



## ADVISORY BOARD

### Key Performance Indicators (KPIs)

#### 1. Background

In 2020 the Advisory Board agreed introductory KPIs covering timeliness in the following areas:

- The operation of the annual Inspections Regime
- Applications for Admission to the Notarial Roll
- The operation of the Disciplinary Regime

To build a more comprehensive performance framework, the Master of the Faculties has invited the Advisory Board to explore and identify additional KPIs.

At its meeting on 2 March 2021, the Board considered a detailed background paper on the issues to be considered in setting KPIs and concluded that an additional KPI in the area of public confidence be developed.

#### 2. Development

The Faculty Office, in conjunction with the Chair of the Board, has developed its thoughts further:

- KPIs need to be meaningful and cover areas where the Faculty Office can have a sufficient degree of influence or control over the outcome. An outcome which is principally reliant on external factors would not provide useful information on the organisation's performance. That is potentially the case if we (for example) say that 'the Faculty Office will deliver an increase of 20% in notaries who are blind'. We have no control over how many blind people apply for the course and who pass – so that is a poor choice for a KPI.
- On the other hand, if we were to create a KPI which is based on retention of new people entering the profession (ie who have passed the course) who are blind, we can directly influence that. For example, we could establish a kind of mentoring programme between the Faculty Office and the two societies, through which every new, blind notary - we're dealing with small numbers - receives two short mentoring phone calls per year, aimed at encouraging them, responding to issues and generally giving them the support to continue in the profession.
- Were we to do that, we could establish (from year 2 of that programme) measures which detail how many blind, newly-qualified notaries who entered the profession in year 1 were still there at the end of year 2. That could become a useful measure of retention, and is one we can directly influence.
- Of course, for 'blind' you can read any and all characteristics of groups which we'd like to encourage, for whatever reason.

The LSB have made the observation that we work hard to gather diversity statistics, but to date we have not made much use of the information. Creating a stats-driven 'visual overview' of the KPI (an infographic perhaps rather than

a series of charts), we would be amplifying the visibility of the KPI and also using the stats effectively. This could form the basis of an effective, sustainable KPI centred around diversity – which is an intrinsic element of public confidence.

### 3. Proposal

The Faculty Office is proposing to adopt an additional KPI based on the retention rates of newly qualified and admitted notaries with specific protected characteristics identified through the introduction of a voluntary diversity questionnaire at the point of admission (it would need to be voluntary as, self-evidently, anonymity would need to be waived). The identified group would be followed up on a six-monthly basis for, perhaps, their first five years post admission as part of a mentoring scheme over and above the required post-admission supervision. The mentoring scheme would initially be no more involved than a ‘pastoral’ telephone conversation to ensure they are getting on okay and giving the notary an opportunity to provide feedback. Mentors might be members of the Faculty Office staff or other notaries (but probably not the supervisor).

The aim would be to ensure that, so far as possible, newly admitted notaries remain active in the profession up to the point where they might be able to consider becoming supervisors themselves (from 5 years continuous unsupervised practise) and to identify any possible trends in the event that a notary decided to cease practise during that period.

Possible protected characteristics for inclusion in the mentoring scheme/retention KPI might include:

- Notaries who are from a minority ethnic group
- Notaries aged 35 or under on admission
- Notaries identifying as having a long-term disability

Any or all of the above categories could be further distinguished by reference to, for example, gender identity or education (ie those who attended a state school as distinct from a fee-paying school).

As can be seen from the information in the appendix to this paper, drawn from the LSB’s Diversity Data Dashboard ([Diversity dashboard | The Legal Services Board](#)), the notarial profession is reasonably well placed against many of the diversity benchmarks. There are, however, three areas where the profession diverges significantly from the national average benchmarks (%disability, %female and %fee-paying school attendance) and in two of those areas (%female and %fee-paying school attendance) there is a not insignificant divergence from most of the other professions.

Whilst there is clearly much to be done to encourage applicants into all the legal professions from amongst those who attended state schools, a mentoring scheme to encourage newly admitted notaries who are female and/or disabled and/or state school educated might form the basis of an additional KPI.

