

Wiring Up Youth Justice

A Case Study

Author: Karen Farquharson, Proving Services Ltd

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1. Introduction

The Wiring Up Youth Justice (WUYJ) Programme is widely regarded as a 'Success'. What is meant by success?

Based on recognised government metrics, the Programme and composite projects have been delivered within time and budget. The Programme has also realised tangible, quantifiable and measureable benefits, such that against a whole life delivery cost of £37.4 million, benefits of £63 million over 10 years are currently forecast.

However, the most important criteria of success are surely that the end users and stakeholders of the projects have seen 'real' improvements to their working practices.

Sir Ian Magee's recent report on improving Multi Agency Public Protection, through improved information flows, cited the programme as an example of what can be achieved with relatively modest budget:

'In Youth Justice, very modest investment has been used to make significant incremental improvements in getting critical information to move with the young offender across organisations at the right speed. In the present financial climate, the youth justice system could be useful across the Public Protection Network' - Sir Ian Magee

By providing the capability to transfer information that is accurate, complete and timely; practitioners can now focus on making informed decisions regarding the administration and support of a Young Offender. With increased confidence in the information provided, trust and communication has significantly improved between YJS organisations, most noticeably the Secure Estate, YOTS and YJB Placements Department. This can only help in making a positive contribution towards improved outcomes for Young Offenders.

2. Objectives of the Case Study

Proving Services has been commissioned to document, as an independent Case Study, the WUYJ Programme. As an independent external auditor of the programme over the last four years, Proving has had the opportunity to observe the programme from the earliest stages of its initiation, through to its imminent closure (March 2010).

The majority of Case Studies written are critiques of perceived project failure. This Case Study aims to provide an objective assessment of a Programme that is recognised as a success; describing the key factors for that success, whilst outlining identified problems and weaknesses and the future challenges the Programme faces.

The approach to producing this Case Study has been to conduct a comprehensive series of interviews with representatives from the Practitioner Community, the Programme Team (past and present), YJB employees and other related Government Departments. (Refer Appendix A of a list of interviewees.) These interviews have provided the evidence to support the statements made in this Case Study. In addition, all Programme documentation made available, has been reviewed.

3. Overview of the YJS System

The Youth Justice Systems is high devolved, comprising of:

- 157 Youth Offending Teams (YOTS) which are responsible for the delivery of youth justice services in local authority areas
- 35 establishments of the secure estate; a hybrid mix of public, private and LA management institutions
- The Youth Justice Board (YJB), an executive non-departmental public body, responsible for policy formation, reporting and performance monitoring. It also has responsibility for placing young offenders in secure accommodation.

The Youth Justice System also extends into the wider Criminal Justice System and Children's Services requiring effective working and integration with Police, Courts, CPS, HMPS & Probation, DCSF, Local Authorities, DCLG, DOH and Welsh AG.

4. Wiring Up Youth Justice - Programme Objectives

From 2006, the YJB received the funding necessary to begin the drive to introduce ICT enabled operational change across the YJS. The rationale was twofold;

1. targeted investment to improve administration of young offenders within the justice system
2. community based activities with other justice agencies to reduce the number of First Time Entrants

The primary focus of WUYJ Programme has been on supporting and improving the journey of the young offender, and the information associated with that journey through ICT integration across the Youth Justice System and into the wider Criminal Justice System and Children's Services.

The broad achievements in driving operational improvements in both business processes and in infrastructure services include:

