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Business Process Improvement Committee (BPIC) Minutes 31 January 2020

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Business Process Improvement Committee, 31 January 2020

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, Programme Director, Digital Strategy Delivery ISD – DWM
- Amanda Hollis, Secretariat - AH

Apologies

- Anthony McGeehan, Head of Policy – AM

Welcome, Apologies and Agreement of AOB

The Chair welcomed members to the meeting. Apologies were received from Anthony McGeehan.

Minutes of Last Meeting and Action Log

The minutes of the meeting held on 17 October 2019 were agreed and approved as the final version.

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

Action Log Update

KD informed the board that a draft prioritisation matrix is on the agenda for discussion today. **Action Closed.**

An update was provided on the National Database purge business rules. The policy was finalised, and the item is owned and managed by the information assurance group. **Action Closed.**

Digital Strategy Delivery Plan Update Communication: Update provided with key priorities within the ISD Portfolio until the end of March 2020. Formal communication will be provided thereafter.

Legal Documents Database/Witness Citations digital solutions: KD confirmed resources were in place for COPFS and Police Scotland IT and collaborative working in place to finalise the transformation and go-live dates. Police Scotland attempted to expand the scope to align with their wider systems and integration needs. The scope is being managed by ISD. The schedule for final solution delivery provided by Police Scotland IT was confirmed as end of March 2020. SMcG asked the project team to explore if it would be possible to deliver this project mid-March to coincide link with the EPR project deliverables. He also requested that Dundee, Hamilton and Paisley are prioritised in terms of delivery. KD confirmed attempts would be made to deliver mid-March with a fully developed transformation and communication plan prepared to support this. A request was made to capture the benefits realisation for COPFS. ND requested a user friendly and fit for purpose solution that has undergone EQIA checks.

Case Management Summit: Outcomes Prioritisation - On the agenda, **item closed**.

Case Management User Group - A draft has been prepared and shared with BPiC.

COPFS/SCTS Reciprocal Wi-Fi Agreement: KD updated the board on this agreement; the solution is in place and has been operational since November 2019. There is one outstanding issue in terms of a service level agreement between SCTS and COPFS. SMcG suggested escalation if necessary to progress this item. KD will speak with the new Director of IT who comes into post in February initially and escalate if required thereafter.

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

ISD Portfolio: Current BPIC Project Updates

BPIC noted the 2019/20 corporate projects delivery status. Summary updates for the key projects were provided under separate cover. Two in particular were covered in detail.

Digital (Search) Warrants

GK commented on digital search warrant project and highlighted the importance of a linkage with another in flight project via the Justice Board which is looking at the national database. He suggested it would be helpful to have an overview on the position in terms of active warrants and get that co-ordination between projects.

AI/Automation/Cognitive Services (Electronic Reporting to Crown Counsel) (2019/20)

ISD held a workshop on 17 of January with key stakeholders to discuss the current processes and identify user cases for this AI innovation proof of concept. The workshop was well attended with senior management and key business

representatives from SCG along with ISD, Microsoft and ISD's strategic applications development partner. Positive engagement and BC confirmed there was strong interest for SCG for the automation and enhanced decision making these solutions can offer.

KD confirmed that engagement will commence with Storm ID early February to make progress on the analysis of the identified cases and the AI and Machine Learning proof of concept development. Storm ID, supported by Microsoft, will utilise latest Microsoft software and adapt it for COPFS purposes.

Electronic Reporting to CC and Electronic Signatures are separate workstreams and BPIC agreed it was important to make progress on these initiatives.

SMcG shared thoughts on a solution to integrate and utilise application methods similar to the CMiC technology in order to sort documents, analyse data and electronic submission of cases. SMcG recommended analysis be carried out in relation to how CMiC will work for High Court and the necessary pre-requisite elements in order to allow a decision to be taken in terms of phasing and delivery. This will be factored to the CMiC expanded use planning.

