

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	7
		<b>Paper No.</b>	116.5
<b>Date of meeting</b>	18 October 2021	<b>Time required</b>	20 Minutes

<b>Title</b>	<b>Q2 Performance</b>
<b>Sponsor</b>	Sandra Strinati, Chief Operating Officer
<b>Status</b>	OFFICIAL / OFFICIAL SENSITIVE

<b>Executive summary</b>
<p>The slide deck attached shows the key performance indicators over Q2 (July – September 2021). It links also to;</p> <ul style="list-style-type: none"> <li>- the Mid-Year Review item which is later on the OLC Board agenda;</li> <li>- the work of the Performance and Quality Task Group which met in September;</li> <li>- the Agreed Data Set for September which should be published before or near to the Board date; and</li> <li>- the People Paper, particularly around recruitment.</li> </ul> <p>Key points for the OLC Board to note;</p> <ul style="list-style-type: none"> <li>- Case closures are 21% below the 2021/22 business plan assumptions as a YTD monthly average.</li> <li>- Case closures in total are 722 behind the 2021/22 business plan assumptions.</li> <li>- Core demand is in line with business plan assumptions with 598 cases on average being added to the PAP.</li> <li>- The investigator cadre is 16% below the workforce assumptions in the 2021/22 business plan;</li> <li>- Monthly case closure assumptions cannot be achieved with the resources available;</li> <li>- Productivity amongst investigators is variable and low;</li> <li>- Attrition, maternity leave and sick absence are running ahead of business plan assumptions;</li> <li>- Each of these challenges are impacting the business plan assumptions and service to customers and to the trajectories for future performance;</li> <li>- Intervention into the PAP has accounted for 392 additional early closures between April – September 2021. 95 of those were in September 2021;</li> <li>- The new role of General Enquiry Team Investigator (GETi) has been developed and is being piloted to attempt early closures at reduced cost and increased efficiency; and</li> <li>- The Performance and Quality Task Group met in September for the first time and re-evaluated the original business plan assumptions.</li> </ul>
<b>Recommendation/action required</b>
Board is asked to <b>note</b> the paper.

18/10/2021

**2021/22 - Quarter 2  
Performance Sandra  
Strinati, Luke  
Hutcheson**

# Performance Summary -

The business has recognised various challenges this quarter that have impacted the key performance metrics and has put the performance behind the expected level set out at the beginning of the year. Currently the business is showing that actuals and the year end trajectory is trending against the worst case scenario which was presented to Board in September.

Current workforce data shows that the established investigator FTE is 16% below BP assumptions which equates to a shortfall of 13.57 established Investigators (70.43 v 84.00 est). This significantly impacts our ability to achieve the case closures BP assumptions. Whilst work is underway in our 3<sup>rd</sup> round of recruitment to increase the budgeted FTE before year end, the expectation is that with the applicant calibre in this current round, we mean we will not achieve the required numbers. Alongside this, attrition is continuing to grow with 17 operational delivery resignations since the 1<sup>st</sup> of September, 9 of which are investigators.

Recruitment information is explored in the People Paper to Board

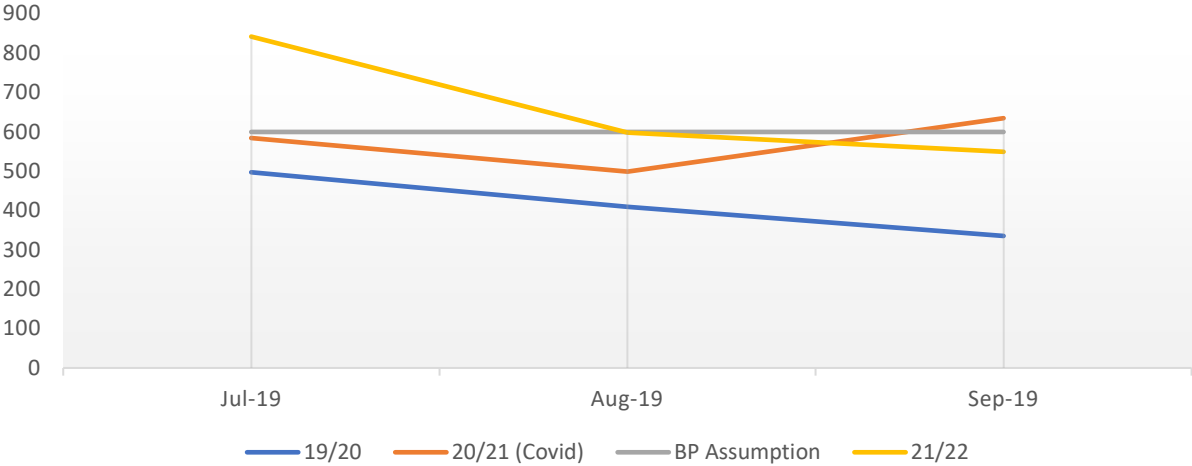
Long terms sickness is widely recognised as a significant impact to the business performance. Whilst the currently monthly average YTD is lower than the BP assumption, the trend in Q2 suggests that the number is growing rather than decreasing. Q2 finished with a loss of 8.05% of available investigator days in September which was a 2% increase from August.

