

Meeting	OLC Board	Agenda Item No. Paper No.	8 109.6
Date of meeting	26 October	Time required	30 Minutes

Title	Performance and COVID-19 update
Sponsor	Mariette Hughes
Status	OFFICIAL

Executive summary

This report sets out operational performance against recovery forecast for September, along with an update on further mitigations.

Section 1: Recovery trajectory and mitigations

Performance against assumptions continues to be closely scrutinised to ensure performance for coming months can be optimised. Performance for October requires an improvement of 17% in order to maintain the performance improvement trajectory.

Additional improvement proposals discussed with OLC Board in September are underway, and it is anticipated that these proposals will be up and running by the end of October, and should start to deliver outputs shortly after.

Managing by Behaviours has been rolled out to all Operational Delivery staff and has been well received. This approach supports the work of the People Plan – an update on the phasing and deliverables of the People Plan appears at **Appendix 1**. In addition, work on technological innovations to bring efficiencies to the business process is progressing well.

Section 2: September performance

Performance in September showed a significant improvement, and represents the best monthly performance this financial year. The final output was within 2% of the forecast output, and the Board may therefore take assurance from the work of the Performance & Quality Task and Finish group in setting appropriate performance planning assumptions.

As this is the first month where the agreed data set has been made available to all parties, Board may wish to consider how future papers around performance data/narrative may be most effectively presented for discussion.

Full performance data is appended to the report at **Appendix 2**.

Board are also asked to note **Annex A**, which sets out a proposal for the target definition of KPI 02 – measuring the customer journey. Board are invited to agree the proposal.

Section 3: Covid-19 update

Staff availability has continued to rise with the reopening of schools and childcare providers. The office has reopened for a limited number of staff who require the office environment in

order to be able to fulfil their roles effectively. The Executive continue to monitor the situation closely, particularly in light of the new restrictions coming into force.

Recommendation/action required

Board is asked to **NOTE** the paper and **AGREE** the proposal at Annex A.

Performance and Covid-19 update

1. Recovery trajectory & mitigations

- 1.1. The OLC Board has supported a staged approach to recovery, which enables underlying performance issues to be addressed whilst stabilising levels of staff engagement. The Executive is pleased to report that September performance delivered in line with the improvement assumptions.
- 1.2. Operational Delivery staff have responded positively to the new Managing by Behaviours approach, and understand the need to put the customer first and make improvements. This approach supports the work of the People Plan – an update on the phasing and deliverables of the People Plan appears at Appendix 1.
- 1.3. However, the Executive recognize that the forecast performance improvements do not in isolation deliver a satisfactory outcome for the Legal Ombudsman’s customers. The Executive have therefore committed to seeking additional improvements wherever possible, noting that care should be taken not to destabilise the organisation, nor to harm staff engagement levels.
- 1.4. At the September meeting of the OLC Board, proposals for considering redeployment of internal resources were discussed. Since the meeting, work has begun to be able to progress these initiatives. The ideas for this work arose as a result of direct staff feedback, sought through the change management processes. The Executive has been impressed with the level of enthusiasm and engagement demonstrated by Operational Delivery staff, who have shown an understanding of the issues faced and the need to make improvements.
- 1.5. The proposals being pursued are:
 - L1 ombudsmen dealing with ‘quick wins’
 - A wider pool of ombudsmen taking High complexity cases
 - An increased closure capacity as a result of RC4 balancing their work with lower complexity.
- 1.6. It is anticipated that these proposals will be up and running by the end of October, and should start to deliver outputs shortly after.
- 1.7. In addition, further work has been conducted by Ops Transformation to proceed with technical innovation initiatives. A number of sessions have been held with front end

staff, who have engaged enthusiastically with this work and have embraced this as a way to help more customers and maximise efficiencies.

- 1.8. The team are also conducting an outreach trials with service providers, intended to improve first tier complaints handling and signposting, reducing the number of premature complaints coming to the Legal Ombudsman, and ensuring that those which do come are ready to be investigated.
- 1.9. A piece of work has been commissioned from the Research Lead to understand the approaches and models used in other ombuds schemes and complaints handling organisations. This work will aid the development of new pilot models to be trialed in the early part of 2021/22, with a view to seeking operational improvements and efficiencies.

2. September performance

- 2.1. A summary of performance data is included at Appendix 2.

