Towards the Future for Legal Aid and Legal Aid Professionals



#### **Context:**

### **Legal Aid Agency**

- Employs c.1,200 people
- Administers £2bn of public money (representing >22% of overall MoJ spend in 2022/23)
- Processes >400k applications for legal aid (2021/22). 94% of civil applications were processed within 20
  working days except for the most complex cases and 100% of criminal legal aid applications were processed
  within 2 days.
- Processes 1.2m bills (2021/22). 99% of bills were processed within 20 days against a target of 90%.
- Answers 130,000 calls to our call centres (2021/22)
- Contracts with c.2,200 civil providers; c.1,600 crime providers and makes payments to c.3,600 advocates
- Majority of staff work in case management teams, handling applications from clients (members of public) and bills (from providers - often solicitors) or in contract management teams
- NAO agreement of <1% margin of error</li>
- Deliver 98% initial transactions online, but rely on systems which a majority (85%) are at end of life or beyond



#### Deliver a world-class justice system that works for everyone in society

Changing the user experience of justice - simpler, faster & better for everyone

Protect the public from serious offenders & improve safety in prisons

Reduce reoffending

Deliver swift access to justice

#### Led by users

We will create a user centred mindset & true multidisciplinary teams

#### **Driven by data**

We will ensure the right data is available at the right time for the right people

## Flexible in our approach

We will be nimble, using automation where it is right to do so

Deliver simple, clear, fast services for probation colleagues Deliver modern, joined up services for prison colleagues and prisoners Create simplified and more reliable access to legal aid services

Build a modern Lasting Power of Attorney Provide straightforward & sensitive access to compensation

Modernise Courts & Tribunals services (Reform)

Secure, de-risk and make visible the health of our top 45 business critical systems

Design, deliver and maintain sustainable core technology services and an exceptional workplace technology experience

Build strong digital & technology capability

Drive proportionate functional standards

Build an open, collaborative culture



Our services, users and product teams

### How we group our products

Most of our products fit in to one of the following product groupings. These are outline on our product strategy for 2023-25.

Access to legal aid		Payment (		
Information and advice	Applications	Billing	Payments and finance	Enablers
Enabling access to justice for everyone in society through easy to understand and efficient access to legal aid services	Applying for legal representation in court allows for simple and efficient access to justice to everyone in society	Support the authorisation and assurance of bills for legal aid by providing accurate, timely and accessible information	Fast, reliable and accurate payments and financial reporting to keep Legal Aid sustainable and available	Supporting the outcomes of products and services across the Access and Payments service areas
Information and advice strategy document	Applications strategy document	Billing strategy document	Payments and finance strategy document	<u> </u>

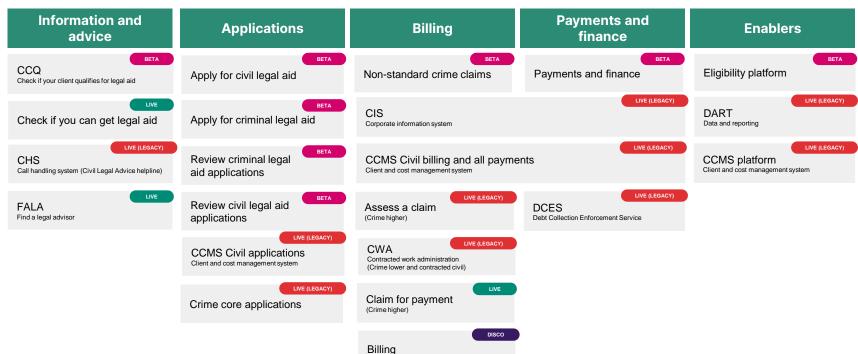


## 22 products in 5 product groups (overview)

	Information and advice	Applications	Billing	Payments and finance	Enablers
DISCOVERY					
ALPHA					
ВЕТА		••••			
LIVE					
LIVE (LEGACY)		• •			
RETIREMENT					



## 22 products in 5 product groups (in detail)





# TECHNICAL DEBT

- Debt can help you achieve your goals
- Debt carries an implied future cost
- Debt can grow to become a significant burden





# TECHNICAL DEBT TRAP

Do this:

Add new capabilities

Enhance existing capabilities

Unstructured experimentation

Manage complexity

Unplanned work / interruptions

Not this:

Add new capabilities

Unplanned work / interruptions

...or this will happen.

