

# Legal Aid Agency Transformation Programme



## Programme Closure Report



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## **Purpose Information**

### **Purpose of the Programme Closure Report**

This is the Programme Manager's report to the Board on how well the programme has performed against the Programme Business Case including the original planned cost and schedule

This report sets out the strategy for taking forward any outstanding actions, open risk and issues, follow-on actions for conducting post-programme reviews and post-programme benefits realisation reviews.

## 1. Background and Approach

- 1.1. In November 2016, LAA senior leaders considered the next stage of transformation within the LAA and set out the LAA 2020 Vision. This resulted in the creation of the Agency Transformation Programme in March 2017. The key aims of the programme were to:
- Deliver a modern, innovative, digital service which is accessible and puts the citizen at the heart of our service
  - Establishing a target operating model which removes duplication and prioritises our core end to end service, supporting our people to maximise their potential
  - Continue to be a flexible, valued part of the justice system building strong relationships with HMCTS and Policy colleagues to provide access to a modern courts and justice system
- 1.2. An interim Outline Business Case was approved in December 17 which secured early funding to conduct Alpha discovery phases for the simplification and automation of processes, systems and services; and to develop and implement early deliverable projects – technical and process business improvements within a 1-year timeframe.
- 1.3. Originally there was an expectation that Legal Aid Agency would seek additional change funding c£10m across 18/19 and 19/20 fiscal years to deliver the innovative, modern digital service, fundamental to the Agency Transformation Programme. Owing to the financial constraints being faced by wider MoJ, the capital allocation for LAA totalled £10.2m with no additional change funding. Consequently, all capital funding requirements for 18/19 were reviewed and reprioritised. In response to the 18/19 funding position four restructured programme delivery options were considered and the LAA executive leadership team approved the following recommended approach:
- Option 3 - Live within funding constraints; deliver digital projects that have been prioritised, plus simplification of process based on risk appetite; complete existing change initiatives which deliver benefits that justify continued investment, implement the targeting operating model in full, subject to delivery of enablers; much routine work will be automated and the service will be transformed for users and providers; there remains a reduced risk that the benefit target of £11m will not be achieved in full; investment in people development will be part of transition and implementation.<sup>1</sup>

### Approach

- 1.4. The interim Outline Business Case mentioned above presented a case for investment for two areas of work: -
- **Early Deliverables** – a group of up to ten business initiatives that were anticipated to provide process and low- level digital improvements with related benefits by end 2018;

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<sup>1</sup> Programme Business Case v2.9

- **Alpha phase** – testing options by prototyping across three themes from January to March 2018.

- 1.5. However, owing to digital resource constraints early deliverable feasibility work was delayed as was the start of the Alpha work. In addition, the LAA capital funding position for 2018/19 is less than previously anticipated (£10.2m against a bid of £15.2m). Consequently, the output and timescales for ATP were reviewed and revised alongside the Agency's other capital funding requirements.
- 1.6. The new proposed delivery approach saw the programme split into five workstreams, each containing individual deliverables that focussed on simplifying and automating processes; delivering digital enablers that would reduce the current levels of manual intervention required to deliver LAA services therefore reducing the administrative headcount requirement. A sixth workstream focussed on making changes to the structure of the organisation, removing duplication across teams and prioritising the core end to end service.

Workstream Title	Objective	Deliverable
Apply	Development of a new application service for Legal Aid	Apply service into public beta
Automation	Identification and delivery of standalone automation opportunities	Automation SCA Outcome Tasks [REDACTED]
Data, Knowledge and Information	Looking at better use of data, improved guidance, reduction in failure demand, and better ways of communicating	8x8 Webchat CCMS Training website My Learning
Risk Efficiencies	To reduce manual intervention and processing and enable caseworkers to focus on where they can add the most value	SCA DV Process Change FAS Process Change Case planning Process Change
Initiatives to Complete	Completion of existing change activities	Secure File Exchange Means Function Form Crime Enhancements CCD Data Injection CCD Travel Automation

		DSCC Rota Production
Organisation Design	Implementing a new Organisation Design structure that removes duplication across teams and prioritises the core end to end service.	<p>Internal Change Team transferred to MoJ function</p> <p>Corporate Centre Cluster</p> <p>Integrate two Assurance teams</p> <p>Merge On-Site Audit and Contract Management teams</p> <p>Merge the two North-West Area Contract Manager (ACM) led teams, into a single North-West Team and realign management positions.</p> <p>Reduce number of QC roles in the PDS</p>



## 2. Success in achieving Programme objectives

2.1. 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"> <li>✓ 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.</li> <li>✓ The next steps for the service are to link with HMRC to collect salary information – reducing the need for manual information further.</li> <li>✓ 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.</li> </ul>

2	Establish an operating model which removes duplication and prioritises our core end to end service	<ul style="list-style-type: none"> <li>✓ Organisational design activities successfully delivered a targeted voluntary redundancy process across the Corporate Centre, Contract Management, Assurance and the Public 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.</li> </ul>
3	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.	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> <li>✓ ATP supported roll-out of the MyLearning website provision, enabling staff to easily access training and development material.</li> <li>✓ 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.</li> </ul>
4	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	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ The skills and experience of the programme delivery team, along with the links to the project delivery function, have enabled the LAA to</li> </ul>



		<p>develop its internal transformation and business change skillset. The head of LAA transformation is a full member of the Project Delivery Steering Group.</p> <ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> </ul>
5	Strengthen relationships with other Government Departments via data and information sharing opportunities	<ul style="list-style-type: none"> <li>✓ 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.</li> <li>✓ 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.</li> </ul>
6	Achieve a reduction in administration operating costs that contributes to MoJ efficiency targets	<ul style="list-style-type: none"> <li>✓ In 17/18, 18/19 and 19/20 ATP digital enablers delivered administrative savings of £2.1m.</li> <li>✓ Overall projected savings from Organisational Design total £1.298m</li> <li>✓ Further savings are expected post programme closure as the Apply service develops. Current forecasts show a potential for c£1.3m savings.</li> </ul>

### 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 achieve. Thus far the programme has delivered the following savings:</p> <ul style="list-style-type: none"> <li>✓ In 17/18 and 18/19 ATP digital enablers delivered administrative savings of £1.8m.</li> <li>✓ Overall projected savings from Organisational Design total £1.154m</li> <li>✓ Further savings are expected post programme closure as the Apply service develops. Current forecasts show a potential for c£1.7m savings.</li> </ul>
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"> <li>• Specific advice was drafted in relation to automation of decision making.</li> <li>• Assurance team members are advising on GDPR requirements.</li> <li>• GDS service assessments have been passed for the Apply service.</li> </ul>
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"> <li>• “Apply asked only necessary questions, not irrelevant like CCMS does”</li> <li>• “It’s generally more user friendly, not confusing, generally a much quicker and efficient way of doing it”</li> </ul>

		<ul style="list-style-type: none"> <li>• "Took a phone call. Still did an application in 8 minutes"</li> <li>• "The new system is dynamic, and smart"</li> <li>• "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"</li> </ul> <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 1<sup>st</sup> and 2<sup>nd</sup> 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; 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</p>

