



**CROWN OFFICE
& PROCURATOR
FISCAL SERVICE**

SCOTLAND'S PROSECUTION SERVICE

Meeting: BUSINESS PROCESS IMPROVEMENT COMMITTEE

Date: 8 May 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
 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. Modular Case Management Changes and Enhancements: Workflow and Prioritisation Proposal
4. BPIC Priorities and ISD Portfolio:
5. ISD Portfolio
6. Digital Strategy: Delivery Plan
7. Risks
8. AOB

Item	
1.	<p>Welcome, Apologies and Agreement of AOB</p> <p>The Chair welcomed members to the meeting. There were no apologies.</p>
2.	<p>Minutes of Last Meeting and Action Log</p> <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> <p>Action Log Update:</p> <p>KD provided an update on the Legal Documents Database/Witness Citation digital information systems solution. The final phase of integration with Police Scotland systems involves the use of 'live' Police Scotland data (test data used for the development</p>

	<p>phases), which is being defined at a workshop with ISD and Police Scotland IT colleagues. Access to Police Scotland IT resources is still a concern, and commitment is being sought on their resources needed to deliver the project to completion. Any issues will be escalated to KD.</p> <p>The Board accepted the proposed framework for managing and prioritising Case Management and Application Improvements. It was agreed to review the current BPIC prioritisation matrix to reflect evolving approaches to project prioritisation within the context of digital transformation and modernisation. This will be considered in line with BPIC's prioritisation of the outcomes of the Digital Transformation and Case Management Summit for inclusion in the ISD Portfolio programme. An overview of the potential amendments to the BPIC prioritisation matrix will be presented for initial discussion at the June BPIC meeting to seek the committees views, ahead of these being firmed up for application by BPIC's to prioritise the projects and initiatives deriving from the summit.</p> <p>Other actions as noted in the minutes or discussed via the agenda items.</p>
3.	<p>Modular Case Management Changes and Enhancements: Workflow and Prioritisation Proposal</p>
	<p>KD highlighted the minor amendments made to the circulated paper reflecting the Committee's previous discussion points. The Committee also reviewed the related Case Management Improvement Framework Diagram, which defined the key business and decision making processes. An additional escalation route to BPIC in the event of any prioritisation conflicts or portfolio resourcing and delivery schedule issues was requested. An updated diagram with this element will be presented at the next meeting for Committee awareness. The Chair emphasised the need for Committee members and their managers of the need to determine the business area decision making and engagement needs for members of the user group. It was agreed the Case Management User Group will combine senior stakeholders and end users to ensure a full end to end process and system understanding for decision and prioritisation purposes. KD stated that a remit for the group would be circulated as part of the establishment process. Keith also highlighted the role the user group would have in regard to assessing the current list of case management systems changes submitted to ISD, which will be themed for consideration along with the overall strategic and current case management improvement items being discussed at the Digital Transformation and Case Management Summit. ISD will apply appropriate pre-summit engagement to structure the existing improvement request items to facilitate discussion at the summit.</p> <p>IW requested clarification on the preferred submission channels and forms to be used to submit case management change requests. KD outlined the ISD Service Catalogue and Service Desk change requests processes. He also explained the ISD Enterprise Solutions Gateway mechanism and its interactions with the Case Management User Group. The ISD - Head of Enterprise Solutions, Gillian McNamara, will issue further communications on the 'Enterprise Solutions' business solutions gateway and processes, which will be part of the next-stage digital strategy and ISD programme communications being published in June.</p>
4.	<p>BPIC Priorities and ISD Portfolio</p>
	<p>Case Management Summit Outcomes: The Chair reiterated the intention for the output of the Digital Transformation and Case Management Summit to define the projects for prioritisation by BPIC, incorporating the planned focus on the development and improvement of our existing case management systems along with new information systems and innovation from the innovative use of appropriate digital technology. It was</p>

	<p>noted that other COPFS improvement initiatives, for example, the Local Court driven 'EPIC' business process reviews and Future Ways of Working projects will be factored and aligned with the summit. A tactical and strategic approach to transformation will be reviewed as part of the output, with a Case Management development plan published. BPIC will prioritise the initiatives using its agreed corporate prioritisation scoring mechanisms at a post-summit meeting. KD informed the Board that diary co-ordination around key stakeholder availability for a date for the summit was proving challenging and that a date and invitation to attend will be issued imminently. Senior managers will be asked to include colleagues from their teams to attend the summit, with any additional attendees becoming clearer after the draft agenda is circulated in due course.</p> <p>Corporate Strategic Alignment: It was agreed that all pending Stage 1 and Stage 2 business improvement submissions will be reviewed after the summit to determine whether the business cases remain valid and to incorporate clarified strategic and operational prioritisations etc. KD will provide an overview of the current Stage 1 and 2 documents at the next BPIC meeting for the Committee's awareness and to help coordinate and steer the subsequent BPIC activities.</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> <p>Portfolio Management: The (new draft design format) ISD Portfolio was presented. The Committee were content with the portfolio format and layout, which will be used to document the BPIC post-summit corporate improvement projects and priorities. As discussed, an amended prioritisation matrix will be presented to the Committee, with the agreed prioritisation matrix being used to confirm the BPIC programme of work in line with the above processes.</p> <p>JDS: Witness Portal, and Enhanced SDS Portal Prototypes and Legal Documents Database/Citations Solution: All three solutions funded as part of the Scottish Government's justice digital transformation fund were completed to the appropriate scope and status by the end-March 2019 target delivery deadline. The Witness Portal Prototype was presented to some internal colleagues and to senior Scottish Government Justice Directorate officials, with the solution positively received. KD highlighted the successful independent <i>Digital First</i> audit assessment by Scottish Government. KD outlined the vision for the prototype solution to provide the platforms and to be extended for use as the envisaged Scottish national portal, with the related project scoping and steps due for further discussion with Scottish Government. It was confirmed it is anticipated that any future development work associated with the Witness Portal proof of concept will likely involve ISD applications development resources, on the assumption (based on feedback to date) that the solution requires minimal enhancement and development to proceed with formal testing and evaluation. The three funded solutions will be presented internally and at the Digital Transformation and Case Management Summit. Project planning and formal stakeholder engagement will be devised in line with the summit outcomes.</p> <p>Corporate Wi-Fi: COPFS' corporate Wi-Fi Project was successfully implemented ahead of schedule to all COPFS office locations. COPFS' in court Wi-Fi service has been installed and is being tested in our Glasgow and Edinburgh court locations. Metrics on data downloads and bandwidth utilisation within expected service and limits. The full in-court Wi-Fi service for all locations will be implemented on completion of testing, security penetrations tests and signing of the COPFS - SCTS service definition document.</p> <p>CMiC Resiliency: The completion of the national rollout of CMiC to all office locations reported previously. The rollout, supported by ISD's CMiC Transformation Team working</p>