EPR Delivery Update and Digital Strategy: Delivery Plan

Priorities, Digital Transformation and Case Management Improvements

A key focus for this meeting was to discuss and consider the corporate digital business transformation and improvement portfolio priorities for 2020/21. SMcG provided context to this topic. It was acknowledged that while the 2020-21 budget announcements have yet to be made, the digital strategy and case management improvements could be categorised to show which items could be delivered within potential budget allocations for next year and those that would require availability of additional capital budget resources (forming part of COPFS' capital spending review submissions).

The following initial digital business transformation and improvement priorities were identified:

Digital Workplace (Windows 10/Office 365)

This was considered a key and mandatory corporate priority – for compliance, operational and strategic purposes (including supporting COPFS' ways of working and business and estates transformation aims). It will equip all staff with a Windows 10 laptop, supporting the Digital Strategy vision and our agile workforce aims. It will provide modern devices and flexible digital workplace solutions to support our future working needs and support business productivity and resiliency. It will provide 'desktop' VC capabilities (via the new integrated digital workplace solutions) and support enhanced collaborative working, internally and with justice sector and other external partners. There was discussion around the need to think carefully about how we maximise usage of the additional tools and on information management policies and business rules.

Evidence Procedure Review (EPR)

SMcG confirmed that EPR remains a priority. ISD worked closely with members of the EPR project governance and delivery teams' to implement the required case management and systems changes to support the pilot launched in January 2020 in three sites. The focus is now on delivering further changes to COPFS' case management systems and processes to enable the remaining COPFS and partner EPR system changes to be implemented over the duration of EPR programme.

DESC (Digital Evidence Sharing Capabilities)

COPFS remains a key and central partner in the design, development and implementation of DESC. This project will continue being resourced and progressed over the course of the next corporate year.

COPFS Justice Digital Transformation Projects

After the development of a number of applications prototypes over the last year or so for projects funded by the Scottish Government Justice Digital Transformation Fund, BPIC supports the 2020/21 programme incorporating the formal implementation of some of the advanced prototype solutions, enabling COPFS to deliver on its business and services improvement priorities/commitments and to demonstrate return on investment. Two digital solutions identified for implementation in 2020/21 are the **Witness Portal** and a new **Secure Disclosure Service (SDS) Defence Agents Portal**. The Witness Portal is a profile COPFS service improvement commitment and 'SDS2' is a key strategic delivery solution and an enabler for DESC. Following on from stakeholder demonstrations and at the Digital Transformation and Case Management Summit, ISD will engage with key COPFS, Justice Sector and other stakeholders over Q4 2019/20 to plan for the formal evaluation and implementation of the Witness Portal and SDS solutions over 2020/21. These solutions include the ability to utilise live digital chat solutions. A suggestion was made to confirm with the service improvement board to establish if this was a requirement and carry out some further due diligence.

Two further digital solutions prototypes being developed by the end of 2019/20 are **Electronic Reporting of Principal Copy of Indictments** and **Digital Search Warrants**. The formal evaluation of these solutions can also be incorporated to the 2020/21 portfolio to deliver COPFS and justice system transformation benefits and efficiencies. Context around current system for digital search warrant and delays caused by the process was provided. This is a longer term piece of work to enable digitisation involving collaborative working with external partners.

A single application solution to allow the management of warrants through each stage was suggested by SMcG. In relation to the Electronic Reporting of Principal copy of Indictments it was thought that a legislative change to allow digital service of Indictments may be required. A decision was taken to add this to the remit of EPR and agreement taken that communication should take the same route.

AI/Machine Learning/Cognitive Technologies

The AI innovation proof of concept project is underway (funded by the Scottish Government Justice Digital Transformation Funds for 2019/20) with the aim of delivering initial outcomes for evaluation by the end of March 2020. This proof of concept project is being delivered as part of a COPFS and Microsoft (at no cost) innovation collaboration, building on the Chief Digital Officers vision collaboration agreed with Microsoft. The initial focus is on evaluating the use of AI technologies to improve the efficiency of case marking and processing: specifically in enhancing and supporting case preparers preparation and analysis of case information and the presentation of information to Crown Counsel (in relation to the initial use case example); using AI cognitive services to analyse large cases involving information from digital, paper, video, handwritten and other information sources. Depending on the proof of concept outcomes, there is the opportunity in 2020/21 to further develop the use of appropriate AI technology (with further support likely to be available from Microsoft). Any adopted projects would focus on delivering targeted and maximum business value and would integrate appropriately with existing or enhanced case management systems and processes to collectively automate processes, digital workflow and supported decision making.

