

Meeting	OLC Board Meeting	Agenda Item No.	8
		Paper No.	148.6
Date of meeting	29 July 2026	Time required	10 Minutes

Title	Integrated Strategic Scorecard Q1 2026/27
Sponsor	Executive Team
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary	
This paper provides OLC Board with the LeO Integrated Performance Balance Scorecard dashboard for Quarter 1 (April – June) 2026/27. This report includes a summary of performance against agreed balanced scorecard key indicators, targets and RAG rating against agreed tolerance. The latest residual scores and updates on strategic risks and issues can be found in Appendix A.	
Recommendation / action required	
Board is asked to: • Note and comment on the performance data for Quarter 1.	
Equality Diversity and Inclusion	
EDI implications	Yes
The Strategic Scorecard provides a summary of reporting and performance across LeO, including in relation to LeO's customers and people. It therefore covers a wide range of areas with the potential to impact from an EDI perspective. These are considered routinely across business areas as appropriate.	
Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	N/A
Value for Money (VfM)	
N/A	

Previous Quarter

Narrative

Up arrow indicates improved performance on last quarter, and down arrow indicates worse performance. RAG shows performance against tolerance. Trend line shows performance over the last four quarters.

PEOPLE			
Metric	Quarter Performance	vs Prev Qtr	Trend
Sickness, lost days per head	14.2	↓	
Staff attrition	8.1%	↑	
Staff turnover	9.8%	↑	
Investigator attrition	12.1%	↓	

VFM RESOURCES & GOVERNANCE			
Metric	Quarter Performance	vs Prev Qtr	Trend
Total unit cost	£2,199.79	↑	
Cost per early resolution outcome	£337.36	↑	
Cost per investigation outcome	£2,747.08	↓	
Forecast year end position	-0.4%	↓	
Number of strategic risks out of tolerance	0	↓	
% of strategic risks and issues rated critical/high	66.7%	↓	

OPERATIONAL PERFORMANCE & EFFICIENCY			
Metric	Quarter Performance	vs Prev Qtr	Trend
New customer complaints received	4,029	↑	
Complaints resolved	2,327	↑	
Unallocated investigations	3,074	↓	
% of investigations that found poor tier-1 complaints handling	49.7%	↓	
Established investigator productivity	6.2	↓	
% of enquiries received that are premature	28.6%	↑	
% of new customer complaints received that are premature	3.6%	↑	

CUSTOMER EXPERIENCE			
Metric	Quarter Performance	vs Prev Qtr	Trend
Customer journey time - combined	222	↑	
Customer journey time - resolved in 60 days or less	9.1%	↓	
Customer journey time - resolved in 90 days or less	37.2%	↓	
Customer journey time - resolved in 180 days or less	67.7%	↑	
Customer journey time - resolved in 360 days or less	78.1%	↑	
Customer journey time - resolved in 540 days or less	87.0%	↓	
Customer journey time - resolved in 730 days or less	97.2%	↑	
Customer journey time - resolved in more than 730 days	2.8%	↑	
Combined wait times for unallocated investigations	236	↓	
Quality - reasonable outcome - early resolution	100.0%	↑	
Quality - reasonable outcome - investigation	88.6%	↑	
Quality - reasonable outcome - ombudsman	97.5%	↑	
Quality - reasonable service - early resolution	100.0%	↑	
Quality - reasonable service - investigation	82.1%	↑	
Quality - reasonable service - ombudsman	100.0%	↑	
CSat complainant: satisfied with outcome, satisfied with service	92%	↑	
CSat complainant: dissatisfied with outcome, satisfied with service	9%	↑	
CSat service provider: satisfied with outcome, satisfied with service	93%	↓	
CSat service provider: dissatisfied with outcome, satisfied with service	6%	↓	
Average time in unallocated investigation queue for cases taken out	315	↑	

Narrative – Quarter one (April – June 2026)

PEOPLE

Staff Attrition (Target: 19%)

Staff attrition remains well below target, closing Quarter 1 at 8.1% against the 19% benchmark. This represents a 5.3 percentage-point improvement year-on-year and a modest improvement from the Quarter 4 closing position of 8.3%. Monthly attrition increased slightly during the quarter, peaking at 1.2% in May before easing to 0.9% in June, but the overall trend continues to indicate stronger retention and a more stable workforce.

