



LEGAL SERVICES
BOARD

Business Plan 2018/19

April 2018

Summary of the Business Plan 2018/19

Strategy 2018-21

Promoting the public interest through ensuring independent, effective and proportionate regulation

Making it easier for all consumers to access the services they need and get redress

Increasing innovation, growth and the diversity of services and providers

Key workstreams

- Regulatory performance
- Internal Governance Rules review outcomes
- Technology and regulation
- Enforcement end to end review

Key workstreams

- CMA action plans
- Individual legal needs survey
- Small business legal needs

Key workstreams

- Planning for EU exit
- Diversity guidance
- Innovation survey
- Education and training

Discharging our statutory duties

1) Promoting the public interest, through ensuring independent, effective and proportionate regulation

Regulatory performance

Bringing our new approach to regulatory performance assessment into operation, by undertaking initial risk assessments of the regulators under our new framework.

Internal Governance Rules review outcomes

Reporting on the findings of our 2017/18 IGR review and implementing the outcomes.

Technology and regulation

Improving our understanding of the regulatory risks associated with new technology and how regulators can respond to these without stifling innovation. This will involve working collaboratively by convening regulators and other stakeholders, reviewing other sectors and publicising our findings.

Enforcement end to end review

Completing and publishing a report on our 2017/18 end to end review of the enforcement processes of the SRA and BSB.

2) Making it easier for all consumers to access the services they need and get redress

CMA action plans

Monitoring and engaging with the regulators on progress implementing action plans produced following the Competition and Markets Authority's 2016 market study. We will report publicly on collective progress in autumn 2018.

Individual legal needs survey

Commissioning and reporting on our third large-scale survey of how individual consumers respond to legal problems. This will include undertaking follow up work to ensure that key findings are shared and feed into other work. We wish to undertake this research in partnership with one or more organisations.

Small business legal needs

Continuing to raise awareness of our research, conducting further analysis of the research data and proactively engaging in debates on how best to break down barriers to access for small businesses.

Consumer segmentation

Support LSCP in its work to encourage frontline regulators, both individually and collectively, to develop their own approaches to consumer segmentation.

3) Increasing innovation, growth and the diversity of services and providers

Planning for EU exit

Our work in this area needs to be flexible, as withdrawal negotiations evolve during 2018/19. Our work will aim to protect consumers and the public, and to ensure that we and the regulators are ready to play our part in a successful transition.

Diversity guidance

Reviewing regulators' progress against our new diversity guidance, which was published in February 2017.

Innovation survey

Publishing the report on our second innovation survey - which assesses the level of innovation amongst legal services providers - and ensuring that findings are publicised and lessons are learnt.

Education and Training

Complete our work engaging with the wider education and training community to make sure we maintain a rich and broad understanding, so that our approach to oversight continues to be fit for purpose and reflects best regulatory practice.

Market intelligence

The focus of our research in 2018/19 will support our proposed strategic objective of making it easier for all consumers to access the services they need and get redress. As highlighted on pages 3 and 4, this will include re-running our major surveys on innovation and individual legal needs. We will also start work on our next triennial market evaluation, which we expect to publish during 2019/20.

We will generally commission market research companies to undertake the evidence gathering and carry out the majority of the analysis and report writing work ourselves. We will focus on publicising and sharing the results of our research, to ensure this evidence can inform policy making and enable lessons to be learnt.

As a new development next year we will enhance our research webpages to provide a repository of key official statistics, published regulatory data and our research findings. By bringing these key facts and figures together in one place, our aim is to provide a useful reference resource for stakeholders and the media.

Discharging our statutory duties

Considering requests for changes to regulatory arrangements

We will consider individual applications for changes to regulatory arrangements. During 2018/19 this is likely to include significant applications from the SRA as it completes its major reform of its Handbook.

Designating new regulators

Designations allow new firms to enter the market and existing firms to expand the services that they offer and thus improve choices for consumers. We anticipate that CILEx Regulation will make an application seeking designation as a licensing authority.

