



**CROWN OFFICE
& PROCURATOR
FISCAL SERVICE**

SCOTLAND'S PROSECUTION SERVICE

Meeting: BUSINESS PROCESS IMPROVEMENT COMMITTEE

Date: 26 February 2019

Chair: Stephen McGowan, DCA, Local Court - SM

Attendees: Ian Walford, Deputy Chief Executive – IW
 Robert Tinlin, Non-Executive Director – RT
 Keith Dargie, Chief Digital Officer - KD
 Nancy Darroch, Head of Business Management, Local Court - ND
 Graham Kerr, Director of Support Services – GK
 Bill Comrie, Head of Business Management, Serious Casework Group – BC
 Anthony McGeehan, Head of Policy – AM
 Maria Kicinski, Corporate Office - MK
 Deborah Wilson-McKay, Secretariat - DWM

Apologies: N/A

Agenda:

1. Welcome, Apologies and Agreement of AOB
2. Minutes of Last Meeting and Action Log
3. Portfolio Dashboard and Prioritisation
4. ISD Transformation Fund update
5. Draft ISD Delivery Plan
6. Risks
7. AOB

Item	
1.	Welcome, Apologies and Agreement of AOB
	The Chair welcomed members to the meeting. There were no apologies. All new members were warmly welcomed by SM.
2.	Minutes of Last Meeting and Action Log
	<p>The amendments to the minutes of the meeting held on 24 October 2018 were agreed and approved as the final version.</p> <p>The Action Log was discussed and updates noted as follows:</p> <ul style="list-style-type: none"> • Small Changes Update: The paper 'Strategic Approach to Case Management Application Improvements' is discussed at Agenda Item 5; this paper refers to the small changes updates elements discussed at the BPIC meeting in October 2018; • RESPOND: Analysis and development update provided in the ISD Portfolio (Agenda Item 4).

3.	<p>BPIC Remit</p> <p>The Board discussed and approved an updated BPIC remit reflecting the relevant secretariat, membership and functions references. ISD has taken on responsibility for providing secretariat support to the Committee, supporting the Chair (Deputy Crown Agent - Local Court). Ian Walford (DCE) represents corporate finance matters; Bill Comrie (Head of Business Management, Serious Casework Group) becomes a member and Graham Kerr's job-title updated to reflect his Director of Support Services role.</p>
4.	<p>Portfolio Dashboard and Prioritisation</p> <p>KD provided an outline to the ISD Portfolio Dashboard and highlights were noted as follows:</p> <ul style="list-style-type: none"> • Portfolio Management – The ISD Portfolio was presented to the meeting. KD explained that from April 2019 onwards an enhanced ISD Portfolio and related information will be submitted to BPIC. DWM outlined ISD's plans for deploying enhanced portfolio management solutions. It was agreed to continue utilising the BPIC scoring matrix for agreeing project prioritisation and inclusion in the delivery portfolio. KD will provide the 2019/20 ISD Portfolio - factoring the known or proposed corporate priorities and strategic commitments - for review and discussion at the next BPIC meeting. It was acknowledged that the projects portfolio will evolve to reflect corporate decision making and prioritisations over the course of the year. • Corporate Wi-Fi - The Corporate Wi-Fi Project has successfully delivered the phased rollout of the new Wi-Fi solution to all COPFS office locations, enabling staff issued with COPFS corporate laptops or tablets to have enterprise levels of wireless connectivity from any office location. ISD completed the rollouts ahead of schedule. The supplier external Wi-Fi monitoring and management service is being enabled by end of February, with ISD's domain monitoring solutions already in place. KD gave a brief outline of the processes, controls and security protocols for the Guest Wi-Fi service (for COPFS' external business users and visitors), which will be launched in early March and information published on PF Eye shortly. KD will arrange for non-exec directors to be connected and the guest service will be available for use by the Japanese Justice Delegation visit. The Wi-Fi in court solution, a negotiated arrangement with SCTS to allow full CMiC Wi-Fi connectivity within the appropriate court environments, is planned for implementation in March with the necessary IT infrastructure fully in place. • CMiC - The Case Management in Court (CMiC) national rollout remains on track for delivery to all COPFS offices by end of March 2019. The ISD - CMiC Transformation Team continues supporting staff and is publishing regular communications and guidance. The above Wi-Fi in court solution is planned for full implementation in March to further support the use of tablets in court. Work to implement the CMiC resiliency solution is nearing completion. As part of this work, ISD is developing solutions for introducing streamlined and more user friendly CMiC security and user authentication methods. Delivery is expected later in March. A full CMiC resiliency <i>simulation</i> exercise will take place when the full system elements are in place, part of a series of three simulation exercises being defined by KD and supporting the development of COPFS' corporate business resiliency planning. It was noted by IW (CMiC Project Executive) that the Board has agreed that we should extend the scope of the project to include the development of the app to cover all solemn business, with project and