Enhance existing capabilities

Manage complexity

Unplanned work / interruptions



CASE STUDY

Tackling problem debt in applications for criminal legal aid





# THE SITUATION



Time consuming and difficult



Lots of evidence and information required



Multiple steps and manual connection of systems to inject data



# THE IMPACT

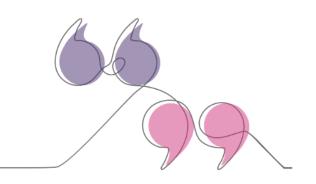
- Gaps in information
- Unnecessary administrative burden
- An increase in the potential for errors and time taken to process applications
- We believe that this also has an impact on the likelihood and ability of individuals to apply for and be correctly assessed as eligible for legal aid



# THE CONSTRAINTS

- The product used for applying for criminal legal aid is owned by a third party supplier
- Any changes are high cost with an extremely long lead time
- The contract comes to an end in 2024
- The products used for assessing applications are legacy systems which are very risky to make changes in
- There is a large scale policy change due to come into effect in 2025 which impacts all of the criminal legal aid systems and products





"Why can't you give us an API so we can automatically populate the application with information from our own systems?"

- SOLICITOR



Employment (wage or salary)	amount	amount
	every	every
Child Benefit	amount	amount
	every	every
Vorking Tax Credits and Child Tax	amount	amount
Credits	every	every
Iniversal Credit	amount	amount
	every	every
otal of other benefits	amount	amount
	?	7
	every	every
faintenance income	amount	amount
	every	every
ensions	amount	amount
	every	every
ny other source of income	amount	amount
	every	every
	Student grant	Student grant
	Money from friends and/or family	Money from friends and/or family
	Maintenance	Maintenance
	Board or rent from family lodger or tenant	Board or rent from family lodger or tenant
	Rental income	Rental income
	Financial support from someone who allows you access to their assets or money	Financial support from someone who allows you access to their assets or money
	Other Source	Other Source

Spell Check Save Exit << Back Next >>



CRM14: Application for Legal Aid in Criminal Proceedings

Print | Spell Check | Show Message | Send to Next Stage | Save | Exit | << Back | Next >> Declarations

Fraud Notice ✓ 1) Legal Rep Use 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.

Items marked \* must be completed

2) About Your 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

Declaration by the Applicant

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

Further details explaining how the information held by fraud prevention agencies may be used can be found in the 'Fair Processing Notice', available on the Legal Aid Agency website at:

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 nay

I agree to tell 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 I agree 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 tation. I 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 agents, HM Courts & Tribunals Service, or my solicitor to find out my income and capital, and those of my

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 Majesties Revenue and Customs
 My bank or building society

Any local povernment body or other public body with which I interset.

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

I understand that if the information which my partner provides is incorrect, or if my partner refuses to provide inflammation, then; if my case is in the magistrates' court, my legal aid may be refused or, 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 Mr.

I understand that in Crown Court preceedings 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,

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

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

11 - June - Year 2015

Declaration by the Legal Representative

I confirm 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

test author

11 - June - Year 2015

Legal Service Provider's LAA Account 2L714W

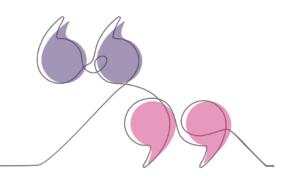
Print Spell Check Show Message Send to Next Stage Save Exit < Back Next >>



flexible







"Extra processing steps, double searching, unlinking-relinking to locate correct case, filling out the spreadsheet — all of this added to extra stress when processing...as caseworkers are aware of time-standards and allocation"

