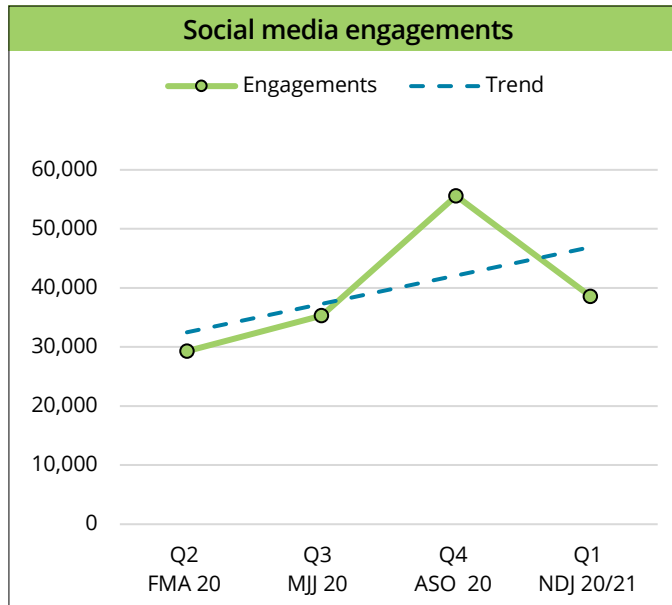
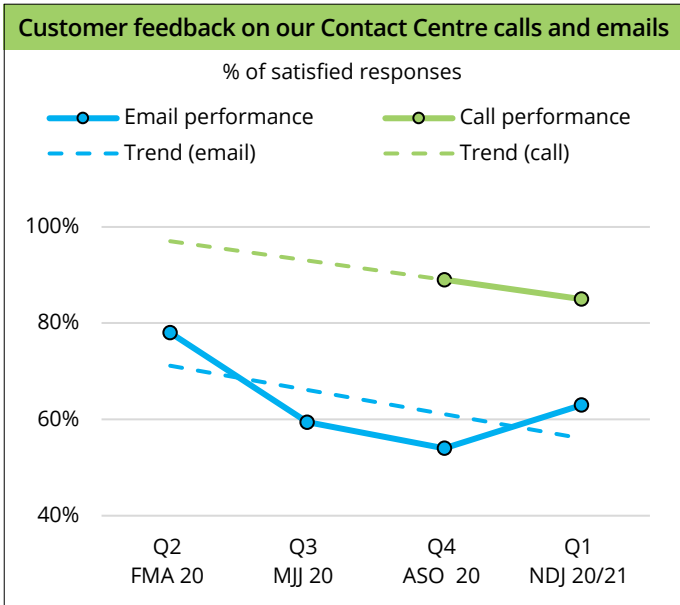
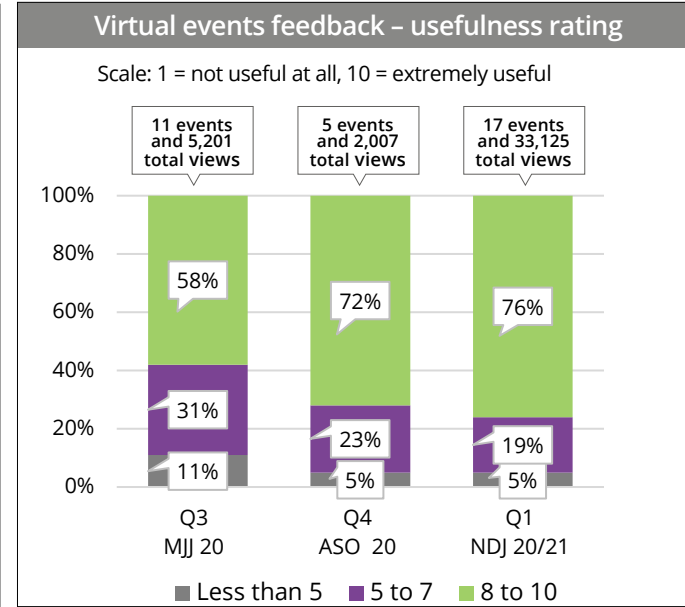
