

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA:	Breaking down regulatory barriers
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As the traditional boundaries between different legal professions and business models disappear, regulation must keep pace with market developments. Work here is designed to ensure that unnecessary regulation that can stifle positive change is removed, thereby delivering the benefits of competition, growth and innovation. Through our work, we hope to achieve more choice for consumers and less unmet need; a greater range of business models in the sector, with increasingly diverse service provision and an increased ability for service providers to be agile and respond to changing patterns of demand; and a smaller number of streamlined and simplified regulatory arrangements.

LINK TO REGULATORY OBJECTIVES:	RO1, RO3, RO5, RO6
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PROJECT HEADLINES

Milestones achieved in Q2 17/18 reporting period:

Developing LSB oversight of standards of education and training

- PID agreed by Senior Leadership Team

Key activities for Q3 17/18 reporting period:

Developing LSB oversight of standards of education and training

- Interest Group will be convened
- Engagement exercise started

Innovation research

- Specification to be drafted
- LSB input sought on how the 2015 questionnaire should be revised.

PROGRESS AGAINST 17/18 BUSINESS PLAN MILESTONES

PROJECT	BUSINESS PLAN MILESTONE	STATUS
Making sure that regulation does not unnecessarily deter entry, innovation and investment	Publish report	Complete: Published in Q1 17/18.
Developing LSB oversight of standards of education and training	Q4: Publish report	Due in Q4
Innovation research	Q3: Commission research	Due in Q3

RISKS (new or raised):

Risk	Impact	Likelihood	Overall	Action taken
[REDACTED]				

OVERALL STATUS:

4	[REDACTED]
3	
2	
1	

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA:	Unmet legal need
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Legal services must be affordable and accessible, consumers must be able to make informed choices to take advantage of the range of services that a more dynamic market will offer, and appropriate protections for consumers and the public interest must be secured. We want consumers to be able to meet their legal needs conveniently, affordably and effectively, and we want to improve the extent to which need for legal services is met. We want small businesses to be able to grow by being able to access the legal services they need at a price they can afford. We aim to improve our – and service providers’ – understanding of the consumer’s journey through the legal services landscape, and how we can target our activity in this area (whether by type of consumer, area of law or legal activity) to have the most beneficial effect for consumers.

LINK TO REGULATORY OBJECTIVES:	RO1, RO3, RO4, RO7
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PROJECT HEADLINES

Milestones achieved in Q2 17/18 reporting period:

Responding to emerging market risks:

- Continue to monitor the regulators’ risk forum work and encourage the sharing of knowledge.

Increasing market transparency:

- Assessed regulators action plans
- Published assessments in early October.

Vulnerable consumers:

- Report published in July 2017 with a round table event for stakeholders and journalists.

Prices of individual legal services:

- Analysis and reporting on completed fieldwork
- Report signed off by SLT

The legal needs of small businesses:

- BMG undertaken analysis and the first round of weighting. First draft received.

Key activities for Q3 17/18 reporting period:

Increasing market transparency:

- Monitoring delivery of actions included in the plans

Vulnerable consumers:

- Lunch and learn session for colleagues on the results of the research scheduled for November

Prices of individual legal services:

- Publication target date is w/c 13 November

The legal needs of small businesses:

- Publication due in Q3 but possibility of delaying publication until January is being explored.

PROGRESS AGAINST 17/18 BUSINESS PLAN MILESTONES

PROJECT	BUSINESS PLAN MILESTONE	STATUS
Increasing market transparency for consumers	Respond to LSCP advice on information remedies	Completed: Letter to LSCP sent in May.
	Assess regulators’ action plans	Complete. Results published in October.
	Monitor regulators’ progress	Ongoing throughout Q2-4
Understanding how vulnerable consumers access legal services	Publish report	Completed: Report published 14 July.

Prices of individual legal services	Publish research	Rescheduled: due in Q3
The legal needs of small businesses	Publish research	Due in Q3

RISKS (new or raised):				
Risk	Impact	Likelihood	Overall	Action taken
[REDACTED]				

OVERALL STATUS:	
4	[REDACTED]
3	
2	
1	

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA:	Performance, evaluation and oversight
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The Act gives us a range of responsibilities that we fulfil through our programme of performance, evaluation and oversight activities. These range from approving new designations and requests for changes to regulatory arrangements to monitoring the performance of approved regulators in delivering the requirements of the Act and evaluating the Act's impact. We also oversee the OLC's performance in administering the Legal Ombudsman scheme, approve the OLC's budget and consent to their Scheme Rules.

LINK TO REGULATORY OBJECTIVES:	RO1, RO2, RO6, RO8
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PROJECT HEADLINES

Milestones achieved in Q2 17/18 reporting period:

Regulatory performance:

- Consultation closed on 25 September. 17 responses received.

Independence of regulation:

- The Board considered a paper at the July meeting on the proposed scope of the initial consultation.
- Stakeholder engagement is complete.
- Internal engagement has begun.
- Consultation with interest group to test proposals with colleagues.

Reviewing delivery of enforcement activities:

- Information sharing session held with colleagues to help shape project scope
- Scoping work and PID development started

Diversity:

- Meetings were held with almost all regulators to discuss progress
- Reports have been sent out to all regulators for accuracy checking

Key activities for Q3 17/18 reporting period:

Regulatory performance:

- Decision document and finalisation of the documentation for Board consideration.
- Publication of decision and agreed revised regulatory performance framework.

