

FOURTH QUARTER HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: 2A – Developing Regulatory Excellence

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

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

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

Regulatory Standards:

1. A plan for the internal intelligence gathering and the LSB self-assessment process has been devised.
2. We have briefed a number of regulators (BSB, SRA, IPReg) on the self assessment process and the final position on regulatory standards.
3. A piece of work sketching out the elements and processes an archetype legal services regulator might possess is being produced.
4. A template for intelligence gathering on each regulator has been distributed to colleagues for completion.
5. A number of discussions have taken place with regulators on the work.
6. A meeting with counsel was held to discuss the project and the use of the LSB's enforcement powers.

Disciplinary Processes and Appeal Mechanisms:

1. Reviewed project scope, proposals and PID and revisions were made PID which were discussed with the Gateway Group; further amendments awaiting approval.
2. Identified the characteristic principles of effective appeals arrangements based on the AJTC Principles for Administrative Justice.
3. Completed draft comparative analysis of the disciplinary appeals mechanisms of each regulator against the identified characteristic principles, including a gap analysis.
4. Began identifying the range of decisions made by regulators and where and which are/should be appealable.

Smaller Approved Regulators:

1. General reporting on matters and meeting with the smaller approved regulators has moved to business as usual.

2. [REDACTED]

Immigration:

1. The Board considered and agreed to issue the immigration discussion document.
2. Shared advance copies of discussion document with LeO and OISC, in particular, and reflected their comments in final draft.
3. Discussed issues in discussion document with the Immigration Services Commissioner.
4. Discussion document published on 1 March, for 12-week consultation.
5. Developed and executed communications engagement plan; targeting groups and individuals

who we would not usually expect to pick up the work, including UKBA, immigration representative bodies and individual practitioners through, for example, personal letters from the Chief Executive.

6. Met IPS on immigration matters.
7. We are due to meet the Immigration Law Practitioners Association, the Detention Advice Centre and OISC.

Look ahead - Key Activities for Q1 2012-13 reporting period

Regulatory Standards:

1. The intelligence spreadsheet will be populated by colleagues.
2. The draft self assessments will be received by the LSB on 30 April.
3. The archetype regulator work will be completed by the end of April.
4. Initial assessments of the self assessments produced in May.

Disciplinary Processes and Appeal Mechanisms:

1. Identify the range of enforcement and disciplinary sanctions available to regulators.
2. Produce an internal paper that consolidates the evidence gathered in the desk review and consider the findings.
3. Gain an understanding of the costs of each of the current appeals mechanisms.

Smaller Approved Regulators:

1. [REDACTED]
2. [REDACTED]
3. Update the Board in April on next steps.

Immigration:

1. Continue to engage with stakeholders during the consultation period.
2. Monitor calls and emails from OISC practitioners.
3. Consider consultation responses and review before decision.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
Regulatory Standards	Consult on proposed approach to assessing standards of regulation	Completed (23/09/2011)
	Publish Decision note	Completed (15/11/2011)
	Publish guidance on self-assessment	Completed (01/12/11)
Regulatory Decisions	<i>See separate sheet</i>	
Review of Appeals Mechanisms	Identify characteristic of effective appeals mechanisms	Completed (20/02/2012)
	Analyse existing AR/LA arrangements	Completed (22/02/2012)
	Identify range of acceptability for regulator decision	Completed (28/02/2012)
	Define scope of thematic review	Completed (05/03/2012)
	Complete thematic review	02/04/2012
	Report to Board	11/06/2012
Immigration	Project plan if required	Completed (01/09/2011)
	Test ideas with others (OISC, LSC, ILPA etc)	Completed (30/12/2011)
	Publish decision document, seek response	Completed (01/03/2012)
Small ARs	[REDACTED]	Delayed
Conveyancing	Request for evidence and view on issues	(Completed) 30/09/2011
	Decisions on next steps	Delayed until Q1 2012-13