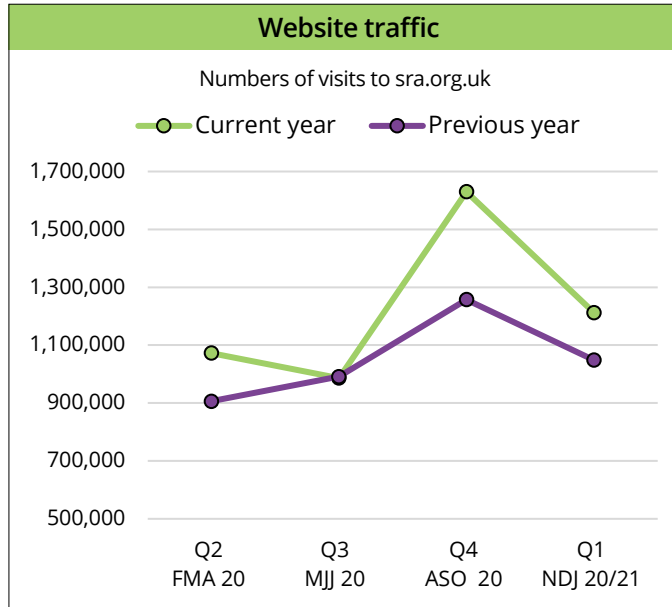
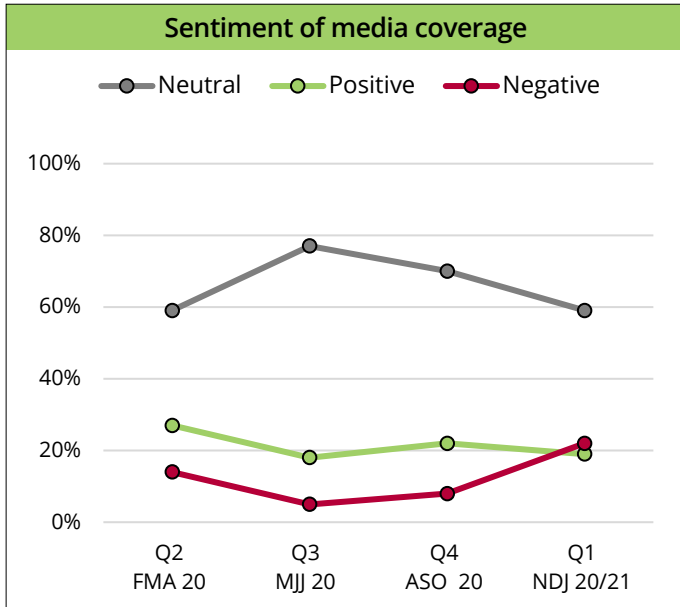


