

## Executive Board meeting minutes

Meeting held on 22 February 2023 in Crown Office and by Microsoft Teams

### Present:

John Logue (Chair)	Crown Agent
Stephen McGowan	Deputy Crown Agent, Specialist Casework
Anthony McGeehan	Deputy Crown Agent, Operational Support
Keith Dargie	Head of Business Services
Sarah Carter	Director of Human Resources
Marlene Anderson	Director of Finance and Procurement
Annie Gunner Logan	Non-executive director
David Watt	Non-executive director
Vanessa Davies	Non-executive director
Jim Brisbane	Criminal Justice Advisor
Andrew Laing	Deputy Head, Local Court
Andy Shanks	PF, Grampian, Highlands & Islands
Jonathan Shebioba	Director of Support Services

### In attendance:

Ann Marie Henderson	Secretariat
Mairi Boyle	Secretariat
Fiona Holligan	Secretariat

### Apologies:

Jennifer Harrower	Deputy Crown Agent, Local Court
-------------------	---------------------------------

## Agenda Item 1 – Welcome and Apologies

1. The Crown Agent opened the meeting and welcomed all colleagues. Apologies were noted from Jennifer Harrower. There were no conflicts of interest noted.

## Agenda Item 2 - Minutes of previous meeting

2. The minutes of the meeting held on 14 December 2022 were approved and can be published.

### Action tracker

3. Actions 1 and 2 – DCA Serious Casework advised that Police Scotland is undertaking a debrief. It was agreed that these actions will be closed and that the DCA will provide updates to the Board in relation to this matter in his new role.

4. Action 3 – to be closed: update to be provided under Agenda Item 5.

## Agenda item 3 - Finance Update

### Finance Update

5. The Director of Finance and Procurement introduced paper EB22/23(59). In relation to the 2022/23 budget, she explained the current position on residual underspend and non-staff overspend and drew the Board’s attention to the pressure on the post mortem and toxicology budget. We are in communication with the Scottish Government about the forecast. The Board noted the challenges for the 2023/24 budget including unfunded pressures, some of which we will absorb; and that we have made the SG aware of these including through our submission as part of the SG Path to Balance process. We expect to hear from SG on the outcome of this process by the time of the next Board meeting.

### Overtime Update

6. The Board noted paper EB22/23(60) and that plans for overtime are linked into budget planning and have a clear focus on making improvements ahead of FY 2023/24. The Board asked about ongoing work in relation to the long term absence figure. Director of Human Resources explained that there was a short life working group looking at sick absence rates to explore the reason for the increase in absence seen over last few years, including tracking the organisation against trends across the justice, public and private sectors. The Board will be provided with a full update on this as part of the quarterly wellbeing update at the March meeting. Meantime we have a range of activity on wellness and a robust absence management process, though the group is aware that management of sickness absence in terms of the policy is important.

## Agenda Item 4 – West of Scotland estates update

7. Head of Business Services gave the Board the background and context to paper EB22/23(61). The paper was then introduced by Director of Support Services. He explained the first part of the paper was the result of work taking a broader view of the west of Scotland estate footprint, taking account of business needs, office usage, future ways of working and net zero commitments. The second part of the paper concerns work on the Edinburgh justice campus, particularly proposed changes to COPFS occupancy of Edinburgh Sheriff Court (“ESC”) and consequential issues for accommodation of staff working in Edinburgh.

8. The Board was grateful for the paper and asked for work in the following areas and for a further update for the March meeting of the Board:

- Explicit definition of what the west of Scotland (“WoS”) estate comprises;
- Further analysis of:
  - usage of the offices within the WoS estate;
  - impact of SCTS estates strategy;
  - the ways in which staff are working and how this is measured;
  - what we think the future will look like in terms of the functions we need to deliver in our offices and the bespoke functionality we need to do that, given our strategic priorities including engaging with victims and witnesses and with the defence;
  - impact on staff, criminal justice partners and communities;
- Need for a plan for early, and carefully worded, communication with staff so that they may understand the scope of the WoS estates work and have the opportunity to contribute to the discussion about this;
- In relation to Edinburgh, more clarity on the proposal particularly on the proposed extent and suitability of ESC space to be occupied by COPFS and how the proposal benefits COPFS;
- More clarity on how the proposal would impact on the cost of the ESC accommodation;
- Analysis of what the future will look like and how the proposal would allow us to deliver the functions we require.

## Agenda Item 5 – Summary Case Management update

9. Criminal Justice Advisor introduced paper EB22/23(62) and provided the Board with an outline of the project, the context and history behind it, its connection with Law Officer and COPFS strategic priorities, the stage it has reached, why it is important and necessary work and the extent of the challenge involved. There was some discussion of the early, positive results of the project and the Crown Agent noted that this provides confidence in the project and in the potential for change more widely. There were some questions about the potential for external evaluation of the project and initiatives to encourage meaningful engagement of new participants in the pilot courts which will be dealt with by correspondence.

## Agenda Item 6 – Service Improvement update

10. PF, Grampian, Highlands & Islands introduced paper EB22/23(63). He confirmed that the internal survey had proceeded and provided an update on response levels and the main themes that emerged from the responses. This is likely to be followed by a targeted user survey. There was also an update on the working group; governance arrangements for its work; and forthcoming work in this area, including opportunities to measure performance and to build in improvements. The Board noted the substantial progress since the last update and the importance of this work.

## Agenda Item 7 – Committee Updates – Resources

11. The Board noted paper EB22/23(64).

## Agenda Item 8 – Committee Updates – Business Improvement

12. The Board noted paper EB22/23(65).

February 2023

**EXECUTIVE BOARD**  
**FEBRUARY 2023 MEETING UPDATE**  
**FINANCE UPDATE**

## Purpose

1. This paper provides the Executive Board with an update on:
  - Budget and forecast for 2022-23;
  - Budget for 2023-24

## Budget and Forecast 2022-23

2. The latest forecast for 2022-23 has been completed (Appendix A). The forecast reflects a current residual underspend of £864k compared to £398k previously reported to the Board. The forecasts have been adjusted to reflect agreed actions and controls that have been implemented as well as known funding drawdown.
3. Non Staffing expenditure has moved to a projected overspend of £864k from a forecast overspend of £943k [REDACTED] for the following reasons:
4. The following proactive measures implemented are:
  - There have been increases in non-staff budget lines as a result of inflation and increased demand. The better overall position reported is due to further Major Case non staffing costs reallocated due to lower than anticipated Counsel costs and legal advice. The Finance Business Partners and HOBMs continue to scrutinise all non-staff costs for any options of savings to offset inflation driven pressures. Main areas of pressure are:
    - i. While court related costs were initially lower than pre-pandemic levels, the increase in court business as COVID restrictions have been lifted and court recovery work taking place is resulting in increased costs with NSE now being forecast to land overbudget;
    - ii. Pressures in Estates resulting from increased maintenance costs, technical support such as architects fees and mechanical and electrical consultation and Service Charge costs. These are partially but not fully offset by forecasted savings in rent and rates costs;
    - iii. Non recoverable VAT continues to be overspent due to increased non-staff spend and inflation in areas that do not attract VAT recoverability. This budget cannot be directly controlled;
  - Business process reviews are continuing to be carried out by the transformation teams and individual directorates and are continuing to be reflected within business and workforce plans;

- Overtime continues to be scrutinised and controlled. The recruitment gaps have increased demand on overtime which is included in the staffing forecast. These pressures are being monitored and managed to ensure there is no additional pressure to the overall COPFS budget.
5. Our budgeted FTE in 2021-22 was 2,397.33. The proposed baseline FTE at 1 October 2022 is 2,511 reflecting reconfiguration of posts and additional funding for CDIT. The above actions may result in a fluctuation in FTE to address redesign of processes.

**Risks:**

- Post Mortems and Toxicology budget is under pressure due to increase in non-SPA supplier inflationary costs including costs charged for an additional pathologist to tackle increased demand and additional mortuary requirements above capacity [REDACTED]. There is a risk of further pressure in this area due to increased demand and further currently unknown inflationary pressures emerging;
- Non staff cost increases continue to materialise out-with expectations.

## 2023-24 Budget Allocation

6. The budget for 2023-24 was announced on the 15<sup>th</sup> December. COPFS received an increase of £13m on Resource budget and £3m increase on Capital funding.
7. Whilst the increased funding is most welcome, Scottish Government were unable to support the full amount required for 2023-24. This means that COPFS will need to deliver improved outcomes with less.
8. We will develop detailed resource and business plans to help COPFS deliver on priorities in 2023-24. It is more important than ever that we continue to innovate, improve, and transform the way we work and deliver our services. We must also continue working with our partners to deliver system wide improvements.
9. The additional capital investment is to support our digital transformation programmes, including developing our next generation casework systems and processes. The planning work for this important piece of work is due to start in the next few months.
10. Initial preparation on how the allocation below will be split between staffing, non-staffing and reviewing all contractual pressures has begun. The Management Accounting and Planning Team are reviewing all staffing forecasts and each account line to identify pressures. This will be finalised with Heads of Business Management input during February to present a balanced budget position to the Resources Committee for agreement to send to Executive Board for approval.

	<b>2022-2023 Allocation £m</b>	<b>2023-24 Allocation £m</b>
Resource	169.80	181.80
Capital	5.30	8.30
Non-cash	5.80	6.50
<b>Total</b>	<b>180.90</b>	<b>196.60</b>

Further detail is included at Appendix B.

