Executive Board meeting minutes

Meeting held on 14 December 2022 by Microsoft Teams

Present:

John Logue (Chair)	Crown Agent
Stephen McGowan	Deputy Crown Agent, Specialist Casework
Anthony McGeehan	Deputy Crown Agent, Operational Support
Jennifer Harrower	Deputy Crown Agent, Local Court
Keith Dargie	Head of Business Services
Sarah Carter	Director of Human Resources
Marlene Anderson	Director of Finance and Procurement
Rob Tinlin	Non-executive director
David Watt	Non-executive director
Fiona McLean	Non-executive director
Lindsey Miller	Deputy Crown Agent

In attendance:

Fiona Holligan	Secretariat

Apologies:

Annie Gunner Logan	Non-executive director
Vanessa Davies	Non-executive director

Agenda Item 1 – Welcome and Apologies

1.   The Crown Agent opened the meeting and welcomed all colleagues. On behalf of COPFS, the Crown Agent thanked Fiona McLean and Rob Tinlin for their work. Apologies were noted from Annie Gunner Logan and Vanessa Davies. There were no conflicts of interest noted.

Agenda Item 2 - Minutes of previous meeting

2.   The minutes of the meeting held on 23 November 2022 were approved and can be published.

Action tracker

3.   Updates on all actions on the action tracker will be provided to the Board at the February meeting.

Agenda Item 3 - Finance Update

Finance Update

4.   The Director of Finance and Procurement introduced paper EB22/23(49). She advised on the latest forecast for 2022-23 which generated some discussion on the projected non-staffing expenditure overspend and the projected major cases expenditure underspend. The Director of Finance and Procurement advised that a Finance Report will be circulated round the Board by the end of 2022/early 2023. It was agreed that it would be helpful to include information on CDIT staffing in the table (appendix A) in future finance reports.

5.   The Director of Finance and Procurement confirmed that the 2023/24 budget announcement will be made at 2pm tomorrow. The Crown Agent provided some background and progress to the Board. There was some discussion on this with the Director of Finance and Procurement and Head of Business Services clarifying the points raised. It was noted that there will be a communication issued to staff from the Crown Agent following the budget announcement.

6.   The Crown Agent thanked the Director of Finance and Procurement and Head of Business Services for their work on the 2023/24 budget and thanked the DCA, Operational Support for his oversight.

7.   The Head of Business Services provided the Board with an update on the Ballater Street business case advising that following leadership discussion it was decided that it was not the right time to submit a bid for this. The focus is now wider and extends to the West of Scotland. Noting that there will be an update paper at February's Executive Board.

Overtime Update

8.   The Board noted paper EB22/23(50).

Agenda Item 4 – VIA Update

9.   DCA Operational Support introduced paper EB22/23(51) and provided an update on the progress of the VIA Modernisation Programme (VMP). The Board members provided feedback on the format of future updates. The Board discussed the need for the VMP to capture consequential resources savings. The DCA Operational Support confirmed that this would be considered by the VMP but that, at this stage, rather than resource savings, the VMP anticipated the more efficient application of current resource to better meet service level expectations.

Agenda Item 5 – Health & Wellbeing Update

10.   Head of Business Services introduced paper EB22/23(52) and advised the Board on the work being undertaken to further develop the Corporate Health and Wellbeing Action Plan, specifically highlighting the four key themes in paragraph 5 devised to strategically align and coordinate work in these important corporate health and wellbeing areas.

11.   Director of Human Resources provided key highlights from the Wellbeing dashboard and on the related work ongoing. An update on the 'See Me' work was provided, and a report will be shared with the Board when it is ready. Updates on the Carers policy and Menopause policy were also provided.

12.   There was a general discussion on staff working in the office, with reference to emerging trends across the civil service and the private sector, future ways of working, the implications of staff movement and on the mental health of staff and the support available for managers.

Agenda Item 6 – Balanced Scorecard and Absence Figures

13.   DCA Operational Support introduced paper EB22/23(53) and invited comments from the Board.

14.   There was a brief discussion on the current position in relation to the recovery from the pandemic. DCA, Specialist Casework provided an overview and noted that summary business is closer to recovery than solemn business.

Agenda Item 7 – Committee Updates – Resources

15.   The Board noted paper EB22/23(54).

Agenda Item 8 – Committee Updates – Business Improvement

16.   The Board noted paper EB22/23(55).

17.   Head of Business Services highlighted the following key business improvement and digital transformation deliverables scheduled for implementation over Quarter 4 2022/23:

- Digital Evidence Sharing Capability (DESC) pilot is scheduled to commence in late January 2023;

- Witness Gateway is scheduled to be available for evaluation from end of March 2023, noting remaining decisions on the initial product release and implementation methods; and

- Defence Agent Service (DAS) is scheduled to be available for phased deployment from end of March 2023, with key stakeholder engagement planned for Q4 to inform detailed implementation plans.

Agenda Item 9 – Committee Updates – Operational Performance

18.   The Board noted paper EB22/23(56).

Agenda Item 10 – Committee Updates – Audit & Risk Committee

19. The Board noted paper EB22/23(57). Three key points were noted, namely, the new audit team, the work of KLTR and pathology (to be discussed further under AOB).

20. The Crown Agent thanked Rob Tinlin for his work chairing this Committee.

Any other business

21. DCA introduced paper EB22/23(58) providing the Board with a pathology update. She advised that it was a challenging time for COPFS and service providers given the current contractual position across the country. At this point, David Watt declared an interest in relation to one of the pathologists. DCA advised that due to changes in staffing there was difficulty in securing cover for some aspects of deaths investigation work in the North, but from early December cover was in place via a rota system contributed to by pathology providers across the rest of the country. The DCA advised the Board, and members agreed, that this is not a sustainable position and significant work is required to secure a longer term solution.

22. The DCA advised that an independent Gateway Review report prepared in consultation with Scottish Government provided an opportunity to raise challenges more widely and at a strategic level. The DCA provided the headlines from recent meetings with Glasgow University, NHS Lothian, Aberdeen University and Dundee University and confirmed that she has met regularly with Audit Scotland to update them on progress of the project.

23. The DCA Invited the Board to note the review papers and to agree recommendation 2 to share the Review report with stakeholders. The Board discussed how best to ensure the recommendations of the Review could be implemented and it was agreed that it was now appropriate to discuss this more fully with Law Officers. There was a consensus that the DCA retain this work meantime. The Board agreed the recommendation and to look again at this again in April.

24. The Director of Human Resources provided the Board with the headline results from the recent People Survey.

25. The Crown Agent recorded his thanks to Fiona McLean and Rob Tinlin for their input into this and various other meetings and ended the meeting.

December 2022

EXECUTIVE BOARD

DECEMBER 22 MEETING

FINANCE UPDATE

Purpose

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

    - Budget considerations for 2022-23.

    - Resource Spending Review.

Budget and Forecast 2022-23

2. The latest forecast for 2022-23 has been completed (Appendix A). The forecast reflects a current residual underspend of £4k as previously reported. The forecasts have been adjusted to reflect agreed actions and controls that have been implemented as well as known funding drawdown. If the November forecast is complete a verbal will be provided at the meeting.

3. The following proactive measures implemented are:

    - There have been increased non-staff costs as a result of inflation and increased demand. The Finance Business Partners and HOBMs continue to scrutinise all non-staff costs for any options of savings to offset inflation driven pressures.

    - Business process reviews are continuing to be carried out by the transformation teams and individual directorates and are now reflected within business plans and workforce plans. Head of MAP will continue to discuss with Heads of Business Management to identify any savings from as these projects are analysed further, but it is to be noted that not all transformation results in savings, but indeed to improve service;

    - Overtime continues to be scrutinised and controlled. The recruitment gaps have increased demand on overtime which is included in the staffing forecast. These pressures are being manged to ensure there is no additional pressure to the overall COPFS budget.

4. Our budgeted FTE in 2021-22 was 2,397.33. The proposed baseline FTE at 1 October 2022 is 2,511 reflecting reconfiguration of posts and additional funding for CDIT. The above actions may result in a fluctuation in FTE to address restructures and redesign of processes..

5. A bid for additional funding for the additional pressure faced for pay awards to ensure pay parity was submitted to Scottish Government and in year funding approved.

    Risks:

- Staff vacancy rate realised is insufficient to produce required savings to balance the budget;

- Toxicology – the transition to SPA for toxicology is currently on track. If any deviation from planned transition occurs, this would have a financial impact for COPFS where using extended contracts;

- Non staff cost increases continue to materialise out-with expectations.

Resource Spending Review (RSR) and Budget Planning

10. As a reminder, the RSR was published at the end of May with COPFS results as follows:

	2022-23	2023-24	2024-25	2025-26	2026-27	Total
Resource	169.8	170.0	170.0	170.0	170.0	849.8
Capital	5.3	11.3	9.3	6.3	Not yet allocated	32.2
Total	175.1	181.3	179.3	176.3	170.0	882.0

Note: The above table shows cash resource and capital, and does not include the non-cash ring fenced allocation for depreciation and audit fees.

