



LEGAL SERVICES
BOARD

DRAFT BUSINESS PLAN 2021/22

December 2020

Ten-year strategic direction: Reshaping legal services to better meet society's needs



Three strategic themes, and nine challenges for the legal services sector

Fairer Outcomes

- Lowering unmet legal need across large parts of society
- Achieving fairer outcomes for people experiencing greater disadvantage
- Dismantling barriers to a diverse and inclusive profession at all levels

Stronger Confidence

- Ensuring high quality legal services and strong professional ethics
- Closing gaps in consumer protection
- Reforming the justice system and redrawing the regulatory landscape

Better Services

- Empowering consumers to obtain high quality and affordable services
- Fostering innovation that designs services around consumer needs
- Supporting responsible use of technology that commands public trust

LSB activities and the strategic themes

	Workstream	Fairer Outcomes	Stronger Confidence	Better Services
Ongoing and Carryover Commitments	Diversity and Inclusion	✓	✓	✓
	Consumer Engagement	✓	✓	✓
	Technology and Innovation	✓	✓	✓
	Ongoing Competence		✓	✓
	Regulatory Performance Framework Review		✓	
	Changes to Regulatory Arrangements Process Review		✓	
Proposed New Workstreams	Scope of Regulation	✓	✓	✓
	Legal Expenses Insurance	✓	✓	
	Legal Support for Small Businesses	✓	✓	✓
	Citizens in Vulnerable Circumstances	✓	✓	✓
	Policy Framework Assessment		✓	
	Simple Legal Products	✓		✓
Underpinned by our core statutory functions - Regulatory Performance and Statutory Decisions, OLC oversight and SDT oversight				

Ongoing and carryover work

Workstream	Key Activities in 2021-22
Diversity and Inclusion	Review our statutory guidance and build diversity and inclusion into our regulatory performance framework. Convene and co-produce work on matters including: approaches to design and evaluation of interventions; collation and use of data; and the lived experience of legal professionals.
Consumer Engagement	Consider and implement recommendations from the CMA progress review. This includes developing a statutory statement of policy and taking forward work on quality indicators.
Technology and Innovation	Continue our policy work on technology and innovation, including: research with our Public Panel on public attitudes to technological innovation; and using our convening role to consider how open and accessible data can be embedded across the sector.
Ongoing Competence	Finalise our work to understand if appropriate ongoing competence frameworks are in place, including consulting on potential policy options.
Regulatory Performance Framework Review	Build on and strengthen our regulatory performance framework aligning this to the strategic challenges facing the sector.
Changes to Regulatory Arrangements Process Review	Complete our review of our processes for these applications.

Ongoing and carryover work

Workstream	Key Activities in 2021-22
Regulatory Performance and Statutory Decisions	Continue to monitor regulators' performance and conduct thematic reviews as appropriate in line with performance assessments.
	Continue to discharge our approval and decision-making powers.
OLC Oversight	Continue to hold the OLC to account, to ensure that it delivers at an appropriate cost and achieves sustained performance improvement.
SDT Oversight	Continue to discharge our statutory functions regarding the Solicitors Disciplinary Tribunal.

Proposed New Work 2021-22

Workstream	Key Activities in 2021-22
Scope of Regulation	Build a better understanding of the unregulated sector and engage with possible work led by government to expand redress.
Legal Expenses Insurance	Explore whether and how legal expenses insurance can help to reduce unmet legal need by convening discussions and adding our voice to the debate.
Legal Support for Small Businesses	Consider how to better enable small businesses to access legal support through research on the legal needs of small businesses. Make the case for a legal support strategy for small businesses informed by the research.
Citizens in vulnerable circumstances	Carry out case study research to understand the experiences of citizens in vulnerable circumstances, focusing on how access to and delivery of services is best enabled. Promote a strategic approach to understanding vulnerability and better measurement of outcomes.
Policy Framework Assessment	Ensure that the LSB policy framework adequately addresses the core strategic challenges facing the legal services sector.
Simple Legal Products	Work with government to explore the potential for developing a suite of easy to understand and easy to compare products that meet basic legal needs.