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



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

KEY ACTIVITIES: Research

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

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

1. Appointed TNS BNRB, Nigel Balmer, Pascoe Pleasance, and Richard Moorhead to undertake the High Street Research, jointly commissioned with The Law Society and Ministry of Justice. A draft survey has been cognitive tested and final questions agreed for the pilot. The pilot was started with 40 respondents to date
2. Completed two iterations of the Market Evaluation report, shared with RSG academics, LSB SMT, and nominated Board members for comment. This was then finalised and approved by the Board for publication 04 April 2012.
3. Finalised and published our business (IFF Research) and consumer studies (YouGov) looking at probate and estate administration.
4. Developed research plan for 2012/13, shared with Gateway Group, finalised and approved by the Board for publication on 04 April 2012
5. Received draft report on the consumer benchmarking research commissioned from BDRC Continental, and coordinated feedback from LSB and LSCP.
6. Interviewed three bids for development of Research website hub, appointed a company and held first meeting.
7. Developed and submitted outline conference papers for Socio-Legal Studies Association and Legal Services Research Centre research conferences in April and September respectively.
8. Received legal advice to support our work on cost protection from Hogan Lovells.
9. Supported small scale trade bodies' survey for small firms' use of legal services, and feedback on project materials.
10. Held business research reference group meeting, and reviewed and commented on draft report.
11. Completed research on consumers' demand for online legal support (Vanilla Research).
12. Received draft report on consumers' use of legal services (BDRC Continental).
13. Commissioned Dr Chris Hanretty to publish research paper on statistical modelling approach to assessing advocate quality.

Key Activities for Q1 2012-13 Reporting Period

1. Publish Market Evaluation Report, discuss and present findings with RSG, AR research forum.
2. Develop the research website hub with view to launch in Q1
3. Chase annual data requests from regulators and review new information against identified gaps.
4. Commission short study on impact of Cab Rank Rule on market.
5. Updating knowledge bank, and Maps of legal services in line with new research findings and revised data in preparation for publication on research website.
6. Take forward development of joint CLC – LSB survey of CLC regulated entities
7. Review and comment on draft research reports prior to publication in April. These are Small Business, Ethics Framework, general consumer benchmarking, and qualitative study of business providing probate and estate administration, and consumer information needs.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
	Report on consumer experience of complaints	Completed (30/06/2011)
	Market Segmentation model (OXERA Segmentation methodology and Gap Analysis)- Publish report	Completed (30/09/2011)
	Market Segmentation Pilot 1: Large Corporate Solicitors (CRA research)- Receive report on key features and regulatory risks	Completed (30/09/2011)
	Market Segmentation Pilot 2: Special Bodies – Receive report on applicability of Segmentation model for Special Bodies and identify regulatory risks	Completed (30/09/2011)
	Regulatory Information Review - Publish review and database of publications	Delayed until Q1 2012-13
	Market Segmentation: High Street / Legal Aid - report on services offered	Delayed to Sept 2012

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]

THIRD QUARTERLY HIGHLIGHT REPORT

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



KEY ACTIVITIES: First Tier Complaints Handling (FTCH)

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

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

1. FTCH responses analyses and first draft of Board paper (for April) on regulator's responses to our letter completed, due to go to the March Board meeting but postponed.
2. Second draft of the FTCH paper for the April Board completed.
3. Engagement with the Legal Ombudsman to set-up a joint meeting with other ombudsman schemes and regulators to discuss issues that arise from multi-disciplinary practices.

Key Activities for Q1 2012-13 Reporting Period

1. Update Board in April on responses to progress on first tier complaints from regulators
2. Development of next round of review on complaints. This will look primarily at the consumer focussed elements of the complaints process and try to identify what research regulators are doing or may need to do, as well as asking each of them to set out the an action plan for taking forward the complaints agenda.

PROJECT MILESTONES

Programme / Policy Deliverables	Milestones	Delivery Date
Review of first-tier complaints-handling regulatory framework	2011 Procedural review	Commended and ongoing (01/10/2011)
	Publish Assessment	Delayed until April 2012
Monitor Legal Ombudsman performance targets	Q1 Data	Completed (30/06/2011)
	Q2 Data	Completed (30/10/2011)
	Q3 Data	Completed (10/02/2012)
	Q4 Data	Awaited
Review consumer satisfaction with the Legal Ombudsman process and outcomes	Development of surveys by LeO	On-going