Average monthly closures are higher than 20/21 but demand exceeds output which drives an increase in the PAP. Demand into the PAP has significantly increased since 19/20, year in which where customer outcomes were at expected levels. To support this, the focus on early closure cases including Guided Negotiation and Reasonable Offer made continues with numbers growing and customers benefitting from resolutions in a much shorter time scale. On average an additional 74 customers have been assisted per month in Q2, with 95 early closures in September.

To support our investigators and help new customers, Quarter 2 saw the launch of the GETI Pilot which aims to streamline the process, preparing cases for speedier investigator review and creates a 'do more for less approach' which supports the reduction of costly investigative resource.

# Performance in Numbers – Core demand

Core Demand at the Front End (PAP)

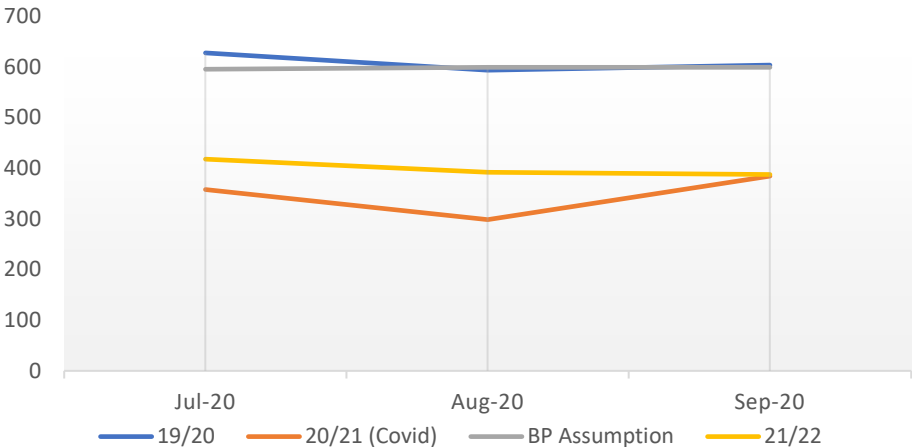


- Core demand remains at 600 per month in line with 20/21;
- significant increase of 150 per month from 19/20

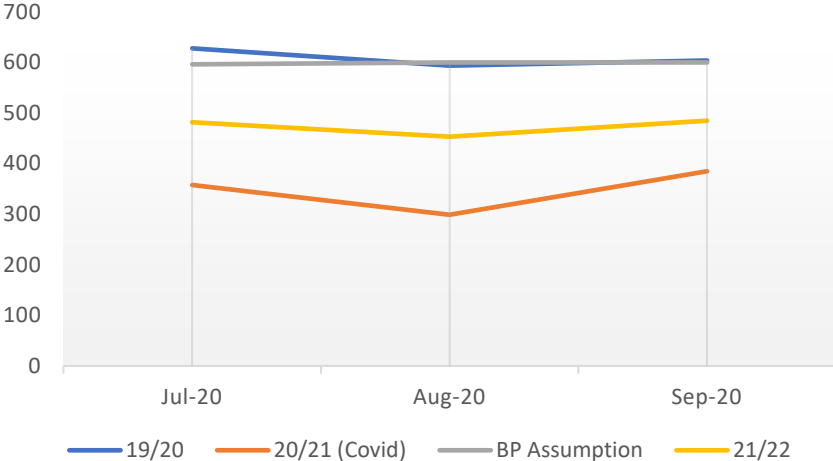
Month/Year	Jul	Aug	Sep	Average for the quarter	Quarterly Total
19/20	497	409	335	414	1241
20/21 (Covid)	584	499	635	573	1718
BP Assumption	600	600	600	600	1800
21/22	842	598	549	663	1989

# Performance in Numbers – Closures

Cases Closed (Standard View)

