Meeting	OLC	Agenda Item No.	7
		Paper No.	95.7
Date of meeting	29 April 2019	Time required	5 Minutes

Title	**Modernising LeO Programme – Closure Report**
Sponsor	Mariette Hughes, Head Ombudsman
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary

1. The key points of briefing are:

   a. It was agreed some time ago that a quarterly Modernising LeO programme update would be provided to Board. This is the eighth such report covering Q4 2018-19.

   b. In Q4, programme progress has been very positive and the Programme Board agreed to the Programme Closure Report on 22 March 2019.

   c. This paper is submitted to mark Programme Closure and will be the last report in this series.

   d. The Programme Board noted that the programme objectives have been delivered.

Recommendation/action required

Board is asked to **NOTE** the content of this paper.

29 April 2019

Q4 Modernising LeO programme 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. It was delivered through three work streams:

   a. Enhance (Data Assurance, Customer Journey, People, Technical, and Business Intelligence and Data);

   b. unITe (Telephony, Infrastructure, CMS, End User Devices, intranet, Work Pro, Website); and People and

   c. Ways of Working (Attract and Retain, Developing our People and Ways of Working),

2. The programme delivered new business processes and the associated Case Management System to a high level of quality. The programme learned the lessons of the previous Case Management System project and put emphasis on thorough testing of the system before deployment and on training staff in using the system within the context of the new business processes. Alongside all this activity a new staffing model and regular recruitment campaigns were delivered and the office space reconfigured to release a quarter of the space. This level of change inevitably had an impact on performance and on staff motivation although improved communications later in the programme helped reduce that impact.

3. The new Case Management System is stable and marks an improvement in reporting and visibility, such as through exception reporting. This improvement coupled with the BI solution and focus on data quality brought in under the MI and Data project have marked a step change in how LeO manages its information.

4. During the course of the programme LeO improved its maturity in how it manages change, how it communicates with its staff and how it manages programmes and projects. During Phase 2 recommendations from Phase 1 were implemented as described in the Gateway Review 5 completed in January 2019.

5. A small number of legacy issues remain in the form of enhancements to CMS2 and the final decommissioning of CMS1 once the FOS transfer is complete. A plan is in place to deal with these actions.

   All CMS1 data has been transferred to an archive and a simple reader is available to staff who require access. Access to the reader is granted via a Service Desk call from a line manager.

   The CMS1 system is no longer required by LeO and can be turned off at any point. However, FOS has requested it remains available until the end of April so that further data can be extracted if they have any queries or issues with the CMC data. Unless

there are any further requests from FOS, this will be fully decommissioned at the start of May.

6. LeO is now in a good place to move forward. Management Team has taken over the monitoring of benefits realisation and will report on this to Board as appropriate.