CROWN OFFICE & PROCURATOR FISCAL SERVICE

SCOTLAND'S PROSECUTION SERVICE

Digital Strategy

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Executive Summary

Strategic development of Information Technology and services to deliver business priorities in a digital age.

Our focus is to work in partnership with our customers and stakeholders to invest in and deliver innovative, efficient, agile, resilient and secure digital systems and services. We will manage this through the **guiding principles** of: **Improving quality, Optimising resources and Delivering efficiency**.

Our digital journey over the next five years will focus on **information, processes**, **support**, **leadership** and **managemen**t. We will empower our people by equipping them with the digital solutions and capabilities, providing efficient access to information and knowledge to realise institutional digital flexibility and agility. This digital strategy is part of a suite of strategies – financial, workforce planning, estates – all designed to enable the organisation to improve the standards of service, live within our resources, and improve the environment for our people

This strategy describes our plans to deliver services to enhance user experience and support digital engagement by:

- understanding users' needs and strategic priorities
- bringing the best of IT and digital technology to our customers
- reorganise for digital, providing innovative and agile solutions and services
- deliver a new digital platform to underpin a new generation of digital services
- become digital to the core; information will become our new code base
- provide business value by the rationalisation of IT systems, business processes and activity.
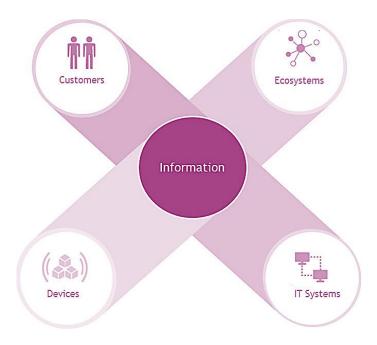
The Digital Strategy will enable:

- driving the digital journey by providing customer focussed digital services
- seamless access to information
- operationally efficient and digitally enabled IT infrastructure
- innovative and agile digital business solutions
- robust and invisible IT security
- resilient digital services
- digitally enabled and collaborative workforce
- resources to deliver in the digital age

What this will mean to our people and business:

- provide us with up-to-date, reliable and integrated digital services
- the capability to work productively in any office using modern, flexible and integrated computing devices and software solutions
- improve wellbeing by reducing travel through enabling more flexible 'location-neutral' working
- collaborating effectively using modern digital technology, including desk-to-desk video conferencing and enterprise messaging to improve decision making, knowledge sharing and reducing use of email
- help us reduce our carbon footprint, including reduced need for printing
- save time by speeding up or removing many routine business administration tasks and making information more easily accessible by introducing innovative and integrated corporate applications
- improving our case management and business systems, bringing digital efficiency to our processing of cases and enhancing our delivery of services to customers and stakeholders
- enable us reduce our non-staff running costs by automating business and administration tasks, saving storage space and reduce printing, paper and postage, thus helping to protect jobs and front-line services.

To achieve this we will adopt the following *digital ecosystem* approach to provision and interconnect the IT technology, information, people and collaboration platforms from which to deliver our digital strategy aims and vision:

COPFS adopting the digital ecosystem approach
Customers: We will build beneficial, sustainable and open relationships with our people and with our customers and stakeholders to develop our digital capabilities and improve the quality and delivery of our services.
Ecosystems: We will develop effective digital *ecosystems* to innovatively and dynamically interconnect and integrate scalable, secure and sustainable IT and information systems to underpin efficient digital solutions and services.
IT Systems and Platforms: We will continue to refresh, rationalise and invest in our IT systems to provide efficient platforms for the delivery of digital solutions and services.
Devices: We will organise for the next generation of computing device technology to enable our people to work in any location and on the move and for our customers to access information in the digital age.
Information: We will use innovative applications and data analytics to ensure the efficient flow of information across the organisation, placing information at the core to improve existing services and to develop new digital capabilities.