business plans being developed. A query was raised regarding the CMiC Project Board membership, which will be reviewed to reflect the completion of the national rollout and the inclusion of Sherriff & Jury and High Court. SM noted that consideration must be given regarding the use of CMiC iPads not only for court presentation but also for case preparation. Members agreed that to maximise the benefits of the project this should be analysed further. Recognition was also given to the complex way in which different types of cases are prepared.

- **MI Solemn Workload** - While the design and development of this project was proceeding to plan, due to unforeseen technical skills resource availability scenarios, it was necessary to divert a key lead ISD developer resource from this project to complete the integration of the CMiC resiliency solution to the case management systems. The re-aligned delivery plan will complete the MI Solemn Workload solution by end-March, followed by user testing and a formal pilot exercise in April and May respectively. The updated schedules and milestones have been discussed and agreed with the MI Solemn Workload Project Executive.
- **Auto Ordering of Statements** - The pilot commenced in October 2018 with an enhanced solution deployed for testing in December 2018. This digital solution introduces significant benefits for COPFS and its external partners, with automation resulting in reporting agencies receiving statement requests quicker and allowing them to plan and submit statements to us in a timely manner. After successful testing and monitoring, the formal solution was launched in February 2019.
- **RESPOND** – BPIC were updated on the analysis and approaches for developing a plan for delivering enhancements or a replacement to the RESPOND solution. Issues experienced with ISD recruitment means that a detailed solutions proposal and delivery plan will be provided to BPIC at its next meeting (April). Progress to date includes ISD confirming that the existing product can continue being used; the ISD Enterprise Solutions team holding analysis sessions with key RIU stakeholders to scope requirements of the functionality and features they wish the future solution to include, and meeting with the supplier to explore solutions options. RIU stakeholders are fully engaged in this process. ISD will provide BPIC with a detailed solutions proposal and delivery plan at its next meeting.
- **Justice Digital Transformation Funded Projects** - Significant effort and focus has been required over recent weeks for ISD and its strategic applications development partner to deliver the advanced prototypes, infrastructure and solutions by the end-year timeframes for the three funded projects - Witness Portal Website, Police/COPFS Legal Documents Data Exchange and the enhanced Secure Disclosure Service (SDS) website. All three projects remain on track for delivery of the prototype and information flow solutions. The following solutions will be delivered by end-March 2019:
 - IT infrastructure for supporting the new Witness Portal and SDS systems;
 - Witness Prototype solution: an advanced digital prototype solution including a web portal to enable COPFS witnesses to securely review their statements and any other information they need in advance of their case; digital access to COPFS letters or