Front end

- 2.2. Contact levels into GET remained steady for September, reflecting the same channel shift as observed previously.
- 2.3. Significant improvements have been made in the service level for processing contacts in GET, with c. 1,600 outstanding contacts at the time of writing. This represents an average wait of 24 days, down from 31. It is anticipated that further improvements will be achieved over the coming months, and will be reflected in the agreed data set from next month onwards.
- 2.4. The Pre-Assessment Pool grew to 4,160 at the end of September, with 635 cases being added. This increase is in line with growth predictions, and does not signify any fluctuation in incoming demand. There has been a slight increase in the average time spent in the PAP as a result of this anticipated growth.
- 2.5. The number of cases taken from the PAP increased significantly in September, with an 18% increase compared with the number of cases taken in the previous 3 months.

Investigations

- 2.6. Closures in September showed a significant improvement, and represent the best monthly performance this financial year. The final closure figure of 385 was only 8 closures shy of the forecast output for the month, based on the assumptions agreed with the Performance & Quality Task & Finish group.

- 2.7. The amount of special leave being claimed by operational staff has reduced dramatically, as has the number of service providers requesting suspensions. The number of cases being suspended in month increased slightly in September, however evidence suggests this is as a result of complainant request and/or third party delay.
- 2.8. Attrition remains at far lower than usual levels, with one investigator leaving in September.
- 2.9. The Operations Managers have scrutinised the assumptions for the month and noted that established investigator productivity fell slightly short of the desired level, however the amount of special leave claimed was lower than anticipated. This is likely to be indicative of staff committing to being flexible by working their hours as best they can rather than claiming special leave, however this will impact on their productivity.
- 2.10. The Operations Managers are continuing to monitor the assumptions closely to ensure performance for coming months can be optimised.

Ombudsmen

- 2.11. September saw a slight increase in the number of cases waiting for a final ombudsman decision. This is in large part due to the complexity of the High cases awaiting decision, with 12 additional days' work required to complete these decisions in September. The Operations Managers are taking steps to ensure that this work is managed appropriately to ensure no customers are adversely impacted by the wait for a final decision.

3. Covid-19 update

- 3.1. As anticipated, the reopening of schools has resulted in an increased level of staff availability, and line managers continue to emphasise the need to return to normal levels of availability and output.
- 3.2. Government advice remains that those who can work from home should do so. However, for some staff their home or family circumstances mean that they are unable to perform their role effectively at home, and in some cases this is impacting their mental health. For this reason, the Executive have opened the office in Birmingham at a reduced capacity, in order to provide an office space for those who need it.
- 3.3. As reported previously, a full risk assessment has been carried out, and a member of Command Team will be in the office on any day staff are in attendance to ensure that all safety guidelines are being followed. All staff attending the office must confirm they have read and understood the operating manual which explains the procedures which must be followed in order to maintain a safe office environment.

- 3.4. The current restrictions place Birmingham in Tier 2, however the situation continues to change rapidly. Command Team have liaised with HR to ensure comms are in place around our approach, should a circuit breaker full lockdown be introduced.
- 3.5. Conversations are also taking place around the approach that service providers may be expected to take in the event of a more severe lockdown, and input is being sought from the LSB on this subject to ensure that LeO can ensure alignment with the approach.

Appendix 1: Recommended phasing for the People Plan Implementation*

Led by: OD & Ops Transformation

Workstream	3 rd Quarter (Oct- Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Talent and Career Development</p> <p>HR lead: Tarnpal Lall</p> <p>Delivered by March 21: Refreshed JDs and PS for all roles (excluding Exec) across the organisation.</p> <p>KPI: % improvement scores Staff Survey themes.</p> <p>My work Resources and Workload, Learning and Development (B23 & 24), Org Objectives and Purpose.</p>	<p>Complete competencies and behaviours by role and level of accountability.</p>	<p>Adopt new JDs and person specifications for existing staff and new hires – listen to feedback building clarity and successful adoption of both Management by Behaviors and Accountable Leadership.</p>	<p>Develop clear career pathways and supporting process of nomination and development in compliment to refreshed organisation structure & design.</p> <p>Introduction of new/ additional responsibilities in a more formal way building in breadth and opportunities of career enhancement beyond organisational hierarchy.</p>	<p>Launch Talent management process.</p> <p>Build succession plan according to need in the organisation.</p>	<p>Adopt and revise</p>	<p>Evaluate impact and build into continuous improvement cycle.</p>

