

## Costs Lawyer Standards Board



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# Operational metrics

## Service standards

The CLSB publishes an annual performance dataset, allowing stakeholders to assess whether the CLSB is providing acceptable levels of service. We do not set targets for our service standards; the relatively small scope of our operations means that a single activity (one complaint, one appeal and so on) could have a significant impact on the reported average. Rather, we ensure the performance dataset is made publicly available and is scrutinised annually by the CLSB board to identify and remedy any deterioration in performance. The metrics published in the performance dataset are set out below. Full performance datasets for recent years are available [on our website](#).

## AUTHORISATION: PRACTISING CERTIFICATES

Applications	Reporting year	Previous year
Number of authorisations processed		
Outcomes of applications	[Approved/declined]	
Type of application:		
Newly Qualified (in reporting year)		
Annual Renewal (processed in reporting year for the following practising year)		
Reinstated (in reporting year)		

### Timeliness

From date of completed application:	(day 1 being the day of receipt)
Median time taken	[Number of days] <ul style="list-style-type: none"><li>• [% of PCs sent out on same day as the complete application was received, compared to previous year]</li><li>• [% of PCs sent out by the end of the following working day, compared to previous year]</li></ul>
Mean time taken	[Number of days, compared to previous year]
Longest time taken	
Shortest time taken	

### Appeals

Number of appeals received and concluded	
Number of appeals where a decision has been made to overturn the initial decision	

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## AUTHORISATION: QUALIFYING EXPERIENCE

### Qualifying Experience Applications

Number of applications processed	
Outcomes of applications	[Approved/declined]

### Timeliness

From date of completed application:	(day 1 being the day of receipt)
Median time taken	
Mean time taken	
Longest time taken	
Shortest time taken	

## SUPERVISION: ACCREDITATION

### Accredited Costs Lawyer Applications

Number of applications processed	
Outcomes of applications	[Approved/declined]

### Timeliness

From date of completed application:	(day 1 being the day of receipt)
Median time taken	
Mean time taken	
Longest time taken	
Shortest time taken	

## SUPERVISION: ENFORCEMENT

### Conduct Cases

Number of cases received	[Cases necessitating formal investigation]
Number of those cases concluded	
Number outstanding	

### Timeliness

From acceptance of complaint to final decision	
Number of cases considered	
Mean time taken	
Longest time taken	
Shortest time taken	

### Decision Type

By CLSB (level 1)	
By Conduct Committee (level 2)	

### Appeals

Number of appeals (level 1)	
Outstanding	
Where decision was overturned	
Where decision was upheld	
Settled by consent	
Number of appeals (level 2)	
Outstanding	
Where decision was overturned	
Where decision was upheld	
Settled by consent	

## GOVERNANCE AND LEADERSHIP

### Organisational Health

Board membership turnover	
Executive employee turnover	

### Complaints

Number of complaints about the regulator	
Outcome of complaints about the regulator	
Subject matter of any upheld complaints	
Median time taken	
Longest time taken	
Shortest time taken	

## Governance metrics

### Robust management and oversight

The CLSB's board has ultimate responsibility for ensuring the CLSB delivers effective regulation that furthers the regulatory objectives set out in the Legal Services Act 2007, at proportionate cost. The board has identified several oversight areas that are crucial for delivery of the CLSB's [mid-term strategy](#).

We track performance against five metrics linked to those oversight areas, to help us identify and address any emerging risks or potential weaknesses in our key governance processes. Our performance against these metrics on an annual basis is summarised in a report that is available [on our website](#) (see the papers for the first CLSB board meeting of each year for a report on the previous year).

Oversight area	Metric	Outcome
Sound financial management	Level of reserves (as governed by the Reserves Policy)	Retain uncommitted reserves at target level, and reach target level of committed reserves by the end of the strategy cycle
Appropriate resourcing	Stakeholder comfort that our operating structure is sustainable and appropriate for our size	Meet the <a href="#">LSB's regulatory performance expectations</a> under Standard 1 (well led), characteristic 6 (resourcing)
Business continuity	Degree of business interruption at points of change	No material business interruption incidents arise through absence or turnover of staff or contractors
Risk management and mitigation	Level of impact on the organisation when risks, of which the board was or should have been aware, materialise	None of the operational, governance or strategy metrics in this document is detrimentally impacted by materialisation of one or more risks of the kind described
Continuous improvement	Degree of NED engagement and reflection on organisational and own performance	Personal and organisational areas for improvement identified through annual NED survey and appraisals
Transparency	Stakeholder ability to scrutinise decision-making, performance and processes on an ongoing basis	Meet the <a href="#">LSB's regulatory performance expectations</a> under Standard 1 (well led), characteristic 5 (transparency)

## Strategy metrics

### Successful implementation of our mid-term strategy

Our [mid-term strategy](#) sets out the CLSB's vision for 2027, along with key goals that are central to realising that vision. To help us track progress against our goals we have developed the metrics below, building on the "indicators of success" identified in our mid-term strategy. As mentioned above in relation to the governance metrics, an annual report on our performance against these metrics is available on our website.

Achieving the outcomes below will demonstrate sustained improvements in the way we operate. If outcomes are not being met at any stage, this will prompt us to consider the reasons why, how we can improve, and what the consequences might be for achievement of our strategy. In this way, the metrics are an important tool in the ongoing process of prioritising our resources and accounting to our stakeholders.

Strategy area	Metric	Outcome
Nurturing our relationships	Collaboration or market leadership in new areas and with new contacts	At least two new examples of this activity in each year of the strategy, from 2024 to 2027
Proactively adding value and communicating that value	Increased recognition of the CLSB and understanding of its role and purpose	Improved brand awareness / message recognition across key audiences in 2025, 2026 and 2027
Raising standards in the unregulated part of the market	Improved attractiveness of opting in to regulation amongst individuals working in costs	The number and diversity of new entrants to the profession increases year on year
Uniquely suited regulatory model	We meet the expectations of our oversight regulator in a way that does not disproportionately burden those who choose to be regulated	Meet or exceed the <a href="#">LSB's regulatory performance expectations</a> under Standard 2 (effective approach to regulation), while maintaining high satisfaction scores amongst the regulated community
Organisational robustness and resilience, for us and the profession	Costs Lawyers recognise, assess and mitigate risks to their business and clients	There are no market events or failures that would have been prevented by better risk management within the profession