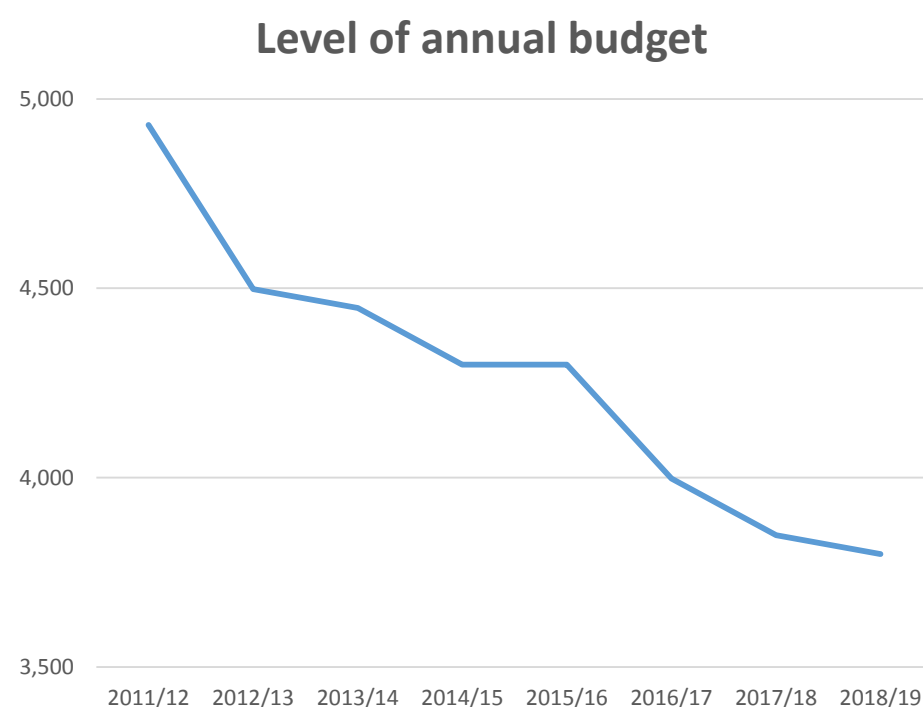
Approving practising certificate fees

Through the approval of PCFs we will maintain our focus on the level and transparency of regulators' costs.

Undertaking our statutory responsibilities in relation to the OLC

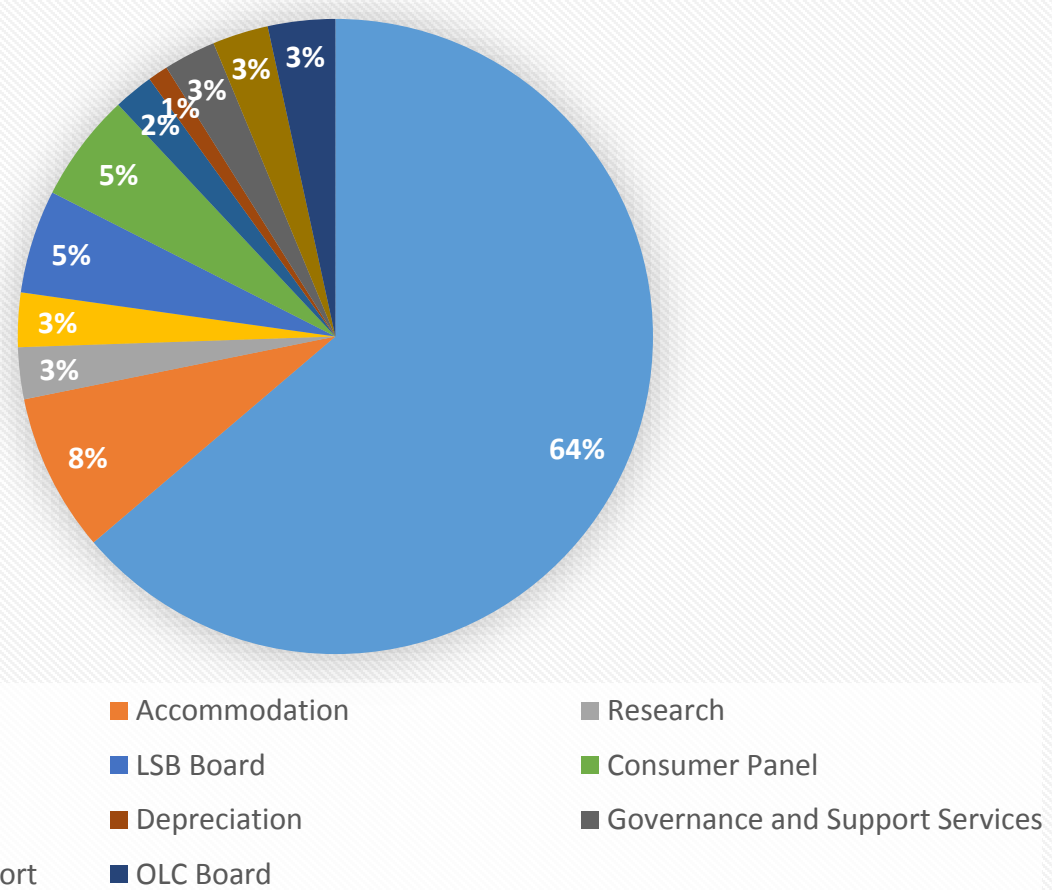
We will continue to hold the OLC to account to make sure that the Ombudsman scheme which it administers delivers a sustained improvement in performance which is efficient, high quality and delivered at an appropriate cost.

Financing our work in 2018/19



- Proposed budget of **£3.798m**
- Budget reduced by almost **23%** since inception - now needs to be balanced with maintaining effectiveness
- Committed to efficient and effective use of resources
- Costs financed 100% through statutory levy on approved regulators
- Where we are able, any underspend will be used for research

Analysis of LSB Costs for 2017/18



- Over **90%** of costs are relatively fixed in the short term
- We pay the salaries and expenses of OLC Board and Consumer Panel members
- We have a relatively small, specialised staff team
- We are reviewing our performance framework to track our impact against our strategic objectives