Meeting	OLC Board	Agenda Item No. Paper No.	9 125.5
Date of meeting	25 January 2023	Time required	60 Minutes

Title	**2023/24 Assumptions and Trajectories, Key Changes**
Sponsor	David Peckham, Head of Operations, Business Intelligence and Operational Transformation
Status	Official
	OLC Board

Executive summary

Further to previous Performance and Quality Task and Finish Group and OLC Board feedback we have made several changes to our 2022/23 Quarter 4 trajectories and revisited all assumptions for 2023/24.

Key points from OLC Board and P&Q discussion on the trajectories were an ask that the Executive assess the realism of some of the underlying assumptions to ensure that we were accurately predicting our 2022/23 Quarter 4 position which, in turn, would influence the accuracy of 2023/24.

Discussion at the December Performance and Quality Task and Finish Group highlighted the need for a more robust Worst and Likely case scenario, considering factors that we had previously underestimated or had not been considered at all. Examples of these were attrition rates being underestimated, productivity being overestimated and short-term sickness not being included in current trajectories.

The Executive were also asked to consider other factors which had a real term effect on performance in 2022/23 and quantify the effect these would have on the remainder of this year and 2023/24. These included factors such as known or likely impacts of training or collaborative activities. This included reflecting the LeO intention to facilitate more non-productive time for remote staff to collaborate and visit the Birmingham office, recognising the changing nature and geography of some of LeO's workforce. Provision has also been made for unknown but potential factors such as system outages.

All changes documented have been tested at Operations Management Team (OMT), with this group being pivotal as the team that are tasked to deliver the agreed trajectories. They have also been tested at Executive Team level, individually and as a group, to ensure that the agreed range of outcomes are assured.

For the purpose of 2023/24 trajectory scenarios, Executive Team and OMT have agreed that our forecast for the remainder of 2022/23 will now be built on a Worst-case scenario basis 91.7%. We have also agreed that we should move to a range between Worst and Likely scenarios for all reporting to ensure a realistic approach and to move away from working to a very specific number, better reflecting the nuanced nature and huge variabilities inherent in operational performance forecasting over the course of a 12 to 15 month period.

Performance and Quality Group reviewed the Executive's revised assumptions and trajectories at their meeting on 10th January 2023. Discussion from that meeting - and further revisions by the Executive to take account of that discussion - is reflected in the assumptions and trajectories in this paper.

The review resulted in the following range of trajectories for 2023 / 24:

- Overall Closures **7833 - 9017**

- April 2024 PAP **1333 – 2816**

This gives us an approximate customer wait time in the Pre Assessment Pool (PAP) of **45 – 100** days at the end of 2023/24. This is a significant improvement to the customer experience reflecting the progress and improvements that continue to be made in reducing customer wait times.

Recommendation/action required

OLC Board members are asked to test the revised assumptions and agree revised trajectories.

Changes to Key Assumption

Assumptions have been built for all known areas that could affect outcomes. Seasonal adjustment of the numbers sits behind the trajectories as a stand alone calculation. This takes factors such as working days in month, holidays over and under a monthly baseline of actuals for 2022/23 and the number of bank holidays. This gives us a more realistic view of in month performance.

There has always been an expectation that 2023/24 would deliver fewer overall closures as PAP proportionality came to an end. PAP proportionality was the process of taking cases from the existing PAP and assessing them against the criteria used for early resolution in the Front End Team (FET). When assessing the viability of the PAP proportionality pilot, we had estimated that it would take at least 12 months to clear this workstream. FET have delivered this work 3 months ahead of schedule, meaning these customers have a journey 3 month less than originally anticipated. This workstream increased overall investigator productivity to 10+ in most months. FET have delivered huge increases on expectations in terms of resolving all early resolution cases in the PAP in a shorter timeframe. This has helped deliver sustained decreases in the PAP and delivered improvements in customer journey time and customer experience. However, with those opportunities in the PAP now completed earlier than expected, we will start to deliver marginally less with the same people.