		<p>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 <b>64% to 66%</b>. This is <b>17%</b> 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 <b>52% to 56%</b> despite this being during a period of organisational design change where teams were being merged and roles lost.</p>



## 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"> <li>• 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.</li> <li>• Development continues on the non-passported MVP with user research is being gathered to help with the internal design of Apply.</li> <li>• Integration with the Department for Work and Pensions Benefit Checker service.</li> <li>• Has started work with HMRC to develop an integrated link with their systems to verify income information.</li> <li>• Prototypes of the Apply service with Open Banking has received positive feedback from citizens, providers and LAA stakeholders.</li> </ul> <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 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</p>

		later in 20/21. This work is reliant on work in the Civil space progressing and informing how we approach Crime.
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	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. Benefits - 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.
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	<b>G</b>	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	<b>G</b>	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.	<b>G</b>	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	<b>G</b>	One QC position undertook voluntary redundancy

## 5. Items descoped or not prioritised during the programme:

- 5.1. Review of the initiatives not taken forward by the programme, shows the LAA and programme leaders demonstrated robust decision making with regards to whether a project should proceed or not when presented with the outputs of discovery work or when the strategic environment changed. The primary drivers for stopping a project were; discovery demonstrating a lack of benefits, discovery demonstrating duplication with other initiatives, the organisation adopting an 'in house' development approach, or for economic reasons when the strategic environment changed.
- 5.2. In addition to the 'stopped' project drivers mentioned above, the programme held a backlog of change ideas that were unable to progress due to a lack of digital resource. This backlog increased as other automation ideas presented, but weren't prioritised by digital teams working at capacity. This had a significant impact on the ability to deliver quick wins at an early point, and ultimately on the overall financial savings that could delivered.
- 5.3. It should be noted that the programme developed a list of potential changes that would require policy changes. These were not taken forward due to the political environment at the time making it hard to deliver policy changes i.e. Brexit and lack of majority government.

	<b>Deliverable</b>	<b>Phase when stopped</b>	<b>Reason for descoping/prioritisation decision</b>
1	Data, Knowledge and Information Sharing digital development	Discovery	'Theme 3' Data, Knowledge and Information Sharing digital discovery took place from March 18 to July 2018. Discovery objectives consisted of investigating four questions 1. How best can we provide authoritative, up to date, searchable, comprehensible information to allow providers and caseworkers to make consistently good



			<p>decisions when applying, assessing and billing for legal aid?</p> <p>2. How can we best use data to improve processes, technical solutions, operational performance and to help providers?</p> <p>3. How can we improve process efficiency and understanding?</p> <p>4. How do we enable better decision making through the provision of better management information?</p> <p>The scope was considerably broad, including both crime and civil, and looked throughout the entire legal aid process from application, to decision and billing. The discovery was originally scheduled to finish at the end of May but due to issues obtaining a User Researcher and scheduling the Discovery Review it ran until 11 June.</p> <p>The discovery found that there was potential value to be gained in a number of areas but that these do not need a fully resourced digital team to progress due to a lack of perceived ongoing benefits. Work could be implemented using existing LAA teams supported by senior management. Further digital work was stopped and a number of pieces of work were taken forward by the business with light touch programme support – 8x8 webchat, Mylearning, CCMS training website development, and the Data and MI strategy.</p>
2	Automate Crime Apps	Discovery	<p>Initially an early deliverable this initiative was placed on a backlog following a reduction in capital funding in June 2018 with the intention of being picked up as other items deliver and resource became available. New non-ATP discovery in the Crime space is underway therefore a separate initiative is no longer needed. It was de-scoped in November 2019.</p>
3	Emergency Review (civil)	Discovery	<p>Initially an early deliverable this initiative was placed on a backlog following a reduction in capital funding in June 2018 with the intention of being picked up as other items deliver and resource became available. Discovery work went onto inform delegated function built into Apply, therefore a separate initiative was no longer needed. It was de-scoped in November 2019.</p>
4	Automate Travel Fees (civil)	Discovery	<p>Initially an early deliverable this initiative was placed on a backlog following a reduction in capital funding in June 2018 with the intention of being picked up as other items deliver and resource became available.</p>

			This was not achieved and the item was removed from the ATP benefits forecast in November 2019.
5	Automate Reconciliation	Discovery	Initially an early deliverable this initiative was placed on a backlog following a reduction in capital funding in June 2018 with the intention of being picked up as other items deliver and resource became available. This was not achieved as lack of resource continued, and the item was removed from the ATP benefits forecast in November 2019.
6	Provider Details Discovery	Discovery	Initially an early deliverable this initiative was placed on a backlog following a reduction in capital funding in June 2018 with the intention of being picked up as other items deliver and resource became available. This was not achieved and the item was removed from the ATP benefits forecast in November 2019.
7	Automate Nil Cases	Proposal	Proposal to undertake digital development in this space was not prioritised for digital resource due to a lack of FTE benefits. Noting that there were considered to be significant secondary provider benefits. This work will be passed to the transformation team portfolio backlog.
8	Transactional Profiling	Development	<p>To understand and document all current risk based approaches across case management, assurance and contract management. Understand where the data comes from and how it used for both provider profiling and transitional profiling. To profile which transactions that are currently subject to manual checks, can be automated where possible. Decide how transaction profiling can be combined to inform weekly case management resource deployment.</p> <p>Provider profiling was descoped and crime application work paused. This work did output FAS and SCA/DV initiatives that continued under the Risk Efficiencies workstream.</p>
9	Robotics Process Automation	Pilot/Procurement	<p>The RPA initiative had the following objectives:</p> <ul style="list-style-type: none"> <li>• Delivery of RPA pilot [s]: working with a third-party supplier (CGI) to deliver pilot[s] to demonstrate the viability of the RPA software to address digital problems [and implement where the vfm case is demonstrated].</li> <li>• Preferred Supplier Tendering Exercise: procurement of a commercial arrangement</li> </ul>



			<p>with a preferred supplier to support the digital transformation of LAA.</p> <p>Pilots we're completed and the initiative moved to procurement however progress was stopped in November 18 following triage assessment and a change of strategic direction by the business to develop more in-house automation capability.</p>
10	Digital Case System link to crown court.	Development	BA analysis determined this not being a viable solution to improve the issue of failure demand as the DCS is a document repository with no requirement to include the relevant documentation. Descoped Feb 2018.
11	Transfer Complex Means	Development	The CCMS enhancements project would deliver new functionality (within 12 months) that provides an alternative solution. SRO recommended the project not proceed further in Feb 2018. The Programme took an action to liaise with Enhancements Team to track and claim benefits. Ultimately led to the MFF deliverable.
11	Policy Changes	Development	A range of policy change ideas were identified at programme workshops with staff. These were recorded and some investigation and development work carried out. Given the political situation at the time due to Brexit and a Government without majority, significant policy change was not considered possible and work was stopped to focus on changes that were within the LAA's gift. The list of ideas produced was retained and shared with Service Development and Policy colleagues and continues to inform future Policy change opportunities.

## 6. Performance against time

6.1. On review the primary reason for missing key programme milestones was the lack of available digital resource. This is also true of lower level milestones for individual initiatives that are not recorded in the table below. Development times have taken much longer than originally anticipated in early programme planning, as has engaging other Government departments.

