

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 2A: Developing Regulatory Excellence

KEY OBJECTIVES: Regulatory Standards, Disciplinary Processes and Appeals Mechanisms, Referral Fees, Conveyancing, Smaller Approved Regulators, Immigration

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

1. Referral Fees decision document and guidance submitted to April Board meeting where it was accepted subject to minor presentational changes. Final document and supporting guidance demonstrated outcomes focused approach and was published on 27 May 2011. MoJ were briefed on proposals and timing. A review of regulatory arrangements for referral will be carried out in 2012/2013.
2. The April board considered publication of the Nick Smedley 'Smaller Approved Regulators' research. [REDACTED] [S.36].
3. The report was circulated to AR's approximately 4 weeks before anticipated publication and a dinner for the Chairmen (or equivalent) of the regulatory and representative arms of the smaller ARs was convened to discuss the findings of the Smedley research, its publication and the LSB's next steps. Correspondence was received from CLC regarding publication and this was considered by the Board who confirmed that it would be published. A letter was sent to CLC from David Edmonds explaining this decision [S.36].
4. A seminar was also held for chief executives of the regulatory and representative arms of the smaller ARs has been organised.
5. The Report was published on 22 June.
6. [REDACTED] [S.36].
7. A number of meetings were held with the new Chairman of the CLSB.
8. [REDACTED]
9. We published a discussion paper concerning our approach to Developing Regulatory Standards on 26 April 2011.
10. Review of Appeals Mechanisms PID and Project Plan produced and agreed by SMT
11. Scoping around Immigration Review underway. A project brief to be produced for SMT outlining whether further work is required and a decision made whether to proceed in July 2011. In the meantime, discussions have been held with stakeholders on the evidence available to inform such a review.

Key activities for Q2 11/12 reporting period:

1. Work around Smaller ARs to move from Project to Business As Usual.
2. [REDACTED] [S.36].
3. Discussion exercise on Regulatory Standards closes July 2011 and next steps will be considered by SMT in September.
4. We will develop a map of approved regulator disciplinary processes and appeal mechanisms and will be writing to ARs to explain proposed scope of the Appeals Mechanisms Review and, as a result with make an assessment made of whether a sufficiently shared view exists for the implementation of a single appeals mechanism. Next steps will follow.
5. SMT decision on approach to Immigration work and, if required, plan immigration work.

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Regulatory Standards	<ul style="list-style-type: none"> • Publish proposed approach to assessing standards of regulation • Consultation closes • Review responses and plan and agree next steps • Publish Decision note 	Completed (26/04/2011) 11/07/2011 14/09/2011 15/09/2011
Regulatory Decisions	See separate sheet	
Review of Appeals Mechanisms	<ul style="list-style-type: none"> • Plan and agree approach to scoping review • Consultation (engagement) on scope and Process <ul style="list-style-type: none"> ○ Write to ARs/LA to explain the scope of the review • Self assessment by approved regulators and appellate bodies <ul style="list-style-type: none"> ○ Call for evidence , discuss issues and process ○ Review findings completed and returned to LSB • Finding and recommendations <ul style="list-style-type: none"> ○ Analysis, discussions and recommendations to the Board 	Completed (15/06/2011) 01/07/2011 30/08/2011 30/09/2011 30/09/2011 30/09/2011 31/12/2011 30/12/2011
Immigration	<ul style="list-style-type: none"> • Request for evidence and views on issues <ul style="list-style-type: none"> ○ Scope out work including call for evidence • Decisions on next steps <ul style="list-style-type: none"> ○ Project plan if required 	30/06/2011 30/06/2011 20/07/2011 31/08/2011 31/08/2011
Small ARs	<ul style="list-style-type: none"> • Complete and publish small AR research • [REDACTED] • 2011/2012 Planning • Review of LSB Programme to identify points for Smaller AR support and liaison • [REDACTED] • [REDACTED] 	Completed (22/06/2011) Completed (03/06/2011) Completed (31/05/2011) 31/08/2011 10/10/2011 28/10/2011
Conveyancing	<ul style="list-style-type: none"> • Request for evidence and view on issues • Decisions on next steps 	30/09/2011 31/12/2011