## Conclusion

**10. The Executive Board is invited to note, and if it wishes, comment on the update to the 2022-23 forecast position.**

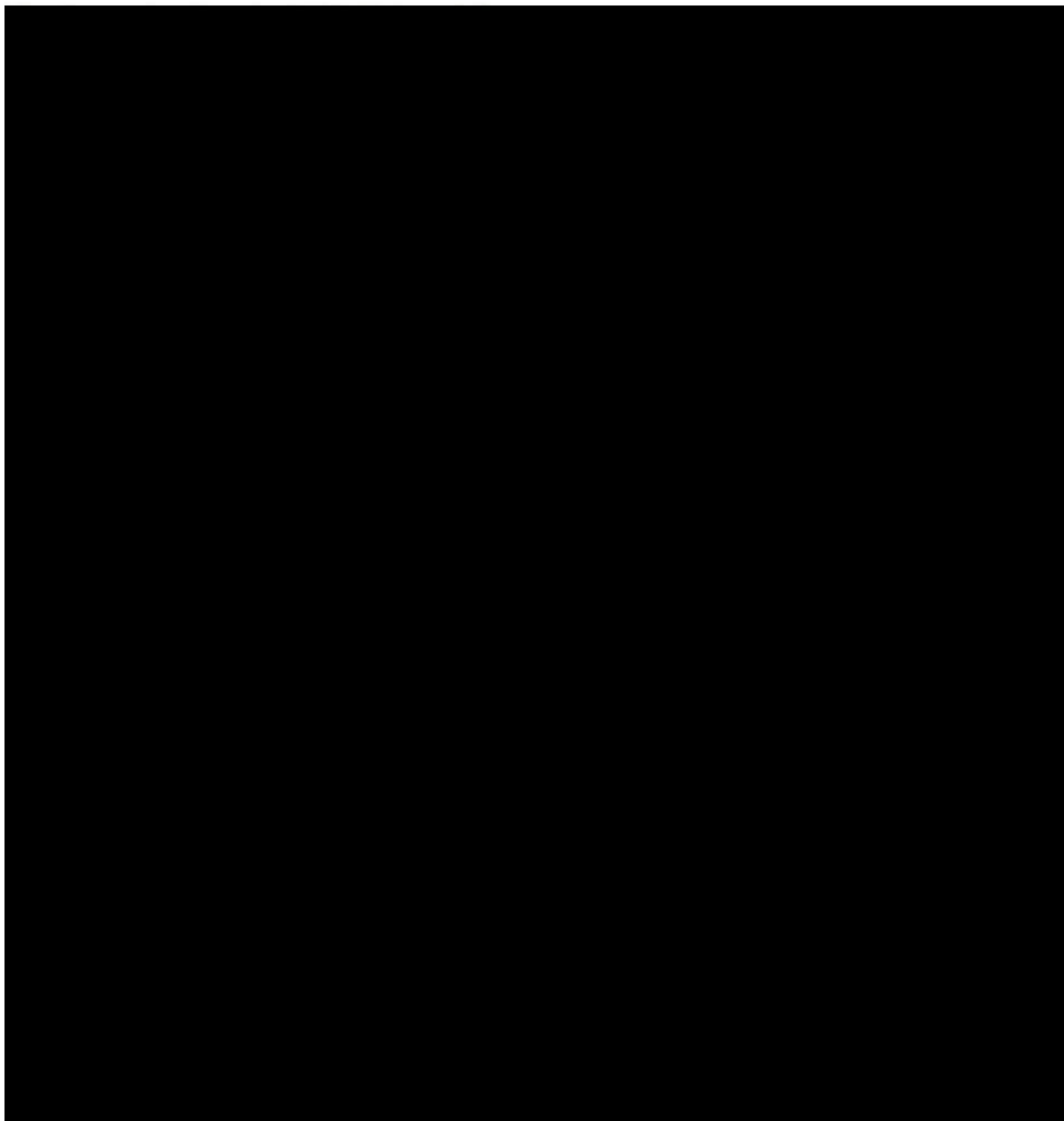
**11. The Executive Board is invited to note, and if it wishes, comment on the 2023-24 budget allocation.**

Finance Directorate

7 February 2023

OFFICIAL SENSITIVE  
NOT RELEASABLE UNDER FREEDOM OF INFORMATION (SC/OTLAND) ACT 2002

**APPENDIX A**





OFFICIAL SENSITIVE  
NOT RELEASABLE UNDER FREEDOM OF INFORMATION (SC/OTLAND) ACT 2002

APPENDIX B

[REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]  
[REDACTED]
- [REDACTED]

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## The Summary Case Management Pilot

### Briefing for COPFS Executive Board

#### Introduction

1. The Summary Case Management pilot applies to all summary criminal cases in which the first calling occurred on or after 5 September 2022 in Dundee, Hamilton, and Paisley Sheriff Courts.
2. The pilot is judicially led and is underpinned by Practice Note No 2 of 2022. The objective is to pilot measures designed to promote greater efficiency and the better use of available resources.
3. More specifically, the pilot is focused on early case management by sheriffs to identify whether:
  - resolution is possible at the beginning of the case, avoiding unnecessary trial preparation and witness attendance;
  - contested issues can be identified, and evidence agreed, in those cases which require to go to trial.

#### Context

4. The context is the longstanding inefficiency of the sheriff summary courts. There have been multiple previous attempts to improve the position over the last twenty years, starting with the McInnes Review which reported in 2003. It led (eventually, in 2007/08) to the introduction of some significant changes, particularly those driven by COPFS, such as direct measures and the early disclosure of a summary of evidence, but there was no enduring change in efficiency.
5. In 2011 Audit Scotland repeated that *“There needs to be significant improvement in the efficiency with which summary cases are processed through court to reduce substantially the number of cases which repeat stages and the number of cases which are resolved later than necessary.”*
6. Lord Carloway’s *“Evidence and Procedure Review”* (EPR) in 2015 recommended that *“Consideration should be given to reforming the summary trial procedure so that the trial diet is not fixed until the Court is satisfied at the intermediate diet that the case will be ready to go to trial.”* That led to a Working Group that eventually recommended the creation of a *“A New Model for Summary Criminal Court Procedure.”*
7. The proposed new model was predicated on digital working so, unsurprisingly, it has not materialised. It did, however, lead to the suggestion that some of its elements be tested in a pilot. That led to the first iteration of the Summary Case Management Pilot with an emphasis on increased judicial case management and early engagement between the Crown and defence.
8. After the inevitably lengthy preparatory period, the pilot, known as the EPR pilot, eventually started in 2020 but was almost immediately halted because of the pandemic. The current pilot is an enhanced version of the original model, with a much clearer approach to the fundamental issues of engagement and case management. Whilst digital working is an aspect that is being exploited where possible, it is not a dependency.
9. The overall position had not improved when the current pilot launched in September 2022. The extent of the inefficiency is demonstrated by the projected data for the current year (based on the first 9 months) [REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

10. That rate of churn impacts on the volume of witnesses who require to be cited. Based on the data for the 6 month period April-September of this year 454,956 witness citations will be issued (First cite 184,162; recite 270,794). The churn also ties up COPFS staff in wasted work, including repeated preparation for intermediate diets and trials.

11. The churn has also impacted the attempts to reduce the backlog of cases created by the pandemic as the ratio of evidence led trials is now less than 10% (pre-pandemic it was 17% which of itself was a disappointing rate). The impact of the extra courts specifically created to address the backlog is consequentially diluted.

### **Key features of the pilot**

12. As the identified problem is cases being set down for trial that do not ultimately need a trial, there are three critical steps at the start of a pilot case. The extent to which each step applies depends on the nature of the case.

- Earlier disclosure of evidential material to the defence;
- engagement between the defence and the Crown;
- judicial case management.

### *Early Disclosure*

13. The primary element of the pilot is the advanced disclosure of evidence to facilitate earlier decision making, whether it is on plea, or agreement of evidence. The expectation in all domestic abuse cases is that the key evidence (effectively, what the Crown would lead at trial) will be disclosed to the defence at or before the first calling. In all other cases, specified material e.g. a witness statement or video footage, will be disclosed where either the Crown or defence, jointly or individually, consider that it is likely to have a material effect on the possible resolution of the case or the agreement of evidence.

14. This has involved a new and demanding approach by the police, with material being submitted at a much earlier stage. This required the creation of new processes and associated training, to ensure both timelines and quality. They have developed, with COPFS assistance, a system for transferring more material digitally, including video evidence and images through a cloud based solution, "Egress". This has been transformative. The evidential material is capable of being shared with the defence without the need to resort to further processing to disc. Although there was some apprehension about their ability to deliver because of their other pressures, the police have largely done so.

15. The earlier receipt of material from the police has allowed the Crown to reset its own approach to the initial stages of the case with the following key characteristics

- A fuller understanding of the evidence in Domestic Abuse cases from the outset
- A more focused approach to resolution and the agreement of evidence at marking stage
- Ensuring that deposes at court have the confidence and authority to take decisions
- Processing material received from the police more quickly and sharing it with the defence

- Assisting the court in its case management function.

### *Engagement with the defence*

16. The defence position has evolved. It was initially resistant, almost hostile in some cases, to the possibility of early disclosure, engagement, and case management. This was influenced to a large extent by outstanding national issues over legal aid. The nominated defence representatives declined to engage at the relevant local implementation meetings. The most significant obstacle has been the refusal of some firms to submit letters of engagement which would allow the Crown to serve material early. There was also some resistance to the terms of the Practice Note, with incorrect suggestions that the accused were being blocked from pleading not guilty by the court continuing cases for case management rather than simply fixing a trial diet. Whilst the terms of the Practice Note are clear, this illustrates that cultural change is more challenging in the absence of a statutory framework for case management (as exists in the solemn courts).
17. The defence, did, however, have legitimate concerns over whether they would be remunerated appropriately if they engaged with the Crown before their legal aid position was fully assured. That uncertainty arose over the scope and timing of cover under the Assistance by Way of Representation (ABWOR) scheme. If they simply pleaded not guilty and then applied in due course for Legal Aid, their coverage was almost guaranteed in the vast majority of cases.
18. These concerns were addressed in two ways. Firstly, by inviting the Scottish Government to consider extending the scope of ABWOR orders so that they covered any resolution that preceded the calling of the complaint. That change was achieved by Statutory Instrument. Secondly, the deferment of the case management stage until a full Legal Aid application could be made in cases where there was uncertainty over financial eligibility. This is being achieved through notional diets being fixed which serve as the case management forum. These developments followed extensive consultation with the defence.
19. The new arrangements have only had combined effect since 23 January, so their full impact has yet to be felt. There is, however, a growing sense that defence agents are now more willing to engage with the prosecution and the court, and that is reflected in an increase in letters of engagement and the take up of the structured arrangements for contacting the Crown to discuss their position. The position should become clearer over the next month or so and ultimately through the data.