There are also several factors that could positively affect trajectories that have not been calculated as there is no known data on these, including:

- Improvements in case quality as Scheme Rule time limit changes take affect and cases become newer;

- Scheme rule 5.7 changes;

- Scheme rule 5.20 changes which should, in time and towards the end of 2023/24, reduce customer journey times further and free Ombudsman resource to add value to investigator knowledge and quality, improving speed and accuracy of investigations.

2022/23 has seen a 100+ day reduction in end-to-end customer journey time. Likely assumptions see the PAP reduced to around 1300 cases by the end of 2023/24, when factoring in agreed assumptions. This aim would see a PAP wait time reduced to approximately 45 to 100 days by the end of 2023/24.

A key issue identified with the original proposed 2022/23 trajectories was that assumption numbers in many cases were linear across the year. From detailed assessment and discussion at monthly Business Performance Reviews, this is not an accurate representation and have, wherever possible, factored in in-year changes to assumptions. A more detailed month-by-month breakdown has been added to demonstrate this in more granular detail. For the purposes of this paper, key changes and rationale have been covered in general terms, to aid wider discussion.

Recruitment

Both Worst and Likely scenarios see a recruitment round of 24 Investigators in early April 2023. Plans are in place for this, factoring in the known reduced recruitment ratios seen in the previous campaign. This campaign will be in partnership with TMP, our established recruitment partner. For both scenarios we are also planning for a smaller campaign of 10 FTE starting in October. Current assumptions are that this will be run internally. As our Best case scenario includes a lower attrition figure, this scenario will not require the additional recruitment campaign.

> **Performance and Quality Group feedback**
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> P&Q Group agreed with the Executive's proposal for this assumption without amendment.

Core demand, Scheme rules time limit considerations

As we have improved the reporting within our General Enquiries Team (GET) we have been able to see a more accurate picture of the flow of cases in the early stages of a customer lifecycle. Over a number of years, it has been consistently assumed that core demand has been static at 600 per month including the assumptions for 2022/23 A more detailed analysis of 2022/23 data indicates that this is now running at a monthly average of 624. All Scheme Rules considerations are based on the revised figure of 624. The improvements in GET reporting work are ongoing and we expect this work to give us improved insight into some of the factors that are driving increases in demand and the mitigations that will be required should this shift further.

Further thought has been given to the reduction in core demand as a result of change to time limits and an assessment of caution / optimism has been made. Executive members reviewed and confirmed that, when assessing the potential impacts of the Scheme Rules changes, without data it is impossible to predict with greater certainty how much demand will reduce. However, despite this lack of available certainty, there is confidence that 15% remains a viable Likely scenario. When we initially assessed the potential implications on demand, we identified that around 30% of cases that were accepted in previous years would have been out of time limits. The exercise of discretion will clearly reduce this down, particularly given that the test has been broadened from one of exceptional circumstances to fair and reasonable to ensure that access to justice is not unduly restricted. We do not, therefore, expect to see a reduction in demand of the magnitude of over 25%.

Neither do we anticipate a reduction in demand at the lower end. Even with the exercise of a fair and reasonable test it would not be a reasonable assumption that a significant majority of cases would meet that threshold and be accepted in outside of the time limit.

Caution has been applied in our forecasts in that the full quarter one projections maintain demand at existing levels without any reduction because of time limits, despite the fact that the changes will apply and be subject to the exercise of discretion from 1 April 2023. In the first few months after the launch of the new Scheme Rules, there will be more moderation around discretion as LeO's Ombudsman determine the right balance to ensure to ensure that customers are not adversely impacted by a new rule. To allow for this – and to ensure a cautious

approach which reflects the caution of the Performance and Quality Group and OLC Board – we have maintained existing demand levels at 624 across our Quarter 1 forecasts.

