

<b>To:</b>	Legal Services Board	<b>Agenda Item: 12</b>
<b>Date of Meeting:</b>	23 March 2017	<b>Item:</b> Paper (17) 18

<b>Title:</b>	<b>Plan for development of LSB strategy 2018-2021</b>	
<b>Work stream(s):</b>	Strategy development	
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<b>Status:</b>	Official	

<b>Summary:</b>
<p>The paper asks the Board to note the proposed plan for developing the LSB's next three year strategy, which needs to be in place by April 2018. Success criteria for this work are set out and a suggested activity plan is annexed.</p> <p>Regular discussions are envisaged with the Board and the LSCP as the strategy work progresses. A Board strategy day is planned for July. There will also be pre-consultation meetings with key stakeholders and a public consultation on the draft strategy around October, probably separately from and in advance of the consultation on the draft business plan for 2018-2019.</p>

<b>Recommendation(s):</b>
<p>The Board is invited to note the plan for developing the LSB's next three year strategy. Any detailed feedback can be given outside the meeting to the Strategy Director.</p>

<b>Risks and mitigations</b>	
<b>Financial:</b>	N/A
<b>Legal:</b>	Legal advice will be sought as the strategy emerges to ensure that the envisaged strategy will not result in the LSB acting outside its powers.
<b>Reputational:</b>	It is important that the plans for engaging and consulting stakeholders and the public more broadly are adequate, to support the aim of achieving a degree of external 'buy-in' to the final strategy.

	It is also important that the strategy is presented in an open and accessible format, so that the LSB's aims and intentions are clear and understandable, and that the LSB can be seen as a model of best practice in relation to the transparency of its strategic thinking.
<b>Resource:</b>	This work stream is included in the LSB's draft 2017/18 Business Plan. It will be resourced as usual for an LSB project with the involvement of colleagues at all levels of the organisation. The quantity and timing of work can to an extent 'flex' around other priorities given that the only fixed external milestone is that the final strategy should be published before the start of the 2018/19 business year.

Consultation	Yes	No	Who / why?
<b>Board Members:</b>	X		This paper informs the Board of the proposed plan. Unlike other projects, it is suggested that specific Board members are not assigned to this work stream, as it is assumed that all Board members will wish to have close oversight of the development of the strategy.
<b>Consumer Panel:</b>	X		The proposed activity plan includes regular engagement with the LSCP. The LSCP was informed about the plan for developing the strategy at its meeting on 1 March and it considered that the proposed process should result in the Panel being appropriately included in this work.
<b>Others:</b>			The proposed activity plan includes a programme of stakeholder meetings and discussions prior to a formal consultation on a draft strategy. It is proposed that the formal consultation on the draft strategy take place (if possible) separately and in advance of the consultation on the draft 2018/19 business plan, in the interests of clarity.

Freedom of Information Act 2000 (Fol)		
Para ref	Fol exemption and summary	Expires
Annex A	S36 – Intended to promote a free and frank exchange of views for the purposes of deliberation by the Board.	N/A

## LEGAL SERVICES BOARD

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### Plan for development of LSB strategy 2018-2021

#### RECOMMENDATION

1. The Board is invited to note the plan for developing the LSB's next three year strategy. Any detailed feedback can be given outside the meeting to the Strategy Director.

#### Overview and success criteria

2. The current LSB strategy covers the three year period ending on 31 March 2018. It is therefore time to start developing the LSB's next strategy.
3. It is proposed that the success criteria for this work are that the LSB has a strategy in place by April 2018 that:
  - is owned and signed off by the LSB Board;
  - sets out a clear strategy to guide the LSB's work that (i) recognises and responds to the key challenges facing legal services consumers and providers arising from changes in the legal services sector and (ii) considers the role of the legal services regulators in addressing those challenges;
  - is brief and accessible;
  - provides a practical framework for business planning for 2018/19 and the following two years, taking into account the increased budgetary constraints the LSB is likely to be facing over this period;
  - refers to and is consistent with the LSB's vision and approach to regulation;
  - has the buy-in and reflects the contributions of LSB colleagues;
  - pays due regard to LSCP advice; and
  - has been consulted on externally and, to the extent possible, has buy-in across the range of stakeholders.

#### Activity plan and key assumptions

4. The new strategy needs to be finalised and published in March 2018. An outline activity plan to achieve this deadline is annexed to this paper (see **Annex A**).

5. The Board's attention is particularly drawn to the following elements of the plan:
  - Regular discussions are envisaged with the Board and the LSCP.
  - External speakers are planned for the April and May Board meetings to share insights about future developments that are relevant to the development of the LSB's strategy.
  - A Board strategy day is planned for July, to which the Chair of the LSCP has been invited and to which the new Chair of the OLC will be invited.
  - There will be a public consultation on the draft strategy, probably separately from and in advance of the consultation on the draft business plan for 2018-2019. The intention is to give stakeholders an opportunity to focus on the principles of the strategy before looking at the detailed proposals for its first year of implementation.
6. The proposed plan for the development of the strategy was discussed with the LSCP on 1 March. Overall, the Panel considered that the proposed process seemed to be inclusive of the Panel. The Panel encouraged the LSB to engage with stakeholders as widely as possible, in particular in relation to understanding the consumer perspective. It made some specific suggestions of stakeholders with whom the LSB should engage (for example, Bar and solicitors' pro bono units, legal advice centres at universities) and also suggested some substantive areas to explore, including the impact of funding cuts on Citizens Advice Bureaux and technology as a facilitator of new ways of delivering legal services.

### **Possible content of strategy**

7. As to be expected at this stage in the process, nothing has yet been decided regarding the substance of the strategy. The plan explains how information, evidence and views will be gathered to help identify and refine the draft strategy on which the LSB will then consult formally. Suggestions from the Board for areas we should explore would be welcome and can be picked up off-line.
8. There are some developments in the external environment in which the LSB operates which are reasonably certain to occur. But there is also some uncertainty about the wider impact of these developments on the legal services sector and the economy more broadly. Against this background, ensuring the LSB is an effective oversight regulator, and making the legal services market work well for consumers and the public, are likely to be as (if not more) important than ever, but possibly more challenging to achieve.

### **Next steps**

9. Any detailed feedback from Board members on the proposed activity plan and/or on areas to explore in developing the strategy can be picked up with the Strategy Director.
10. Some work is already underway on an informal basis, for example horizon scanning and collating information about other organisations' strategies. Subject to comments from the Board, activity is expected to ramp up as the new business year starts.

11. As set out in the activity plan, regular discussions with the Board will take place during this process, as the substance of the strategy emerges. A Board strategy session is planned for July and an initial consultation on the draft strategy will be published around October 2017.

**8 March 2017**