Core measures

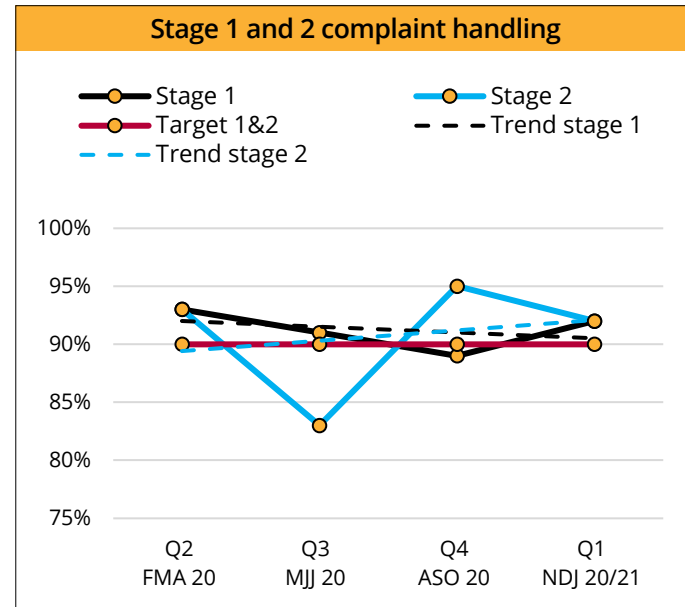
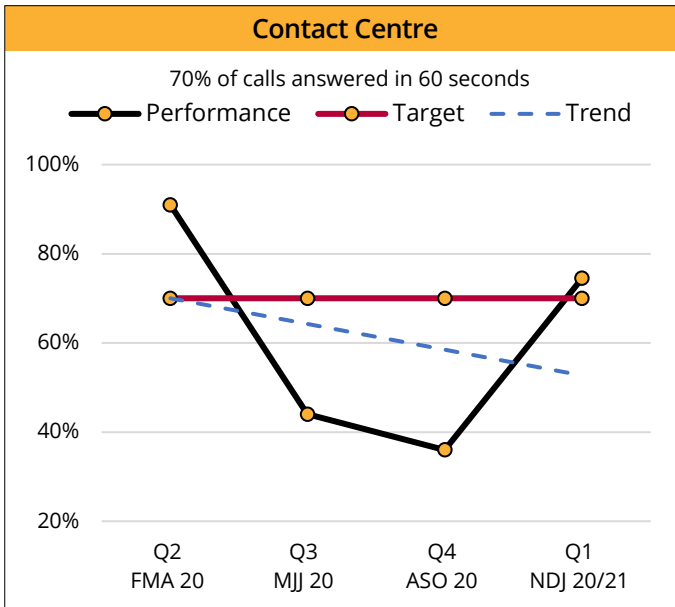
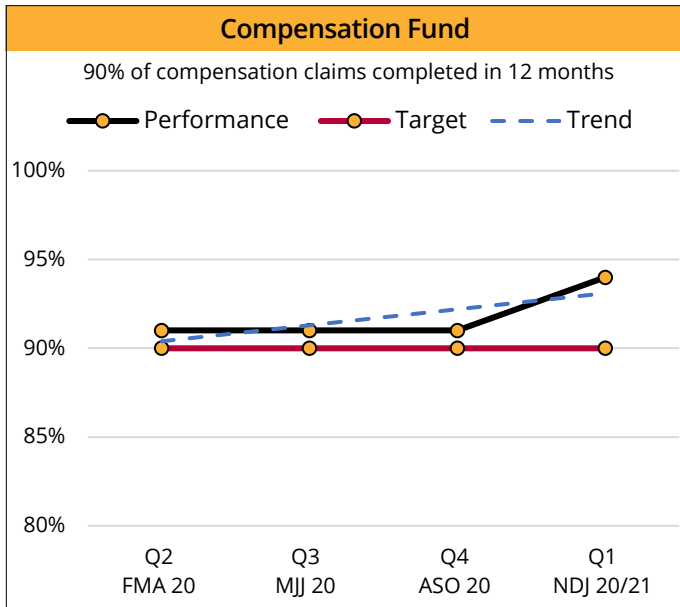