- The design, build and successful deployment of an electronic Sentence Management System across all establishments within the juvenile secure estate covering all 3300 young people in custody.
- The electronic sharing of risk and case data from community based Youth Offending Teams into custodial establishments via the YJB's Placement Service using Criminal Justice Secure Email - this significantly reduces vulnerability risks to young people, and incorporated a major initiative to improve the quality of assessment
- The delivery of an encrypted Closed User Group allowing practitioners across private, central Government and local authority to share information routinely, yet securely at IL3 Restricted Level.
- Broadband infrastructure links across all 200 Youth Courts in an effort to improve proceedings and reduce adjournments by ensuring YOT practitioners working at court have full case records at the touch of a button as well as access to secure email.
- The design, development and rollout of a Youth Justice Management Information System across the YJS practitioner base with the aim of reporting and improving both local and national performance.
- The secure and timely transmission of notifications from Police forces across England and Wales to YOTS (Reprimands, Final Warnings, Charges, PND, and Victim & Witness details) via Criminal Justice Secure Email. This allows early positive engagement with young people identified by police forces, in an effort to stem the number of First Time Entrants to the CJS.

A description of the projects within the WUYJ programme is provided in Appendix D.

In addition to the initially-agreed scope of the programme, it has subsequently been invited

- By the YJB, to plan and deploy a major (non IT) change programme to YOTs, the Scaled Approach project.
- By the Association of YOT Managers and YOT Managers Cymru, to develop a new, national available case management system as a shared service.

As indicated above, the Programme Stakeholder base is large and diverse, which introduces significant complexity in managing the prioritisation and delivery of all stakeholder needs and expectations.

5. Organisational Environment

The Programme was initiated by Ellie Roy, the YJB Chief Executive Officer, in the autumn of 2005. As an ex-practitioner within the Probation Service, she was fully aware of the challenges facing the Youth Justice System and recognised the critical need to improve the IT services and capability offered to practitioners. The YJB recently had recruited an experienced YOT manager on secondment, Phil Sutton, who had begun to work with YOTs and the secure estate to prioritise the opportunities for business improvement.

An opportunity arose, under a scheme initiated by the Cabinet Office, to contract high calibre IT specialists from industry into senior Government IT positions, bringing a fresh perspective to long-standing challenges. The Programme Director for the Prison's National Offender Management System (NOMS), suggested a Private Sector CIO, whose background was as an IT Specialist from within the Energy/Oil Sector.

A strong working relationship was quickly formed, based on a shared drive and commitment to address the IT related business needs and problems facing the YJS. Strong and valuable support was also received from the then Justice Minister.

As a non departmental public body, the YJB had more flexibility in terms of the structures and processes it put in place. This combined with its relative size meant it could be more agile in its approach to delivering IT and was subject initially, to less government and public scrutiny. In the early stages, the overall risk of beginning the programme was relatively low. The sums of money involved were comparatively small, and if the solutions failed, practitioners were probably little worse off in terms of overall IT capability.

6. Funding

Initially in 2004/05, central funding sources, such as the CJIT Ring fence Fund, were unwilling to support YJB IT initiatives. Those proposed included a central Case Management System and changes to the YJS Infrastructure. This lack of support was in part due to the YJB's failure to adequately demonstrate the quality of planning and business case necessary to give funding sources the confidence in the YJB's ability to deliver successful solutions. Also, unlike the other government departments seeking funding, the YJB was a non departmental government body, only recently established and much smaller in size. Against larger organisations such as the Police or Prison Service it lacked influence and clout.

Following the arrival of the CIO and seconded YOT Manager in 2005, a strong and passionate case was made to improve IT provision within the YJS and secure even small levels of initial funding. They and the Chief Executive had confidence that with the right team and approach, a

great deal could be achieved with comparatively small sums of money. Success would provide the evidence and the impetus to secure future funding, whilst helping to secure practitioner support and commitment in delivering a programme of ICT enabled change.

Throughout the life of the Programme, funding has been provided in stages and from various sources. The WUYJ team has successfully exploited existing government framework contracts, e.g. the OGC Buying Solutions, to respond rapidly to changes in the required skills mix, with minimal lead times and low procurement overheads. In March 2009, the ten year lifetime cost of the programme to 2016 is expected to be £37.4 million. This is considerably less than comparable programmes within government, and is 55% of what was requested in the original business case for the programme.

