

邁向未來的法扶 與法扶專業工作者



A flexible organisation, driven by data and led by users

背景： 法律扶助署

- 員工約 1,200 人
- 管理 20 億英鎊公共資金 (佔司法部 2022/23 年總支出超過 22%)
- 處理超過 40 萬件法律扶助申請 (2021/22 年)。94% 的民事申請在 20 工作天內處理 (最為複雜的案件除外)，100% 的刑事法律扶助申請在 2 天內處理。
- 處理 120 萬筆請款單 (2021/22 年)。目標雖設為 90%，但有 99% 的請款單在 20 天內處理完畢。
- 電話服務中心接聽 130,000 通電話 (2021/22 年)
- 簽約的法律扶助提供者數量：民事約 2,200；刑事約 1,600，另付款給約 3,600 位律師
- 大多數的專職人員屬於個案管理團隊，處理當事人 (民眾) 提出的申請與請款單 (由服務提供者，通常是事務律師 (solicitors))，或屬於 (供應商) 契約管理團隊
- 國家審計署 (National Audit Office · NAO) 同意誤差範圍小於 1%
- 98% 的初始交易係線上交易，但是使用的系統大部分 (85%) 將屆或超過使用期限

提供一個為社會上每個人服務的世界級司法系統

改變司法使用者體驗 - 對每個人都更簡單、更快、更好

防止重大犯罪與加強監獄安全

減少再犯

提供快速司法近用

使用者主導

我們會建立以使用者為中心的思維，以及真正的跨領域團隊

數據趨動

我們會確保正確的數據可以在正確的時間提供給正確的人

彈性方法

我們會保持敏捷，在適合的情況下運用自動化技術

為緩刑工作人員提供簡單、明確、快速的服務

為監獄工作人員及受刑人提供現代化且串聯的服務

建立簡化且較為可靠的法扶服務管道

建立當代授權效力延續的委任狀

提供直接且具敏感度的求償管道

法院及裁判服務現代化(改革)

確保最重要的 45 個業務系統安全、無風險、健康狀況可見

設計、提供與維持可持續的核心科技服務，以及卓越的工作場所科技體驗

培養優秀的數位及科技能力

推動符合比例的功能標準

建立開放、合作的文化

我們的服務、使用者及產品團隊

我們如何將產品分組

我們的產品多數可納入以下產品群組，記載於我們的 2023 至 2025 年產品策略。

法律扶助近用		法律扶助支付		
資訊及諮詢	申請	請款等帳單處理	付款及財務	促成/致能因子 (Enablers)
透過易於了解和高效率的近用法扶服務管道，使社會上每個人均有能力近用司法	申請法院程序的訴訟代理，使社會上每個人能簡易且有效率地近用司法	適時提供正確可得的資訊，支援授權並確認法律扶助請款帳單	快速、可靠、正確的付款及財務報告，以確保法律扶助之永續與可得	支援左列「近用」及「支付」服務領域的所有產品及服務的成果
資訊及諮詢策略文件	申請策略文件	帳單處理策略文件	付款及財務策略文件	

我們的服務、使用者及產品團隊

5 個產品群組中的 22 項產品 (概覽)

	資訊及諮詢	申請	請款等帳單處理	付款及財務	促成/致能因子 (Enablers)
探索版 (DISCOVERY)			●		
預覽版 (ALPHA)					
測試版 (BETA)	●	● ● ● ●	●	●	●
上線版 (LIVE)	● ●		●		
上線舊版 (LEGACY)	●	● ●	● ● ● ●	● ● ●	● ●
淘汰版 (RETIREMENT)					