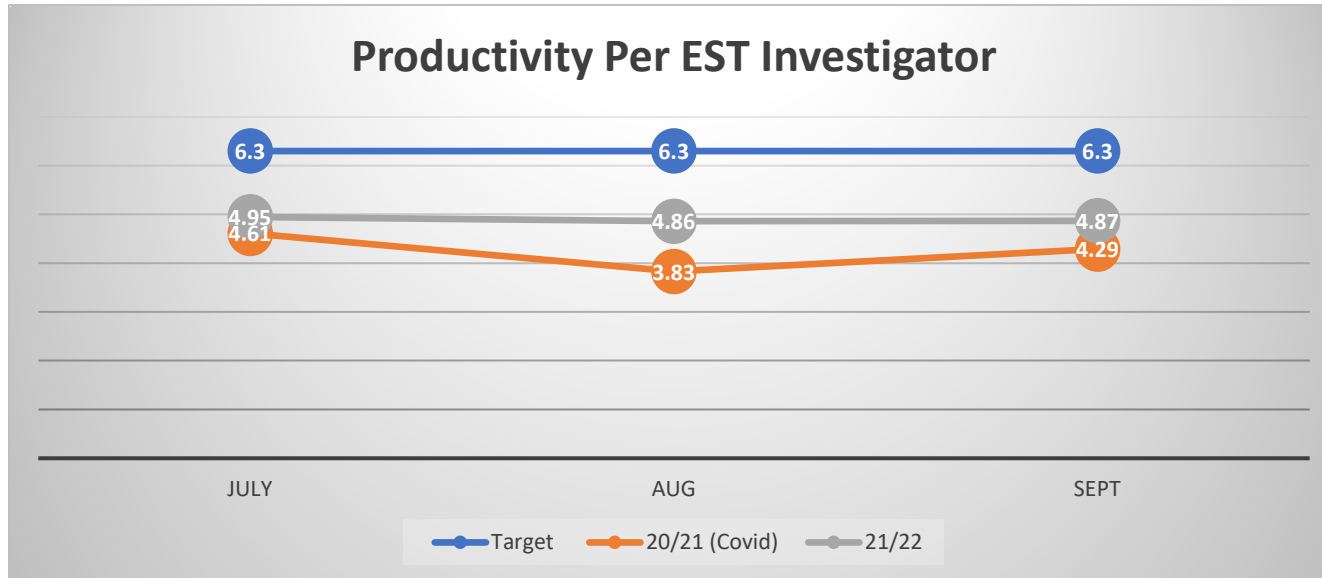


Cases Closed (New View)



Month /Year	Jul	Aug	Sept	Average for the quarter	Quaterly total
19/20	628	594	604	609	1826
20/21 (Covid)	358	299	385	347	1042
BP Assumption	596	600	600	599	1796
21/22	418	392	388	399	1198
Early closures	64	61	97	74	222
21/22	482	453	485	473	1420

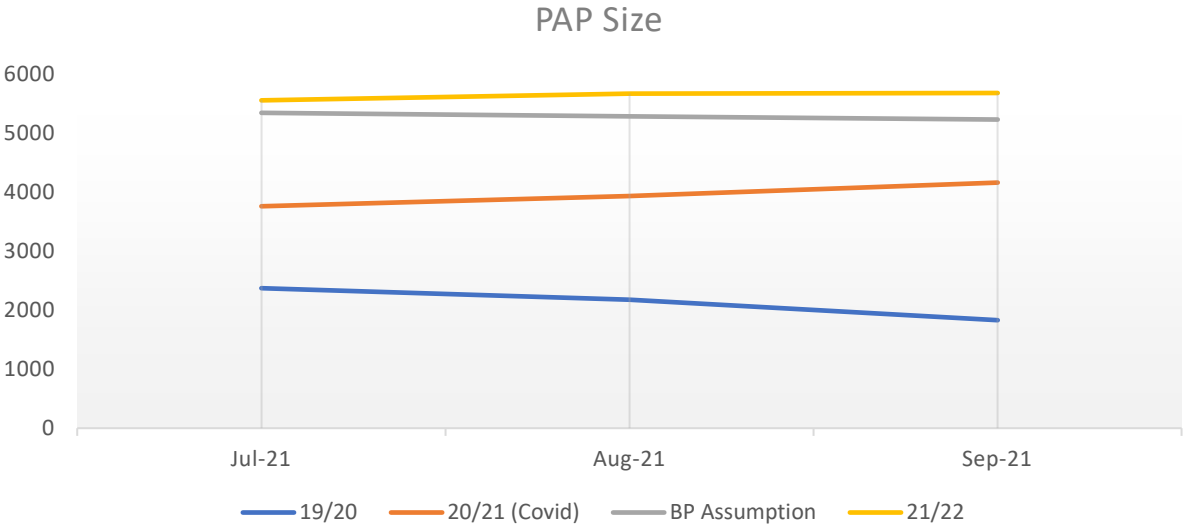
# Performance in Numbers – Productivity



- Productivity per est investigator for Q2 averages at 4.89 which is just above 20/21.
- YTD the average is just over 5 which is a significant increase from 20/21.
- The trend for this quarter however is t down and its recognised that productivity for the est FTE needs to increase

Month/Year	July	Aug	Sept
Target	6.3	6.3	6.3
20/21 (Covid)	4.61	3.83	4.29
21/22	4.95	4.86	4.87

# Performance in Numbers – PAP



Month/Year	Jul	Aug	Sep
19/20	2372	2173	1828
20/21 (Covid)	3757	3929	4160
BP Assumption	5339	5282	5225
21/22	5552	5664	5677

- The back log continued to grow in Q2. The business is still feeling the impact from last year.
- 19/20 core demand averaged below 500 per month when productivity was high.
  - In Covid year when productivity reduced, (392 per month) core demand jumped to 609 average per month.
  - The core demand has not changed this year and closures have not increased sufficiently YTD to have a big enough impact on the backlog.