11. The RSR allocations show flat cash until 2026-27. It is to be noted that this is not our final budget allocations as the allocations will go through the annual budgeting process to determine our final allocations each year. The Scottish Budget will be published on 15 December 2022 and will confirm the budget allocations for 2023/24.

12. A verbal update will be provided on progress achieved towards a final budget allocation.

Conclusion

13. **The Executive Board is invited to note, and if it wishes, comment on the 2022-23 forecast position.**

14. **The Executive Board is asked to note, and if it wishes, comment on the RSR budget planning process.**

Finance Directorate

07 December 2022

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APPENDIX A

EXECUTIVE BOARD
VIA MODERNISATION PROGRAMME
DECEMBER 2022 UPDATE

Purpose

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

Programme Update

2.   The programme's framework and structure are now well-established following a period of targeted consultation, engagement, and information-gathering throughout the discovery phase. The programme is overseen by a Programme Board, whose membership include functional representatives, a non-Executive Director, the Crown Counsel lead for the Sexual Offences Review and the Chief Executive of Victim Support Scotland.

3.   A full analysis of the internal and external feedback received has been undertaken, which has informed the anticipated 45-50 products and deliverables across 10 dedicated workstreams. A summary of the workstreams and anticipated products/deliverables is shown at **Annex A**.

4.   Collectively, the workstreams support the programme's key aims and objectives as set out within the Programme Initiation Document (PID) and there is read across to these from all products.

5.   A programme vision has been developed as set out at **Annex B,** which again shows read across to the associated workstreams.

6.   Key resources have been identified ted to lead on the development and delivery of a number of products over the next 6-9 months, informed to a large extent by the business process modelling work which has begun to highlight significant opportunities to rationalise, streamline and automate business processes. In addition to mapping the current end-to-end 'as-is' VIA business processes, the programme team has also captured where the associated partner agency processes fit in, again to identify any gaps or duplication as well as opportunities to streamline and improve.

7.   Work is underway on the review of all VIA letter templates which will be informed by a new justice system style guide to be introduced by the Scottish Government.

8.   In the shorter-term a number of "quick wins" are being explored including revisiting the criteria for automatic VIA referral with reference to older

witnesses. If approved this would reduce VIA workload. The Board has also recently approved the development and delivery of a number of learning and development initiatives pending the implementation of an organisational Learning Management System (LMS). These initiatives will help better support VIA staff, alongside the recent launch of trauma-informed e-learning across the organisation.

9.   We are also working closely with ISD on the parallel Witness Gateway project, which is a key enabler for the programme. Access to the gateway by VIA witnesses will provide significant benefits in terms of both service delivery (through increased choice) and in terms of VIA workload and level of engagement.

10.   External consultation with partner agencies continues, helping to inform a number of our workstreams. This engagement is also providing service user feedback which we are adding to a wider set of resources, including joint COPFS commissioned research, informing required changes and improvements.

11.   In addition, we are working directly with VSS to access their reference groups made up of service users who can provide further feedback as well as help test relevant products developed going forward.

12.   In terms of communications, a detailed strategy is being developed covering communications with our staff internally as well as external stakeholders and service users.

13.   The programme team continue to consult and engage with the network of VIA staff across all teams and functions, some of whom are currently assisting with the VIA template review. All staff will shortly be invited to volunteer to contribute to and assist other specific workstreams including development and quality assurance of products.

Decisions/Actions required by Executive Board

14.   The Executive Board are invited to note progress and comment as appropriate.

Anthony McGeehan
Deputy Crown Agent, Operational Support

8 December 2022

Annex A

Workstreams	Proposed Products/Deliverables	Delivery Priority (Short/Medium/Longer Term)
VIA Remit	Review of VIA - Over 60 Category	Short Term
	Review of requirement for VWNs for witnesses deemed vulnerable	Short-Medium
	Review of process for lodging of VWAs/VWNs	Medium-Longer Term
Business Process Modelling	End-to-End as-is Business Process (Internal and External) Mapping	Short Term
	Business Process Improvements/Streamlining (Digital & Non-Digital)	Short Term
	Review of Centralised Printing of VIA Documentation (locally)	Longer Term
	Review of process for lodging of VWAs/VWNs	Medium Term
	Cross Team/Function Protocols	Medium-Longer Term
	Review of Family Liaison Charter	Medium Term
	Review of Victim Strategy (process)	Short-Mediu Term
	Development of national business process guidance	Medium Term
Digital Solutions	VIA Case Management Solution	Medium Term
	Review of VIA Minute Sheet	Short Term
	Electronic Transfer of VWNs/VWAs - Evaluation of Pilot	n/a
	Review of VWN/VWA Template	Medium-Longer Term
	Review of Victim Strategy Template	Short-Medium Term
Structure & Resources	Review of Line Management Structure (including functional VIA leads)	Medium Term
	VIA Workforce Resilience Model	Medium Term
	Case Allocation Process	Medium Term
	Job Advertisement Template for Fiscal Officer - VIA Assistant	Short Term
	Resource Reccommendations (post-business process review)	Medium-Longer Term
Roles & Responsibilities	Detailed VIA Role Profiles	Longer Term
	Review of Evidence on Commission Process	Medium Term

Service Improvement	Review of all VIA Letter Templates	**Short-Medium Term**
	System templates for all non-system letters	**Short-Medium Term**
	Leaflets/Literature packs for Next of Kin	**Medium-Longer Term**
	Feedback Tool/Mechanism	**Medium Term**
	Service User Communications	**Medium Term**
Justice Sector/External Stakeholder Relationships and Engagement	Review of Protocols with Justice Partners and Partner Agencies *(including Court Witness Service Protocol - tbc)*	**Short-Medium Term**
	Review of Referrals process	**Medium**
	Review of shared learning opportunities /access to training	**Medium Term**
Management Information/Caseload	Identify key MI and reporting requirements	**Medium Term**
	Review of Existing MI	**Short-Medium Term**
Learning/Development	Learning Hub for VIA roles (inc specialist learning)	**Short-Medium Term**
	New Bespoke VIA Training Packages	**Medium Term**
	Partner-Agency Supplied Training	**Medium Term**
	Revised VIA Induction (national) - Strategy & Content	**Medium Term**
	Revised VIA Induction (local) - Strategy & Content	**Medium Term**
	VIA Awareness Training for wider COPFS	**Medium Term**
Corporate Requirements	Review of the Victims Forum	**Longer Term**
	Review of the Victims Champion role (including potential engagement with Victims Commissioner)	**Longer Term**
	COPFS VIA Organigram	**Longer Term**
	Connect/COPFS Website - VIA content	**Longer Term**

Annex B

VIA Modernisation Programme Vision

OUR SERVICE TO VICTIMS, WITNESSES & NEXT OF KIN

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.

SERVICE IMPROVEMENT
EXTERNAL STAKEHOLDER RELATIONSHIPS
VIA REMIT

OUR PEOPLE

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.

STRUCTURE/RESOURCES
ROLES & RESPONSIBILITIES
LEARNING/DEVELOPMENT

OUR PROCESSES

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

BUSINESS PROCESS MODELLING
DIGITAL SOLUTIONS
MANAGEMENT INFORMATION/CASELOAD

EXECUTIVE BOARD

DECEMBER 14 MEETING

HEALTH AND WELLBEING UPDATE

Purpose

1. To provide the Executive Board with an update on:

    - Wellbeing dashboard

    - Wellbeing strategy action plan

    - See Me in Work audit actions

    - Policy development

2. The Wellbeing dashboard with data as at September 2022 was discussed at the November Corporate Health and Wellbeing Committee (CHWC) and is included below.

Wellbeing Dashboard – November 2022

COPFS WELLBEING DASHBOARD – NOVEMBER 2022		
WELLBEING MEASURE	**CURRENT (Provisional)**	**COMPARATOR**
Overall Absence Rates (Average Working Days Lost)	Oct 2021 – Sept 2022 11.4 days (Difference +2.8 days)	Oct 2020 - Sept 2021 8.6 days
Working Days Lost	Oct 2021 – Sept 2022 24,973 days (Difference +8,815 days)	Oct 2020 - Sept 2021 16,158 days
FTE	2,283 As at September 2022 (Difference + 256, +12.6%)	2,027 As at September 2021
Of Overall Absence, % -- Mental Ill Health	Oct 2021 - Sept 2022 35.6% (Difference -7.6%)	Oct 2020 - Sept 2021 43.2%
Of Mental Ill Health, % - Stress Related	Oct 2021 - Sept 2022 55.3% (Difference +8.1%)	Oct 2020 - Sept 2021 47.2%
Of Mental Ill Health, % - Work Related Stress	Oct 2021 - Sept 2022 28.9% (Difference -6.8%)	Oct 2020 - Sept 2021 35.7%
Of Mental Ill Health, % - Family / Situational	Oct 2021 - Sept 2022 15.8% (Difference -1.3%)	Oct 2020 - Sept 2021 17.1%

Turnover	Oct 2021 - Sept 2022 135 leavers 5.8% (Difference +0.3%)	Oct 2020 - Sept 2021 131 leavers 5.5%

3. Consideration is being given to setting up a cross-functional sub-group, including trade union colleagues, to better understand the causes of absence with a view to recommending appropriate actions for COPFS to take to address absence levels.

