

<b>Meeting</b>	OLC Board	<b>Agenda item Paper number</b>	7 131.6
<b>Date of meeting</b>	30 January 2024	<b>Time required</b>	30 minutes

<b>Title</b>	<b>Integrated Balanced Scorecard reporting</b>
<b>Sponsor</b>	Executive Team
<b>Status</b>	OFFICIAL
<b>Executive summary</b>	
<p>Following discussion and direction provided at December’s Board meeting and previous discussions on Board effectiveness, this paper provides Board with the revised integrated performance dashboard. This includes new agreed balanced scorecard reporting of key indicators, targets and their RAG rating against agreed tolerance.</p> <p>Board views are welcomed on the revised format for reporting, combining the Chief Ombudsman Executive report with this balanced scorecard approach.</p> <p>The Executive are undertaking a fuller review of indicators contained within the Commonly Agreed Dataset (ADS) with a view to developing a revised strategic ADS in consultation with OLC, MOJ and LSB. This will be a longer-term project over the course of 2024/25 but with initial engagement on a rationalised Strategic Dataset to be scheduled for Quarter 4 2023/24. We will provide further information on this for OLC Board in due course.</p>	

<b>Recommendation or action required</b>	
The Board is asked to provide <b>Feedback</b> on the revised reporting format.	
<b>Equality, diversity and inclusion</b>	
Does this paper have EDI implications?	Explanation
Yes	The performance dashboard and supporting narrative provides a summary of activity and performance across LeO, including in relation to LeO’s customers and people. It therefore covers a wide range of areas with the potential for EDI-related impacts. These are considered routinely across business areas as appropriate.
<b>Freedom of Information Act 2000</b>	
Paragraph reference Fol exemption and summary	Paragraph reference Fol exemption and summary
N/a	N/a

# Balanced scorecard – narrative

People	Resources and governance
<p>Overall attrition has fallen for four consecutive months and now stands at 21%, a small reduction of 0.7% compared to the start of Q3. The current overall attrition target within our risk appetite measures is 19%, placing us within the 'amber' category for tolerance. Investigator attrition remains high; it stabilised at 31.7% for the first two months of Q3, but has seen a small increase of 0.9% in December and now stands at 32.6%. Corporate attrition fell for the fifth consecutive month and now stands at 19.1%, a 4.6% reduction compared to the start of Q3. The overall turnover rate has decreased throughout the quarter and stands at 22.4% in December.</p> <p>Sickness absence levels have increased over the last 6 months and now stand at an average 13.3 days per employee in December. The current sickness target is 11 days, keeping us within the 'green' category for tolerance. The main reason for sickness absence in Q3 was mental health, a position unchanged from the previous quarter, although December saw a significant decrease in the number of days lost due to mental health-related absence compared to the start of Q3 (96 day (31.7%) compared to 143.5 days (36.1%)). There are three employees on long-term sick leave due to mental health issues, compared to eight at start of Q3.</p>	<p>Budget variance against forecast has now decreased into amber tolerance. The full year forecast at end December 2023 stood at £106k underspend, 0.63 % of budget. We are actively managing the underspend and implementing mitigating actions to ensure underspend is used and budget variance is within tolerance at year end. The variance has been driven by a range of factors but primarily higher than budgeted investigator attrition levels, challenges in replacing corporate specialist staff, and savings on IT Support and Maintenance and Facilities costs. A number of variables in income (including varying interest rates) have also impacted this.</p> <p>Total Unit cost for Investigated and Early closures was at the lowest level in 2023/24 at £1,970, which in turn reflects the highest closures this year, YTD Total Unit Cost was £2,080. The number of contacts in Q3 was 31997, also the highest for this year and the total number of customers helped YTD is 93,009. The Cost per contact received in General Enquiries for Q3 was £12.55, an 11.5% decrease from Q2 and the lowest in 23/24 also reflecting the highest number of people who sought our help this year. The cost YTD is £13.12.</p> <p>All three GIAA reports received have been rated as substantial. The scoping for the Quality audit will take place in January for completion in Q4 and ongoing discussions are taking place regarding other audits.</p>
Operational performance and efficiency	Customer experience
<p>Closure performance in Q3 saw improvements on previous quarters, achieving 102% of likely expectations. Year to date has also seen improvements with the deficit to forecast ranges being reduced to 1.2% (69 cases). Q4 performance will likely see annual closures within forecast ranges.</p> <p>We saw an expected increase in the PAP in December but a 2% reduction over quarter 3. We expect Q4 to see increased PAP reduction as new recruits take cases and closure performance increases. It is expected that March 2024 will see a PAP of 3000, in line with re-forecasted PAP range and the expected start point of 2024/25 trajectories.</p> <p>Demand has seen a small decrease over Q3, new customer complaints received remain 2.1% up year to date when compared to last year, this is against an expected drop of 10%. Customer contacts are up 13% year to date, a trend we have seen continue throughout Q3. Q4 will be a key indicator of whether reduction seen in new customer complaints during Q3 continue.</p>	<p>Customer journey times have improved with all closures now under an average of 300 days. Low complexity cases has seen an over 50 day drop over Q3, since the introduction of a low complexity pilot. Early resolutions has seen year to date customer journey times remain under 50 days.</p> <p>Quarter 3 quality reviews showed a high quality of work being delivered to LeO's customers in early resolution. The standard of the outcomes reached exceeded target performance levels. Standards of service saw significant improvement in all areas albeit with some improvement possible within the Ombudsman cohort. As in previous quarters, performance in investigations teams still has scope for improvement. Performance remains under target in all areas except Ombudsman decision making. Reviews where outcome wasn't reached have been checked to ensure no remedial action was required - no cases required reopening or withdrawal of a decision.</p> <p>At the time of writing the report, Q3 customer satisfaction data isn't available – this is due middle of February.</p>