6.2. The programme plan set out the following key milestones

Date	Milestone	Status
March – Sept 2017	Discovery	<b>Completed</b>
Oct 2017 – March 2018	1.Alpha Phase: <ul style="list-style-type: none"> <li>• Theme 1. Redevelopment of the application process</li> <li>• Theme 2. Automation of work</li> <li>• Theme 3. Data use, knowledge and information sharing</li> </ul> 2.Early deliverable initiate and commence delivery/development	<b>Missed:</b> Our original planned timelines anticipated completing Alpha and Early Deliverable discovery phases by end March 18. However, a combination of resource issues caused delays to the expected plan. In April 18, LAA had its capital funding for the year confirmed at approximately 2/3rds of that previously assumed and both change and ATP plans needed to be reviewed and reprioritised. In response, and considering some of the emerging findings from Alpha, the programme restructured to better target changes that add most value.
Dec 2017	Assurance Gate 0 Review	<b>Completed</b>
April - June 2018	Programme revised into 6 workstreams	<b>Completed</b>
April - June 2018	Apply service to proceed to Beta	<b>Completed</b>
Nov 2018	Apply service integration with benefit checker	<b>Completed</b>
Dec 2018	Apply service integration with Open Banking	<b>Completed</b>
Feb 2019	Apply service integration with HMRC	<b>Missed /</b> Re-scheduled for 2020
Mar 2019	Apply service integration with CCMS	<b>Missed /</b> Completed Dec-19
June 2019	Apply service to proceed to Private Beta	<b>Missed /</b> Completed Dec-19
May 2019	Programme External Health Check	<b>Completed.</b>

Aug 2019	Organisation Design – Open Ring Fenced Voluntary Redundancy	<b>Completed.</b>
Oct 2019	Organisation Design – Close Ring Fenced Voluntary Redundancy	<b>Completed.</b>
Jan 2020	Organisation Design – All staff identified through VR exited	<b>Completed.</b>
Mar 2020	Bulk of enabler delivery	<p><b>Missed:</b></p> <p>The bulk of ATP digital enablers are intended to come from the new Apply service operating across Civil and Crime (c72 FTE). Development has taken longer than expected due to the following issues:</p> <ul style="list-style-type: none"> <li>• Integration with existing CCMS systems being harder than expected.</li> <li>• Delays driven by HMRC – engaging with them and having them prioritise our work has taken longer than expected.</li> <li>• Resource constraints within digital teams has impacted development times.</li> </ul> <p>Other initiatives <b>have</b> enabled 30.5 FTE.</p> <p>A number of initiatives suffered issues with benefit delivery due to:</p> <ul style="list-style-type: none"> <li>• Subject to delays progressing due to lack of digital resource.</li> <li>• Benefits reduced significantly on delivered compared to the original business case forecast.</li> </ul>
Mar 2020	Operating model implemented	<b>Completed:</b> Organisation Design has delivered 'phase 1' restructuring a number of teams and effectively meeting the Agency's operating model ambitions at this time. Further OD activities are expected when Apply begins to enable significant savings.
April 2020	Apply benefits roadmap review	<b>Completed</b>
May 2020	Final ATP board and closure approval	<b>Completed</b>
Outstanding Milestones		
TBC	HMRC Datalink established	At risk
End May 2020	Handover activities complete.	On track



End May 2020	Programme closed	On track
Post Closure Date TBC	Assurance review	TBC

## 7. Performance against cost and staff resources

7.1. Programme team costs and resourcing requirements were controlled closely with good systems established. The programme FRO monitored spend in full detail, all costs and charges with regular reporting to the SRO and programme board.

7.2. There were ongoing issues with a lack of detailed information on digital spend. This stemmed from the Agency moving to a service delivery model, where spend was recorded at service level and not broken-down initiative by initiative. This was resolved in late 2019 with the appointment of a digital finance business partner and a more granular approach to digital reporting. Furthermore, a shared understanding of initiative names and the related spending was developed, where previously missing.

7.3. Investment costs for the programme were as follows:

Financial Year	Capital Costs	Resource Costs
2017/18	£0.6m	£0.4m
2018/19	£1.9m	£0.6m
2019/20	£1.0m  (Underspend of c£1.3m. The majority of this is due to the HMRC API work at c£1m being paused and not been incurred in FY 19/20 as planned)	£0.4m
Total	£3.5m	£1.4m

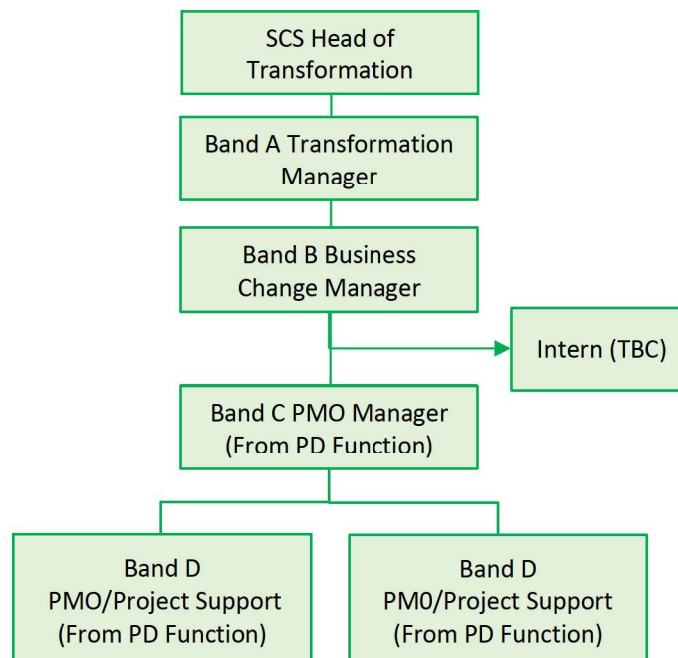
7.4. Underspend was driven by budget allocated to HMRC API not being spent owing to HMRC development work not taking place as anticipated during 19/20. Further underspend resulted from issues in recruiting digital resource to full capacity to undertake work. There was some underspend in resource, as a result of delays in recruitment of programme change resource.

7.5. Programme resources were agreed on an annual basis. The programme flexed its resource depending on the delivery stage, drawing in specialist's skills when required and making use of functional resource. The programme also identified appropriate subject matter experts to support development and delivery, along with establishing business change roles during delivery.

