



INVESTORS IN PEOPLE

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Commissioner

# **THE LAW SOCIETY'S PERFORMANCE & PROGRESS AGAINST THE TARGETS & PLAN DURING THE PERIOD 1 APRIL 2007 TO 31 MARCH 2008**

## **SUMMARY OF PERFORMANCE JULY 2007**

### **AIM OF THE LEGAL SERVICES COMPLAINTS COMMISSIONER**

- Impartiality
- Transparency
- Efficiency
- Effective remedy
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Appointed under the Access to Justice Act 1999 as an independent regulator working with the Law Society on behalf of the consumer to improve standards in complaints handling

The aim of the Legal Services Complaints Commissioner (the Commissioner) is to regulate the complaints handling arm of the Law Society to help ensure that it handles complaints about its members effectively and efficiently. The Commissioner's website address is [www.olsc.gov.uk](http://www.olsc.gov.uk)

## **APPROACH TO SETTING TARGETS**

In order to focus the Law Society on key areas for improvement, the Commissioner requested that it provide a complaints handling Plan (the Plan) showing how it would deliver performance improvements in its complaints handling system and processes over the period 1 April 2007 to 31 March 2008. In relation to the Law Society's performance, she also set targets in three key areas:

- **Timeliness** – to improve the speed with which complaints are handled by the Law Society;
- **Quality of decisions** – to improve the quality and consistency of complaints handling by the Law Society; and
- **Delivery of the Plan** – to implement the agreed plan for complaints handling.

The targets set by the Commissioner included areas where, if performance was improved, the Law Society could move closer towards delivering an effective and efficient complaints handling service.

The Law Society agreed to the targets set by the Commissioner and included these within its Plan for the period 1 April 2007 to 31 March 2008. A full copy of this Plan along with details of the Law Society's complaints handling organisation can be found on the following websites [www.lawsociety.org.uk](http://www.lawsociety.org.uk) [www.sra.org.uk](http://www.sra.org.uk) [www.legalcomplaints.org.uk](http://www.legalcomplaints.org.uk)

In setting the targets the Commissioner took into account the Law Society's performance and what it could realistically aim to achieve. The Commissioner considered a range of information, including monthly performance information from the Law Society, the requirement for broader improvements, the results of a benchmarking study conducted by her Office of other complaints handling organisations, and the findings of audits undertaken by her Office in 2005 and 2006. This information demonstrated that the Law Society needed to take further action to improve its systems and processes, including the consistent application of its own policies and procedures when dealing with complaints as well as delivering more broader improvements, for example improving accessibility to its services.

At the end of the Plan year, 31 March 2008, the Commissioner will assess whether the Law Society has handled complaints in accordance with its Plan. If she decides that it has not, the Commissioner can levy a penalty on the Law Society of up to one million pounds.

## **LAW SOCIETY'S COMPLAINTS HANDLING OPERATION**

The Law Society handles complaints about solicitors concerning service or conduct issues, from consumers of legal services. For the purpose of this report, "complaints" includes both complaints in which solicitors' clients seek redress, and complaints about solicitors' conduct, whether made by solicitors' clients or by third parties. The term "complaint" does not include enquiries, (this is where the Law Society provides information, clarification, or an explanation of jurisdiction), these are counted separately.

In January 2006, the Law Society re-structured its organisation into 3 separate functions:

- the Law Society is responsible for representing solicitors;
- the Legal Complaints Service (LCS) is responsible for handling the majority of client related redress complaints about the service provided by solicitors in England and Wales to consumers; and
- the Solicitors Regulation Authority (SRA) is responsible for regulatory and disciplinary matters; setting and maintaining standards; handling complaints that allege misconduct against solicitors

### **MONITORING THE LAW SOCIETY'S PROGRESS AGAINST THE TARGETS**

This summary report provides information to show how the Law Society is performing against each of the target areas included within its Complaints Handling Plan.

Performance against the timeliness target areas, the Legal Services Ombudsman's satisfaction rating, and delivery of the Plan is monitored via monthly management information reports provided by the Law Society. Progress and performance against some of the quality targets can only be measured by the Commissioner's Office undertaking an audit of case files.

