CROWN OFFICE & PROCURATOR FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

Meeting: **BUSINESS PROCESS IMPROVEMENT COMMITTEE**

Date: **17 October 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
Deborah Wilson-McKay, Secretariat - DWM

Apologies: Anthony McGeehan, Head of Policy – AM

Agenda:

1. Welcome, Apologies and Agreement of AOB
2. Minutes of Last Meeting and Action Log
3. ISD Portfolio: Current BPIC Project Updates
4. EPR Review: BPIC Overview and Update
5. IT Outage: BPIC Prioritisation
   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)
6. Digital Strategy: Delivery Plan
7. Justice Digital Transformation: COPFS Funded Projects
8. Digital Transformation and Case Management Summit
9. AOB

Item	
1.	Welcome, Apologies and Agreement of AOB
	The Chair welcomed members to the meeting. Apologies received from Anthony McGeehan.
2.	Minutes of Last Meeting and Action Log
	The minutes of the meeting held on 22 August 2019 were agreed and approved as the final version.
	The Action Log was discussed, and updates noted as follows:

	Action Log Update: KD updated the group on the progression of the prioritisation matrix and confirmed it will be presented to BPIC for review and comment in time for the next phase of digital transformation and case management summit prioritisation workshops. KD updated the group on the production of an initial draft for the Terms of Reference for the Case Management User Group and confirmed this would be circulated in with the next BPIC Board papers for review and comment at the meeting. An update was also provided on the Legal Documents Database/Witness Citations digital solutions. KD confirmed resources were in place for COPFS and Police Scotland IT. The current schedule for final solution delivery provided by Police Scotland IT was confirmed as end of March 2020 due to a large turnover of IT developers within Police Scotland IT. KD discussed possible resource assistance to bring in the delivery dates to the end of the year for the data exchange phase (to support the EPR pilot). Police Scotland IT has requested COPFS' data purging details to ensure they align with COPFS standards and policies for this project. SM requested the current data purge policy or standards are circulated to BPIC for further discussion at the next Board meeting. KD updated the Board on ISD's communication plan for Enterprise Solutions. KD confirmed communications will be published alongside an update on the Digital Strategy Delivery plan, which is planned for around the end of the year (reflecting the BPIC prioritisation schedules). The Board discussed the next steps for reviewing the outputs from the Case Management Summit. KD will meet with SM and other key stakeholders to discuss and develop the format of the next stage workshops to develop the Digital and Case Management Transformation plan for COPFS Case Management Systems and processes. Other actions as noted in the minutes or discussed via the agenda items.
3.	ISD Portfolio: Current BPIC Projects Update.
	SPR, EPR & LDD SM opened discussion on SPR3 and the impact this could have on the ISD Portfolio, given there is likely to be substantial work being delivered at pace. SG is keen to ensure ISD and COPFS are fully engaged from the start to have key input and influence on the Terms of Reference and Scope of Work details for delivering the project. The Board has some general concerns that the biggest data exchange project may not be prioritised at the correct level within the ISD portfolio. KD assured the Board that the necessary resources from ISD would be made available for all aspects of analysis, solutions development and delivery of this legislative related project (with resource impact assessments carried out on other planned activities where needed). SM confirmed that EPR, SPR and LDD were the BPIC project priorities. **CMiC** KD updated the group on application updates with additional functionality, specifically with regards to features providing increased resilience and easier signing on process (Single Sign On – SSO, removing the need for the use of authentication tokens). The new

application will be launched on completion of the remaining infrastructure resiliency work and align with the planned simulation exercises.

Corporate Wi-Fi: SCTS Reciprocal Agreement
ND requested an updated from KD on the latest position with SCTS Reciprocal Wi-Fi arrangements. KD updated the Board that the new Interim Director of IT has been engaged and SCTS have undertaken penetration tests against their infrastructure resulting in a report with identified remediation requirements, one of which has been assigned to COPFS (now remediated). The remaining (three) identified improvements relate to the service provider, Virgin Media, and have been identified as medium level risk. KD has received assurance that if the risks cannot be mitigated that an acceptance of the risks by SCTS management will be provided to allow the final steps to be concluded.

KD also informed the Board that once the necessary sign off has been received it will take approximately half a day to switch on the services across the country. Dates have yet to be declared but will hopefully be by mid-to-end November.

KD updated the Board that this collaborative arrangement with SCTS results in around £300k of cost avoidance for COPFS.

MI Solemn Workload
All prerequisites are in place and pilot commenced at the end of October with Aberdeen Sheriff and Jury Hub with ISD providing additional transition support in these offices. Once feedback is received from the pilot the next phases of development will be planned, communicated and commenced.

RESPOND
The new version of architecture and infrastructure has been deployed by ISD in conjunction with the supplier, Aptean. ISD has offered additional assistance to business areas to help with end user configuration and personalisation and this is due to be complete by the next Board meeting in December.

DESC
KD updated the team on the project. COPFS received £179K funding from Scottish Government for the recruitment and backfill of resources. ISD have engaged a Project Manager with specific government experience and have assigned senior business analysts. The DESC procurement ITT outputs are being analysed by all DESC project participants.

Dual Monitors
Dual monitors have been successfully rolled out across the COPFS estate with Lerwick being the final office to be deployed. KD shared the positive feedback he has received on the successful completion of this project and the impact on colleagues from a productivity perspective.

