prosecutions Scotland action tracker) – This is being developed and will be presented at the ARC meeting in August 2023. VD (Chair) reported that she had met recently with the inspectorate, and they welcomed the ongoing work being done by COPFS to monitor action progress.

Action

Secretariat to put Inspectorate of Prosecutions Scotland action tracker on agenda of August 2023 ARC meeting.

4.

Audit Trackers

Internal Audit Tracker

ARC Paper 16A (2023) was noted.

Work is ongoing within COPFS to ensure that all items on the tracker remain current and that the RAG status is reviewed regularly.

External Audit Tracker

ARC Paper 16B (2023) was noted.

5.

KLTR Update and Risk Register

RF gave an overview of **ARC Paper 17** (2023) KLTR update and **ARC Paper 17 A** (2023) KLTR Risk Register

The committee noted the papers and looked forward to sight of the Governance review and its proposals before decisions about changes were made; and to a briefing on the final stages of the OPTS before its go-live. VD also asked whether the Risk register ought to include information about risks and controls in relation to fraud

Action

KLTR to arrange to update ARC on the Governance Review and OPTS before the next decision-making points; and to consider including a specific risk of fraud on the risk register.

6.

COPFS Update

There was no formal presentation of an update as all relevant issues had been covered in other parts of the meeting agenda.

7.

Litigation Update

The tracker is being developed and will be presented to the ARC Meeting in August 2023.

8.

Mortuary and Pathology Services Procurement - Lessons Learned

LM and SS joined the meeting to give an overview of **ARC Paper 18** (2023).

The committee welcomed the concise but informative style of the paper.

General discussion followed. It was agreed that the Corporate Risk Register is to be reviewed in order to incorporate issues raised in the report.

It was agreed that a further update would be given at the ARC meeting in August 2023.

Actions

MA to review Corporate Risk Register to reflect any issues raised in the Mortuary and Pathology Procurement report.

Secretariat to add Mortuary and Pathology Services Procurement update to agenda of ARC Meeting on 9 August 2023.

9.

Finance Update

MA gave an overview of **ARC Paper 19 2023**

Highlights included:

Latest forecast for 2022/23 reflects a current residual underspend of £1m compared to £864k previously reported to the Committee. This improved position is due to Major Case non staffing costs being reallocated as a result of the costs of counsel and legal advice being lower than anticipated.

Movement between capital and revenue has been agreed with Scottish Government.

Inflation and increased demand through Court Recovery Programme continues to impact. Finance Business Partners and HoBMs are maintaining close liaison to ensure that all potential savings and counter inflationary measures are identified. This is augmented by ongoing COPFS Business Process Reviews to maximise efficiencies.

Overtime continues to be closely monitored. Additional overtime was approved for the end of FY 2022/3 to optimise preparedness for entering FY 2023/4.

COPFS Accounting Policies

IC presented ARC Paper 19 A (2023)

After general discussion including in relation to the impact of IFRS 16, ARC approved the COPFS Accounting Policies.

Action

MA/IC to confirm, actuarial age position in relation to Injury Benefits policy

COPFS Annual Fraud Report

MA presented **ARC Paper 19B** (2023)

After general discussion the committee noted the paper.

Deep Dive Review: Operation and Management of COPFS Financial Controls

MA presented **ARC Paper 19C** (2023) and gave a general overview.

The committee welcomed the comprehensive scope of the report and after general discussion noted the paper.

10.

Audit Scotland

ZM gave a verbal update on the progress of the current annual audit.

It was agreed that Audit Scotland will send ARC written confirmation of the conclusions of the interim audit.

11

DIAA

ARC Paper 20 (2023) DIAA Annual Assurance Opinion Report COPFS 2022-23 was presented, and a general overview given.

The overall audit opinion was "Reasonable Assurance"

General discussion followed.

The following papers were also noted by the Committee:

ARC Paper 20 A (2023) COPFS Response to Pandemic

ARC Paper 20 B (2023) Internal Audit Charter

ARC Paper 20 C (2023) Internal Audit Strategy

ARC Paper 20 D (2023) DIAA Quarterly Bulletin

DW and VD noted in particular the challenges set out by the incoming IA Director General and concluded that some form of appraisal of current arrangements and practices (including of the assurance mapping work described at item 12), and especially given a new COPFS strategy, would be helpful and should be done in consultation with the CA.

Action

Chair to discuss with NXDs and CA the possibility of an additional reflective meeting to ensure suitability of audit and risk arrangements going forward.

12.

Assurance Mapping

MA presented **ARC Paper 21(2023)** and gave a general overview

Assurance Mapping Group 1

1.1 Strategic Planning

1.2 Business Planning

1.3 Major Investment

1.4 Project Management

The Committee noted the paper and general discussion followed.

In relation to COPFS Programme and Project Management, it was agreed that further work is required to develop and enhance the overall strategy.

Action

KD and WW to arrange to meet at some point in August 2023 to discuss COPFS Programme and Project Management Strategy

MA presented **ARC Paper 21A** (2023) Assurance Mapping Review 2022 -23 and gave a general overview.

The Committee noted the paper.

During general discussion the Committee suggested that it would be timely for COPFS to review the Assurance Mapping reports to ensure that the RAG status, particularly where an overall green assessment had been given, was an accurate reflection of the current position.

MA reported that work in this area was ongoing and that these issues were being explored at a number of Senior Management events.

Updates on progress are being fed back to Executive Board.

13.

Risk Management Group

DW presented **ARC Paper 22A (2023)**: COPFS RMG Annual Report 2022 -23 and gave a general overview.

The Committee welcomed the paper and general discussion followed.

Membership of the RMG and the structure of group meetings was explored.

Action: WW to issue ARC with an up-to-date copy of SG Risk Management Guidance.

DW also presented the following

ARC Paper 22 B (2023) Minutes of RMG Meeting April 2023

ARC Paper 22C (2023) Corporate Risk Register

These were duly noted.

14

ARC Terms of Reference

VD presented **ARC Paper 23** (2023)

Subject to minor further typographical additions the revised Terms of Reference were approved by the Committee. The Committee noted that there may be further changes to the ToR in due course to reflect any changes in governance arrangements for the KLTR which may follow their current review.

15.

AOB

Secretariat will liaise with group to find a suitable date for Signing of COPFS Annual Accounts.

16.

Next Meeting

9 August 2023 at 11am

MS Teams or Room 1 Conference Room, Crown Office