LEGAL OMBUDSMAN

Q1 Performance Update

2022/23

Q1 key performance statistics

Performance indicator		Q1 2022/23 Performance	2022/23 Business Plan aim/assumption	Q1 variance against BP assumption	Q1 2021/22
New cases accepted for investigation		1409			1247
Cases waiting for investigation (size of pre-assessment pool)		5154	5568	(-7.44%)	5068
Cases resolved	Total	2313	2385	-3.01%	1612
	Cases closed after investigation	992	1575		
	Cases closed by early resolution	1321	810		
Average customer journey time in day *(as of the end of June)*	Combined average for all customer closures; early resolution (FET) and investigation	258	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	317	325	-8 days	300
	Medium complexity	542	500	+42 days	419
	High complexity*	610	500	+110 days*	665
	* 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	147			
Productivity per established investigator- cases resolved following investigation		4.42	5.8	-1.38	5.14
Productivity per established investigator- cases resolved by front-end team (FET)		23.77			
Combined established investigator and FET investigator productivity		9.6	Proposed target to be approved by the OLC Board for 2023/24		
Attrition		24.9%	19%	+5.9%	11.6%

Performance summary

Having resolved substantially more complaints than anticipated in Q4 of 2021/22, LeO continued its strong performance over the first quarter of 2022/23. The number of cases resolved in the Q1 was broadly in line (97%) with our Business Plan forecast, with total closures standing at 2,313 against a Business Plan assumption of 2,385. Q1 of 2021/22 saw 1,612 closures in total compared to the 2313 figure, meaning that significantly more cases are reaching a resolution. With the monthly average number of cases resolved in Q1 standing at 771, this represents a 43.48% increase over the same period in 2021/22. More headway has therefore been made in reducing the queue of people waiting for LeO to investigate their complaints - meaning the pre-assessment pool (PAP) has reduced for the fourth month in a row.

LeO's new ways of working are now fully incorporated into its usual processes. They are resulting in more complaints being resolved than originally expected – in June this was 63% higher than forecast, representing 57% of all closures.

The sustained improvement means that LeO is currently ahead of where it said it would be at this point in the year and is on track to halve the number of cases waiting by the end of 2022/23. The overall current average waiting time in the PAP is 7 months, although for some people, particularly those with the most complex cases, this can be longer.

For those using LeO's service, this means a substantially reduced overall journey time. In June, people whose complaints were suitable for an early resolution experienced, on average, a 54% shorter overall journey time than if their cases waited to be investigated, when they would have received the same outcome but after a lengthy wait.

Average journey times for medium and high complexities have temporarily increased. This is because we have been resolving cases that have been waiting for a long time, which make the average waiting time higher.

The average productivity per established investigator- combining cases that are investigated and those that are resolved early- was 9.6 cases per month, reflecting the success of our early resolution initiatives. Productivity does not include investigators that are still new to LeO and working towards to an established status. For cases that require an investigation, average productivity per investigator was lower than our assumption. This is in large part a result of increasing complexity in the cases that investigators are resolving, because more straightforward cases are being resolved at an earlier stage, without needing a full investigation. We are continuing to focus on reducing variation in productivity.

LeO finished the first quarter of 2022/23 in a much stronger resourcing position than the equivalent period in 2021/22. This is primarily a result of changes to the way we recruit and the success of our national recruitment, including recruitment to our Cardiff Hub. At the end of June, around 60% of LeO's investigators have been in role for less than 12 months, compared with 100% being established this time last year. Although attrition is slightly higher than expected, this has not impacted our forecasts for case

resolutions due to most leavers being more recent recruits (whose case closures were not factored into our plans).