

Appendix 1

QUARTERLY PROJECT HIGHLIGHT REPORT



PROGRAMME/POLICY AREA: A: Regulatory Performance and Oversight

KEY OBJECTIVES: Developing Standards and Performance, Thematic Reviews, Ensuring Effective Redress for Consumers, Widening Access to Justice and the Legal Services Market

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

PROJECT HEADLINES

Key achievements of Q4 12/13 reporting period:

Self assessment for the approved regulators:

1. Completed and published SRA self assessment report. This included providing it in advance to the SRA for factual accuracy check, reviewing their comments and making changes where appropriate. The SRA expressed significant disquiet in relation to the draft report. In public they were more circumspect and only challenged our conclusions in relation to enforcement
2. Developed an 'action management log' to monitor AR performance against their action plans and presented planned way forward to the Gateway to agree.
3. BSB have submitted their self assessment and the final report of our review will be presented to the Board for agreement in April. We remain concerned that the BSB's forward action plan and ambitions for entity regulation and licensing authority status present the organisation with very sharp challenges .

Review of regulatory sanctions and appeals processes:

1. Legal research completed to better understand statutory, precedent and existing authorities for the sanctions and appeals processes adopted by each approved regulator and an internal summary of the research produced. Final clarification underway.
2. Developed detailed plan and risk register for project
3. Begun the review of good regulatory practice in terms of structure and mechanisms in other sectors by compiling a portfolio of sources and research papers.
4. Some respondents to the draft business plan expressed concern about the proposed project, the project description was redrafted to reflect the current parameters of the project to focus on the identifying issues and solutions rather than proposing change.

First Tier Complaints Handling:

1. New project manager in place
2. PIDs and associated documents updated and meetings with stakeholders held to discuss complaints handling and data provision between approved regulators and Legal Ombudsman.

Ending Transitional Arrangements for ABS like bodies:

1. This work is subject to progress IPReg's Licensing Authority application. The application is now expected to be complete by the end of April 2013 however the precise timing of the submission will be determined once there is clarity on the required Statutory Orders.

Regulation of Special Bodies:

1. New project manager in place
2. Initial draft of licensing authority rules guidance begun. This will be presented for consideration at the May Board meeting.
3. Meeting with MoJ to discuss the project policy, timetable and associated issues. Links made with legal aid policy team as well.
4. Meetings arranged with a number/range of stakeholders to informally discuss policy options and

proposals.

SRA Compensation Fund:

1. Quarterly review meeting held with SRA.

Key activities for Q1 13/14 reporting period:

Self assessment for the approved regulators:

1. BSB report presented to the Board for agreement
2. Continue to develop action log to show the commitments made by regulators and track progress.
3. On-going monitoring of progress against action plan commitments

Review of regulatory sanctions and appeals processes:

1. Develop detailed specification for the review of regulatory good regulatory practice taking account of the compilation of sources. We will also consider the extent to which we may wish to use external researchers or reviewers for this work.

First Tier Complaints Handling:

1. Complete PID update and consideration of work going forward

Regulation of Special Bodies:

1. Arrange and hold stakeholder workshops to discuss the draft guidance and project timetable
2. Produce Board paper for May.

SRA Compensation Fund:

1. Quarterly review meeting to be held with SRA.

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Self-assessment for the approved regulators	<ul style="list-style-type: none"> Analyse and discuss plans with regulators Receive final plans from four regulators Receive final plans from SRA Receive final plan from BSB Monitor implementation of plans 	Completed (30/06/2012) Completed (30/10/2012) Completed (31/12/2012) Completed 28/02/2013 Ongoing
Review of Appeals Mechanisms	<ul style="list-style-type: none"> Define, scope, carry out a review and determine next steps in light of internal scoping study 	Completed (30/06/2012)
Immigration	<ul style="list-style-type: none"> Publish response to discussion document and assess next steps 	Completed (31/07/2012)
Conveyancing	<ul style="list-style-type: none"> Review and Assess next steps 	Completed (14/12/2012)
First-tier Complaints Handling	<ul style="list-style-type: none"> Review qualitative assessment plans and 	Completed

