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11 December 2019

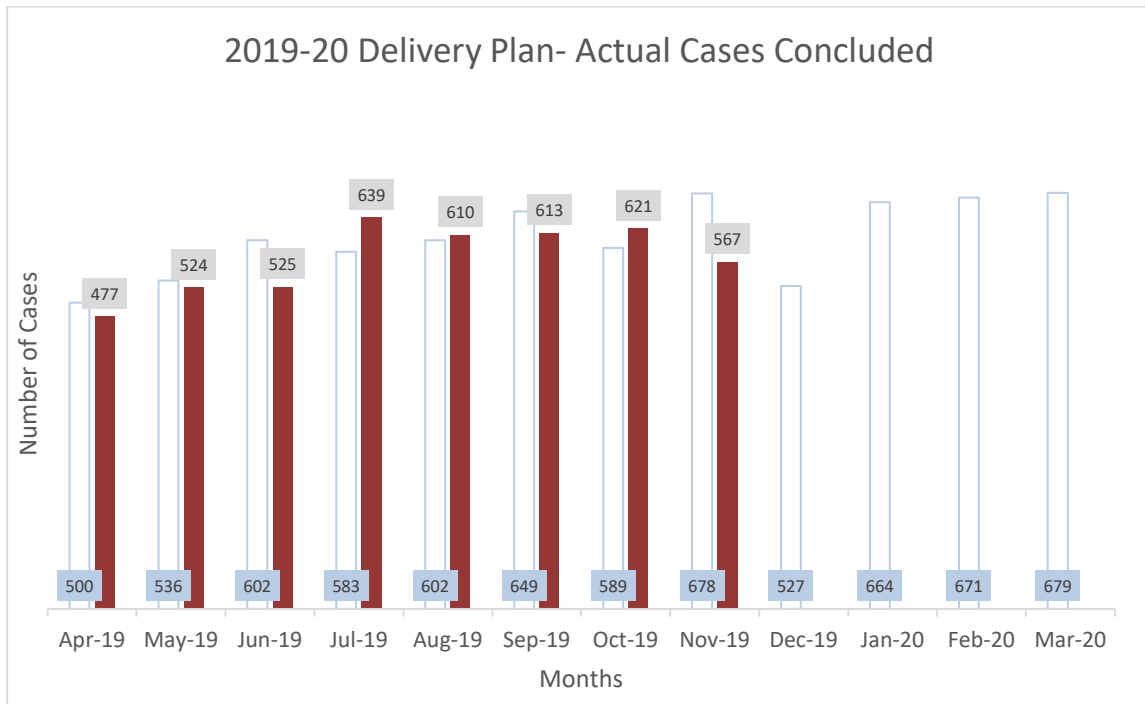
Dear Helen,

VOLUNTARY PERFORMANCE ASSURANCE REPORT

I am writing to provide the OLC's voluntary performance assurance report following the Board meeting on 26 November 2019, together with further information that has become available at the subsequent month end. I am also grateful to have received your letter regarding the additional information to support the OLC's Draft Budget proposals submitted to your own Board meeting on 26th November and will reply separately on those matters in due course.

The Board's agenda was once again focussed on performance 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 an underspend of £186,000 at the end of October (Period 7); as previously referenced this was partly due to profiling issues and the Executive continued to report that at this stage budget managers are of the view that the year-end position will be balanced.
- Board was pleased to hear that performance in October had delivered 621 closures. This was 32 cases above the monthly target and maintained the rising trend in case closures, being the fourth month where more than 600 closures have been achieved. That said, Board was concerned to note that at the date of the meeting it appeared that performance in November was likely to undershoot target. Now that November has closed I can report that closures in November amounted to 567, which is below the expected target.
- Whilst the November plan included an allowance for abstraction for recruitment and induction, the increased actual requirement, coupled with unexpected sickness in the management cohort, contributed to an adverse impact on performance. However, that said, I note that the mean level of monthly closures for the last 5 months is 610 which exceeds the mean numbers required to meet the level of performance set out in the 2019/20 Business Plan. Further, I can confirm that the number of closures per investigator in November - at 7.2 cases per capita - reflected that obtained in October and the performance in month was related to timing issues in the case profile.

