Business Process Improvement Committee (BPIC) Minutes 23 February 2021

Disclaimer

This file may not be suitable for users of assistive technology.

Request this file in an accessible format

If you use a type of assistive technology like a screen reader and need a version of this document in a more accessible format, contact us on the details below. Please let us know what format you require. It may also help us if you say what assistive technology you use.

Email: diversityteam@copfs.gov.uk

Call: 0300 020 3000

British Sign Language users should text on 07825 280346, specifying if you would prefer your reply by sms, text or email.

Business Process Improvement Committee, 23 February 2021

Chair:

Stephen McGowan, DCA, Local Court - SM

Attendees:

Robert Tinlin, Non-Executive Director – RT

Keith Dargie, Chief Digital Officer - KD

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

Bill Comrie, Head of Business Management, Serious Casework Group – BC

Anthony McGeehan, Head of Policy – AM

Lisa Gibson, ISD - Executive Business Manager - LG

Apologies:

Deborah Wilson-McKay, ISD - 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 Projects: 2020/21 Updates:
    a. BPIC Portfolio Projects
    b. ISD Portfolio
    c. Digital Transformation Programme
    d. Justice Digital Strategy Transformation Projects
4. Digital Strategy:
    a. Delivery Update
    b. Conclusion Report
5. Any Other Business (AOB)

Welcome, Apologies and Agreement of AOB

The Chair welcomed members to the meeting and welcomed Thomas Lindie to his first BPIC meeting to represent SCG (replacing Bill Comrie who is retiring). BPIC noted Bill's contributions. Apologies were received from Deborah Wilson-McKay.

Minutes of Last Meeting and Action Log

The minutes of the meeting held on 5 November 2020 were approved.

Actions agreed to close:

LDD Solution is live.

Digital Transformation Programme delivery communications published in December on PF Eye.

The four year Digital Strategy 'anniversary' communication will be aligned with the end of the financial year to better fit with the ongoing delivery programme over Q4 and to provide linkage with the development of COPFS' new Digital Strategy in the latter part of 2021.

BPIC Portfolio and Projects: 2020/21 Updates:

- BPIC Portfolio Projects

- ISD Portfolio

- Digital Transformation Programme

- Justice Digital Strategy Transformation Projects

Papers BPIC(21)02, BPIC(21)03 and BPIC(21)04 were noted.

KD provided an overview of the Portfolio and the Digital Transformation Programme devised to support the planning, coordination and delivery for the projects funded by additional Scottish Government capital budget and via the justice digital strategy transformation initiatives. The impact of COVID and ISD's essential resource focus on helping deliver COPFS' operational response to the pandemic and to deliver essential compliance and upgrade projects at the latter part of last year was acknowledged. This impacted on the progression of some projects. KD outlined the continued strategic drive and direction and provided an outline of the key project deliverables by the end of March or transitioned into 2021/2022 as part of phased project implementation approaches.

KD provided an overview of each of the projects:

Datacentres: KD will provide a note to SET in March setting out the strategic principles and roadmap for the transition to offset datacentres and the implementation of increased IT systems resiliency;

Cloud: This work is complex and must factor the design and integration of the new IT systems resiliency infrastructure and the planning for relocating COPFS' datacentres to offsite locations. This work is nearing completion and will enable KD to present the Cloud Strategic Principles and Framework defining the steps and measures for transitioning our information and enterprise systems to the Cloud;

Expansion of CMIC: Work is advanced on strategically expanding CMiC for use with Solemn cases. ISD is working to release an app for user testing by end of March with the aim of deploying the new solution on a phased basis over Q1

2021/22. In preparation for the expansion of CMiC services, iPads for all Sheriff and Jury Deputes and High Court Advocate have been procured and upgraded devices deployed;

Digital Case Management Systems: Several developments and enhancements completed or in progress, supporting Recover, Renew, Transformation (RRT) initiatives, EPR and analysis/provision of SCG digital casework improvements;

AI Transcriptions: ISD making good progress in exploring the use of Artificial Intelligence cognitive services technologies to enhance our digital casework; an AI prototype solution for transcribing video content to assist SCG digital casework (one of SCG's digital casework improvement priorities) was successfully demonstrated late January and ISD is working to produce a production ready product by end of March. KD will write to SCG senior managers outlining the required and specific testing comparison and quality assurance between the AI generated transcription outputs and the source video digital information, and the business area processes needed to support the use of these new technologies for production level digital casework. This will include an update on how this work will be aligned with the Crown Counsel AI and process automation proof of concept with Microsoft that had to be postponed last year due to the impact of the pandemic and which will form part of the Digital Transformation Programme for 2021/22;

Cyber Security and Resilience: KD will set out the scoping and approaches for a Cyberattack simulation exercise to CRG at its meeting in early March, with this work carried out as a priority business resiliency activity over the next 2-3 months;

Digital Workplace: The Digital Workplace Windows 10 laptops, O365 products, upgraded VDI, digital casework systems, smartphones and Teams solutions are embedded and delivering to specification across the organisation. ISD architecture design and planning work continues to complete the delivery of the remaining deliverables of the Digital Workplace Project. This includes the digital strategy plan for the full use of the Microsoft Teams collaboration and document sharing facilities. Delivery timescales, aligning with the Cloud and datacentre transitions, will be confirmed shortly with the aim of completing the final digital workplace project deliverables over Q1-2 2021/22;

Corporate Apps: Overtime: Specified and confirmed with HR lead stakeholders; ISD will set out the development and delivery details (aiming for a Q1 release) in coming days;

