



CROWN OFFICE  
& PROCURATOR  
FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

# Estates Transformation Strategy 2020-2023

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## Background

The [COPFS Estate Strategy](#), published in 2016 set out the approach to how we would maintain and develop our estate over the 10-year period 2016-26 by providing an efficient and fit for purpose estate.

It concentrates on minimising the expense of running our estate and has principally concentrated on how to reduce costs over the 10 year period 2016-26. This approach has already delivered on one of the key objectives to reduce estate costs by 20% by 2021 with a cumulative saving of £2.51m over the 4 years to 31/3/21 against an annual cost in 2014/15 of £10.64m (23.6% saving). The proposal for Ayr will save a further £129,100 per year from May 2021. The strategy is still very relevant today and will continue to be implemented, providing the basis and background on which this transformation strategy is developed.

The Estates Strategy was based around reducing staff numbers, however, we have actually increased staff numbers in the interim. While we currently have approximately 150 more members of staff than was in the original published strategy, it is still very much the aim throughout the life of the strategy to accommodate the current numbers of staff within less space but without detriment to wellbeing.

The impact of Covid19 during 2020 reduced the working densities at all our offices. This has not stopped offices being manned where absolutely necessary to support partners in justice delivery, however the longer term impact is unknown. It has been the case that digital working and home working have accelerated as a result of Covid19 and this delivery model may allow us to continue to operate with reduced maximum office numbers.

There have been many projects undertaken since 2016 at a corporate level that are also changing the way we carry out our day to day business. Case Management in Court (CMiC), Fair Futures (FF), Future Ways of Working (FWOW) and the Digital Strategy are just examples of how we are evolving not only through the practicalities but also in trying to make COPFS a better place for staff to work.

This Estates Transformation Strategy is based on decisions by the Executive Board and recommendations from the Resources Committee as set out in Annexe B and continues to encourage a smarter, leaner, more fit-for-purpose estate, with a focus on flexibility, efficiency and modernisation.

## Strategic Content

This Estates Transformation Strategy sets out how estates transformation is not simply about the number of buildings that we have but how we aim to transform those offices and deliver an estate that works for everyone.

COPFS currently has 46 offices, 8 are owned by COPFS, 10 are leased, 2 held on MOTO agreements and 26 are co-located within Sheriff/High Court buildings, a reduction of 5 offices since 2016.

Underpinning the Estates Transformation Strategy are five strategic priorities for the estate which are set out below:

1. Right Place – we aim to have buildings located in the right place to support an efficient and effective service whilst providing reasonable access to justice across Scotland.
2. Right Size –we aim to have an estate which is the right size, with sufficient flexibility to efficiently and effectively work alongside criminal justice partners
3. Right Configuration - we aim to provide good quality buildings, with sufficient functionality and flexibility, to support the effective operation and delivery of the business, wellbeing of staff and to meet the diverse needs of our customers.
4. Right Condition – we aim to provide and maintain a sustainable estate in the right condition to support the effective operation and delivery of business and to minimise the potential for any disruption to that business.
5. Right Price – we aim to deliver services and investments which are value for money, at the right time and right quality.

## Guiding Principles

The principles which will continue to guide our approach to transforming our estate in COPFS will be to ensure that people are at the forefront of every decision. In COPFS we want an estate that works for everyone whether they are staff, customers or Criminal Justice partners. The transformation of our estate will be underpinned by the Estates, People, Finance and Digital strategies. It is not possible to gain the maximum benefit from any of these strategies in isolation, they must be developed and delivered concurrently and with continuing reference to each other.



## Estate Transformation Plan

This plan shows how the estate can be a powerful catalyst for transforming, for the better, the way that COPFS works – both in how its services reach the public, and in how its own staff work. This plan sets out how the workspace will be modified to enable the realisation of the plan.

The Support Services Directorate will therefore

Ensure that all work undertaken provides value for money and provides a corporate feel across the whole of the COPFS estate, to enable all COPFS staff to have access to the same facilities, where practicable;

Review our existing estate and design areas that fit modern working practices, are compliant with health & safety legislation relating to Covid19 and are fit for purpose, flexible and take into account the types of work staff undertake recognising role requirements and ensuring the right space is available at the right time;

Design areas to take account of the Future Ways of Working where space will be used by a more flexible/mobile/agile workforce, including increased home working, rather than the previous 5 days per week. Case Management in Court has expanded the potential for introducing alternative layouts with less storage requirements for paper. Expanding the use of laptops as per the Digital Strategy will enable working environments to be changed to suit the business needs;

Design COPFS offices to provide the right type of environment to ensure that every COPFS office is engaging, relaxing and welcoming to all COPFS staff and our service users, reflecting our values of respect and being professional and taking into account any disability and equality considerations;

Ensure that staff have suitable equipment and furniture for safe, compliant and effective home working;

