CROWN OFFICE & PROCURATOR FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

Meeting: **BUSINESS PROCESS IMPROVEMENT COMMITTEE**

Date: **22 August 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: Proposed Framework Diagram (Updated)
4. Digital Transformation and Case Management Summit: Review of Outcomes and Emerging Themes:
   o Post Summit Overview and BPIC Actions;
   o Summit Outcomes and Emerging Themes: Presentation Overview and BPIC Discussion;
   o BPIC Prioritisation Matrix: Agreement of Methods;
   o Overview of other Corporate Business Improvement and Process Priorities;
   o Next Steps (incl. BPIC Prioritisation Workshop)
5. ISD Portfolio (Current BPIC Projects) Update
6. Digital Strategy: Delivery Plan:
   o Overview and update;
   o Next Steps.
7. AOB

Item	
1.	Welcome, Apologies and Agreement of AOB
	The Chair welcomed members to the meeting. There were no apologies.
2.	Minutes of Last Meeting and Action Log
	The amendments to the minutes of the meeting held on 24 June 2019 were agreed and approved as the final version.

The Action Log was discussed, and updates noted as follows:

Action Log Update:

SM and ND updated the group on the upcoming EPR (Evidence and Procedure Review) Pilot and the linkage with the Legal Documents Database/Witness Citation and the CMiC in-court Wi-Fi solutions. Having LDD and Wi-Fi implemented across all courts locations for the ERP Pilot launch (now scheduled for January 2020) would form a key part in delivering the system level EPR improvements.

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 was used for the development phases), which is being defined and developed with ISD and Police Scotland IT colleagues. While work is on-going to implement the new solution to live systems, there remain challenges in having access to Police Scotland IT resources to complete the work and to confirm delivery timescales. SM requested regular updates from KD on the allocation of Police Scotland IT resources, and if necessary, escalate to SM to raise this with senior Police contacts.

Other actions as noted in the minutes or discussed via the agenda items.

3.	Modular Case Management Changes and Enhancements: Proposed Framework Diagram (Updated)
	The Board accepted the updated framework (which includes a BPIC escalation path) for managing and prioritising Case Management and Application Improvements.

The Board requested an opportunity to review and comment on the Case Management User Group Terms of Reference once available. |
| 4. | Digital Transformation and Case Management Summit: Review of Outcomes and Emerging Themes |
| | The Digital Transformation and Case Management Summit was held on 13 August in Glasgow. This event enabled key COPFS stakeholders to discuss, define and prioritise our next-phase digital transformation and case management systems and process improvements. The summit aims were to:

  - Set out what's been delivered to date as part of our Digital Strategy Delivery Plan and outline what's coming next or planned over the next 12 - 24 months;
  - Identify the strategic opportunities for maximising our use of digital solutions to transform and improve the way we work and deliver our services and enabling our ongoing journey to digital ways of working;
  - Demonstrate and discuss the digital business solutions and technologies that can transform the way we work and deliver enhanced and sustainable digital services for citizens, stakeholders and our people in the digital age;
  - Discuss our continuous digital transformation opportunities and identify our business, case management and services transformation priorities, focused around the following themes:

    - Digital Case Processing;

    - Digital Business Management;

    - Digital Workplace.

The morning session of the summit focused on the Digital Strategy Delivery Plan and the improvement projects, including our work in transforming services across the Scottish |