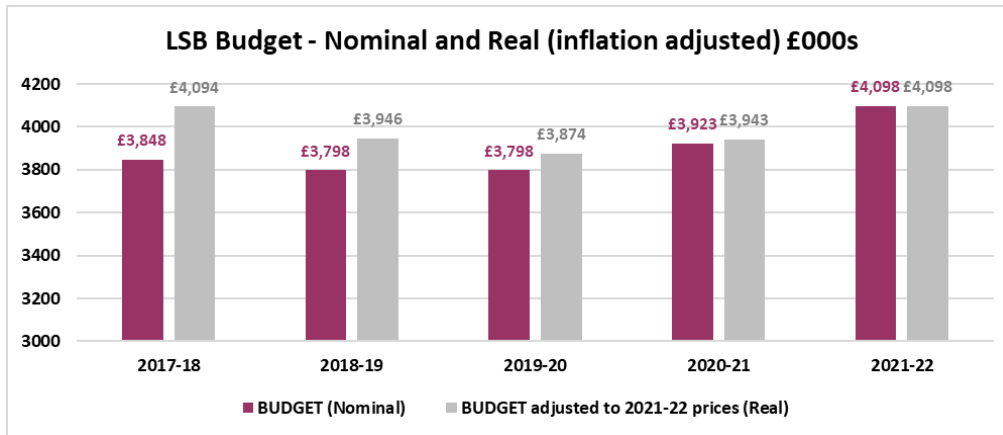
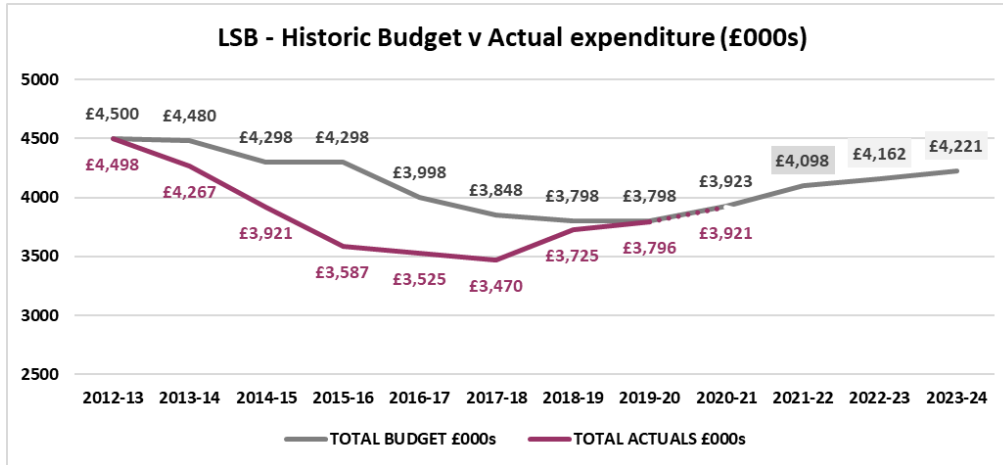
Market Intelligence 2021-22

Workstream	Key Activities in 2021-22
Datasets <i>Exploiting our existing datasets to generate insight</i>	Maintain and further develop our dashboards on Covid-19, the health of the market and making our survey findings interactive
	Exploit existing datasets to inform policy development through new analysis, in particular the Individual Legal Needs Survey
Public Panel <i>LSB's standing panel of the general public</i>	Case studies on consumer vulnerability
	Social acceptability of developments in technology
Research <i>Gathering fresh insight to inform policy development</i>	Desk research to build understanding of the unregulated sector
	Small Business Legal Needs Survey
	Consumer engagement – research relating to the CMA's progress review
	Data trusts

Enabling Services 2021-22

Enablers	Key Activities in 2021-22
Governance and Assurance <i>Public appointments;</i> <i>Policies and procedures;</i> <i>Risk; Performance</i>	Appoint / reappoint members to the LSCP and OLC where member terms expire in 2021-22. With the Ministry of Justice, plan for the recruitment process of members to the LSB, with next terms expiring in late 2022-23 and early 2023-24.
	Review our governance manual, risk management strategy, and business continuity plan to ensure they remain fit for purpose.
	Manage risks in line with our risk management strategy.
	Report on performance quarterly on our website, including progress against delivery of our business plan.
People <i>Learning and Development (L&D);</i> <i>Diversity; Ways of working</i>	Invest in our people capability linked to the delivery of our business plan activities and individual L&D needs.
	Implement our new diversity strategy.
	Support our people to work effectively, including by enabling remote working, considering the best utilisation of our office, and monitoring wellbeing.
Communications and Engagement	Implement our new communications and engagement strategy.
	Deliver a programme of stakeholder engagement to support the business plan.
IT	Tender for an IT managed service provider contract to commence in 2022-23.
Legal	Provide timely and robust support and advice across all workstreams and relevant business areas, mitigating risks and responding to challenges.
Finance	Utilisation of our new accounting system to streamline processes and improve financial outputs for internal and external customers.

LSB Budget 2021/22



- Budget of £4,098k - a £175k (4.4%) increase on the 2020/21 budget
- Budget is 17% lower than at its peak in 2010-11 (unadjusted for inflation).
- Budget is in line with our budget in 2017-18 in real terms (inflation adjusted).
- Costs are financed 100% through a statutory levy on approved regulators
- This year we have introduced improved resource planning and reporting and this should enable us to maximise the effective use of resources.

LSB Behaviours

Lead

We set the agenda, and through our convening power, we bring different people together to push for change

Innovate

We are creative in our approach to ensuring regulation evolves and benefits everyone in society

Transform

We use evidence to inform our work and to show its impact, because we are committed to making a difference for consumers

Communicate

We value openness, listen, share knowledge and promote the regulatory objectives