

Meeting	OLC Board	Agenda Item No.	9
		Paper No.	99.7
Date of meeting	24 October 2019	Time required	5 Minutes

Title	Modernising LeO Programme – post completion update
Sponsor	Mariette Hughes, Head Ombudsman
Status	OFFICIAL

Executive summary
<p>Following the final quarterly Modernising LeO programme update provided in April 2019, the OLC Board asked the Executive to provide a post completion update in 6 months' time.</p> <p>This paper sets out the key activity since the final programme update and provides a summary of each of the areas of the programme.</p>
Recommendation/action required
Board is asked to NOTE the approach and the next steps.

Modernising LeO - update

1. The Programme was initiated in November 2016 to deliver LeO's strategic objective to modernise LeO and improve performance through a more integrated, effective and flexible business process supported by modern IT and ways of working. The programme met its planned objectives, and the key improvements are described below.
2. During the life of the programme LeO successfully designed and implemented end-to-end processes and new organisational structures. Embedding new ways of working with a focus on customer service represents an ongoing challenge for the organisation, however good progress has been made on this within the programme.
3. The successful delivery of the new Case Management System means LeO's IT environment is transformed from its 2016 starting point with significant improvements in reliability, unscheduled downtime having moved from 11% in 2016-17 to less than 1% in 2018-19. Unscheduled downtime in 2019-20 remains under 1%. The working relationships between IT and the business have also improved as has the approach to change management in relation to CRM, which is now properly controlled through Design Authority.
4. There are a relatively small number of remaining changes to CMS2 which were included as part of Phase 2 of the programme. These relate to Service Complaints, Judicial Reviews and Enforcement. The Service Complaint improvements are almost complete and are expected to go live in December. The remaining changes are scheduled for delivery in January – February.
5. In relation to the decommissioning of CMS, a new developer is in post and all outstanding issues with the archive have been resolved. The old system will be fully decommissioned at the end of October.
6. The development of a refreshed website was handed over to BAU as a standalone project at the closure of the Modernising LeO programme. This project is on track to deliver the new website platform and infrastructure, with key content and required governance pages developed by the end of the financial year. Further new content including wider learning resources for the profession will be developed and delivered in the next financial year.
7. The Customer Assessment Tool is fully functional, and yielding positive results, with the majority of complainants being signposted towards this tool as the most effective way of submitting a complaint. Further improvements to the tool will be considered once the new website is launched.
8. The ICO Audit and the resulting Action Plan have taken priority over the BRIM project, which has now been rescheduled to commence in April 2020.