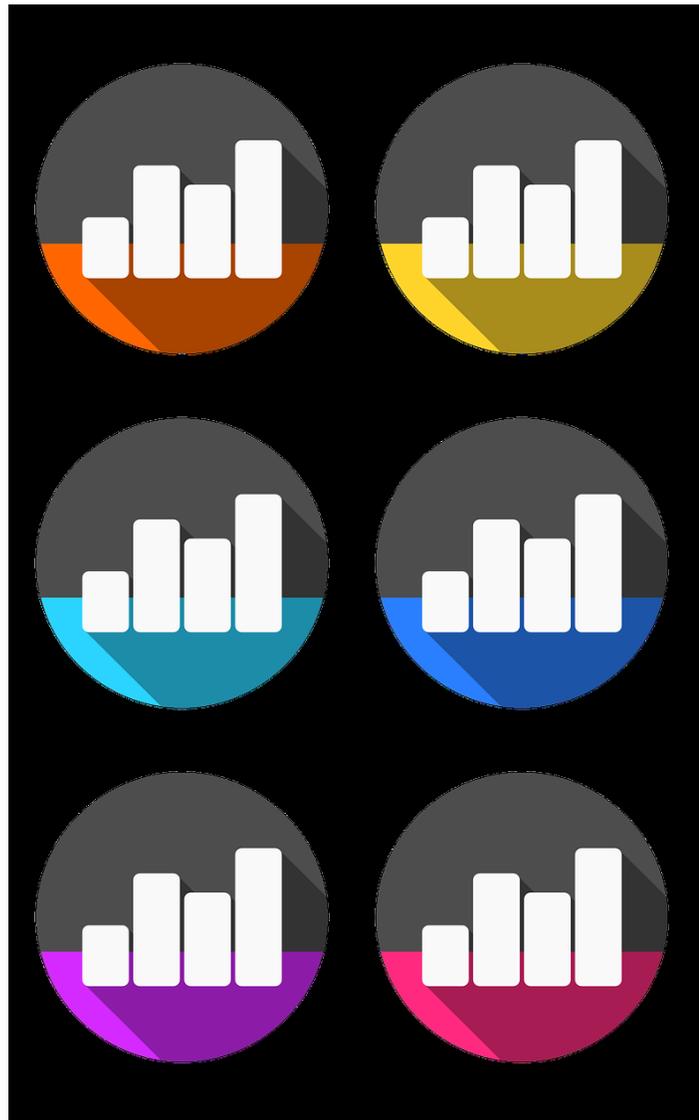

Performance indicators



23 January 2020

Costs Lawyer Standards Board

CLSB
|||

Regulatory metrics

Oversight data provided to the Legal Services Board

As part of its oversight role, the Legal Services Board asks all approved regulators of legal services to provide an annual performance management dataset. To ensure that all our stakeholders can access this information, the dataset is reproduced below. The data shown here is for the 2019 calendar year and will be updated in 2021 to provide statistics for the 2020 calendar year. Historic data is available by emailing enquiries@clsb.info.

AUTHORISATION

Applications

Number of authorisations processed	720
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Outcomes of applications for authorised persons	720 approved
Type of application:	
Newly Qualified	24
Annual Renewal	679
Reinstated	17

Timeliness

From date of completed application:	(full week days)
Median time taken	1.5
Longest time taken	2
Shortest time taken	1

Appeals

Number of appeals received and concluded	0
Number of appeals where a decision has been made to overturn the initial decision	N/A

SUPERVISION: ACCREDITATION

Accredited Costs Lawyer Application

Number of fully completed applications processed	20
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Timeliness (Accredited Costs Lawyer Application)

From date fully completed application received to completed application:	1 day
Median time taken	1 day
Longest Time Taken	1 day
Shortest Time Taken	1 day

SUPERVISION: ENFORCEMENT

Conduct Cases

Number of cases received	1
Number of those cases concluded	1
Number outstanding	0

Timeliness

From acceptance of complaint to final decision (all case types)	
Number of cases considered	1
Median time taken	2.3 months
Longest time taken	2.3 months
Shortest time taken	2.3 months

Decision Type

By CEO (level 1)	1
By Conduct Committee (level 2)	0

Appeals

Number of appeals (level 1)	0
Outstanding	N/A
Where decision was overturned	N/A
Where decision was upheld	N/A
Settled by consent	N/A
Number of appeals (level 2)	0
Outstanding	N/A
Where decision was overturned	N/A
Where decision was upheld	N/A
Settled by consent	N/A

GOVERNANCE AND LEADERSHIP

Organisational Health

Board membership turnover	1
Executive employee turnover	1
Reasons for increase/decrease	Non-Lay board member retired at end of term CEO of nine years stepped down

Complaints

Number of justified complaints about the regulator	0
The subject matter of the justified complaints about the regulator	N/A
Timeliness (Complaints)	
Median time taken	N/A
Longest Time Taken	N/A
Shortest Time Taken	N/A

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, at proportionate cost. We appoint board members with a mix of skills and experience to facilitate good governance across all relevant areas of oversight.

The board has identified several oversight areas that are crucial for delivery of the CLSB’s [mid-term strategy](#). Striving for excellence in those areas is therefore a priority for the coming years. From Q1 2020, we will track performance against the metrics set out below, to help us identify and address any emerging risks or potential weaknesses in our key governance processes.

Oversight area	Metric	Outcome
Sound financial management	Level of reserves	One year’s operating budget as reserves by 2023
Appropriate resourcing	Stakeholder comfort that our operating structure is sustainable and appropriate for our size	Meet the LSB’s standards in the regulatory assessment under outcome WL:GL2
Business continuity and succession planning	Degree of business interruption from personnel changes at board and executive level	No material business interruption incidents arise from retirement of Chair, Vice Chair and Non-Lay NED, or from unplanned attrition from the executive team or board
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
Cultural alignment and accountability	Level of NED satisfaction with the CLSB on cultural indicators, including receptiveness to challenge, inclusivity, and openness to change	All NEDs report, in half-yearly survey, being satisfied or very satisfied with the CLSB on cultural indicators

Strategy metrics

Successful implementation of our mid-term strategy

Our [mid-term strategy](#) sets out the CLSB’s vision for 2023, 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. We will measure our performance against these metrics from Q1 2020.

Achieving the targets below will demonstrate sustained improvements in the way we operate. If targets are not being reached 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
Collaborative relationships	Regulatory or operational developments that could not have been achieved by the CLSB acting alone	At least two significant developments in 2020, rising to at least three in 2021 and 2022, and at least four in 2023
Robust approach to evidence	Stakeholder comfort in the way evidence is used to inform our regulatory arrangements and board level decision-making	Meet or exceed the LSB’s standards in the regulatory assessment under outcomes RA3, RA4, WL:GL3 and WL:GL4
Bespoke risk-based regulatory approach	Prevalence of detrimental consumer outcomes, combined with the burden imposed on Costs Lawyers by our regulatory arrangements	No detrimental consumer outcomes that are not resolved at first tier, combined with at least 95% of Costs Lawyers considering the CLSB to be an effective regulator
Facilitator of trust	Level of integration into the regulated community	There is a sustainable route of entry into the profession, with long-term viability, by 2023