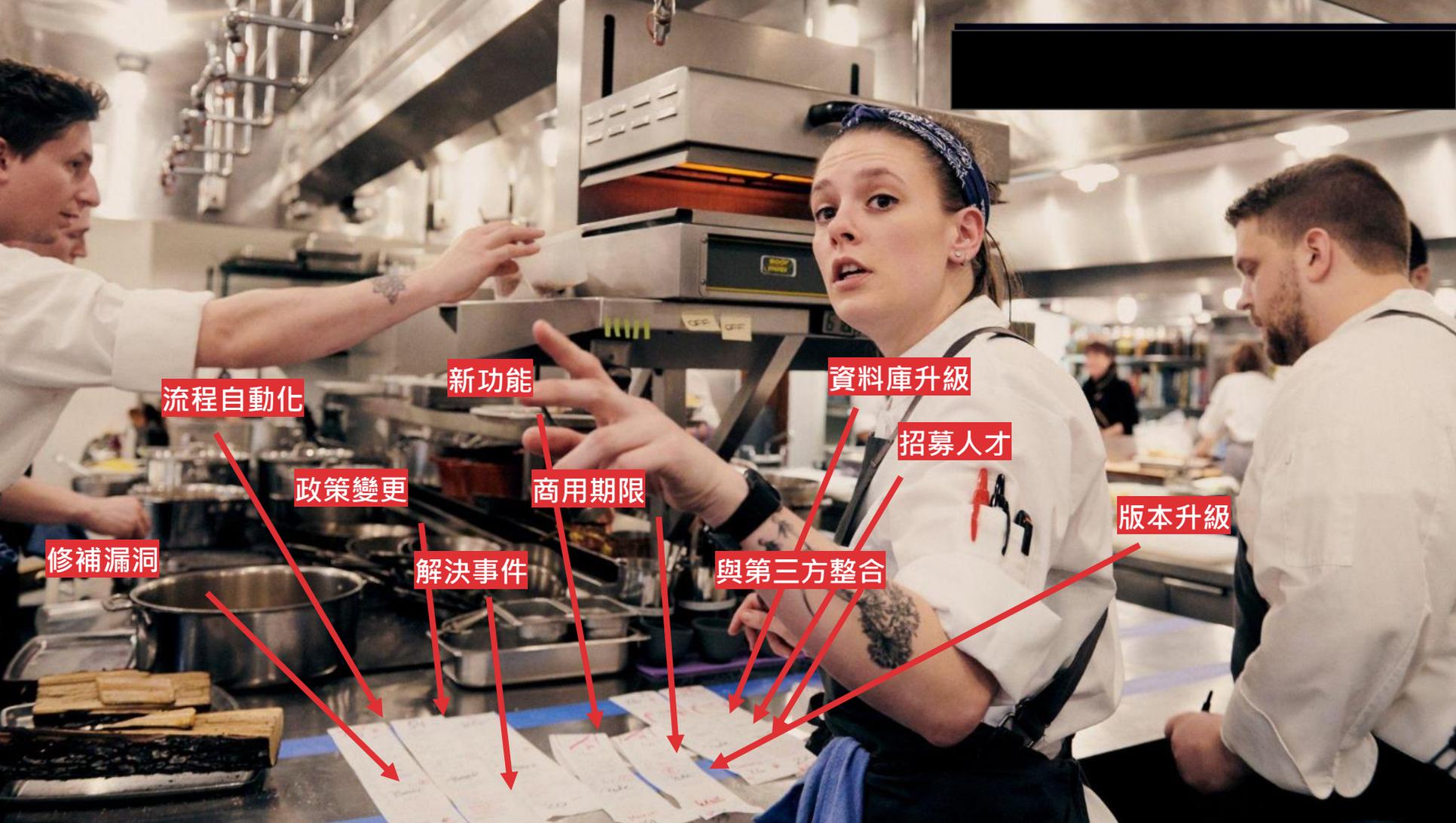
我們的服務、使用者及產品團隊

5 個產品群組中的 22 項產品 (詳細資料)

資訊及諮詢	申請	請款等帳單處理	付款及財務	促成/致能因子 (Enablers)
CCQ 確認您的當事人是否符合法律扶助申請資格 測試版 (BETA)	申請民事法律扶助 測試版 (BETA)	非典型刑事請款 測試版 (BETA)	付款及財務 測試版 (BETA)	申請資格平台 測試版 (BETA)
確認您是否可取得法律扶助 上線版 (LIVE)	申請刑事法律扶助 測試版 (BETA)	CIS 機構資訊系統 上線舊版	上線舊版	DART 資料及報告 上線舊版
CHS 電話話務處理系統 (民事法律諮詢服務專線) 上線舊版	審查刑事法律扶助申請 測試版 (BETA)	CCMS 民事帳單處理及所有付款 當事人及成本管理系統 上線舊版	上線舊版	CCMS 平台 當事人及成本管理系統 上線舊版
FALA 尋找法律顧問 上線版 (LIVE)	審查民事法律扶助申請 測試版 (BETA)	請款評估 (刑事較高成本案件) 上線舊版	DCES 債務催收執行服務 上線舊版	
	CCMS 民事申請 當事人及成本管理系統 上線舊版	CWA 簽約委外工作管理 (刑事較低成本案件及委外民事簽約案件) 上線舊版		
	刑事核心申請 上線舊版	請款 (刑事較高成本案件) 上線版 (LIVE)		
		帳單處理 提案版		

技術負債

- 債務有助於您達成目標
- 債務隱含著未來的成本
- 債務可能成長為重大負擔



流程自動化

新功能

資料庫升級

招募人才

政策變更

商用期限

版本升級

修補漏洞

解決事件

與第三方整合

技術負債陷阱

應當這樣做：



而非這樣做：



...否則就會變成：



案例研究

處理刑事法律扶助申請 的問題負債



團隊名稱 - 簡報標題

情況



耗時且困難



需要大量證據及資訊



輸入資料需要多重步驟及人工連結系統

影響

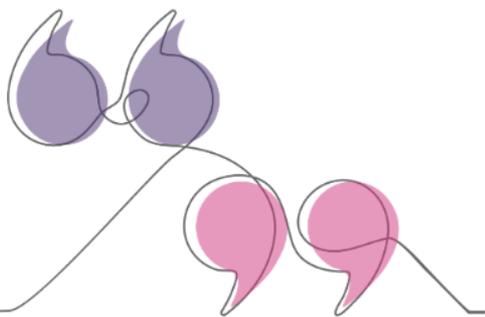
- 資訊落差
- 不必要的行政負擔
- 增加錯誤可能性及處理法扶申請的時間
- 我們認為此亦影響個人申請法律扶助及正確評估符合申請資格的可能性及能力