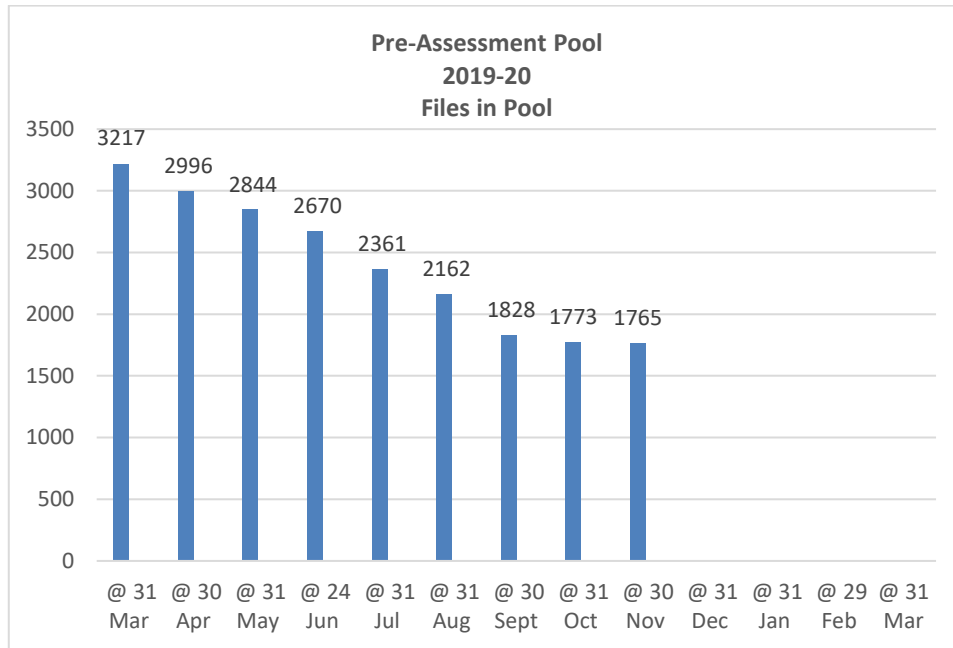


Cumulative target closures to October: 4,739

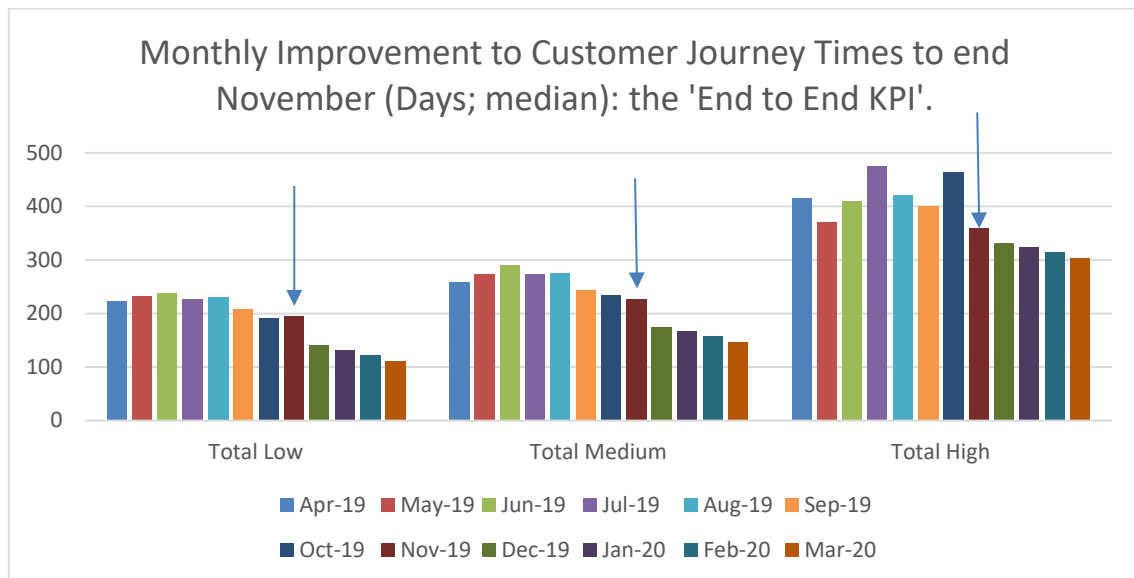
Cumulative actual closures to October: 4,576