# Balanced scorecard – all indicators

People						Resources and governance					
Ref	RAG	Metric	Quarterly performance	Target	Tolerance	Ref	RAG	Metric	Quarterly performance	Target	Tolerance
PI09		Days lost to sickness	13	11	13-18	KPI06		Total Unit cost	£1,970	£2,165	3-7%
PI11		Monthly and attrition rate (voluntary permanent leavers)	22.7%	19%	1-4%	BM06		Number of completed internal audits rated moderate or substantial	100%	N/A	50-75%
KPI07		Monthly and rolling turnover rate – all	23.1%	21	1-4%	PI17		Budget variance against forecast	-7.09%	5%	5-10%
						BM05		Cost per contact received YTD	£13.12	N/A	N/A
Operational performance and efficiency						Customer experience					
Ref	RAG	Metric	Quarterly performance	Target	Tolerance	Ref	RAG	Metric	Quarterly performance	Target	Tolerance
M15		Cases Triaged by GET	1959	1686	2-5%	KPI02a		Customer journey time – all complexities including FET	299	250	2-10%
M11		Cases resolved (including FET)	1969	1907	5-8%	KPI02b		Customer journey time - FET	42	N/A	2-10%
NEW		New Customer Complaints	2314	2037	N/A	PI03		Customer journey time – Investigation time combined	103	N/A	N/A
KPI08		Volume of cases awaiting assessment	3,471	2,706-2,284	2,706-2,284	KPI03a	N/A	Service Provider Customer Satisfaction - Complainant	N/A	85%	80-85%
NEW		Number of Contacts YTD	93009	N/A	N/A	KPI03b	N/A	Service Provider Customer Satisfaction - Service Provider	N/A	85%	80-85%
						KPI05a	N/A	Stakeholder satisfaction - Effective Learning with Stakeholders	Annual N/A	80%	69-80%
						KPI05b	N/A	Stakeholder satisfaction - Effective Learning with Service Providers	Annual N/A	80%	69-80%
						KPI01a		Quality - Reasonable outcome -GET	81%	95%	90-95%
						PI08a		Quality - Reasonable service - GET	84%	90%	85-90%
						KPI01b	NEW	Quality - Reasonable outcome - FET	N/A	N/A	N/A
						PI08b	NEW	Quality - Reasonable service - FET	N/A	N/A	N/A
						KPI01c		Quality - Reasonable outcome - Ombudsman	97%	95%	90-95%
						PI08c		Quality - Reasonable service - Ombudsman	89%	90%	85-90%
						KPI01d		Quality - Reasonable outcome - Investigator	70%	95%	90-95%
						PI08d		Quality - Reasonable service - Investigator	71%	90%	85-90%
						PI07		Service complaints (total remedies)	£2,200	£2,500	£2500-£2751