

Legal Ombudsman performance against LSB s.120 targets

Target	description	Target	Performance to 31 March 2016	Target met
1. Timeliness:	The number of cases resolved within 90 days (from first point of contact must not fall below 60% in any month	90 days: 60%	<p><= 56 days: 106 out of 487 cases accepted in January 2016 22% (increase from 19%)</p> <p><= 90 days: 207 out of 514 cases accepted in December 2015 40% (Decrease from 44%)</p> <p><= 180 days: 474 out of 522 cases out of accepted in September 2015 91% (increase from 89%)</p> <p><= 365 days: 652 out of 655 cases our of accepted in March 2015 99.5%</p>	No
2. Unit cost:	The unit cost per case must not exceed £1,750 in any quarter Unit cost will be reported quarterly, on a rolling twelve-month basis.	£1,750 (Rolling 3 months)	<p>Rolling Quarter: (January, February, March) £1547</p> <p>12 month average to March 20152016: £1740</p>	Yes
3. Quality:	The average satisfaction of complainants and lawyers (regardless of the outcome of the case) must not fall below 40% in any quarter.	40%	<p>Overall satisfaction reported in the most recent independent customer satisfaction data, for cases closed October-December 2015:</p> <p>62% Target exceeded</p> <p>This is an increase on the previous report of 55%</p>	Yes

Where any of the targets are not met, the OLC is required to provide two supplementary reports to the LSB. These are provided below:

1. The reasons for the failure to meet the 90 day time target

- The failure to meet the 90 day time target remains the result of a combination of the following factors:
- Lower than planned investigator resource resulting in delays in delays to allocation of cases to investigators
- We are carrying a significant number of vacancies in the investigator pool. There has been a delay in recruitment activity, due to the MoJ spending controls and the need for approvals to recruit. As a result of these factors there have been delays between acceptance of complaints and their allocation to an investigator. Additionally, during March our Ombudsman team have been involved in writing induction training, previously delivered externally (now delivered internally due to spending controls) and writing guidance for investigators, meaning an impact on finalising reports.
- Technical difficulties with the CRM system. During January and February there was minimal disruption from CRM. Regrettably there have been system stability and telephony difficulties in March which have impacted on performance.
- Short term impacts to Ombudsman working practices and Ombudsman workload management. The changes to Ombudsman working practices and workload management detailed in previous months remain.
- We have had a higher than normal number of long term sickness absences (due to non-work-related issues.)

2. Details of timetabled remedial action proposed to bring performance back into compliance with targets.

Lower than planned investigator resource

We received authority from MOJ to recruit 11 new investigators. Our new colleagues begin their induction on 11 April. Some of these will be internal promotion (6) and will require a shorter training programme than the external recruits. All new investigators will be deployed by July following phased internal transfer. We expect these staff to have a significant impact on performance in Quarter 2. This will be reviewed by the Board in June. In parallel all long term sickness absences are being monitored by the Executive and RemCo at each meeting.

Technical difficulties.

We are moving to a new CRM supplier in April and as part of the transition process we will be taking steps to make the infrastructure more robust. Having learned the lessons from working with our previous supplier we have built in new conditions to the contract with our new supplier to remedy any deficits in a more timely way. We have been careful to recruit the supplier using the experience of our new Head of IT, informed by the experience of operational staff on the limits of the old (current) contract. Our transfer to a new provider will minimise the risk of technical difficulties, though there is likely to be a short- medium term impact during and following the handover while best practice and governance arrangements are implemented. The Board will review progress at the June meeting.

Ombudsman working practices

We are pleased to report that the average waiting time for an Ombudsman decision is now three weeks. This has been achieved by embedding Ombudsman in teams and developing skills within the organisation to create a pool of temporary ombudsman as and when needed.

3. Unit Cost

The target for the rolling quarter unit cost has been met. The 12 month average is improving. LSB will be aware of the scale of efficiencies already delivered in year and proposed for 16/17. We are always mindful of the need to make further efficiencies and will continue to do this. Our Board and our ARAC monitor costs closely at each meeting.