SMcG requested a route map so BPiC can have visibility of the journey and impact this would have on the business. KD will provide this for the next meeting.

Digital Meetings

This would introduce new technologies in our meeting areas. It was suggested that Conference Room 1 in CO could be utilised as a prototype with the intention of replacing existing Cisco products.

Performance development

This corporate application is on track to be delivered in March 2020.

Other Priorities

BPIC will also consider **Productions** (physical and software solutions), **email mailbox/communications management** solutions and **EPIC Reviews** as part of its next step prioritisation considerations.

BC asked if current ISD developments for SCG and its business as usual priorities would impact on the BPiC priorities and was keen to continue updates and prioritisation discussion around these activities; Keith confirmed resources would be assigned to progress and deliver the key priorities and that, subject to confirmation of budgets, project resources established to focus on strategic and project transformation.

Other Digital and Strategic Projects

BPIC noted other strategic and digital business transformation projects, which would require additional capital budget resource, and which were reflected in COPFS' recent capital investment spending review submissions. These will be considered as part of the next steps and in light of confirmed budget allocations for 2020/21 and subsequent years. In addition, the ISD Portfolio will include a number of essential IT and information systems infrastructure operational, compliance and upgrade projects requiring delivery over the course of next year.

All items are subject to corporate decision making on key priorities for 2020/21 and detailed resource and delivery planning.

Corporate Internet Re-Design Update

A proposal paper was issued to BPIC Frances Ross, Head of Corporate Communications. IW introduced the paper and confirmed the issues with our current website. He confirmed the comprehensive proposal on what is available and options available for delivery. IW confirmed that the customer service board is comfortable with the proposals and acknowledged each option is likely to involve input from ISD and will require portfolio prioritisation consideration. IW asked for views on the proposal and wanted to seek input in terms of preferred next steps.

The board expressed the following views:-

- Digital first standards must be applied and necessary to ensure they are aligned and applied appropriately.
- The board agreed it is valid to carry out this work but important to consider other priorities.
- RT confirmed our current 'as is' website is difficult to navigate and supports a new product. He confirmed the importance of timing and making sure this is delivered in line with other projects and dependencies. Strict discipline is required in terms of content management.
- Needs to be linked into other parts of the digital strategy, for example, Chatbots, live chat, Intranet alignment, Witness and Defence Portals.
- Resource will be required to assess and manage the current Intranet content of approx. 15K documents.
- ND requested clarity in relation to priorities this year in order to focus and achieve clear deliverables.
- The board accepted that managing the current content would be the largest piece of work for this project which will require resourcing. The proposal is to engage with an external supplier to drive and deliver the project whom we have previously used and have confidence in.

- The board accepted the recommendation for a new build of the website forecasted at approx. £100k which is more realistic and beneficial than the £40k upgrade costs defined in the paper.
- It was noted that the paper doesn't provide a financial forecast in terms of ongoing maintenance of the website solution.

The board confirmed approval of a new website but need to assess where this would fit with other priorities. It was accepted that it was a good enabler to drive other projects like witness and defence portals.

Digital Business Solutions and Transformation Priorities

Case Management User Group Terms of Reference

KD agreed to share this with the board in advance of the next meeting.

Any other business (AOB)

No AOB raised.

Date of Next Meeting: 20 August 2020

Action table

Meeting	Action	Member	Due Date	Update
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	Digital Strategy Delivery Plan Update Communication	Keith Dargie	Co-ordinated with post summit and communications activities	Update provided with key priorities within the ISD portfolio until the end of March 2020. The Digital Strategy Delivery and Transformation communication update to be published formally.
17 October 2019	LDD/Witness Citation Project	Keith Dargie	EPR Pilot Timetable	Expected delivery mid-March 2020. SMcG requested Paisley, Dundee and Hamilton are prioritised.
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 within 1 week.
31 January 2020	AI Roadmap	Keith Dargie	April 2020	To provide BPiC with roadmap on AI capabilities