

# Digital Transformation Strategy Development (Phase 1)

## Licensing Context:

Scottish local authorities and central government (including Police Scotland) currently issue approximately 160,000 licences to citizens and businesses each year. Total annual revenue from these licences is estimated to be more than £23m at a cost of approximately £7m.

There is a strategic imperative for central and local government to collaborate to transform transactional services across Scotland. Taking advantage of common service patterns, business capabilities and existing technology could lead to the creation of a digital ecosystem for Scotland.

For licensing, this could potentially enable a standardised national solution that could significantly improve the customer experience and reduce costs for government.

## Civil Justice Context:

The Scottish justice system is being reviewed as part of the Government's public service reform agenda. It has an operating budget of £2.4bn and, like all other services, are under significant fiscal pressures to do more for less.

The strategy for justice is to create an inclusive and respectful society in which people and communities live in safety and security; where individual and collective rights are supported and disputes are resolved fairly and swiftly.

The use of digital technology will drive the transformation of the justice system. The formation of the new Digital Directorate has presented the opportunity to support the aspirations of the justice services. Together they can be at the forefront of this innovation and capitalise on the opportunities that new digital solutions bring.




## Role Undertaken by Methods

Methods adopted a multi-disciplinary, collaborative way of working bringing in expertise from Scottish Councils, Forestry Commission, Police Scotland, Marine Scotland, Scottish Environmental Protection, Scottish National Heritage, Scottish Digital Directorate, Scottish Legal Aid and other organisations and stakeholders across the Civil Justice network.

With an aggressive 8 week timeframe to complete the work, Methods worked closely with the Digital Ecosystem in daily agile sprints to ensure that project momentum was sustained.

Methods facilitated workshops and coordinated open discussions and activities with stakeholders across the investigating landscapes. This way of working enabled an aggressive agile pace to deliver knowledge transfer to the wider team, rapid engagement, transparency, and demonstrable progress in shaping the project, day by day.

### Methods' addressed the following requirements:



Provided overview of the Justice service, Civil Legal Aid, the Service Legal Aid Board and Licensing in Scotland in terms of costs, transactions, income and technology.

Understood the types of users that engage with SLAB and need licenses across all Scottish councils, their needs and user personas.

Identified the service pattern for the Civil Legal Aid service and licensing across Scotland.

Identified the capabilities needed for SLAB and licensing to deliver their service.

Identified the technologies and infrastructure that underpins the SLAB and a licensing service.

Proposed a solution to improve local and central government licensing activity across Scotland

## Discovery approach:

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- Analyse and review all existing research undertaken on the Civil Justice service, Scottish Legal Aid Board (SLAB), Dispute Resolution service, information sharing capabilities for the Criminal Justice service and the licensing landscape across Scotland
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- Carry out workshops to understand the current services provided and technologies in use, looking at business capabilities and service pattern.
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- Undertake quantitative research into volumes, transactions, number of users, and cost per transaction. Conduct interviews to understand the capabilities and technologies needed to provide those services with local government, civil legal and civil justice staff and other licensing organizations.
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- Outline a recommendation to create a proof of concept / Alpha for SLAB
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- Provide an overview of the Dispute Resolution service and an outline of solutions used globally. Create visual charts (Business Canvas Model) and offer recommendations on next steps.
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- Identify 4 main solutions, detailed how licensing across Scotland could be improved, by standardising the front end, sharing data, standardising consultation activities in the process of acquiring some licenses and sharing business capabilities

## Outcomes

The Methods approach to discovery ensured that the team hit the ground running, uncover and digest a huge amount of information whilst retaining a focus on what was important.



### Capabilities Map:

Capabilities are the building blocks of services and these can be people, process or technology. Methods' workshops identified and validated over 25 capabilities underpinning the Service Legal Aid Board (SLAB)/ Service and several top capabilities that would underpin a licensing service.



### Service Pattern:

Compared and contrasted to-be service patterns from existing work done with the Government Digital Service and the Ministry of Justice to prove that the underpinning service pattern to support the provision of SLAB in Scotland is fairly standard. All elements of the service pattern were found to be consistent with the benchmarked service patterns.



### Business Model Canvas:

This is a strategic management and lean start up template for developing new or documenting existing business models. Methods created one each for the Dispute Resolution Service and the information sharing capability for criminal justice



### Alpha Recommendation for Civil Legal Aid:

Methods outlined a high-level Alpha case. The alpha will allow the Scottish Government to gather user feedback, learning and user research from the products at the earliest possible stage. It will also help test and validate the use of new technologies.

# methods III



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