As the year progresses, awareness of our new time limits will become more widespread. We will also see an increase in the proportion of complaints coming to LeO where they were made aware of the new time limits in both initial client care letters and final complaint responses. In those circumstances, the justification for exercising discretion will reduce. We have estimated that, for the remainder of 2023/24, levels of demand might reduce by between 10% to15%. On this basis the Executive have confirmed that our proposals maintain 15% as the Likely case core demand.

We will continue to monitor the number of cases where we consider whether to exercise discretion and the range of reasons why discretion is requested. The findings of that monitoring will provide greater certainty and clarity around our assumptions and we will be able to review our trajectories accordingly.

2022/23 Likely	2023/24	Q1	Q2	Q3	Q4
600	Worst	624	562 (-10%)	562 (-10%)	562(-10%)
	Likely	624	531 (-15%)	531 (-15%)	531 (-15%)
	Best	624	468 (-25%)	468 (-25%)	468 (-25%)

Performance and Quality Group feedback

Group highlighted that Likely and Worst case for Q4 were the same and questioned whether this was likely. On further reflection, the Executive have amended the Worst case scenario to a 10% reduction from 15%.

There was a robust conversation around the expectations of reduction in core demand due to Scheme Rules changes. The Executive have taken on key points raised and revisited the proposals. After further consideration the Executive have proposed to maintain the assumption as proposed, with the exception of the change to Worst case highlighted above. We will keep this under scrutiny throughout Quarter 1 and Quarter 2, as we are with all scheme rule changes.

Attrition / Maternity Leave

2022/23 Likely scenario was set at 2.13 for attrition and 4 for maternity leave across all months. For 2023/24 we have used the actual 2022/23 figures as a baseline. This approach sees a variable number in line with the seasonal nature of recruitment and attrition.

The assumption on attrition uses 2022/23 actuals to date as a Worst case baseline. Scenarios have been reduced each month by 20% for Likely case and reduced each month by 40% for Best case to reflect feedback from the P&Q Group.

	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March
Attrition	23/24 - Worst	6	3	4	4	2	5	3.8	6.55	1	3.6	4.8	3.6
	23/24 - Likely	4.8	2.4	3.2	3.2	1.6	4	3.04	5.24	1	2.4	3.2	2.4
	23/24 - Best	3.6	1.8	2.4	2.4	1.2	3	2.28	3.93	0.6	2.16	2.88	2.16

The assumption on Maternity leave have been amended to reflect higher levels experienced in 2022/23. This is difficult to forecast due to its nature but Performance and Quality Group and LeO Executive Team were both of the view that 2022/23 showed that the assumptions we made for 2022/23 were insufficient. Using 2022/23 as a baseline we have applied this year's actuals and added 20% for Worst and reduced by 20% for Best case.

	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March
	23/24 - Worst	9.84	9.12	9.12	7.92	9.12	11.52	10.8	9.6	11.52	10.32	9.12	6.72
Maternity Leave	23/24 - Likely	8.2	7.6	7.6	6.6	7.6	9.6	9	8	9.6	8.6	7.6	5.6
	23/24 - Best	6.56	6.08	6.08	5.28	6.08	7.68	7.2	6.4	7.68	6.88	6.08	4.48

Performance and Quality Group feedback

P&Q Group agreed with the Executive's proposal for this assumption without amendment.

Sickness

2022/23 assumptions for sickness have previously only been included for occurrences where an investigator had exceeded 28 day and was deemed as long term sick. This figure was set at 4 FTE per month.

Performance is also affected by short term sickness but was not included as a factor. In 2022/23. For 2023/24 we are moving to include all sickness within our assumptions to reflect a more accurate assessment of the disruption caused to productivity and progressing cases. These figures will use 2022/23 actuals as a Worst-case scenario including the addition of previously unaccounted short term sickness and decrease by 20% for Likely and 40% for Best-case. We have almost doubled the level of sickness in our assumptions compared with 2022/23 assumptions. We are also seeing a sustained downward trajectory for over two quarters in long term sickness absence as a result of improved HR support and enhanced HR policies.