4. The biggest rises in illness types from the previous year were in respiratory illnesses (+4.1%) and covid (+6.8%).

Wellbeing strategy action plan

5. The wellbeing strategy action plan has been strengthened and refocused on four key themes:

   - Mental/psychological wellbeing

   - Physical wellbeing

   - Social wellbeing

   - Financial wellbeing – introduced specifically to address ongoing concerns as a result of the ongoing costs crisis.

6. The action plan has been devised to drive targeted and accountable action-taking to address wellbeing concerns that are presenting either through sick absence or specific concerns raised by the trade unions, line managers or other colleagues.

7. Key work to drive actions and improvements will focus on sharing good practice across the functions (with Local Court being used as an exemplar of good practice) and assessing whether earlier informal management intervention might be helpful.

8. The four key themes of the action plan are supported by an understanding at CHWC that building management confidence and competence is one of the most important means of supporting staff and ensuring issues of wellbeing are handled compassionately, in a timely way and with a focus on resolution.

9. HR are in discussion with the trade unions around how we can take a partnership approach to delivering on the action plan.

See Me in Work audit actions

10. COPFS is committed to taking part in the See Me in Work programme to tackle mental health stigma and discrimination in the workplace. The HR Diversity, Inclusion and Wellbeing Team are leading on this work and throughout October encouraged participation in the See Me in Work focus groups along with Mental Health Ambassadors. We have now received a final report which is under consideration.

11. Key themes are focussed on improved management training, promoting mental health first aid support, prioritising promotion of My Wellbeing Space.

12. The first draft of recommendations will be shared with trade unions, key managers and other internal stakeholders before a summary and report of findings, recommendations and action planning is agreed at the Corporate Health and Wellbeing Committee.

Policy Development

13. Several areas of policy development linked to health and wellbeing are in the final stages of consultation and are expected to be published in the next quarter.

14. Two policies in particular have gone through more detailed consultation – Carers Policy and Menopause Policy. Both have had significant input from respective staff network groups as well as significant helpful input from trade union colleagues.

15. Other immediate policies in development include overtime; location neutral working; gender based violence, and social media.

Conclusion

16. Executive Board is invited to note, and if it wishes, comment on the update provided.

Human Resources

6 December 2022

BALANCED SCORECARD – Quarter 2 – 2022/23

PEOPLE	Current Quarter (Jul - Sep 2022)	Previous Quarter (Apr - Jun 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	**2216.77** **66.52** **2283.29** **2.9%** As at 30/09/22	**2202.86** **63.2** **2266.06** **2.8%** As at 30/06/22	0.6% Increase 5.3% Increase 0.8% Increase	**2223.31** **55.99** **2279.3** **2.5%** As at 31/10/22	**1960.59** **66.59** **2027.18** **3.3%** As at 30/09/21
Staff Turnover Rate	1.2% (0.00% involuntary 1.2% voluntary) Jul-Sep 22	1.7% (0.2% Involuntary 1.5% Voluntary) Apr – June 2022	29.4% decrease	3.2% (0.2% Involuntary 3.0% Voluntary) Apr – Oct 2022	1.8% (0.1% involuntary 1.7% voluntary) Jul-Sep 21
Absence Rate Average working days lost	Average WDL = 11.4 Short Term = 4.2 Long Term = 7.2 As at 30/09/2022	Average WDL = 11.3 Short Term = 4.2 Long Term = 7.1 As at 30/06/2022			Average WDL = 8.6 Short Term = 2.2 Long Term = 6.4 As at 30/09/21

QUALITY	Current Quarter (Jul - Sep 2022)	Previous Quarter (Apr - Jun 2022)	Variance from last Quarter	Current FY to date (2022/23)	Previous FY (2021/22)
Right to Review	58 received 39 issued	45 received 25 issued	+13	129	175
Complaints	52 received 4 = upheld 5 = partially upheld (=17%)	50 Received 3 = upheld 8 = Partially upheld (=22%)	+2	132	376
Payment Performance % paid in 10 working days					
Invoices	99.9%	99.87%	0.03%	99.87%	99.63%
Witness Payments	100%	100%	-	100%	100%
Travel & Subsistence claims	100%	100%	-	100%	100%

DELIVERY	Current Quarter (Jul - Sep 2022)	Previous Quarter (Apr - Jun 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%)	79%	76%	+3	77%	73%
% CAAP cases closed within 6 months (75%)	81%	91%	-10	85%	87%
% Deaths investigated within 12 weeks (80%)	66%	61%	+5	63%	50%
Right to Review	74%	85%	-11%	80%	65%
Complaints	59%	74%	-15%	65%	59%
Freedom of Information	86%	95%	-9%	93%	95%

FINANCE	Actual spend to date	Current end year forecast	Full year budget	Variance
Running Cost Expenditure (includes cash and non-cash)	£77.5m	£179.1m	£178.0m	-£1.1m
Capital expenditure	£3.1m	£5.30m	£5.30m	£0.0m

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).

CROWN OFFICE & PROCURATOR FISCAL SERVICE
SCOTLAND'S PROSECUTION SERVICE

Resources Committee

Minutes of meeting held on 29 November 2022 (via Microsoft Teams)

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

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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

Sarah Carter, HR Director

Graham Kerr, Head of Business Management (Local Court)

Thomas Lindie, Head of Business Management (Serious Casework)

Jonathan Shebioba, Director of Support Services

Lorraine Beveridge, Head of Workforce Planning

Sharon Davies, Head of Management Accounting and Planning

Doreen Crawford, Head of Workforce Planning and Reward

Elaine Hales, Head of Business Management (Operational Support)

Fiona McLean, Non-Executive Director

In attendance

Andy Shanks, Procurator Fiscal, Local Court, Grampian Highlands and Islands

Ian Palmer, Finance and Procurement Executive Assistant (Secretariat)

1. Welcome

The Chair welcomed the group.

2. Minutes from meeting held on 25 October 2022

The Committee approved the minutes as accurate.

3. Action Log

Action 1 (Prepare draft paper re CDIT recruitment) now completed and can be closed off on tracker.

4. Finance Update Budget 2022/23

DFP (MA) gave an overview of **RC Paper 028-22.** This included:

- Annual Accounts for 2021-2022 have been laid before Parliament, published and are currently with a design company for professional presentation.

- The latest forecast for 2022-23 has been completed. The forecast reflects a current residual underspend of £4k which has moved from £111k forecast underspend for October 2022 forecasts.

- Liaison work continues with HOBMs, Finance Business Partners and Head of MAP to identify any potential counter inflationary measures through the scrutiny of business processes and non-staff costs.

- Overtime and non-staffing expenditure continues to be closely monitored and controlled.

- Bid for additional funding for the additional pressure faced through increased pay awards through cost of living above pay policy has been approved by SG.

- Resource Spending Review was published at the end of May 2022. Current position shows flat cash allocations until 2026-27.

- A bid submitted to GPSEDS (Green Public Sector Estate Decarbonisation Scheme) for funding the Elgin office decarbonisation project has been submitted and approved with an award of £1.8m (£300k in 2022-23 and £1.5m in 2023-24). Any supply chain issues being explored.

- To assist with year-end budget accrual forecasts, staff are to be encouraged to populate the flexi system with annual leave requests. HR and Finance are liaising regarding staff communication strategy.

- End of Financial Year preparation workshops are being devised for January 2023

5. HR Update

HRD (SC) presented **RC Paper 029-22**

After general discussion the Committee noted the paper.

6. Estates MI/Strategy Delivery update

DSS (JSS) gave a general overview of **RC Paper 030-22**

This included:

- Estates Capital Budget 2022/23 remains on track for full spend.

- Successful bid for budget funding for COPFS Elgin Carbon Reduction funding (see also item 4 above)

- Climate Change Working Subgroup have devised a draft Net Zero Carbon Policy document.

- Work continues in identifying energy efficiency savings.

- Estates Risk Register has been reviewed and updated.

After general discussion the Committee noted the paper.

7. Trainees Expenses and Recruitment Structure

AS (PFGH&I) presented **RC Paper 031-22**.