	<ul style="list-style-type: none"> decide on further action as necessary AR's undertake work to meet outcomes in Bespoke frameworks 	(30/09/2012) On-going
Ending Transitional Arrangements for ABS like bodies	<ul style="list-style-type: none"> Review arrangements by year-end based on designation applications 	Delayed and on-going
Regulation of Special Bodies	<ul style="list-style-type: none"> Consult on regulation for special bodies Consider responses to consultation Publish Guidance for Special Bodies 	Completed (15/07/2012) Completed (30/09/2012) 31/03/2012
LSB as a licensing Authority	<ul style="list-style-type: none"> Develop Orders (if required) 	Has not been required to date
SRA Compensation Fund	<ul style="list-style-type: none"> Work with MoJ and SRA to ensure a single fund can operate after 31/12/2012 Monitor SRA progress on the compensation review 	Completed (30/09/2012) On-going

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

OVERALL STATUS:	
4	
3	
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1	The overall status of this work stream is good reflecting the time of year. Most areas of work are approaching the end of their year plan and, unless previously identified and addressed, have completed all milestones. Attention is now begin turned to planning for the 2013/14 year against the milestones in the recently published business plan.

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, Approaches to Quality, Evaluating the Impact of the LSA (2007) Reforms.

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

PROJECT HEADLINES

Key achievements of Q3 12/13 reporting period:

Scope of Regulation:

1. Submitted final reports for will-writing, probate and estate administration and recommendations to Lord Chancellor. The impact assessment was also submitted to the Regulatory Policy Committee and the all documents were published.;
3. Completed communications work around the conclusion of the investigation including press work, web pages updated, and informing key stakeholders and interested parliamentarians. Institute of Professional Willwriters are becoming increasingly frustrated by the uncertainty over whether will-writing will become a reserved legal activity and, if so, the likely implementation timetable
4. Began General Legal Advice project with initial meetings with academics and the Advice Services Alliance and finalising project plan. Presented initial thinking on methodology and plan for reviewing the regulation of general legal advice for individual consumers to the Research Strategy Group . Agreement in principle achieved for academic participation in roundtable to develop further and challenge.
5. Began planning for Cost and Complexity of regulation project, linking in all the dependant strands including General Legal Advice.

Education and Training:

1. Due to continued delay in publication of LETR report, work undertaken to establish the impact of the delay on regulators plans. The LETR research team do not expect to submit their report to the commission regulators before May 2013 with publication following shortly after.
2. Met Skills for Justice to discuss progress on National Occupational Standards for providing legal services and related apprenticeships.
3. Re-scoped education and training project for 2013/14. Gateway sign-off for new PID on 28 March
4. Attended legal services apprenticeship launch event and House of Lords debate on apprenticeships as a route to the law

Diversity:

1. Continued to engage with approved regulators regarding progress with action plans, including a review of the BSB's report on its individual collection exercise
2. Reviewed progress with regulator data collection in preparation for our progress report, including consideration of response rates and data.
3. Published literature review on equal pay and table of top 10 law firms workforce profile by gender on LSB website and drafted a supporting article on equal pay and progression. This led to us providing available background information for an article on equal pay gaps published in the Guardian which referenced our work on the equality of pay in legal services

Quality Assurance

1. Revised implementation timetable for QASA announced. We will continue discussions both at working

and CEO level in relation to QASA implementation to manage the risk of further issues arising as JAG seek to address the remaining technical issues arising from the consultation.

2. Regular meetings held between JAG and LSB colleagues to discuss timetable and ensure momentum is maintained
3. JAG has now published its response to the fourth consultation which we have reviewed. Board dates for approval of the rules and handbook for QASA are now confirmed and we will be working with JAG over the coming month to review draft versions of the documents.