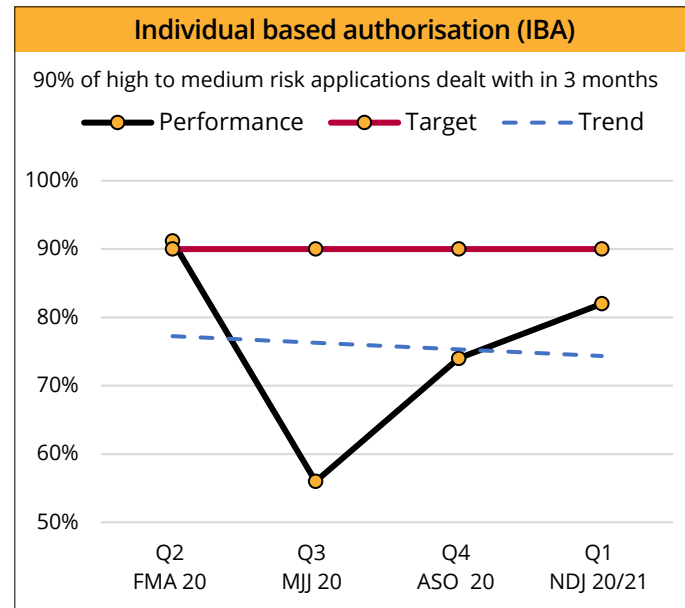
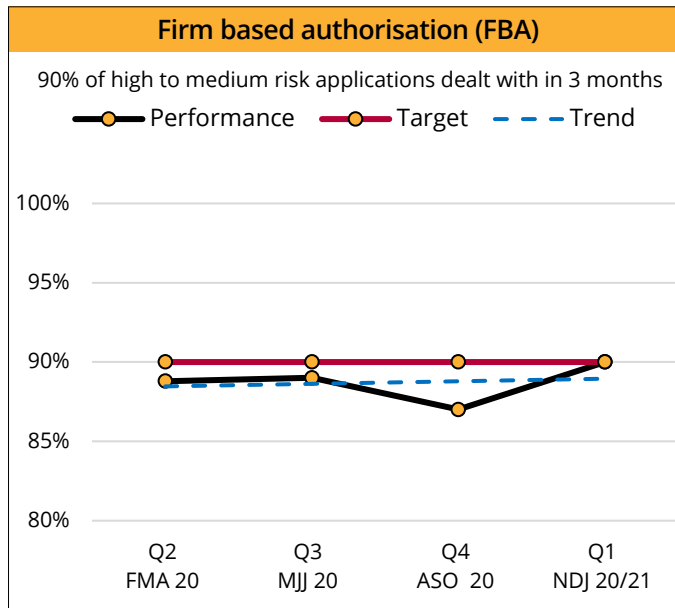
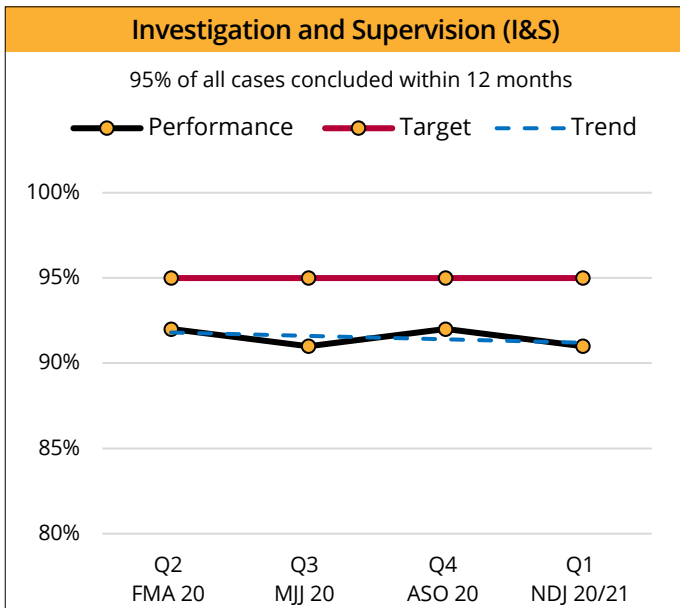
Topical measures