Reduced funding has inevitably resulted in a reduced scope, when compared to the original programme design. However, the early emphasis on prioritisation of business opportunities has meant that many of the most beneficial have been delivered, so that, in fact, two-thirds of the benefits set out in the business case are being realised. This profile of funding has characterised the approach to the Programme, prioritising activity according to the most pressing YJS need and opportunity for real benefits, relative to the cost and likelihood of success.

7. The Programme Team - Characteristics & Structure

Programme Management Team

From 2006 to early 2009, the Programme Management Team comprised:

Mike Mackay: Programme Director / CIO

Phil Sutton: Head of Business Change / (seconded YOT Manager)

Robin Galloway: Head of Programme Management Office

The Programme Director sought funding for the programme, often adopting quite a forthright and aggressive approach that clearly highlighted the importance of developing integrated ICT systems that supported and improved the flow of information within the YJS. Many of those interviewed stated that they found his energy and vision inspirational and a major factor in their willingness to actively participate or commit to the Programme.

This strong approach was supported by robust and well written Business Cases produced by the PMO that outlined a structured, considered and achievable approach and plan to delivering successful IT solutions and the associated business change. These provided the evidence and confidence that any funds provided would be well invested and deliver relative value for the YJS. The PMO introduced the right level of discipline into the Programme that empowered individuals, encouraged ideas but also managed to maintain a clear purpose and vision and control the programme such that it was delivered successfully; within budget and on time.

A more consultative and persuasive approach was adopted by others in the senior management team in gaining support for the Programme. The combination of approach helped ensure that some funding was provided, whilst key delivery stakeholders, e.g. CJIT felt positive in helping achieve the Programme Objectives.

The Head of Business Change was a practitioner, who provided the clear insight and understanding of the workings of the YJS. This provided credibility for the Programme and established a working relationship with the YJS based on trust, communication and commitment.

The Management Team comprised very different individuals with their own unique backgrounds, characters and inherent skill sets. It is apparent that there was mutual respect for their respective expertise, role and contribution. A shared vision was held, together with boundaries as to where the division of responsibility lay.

Programme Team

The structure of the Programme Team ensures an agile, flexible and highly skilled group of individuals that can respond to the demands, challenges and opportunities arising from a dynamic and ambitious programme.

To date, there has been no extensive use of major consultancies. Instead, individuals are selected with the necessary skills and experience. Market rates are paid to attract the necessary calibre individuals. Contracts have not been renewed or terminated for underperforming individuals.

From the interviews, it appears that all those on Programme team are clear as to their roles and responsibilities. They are empowered to meet their objectives in their own way and day to day management is kept to a minimum. The staff turnover rate for WUYJ has been low compared to other similar government programmes, indicating a high a degree of staff satisfaction. Many of those interviewed from the team, stated it was a pressured and challenging environment to work in, but found it stimulating and rewarding, particularly given the visible success of their efforts.

Secondees

The programme has a policy of using secondees from the Practitioner community. Typically these secondees are employed part time. This helps ensure that they are still locally involved, providing influence and feedback from and into their respective organisations and communities.

Care is taken to select the right secondees for specific roles. The policy for recruiting secondees is to ask the organisation, e.g. a YOT; to put forward individuals who they feel could successfully represent them, whilst providing a useful insight that would benefit the project.

The appropriate use of Secondees has been of great benefit to the Programme and has contributed greatly to its success in providing solutions that work and more importantly are embraced by their respective organisations.

8. Scope of Programme

In the early stages of the programme, the level of funding, even for comparatively small amounts was uncertain. The process of 'Wiring Up' the YJS adopted a policy of exploiting and re-using existing technologies and services that were available both nationally and locally. This included CJS Secure eMail, CJS Exchange, GWS/SAVVIS Hosting, Government Connects and EAS. The Programme sought to achieve 'quick wins' that could deliver solutions of value, at low risk and comparatively low cost. The objective was also to win the support and commitment of YJS stakeholders for further IT development, integration and process change and also to prove to funding providers that any future financial investment would deliver considerable benefits.

