

2. Success in achieving Programme objectives

1.1. The Programme Business Case approved by Programme Board 6 August 2019, defined programme objectives as the following:

- Deliver a digital service which is consistent with Government Digital Strategy, and uses modern and innovative technology solutions, which are accessible and are driven by users' needs
- Establish an operating model which removes duplication and prioritises our core end to end service
- Support our people to maximise their potential by identifying the skills and strengths we will need for our future organisation and adapt our learning and development programme offer to support people to develop
- Strengthen relationships with HMCTS and Policy colleagues, collaborating to increase opportunities to share data and information and ensure continued access to a modern courts and justice system
- Strengthen relationships with other Government Departments via data and information sharing opportunities
- Achieve a reduction in administration operating costs that contributes to MoJ efficiency targets

2.2. The programme objectives have been successfully delivered as follows:

	Objective	Summary
1	Deliver a digital service which is consistent with Government Digital Strategy, and uses modern and innovative technology solutions, which are accessible and are driven by users' needs	<ul style="list-style-type: none">✓ The Apply Service is currently in private beta allowing us to learn and develop as real cases are submitted by providers and processed by caseworkers. It has been built to GDS standards and passed its GDS Alpha assessment on 25th June 2018. User research has been at the heart of its development, resulting in a clear and simple user journey that has removed unnecessary questions, and requests only what is needed. The simpler application service is one of the first in government to harness Open Banking technology to collect bank transaction history from the customer, and it also collects benefits information from the DWP.✓ The next steps for the service are to link with HMRC to collect salary information – reducing the need for manual information further.✓ The Apply service will continue to develop, expanding the case types handled and improving the users end to end journey. Initially focusing on Civil cases, the service will be expanded to handle crime applications next.
2	Establish an operating model which removes duplication and prioritises our core end to end service	<ul style="list-style-type: none">✓ Organisational design activities successfully delivered a targeted voluntary redundancy process across the Corporate Centre, Contract Management, Assurance and the Public

		<p>Defender Service. This removed duplicated roles and aligned teams work, reducing unnecessary overlap and finding efficiencies where teams could work more closely. In addition, the Central Change Team were transferred to the MoJ Project Delivery Function, with the LAA drawing on function resource only where and when specialist project skills are required.</p>
3	<p>Support our people to maximise their potential by identifying the skills and strengths we will need for our future organisation and adapt our learning and development programme offer to support people to develop.</p>	<ul style="list-style-type: none"> ✓ Organisation Design was a key element of the LAA People Plan theme of 'Designing a future-ready organisation that enables our people to work flexibly and adapt to change'. We implemented changes to the structure of teams, ensuring peoples skills and experience were recognised throughout the processes, retaining our skilled staff whilst removing duplication of work. ✓ Changes delivered to the Family Advocacy Scheme meant that we removed mundane and repetitive work, allowing caseworkers to focus on more complex and challenging cases. ✓ ATP supported roll-out of the MyLearning website provision, enabling staff to easily access training and development material. ✓ The programme established a number of new business change roles, focussed on delivering people change and bridging the gap between digital changes and business as usual.
4	<p>Strengthen relationships with HMCTS and Policy colleagues, collaborating to increase opportunities to share data and information and ensure continued access to a modern courts and justice system</p>	<ul style="list-style-type: none"> ✓ Output from the original programme workshops included a large number of ideas that would require regulation changes to proceed. The programme built strong links with policy colleagues to review and prioritise these ideas. Due to the political environment at the time these couldn't be taken forward, limiting the programmes scope and ambitions to a degree. However, they remain available should the appetite for legislative change increase. ✓ The skills and experience of the programme delivery team, along with the links to the project delivery function, have enabled the LAA to develop its internal transformation and business change skillset. The head of LAA transformation is a full member of the Project Delivery Steering Group. ✓ Skillsets developed within ATP subject matter experts have gone on to support work with the HMCTS on Common Platform, ensuring the LAA is represented and ready for this significant change. ✓ The ATP team's skills and experience have supported the LAA's response to the COVID19 pandemic, ensuring continued access to legal aid

		to support cases going through the courts, and playing a key part in responding to the needs of the legal profession.
5	Strengthen relationships with other Government Departments via data and information sharing opportunities	<ul style="list-style-type: none"> ✓ We've integrated Apply with the DWP benefits checker and started working with HM Revenue and Customs so that in the future the service will automatically access data on applicant's incomes, removing the need for scanned pay slips and other earned income information. ✓ The programme developed links with the Office of the Public Guardian to investigate organisation design options – whilst this was ultimately not required, it showed that working closely with other organisations and aligning staffing requirements was feasible.
6	Achieve a reduction in administration operating costs that contributes to MoJ efficiency targets	<ul style="list-style-type: none"> ✓ In 17/18, 18/19 and 19/20 ATP digital enablers delivered administrative savings of £2.1m. ✓ Overall projected savings from Organisational Design total £1.298m ✓ Further savings are expected post programme closure as the Apply service develops. Current forecasts show a potential for c£1.3m savings.

