



LEGAL
OMBUDSMAN

Q3 Performance

Update

2022/23

Q3 key performance statistics

Performance indicator		Q3 2022/23 performance	2022/23 Business Plan aim/assumption	Q3 achievement against BP assumption	Q3 2021/22
New cases accepted for investigation		1924			1380
Cases waiting for investigation (size of pre-assessment pool)		4658	3959	(-18%)	5747
Cases resolved	Total	2186	2643	82.71%	1540
	<i>Cases closed after investigation</i>	920			
	<i>Cases closed by early resolution</i>	1266			
Average customer journey time in day (as of the end of September)	Combined average for all customer closures; early resolution (FET) and investigation	289			
	Low complexity	426	325	+101 days	277
	Medium complexity	628	500	+128 days*	518
	High complexity*	790	500	+290 days*	824
	* Customer Journey time is measured once a case is closed. A higher CJT can indicate that investigators are closing old cases from the customer queue. Whilst older cases are being closed, this will temporarily inflate the average in month journey time as those customers who have been in the PAP for a significant time are now being helped.				
	Front-End Team	132			
Productivity per established investigator-cases resolved following investigation		3.60	5.8	-2.20	5.28
Productivity per established investigator-cases resolved by front-end team (FET)		23.57			
Combined established investigator and FET investigator productivity		8.4			
Rolling turn-over rate as at the end of Q3		24.5%			

Performance summary

Case closures and PAP

LeO continued to show sustained improvement in its performance in quarter 3 with 2022/23 continuing to show much stronger performance than previous years. New ways of working continue to make a tangible difference to customers' experience of our service.

Compared with Q3 2021/22, LeO's performance this quarter shows a 42% increase in complaints resolved, resolving 2186 cases compared with 1540 in the same period of 2021/22. This is having less established investigator resource (51.22 established FTE vs a forecast 72.94 FTE).

Although below Business Plan forecast of 2642, keeping sight of the overall context and progress against a backdrop of significant change remains important. LeO has resolved 50% more cases than at the equivalent point in the previous year, and more closures by December 2022 than in the whole of the previous year (6880 vs 6576).

LeO remains committed to doing everything within its control to support increased levels of performance. We continue to face several challenges and risks that aren't within our control, particularly relating to the buoyant recruitment market.

Customer experience

Including cases resolved by LeO's front-end team, the overall customer journey time for all case complexities is 289 days. This is 11% lower than the 325-day target for low complexity cases.

LeO has worked to resolve long-standing and highly complex cases early wherever appropriate. While resolving these complaints brings closure to the parties involved, it has the effect of increasing our average customer journey times – which is seen in this year's figures for low and high complexity cases. As our investigators continue to resolve older cases in the queue, we will temporarily see higher customer journey times. By the end of March 2024, LeO expects the average customer journey time for most cases to be between 132 and 187 days. This is made up of an average wait time for most customers of 45 to 100 days, followed by 87 days' resolution time.

The performance and success of LeO's front-end initiatives is a significant contributory factor to LeO's improved performance. In Q3 1266 cases were closed through early resolution with those customers experienced a significantly reduced journey time - an average of 132 days for their case to be resolved.

LeO's people

LeO continues to experience challenges around recruitment and retention in a competitive labour market. This is the significant contributory factor to LeO's

performance being behind Business Plan forecast and continues to present short- and long-term risks to LeO's improvement trajectory. The 2022/23 Business Plan said we expected the proportion of non-established investigators (<12 months' service) to increase following significant new intakes in March, June, and July 2022. At the end of Q3, the split is now approximately 50% non-established against 50% established. While the established investigator cohort will grow as our 2021 and early 2022 intake move past 12 months, it will fall again following the recent recruitment campaign in November 2022 and planned recruitment in April 2023.

Including our front-end team, combined productivity (measured as cases resolved per investigator per month) is 8.4, which is ahead of the 5.8 target. The reduction on Q2 is largely attributable to fewer complaints being resolved over the festive period, as well as the need for experienced resource to be invested in supporting new starters.

Looking only at cases that required an investigation, productivity remains at 3.6, against a Business Plan assumption of 5.8 for established investigators. As a result of a review of the expected performance for 'business as usual' investigators for the remainder of the year, the target will change to 4. Measures are being put in place to support an increase to 5 in 2023/24.