Research

1. Ongoing management of research projects including: small business consumers, behavioural economics, financial protection, understanding consumers who don't use legal services, consumers valuation of regulation and qualitative research into the experiences of peoples with learning difficulties, proportionality of regulation and LSCP tracker survey.
2. Published high street solicitors report and cab-rank rule research.
3. Undertook 12 week review of LSB research pages and implemented minor amendments
4. Finalised 2013/14 research strategy
5. Presented papers on behavioural economics and survey of high street solicitors for the Socio-Legal Studies Association conference
6. Initial data analysis and collation for competition and regulation work started for evaluation

Key activities for Q1 13/14 reporting period:

Scope of Regulation:

1. Continue planning of stage 2 of will-writing etc project-implementation including taking forward non-statutory policy initiatives for estate administration
2. Address any committee queries in relation to the will-writing recommendation (Regulatory Policy Committee report due to be completed this reporting period). Now gained.
3. Produce Board paper on cost and complexity of regulation project incorporating general legal advice for individual consumers for April board meeting

Education and Training:

1. Publication of LETR report expected in June.
2. Finalise review of current regulatory arrangements for education and training (including potential barriers to change) and areas where regulators are already delivering on LETR recommendations
3. Complete stakeholder mapping and develop communications plan for project
4. Review project risks in light of new PID for education and training

Diversity:

1. Engage with approved regulators regarding progress with action plans in order to finalise progress report ahead of Board discussion in May
2. Present findings of review to Board
3. Consider 2013/14 plan in light of regulator progress

Quality Assurance

1. Continue working discussions in relation to QASA implementation to ensure momentum is maintained and we are prepared to receive the applications in May
2. Continue monitoring current and emerging stakeholder issues

Research

1. Ongoing management of research projects including as above, including review drafts reports for small business consumers, behavioural economics, understanding consumers who don't use, don't choose and don't trust, and final report on consumers' valuation of regulation.
2. Draft initial report on competition and regulation
3. Plan publication and communications for small business and consumers who don't use, don't choose and don't trust legal services research

PROJECT MILESTONES		
PROGRAMME / POLICY DELIVERABLES	PROJECT MILESTONE	MILESTONE DELIVERY DATE
Scope of Regulation Investigation	<ul style="list-style-type: none"> Publish General Approach 	Completed (30/06/2012)
	<ul style="list-style-type: none"> Provide progress update 	Completed (31/12/2012)
Will writing, probate activity and estate administration	<ul style="list-style-type: none"> Release public consultation document 	Completed (30/06/2012)
	<ul style="list-style-type: none"> Publish provisional report and consult 	Completed (30/09/2012)
	<ul style="list-style-type: none"> Publish final report 	Completed (28/02/2013)
	<ul style="list-style-type: none"> Decisions arising from any change in scope 	Delayed 31/03/2013
Diversity	<ul style="list-style-type: none"> Monitor implementation of agreed approved regulator action plans 	Completed (31/12/2012)
	<ul style="list-style-type: none"> Review findings of approved regulator data 	Completed 31/03/2013
	<ul style="list-style-type: none"> Review the evidence base around equal pay 	Completed (31/03/2013)
Education and Training	<ul style="list-style-type: none"> Track AR progress (AR led milestones) 	Ongoing
Approaches to Quality	<ul style="list-style-type: none"> Publish response to consultation 	Completed (30/09/2012)
	<ul style="list-style-type: none"> Identify next steps 	Completed 31/03/2013
Evaluation of the Impact of the Legal Services Act	<ul style="list-style-type: none"> Publish Interim Baseline Evaluation 	Completed (04/04/2012)
	<ul style="list-style-type: none"> Publish expanded Baseline Evaluation 	Completed (31/10/2012)

