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Business Process Improvement Committee (BPIC) Minutes 7 June 2021

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Business Process Improvement Committee, 7 June 2021

Chair:

John Logue, DCA, Local Court - JL

Attendees:

Ian Walford, Deputy Chief Executive – IW

Robert Tinlin, Non-Executive Director – RT

Keith Dargie, Chief Digital Officer - KD

Graham Kerr, Head of Business Management, Local Court - GK

Thomas Lindie, Head of Business Management, Serious Casework Group – TL

Anthony McGeehan, Head of Policy – AM

Deborah Wilson-McKay, ISD - Head of Digital Portfolio – DWM

Lisa Gibson, ISD - Executive Business Manager (Secretariat) - LG

Agenda:

1. Welcome, Apologies and Agreement of AOB
2. Minutes of Last Meeting and Action Log
3. BPIC Portfolio and Projects: 2020/21 Updates:
 - a. BPIC Portfolio and Improvements 2020/21: Delivery Overview
 - b. ISD Portfolio Project Updates
4. BPIC Portfolio and Projects: 2021/22:
 - a. BPIC Corporate Improvement Priorities for 2021/22
5. ISD Case Management Small System Changes and Improvements
6. Digital Strategy Delivery Plan Update
7. Any other business (AOB)

Welcome, Apologies and Agreement of AOB

The Chair welcomed members to the meeting. There were no apologies and no specific AOB highlighted for discussion.

Minutes of Last Meeting and Action Log

The minutes of the meeting held on 23 February 2021 were approved.

Updates on actions:

- Digital Strategy Delivery Plan Update Communication – scheduled for September 2021.
- BPIC 2021/22 Corporate Improvements - discussed at this meeting and closed.
- Overtime Corporate App update - provided in papers for this meeting and closed.
- Offsite datacentres paper to CRG - to be copied to BPIC for awareness.
- COPFS and BPIC governance model for DESC: JL summarised the background to COPFS' positions on DESC governance and the partnership working arrangements. The actions being taken to finalise the governance structure for the DESC programme delivery and ongoing management when live was noted. KD to circulate the DESC MOU to BPIC for awareness (noted as an action).

BPIC Portfolio and Projects: 2020/21 Updates

Papers BPIC(21)07 provides a summary of the delivery positions for the BPIC improvement and digital transformation projects for 2020/21.

The unprecedented challenges brought by the global pandemic and the need for ISD to focus on delivering COPFS' corporate and operational response to Covid-19 was noted. The transformation programme was devised prior to the onset of the pandemic. KD highlighted it was Q3 when ISD's focus and resources could be reverted to delivering the planned programme of work (around ongoing delivery of Recover, Renew and Transform (RRT) Criminal Justice Board priorities). ISD made significant progress in delivering portfolio and transformation programme priorities by the end of the corporate year, including completing business critical IT infrastructure, digital workplace and complex casework systems upgrades. Substantive progress was also made for several digital transformation projects, with many in advanced delivery for further development or implementation over the current corporate year (reflected in the Digital Transformation Programme for 2021/22).

BPIC acknowledged the significant delivery achievements of ISD over 2020/21, including the digital solutions deployed at pace to support COPFS' response to Covid-19 enabling all staff to work remotely and to underpin new digital casework processes introduced by Coronavirus (Covid-19) legislation. JL noted this delivery demonstrates a high degree of flexibility in challenging circumstances and the importance of the digital strategy plans.

BPIC Portfolio and Projects: 2021/22 Updates

DWM highlighted delivery status for the projects included in paper BPIC(21)08. The Digital Workplace continues to be a key enabler for developing cloud-based solutions, including the PIDM Booking Application. ISD are working with its supplier to provide a long-term enterprise level digital solution for the PIDM booking service. KD confirmed budget is assigned for producing this solution. The new Defence Agents Service (DAS) project will commence over the coming weeks, with DAS replacing the current Secure Disclosure Service and incorporate (at the appropriate stage) the new PIDM booking app and other digital services being considered for

transforming and modernising COPFS' interactions and services to defence agents. Detailed project and stakeholder planning is being established.

JL outlined the requirement for COPFS to quickly put in place in November 2020 a PIDM Booking App, developed over a few weeks, to allow defence solicitors to book a meeting online. COPFS colleagues took part in a stakeholder session in late March to discuss the temporary solution and obtain feedback. This has enabled us to clearly define the functionality and improvements for inclusion in the full solution, which includes features supporting how solicitors work and interact with this process. JL is chairing a DAS Consultative Group, involving a Sheriff Principal, defence agent representatives and other criminal justice stakeholders to work together to develop the full PIDM Booking App and the strategic DAS solution. This group is scheduled to meet again in early July, where the new version of the app will be demonstrated and the approaches for introducing this later in the year discussed. RT noted the importance of encouraging staff to embed these new ways of working. GK noted COPFS' good track record of improving products and the need to continuously learn lessons in changes to ways of working.

BPIC noted the delivery status for the other portfolio projects.