The solutions offered, were usually modest in their ambition and scale. Many of the projects involved a relatively straightforward use of IT in delivering point to point solutions. Unlike many Government IT Programmes, they were not presented as a panacea for addressing a large

and complex social or operational problem. Each project was clearly defined in terms of scope. A modular approach was adopted that allowed discrete projects, minimised dependencies and provided the ability to respond to technical opportunities and emerging issues.

An example of the new approach, related to ICT security. The WUYJ team successfully challenged the received wisdom about security and built inter-connections between systems, where the data itself is secured via sophisticated but low cost encryption technologies. Moving from the traditional 'securing the boundary' security methodology, (that is the favourite of large government departments, but is impossible in the multiple agency YJS environment) to 'securing the data' has driven costs down and has proven to be very secure and of high pragmatic utility.

The priorities for development, conditional on funding, were decided by the Head of Business Change, who consulted fully with the YJS community as to their priorities. (*Refer Appendix B for a chart that shows the spread of projects that make up the programme mapped against the level of technology and business change each entailed*)

It also should be noted that at the start of the Programme, the YJB and WUYJ were not responsible for maintaining or developing any existing systems. Although they had to work with existing solutions, the team did not have to balance the demands of new development against maintaining current IT operations. Moving forward however, this is now a challenge for the YJB and proposed Youth Connect Programme. The proposed restructuring of the Programme Team is aimed at tackling this issue.

The WUYJ Programme is due to formally close in March 2010. The Business Case for the second phase, 'Youth Connect', is near completion and will seek funding up for a new set of initiatives that build upon the success of WUYJ. In addition, the YOT Case Management Shared Service is currently in development and based on interviews with the Programme Team and practitioners involved, is proceeding well. The new projects proposed are more complex, delivering integrated solutions that further encourage the exchange of information together with new, more effective ways of working.

The projected cost of the next phase is still comparatively low to other government IT investments, estimated at £12 million per annum. The Youth Connect Programme aims to continue the deliver solutions that are low risk and cost effective, using a team that is experienced and skilled.

Use of Pilots

The process for using Pilots has been particularly successful within WUYJ. This is highlighted by the number of YOTs who request to act as a Pilot and appear genuinely disappointed if not selected. This demonstrates the strength of the working relationship and the confidence in the Programme Team to deliver valuable solutions for acceptable levels of effort.

Programme Governance & Management

A flat governance structure was adopted for the WUYJ Programme, with all Project Managers reporting directly to the Programme Director. This seems to have created some problems in particularly for the Programme Management Office, in terms of operational management.

The Programme and associated projects were and continue to be managed using recognised processes, disciplines and structures appropriately. Within the YJB, there were some concerns regarding the value and composition of all the respective Project/Programme boards. As discussed further in Section 10 below, one of the slight weaknesses of the Programme was the

perceived failure to fully involve the wider YJB in the Programme, particularly in relation to the eventual transition of the solutions into YJB Business As Usual (BAU) and agreement as to the associated resource and financial overhead. In part, this was a consequence of the programme's determination to develop its identity as a programme of change owned by the youth justice practitioner community rather than by the YJB itself.

Although by many government standards, the Programme adopted a fairly rapid approach to development and implementation; the quality of planning in these areas was demonstrably high. However, a consequence of this approach was that the transition of the programme into Business As Usual and the future role and responsibility of the YJB in relation to the Programme, was not adequately considered. The consequences of this lack of planning and formal agreement within the YJB mean that critical issues of risk, ownership and responsibility now have to be addressed, in order to protect and build upon the successes achieved.

9. End User (Practitioner) Centric Approach

The WUYJ Programme has had no mandate to impose IT enabled changes on their stakeholder community. Therefore an approach to persuade, influence and prove the value of the proposed solutions was necessary. Stakeholder recognition as to the benefits of the solutions was required, together with a commitment to invest in the time and resource necessary to undertake business change.

