LEGAL OMBUDSMAN

Q2 Performance Update

2022/23

Q2 key performance statistics

Performance indicator		Q2 2022/23 performance	2022/23 Business Plan aim/assumption	Q2 achievement against BP assumption	Q2 2021/22
New cases accepted for investigation		1034			1135
Cases waiting for investigation (size of pre-assessment pool)		4794	4802	(-0.2%)	5677
Cases resolved	Total	2381	2566	92.79%	1021
	Cases closed after investigation	1039			
	Cases closed by early resolution	1342			
Average customer journey time in day *(as of the end of September)*	Combined average for all customer closures; early resolution (FET) and investigation	289	Proposed target to be approved by the OLC Board for 2023/24		N/A- new processes not introduced until late in 2021/22
	Low complexity	422	325	+97 days	314
	Medium complexity	596	500	+96 days*	459
	High complexity*	786	500	+286 days*	750
	* 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	119			
Productivity per established investigator- cases resolved following investigation		4.41	5.8	-1.39	5.14
Productivity per established investigator- cases resolved by front-end team (FET)		23.86			
Combined established investigator and FET investigator productivity		9.49	Proposed target to be approved by the OLC Board for 2023/24		
Attrition		24%	19%	+5%	11.6%

Performance summary

Throughout Q2 LeO has performed well against its published trajectories. During the period 1 June- 30 September 2022, LeO resolved 2381 cases- a 67.5% increase against the equivalent period in 2021/22- an additional 960 closures. Year to date has seen the resolution of nearly 93% of the cases LeO set out in its Business Plan- a total of 4694 cases by the end of September. This is a 55% increase (1661 additional closures) on the corresponding period of 2021.

The Pre-Assessment-Pool (PAP) has continued to reduce over consecutive months and is ahead of the Business Plan forecast- 4,794 against a forecast of 4,802. The plan's objectives are rightly ambitious and represent the significant transformation and step change that are necessary to reach the sustainable level of service customers need from the service. Given the progress that has already been made, the aims remain credible and realistic.

The continued reduction in the PAP and improved closure rates continue to drive a marked improvement in the customer experience. Including cases resolved by our Front-End Team, overall customer journey time for all case complexities stands at 289 days. This is a 11% decrease on the 325-day target for low complexity cases.

Whilst ensuring the use of early resolution approaches wherever appropriate, throughout Q2 LeO continued to resolve cases that had already been waiting over 700 days for an outcome to be reached. While resolving long-standing complaints brings some closure to the parties involved, it has the effect of increasing the average customer journey time- as seen in the table below. As investigators continue to resolve older cases in the PAP, a temporary spike will be seen in customer journey times.

The performance and success of LeO's front-end initiatives remains a fundamental factor in why the PAP remains ahead of the Business Plan target. In Q2 1342 cases were closed by a front-end initiative which means that those customers experienced a significantly reduced journey time- waiting an average of 119 days in September for their case to be resolved or closed. LeO's people are fundamental to the delivery of the ambitious plans outlined for 2022/23 and the performance trajectories outlined are based on an assumption of 5.8 closures per month for established investigators. In Q2, the combined productivity figure for investigators was 9.49 cases closed per month- an average of 23.86 closures a month from front-end team and an average closure rate of 4.41 for cases which required a full investigation. As less cases are closed by the front-end team (due to PAP proportionately exercises being completed by December 2022) investigator and ombudsman resource will be realigned to focus on cases which require investigation. LeO anticipates that this will increase the average productivity rate for investigators and bring the business as usual target closer to or exceeding the 5.8 closures required to meet targets.

Following successful national recruitment drives and ongoing development, LeO's people are continuing to become more established. The split between non-established investigators and established is 49%/51% respectively. As the figures in the table highlight, Q2 saw a higher rate of attrition than the Business Plan assumed- 24%

against an assumption of 19%. Whilst there are a number of factors which drive people to leave the organisation, LeO is continuing to review the reasons why people are leaving and work to ensure that staffing levels remain a priority. The national recruitment strategy implemented earlier in the year allows LeO to review and recruit more swiftly to ensure levels of service and wider plans stay on track. A new cohort of investigators will be in place for Q3.