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Recruitment and Induction</p> <p>HR Lead: Tarnpal Lall</p> <p>Delivered by March 21: Template recruitment documentation and approach, including campaign timetable, adverts, interview/assessment notes, candidate communications.</p> <p>Nomination process and training made available for hiring managers.</p> <p>KPI: attraction rates, no of applications, conversation, improved retention after 1st and 2nd year</p> <p>% improvement scores Staff Survey themes: Inclusion and Fair Treatment and Learning and Development</p>		<p>Review and refresh approach in line with new JDs/person specification</p> <p>Exploring training requirements for recruiting managers.</p>		<p>Evaluate impact and build into continuous improvement cycle</p>	<p>Ongoing monitoring to include progress against agreed key performance indicators</p>	

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>HR Casework</p> <p>HR lead: Vivienne Garwood</p> <p>Delivered by March 21: An up-to-date actively managed case management workbook.</p> <p>System implementation not expected before April 2021.</p> <p>KPI: % increase in Staff Survey themes</p> <p>My Manager (B16 & 17)</p> <p>Number of cases closed reduces against agreed successful outcomes.</p>	<p>Continued focus on clearing case management.</p> <p>Set up and agree approach and prioritisation to case work across the organisation with the Exec.</p> <p>Identify the skills line managers require to support case management.</p> <p>Identify and agree key management policies and interventions to support the case work approach.</p>	<p>Continued focus on clearing case management.</p> <p>Scope the requirements for the CipHR case management system.</p> <p>Implement training for line managers require to support launch of the case management system.</p>	<p>Continued focus on clearing case management</p> <p>Implementation of the CipHR case management system.</p>	Continued focus on clearing case management	Continued focus on clearing case management	<p>Continued focus on clearing case management</p> <p>Evaluate impact and build into continuous improvement cycle</p>

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Performance & Training</p> <p>HR lead: Vivienne Garwood & Adam Thompson</p> <p>Delivered by March 21: Draft design of TNA for Exec and Board sign off.</p> <p>Agreed configuration of additional duties/ support roles</p> <p>KPI: % increase in Staff Survey themes</p> <p>L& D (B21 & 22)</p>	<p>Implement Team Leaders Training course if considered still valuable.</p>	<p>Explore supporting concept/ refresh of formalising roles such as new starters buddy / learning mentor in line with the recruitment refresh.</p> <p>Draft training needs analysis.</p>	<p>Conduct a full training needs analysis (TNA) – note time dependency on successful adoption of the new JDs and PS.</p>	<p>Implement immediate training required within estimated budget</p> <p>Source training provisions according to completed TNA.</p>	<p>Ensure 12-18-month training plan and budget submitted.</p>	<p>Evaluate impact and build into continuous improvement cycle.</p>

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Reward and Recognition</p> <p>HR lead: Vivienne Garwood</p> <p>Delivered by March 21: Reward and Recognition Programme Charter and workbook</p> <p>KPI: % increase in Staff Survey themes Pay and Benefits, My Manager (B13) , My Team</p>		<p>Potential to develop approach to Investigator and GET salary and agree with Exec.</p>	<p>Scope and commence review of current R & R practices including current pay structure, continuous improvement conversation and celebrating success.</p> <p>Include pay and benchmarking report.</p>	<p>Conclude review and present recommendations to secure budget in line with business planning cycle.</p>	<p>Build and commence implementation plans ensuring crucial alignment to reinforce identification of talent, cultural change – reinforcing the critical dimensions of creating a “remarkable place to work”.</p>	

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Comms and Engagement</p> <p>HR Lead: Lisa Brazier with support from Raj Mattu in Communications.</p> <p>Delivered by March 21: Calendar of Staff Council meetings and Agenda, Vibrant calendar of network events</p> <p>KPI: % increase in Staff Survey themes, Engagement, Taking Action. Organizational Culture, Org Objectives and Purpose; Leadership and Managing Change</p>	<p>Meet with Staff Council and Network Chairs - ambition to build vibrancy, agree priorities in the year ahead</p> <p>Include review of approach and continuation of discussion forums – with so much collaborative work running each of these workstreams</p> <p>Proactive staff council and vibrant network.</p>	<p>Review results of the Staff Survey (SS), scope approach to response aligning with cultural change work and operational priorities</p> <p>Draft communication and engagement strategy for SS results and Networks / Staff Council agenda.</p> <p>Recruitment campaign for EDI role.</p> <p>Calendar of all network meetings with a calendar of events.</p>	<p>Sign off and execution of strategic comms.</p>	<p>Ongoing collaboration work with all network groups</p>	<p>Ongoing collaboration work with all network groups.</p>	<p>Ongoing collaboration work with all network groups.</p>

