



# Building Digital Skills in Criminal Justice

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Agile Consultant & Coach

GDS, Governance for service delivery, Agile maturity

Universal Credit, Defra

Moj Common Platform

Agile Programme Manager

HSBC, Daiwa

Moj Common Platform

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## Criminal Justice System Common Platform Programme (CJSCPP)

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### CJSCPP



Digital by default transformation of Criminal Justice

“Justice’s Uber Moment”

From charge to sentence / acquittal

300+ people, ~£140m, 4 years, retire 5 legacy systems

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# CJSCPP



Crown Prosecution Service  
HM Courts and Tribunals Service

Judiciary  
Police  
Defence  
Probation

Citizens – defendants, jurors, witnesses and victims

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GOV.UK

Criminal Justice Services

ALPHA

This is a new service - your [feedback](#) will help us to improve it.

Home

Cases for pre-charge review

55DP0028116

E. COWAN, E. MICHAELS and W. PICKUP

[Case options](#)

[Notifications](#)

Case at a glance

Case material

Analysis and decisions

Action plan

Check and send decision

Back to contents

Suspects and charges

3 suspects

Eamonn COWAN

Edward Patrick John MICHAELS

Wendy PICKUP

Suspect

Eamonn COWAN

30 years old

Born 8 June 1985

Male

British

Self-defined as White British

14 Tottenham Court Road, London, W1T 1UY

Proposed charges

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OF61017

Cause grievous bodily harm with intent to do grievous bodily harm s18

On 13 April 2016

Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit. Donec ullamcorper nulla non metus auctor fringilla.

2

OF61131

Wound/inflicting grievous bodily harm. s20

On 13 April 2016

Duis mollis, est non commodo luctus, nisi erat porttitor ligula, eget lacinia odio sem nec elit. Integer posuere erat a ante venenatis dapibus posuere velit aliquet.

Next section



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## The Engagement



Agile/DbD maturity assessment/assurance

Train and coach over 100 civil servants in Agile and Digital by Default (DbD)

Plug gaps in capability as necessary

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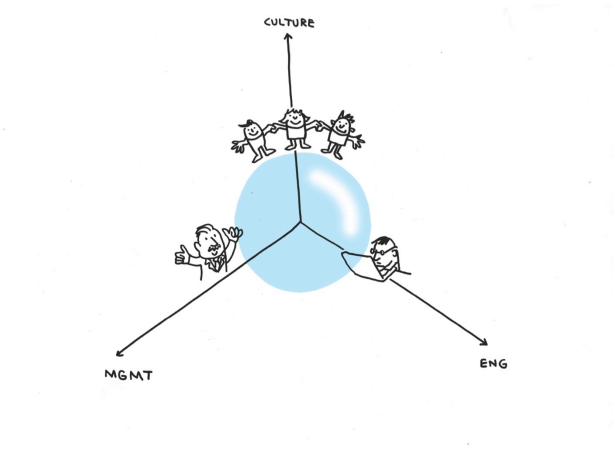
Scrum is not enough....

....neither are XP, Lean, AgilePM, SAFe etc

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# A blend is needed



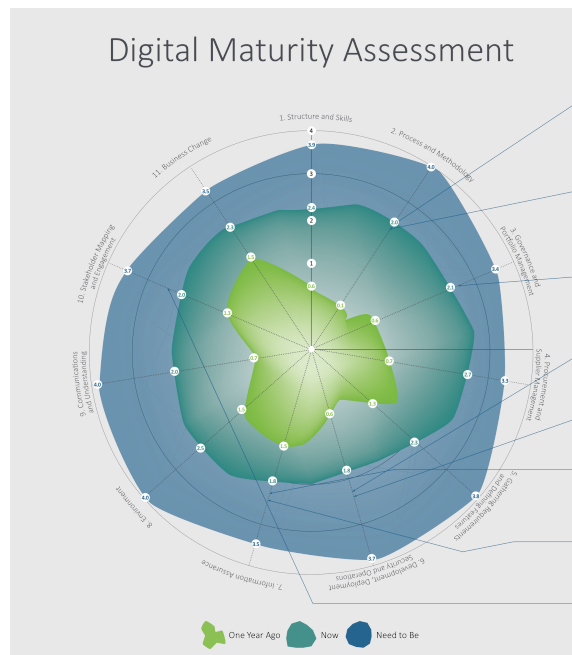
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# Digital Maturity



