Legal Ombudsman
PO Box 6806
Wolverhampton
WV1 9WJ
T 0121 245 3100
www.legalombudsman.org.uk

Dr Helen Philips
Chair
Legal Services Board
One Kemble Street
London
WC2B 4AN

04 November 2019

Dear Helen,

VOLUNTARY PERFORMANCE ASSURANCE REPORT

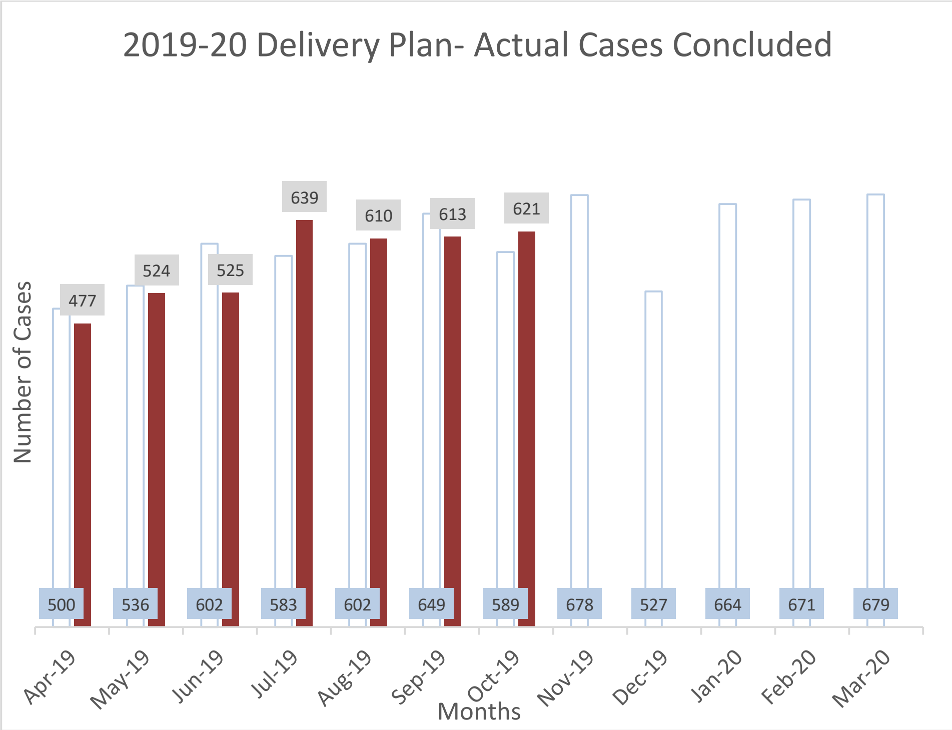
I am writing to provide the OLC's voluntary performance assurance report following the Board meeting on 24 October 2019, and in addition I am in receipt of your letter of 30 October 2019.

The Board's agenda was once again focussed on performance, both in year and for the future, at this meeting. The headline points from the Board's discussion concerning the in year position were:

- Board noted that the financial position was showing a forecast underspend of £130,000 at the end of September (Period 6); this was partly due to profiling issues and the Executive reported that the year end position was expected to be balanced.

- Board was pleased to hear that performance in September had delivered 613 closures and now that October had also closed I am able to report that the number of closures in that month was 621. This is 32 cases above the monthly target and maintains the rising trend in case closures; this is the fourth successive month where more than 600 closures have been achieved.

Looking forward Board also received reports on the revised Strategy, Draft Budget and the Road Map to Green which seeks to focus activity on improving the customer journey time in the new financial year through the elimination of all unnecessary waiting time by the end of 2020/21. These papers – revised following the comments and input from Board – have been provided to the LSB for consideration at the meeting of your Board on 26th November.

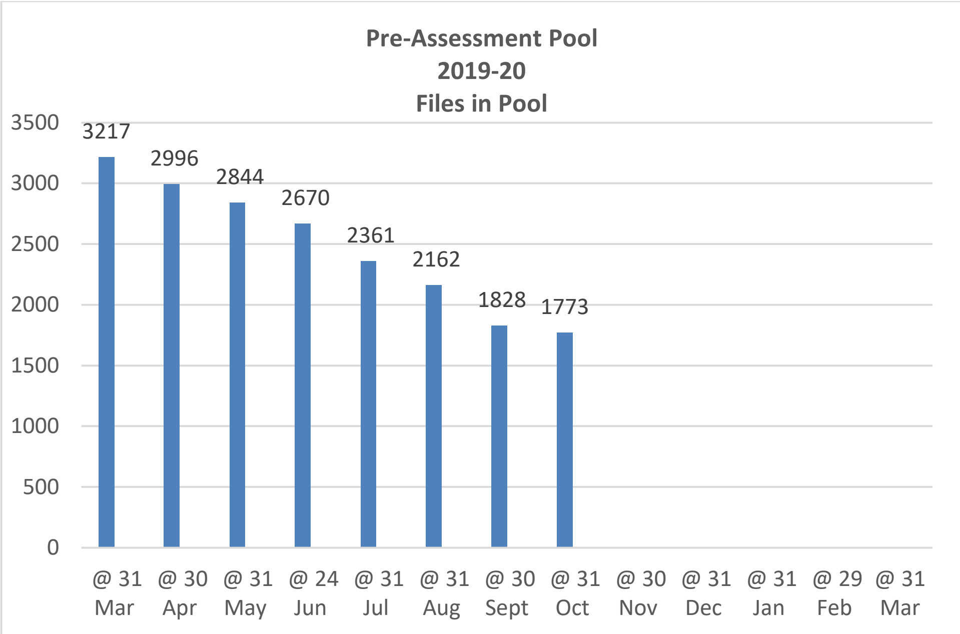


Cumulative target closures to October: 4,061
Cumulative actual closures to October: 4,009

