

Measures in the Investigation and Enforcement Continuous Improvement Action plan	Forecast position by June 2024	Actual position 30 June 2024	Difference	Comments
Overarching investigation stage KPI of 93% of investigations concluded within 12 months	93%	94%	+1%	From February to June 2024, we have successfully met all four of our primary overarching timeliness targets. We have not previously been able to meet all of these targets every month in a sustainable way in the past. This is strong evidence that the changes introduced have stabilised our ability to manage work in progress. We have continued our good performance against this KPI through July and August, averaging 95%.
Overarching investigation stage KPI of 95% of investigations concluded within 18 months	95%	96%	+1%	We continue to exceed this KPI, averaging 96% across July and August.
Overarching investigation stage KPI of 98% of investigations concluded within 24 months	98%	99%	+1%	We continued to meet this KPI across July and August, averaging 98%.
80% of initial assessments completed within 2 months	80%	88%	+8%	We continued to exceed this KPI, averaging 86% across July and August.
70% of investigations closed within 10 months from assessment	70%	52%	-18%	Our average for this business year is the same as the year 2022-23 and holds at around 60%. We always understood this was a challenging stretch target and given the bedding in period following the introduction of the reforms we did not expect to achieve 70% and have been forecasting accordingly. We believe the changes we have introduced should deliver improvements against this measure. We also have further changes in train which should make an impact. Once we have embedded these changes we will have evidence to show whether this target is a realistic one or if the complexity of our investigations simply suggests this is an unrealistic target. We plan to review this in Summer 2025.
Aim to reduce the number of investigations over 24 months old to 82 (c.50% reduction from July 2023)	82	60	-22	We have had particular success in exceeding this target. We reduced the number of investigations over 24 months old from 162 in July 2023 to 60 in June 2024, a 63% reduction. We have maintained the reduction over the Summer, ending August with 59.
Case holdings by Investigation Officer reduced from a maximum of 40 to 25	25	25	0	We successfully reduced maximum case-holdings by Investigation Officer from 40 in July 2023 to 25 in November 2023 and have maintained that position.
Reduction in upheld complaints about delay	Reduction	60% reduction	-60%	We started tracking complaints data from November 2023, recognising that earlier figures would relate to cases investigated before changes to the process had been made. From November to June 2024, we have upheld an average of 2 complaints per month about delay. A reduction of 60% compared to the baseline average of 5 per month in our 2022 annual report.
Reduction in upheld complaints about communication	Reduction	60% Reduction	-60%	From November 2023 to June 2024, we have upheld an average of 2 complaints per month about communication. A reduction of 60% compared to the baseline average of 5 per month in our 2022 annual report.
Results of customer satisfaction survey in 2024 to monitor communication with parties				We started sending out customer satisfaction questionnaires in April 2024. The aim is to gain further insight into the service we are providing and to identify other areas for improvement. At this relatively early stage, the feedback on the investigation teams has generally been positive, with an average customer satisfaction rating of over 6 out of ten.