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>Organisation Culture</p> <p>HR lead: Lisa Brazier & Adam Thompson</p> <p>Delivered by September 2021: Co – created description of the desired culture in the organisation and strategy to achieve this (incorporating staff survey results)</p> <p>KPI:% improvement scores Staff Survey themes My work Resources and Workload , Org Objectives and Purpose</p>			Complete cultural webs and collate description of aspired organisational culture	Co create approach to achieve desired cultural change.	<p>Begin the design of a Coaching offer in support of aspired cultural change (subject to capacity)</p> <p>Begin the design of a Coaching offer in support of aspired cultural change (subject to capacity)</p>	Conclude design and agree if pilot or full adoption

Workstream	3 rd Quarter (Oct-Dec 2020)	4 th Quarter (January – March 2021)	Quarter 1 (April – June 2021)	Quarter 2 (July – Sept 2021)	Quarter 3 (Oct- Dec 2021)	Quarter 4 (January – March 2022)
<p>HR and OD practices</p> <p>HR Lead: Vivienne Garwood, supported by Samantha Bamforth</p> <p>Delivered by March 21: New payroll provider due to change in contract.</p> <p>Refreshed flexible working policy.</p> <p>Proposed schedule for review of all People policies to commence on Q3 or 4 of 21</p> <p>KPI: % increase in Staff Survey themes,</p>	<p>Implementation of new pay role process and provider.</p> <p>Minimal attention to HR polices and process at this time – critical to ensure legal compliance.</p> <p>Review of flex working policy and guidance for line managers.</p>	<p>Implementation of new pay role process and provider – snagging</p> <p>Refresh those policies as they align to changes in practice – plan will build for the year in keeping with above focus of people plan implementation.</p>		<p>Present flexible working options to exec.</p>		<p>Review of the year, put forward recommendatio ns for full policy review and refresh of application with timeline for the year ahead.</p>

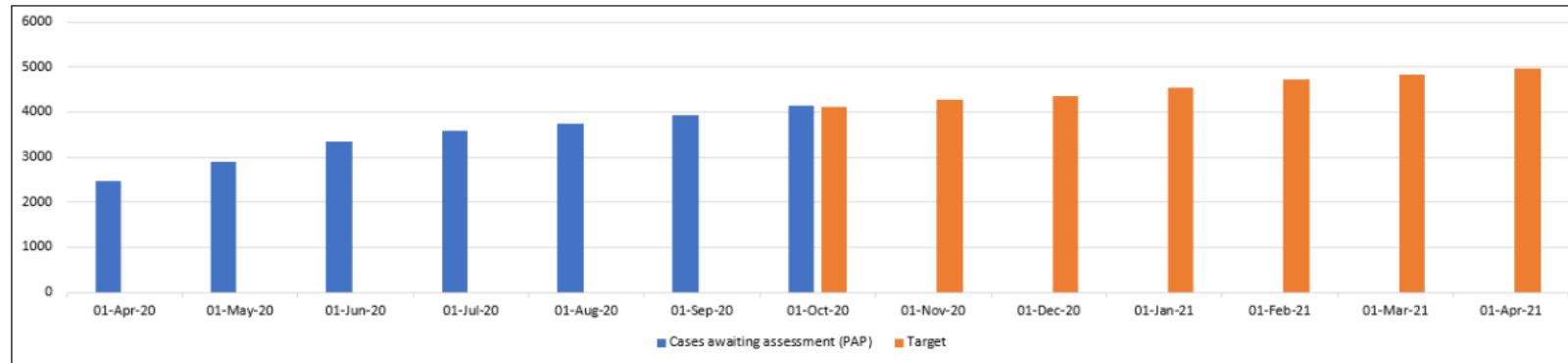
*Phasing may change subject to HR and Ops Transformation BAU.

Appendix 2 - Performance data October 2020

Pre-Assessment Pool

Volume of cases awaiting assessment (PAP)