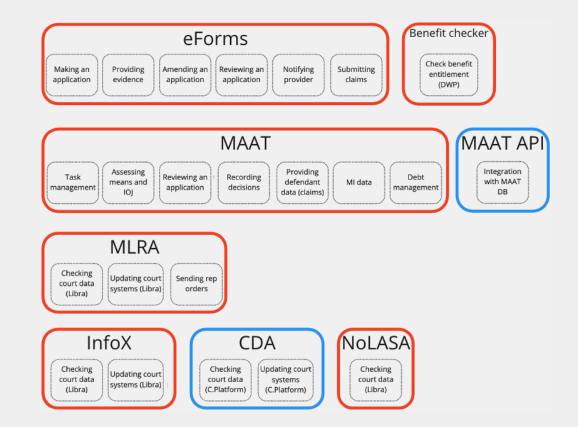
-CASEWORKER



	X   D Means Assessment Administration X   Crime Ag		Martings://justiceuk.sharepoint.com/w/d/shar/CaseManagementGuidance/_layouts/15/	S/Dec anna/sourcedor / 6/76/10/1008D-912C-429E-8/66 - 8 0 0 5 54444	- a x
← → O 🖨 Ø   A https://eforms.legalservice	s.gov.uk/officeforms/workbench.ofml	© 🌣 🏗 🗎 (Not syncing	Offence class and Case types.	7	Z-1011
1.883			Excel   Case Management Guidance > Intranet - Crime SOPs Of	ffence class and Case View-only Simplified	d Ribbon Brooks, Carlene (LAA)
Legal Aid Agency eForms		Arr.	File Home Insert Formulae Data Review View Autor	omate Help Tell me what you want to do Open in Desktop App	☐ Share ☐ Comments
In Tray Work Queue Search New			Close		Sort & Filter -
Refresh View				5 - % 5 M II Conditional Formut Cell Innert Dillers Formut  - Spire	Find & Select +
Queue CRM14	Queue Size (as at 13:07)	Actioned in Session	Undo Clipboard Fort Alignment	Number Tables Cells	Editing Ideas 4
Caseworker Received			843 • fi Armed robbery		
CAT 1: Standard	424	Got Next 0	A B	C D E	F G H
Non-Means Tested Standard NCT Received	5	Get Next 0	1		
NCT: Standard	22	Get Next 0		Class	
NCT Direct: Standard	15	Gethiest. 0		fences against the Person Act 1861 s.27 C  ixual Offences Act 1956 s.21 D	
CRM14 Post Submission Evidence Caseworker Received				ixual Offences Act 1956 s.20	
CAT 1: Standard	35	Get Next 0		xual Offences Act 1956 s.19	
Other	0	Get Next 0	7 Abduction of woman by force Sex	xual Offences Act 1956 s.17	
Non-Neans Tested: Standard NCT Received	0	Get Next 0	8 Abstraction of electricity The	eft Act 1968 s.13 F**	
NCT Standard	8	Get Neut 0		0,000, class K if the value exceeds £100,000 and in class F otherwise	
NCT Direct: Standard	5	Get Next 0		xxxal Offences (Amendment) Act 2000 s.3 D xxxal Offences Act 2003 s. 17 D	
		- 1/10 Table 1	Abuse of position of trust: causing a child to engage in sexual Sex	xual Offences Act 2003 s. 17	
			Abuse of position of trust: causing a child to watch sexual activity. Sex	xual Offences Act 2003 s. 19 D	
			12 13 Abuse of trust: sexual activity in the presence of a child Sex	xual Offences Act 2003 s. 18	
			Abuse of trust: sexual activity in the presence of a child Sex	Mail 0101000 712 2000 2: 10	>
			= Case Type Offence Class		
https://eforms.legalservices.gov.uk/officeforms/workbench.ofml72100ht_TABLEEINK=1	III_Queues Getnint:7		Case Type Offence Class		Was transported to a security
ungs://eforms.legabarvices.gov.sk/officeforms/workbands.ofm/72100hr_TABLEENX+	311, Quieces Gethinst 7	.,		orker - Florms 1901	Give Feedback to Microsof
ings://eforms.legaluervices.gov.ak/officeforms/workbench.ofm??1008F_TABLEEPIX <	TTL Queous Getnest 7		Workbook Statistics	orker-Florms 1991 –	Gave Feedback to Microsof
https://mira.legalsenvices.gov.uk/mira/mla5aarsh/cummany.htm	- ロ X ・畠の Search. タ・ 向会員	eercholmi • ∰ ₫ Searth. , ,O	Workbook Statistics   Convert  A State of the American State of th	- □ X 8 C Search.	- 0 >
This is legal services gov.uk/mln/mla5nart-filummany htm	- ロ X ・畠の Search. タ・ 向会員		Worklook Statistics     Image:	- □ X  - □ C Search.	# 日 > md.
	- ロ X ・畠の Search. タ・ 向会員	Ipell Check   Send to Next Stage   Save   Exit   << Back	Workbook Statistics    Common   X	B C Search.  P → D → D → D → D → D → D → D → D → D →	orch. P · O ·
https://mina.legslsenices.gov.uk/mina/min5mrt+6ummany.htm	- ロ X ・畠の Search. タ・ 向会員		Worklook Statistics     Image:	- □ X  - □ C Search.	orch. P · O ·
In this contains the second of the contains the contai	・皇の Search. タ・ 企会	Ipell Check   Send to Next Stage   Save   Exit   << Back	Workbook Statistics  Concerning  Biggs: Transmissionsembelgelenning groundscore verbloomfagelation.h = 6  Major Ansessment Administr. = (()) MANT bits Search Result Detail (()) AA Online Rotes  Application Details Summary		with. P - Q + Q
Maps://min.legablervices.gov.uk/min.imid/sent/d/currentry.htm      Masen Assessment Administrati	- ロ X ・畠の Search. タ・ 向会員		Workbook Statistics  Concerning  Biggs: Transmissionsembelgelenning groundscore verbloomfagelation.h = 6  Major Ansessment Administr. = (()) MANT bits Search Result Detail (()) AA Online Rotes  Application Details Summary	■ d Search P = D × Search Search P = D × Search Search Search Search Search Search Search P = D × Search Searc	with. P - To 32
** Introduction to the policy of the control of the	・皇の Search. タ・ 企会	A paid Check Send to Next Stage Seve Eatt oc Back Interests of Justice test conjusting the property of the pro	Worklook Statistics  The Integral Processes sessions of beginning agould come with consoling place took. •   Where Assessment Administr. •   Mean Assessmen	Search.      D S	orch. P · O · O
© Integration in legislation of the property	- 日本 ( Search. ター) 合金 ( Work Queue Log Out	Spell Check   Send to Next Stage   Save   Exit   << Back     Interests of Justice test	Westbook Stanfala    Tripes	Bi C Search.  De Complete one or most reasons. For most reasons. F	or each vidence that societings is