OVERALL PROJECT STATUS:	
4	[REDACTED]
3	
2	
1	

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 2B: Developing our Evidence Base

KEY OBJECTIVES: Research

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

1. LSB evaluation strategy published alongside Business Plan.
2. Published You Gov Complaints report.
3. Received draft special bodies report from Frontier.
4. Received draft market segmentation report from OXERA.
5. Initiated High Street/Legal Aid research with MoJ and TLS.
6. Published Aptitude testing research 21/06/2011.
7. Agreed 2011/2012 Research programme with Board.
8. Research Plan Published.
9. Received first draft of 'Market Segmentation' and 'City Law Firms' projects.

Key activities for Q2 11/12 reporting period:

1. Publish Quality of Legal Services (QA Literature review).
2. Publish Global Education review.
3. Publish research into the quality of Will Writing.
4. Regulatory Information Review - Publish review and database of publications.
5. Market Segmentation model (OXERA Segmentation methodology and Gap Analysis)- Publish report.
6. Market Segmentation Pilot 1: Large Corporate Solicitors (CRA research)- Receive report on key features and regulatory risks.
7. Market Segmentation Pilot 2: Special Bodies – Receive report on applicability of Segmentation model for Special Bodies and identify regulatory risks.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Research designed to provide evidence to meet the LSB's Business Plan 2010/11	<ul style="list-style-type: none"> • Building up evidence base to support policy decisions • Planning for 2011/2012 • Publish You Gov Complaints research • Publish Quality of Legal Services (QA Literature review) • Publish Global Education review • Publish research into the quality of Will Writing 	<p>On-going</p> <p>Completed (21/06/2011)</p> <p>Completed (09/06/2011)</p> <p>09/09/2011</p> <p>28/09/2011</p> <p>29/07/2011</p>
Evaluation Evidence	<ul style="list-style-type: none"> • Regulatory Information Review - Publish review and database of publications • Market Segmentation model (OXERA Segmentation methodology and Gap 	<p>29/07/2011</p> <p>29/07/2011</p>

	Analysis)- Publish report <ul style="list-style-type: none"> • Market Segmentation Pilot 1: Large Corporate Solicitors (CRA research)- Receive report on key features and regulatory risks • Market Segmentation Pilot 2: Special Bodies – Receive report on applicability of Segmentation model for Special Bodies and identify regulatory risks • Assessment and prioritisation of further evidence needs and spending to collect further evidence 	29/07/2011 29/07/2011 30/09/2011
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OVERALL PROJECT STATUS:	
4	
3	
2	[REDACTED]
1	
0	

QUARTERLY PROJECT HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 3A: Ensuring Effective Redress for Consumers

KEY OBJECTIVES: First Tier Complaints Handling, OLC Performance Measurement

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

1. You Gov report into Consumer Experience with Complaints Handling sent to ARS and published 09/06/2011.
2. Developed and presented summary presentation of consumer research to the SRA and Master of Faculties.
3. Met with LeO, SRA and CLC regarding MDP complaints handling and interaction with Legal Ombudsman following LeO positioning around the issue.
4. Letters sent to approved regulators signalling expectations and proposed dates for procedural assessment.
5. Met with LeO regarding performance reporting 26 May and agreed first formal report would be made in July.
6. Due to receive OLC Annual Report in accordance with Legal Services Act 2007.

