

Meeting	OLC Board	Agenda Item No.	8
		Paper No.	116.13
Date of meeting	18 October 2021	Time required	15 Minutes

Title	New ways of working and impacts on Pre Assessment Pool
Sponsor	Deborah McIntyre and Dave Peckham – Operations Managers
Status	OFFICIAL

Executive summary
<p>The attached shows the ‘below the line’ activity which is impacting, or, will impact and improve service to customers who are currently within the Pre Assessment Pool. The Performance and Quality Sub Group of the OLC Board were keen to understand the impacts from this work and how it will improve the year end and years 2 and 3 trajectories. Some of this remains work in progress.</p> <p>Key points for the OLC Board to note;</p> <ul style="list-style-type: none"> - Intervention into the PAP has accounted for 415 (updated data) additional early closures between April – September 2021. 95 of those were in September 2021; - 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 - The Performance and Quality Task Group met in September for the first time, re-evaluated the original business plan assumptions and were keen to understand the below the line activity; - Some activity is undoubtedly worth doing although the impact is hard to quantify. An example would be particular process changes which our operational colleagues tell us include duplication and rework. The process have been made more efficient but the time saving, which is reinvested into operations, is hard to quantify; and - Similarly, a return to office based working is likely to improve productivity and closures, but is hard to accurately quantify.
Recommendation/action required
Board is asked to note the paper.

Activity	Impact time range	Area of Impact	Anticipated impact
General Enquiries Team Investigator role	21/22 - Q4	Closures	Combined General Enquiries Team Investigator and Resolution Centre team of 12 FTE. Historical Business Plan expectation would be 78 overall closures for this group. Overall General Enquiries Team Investigator pilot expectations are 100, an increase of 37% productivity. Full expectations are expected to be impacted from Q4
Induction review	22/23 - Q1	Productivity	we expect an improvement in attrition and an increase in early delivery. Early indication are that expectations were 0.78 per person at month three go live, July cohort delivered 1.68 in month three
Grad Bay	22/23 - Q1	Productivity	The cohorts that joined in September and those joining in November will be inducted and nurtured in very different way. The results will be directly compared to the July cohort of starters to discover gains made in productivity, retention and engagement
Improvement in underperforming investigators (67% as of the end of August)	21/22 - Q4 going into Q1 22/23	Closures, productivity, PAP reduction	We expect a 20% increase on productivity levels for any investigator consistently closing less than the Business Plan assumption of 6.3. The additional support and leadership guidance aims to deliver an additional 46 closures overall each month and moves 19 people from red to amber and 14 people from amber to green. This would deliver a 5.8 investigator productivity. This brings us in line with likely trajectory
Returning to Office	21/22 - Q4	Productivity	This is hard to quantify but given the productivity dis during the covid year there is a high possibility of increased productivity from a return to office based working, with increased face to face coaching, learning and peer learning
Scheme Rules	22/23	Closures	This is yet to be quantified
Robotic Process Automation	21/22 – Q3	Small General Enquiries Team productivity win at the front end, wider impact in Q4 should we agree to some form of reduced file activity. Then a further wider hit in 22/23 Q2 as we scope and widen the impact of RPA on front end process	The calculate productivity gain is 0.4 fte General Enquiries Team advisors. This additional FTE supports customer delivery at the front end of LeO's process. Ongoing improvements would see upto 3.5 fte saving at General Enquiries Team Advisors level. We expect these changes to be agreed and made in Q4 with the expectation that the savings increases customer response times with wait times of less than 14 days
Recruitment process streamlined	22/23 - Q1	Productivity as draws less on Ops resources	This is not an additional saving, this is a prerequisite to the performance variation work that is required for the previously mentioned 20% investigator productivity increases
Reasonable offer made	Now	These are already having an impact as these are creating early, pre-investigation closures. We are currently working through the PAP backlog and when we have done that will be working on cases as they arrive in the PAP.	This is measured in 2 parts. Firstly dealing with the backlog of Tier 1 offers in the PAP. This gives us 76 additional closures over 2.5 months. We have 90 in progress and 86 waiting to start. This is an additional 158 closures. We still have 4 months of backlog to review which will be circa 160 cases on current conversion this would be 144 closures. We then envisage this to deliver 36 closures per month pre investigation.
Guided Negotiation	Now	Productivity	from a review of the current backlog, we have already closed 33 cases, with a further 110 opportunities for guided negotiaton that have been identified. We currently close these opportunities at a rate of 63% so this will give us 75 further closures. we also have 4 months left to review of the backlog which will give us circa. 40 closures. Analysis points to circa. 15 new opportunities per month going into business as usual this is expected to deliver 10 per month ongoing.
Specialist Teams	22/23 – Q1	Productivity	Specialist teams would increase their productivity to deliver the same amount of closures but with a more complex mix of medium and high cases. This supports the activity to drive down the medium and high complexity backlog. We expect there is a significant learning curve for these people to become subject matter experts so measurement will be potentially over a 6 month period

Nudge	Now	Closures	As a case enters the pre assessment pool we write to every provider with information on what potential outcomes to a customer could be if we found in the complainants favour. We also highlight that they have a period of time to resolve the case before a fee becomes payable. This nudges the service provider to action. We expect 25 closures per month to be delivered from nudge initiatives as parties withdraw complaints prior to investigation, this has been consistent since inception in Jan 2021.
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