Resource Type	Requirement	Source
Head of Transformation	Permanent programme team	LAA Staff
Programme Lead	Permanent programme team	Functional resource
Project Manager (s)	Permanent programme team	Functional resource
PMO Lead	Permanent programme team	Functional resource
PMO/Project support (s)	Permanent programme team	Functional resource
Organisation Design Specialist	Specialist role when required	LAA Staff
HR Business Partner	Specialist role when required	Functional resource
Business Change Lead	Specialist role when required	LAA Staff
Business Change Manager	Specialist role when required	LAA Staff
Service Delivery Manager / Product Owner	Specialist role when required	Functional resource
Comms Lead	Supporting role	LAA Staff
Finance Business Partner	Supporting role	Functional resource
Subject Matter Expert (s)	Supporting role	LAA Staff

## 8. Future LAA transformation model.

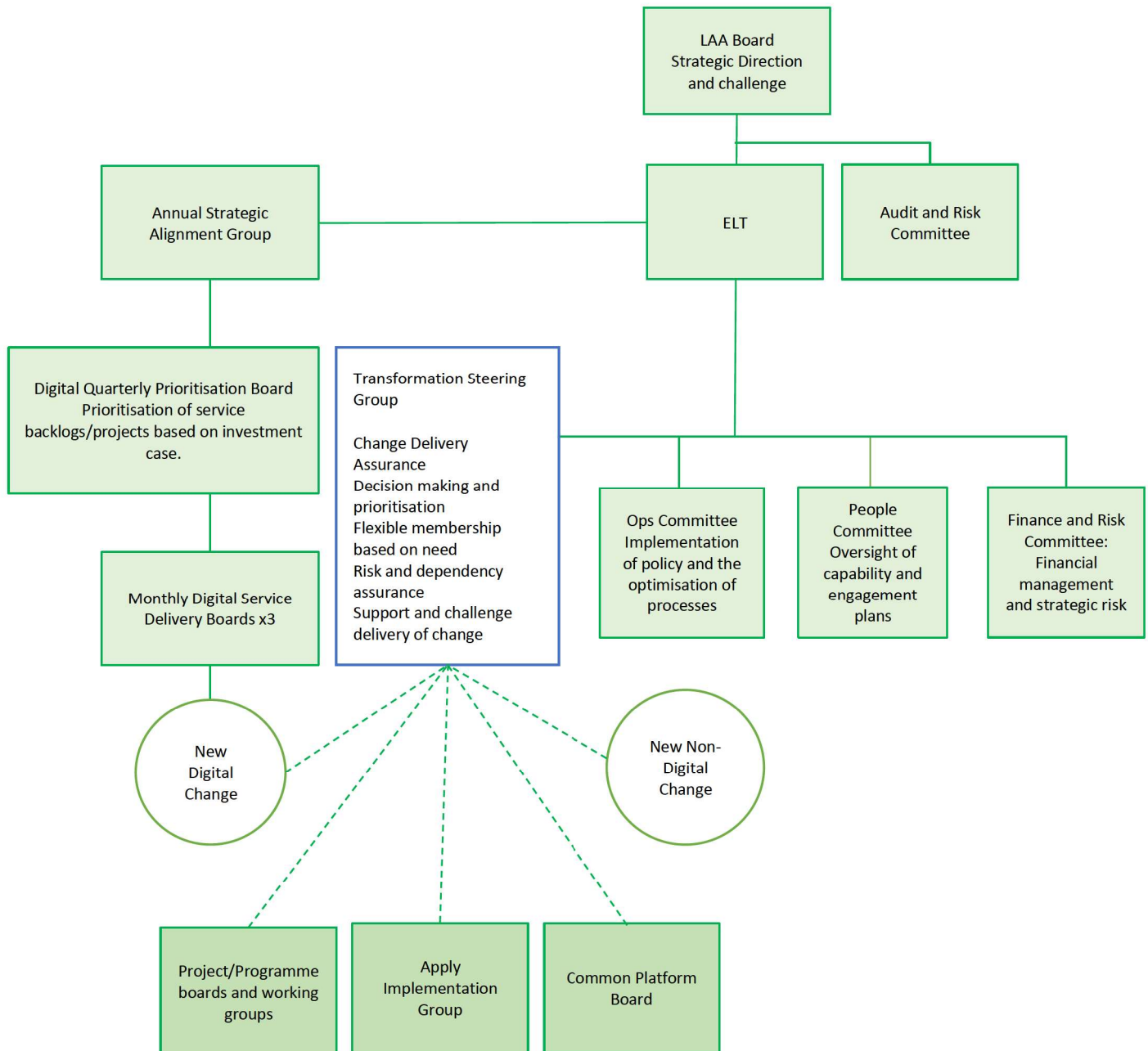
- 8.1. As part of organisational design and the MoJ's move to the functional resource model the LAA disbanded its internal change portfolio team. As a result responsibility for tracking, assuring and reporting change taking place across the Agency was picked up by the programme. With the programme now closing it has been recognised that the LAA need to continue the good practice developed by the programme of routine and consistent reporting to senior leaders to ensure progress of change is maintained and monitored and so risks and issues are surfaced and managed as early as possible.
- 8.2. A dedicated LAA Transformation Team has been proposed to be established to continue to draw together, align, assure, and drive forward change across the Agency.
- 8.3. The following new team structure will draw on both LAA and PD function staff and has been approved by the LAA Executive Leadership Team (ELT):





8.4. The following post ATP governance structure, incorporating the new Transformation Steering Group, was approved by ELT.

8.5. The Transformation Steering Group will establish a core membership from those working in the transformation space, however it will adapt its wider membership to reflect delivery priorities at the time.



## 9. Benefits enablers and realisation

- 9.1. The original forecast savings for the programme totalled £10.7m by 31 March 2020. During the first year of the programme this was revised down by £0.4m to £10.3m. Due to the high historic variance in digital development the forecast came with a lower and upper 30% variance (£7.2m to £13.4m).
- 9.2. In June 2018, following a reduction in capital development spend of 31%, the programme split work into a series of workstreams and presented a revised benefit forecast of £8.8m, a reduction of £1.5m or 15%. This was a mid-point of an upper and lower estimate based on delivery confidence. This figure included £1.3m of an already banked reduction in admin spend in 2017/18.
- 9.3. In July 2018 the Board approved pausing workstream 3 – Data, Knowledge and Information following discovery, due to an identified lack of ongoing benefits. The assigned spending of £600k would be re-prioritised. As the work was considered paused and to be picked up in the next financial year the benefits forecast (£800k) remained in place. These would later be stripped out in the October 2018 benefit review.
- 9.4. Ongoing work: As the programme has progressed, the benefit profile has been reviewed and updated as our understanding of the impact of changes and development of digital work has increased. Individual initiatives have typically revised down savings on delivery when compared to original forecasts.
- 9.5. At closure, all savings that have enabled by ATP have been realised. Realisation primarily took place through headcount reductions or posts not being backfilled. Realisation in the Organisation Design workstream took place through a targeted voluntary redundancy process.
- 9.6. Through digital enablers the programme has enabled and realised the following:

Initiative	FTE Enabled	Date	FTE Realised
FAS Phase 1	12.3	Q3 18/19	12.3
CCD AGFS/LGFS DI and travel automation	6.3	Q4 18/19	6.3
Crime Enhancements CRM14 rejects	2	Q1 19/20	2
FAS Phase 2	5.9	Q1 19/20	5.9
SCA Outcomes Automation	4	Q1 19/20	4
Crime Enhancements NOLAS	1	Q3 19/20	1
<b>Total</b>	<b>31.5</b>		<b>31.5</b>

- 9.7. Through Organisation Design the programme has realised the following:

Initiative	FTE Enabled	Date	FTE Realised
Changes to Contract Management and On-Site Audit	10	Q3 19/20	10
Changes to Assurance and Core Testing	13	Q4 19/20	13
Changes within the PDS	1	Q4 19/20	1
Peer review & Provider records	1	Q4 19/20	1

Reconciliation and Claim amendments team	1	Q4 19/20	1
<b>Total</b>	<b>26</b>		<b>26</b>

9.8. The £ savings delivered and projected by the programme are as follows:

17/18 Saving Delivered	£1,300,000
18/19 Saving Delivered	£500,000
19/20 Saving Delivered	£300,000
Enablers Forecast 20/21 in year.	£630,000**
Further full year savings	£700,000***
Overall projected OD Savings	£1,298,000
<b>Total</b>	<b>£4,728,000</b>

\*\* Work is ongoing to firm up the forecast and increase delivery confidence levels. High likelihood the c£700k earmarked for next year will probably move to the right as we move forward.