限制

- 用於申請刑事法律扶助的產品為第三方供應商所有
- 任何變更的成本都很高，且所需交付週期極長
- 合約將於 2024 年到期
- 用於評估法扶申請的產品為舊版系統，對其進行改變的風險極高
- 多項政策變更將於 2025 年生效，影響所有刑事法律扶助系統及產品

「為什麼你不能提供我們一個API (Application Programming Interface，應用程式介面)，讓我們可以用我們自己系統中的既有資訊自動填入申請資訊？」

— 律師



CRM14: Application for Legal Aid in Criminal Proceedings

[Accessibility Help](#)

- 1) Legal Rep Use
- 2) About You: 1
- 2) About You: 2
- 5) Interests of Justice: 1
- 6) Interests of Justice: 2
- 7) Evidence: 1
- 8) Income
- 10) Evidence: 2
- 11) Legal Representation
- 12) About The Information
- 13) Declarations
- 14) Privacy Notice
- 15) Submit

Your Income and Your Partner's Income

[Spell Check](#) [Save](#) [Exit](#) [<< Back](#) [Next >>](#)

Items marked * must be completed

Your Income and Your Partner's Income

* 1) Do you or your partner receive any of the benefits listed here?

- Yes
 No

You

- Income Support
- Income-Related Employment and Support Allowance (ESA)
- Guarantee State Pension Credit
- Income-Based Jobseeker's Allowance (JSA)

Your Partner

- Income Support
- Income-Related Employment and Support Allowance (ESA)
- Guarantee State Pension Credit
- Income-Based Jobseeker's Allowance (JSA)

* 3) Are you or your partner self-employed, employed in a business partnership, or employed as either a company director or a shareholder in a [private company](#)?

- Yes No

* 4) Do you or your partner, together, in a year have a total income from all sources before tax or any other deduction, of more than £12, £129.99 a week?

- Yes No

5) Sources of income for you and your partner. Please give details in the table:

	You	Your Partner
Employment (wage or salary)	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Child Benefit	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Working Tax Credits and Child Tax Credits	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Universal Credit	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Total of other benefits	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Maintenance income	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Pensions	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
Any other source of income	amount <input type="text"/> every <input type="text"/>	amount <input type="text"/> every <input type="text"/>
	<input type="checkbox"/> Student grant <input type="checkbox"/> Money from friends and/or family <input type="checkbox"/> Maintenance <input type="checkbox"/> Board or rent from family lodger or tenant <input type="checkbox"/> Rental income <input type="checkbox"/> Financial support from someone who allows you access to their assets or money <input type="checkbox"/> Other Source <input type="text"/>	<input type="checkbox"/> Student grant <input type="checkbox"/> Money from friends and/or family <input type="checkbox"/> Maintenance <input type="checkbox"/> Board or rent from family lodger or tenant <input type="checkbox"/> Rental income <input type="checkbox"/> Financial support from someone who allows you access to their assets or money <input type="checkbox"/> Other Source <input type="text"/>

* 6) Do you or your partner have any income, savings or assets which are under a restraint order or a freezing order?

- Yes
 No

[Spell Check](#) [Save](#) [Exit](#) [<< Back](#) [Next >>](#)

[Accessibility Help](#)

CRM14: Application for Legal Aid in Criminal Proceedings

[Print](#) [Spell Check](#) [Show Message](#) [Send to Next Stage](#) [Save](#) [Exit](#) [<< Back](#) [Next >>](#)

Declarations

Items marked * must be completed

Fraud Notice

If false or inaccurate information is provided and fraud is identified, details will be passed to fraud prevention agencies to prevent fraud and money laundering.
Further details explaining how the information held by fraud prevention agencies may be used can be found in the 'Fraud Processing Notice', available on the Legal Aid Agency website at <http://www.legalaid.gov.uk/la/la.nsf>

Declaration by the Applicant

I apply for the right to representation for the purposes of criminal proceedings under the Legal Aid, Sentencing and Punishment of Offenders Act 2012.

I understand that if I have declared anything that is not true on this form, or the documents sent with it, or left anything out:

- I may be prosecuted for fraud. I understand that if I am convicted, I may be sent to prison or pay a fine.
- My legal aid may be stopped and I may be asked to pay back my costs in full to the Legal Aid Agency.
- If my case is in the Crown Court, the Legal Aid Agency may change the amount of the contribution which I must pay.

I agree to let the Legal Aid Agency or HM Courts & Tribunals Service immediately if my income or capital or those of my partner, change. These changes include the sale of property, change of address, change in employment and change in capital.

Evidence agrees to provide, when asked, further details and evidence of my finances and those of my partner to the Legal Aid Agency, its agents, or HM Courts & Tribunals Service to help them decide whether an Order should be made and its terms.

Ending legal aid I understand that I must tell my solicitor and write to the court if I no longer want public representation. Understand that if I decline representation I may be liable for costs incurred to the date when my solicitor and the court receive my letter.

I authorise such enquiries as are considered necessary to enable the Legal Aid Agency, its agent, HM Courts & Tribunals Service, or my solicitor to find out my income and capital, and those of my partner.

I consent to the following being contacted and providing information about me to verify the information that I have given in this application.

- The Department of Work and Pensions
- Her Majesty's Revenue and Customs
- My bank or building society
- Any local government body or other public body with which I interact.