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

ISSUES:		
ISSUE	PRIORITY	ACTION TAKEN

OVERALL PROJECT STATUS:	
4	
3	
2	The status of this work is mixed, with some areas requiring attention. This reflects that although

	progress has made on the implementation date and scope for QASA, that this is out of the hands of the LSB and also that there is uncertainty of outcome and timing for will-writing. However, unless previously identified all project have delivered against the 2012/13 Business Plan. The focus of the next quarter will be to plan the 2013/14 year in light of the recently published Business Plan.
1	
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QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: External relations

KEY OBJECTIVES: Communications and public affairs

LINK TO REGULATORY OBJECTIVES: N/A

PROJECT HEADLINES

Key achievements of Q4 12/13 reporting period:

1. Article placed in The Lawyer on cab rank rule in February.
2. Chris Kenny speech to the Scottish Competition Law forum
3. Chris Kenny speech to the Legal and Constitutional APPG event about future of the legal services market
4. Speech to the Liverpool Law Society Management conference
5. David Edmonds and Chris Kenny Select Committee appearance 19 March
6. Published 2013/14 Business plan

Key activities for Q1 13/14 reporting period:

7. Continue to deliver speeches and presentations to a variety of conferences, seminars and events including Chris Kenny's address to the ACL annual conference in May and David Edmonds' address to the Law Society council in June.

PROJECT MILESTONES

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

OVERALL PROJECT STATUS:

4	
3	
2	
1	The overall status of our communications work stream is good. We continue to deliver a full programme of speeches and presentations to a variety of stakeholders.
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QUARTERLY HIGHLIGHT REPORT

PROGRAMME/POLICY AREA: Finance and Providing Value for Money

KEY OBJECTIVES: Finance

LINK TO REGULATORY OBJECTIVES:

PROJECT HEADLINES

Key achievements of Q4 12/13 reporting period:

1. Clear Line of Sight: Completed Quarter Three consolidation information and sent to the MoJ corporate finance team
2. Completed NAO systems walk through tests and interim statutory audit
3. Provided regular monthly submissions and reports to MoJ in line with reporting dates
4. Provided detailed analysis for Board Committee to scrutinise budget proposals and supporting information
5. Agreed and published 2013/14 budget.

Key activities for Q1 13/14 reporting period:

6. Complete Annual Report and Accounts for statutory audit and Audit and Risk Committee and Board scrutiny and approval
7. Assist the Accounting Officer to formally agree budget delegations
8. Financial appraisal of spending decisions

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"> • Provide monthly financial reports for the Board and MoJ 	On-going
Constant review of spending decisions	<ul style="list-style-type: none"> • Produce Annual report and Budget, gain sign off from National Audit Office, submit to Minister, lay and publish 	A&RC to consider on 13 May and accounts to be laid and published by Mid June.

OVERALL PROJECT STATUS:

4	
3	
2	
1	The status of this work stream is good. Spending is in line with forecasts and the Board receives regular monthly finance reports irrespective of whether there is a formal meeting and has the opportunity to comment and raise issues. Monthly reports are sent to MoJ finance within their reporting timeframes.
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

Key achievements of Q4 12/13 reporting period:

1. Audit and Risk Committee meeting held and corporate risk register reviewed.
2. Board six- monthly review of risk register
3. Regular review of Corporate Risk Register by Gateway group

Key activities for Q1 13/14 reporting period:

4. May Audit and Risk committee to be held
5. Review of risk register to be undertaken by end of June 2013.

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"> • Half yearly Board review of Corporate risk register • 3rd Audit and risk Committee meeting of 2012 to be held • 1st Audit and risk Committee meeting of 2013 held 	Completed (12/09/2012) Completed (08/10/2012) Completed 11/03/2013
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)	LIKELIH OOD (1-4)	RAG RATING	ACTION TAKEN
N/A				

OVERALL PROJECT STATUS:

4	
3	
2	
1	The LSB continues to assess and manage its risks proactively at both the corporate and project level
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