	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March
Long Term Sick - Changed to all sickness	22/23 - Likley	4	4	4	4	4	4	4	4	4	4	4	4
	23/24 - Worst	7.55	7.76	8.76	8.37	3.87	2.9	6.94	10.3	8.42	11.3	8.32	11.49
	23/24 - Likely	6.04	6.21	7.01	6.7	3.1	2.32	5.55	8.24	6.74	9.04	6.66	9.19
	23/24 - Best	4.53	4.66	5.26	5.02	2.32	1.74	4.16	8.24	5.05	6.78	4.99	6.89

Investigator Productivity

During 2022/23 Business-As-Usual productivity was affected by the changes made to process, the introduction of FET and an under resourced Level One Ombudsman team leading to delays in case progression through the quality and feedback model. The actual achieved was 4.27. Several changes have been introduced throughout Q3 and Q4 2022/23 to combat the shortfall in productivity. This led to 4.27 being assumed as the Worst case for 2023/24.

There has been a significant amount of work to support both new starters and Business as Usual investigators during 2022/23. This includes an expectation change from 5.8 per FTE to 5 per FTE. This change in expectation is to support known effects of the introduction of early resolution and FET process changes.

Detailed analysis of how new cohorts performed indicated that expectations in early months were too high against what was actually being achieved for 2023/24 assumptions we have changed the expectations our new starters in line with known achievements from 2022/23. This new expectation sees a slower, more sustainable ramp-up over 9 months where it had previously been 6 months. This is expected to support staff wellbeing and improve new starter attrition rates.

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
2022/23 Expectation	0.00	0.78	1.70	2.93	4.53	4.58	4.51	5.10	5.10	5.10	5.10	5.10
2023/24 Expectation	0.01	0.22	1.08	1.73	3.28	3.02	3.71	4.15	5.00	5.00	5.00	5.00

We have also improved the technical advice process with a Duty Ombudsman giving in-the-moment advice, reducing the wait time for a technical query, reduced the administrative burden, Improved the technical sign off process for new cohorts and improved the side by side and 121 processes.

All changes were designed to speed case progression, improve quality and give more time for investigators to concentrate on their core role.

Investigator productivity is made up of core work, but has always been calculated to allow sufficient time for other tasks, training, project work, DSE breaks and other similar factors.

	Q1	Q2	Q3	Q4
2022/23 Assumption	5.8	5.8	5.8	5.8
2023/24 Worst	4.27	4.27	4.27	4.27
2023/24 Likely	4.88	4.88	4.88	4.88
2023/24 Best	5.1	5.1	5.1	5.1

Performance and Quality Group feedback

Quarter 1 and Quarter 4 Likely and Best case scenarios had previously been agreed at the same figure of 5.1. The P&Q Group questioned whether this was likely. Closure expectations in the first draft of 2023/24 assumptions had been set at 5.1, 4.6, 4.8, 5.1 across respective quarters for 2023/24. In the Likely scenario, this was to account for the known seasonality. It was agreed that this would be amended to a linear expectation as outcome productivity is adjusted for seasonality on the overall closure numbers. The Likely figure was amended to 4.88. Investigator expectations will still be managed to 5 per FTE.

Reasonable Adjustment amended to include wider contingency

Historically we have included 2.7 FTE for reasonable adjustments, these are reductions where we are ensuring we support investigators with individual needs to be able to perform in their roles, predominantly on the back of Occupational Health recommendations. During 2022/23 monitoring it became clear that there were several other unforeseen factors that sit outside the normal assumptions. These are listed below with an outline of estimated impact. For context, 1 FTE is expected to deliver Circa 60 cases per annum. Bracketed figures represent annualised loss of case closures.

- Supporting remote workers into LeO culture. As we change the way we work geographically, the Executive Team and OMT agreed it was essential that remote workers were offered the opportunity to come to Edward House to ensure the best possible support and collaboration and to help ensure a consistent LeO culture. For some, this takes up to three days of productivity from their diaries. We plan to repeat this more regularly during 2023/24, possibly three or four times. The impact was calculated from known loss of Quarter 3 remote worker days.