### *Judicial Case Management*

20. The court's ability to case manage is dependent on the early sharing of material by the Crown and the extent of engagement between the parties. Although early disclosure is being facilitated there has been less defence engagement than there could be, for the reasons set out above. The court has been taking a cautious approach so far, perhaps recognising the sensitivity of the defence position.
21. With the dispute resolved, there is now an expectation of increasing scrutiny of the defence position by the court, particularly when prompted on the relevant issues by the Crown, consistent with their "duty to manage actively all stages of summary criminal proceedings" as set out in the Practice Note. The pilot is described as a "case management" pilot. If that aspect is ineffective, it will fail. The absence of effective judicial case management has been a recurring theme of summary justice reviews. That effectiveness may only become apparent in the light of the data on resolution and the impact it has on trial numbers, the length of trials, and the approach to adjournments where cases have been, or ought to have been fully case managed. It cannot be said at this stage

that all sheriffs have fully grasped the concept, but it is, of course, a novel one at the outset of summary procedure.

#### *Complainer engagement in Domestic Abuse Cases*

22. In order to enhance engagement with domestic abuse complainers, and the identification of any barrier to their participation, the pilot is trialling a new approach with DA complainers. This involves contact with them by legal staff at an early stage in the case. This engagement complements the support already provided by VIA and aims to improve the confidence held by DA complainers in both the Crown and the wider criminal justice system.
23. All DA complainers are being contacted by telephone by a member of legal staff roughly two weeks following the pleading diet. Where the case has been continued without plea, this will take place during the preparation of the CWP hearing. If a plea of not guilty has been tendered and no CWP hearing has been assigned, the engagement will take place roughly two weeks following the pleading diet, independent of any court hearing.
24. Where the allegations involve a contravention of Section 1 of the Domestic Abuse (Scotland) Act 2018, in addition to the telephone contact applicable in all cases of domestic abuse, complainers are offered the opportunity of a face-to-face meeting with the trial depute, in advance of the date of the trial. This meeting takes place around two weeks prior to the trial diet.
25. The discussions are intended to provide the complainer with an update on the stage proceedings have reached; an opportunity to articulate any additional support which they require to enable them to participate in court proceedings; ask any questions which have occurred to them after the initial engagement with the police and VIA; to confirm whether they are being supported by a specialist DA advocacy service, and to ensure that they are aware of the support that VIA can provide and how to contact VIA. The depute will advise that their case is currently being prepared by a legal member of staff and explain the role of the prosecutor.
26. The purpose of the call is not to discuss the evidence with the complainer, nor to involve them in prosecutorial decision-making in any way. Decisions in terms of the acceptance of pleas or discontinuation of the case will continue to be for the prosecutor alone. Where the complainer does express a view on any such matters, they will be noted, but they will not be determinative.
27. This approach is now largely embedded. The take up rate of the initial telephone call is perhaps higher than expected and has exceeded 50% at one point in one office. The deputies are growing in confidence in handling the discussions. The feedback from complainers has been substantially positive. The pre-trial interviews in DASA cases are now happening as the first trial dates are gradually reached.

#### **Preliminary Data**

28. There is some early data available for the pilot courts that demonstrate
  - An increase in guilty pleas at first calling; see SCTS table below showing the rate for all cases (top) and domestic abuse cases (bottom).

Dundee			Paisley			Hamilton			National		
Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference
Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22	
22.9%	26.1%	3.1	21.0%	25.6%	4.6	26.9%	30.5%	3.6	24.3%	25.8%	1.5%

Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference	Pre-pilot	Pilot	PP Difference
Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22		Apr-22 to Aug-22	Sep-22 to Oct-22	
26.1%	31.6%	5.5	25.5%	31.5%	6.0	28.9%	32.6%	3.7	25.8%	25.3%	-0.5

- A substantial reduction in the rate of witness citation. This data is extracted from COPFS records for witnesses who received a first citation in the case during the relevant period.

First cite sheriff summary	April – August 2022		September – January 2022-23			
	All Cases	DA Cases	All Cases	DA Cases	Variance All Cases	Variance DA Cases
National	15,590	8,156	13,150	6,936	-16%	-15%
Dundee	709	355	567	244	-20%	-31%
Edinburgh*	1,744	1,015	1,709	842	-2%	-17%
Hamilton	1,167	581	791	421	-32%	-28%
Paisley	731	364	456	227	-38%	-38%

\* Edinburgh is the control court

Note : the pilot court data also impacts on the national figure which is correspondingly lower in each table as a result.

### Pending developments

29. There is some media interest in the pilot and what it may achieve following positive references to it during a recent Justice Committee meeting attended by the Crown Agent. The BBC have approached both SCTS and the Crown about a substantive news feature on the subject and this will tentatively take place in March.

30. Scottish Government officials have approached SCTS regarding a possible visit to the pilot courts by the Cabinet Secretary for Justice and Veterans. It is understood that this may coincide with a planned public communication about the recovery programme (although the pilot is really a stand-alone initiative, being judicially led, and not part of a formal government programme). We think it likely that this will also be around the same time as the BBC interview.

31. It was intended to carry out an interim evaluation of the pilot at the end of February, 6 months after it had started. The defence legal aid issue has effected the value of such an early assessment. The Project Board will, however, take stock of emerging issues, and preliminary data, and make any obvious adjustments, but a more comprehensive data-based evaluation will now be deferred until October 2023. COPFS will apply emerging best practice elsewhere in the meantime where that is practical, and will also assess where it would be best to test the pilot further, should that be appropriate.

### **Governance**

32. Governance arrangements are in place to support the introduction, implementation, and delivery of the pilot. An Implementation Group oversaw preparation by monitoring progress through an extensive planning grid, with supplementary reports from the individuals responsible for various aspects. This has now transitioned to a Delivery Group following the start of the pilot.

33. The Law Officers are briefed regularly through a Ministerial Reference Group. They have taken a close interest in the pilot, and both remain continuously engaged through a rolling series of visits to the pilot offices.

34. COPFS participates in police oversight meetings, chaired by the Chief Superintendent for Criminal Justice. We also contribute to the regular weekly performance reviews by their Case Management and Reform teams.

35. The main external governance is through the Summary Case Management Pilot Project Board, chaired by the judicial lead, Sheriff Principal Anwar. We have substantial representation on the Board. We are also fully committed to supporting the Sheriff Principal in the ongoing assessment of aspects of the pilot, as we did in the design of the model.

### **Conclusion**

36. The Summary Case Management Pilot is in its early stages. Although progress has been affected by issues with defence engagement, the pilot is already demonstrating the nature and extent of improvement that can be made to the summary process through earlier guilty pleas and reduced citation of witnesses.

37. Much of the early success has been due to the efforts of COPFS staff who have adopted new ways of working at marking stage and at first calling. The police have also made a significant contribution in terms of submission of material and the quality of domestic abuse cases, although there remains scope for further improvement.

38. The Executive Board is asked to note the above. No decisions are required at this stage.

**Jim Brisbane**  
**COPFS Criminal Justice Reform Adviser**  
**10 February 2023**

Andy Shanks  
PF for Grampian, Highland & Islands  
22 February 2023

Executive Board

## **SERVICE IMPROVEMENT IN COPFS – UPDATE**

### **Purpose**

1. To provide Executive Board with an update on service improvement progress over the past 6 months.

### **Background**

2. At the meeting of 18 August 2021, Executive Board were fully briefed on the progress COPFS had made on service improvement to that date and the plans to increase corporate commitment to service improvement going forward. It was agreed at that meeting that a progress update would be provided every six months and this is the third update since.

3. My previous update at the meeting of 14 September 2022 highlighted the ongoing work of the Service Improvement Working Group and set out plans for a survey of all COPFS staff before the end of 2022.

### **ServCheck staff survey**

4. Our baselining activities continued with a survey, open to all COPFS staff for a two-week period in November 2022. The survey was provided by the Institute of Customer Service in a standard format for industry comparison, although COPFS were afforded the opportunity to amend some of the language to reflect the nature of the organisation. Staff were encouraged to participate by a series of coordinated communications activities.

5. In total, 812 colleagues participated in the survey – an overall response rate of 34%. While this was short of our target of 40%, it compares well against the previous response rate of 7% when the survey ran in 2017 and we are satisfied that it provides sufficient data for our present purposes. The overall engagement score was 53.14 which is an improvement on the 2017 score, but is some way short of the benchmark score for other government agencies of 68.8.

6. Some of the key themes that emerged from the multiple-choice section of the survey were;

- The need to recognise and reward staff for excellent customer service delivery,
- The need to take suggestions for customer experience improvement seriously, and
- The importance of recruiting people with the right customer service skills and providing them with appropriate training opportunities.



7. In the final part of the survey, participants were asked what one thing could COPFS do to improve the customer service experience. Almost 500 responses were submitted and they were predictably varied, but generally very considered and constructive. All the lines of feedback have been analysed and the following themes have emerged;

- Improved and more reliable information technology systems,
- Quicker and more helpful responses to customer contact,
- Adequate provision of training opportunities for front-line staff,
- Adequate resourcing, and
- Minimum standard of service delivery to work to.

8. Overall, the survey has provided some very valuable feedback that has been used to shape the new corporate service improvement strategy and to inform the service delivery priorities for 2023/24. The results of the survey have not yet been communicated to all staff, but this will take place during the planned communication activities in advance of the new corporate strategy being launched.

### **Corporate strategy**

9. The new corporate strategy “Improving our Service” is at an advanced stage of development and is scheduled to be launched next month. A draft copy is separately provided. This draft has been developed and approved by the Service Improvement Board.