Key activities for Q2 11/12 reporting period:

1. Agree dates for Procedural (Oct 2011) and Qualitative Assessments (March 2012) and confirm assessment process for Procedural Review.
2. Continue to work on data flows between the Legal Ombudsman and the LSB.
3. Continue to work on any MDP complaints handling issues.
4. Follow up on complaints research, including issues in relation to reported charging.
5. Review suite of LeO performance statistics.
6. Handover to new Project Manager.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Research into consumer perceptions of the outcomes that they experience with first tier complaints handling	<ul style="list-style-type: none"> • You Gov Research Report published 	Completed 09/06/2011)
Review of first-tier complaints-handling regulatory framework	<ul style="list-style-type: none"> • Completed planning for 2011/2012 • Ongoing Engagement with ARs • 2011 Qualitative review • 2011 Procedural review commenced • Publish Assessment 	Completed (31/05/2011) 01/08/2011 Completed (09/06/2011) 01/10/2011 30/04/2012
Monitor Legal Ombudsman performance targets	<ul style="list-style-type: none"> • Q1 Data • Q2 Data • Q3 Data • Q4 Data 	30/06/2011 30/10/2011 31/12/2011 31/03/2012
Review consumer satisfaction with the Legal Ombudsman process and outcomes	<ul style="list-style-type: none"> • Development of surveys by LeO 	On-going

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

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

¹ Please insert any risks that have been identified or have gone up in rating this month. See [risk strategy](#) for guidance on impact and likelihood and how to calculate RAG rating

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 3B: Widening access to the legal services market ABS

KEY OBJECTIVES: ABS, Special Bodies

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

1. Made formal recommendation to Lord Chancellor in relation to appeals against decisions of the CLC. S80 (12/05/2011). Order debated in Lords 27/06/2011.
2. Made formal recommendation to Lord Chancellor in relation to S69 Order (12/05/2011). Order debated in Lords 27/06/2011.
3. Consulted on and made draft recommendation to MoJ in relation to the SRA's use of the SDT as an appellate body (15/06/2011).
4. Signed-off MoU with Tribunals Service and CLC.
5. Issued recommendation to MoJ for CLC(13/05/2011) and SRA (20/06/2011) to be designated as Licensing Authorities.
6. Held monthly ABS Project boards with MoJ.
7. Further work to finalised ABS Research Note (formally ABS IA).

Key activities for Q2 11/12 reporting period:

1. Support MoJ in facilitating the Parliamentary Process for ABS Go-live.
2. Complete and Publish ABS Research Note.
3. Continue to process the SRA S80 Order in relation to the SRA's use of the SDT as an Appellate Body (MoJ).
4. LSB, SRA and CLC agree approach with MoJ for Rehabilitation of Offenders Exemptions Order.
5. Agree approach and plan for S69 Sole Practitioners Order.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Designation of Licensing Authorities	<ul style="list-style-type: none"> • Applications for Licensing Authority status are received <ul style="list-style-type: none"> ○ Recommendation made to MoJ for CLC and SRA to be designated as a licensing authority 	Completed (20/06/2011)
Commencement of Part 5 of the Legal Services Act (2007)	<ul style="list-style-type: none"> • Order to be made <ul style="list-style-type: none"> ○ Submit Final S.69 recommendation to Lord Chancellor • Complete and publish ABS Research note • Parliamentary Process completed for Affirmative and Negative Orders relating to ABS Commencement (MoJ) • LSB as a Direct Licensing <ul style="list-style-type: none"> ○ Agree approach and timing with MoJ ○ LSB consider internal procedures and operational separation ○ Parliamentary Process 	October 2011 Completed (13/05/2011) 31/07/2011 31/08/2011 01/09/2011 31/09/2011 31/07/2011
Designation of an appellate body for ABS appeals	<ul style="list-style-type: none"> • S80 Orders to be made designating appellate bodies for ABS appeals <ul style="list-style-type: none"> ○ Submit Final S.80 recommendation to Lord Chancellor in relation to appeals against decisions of the CLC 	Completed (13/05/2011)