Purpose:	This sheet lists criteria to review the digital capability in the exemplar and also assess the understanding of what business change and transformation is needed for it to be delivered				
Assessment Levels:	0 : Not started and/or actively being blocked 1 : Just starting out, working towards Level 2 2 : On right path 3 : Now functioning well enough to not require significant coaching assistance 4 : Exemplary				
	LEVEL 0	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
<b>1 Structure and skills</b>					
1.1 How your project structure supports an agile way of working	Not started and/or actively being blocked	Just starting out, working towards Level 2	Teams are co-located and made up of appropriate roles, including technical and business		
1.2 You understand service management and have an active Service Manager			Service Manager/s have been appointed at the right level of seniority and with the right level of authority.	Service Manager accepts responsibility for entire service including its ongoing improvement. Has attended GDS Service Management training. Is actively managing at least 1 service.	Service Manager has taken on responsibility for all services including their ongoing improvement.
1.3 You run your project using agile product management techniques			Product management is understood and staff are appointed but require training	Product Managers work under Service Managers, are able to prioritise task backlogs and work within the agile delivery team	Senior managers understand the importance of product management and are happy to be advised on prioritisation of the features for the product within the end to end delivery of the service
1.4 You manage your project using agile skills			The project is managed by an agile delivery manager	Delivery managers use agile methods by default and training	Agile project management skills are embedded into the

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## AgilePM certified training



### Read-across to DbD from AgilePM

- Core agile: e.g. stories, sprints, stand-ups
- Lifecycle
- Roles

### Recognised by Civil Service Learning

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## Digital by Default extensions