I consent to the Legal Aid Agency or my solicitor contacting my partner for information and evidence about my partner's means. This includes circumstances where my partner is unable to sign or complete the form.

I understand that if the information which my partner provides is incorrect, or if my partner refuses to provide information, then, if my case is in the magistrates' court, my legal aid may be refused or, if my case is in the Crown Court, I may be liable to sanctions. I understand that the sanctions may result in me paying my legal aid costs in full.

I understand that in Crown Court proceedings the information I have given in this form will be used to determine whether I am eligible for legal aid and, if so, whether I am liable to contribute to the costs of my defence.

- Under an Income Contribution Order during my case,
- Or if I am convicted, under a Final Contribution Order at the end of my case,
- or both.

I understand that:

- If I am ordered to pay towards my legal aid under an Income Contribution Order,
- Or if I am convicted and ordered to pay under a Final Contribution Order,

but fail to pay as an Order instructs me, interest may be charged or enforcement proceedings may be brought against me, or both.

I understand that I may have to pay the costs of the enforcement proceedings in addition to the payments required under the Contribution Order, and that the enforcement proceedings could result in a charge being placed on my home.

I have read the Declaration and Fraud Notice above.

Full name

Dated

Declaration by the Legal Representative

I declare that I have gone through the questions on the Interests of Justice and financial assessment aspects of the application with the applicant.

I confirm that the applicant has not provided me with any information which contradicts the information provided in this declaration of financial circumstances and has given me no indication that information declared is incomplete or untrue.

Full name

Dated

Legal Service Provider's LAA Account Number

[Print](#) [Spell Check](#) [Show Message](#) [Send to Next Stage](#) [Save](#) [Exit](#) [<< Back](#) [Next >>](#)

「額外的處理步驟、重複搜尋、中斷連結/重新連結以找到正確的個案、填寫表單，這些都會增加案件處理的額外壓力...因為個案工作者知道時間標準及配置。」

－ 個案工作者(法扶人員)



Legal Aid Agency eForms

Queue	Queue Size (as at 13:07)	Actioned in Session
CRM14		
Caseworker Received		
CAT 1 Standard	424	Get Next...
Non-Means Tested Standard		Get Next...
NCT Received	5	Get Next...
NCT Direct Standard	22	Get Next...
NCT Direct Standard	19	Get Next...
CRM14 Post Submission Evidence		
Caseworker Received		
CAT 1 Standard	35	Get Next...
Other	3	Get Next...
Non-Means Tested Standard	0	Get Next...
NCT Received	4	Get Next...
NCT Direct Standard	5	Get Next...

Excel: Case Management Guidance v Intranet - Crime SOPs

Offence	Contrary to	Class
Abandonment of children under two	Offences against the Person Act 1961 s.27	D
Abduction of defective from parent	Sexual Offences Act 1956 s.21	D
Abduction of unmarried girl under 16 from parent	Sexual Offences Act 1956 s.20	J
Abduction of unmarried girl under 18 from parent	Sexual Offences Act 1956 s.19	D
Abduction of woman by force	Sexual Offences Act 1956 s.17	J
Abstraction of electricity	Theft Act 1968 s.13	F**
* The above offence is in class O if the value involved exceeds £30,000, class K if the value exceeds £100,000 and in class F otherwise		
Abuse of position of trust	Sexual Offences (Amendment) Act 2000 s.3	D
Abuse of position of trust causing a child to engage in sexual activity	Sexual Offences Act 2003 s. 17	D
Abuse of position of trust causing a child to watch sexual activity	Sexual Offences Act 2003 s. 19	D
Abuse of trust: sexual activity in the presence of a child	Sexual Offences Act 2003 s. 18	D

Legal Aid Agency

Libra Search Parameters

Libra Search Results Summary

Case Number	Session Date	Family Name	First Name	Date of Birth	NINO	Offence Short Title
20	10/03/2021	WARD			1961	Drive motor vehicle when alcohol level above limit
20	08/03/2021	WARD			1955	001 - Failed to comply with the requirements of post-custodial supervision
20	08/03/2021	WARD			1955	002 - Failed to comply with the requirements of post-custodial supervision
21	11/03/2021	WARD			1999	Drive motor vehicle with a proportion of a specified controlled drug above the specified limit
21	16/05/2021	WARD			1970	001 - Criminal damage to property valued under £5000
21	18/05/2021	WARD			1970	002 - Threat to damage / destroy

Interests of Justice test completed

When brought against you? Vision order On Date of Offence: 01/10/2020

With which you are charged? To related grave offences Causing serious violence or damage, and serious loss involving violence or damage, and less serious losses and offences against children Loss of dishonesty (specified offences and offences 00 or less) Loss of dishonesty (specified offences and offences exceeds £20,000 but does not exceed £100,000) Loss of other offences Loss of public justice and similar offences Loss of other offences Loss of dishonesty (high value: if the value involved exceeds £100,000)

Defendants in this case? Criminal cases or charges against you or your organisation?

Application Details Summary

LJA: Birmingham CAJ

MAAT Identifier: 44200012224

Application Signed Date: 08/03/2021

Date of Receipt: 08/03/2021

Hearing Date: 08/03/2021

Case Type: Summary Only

Offence Type: 11 Miscellaneous other offences

In Court Custody?