	justice sector landscape, being delivered or planned over the next 12 - 24 months. This session also demonstrated and profiled some of the digital business solutions and technologies designed to enable and support our digital transformation. The afternoon session involved facilitated teams working together to discuss the above themes, factoring the business challenges and the digital business solutions highlighted from the morning sessions to focus and shape our business improvements and service transformation thinking and priorities. It was noted that the Summit was a significant success, enabling a range of targeted digital solutions and technologies to be demonstrated to support or provide opportunities for further transforming COPFS' services and ways of working. SM commented on the valuable business transformation discussions and interactions between members of the wider ISD team and business area colleagues over the course of the day and is something he would like to see developed even further. Given the range of transformation topics and items identified from the summit, a summary of the emerging themes were presented and discussed at the BPIC meeting and it was agreed that the following approaches will be adopted: - Holding a BPIC workshop to further develop the emerging themes; - A two-phase prioritisation approach; firstly, to identify the most pressing emerging themes to focus on, and secondly to agree the transformation priorities. In preparation for the workshop, ISD will engage with LC, SCG and BS senior managers and their teams' to discuss the summit outcomes and define initial priorities to help support BPIC's follow-up session to agree the overall corporate and organisation wide priorities. GK highlighted analysing lessons learned from previous BPIC projects to support future project planning.SM 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 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 follow-up activities.
4.	**Portfolio Dashboard and Prioritisation**
	KD provided an outline to the ISD Portfolio Dashboard with BPIC(19)09 providing updates on the following projects: **Corporate Wi-Fi:** COPFS' corporate Wi-Fi Project was successfully implemented ahead of schedule to all COPFS office locations by March 2019. COPFS' in court Wi-Fi service was installed in April and has been tested in our Glasgow and Edinburgh court locations over recent months. KD updated BPIC on the departure of the previous SCTS Director of IT and his meeting with the new interim Director of IT on 23 August to discuss and define the required sign-off actions for enabling the new Wi-Fi service to all remaining court locations. KD will provide updates to SM and ND (for EPR) and IW (CMiC project executive) on the outcomes and implementation details. **CMiC Resiliency:** BPIC noted the CMiC project status updates in the update paper. **MI Solemn Workload:** KD highlighted the final product review meeting on 23 August that will be attended by the project User Acceptance Group (UAG) and senior users from the Project Board. The project plans to pilot the application after the test period and agreement from the UAG. The pilot phase is currently scheduled for the end of September in Edinburgh High Court and S&J in Aberdeen and TCF.

	RESPOND: KD outlined the delivery status and that based on current planning and delivery scenarios, work remains on track to deliver the upgraded solution by end Q2 2019/20, subject to any additional integration or user application setup or customisation requirements **Dual Monitors**: The deployment of dual monitors is almost complete with only a handful of offices remaining (details provided in the project update report). **JDS: Witness Portal, and Enhanced SDS Portal Prototypes and Legal Documents Database/Citations Solution:** The three justice digital transformation solutions were highlighted or demonstrated at the Digital Transformation and Case Management Summit and will form part of the 2019/20 programme of work (aligned with the agreed stakeholder management and BPIC's prioritisations). KD outlined the next-stages for these projects, including the stakeholder and project team arrangements.
5.	Digital Strategy Delivery Plan
	KD updated the Board on the Digital Strategy Delivery Plan status and the next-step communications and engagement activities following the summit event for delivering the COPFS digital strategy projects and initiatives funded via the Scottish Government's Justice Digital Transformation Fund
6.	Risks
	BPIC discussed risks relating to resourcing capabilities required to meet a challenging programme of work and how the activities would be prioritised. The follow-up BPIC prioritisation activities will define the key projects, which will require being align the portfolio accordingly after the Case Management Summit next step workshops.
7.	AOB
	No AOB was raised by the Board.

Date of Next Meeting: 17 October 2019, Conference Room 1, Crown Office

ACTION TABLE

Meeting	Action	Member	Due Date	Update
22 August 2019	Potential amendments to BPIC's prioritisation matrix to be presented for consideration as part of the BPIC prioritisation activities	Keith Dargie	Coordinated with BPIC prioritisation processes	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~~	~~. **Complete**~~
8 May 2019	'Enterprise Solutions' business solutions gateway and processes to be communicated	Keith Dargie	October 2019	To form part of overall ISD and digital strategy delivery and transformation communications updates (post summit)
~~8 May 2019~~	~~2019/20 Portfolio Dashboard~~	~~Keith Dargie~~	~~24 June 2019~~	~~New ISD Portfolio Dashboard and Reporting to applied and circulated to next meeting.~~ ~~**Complete**~~
8 May 2019	National Database: Data Purge Business Rules	ISD/Graham Kerr	Part of database management	To form part of ISD's management of the National Database
~~8 May 2019~~	~~Digital Transformation and Case Management Summit~~	~~Keith Dargie~~	~~24 June 2019~~	~~**Complete** (13 August 2019)~~
8 May 2019	Digital Strategy Delivery Plan Communication Calendar	Keith Dargie	Co-ordinated with post summit and communications activities	Digital Strategy Delivery and Transformation communication update to be published
22 August 2019	LDD/Witness Citation Project	Keith Dargie	17 October 2019	Update on allocation of Police Scotland IT resources to deliver the final phase of LDD/Witness Citation Project.
22 August	Case Management Summit	Keith Dargie	TBC	BPIC workshop and pre-engagement with functions to review and prioritise priorities from the Digital Transformation and Case Management Summit