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	567	(111)
December	527	-	-
January	664	-	-
February	671	-	-
March	679	-	-
Total	7,280	4,576	(163)

In addition to this, Board noted that the number of files awaiting assessment continued to fall and - following month end - I am able to confirm a figure of 1,765 at 30th November. Although the results for September and November have departed in positive and negative directions respectively from the established trend line it is anticipated that the December figures will re-converge on the trend already established.



The Customer Journey Times for High and Medium cases continued to fall in November although that for Low complexity cases saw a minor rise; this is principally due to increases in the Transaction Time for low complexity cases specifically; this is being further explored. The latest graph and associated data is shown below.



Customer Journey Times to end November 2019 (Days, Median)

Complexity/Month	A	M	J	Jy	Ag	S	O	N	D	J	F	M
Low	223	232	239	226	231	208	192	195	140	132	123	111
Medium	259	274	290	273	275	243	235	227	175	167	158	146
High	416	371	409	476	422	400	465	360	332	324	315	303

Note: the figures from December to March are targets

In addition, the Board was pleased to see further evidence of successful recruitment and I can report that offers have been made to 14 new investigators in the latest round of recruitment.

In addition I am also pleased to report that Attrition has reduced from 21.3% in September to 19.0% in November although this continues to show as a red traffic light reflecting the length of time outside of tolerance.

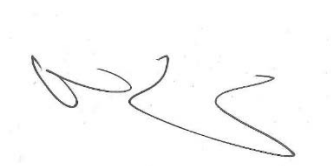
With regard to KPI's, a summary of the performance to the end of November 2019 appears at Appendix 1. Performance remains positive and only two timeliness indicators are presently adrift from plan, both relating to high complexity cases (just 1% of the case load) and both have improved since last month and are expected to reach target shortly.

Unit Costs continue to be within target.

Helen, in summary November has been a more challenging month than has recently been experienced, but I am confident that in the months ahead we shall continue to see further improvement.

With good wishes for the Christmas season.

Yours sincerely



Wanda Goldwag
Chair, Office for Legal Complaints

Appendix 1: Monthly KPI and tolerance report – November 2019

Target met:		Target not met but within tolerance:		Target not met & outside tolerance:	
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Measure	KPI	Tolerance	A %	M %	J %	Jy %	A %	S %	O %	N %	D %	J %	F %	M %	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	71					The items that are showing red are for High Complexity cases and these have improved since last moth although they remain red.
90 days (med)	40%		54	50	45	52	45	49	41	42					
90 days (high)	0%		25	11	8	13	18	0	4	14					
180 days (low)	90%		98	99	99	98	98	99	98	98					
180 days (med)	85%		92	91	85	85	84	90	85	89					
180 days (high)	33%		75	56	33	20	27	30	9	24					
365 days (low)	99%		100	100	100	100	100	100	100	100					
365 days (med)	95%		100	100	98	100	100	99	99	99					
365 days (high)	85%		100	100	83	93	88	91	57	76					
% 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	60					
Within 180 days	78%		63	72	70	74	84	89	89	91					
Within 365 days	95%		69	78	77	83	94	96	96	97					
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	19.0					Notwithstanding the red traffic light Attrition has improved during November
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	1645					Unit costs are once again within target in November