

**Minutes of the Legal Services Board (LSB) meeting held on 23 January 2019**

**Date:** 23 January 2019  
**Time:** 12:30 – 14:30 (Board private session)  
 14:30 – 16:00 (Board meeting)  
**Venue:** ORR offices, One Kemble Street, London, WC2B 4AN

**Present:** Dr Helen Phillips Chairing the meeting  
**(Members)** Neil Buckley Chief Executive  
 Terry Babbs  
 Jemima Coleman  
 Marina Gibbs  
 Jeremy Mayhew  
 Michael Smyth CBE QC (Hon) (until item 7)

**In attendance:** Chris Nichols Interim Policy Director  
 Steph North Corporate Governance Manager (minutes)  
 Holly Perry Head of Corporate Services  
 Danielle Viall General Counsel  
 Caroline Wallace Strategy Director  
 Puja Vadgama Regulatory Policy Associate (observing) (except items 3 and 5)  
 Steve Violet Regulatory Policy Associate (observing) (except items 3 and 5)

**In attendance for specific agenda items:**

Angela Latta Regulatory Policy Principal (item 5)  
 Huw Penson Corporate Affairs Associate (item 6)  
 Rusere Shoniwa Interim Director of Finance (item 7)

**BOARD MEETING**

**Item 1 – Welcome and apologies**

1. The Chair welcomed those present and in attendance to the meeting.
2. Apologies had been received from David Eveleigh and Catharine Seddon. Catharine Seddon had provided written comments on the papers which would be fed into the meeting at the appropriate point. It was confirmed that the Board was quorate.

**Item 2 – Declarations of interests relevant to the business of the Board**

3. There were no declarations of interest relevant to the business of the Board.

### Item 3 – PRIVATE SESSION

#### Item 4 - Paper (19) 03 - Chief Executive's progress report

8. The Chief Executive presented his progress report for the period November 2018 to January 2019, drawing the Board's attention in particular to the following points:
- A communications consultant had been appointed to join the LSB from February 2019 to undertake press enquiries and to help to operationalise the new communications strategy amongst other activities;
  - In relation to the OLC, the Chief Executive and Board lead for the OLC, Marina Gibbs, were due to attend the OLC's Board meeting on 28 January. The OLC remained in a challenging position, and it would be important to hear what its Board had to say on performance.
9. The Board **reviewed** the CEO report, and the following points were raised in discussion:
- The annexes on the Kingman Review and the CMA Audit Services Market Study were welcomed as providing very helpful background to the current issues facing the audit services market;
  - It was noted that the Chief Executive of LeO had resigned and OLC's proposal was that this role be merged with that of the Chief Ombudsman. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED] **[FoIA exempt s36(2)(b)(i)]**
  - It would be important for all parties to think further about how the ombudsman scheme could be more effective. The LSB had commissioned the LSCP to produce a paper on this topic. The intention was that the paper would be a basis for a roundtable on the topic, to ask what alternative options might be available. The focus of the July 2019 Board-to-Board session with the OLC would focus on whether there were alternatives to the ombudsman model / system;
  - A short discussion on the SRA and the Leigh Day case took place. It was agreed that, in relation to the LSB's role as the oversight regulator, the area for potential further exploration with the SRA was its decision to appeal the decision of the independent tribunal. It was noted that the Chief Executive intended to request that the SRA share its lessons learned from this case with the LSB. [REDACTED]  
[REDACTED]  
[REDACTED] **[FoIA exempt s36(2)(b)(i)]**
10. Members **noted** the Chief Executive's progress report.