The Master would welcome the views of the Advisory Board.

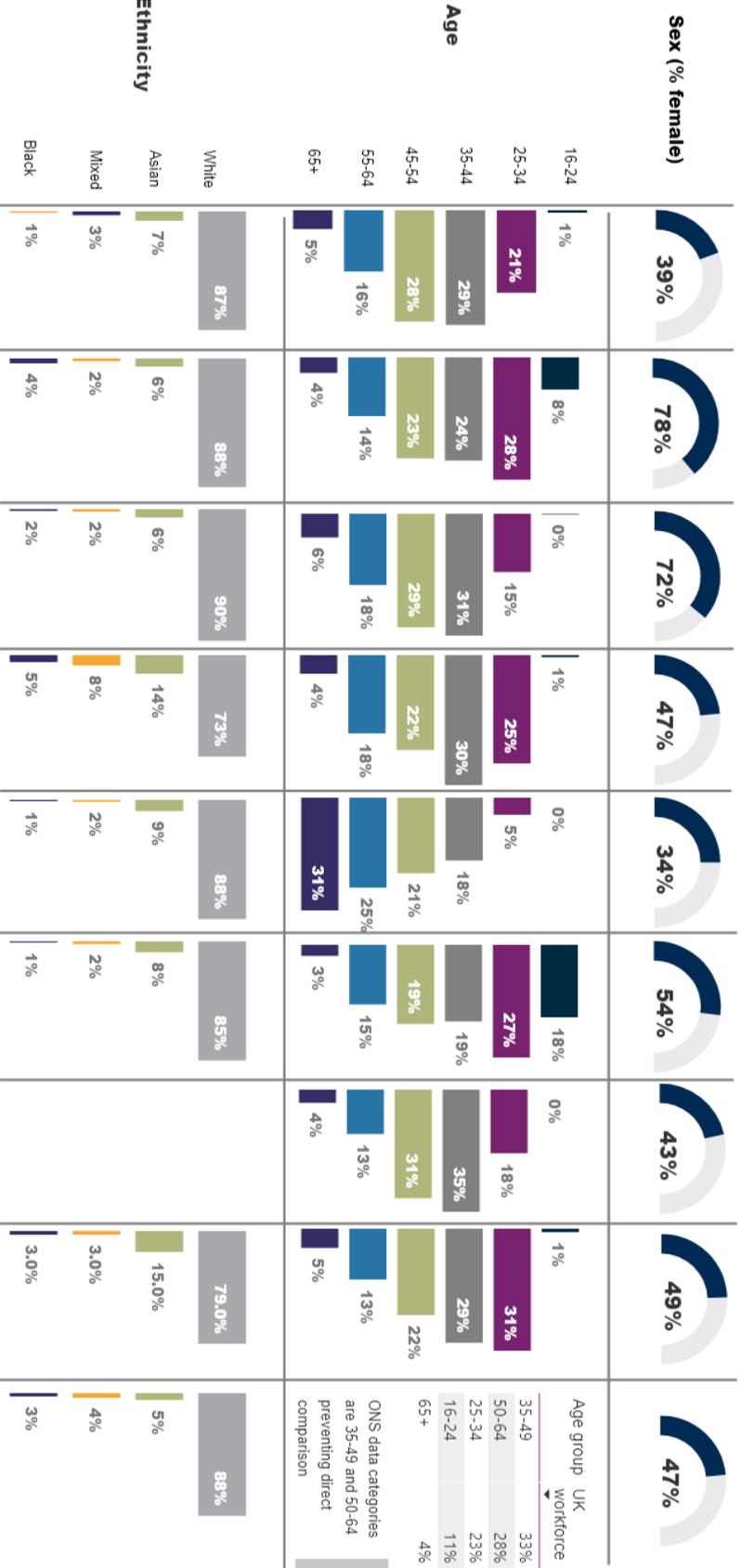
**Neil Turpin**  
Chief Clerk

## Protected characteristics of regulated professionals in England and Wales (sex, age, ethnicity)

The dashboard is under development

Click the headings below to access the related screens

- BSB
- CLEX Regulation
- CLC
- CLSB
- FO
- ICAEW
- IPReg
- SRA
- Benchmark



## Protected characteristics of regulated professionals in England and Wales (disability, sexual orientation, religion)

The dashboard is under development

Click the headings below to access the related screens

- BSB
- CILEX regulation
- CLC
- CLSB
- FO
- ICAEW
- IPREG
- SRA
- Benchmark

Characteristic	BSB	CILEX regulation	CLC	CLSB	FO	ICAEW	IPREG	SRA	Benchmark
<b>Disability (% Yes)</b>	6%	6%	2%	5%	5%	3%	5%	3%	15%
<ul style="list-style-type: none"> <li>Lesbian/Gay</li> <li>Bisexual</li> <li>LGBTQ+</li> <li>Other</li> </ul>	<ul style="list-style-type: none"> <li>4.9%</li> <li>1.9%</li> <li>0.4%</li> </ul>	<ul style="list-style-type: none"> <li>2.3%</li> <li>1.4%</li> <li>0.3%</li> </ul>	<ul style="list-style-type: none"> <li>2.2%</li> <li>0.8%</li> <li>0.0%</li> </ul>	<ul style="list-style-type: none"> <li>6.1%</li> <li>4.1%</li> <li>0.0%</li> </ul>	<ul style="list-style-type: none"> <li>1.1%</li> <li>1.6%</li> <li>0.3%</li> </ul>	<ul style="list-style-type: none"> <li>1.3%</li> <li>1.0%</li> <li>0.5%</li> </ul>	<ul style="list-style-type: none"> <li>3.6%</li> <li>3.1%</li> <li>1.4%</li> </ul>	<ul style="list-style-type: none"> <li>2.0%</li> <li>1.0%</li> <li>0.0%</li> </ul>	<ul style="list-style-type: none"> <li>1.4%</li> <li>0.9%</li> <li>0.6%</li> </ul>