10. The strategy supports the service delivery aspects of the new COPFS Strategic Plan for 2023-2027 and also reflects the three essential pillars of the ICS Service Experience Model. The three essential goals of the strategy are:

- Changing our culture and engaging our staff
- Delivering a consistently high-quality service
- Committing to our vision and measuring our progress

11. Each strategy goal has two key outcomes, against which all future service improvement activity will be aligned and progress will be measured. The overall package of six service improvement outcomes sets the parameters for future corporate progress.

12. My first paper to Executive Board in August 2021 highlighted, in particular, the general lack of coordination and coherence in the service improvement work taken forward by COPFS up to that point. The six outcomes set out in the new strategy will provide the foundation upon which more effective and focussed service improvement activities can be taken forward over the next four years. They will also provide the standards against which our progress will be measured.

### **Framework for delivery**

13. An essential part of our new strategic approach to service improvement will be the annual Delivery Framework. This document will capture our priorities for the year ahead, each categorised under one of the six key outcomes. The Framework will be used to drive progress during the course of the year, ensuring a coherent and consistent approach to service improvement priorities, and it will also provide the basis for our annual audit report at the end of the year.

14. Ownership for the Delivery Framework will sit with the Service Improvement Working Group and this responsibility will replace their existing Interim Work Plan for 2022/23. The work packages captured in the Framework will be a mixture of existing corporate activities being taken forward by other parts of COPFS and specific products progressed by Working Group members.

15. The Delivery Framework for 2023/24 will be agreed by the Service Improvement Board on 1 March 2023. Senior colleagues across COPFS are currently being consulted on the Framework in order to ensure that relevant corporate activities that support our strategy and priorities for the year ahead are properly captured. The work packages being specifically progressed by the Working Group will largely reflect the work that has been commenced under the interim workplan, namely: training for front line staff, resources and guidance, recognition of service excellence and sharing of thematic data from complaints handling.

### **Governance arrangements**

16. The refreshed Service Improvement Board is now well established and has strong representation from all parts of the business with service delivery responsibilities. As highlighted in my last update, the Service Improvement Working Group has done an excellent job in 2022/23 of progressing an interim workplan and providing momentum on key service delivery initiatives as we enter the new reporting year. From April, the role and remit of the Working Group will change.

17. Beyond the Board and Working Group, there is a recognised need to engage with all staff at a local level on an ongoing basis in order to promote implementation of some of the corporate initiatives and, more importantly, to provide an opportunity for local innovation and continuous improvement.

18. Various models for effective staff engagement are currently being considered the Service Improvement Board, the Working Group and in individual discussions with senior managers. Once an optimal model has been agreed by the Board, this will be fully established by the end of Q2 in 2023/2024.

### **Communications Plan**

19. An updated communications plan has been developed to support the scheduled launch of the strategy next month and to support delivery thereafter. The launch communications will include:

- A summary of the ServCheck survey results and how our strategic response will address the issues highlighted;
- An emphasis on the importance of local staff participation and input; and
- An endorsement from senior members of staff, including the SI Champion.

20. After the strategy launch, the communications plan will support delivery in 2023/24 with a regular programme of events that we anticipate will recur every year thereafter. This programme will feature:

- May – Service improvement conference and Service excellence awards (first event will be in 2024).

- October - National Customer Service week
- November - Service improvement office roadshow / webinar series
- February – Service improvement month and annual ServCheck survey

## **Conclusion**

21. Executive Board are invited to note the progress made to date, in particular:
- The results of the internal ServCheck staff survey;
  - The draft corporate strategy corporate strategy “Improving our Service”, scheduled for launch in March;
  - The supporting Delivery Framework for 2023/24 and local staff engagement model; and
  - The updated Communications Plan.

Andy Shanks  
PF for Grampian, Highland & Islands  
22 February 2023



## Resources Committee

### Minutes of meeting held on 9 February 2023 (via Microsoft Teams)

Releasable under the Freedom of Information (Scotland) Act 2002 after the next meeting.

#### 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](mailto: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.

## Present

### Members

Anthony McGeehan, Deputy Crown Agent (Operational Support) (Chair)

Keith Dargie, Head of Business Services & Chief Digital Officer

Marlene Anderson, Director of Finance and Procurement

Sarah Carter, HR Director

Graham Kerr, Head of Business Management (Local Court)

Gavin Anderson, Deputy Head of Business Management

Jonathan Shebioba, Director of Support Services

Sharon Davies, Head of Management Accounting and Planning

### Secretariat

Ian Palmer, Finance and Procurement Executive Assistant

## Apologies

Thomas Lindie, Head of Business Management (Serious Casework)  
(GA attended in lieu of TL)

Elaine Hales, Head of Business Management (Operational Support)

## 1. Welcome and Apologies

The Chair welcomed the group and apologies were noted.

## 2. Minutes from meeting held on January 2023

The Committee approved the minutes as accurate.

## 3. Action Log Tracker

Action 1 (2023)

Finance Strategy Paper 2021-2024 – Wording has now been finalised and paper published.

**Decision: Item can be closed off as completed and removed from tracker**

Action 2 (2023)

COPFS Vehicle Hire Policy – Communication to staff has now been drafted and is to be issued imminently.

**Decision: Item can be closed off as completed and removed from tracker**

Action 3 (2023)

Possible delay in submission of witness expenses claim forms to Finance Division.

For Local Courts, GK reported that control systems are in place and should be followed. The matter has been raised within the LC teams and any specific feedback will be relayed to Finance Division.

For HC /SCG, GA reported that an issue in Glasgow had been identified whereby all reply paid envelopes are addressed to the one location. This has the potential to delay processing and is being rectified

MA thanked everyone for their input, and it was agreed that, where necessary, any subsequent issues that arise can be investigated.

**Decision: Item can be closed off as completed and removed from tracker.**

## 4 (a) Finance Update - Budget 2022/23

DFP (MA) presented **RC Paper 04 (2023)**

The latest forecast for 2022-23 has been completed. The forecast reflects a current residual underspend of £864k which has moved from £398k forecast underspend for December 22 forecasts, largely due to lower external counsel and legal advice costs.

Non-Staffing expenditure has moved to a projected overspend of £864k from a forecast overspend of £943k .

- As COVID restrictions are lifted and Court Recovery Programme continues to take effect the volume of court business being undertaken increases and associated costs increase.
- Increased costs and impact of inflation e.g. estates costs, ad hoc advocates and associated costs, pathology and mortuary costs, kennelling costs, fuel, utilities and security costs continue. A detailed analysis of the impact of cost increases for fuel and utilities etc. is to be presented to the March 2023 Resources Committee.
- Finance Partners and Business Management colleagues continue to scrutinise all non-staff costs and identify any possible counter inflationary measures.
- Staff overtime working continues to be strictly controlled.
- Finance Business Partners and Senior Business Management colleagues continue to liaise to identify efficiencies and counter-inflationary savings.
- Transformation Teams are continuing to undertake Business Process Reviews.
- Some provision may be available to convert Resource to Capital.
- FY End Preparation workshops with stakeholders are being scheduled.

During general discussion the option of utilising staff overtime prior to the end of FY 2022-23 was explored. It was emphasised that in the event of any overtime being granted, for payroll payment purposes, all overtime payment claims must be submitted by 5 April 2023.

### Action

**SD and HOBMs to discuss FY22-23 end staff overtime.**

**GA to send group an update relating to contingent liabilities.**

## 4 (b) 2023-24 Budget Allocation

Liaison continues with Finance and Senior Business colleagues in relation to final internal budget allocations.

Work on implementing Path to Balance and Strategic Approach to Budgeting is being progressed.

Now that MS Teams telephony has been implemented, an exercise is being undertaken to rationalise the number of departmental mobile phones issued to staff during COVID lockdown period.

## 5. Corporate Risk Register

KD presented **RC Paper 11/11A (2023)** which the Committee duly noted.

## 6. Estates

JS presented the following papers:

**RC Paper 12 (2023)** Estates Update

**RC Paper 12A (2023)** West of Scotland Estates Opportunities

**RC Paper 12B (2023)** EJC Outline Business Case Executive Summary

The committee noted the papers and welcomed the direction of travel outlined.

Actions

**In relation to Paper 12 it was agreed that the fourth of line of Paragraph 4 (Ballater Street Project) would be amended. (see action tracker)**

**KD and JS will meet off table to discuss reports to EB/SET**



## 7. Procurement

GK introduced **RC Paper 13 (2023)** and passed over to MA to give a general overview.

The Committee welcomed the report and noted the progress that is being made to underpin rationalisation and innovation.

They asked their appreciation to be conveyed to the Procurement Team

GA is to discuss the section relating to the Expert Witness contract with his team.

## 8. AOB

No new items raised

The Committee next meet on 9 March 2023 at 10.30 am (MS Teams)

**EXECUTIVE BOARD**  
**BUSINESS PROCESS IMPROVEMENT COMMITTEE**  
**FEBRUARY 2023 UPDATE**

**Purpose**

1. To provide the Executive Board with an update on the progress of the work of the Business Process Improvement Committee (BPIC).

**Priority**

2. Routine.

**Update**

3. BPIC last met on 9 February 2023 and is next scheduled to meet on 27 April 2023. This update provides an overview on the delivered and planned business improvements and digital transformation priorities for 2022/23.