Magistrate Court: Southampton

Magistrate Court Outcome:

Mag Court Outcome date: 08/03/2021

Date Stamp: 08/03/2021

Committal date:

Arrest Summons Number:

Representation Withdrawal:

IoJ Decision:

Case URN:

In Common Platform?

IoJ Result Note: Probation requiring custody, revenue pre cases, liberty at risk.

Complete one or more reasons. For each why you have chosen it. Mention any evidence that is relevant.

lose my liberty if any matter in the proceedings is...

not for this matter. The probation service will...

a sentence that is suspended or non-custodial. If I...

in and out of prison. 21 Pre cons for 57...

lose my livelihood.

suffer serious damage to my reputation.

loss of law may be involved (whether arising from...

to understand the court proceedings or present my...

to be traced or interviewed on my behalf.

may involve expert cross-examination of a...

of another person (such as the person making a...

A flexible organisation, driven by data and led by users



我們的系統

電子表單

提出申請

提供證明

修改申請

審查申請

通知提供者

遞交請款單

補助檢查

檢查補助資格 (就業及退休金事務部 (Department for Work and Pensions · DWP))

Means Assessment Administrative Tool (資力評估管理工具 · MATT)

任務管理

評估資力及司法利益 (IOJ)

審查申請

記錄決定

提供被告資料 (請求)

管理資訊 (MI) 資料

債務管理

MAAT 應用程式介面

與 MAAT 資料庫整合

Managed Libra Record Access (受管 Libra 記錄存取 · MLRA)

檢查法院資料 (Libra)

更新法院系統 (Libra)

發送委任狀

InfoX

檢查法院資料 (Libra)

更新法院系統 (Libra)

Court Data Adaptor (法院資料配接器 · CDA)

檢查法院資料 (C.Platform)

更新法院系統 (C.Platform)

Not On Libra Auto-Search Application (不在 Libra 自動搜尋應用程式 · NoLASA)

檢查法院資料 (Libra)

	Issues	Identified statements	Notes
Defendants	Lack of trust	Defendants often do not trust the information provided by providers, leading to delays in processing and increased costs.	Providers should ensure the accuracy and reliability of the information they provide to build trust.
	Lack of awareness	Defendants often lack awareness of the services available and the process of applying for legal aid.	Providers should provide clear information and guidance to defendants to increase their awareness.
	Difficulty in gathering evidence	Defendants often have difficulty in gathering evidence to support their claims, leading to delays and increased costs.	Providers should provide support and guidance to defendants in gathering evidence.
Providers	Fee structures impact quality of provision	Providers often have fee structures that impact the quality of the services they provide, leading to delays and increased costs.	Providers should review their fee structures to ensure they are fair and do not impact the quality of services.
	Sector information on performance and their costs	Providers often lack information on their own performance and the costs of the services they provide.	Providers should collect and analyze data on their performance and costs to improve their services.
	Input/enter information	Providers often have issues with inputting and entering information, leading to delays and increased costs.	Providers should invest in training and support to improve their data entry skills.
	Typical level of information required	Providers often have different requirements for the information they need, leading to delays and increased costs.	Providers should standardize their information requirements to improve efficiency.
	Usability issues for providers	Providers often have usability issues with the systems they use, leading to delays and increased costs.	Providers should invest in user-friendly systems and provide training and support to improve usability.
Eligibility	Providers often have issues with determining eligibility, leading to delays and increased costs.	Providers should invest in training and support to improve their eligibility assessment skills.	
Caseworkers	Quality of information received from providers	Caseworkers often receive low quality information from providers, leading to delays and increased costs.	Caseworkers should provide feedback to providers on the quality of the information they receive.
	Working with a number of types (markets) of tasks	Caseworkers often have to work with a number of different types of tasks, leading to delays and increased costs.	Caseworkers should receive training and support to improve their skills in working with different types of tasks.
	Multiple systems and lack of integration	Caseworkers often have to use multiple systems that are not integrated, leading to delays and increased costs.	Caseworkers should use systems that are integrated and easy to use.
	Unreliable systems	Caseworkers often have to use unreliable systems, leading to delays and increased costs.	Caseworkers should use reliable systems and have backup plans in place.
	Training, support and job satisfaction	Caseworkers often lack training, support and job satisfaction, leading to delays and increased costs.	Caseworkers should receive training, support and job satisfaction to improve their performance.
CSAs	Quality issues for customer contact solutions (CCS)	CSAs often have quality issues with their customer contact solutions, leading to delays and increased costs.	CSAs should invest in training and support to improve the quality of their customer contact solutions.