Integration to be produced to the continue of the continue	Work Queue Log Out	A paid Check Send to Next Stage Seve Eatt oc Back Interests of Justice test conjusting the property of the pro	Worklook Statistics  The Integral Processes sessions of beginning agould come with consoling place took. •   Where Assessment Administr. •   Mean Assessmen	Search.      D S	orch. P · O · O
© Introp. Trails legislanders grout kinds and classification review to the same formation of the same formati	- 8 6   Search. P - 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	pell Cleats   Send to Need Stage   Serie   Exit   << Back	Weekenk Streinfer  Intro-Trees assessment Registerious apruik control web translate placific to the veb translate place produced to the veb translate place	B C Search.  Del Rep Order Decision  Restal?  Reporter Dels Rep Order Decision  Restal?  Restal Delte  Reporter Delte Rep Order Decision  Restal?  Restal Delte  Restal D	veh p - ach or saich needence that needings is one will on that will not that will
Impa: Imits begideredors govale initial antidicamentary home	Work Queue Log Out	pell Chack   Send to Next Stage   Seri   East   << Back     nterests of Justice test	Westbook Stanfala    Tripes	B C Search.  Description  Rep Order Decision  Retrial?  Retrial Particle Search Search Search of the Search	veh p - ach or saich needence that needings is one will on that will not that will
© Introp. Trails legislanders grout kinds and classification review to the same formation of the same formati	- 8 6   Search. P - 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	pell Cleats   Send to Need Stage   Serie   Exit   << Back	Magabank Statistics	B C Search.  Del Rep Cricle Crustom  Restal?  Search Searc	with
© Introp. This legislanders ground mile and Committee Property of the	- 8 6   Search. P - 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	pell Check   Send to Neet Stage   Seri   Ealt   << Back     nterests of Justice test	Westbook Statistic	\$\hat{\text{in}}\$ C Search.  \$\hat{\text{Search.}} \text{ Search.}  Sear	with
Integral and supplementary grounds and constitution of the property of the p	* 章 O Search.	A gell Check   Send to Neel Stage   Sere   Ealt   << Back   hterests of Justice test   empirical   Send to Send Send Send Send Send Send Send Send	Magabank Statistics	B C Search.  Del Rep Cricle Crustom  Restal?  Search Searc	with
© Introp. Trains legislanders ground mile and claim formmusy here    Maria Research   Maria Search Results   * □ IAA O   Legal Aid Agency   Mot on Libra	- 8 6   Search. P - 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	A geril Check   Send to Next Stage   Seril   Seit   << Back    nterrests of Justice test    sempland   Seril   Seril   Seril   Seril   Seril    year to rought against you?  year to rought against you?  year to the seril   Seril   Seril   Seril    year to reside   Seril   Seril   Seril    year to descript   Seril   Seril   Seril    year to descript   Seril    year to descript    year to descript	Westbook Statistics  In the circumstances continued legislations group in time subtractable plastation in the legislation of th	\$\hat{\text{in}}\$ C Search.  \$\hat{\text{in}}\$ Search.	with
© Introp. Trails legislanders grout kinds and classification to your blank houses and house to be legislated by the leg	Work Queue Log Out  Work Queue Log Out  Work Part Refine SEARCH  NINO Offence Short Title  Orive motor vehicle shen stobel level	pell Clarck   Send to Next Stage   Serie   Exit   << Black	Westbook Statistic	Bi C Search.  Del Rep Order Decision  Resistry  Hearing Date  pass Cource Date  Date Search Date  Date	with
© Introp. Trails legislanders grout kinds and classification to your blank houses and house to be legislated by the leg	Work Queue Log Out  Work Queue Log Out  Ware Date of Birth  REFINE SEARCH  NINO Offence Short Title  Orive motor vehicle when stoched level shore stoched level	A geril Check   Send to Next Stage   Seril   Seit   << Back    nterrests of Justice test    sempland   Seril   Seril   Seril   Seril   Seril    year to rought against you?  year to rought against you?  year to the seril   Seril   Seril   Seril    year to reside   Seril   Seril   Seril    year to descript   Seril   Seril   Seril    year to descript   Seril    year to descript    year to descript	Weekenk Strainfus  Introp. Treescassessessive Regulariotes approxisor one-velocity analysis and the New York Regulariotes approxisor one-velocity analysis and the New York Regulariotes Application Details Summary  LiA  [Introduction Details Summary  LiA  [Introduction Details Summary  LiA  [Introduction Supress Date    Part of Recipie   Part of Par	\$\hat{\text{in}}\$ C Search.  \$\hat{\text{in}}\$ Search.	with