<b>Gender identity (different as it was assigned at birth? %)</b>	0.6%	0.1%	1.3%	0.0%	3.0%	0.1%	0.7%	1.0%	1.0%
<ul style="list-style-type: none"> <li>Buddhist</li> <li>Christian</li> <li>Hindu</li> <li>Jewish</li> <li>Muslim</li> <li>Sikh</li> <li>Other</li> <li>No Religion</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>49%</li> <li>2%</li> <li>4%</li> <li>4%</li> <li>1%</li> <li>1%</li> <li>37%</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>52%</li> <li>1%</li> <li>1%</li> <li>3%</li> <li>1%</li> <li>0%</li> <li>41%</li> </ul>	<ul style="list-style-type: none"> <li>0%</li> <li>46%</li> <li>0%</li> <li>1%</li> <li>1%</li> <li>0%</li> <li>3%</li> <li>48%</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>47%</li> <li>1%</li> <li>1%</li> <li>1%</li> <li>0%</li> <li>0%</li> <li>48%</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>52%</li> <li>1%</li> <li>1%</li> <li>3%</li> <li>1%</li> <li>0%</li> <li>41%</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>50%</li> <li>3%</li> <li>2%</li> <li>3%</li> <li>1%</li> <li>4%</li> <li>36%</li> </ul>	<ul style="list-style-type: none"> <li>4%</li> <li>35%</li> <li>1%</li> <li>1%</li> <li>1%</li> <li>0%</li> <li>3%</li> <li>58%</li> </ul>	<ul style="list-style-type: none"> <li>1%</li> <li>49%</li> <li>3%</li> <li>3%</li> <li>10%</li> <li>2%</li> <li>2%</li> <li>30%</li> </ul>	<ul style="list-style-type: none"> <li>0%</li> <li>52%</li> <li>2%</li> <li>1%</li> <li>6%</li> <li>1%</li> <li>2%</li> <li>38%</li> </ul>
									UK population
									England and Wales

## Social mobility of regulated professionals in England and Wales