### **FINAL ASSESSMENT OF THE LAW SOCIETY'S PERFORMANCE AGAINST ITS PLAN**

The work outlined in the Plan is aimed at bringing the Law Society's complaints handling service closer to an effective and efficient level of performance and achieving the targets set by the Commissioner.

The Commissioner has the power to levy a penalty against the Law Society if it fails to handle complaints in accordance with its Plan. In determining whether the Law Society has handled complaints in accordance with its Plan, the Commissioner will take the following factors into account at the end of the Plan year, 31 March 2008:

- all factors relevant at the time;
- how many targets are missed, how close the Law Society is to achieving them and how it has performed on the other targets;
- the volume and nature of cases that the Law Society has dealt with compared to the numbers projected in the Plan;
- progress made in implementing the improvement initiatives in the Plan and any recommendations made by the Commissioner;
- whether the resources envisaged in the Plan have actually been deployed.
- whether there is any evidence that the Society is making all reasonable efforts to carry out the Plan in a committed and positive way; and
- any representations made by the Society.

These points will be addressed through the critical analysis of Management Information, Key Performance Indicators, audit findings, meetings with the Law Society, written correspondence and the outcomes of any visits to the Law Society.

## **Summary of Law Society performance and progress against its targets and Plan during the period 1 April 2007 to 31 March 2008**

**Timeliness Target T1 - By the end of March 2008, to have no cases that have been open for 12 months or more, except for a maximum of 65 Redress and Conduct (RDC) matters.**

- At the beginning of April 2007 there were 163 cases over 12 month old. By the end of July 2007 this had increased by 7 cases to 170 cases over 12 months old.
- Of the 170 cases over 12 months old, 78 cases are over 15 months old and 38 of these cases are over 18 months old.
- Of the 170 cases over 12 months old, 37 are RDC complaints both on the service provided by the solicitor and allegations of misconduct.

**Timeliness Target T2 – to close 67% of complaints within 3 months of receipt.**

- In month performance for July 2007 shows the Law Society achieved 70% of cases closed within 3 months.
- Year to date performance shows the Law Society is currently achieving 72% of cases closed within 3 months, against the 67% timeliness target

### **Quality Targets Q1 – Q5**

- Details of the quality targets set by the Commissioner are as follows:

**Quality Target Q1 – to acknowledge 93% of new complaints within 5 working days of receipt.**

**Quality Target Q2a – to send 88% of customers / informants a substantive response within 45 calendar days of receipt of the complaint.**

**Quality Target Q2b – to inform the customer / informant of the following standard information in 93% of cases: the Law Society’s powers and complaints handling processes, the internal complaints procedure and confirmation that their complaint may be copied to the solicitor about whom the complaint has been made.**

**Quality Target Q3 – 85% of complaints have, at an appropriate stage, the Law Society’s indicative awards guidance (IAG) and Reasonable Offer Made (ROM) guidance (where the ROM process is being followed) shared with the consumer and solicitor.**

**Quality Target Q4 – to provide all specified customer / informant updates in 88% of cases. For redress matters (including where the informant has taken up the offer of 30 day contact), consumers are contacted at least every 30 days during the life span**

of the case. For the full life span of Redress and Conduct (RDC) matters, and for conduct matters where informants have an interest, they will be offered contact every 30 days. Those informants not requesting 30 day contact will be kept informed at four key stages. Informants without an interest will be kept informed at two key stages.

**Quality Target Q5 – in 85% or more of cases closed on or after 1 April 2007, and aged 6 months or over, consideration and/or award of special payment must be in line with the Law Society special payment policy guidance and evidenced on the file; and there must be evidence on the case of a special payment consideration on closure that is in line with policy guidance.**

- The table below provides details of the findings from the LCS and SRA’s own internal audits conducted during the period April to June 2007. However, progress and performance against each of the quality targets Q1 – Q5 can only be measured by the Commissioner’s Office undertaking an audit of case files. The findings following the first such audit, will not be available until October / November 2007.