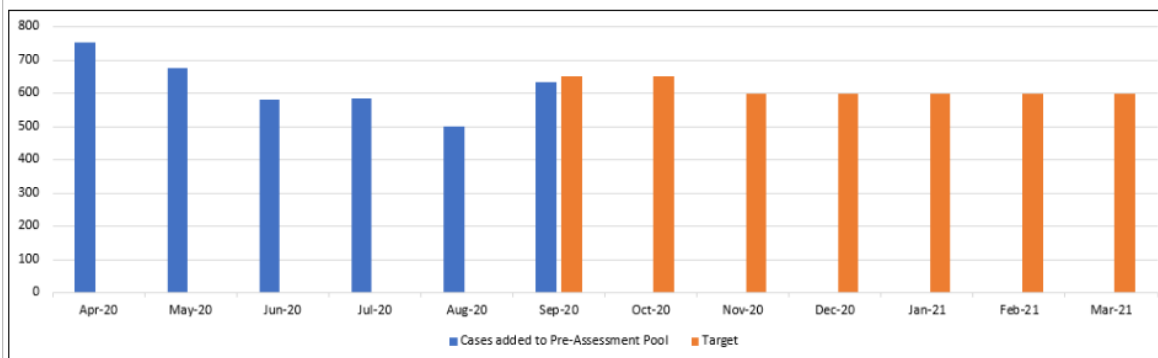
The number of cases in the Pre-Assessment Pool (PAP) over time. Cases are initially triaged by the General Enquiries Team (GET) before awaiting a final assessment by an investigator as to whether the case falls within our jurisdiction to investigate. The target numbers are our forecast projections, based on incoming demand and our productive capacity



Metric	01-Apr-20	01-May-20	01-Jun-20	01-Jul-20	01-Aug-20	01-Sep-20	01-Oct-20	01-Nov-20	01-Dec-20	01-Jan-21	01-Feb-21	01-Mar-21	01-Apr-21
Cases awaiting assessment (PAP)	2464	2898	3360	3603	3757	3929	4160	-	-	-	-	-	-
Target	-	-	-	-	-	-	4112	4280	4353	4547	4729	4850	4968

Cases added to PAP

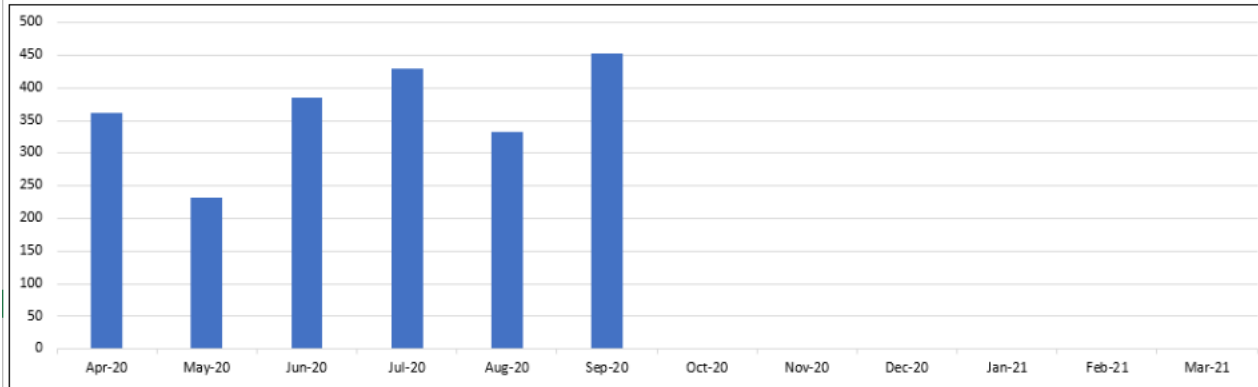
The number of cases added to the Pre-Assessment Pool (PAP) each month



Metric	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Cases added to Pre-Assessment Pool	753	675	582	584	499	635	-	-	-	-	-	-
Target	-	-	-	-	-	650	650	600	600	600	600	600

Cases taken from PAP

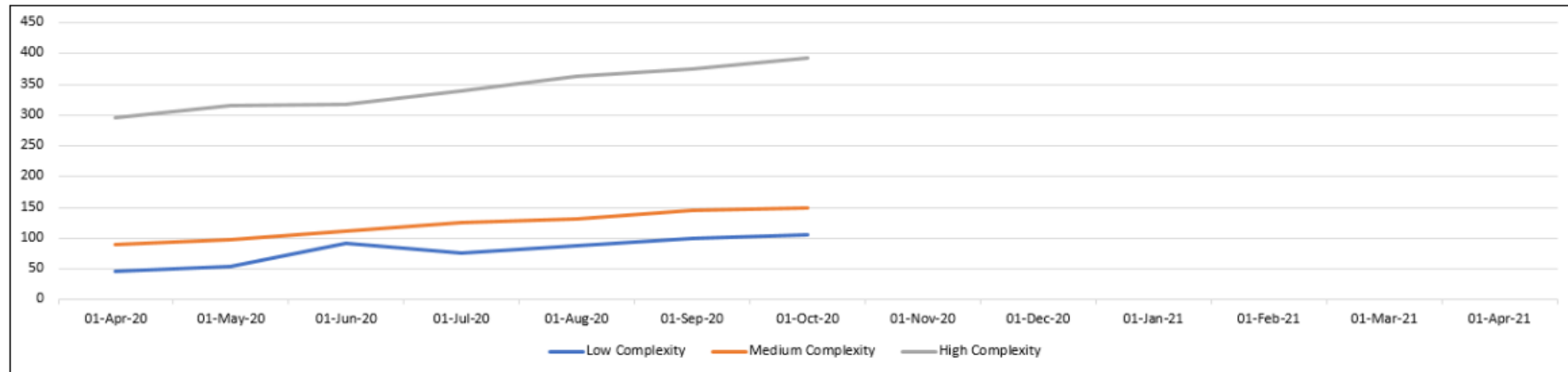
The number of cases removed from the Pre-Assessment Pool (PAP) each month