3. Success in achieving Programme critical success factors

3.1. The programme identified 10 critical success factors to demonstrate the value delivered by its outputs:

Critical Success Factors	Status G = achieved A = Partly achieved R = not achieved	Reasoning
Delivers a reduction in admin spend. Aspirational target of £11m from 20/21	✓	<p>At its outset the programme was set a target of achieving £11m in admin budget savings. This was in line with the 2018-2022 MoJ Single Departmental Plan objective: A transformed department, and the Secretary of State's priority of ensuring a continued tight grip on departmental finances and transformation.</p> <p>As the MoJ's strategic objectives altered, the focus on this specific savings target was removed. The programme retained it as an aspirational target to ensure continued focus on delivering savings, however the Agency no longer considered it a fixed requirement to</p>

		<p>achieve. Thus far the programme has delivered the following savings:</p> <ul style="list-style-type: none"> ✓ In 17/18 and 18/19 ATP digital enablers delivered administrative savings of £1.8m. ✓ Overall projected savings from Organisational Design total £1.154m ✓ Further savings are expected post programme closure as the Apply service develops. Current forecasts show a potential for c£1.7m savings.
Enables LAA to operate effectively from 20/21 with a reduced administration budget	✓	<p>The administrative savings mentioned above along with the actual changes delivered have enabled the LAA to continue to operate effectively within its administrative budget. KPI performance for case management and assurance across 19/20 (when the programme was delivering key changes) have remained within target, indicating that the changes made did not impact operational performance.</p>
Enables LAA to invest and continue to live within its means	✓	<p>The administrative savings mentioned above along with the changes delivered have enabled the LAA to continue to live within its means. Savings delivered by ATP have enabled teams to focus on other areas of work, respond easily to increases in workload in other areas and where possible take on additional work such as with the Judicial Pensions Claims Team.</p> <p>The programme itself reacted to a reduction in capital funding in 2018, reducing its scope whilst retaining the most beneficial initiatives. This allowed the LAA to release budget to other areas.</p> <p>Programme resource levels have also reduced as the team learned to work smarter, maintaining standards using streamlined processes.</p>
Ensures LAA services remain legal	✓	<p>New services established by ATP have where necessary taken legal advice and engaged Policy teams to ensure compliance:</p> <ul style="list-style-type: none"> • Specific advice was drafted in relation to automation of decision making.

		<ul style="list-style-type: none"> Assurance team members are advising on GDPR requirements. GDS service assessments have been passed for the Apply service.
Maintain or improve existing levels of service performance	✓	<p>KPI performance for case management and assurance across 19/20 (when the programme was delivering key changes) have remained within target, indicating that the changes made did not impact operational performance.</p> <p>Customer services remained green for all KPIs at the end of 19/20.</p>
Improve user satisfaction with the service	✓	<p>Specific feedback has been received from providers in relation to Apply:</p> <ul style="list-style-type: none"> "Apply asked only necessary questions, not irrelevant like CCMS does" "It's generally more user friendly, not confusing, generally a much quicker and efficient way of doing it" "Took a phone call. Still did an application in 8 minutes" "The new system is dynamic, and smart" "It's really good that you can edit the 'check your answers' page. I really like that I can edit just one section. It's a really nice feature" <p>If we consider Agency wide metrics, which is reasonable considering the programme was an Agency wider undertaking, both complaint volumes and IT data on user satisfaction have performed well across the course of delivery. Both 1st and 2nd tier complaints, which make up the bulk of intakes, have reduced when compared to the previous 12 months. And IT data on customer satisfaction has consistently been rated 'good'.</p>
Aligns to MoJ Transformation	✓	<p>ATP is part of the MoJ Transformation Portfolio, set up to deliver a world-class justice system transforming the department and the way we work together. The MoJ transformation ambition is to be a smarter, simpler and more unified department;</p>