法扶個案工作者 (以下簡稱法扶人員)

從法扶供應商
收到的
資訊品質

法扶人員經常收到來自法扶供應商的
不正確或不完整資訊

導致

法扶人員花費較長時間處理申請案，
因為在開立委任狀前，必須進行大量
修改及比對工作

我們可以怎麼做~

以確保法扶人員取得有關申請人、
他們的資力及犯罪行為的正確完整資料？

處理複雜個案的法扶人員經常收到
來自法扶供應商混淆或無關的文件

導致

法扶人員花費較長時間處理申請案，
因為在開立委任狀前，必須審閱大量
資訊，且可能必須要求釐清

任務順序或
類型 (手動)
效率低落

處理申請案效率低落

導致

法扶人員花費較長時間處理申請案，
因為在開立委任狀前，必須經常切
換螢幕

我們可以怎麼做~

以協助法扶人員處理案件中
請更有效率？

多重系統且
缺乏整合

處理案件申請涉及彼此不相連的多
個系統，以致於必須經常複製、貼
上，引發複製風險

導致

法扶人員採取人工手動解決方法，
花費較長時間處理申請案，因為在
開立委任狀前，必須確認驗證與連
結許多資料

系統不穩定

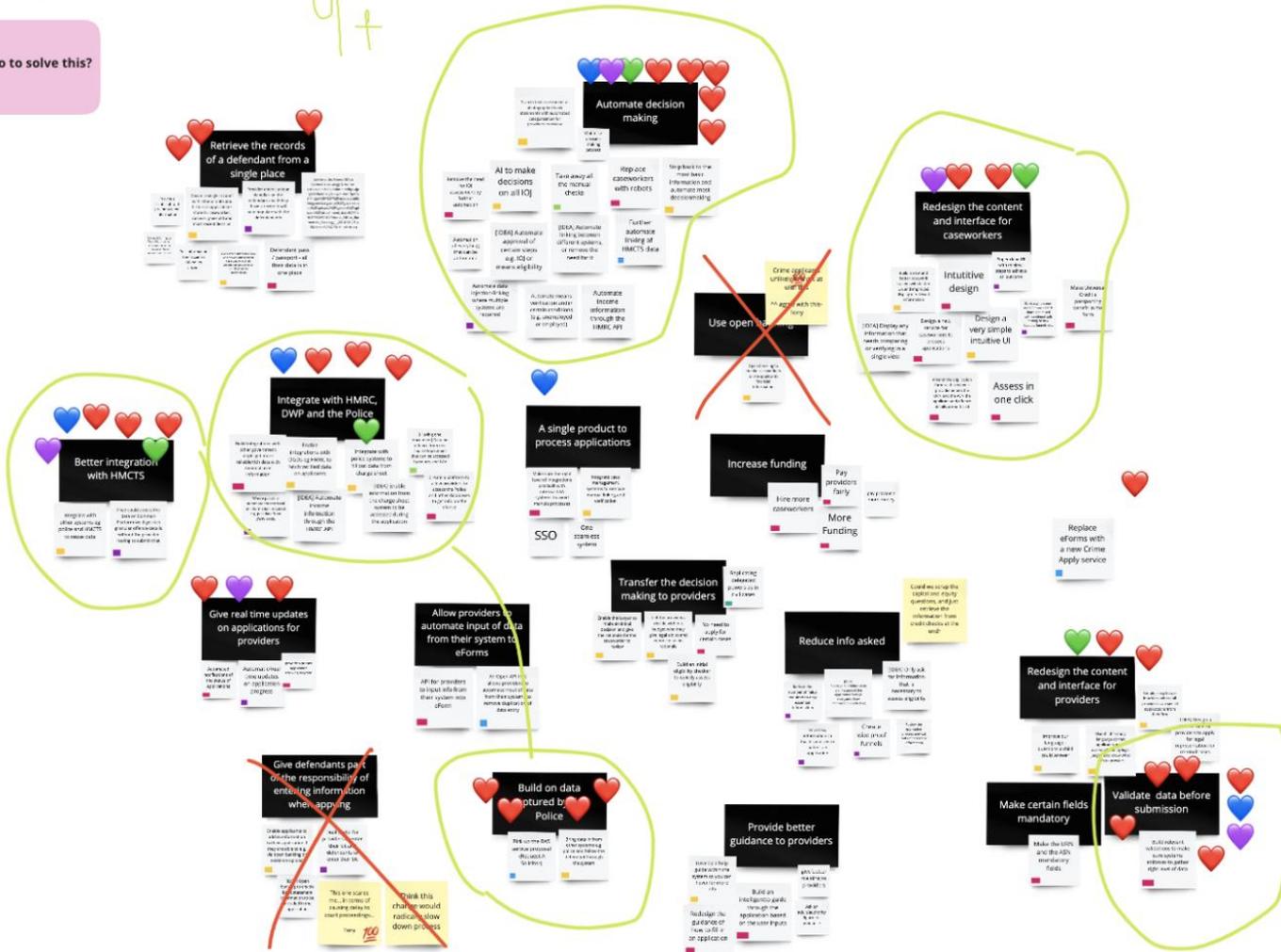
系統不穩定 (例如法扶人員經常從
MLRA 登出)

導致

法扶人員的時間浪費並採用人工手
動處理方式確保工作完成

創意發想

What would your grandmother do to solve this?



