

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

17 October 2017

Dear Helen

**VOLUNTARY PERFORMANCE ASSURANCE REPORT TO LSB OFFICE FOR
LEGAL COMPLAINTS MEETING 11 OCTOBER 2017**

1. Our performance in the CMC jurisdiction is achieving KPIs. However, the Board expressed its concern about current performance in the legal jurisdiction, particularly given the significant, sustained increase in demand above budgeted levels in 2017-18 in the legal jurisdiction. The increased demand reflects both volume and case complexity. At current run rates, we forecast accepting 900 more cases than the 7,000 forecast over the 2017-18 financial year and approximately 14% of cases accepted being high complexity rather than the forecast 10%.
2. The Board discussed a number of critical issues:
 - a) Unallocated cases in the Resolution Centre remain high but stable at a level roughly equivalent to the additional unbudgeted caseload.
 - b) We were particularly concerned that increasing demand and workloads for staff to deal with has led to a decline in quality review outcomes in the quarter.
 - c) Timeliness performance remains stable across the quarter but well below target levels.


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3. Current initiatives include:

- a) We are awaiting MoJ approval to run a pilot of a delivery partner to investigate 200 low complexity cases.
 - b) We have completed a second round of internal recruitment for the new Level 1 Ombudsmen roles (which investigates high complexity cases and makes decisions on low complexity cases).
 - c) We are commissioning a 'whole system' forecasting and operational model.
4. However, we also discussed the longer-term steps we must take to achieve sustainable improvement. Fundamentally, we must better balance resources and demand. Our 2018-19 budget will need to include provision for a time-limited legacy team to handle the unallocated casework from January 2018 and into the 2018-19 financial year.

Yours sincerely



Wanda Goldwag
Chair OLC