Design break out spaces that cater for staffs' requirements and are relaxing places to encourage staff to take a break and increase wellbeing;

Design modern agile multipurpose meeting spaces that can cater for any type of meeting, whether digital or face-to-face;

Design touchdown spaces that allow for agile staff to continue working without disrupting office environments;

Work with the Justice Sector in relation to co-location of partners within our office space and vice versa to ensure more efficient working practices and delivery of integrated services;

Consider the remodelling of 'Procurator Fiscal's Offices' to something which better fits with our business model where offices accommodate staff from across COPFS;

In 2020 we were successful in accessing increased capital funding from the Scottish Government for a 5-year period commencing in 2021/2. However, this funding was still lower than the funding required and we will continue to seek additional capital investment to enable estates transformation that will transform the internal working space for all staff and members of the public. This will be done in collaboration with ISD to ensure any additional funds can assist in providing the digital platform to springboard the Future Ways of Working and subsequent estates transformation.

Consider Police Office location/accommodation and SCTS accommodation when leases are up for renewal, and work with them to reach a smart resolution.

## **Specific Future Priorities**

To deliver the best possible services we need an estate with workspaces that are fit for purpose and built around the service requirements. The priorities in this Estate Transformation Plan are designed to deliver an estate that truly works for everyone with modern workplace design alongside the technology from our Digital Strategy and agile working principles from our People Strategy.

The high-level priorities for the next 3 years which will help COPFS to continue to translate the guiding principles into practice are set out below. A detailed delivery roadmap is set out in Annex C.

### **Deliver Value for money**

We will ensure that any office we occupy delivers value for money in terms of costs relating to rent and rates. We will work with Scottish Futures Trust to take maximum advantage of lease breaks or opportunities to release COPFS from existing high maintenance properties.

We will ensure that the properties we retain are maintained to the same level throughout our estate.

## **Smarter working workspace design**

Smarter Working is about combining benefits to the business – improved productivity, better engagement and reduced estate costs – with benefits to our people. It is about providing the working and workplace arrangements to help our people make intelligent choices about where and when they work, improving productivity, creating a better work-life balance and providing an environment equipped for rapid change.

We will review how office space is used and design easy systems for booking desks/storage, quiet areas, touchdown areas and meeting spaces that fit the work that staff do rather than a one size fits all for all our offices ensuring that a corporate COPFS identity is retained throughout. Our transformed estate needs to support the Future Ways of Working and Flexible Working policies, opening up the workplace to a more diverse workforce and assisting to improve staff wellbeing and engagement.

## **More joined up services**

Framed by shared space, shared services and modern workplace design, these working environments harnessing digital connectivity will provide the platform for true partnership working with not only Criminal Justice partners but potentially with other organisations with whom we work closely.

Criminal Justice partners face the same issues as we do and collaboratively seeking to share services could pave the way for true collaborative working between agencies with the potential to save money and enhance already good working relationships.

Supporting the restart of criminal trials post Covid19 lockdown has seen COPFS occupying additional space in the SCTS estate in the medium term such as former jury dining rooms. This collaborative approach will continue.

## **Environmental efficiency**

Linking to the People Strategy and the Digital Strategy transforming the way in which we work will significantly reduce not only our carbon footprint but space due to the diminishing requirement for paper-based case files. We will undertake the following work in our owned offices.

We will improve energy efficiency by replacing all lighting in all our office space with LED lighting and by replacing old boilers in offices with alternatively fuelled systems to help us work towards achieving a carbon neutral estate.

## **Maintenance Programme**

Conduct appropriate backlog maintenance, statutory compliance works and improvements. This will improve assets and facilities so that those using them have a high-quality experience in a safe and appropriate environment.

We will undertake backlog maintenance including DDI compliance and upgrades to bring them in line with other COPFS buildings.

We will arrange a fresh condition survey of our estate during 2021.

### **Link to other strategies**

As outlined above the People, Finance and Digital Strategies are key to enabling our estates transformation. Improved technology and ways of working policies are part of the process to reducing the space required and the more flexible ways in which our staff work. There are, however, fundamental improvements that can be made to our estate in preparation and to pave the way for those opportunities and plans will be designed with that in mind. All these strategies are intrinsically linked, and it will be through collaborative working that we will be able to deliver all the planned improvements.