	<b>Law Society internal audit results April – June 2007</b>	<b>OLSCC audit results will be available Oct / Nov 2007</b>	<b>Commissioner's Targets</b>
<b>Q1 – Acknowledgements</b>	92%		<b>93%</b>
<b>Q2 a) – Substantive response within 45 days</b>	82%		<b>88%</b>
<b>Q2 b) – Providing standard information to consumers</b>	73%		<b>93%</b>
<b>Q3 – Sharing IAG guidance at the appropriate stage</b>	64%		<b>85%</b>
<b>Q4 – Specified contact with consumers &amp; Informants</b>	85%		<b>88%</b>
<b>Q5 – Special Payments</b>	51%		<b>85%</b>

**Quality Target Q6 –the Legal Services Ombudsman (LSO) will uphold the handling of the case by LCS and SRA in 73% of cases that are referred.**

- In month performance for July 2007 shows the Law Society achieved 73% quality of decisions performance.
- Year to date performance shows the Law Society is currently achieving only 67%, 6 percentage points below the Commissioner’s target of 73%.

#### **Caseload trends during 2007-08**

- The number of cases within the Law Society’s system has increased by 13.3% (540 cases), from 4,055 at the end of March 2007 to 4,595 by the end of July 2007.
- The number of cases over 15 months old has increased by 22 cases from 56 cases at the end of March 2007 to 78 by the end of July 2007.

- The number of live cases aged over 18 months old has reduced by 1 case from 39 at the end of March 2007 to 38 cases by the end of July 2007.
- SRA caseload was 781 at the end of March 2007. This has increased by 13 cases to 794 cases by end of July 2007.
- LCS caseload was 3,132 at the end of March 2007. This has increased by 522 cases to 3,654 cases by end of July 2007.
- The caseload for complaints involving both LCS and SRA was 142 cases at the end of March 2007. This has increased by 5 cases to 147 cases by the end of July 2007.

### **Unallocated cases**

- At the end of March 2007 there were 500 unallocated cases, which was 12.3% of the live caseload.
- By the end of July 2007 this had increased to 910 unallocated cases, which is now 19.8% of the current live caseload. The Law Society reports that the number of unallocated cases had increased by 260 cases compared to last month and stated that this was due to receiving 579 new service complaints in the last 4 days of July, which had led to a backlog in files being allocated.

### **Receipts & Closures**

- Since the beginning of April 2007 the Law Society has received 6,610 new complaints, 3.5% (222 cases) above its year to date forecast of 6,388. The Law Society reports that this is due to a high level of complaints relating to Coal Health Compensation issues received during July.
- Since the beginning of April 2007 the Law Society has closed 6,070 complaints, 13.5% (948 cases) below its year to date forecast of 7,018.

### **Productivity per caseworker**

- LCS and SRA report that the average year to date productivity is 8 case closures per caseworker. During April 2006 to March 2007 the average closure over the year was 8.5 per caseworker.

### **Special Payments**

- Since the beginning of April 2007 a total of 299 special payments have been made by LCS and SRA, totalling £107,458. The largest award made was for £4,000, with an average payment of £359.

### **Outsourcing**

- Of the 6,070 total closures made since the beginning of April 2007, 719 files have been closed using outsource firms.

**Plan Target P1 - Unless varied by agreement with the Commissioner, the total budget to support delivery of the Law Society's 2007/08 Improvement Plan to be at least 95% utilised in accordance with the Plan.**

- The Law Society is currently reporting that its actual year to date expenditure for April to July 2007 was £11,709 million, £279,000 (2.3%) below its year to date budget forecast of £11,988 million.

**Plan Target P2 - Unless varied by agreement with the Commissioner, all resources (including: staff, outsourcing, Local Conciliation Officers) to support delivery of the Law Society's 2007/08 Improvement Plan to be at least 95% utilised in accordance with the Plan.**

- By the end of July 2007 there were 445.59 staff in post, which is 22.51 (4.8%) below the 468.1 staff LCS and SRA said they needed in the 2007/2008 Improvement Plan.