		<p>modernising and professionalising the services we provide, and supporting the department in meeting its financial challenge through the reduction of its administration costs.</p> <p>Through the Agency Transformation Programme (ATP) we are committed to delivering more efficient, smarter services to society, the public and our legal aid providers, and ensuring that the LAA remains a great place to work by enabling our people to achieve their full potential through being fair, proud and supportive. This aligns us well with the MoJ Transformation ambitions.</p>
Supports an innovative approach to delivering a modern digital service	✓	<p>ATP has developed the new digital Apply for legal aid service, aligning LAA with citizens expectations to interact with modern digital services. Apply is trailblazing the use of open banking, and improving means testing by enabling clients to give us access to their bank statements online instead of on paper. We've integrated Apply with the DWP benefits checker and started working with HM Revenue and Customs so that, in future, the service will automatically access data on applicant's incomes, removing the need for scanned pay slips and other earnings information</p> <p>Our development teams have used agile methodology, and ensured that user research and feedback has been, and continues to be, a key part of the development process. All services have passed the appropriate assessments as required by Government Digital Services (GDS).</p>
Makes LAA a great place to work by supporting our people to maximise their potential	✓	<p>The programmes delivery of changes in the Family Advocacy Scheme released people from mundane work and allowed them to train on new disciplines and develop their skillset by doing more interesting work.</p> <p>The programme has established a number of new business change and transformation roles, giving an opportunity for people to learn new skills and be exposed to different ways of working.</p>
Maintain Leading & Managing Change score in staff engagement survey	✓	<p>The staff engagement survey 2019 results showed the leading and managing change score increased +2% this year from 64% to</p>

		<p>66%. This is 17% higher on average than the rest of the Civil Service.</p> <p>Two key results to note were '<i>I feel that change is managed well in the Legal Aid Agency</i>' and '<i>When changes are made in the Legal Aid Agency they are usually for the better</i>'. Both questions are +4% from last year's survey from 52% to 56% despite this being during a period of organisational design change where teams were being merged and roles lost.</p>
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4. Success in achieving programme deliverables

4.1. At closure the position of each of the programme deliverables was as follows:

Deliverable	Status G = achieved A = achieving but not to original plan R = not achieved	How was it achieved? OR Why was it not achieved?
Apply Service.	A	<p>The programme has successfully delivered:</p> <ul style="list-style-type: none"> • The Apply service into private beta testing civil cases with providers. To date 238 applications have been submitted, 19 firms (121 users) onboarded, and we are now looking to rollout to Tranche 6 of users made up of 7 firms. • Development continues on the non-passported MVP with user research is being gathered to help with the internal design of Apply. • Integration with the Department for Work and Pensions Benefit Checker service. • Has started work with HMRC to develop an integrated link with their systems to verify income information. • Prototypes of the Apply service with Open Banking has received positive feedback from citizens, providers and LAA stakeholders. <p>We recognise that development of Apply hasn't progressed as planned, which has meant we haven't realised the forecast savings within the timeframe originally expected.</p> <p>Original plans assumed that by this stage the service would have completed the HMRC link – necessary to enable the bulk of the forecast</p>

		<p>benefits. Delays have primarily been caused by HMRC's side (engaging with, gaining prioritisation for our work, and development) We are awaiting HMRC completing their impact assessment before development can continue. In response to this delay, contingency options were developed to progress other areas of work.</p> <p>Furthermore, discovery and development of the crime element of the service has not yet begun as originally anticipated and is now planned for later in 20/21. This work is reliant on work in the Civil space progressing and informing how we approach Crime.</p>
Interests of Justice Process Change	A	An interests of justice process change 8-week pilot was undertaken, and the concept proven to work. Full roll out was delayed because of Covid 19 and the initiative will be passed to the transformation team portfolio to be progressed in the future.
8x8 Webchat	A	The Business Improvement Team have led on this initiative, with light touch support from the programme. Currently they are working with a GDS content designer on .gov contact page. Digital resource is working on webchat design as 8x8 API can't be integrated on .gov. A benefits review in January confirmed savings were expected as forecast.
CCMS Training website	R	Intention to develop an internally delivered replacement for CCMS training website was not achieved, losing significant potential benefits. The required digital resource wasn't available and a 1-year contract extension to the existing external offer was requested as an alternative. Internal development remains an option to be taken forward by the business and this item will be passed to the transformation team portfolio.
My Learning	G	<p>The MyLearning system was delivered in November 2018. An internal training & management system designed to create one space for all training material and L&D information.</p> <p>Benefits</p> <ul style="list-style-type: none"> - Reduction in time spent by line managers collating information on training undertaken. - Ease of access to consistent training materials delivers improvements in efficiency and less mistakes.
Data Science informing SCA/DV risk approach	R	The programme worked with the MoJ data science team to investigate how we can use data to inform our approach to SCA/DV claims. Early investigation has suggested there is potential for significant FTE savings, and implementation is considered viable, however significant work is