Sickness Absence (Target: 11 days per FTE)

Sickness absence remains above target and has deteriorated on a rolling 12-month basis, increasing to 15.23 days per FTE by June. Although in-period sickness was lower than Quarter 4 levels and sickness cost reduced during the quarter, the rolling position is now slightly higher year-on-year and continues to present a performance risk.

The profile of absence remains mixed. Long-term sickness reduced significantly compared with Quarter 4, and Covid-related absence was nil throughout the quarter. However, mental-health-related sickness remained a material driver, accounting for 47.7% of sickness absence in June. Continued focus on wellbeing, early intervention and active management of long-term cases will be important to bring absence closer to target.

VFM RESOURCES & GOVERNANCE

The latest outturn forecast is an £89,000 underspend, equivalent to 0.42% of the 2026/27 budget and within the ±1% tolerance. Unit cost is 21% below the 2025–26 year-end position, mainly due to corporate vacancies, delayed start dates for new roles, and prior-year delays to IT development and licence spend, which led to savings in application licences on this year’s budget. The underspend will support the new Senior Leadership Team structure and transformation work.

Cost per early resolution fell by 16% reflecting the transfer of resources to other priority areas in operations, while cost per investigation rose by 19% due to a 13% reduction in the number of investigated case closures.

Following the review and consolidation of the Strategic Risk Register, the number of strategic issues and risks has reduced from ten to six, providing a more focused view of the organisation’s most significant strategic challenges. 4 of the 6 are assessed as high criticality, compared with 5 10 (50%) reported at Quarter 4, reflecting the removal of lower-level risks and the concentration of Executive and Board oversight on the most material strategic threats. We start the year with no risks outside of tolerance. The Key Person Dependency issue remains high but within tolerance, reflecting strengthened organisational resilience, improved succession planning and increased leadership capacity. Leadership Resilience remains in an optimal position, whilst Budget Variance Against Forecast and Failure to Deliver the New Impact Objective continue to operate within tolerance.

OPERATIONAL PERFORMANCE & EFFICIENCY

Quarter 1 has started positively across a number of key operational measures despite customer demand volumes remaining significantly above forecast. New customer complaints received totalled 4029, above the Business Plan assumption of 3711, although lower than the unprecedented 4361 received in Quarter 4 2025/26. This remains a key driver of operational pressure and highlights the continued impact of sustained sector-led demand. Despite continued demand pressures, operational performance strengthened during the quarter. Established investigator productivity decreased slightly to 6.2 cases per productive FTE per month, above the target of 6. This improvement reflects the continued rollout of the lean operating model across Operations, improving case flow and throughput. With the model implemented across all teams from 1 July 26, further benefits are expected as the changes become fully embedded. The unallocated investigations queue increased to 3074 cases, although remained below the Business Plan assumption of 3397. Wait times for unallocated investigations increased to 236 days from 220 days in the previous quarter. As the Lean operating model becomes embedded, performance against certain existing measures such as this one may temporarily deteriorate as work is redistributed across the redesigned process. To support transparent reporting, a refreshed suite of metrics is being developed to better align with the new operating model and provide a clearer view of performance and customer outcomes across each stage of the operational journey.

Overall, Q1 demonstrates strong operational productivity and improved case progression despite sustained demand pressures.

CUSTOMER EXPERIENCE

Customer journey time improved significantly in Quarter 1, reducing to 222 days, the lowest level recorded and comfortably below the 250-day target. This reflects improved end-to-end case progression and the increased throughput delivered through the Lean operating model. However, the proportion of cases resolved within 90 days reduced to 37.2%, below the 45% target and down from 46.7% in Quarter 4. This reduction is an anticipated consequence of the Lean operating model, which prioritises resolving customer issues at the earliest appropriate stage and redistributes work across the end-to-end process. As a result, some existing timeliness measures no longer fully reflect operational performance, however we are working through creating metrics to support greater transparency of performance across each stage of the process.

The quality of LeO casework remains of a high standard, and the improvements in the work done in the investigations cohort, that have been noted in previous quarters, has continued. This is a reflection of the impact of the insights and data provided through quality assurance reviews and the work done across the organisation to drive improvements.

Levels of customer satisfaction remain consistent, subject to an expected level of variance quarter and quarter. Satisfaction with the outcome of a complaint continues to be the primary driver of satisfaction with the service LeO provides, but we will continue to look for ways to drive improvements over time for those customers who have not been happy with the outcome of their complaint.