\*\*\* If the projection is met, there will be further full year savings to come through in FY 21/22 of c£700k.

9.9. The following initiatives will continue post ATP and will have benefit delivery and realisation requirements.



- Apply
- Secure File Exchange
- Interests of Justice
- 8x8 Webchat
- MFF
- CCMS Training Website



9.10. See handover responsibilities section for further information on realisation plans.



## 10. Lessons Learned

- 10.1. Lessons learned have been captured during key phases of the Agency Transformation Programme, which can be applied to other projects and programmes in the Ministry of Justice (MOJ) to refine, change and improve ways of working.
- 10.2. A 'lessons learned' log has been maintained throughout the lifecycle of the Programme and is included at Annex C.
- 10.3. A series of lessons learned workshops were held across the business throughout the lifetime of the programme and finally during March and April 2020. The workshops involved a wide range of stakeholders including the programme team; SME's and colleagues from LAA Digital. All aspects of the programme were within scope of lessons learned considerations.
- 10.4. There are two outstanding lessons learned sessions to contribute to the lessons learned and recommendations log – these will be shared accordingly following the final programme board.
- 10.5. Lessons learned will be shared within the MoJ Portfolio and MOJ Project Delivery Function and other similar projects and programmes, as well as with the Legal Aid Agency.
- 10.6. Below is a summary of the high-level recommendations from the report for consideration by Programme / Project Managers carrying out a similar programme/project in the future.

Agency Transformation Programme – Key Recommendations	
<p>Programme Resource and Skill</p> 	<ul style="list-style-type: none"> <li>Align the Programme with other change priorities to ensure clear visibility of resourcing or capability issues.</li> <li>Ensure detailed handover sessions take place during turnover of staff to minimise disruption or lost knowledge.</li> <li>Early assessment of the required roles at the start of OD work to identify the need for specialists, i.e. a HR change specialist.</li> <li>Ensure resource is sufficiently experienced to deliver value. Draw on specialists and function resource when required. For example, use of functional project managers or benefits specialists. Peer review processes to ensure things aren't missed.</li> <li>Assess processes against the published project delivery standards.</li> </ul>
<p>Governance and Assurance</p> 	<ul style="list-style-type: none"> <li>Have clear programme and individual project plans that are visible to the Board. Project plans need to be signed off by SRO and shared frequently at Project Board.</li> <li>Ensure governance is clearly set out at concept point, and that each group is informed of responsibilities and requirements. Have a ToR in place and share this with all involved. Ensure boards are aligned on decision making scope. Regularly review board effectiveness and membership to ensure it has adapted to the programmes position.</li> <li>Ensure roles and responsibilities are clearly set out and that accountabilities are understood.</li> <li>Review lessons learned before key events such as at gate review to ensure mistakes are not repeated.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure senior leaders champion the approach set out. Assurance reviews - Did we do reviews at the right time and did we respond to the recommendations they made – this isn't clear from outside the programme team. We could have been more effective in getting value from these reviews, actioning recommendations and sharing the knowledge. What outcome do we want from reviews - we should clearly plan when reviews should take place, and understand better what we want to get from them.</li> </ul>
<p>Scope and Business Case</p> 	<ul style="list-style-type: none"> <li>• Ensure programme has an achievable high-level plan, and that objectives and timescales are clear. Ensure all parts of the programme are aligned to this plan, and that deviation is highlighted and resolved.</li> <li>• Ensure targets and objectives are realistic, achievable and challenging.</li> <li>• Ensure objectives and success factors have suitable measures and relevant processes for tracking set out at inception.</li> <li>• Ensure the business case is kept up to date and contains only relevant information.</li> </ul>
<p>Costs and Benefits</p> 	<ul style="list-style-type: none"> <li>• Put in place a benefits management strategy at outset, ensure dedicated benefits management resource is in place, and establish a 'one version of the truth' benefits document.</li> <li>• Work closely with SMEs to get more accurate details quicker so the team does not rely on high-level estimates that may be inaccurate. Continually refine these details.</li> <li>• Test assumptions on benefits at the earliest possible, appropriate time.</li> <li>• Establish a benefits management group, combining all areas involved in one place.</li> <li>• Apply optimism bias to benefits forecasts. Ensure accurate salary information is used in FTE forecasts.</li> <li>• The benefits delivery plan slipped to the right. What can we do to get better at understanding what is achievable/deliverable at the outset? Optimism bias and contingency should be built into financial planning from the start. Better accounting for uncertainty at the start of a project – delivery teams can give best estimate and but then we should use lessons from other projects to get a better understanding of potential slippage to factor in. ATP could review its plan at outset and what it looks like now and be able to understand the cost of delay + timeline slippage – this could inform future planning.</li> <li>• Financial reporting/accounting – Understanding what we're spending on each part of the programme and being able to break it down has been hard. This is experienced across the LAA not just within ATP. Primarily caused by the digital service model. Not having the granularity causes issues when trying to cross charge, we have no basis or MI to support this. It makes it hard to decide if something is financial viable, providing VFM, and to track performance. The more detailed spreadsheet supplied by digital did help reduce this issue, but we need to ensure that new projects have this in place early, and that it's up to date, to ensure decision making and reporting is informed and accurate.</li> </ul>



