

# QUARTERLY PROJECT HIGHLIGHT REPORT



**PROGRAMME/POLICY AREA:** A: Regulatory performance and oversight

**KEY OBJECTIVES:** Developing standards and performance, reviewing progress on prior year initiatives, reviewing regulatory sanctions and appeals processes, ending the transitional arrangement for licensable bodies and the regulation of “special bodies”.

**LINK TO REGULATORY OBJECTIVES:** RO1, RO4, RO6, RO7

## PROJECT HEADLINES

### Key achievements of Q3 14/15 reporting period:

#### **Regulatory standards:**

##### **2014/15 self assessments**

- Received and reviewed reports from all regulators
- Prepared paper for January Board including identifying best practice case studies, which will support general conclusions of the exercise

##### **2015/16 self assessments**

- Met with each regulator to discuss our planned approach and gather their feedback
- Confirmed approach at November Board. Likely to include a focus on two questionnaires (one for general legal service users and one targeted to interested parties / informed users) and a set of figures that we intend to gather from regulators

#### **Thematic reviews**

##### **Schedule 13 review:**

- Attended SRA workshop to discuss their review of authorisations
- Discussed project progress with SRA. While different components of its project to review the authorisations process are already underway, the SRA does not now expect to have project plans in place until mid-January. Given the ongoing delay in producing these, a revised/new section 55 notice is not required yet.
- Shared the LSB’s position on the application of section 72 LSA with the SRA.

##### **Section 15 review:**

- Summarised relevant regulatory arrangements for ABS employers
- Checked understanding of regulatory arrangements with regulators and draft working paper on themes in regulatory arrangements
- Developed LSB benchmark on s15 to support interpretation
- Prepared draft discussion paper for January Board

##### **Regulatory Restrictions:**

Published report and closed down project

### Key activities for Q4 14/15 reporting period:

- Finalise a draft data request and questionnaire to discuss with the regulators for 15/16 regulatory standards exercise once the 2014/15 report for the Board has been finalised.
- Receive and review the SRA’s Sch 13 project plans (assuming no further delays)
- Plan for publication of S15 discussion paper and liaison with stakeholders

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Developing standards and performance	<b>2014/15 Assessment</b>	
	Collate and update intelligence on the performance on the approved regulators	On-going
	Regulators complete and submit update self-assessments/plans	Completed
	LSB regulatory standards report is published	Feb 2015
	<b>2015/16 Planning</b>	
	External discussions on approach to regulatory standards in 2015/16	Completed (July 2014)
	External discussions on approach and short consultation for 2015/16 exercise	Completed (August 2014)
	Proposal and Board paper drafted	January 2015
THEMATIC REVIEW: Schedule 13 review	Consult on proposal for change (if necessary)	Re-scoped
	Submit recommendation to Lord Chancellor (if necessary)	Re-scoped
	Publish detailed scope and schedule for completion of review	Re-scoped
THEMATIC REVIEW: Section 15 review	Review of relevant regulatory arrangements	Complete
	Publish interpretation and review for comment	Feb 2015
	Review responses and present finding to Board	May 2015
THEMATIC REVIEW: Business ownership restrictions	Complete review of ownership restrictions against the principles of better regulation and regulatory objectives	Completed (August 2014)
	Complete review of consumer protection of ownership restrictions	Completed (August 2014)

RISKS (new or raised):				
Risk	Impact (1-5)	Likelihood	RAG Rating	Action Taken
<b>[REDACTED]</b>				

**OVERALL STATUS:**

- 4
- 3
- 2
- 1

[REDACTED]

# QUARTERLY PROJECT HIGHLIGHT REPORT



**PROGRAMME/POLICY AREA:** B: Strategy development and research

**KEY OBJECTIVES:** Reviewing the scope of regulation, developing a workforce for a changing market, putting consumer interests at the heart of regulation, cost and complexity of regulation, research – evaluation and evidence

**LINK TO REGULATORY OBJECTIVES:** RO1, RO2, RO3, RO4,RO5, RO6, RO7, RO8,

## PROJECT HEADLINES

### Key achievements of Q3 14/15 reporting period:

#### **Regulatory reform:**

- Launched survey and undertook wide communications to encourage responses resulting in over 1000 being received and a broad sample of volunteers for Stage 2 identified
- Developed proposals to take forward costs of the regulators strand and issued research tenders. ICF Consulting appointed for in depth work.
- Set up the next Stakeholder meeting for 23 February to discuss survey results prior to publication
- Kicked-off in-depth research lead by ICF and recruited 70 volunteers for this piece of research

#### **Liberalising the legal workforce**

##### ***Education and training:***

- Delivered speech to Westminster Policy Forum
- Continued to maintain interest in changes made to education and training regulations by regulators