RISKS

Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS

[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: 3B – Widening Access to the Legal Services Market

KEY ACTIVITIES: Alternative Business Structures (ABS) and Special Bodies

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

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

ABS:

1. Engagement with SRA on ABS licensing update.
2. Further discussions with SRA (and Law Society) on compensation fund and the s69 Order.
3. Meetings with IPReg and ICAEW on potential LA applications.
4. Joint SRA, MoJ, TLS, LSB meeting on penalty powers for SRA.
5. First ABS licences granted by the SRA to three applicants.
6. Legal advice received on the issue of SRA's ABS compensation fund.
7. Agreement was reached between the LSB and SRA that the sunset clause in the 2011 s69 Order that related to the ABS compensation fund should be removed. A consultation paper to publish the draft s69 Order (as required under s70 LSA) has now been drafted.
8. Engagement with SRA on ABS licensing update – still a significant number of applications. However, it is clear that there are now some applications being finalised by the SRA. Contact will be maintained with the SRA to ensure that licensing can continue smoothly.
9. A further meeting was held with ICAEW to discuss technical aspects of its LA application including a discussion on the scope, plans and underlying constitution with regard to compensation fund powers. ICAEW have now provided us with a copy of its charter which will help assess this as well as add to the information about the independence and delegations in place.
10. Further analysis of BSB's proposals for LA application has been undertaken looking in particular at the proposals against the structure and requirements of the LSA.
11. The Gateway Group decided that as a project the ABS project had largely run its course, but noted that reporting should continue on significant unresolved issues, including:
 - the LSB as a direct licensor
 - the SRA compensation fund and sunset clause
 - the ending of transitional arrangements
 - ongoing ABS implementation.

Special Bodies:

1. The Board received an update paper on Special Bodies and agreement to proceed with development of consultation paper.
2. Meeting with MoJ to discuss approach and timetable. Some sequencing changes will need to be made to the timetable before we publish the consultation paper.
3. Meeting with Cabinet Office to discuss proposals and links to advice services review. Consultation paper developed and board agreement to proceed.
4. Further work on the timetable completed (to reflect sequencing agreed with MoJ) and programme milestones updated.

Key Activities for Q1 2012-13 Reporting Period**ABS:**

1. Develop plans to monitor and resolve outstanding ABS issues.
2. A consultation under s70 of the LSA to cover a new (or revised) s69 Order to remove the sunset provisions from the 2011 s69 Order for the SRA's ABS compensation fund
3. A "lessons learnt" exercise for ABS including identifying which areas the remaining ABS related work needs to fall. Some of which is likely to be within statutory decision making and regulatory standards.

Special Bodies:

1. Finalise consultation paper for publication on 23 April.
2. Engage with advice sector representative organisations and Trade Union bodies ahead of and after publication of paper.
3. Respond to Attorney General's office on issues surrounding pro-bono.

PROJECT MILESTONES – ABS

Programme / Policy Deliverables	Milestones	Delivery Date
ABS		
Commencement of Part 5 of the Legal Services Act (2007) - Orders to be made	LSB as a Direct Licensor Agree approach and timing with MoJ	Delayed
On-going development of market readiness for ABS	S69 Sole Practitioners Order to be made	Delayed until 2012-13
Initial evaluation of the impact of opening markets	Commission Research (Now being completed in house as a part of a full literature and data review)	Changed Ongoing

PROJECT MILESTONES – SPECIAL BODIES

Programme / Policy Deliverables	Milestones	Delivery Date
Development of policy approach with respect to Special Bodies	Commission research	Completed (15/09/11)
	Commission advice from the Consumer Panel (changed to seek ongoing advice)	Ongoing
	Development of options for approach	Completed (30/11/11)
	Consultation	Delayed (April 2012)

RISKS

Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS

[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: 3C – Securing Independent Regulation

