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Business Process Improvement Committee (BPIC) Minutes 7 September 2021

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Business Process Improvement Committee, 7 September 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

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

Apologies:

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

Agenda:

1. Welcome, Apologies and Agreement of AOB
2. Minutes of Last Meeting and Action Log
3. BPIC Portfolio and Digital Transformation Programme 2021/22: Progress and Delivery Updates
4. ISD Resources and Capacity to Deliver
5. Digital Strategy Delivery Plan Update
6. Any other business (AOB)

Welcome, Apologies and Agreement of AOB

The Chair welcomed members to the meeting. Apologies were noted for Deborah Wilson-McKay. No specific AOB highlighted for discussion.

Minutes of Last Meeting and Action Log

The minutes of the meeting held on 7 June 2021 were approved.

Updates on actions:

- Digital Strategy Delivery Plan Update Communication is scheduled to be published in October/November to document the transformation and delivery achievements since the publication of the strategy. The communication will be circulated to BPIC in advance of publication.
- Offsite Datacentres can be closed as the related presentation for the Corporate Resilience Group has been shared with members.
- DESC MoU can be closed as the document was shared with the papers for this meeting.
- ISD Posts Tracker can be closed and is included in the meeting agenda.
- BPIC Progress Report can be closed, with BPIC having sight of project benefits realisation from the project management and closure processes for individual projects. ISD will provide a summary of closure reports for 2021/22.

BPIC Portfolio and Digital Transformation Programme 2021/22: Progress and Delivery Updates

KD provided a summary of the delivery positions for the projects included in paper BPIC(21)13.

BPIC noted significant progress over several projects in the portfolio. Solutions being implemented over the next quarters include a Desk Booking App to support return to office working and future hybrid working policies, deploying CMiC for use in S&J cases, releasing an enhanced version of the PIDM Booking Application, launch of the new Intranet (Connect) and rollout of Digital Meetings facilities to all offices. BPIC also noted the latest delivery positions for DESC and the evaluation of the new Witness Gateway digital service over coming months.

The procurement and contract signing due diligence activities for the DESC supplier is advanced, with this work placing significant additional resource requirements on COPFS and the ISD team to support and contribute to meetings and engagement with partners. BPIC noted that the new Defence Agents Service (DAS) and the strategic technology platforms will enable and integrate with DESC and support the delivery of the enhanced PIDM Booking App.

Serious Casework Group have several digital casework and process improvements. KD and TL have agreed that POCU will be prioritised for analysis and development resourcing, with other improvement priorities being prioritised or analysts assigned to enable solutions options to be clarified ahead of the replacement of the current digital casework systems. Further work on this from SCG and ISD is needed to confirm plans and to gain delivery momentum.

COP26 is factored to ISD's operations and portfolio planning. BPIC noted the agreed change freeze over the October – November conference period.

ISD are delivering a presentation to key stakeholders on Witness Gateway next week. KD will set out the project scope and delivery principles for this project in Q3 to enable the initial Witness Availability product to be evaluated over Q4.

Work and engagement has commenced on the modernisation of our corporate telephony and enquiry point contact system solutions. ISD held a positive meeting with the Policy and Enquiry Point teams to further scope and discuss the digital business technology innovation opportunities and customer service transformation aims.

Engagement on the transformation aims and scoping for the Next Generation Case Management system will commence with stakeholders over the coming months, with the aim of having detailed project plans in place for work to commence from 2022/23.

KD is meeting with Microsoft later this month to further discuss Microsoft's potential partnership and resource commitments for developing COPFS' AI vision and re-starting a proof of concept to explore the use and value of these technologies.

JL enquired what level of confidence does KD have in what is a challenging period coming up. KD confirmed that the ISD senior leadership team group had considered the portfolio plans in detail and, with careful planning and delivery scoping aligned with priorities and resource capacity, and with the application of phased delivery approaches for some projects, the ambitious plan remains viable. There are also several projects in advanced delivery phase, including Intranet/Corporate Apps and Desk Booking App evaluation. The portfolio will be carefully monitored over coming months.

KD highlighted that one of the key factors impacting on ISD resources is DESC. ISD's permanent staff and the temporary resources being recruited to support the delivery of DESC were discussed later in the agenda.

BPIC noted the investment, opportunities and ambition to establish off-site datacentres to deliver important strategic, resiliency and environmental benefits and enhanced digital and cloud infrastructure capabilities. BPIC discussed the latest planning scenarios and timescales for the transfer of the current Edinburgh datacentre to the new offsite facility, with a particular focus on the delivery of this work ahead of COP26 and the extended systems change freeze period agreed by COPFS and its partners. KD outlined a 'Plan B' approach for temporarily establishing enhanced IT systems resiliency capabilities for COP26 in the current Edinburgh datacentre for the period of COP26. BPIC supported the recommendation to go with the Plan B option and avoiding applying complex datacentre changes in the lead up to the conference. KD will submit a note to SET and CRG setting out the background and recommended options for managing this work. IW noted there is an additional CRG meeting to focus on CRG where this can be discussed.

ISD Resources and Capacity to Deliver Paper

KD presented an overview of ISD recruitment positions. ISD currently have 19 vacancies. DESC is structured in tranche 1 and 2 recruitment phases: tranche 1 focusses on key resources for the formal project design and planning phases. KD highlighted the roles and the skills ISD have yet to fill and are having to re-advertise. Recruitment actions are being taken or are planned, including an ISD dedicated recruitment page on the corporate website, increased profiling of advertisements on LinkedIn and job media channels. Recruitment agency commissioning to fill specific roles also being progressed. ISD are also engaging on secondment opportunities with Scottish Government and other Civil Service departments. Other solutions are being considered. ISD have been allocated budget to extend temporary resources up to the end of March 2022, which enables the portfolio and the DESC planning and preparation work to continue (subject to the resource and prioritisation measures discussed at this meeting).

JL noted it is helpful to know the position and efforts are underway, stressing the value of colleagues in the ISD team and the challenges of getting the right people and skills in place at the right time. ISD's staff recruitment position updates will be provided at future meetings to enable BPIC to monitor capacity for delivering corporate business improvement priorities. BPIC agreed the importance for prioritising delivery when needed.

IW noted that KD and he have discussed this issue over a period of time, currently mitigating the risk short term by extending contractor provisions. KD has also established strategic supplier partnerships to good effect. IW stressed that with the digital system scale and transformation ambition we have it is important to think about long term solutions and explore options and that WPG and Resources Committee will consider these issues.

JL asked for this to be added to the agenda for specific discussion every 6 months. LG will also provide recruitment position updates at each BPIC meeting.

Digital Strategy Delivery Plan Update

Paper BPIC(21)14 documents ongoing Digital Strategy Delivery Plan progress. BPIC noted the delivery progress being made.

No further comments.

AOB

No AOB raised.

Date of Next Meeting

The next meeting is scheduled for Friday 5 November 2021.

Action Table

Meeting	Action	Member	Due Date	Update
7 June 2021	Digital Strategy Delivery Plan Update Communication	Keith Dargie	November 2021	Updates provided to BPIC at each meeting. Project updates provided on PF Eye and part of project communications plans. 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).
7 September 2021	Closure reports and Forward Look Summary	Keith Dargie	November 2021	ISD will provide a summary of closure reports for 2021/22 and a forward look overview summary update and benefits for the financial.