	<ul style="list-style-type: none"> ○ Submit draft S.80 recommendation in relation to SRA's use of SDT as an appellate body ○ Submit final S. 80 recommendation in relation to SRA's use of SDT as an appellate body 	Completed (15/06/2011) By 31/10/2011
On-going development of market readiness for ABS	<ul style="list-style-type: none"> ● Regular ABS implementation group meetings ● S69 Order - Sole Practitioners to be made 	On-going 31/03/2011
Development of policy approach with respect of Special Bodies	<ul style="list-style-type: none"> ● Commission Research <ul style="list-style-type: none"> ○ Market Segmentation Pilot 2: Special Bodies – Receive report on applicability of Segmentation model for Special Bodies and identify regulatory risks ● SMT decision on approach to work 	29/07/2011 31/07/2011
Initial evaluation of the impact of opening markets	<ul style="list-style-type: none"> ● Commission Research 	Q/4 2011/2012

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

OVERALL PROJECT STATUS:	
4	[REDACTED]
3	
2	
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QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 3C: Securing Independent Regulation

KEY OBJECTIVES: Independence, Practising Fee Certificate

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

1. All AR's except the Bar Council/BSB and TLS/SRA have submitted final versions of the regulatory Independence Certificate.
2. Bar Council/BSB have provided their draft response to the risk assessment and the regulatory independence certificate. This has been followed up by a meeting at which we discussed their draft certificate and risk assessment. David Edmonds and Chris Kenny met with Nick Green QC to discuss his ongoing review into some of the governance arrangements for the Bar Council.
3. Sent ILEX/ILEX PS, CIPA/ITMA/IPREG and ACL/CLSB confirmation of approval of their certificates.

Key activities for Q2 11/12 reporting period:

1. Continued liaison and work with Bar Council/BSB and TLS /SRA to progress self-assessment certificates. [REDACTED] [S.36].
2. Review and publish Self Assessments for ILEX/ILEX PS, CIPA/ITMA/IPREG and ACL/CLSB.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Annual dual self certificate	<ul style="list-style-type: none"> • Applicable approved regulators return self-assessment certificates • Self assessments reviewed and LSB assessment published • Onwards risk based supervision 	Completed 30/06/2011 30/09/2011 On-going

PROJECT RISKS²:

RISK	IMPACT (1-5)	LIKLIHOOD (1-4)	RAG RATING	ACTION TAKEN
[REDACTED]				

OVERALL PROJECT STATUS:

4	[REDACTED]
3	
2	
1	
0	

² Please insert any risks that have been identified or have gone up in rating this month. See [risk strategy](#) for guidance on impact and likelihood and how to calculate RAG rating

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: 3D: Developing a changing workforce for a changing market

KEY OBJECTIVES: Education and Training, Diversity, Quality Assurance

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

PROJECT HEADLINES

Key achievements of Q1 11/12 reporting period:

Education and training

1. Summary of LSB thoughts on key challenges for AR Education and Training review prepared and sent to CEOs of BSB, SRA and IPS.
2. ARs have finalised approach to education review with appointment of researchers (consortium of academics led by UK Centre for Legal Education at Warwick University) and appointment of Co-Chairs to Consultation Group (Dame Janet Gaymer and Sir Mark Potter). A progress review meeting was held with SRA, BSB & IPS to discuss education review and scope of research. Further details have been provided about the scope of the research, and reassurances given that our key priorities are being addressed.
3. First draft of International legal regulation research received.
4. Education research seminar held (21/06/2011).
5. Aptitude testing research published (21/06/2011).

Diversity

6. Consultation response, decision document and draft Diversity guidance prepared for the Board's approval in July. Principles set out in the consultation will stand however the scope of characteristics that AR's will be required to publish will be smaller. Delay in view of resources being shifted to deal with the ABS Appeals work.
7. Meetings held with Society of Black Lawyers and the EHRC to discuss consultation proposals. Also held meeting with BSB about conducting a pilot to test the model questionnaire set out in the consultation document and sent letters to Trevor Phillips (EHRC) and Jonathon Djanogly highlighting our proposals and asking for their support.
8. Prepared submission to the House of Lords Constitution Committee Inquiry on the Judicial Appointments process, focusing on the role of regulators in achieving a diverse profession and the link increasing judicial diversity.

