LEGAL OMBUDSMAN

Q4 Performance Update

2022/23

Q4 key performance statistics

Performance indicator		Q4 2022/23 performance	2022/23 Business Plan aim/assumption	Q4 achievement against BP assumption	Q4 2021/22
New cases accepted for investigation		1231			1477
Cases waiting for investigation (size of pre-assessment pool)		4282	3109	(+38%)	5862
Cases resolved	Total	2587	2650	98%	2003
	Cases closed after investigation	1,136			
	Cases closed by early resolution	1451			
Average customer journey time in days *(as of the end of March)*	Combined average for all customer closures; early resolution (FET) and investigation	225			
	Low complexity	416	325	+91 days	376
	Medium complexity	422	500	-78 days*	526
	High complexity*	729	500	+229 days*	745
	* 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	64			
Productivity per established investigator- cases resolved following investigation		4.3	5.8 (Business Plan) Revised target: 5.0	-1.5	5.5
Productivity per established investigator- cases resolved by front-end team (FET)		26.9			
Combined established investigator and FET investigator productivity		8.83			
Rolling turn-over rate as at the end of Q4		20.8%			

Performance summary

In the final quarter of the year (Q4 2022/23) LeO made further strong headway in improving the number of cases we resolved, the number of people waiting and average waiting times. In March 2023 alone we resolved over 1,000 complaints: more than any other month in our history.

This means LeO ended 2022/23 having resolved 9,487 complaints – 44% more than in 2021/22 – and reduced the queue of people waiting for an investigation by 27% over the course of the year. A complete picture of LeO's yearly performance is included in the OLC's 2022/23 Annual Report and Accounts.

Resolving cases and reducing the investigation queue

In Q4 LeO resolved 2,587 complaints, including 1,451 though early resolution. Over the year as a whole, more than half (57%) of cases were resolved through early resolution.
The queue of cases waiting to be investigated (pre-assessment pool) saw its tenth reduction in March 2023 year to 4,282 cases.
From 2023/24 LeO is changing the way it reports on the queue, so the number no longer includes cases actively going through an early resolution process. If we applied this to our 2022/23 figures, it would mean the queue had reduced by 35% during the year.

Customers' experience

In March 2023, customers whose complaints were resolved through early resolution had an outcome in 64 days on average. Those whose complaints were resolved in this way could expect a 76% shorter customer journey time than the average low-complexity case that required a full investigation.

Performance against LeO's key quality metrics was broadly stable in Q4 for cases resolved at an early stage and also those following an investigation, and showed we are consistently reaching the right outcomes. We identified themes for improvement relating to communications and delays, which we are taking action to address.

Customer satisfaction reviews were extended in Q4 to capture feedback from people whose cases were dismissed by an ombudsman (which has become more common under our new front-end process, as we are letting people know at an early stage whether and why their complaint isn't one we would look into). Across all types of resolution, the outcome of the complaint remains the core driver of satisfaction. Levels of dissatisfaction are higher for people whose cases are dismissed after a significant waiting time and/or a lengthy investigation.

The revised Scheme Rules went live as planned on 1 April 2023. Their application will continue to be monitored into 2023/24.

LeO's people

In March 2023 the productivity (in terms of cases resolved per month) for established investigators resolving cases through an investigation increased to 4.96: in line with the revised target of 5 and the highest in 2022/23. Including the front-end team, overall productivity was 10.3.

In Q4 LeO remained behind our expected number of full-time established investigators. The expected monthly average was 65.13, compared with an actual figure of 50.62. If we had reached our monthly average aim, we would have achieved 99% of the cases we set out in our business plan.

Our key people metrics continue to show encouraging signs of progress and return on the investment in we have made in HR in 2022/23. Sickness absence levels have shown sustained reduction across the year, with March 2023 showing the lowest figure yet.

Quarter 4 also saw continued reduction in overall attrition rates, which fell steadily for eight consecutive months and stood at 18.7% in March 2023. Investigator attrition has increased, despite sustained reduction from the end of Q2, with reasons relating to progression and pay. While this meant investigator attrition rose to 26.2% at the end of Q4, it was lower than its peak of 28.5% in September 2022.