1. Strategic priorities

Driving the digital journey by providing customer focussed digital services

Our adoption of a 'digital by design' and customer-centric approach for all of our public services will focus our business delivery, development and improvement approaches, supporting the Scottish Government's Digital First Service Standard. We will build upon existing relationships to enhance our services by promoting engagement, awareness and driving a connected approach between our justice sector users and stakeholders. By embedding digital across our organisation, we will provide flexible and agile IT resources that enable enhanced and sustained organisation performance and modernised ways of working to support our new organisation structures.

Strategic Priority	Focus
Driving the digital journey	Create new opportunities for innovative digital services, directly responding to and aligning with customer and users' needs and priorities;
	Realising the 'digital first' vision by capturing and presenting all information in electronic form and making this accessible digitally and online;
	Develop digital solutions to enable electronic access and interaction with witnesses; structured electronic dialogue with defence agents; electronic submission of NHS medical records; enhanced documents exchange solutions with Police Scotland; digital information exchange with Scottish Courts and Tribunal Service on witness availability and trials scheduling;
	Work collaboratively with our justice sector partners to enhance access to information and to streamline related business processes, including establishing a *digital information vault* for storing, accessing and sharing digital data from a single source across the justice sector;
	Introduce a portfolio of corporate applications to transform the way we carry out our corporate administration processes, improving the accessing, processing and sharing of information and delivering organisation modernisation and efficiency;
	Implementing modern computing devices and applications to enable our prosecutors to access and present cases in court digitally;
	Utilise data analytics to pro-actively identify improvements to customer services and to our case management systems and processes, with targeted development of our systems to make it easier and efficient for our people to process and manage cases via easy-to-use applications and information interfaces.

We will make it easier for our customers to securely access the information they need, when they need it, supporting our aims for the future of case management and presentation to be digital and online. We will deliver an ambitious vision to digitally transform our administration processes and activities by introducing innovative new corporate applications, improving the way we access, process and share information and replacing manual and paper-based systems with new digital ways of working. We will continue to work with our justice sector partners to implement the *Scottish Government's Justice Digital Strategy*, driving and aligning our strategy plans to deliver innovation and improvements across the justice sector landscape. We recognise and understand the needs of people who can't access services digitally and will maintain appropriate channels to ensure all of our users have the ability to access our public services when they need them.

Seamless access to information

By being digitally enabled, we will have the capability to maximise our use of information and the way services are designed and used, working with our customers and stakeholders to identify new digital solutions and to evolve existing services. Making innovative use of data analytics and using information as our new code base, we will provide new services and products through effective planning, standardised design and agile delivery. By doing so, we will reduce complexity and rationalise components across our case management and corporate information systems.

Building on the significant achievements and systems in place, we will continue to work to develop robust and secure data interexchange capabilities and place information at the core for realising new business and public service improvement opportunities. Information accessibility and efficient management remains at the core of our digital development focus, with our new corporate applications establishing 'single version' or 'single source of truth' data management principles and underpinning the delivery of exciting new digital ways of working. The implementation of corporate Wi-Fi across our offices will support our enterprise mobility ambitions to enable our people to work flexibly and productively in any of our offices and to access information seamlessly, enabling 'office neutral' working capability for our people.

Strategic Priority	Focus
The future of information access is digital and online	Develop cloud-based approaches to provide us with a secure flexible, resilient and high availability information repositories;
	Build enterprise IT architecture to support the organisation's information and processes, enhancing user experience, reducing complexity and providing greater efficiency;
	Rationalise and simplify the IT and information architecture associated with our case management systems;
	Standardise and develop modular designed digital applications development improvements to our case management and other business systems, enabling further efficiency and functionality improvements to the systems our people use on a daily basis to process and manage reported cases of crime from the police;
	Implement our applications to be device agnostic, making information flexibly and easily accessible to our users across any device;
	Develop a web portal solution that makes it possible for our customers and users to digitally access information relevant to their role or participation in the justice systems prosecution of crime, when they need it;
	Transform the way we store and utilise our corporate information by applying 'single version' or 'single source of truth' information design principles, making information more accurate and seamlessly accessible across the organisation.