JDS: Witness Portal, and Enhanced SDS Portal Prototypes
KD confirmed to the group that he will circulate communications covering the next steps associated with advanced evaluation for the Witness Portal and Defence Agents Portal (to be aligned with ISD resources to deliver priorities). The Witness Portal will be the key focus. Additional infrastructure and architecture work will be required on the security and authentication features and integration with COPFS' case management systems. KD will

	ask the committee for assistance in identifying the correct stakeholders (COPFS and external service users) for the evaluation exercise. He highlighted the potential for the Witness Portal to provide the solutions and infrastructure platforms for the proposed national justice portal for Scotland (subject to further strategic and project planning with SG and justice partners). Possible additional funding may become available via the proposal for the Scottish Prison Service/Parole Board's development of their victims portal to use the digital app and infrastructure developed by COPFS for the development of its Witness Portal. SM requested a short paper on the Witness Portal, its aims and next steps to be circulated to the Board as part of the papers for the next Board meeting. **JDS: Principal Copy Indictments, AI, Forensics Management App, Digital Warrants** KD confirmed that prototype and proof of concept solutions are being developed via the JDS 2019/20 justice digital transformation funded projects. The target is to develop these by the end of March 2020. The further development, evaluation and implementation of these transformation solutions will be presented to BPIC for formal prioritisation to confirm the 2020/21 programme. **EPIC** ND requested assistance from ISD on the EPIC workstream and DWM has been assigned to progress this work with ND and team.
4.	EPR Review: BPIC Overview and Updates
	SM outlined the opportunities for COPFS to be able to influence and drive judicially led initiatives and pilots across the Justice Sector. The aims of the EPR project are to re-engineer the Summary process to reduce the number of intermediate diets and therefore produced a more streamlined approach with significant efficiency savings across the Scottish Justice Sector. With the Sheriffs requesting additional information via court processes the impact for COPFS is out of date case management system details. The proposed tactical and strategic aims were outlined: The **tactical aim** is to tag pilot cases with an identifier and rapidly pass the information to COPFS for priority processing. The **strategic aim** would be to redevelop COPFS case management systems and processes to support country wide digital data exchange and updating of case management systems. SM confirmed that a Governance Board and Steering Group had been established to monitor the development and delivery of the pilot to align project points, manage checkpoints and monitor performance throughout delivery. KD confirmed the prioritisation of the project and has assigned the ISD Head of Enterprise Solutions to lead the analysis and development work and engagement with the COPFS and partners stakeholders.
5.	IT Outage: BPIC Prioritisation
	ND updated the Board on the latest position on the development of the Disaster Recovery plan and confirmed that Ross McMillan from ISD has already produced and provided the ISD Annex as part of the plan. The plan has been circulated to BC and team to assist with the capturing of relevant information including any skills matrix required. SM agreed on the importance of having up to date and modernised processes and documentation as part of the Disaster Recovery and BCP planning and the necessity for them to be maintained and updated frequently to avoid any issues with outdated

	processes, templates or documents in the future.
	SM also noted that a high level of awareness must be given to recent governmental and environmental factors which could add strain to COPFS services.
	KD confirmed that the business continuity simulation test would be an 'end to end' assessment of the business/process/IT/recovery elements. This initiative is being coordinated with CRG. SM raised the point of CRG reviewing whether a specific BCP management tool would be a strategic aim for COPFS.
	It was noted that as an organisation, all teams collaborated well through the IT outage which was viewed as evidencing a highly adaptable team in difficult circumstances.
6.	Digital Strategy Delivery Plan
	KD provided a brief update on the Digital Workplace plans with Smartphones being the first product to have phased deployment across the organisation followed by the scoping for Digital Meetings Innovations. KD also updated the team on the necessity for upgrading from Windows 7 to Windows 10 to provide the foundations for the deployment of the new digital devices and Microsoft Office 365 suite of applications and collaboration toolsets for which specific timelines have yet to be developed as testing is still underway for case management systems compatibility. KD confirmed the first two user groups would be the Digital Insiders Forum and Business Services heads (non-case management).
7.	Justice Digital Transformation: COPFS Funded Projects
	KD updated the board on the new 19/20 SG funded projects and confirmed briefing notes covering the key aims of each of the projects will be circulated for stakeholder identification and engagement.
8.	Digital Transformation and Case Management Summit
	The Committee discussed the format for the next workshops related to the review and prioritisation of the outputs into short, medium and long term programmes of works.
9.	AOB
	No AOB was raised.

Date of Next Meeting: 19 December 2019, Conference Room 1, Crown Office

[Note: This meeting of BPIC was postponed. Next meeting: 31 January 2020]

ACTION TABLE

Meeting	Action	Member	Due Date	Update
17 October 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	The prioritisation matrix will be provided as part of the next phase of the Digital Transformation and Case Management Summit workshops.
17 October 2019	'Enterprise Solutions' business solutions gateway and processes to be communicated	Keith Dargie	In line with BPIC Post Summit Priorities and Digital Strategy Delivery Plan updates	To form part of overall ISD and digital strategy delivery and transformation communications updates (post summit priorities publications)
17 October 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

Note: Police Scotland IT department has requested access to COPFS Data Purging Policy as part of the delivery of the LDD/Police Citations Project |
17 October 2019	Digital Strategy Delivery Plan Update Communication	Keith Dargie	Co-ordinated with post summit and communications activities	Digital Strategy Delivery and Transformation communication update to be published
17 October 2019	LDD/Witness Citation Project	Keith Dargie	EPR Pilot Timetable	Update on allocation of Police Scotland IT resources to deliver the final phase of LDD/Witness Citation Project
17 October 2019	Case Management Summit: Outcomes Prioritisation	Keith Dargie	19 December 2019	BPIC workshop to review and prioritise priorities from the Digital Transformation and Case Management Summit
17 October 2019	Case Management User Group	Keith Dargie	19 December 2019	Terms of Reference draft document to be provided to BPIC for comment and feedback
17 October 2019	COPFS/SCTS Reciprocal Wi-Fi Agreement	Keith Dargie	4 November 2019	Update on the status of the agreement to be provided to BPIC