Meeting: Legal Services Board

Date: 16 July 2019

Item: Paper (19) 36

Title: Quarter 1 Performance Report

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Status: Official

Introduction

1. This paper provides a summary of the Board's performance in delivering against the published Business Plan during Q1 2019/20 (April – June 2019). It also provides data on various corporate metrics and statutory decision activity (Annex 1). A quarterly activity report from the Consumer Panel is also included (Annex 2).

2. The performance report has undergone a total redesign in terms of contents and format of the programme and corporate dashboards. For future quarters, we will also be refreshing the statutory decision dashboard. The format of the LSCP report is the purview of Consumer Panel colleagues.

3. We meet with the Ministry of Justice (MoJ) twice a year (the next business assurance meeting will be held on 16 October 19), and we have agreed that we will additionally send them a performance report on a quarterly basis. This report provides our performance report for Quarter 1 of 2019/20.

Recommendations
4. The Board is invited to:
   - review the Q1 report;
   - provide feedback on the new format;
   - agree to the report being submitted to MoJ;
   - note the next steps in developing the LSB's performance reporting framework.

Background

5. The redesign of the quarterly report forms a part of the development of the LSB's performance reporting framework. The purpose of the framework is to develop the LSB's performance reporting capability so that it can tell an impacts-based performance story.

6. The work to redesign the quarterly report is part of a wider review of the organisation's performance reporting framework, which in turn has come about as a result of the development of the Impacts Tracker, as presented to the Board in June.

Changes to the report

7. The reporting framework we are introducing splits performance information into three levels: accountability, strategic and operational. The three levels are designed to tailor the performance reporting information at the right scale and level of detail for its audience.

8. The Board needs to see reports at a strategic level in order to provide the right level of information to support their strategic decisions. The reason the quarterly reports have not been as effective or engaging as they might have been is that there has been too much detail included. Therefore instead of providing detailed operational updates, the reports will have aggregated performance and management information designed to give an overall view of how the projects are being managed over time, rather than 'in quarter'.

9. The reports are intended to provide enough information for the Board to get an understanding of the overall 'health' of the LSB's programme and corporate operations and where there may be issues that require further investigation. Information on the areas identified for further discussion can then be produced as required.

Programme dashboard

10. This dashboard gives the Board a view of the current Business Plan projects and how they are progressing. Next to each project is an indication of the phase the project is in (initiation, execution, or closing), the next Business Plan milestone, and the overall health of the project (red, amber, green). Two quarters have been included for these indicators to give the Board a view on project progression as well as current status.

11. Also on this page are details of the top project risks, the number of projects experiencing resource issues and the number of change requests (a form submitted to SLT for approval when a project requires a change to its

published Business Plan milestones) submitted in a quarter. The information for these metrics is not yet available for this quarter owing to timing (the Programme Board meets on 18 July for an in depth review of the performance reporting framework). This information will all be included next quarter.

12. The project status tracker is designed to give an idea over time of the health of our projects. For example, if over a few months an increasing number of projects are reporting as red or amber it may indicate that a deeper problem is developing and can be investigated accordingly.

Corporate dashboard

13. There is a lot of information on this page and it can be roughly split into three groups:
    - The first column shows corporate services information: upcoming corporate events, details of the top corporate risks and budget vs. actual spend for the quarter;
    - The second column comprises of communications metrics that could be used as a proxy for external stakeholder engagement. Website users, contact us queries and number of press releases all give an idea of how our stakeholders are engaging with us and how often we are engaging with them (via press releases);
    - The third column comprises HR statistics that can be seen as a proxy for staff morale. The metrics used are sick days taken, resignation, and spend per quarter on training budget. These metrics could be refined further; for example we may want to split out long term and short term sickness or include a metric for training days taken as well as spend.

Statutory Decisions

14. This report is the same format as previously but we are looking to redesign it, and are aiming to have a new dashboard version for the next quarter.

LSCP report

15. The LSCP report format is the prerogative of LSCP colleagues. We could potentially request changes if there is an appetite for such.

Next steps in developing the LSB's performance reporting framework

16. As mentioned above, the work to redesign the quarterly report is part of a wider review of the organisation's performance reporting framework, which in turn has come about as a result of the development of the Impacts Tracker (as presented to the Board in June).

17. The Board has made clear that the LSB has a positive story to tell, as demonstrated by the Impacts Tracker, and have tasked the executive to develop the LSB's performance reporting capability. The LSB needs to be able to tell an impacts-based performance story in its annual report consistent with performance reporting guidance from HM Treasury, the National Audit Office and in support of the recommendations of the Ministry of Justice's 2017 Tailored Review and the 2018 External Board Evaluation. The framework currently in development will also draw on best practice examples of performance reporting frameworks for public sector bodies

18. As part of this work to capture the information necessary to measure impact, a number of other documents and processes in the LSB's annual reporting cycle will be reviewed and redesigned over the next year. These include:
    a. **Annual Report and Accounts (ARA):** next year, a more public facing Annual Report summary will be produced showing a more visually engaging version of the Performance Report section of the ARA.
    b. **Performance analysis**: a new process/document that will be produced alongside and for the Annual Report and Accounts. It will use the project performance metrics and a qualitative analysis of the project's performance to determine where we have made an impact and to what extent. This will then be used to influence where we allocate resources in the future.
    c. **Business Plan and Strategy:** This will be heavily influenced by the annual performance analysis as in the projects chosen for the new year will be influenced by how we are doing in terms of making an impact on our policy/strategic objectives.
    d. **Programme Highlight Report/Programme Board:** Both the meeting and the associated documentation are currently undergoing a complete refresh to ensure the correct level of information is being captured and to increase accountability and performance data quality.
    e. **Performance index:** This will be the evolved version of the Impacts Tracker. It will function as a repository for all of the metrics, their sources and their timetable for updates. This will be continually updated throughout the year and will be used when pulling together performance reports and analyses.

19. Introducing some structure and consistency into the LSB's overall performance reporting will make it easier to measure our impact on the policy objectives and tell an engaging and accurate performance story.

20. The Board may wish to delegate authority to the Audit and Risk Assurance Committee to provide any further performance framework input required from the non-executives. The quarterly reports will continue to evolve to meet the Board's needs, and all feedback is welcome on an ongoing basis.

Risks and mitigations	
Financial:	N/A
Legal:	N/A
Reputational:	Possible reputational risk/opportunity dependent on publication policy
Resource:	N/A

Freedom of Information Act 2000 (FoI)		
Para ref	**FoI exemption and summary**	**Expires**
Top Project Risks box Top corporate risks box	Section 36(2)(b)(ii): information likely to inhibit the exchange of views for the purposes of deliberation	N/A