KEY ACTIVITIES: Independence, Practising Fee Certificate

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

PROJECT HEADLINES
Key Achievements in Q4 2011-12 Reporting Period
<ol style="list-style-type: none"> 1. A plan for carrying-out the section 55 monitoring of the Law Society was produced. 2. A template to capture and analyse the reports produced by the Law Society was designed. 3. A revised s55 notice to require the provision of Business and Oversight Board (BOB) papers following the meeting was issued. 4. We have received and analysed monthly reports and three sets of BOB papers and Law Society reports.
Key Activities for Q1 2012-13 Reporting Period
<ol style="list-style-type: none"> 1. Ongoing monitoring of Law Society / SRA BOB s55 submissions 2. Development of 2012/13 IGR process and submission to April Board.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
Annual dual self certificate	Self assessments reviewed and LSB assessment published	Completed (30/09/2011)
	Onwards risk based supervision	On-going

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: 3D – Developing a Changing Workforce for a Changing Market

KEY ACTIVITIES: Workforce – Education and Training, Diversity and Quality Assurance

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

PROJECT HEADLINES

Key Achievements in Q3 2011-12 Reporting Period

Diversity:

1. Action Plans received from SRA, CLC, BSB and ILEX. Draft plan received from IPREG and currently awaiting final plan. All but two plans were received by deadline of January 2012.
2. Assessment of plans now underway including discussion with regulators on issues such as data protection.
3. Reviewed Social Mobility Toolkit produced by Professions for Good (LSB is a co-funder). Final toolkit launched which received Ministerial support.
4. Meeting with BIS lead on Alan Milburn review to discuss progress with the review and provide an update on implementation of LSB transparency requirements.
5. Meeting with Cabinet Office lead on Social Mobility Business Compact to discuss LSB transparency requirements and opportunities for future joint working (eg breakfast seminars to highlight data publication).
6. Review of regulator action plans completed. Discussions have focused on entity publication and the reluctance of some of the regulators to require firm publication or responsibility on firms.
7. Meeting with SRA to discuss position on firm publication following submission of action plan.
8. Letters sent from Chris Kenny to regulator Chief Executives setting-out our initial views and highlighting the key areas of concern ahead of the formal Board discussion in April. Our intention is to publish the action plans along with our final assessment after the Board meeting but regulators should proceed with implementation in the meantime. We are yet to receive a final action plan from IPREG.

Quality Assurance:

1. Roundtable held on Voluntary Quality Schemes and exploration of development as a predictor / characteristic to prompt/reduce need for regulatory intervention.
2. Consultation paper on approaches to quality published in March.
3. Received various notes and reports from BSB and SRA on QASA levels, plea advocates, scheme amendments and local difficulties.
4. Series of high-level meetings between QASA CEOs, CPS and Thomas LJ to debate issues re plea advocates, amendments etc. LSB produced a note to describe expected actions and timings which appears to be gaining widespread consensus. Formal notice of SRA Board support received 010312. BSB press notice issued 020312 urging swift uptake.
5. Met with BSB on monitoring chambers initiative, and proposal for chambers to eventually become legal entities.
6. Met with LSC on quality assurance; [REDACTED]
[REDACTED] LSC in accord with LSB proposed approaches to quality.
7. Agreement reached between QASA CEOs, CPS & John Thomas on issue of non-trial advocates. JAG press release issued announcing decision and next steps: launch of the scheme in summer

2012 with start of notification period for all advocates (July 2012); consultation on the details of final proposals from June to September and judicial training starting in October 2012. Full launch is scheduled for January 2013 and will be introduced in three phases. JAG meetings have now restarted.

Education and Training:

1. Seminars launched with the first event at College of Law on 29 February. Good attendance (including Sir Mark Potter and Dame Janet Gaymer) and discussion/participation from the floor. Subsequent articles in Legal Futures and on Lawyer Watch.
2. Seminars held in Leeds and Westminster. Speakers agreed for Warwick event.
3. LSB 'think piece' on Legal Education and Training to accompany the series drafted and published. Paper will be sent to delegates for all events.
4. Update meeting with LETR executive (SRA/BSB/IPS).
5. Received update brief on LETR including summary of literature review.
6. Planning for Wales event on 10 May now underway.
7. Reviewed latest LETR discussion paper and summary literature review to input to LETR Consultation Steering Panel (attended by Chris Kenny on 13 March).
8. Update meeting with Julian Webb and Avrom Sherr from LETR team to discuss progress.
9. Meeting with Japanese delegation to discuss experience and issues around legal education and training.