### **Risks**

The Support Services Directorate will work with senior managers across COPFS to manage the following key risks, escalating issues to the Risk Management Group as necessary:

- Reduction in capital monies from the anticipated allocation would severely impact the ability to deliver this plan;
- Reduction in running costs would inhibit this strategy;
- Reduction in the Business Support Services staffing complement would inhibit this plan, given the limited estates and facilities management trained resources currently available;
- This plan is inextricably linked to the underlying Estates Strategy and to the Digital, People and Finance Strategies. Without delivery of the digital elements and the Future Ways of Working the transformation required would not be possible.
- A change in culture is required to embed Future Ways of Working and any apathy would be detrimental to the planned transformation;
- Dependency on other CJ partners regarding shared accommodation;
- Disruption or increased costs, following Brexit in relation to procuring of goods and services and any impacts on the overall budget;
- Disruption following Covid19 in relation to the efficient use of premises;
- Disruption in the event of a lack of succession planning within Business Support Services/Estates.
- Dependency on Shared Services with SCTS for certain aspects of estates management; and,

- The limited space and structure within certain locations may impede the ability to transform the space into the fully modern and flexible environment desired.

## Performance Measures

We will monitor the success of the plan by using the following measures

- COPFS Offices that are consistent in feel, layout and facilities;
- COPFS Offices that fit our modern ways of working;
- COPFS Offices that are welcoming for every COPFS member of staff and for all our service users;
- Continue to achieve the economies as set out in the original Estates Strategy;
- Compliance with the Disability Discrimination Act across the whole Estate;
- Increased use of co-location working with Justice Partners within existing sites.

## Governance

The implementation of the plan will be through the Shared Service Board and the Support Services Directorate will report progress with delivering the priorities in the plan to the Resources Committee, who in turn will make recommendation to COPFS Executive Board.

Stakeholder engagement and communications will involve the use of appropriate project management principles dependent upon the size of the transformation work, including review by the Future Ways of Working Programme Board and Trade Unions.

Each phase of implementation will also have Working Groups made up of representatives of the affected teams and functions in each location, to ensure that requirements are captured and delivered, and to secure the commitment of senior local involvement from all functions.

The Delivery Roadmap at Annex C represents a possible route through implementation, but the exact dates and outcomes are dependent on the actual recommendations from Resources Committee and decisions taken by COPFS Executive Board.

## Annex A - Estate Strategy savings to date Jan 2021

ESTATES RUNNING COSTS	Year 1 (2017-18)			Year 2 (18-19)			Year 3 (19-20)			Year 4 (20/21)			Year 5 (21-22)		
	Current Cost 17/18	Proposed Cost	Difference (+ means	Cost 17/18	Proposed Cost	Difference (+ means									
Airdrie	£258,853	£258,853	£0	£258,853	£83,068	£175,785	£258,853	£83,068	£175,785	£258,853	£83,068	£175,785	£258,853	£83,068	£175,785
Stirling	£260,464	£260,464	£0	£258,853	£204,524	£54,329	£260,464	£0	£260,464	£260,464	£0	£260,464	£260,464	£0	£260,464
Falkirk	£61,421	£61,421	£0	£258,853	£61,421	£197,432	£61,421	£61,421	£0	£61,421	£61,421	£0	£61,421	£61,421	£0
Kirkcaldy	£220,365	£255,365	-£35,000	£258,853	£153,740	£105,113	£220,365	£153,740	£66,625	£220,365	£153,740	£66,625	£220,365	£153,740	£66,625
Hamilton	£479,042	£479,042	£0	£479,042	£479,042	£0	£479,042	£479,042	£0	£479,042	£479,042	£0	£479,042	£479,042	£0
Oban	£30,952	£55,952	-£25,000	£30,952	£0	£30,952	£30,952	£0	£30,952	£30,952	£0	£30,952	£30,952	£0	£30,952
Dundee	£255,334	£173,716	£81,618	£255,334	£300,000	-£44,666	£255,334	£300,000	-£44,666	£255,334	£300,000	-£44,666	£255,334	£300,000	-£44,666
Perth	£195,980	£129,812	£66,168	£195,980	£129,812	£66,168	£195,980	£129,812	£66,168	£195,980	£129,812	£66,168	£195,980	£129,812	£66,168
Aberdeen	£373,099	£253,139	£119,960	£373,099	£253,139	£119,960	£373,099	£253,139	£119,960	£373,099	£253,139	£119,960	£373,099	£253,139	£119,960
Greenock	£185,349	£185,349	£0	£185,349	£185,349	£0	£127,349	£0	£127,349	£127,349	£0	£127,349	£127,349	£0	£127,349
Ayr	£142,000	£142,000	£0	£142,000	£142,000	£0	£142,000	£142,000	£0	£142,000	£142,000	£0	£142,000	£12,900	£129,100
<b>Grand Total</b>	<b>£2,462,859</b>	<b>£2,255,113</b>	<b>£207,746</b>	<b>£2,697,168</b>	<b>£1,992,095</b>	<b>£705,073</b>	<b>£2,404,859</b>	<b>£1,602,222</b>	<b>£802,637</b>	<b>£2,404,859</b>	<b>£1,602,222</b>	<b>£802,637</b>	<b>£2,404,859</b>	<b>£1,473,122</b>	<b>£931,737</b>
<b>Cumulative Total</b>			<b>£207,746</b>			<b>£912,819</b>			<b>£1,715,456</b>			<b>£2,518,093</b>			<b>£3,449,830</b>

## **Annex B - Executive Board Decisions July 2020 onwards**

In July 2020, the Resources Committee considered an Estates Options paper and agreed the following:

Ayr – Support Services Directorate to bring forward an options appraisal to the Resources Committee which includes the possibility of termination of the Ayr office lease and relocation of the staff including the option to Kilmarnock COPFS office.