A flexible organisation, driven by data and led by users



Justice Digital

高

影響/使用者價值

低

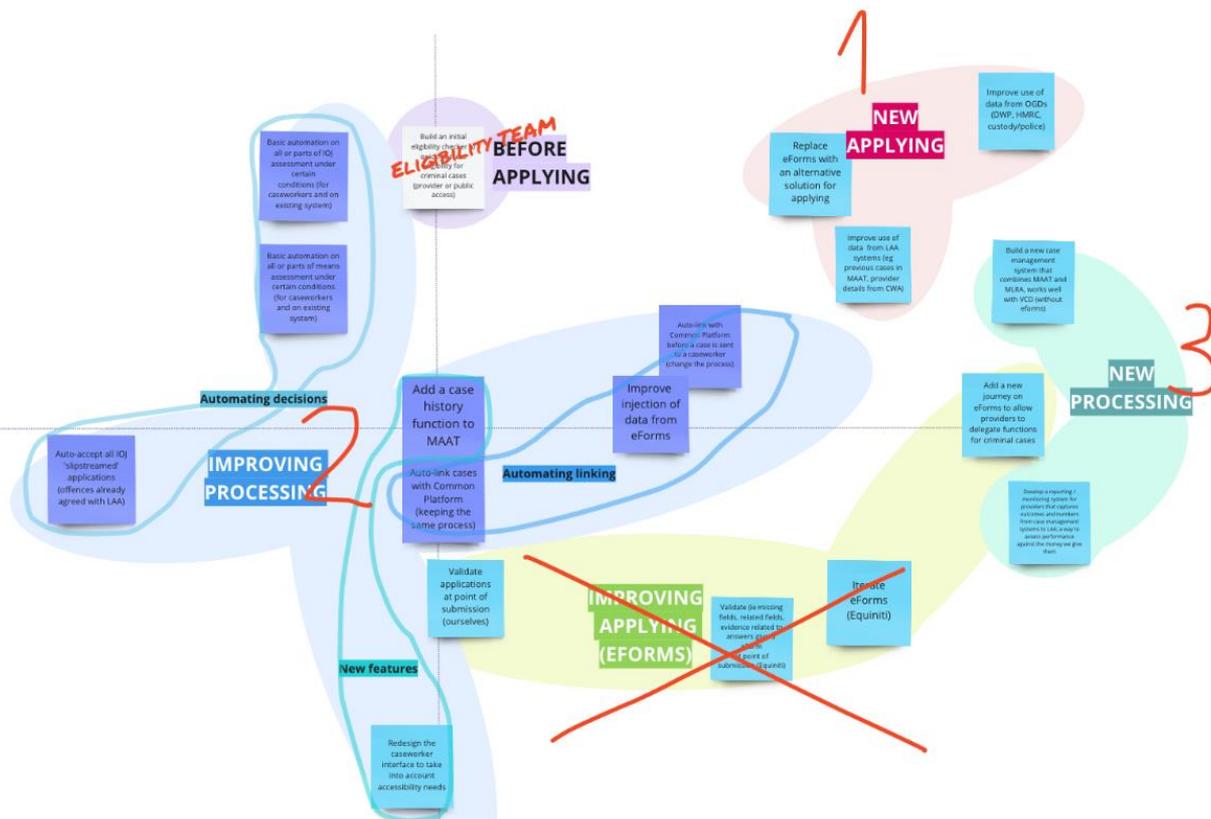
Key: MAAT Migration required first

Shared with another team

測試與執行需費的努力/複雜度

高

"easy peasy"



A flexible organisation, driven by data and led by users



如果...

我們簡化對於證明文件的要求，同意申請人僅提供以下資訊：

- 為評估申請資格所需之最低限度
- 與具體情況有關
- 不是我們從法律扶助署或其他政府機關系統可取得的資訊
- 已驗證錯誤和完整性

那麼...

法扶供應商 (服務提供者) 將發現提出申請更為簡單快速

個案工作者 (法扶人員) 收到的資訊將更為完整正確，將減少人工作業，這也意味著他們可以更快地處理申請

法律扶助署將發現執行改變與持續改善申請流程變得更加簡單快速



我們承擔了更多債務...

GOV.UK Apply for criminal legal aid
Start an application Tasklist Dashboard

PROTOTYPE This is a prototype. Some things may not work as expected.

[Back](#)

Enter the case details

Unique reference number (URN)
For example, "12 AB 3456789".

This should reduce the amount of information you need to enter about the case.

[Enter the case details manually](#)

[Search](#) [Save and come back later](#)

Continue to case not created yet

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GOV.UK Apply for criminal legal aid
Start an application Tasklist Dashboard

PROTOTYPE This is a prototype. Some things may not work as expected.

[Back](#)

Confirm the case details

URN

Case type	Summary only
Court hearing the case	Westminster Magistrates Court
Offence	Forgery and misuse of driving documents Class H
Co-defendants	Alex Welsh Joe Taylor

Are these details correct?

Yes

No, I need to change these details

What happens next

We'll use this information to check if this case needs a justification for legal aid.

[Save and continue](#) [Save and come back later](#)

但註銷了其他部分...

Items marked * must be completed

1) Legal Rep Use

2) About You: 1

3) About You: 2

5) Interests of Justice: 1

6) Interests of Justice: 2

7) Evidence: 1

8) Income

10) Evidence: 2

11) Legal Representation

12) About The Information

13) Declarations

14) Privacy Notice

16) Official Use

Why do you want legal aid? ?

1 to 9 are possible reasons. Complete one or more reasons. For each reason you have chosen it. Mention any evidence that supports your choice of a reason.