Its purpose was to seek approval from the Committee in relation to:

• A proposal to allow the payment of travel and accommodation expenses to Y2 trainees in order to support the more effective deployment of trainee resources in the short term; and

• A wider review of the current traineeship recruitment and structure, to be taken forward by HR and the Scottish Prosecution College.

After general discussion, the Committee approved the proposals detailed in the paper.

8. Corporate Risk Register

HOBS (KD) presented an overview of **RC Paper 032-22**

The Committee noted the paper and general discussion followed.

Work continues on how the impact on staff of the current cost of living situation is evaluated, recorded and reflected in policy and communications.

9. AOB

DFP (MA) reported that a Finance Strategy Paper will be presented at the January meeting of the group.

10. Date of Next Meeting

Wednesday 11 January at 10 am by MS Teams

EXECUTIVE BOARD
BUSINESS PROCESS IMPROVEMENT COMMITTEE
DECEMBER 2022 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 1 November and is next scheduled to meet on 9 February 2023. This update provides an overview on the delivered and planned business improvements and digital transformation priorities for 2022/23.

Delivery Updates and Business improvements and digital transformation initiatives

4.   Progress updates for key digital business solutions and improvements implemented over the corporate year to date or scheduled for the remainder of the year are outlined below (includes some ISD portfolio projects):

Delivery completed over Q1 – 3:
-    New COPFS and KLTR websites launched;
-    Deployment of a new version of the CMiC App for Sheriff and Jury cases;
-    Hate Crime Bill Aggravators solutions agreed with Justice Partners;
-    Vulnerable Witness Notices Pilot (automated sharing with Scottish Courts and Tribunal Service and Victim Support Scotland);
-    Implementation of new HR digital system and services;
-    Development of an Electronic Reporting to Crown Counsel digital casework solution for Serious Casework Group (user acceptance testing underway with full implementation scheduled by end 2022);
-    Corporate App: Pay Claims digital application deployed for evaluation ahead of corporate release (replacing paper based and manual processes);
-    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;
-    New ISD Service Desk Portal and Service Management services launched;
-    ISD hours of support extended to 06:00 - 22:00hrs Monday to Friday to support extended hours of working;
-    Implementation of the first of COPFS' new offsite datacentres to deliver improved resiliency and reduce COPFS' carbon footprint from its use of IT;
-    Improved remote access IT infrastructure and corporate and casework systems resiliency;
-    Migration to Exchange Online (latest O365 email and collaboration solutions) completed for all users;
-    Case management legislative changes implemented (incl. COVID related legislation);

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- Deployment of further Microsoft O365 products to aid colleagues in managing their workloads, accessing information (including VIVA Insights digital productivity and wellbeing facilities);
- Implementation of Microsoft Teams corporate telephony and modernised National Enquiry Point customer management digital services.

Scheduled for delivery over Q4:
- Launching a new Corporate App Desk Booking solution enabling staff to digitally book a desk to support agile working;
- Launching the Digital Evidence Sharing Capability (DESC) solution as part of a pilot commencing in Dundee in January ahead of national rollout in Spring 2023;
- Preparing for the release and evaluation of COPFS' new Witness Gateway and Defence Agent Service (DAS) digital solutions from Q4 to transform services to witnesses and defence agents and deliver COPFS' Vision for Justice priorities for 2022/23;
- Development of an Advocate Depute Rota and Capacity Management Tool (digital enabled transformation initiative by SCG and ISD);
- Development of a Defence Agents general appointments digital booking app to support Summary Justice Reform;
- Detailed scoping and planning for the development of COPFS' Next Generation Casework Systems, due to commence formally from Q1 2023/24 in line with availability of Scottish Government funding.

5.   The BPIC business improvement portfolio dashboard for 2022/23 is available at **Annex A** (updates at end-October 2022, with November information published later this month). RAG status and key project and delivery information is provided for each project.

6.   An overview of the digital transformation programme for 2022/23 is available at **Annex B**.

Decisions/Actions required by Executive Board

7.   The Executive Board are invited to note delivery progress and comment as appropriate on BPIC's portfolio priorities for 2022/23.

Jennifer Harrower
Deputy Crown Agent - Local Court

7 December 2022

COPFS Digital Improvements and Transformation Priorities

Key Projects Summary and Dashboards

Reporting Period: End October 2022

Portfolio and Programme Management Controls

- This document is intended to provide an overview/update of the current position and status of all **In-Flight** Projects / Initiatives within the COPFS ISD Portfolio and Digital Transformation Programme.
- Each Work Item / Project (as appropriate) adheres to the ISD Portfolio Project Management Delivery Framework to ensure and drive consistency across the portfolio. The project lifecycle is categorised into **5 Distinct Stages** from ideation through to delivery, implementation and closure with **Key Milestones** for project control, reporting and governance realigned to the Project Stages.

Project Delivery Lifecycle Stages	
Stage 1	Project Ideation / Solution Review (Concept / Ideation - Scoping and Solution Proposal)
Stage 2	Project Initiation / Planning & Design (Confirmation)
Stage 3	Solution Delivery (Build, Test, Evaluation, Acceptance)
Stage 4	Implementation & Transition (Pilot / Phased Release / Go-live)
Stage 5	Operational Monitoring & Closure (incl. Benefits Realisation)

Project Milestone Plan	
Milestone 1	Project Initiation / Kick-off
Milestone 2	Proceed to Solution Delivery
Milestone 3	**Milestone 3A:** Initial Build Complete - UAT Commence **Milestone 3B:** Solution Ready for Service
Launch / Go-Live	
Milestone 4	Solution Implemented / Delivery
Milestone 5	Stakeholder Sign-off / Transition to Service

Portfolio and Programme Summary: End October 2022

Project	Scope	Delivery Schedule	Resources	Overall Project Risk	Priority
Witness Gateway	🟩	🟩	🟩	🟩	High
Defence Agent Service	🟨	🟩	🟩	🟨	High
DESC	🟩	🟨	🟩	🟨	High
Electronic Reporting to Crown Counsel	🟩	🟩	🟩	🟩	High
CMIC: Sherriff & Jury & High Court	🟩	🟩	🟩	🟩	Medium
Summary Case Management	🟩	🟩	🟩	🟩	High
Vulnerable Witness Notices	🟩	🟩	🟩	🟩	High
Corporate Apps: Desk Booking App	🟩	🟨	🟩	🟨	Medium
Corporate Apps: Pay Claims App	🟩	🟩	🟩	🟩	Medium
Teams Telephony	🟩	🟩	🟩	🟩	Medium
Enquiry Point Transformation (Customer digital enabled)services	🟩	🟩	🟩	🟩	Medium

Note: The above is not an exhaustive list of projects within the ISD digital transformation programme, but represents a cross section of priority inflight or ready to deliver solutions over Q3/4 2022/23

COPFS Digital Programme: October Status Dashboard

RAG Status

Scope	Delivery Schedule	Resource	Overall Risk

Witness Gateway

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		

Status & Scope	Schedule	Risks/Issues/Dependencies
Witness Gateway (incorporating Witness Availability and Scottish Government ID&V Product) **Witness Availability** – completed first full build of this tool ready for 'Alpha' testing with COPFS stakeholders. **Architecture** – High-Level Design for connecting the Gateway to case management systems to safely and securely retrieve case details and serve to the correct witnesses. **Security & Identity Verification (IDV)** – detailed options, recommendation and high-level design for ensuring safe, secure use of the Gateway. **Detailed Product Descriptions** for first phase products – worked up in close collaboration with COPFS stakeholders to feed into the finished product builds.	Phase 1 : High level and low level core design underway. Phase 1 product set to be agreed. Witness availability product evaluation approach required (internal and external).	**Issue: Identity & Authentication:** Confirm the IDV solution we will use (likely the Scottish Government product) and build into Gateway **Dependency: Business Consultation:** Workshops with COPFS stakeholders to understand and map the impacts and changes that the Gateway will bring and ensure full advantage of the improvements it will bring; Create and implement a Target Operating Model to support launch **Dependency: User Consultation:** User Research and engagement to ensure we have fully understood our target audience and are providing the correct benefits to users. Dovetailing onto extensive User Research provided through SG.

Project Milestones

Milestone	Target Date	Status
1. Re-Initiation	October 2022	Complete
2. Solution Delivery	December 2022	On Track
3A. Build Complete/UAT Start	*Targeting Q1	TBC
3B. Ready for Service	Targeting Q4-Q1	
Launch Go/Live	Targeting Q4-Q1	
4. Implemented		
5. Stakeholder Signoff/Transition to Service		

*Dependent on agreement of Phase 1 products

Resources

Programme, Project Manager (replacement roles for attrition) and dedicated business analyst urgently required to manage current design and build activities and to engage with key stakeholders on product identification and business process improvements.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	**Delivery Schedule**	**Resources**	**Overall Risk**
🟨	🟩	🟩	🟨

Defence Agents Service (DAS) (incorporating Appointment App)

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		

Status & Scope

Defence Agents Service (DAS) (incorporating General Appointment App)

Currently reporting AMBER as resources have ben re-allocated to other priority projects

Evaluation strategy for SDS replacement to be discussed and agreed.