© Introp. Trails legislanders grout kinds and classification to your blank houses and house to be legislated by the leg	Work Queue Log Out  Work Queue Log Out  Work Part    Work Queue Log Out  Work Queue Log Out  Work Queue Log Out  Work Queue Log Out  Office Short Title  One motor relation when alcohol level show limit  Out - failed to comby with the	Appell Chanck Send to Next Stage Serve East <a href="#">&lt;&lt; Beck</a> **Next Send to Next Stage Serve East <a href="#">&lt;&lt; Beck</a> **Next Send Send Send Send Send Send Send Send	Menthonic Stantist  Application Details Summary  LiA  Gas Unit Manual Agriculture Count Menthonic Stantist Count Office Proteins Details  Application Details Summary  LiA  Gas Unit Menthonic Stantist Count Menthonic Stantist Count Office Proteins Details  MAAT Identifier Application Signed Date  Application Details Summary  Case Unit Menthonic Stantist Count Menthonic Stantist Count Office Details Stantist Count Office Details Stantist Count Office Details Stantist Count Office Details Stantist Stantist Count Office Details Stantist Stan	A Control Cont	with.   P = G = G  or each releases that  convenings is  on will  or that  or other or other or other  or other or other or other  or other or other  or other or other  or other or other  or other or other  or other or other  or other or other  o
© Introp. Trails legislanders grout in the analysis and constitutions are provided in the search formular to the search Libra Search Parameters  Libra Search Parameters  Libra Courthouse Hearing Family Name Southward (THE AVENUE) 08/03/2021 WAAD  Libra Search Results Summary  Libra Sear	Work Queue Log Out  Work Queue Log Out  Ware Date of Birth  REFINE SEARCH  NINO Offence Short Title  Orive motor vehicle when stoched level shore stoched level	A geril Check   Send to Neel Stage   Seril   Sell   << Back    nterests of Justice test    seriptical   Send to Sell Sell   << Back   Sell   << Back    seriptical   Sell Sell Sell Sell Sell Sell Sell S	Westbook Strainfor  Intro-Transcassessesses Provided Prov	Bi C Search.  De Complete one or more reasons. For a search community of the Complete one or more reasons. For a search community on the control of the Complete one or more reasons. For a search community on the control of the cont	with.   P = G = G  or each releases that  convenings is  on will  or that  or other or other or other  or other or other or other  or other or other  or other or other  or other or other  or other or other  or other or other  or other or other  o
© Introp. Train language records ground in the Search Results   Legal Aid Agency  broo-c  Libra Search Parameters  Libra Courthouse  Hearing Search  Libra Courthouse  Hearing Name  ScoursauderON  (THE AVENUE)  Libra Search Results Summer First  Name  ON (2017)  Libra Search Results Summer First  Name  Search  Libra Search Results Summer Search  Search  Libra Search Results Summer Search  Se	Work Queue Log Out  Work Queue Log Out  Work Part Comment Comm	pell Clanck   Send to Next Stage   Serie   Exit   << Black	Majoritant Court   Majoritant	A Control Cont	with
© Introp. Trails legislanders grout in the analysis and constitutions are provided in the search formular to the search Libra Search Parameters  Libra Search Parameters  Libra Courthouse Hearing Family Name Southward (THE AVENUE) 08/03/2021 WAAD  Libra Search Results Summary  Libra Sear	Work Queue Log Out  Work Queue Log Out  Work Part Company  Work Queue Log Out  Work Queue  REFINE SEARCH  NINO Offence Short Title  Point motor reside when alcohol level souther company with the requirements of ppi. (April 2016) and the requirement of ppi. (April 2016) and the requirement of ppi. (April 2016) and the requirement of ppi. (April 2016) and the properties of ppi. (April 2016) and the ppi. (April 2016)	A geril Check   Send to Neel Stage   Seril   Sell   << Back    nterests of Justice test    seriptical   Send to Sell Sell   << Back   Sell   << Back    seriptical   Sell Sell Sell Sell Sell Sell Sell S	Witchbook Statistic    Integration   Statistic   Stati	See Court Custody  The Court Cus	with