**Delivery Updates and Business improvements and digital transformation initiatives**

4. Progress updates for key digital business solutions and improvements implemented over the corporate year to date or scheduled for the remainder of the year are outlined below (includes some ISD portfolio projects):

**Complete/Implemented:**

- New COPFS website launched;
- New KLTR website launched;
- Hate Crime Bill Aggravators – impact assessment and solutions agreed with Justice Partners;
- Vulnerable Witness Notices Pilot (automated sharing with SCTS and VSS);
- Implementation of the new HR digital system and products (with further releases planned);
- Corporate App: Pay Claims application deployed (Pilot in progress);
- Digital Workplace Exchange Online migrations;
- Digital Meeting Rooms technologies installed and available in all main offices to deliver the Digital Strategy vision and support new Agile working policies and ways of working;
- Deployment of a new version of the CMiC App for use in Sheriff and Jury cases;
- New ISD Service Desk solution and services launched;
- ISD hours of support extended to 06:00 – 22:00hrs Monday to Friday;
- Improved remote access IT infrastructure;
- Implementation of the first of the new offsite datacentres;
- Migration to Exchange Online (latest O365 email and collaboration solutions) completed for all users;
- Case management legislative changes implemented (incl. COVID related legislation);
- Deployment of further Microsoft O365 products to aid colleagues in managing their workloads, accessing information (including VIVA Insights digital facilities);

- Continuous application and infrastructure upgrades to continuously improve COPFS' digital systems and services;
  - Implementation of the Microsoft Teams integrated corporate digital telephony solutions;
  - Implementation of modernised Enquiry Point customer telephony solutions and services;
  - Pilot implementation of new Electronic Reporting to Crown Counsel casework solution enhancing digital casework processes and capabilities for Serious Casework Group (Ongoing);
  - Pilot implementation of Digital Evidence Sharing Capability (DESC) in Dundee as part of phased evaluation and national rollout (Ongoing).
5. Key business improvement and digital transformation initiatives completed over recent weeks include:
- Successfully launching the DESC Pilot in Dundee on 24 January. Implementation of the DESC digital solutions and processes were delivered to plan and initial feedback from users and stakeholders is extremely positive. An overview of the DESC pilot outcomes and planning for full implementation will be provided to the Executive Board at the meeting in May;
  - Implementing a new digital casework system for Serious Casework Group to enable the electronic reporting of casework to Crown Counsel. This new digital casework system has been well received and ISD and Serious Casework Group colleagues are working to evaluate the pilot solution and to further develop and scale this for full release later in the year.

**Being delivered or in advanced development over Q4:**

- Further development of DESC and readiness for full implementation on successful conclusion of the DESC pilot).
- Full implementation of the Electronic Reporting to Crown Counsel digital casework solution for Serious Casework Group;
- Finalising development of the Witness Gateway for evaluation from spring 2023 (Initial release focussing on Witness Availability management, Witness Statements, Witness Expenses and information content);
- Defence Agent Service digital platform (replacement for SDS, full DESC integration and Appointment Booking App) for evaluation from Q4 2022/23;
- Evaluating a new Desk Booking Corporate App enabling staff to digitally book a desk to support agile working;
- VIA Modernisation programme business analysis and implementation of relevant digital solutions;
- Hate Crime Bill Aggravator: collaborative solutions analysis with justice sector partners;
- Development of an Advocate Depute Rota (digital enabled transformation);
- Enhancing the PIDM app reporting capabilities;
- Publishing an Information Strategy and implementation plan;
- Consultation and planning for the development of COPFS' Next Generation Casework Systems, due to commence formally from Q1 2023/24 in line with availability of Scottish Government funding;

EB22/23(65)

6. The BPIC business improvement portfolio dashboard for 2022/23 is available at **Annex A** (updates at mid-January 2023). RAG status and key project and delivery information is provided for each project.
7. An overview of the digital transformation programme for 2022/23 is available at **Annex B**.
8. BPIC will discuss and approve the business process improvement priorities and digital transformation projects for 2023-24 at its meeting in April 2023, making recommendations to the Executive Board.

**Decisions/Actions required by Executive Board**

9. The Executive Board are invited to note delivery progress and comment as appropriate on BPIC's portfolio priorities for 2022/23.

**Jennifer Harrower**

Deputy Crown Agent - Local Court

**10 February 2023**



# COPFS Digital Improvements and Transformation Priorities

## Key Projects Summary and Dashboards

BPIC – February 2023

*Reporting Period: To 13 January 2023*



COPFS  
INFORMATION  
SERVICES  
DIVISION

# Digital Transformation Programme: Delivery to Date

Q1

1 April 2022 – 13 January 2023

Q4

Datacentre re-location

Summary Justice Process Automation and Digitisation

Case Management Legislative Changes

Hate Crime Bill Aggravators – impact assessment and solutions agreed with Justice Partners

Replacement Service Desk Solution

Extended ISD Support Services and Hours of Operation

CMiC Sherriff & Jury deployment

New Corporate Websites (COPFS & KLTR)

Exchange On-Line implemented

Microsoft Wellbeing Tools (Viva)

Improved Remote Access Facilities (New Telephony Systems and Desk Booking App)

Meeting Room Innovation (Teams Rooms & collaboration technology)

Pay Claims (Overtime) Application – Pilot Version

HR System Replacement (supporting HR to achieve its strategic improvements)

Vulnerable Witness Legislation – Extended Pilot (automated sharing with SCTS)

Electronic Reporting to Crown Counsel – MVP build and preparing for launch to Pilot

Digital Evidence Sharing Capabilities – Phase 1 Build and preparing for launch to Pilot



## Portfolio and Programme Management Controls

- This document is intended to provide an overview/update of the current position and status of all **In-Flight** Projects / Initiatives within the COPFS ISD Portfolio and Digital Transformation Programme.
- Each Work Item / Project (as appropriate) adheres to the ISD Portfolio Project Management Delivery Framework to ensure and drive consistency across the portfolio. The project lifecycle is categorised into **5 Distinct Stages** from ideation through to delivery, implementation and closure with **Key Milestones** for project control, reporting and governance realigned to the Project Stages.

Project Delivery Lifecycle Stages	
<b>Stage 1</b>	Project Ideation / Solution Review (Concept / Ideation - Scoping and Solution Proposal)
<b>Stage 2</b>	Project Initiation / Planning & Design (Confirmation)
<b>Stage 3</b>	Solution Delivery (Build, Test, Evaluation, Acceptance)
<b>Stage 4</b>	Implementation & Transition (Pilot / Phased Release / Go-live)
<b>Stage 5</b>	Operational Monitoring & Closure (incl. Benefits Realisation)

Project Milestone Plan	
<b>Milestone 1</b>	Project Initiation / Kick-off
<b>Milestone 2</b>	Proceed to Solution Delivery
<b>Milestone 3</b>	<b>Milestone 3A:</b> Initial Build Complete - UAT Commence <b>Milestone 3B:</b> Solution Ready for Service
<b>Launch / Go-Live</b>	
<b>Milestone 4</b>	Solution Implemented / Delivery
<b>Milestone 5</b>	Stakeholder Sign-off / Transition to Service



## Portfolio and Programme Summary: 30 September 2022 to 13 January 2023

Project	Scope		Delivery Schedule		Resources		Overall Project Risk		Priority
	Previous	Current	Previous	Current	Previous	Current	Previous	Current	
Witness Gateway	Green	Green	Green	Green	Green	Green	Green	Green	High
Defence Agent Service	Yellow	Green ↑	Green	Green	Green	Green	Yellow	Green ↑	High
DESC	Green	Green	Yellow	Green ↔	Green	Green	Yellow	Green ↑	High
Electronic Reporting to Crown Counsel	Green	Green	Green	Green	Green	Green	Green	Green	High
CMIC: Sherriff & Jury & High Court	Green	Green	Green	Green	Green	Green	Green	Green	Medium
Summary Case Management	Green	Green ↑	Green	Green	Green	Green	Green	Green	High
Vulnerable Witness Notices	Green	Green	Green	Green	Green	Green	Green	Green	High
Corporate Apps: Desk Booking App	Green	Green	Yellow	Red ↓	Green	Green	Green	Yellow ↓	Medium
Corporate Apps: Pay Claims App	Green	Green	Green	Green	Green	Green	Green	Green	Medium
Teams Telephony	Green	Green	Green	Green	Green	Green	Green	Green	Medium
Enquiry Point Transformation (Customer digital enabled)services	Green	Green	Green	Green	Green	Green	Green	Green	Medium

### Summary of RAG Movement

#### Defence Agent Service: Improved

With most ERTCC development work complete, project resources are now being allocated to this project focussing on sprint and project planning activities to align with further DESC integration.

#### DESC: Improved

Delivery scheduled improved to Green and on track for Pilot Launch on 24 Jan 2023. Final DPIA and Operating Readiness Statement in advanced draft pending final signoff.

#### Corp Apps: Desk Booking Application: Delayed

Pending final completion of DPIA and Operating Readiness Statement. Application and all supporting processes are ready for pilot launch. Further timeline for remaining COPFS office locations is underway and in collaboration with FWOW. Target launch date now mid-February 2023 (TBC).