### Item 5 – PRIVATE SESSION

#### Item 6 – Paper (19) 05 – Draft communications strategy

15. Caroline Wallace presented this paper, which set out a draft communications strategy following an initial paper on the LSB's approach to communications which had been discussed by the Board at its October 2018 meeting. Caroline thanked Board members for their contributions to date, noting that the paper sought to address their comments, in particular that a holistic approach to communications should be taken i.e. public affairs, events, internal and external communications should all be linked. It would also be important to measure the effectiveness of the strategy – both at a corporate level and in terms of delivery of the five-year policy objectives. The Board leads for media – Michael Smyth and Catharine Seddon – had provided comments on the draft strategy.
16. The Board considered the paper and the following points were raised in discussion:
  - This was a commendable paper, which articulated a strong basis for bringing together key messages for stakeholders and delivering an ambitious strategy;
  - A bolder tone would be consistent with the LSB's vision;
  - A proposed stakeholder survey would be especially valuable in terms of the five-year goals, and the LSB's ten-year anniversary;
  - The stakeholder map was commended, and should also contain a reference to the judiciary as key stakeholders;
  - It would be important to continue to consider how best to discharge the residual role of the LSB in respect of a range of stakeholders, including potential recruits;
  - The executive would look to operationalise the plan, with the help of the incoming communications consultant who had been appointed to help the LSB assess its communication support needs, and what that would look like in the future;
  - A full communications grid would be created, linked to the strategy, policy objectives and wider stakeholder activity - one useful addition could be to build on specific outreach aims for key stakeholders e.g. meet with x four times a year;
  - It would be helpful to define what the public interest meant to the LSB in the context of communications, as well as to articulate the expected outcomes more clearly;
  - The LSB's powers to convene should be added as a communications tool ;
  - It was acknowledged that building interest in the LSB beyond the usual stakeholders would be challenging, not least with a limited budget and resources, but that nevertheless this was an excellent opportunity to look at the LSB's communications offering in the round; it would be important for the communications function to start on a wide programme of outreach, to facilitate communications between Board members and colleagues, and to be able to be effective in reaching out to a wider range of external stakeholders – making the LSB more visible and sharing key messages widely and different forms ;
  - The comms strategy would be for internal use only: a helpful tool with which to articulate various messages more consistently across all stakeholders.
17. The Board **approved** the new communications strategy, subject to comments raised, and on the understanding that it was a living document to be reviewed at least annually.

#### **Item 7 – Paper (19) 06 – Finance Report for December 2018**

18. Rusere Shoniwa presented the Finance Report, highlighting that payroll remained a pressure, [redacted]  
[redacted]  
[redacted]  
[redacted]. [FOIA exempt s43] The Finance Director had been in discussion with the MoJ finance partner to discuss the approval process should the LSB go over-budget at year-end. [redacted]  
[redacted]. [FOIA exempt s43] It was agreed that on the basis of the likely year-end position, the case to the MoJ for a higher budget in the future was strong.
19. The Board **reviewed** and **noted** the latest Finance Report, [redacted]  
[redacted]. [FOIA exempt s43]

**Item 8 - Minutes of previous meeting 29 November 2018**

20. The 29 November Board meeting minutes were **approved**. It was **noted** that the minutes would be published on the website following the meeting.

**Item 9 - Paper (18) 67- Appointment of OLC Board Members – previously circulated out of committee**

21. The Board formally **noted** the appointment of two OLC Board members – Rod Bulmer and Shrinivas Honap - which had previously been circulated out of committee.

**Item 10 – Paper (19) 01 - Section 80 Recommendation to the Lord Chancellor - circulated out of committee on 11 January 2019**

22. The Board formally **noted** the section 80 order, which had previously been circulated out of committee.

**Item 11 – Board action tracker**

23. The Board reviewed and **noted** the action tracker.

**Item 12 – Forward look / reflections**

24. The Board **reflected** on its meeting, noting that the time allocated for each item was appropriate. The Board **reviewed** the agenda for the next Board meeting, to take place on 28 February 2019, noting that Sir Brian Leveson had in principle agreed to address the Board as part of its strategy session on the criminal justice system.

**Item 13 – AOB**

25. [REDACTED]  
[REDACTED]  
[REDACTED] **[FOIA exempt s36(2)(b)(i)]**

26. There was no other business and the meeting closed.

SN 28/01/19

Signed as an accurate record of the meeting

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Date

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