The Programme has therefore invested heavily in the identification, delivery and embedding of Business Change within its stakeholder community. An average of 30 FTE's has been employed within the Business Change function throughout the life of the Programme. This equates to approximately 35% of the entire Programme team.

The team adopts a 'Shared Service' approach to Business Change which can be flexed and utilised throughout the Programme. A set of principles were drafted, agreed by management and adopted within the Programme (Appendix C)

The Programme had to persuade, sometimes rather sceptical users, that the solutions proposed would benefit them, relative to the necessary changes to working.

The key approach adopted throughout was to:

1. Understand the business need
2. Identify and prioritise business needs and current problems with the full involvement and agreement of the practitioners themselves
3. Identify the business changes necessary to resolve the problems or meet the need
4. Propose solutions for addressing those problems/needs of which IT may form a part of the solution.

This is in contrast to the typical approach adopted when implementing IT enabled change within government; which is to identify and agree the process changes required to make the IT solution work.

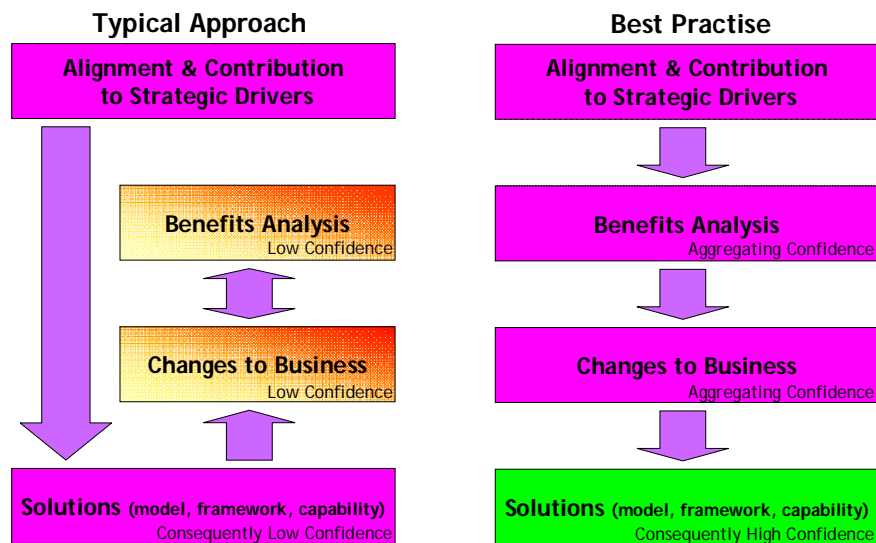


Figure 1: Project & Business Case Development

The team were constantly exploring new uses for IT, but these were discussed with stakeholders as to their applicability and value, before their inclusion in the Programme

As a result of the Programme, there is clear evidence that at least a moderate to high level of beneficial business/process change has been achieved to date¹. The planning for the introduction of the Eye process, eAsset and PENY highlighted the poor quality of data entered and over time significant improvements have and continue to be made. This is in part due to the exposure of the problem, but more importantly, is due to the fact that the information contained is now being used by the recipients and therefore has tangible value.

Those practitioners that were directly involved in implementing the solutions, within their YOT or Secure Establishment, have commented as to the ease in which they were able to gain agreement to the process changes because staff could clearly see how it would help them do their job more effectively.

Many of the YOT representatives interviewed commented that they appreciated this customer centric approach, which was very different from their experiences with other IT Suppliers, particularly their Case Management System providers. Many felt that they had had little choice but to take and pay for software functionality changes advocated by the supplier, without being convinced of the need for those changes.

Benefits Management

The Business Case presented has provided a strong financial case meeting the Treasury's Green Book requirements. To date, the quantifiable and measurable benefits realised are in alignment with original forecasts. The emphasis has been on measuring efficiency benefits; however much of the value derived by stakeholders is not easily convertible into financial units e.g. improved data quality and improved working relationships. There is strong anecdotal evidence as to the benefits and value realised by stakeholders. This is often more powerful and

¹ The Re-Audit Asset Sampling Report for the NE England (May 2009); *Authors Tony Hodgson & John Cussons*, highlights a dramatic improvement in the Quality of Assets

realistic evidence as to the success of the programme than compared to more formal financial benefits forecasts.