		still required to understand the full impact. There are a number of risk, assurance and implementation hurdles to consider that will require governance. This work will need to continue to be driven, an action to be take forward by the Transformation Team and further details included in the handover responsibilities section.
SCA DV Automation	G	Automation of the Special Children's Act Outcomes in the civil billing process has delivered FTE savings. Where previously billing caseworkers needed to intervene on these types of cases, automation has allowed all hearing outcomes to be automatically accepted, removing the need for manual intervention before assessing the bill.
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Case planning process change	A	<p>This initiative was originally intended to eliminate the process but this was not possible as it would expose the LAA to assurance risks.</p> <p>Political pressure meant that the initiative shifted focus to ensure providers could be paid more quickly, which has driven up intakes and this along with an increased admin overhead caused by the FBLA or streamlined process meant that any anticipated FTE savings were redeployed into other areas of work. However, the change has benefitted providers by improving payment processes and diffusing pressure on LAA over direct contracting.</p>
Secure File Exchange	G	Secure File Exchange has been successfully delivered, with a supplier selected and services being rolled out at pace to mitigate the impacts of Covid19. Benefits realisation will be monitored by the transformation team going forward.

Means Function Form	A	This initiative stemmed from an early deliverable – transfer complex means, which was paused as it duplicated effort with CCMS enhancements. Residual activities were passed to digital, who developed the MFF modification, the benefits of which were tracked/claimed by ATP. A benefit review in January 2020 revised the saving forecast to 1 FTE. Whilst the change has been delivered work continues track the impact of the change and ensure it is implemented correctly.
Crime Enhancements	A	Two out of three work packages delivered with savings realised - CRM14 Rejects and NOLAS. Final work package CRM14 Multi Cases not delivered – blocked by resource and not prioritised. Descoped from the programme and handed back to BAU to monitor for future implementation opportunity.
CCD Data Injection	G	CCD data injection was delivered by digital teams and FTE savings were realised.
CCD Travel Automation	G	<p>When a provider enters a bill in the Claim for Crown Court Defense (CCCD) service, their mileage will be automatically calculated for them. This is done by making a request for information from Google Maps, and the return distance is then displayed to the provider.</p> <p>The benefits of this are that caseworkers no longer have to do an assessment of car travel, reducing assessment time by four minutes per travel expense claims (approximately 1500 claims each month). This in turn has increased provider satisfaction and decreased the amount of time taken for them to make a claim. It also means we have a consistent way to measure travel distances instead of varied claims and assessment discrepancies, minimising risk and moving towards a single source of truth.</p>
DSCC Rota Production	A	The programme worked with Nottingham University to develop this initiative. As of April 2020, they have handed over the tool they built & Digital teams are currently reviewing whether this meets our requirements. The initiative will sit on the transformation team portfolio going forward.
Disband Central Change Team	G	Entire LAA central change team internally transferred to the project delivery function. Residual, non-project activities handed over to the business.
Corporate Centre Cluster	G	The Corporate Centre team has been re-organised into three core clusters that better direct the work of the team, aligning their vision and purpose.
Integrate two Assurance teams	G	Integrated two of the Assurance teams, reducing and refocusing the work done by our Assurance Analysts and integrating them with the Core

		Testing team to form a new Core and Risk Management Team;
Merge On-Site Audit and Contract Management teams	G	Merged the On-Site Audit and Contract Management teams to create one Contract Management team;
Merge the two North-West Area Contract Manager (ACM) led teams, into a single North-West Team and reline management positions.	G	Merged the two North-West Area Contract Manager (ACM) led teams, into a single North-West Team; and moved line management of other Assurance teams to two of the ACMs.
Reduce number of QC roles in the PDS	G	One QC position undertook voluntary redundancy