Key Activities for Q4 2011-12 Reporting Period

Diversity:

1. Development of Board paper on progress with diversity requirements and future priorities for this work stream (for discussion at April Board meeting).
2. Publish our assessment of regulator diversity plans following April Board meeting
3. Meeting with BSB to discuss equality and diversity rule changes, including the introduction of data collection and publication requirements.
4. Meeting with Society of Black Lawyers to discuss its response to LSB consultation on equality and diversity objectives.
5. Review Alan Milburn's review on Access to the Professions (publication has been delayed from initial timetable of March/April 2012).

Quality Assurance:

1. Continue to monitor progress with implementation of QASA.
2. Ongoing consultation on approaches to quality

Education & Training

1. Education and training seminars detailed planning, speech writing, briefing (in collaboration with Warwick University, & Cardiff University /Wales Governance Centre).
2. LSB Chair and Chief Executive are meeting with co-chairs of the LETR team, Sir Mark Potter and Dame Janet Gaymer.
3. Develop policy paper on activity based regulation and education and training to feed into discussion at Warwick seminar.
4. Follow-up LETR meeting in April/May, supported by regular Project Manager level meetings to ensure we are kept up to date with review progress.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
Education and Training	Consider the need for additional research to support review led by approved regulators	Ongoing (31/01/2011)
	Carry-out three seminars to engage with wider audience	Completed (31/03/2012)
	Emerging policy and principles to July Board meeting	11/07/2012
Quality Assurance (Including QASA)	Receive Advice from Consumer Panel	Completed (30/11/2011)
	Application by relevant approved regulator to change their regulatory arrangements to incorporate QAA	Delayed until 2012/13
	Tool-kit and framework published for consultation	Completed (30/03/2012)
Diversity	Review approved regulators' latest diversity data with a view to scoping work for 12/13	Completed (30/03/2012)

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



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

KEY ACTIVITIES: Regulatory Framework, Will Writing, Regulatory Information and Market Study

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

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

1. Board paper agreed direction of travel with summary of responses produced for will-writing, probate and estate administration investigations.
2. Board agreed proposed final approach for assessing boundaries of legal services regulation with summary of responses to Board.
3. Focus groups on understanding consumers' expectations and valuation of regulation held.
4. Revised investigation timetable for will-writing, probate and estate administration developed with MoJ officials. Initial discussions over implementation timings, discussions with economists over working together on assessing impacts and sign-offs.
5. Closing stages of drafting consultation document on high level proposals for will-writing, probate and estate administration. This includes initial cost benefit analysis.
6. Various meetings with stakeholders about will-writing, probate and estate administration inc. ABI and insurers, Probate Service, HMRC and CPS Central Fraud team. Conference with Counsel around definitions and scope of reserved activities.
7. Board agreed consultation document on will-writing, probate and estate administration subject to incorporating their comments at January meeting.
8. Draft impact assessment for will-writing etc consultation produced, shared with Ministry of Justice economists and initial comments received.
9. OFT briefed on forthcoming will-writing etc proposals.
10. Constructive discussions with SRA about developing thinking about the regulation of will-writing etc– written confirmation to follow.
11. Revised investigation timetable for will-writing, probate and estate administration agreed.
12. Initial meeting of joint OLC and LSB working group on redress and regulation undertaken to share thinking and timings of developing voluntary jurisdictions (OLC) and reviewing boundaries of regulation (LSB).
13. Discussions with LeO about the scope of Section 120 notice issued by LSB requiring LeO complaints data in incidence when a consumer.
14. PID reviewed by Gateway group and agreed subject to minor amendment.

Key Activities for Q1 2012-13 Reporting Period

1. Release of consultation on high level proposals for will-writing, probate and estate administration.
2. Release of decision document setting out approach to assessing the boundaries of legal services regulation.