	<p>with staff across all offices to support the rollout process, has been extremely successful and the new iPads and apps positively received. ISD's focus turned to fully implementing the important resiliency solutions for the CMiC service. New enhancements deployed have provided as part of the resiliency solution include the ability for iPads to be automatically built (or re-configured where necessary) without the need of returning devices to ISD support teams. A further key improvement relates to the removal of authentication tokens, with CMiC users able to use their COPFS active directory network credentials to securely access the CMiC device and applications. The CMiC project board is kept updated and continues managing the project. KD will publish details of the planned Case Management/CMiC 'simulation' exercise by the end of June that will fully test and document enhanced business continuity processes and systems procedures. The CMiC board has also approved plans for widening the use of CMiC for for delivering Solemn business requirements.</p> <p>Auto Ordering of Statements: This project is complete.</p> <p>MI Solemn Workload: The MI Solemn Workload solution testing was completed by end-March as planned. ISD held a stakeholder workshop. Enhancements and minor adjustments identified by the attendees are being applied and further user testing scheduled. There does remain a gap in the project management resource due to the recent of ISD;s project manager to move to a job in the private sector, which ISD are mitigating the impact as much as possible to remain on schedule. The updated schedules and milestones have been agreed with the MI Solemn Workload Project Executive.</p> <p>RESPOND: KD confirmed the on-premise solution meets COPFS needs at the current time and also supports COPFS' information assurance accreditation needs. The supplier has been commissioned to provide a detailed delivery schedule, which will be provided and reported to BPIC in due course.</p> <p>National Database: The Committee were updated on ISD's programme of work to rationalise the National Database information and storage infrastructure and platforms, which has avoided the need for replacing expensive enterprise level hardware storage and realising other efficiencies. Another key outcome relates to a significantly reduced database size, with an archiving and other information management solutions implemented. The National Database is now also 'Cloud ready', in line with COPFS' digital strategy vision and principles. GK offered to support ISD's work with key stakeholders to agree the business rules associated with the purging of information that should or does not need to be held within the database.</p>
5.	Digital Strategy Delivery Plan
	<p>KD updated the Board on the Delivery Plan publication and next steps. KD has scheduled two senior stakeholder sessions, Edinburgh and Glasgow, to run through the delivery plan and obtain feedback. These are scheduled to be held in May. A key priority of the plan is the Digital Transformation and Case Management Summit and the on-going delivery of the relevant IT infrastructure and information solutions work and projects in the ISD Portfolio. Further information on the Digital Insiders Forums will be published in June as part of the abovementioned communications package. A high level delivery and communications calendar will also be issued detailing key highlights.</p>
6.	Risks
	<p>No Risks were highlighted.</p>

7.	AOB
	No AOB was raised by the Board.

Date of Next Meeting: 24 June 2019, Conference Room 1, Crown Office

ACTION TABLE

Meeting	Action	Member	Due Date	Update
8 May 2019	Potential amendments to BPIC's prioritisation matrix to be presented for discussion at BPIC meeting in June	Keith Dargie	24 June 2019	To be presented at the next meeting
8 May 2019	'Strategic Approach to Case Management and Application Improvements': An escalation path to BPIC to be incorporated to the framework diagram	Keith Dargie	24 June 2019	Additional process to be circulated at next meeting
8 May 2019	'Enterprise Solutions' business solutions gateway and processes to be communicated	Keith Dargie	June 2019	To form part of overall ISD and digital strategy delivery and transformation communications updates in June 2019
8 May 2019	2019/20 Portfolio Dashboard and Prioritisation	Keith Dargie	24 June 2019	New ISD Portfolio Dashboard and Reporting to applied and circulated to next meeting
8 May 2019	National Database: Data Purge Business Rules	ISD/Graham Kerr	24 June 2019	To form part of ISD's management of the National Database
8 May 2019	Case Management Summit	Keith Dargie	24 June 2019	Dates to be issued to key stakeholders
8 May 2019	Digital Strategy Delivery Plan Communication Calendar	Keith Dargie	June 2019	Digital Strategy Delivery and Transformation communication update to be published