Next tranche of priority products for inclusion in Phase 2 to be discussed and agreed for commencement of discovery, design and build.

Schedule

Phase 1 (SDS Replacement) Delivery: Go-Live / Launch:

Evaluation approach and strategy to be confirmed with COPFS and DA representatives.

Risks/Issues/Dependencies

Issue: Agree DAS Delivery Approach; Currently progressing on phase approach (Phase 1: SDS Replacement (MVP) / Phase 2 New Functionality)

Issue: Design required between DESC and DAS for integration and sharing information.

Issue: COPFS strategic cloud account management for application access and use (for external COPFS users of cloud services)

Issue: Resource constraints due to multiple case management projects, movement of data centre migrations and legislative changes required.

Dependency: agreement on evaluation strategy for disclosure replacement required.

Dependency: agreement on product roadmap for next phases of design and build activities.

Project Milestones

Milestone	Target Date	Status
1. Initiation	January 2022	Complete
2. Solution Delivery	February 2022	Complete
3A. Build Complete/UAT Start	TBC	UAT Rescheduling Required
3B. Ready for Service	Targeting Q4-Q1	On Track
Launch Go/Live	Targeting Q1-Q2	On Track
4. Implemented		
5. Stakeholder Signoff/Transition to Service		

Resources

Resources have been allocated from DAS to other priority projects impacting Phase 1 SDS Replacement (including Account Management wrapper).
Focus on DESC activities and integration opportunities due to delay in DESC pilot rollout have been focussed on.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resources	Overall Risk
🟩	🟨	🟩	🟨

DESC

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		

Status & Scope

Digital Evidence Sharing Capability (DESC)

DESC Programme currently reporting AMBER overall, Programme Board signed off on decision to move Pilot Start date from Oct 22 to Jan 2023 on 2 November 22.

It was determined that functionality for Pilot will not be delivered and tested by the original date planned.

Work to be taken forward on Security, Data Sovereignty issues and Data Protection activities and the Programme is re-planning schedules in line with the new Pilot Date

Schedule

Phase 1: Pilot – Scheduled for Jan 2023

Risks/Issues/Dependencies

Issue: Outstanding Security requirements from contract Due Diligence, mainly BYOK; will stop progression to use of live data for pilot until ISO sign off achieved.

Issue: DAS integration options with Evidence.com don't meet requirements without changes; impacting Pilot start date and work on DAS.

Issue: Integrations can't be promoted from TE into PP until IT Health Check completed and any remediation work undertaken.

Risk: MVP release cannot be delivered in time for pilot to proceed as planned; impacting Pilot start date

Project Milestones

Milestone	Target Date	Status
1. Initiation	January 2022	Complete
2. Solution Delivery	February 2022	Complete
3A. Build Complete/UAT Start	November 2022	Complete
3B. Ready for Service	Targeting December 2022	Scheduled – At Risk
Launch Go/Live	Targeting January 2023	Scheduled – At Risk
4. Implemented		Scheduled – At Risk
5. Stakeholder Signoff/Transition to Service		Scheduled – At Risk

Resources

Resources have been allocated to DESC, however specialist case management requirements for integration with COPFS case management and DAS systems cause issues as the DESC delivery dates change and move. This has an impact on DAS and potentially Witness Gateway delivery activity moving forward. Other projects are also impacted if requiring case management specialists given these are developers that are experts in the legacy COPFS case management systems.

COPFS Digital Programme: October Status Dashboard

EB22/23(55)

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟩	🟩	🟩

Electronic Reporting to Crown Counsel

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		

Status & Scope	Schedule	Risks/Issues/Dependencies	Milestone	Target Date	Status
Electronic Reporting to Crown Counsel (ETRCC) Project Reporting as **GREEN** with initial Build (MVP) and Phase 1 UAT complete. IT Health Check commenced on 26 Sept with the Health Check Report being received on 10 October. Some remediation was identified with 80 – 90% of this currently been remediated and remaining items requiring engagement with 3rd party suppliers to assist. Phase 2 UAT will commence end of October/ November (following completion/remediation of the ITHC). Project Delivery Plan to be updated following completion of ITHC.	Phase 1: Pilot – Scheduled for December 2022	**Risk:** ISD resources not available when Datacentre Migration taking place – this may also result in delays to environment and systems availability – Mitigation action - - ongoing engagement with ISD business teams.	1. Initiation	January	Complete
			2. Solution Delivery	February	Complete
			3A. Build Complete/UAT Start	September	Complete
					UAT Phse 2 Pending ITHC
			3B. Ready for Service	November	On Track
			Launch Go/Live	December	On Track
			4. Implemented	TBC	Scheduled
			5. Stakeholder Signoff/Transition to Service	TBC	Scheduled

Resources

ERTCC resources were reallocated during this period to assist with CMS issues and Datacentre Migration.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	**Delivery Schedule**	**Resource**	**Risk**
🟩	🟩	🟩	🟩

CMIC - S&J and High Court

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
CMiC App S&J (Sherriff & Jury) / PSPDF CMiC S&J app was successfully launched on 6 October 2022 – No issue reported and release was well received by the business. PSPDF Project is currently reporting **GREEN** with development nearing completion. Project Team looking to identify release date and compile deployment plan. **CMiC App High Court** Initial scoping and gathering of high level requirements has commenced. Engagement sessions and discovery activities with key stakeholders underway. Gap analysis to be progress – looking at CMiC S&J and ERTCC. Full scheduled, risks and dependencies to be identified on conclusion of discovery activities.	**S&J:** Complete **HC:** Initiation	**Dependency:** High Court CMIC dependent upon the successful deployment of ERTCC solution prior to solution delivery activities commencing.	Milestone	Target Date	Status
			1. Initiation	December	On Track
			2. Solution Delivery		
			3A. Build Complete/UAT Start		
			3B. Ready for Service		
			Launch Go/Live		
			4. Implemented		
			5. Stakeholder Signoff/Transition to Service		

Resources

No resource issues.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟩	🟩	🟩

Summary Case Management

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
Summary Case Management Project currently reporting GREEN.

Full E2E testing between COPFS and PSoS was completed successfully on 9 August 2022 and a UAT completed.

Solution Ready for Service Late August 2022, and Launched / Go-live 5 September 2022.

All agencies involved in daily catch-ups to monitor transition. | Project complete | None. | Milestone | Target Date | Status |
			1. Initiation	June 2022	Complete
			2. Solution Delivery	July 2022	Complete
			3A. Build Complete/UAT Start	August 2022	Complete
			3B. Ready for Service	August 2022	Complete
			Launch Go/Live	September 2022	Complete
			4. Implemented	September 2022	Complete
			5. Stakeholder Signoff/Transition to Service	October- 2022	Complete

Resources

None.

COPFS Digital Programme: October Status Dashboard

RAG Status

Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟩	🟩	🟩

Vulnerable Witness Notices

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		

Status & Scope

Vulnerable Witness Notices

Currently reporting **GREEN**

Full Solution (Data Extract Framework) released for Pilot to LC, HC as SCTS on 25 October 2022

Dual run of solution and hard copy notices in effect until legislation goes live.

Looking to add VSS to the pilot once data share agreement has been completed – provisional date mid Jan 2023.

Legislation launch has yet to be confirmed therefore Go Live dates have not been set.

SG Parliament have indicated potential legislation Go Live of 30 March 2023 for legislation

Schedule

Anticipated Full Solution (Data Extract Framework) Go-Live: Target Date **1 April 2023** (TBC)

Risks/Issues/Dependencies

Risk: Increased hard copy load on the National Print Unit until DAS go live.

Defence Agents could potentially experience delays with being provided with witness information. Monitoring will be put in place to mitigate as much as possible.

Project Milestones (High Court)

Milestone	Target Date	Status
1. Initiation		Complete
2. Solution Delivery		Complete
3A. Build Complete/UAT Start		Complete
3B. Ready for Service		Complete
Launch Go/Live		TBC
4. Implemented		TBC
5. Stakeholder Signoff/Transition to Service		TBC

Resources

None.