Narrative

- Events: the far higher figures for Q1 are due to us running our two biggest events of the year in this quarter. These were our annual Compliance Officers Conference and Solicitors Qualifying Examination conference. This accounts for around two-thirds of the views.
- Q1 media sentiment includes an unusually high volume of negative coverage. This largely relates to the High Court decision to overturn an SDT fine for a former Freshfields partner for failing to act with integrity in his relationship with a junior colleague, and follow-up coverage on our costs.
- Customer feedback on Contact Centre calls: The measure for call performance wasn't available for Q2 and Q3. Customer satisfaction feedback on our calls and emails has remained below normal levels due to ongoing issues with the PCRE system in Q1. This is now improving for both calls and emails as the underlying issues have now been resolved.

Core measures



Narrative

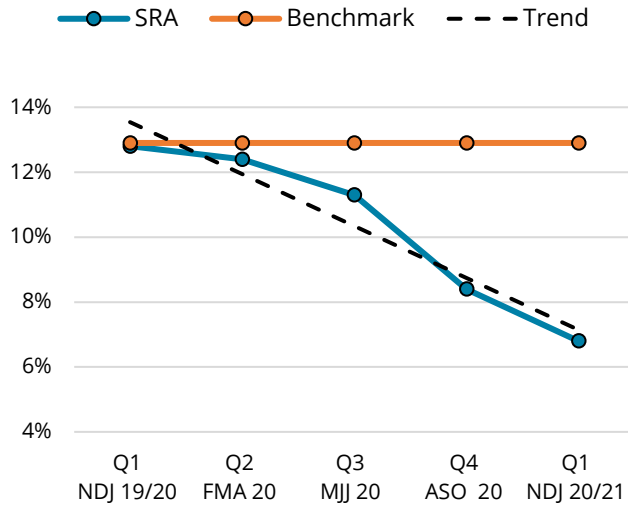
- Investigation and Supervision: We expect the delays caused by covid-19 to persist; however, we do expect performance to increase from 91% in Q1 to 93% in Q2 as the initial impact of the pandemic reduces and our new IT systems bed-in.
- Individual-based authorisation: Initial teething issues following the introduction of the new practising certificate renewal exercise IT system impacted performance in Q1. This is likely to persist until the end of Q2, as we reduce work-in-progress back to their normal levels.

Complaint handling

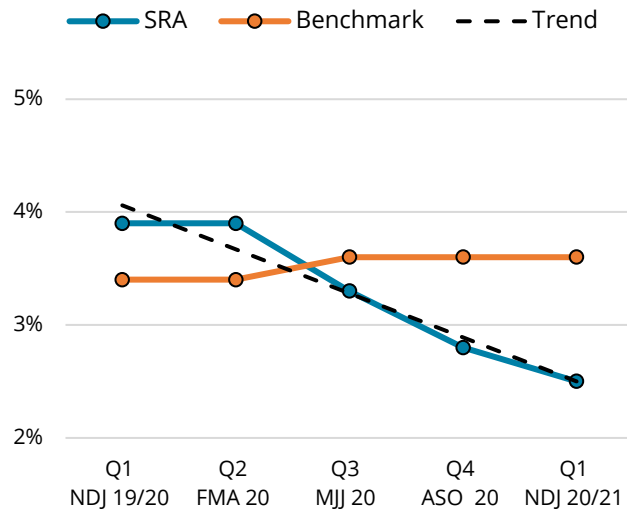
- Our target is to handle stage 1 complaints within 10 days.
- Our target is to handle stage 2 complaints within 20 days.
- Stage 1 is the response from the team concerned. Stage 2 is the response from our Corporate Complaints team, where the matter is not resolved at stage 1.