Title	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Cases taken from PAP	362	232	386	430	333	452						

Current average wait time in pre-assessment pool

The current average wait time of cases in the Pre-Assessment Pool (PAP) by complexity. This is a measure of current experience, and not a measure of the average total time that a case will spend in the PAP

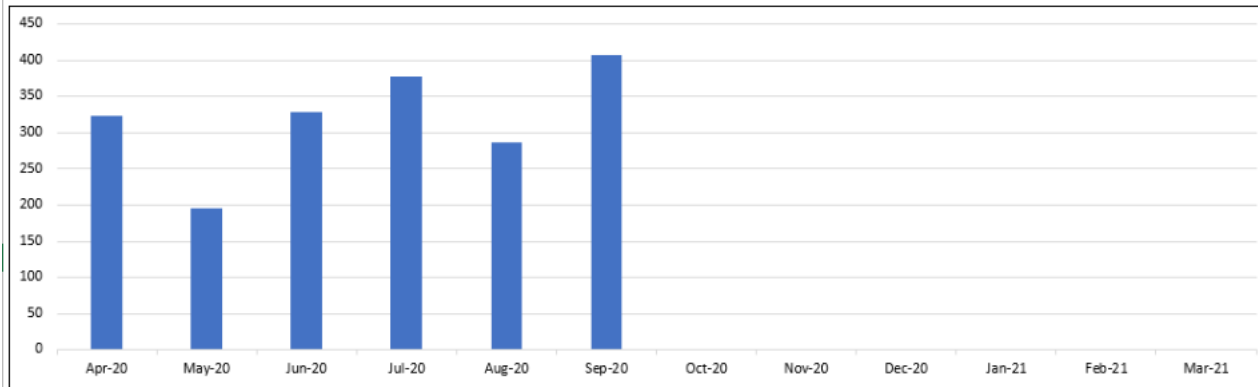


Title	01-Apr-20	01-May-20	01-Jun-20	01-Jul-20	01-Aug-20	01-Sep-20	01-Oct-20	01-Nov-20	01-Dec-20	01-Jan-21	01-Feb-21	01-Mar-21	01-Apr-21
Low Complexity	46	54	92	76	87	100	105						
Medium Complexity	90	98	112	126	131	145	149						
High Complexity	296	316	318	339	364	375	393						
All Cases	82	87	110	109	117	128	133						

Investigation

Cases accepted for investigation

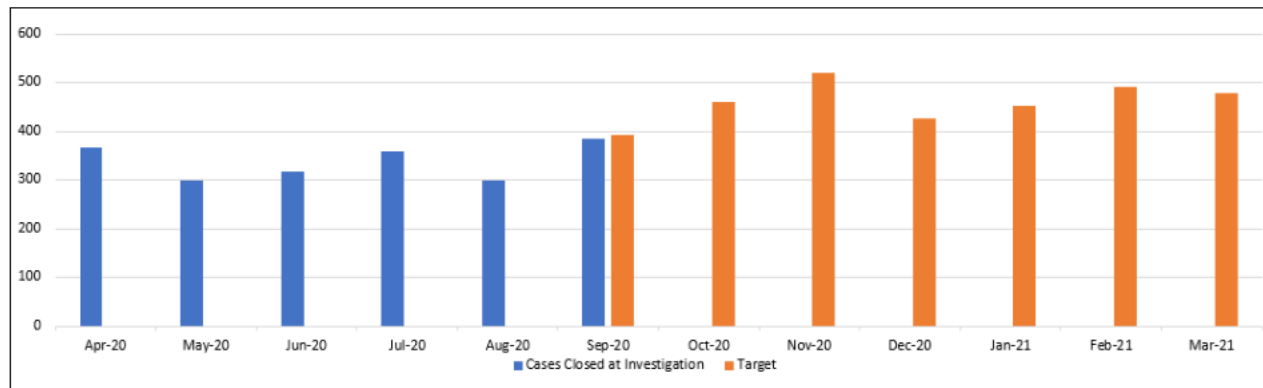
The total cases accepted for investigation each month