Quality assurance

9. Continued engagement at working level to understand detailed proposals and probe JAG in relation to key concerns around QASA (including implementation timetable, ensuring enforceability of standards, availability of range of assessment methods, coverage of standards, approach to judicial training and reaccreditation of level 1 advocates).
10. Response to consumer panel advice on quality published.
11. Further advice from consumer panel commissioned on criteria for robust voluntary quality schemes and assessment of existing schemes against these criteria.
12. Attended meeting of Joint Advocacy Group (JAG) to discuss the Board's expectations in relation to the Quality Assurance Scheme for Criminal Advocates (QASA) following letter from CEO to JAG identifying expectations for scheme to be capable of approval. Response received from JAG providing reassurance about outstanding issues with development of QASA. Reply drafted and sent.
13. Board paper drafted on QASA, seeking Board's agreement in principle to the scheme.
14. First draft of literature review on quality in legal services completed.
15. Proposal developed for roundtable session to discuss quality issues with academics and other regulators (financial services and healthcare).

Key activities for Q2 11/12 reporting period:

1. Identify gaps in AR Education and Training review research and commission additional research where

appropriate.

2. Develop first draft of principles based on Upjohn Lecture and subsequent policy thinking.
3. Publish final Diversity Decision and Guidance Document including a description of impact made by BSN Diversity table in particular regard to transparency of workforce diversity data.
4. Begin to support ARs through implementation of Diversity data collection.
5. Hold Roundtable to discuss issues about quality risks.
6. Quality Assurance Literature review finalised and published.
7. Board discussion/decisions on QASA.
8. Begin to process rule change applications from relevant AR's in relation to QASA if received.
9. CEO to attend first meeting of the AR Education Review Consultation Panel.

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Education and Training	<ul style="list-style-type: none"> • Consider the need for additional research to support review led by approved regulators 	19/07/2011
	<ul style="list-style-type: none"> • Engage with stakeholders to consider and develop key principles 	15/12/2011
	<ul style="list-style-type: none"> • Publish Key Principles 	30/03/2011
Quality Assurance (Including QASA)	<ul style="list-style-type: none"> • Commission advice from Consumer Panel on quality Schemes 	Completed (27/05/2011)
	<ul style="list-style-type: none"> • Receive Advice 	30/11/2011
	<ul style="list-style-type: none"> • Complete tool-kit and framework published 	30/03/2011
	<ul style="list-style-type: none"> • Application by relevant approved regulator to change their regulatory arrangements to incorporate QAA (Crime 	14/12/2011
Diversity	<ul style="list-style-type: none"> • Publish decision document following 10/11 Consultation, outlining action expected of approved regulators 	28/07/2011
	<ul style="list-style-type: none"> • Review approved regulators' latest diversity data with a view to scoping work for 12/13 	30/03/2012

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

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

QUARTERLY HIGHLIGHT REPORT



PROGRAMME/POLICY AREA: 3E: Improving Access to Justice: Rationalising the Scope of Regulation

KEY OBJECTIVES: Regulatory Framework, Will Writing, Regulatory Information Review, Market Segmentation Reviews

LINK TO REGULATORY OBJECTIVES: RO3, RO4, RO5, RO7

PROJECT HEADLINES

Key achievements of Q1 11 /12 reporting period:

1. Board reviewed project update paper and confirmed happy with progress and direction of travel. Feedback provided on areas to develop including: approach for prioritising areas of legal activity to review, theory of using different types of regulatory tools and stakeholder communications.
2. Presented project overview to Consumer Panel and sought views on the future regulatory framework.
3. Internal workshop to discuss, project links and stakeholder mapping held.
4. Joint seminar/ workshop with the Legal Services Institute of the College of Law on the future of reserved activities held. Invitees inc. all ARs (reg and rep arms), MoJ (policy and economists), Officials from Department of Business Innovation and Skills, Officials from Office of Fair Trading, Academics, Legal Journalists and commentators, Consumer panel, LSB Board members and Senior Management Team.
5. Will-writing mystery shopping fieldwork completed and first draft of final report combining this with consumer and business surveys received. This marks completion of evidence base for will-writing.