Core measures

Voluntary staff turnover

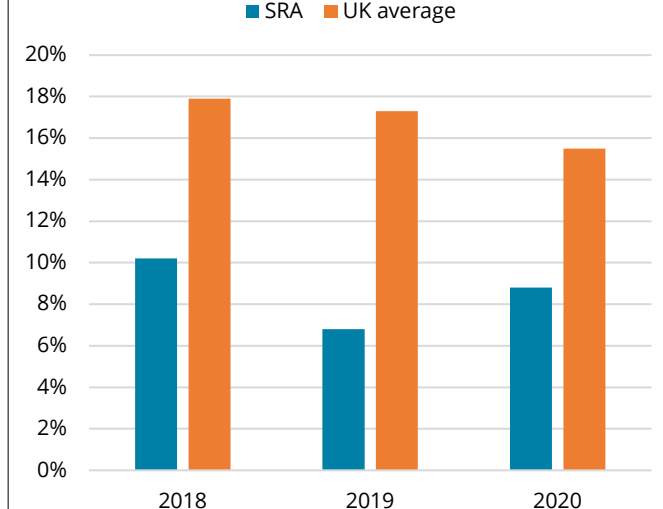


Time lost to sickness

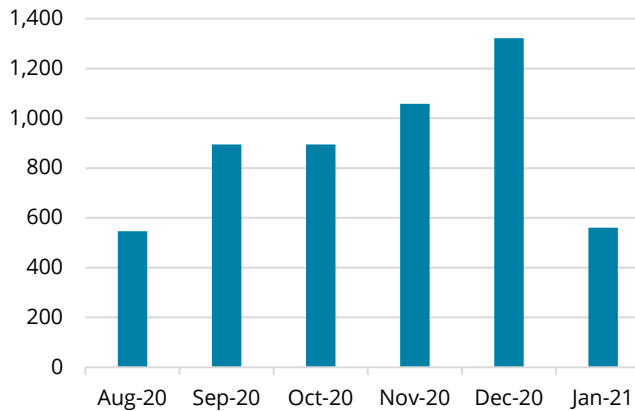


Topical measures

Median gender pay gap



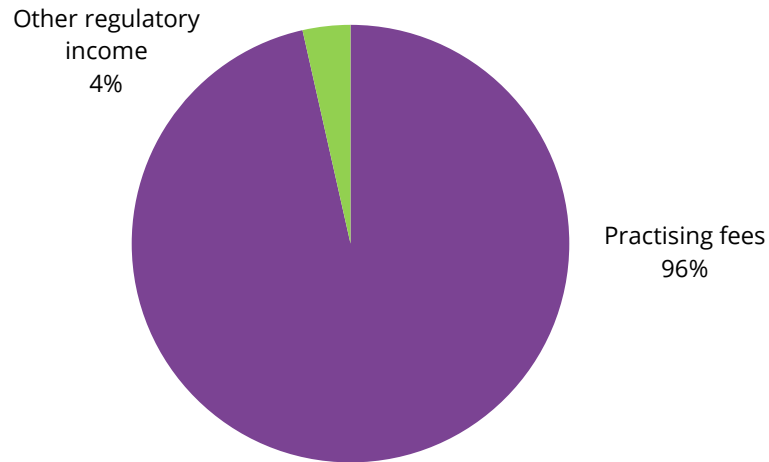
Number of training hours



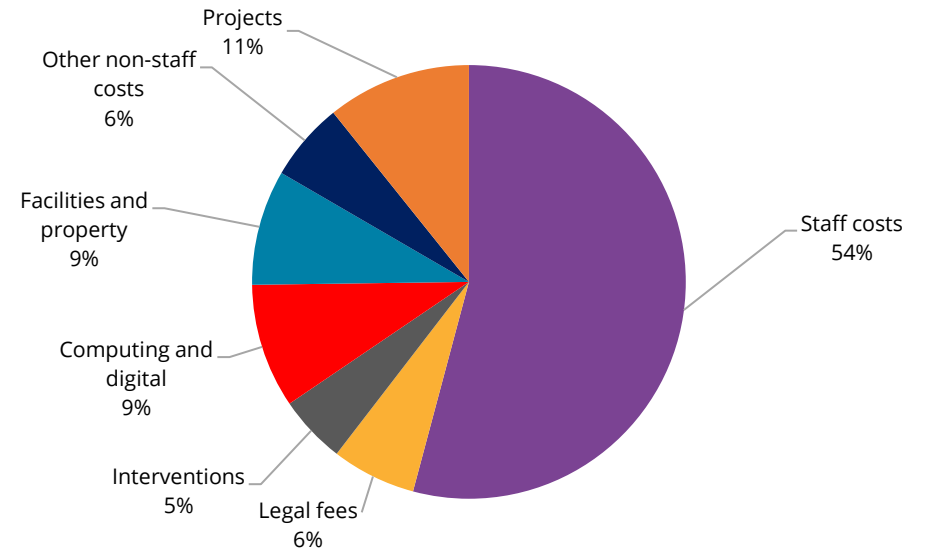
Narrative

1. Voluntary staff turnover and time lost to sickness in Q1 continues to decrease. We believe this to be the impact of the current pandemic.
2. The number of training hours continues to be high in November and December as expected due to the roll-out of our IT system, RegOps2. January saw a return to a normal level of training hours.
3. The data for the 2020 median gender pay gap is now available. We have seen an increase in the median gap of 2% predominantly caused by a shift in percentage between men and women around the lower middle and upper middle quartiles.

Where our money comes from



Where our money is spent



Variance to budget 2020/21 Q1

£m	Actual	Forecast	Variance	Variance %
Income	14.37	14.27	0.10	0.7%
Staff costs	8.51	8.64	0.13	1.5%
Other costs	5.20	5.17	-0.03	-0.6%

Narrative

1. We only reforecast after 3 months and so a 'variance to forecast' is not required at this stage in the year
2. Total income is in excess of budget due to higher levels of practising certificate fees collected.
3. Staff costs are underspent due to unfilled vacancies.
4. There are some minor overspends in non-staff costs, which are being managed within the overall budget.