- CMS outages. LeO has experienced several CMS outages throughout the course of 2022/23, ranging from 1 hour to almost a whole day. All of these were global Microsoft CMS outages and outside of our normal IT control. These outages lead to organisational downtime and some fell at the most productive points in the month.

- Training provision, including both ad hoc and mandatory training. As we work towards LeO being an employer of choice, this development time is critical to the performance of the organisation and is a key part of our aim of reducing attrition.

- Support of the change agenda. 2022/23 saw a huge amount of change and we expect 2023/24 to follow a similar pattern as we assess further process and procedural improvement to further enhance LeO's ability to deliver an efficient and high quality service. Being a small organisation, most of this change is enacted by the people within it, over and above their day jobs.

We had quantified this contingency factor as follows

- Best Case – We do a minimal of the above and few factors affect us, affecting 3 FTE per month (180)

- Likely – some of the factors affect us in varying degrees losing 3.8 FTE per month (228)

- Worst – we are affected by all the above, 4.47 FTE (268)

> **Performance and Quality Group feedback**
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> It was raised by the P&Q Group that there was a potential that contingency had been included twice and that, as the reduction was for known events, this should be and is included in investigator productivity. LeO colleagues were asked to revisit this assumption. We have now agreed to leave reasonable adjustments in as a separate assumption as they are fixed and were included in 2022/23. We have added a new assumption 2% Best / 4% Likely / 6% Worst reduction to all closure figures to account for unknown events.

Conversion from Assessment to Investigation

The FET work has seen this figure increase and remain stable throughout 2022/23. For 2023/24 it was agreed that this would remain increased to levels achieved this year of 95%.

> **Performance and Quality Group feedback**
>
> P&Q Group agreed with the Executive's proposal for this assumption without amendment.

FET delivery

FET delivered consistently this year with the Early proportionality and PAP proportionality work having a consistent split in their output. PAP proportionality is now complete.

FET expectations are now determined by the opportunity on new cases, we agreed that this would remain consistent throughout 2023/24 at levels achieved in 2022/23 circa 257 case + 40 Nudge

> **Performance and Quality Group feedback**
>
> P&Q Group agreed with the Executive's proposal for this assumption without amendment.

Summary

Assumptions have been reviewed and tested in line with the following feedback and challenge from the Performance and Quality Task and Finish Group and wider OLC Board:

- A more realistic Likely and Worst-case scenario, tested with known 2023 actuals.

- The addition of a contingency to include the previously identified non-quantifiable and unforeseen issues that face operations.

- An external reporting regime in Budget Acceptance Criteria and Business Plan that demonstrates the potential range in performance, moving us from a tied single monthly figure.

When the above assumptions are factored in, this results in the revised trajectory range for PAP reduction as follows.

Closures (Pre Performance and Quality Group)

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Best	682	811	814	800	880	854	867	878	593	853	770	738	9541
Likely	714	811	788	732	834	815	788	831	527	864	757	895	9356
Worst	570	683	718	677	758	718	754	743	479	707	696	597	8102

PAP (Pre Performance and Quality Group)

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Best	4233	4046	3856	3396	2856	2342	1943	1533	1408	1023	720	450
Likely	4259	4114	3935	3617	3222	2843	2494	2143	2052	1724	1446	1221
Worst	4345	4286	4191	3948	3624	3340	3095	2861	2891	2714	2549	2483

Closures (Post Performance and Quality Group)

22/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Best	675	802	805	791	869	844	856	867	588	843	762	730	9431
Likely	630	740	773	738	814	795	817	817	570	826	777	721	9017
Worst	561	667	700	662	737	700	721	712	460	676	665	573	7833

PAP (Post Performance and Quality Group)

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Best	4211	4033	3852	3402	2873	2369	1981	1581	1461	1087	793	531
Likely	4256	4141	3991	3656	3225	2833	2494	2155	2064	1769	1523	1333
Worst	4325	4283	4206	3979	3676	3410	3198	2995	3044	2930	2827	2816