- 1) It is likely that I will lose my liberty if any matter in the proceedings is decided against me.
- 2) I have been given a sentence that is suspended or non-custodial. If I am unable to deal with me for the original offence.
- 3) It is likely that I will lose my livelihood.
- 4) It is likely that I will suffer serious damage to my reputation.

gun

- 5) A substantial question of law may be involved (whether arising from legal or other source of law).
- 6) I may not be able to understand the court proceedings or present my own case.
- 7) Witnesses may need to be traced or interviewed on my behalf.
- 8) The proceedings may involve expert cross-examination of a prosecution expert or not).
- 9) It is in the interests of another person (such as the person making a claim on my behalf) that I am represented.
- 10) Any other reason

 **Apply for criminal legal aid**

PROTOTYPE This is a prototype. Some things may not work as expected.

[Back](#)

Based on the details you provided, you do not need to enter further justification for legal aid

You still need to provide details of your client's finances before legal aid can be granted

[Save and continue](#) [Save and come back later](#)

這是一個不斷權衡的過程...

	A	B	C	D	E	F	G	H	I	O	P
1	Category	Section and question #	What data we need	Variables	When is this asked on forms?	Case management needs	Assurance needs	Counter fraud needs	Debt collection needs (inc Marston CCO issuing)		
14	Personal	S2 Q2	First name	-	Always	Must have	Must have	Must have	Must have		
15	Personal	S2 Q3	Other names	-	Always	Nice to have	Must have	Must have	Must have		
16	Personal	S2 Q4	Last name	-	Always	Must have	Must have	Must have	Must have		
17	Personal	S2 Q5	Date of birth	-	Always	Must have	Must have	Must have	Must have		
18	Personal	S2 Q6	National Insurance Number	-	Always	Must have	Must have	Must have	Must have		
19	Personal	S2 Q7	Application Registration Card (ARC) Number	-	Always	No need to have	Nice to have	Nice to have	No need to have		
20	Application	S2 Q8	Welsh communications	-	Always	Must have	Must have	Nice to have	Must have		
21	Personal	S2 Q9 and 10	Home address	-	Always	No need to have?	Must have	Must have	Must have		
22	Personal	S2 Q10a	Search home address by postcode	-	Always	Nice to have	Nice to have	Nice to have	Nice to have		
23	Personal	S2 Q11 and 12	Correspondance address	Your home address Your solicitor's address A different address	Always	Must have	Must have	Must have	Must have		
24	Personal	S2 Q12a	Search correspondance address by postcode	-	Always	Nice to have	Nice to have	Nice to have	Nice to have		
25	Personal	S2 Q13	Email address	-	Always	Nice to have	Nice to have	Nice to have	Nice to have		
26	Personal	S2 Q14	Telephone (landline)	-	Always	No need to have	Nice to have	Nice to have	Must have		
27	Personal	S2 Q15	Telephone (mobile)	-	Always	No need to have	Nice to have	Nice to have	Must have		
28	Personal	S2 Q16	Telephone (work phone)	-	Always	No need to have	Nice to have	Nice to have	Must have		
29		S3 Q1 and 2	Type of usual home address and relationship to owner (if temporary home)	a Tenancy (rented) Temporary Your parent's home (you live with them) Owned by you Owned by your partner Owned by you and your partner jointly Someone else's home	Always	No need to have	Must have	Must have	must have		
30	Personal	S3 Q3	Under 18	Yes / No	Always	No need to have	No need to have	No need to have	No need to have		
31	Personal	S3 Q4	Charged with an adult	Yes / No	Always	No need to have	No need to have	No need to have	No need to have		
32	Personal	S3 Q5	Partnership	Yes / No	Always	Must have	Must have	Must have	must have		
	Personal	S3 Q6 and 7	Partnership status and date of	Single If partner = no		No need to have	Must have	Must have	must have		

如果我們只注意
技術負債，將僅
能解決技術問題



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進度檢查

過去



現在



未來



* 譯註: 最簡可行產品 = Minimum Viable Product, 簡稱 MVP

全部的問題-空間負債

如何衡量？

原始數據

- 技術負債：系統數量；程式碼行數；測試覆蓋率
- 流程：人工資料輸入量；人工手動處理量；業務規則數
- 文化：積極參與之利害關係人數
- 解決方案：最簡可行產品(minimum viable product, MVP)之範圍與路徑圖；退役停用率；軟體平均年齡
- 知識：資料對映覆蓋率；探索/預覽版覆蓋率

成功指標

- 技術負債：前置時間；部署頻率；失敗率；平均復原時間；混亂/災難復原/滲透測試
- 處理：完成申請時間；正確決定時間；每件申請費用 (英鎊)
- 文化：利害關係人調查 - 風險態度、數位信任、數位轉型
- 解決方案：成功率
- 知識：資料可得前置時間

總結

- 問題負債對我們的彈性造成重大影響
- 技術負債僅是其中一個面向，尚有其他類型的負債
- 我們無法一次解決所有負債，經常需要取得新「貸款」
- 使我們的債務更易於管理，將使我們能夠在新服務中更加靈活彈性，並滿足使用者需求
- 為長期的靈活彈性做好準備，而不再只看短期的穩定性

謝謝各位

歡迎提問！



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