Operationally efficient and digitally enabled IT infrastructure

Our IT infrastructure provides the enterprise platforms to meet our operational, business and strategic needs. We will further innovate and improve our IT systems as we seek to maximise potential from the delivery of new digital services. We will adopt government and industry best-practice to deliver efficient, resilient and cost effective IT services. A *digital ecosystem* approach will establish interconnected, efficient and modern IT and information solutions to underpin our digital capabilities and ambitions. Rationalisation will be at the heart of our decision making and planning, simplifying our IT infrastructure and reducing complexity and cost, supporting our corporate aims to reduce our non-staff running costs. By providing our people with modern computer devices geared towards their needs, aiming towards a 'single device' user deployment approach, we will modernise our ways of working by digitally equipping our people with the solutions they need to work flexibly

and dynamically with our IT systems. We will remove or replace legacy software systems and develop cost effective and sustainable IT solutions to meet our business needs. A review of our data centres, systems resilience and information environment needs will provide opportunities for modernising and simplifying our IT domain. Our future data centre needs will be aligned with our estates and financial sustainability strategies to drive down costs and deliver organisational efficiencies.

Strategic Priority	Focus
New Digital Platforms **Digital to the Core** **Rationalisation of IT Systems**	Further refresh our IT technologies and platforms, reducing our technical debt and replacing with cost effective, modernised, streamlined and simplified infrastructure;
	Development of digitally sustainable and scalable solutions providing business value;
	Review our data centre requirements and define a long-term strategic approach, aligning with our estates strategy to help deliver financial sustainability, rationalisation and to reduce our carbon footprint from our use of IT;
	Review and rationalise the design, provision and use of our enterprise IT environments, systems and processes;
	Review our desktop and *virtual* computing services, working towards a 'single user device' approach and deploying the most effective desktop operating systems and the accessing of corporate and business software from a secure 'enterprise cloud';
	Mature our IT Service Management function by implementing key performance indicators to measure the effectiveness of our infrastructure and supporting processes, including further improving our IT Service Catalogue and providing cost transparency and SLA's for all services provided to customers by our Information Systems Division (ISD);
	Apply effective strategic procurement to reduce costs and to maximise value and return on investment and implementing a supplier relationship management plan to monitor supplier performance against agreed standards;
	Manage our digital assets and associated costs providing operational transparency and identify areas for investment in the future.
	Review and implement efficient print and scanning solutions delivering efficient and digitally aligned solutions to meet our future business needs.

Innovative and agile digital business solutions

Our digital business solutions and services will be high performing, effective, scalable and secure. They will remove barriers to digital transformation and efficiency and provide us with organisational agility and readiness for digital innovation and change. Innovation and implemented digital systems will align with our guiding principles and deliver key strategic capabilities for enhanced or new digital ways of working, both internally and to our customers and stakeholders across the justice sector.

Strategic Priority	Focus
Enterprise mobility and agility	Develop new customer focused solutions to make the relevant information accessible online to our customers via digital age methods;
	Establish enterprise solutions and tools to enable our people to be productive from any office location at any time and to be seamlessly connected to corporate IT resources, delivering 'location neutral' working capabilities;
	Implement innovative new digital corporate application solutions to increase employee engagement and operational efficiency by speeding up and automating tasks and making information more easily accessible;
	Enhance collaboration across all business areas by making available up-to-date and innovative communication solutions, including desk-to-desk video conferencing and enterprise collaboration messaging to support an information driven and knowledge-based organisation;
	Enhance our digital innovation and service delivery capabilities by developing appropriate comprehensive cloud applications and solutions strategies.