COPFS Digital Programme: October Status Dashboard

RAG Status

Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟧	🟩	🟧

Corporate Applications: Desk Booking Application

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
Desk Booking App Desk Booking App reporting **AMBER** IT Health check procurement in progress. UAT successfully undertaken. Pilot launch dates subject to IT HC. Fully application development for entire COPFS estate underway.	Anticipated Pilot Launch / Go-Live: **December 2022** **(Potential Slippage)**	**Issue:** IT Health Check requirements to be defined and scoped with agreed scheduled. Dependency on IT Operations and Cybersecurity. **Dependency:** Remainder of COPFS estates floor plans with seat numbering to be provided to ISD for further development of the application for the whole estate. **Issue:** Date of February 2023 has been identified as to when full application required. Therefore the dependency listed above is essential to meet as soon as possible and is on critical path to delivery.	Milestone	Target Date	Status
			1. Initiation		Complete
			2. Solution Delivery	March 2022	Complete
			3A. Build Complete/UAT Start	September 2022	Complete
			3B. Ready for Service	November 2022	Risk of Slippage
			Launch Go/Live	December 2022	Risk of Slippage
			4. Implemented		
			5. Stakeholder Signoff/Transition to Service		

Resources

Concerns regarding the provision of floor plans in adequate time to complete the full application in readiness for launch in January 2023.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟩	🟩	🟩

Corporate Applications: Pay Claims Application

Status & Scope	Schedule	Risks/Issues/Dependencies
Pay Claims (Overtime) App reporting **GREEN**; Successful Homicide Pilot Launch / Go-Live 23 July 2022 with HR Go- Live completed on 1 Aug 2022. Second Pilot Phase with ISD - Commenced 1 October 2022 Looking to progress third Pilot Phase to remaining SCG staff on 6 December 2022, with fourth Phase being planned with the remaining Business Service Group to go ahead on 10 Jan 2023. Looking to then progress to full roll out of the application from Feb 2023. Although discussions progressing on whether to extend Pilot to a Local Court Group to mitigate any risks.	App successfully launched **23 July 2022** (Homicide Pilot); with HR Go-Live completed **1 August 2022**. 2nd Pilot – ISD Go Live completed **1 Oct 2022** 3rd Pilot – Remaining SCG Target Date **6 Dec 2022**	The Pay Claims App successfully launched on Saturday 23 July 2022 on the new Angular 2 components. Pilot extended due to holiday period and insufficient claims submitted for processing. **Key Risk / Issue:** **Issue:** Appears that no DPIA in place for Corporate Apps. This has been initiated as a priority.

Project Milestones (High Court)

Milestone	Target Date	Status
1. Initiation		Complete
2. Solution Delivery		Complete
3A. Build Complete/UAT Start		Complete
3B. Ready for Service		Complete
Launch Go/Live	Homicide - July	Homicide - Complete
	HR - August	HR - Complete
	ISD - October	ISD – Complete
	SCG – December	On Track
4. Implemented		
5. Stakeholder Signoff/Transition to Service		

Resources

COPFS Digital Programme: October Status Dashboard

RAG Status

Scope	Delivery Schedule	Resource	Overall Risk

Corporate Telephony Solution – Teams Telephony

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		

Status & Scope

Corporate Telephony Solution

Corporate Telephony is currently reporting **Green**:

CloudUCX Calling Service is a hosted service that connects Microsoft Teams to the public switch telephony network (PSTN). It enables the organisation to leverage Microsoft Teams to make and receive external calls.
- Work has been undertaken to collate staff information for the ranges of numbers and information on porting of number supplied to Gamma. Number porting will start on 25 Oct and complete on 22 Nov 2022.
- To align with these dates communications will commence from 12 October.

Next Steps:
- Final clarification on fax number requirements.
- UAT continuing.
- Preparation work for Teams Telephony launch and communications finalised with view to start publishing on 12 October

Schedule

Targeted Implementation / Go-Live:
Target Date - **25 October - 22 November**. Phased delivery.

Risks/Issues/Dependencies

Risk: VMB requires 30 day's notice of the date to port numbers, if this date changes within the 30 days period charges may apply

Dependency: Understanding of solution for Fax numbers:

Project Milestones (High Court)

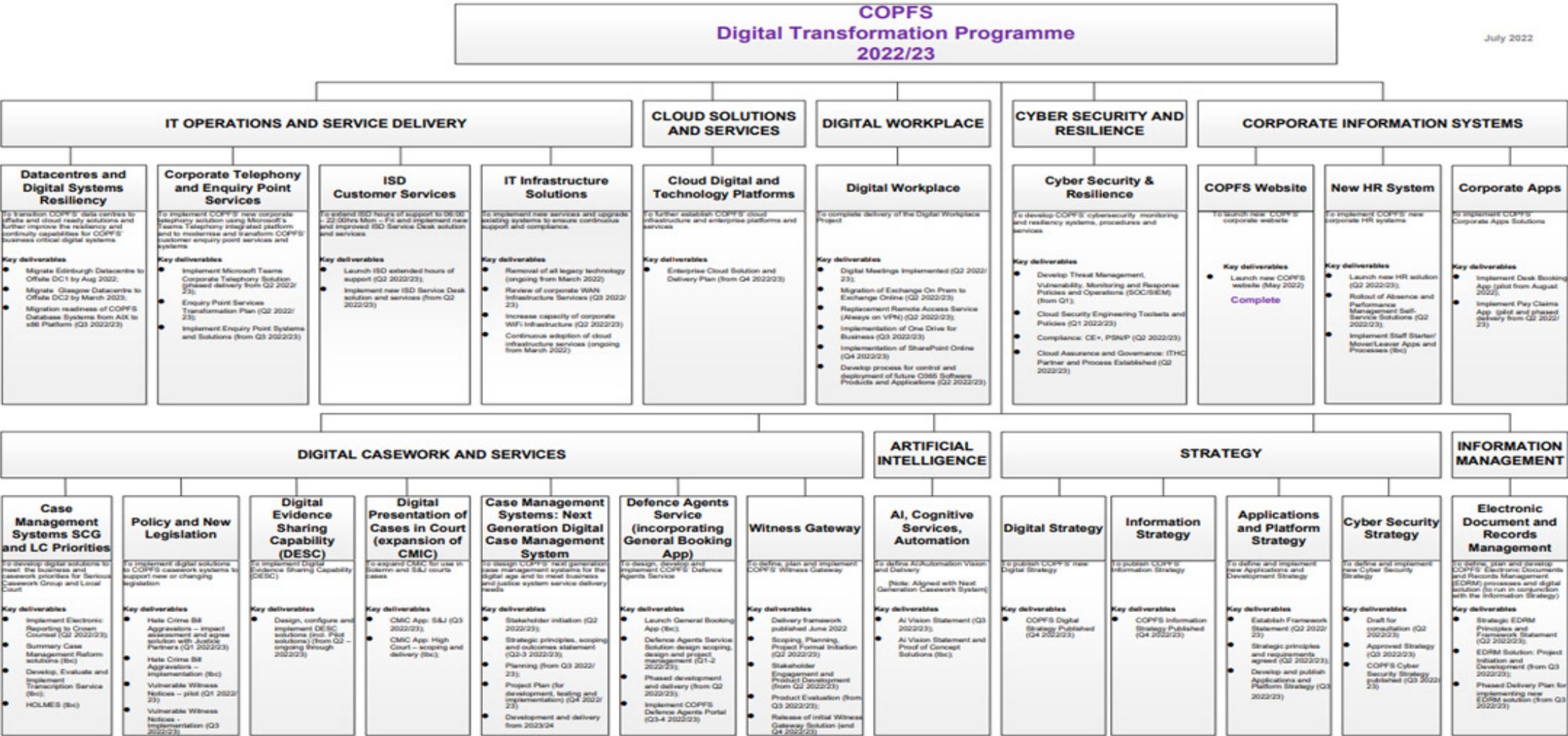| Milestone	Target Date	Status
1. Initiation		Complete
2. Solution Delivery		Complete
3A. Build Complete/UAT Start	August	Complete
3B. Ready for Service	October	On Track
Launch Go/Live	October	On Track
4. Implemented	November	On Track
5. Stakeholder Signoff/Transition to Service	November/ December	On Track

Resources

None.

COPFS Digital Programme: October Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk
🟩	🟩	🟩	🟩

Enquiry Point Transformation Plan

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)

Status & Scope:

Enquiry Point Services (Transformation Plan / Implémentation [Cirrus Contact Centre Pro & Omni Email])

Cirrus Contact Centre Pro is a fully managed, enterprise grade service hosted across their 3 data centres in the UK. Work to progress with 3rd party Cirrus (Gamma Partner) to deliver Cirrus solution to NEP which will include Omni Email. Cirrus is currently being used by the Service Desk.
- Focus has been on Teams Telephony however Redbox work is completed.
- Currently reporting **Green** Targeted Implementation / Go-Live – 27/10/2022
- Supervisor Training for NEP undertaken and NEP Staff have been set pup on Cirrus.

Next Steps:
- Call recording work to be completed.
- Remediation of small interface issues resolved
- NEP Go-Live preparation tasks

Schedule:

Targeted Implementation / Go-Live: Target Date 27 October 2022

Risks/Issues/Dependencies:

Key Risks / Dependencies:

Dependency: Cloud call recording must be in place before go live.