BPIC Portfolio and Projects: 2021/22

KD presented Paper BPIC(21)09 detailing the proposed corporate portfolio of digital improvements and transformation projects for 2021/22. The programme of work reflects the strategic digital investment and transformation corporate priorities included in COPFS' spending review submissions and improvements essential for supporting and delivering RRT priorities. The further delivery of the Digital Strategy Delivery Plan and Digital Transformation Programme priorities are also included.

BPIC welcomed and endorsed the digital transformation programme as an ambitious, innovative and strategically aligned programme of work aimed to further deliver the digital strategy vision, corporate commitments and priorities and to establish solutions and innovation for maximising COPFS' use of digital technology. RT fully supports the programme of work and for this to be recommended to the Executive Board.

TL noted it is a challenging plan with wide ranging deliverables and priorities and enquired about having the resources in place to deliver this programme. While the programme involves significant scale, scope and complexity, KD confirmed ISD planning is in place at this stage to deliver the programme, subject to the scoping and delivery principles and assumptions factored. Final analysis and planning will confirm specific delivery timescales and approaches for some projects. KD, however, emphasised the importance in being able to recruit the permanent ISD staff (approved as part of COPFS' additional resources bids at the last spending review) and further resources to support the delivery of DESC. DESC will place significant additional resource demands on ISD (and other business areas) and KD has submitted and agreed additional resource budget allocation with Scottish Government to support this work.

BPIC recognised the importance for ISD to recruit the right staff with the right skills and experience at the right time to deliver the programme. IW proposed a risk register is maintained to support ISD's recruitment and delivery of the BPIC projects and priorities. IW noted that from a portfolio delivery perspective, analysis on these risks may require BPIC considering re-prioritising projects or timescales. KD will provide an update on ISD's recruitment campaign at the next meeting and outline risks and mitigation actions. KD will also identify any impact to the delivery of projects at each meeting and via future monthly progress reports to BPIC.

Serious Casework Group (SCG) will continue working with ISD to deliver solutions for their immediate casework priorities and to ensure these are reflected in BPIC plans. For Local Court (LC), GK will discuss the programme with his colleagues to ensure priorities and resources are aligned across business areas. GK also highlighted the importance for confirming LC can support the projects in the right way and for clearly specifying requirements. JL asked TL and GK to provide relevant updates to BPIC.

KD confirmed the BPIC portfolio and Digital Transformation Programme for 2021/22 will be published on PF Eye in July and that the communications will be copied to BPIC for awareness in advance.

BPIC discussed capturing benefits and success factors from the improvement projects and embedding required business transformation across functions. KD will liaise with GK and TL on appropriate mechanisms.

ISD Case Management Small System Changes and Improvements

DWM highlighted the system change requests included in Paper BPIC(21)10. BPIC discussed on-going improvements to current casework systems, which will be assessed for prioritisation or alignment with the project initiated later this year to scope our next generation case management systems (including replacements for FOS and SOS-R).

JL enquired if ISD have the right people in place across business areas to consider these changes. DWM confirmed ISD are working with functions to establish people and roles. The LC and SCG transformation/change teams will lead on this work for their respective areas.

Digital Strategy Delivery Plan Update

Paper BPIC(21)11 documents ongoing Digital Strategy Delivery Plan progress. Significant progress continues being made. KD highlighted we are close to completing the delivery of the current strategy with several profile corporate and casework digital services due for implementation over this corporate year. RT recorded compliments to the ISD team on the delivery of improvements, especially through the pandemic. JL noted the significant achievements over the last year and the value ISD delivers to the organisation. JL highlighted the possibility of using corporate communications to summarise the delivery achievements to date. This will be aligned with the planned communications for summarising the delivery of the

current Digital Strategy later this year to coincide with the creation of a new digital strategy by the end of the year. BPIC also noted the achievement of our people across the organisation to quickly adapt to using the new laptops and Microsoft software solutions to work productively remotely and to adopt new casework processes and ways of working.

AOB

No AOB raised.

Date of Next Meeting

The next meeting is scheduled for 7 September 2021 (note: amended from 5 August).

Actions Table

Meeting	Action	Member	Due Date	Update
7 June 2021	Digital Strategy Delivery Plan Update Communication	Keith Dargie	September 2021	<p>Updates provided to BPIC at each meeting. Project updates provided on PF Eye and part of project communications plans.</p> <p>KD will publish a formal statement detailing delivery of the Digital Strategy Delivery to coincide with the 4yrs publication of the strategy (incl. 'setting the scene' for the next Digital Strategy).</p> <p>Update: Above statement will be published in September 2021</p>
7 June 2021	Offsite data centres	Keith Dargie	July 2021	<p>KD to provide BPIC with an overview of transition framework and principles</p> <p>Update: Paper being provided to Corporate Resilience Group to be copied to BPIC</p>
7 June	DESC MOU	Keith Dargie	June 2021	<p>KD to circulate the MOU to board members to understand how it will operate</p>

7 June	ISD Posts Tracker	Lisa Gibson	June 2021	LG to circulate the ISD Posts Tracker to show current vacancies
7 June	BPIC Progress Report	Keith Dargie	July 2021	KD liaising with GK and TL on for benefits and success factors reporting mechanisms