A close link can be typically established between those deriving benefits from the programme and those required to change working practices or behaviours. Often they were the same individual or team. This would appear to be a key factor in the successful realisation of benefits. The further removed the benefit is from those required to 'change'; the more difficult it is to successfully implement the IT and associated processes.

A pragmatic approach to Benefits Management has been adopted with many of the recognised academic principles and government standards applied². The Benefits Management team have tailored formal academic processes to make them fit the needs and constraints of the programme, recognising Benefits Management is unlikely to be successful if it is perceived to be too time consuming and bureaucratic, relative to the value gained. Formal sign up to Benefits Realisation Plans has been required, and the focus of these agreements has been on the changes that will be made to practice. The business has not been required to "prove" that it has realised financial benefit; only to demonstrate that it is improving practice.

Although the programme has a strong end user and benefits ethos, there continues to be a challenge to ensure that an appropriate structured and disciplined approach to Benefits Management is maintained. As with all IT systems, the pressure is to begin immediately on developing the anticipated solution, often before formally agreeing and identifying the key benefits and necessary business changes.

10. Communications

Throughout the Programme life the quality of communications has been of a good standard. This includes the planning and presentation of road shows and workshops as well as publications. Such publications successfully serve a PR function, in generating enthusiasm and support for the respective projects, but also providing an honest summary of the current problems and issues.

All those practitioners interviewed spoke of the consistency and clarity of message that was presented by the Programme Team. Very rarely were there any misleading or conflicting messages. Road shows have been undertaken every year in Wales and the English regions, and provide the opportunity to explain plans for the year ahead and to check and adjust in response to feedback.

Further, the expectations of stakeholders are managed very well. Those interviewed repeatedly stated that they found the Business Change team responsive, professional, informed and trustworthy. Overall they felt that their business needs and concerns were both understood and addressed. Those practitioners responsible for the IT implementation also spoke highly of the Technical Team, in terms of expertise and helpfulness in assisting them resolve any internal IT issues. The quality of communications with end users were (are) such that they are clear what systems will be provided, the implication for their own organisations and the level of training and support that will be provided by the WUYJ team.

With programme maturity, work is underway to align the WUYJ branding with the YJB, as its host organisation. The challenge remains however, to ensure the programme and the successor Youth Connect, are still seen to be practitioner led.

² The Benefits Management process developed by Cranfield School of Management has been predominately applied

11. Programme Interface with YJB

Although the WUYJ Programme was delivered from within the YJB, there was a deliberate and effective disconnect from core YJB business. This visibly manifested itself in terms of branding, communications, location and a dedicated WUYJ Programme Team.

This disconnect allowed a structure, focus and discipline which contributed significantly to its successes in design, development and early implementation.

However, this approach has had implications;

- The WUYJ team has clearly managed its external stakeholders exceptionally well. However there has been less emphasis on the managing the relationship back into the YJB. Although the majority of YJB staff interviewed are positive about the programme, concerns were raised about the lack of early YJB involvement and consultation and prioritisation of YJB's own IT needs.
- With development and early implementation complete, many of the projects now need to be transferred into BAU Operations, ensuring that the achievements are sustained and built upon. This requires the support and involvement of other YJB directorates, such as the Directorate of Secure Accommodation's Placements team and the Performance Directorate. Although, the handover is currently being managed and the working relationship is good, the full implications in terms of process and resource were not fully discussed and agreed. This has led to issues of ownership, responsibility and availability of necessary resource.
- More positively, the advantages of adopting an end user, benefits focused approach to business change projects is being increasingly recognised and adopted within the YJB.³