PROJECT MILESTONES

Programme / Policy Deliverables	Milestones	Delivery Date
Regulatory Framework	Seminars to discuss early thinking around approaches to regulation	Completed (31/05/11)
	Discussion document on proposed approach	Completed (30/07/11)
	Publish approach for making regulatory decisions	Delayed until April 2012
Will Writing, probate activity and estate administration	Receive Consumer Panel advice	Completed (15/07/11)
	Potential s24 investigation	Completed (30/07/11)
	Consultation on the results on the will writing investigation	Ongoing until July 2012

RISKS

Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS

[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: External Relations

KEY OBJECTIVES: Communications and Public Affairs

LINKED TO REGULATORY OBJECTIVES: N/A

PROJECT HEADLINES
Key Achievements in Q4 2011-12 Reporting Period
<ol style="list-style-type: none"> 1. Six presentations or speeches were delivered by LSB representatives including Chris Kenny and David Edmonds. Highlights included a presentation to the Joint Four Law Societies, a panel discussion at the European Law Students Association and a presentation to the Council for Mortgage Lenders. 2. In addition, we held three seminars, produced in collaboration with partner organisations across the country, designed to gather evidence for the reform of education and training. Outputs were fed into the Legal Education and Training Review currently being undertaken by the approved regulators. 3. Briefing of media commentators took place as and when appropriate or in response to requests.
Key Activities for Q1 2012-13 Reporting Period
<ol style="list-style-type: none"> 1. Business plan to be published following consultation. 2. Decision/consultation documents on the scope of regulation, will writing and special bodies to be published. 3. Numerous speaking events to be supported.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
Communications and Public Affairs	Conduct programme of speeches	On-going
	Three education and training seminars	Completed
	Business Plan	04 April 2012

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]

THIRD QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: Providing Value for Money

KEY OBJECTIVES: Finance

LINKED TO REGULATORY OBJECTIVES: N/A

PROJECT HEADLINES

Key Achievements in Q4 2011-12 Reporting Period

1. Draft Budget for 2012/13 reviewed by Audit and Risk Committee and approved by full Board.
2. All monthly and ad-hoc information requests from Cabinet Office and MoJ completed within due dates .

Key Activities for Q1 2012-13 Reporting Period

1. Provide all information required by NAO for external audit requirements.
2. Complete Annual Report and Accounts within the Clear Line of Sight table.
3. Provide consolidation information for MoJ Corporate Finance.
4. Provide timely monthly financial reports to Board.
5. Provide regular reports to MoJ.

PROJECT MILESTONES

Programme / Policy Deliverables	Milestones	Delivery Date
Ensure that the LSB does not breach its expenditure budget	Provide monthly financial reports for the Board and MoJ	On-going

RISKS

Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS

[REDACTED]

FOURTH QUARTERLY HIGHLIGHT REPORT



PROGRAMME / POLICY AREA: Risk

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

LINKED TO REGULATORY OBJECTIVES: ALL

PROJECT HEADLINES
Key Achievements in Q3 2011-12 Reporting Period
<ol style="list-style-type: none"> 1. 19 January - Confirmed approach to develop new risk register. 2. 24 January - Held first workshop session with senior managers to consider the LSB's three year strategic work programme and the risks that may affect its delivery. 3. Grouped and amalgamated similar indentified risks. 4. Compared and contrasted new risks to those in the existing register to highlight potential gaps. 5. 31 January – Risk analysis reviewed by the Three Way group, which agreed on risks that could be closed, adjusted and added. 6. The three way group assigned risk likelihood/impact and mitigating actions to risks. 7. 28 February – The Audit and Risk Committee considered the new draft risk register and made minor changes before recommending it to the Board for adoption. 8. 28 March – the Board adopted the new register.
Key Activities for Q4 2011-12 Reporting Period
<ol style="list-style-type: none"> 1. The Audit and Risk Committee will review an updated version of the new risk register at its 17 May meeting.

PROJECT MILESTONES		
Programme / Policy Deliverables	Milestones	Delivery Date
Formal risk management system maintained by executive and reviewed by Audit and Risk Committee	Hold fourth Audit and Risk Committee meeting	29 February 2012
All projects are risk assessed and measures taken to mitigate or exploit are integral to planning, approval and operational activities	Ongoing project and corporate risk maintenance in line with the updated Risk Management Strategy	Ongoing

RISKS				
Risk	Impact (1-5)	Likelihood (1-4)	RAG Rating	Action Taken
[REDACTED]				

OVERALL PROJECT STATUS
[REDACTED]