Understanding and meeting the DbD standard

User research

Service management

Writing and testing software

Continuous delivery

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## Challenges



Getting the right people

Cultural change

DevOps

The pressure to deliver benefits quickly

The pressure to scale

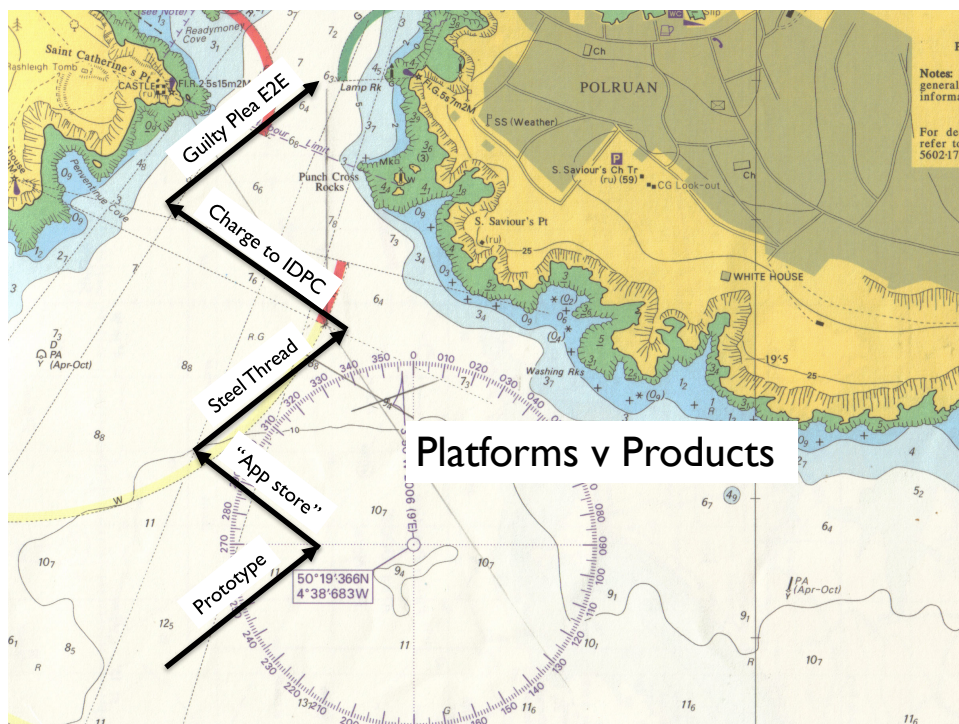
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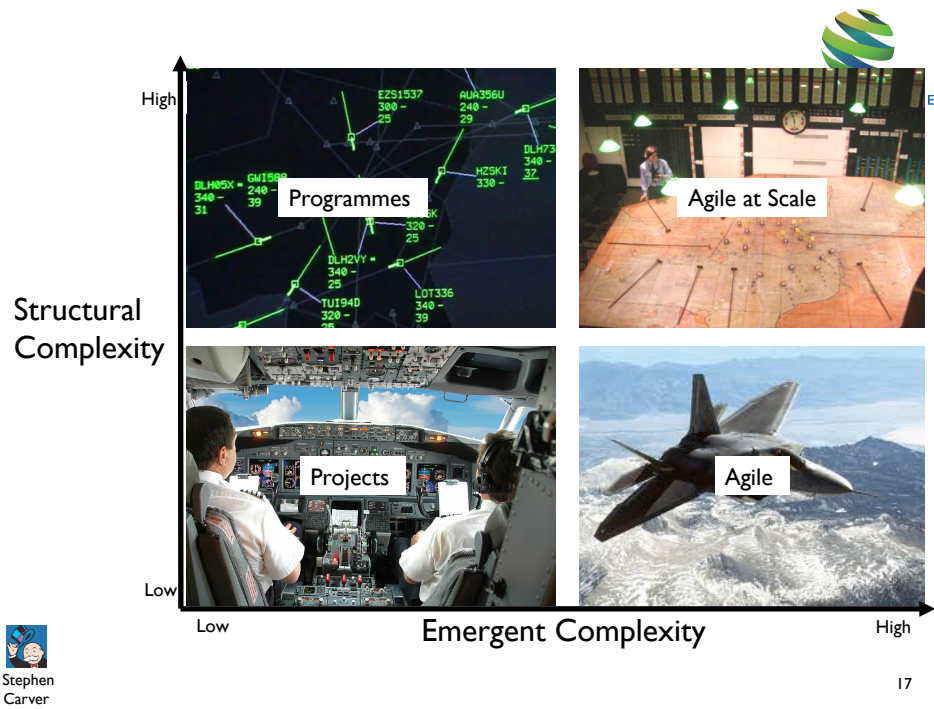