Metric	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Cases accepted for investigation	323	196	328	378	286	407						

Cases closed at investigation

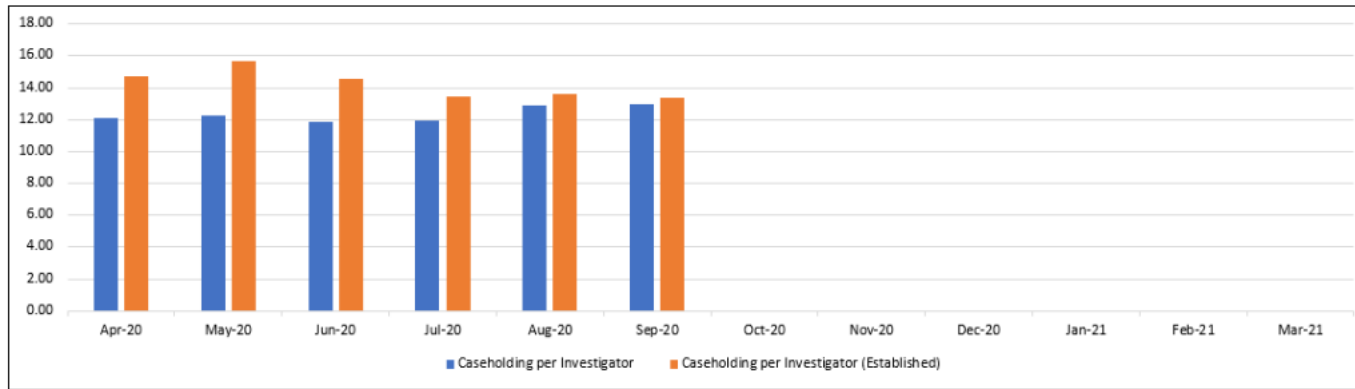
The number of cases closed at investigation each month, and the percentage of cases closed by closure type



Title	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Cases Closed at Investigation	367	300	318	358	299	385						
Target	-	-	-	-	-	393	459	519	426	451	491	479
Agreed Outcome	44%	41%	53%	42%	36%	38%						
Ombudsman Final Decision	31%	39%	25%	32%	41%	36%						
Other	25%	20%	22%	26%	23%	25%						

Average caseholding per investigator

The average number of active cases held at the start of each month by investigator. FTE is in terms of productive FTE, so does not include productive time lost as a result of long-term sickness, parental leave, or special leave due to Covid-19. The measure has been split to show the average caseholding for all investigators, and the average caseholding for established investigators. An established investigator is defined as being in role for 12 months



Title	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21
Caseholding per Investigator	12.10	12.23	11.83	11.96	12.87	12.99						
Caseholding per Investigator (Established)	14.69	15.69	14.54	13.48	13.57	13.35						

Annex A

14 October 2020

LeO Customer Journey Time KPI 2020-21

1. At its 5th October 2020 meeting OLC agreed KPIs and targets for the Legal Ombudsman in 2020-21 except for the target for the customer journey time KPI.
2. The Executive's recommendation remains that the customer journey KPI should be reported against the pre-covid target, rather than a covid-adjusted target. Reporting the customer journey against the pre-covid target allows transparency around what is and is not being achieved. When published, it can be accompanied by narrative explaining the focus on performance recovery for the remainder of 2020-21 and the organisation's recognition that current wait times are not acceptable and commitment to improve. Reporting against a covid-adjusted target for customer journey time risks giving the impression that the 'target timeliness' is considered reasonable and provides less clarity about the deterioration in timeliness following covid than is achieved by reporting against a pre-covid target.
3. Before reaching a decision on whether the target for this measure should be based on the pre-covid target or a covid-adjusted forecast for customer journey time by the end of the current financial year, OLC wished to see an illustration of reporting against these two different targets. This paper provides that illustration.
4. In considering this illustration the OLC are asked to note the following:
 - During 2020-21 it was agreed that General Enquiries Team (GET) metrics would be reported alongside the customer journey time (date case enters pre assessment pool to resolution date) as a first step towards customer journey time reporting incorporating relevant time spent in GET. That development of customer journey time reporting will take place over 3 years. GET metrics provided in this paper are based on quarter one and two 2020-21 actual data for GET.
 - Reported performance of customer journey time is based on a measurement of the actual number of days each case spends at the assessment stage plus the number of days at investigation until conclusion. LeO's current forecasting model only provides for a static forecast based on the longest expected wait at pre assessment plus average wait time by complexity. This limitation means that actual performance is expected to be a little better than forecast but the forecast is the best we can provide currently.
5. The pre-covid customer journey target is:

Complexity	Customer Journey in Days (Date entered pre- assessment to date resolved)	% of cases to meet targeted customer journey time
Low complexity	275 days	65%
Medium complexity	326 days	85%
High complexity	499 days	99%

6. The forecasted customer journey target is:

Complexity	Customer Journey in Days (Date entered pre-assessment to date resolved)	% of cases to meet targeted customer journey time
Low complexity	290 days	65%
Medium complexity	465 days	85%
High complexity	751 days	99%

7. Example reporting: April to August 2020 Actual Performance against Pre-Covid Target

Current Performance - Pre-Covid Targets (Apr-Aug)	GET Metrics		End to End KPI	Low	Medium	High	Overall	
	% emails responded to in 5 days	22.55%	Average number of days to conclude	200.54	310.64	553.61	248.18	
	% emails responded to in 14 days	48.86%	% resolved within agreed service levels	81%	66%	24%	74%	
	% emails responded to in 30 days	97.89%						Low Complexity target - 275 days
	Avg time for email to be reponded to	14 days						Medium Complexity target - 326 days
	Volume of files awaiting triage for PAP	11	High Complexity target - 499 days					
	Average wait time to triage	8.63 days	Age of oldest concluded case	803	806	1132	1132	
	Average wait time from 'all relevant information received' to triage date	36.59 days						

8. Example reporting: April to August 2020 Actual Performance against Forecast Target

Current Performance - Forecast Targets (Apr-Aug)	GET Metrics		End to End KPI	Low	Medium	High	Overall	
	% emails responded to in 5 days	22.55%	Average number of days to conclude	200.54	310.64	553.61	248.18	
	% emails responded to in 14 days	48.86%	% resolved within agreed service levels	85%	87%	91%	85%	
	% emails responded to in 30 days	97.89%						Low Complexity target - 290 days
	Avg time for email to be reponded to	14 days						Medium Complexity target - 465 days
	Volume of files awaiting triage for PAP	11	High Complexity target - 751 days					
	Average wait time to triage	8.63 days	Age of oldest concluded case	803	806	1132	1132	
	Average wait time from 'all relevant information received' to triage date	36.59 days						

9. Example reporting: Forecasted performance September to March against Pre-Covid Target

Forecast Performance - Pre-Covid Targets (Sep-Mar)	GET Metrics		End to End KPI	Low	Medium	High	Overall	
	% emails responded to in 5 days	22.55%	Average number of days to conclude	289.36	464.53	750.63	-	
	% emails responded to in 14 days	48.86%	% resolved within agreed service levels	51%	11%	0%	38%	
	% emails responded to in 30 days	97.89%						Low Complexity target - 275 days
	Avg time for email to be repoded to	14 days						Medium Complexity target - 326 days
	Volume of files awaiting triage for PAP	11	High Complexity target - 499 days					
	Average wait time to triage	8.63 days	Age of oldest concluded case	803	806	1132	1132	
	Average wait time from 'all relevant information received' to triage date	36.59 days						

10. Example reporting: Forecasted performance September to March against Forecast Target

Forecast Performance - Forecast Targets (Sep-Mar)	GET Metrics		End to End KPI	Low	Medium	High	Overall	
	% emails responded to in 5 days	22.55%	Average number of days to conclude	289.36	464.53	750.63	-	
	% emails responded to in 14 days	48.86%	% resolved within agreed service levels	60%	58%	65%	59%	
	% emails responded to in 30 days	97.89%						Low Complexity target - 290 days
	Avg time for email to be repoded to	14 days						Medium Complexity target - 465 days
	Volume of files awaiting triage for PAP	11	High Complexity target - 751 days					
	Average wait time to triage	8.63 days	Age of oldest concluded case	803	806	1132	1132	
	Average wait time from 'all relevant information received' to triage date	36.59 days						

11. Board are asked to **AGREE** that the 2020-21 customer journey KPI should be reported against the pre-covid target instead of the covid-adjusted forecast target.

Siobhan Fennell
Head of Governance & Strategy