© Introp. Train language records ground in the Search Results   Legal Aid Agency  broo-c  Libra Search Parameters  Libra Courthouse  Hearing Search  Libra Courthouse  Hearing Name  ScoursauderON  (THE AVENUE)  Libra Search Results Summer First  Name  ON (2017)  Libra Search Results Summer First  Name  Search  Libra Search Results Summer Search  Search  Libra Search Results Summer Search  Se	Work Queue Log Out  Work Part	pell Clanck   Send to Next Stage   Serie   Exit   << Black	Majoritant Court   Majoritant	So Search.  De Compete one or more reasons. For a search other in the property of the property	with
© https://min.brg/dornders.gouuk/min.ard/dornders/see/see/see/see/see/see/see/see/see/	Work Queue Log Out  Work Queue Log Out  REFINE SEARCH  NINO Offence Short Title  Drive motor vahicle when alcohol level dever when the properties of politication of politicat	pell Clanck   Send to Next Stage   Serie   Exit   << Black	Witchbook Statistic    Integration   Statistic   Stati	Bit C Search.  De Complete one or more reasons. For a search of the Complete one or more reasons. For a search of the Complete one or more reasons. For a search of the Complete one or more reasons. For a search of the Complete one one of the Complete one one of the	with.  P - Gard  or each revisions that  converges is  on will  or sold first.  If  on the sold first is  on will  on the sold first is  on the sold first
© Impulmo la begidendera gould indicated decemby the later of the lat	Work Queue Log Out  Work Queue Log Out  Work Part Comment Comm	pell Clanck   Send to Next Stage   Serie   Exit   << Black	Witchbook Statistic    Integration   Statistic   Stati	A Court Choices data Date Starp  Bac Court Choices	with.  P - Gard  or each revisions that  converges is  on will  or sold first.  If  on the sold first is  on will  on the sold first is  on the sold first
Introp.   Int	Work Queue Log Out  Work Queue Log Out  Work Part Comment Comm	Agent Cheek Send to Next Stage Serie Exit < Back Teterator of Justice test  required  peet to couple against you?  The peet to couple against you will be the peet to couple against you will be the peet to couple against other and offences are offences and offences and offences are offences and offences are offences and offences and offences and offences are offences and offences are offences and offences and offences are offences and offences are offences and offences are offences are offences and offences are offences are offences and offences are o	Witchbook Statistic    Integration   Statistic   Stati	Bi C Search.  De Complete one or more reasons. For a search community of the court.  Takes Rep Cricia Community of the court.  Hearing Date  Biological International Community of the court.  When the court Cour	with.  P - O 2  or each revisions that   consider it is to that   or will  of that   if   or man    or man   or man   or man   or man   or man   or man   or man    or man   or man   or man   or man   or man   or man   or man
Intige_Impla_legislanders_ground-ind_amid_construction_interpretation_interpre	Work Queue Log Out  Work Queue Log Out  Work Part Comment of the C	Agent Cheek Send to Next Stage Serie Exit < Back Teterator of Justice test  required  peet to couple against you?  The peet to couple against you will be the peet to couple against you will be the peet to couple against other and offences are offences and offences and offences are offences and offences are offences and offences and offences and offences are offences and offences are offences and offences and offences are offences and offences are offences and offences are offences are offences and offences are offences are offences and offences are o	Witchbook Statistic    Integration   Statistic   Stati	A Count Choices date Count Choices and Choices	with.  P - O 2  or each revisions that   consider it is to that   or will  of that   if   or man    or man   or man   or man   or man   or man   or man   or man    or man   or man   or man   or man   or man   or man   or man
© Introp. Trails legislanders groute halls and classification and process to the process of the	Work Queue Log Out  Work Queue Log Out  Work Part of Birth  REFINE SEARCH  NINO Offence Short Title  Orive motor vahicle when atcorbol level access limit.  Part of the properties of policy custodial supervision  OUZ - Failed to comply with the requirements of policy custodial supervision.  OUZ - Failed to comply with the requirements of policy custodial supervision.  OUZ - Failed to control with the procession of a specified controlled drug above the specified limit accessed in the policy of the polic	Agent Cheek Send to Next Stage Serie Exit < Back Teterator of Justice test  repetitives  The Series of Justice Sent  The Series of Cheek Series of Cheek Series  The Series of	Majoritate Court   Monitoriale Court Outcome   Majoritate Court   Monitoriale Court	A Court Choices data Date Starp  Bac Court Choices	with.