12. Summary of Successes

- a. 'Real' benefits have been realised, demonstrated by clear business change and corresponding improvements in communication and the management of Young Offenders within the Youth Justice System. The projected financial benefits relating primarily to efficiency gains i.e. time savings are being realised by practitioners. It is unlikely however, that they will result in cashable savings. It will be for the practitioners concerned to use the time saved in activities of value.
- b. The successful deployment of appropriate IT has highlighted issues with overall data quality. The previous inefficient processes for the transfer of documents and files hid fundamental issues with the accuracy, completeness and timeliness of the information exchanged. There is now evidence that the data quality has and continues to improve. This should provide a foundation for improved decision making by practitioners.
- c. The WUYJ has successfully challenged the perception that it takes multiple hundreds of millions of pounds to develop case management application services, by crafting small, essential and inter-operable applications, each with a cost of less than the £4 million.
- d. Traditionally the YJS has been supplied by effective software monopolies. The WUYJ team have introduced software supplier choice, transitioning to a model where the public service

³ As examples, the benefits led approach is being adopted within the Scaled Approach and Performance Improvement Framework projects.

agencies involved co-own the intellectual property of the software on which they rely to do business i.e. 'Community Sourcing'. This has driven up software development performance and driven down price significantly, relative to the traditional system integrator/software approach used extensively across the public sector.

- e. National data standards have been deployed to ensure data can follow the young person as they move from one agency to another, regardless of which computer is deployed.
- f. The WUYJ team has successfully worked with the YJS sector to manage ICT demand such that there are a small number of modest, inter-operable innovations each year, each building on the achievements and benefits already realised. Such an approach offers huge scope to radically improve ICT programme performance within the YJS and across government.
- g. When conducting the interviews, it was clear how little Senior Management had had to get involved in the projects, other than give it their visible support and allocate resource. This again is a sign of a successful implementation. Senior Management only tend to become concerned or involved in the technical side of an initiative if there are significant problems and they are required to request action from providers in order to resolve the issues.
- h. The profile of the YJB has been raised and within the Practitioner community it is generally felt that a significant and valuable contribution to their work, in the delivery of youth justice services, has been made by the YJB. In particular, there are better working relationships between YOTs, the Secure Estate and the YJB, based on a shared commitment to improve information sharing.

13. Future Challenges

The Transition into Business as Usual (BAU)

There are a number of challenges facing the programme ahead. As discussed earlier, an immediate issue is ensuring the transition of the respective projects into BAU and ensuring that the benefits realised are sustained and built upon. There certainly appears the will within the YJB to ensure this happens, but it will have resource and financial implications. Some level of continued IT expertise will be required. As highlighted above, the WUYJ Programme invested heavily in Business Change and supporting practitioners in implementing and embedding the solutions. Often the assistance provided went beyond that which would be originally agreed or is typically provided for such projects. Practitioners clearly appreciated the accessibility and responsiveness of the team. It may be difficult to continue this level of support as YJB directorates will have to balance their existing responsibilities with these new demands.

The proposed structure for the Youth Connect Programme will include a Service Delivery Unit that will continue to support the embedding and operational problems arising from the WUYJ solutions.

Maintaining a High Performing Programme Team

Many of original management team, which as a group were so pivotal to get the programme funded, structured and delivering, are no longer involved directly with the programme. Each had specific but complementary characteristics and skills which when combined into an effective and committed team, were such an important factor in regard to the successes achieved.

This may present problems moving forward but the Programme has matured over the last two years. Many of the early challenges including; highlighting the inequity of the CJS funding arrangements, introducing proper Programme structures and disciplines and capturing the support, commitment and respect of the YJS community, have largely been addressed. A management team that can sustain and building upon these achievements needs to be in place.

The Programme Team is characterised by driven and skilled individuals, who are empowered and largely enjoy what they do. This has contributed to the team being agile, responsive and successful. As the team gets larger, and more structure and process introduced, there is a risk those attributes may get diluted.