Monthly Performance Against Delivery Plan (2019/20)

Months	Delivery Plan Target	Actual Closures	Over (+)/Under (-) Attainment of Target
April	500	477	(23)
May	536	524	(12)
June	602	525	(77)
July	583	639	+56
August	602	610	+8
September	649	613	(36)
October	589	621	+32
November	678	-	-
December	527	-	-
January	664	-	-
February	671	-	-
March	679	-	-
Total	7,280	4,009	(52)

In addition to this, Board welcomed that the number of cases awaiting assessment had fallen from 3,217 at 31st March 2019 to a figure of 1,828 files at the 26th September and this has reduced to 1,773 at 31st October, a reduction of 1,444 files or 44.9%. The reductions are shown below:



- Board received the Road Map to Green which sets the course to improve the customer journey by elimination of all unnecessary waiting time in the process during 2020/21. Following a detailed suite of discussions, Board noted that – as previously requested – the customer journey had now been modelled beyond March 2020. Board endorsed the Road Map to Green and the accompanying budget papers for onward submission in draft to the LSB.

- As part of these discussions Board welcomed the indications that improvement was looking sustainable and was clear – as was the Executive – that maintenance of the trajectory would remain a high priority.

- The Board was pleased to see evidence of successful recruitment and noted that more is planned.

- A summary of the performance to the end of October 2019 appears at Appendix 1. Performance remains positive and only two timeliness indicators are presently adrift from plan, both relating to high complexity cases (just 1% of the case load) where small adjustments in numbers of cases have a significant effect on the % figures achieved. Your request for wider information is noted and I would like to address this once a review has taken place of the existing KPI suite in the weeks ahead. .

- Unit Costs continue to be within target.

- Attrition has reduced from 22% in September to 21.3% in October although this shows as a red traffic light for the first time arising from the length of time outside of tolerance.

Helen, I wanted to respond to the matters raised in your recent letter and I am grateful for your supportive comments, for the assistance received from Matthew and David at our recent meeting and also the sentiments you express from the LSB Board.

Noting your concerns about the non-attainment of the September closure target – albeit within the context of a postive performance trajectory – I hope you will gain a level of assurance from the over attainment of the target in October. In addition I have taken steps to ensure that OLC Board members have an opportunity to review and endorse the content of these monthly commentaries as you have suggested.

With good wishes.

Yours sincerely

Wanda Goldwag
Chair, Office for Legal Complaints

Appendix 1: Monthly KPI and tolerance report – October 2019

Target met:	(green)	**Target not met but within tolerance:**	(amber)	**Target not met & outside tolerance:**	(red)

Measure	KPI	Tolerance	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Notes
% cases concluded in new CMS (CEQ2a)														
90 days (low)	65%	10% off target for more than 2 consecutive months or 2 months out of 4, in any category	89%	83%	83%	86%	86%	85%	77 %					The items that are showing Red are for High Complexity cases which comprise 1% of case load. Relatively few of these are closed monthly and so a small variance can impact the % significantly. It is not anticipated that this will persist.
90 days (med)	40%		54%	50%	45%	52%	45%	49%	41%					
90 days (high)	0%		25%	11%	8%	13%	18%	0%	4%					
180 days (low)	90%		98%	99%	99%	98%	98%	99%	98%					
180 days (med)	85%		92%	91%	85%	85%	84%	90%	85%					
180 days (high)	33%		75%	56%	33%	20%	27%	30%	9%					
365 days (low)	99%		100%	100%	100%	100%	100%	100%	100%					
365 days (med)	95%		100%	100%	98%	100%	100%	99%	99%					
365 days (high)	85%		100%	100%	83%	93%	88%	91%	57%					
% cases (all complexity) concluded (CEQ2a)														
Within 90 days	45%	10% off target for more than 2 consecutive months or 2 out of 4	48%	51%	50%	59%	67%	67%	63%					As predicted, with the closure of the Legacy cases these KPI's are now in line with plan..
Within 180 days	78%		63%	72%	70%	74%	84%	89%	89%					
Within 365 days	95%		69%	78%	77%	83%	94%	96%	96%					
Turnover (PLC2a/b)														
Quarterly rolling annual turnover rate	Rolling annual turnover <18%	>2% above rolling annual target for two consecutive quarters	18.7%	20.2%	21.8%	21.6%	21.6%	22.0%	21.3%					Turnover continues to vary incrementally as management of performance, capability and behaviours proceeds and has fallen slightly in October. The traffic light is Red because tolerance has been exceeded.
Unit Cost per case (IRE8)														
Legal all complexities – net of estates income and gross costs	£1695	>£100 over target – 3 month rolling average	£2118	£2047	£1952	£1554	£1574	£1665	£1657					Unit costs are once again within target in October.