## OUR SYSTEMS







Quality of information received from providers

Caseworkers often receive inaccurate and incomplete information from providers

so

caseworkers take longer to process an application because there is lots of *amending and comparing* they have to do before issuing a reporter

Complex caseworkers often receive confusing and irrelevant documentation from providers

caseworkers take longer to process an application because they need to review lots of information and potentially ask for clarification before issuing a rep order

HMW ensure caseworker get accurate and complete data about an applicant, their means and their offence?

Inefficiency with order or type (manual) of tasks

Multiple systems and lack of integration

seworkers

Ca

Unreliable systems

Processing applications is inefficient

so

caseworkers take longer to process an application because there is a lots of screen switching they have to do before issuing a reporter

Processing an application involves multiple systems that don't talk to one another which leads to lots of copy and pasting and risk of duplication

SO

caseworkers are introducing manual workarounds and take longer to process an application because there is lots of *data* validation and linking they have to do before issuing a rep order

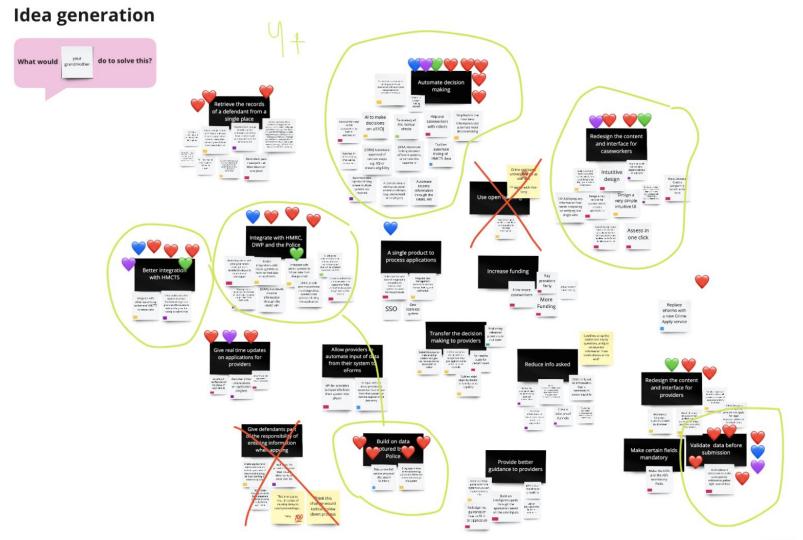
Systems are unreliable (e.g. caseworkers are frequently signed off from MLRA)

SC

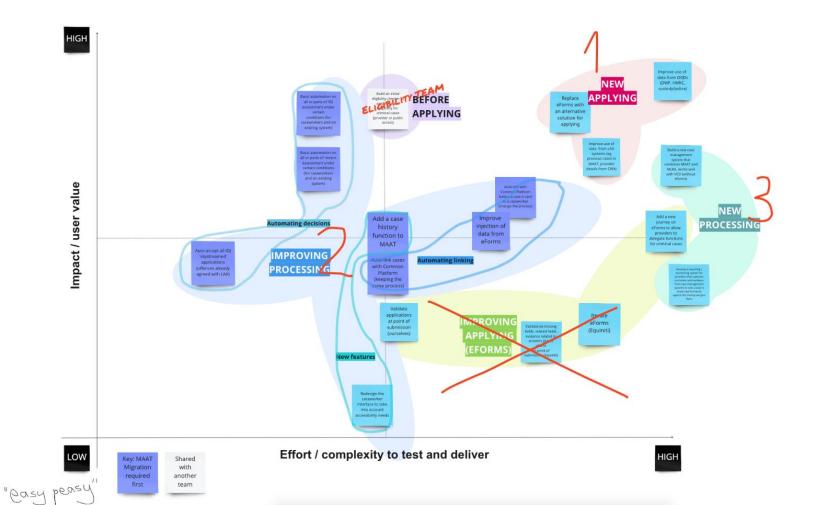
caseworkers lose time and are introducing manual processes to keep track of their work

HMW support caseworkers to process applications more efficiently?