Robust and invisible IT security

The efficient and secure processing, transmission and storage of information is core to our business operations. We will establish a comprehensive Cyber Resilience plan that factors government security frameworks and best-practice IT industry guidance. We will adopt a risk based approach to our IT and information security, aligning IT security and information assurance policies with our processes, working practices and our people. We will apply sustainable cyber security planning that underpins the design and delivery of world class services to our customers and stakeholders.

Strategic Priority	Focus
Information security and processes	Establish a comprehensive Cyber Resilience plan underpinned by government and industry frameworks and best-practice that enables sustainable and robust IT security and information assurance solutions;
	Place IT security and information assurance at the core of the design, delivery and support of our IT services and digital solutions;
	Focus on Mobile Device Management (MDM), transitioning from device image security management to support our next-generation corporate computing devices and to underpin organisational agility;
	Implement invisible IT security solutions to simplify our connectivity to enterprise IT services from any corporate device and enable our people to work flexibly and collaboratively from any of our offices or via the Internet;
	Review continuously our IT security software and solutions to reflect our business needs in a digital age.

Resilient digital services

We rely upon our IT systems to deliver our business goals. The provision of resilient, scalable and sustainable IT systems is critical to support our business needs and delivery of services. The design and implementation of our IT systems will be underpinned by resilience and business continuity architecture, solutions and support capabilities. We will develop rigorous and robust risk management planning to focus continuously on the delivery of high availability and quality digital services to our people and to our customers.

Strategic Priority	Focus
Refresh and reorganise for digital	Further refresh or replace out of date technology to reduce technical debt;
	Continue our work to rationalise and reduce the complexity and cost of our enterprise IT infrastructure systems;
	Review our data centres to ensure they are as robust as possible and to devise long-term data centre and IT infrastructure environment strategies;
	Implement increased network bandwidth and resilience to our office locations;
	Develop risk management and mitigation planning to support our new digital systems and processes;
	Establish robust business continuity planning, aligning our IT and business processes to maintain required corporate resilience capabilities.

Digitally enabled and collaborative workforce

We are an organisation that operates in a dynamic, changing and fast-paced environment. We work throughout multiple locations across Scotland, making it critical for our people to have the technology available to them to do their jobs effectively and efficiently. It is essential to have a joined-up and digitally connected workforce with the tools and capabilities to create and share information to collaborate effectively and optimise our use of resources. By strategically innovating our use of digital devices and software to work flexibly and dynamically will transform the way we carry out our business and to the ways we engage and collaborate with each other.

Strategic Priority	Focus
Digital enabled workforce	Provide our people with appropriate computing devices as part of our enterprise mobility strategy, equipping our people with the device most suitable for their business needs and enabling them to connect seamlessly via corporate Wi-Fi and to work efficiently from any COPFS office location;
	Aligning our digital and estates strategies to provide hot-desking and flexible working capabilities;
	Make our corporate applications and information accessible from any corporate device and from any COPFS office location, enabling *office neutral* working flexibility to our people, enhancing our productivity and contributing to healthy working lives;
	Introduce desktop video conferencing solutions to make it easier for our people to communicate and engage with each other and to reduce the need for travelling between offices;
	Deploy enterprise messaging software and document sharing solutions to enable our people to collaborate using modern digital age tools, reducing the use of e-mail and supporting a knowledge based and information driven workforce;
	Develop a suite of IT services covering all aspects of the employee experience, engaging with our people via a new *Digital User Forum* to capture, discuss and define user digital needs;
	Using technology innovation, we will introduce paperless corporate meetings, providing the tools to transform our meetings from somewhere to talk about work to about somewhere to get work done and enabling *real-time* communication of decisions and knowledge across our organisation;