Independence of regulation:

- Consultation will be published in Q3 to allow additional time for policy development and presentation to the Board
- Second engagement stage will begin once consultation is published.

Reviewing delivery of enforcement activities:

- PID to be approved by SLT in November.

Diversity:

- The Board will be updated in October on the progress of this project.

PROGRESS AGAINST 17/18 BUSINESS PLAN MILESTONES

PROJECT	BUSINESS PLAN MILESTONE	STATUS
Holding regulators to account for their performance	Report on 2015/16 action plans	Completed: Reports published 4 July

	Consultation on new framework	Completed: Consultation closed 25 September
	Publish decision	Due in Q4
Independence of regulation	Stakeholder engagement on IGR review	Completed: Stakeholder engagement completed
	Initial consultation and stakeholder engagement	Initial consultation rescheduled to Q3.
	Publish decision (further work/updated IGRs)	Due in Q4
Diversity – assessing regulators’ responses to revised LSB guidance	Stakeholder engagement	Completed: All regulators engaged with.
Transparency of regulators’ costs	Ongoing monitoring	Ongoing throughout 2017/18
Reviewing delivery of enforcement activities	Fieldwork with approved regulators (including SDT)	Rescheduled: This work is now due in Q3 due to lack of resources
	Feedback to regulators	TBC
	Final report published	TBC

RISKS (new or raised):

Risk	Impact	Likelihood	Overall	Action taken
[REDACTED]				

OVERALL STATUS:

4	[REDACTED]
3	
2	
1	

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA:	External relations
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Communications and public affairs

LINK TO REGULATORY OBJECTIVES:	All
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PROJECT HEADLINES

Key achievements of Q2 17/18 reporting period:

- The summer period (in particular the month of August) has been relatively quiet
- In July the Chair and Chief Executive met with Vice-Minister (of Justice responsible for regulating the legal services sector) Xiong of the People’s Republic of China.
- We published our annual report and a research report on vulnerable consumers (dementia and mental health) and legal services (delayed as a result of purdah). We hosted a roundtable stakeholder event to discuss findings and have also highlighted the research within the UK regulator’s network.
- We published our assessment of regulators CMA action plans.
- We made a *recommendation* to the Lord Chancellor regarding the BSB’s section 69 application.

Key activities for Q3 17/18 reporting period:

- From October to December we will be respectfully busy.
- We have a number of speaking engagements in the diary, including:
 - the Legal Symphony annual conference
 - a WLPF event on standards in legal services, and
 - an ARK ‘risk and compliance’ event
- We will publish a number of pieces of research including:
 - Small business legal needs research, and
 - Prices paid for legal services.
- We will hold a Board meeting in Bristol in November. In conjunction with this meeting we are hosting a panel discussion for legal professionals and anyone with an interest in legal services that evening. Confirmed speakers include the Chair of the LSCP and the editor of Legal Future. This event is being organised in partnership with the Bristol Law Society and the University of Law (Bristol).
- A number of meetings between the Chief Executive and stakeholders (Bristol and Leeds law societies, COIC, etc.) are also planned.
- The Chair and Chief Executive will travel to Cardiff to meet with representatives of the Wales Government including the Counsel General (Mick Antoniw AM) and Cabinet Secretary (Carl Sargeant AM).
- We will launch a consultation on our annual business plan and next three year strategy.

RISKS (new or raised):

[REDACTED]

OVERALL STATUS:

- 4
- 3
- 2
- 1

[REDACTED]

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA:

Finance and funding mechanism (Levy)

Finance

LINK TO REGULATORY OBJECTIVES:

n/a

PROJECT HEADLINES

Key achievements in Q2 17/18 reporting period:

- Provided monthly financial report for monitoring of LSB's spending position to the Board, Executive Group and budget holders
- Prepared draft budget for 2018/19 including associated appendices and comparisons for consideration by the Board's Audit and Risk Assurance Committee members meeting as a 'finance committee'
- Provided regular monthly submissions and reports to MoJ in line with reporting dates

Key activities for Q3 17/18 reporting period:

- Provide monthly financial report for monitoring of LSB's spending position to the Board, Executive Directors and budget holders
- Prepare draft budget for 2018/19 for consideration by Board including associated appendices and comparisons
- Monthly financial reports for monitoring of LSB's spending position to the Board, Executive Group and budget holders
- Prepare delegation letters for the Accounting Officer to issue once the MoJ has sent a budget delegation letter to the LSB for 2018/19, which has been agreed by the LSB Accounting Officer.
- Financial appraisals of spending decisions
- Submit LSB financial information for MoJ Consolidation Model

RISKS (new or raised):

[REDACTED]

OVERALL STATUS:

4

3

2

1

[REDACTED]

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: Risk

Ensuring that a system of risk management is maintained to inform decisions on financial and operational planning. All projects are risk assessed and measures taken to mitigate or exploit are integral to planning, approval and operational activities

LINK TO REGULATORY OBJECTIVES: See individual work streams

PROJECT HEADLINES

Key achievements in Q2 17/18 reporting period:

- Regular review of risk at SLT meetings
- Single issue meeting of ARAC to discuss OLC risk (September)
- Biennial refresh of the corporate risk register. Final draft approved by October ARAC.
- Work on assurance mapping options begun and pilot agreed

Key activities for Q3 17/18 reporting period:

- Regular review of risk at SLT meetings
- Six-monthly review of risk register by Board (November)

RISKS (new or raised):

[REDACTED]

OVERALL STATUS:

4
3
2
1

[REDACTED]