Stakeholder  
Engagement &  
Communications



- A clear vision and purpose should be established for the programme/activity, and this should be consistently and widely communicated.
- Roles and responsibilities should be clearly defined and communicated. Different workstreams/departments/services should not work in isolation. A shared vision and objective should be established across all parts of the business involved.
- Having dedicated comms lead/resource in place has ensured comms remain on plan and are consistent, as well as being aligned to other areas of the business.
- A clear OD comms strategy, linked to digital enabler delivery from the start will help with comms going out to the business.
- Evaluate how many staff know what's going in order to help influence comms going forward.
- Formally communicate changes to responsibilities within the programme team as quickly as possible.
- Carefully consider and plan out when unions or other external stakeholders are contacted. Too early engagement can mean sharing plans that are subject to change, but equally engagement should be made as early as possible.
- Establish single points of contacts in place as early as possible in the programme. Providing an engagement point for staff, delivering key messages (within reason) and collating questions.
- Establish routine show and tells across the business to demonstrate development
- Comms vacuums post early workshops and in periods where no change is landing have affected our message/buy in/engagement – We need to maintain comms throughout the programme and we need to publish and explain the outputs of engagement points. Ensure there is a clear plan for communications and messaging is consistent. Where no ATP updates were available (for large periods) the role became blurred with other change/general comms, causing confusion. Where delivery momentum has dropped we still need to tell a consistent message and have planned comms.
- Leadership at lower levels was really good and local teams have embraced change– FAS is an example. Messages from lower level line managers with support from the Programme was successful, we asked a lot of local managers but they have overwhelming delivered. We should ensure we continue to use their skills and experience in change and delivering comms.
- Having SME's embedded within the programme has really helped drive collaboration and engagement back to the business. They have felt well placed and informed, allowing them to go back to the business and share.
- Personnel changes within the programme team have hindered collaboration. People have felt that they have had to cover old ground frequently with new starters – effective knowledge sharing should take place when people leave to truly ensure information is captured, retained and shared, meaning that new starters can be effective immediately.
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Working with OGD's and Digital Teams	<ul style="list-style-type: none"> <li>• It's hard to build relationships with other OGD's, they have different ways of working, and with larger departments perhaps more influence and ability to push back. We should ensure we present a joined-up front in this space, with support from a higher-level influence being vital. Senior engagement should be deployed and focussed in this space, actively engaging and driving relationships.</li> <li>• We had already committed to HMRC at an early point, we should have stopped and considered whether this was this right - could we have adapted and changed our approach earlier to bring more value in other areas.</li> <li>• Engaging HMRC resulted in us fielding a large amount of query's and responding to actions drawing a lot of resource time – this should be taken into account and support provided from other parts of the programme where possible.</li> <li>• The programme and digital teams should spend time working together to agree and understand roles and responsibilities. Teams should reflect on how we should be working better together as one team, as well as reviewing and improving existing groups and meetings as things changed.</li> <li>• Duplication of effort and reporting stemming from not understanding each other's roles/responsibilities/governance. Reporting and updates should be condensed and combined, using sessions working together to plot out reporting and streamline governance and reporting. Time should be taken to understand what each part/teams are doing and why.</li> <li>• Often implementation groups and other forums have a wide range of people attending – often better value can be got from meeting smaller groups with more detailed discussions around specific subjects.</li> <li>• High turnover of staff, resource and recruitment was always an issue impacting our ability to deliver and hindered collaboration. The Agency/Programme seem to be reactive to events, such as IR35, rather than taking a planned proactive/supportive approach.</li> <li>• Show and Tell's have been positive, care should be taken to ensure they reach wider parts of the business, along with ensuring that the audience understands the purpose and how to access them. Where more delivery specific questions are needed the forum may need to be adapted, or other forums might need to be considered.</li> <li>• Acknowledge that programme management and product teams approach things differently. The nature of development means that in most situations fixing to specific times/milestones isn't possible or realistic. Be better at setting expectations and understanding outcomes from the outset.</li> <li>• Understanding agile – this does not mean it's a faster process, we may need to do more education around why we use agile/its benefits.</li> <li>• Interaction between digital and business – How we undertake and use User Research. We often see user research undertaken but then don't get a chance to review and inform it before it drives a digital decision. It would help to see UR come back and be discussed more to optimise the</li> </ul>



	best decision making - blending the UR with a broader view from senior SME's and other interested parties – they will have further insights beyond the formal UR process which can sometimes be missed, meaning that the development decisions aren't optimal.
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## 11. Handover responsibilities

11.1. The following initiatives remain in flight and have handover actions, including elements of benefits delivery and realisation:

Initiative	Item	Action	Action Owner	Actioner
Apply	Governance	<p>Governance for Apply will be passed to the existing Apply implementation group, with monitoring and reporting undertaken by the Transformation Team.</p> <p>Decisions that require escalation will be presented to the Transformation Steering Group.</p> <p>The Transformation Steering Group will be responsible for ongoing monitoring of Apply benefits delivery.</p>		
	Plan	<p>The Apply roadmap is owned and updated by Apply product manager. It should be presented quarterly to the Apply Implementation Group.</p> <p>March 2020 copy at Annex A</p>		
	Benefits	<p>The existing Apply benefits profile of Civil and Crime are attached at Annex B</p> <p>In April 2020 a roadmap review took place identifying the next steps for Apply. In order to refresh the benefit profile, the following agreed actions will take place:</p> <ul style="list-style-type: none"> <li>Identify likely benefits from the non-passported domestic violence applications. This part of development is well established, with applications being made, and a clear plan in place for next steps.</li> <li>Work up benefits profiles for the next development options, identified as: <ul style="list-style-type: none"> <li>HMRC Link</li> <li>Housing</li> <li>Other areas of law if found to deliver more value</li> </ul> </li> </ul>		



		<ul style="list-style-type: none"> <li>Identify potential benefits from the impact of Apply on merits.</li> <li>Identify potential benefits from delegated function, which is already working in Apply.</li> </ul> <p>Results will be presented back to the Transformation Steering Group for consideration.</p> <p>Once completed this will be considered the new Apply benefits profile. It should be reviewed and agreed by the relevant areas of the business:</p> <ul style="list-style-type: none"> <li>LAA Benefits Management Forum.</li> <li>Digital</li> <li>Finance</li> <li>Senior Benefit Owner</li> </ul> <p>To note: The existing benefit profile for Crime Apply remains the same at this point until discovery and development can progress. Work on the Civil element of Apply will inform how and when Crime progresses. Timelines at this point are TBC. Benefits should be considered alongside the Interests of Justice initiative detailed below.</p> <p>Given the potential large scale of savings from Apply the LAA will need to consider realisation options. The lessons learned paper from Organisation Design workstream attached at Annex C should be used to inform any potential approach.</p>		
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Initiative	Item	Action	Action Owner	Actioner
Interests of Justice	Governance	Interests of Justice governance will fall under the Transformation Steering Group. Reporting should be shared with the Transformation Team and feed into the Apply Implementation Group as the savings delivered by IoJ will need to be factored into the Apply Crime benefit profile.		
	Plan	An IoJ pilot has been completed and the process is ready to roll out but is currently paused due to the impacts of Covid19. Future roll out will begin at an appropriate point.		

	Benefits	<p>The limited pilot has identified an estimated FTE saving from the timing exercise and IOJ appeals of 1.35 FTE.</p> <p>There are potential further FTE savings if digital changes are developed and implemented and a reduction in calls to CST.</p> <p>Wider rollout is expected to bring further savings which will be identified by timing exercises as the process is expanded to other areas/locations.</p> <p>Benefit progress should be shared with the LAA Benefits Management Forum and the Transformation Steering Group.</p> <p>To note: Savings delivered by IoJ will need to be factored into the Apply Crime benefit profile.</p>		
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Initiative	Item	Action	Action Owner	Actioner
Secure File Exchange	Governance	Secure File Exchange will fall under the Transformation Steering Group. Reporting should be shared with the Transformation Team.		
	Plan	<p>SFE was delivered rapidly in response to Covid19.</p> <p>A team roll-out plan is in place, owned by [REDACTED]</p> <p>The contract was limited to one year so re-competing the contract will need to be included in future planning</p>		
	Benefits	<p>SFE was not included in the ATP benefits forecast as it was not considered to be delivering FTE savings.</p> <p>There will be postage cost savings due to reduction in paper files being posted or couriered. We are currently tracking postage intakes in order to understand the impact of SFE, although we need to take into account the impact of Covid19 (decrease in intakes). The LAA DX contract is in place until Jan 2021. There is potential for sharing a DX contract and costs with HMCTS.</p>		

Initiative	Item	Action	Action Owner	Actioner
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8x8 Webchat	Governance	Governance of 8x8 will transfer to the Operations Committee and delivery will be progressed by the Business Improvement Team.		
	Plan	Plan is owned by [REDACTED]		
	Benefits	The existing benefits is attached at Annex B  Benefits were reviewed in March 20 and the forecast of 2.4 FTE was considered accurate.  Benefit progress should be shared with the LAA Benefits Management Forum.		