2. Capabilities, governance and continuous improvement
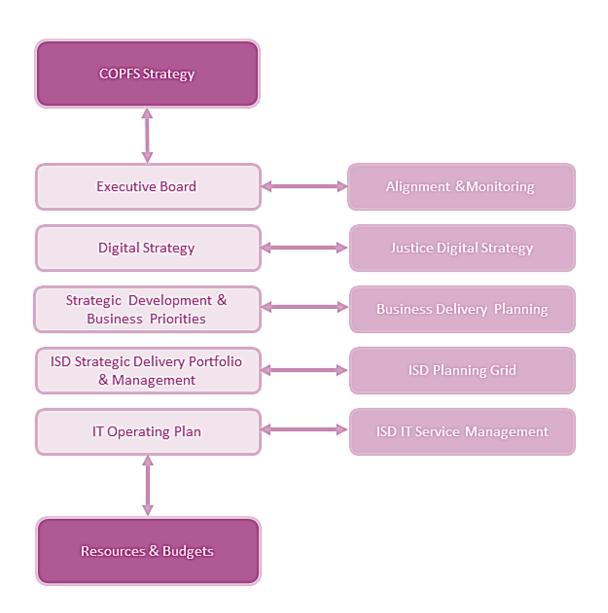
Resources to deliver in the digital age

Our ability to implement this strategy will require us to have the right people with the right skills and resource capacity to deliver our vision outcomes successfully. A strategic overview of the key strategic ambitions is shown at Annex A. The outcomes and products from this strategy must optimise resources and deliver efficiency, making a significant contribution to our financial sustainability planning by enabling us to reduce our non-staff costs and to deliver our priorities and services at a time of reducing resources. As it is essential to make the right decisions on our strategic implementation approaches, a programme framework, driven by the Director of IT to align our IT and digital development initiatives, will be applied to oversee the work relating to this strategy, which will include structured and interconnected analysis and business area engagement to enable effective decision making and delivery. We will publish in Q1 of 2017/18 a detailed plan and roadmap setting out our priorities and delivery timeframes for implementing our digital strategy priorities.

Strategic Priority	Focus
Resources, Readiness and Delivery Success	Application of our corporate governance and planning mechanisms to ensure that the necessary people, financial and technology resources and capabilities are in place to devise and deliver robust planning for success;
	Use of ISD's Planning Grid and Enterprise Solutions governance to enable effective alignment of our operational and strategic priorities to deliver successful outcomes;
	Utilise appropriate, cost-effective solutions capabilities to support our strategy delivery;
	Develop and future-proof our people with the skills and capabilities required to deliver and maximise the benefits from future digital technologies and ways of working;
	Investment planning to deliver long-term and financially sustainable digital services and solutions;
	Provide effective and transparent organisation change and transformation support for our people, customers and stakeholders to successfully implement and embed new digital services and ways of working.

Oversight & governance

Overall responsibility for the delivery of this plan rests with the Executive Board. Our Business Improvement Committee (BIC) is the governance body where decisions about inclusion of corporate initiatives in the improvement portfolio are made and are responsible for monitoring improvement portfolio progress and resolving issues that may compromise delivery and benefits realisation. This will include decisions on strategic corporate priorities and resourcing of initiatives. ISD's governance and planning framework will deliver the IT innovation and technological solutions that will underpin the implementation of this strategy. We will introduce a new *IT Digital Forum* to enable consultation with our staff all at levels to engage on the implementation and development of our strategic plans. Collaborative working with justice sector partners will be coordinated and managed via the Scottish Government's Justice Board and our role as a key partner in implementing the Scottish Government's Justice Digital Strategy.

COPFS Strategic Governance Overview

Capabilities

We will develop our corporate digital capability levels by providing our people with the right skills, knowledge and support. Development plans will be aligned to our digital journey delivery, ensuring our people have the appropriate skills to meet their objectives and to maximise our potential and use of resources. This will be achieved by adopting the *CRAFT* concept as a development cornerstone. Our IT division will deliver and support our IT and digital strategy solutions by developing the required skills and by working with strategic partners and vendors.