Files added to the PAP

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
Files added to the PAP	22/23 - Likley	600	600	600	600	600	600	600	600	600	600	600	600	Rebaselining work showed that core demand has increased by circa 24 cases per month with the different reductions from scheme rules from Q2.
	23/24 - Worst	624	624	624	562	562	562	562	562	562	562	562	562	
	23/24 - Likely	624	624	624	531	531	531	531	531	531	531	531	531	
	23/24 - Best	624	624	624	468	468	468	468	468	468	468	468	468	

Attrition

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
Attrition	22/23 - Likley	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	2.13	A more realistic view was to take this years performance and increase Q4 by 20% which accounts for loss of staff from new cohorts not passing probation. This is then used to create a likley and best case with the introduction of HR polices and reduction of closure targets
	23/24 - Worst	6	3	4	4	2	5	3.8	6.55	1	3.6	4.8	3.6	
	23/24 - Likely	4.8	2.4	3.2	3.2	1.6	4	3.04	5.24	1	2.4	3.2	2.4	
	23/24 - Best	3.6	1.8	2.4	2.4	1.2	3	2.28	3.93	0.6	2.16	2.88	2.16	

Mat Leave

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
Mat Leave	22/23 - Likley	4	4	4	4	4	4	4	4	4	4	4	4	Mat leave is difficult to forecast, due to its nature. 22/23 showed that previous numbers were out so we have used 22/23 actuals as a baseline for likely case this year and added 10% for worst and reduced 20% for best case
	23/24 - Worst	9.84	9.12	9.12	7.92	9.12	11.52	10.8	9.6	11.52	10.32	9.12	6.72	
	23/24 - Likely	8.2	7.6	7.6	6.6	7.6	9.6	9	8	9.6	8.6	7.6	5.6	
	23/24 - Best	6.56	6.08	6.08	5.28	6.08	7.68	7.2	6.4	7.68	6.88	6.08	4.48	

LTS - Changed to all sickness

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
LTS - Changed to all sickness	22/23 - Likley	4	4	4	4	4	4	4	4	4	4	4	4	LTS changes to all sickness to gain atrue reflection of FTE loss every month. Using 22/23 actuals of all investigator sickness data which has been high this year and using this as worst case. Then with new sickness HR policies we have redcued the FTE Loss by 20% for likley and 40% for best
	23/24 - Worst	7.55	7.76	8.76	8.37	3.87	2.9	6.94	10.3	8.42	11.3	8.32	11.49	
	23/24 - Likely	6.04	6.21	7.01	6.7	3.1	2.32	5.55	8.24	6.74	9.04	6.66	9.19	
	23/24 - Best	4.53	4.66	5.26	5.02	2.32	1.74	4.16	8.24	5.05	6.78	4.99	6.89	

Investigator Productivity

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
Investigator Productivity	22/23 - Likley	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	5.8	Introduction is a SA target to account for lost productivity of investigators in seasonal months. Best case is the highest average number that we can expect with harder investigations and the loss of easier closures now being managed by FET. Worst case is a reflection on this years performance which has seen some of he lowest productivity numbers from BAU investigations
	23/24 - Worst	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	4.27	
	23/24 - Likely	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	
	23/24 - Best	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	5.1	

Reasonable Adjustments Changed to Contingencey Labour

Assumption	Year/Month	April	May	June	July	August	September	October	November	December	January	February	March	Reason for change
Reasonable Adjustments Changed to Contingencey Labour	22/23 - Likley	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	2.7	As forecasting has improved throughout 2022/23, this has led to new assumptions being included in 23/24 wihtin the RA assumption. This assumption now includes, Training and inclusivity days as we bring national staff into Birmingham to enhance culture. CMS outages. Worst case is based on every person taking training time (1 day per qtr) and also all non based birmingham staff travelling 1.5 days per year. Likely and best case sees slight reductions where we believe not everyone will take these oppurtunities
	23/24 - Worst	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	4.47	
	23/24 - Likely	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	3.8	
	23/24 - Best	3	3	3	3	3	3	3	3	3	3	3	3	