Initiative	Item	Action	Action Owner	Actioner
MFF	Governance	Governance of MFF will transfer to the Operations Committee and delivery will be progressed by the Business Improvement Team.		
	Plan	Plan is owned by [REDACTED]		
	Benefits	The existing benefits is attached at Annex B  Benefits were reviewed in Jan 20 and the forecast of 1 FTE was considered accurate.  Benefit progress should be shared with the LAA Benefits Management Forum.		

Initiative	Item	Action	Action Owner	Actioner
DSCC Rota Production	Governance	Governance will transfer to the Transformation Steering Group and delivery will be progressed by LAA Digital.		
	Plan	Plan is owned by [REDACTED]. The team are still reviewing the earlier work undertaken by Nottingham University.		
	Benefits	No FTE benefits identified at this point, although there are assumed benefits given the resource time expended on the process. Provider benefits expected.		

Initiative	Item	Action	Action Owner	Actioner
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CCMS Training Website	Governance	Governance will transfer to the Operations Committee and delivery will be progressed by LAA Digital.		
	Plan	The previously extended 1-year contract is set to expire Oct 2020.  No in-house development available at this point. We have gone out to market to identify supplier to build the new website.		
	Benefits	Original in-house development approach assumed significant benefits. Once external supplier identified benefits can re-profiled. Scope will be expanded to all LAA provider training rather than just CCMS.		

Initiative	Item	Action	Action Owner	Actioner
Common Platform	Governance	Governance is under taken by the Common Platform Board who will report into the Transformation Steering Group.		
	Plan	Owned by [REDACTED]		
	Benefits	Owned by Common Platform Board.  Benefit progress should be shared with the LAA Benefits Management Forum.		

Initiative	Item	Action	Action Owner	Actioner
SCA/DV Data Science Risk Approach	Governance	Responsibility for monitoring and assuring this work will transition to the Transformation Team within the LAA. Governance will transfer to the proposed Transformation Steering Group.  There is an opportunity to improve the relationships between digital, data science teams and the business to ensure we are harnessing opportunities for data science to add value. This should be take forward accordingly.		
	Plan	Delivery plans will be assured by the Transformation Team. Plans will be owned by [REDACTED] within the Data Science Team linking with [REDACTED].		

	Benefits	Savings potential considered high, however more work is needed to inform forecasts.		
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Initiative	Item	Action	Action Owner	Actioner
Data and Mi Strategy	Governance	This work and the principles agree would be visible in the backlog that will go to JPB.		
	Plan	As an output of the discovery a set of Data Principles were agreed. The actions are that: <ol style="list-style-type: none"> <li>1. The Principles are launched within Digital (delayed due to COVID) and embedded in the work Digital do</li> <li>2. To upgrade current OBIEE tool up to 12c version</li> <li>3. To assist Analytical Services with their work on moving LAA data to the Analytical Platform</li> </ol>		
	Benefits	Benefits potential considered high, however more work is needed to inform forecasts.		

11.2. The following initiatives were identified during the latter course of the programme as having the potential for benefits both to the LAA and providers. They were not progressed due to either a low £ savings forecast or due to a lack of available digital resource. They will be passed to the Transformation Team as a portfolio backlog and governed via the Transformation Steering Group.

Initiative	Benefits	Status	Owner
Automate Nil Cases	1 FTE	Not prioritised by digital due to low FTE - Not progressing at this point/Note there are significant secondary provider benefits.	
'Other automation'	TBC	Other automation ideas stemming from the business wide challenge to seek out new opportunities: <ul style="list-style-type: none"> <li>• Automate Child Applications (means and merits)</li> </ul>	

		<ul style="list-style-type: none"> <li>• Turn off outcome prompts Automate/Simplify Provider Transfers Requests</li> <li>• Document Requests</li> <li>• Change to way we treat POA to Council</li> <li>• Change reject code wording for when we reject bills</li> </ul>	
Crime Enhancements Multi Cases	2 FTE	The final element of CE was paused as resource was focussed in other areas. This is a business led initiative and is unlikely to require transformation resource.	
ATP Backlog	TBC	<p>Items placed on the ATP backlog that were not taken forward, either due to low FTE savings or low achievability:</p> <ul style="list-style-type: none"> <li>• Automate Reconciliation</li> <li>• Provider Microservices</li> <li>• Automate Travel Fees – Civil</li> </ul>	Transformation Team

## 12. Handover recommendations

12.1. Given the lessons learned during the life of the programme the following recommendations are made for post programme:

Recommendation	Owner
<b>Benefits Management Forum/Community and Framework:</b> The LAA should establish an Agency wide benefits management forum/community responsible for drawing together in one place and tracking all benefits stemming from change activities. It is recommended the group include representatives from each area of the business, including digital and finance colleagues. This is not intended to be another level of governance or committee, but a working group level to ensure a single version of truth is maintained and double counting avoided, providing assurance on benefit realisation to senior leaders. A supporting benefits management framework should be drafted to ensure a consistent approach across the business.	Hannah Payne
<b>Transformation Team and Steering Group:</b> The LAA should establish a transformation team to co-ordinate and assure change across the Agency. A clear vision should be set out, with clear roles and responsibilities established.	Hannah Payne



A steering group should be established to govern transformation, with clearly defined terms of reference and membership.	
<b>Continuing Transformation:</b> Transformation will continue post ATP as part of LAA's ongoing business delivery plan for 20/21 and beyond, it will be more closely embedded within the business rather than as a standalone programme. This should help the agency work more flexibly alongside the digital service/agile model. Careful governance will be required to ensure timebound activities and cost envelopes are respected.	Hannah Payne

## 13. Post programme assurance

- 13.1. MoJ assurance have confirmed that a light touch assurance review is appropriate for the programme given its relatively small scale and cost. The review itself would comprise a 3-person review team; a lead and two members. Prior to the review they read through the supplied programme documentation and relay questions to the project via the review facilitator. Findings would be shared with the SRO.

Event	Timeline	Activity
Contact MoJ assurance to schedule review	TBC	MoJAssurance_and_Approvals@justice.gov.uk
RPA and IAAP refreshed	1 week prior to assessment meeting	Share both with the assurance team in advance of the assessment meeting
Assessment meeting	12 weeks prior to the review date	Agree ToR along with dates for a planning meeting and the review.
Planning meeting	2 weeks prior to review date	Schedule for the review day, attendees and required documents.
Single day desk based review	TBC	Outputs an SRO review and rating.