COPFS Delivering the CRAFT concept

We will have → A highly professional team

Who are → Trusted technologists to provide beneficial IT solutions

By focussing on → Investing in-house capabilities & skills

Delivered by → A skilled, engaged & motivated team

Playing our part in → Enabling COPFS to meet its goals

Achieving → High performing, efficient, secure and effective IT digital services

We will → Influence & design digital services

By using → New digital platforms

Ensuring → Security is considered

Working with → Trusted skilled partners

Delivering → Robust IT services & solutions

Achieving → High performing, efficient, secure and effective IT digital services
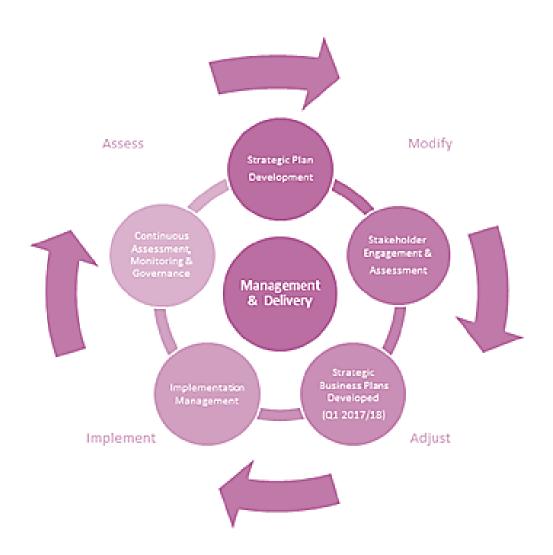
Openness

We will be open and transparent on the progress and delivery of our strategic priorities and planned objectives. We will communicate regularly to our people and with stakeholders at the relevant stages of our digital planning and transformation journey. Our corporate governance and portfolio systems will provide the mechanisms for managing, monitoring and controlling the implementation of our strategic plan priorities.

Risk management

Our corporate risk management governance and oversight will be applied to regularly monitor, review and manage risks associated with the delivery of our digital strategy priorities. We will require carefully planning and prioritising our resources to deliver our strategic priorities, with the availability of people and financial resources a key factor in our organisational ability to deliver our strategic priorities to quality and timescale.

Delivery approach

The diagram below gives an overview of the key mechanisms for the planning, engagement, delivery and continuous assessment of this strategy:

Review

The plan will be reviewed annually to ensure the strategic approach remains and appropriate and to confirm implementation priorities.

Annex A: Diagram for indicative purposes only

Overview of key strategic ambitions

Innovative Efficient Resilient Secure

2017 – 2022

Customer Focussed Digital Services	Seamless Access to Information	Operationally Efficient Digital Infrastructure	Innovative & Agile Business Solutions	Digitally Enabled & Collaborative Workforce	Resilient Digital Services	Robust & Invisible IT Security
Corporate Applications	Cloud-based Enterprise Data Vault	Legacy Technology Refresh	Innovative Communication Solutions	Efficient working via mobility solutions	Business Continuity Planning	Modernised IT Security Software
Governance Maturity	Rationalise & Simplify IT Infrastructure	Strategic Datacentre Approach		Digital Self-Service Support		
Use of Data Analytics for Service Improvements	Standard & Modular designed Digital Applications	Single Device Strategic Solution	Digital Customer Focussed Case Management Solutions	Digital Delivery Leaders	Increased network bandwidth & reduced IT infrastructure complexity	Mobile Devise Management Focus
	Web Portal Development	Supplier Relationship Management stands developed & implemented		People Empowerment		
Innovative Digital Services	Improved Information Flow		Streamlined & Efficient Infrastructure	Develop a Suite of IT Services		Invisible IT Security Solutions
	Build Enterprise IT infrastructure to support Digital Services & Solutions	IT Service Management Maturity		Messaging & Document Sharing Solutions	Enhanced Risk Register	Comprehensive Cyber Security resilience plans aligned to government & industry best practice
ISD as Digital Consultants	Agnostic Application Development	IT Service Catalogue Development	Development of Enterprise Mobility Strategy	Hot-desk & Office sharing solutions		
	Single Source/Version design principles	Cost Transparency for investment planning				