**Note: The above is not an exhaustive list of projects within the ISD digital transformation programme, but represents a cross section of priority inflight or ready to deliver solutions over Q3/4 2022/23**





# Portfolio View – 13 January 2023

Q3 2022/23			Q4 2022/23			Q1 2023/24			
October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023	
<b>Witness Gateway (Priority Programme)</b>									
	Final Design			Build and Test			Evaluation (Strategy TBC)		
<b>Defence Agents Service and DESC (Priority Programme)</b>									
			Phase 1 Disclosure MVP: Build and Test					Evaluation (Strategy TBC)	
	Phase 1: DESC Integration Build and Test		Pilot Commencement						
	Phase 2: Ideation for additional functionality		Phase 2: Build and Test				Evaluation (Strategy TBC)		
			New Appointment App: Build and Test (Assumptions on decisions to be made)						
<b>Electronic Reporting to Crown Counsel (Priority Project)</b>									
Build and Test									
Remediation	Implementation & Transition Prep	Remediation	Pilot Commencement, Operational Monitoring and Evaluation for full Release						
<b>CMIC</b>									
Implementation & Transition – S&J									
Operational Monitoring and Evaluation – S&J									
Ideation: High Court Requirements and analysis			Business Case - options/solution discovery and scope						
<b>Summary Case Management</b>									
	Operational Monitoring and support								
<b>Vulnerable Witness Notices</b>									
	Pilot - Operational Monitoring					Implementation & Transition			



## Portfolio View – 13 January 2023

Q3 2022/23			Q4 2022/23			Q1 2023/24		
October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
<b>Corporate Applications: Desk Booking App</b>								
Build and Test		Remediation		Implementation & Transition	Pilot Operational Monitoring and Evaluation for full Release			
					Full Application: Build and Test	Implementation & Transition	Operational Monitoring	
<b>Corporate Applications: Pay Claims Application</b>								
Pilot Operational Monitoring and Evaluation - Homicide								
Pilot Operational Monitoring and Evaluation - HR								
Pilot Operational Monitoring and Evaluation - ISD								
		Pilot Operational Monitoring and Evaluation - SCG		Implementation & Transition				
<b>Corporate Teams Telephony</b>								
	Implementation & Transition		Operational Monitoring					
<b>Enquiry Point Transformation</b>								
	Implementation & Transition		Operational Monitoring					



# Portfolio View – 13 January 2023

Q3 2022/23			Q4 2022/23			Q1 2023/24		
October 2022	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
<b>Next Generation Case Management Systems</b>								
	Key Principles & Draft Strategy				Case Management Summit			
		Project Delivery Team Establishment				Case Management Summit		
				Board Established		Detailed Discovery and Stakeholder Engagement		
							Case Management Summit	



# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

Witness Gateway						
Status & Scope		Schedule	Risks/Issues/Dependencies	Project Milestones		
<p><b>Witness Gateway (incorporating Witness Availability and Scottish Government ID&amp;V Product)</b></p> <p><b>Witness Availability</b> – completed first full build of this tool ready for ‘Alpha’ testing with COPFS stakeholders.</p> <p><b>Architecture</b> – High-Level Design for connecting the Gateway to case management systems to safely and securely retrieve case details and serve to the correct witnesses.</p> <p><b>Security &amp; Identity Verification (IDV)</b> – detailed options, recommendation and high-level design for ensuring safe, secure use of the Gateway.</p> <p><b>Detailed Product Descriptions</b> for first phase products – worked up in close collaboration with COPFS stakeholders to feed into the finished product builds.</p>		<p>Phase 1 : High level and low level core design underway. Phase 1 product set to be agreed. Witness availability product evaluation approach required (internal and external).</p>	<p><b>Issue: Identity &amp; Authentication:</b> Confirm the IDV solution we will use (likely the Scottish Government product) and build into Gateway</p> <p><b>Dependency: Business Consultation:</b> Workshops with COPFS stakeholders to understand and map the impacts and changes that the Gateway will bring and ensure full advantage of the improvements it will bring; Create and implement a Target Operating Model to support launch</p> <p><b>Dependency: User Consultation:</b> User Research and engagement to ensure we have fully understood our target audience and are providing the correct benefits to users. Dovetailing onto extensive User Research provided through SG.</p>	Milestone	Target Date	Status
				1. Re-Initiation	October 2022	Complete
				2. Solution Delivery	December 2022	On Track
				3A. Build Complete/UAT Start	*Targeting Q1	TBC
				3B. Ready for Service	Targeting Q4-Q1	
				Launch Go/Live	Targeting Q4-Q1	
4. Implemented						
5. Stakeholder Signoff/Transition to Service						
*Dependent on agreement of Phase 1 products						
Resources						
<p>Programme, Project Manager (recruited and disclosure checks underway) and some business analyst and Developer time aligned to progress urgent requirement and liaise with Application Partners to review current design and build activities. Full sprint planning will be complete by mid February.</p>						



# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

## Defence Agents Service (DAS) (incorporating Appointment App)

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		
<p><b>Defence Agents Service (DAS) (incorporating General Appointment App)</b></p> <p>Currently reporting <b>GREEN</b> as New Project Manager and project resources have been aligned to re-evaluate and replan for progression on delivery.</p> <p>Project Governance Board being scheduled for Jan/Feb to review progression and sign off on Phased approach - Phase 1 SDS Replacement.</p> <p>Next tranche of priority products for inclusion in Phase 2 to be discussed and agreed for commencement of discovery, design and build.</p>	<p>Phase 1 (SDS Replacement) Delivery: Go-Live / Launch: TBC</p> <p>Evaluation approach and strategy to be confirmed with COPFS and DA representatives.</p>	<p><b>Issue:</b> Agree DAS Delivery Approach; Currently progressing on phase approach (Phase 1: SDS Replacement (MVP) / Phase 2 New Functionality)</p> <p><b>Issue:</b> Design required between DESC and DAS for integration and sharing information.</p> <p><b>Issue:</b> COPFS strategic cloud account management for application access and use (for external COPFS users of cloud services)</p> <p><b>Dependency:</b> agreement on evaluation strategy for disclosure replacement required.</p> <p><b>Dependency:</b> agreement on product roadmap for next phases of design and build activities.</p>	Milestone	Target Date	Status
			1. Initiation	January 2022	Complete
			2. Solution Delivery	February 2022	Complete
			3A. Build Complete/UAT Start	Targeting Q1 2023/2024	On Track – replanning and evaluation in progress
			3B. Ready for Service	Targeting Q1 – Q2	On Track
			Launch Go/Live	Targeting Q1-Q2	On Track
			4. Implemented		
			5. Stakeholder Signoff/Transition to Service		

## Resources

Resources have been re-aligned from Q4 2022/2023 and are currently re-evaluating current position and replanning with key analysis items being progressed to feed into this process.

## Key Date Movement

Anticipated date for ‘Ready for Service’ and ‘Launch/Go Live’ Milestone Dates are expected to be later than previous noted due to re-alignment of project resources to other prioritised projects. Project resources are now being redirected to this project and currently working to review and confirm new anticipated timeline.



# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resources	Overall Risk

DESC					
Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones		
<p><b>Digital Evidence Sharing Capability (DESC)</b></p> <p>DESC Programme currently reporting <b>AMBER</b> overall, whilst awaiting final report from further ITHC carried out in December, before sign off on pilot date can be given. No Critical findings are outstanding at this point</p> <p>Work has been taken forward on Security, Data Sovereignty issues and Data Protection activities and the Programme is re-planning schedules in line with the new Pilot Date and looking for final approval to proceed.</p>	<p>Phase 1: Pilot –Target Date: Scheduled for <b>24 Jan 2023*</b></p> <p><b>[* Note: DESC Pilot successfully launched on 24 Jan 2023]</b></p>	<p><b>Issue:</b> Outstanding Security requirements from contract Due Diligence, mainly BYOK; will stop progression to use of live data for pilot until ISO sign off achieved.</p> <p><b>Issue:</b> DAS integration will not be available for Pilot – Mitigating Action - DESC Pilot will progress using evidence.com.</p> <p><b>Issue:</b> Integrations can't be promoted from TE into PP until IT Health Check completed and any remediation work undertaken. - ITHC carried out in December – no critical finding highlighted but project still awaiting final report.</p> <p><b>Risk:</b> MVP release cannot be delivered in time for pilot to proceed as planned; impacting Pilot start date – Project team working to ensure completion of project Pilot activities and sign off achieved on security, Data Protection and Data Sovereignty given.</p>	Milestone	Target Date	Status
			1. Initiation	January 2022	Complete
			2. Solution Delivery	February 2022	Complete
			3A. Build Complete/UAT Start	November 2022	Complete
			3B. Ready for Service	January 2023	Complete
			Launch Go/Live - Pilot	Targeting 24 January 2023	Scheduled*
			4. Implemented		Scheduled
5. Stakeholder Signoff/Transition to Service		Scheduled			
Resources					
<p>Dedicated Resources have been allocated to DESC, however specialist case management specialists previously aligned to DAS had been re-aligned to other prioritised projects and this pushed out the timeline for integration between DAS and DESC systems. workarounds were identified to allow the progression of DESC but there has been an impact on DAS and potentially Witness Gateway delivery activity moving forward. Other projects are also impacted if requiring case management specialists given these are developers that are experts in the legacy COPFS case management systems.</p>					
Key Date Movement					
<p>Programme Board had agreed to move Pilot from Oct 2022 to Jan 2023 and all pilot activities are on track for Pilot Launch on 24 Jan 2023 – Dependant on sign off of Security, Data Sovereignty and Data Protection activities.</p>					
Path to Green					
<p>Complete all pre-pilot activities and achieve sign off of required items noted – Target Date 23/01/2023</p> <p>Review and confirm plans for Next Phase of DESC solution delivery.</p>					



## COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resources	Overall Risk

[Note:																														
Status & Scope		Schedule	Risks/Issues/Dependencies	Project Milestones																										
<b>Electronic Reporting to Crown Counsel (ETRCC)</b>  Project Reporting as <b>GREEN</b> with initial Build (MVP) and Phase 1 UAT complete. Application is now in the Live Environment and ready for use during Pilot. All Business Change activities have been completed and all Pilot comms drafted ready for issue  The final ORS has been produced and forwarded for final approval.		Phase 1: Pilot – Target Date <del>December 2022</del> <b>January 2023</b>  [* Note: Pilot commenced 25 January 2023]	<p><b>Risk:</b> There is a risk that poor data quality/ integrity held in source system may impact on the quality of the final product – Mitigative actions have been taken forward.</p> <p><b>Risk:</b> There is a risk that large and complex cases with a large amount of productions may not perform optimally similarly to FOS/SOS-R. - UAT 2 was completed with a copy of the live data with cases selected by SCG staff to test performance. Going forward looking to ensure large cases are used as part of the Pilot and for this to be monitored.</p> <p>Risk – There is a risk that cases will be impacted, either by delay to reporting or information being reported incorrectly, if the application fails to perform key tasks – UAT 2 was taken forward with a variety of end users and test scenarios agreed by ISD and SCG to monitor performance, Cases will be monitored throughout the Pilot to ensure all data is reported correctly.</p>	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1. Initiation</td> <td>January</td> <td>Complete</td> </tr> <tr> <td>2. Solution Delivery</td> <td>February</td> <td>Complete</td> </tr> <tr> <td>3A. Build Complete/UAT Start</td> <td>September</td> <td>Complete</td> </tr> <tr> <td>3B. Ready for Service</td> <td>November</td> <td>Complete</td> </tr> <tr> <td>Launch Go/Live</td> <td>w.c. 23/01/2023</td> <td>On Track*</td> </tr> <tr> <td>4. Implemented</td> <td>TBC</td> <td>Scheduled</td> </tr> <tr> <td>5. Stakeholder Signoff/Transition to Service</td> <td>TBC</td> <td>Scheduled</td> </tr> </tbody> </table>	Milestone	Target Date	Status	1. Initiation	January	Complete	2. Solution Delivery	February	Complete	3A. Build Complete/UAT Start	September	Complete	3B. Ready for Service	November	Complete	Launch Go/Live	w.c. 23/01/2023	On Track*	4. Implemented	TBC	Scheduled	5. Stakeholder Signoff/Transition to Service	TBC	Scheduled		
Milestone	Target Date	Status																												
1. Initiation	January	Complete																												
2. Solution Delivery	February	Complete																												
3A. Build Complete/UAT Start	September	Complete																												
3B. Ready for Service	November	Complete																												
Launch Go/Live	w.c. 23/01/2023	On Track*																												
4. Implemented	TBC	Scheduled																												
5. Stakeholder Signoff/Transition to Service	TBC	Scheduled																												
<b>Resources</b> ETRCC Project Resource aligned as priority to deliver MVP into Pilot.																														
<b>Key Date Movement</b> Anticipated Pilot Date in December was moved back to January 2023 as it was raised that a further ITHC was required - ITHC was scheduled and carried out in December 2022.  Project Delivery Plan to be updated following completion of ITHC remediation and Release to Pilot																														



# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Risk

CMiC - S&J and High Court																														
Status & Scope		Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)																										
<p><b>CMiC App S&amp;J (Sherriff &amp; Jury) / PSPDF</b>                      CMiC S&amp;J app was successfully launched on 6 October 2022 – an issue has been raised involving access to PCS, a work around has been put in place and a fix has been undertaken and currently awaits test and release to live.</p> <p>PSPDF Project is currently reporting <b>GREEN</b> development was more complex than originally thought and is now due to conclude early Feb 2023, with full testing to then be carried out. A deployment plan will be completed by the project team and the Transformation Team will consult with business users to identify a suitable date for implementation.</p> <p><b>CMiC App High Court</b>                      Gap analysis has been completed between CMiC S&amp;J and ERTCC and a report is being drafted for review</p> <p>Full scheduled, risks and dependencies to be identified on conclusion of discovery activities.</p>		<p><b>S&amp;J:</b> Complete  <b>HC:</b> Initiation</p>	<p><b>Dependency:</b> High Court CMiC dependent upon the successful deployment of ERTCC.</p>	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1. Initiation</td> <td>Quarter 4 2022/2023</td> <td>On Track</td> </tr> <tr> <td>2. Solution Delivery</td> <td></td> <td></td> </tr> <tr> <td>3A. Build Complete/UAT Start</td> <td></td> <td></td> </tr> <tr> <td>3B. Ready for Service</td> <td></td> <td></td> </tr> <tr> <td>Launch Go/Live</td> <td></td> <td></td> </tr> <tr> <td>4. Implemented</td> <td></td> <td></td> </tr> <tr> <td>5. Stakeholder Signoff/Transition to Service</td> <td></td> <td></td> </tr> </tbody> </table>	Milestone	Target Date	Status	1. Initiation	Quarter 4 2022/2023	On Track	2. Solution Delivery			3A. Build Complete/UAT Start			3B. Ready for Service			Launch Go/Live			4. Implemented			5. Stakeholder Signoff/Transition to Service				
Milestone	Target Date	Status																												
1. Initiation	Quarter 4 2022/2023	On Track																												
2. Solution Delivery																														
3A. Build Complete/UAT Start																														
3B. Ready for Service																														
Launch Go/Live																														
4. Implemented																														
5. Stakeholder Signoff/Transition to Service																														
Resources																														
No resource issues.																														
Key Date Movement																														
Key Decisions – Release date for S&J fix and deployment of PSPDF Library																														
CMiC App High Court – ISD are progressing pre-initiation work with the intention of full IT Business Analysis, scoping, solution review and solution recommendation for sign off and initiation of the of the project Q4 2022/23 – Q1 2023/2024.																														





# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

## Summary Case Management

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
<p><b>Summary Case Management</b> Project currently reporting <b>GREEN</b>.</p> <p>Solution Ready for Service Late August 2022, and Launched / Go-live 5 September 2022 to support ongoing Pilot</p> <p>All agencies involved in catch-ups to monitor progression.</p>	Project complete	None.	Milestone	Target Date	Status
			1. Initiation	June 2022	Complete
			2. Solution Delivery	July 2022	Complete
			3A. Build Complete/UAT Start	August 2022	Complete
			3B. Ready for Service	August 2022	Complete
			Launch Go/Live	September 2022	Complete
			4. Implemented	September 2022	Complete
			5. Stakeholder Signoff/Transition to Service	October- 2022	Complete

## Resources

None.
-------



# COPFS Digital Programme: 13 January Status Dashboard

RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

Vulnerable Witness Measures					
Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
<p><b>Vulnerable Witness Notices</b></p> <p>Currently reporting <b>GREEN</b></p> <p>Full Solution (Data Extract Framework) released for Pilot to LC, HC as SCTS on 25 October 2022</p> <p>Dual run of solution and hard copy notices in effect until legislation goes live.</p> <p>Looking to add VSS to the pilot once data share agreement has been completed – provisional date Feb 2023.</p> <p>Legislation launch has yet to be confirmed therefore Go Live dates have not been set.</p> <p>SG Parliament have indicated potential legislation Go Live of 30 March 2023 for legislation</p>	<p>Anticipated Full Solution (Data Extract Framework)</p> <p>Go-Live: Target Date <b>1 April 2023</b> (TBC)</p>	<p><b>Risk:</b> Increased hard copy load on the National Print Unit until DAS go live.</p> <p>Defence Agents could potentially experience delays with being provided with witness information. Monitoring will be put in place to mitigate as much as possible.</p> <p><b>Risk:</b> Turnover in Policy Staff aligned to the Project may delay reporting to Parliament on project progression.</p> <p><b>Issue:</b> Issue identified for SCTS during Pilot Standard Special Measures extracting when part of combined Standard/Non-Standard. This was previously agreed as not in the scope for this project but SCTS want to implement a fix at their end. – Pilot end date extended for fix to be implemented by SCTS and for this to be monitored.</p>	Milestone	Target Date	Status
			1. Initiation		Complete
			2. Solution Delivery		Complete
			3A. Build Complete/UAT Start – Full Solution	August 2022	Complete
			3B. Ready for Service	September 2022	Complete
			Launch Go/Live – Extended Pilot – Full Solution	October 2022	Complete
			Launch/Go Live – Extend Pilot to VSS	February 2023	On Track
			Launch/ Go Live – Legislation Approved Go Live	April 2023	On Track
			4. Implemented		TBC
			5. Stakeholder Signoff/Transition to Service		TBC
<b>Resources</b>					
No issues.					

# COPFS Digital Programme: 13 January Status Dashboard



RAG Status			
Scope	Delivery Schedule	Resources	Overall Risk

Corporate Applications: Desk Booking Application																																	
Status & Scope		Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)																													
<b>Desk Booking App</b> Desk Booking App reporting <b>AMBER</b>  IT Health check had been completed and Mitigating actions put in place to support progression to Pilot. Looking to obtain approval on this and Data Protection to allow Pilot launch Dates to be set. Timeframe for remediation to be completed has been confirmed.  Pre-pilot activities continuing meantime and all Pilot floorplans have been added to the application.  Application development for entire COPFS estate is in progress.		Anticipated Pilot Launch / Go-Live: <del>December 2022</del> <b>January/February 2023</b> - TBC	<b>Issue:</b> IT Health Check remediations timeline is not understood – Agreed mitigations have been put in place to support Pilot progression and evidence of this submitted to Security – Timeline for work on ITHC remediations has been confirmed .  <b>Risk:</b> Procurement/cost of Vendor time, long term to load office floorplans and maintain changes over time . – Looking to move this to in-house to move forward with preparation for full roll out and maintenance/ future proofing going forward.  . Risk: Timings for upload of floorplans to the application may not support timescales require for roll-out of the application to the full service – Upload by in-house developer is being monitored and will be considered when drafting rollout plans. Opportunity to procure further time from Application Partners is a possibility if required.	<table border="1"> <thead> <tr> <th>Milestone</th> <th>Target Date</th> <th>Status</th> </tr> </thead> <tbody> <tr> <td>1. Initiation</td> <td></td> <td>Complete</td> </tr> <tr> <td>2. Solution Delivery</td> <td>March 2022</td> <td>Complete</td> </tr> <tr> <td>3A. Build Complete/UAT Start</td> <td>September 2022</td> <td>Complete</td> </tr> <tr> <td>Launch/ Go Live - Pilot</td> <td>Jan/Feb 23 TBC</td> <td>Risk</td> </tr> <tr> <td>3B. Ready for Service – ITHC Remediation Complete</td> <td>February 2023</td> <td>On Track</td> </tr> <tr> <td>Launch Go/Live</td> <td>TBC</td> <td>To be Re-planned</td> </tr> <tr> <td>4. Implemented</td> <td>TBC</td> <td></td> </tr> <tr> <td>5. Stakeholder Signoff/Transition to Service</td> <td>TBC</td> <td></td> </tr> </tbody> </table>	Milestone	Target Date	Status	1. Initiation		Complete	2. Solution Delivery	March 2022	Complete	3A. Build Complete/UAT Start	September 2022	Complete	Launch/ Go Live - Pilot	Jan/Feb 23 TBC	Risk	3B. Ready for Service – ITHC Remediation Complete	February 2023	On Track	Launch Go/Live	TBC	To be Re-planned	4. Implemented	TBC		5. Stakeholder Signoff/Transition to Service	TBC			
Milestone	Target Date	Status																															
1. Initiation		Complete																															
2. Solution Delivery	March 2022	Complete																															
3A. Build Complete/UAT Start	September 2022	Complete																															
Launch/ Go Live - Pilot	Jan/Feb 23 TBC	Risk																															
3B. Ready for Service – ITHC Remediation Complete	February 2023	On Track																															
Launch Go/Live	TBC	To be Re-planned																															
4. Implemented	TBC																																
5. Stakeholder Signoff/Transition to Service	TBC																																
<b>Resources</b> ISD Development Resource has been identified and undergone Training on creation and maintenance of floorplans in the application and has commence work on adding estate floorplans to the app.																																	
<b>Key Date Movement</b> The Delay in procuring and carrying out ITHC has impacted on planned timescales for Pilot Launch. The project is presently unable to confirm Pilot Launch dates until sign off has been given on Security and Data Protection. However, the project team is progressing pre-pilot activities to support anticipated timescales for Jan/Feb 2023 launch.																																	
<b>Path to Green</b> Obtain sign off on Security and Data Protection items for Pilot. Agree Pilot Dates with Stakeholders. Complete Pilot Activities. Confirm timing's for in house resource to load floorplans in line with timeline for full roll out.																																	