Project Milestones (High Court):

Milestone	Target Date	Status
1. Initiation		Complete
2. Solution Delivery		Complete
3A. Build Complete/UAT Start	August	Complete
3B. Ready for Service	10/10/2022	Complete
Launch Go/Live	27/10/2022	On Track
4. Implemented	TBC	
5. Stakeholder Signoff/Transition to Service	TBC	

Resources

None.

ANNEX B

COPFS
Digital Transformation Programme
2022/23

July 2022

IT OPERATIONS AND SERVICE DELIVERY

Datacentres and Digital Systems Resiliency	Corporate Telephony and Enquiry Point Services	ISD Customer Services	IT Infrastructure Solutions

CLOUD SOLUTIONS AND SERVICES

Cloud Digital and Technology Platforms

DIGITAL WORKPLACE

Digital Workplace

CYBER SECURITY AND RESILIENCE

Cyber Security & Resilience

CORPORATE INFORMATION SYSTEMS

COPFS Website	New HR System	Corporate Apps

DIGITAL CASEWORK AND SERVICES

Case Management Systems SCG and LC Priorities	Policy and New Legislation	Digital Evidence Sharing Capability (DESC)	Digital Presentation of Cases in Court (expansion of CMIC)	Case Management Systems: Next Generation Digital Case Management System	Defence Agents Service (incorporating General Booking App)	Witness Gateway

ARTIFICIAL INTELLIGENCE

AI, Cognitive Services, Automation

STRATEGY

Digital Strategy	Information Strategy	Applications and Platform Strategy	Cyber Security Strategy

INFORMATION MANAGEMENT

Electronic Document and Records Management

Contact: Chief Digital Officer, Information Services Division

Operational Performance Committee

Minutes of meeting held on 1 December 2022 by Microsoft Teams

Present:

Stephen McGowan   Deputy Crown Agent – Serious Casework (Chair) (DCA)
Laura Buchan   Procurator Fiscal, Specialist Casework (LB)
Ruth McQuaid   Procurator Fiscal, High Court (RMcQ)
Kenny Donnelly   Procurator Fiscal, Policy and Engagement (KD)
Andrew Laing   Procurator Fiscal, Local Court (AL)
Fiona Roberts   Head of Management Information Unit (FR)
Graham Kerr   Head of Business Management Local Court (GK)
Julie Boyce   Central Operations Unit (JB)
Jack Caster   Legal Assistant, DCA Office – Serious Casework (Minutes)

Apologies:

Robert Tinlin   Non-Executive Director

1. Welcome and Apologies

The DCA welcomed everyone to the meeting, apologies were noted.
AL and JB were welcomed to the OPC.

2. Minutes of previous meeting

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

3. Outstanding actions

- Action 6/22: Recovery Mapping – ongoing
- Action 7/22. Progress of Stats/KPI's- ongoing
- Action 8/22: Policy minutes/work for clearance – ongoing

4. Monthly Stats/Key Performance Indicators

High Court (HC)

RMcQ updated the committee in respect of several preliminary matters-

- Highlighted that the OPC committee may want to clarify where the OPC sits as an escalation route. It was noted that this had recently been discussed at the Victims Forum in relation to the statistics that had been provided. It was noted that resourcing issues would be the main area of concern to be escalated via the OPC. It was suggested that there is a risk of work and an escalation process

being overlooked if it is not included in the agenda as part of the remit of the OPC.

- Discussed the Forensic Network and advised that there is a lot happening with this with key personnel being brought together. Advised that there was nothing substantive to bring to the meeting today, but explained to the committee what personnel from each relevant department was involved and thereafter asked the committee members if there were any suggestions as to who else should be included. It was commented that it had been flagged that a risk champion might be required for the network. It was agreed that the committee would consider this further, and an action was created.

ACTION (9/2022): Local Court (AL) and SC (LB) to consider whether further personnel from these functions should be included in this Forensic Network.

ACTION (10/2022): DCA to contact secretariat to seek advice regarding whether a risk champion is required for the Forensic Network.

- Advised that the Sexual Offences Network has been set up which pulls together HC and S+J data. The intention is to look across both functions to provide a consistent response in these cases. It was flagged to the committee for info that an audit on the quality of sexual offence reports has been commissioned. This audit is ongoing at present and a response is being prepared to DCSI Faulds in Police Scotland. Feedback has already been received from some HC Sexual Offences teams and an update will be provided in due course.

- The DCA noted that a new non-exec director will be joining the OPC in January and so on the back of what has been discussed, the group would benefit from the terms of reference being circulated again.

ACTION (11/2022): PADCA to include OPC terms of reference in agenda and circulate ahead of next meeting.

RMcQ then gave an update in respect of the HC paper and the points of interest were-

- It was highlighted that the previous update at the last committee meeting was positive. In particular, the increase in productivity generally and the rise in indicting had been noted.

- A noted issue of concern is the age profile of cases sitting within HC. Advised that HC is sitting with a quarter of the business in SOT at over a year old. 21% of cases are over 10 months past the CFE date, which it is recognised would have been past the time-bar pre-Covid. It was further noted that the volume of pre-petition work is sitting at just under 60% whereas the intention is to achieve a target KPI of 30%. In terms of marking, 18% of interim marked cases are over

a year old. It was noted that there are some vacancies in the marking teams which may be contributing to this.

- A concern was noted about the difficulties in progressing cases involving children in the manner that the organisation would hope to achieve. Last month's October figures put 11% percent of business at under 7 months which is behind LC (which is in 30%).

- In relation to SCAI Teams, it was advised that additional resourcing is required. It was highlighted that 46 SCA cases were results of large investigations. 30 of these cases are being prosecuted at S+J level. Highlighted that this is all difficult and complex work, and the main concern is that due to the old age of victims and accused, there is extra pressure in bringing these cases to a conclusion.

- In conclusion it was explained that there are pressures across most HC units. These were noted by the committee.

Local Court (LC)

AL provided the committee with a Local Court update. The points of interest were-

- The ICP headline is that the current unmarked cases figure is at 16,500 which is down from a previous high point of close to 20,000. It was noted that the Police have their own back log which although has been reduced from about 8,000 cases to 6,000, is likely to result in an additional 400 to 500 cases per week being reported to COPFS. At present, roughly 3300 cases are reported per week. ICP can clear this many cases but is not able to make progress into the remaining unmarked cases that are sitting. LC is putting more resources into trying to get the figure down. It was noted that there have been recent FOI enquiries, MSP questions, and that this 'backlog' figure raises important reputational issues, so work is being carried out here to address these issues.

- It was noted that the Police appear to have been reverting to a pre-Covid manner of reporting cases in relation to custodies. Of the cases reported from custody, only 16% result in a remand.

- In relation to the summary court backlog, it was highlighted that an important point has been reached in that the outstanding Sheriff summary case figure that was previously at 34,000 is now at 23,000. This is positive progress that could be communicated to staff. In relation to JP cases, this is even better having reduced from 8,000 cases to 5,300. To give a comparison the pre-Covid figure was 3,000.

- In relation to Sheriff and Jury work it was noted that more needs to be done. The figures are not reducing and are either stabilising or continuing to rise. LC are looking at unmarked cases, but further work is required to look at S+J case levels. The numbers of precognitions in hand over the 7-month date have risen

but the numbers of cases allocated has stabilised. The numbers of new petitions have remained fairly consistent but overall, the direction is on the increase. For example, there were 9,000 new petitions in 2018/19. Numbers are now up to nearly 12,000 petitions. It's possible that this increase is due to more cases being investigated and reported.

- Domestic abuse statistics give interesting figures. It was noted that there still seems to be an anomaly with the figures in Edinburgh, and as a result discussions with the Sheriffdom Sheriff Principal and SCTS are planned. The average time is 12 weeks at the moment, but LC is confident that this will reduce to 10 in next 6 months.

In discussion on the above raised issues, the DCA noted that the Sheriff and Jury backlog will likely be a challenging area of business for the next 5 years or so. It was noted that the increase in reported custodies was disappointing. There followed some discussion in relation to the possible interplay not just in guidance but with recent cases in which there were criticisms with decisions to liberate where serious offences have then occurred. The competing pressures on the Police regarding their approach to reporting from custody were noted. It was considered that it may be possible that as a result of these pressures the Police are becoming more risk adverse. KD advised that the Bail Release from Custody Bill is before parliament and that this may require an update to the LA guidelines to the Police if/once passed.

Specialist Casework (SC)

LB provided a verbal update. The matters of interest were-

- Continuing to resource CDIT team. A consultation took place with the LA and the allocated Snr AD yesterday (30 November), and all involved are keen to see the work progress. Commented that good progress is being made.

- Issues in terms of the level of absence in SFIU. At present there is a high level of sickness which is impacting on the ability of the unit to action PM reports also ability to mark death reports. SC is looking at a plan of how support SFIU and ensue key areas of work are completed - especially during the upcoming AL period.