## If...

We simplify evidence requirements and allow the person applying to only provide information that is:

- The minimum necessary to assess eligibility
- Relevant to the circumstances
- Not information we can already access from LAA or other government departments' systems
- Validated for errors and completeness

## THEN...

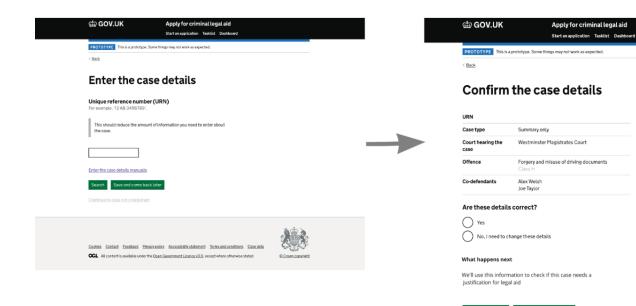
Providers will find it easier and quicker to submit an application

Caseworkers will receive more accurate and complete information and have to carry out less manual work, meaning they can process applications more quickly

LAA would find it easier and quicker to implement changes and continuously improve the application journey



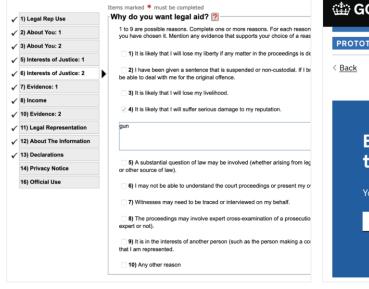
## WE TOOK ON MORE DEBT...

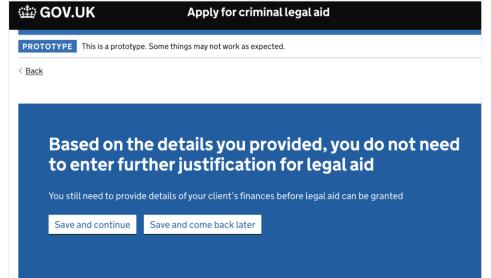






## BUT WROTE IT OFF ON OTHER PARTS...





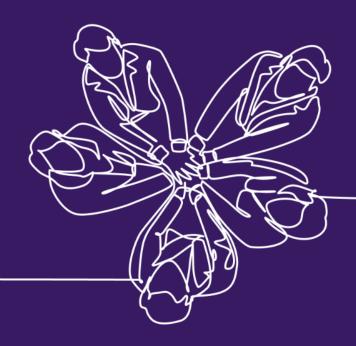


## IT'S A CONSTANT TRADE-OFF...

	A	В	С	D	E	F	G	Н		<ul><li>0</li></ul>	P
1	Category	Section and question #	₹ What data we need ₹	Variables =	When is this asked on eforms?	Case = = management needs	Assurance =	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	Partner	Yes / No	Always	Must have	Must have	Must have	must have		
	Personal	\$3.06 and 7	Partnership status and date of	Single	If partner = po	No need to have	Must have	Must have	must have		



IF WE SIMPLY FOCUS ON TECH DEBT, WE'LL ONLY SOLVE OUR TECH PROBLEMS





# PROGRESS CHECK

#### Before

Process debt	Cultural debt	Technical debt	Policy debt	Knowledge debt
--------------	---------------	----------------	-------------	----------------

#### Now

Process debt	Cultural debt	Tech debt	MVP debt	Policy debt	Knowledge debt
--------------	---------------	--------------	----------	-------------	-------------------

#### Next

Process debt	Cultural debt	Tech debt	Policy debt	Knowledge debt
-----------------	---------------	--------------	-------------	-------------------



# HOW TO MEASURE?

#### Raw numbers

- Tech debt: number of systems; lines of code; % test coverage
- Process: amount of manual data entry; amount of manual process; number of business rules
- Cultural: number of actively involved stakeholders
- Solution: MVP scope and roadmap; decommissioning rate; average age of software
- Knowledge: data mapping coverage; discovery/alpha coverage

#### **Success indicators**

- Tech debt: lead time; deploy frequency; failure rate; mean time to restore; chaos/DR/pen testing
- Process: time to complete application; time to accurate decision; £ per application
- Cultural: stakeholder surveys attitudes to risk, trust in digital, digital transformation
- Solution: delivery success rate
- Knowledge: data availability lead time



# IN SUMMARY

- Problem debt significantly impacts our flexibility
- Technical debt is only one aspect of this, there are other types of debt too
- We can't tackle all debt in one go, we often need to take out new 'loans'
- Making our debt more manageable will allow us to become more flexible and meet user needs in our new services
- Setting ourselves up for long term flexibility, rather than just short term stability



# Thank you ANY QUESTIONS?