# COPFS Digital Programme: 13 January Status Dashboard



RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

## Corporate Applications: Pay Claims Application

Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
<p><b>Pay Claims (Overtime) App</b> reporting <b>GREEN</b>; Successful Homicide Pilot Launch / Go-Live 23 July 2022 with HR Go- Live completed on 1 Aug 2022. Second Pilot Phase with ISD - Commenced 1 October 2022. Third Pilot Phase to include SCG – Commenced 6 December 2022.</p> <p>An issue was identified following the Festive Period and the project team have implemented a temporary fix and are working to release a fix to resolve this completely.</p> <p>The Fourth Pilot Phase previously planned to bring in all of the Business Service Group, is under review and consideration is being given to progressing to full rollout. However project discussion are ongoing and confirmation of delivery schedule will be given shortly.</p>	<p>App successfully launched <b>23 July 2022</b> (Homicide Pilot); with HR Go-Live completed <b>1 August 2022</b>. 2<sup>nd</sup> Pilot – ISD Go Live completed <b>1 Oct 2022</b> 3<sup>rd</sup> Pilot – Remaining SCG Target Date <b>6 Dec 2022</b></p>	<p>The Pay Claims App successfully launched on Saturday 23 July 2022 on the new Angular 2 components. Pilot extended due to holiday period and insufficient claims submitted for processing.</p> <p><b>Key Risk / Issue:</b> <b>Issue:</b> Appears that no DPIA in place for Corporate Apps. This has been initiated as a priority.</p>	Milestone	Target Date	Status
			1. Initiation		Complete
			2. Solution Delivery		Complete
			3A. Build Complete/UAT Start		Complete
			3B. Ready for Service		Complete
			Launch Go/Live	Homicide - July	Homicide - Complete
				HR - August	HR - Complete
				ISD - October	ISD – Complete
				SCG – December	Under review
			4. Solution Implemented/ Delivered to the business		
5. Stakeholder Signoff/Transition to Service					

## Resources

No issues
-----------

# COPFS Digital Programme: 13 January Status Dashboard



RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

Corporate Telephony Solution – Teams Telephony					
Status & Scope	Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
<p><b>Corporate Telephony Solution</b> Corporate Telephony is currently reporting <b>Green</b>:</p> <p>CloudUCX Calling Service is a hosted service that connects Microsoft Teams to the public switch telephony network (PSTN). It enables the organisation to leverage Microsoft Teams to make and receive external calls.</p> <ul style="list-style-type: none"> <li>Currently reporting <b>Green</b> - Implementation / Go-Live was launched on – 25/10/2022 – 25 November 2022</li> <li>Project is looking to complete final clear up tasks and move to Closure.</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Complete Service Transition Document</li> <li>Complete Closure Report and issue for Governance sign off</li> </ul>	<p><b>Implementation / Go-Live: Date - 25 October - 22 November.</b></p> <p><b>COMPLETE</b></p>		Milestone	Target Date	Status
			1. Initiation		Complete
			2. Solution Delivery		Complete
			3A. Build Complete/UAT Start	August	Complete
			3B. Ready for Service	October	Complete
			Launch Go/Live	October	Complete
			4. Implemented	November	Complete
5. Stakeholder Signoff/Transition to Service	End of January	On Track			
<b>Resources</b>					
No Issues					



# COPFS Digital Programme: 13 January Status Dashboard

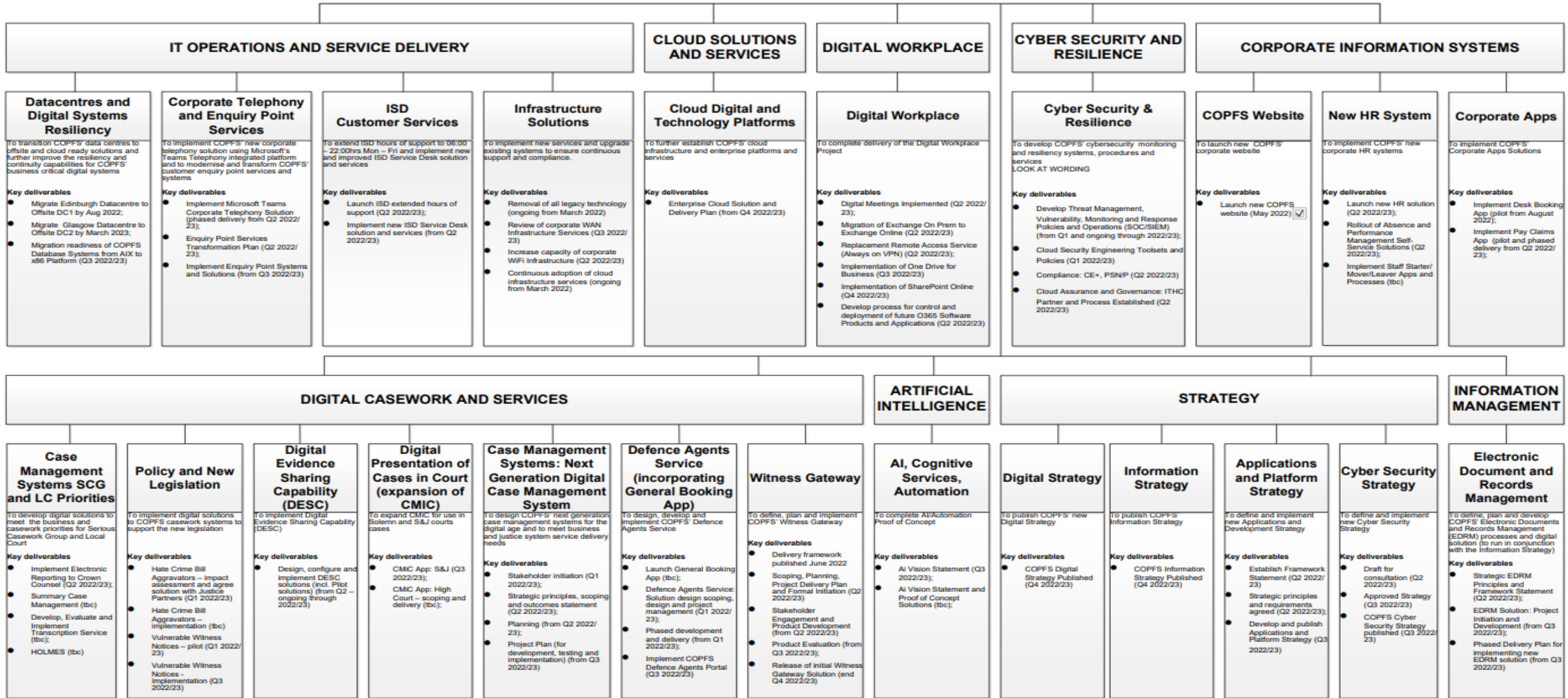
RAG Status			
Scope	Delivery Schedule	Resource	Overall Risk

Enquiry Point Transformation Plan						
Status & Scope		Schedule	Risks/Issues/Dependencies	Project Milestones (High Court)		
<p><b>Enquiry Point Services (Transformation Plan / Implémentation [Cirrus Contact Centre Pro &amp; Omni Email])</b></p> <p>Cirrus Contact Centre Pro is a fully managed, enterprise grade service hosted across their 3 data centres in the UK. Work to progress with 3<sup>rd</sup> party Cirrus (Gamma Partner) to deliver Cirrus solution to NEP which will include Omni Email. Cirrus is currently being used by the Service Desk.</p> <ul style="list-style-type: none"> <li>Currently reporting <b>Green</b> - Implementation / Go-Live was launched on – 27/10/2022</li> <li>Project Closure and Transition to Service is ongoing.</li> </ul> <p><b>Next Steps:</b></p> <ul style="list-style-type: none"> <li>Service Transition Document and Closure Report circulated for Governance Board sign off</li> </ul>		Implementation / Go-Live: Date <b>27 October 2022</b>	<b>Key Risks / Dependencies:</b>	Milestone	Target Date	Status
				1. Initiation		Complete
				2. Solution Delivery		Complete
				3A. Build Complete/UAT Start	August	Complete
				3B. Ready for Service	10/10/2022	Complete
				Launch Go/Live	27/10/2022	Complete
				4. Implemented	27/10/2022	Complete
5. Stakeholder Signoff/Transition to Service	End of January 2023	On Track				
<p><b>Resources</b></p> <p>No Issues</p>						



# COPFS Digital Transformation Programme 2022/23

June 2022



Contact: Chief Digital Officer, Information Services Division