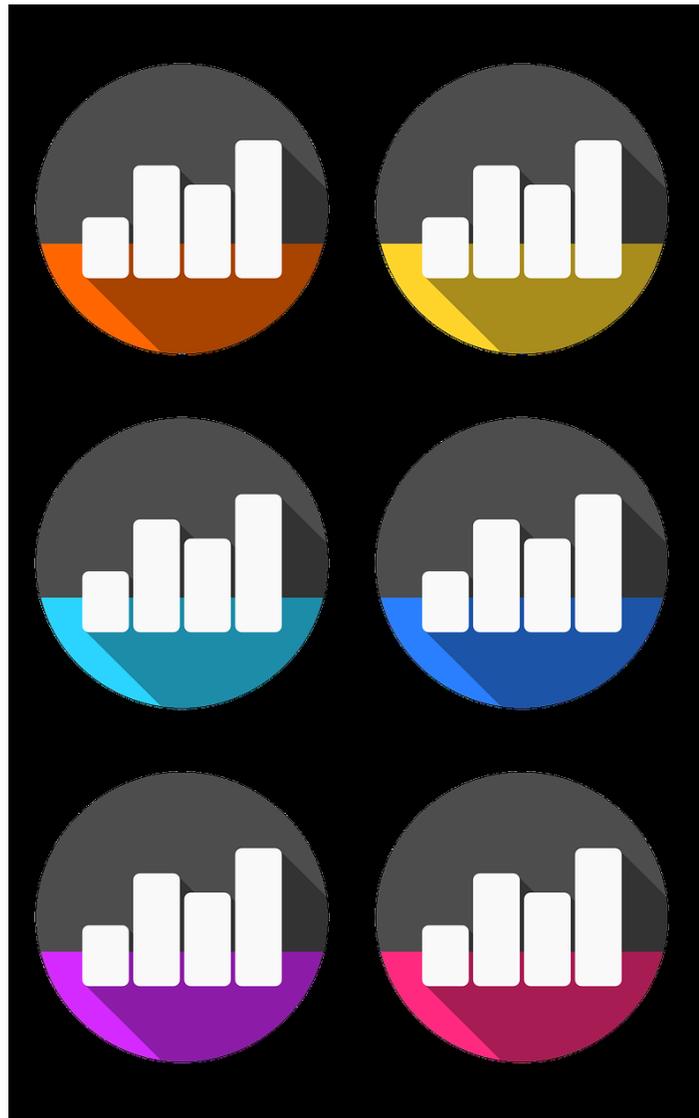


---

# Performance indicators

---



Updated: 2 February 2022

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 2021 calendar year. For historic data, please [contact us](#).

## AUTHORISATION

### Applications

Number of authorisations processed	699
Outcomes of applications for authorised persons	699 approved
Type of application:	
Newly Qualified	10
Annual Renewal	674 (processed in 2021 for 2022 practising year)
Reinstated	15

### Timeliness

From date of completed application:	(day 1 being the day of receipt)
Median time taken	1 day
Mean time taken	1.39 days
Longest time taken	22 days (next longest 7 days; next longest 3 days; 78% completed on day of receipt; 86% completed by next day)
Shortest time taken	1 day

### 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 applications processed	8
----------------------------------	---

### Timeliness (Accredited Costs Lawyer Application)

From date of completed application:	(day 1 being the day of receipt)
Median time taken	1.5days
Longest Time Taken	3 days
Shortest Time Taken	1 day

## SUPERVISION: ENFORCEMENT

### Conduct Cases

Number of cases received	0 (cases necessitating investigation)
Number of those cases concluded	N/A
Number outstanding	N/A

### Timeliness

From acceptance of complaint to final decision	
Number of cases considered	0
Median time taken	N/A
Longest time taken	N/A
Shortest time taken	N/A

### Decision Type

By CLSB (level 1)	0
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	0
Reasons for increase/decrease	Chair retired at end of term as planned

### Complaints

Number of justified complaints about the regulator	0
The subject matter of the justified complaints	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 2007, at proportionate cost. 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.

Since Q1 2020, we have tracked 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 the metrics during 2021 is summarised in a report that is available [on our website](#) (see the papers for the CLSB board meeting on 2 February 2022). The metrics below have been updated for 2022, and we will report on performance against those metrics in early 2023.

Oversight area	Metric	Outcome
Sound financial management	Level of reserves (as governed by our Reserves Policy)	Retain uncommitted reserves at target level, and reach target level of committed reserves by 2026
Appropriate resourcing	Stakeholder comfort that our operating structure is sustainable and appropriate for our size	Continue to meet the <a href="#">LSB’s regulatory performance standards</a> under outcome WL:GL2 in 2022
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
Cultural alignment and accountability	NED perception of cultural indicators, such as inclusivity and openness to new ideas	Cultural descriptors selected by NEDs in an annual survey show positive cultural progression year on year

---

# 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. As mentioned above in relation to the governance metrics, a report on our performance against these metrics during 2021 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
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 regulatory performance standards 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 caused by professional conduct issues 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