



LPPA Business Change Excellence Impact & ROI Summary Report

Executive Summary

This report summarises the impact and return on investment (ROI) of the Business Change Excellence programme delivered to learners at LPPA. Drawing from five reviews, the findings highlight significant improvements in learner capability, stakeholder engagement, and tangible project outcomes.

The programme has enabled learners to apply business analysis techniques in real-world scenarios, resulting in measurable efficiencies and enhanced confidence across teams.

INDIVIDUAL LEARNER HIGHLIGHTS

Judith Richards

- Applied cost-benefit analysis using NPV and IRR to assess project viability.
- Reflected on stakeholder diversity and technology evolution, enhancing inclusivity.
- Developed financial and strategic thinking aligned with benefits realisation.

Rebecca Unsworth

- Implemented process changes that resolved overlooked tasks, reducing delays by **three months**.
- Adapted theoretical models to real-life scenarios.
- Praised for her **passion for improvement**, resilience, and stakeholder engagement.

Natasha Robertson

- Led the **payroll leavers process improvement project**, addressing inefficiencies and improving outcomes for next of kin.
- Became the main contact for the change team.
- **Line Manager Quote:** *"She's shown strong communication skills and has become more assertive, recognising the value of her own input."*

Sarah Lawlor

- Developed skills in interpreting internal systems and resolving data issues.
- Took on responsibilities in ABC training and began handling complex errors.
- Aspired to progress technically within the team, aiming for a **Principal role**.
- Supported through structured planning and wellbeing-focused coaching.

Susan Houghton

- Led the **Web Leaver project**, managing demos, testing, and stakeholder engagement.
- Applied advanced SQL and data form knowledge to improve project performance.
- **Line Manager Feedback:** Confirmed her involvement in high-profile projects and praised her detailed development skills.

PROGRAMME-WIDE THEMES

Learners applied business analysis tools to real projects, improving processes and stakeholder engagement.

Confidence and role evolution were evident, with several learners stepping into leadership or cross-functional roles.

Line managers consistently reported increased capability, ownership, and strategic thinking.

The programme supported career progression, with learners expressing aspirations for senior or specialist roles.



ADDITIONAL INSIGHTS

Cross-Learner Impact Themes



Process Ownership

Learners are leading change initiatives, not just supporting them.



Confidence & Visibility

Increased cross-departmental collaboration and recognition.



Strategic Thinking

Use of structured analysis and stakeholder mapping in decision making.



Career Progression

Clear aspirations and steps toward advanced roles.

“

She's shown strong communication skills and has become more assertive, recognising the value of her own input.

Natasha's Line Manager

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“

Susan has taken the lead on a high-profile project and is demonstrating detailed development skills that are critical to our success.

Susan's Line Manager

”

“

Sarah is now supporting teammates and handling complex data errors - she's growing into a technical expert.

Sarah's Feedback

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ROI TALKING POINTS

Time saved



Rebecca's process improvement reduced delays by three months.

Capability uplift



All learners achieved full competency across the Business Analyst standard.

Project leadership



Natasha and Susan are leading change projects that affect multiple departments.

Retention & morale



Learners feel supported, empowered, and are actively planning their career paths within LPPA.

Conclusion

The Business Change Excellence programme has delivered clear value to LPPA, equipping learners with practical skills and strategic thinking. The reviews demonstrate strong ROI through improved processes, stakeholder collaboration, and learner development. Expanding the programme would further embed business analysis capability across LPPA and support continued organisational improvement.