Edinburgh – Support Services Directorate to bring forward an options appraisal to Resources Committee which includes the possibility to wholly locate all Edinburgh staff at the Crown Office through possible refurbishment, re-desking and blended working.

Glasgow - Support Services Directorate to bring forward an options appraisal to the Resources Committee which includes the possibility of termination of all the Legal House leases and options for relocation of staff, relocation of the college, noting the requirement to close the current data centre facility.

Perth - Support Services Directorate to bring forward an options appraisal to the Resources Committee including the possibility of termination of the Perth office lease and relocation of the staff to Dundee COPFS office.

Kirkcaldy - Support Services Directorate to bring forward an options appraisal to the Resources Committee including the possibility of termination of the Kirkcaldy office lease and relocation of the staff including the option to jointly locate within Police Scotland, Kirkcaldy office.

Estates Transformation Strategy - Support Services Directorate to progress a refresh of the Estates Transformation Strategy (this document) to encompass the foregoing.

The agreement of the Executive Board will be required to the recommendations of the Resources Committee for each project in the Estates Options paper.

# Annex C - Delivery Roadmap

	2020-21		2021-22				2022-23			
	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar	Apr-Jun	July-Sept	Oct-Dec	Jan-Mar
<b>Deliver Value for Money</b>		Edinburgh PFO: With Scottish Courts' ambitious tribunal plans proceeding, we will take advantage of the opportunity to re-locate from 29 Chambers Street to the Crown Office or more cost effective functional accommodation in the Edinburgh Area.								
	Ayr PFO: We will complete building warrants and alteration works to enable Ayr PFO downsizing/relocation by April 2021		Perth PFO: Use the lease break opportunity in Perth to relocate our staff to the Dundee PFO by 31st March 2022					Kirkcaldy PFO: Use the lease break opportunity to relocate our staff to the refurbished former Kirkcaldy Police office alongside the new Sheriff Court Annexe by the lease break date of 9th February 2023		
		Undertake workspace design for Ballater Street to enable termination of the lease of Legal House by May 2023						Complete refitting of Ballater Street to accommodate relocation of the Legal House operational units and terminate the Legal House lease		
<b>Smarter Working Workspace Design (FWOW)</b>		Crown Office: Complete workspace design in Crown Office to reflect the requirements for our headquarters. This will include adequate touchdown and meeting spaces. It will also take into account the above possibilities regarding the re-location of Edinburgh PFO						Kirkcaldy: Undertake workspace design to take account of the relocation of the Kirkcaldy Office		
		Kilmarnock: complete workspace design and refitting to take account of the Ayr Office options.		Dundee: Undertake workspace design to take account of the closure of the Perth Office						
		Glasgow: Complete workspace design in our biggest central belt office with the biggest flow of transient staff to ensure that it is in a position to maximise the opportunities of the People and Digital Strategy.						Hamilton & Paisley: Undertake workspace design to take advantage of the space that is available within Hamilton & Paisley PFO's		
		Covid19: We will engage with the FWOW Programme Board and Shared Service Board to plan the impact on the estate of future ways of working and incorporate the planning in future								
<b>More Joined Up Services</b>		Ayr: Seek to establish a small touchdown COPFS space for legal staff in or near to Ayr Sheriff Court.		Dumbarton, Dumfries, Tain, Peterhead, Elgin, Jedburgh: - We will look at at co-location with Police Scotland in these COPFS owned or lease buildings where COPFS have spare accommodation				Dundee, Hamilton, Paisley: - We will look at scope and options for co-location with Criminal Justice partners when we look at re-designing our accommodation in these offices.		
				Perth: Seek to establish a small touchdown COPFS space for legal staff in or near to Perth Sheriff Court				Kirkcaldy: We will co-locate with SCTS and Police Scotland at the new SC Annexe		
		Glasgow & Edinburgh: -We will also look at scope and options for co-location with Criminal Justice partners as an interim measure in resolving Covid 19 space planning pressures and on a long term basis when we look at re-designing our accommodation in these offices.								
<b>Environmental Efficiency</b>				Replacing all lighting in all our office space with LED lighting. Explore installation of EV car charging points				Explore heating replacement options to enable zero carbon solutions		
<b>Maintenance Programme</b>				Backlog Maintenance in respect of DDA Compliance and 2017 Conditional Survey and initiate the next full condition survey of the estate						