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23/24 Total closures numbers - Range from Worst case scenario to Likley Case Scenario													
23/24	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**Mar**	**Total**
Cases closed after	264-333	370-443	403-476	365-441	440-517	403-498	424-520	415-520	163-273	379 - 529	368-480	276 - 480	4269-5453
Early Closures (FET)	257	257	257	257	257	257	257	257	257	257	257	257	3084
Nudge closures	40	40	40	40	40	40	40	40	40	40	40	40	480
Overall Total	561-630	667-740	700-773	662-738	737-814	700-795	721-817	712-817	460-570	676-826	665-777	573-721	7833-9017

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
22/23	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262
23/24	4325-4256	4283-4141	4206-3991	3979-3656	3676-3246	3410-2854	3198-2515	2995-2176	3044-2084	2930 - 1789	2827-1544	2816 - 1353

22/23 Total closures numbers

22/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Percentage Achievement
BP Assumptions	772	788	825	844	853	869	876	875	892	885	894	871	10244	**91.71%**
Cases closed after	299	352	341	325	357	357	327	332	261	464	357	495	4267	
Early Closures (FET)	415	459	447	407	477	458	461	499	306	400	400	400	5129	
Overall Total	714	811	788	732	834	815	788	831	567	864	757	895	9396	

23/24 Total closures numbers

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cases closed after	333	443	476	441	517	498	520	520	273	529	480	424	5453
Early Closures (FET)	257	257	257	257	257	257	257	257	257	257	257	257	3084
Nudge closures	40	40	40	40	40	40	40	40	40	40	40	40	480
Overall Total	630	740	773	738	814	795	817	817	570	826	777	721	9017

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
22/23 BP Assumption	5981	5793	5568	5324	5071	4802	4526	4251	3959	3674	3380	3109
21/22 - Final	4840	4924	5068	5552	5664	5677	5748	5796	5747	5451	6010	5862
22/23	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262
23/24	4256	4141	3991	3656	3246	2854	2515	2176	2084	1789	1544	1353

Productivity

22/23 Now reduced to 4
23/24 - linear average of 4.88 per month
New Cohorts - New ramp up numbers based on most recent performance
Increase of loss in closures as have increased the amount of investigators in the FET team

Nov 22 Recruitment

19.57 FTE - Productive in Jan 23

Apr 23 Recruitment

24 FTE - Productive May 23

September 23

10 FTE - Productive in October

Scheme rules

22/23 - Increase in fore demand to 800 to accomadate FET closures oppurtunitys
23/24 - 15% Loss in core demand from Q2. April 23 begins with a New Baseline of **624**

Attriton

22/23 - Q4 Increased above worst case scenario at 3 FTE per month
23/24 Likley case average @2.72 FTE

All sick leave - 23/24

8 FTE Per month average Based on 22/23 with a 20% reduction

MAT Leave

based on 22/23 perfromance

Contingency

4% reduction on closures which includes development time, outages and travel for non birmingham based staff

22/23 Total closures numbers

22/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Percentage Achievement
BP Assumptions	772	788	825	844	853	869	876	875	892	885	894	871	10244	
Cases closed after	299	352	341	325	357	357	327	332	261	464	357	495	4267	**91.71%**
Early Closures (FET)	415	459	447	407	477	458	461	499	306	400	400	400	5129	
Overall Total	714	811	788	732	834	815	788	831	567	864	757	895	9396	

23/24 Total closures numbers

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cases closed after investigation	264	370	403	365	440	403	424	415	163	379	368	276	4269
Early Closures (FET)	257	257	257	257	257	257	257	257	257	257	257	257	3084
Nudge Closures	40	40	40	40	40	40	40	40	40	40	40	40	480
Overall Total	561	667	700	662	737	700	721	712	460	676	665	573	7833