<b>July 2007</b>	<b>LCS</b>	<b>SRA</b>	<b>TOTAL</b>
<b>Management</b>	52.25	9.94	62.19
<b>Caseworkers</b>	203.96	28.76	232.72
<b>Support</b>	133.98	16.7	150.68
<b>TOTAL</b>	<b>390.19</b>	<b>55.4</b>	<b>445.59</b>

**Plan Target P3 – Priority initiatives to support the delivery of the Law Society's 2007/08 Improvement Plan are delivered to time and cost in accordance with the Plan, and meet all related milestones and benefits to be realised.**

- In the 2007-2008 Improvement Plan LCS and SRA have identified a number of areas to help deliver strategic improvements to its complaints handling service. The three Complaints Handling Improvement Projects (CHIPs) identified for this year are:
  1. Improving the gathering recording and analysis of Equality and Diversity information
  2. An overall Complaints Handling Process Review
  3. Publishing Solicitors Complaints Records.
- Further details of these CHIPs are explained in the 2007-08 Complaints Handling Plan, a copy of which can be found on the following Law Society's websites.  
[www.lawsociety.org.uk](http://www.lawsociety.org.uk) [www.sra.org.uk](http://www.sra.org.uk) [www.legalcomplaints.org.uk](http://www.legalcomplaints.org.uk)

**Plan Target P4 - Progress against the Law Society's 2007/08 Improvement Plan, targets and supporting Key Performance Indicators, will be reported to the Commissioner each month in line with the timescales agreed with the Commissioner. This report should also show, at least on a quarterly basis, the findings of the Law Society's own internal quality audit report.**

- During the period April 2007 to July 2007 the Commissioner's Office has received the monthly Management Information reports by the agreed deadlines.

## GLOSSARY OF TERMS

Complaint	This is an expression of dissatisfaction about the service provided by a firm of solicitors or the conduct of an individual solicitor where LCS or SRA take action to conciliate or investigate.
Conciliation	This is a process leading to the resolution of the complaint by agreement between the consumer and solicitor without the need for a formal decision by the LCS or SRA.
Conduct complaints	A complaint that relates to the actions/behaviour of an individual solicitor rather than the service received by the firm of solicitors as a whole.
Improvement Plan	Each year the Commissioner requests that LCS & SRA provide an Improvement Plan showing how they will deliver performance improvements to their complaints handling system and processes. The Commissioner has approved the Improvement Plan for the period 1 April 2007 to 31 March 2008.
Indicative Awards Guidance	This guidance provided by LCS is available to both the consumer and solicitor and sets out likely compensation awards to the consumer by putting the effects of poor service into certain categories.
Informant's Protocol	An informant is someone who approaches the SRA with an allegation or information about a solicitor's misconduct or regulatory breach. The Protocol is the process by which the SRA updates the informant with progress made in the handling of that report of professional misconduct.
Legal Complaints Service (LCS)	The Legal Complaints Service (LCS) is responsible for dealing with complaints about the service provided by solicitors in England and Wales to consumers.
Outsourcing	In order to help it reduce the number of complaints it has in its system, LCS and SRA use a number of Solicitor's firms to which they outsource cases to be dealt with.
Productivity	Productivity is measured by the number of cases closed by those caseworkers involved in complaints handling in any given period.
Redress Complaints	Complaints that relate to the service provided by a solicitor or firm of solicitors where LCS can seek compensation for the consumer as a form of redress.
ROM (Reasonable Offer Made)	LCS caseworkers can close cases on this basis if they are of the view that the solicitor has made a reasonable offer to conciliate the complaint even if the consumer does not want to accept it.
Special Payments	These are used to compensate the consumer for loss, inconvenience or distress caused by failings in the LCS or SRA service.
Solicitors Regulation Authority (SRA)	The Solicitors Regulation Authority (SRA) is responsible for regulatory and disciplinary matters; setting and maintaining standards and handling complaints that allege misconduct against solicitors.
Substantive Response	A response to a consumer complaint provided by a LCS or SRA caseworker, that addresses all the consumer's heads of complaint, is specific to their circumstances and serves to progress the matter.
The Law Society	The Law Society is responsible for representing solicitors.
Unallocated cases	These are complaint cases that have not yet been assigned to a caseworker to deal with.