## 14. Closure Communications

- 14.1. The following closure communications will take place:

When?	Method	Audience	Summary	Owner	Status
Wc 11 <sup>th</sup> May	Briefing	PoCs	Advising POCs on closure and focus on future + future role.		Complete/Closed

Wc 18 <sup>th</sup> May	Slide deck	ELT, LAA Staff	ELT, SLG and POCS group detailing what we've done, our successes and our future plans.	Hannah Payne	Completed/Closed
Wc 25 <sup>th</sup> May	Intranet Article/Blog	LAA Staff	Intranet update with emphasis on the future rather than the past + what we've achieved and our successes.	Hannah Payne	Completed/Closed
June	Briefing	Unions	Closure report shared with Unions.	Hannah Payne	Open
June	Summary	External	Update on transformation to be included in the LAA annual report.	Hannah Payne	Completed/Closed

14.2. The following actions need to take place at closure:

Activity	Owner	Actioner	
ATP had a comms role assigned to it. Confirm next steps for this role.	Hannah Payne	██████████	Closed/Completed – Interim comms role in place ██████████
Archive ATP intranet pages	██████████	██████████	Open
Remove links to ATP email address from web pages	██████████	██████████	Open
Add automated closure response to ATP email address	██████████	██████████	Open
Close ATP email address + 2 months	██████████	██████████	Open

## 15. Handover Actions

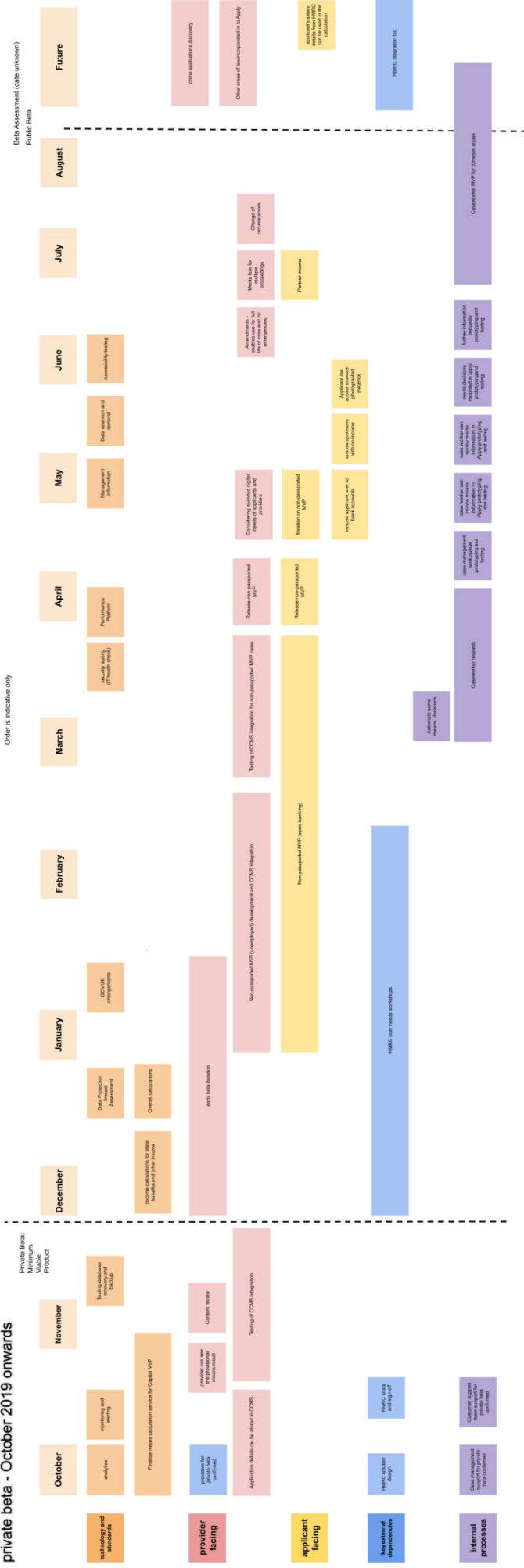
15.1. The following actions will be handed over:

Action	Owner	Actioner	Status
Schedule assurance review to timeline detailed in the closure report.	Hannah Payne	N/A	Open
Ensure handover responsibilities set out in section 11 – In flight initiatives - are followed	Hannah Payne	N/A	Open
Ensure residual lessons learned session outputs board are recorded and shared.	██████████	N/A	Completed/Closed
ATP had a comms role assigned to it. Confirm next steps for this role.	Hannah Payne	██████████	Closed/Completed – Interim comms role in place ██████████
Financial cost management – ATP tracked capex spend against the programme. An approach to tracking spend will need to be developed – Transformation Team to pick up in the first instance.	Hannah Payne	N/A	Open
Ensure lessons learned are reviewed to inform new transformation	██████████	N/A	Open
Closure report shared with Unions.	Hannah Payne	N/A	Open
Update on transformation to be included in the LAA annual report.	Hannah Payne	N/A	Completed/Closed
Archive ATP intranet pages	██████████	██████████	Open
Remove links to ATP email address from web pages	██████████	██████████	Open
Add automated closure response to ATP email address	██████████	██████████	Open
Close ATP email address + 2 months	██████████	██████████	Open



# Annex A - Apply Roadmap

apply for legal aid development roadmap  
private beta - October 2019 onwards



## Annex B – Benefit Profiles and Benefit Register/Schedule



ATP Benefit Profile  
#1 Apply Civil v0.5.d



ATP Benefit Profile  
#2 Apply Crime v0.4.



ATP Benefit Profile  
#5 DK1 8x8 Webchat



ATP Benefit Profile  
#14 MFF.doc



ATP Benefits  
v1.48.xlsx

## Annex C – Lessons Learned



ATP Lessons  
Learned Log v0.7.xls



OD Best Practice  
Guide V1.pdf



## Annex D – Final Programme Plan



Programme Plan  
v0.38.xlsx

## Annex E – Final Programme RAID



ATP RAID Log May  
v0.6.xls

## Annex F – Programme Business Case



ATP\_PBC v2.9.docx



## Annex G – Table of amendments made post presentation to programme board

Section	Change Made
2.2	Amended table item 4 altering the wording to reflect the programme being unable to make legislative changes, limiting our scope and ambition.
2.2	Amended table item 6 to show latest savings figures.
4.1	Amended table altering status column header to read - 'achieving' but not to original plan.
5.2	Added section detailing impact of lack of digital resource on programme change backlog.
7.4	Added narrative around underspend.
8.1	Added reasoning for the proposed transformation team.
9.7	Amended table to include 10 FTE under changes to contract management and on-site audit.
9.8	Amended table to reflect latest saving position. Marked 19/20 as delivered where previously noted as forecast. Reduced forecast 20/21 figure. Increased projected OD savings figure. Amended total saving figure.
10.6	Added key lessons learned from final workshops.
11.1	Amended SCA/DV governance action to include reference to harnessing the skills and experience of data science teams to add value to our work.
12.1	Altered Benefits Management recommendation to reflect that this should be a working group level activity rather than introducing additional governance at board or committee level.