##### ***Diversity:***

- Reviewed regulators' progress against our diversity guidance and drafted report and accompanying Board paper for January Board
- Work to finalise sector wide diversity data set
- Provided Black Solicitors Network with supporting statement for their 2014 diversity league table and attended launch event
- Provided comments on draft academic article about effectiveness of LSB and SRA policies around transparency of diversity data

#### **Improving the consumer experience**

##### ***Quality:***

- Joint letters from Chris K and Elisabeth Davies sent to all regulators re: open data - highlighting success and pushing for further progress where required.
- Meetings with regulators re: progress on developing indicators for regulating for quality
- Provided status update on the progress that has been made in 2014 with publication of reusable data  
By the end of January 2015, the Ombudsman, Solicitors Disciplinary Tribunal and all but one of the regulators, are expected to have published core regulatory data in a reusable format (IPS expect to do this by July 2015)
- On QASA we have written to the JAG to request information on their implementation plans. We have also responded to the appellants application at the Supreme Court for permission to appeal and extension of the Court of Appeal Protective Costs Order
- We've also replied to a request from the Solicitors Association of Higher Courts Advocates for information on the implementation of QASA

**Complaints:**

- Received update from the SRA on joint working with the BSB. This indicated actions are now with the BSB, but the SRA will be doing further work with Solicitors and is also thinking about how to make better use of LeO data and intelligence (part of forward business planning)
- Reviewed the Government decision on implementing the ADR Directive and Consumer Panel Impact Report
- Work started on a paper to Gateway Group considering next steps

**Research:**

- Managed ongoing projects through tender evaluations, contract finalisation, meetings, and end communications.
- Fieldwork ongoing for joint LSB/LSCP online divorce research
- Spec for joint LSCP and LSB research on unbundled services agreed by Gateway. Tender held and research team appointed (Mori and Mark Sefton)
- Fieldwork started for innovation: capabilities and barriers research. Set up focus group with non SRA regulators. Liaising with research team and reviewing progress on case studies.
- Legal needs: Meet LEF and Law Society to finalise approach to joint funding this survey work, draft research tenders (expectation is the project will require 3) .
- Build data sets for Evaluation: Measuring Access to Justice Report, review literature and wider developments.
- Launched tender for small business research and received bids
- Presented overview of LSA and impacts of ABS to date to UCL LLM students.
- Provided overview of research findings to Law Society of Upper Canada ABS Working Group.

**Key activities for Q4 14/15 reporting period:**

- Continue analysis of survey responses and share draft results with Professor Mayson and Doctor Decker for their views.
- Publish scoping paper for cost of regulators strand
- Engage cost management firm for benchmarking exercise of regulator cost
- Agree inception report for in depth research with ICF and potentially call possible volunteers
- Finalise compilation of sector wide diversity data set and analysis
- Confirm 2015 plans in relation to access to data work
- Continue to maintain momentum with publication of core regulatory data by monitoring the SRA, BSB and IPS' progress
- Review work by ARs relevant to FTCH since 2013
- Innovation: Seek final decision on full survey and launch survey.
- Cost of regulation - see cost of regulation project above.
- Legal needs: Launch research tender.
- Small Business legal needs: Hold interviews and appoint contractors

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Regulatory Reform	Gap analysis and assessment of the most viable options for collection of indirect costs for regulation	Completed (Sept 2014)
	Prioritisation of areas for analysis	Postponed
	Formation of stakeholder group	Completed
	Publish research	March 2015
	Research: Costs of regulation survey	March 2015
	Research: Interviews	June 2015
	Research: Audit	April 2015
LIBERALISING THE LEGAL WORKFORCE: Education and Training	Report on regulators' progress	March 2015
LIBERALISING THE LEGAL WORKFORCE: Diversity	Report on regulators' progress	March 2015
IMPROVING THE CONSUMERS EXPERIENCE: Quality	Publish discussion paper about indicators for informed consumer decision making	Delayed until March 2016
	Consider appropriate action depending on the outcomes of 2013/14 research into effective methods to support consumers in identifying and responding to legal problems	Delayed until March 2016
	Depending on outcomes of research into: <ul style="list-style-type: none"> <li>Consumer information for regulation of complaints handling</li> <li>consumer experience of online divorce consider further action.</li> </ul>	Delayed until March 2016 Delayed Feb 2015
	Focus on developing regulators' own understanding of and response to consumer experience by contributing to 2014/15 regulatory standards exercise	Completed (July 2014)
	Research - Online Divorce	Jan 2015
	Research - The impact of 'unbundled' services on consumers	April 2015
	Research - Quality and Price Information	2015/16
	Research – Open Data and market impact case studies	2015/16
IMPROVING THE CONSUMERS EXPERIENCE: Complaints	Continue to monitor how regulators are using complaints data to identify emerging patterns of provider behaviour	March 2015
Research	Review of ADR schemes	Postponed
	PhD Student funding	Sept 2014
	Legal services benchmarking survey	June 2015
	Evaluation: changes in access to justice	Feb 2015