Key activities for Q2 11/12 reporting period:

1. Publish discussion document.
2. Consumer Panel to publish their will-writing report and recommendations.
3. Complete research report on will writing covering mystery shopping, consumer retrospective and provider surveys and publish.
4. Formally write to the Legal Ombudsman to request the data underpinning assertions that the boundaries of regulation are in practice causing detriment to consumers seeking address.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Regulatory Framework	• Seminars to discuss early thinking around the approach for deciding whether regulation is required, consumer outcomes and the range of regulatory interventions	Completed (10/06/2011)
	• Discussion document on proposed approach published	26/07/2011
	• Publish approach for making regulatory decisions	31/03/2011
Will Writing	• Receive consumer Panel Advice	31/07/2011
	• Potential Section 24 Investigation into making Will writing a reserved legal activity	17/08/2011
	• Consultation on the results of will-writing if required	16/04/2012

Regulatory information Review	• Publication of Summary report	30/09/2011
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	<ul style="list-style-type: none"> • Publication of research database 	30/09/2011
Completion of market supply benchmarking studies	<ul style="list-style-type: none"> • Summary reports on market (see section 2B) 	31/03/2011

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>Key achievements of Q1 11 /12 reporting period:</p> <ol style="list-style-type: none"> 1. Published 2011/2012 Business Plan. 2. Seven speeches delivered by LSB staff including David Edmonds speaking at the Legal Futures conference, Chris Kenny at the Sole Practitioner’s Group Conference and Crispin Passmore at the International Legal Aid Group Conference in Helsinki. 3. Published two publications that have attracted media coverage; the Referral Fees decision document was met with mixed media coverage, whilst the coverage of the YouGov Complaints Research was favourable. 4. Chris Kenny interview on Radio 5 Live ‘Wake up to Money’ programme regarding publication of Complaints research. <p>Key activities for Q2 11/12 reporting period:</p> <ol style="list-style-type: none"> 1. Three speeches due to be delivered by LSB staff including Chris Kenny to the Westminster Legal Policy Forum Keynote Seminar: The future of the legal services market.

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Communications and Public Affairs	<ul style="list-style-type: none"> • Conduct programme of speeches • Business plan agreed and published 	On-going Completed (31/04/2011)

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

QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: Providing Value for Money

KEY OBJECTIVES: Finance

LINK TO REGULATORY OBJECTIVES:

PROJECT HEADLINES

Key achievements of Q1 11 /12 reporting period:

1. Annual Accounts and report reviewed by Audit and Risk Committee.
2. Annual Report submitted to Minister and laid.

Key activities for Q2 11/12 reporting period:

1. Provide quarterly financial report to Board.

PROJECT MILESTONES

PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Ensure appropriate procurement processes are in place	<ul style="list-style-type: none"> • Provide quarterly financial reports 	On-going
Constant review of spending decisions	<ul style="list-style-type: none"> • Produce Annual report and Budget, gain sign off from NAO, submit to Minister and lay 	Completed (13/06/2011)

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>Key achievements of Q1 11 /12 reporting period:</p> <ol style="list-style-type: none"> 1. SMT monthly review of Corporate Risk Register. 2. Risk Register reviewed by Audit and Risk Committee. <p>Key activities for Q2 11/12 reporting period:</p> <ol style="list-style-type: none"> 1. Board review of Corporate Risk Register.

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"> • 2nd Audit and Risk Committee meeting of 2011 to be held • Half yearly Board review of Corporate risk register • 3rd Audit and risk Committee meeting of 2011 to be held • 1st Audit and risk Committee meeting of 2012 held 	Completed 23/05/2011 14/09/2011 10/10/2011 29/02/2011
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"> • Ongoing project and corporate risk maintenance in line with risk strategy 	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	