	<p>documentation issued to witnesses; a facility for witnesses to indicate their non-availability to attend court; links to appropriate guidance and other useful information (including appropriate links to partner and support services); digital notification alert options; digital expenses claims facilities; and, a Chatbot facility to assist users of this new service accessing information using innovative digital technology solutions);</p> <ul style="list-style-type: none"> • Enhanced Secure Disclosure Service prototype solution incorporating enhanced features to initiate next-step discussions with key stakeholders (incl. defence agents); • Legal Documents Database solution enabling the digital data workflow and sharing of citations information between the COPFS and Police Scotland case systems; it has been agreed, for information assurance management purposes, that a phased approach will be applied using the solution in place by end-march with test data ahead of the fully tested, assured and data sharing agreements underpinned solution being deployed over the first weeks of the 2019/20 corporate year. <ul style="list-style-type: none"> • Reflecting the timing of the assignment of funding, the initial development of the Witness Portal and enhanced SDS prototypes is focused on COPFS' previously defined business vision and functionality requirements. The availability of the advanced prototypes will support further engagement with COPFS and other key stakeholders to assure and complete the development of versions for formal user testing and subsequent live use. ISD is engaging with its Policy and Engagement colleagues as part of these initial processes. The ISD project management being applied will define the next-step stakeholder engagement, assurance and agreed approaches for finalising, testing and implementing the new solutions over the coming months. The project management plan incorporates the application of the Scottish Government's <i>Digital First</i> and COPFS' information assurance processes. An initial <i>Digital First</i> assessment is being carried out in March to support the next-step engagement and solutions development. • The prototype solutions will be presented at a COPFS <i>Case Management Digital Transformation Summit</i>, a key element of the Digital Strategy delivery plan for key stakeholders to discuss and define our case management development and innovation priorities. KD will engage with key stakeholders on the format, content and proposed outputs for the Summit. The COPFS work completed to date provides important and scalable infrastructure and digital platforms for consideration to support COPFS' strategic and business delivery needs and also support the potential development of future national digital information online solutions. • It was noted that to take full advantage of Chatbots and Live Chat digital capabilities will involve consideration and alignment with COPFS' business strategies and practices. • SM and the board recognised the significant business benefits that could be achieved by the implementation of the full solutions being deployed. • SM and GK requested the (Legal Documents Database) benefits to Police Scotland and COPFS are captured as part of the project deliverables and
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	benefits. KD will ensure this information is captured and documented.
5.	Strategic Approach to Case Management Application Improvements
	<p>KD presented the 'Strategic Approach to Case Management and Application Improvements' paper, which KD and GK had collaborated on. This paper sets out a methodology for a modular and strategically aligned business process approach for developing and delivering strategic and improvements to COPFS' Case Management Applications. BPIC had discussed previously the options for planning and managing small systems changes to the mission critical case management applications, with proposal elements factored to this paper. BPIC supported the principles outlined in the paper, including the modular development approach that has proven successful to date for delivering digital information systems improvements, but requested specific workflow details showing the decision making processes for small systems changes and for the overall stakeholder engagement and governance arrangements (including how it will align with the Local Court and Serious Casework Improvement Boards). KD will circulate an updated paper incorporating these elements to BPIC.</p> <p>KD highlighted that the strategic themes and approaches outlined in this document and, the agreed and packaged small systems change improvements to our current case management systems, will be factored to the abovementioned Case Management Digital Transformation <i>Summit</i>. This will enable key stakeholders to discuss and define our case management development and innovation priorities, developing cohesive and interconnected planning between our immediate and medium and longer-term case management and strategic digital priorities. A Case Management Development Plan will be published summarising the summit outcomes and defining the agreed transformation priorities.</p> <p>It was noted that small system change requests can be of significant benefit to our business but that these can often develop into significant work activities requiring significant resources from ISD and therefore has potential risks of competing priorities and impacting on in-flight projects. KD confirmed that the ISD IT Service Management processes are designed to manage such scenarios and the processes will be outlined in the updated paper.</p>
6.	Risks
	No Risks were highlighted.
7.	AOB
	No AOB was raised by the Board.

Date of Next Meeting: 8 May 2019, Conference Room 1, Crown Office

ACTION TABLE

Meeting	Action	Member	Due Date	Update
26 February 2019	To reflect the COPFS efficiency and process savings delivered from the implementation of the Legal Documents Database digital transformation solution	Keith Dargie	Part of the project delivery and documentation process	Position update provided at BPIC meeting on 8 May
26 February 2019	'Strategic Approach to Case Management and Application Improvements' paper to be updated to reflect the detailed decision making processes for small systems changes and for the overall stakeholder engagement and governance arrangements	Keith Dargie	8 May 2019	Updated paper circulated to BPIC for comment and ratification at 8 May meeting
26 February 2019	2019/20 Portfolio Dashboard and Prioritisation	Keith Dargie	8 May 2019	ISD Portfolio for 2019/20 to be discussed via BPIC agenda item at 8 May meeting
26 February 2019	Respond: Analysis and delivery updates regarding approaches to be submitted for BPIC to review as part of the Portfolio updates	Keith Dargie	8 May 2019	Update will be provided via the ISD Portfolio discussed as a standard BPIC agenda item