## Why is Digital/Agile at scale so hard?

Some of what I've learnt so far

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## Dilemmas



Breadth

Depth

Future state

Business as usual

Quality

Velocity

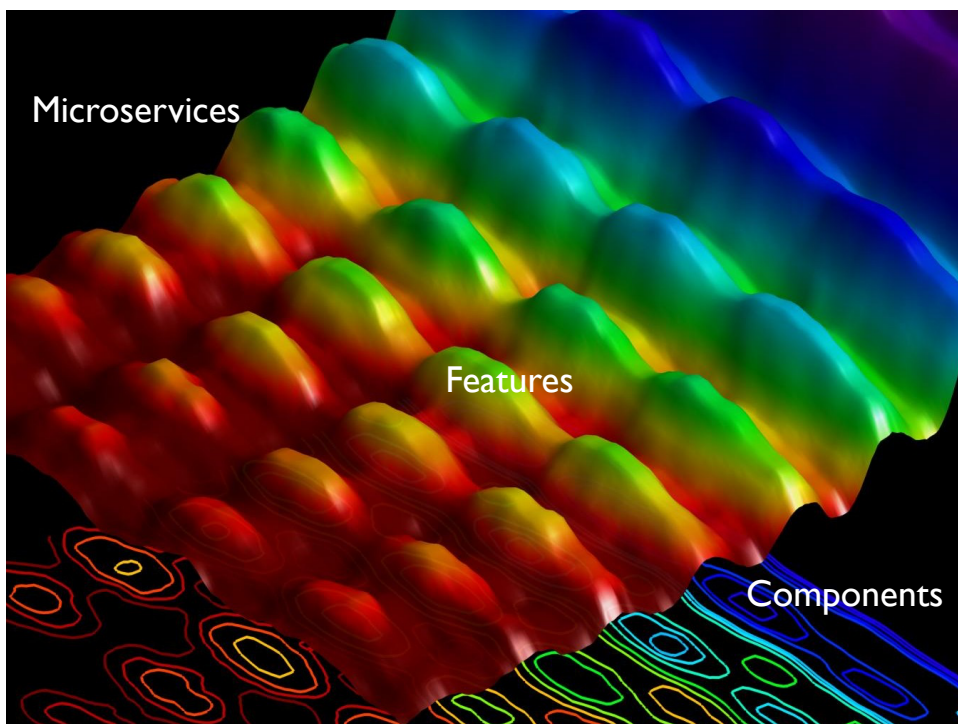
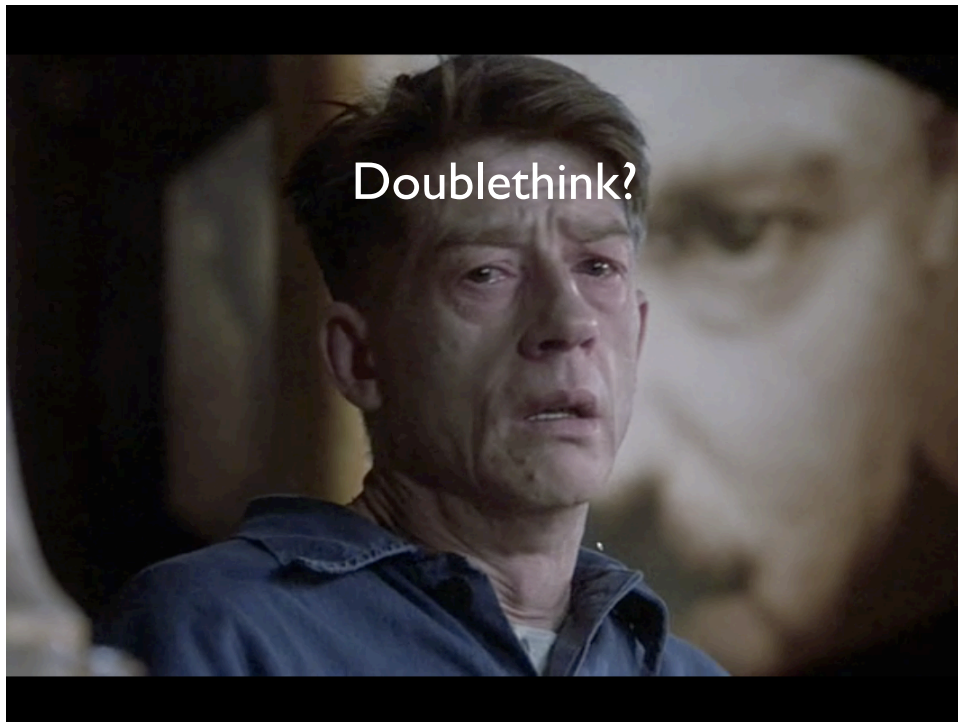
Enough design up front

Emergent architecture

Learning by doing

Learning lessons from others





## Resolving dilemmas



Collaboration rather than consensus

Champions for both sides

Facilitate continuous dialogue

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## Hard collaboration

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## FREDA



Fear

Risk

Evidence

Decision

Action

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## Summary



Only scale if the service domain warrants it

“The strategy is delivery”

Recognise your dilemmas

Continuously integrate viewpoints

FREDA

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Thank you

Any questions ?