RISKS:				
RISK	IMPACT (1-5)	LIKELIHOOD (1-4)	RAG RATING	ACTION TAKEN

[REDACTED]

**ISSUES:**

ISSUE	PRIORITY	ACTION TAKEN

**OVERALL PROJECT STATUS:**

4	[REDACTED]
3	
2	
1	
0	

# QUARTERLY HIGHLIGHT REPORT



**PROGRAMME/POLICY AREA:** External relations

**KEY OBJECTIVES:** Communications and public affairs

**LINK TO REGULATORY OBJECTIVES:** All

PROJECT HEADLINES
<p><b><u>Key achievements of Q3 14/15 reporting period:</u></b></p> <ul style="list-style-type: none"> <li>• LSB meet the profession event in Cardiff (Oct 27)</li> <li>• LSB newsletter #5</li> <li>• LSB representatives spoke at 360 Legal Group annual conference (3 Oct), Legal Wales conference (10 Oct), Pro Bono Week conference (3 Nov), Westminster Legal Policy Forum conference (4 Nov), Risk Management conference (start Dec)</li> <li>• Successful communications in support of <i>cost of regulation</i> survey and <i>strategic plan 2015-18</i> consultation</li> <li>• Number of media interviews and articles</li> <li>• Launch of Business and Strategy Plan consultation</li> </ul> <p><b><u>Key activities for Q4 14/15 reporting period:</u></b></p> <ul style="list-style-type: none"> <li>• Induction of new CEO and external relations activity in support</li> <li>• Comms activity to support policy activity milestones in February</li> <li>• Stakeholder mapping across LSB</li> <li>• Events to support Plan consultation</li> <li>• Article for Modern Law magazine</li> <li>• LSB newsletter #6</li> <li>• Chairman to speak at Modern Law conference</li> </ul>

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Communications and Public Affairs	<ul style="list-style-type: none"> <li>• Conduct programme of speeches</li> </ul>	On-going

OVERALL PROJECT STATUS:	
4	[REDACTED]
3	
2	
1	
0	



# QUARTERLY HIGHLIGHT REPORT



**PROGRAMME/POLICY AREA:** Finance and Funding Mechanism (Levy)

**KEY OBJECTIVES:** Finance

**LINK TO REGULATORY OBJECTIVES:**

## PROJECT HEADLINES

**Key achievements of Q3 14/15 reporting period:**

- Q3 consolidation for MoJ accounts
- Prepared draft budget for 2015/16 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
- Financial appraisal of spending decisions
- Considering implications of costs decision in QASA appeal

**Key activities for Q4 14/15 reporting period:**

- Finalise budget

## PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Ensure that the LSB does not breach its expenditure budget	<ul style="list-style-type: none"> <li>• Provide monthly financial reports for the Board and MoJ</li> </ul>	On-going

## OVERALL PROJECT STATUS:

4	[REDACTED]
3	
2	
1	
0	

# QUARTERLY HIGHLIGHT REPORT

**PROGRAMME/POLICY AREA:** Risk

**KEY OBJECTIVES:** Ensuring that a system of risk management is maintained to inform decisions on financial and operational planning

**LINK TO REGULATORY OBJECTIVES:** All projects are risk assessed and measures taken to mitigate or exploit are integral to planning, approval and operational activities

PROJECT HEADLINES
<p><b>Key achievements of Q3 14/15 reporting period:</b></p> <ul style="list-style-type: none"> <li>Regular review of risk at Gateway meetings</li> <li>Annual review of Risk strategy by Audit and Risk Committee in preparation for November Board meeting</li> <li>Six-monthly review of risk register by Board</li> </ul> <p><b>Key activities for Q4 14/15 reporting period:</b></p> <ul style="list-style-type: none"> <li>Regular review of risk at Gateway meetings</li> </ul>

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Formal risk management system maintained by executive and reviewed by Audit and Risk Committee	<ul style="list-style-type: none"> <li>3<sup>rd</sup> Audit and Risk Committee meeting of 2014 held</li> <li>1<sup>st</sup> Audit and Risk Committee meeting of 2015 held</li> </ul>	<p>Complete</p> <p>March 2015</p>
All projects are risk assessed and measures taken to mitigate or exploit are integral to planning, approval and operational activities	<ul style="list-style-type: none"> <li>Ongoing project and corporate risk maintenance in line with risk strategy</li> </ul>	On-going

PROJECT RISKS:				
RISK	IMPACT (1-5)	LIKELIHOOD (1-4)	RAG RATING	ACTION TAKEN
[REDACTED]				

OVERALL PROJECT STATUS:	
4	[REDACTED]
3	
2	
1	
0	