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
22/23 BP Assumption	5981	5793	5568	5324	5071	4802	4526	4251	3959	3674	3380	3109
21/22 - Final	4840	4924	5068	5552	5664	5677	5748	5796	5747	5451	6010	5862
22/23	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262
23/24	4325	4283	4206	3979	3676	3410	3198	2995	3044	2930	2827	2816

% Low
% Med

Productivity

22/23 Now reduced to 4.00
23/24 - 4.27
New Cohorts - New ramp up numbers based on most recent performance
Increase of loss in closures as have increased the amount of investigators in the FET team

Nov 22 Recruitment
19.57 FTE - Productive in Jan 23

Apr 23 Recruitment
24 FTE - Productive May 23

September 23
10 FTE - Productive in October

93.6

Scheme rules
22/23 - Increase in Core demand to 800 to accomadate FET closures oppurtunitys
23/24 - 10% Loss in core demand - NEW BASELINE OF 624

Attriton
22/23 - Q4 Increased above worst case scenario at 3 FTE per month
23/24 Likley case average @3.95 FTE

All sickness data
Average of 8 per month which is the 22/23 baseline

MAT Leave
10% increase on 22/23

Contingency
6% loss in closures which includes development time, outages and travel for non brum workers

22/23 Total closures numbers

22/23	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	Percentage Achievement
BP Assumptions	772	788	825	844	853	869	876	875	892	885	894	871	10244	**91.71%**
Cases closed after	299	352	341	325	357	357	327	332	261	464	357	495	4267	
Early Closures (FET)	415	459	447	407	477	458	461	499	305	400	400	400	5128	
Overall Total	714	811	788	732	834	815	788	831	567	864	757	895	9396	

23/24 Total closures numbers

23/24	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total
Cases closed after	378	505	548	534	612	587	599	610	331	586	505	473	6267
Early Closures (FET)	257	257	257	257	257	257	257	257	257	257	257	257	3084
Nudge Closures	40	40	40	40	40	40	40	40	40	40	40	40	480
Overall Total	675	802	805	791	869	844	856	867	588	843	762	730	9431

Year	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
22/23 BP Assumption	5981	5793	5568	5324	5071	4802	4526	4251	3959	3674	3380	3109
21/22 - Final	4840	4924	5068	5552	5664	5677	5748	5796	5747	5451	6010	5862
22/23	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262
23/24	4211	4033	3852	3402	2873	2369	1981	1581	1461	1087	793	531

Productivity

22/23 Now reduced to 4
23/24 5.1 per month

New Cohorts - New ramp up numbers based on most recent performance
Increase of loss in closures as have increased the amount of investigators in the FET team

Nov 22 Recruitment
19.57 FTE - Productive in Jan 23

Apr 23 Recruitment
24 FTE - Productive May 23

Scheme rules
22/23 - Increase in core demand to 800 to accomadate FET closures oppurtunitys
23/24 - 25% Loss in core demand from Q2 - April 23 NEW BASELINES OF 624 Core demand

Attriton
22/23 - Q4 Increased above worst case scenario at 3 FTE per month
23/24 Best case average @2.37 FTE

All sick leave - 23/24
4.97 FTE Per month average

MAT Leave
based on this years perfromance with a 20% reduction

Contingency
average of 3.00 which includes developemnt time, outages and travel for non brum workers

	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24
Current Published BP Target	5981	5793	5568	5324	5071	4802	4526	4251	3959	3674	3380	3109	2893	2673	2468	2262	2065	1836	1619	1392	1165	947	720	516
Worst Case	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262	4325	4283	4206	3979	3676	3410	3198	2995	3044	2930	2827	2816
Likely Case	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262	4256	4141	3991	3656	3246	2854	2515	2176	2084	1789	1544	1353
Best Case	5646	5301	5154	5127	4931	4794	4616	4514	4658	4594	4637	4262	4211	4033	3852	3402	2873	2369	1981	1581	1461	1087	793	531

Overall PAP Journey