In discussion on the above raised points, RMQ flagged that absence rates are often hidden from statistics. She advised the committee that there is currently a 40% absence rate in HC VIA with lots of this being long term. It was further highlighted that a focus area of the LO's is the performance of VIA within the service. It was discussed that the work in some function's places extra pressure on staff and that rotation may help to alleviate this. In general, it was agreed that this issue may require further inspection and work to address. The DCA noted the concern and advised that this would be something that would be taken forwards in further discussions within SCG.

Policy and Engagement (PE)

KD provided an overview of the Criminal Reform Criminal Justice Bill which is likely to introduce fundamental changes that may impact COPFS significantly. It was advised that Policy will need some resource dedicated to the bill as it will likely have a huge impact on each function.

RMQ asked if KD considered it worthwhile for someone from Policy to sit on the Sexual Offences Network and it was agreed a further discussion about this would take place off table.

5. Recovery Mapping

The DCA advised that this is currently ongoing and advised that SCTS have announced that 2 extra courts will be introduced. The revery statistics given by AL in the LC update were noted.

6. Minutes for OPC clearance

The committee considered the material submitted in relation to victim impact statements. RMQ advised that she knew discussion at the Victims Forum had taken place in relation to this and that this may be a good place to refer it to as it had originated from there. The DCA commented generally that he was content with the sign off process that the proposal had been through, and he was happy to rely on the advice offered.

It was agreed that if members wanted to discuss this further then comments can be submitted - deadline next Wednesday (7 December).

If no comments, then this will be approved.

ACTION (13/2022): Members to submit comments on Victim Impact Statement by CoP 7 December 2022.

7. A.o.b

FR raised the volume of statistics given in advance of the OPC meeting. It was noted that some figures may be overwhelming and unnecessary for the purposes of the committee discussion. It was agreed that national figures would be used, and the statistical data provided will be streamlined for ease of user. It was agreed that members would look at the statistics provided and assess what each require to provide to the committee.

ACTION (14/2022): Members to assess statistics and data provided to the OPC and consider streamlining if appropriate.

The DCA recorded thanks to Robert Tinlin, who is stepping down from non-exec board, for his work on this committee. These thanks were echoed by all in the committee.

8. Date of Next Meeting

To be confirmed by PADCA.

COPFS and QLTR Audit and Risk Committee

Minutes of the meeting held on 23 November 2022

(via MS Teams)

Present:

Members

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

In Attendance

John Logue	Crown Agent, (interim)
Robert Sandeman	QLTR Accountable Officer
Stephen McGowan	Deputy Crown Agent
Lindsey Miller	Deputy Crown Agent
Brian Howarth	Audit Director, Audit Scotland
Keith Dargie	COPFS Chief Digital Officer and Head of Business Services
William Wilkie	Senior Auditor, SG Internal Audit Directorate
Steve Scott	Programme Manager Pathology, Toxicology and Mortuary Service
Marlene Anderson	COPFS Director of Finance and Procurement
Sharon Davies	COPFS Head of Management Accounting and Planning
Ian Palmer	COPFS Secretariat

Apologies

Jim Montgomery	Audit Manager, SG Internal Audit Directorate
Zahra Mahmood	Senior Audit Manager, Audit Scotland

1.

Welcome / Declarations of Interest and Feedback on pre-meetings

JL was welcomed to his first meeting of the group and congratulated on his recent promotion to the post of Interim Crown Agent.

BH was welcomed to his first meeting of the group.

In relation to any discussion at agenda item 12, (COPFS Forensic Pathology and Mortuary Services Procurement) VD advised the meeting that she is a member of the General Medical Council.

ARC members had held a brief discussion prior to the start of the meeting in relation to agenda timings.

2.

Minutes of the Previous Meeting(s)

The minutes of the meetings of ARC held on 6 July 2022 and 14 September 2022 were approved.

Action:

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

3.

Matters Arising and ARC Action Tracker

ARC Paper 44 (2022) Local Court Delivery Assurance Mapping update was noted and approved.

ARC Paper 45 (2022) IT Assurance Mapping update was noted.

The committee were of the view that the update did not contain sufficient detail in relation to the monitoring and review of controls to enable them to provide assurance.

Action:

KD to revise and resubmit update for February 2023 ARC.

4.

Audit Trackers

Internal Audit Tracker

ARC Paper 45 (2022) was noted.

ARC observed that a number of action owners had postponed agreed implementation dates to the significant future. The committee had a concern that this could lead to slippage and a loss of impetus and purpose and asked that COPFS look at how progress against targets is being managed.

Action

KD to review tracker with a view to aligning its narrative with update information in relation to progress with agreed targets for implementing recommendations.

It was agreed that the action table detailed on page 31 of the meeting pack (COVID - Impact on Staff Wellbeing and Morale) has been completed and can be removed from the tracker.

Following discussion it was agreed that Action 1 in the Strategic Relations and Communications section of the tracker can now be removed.

Action

Secretariat to update tracker to reflect agreed changes.

External Audit Tracker

ARC Paper 46 (2022) was noted and approved.

5.

KLTR Update

BS presented **ARC Paper 47- 48 (2022)** and gave an overview of its contents

Highlights included

- Workforce Planning Arrangements and Governance Review

- Ownerless Property Transfer Scheme

- HMRC/Revenue Scotland Engagement

- KLTR Risk Register

The Committee noted the paper and commended the authors for its comprehensive nature. The KLTR Risk Register was also noted.

General discussion followed. ARC supported the formation of a more dedicated governance arrangement for the KLTR. Given the expanding portfolio of KLTR work, the Committee suggested that thought be given to the establishment of an additional ARC/KLTR meeting forum to facilitate further scrutiny and governance.

6.

COPFS Update

JL(CA) gave a general update. This included:

- COPFS remain on track for the publication of SG Budget on 15 December 2022

- Progress update in relation to Court Recovery programme and liaison with partner agencies.

7.

Litigation Update

SMG apologised for the late submission of meeting papers (**ARC Paper 44c and 48**) in relation to earlier agenda items.

He gave a general update in relation to a lessons learned review and ongoing liaison with partner agencies.

Further discussion to take place as to how these updates should be conveyed to ARC in future.

8.

HMIPS Scotland- Review of COPFS management of CAAP – Update

SMcG presented **ARC Paper 48** and gave the Committee a general overview on progress against HMIPs recommendations.

ARC noted the paper and suggested that it could be further enhanced by the addition of a RAG status indicator.

Work continues on how recommendation progress update reports in relation to other HMIPS Reviews will be conveyed to ARC.

9.

Finance Update

MA gave an overview of ARC Paper 49 (2022)

Highlights included:

- Annual Accounts for 2021-2022 have been laid before Parliament, published and are currently with a design company for professional presentation.

- The latest forecast for 2022-23 has been completed. A residual underspend of £4k has been identified.

- Liaison work continues with HOBMs, Finance Business Partners and Head of MAP to identify any potential counter inflationary measures through the scrutiny of business processes and non-staff costs.

- Overtime continues to be closely monitored and controlled.

- COPFS have been successful in securing additional in year funding from Scottish Government to set up a COVID Deaths Investigation Team (CDIT) with associated funding in the following 2 years.

- Bid for additional funding for the additional pressure faced through increased pay awards through cost of living above pay policy has been approved by SG.

- Resource Spending Review was published at the end of May 2022. Current position shows flat cash allocations until 2026-27.

ARC Paper 49A (National Fraud Initiative in Scotland 2022) was noted for the purposes of information only.

10

External Audit – Audit Scotland

BH reported that he and his colleagues are involved in liaison work with COPFS and KLTR to facilitate the transfer to the new external audit team.

ARC welcomed progress.

11.

Internal Audit

WW presented **ARC Paper 50 (2022)** and gave a general overview.

The paper was noted.

ARC Papers 50A 50B 50C 50D 50E were noted as being for information purposes only.

12.

COPFS Forensic Pathology and Mortuary Services Procurement Update

LM and SS joined the meeting to give an overview of **ARC Paper 51 and 51A (2022)**

ARC welcomed the detail of the report and noted progress.

A further update is to be presented to the COPFS Executive Board Meeting in December 2022 where ARC members will also be present.

13.

Assurance Mapping Framework Group 3

MA presented **ARC Paper 52 (2022)**

After discussion the Committee approved the report.

In relation to Financial Management Assurance, it was agreed that a "deep dive" of the operation and management of controls could be scheduled for some point in Spring 2023.

14

Risk Management Group Update

ARC Papers 53A 53B 53C 53D (2022) were noted.

15.

AOB

It was noted that this will be the last meeting of ARC attended by RT.

On behalf of the group, VD thanked Rob for his stalwart services as Chair and the valuable contribution he has made to the work of the Committee.

The meeting echoed these sentiments and wished Rob all the best for the future.

16.

Date of Next Meeting

Wednesday 9 February 2023 at 11 am (via MS Teams)