New HR System: New HR solution analysed, and procurement processes completed and new vendor/solution to be announced imminently. Product will be purchased by end of the year, with project plan being created to implement the solution and new services over 2021/22;

COPFS Website: New design is complete and accepted; gearing up for end of March/April BETA evaluation, subject to confirmation of content readiness and migration schedules and the independent assurance of the new IT infrastructure design and configurations;

Case Management/Analytics: Work ongoing to provide a framework which underpins and supports our AI and digital casework transformation vision and aims; KD has re-initiated engagement with Microsoft (following on from the substantive pre Covid engagement, which had to be stood down due to the onset of the pandemic) as part of his strategic partnership and collaboration vision with Microsoft;

Digital Search Warrants: Workshop with Police Scotland scheduled to re-group (post-Covid) on the review of the advanced prototype and planning for the next-steps evaluations and delivery planning;

Witness Gateway: ISD has completed extensive project and technical design work for the Witness Gateway, with Agile development sprints underway to develop the secure user authentication, witness availability and other technical solutions (for use with the Witness Gateway and other justice digital solutions to strategically leverage capabilities across COPFS' digital systems). The CDO will engage with COPFS senior stakeholders to confirm and coordinate the key principles and delivery approaches for the new service ahead of formally initiating the project and communicating with stakeholders. KD will write to key stakeholders by end of March setting out the formal project steps and timescales. ISD is aiming to complete the development of the first product version of the Witness Gateway product (featuring witness availability management and other functionality) by end of March, enabling evaluations to commence from agreed dates from April;

Defence Agents Service: ISD continues developing the design and solutions options for the new Defence Agents Service (i.e. SDS 2). This is complex and involves aligning with emerging DESC product, data storage architecture and secure authentication solutions to future proof this solution. Workshops with internal and SG stakeholders planned and a roadmap confirmed. KD will set out the business transformation elements as part of the next steps.

SM confirmed we had covered the **Justice Digital Strategy** related projects as part of the overview.

KD noted the end year delivery statement to document the achievements, deliverables and the work in progress as part of the 2021/22 programme. KD will also set out for discussion at the next BPIC meeting the programme for 2021/22, based on known corporate improvement and digital strategy and casework transformation priorities.

SM raised the DESC project, which when procured will require COPFS solutions to integrate with DESC and Police Scotland information workflow systems. KD advised the procurement is at the final stages and that work is ongoing to finalise a MOU and resource profiling to provide the central financial resources for COPFS, PS and SCTS resources to design, test and implement DESC. KD is working with colleagues on the MOU and will submit and negotiate resource profiles as par of the programme board activities. A COPFS governance model for DESC is being developed, which will reflect BPIC and Executive Board mechanisms. SM and KD to discuss required RRT governance alignment. SM advised this needs to be done quickly.

GK noted the Overtime App and he will discuss with KD offline (noted as an action).

TL asked how we track benefits and benefits realisation. SM reiterated BPICs corporate improvements focus and the supporting corporate governance mechanisms. KD outlined BPICs role and governance framework, and the corporate governance, boards and programme/project boards in place to manage projects and business improvements.

No further comments.

Digital Strategy: Delivery Update

Digital Strategy: Conclusion Report

Paper BPIC(21)05 was noted.

KD referred to the noted Digital Strategy delivery statement in Spring 2021.

SM sought clarity on the Digital Meetings evaluation and if this is to do with our existing office VC systems. KD advised Digital Meetings is the third element of the Digital Workplace strategy, which aims to provide fully integrated VC, meeting and people and information collaboration for office, home or remote working colleagues. This work was placed on hold reflecting the impact of Covid and our remote working. In addition to strategic elements, Digital Meetings will replace existing Cisco VC systems and replace them with TV hub screens with automatic and integrated connectivity with Windows 10 laptops and Microsoft teams. KD will set out the evaluation approaches for this new way of working in March and this work will be aligned with FWoW and estates strategy and office reviews.

SM noted that Chat Bots is marked as complete and if the aspiration is to use this more widely than the Service Desk? KD confirmed the new Service Desk, which will see the first corporate use of chatbot technology, will now be deployed in 2021/22 to align with other priorities and ISD resource capacity. KD confirmed the chatbot solutions developed for the new Witness Gateway and Defence Agents Portal will be deployed with these new services and that they will be further engineered via their underpinning Machine Learning knowledge management solutions.

GK noted the Kilmarnock office is currently being refurbished and the estates review focus on the Glasgow offices and Crown Office and Edinburgh offices. The planning in Kilmarnock is factoring the full potential for ISD's digital workplace vision and enabling technologies. The Kilmarnock work is scheduled to conclude around middle of April, which will provide BPIC with further understanding on these important estates and office corporate and ways of working improvements.

No further comments.

AOB

No AOB raised.

Date of Next Meeting

The next meeting is scheduled for Monday 7 June 2021.

Actions Table

Meeting	Action	Member	Due Date	Update
30 November	LDD/Witness Citation Project	Keith Dargie	30 November 2020	Go Live is currently scheduled for week commencing 30th November 2020, pending successful completion of joint COPFS and Police Scotland system to system testing and live release readiness (weekly delivery meetings held).
October 2020	Digital Transformation Programme Delivery Roadmap	Keith Dargie	November 2020	Confirm the Delivery Roadmap for the Digital Transformation Programme [Note: Being published in Nov 2020]
31 January 2021	Digital Strategy Delivery Plan Update Communication	Keith Dargie		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).