



LEGAL SERVICES
BOARD

OVERVIEW: DRAFT BUSINESS PLAN 2025/26

This document provides an overview of our draft business plan which is detailed in full in the draft business plan consultation document 2025/26, [accessible here](#).

3 December 2024

Three strategic themes and nine challenges for the legal services sector



Nine regulatory objectives that underpin our work

The nine regulatory objectives in the Legal Services Act 2007 underpin our plans. We share these with the organisations that we oversee and we consider how best to promote them in all of our work.



R01

Protecting and promoting the public interest



R02

Supporting the constitutional principle of the rule of law



R03

Improving access to justice



R04

Protecting and promoting the interests of consumers



R05

Promoting competition in the provision of services



R06

Encouraging an independent, strong, diverse and effective legal profession



R07

Increasing public understanding of the citizen's legal rights and duties



R08

Promoting and maintaining adherence to the professional principles



R09

Promoting the prevention and detection of economic crime

LSB activities 2025/26 and the regulatory objectives

Statutory Function	RO1	RO2	RO3	RO4	RO5	RO6	RO7	RO8	RO9
Monitoring regulators' performance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Carry out reviews and investigations in response to live and emerging issues	✓	✓	✓	✓	✓	✓	✓	✓	✓
Statutory decisions	✓	✓	✓	✓	✓	✓	✓	✓	✓
Office for Legal Complaints (OLC) oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓
Solicitors Disciplinary Tribunal (SDT) oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓

LSB activities 2025/26 and the regulatory objectives

Workstream	RO1	RO2	RO3	RO4	RO5	RO6	RO7	RO8	RO9
Professional ethics and rule of law (PERL)	✓	✓	✓	✓		✓		✓	✓
Equality, diversity and inclusion (EDI)	✓		✓	✓		✓		✓	✓
Access to justice	✓		✓	✓					✓
Disciplinary and enforcement processes	✓			✓		✓		✓	✓
Consumer protection	✓			✓	✓				
Evaluation of IGRs	✓	✓		✓		✓			✓
Review of LSB enforcement policy	✓	✓	✓	✓				✓	✓

Continuing to strengthen our direct regulatory oversight and surveillance capability

Workstream	Key activities in 2025/26
Regulatory performance	Seek assurance through ongoing monitoring and the annual regulatory performance assessment, supporting regulators to meet the expectations of the revised regulatory performance framework.
	Seek assurance that the expectations in our existing policies are met, for example, to confirm that regulators meet the outcomes in our consumer empowerment and ongoing competence statements of policy. This will also apply to expectations set out in our statutory guidance on technology and innovation; the first-tier complaints requirements, guidance and statement of policy; our guidance on economic crime; as well as on EDI, PERL and disciplinary and enforcement once we develop, consult on and publish our policy expectations in these areas.
Regulatory reviews and investigations	Initiate reviews in response to live issues as necessary to support our oversight of regulators' performance, policy development and strategy delivery. For example: ensuring implementation of the recommendations from the independent review of regulatory events leading up to SRA's intervention into Axiom Ince, following up on our investigation into CILEX/CRL, carrying out a review into regulatory events leading up to SRA's intervention on SSB Law.
Enhanced market surveillance and horizon scanning	Continue to build and strengthen our enhanced market surveillance and horizon scanning approach, so we have improved intelligence to best support us to detect detriment and harm in their early stages.

Continuing to strengthen our direct regulatory oversight and surveillance capability

Workstream	Key activities in 2025/26
Statutory decisions	Discharge our approval and decision-making powers, including for applications for approval of changes to regulators' rules and annual PCF applications.
OLC oversight	Hold the OLC to account, to ensure that it delivers at an appropriate cost and its performance improvement is sustained. Review upcoming proposals to improve complaints handling and customer services within firms to the benefit of the public.
SDT oversight	Discharge our statutory functions regarding the Solicitors Disciplinary Tribunal, including approving its annual budget.

Priority policy projects 2025/26

Workstream	Key activities	Relevant strategy themes/challenges
Professional ethics and the rule of law (PERL)	- Ensure regulators make progress on implementing our policy expectations subject to consultation. - Drive a cultural step-change to support and empower professional ethical decision-making, including through actively engaging with a diverse range of stakeholders.	This is important for stronger confidence and ensuring strong professional ethics .
Equality, diversity & inclusion (EDI)	- Develop, consult, and subject to that, implement new evidence-based policy on EDI. - Drive cultural changes in the legal sector through ongoing stakeholder engagement with a diverse range of people, organisations and groups.	This is important for fairer outcomes and dismantling barriers to a diverse and inclusive profession at all levels .

Priority policy projects 2025/26

Workstream	Key activities	Relevant strategy themes/challenges
Access to justice	- Identify where and how regulation can improve access to justice through research, stakeholder engagement and analysis. - Identify regulatory levers to improve access to justice and where regulatory insight can inform policy work being delivered by other stakeholders with the same aim. - Consider intersection of access to justice with other policy work, such as technology and innovation and consumer protection.	This is important for fairer outcomes, including for people experiencing greater disadvantage as well as lowering unmet legal need across large parts of society .
Disciplinary and enforcement	- Consult on and, subject to that, implement a set of principles to underpin effective disciplinary and enforcement processes among the regulators. - Conduct a review of whether regulators' enforcement tools are sufficient to tackle wilful and serious misconduct.	This is important for stronger confidence, ensuring high quality legal services and closing gaps in consumer protection .

Priority policy projects in 2025/26

Workstream	Key activities	Relevant strategy themes/challenges
Consumer protection	- Build a comprehensive understanding of the risks of harm to consumers from recent market developments, including the balance between encouraging a thriving market and consumer protection. - Work closely with relevant bodies in the legal and financial services sector to examine the risks posed to consumers from large firm failures, the injection of third-party litigation funding into certain areas of the market and a rise in poor practices in areas such as bulk litigation claims. - Continue to work in collaboration with stakeholders to help ensure that technology and innovation is used to improve consumer outcomes, as well as identifying any potential consumer detriment early on.	This is important for stronger confidence, closing gaps in consumer protection, and enabling better services through supporting responsible use of technology that commands public trust.

Other work 2025/26

Workstream	Key activities	Relevant strategy themes/challenges
Evaluation of the operation and effectiveness of the IGR	- Complete our evaluation of the operation and effectiveness of the IGR through information gathering and engagement with both approved regulators and regulatory bodies, which is already underway	This is important for stronger confidence and ensuring high quality legal services .
Review of the LSB's current enforcement policy	- Ensure that our enforcement policy remains current and aligns to our oversight of the regulators and to existing expectations set out in LSB rules, guidance and policy statements.	This is important for stronger confidence and ensuring high quality legal services .

Strategy 2025/26

Milestones	Key activities in 2025/26
Strategy	- Continue to maintain momentum and progress on the 'Reshaping Legal Services' strategy through the Reshaping Legal Services microsite and our next annual conference. - Continue stakeholder engagement and collaboration more broadly through regional engagement events and partnering with other organisations to raise awareness of key issues in the legal sector.
State of Legal Services 2025/26	- Set out an interim update on progress made against the strategy and ongoing challenges to be addressed collectively by 2031. - Evaluate whether the themes and challenges identified in 2020/21 remain appropriate and relevant for the next five years or need to evolve in line with the needs of the sector.

Research and Market intelligence 2025/26

Workstream	Key activities in 2025/26
Datasets <i>Exploiting our existing datasets to generate insight</i>	Continue to develop and iterate our interactive dashboards including on the health of the market and diversity.
	Use existing datasets to generate insights to inform policy development.
Public Panel <i>LSB's standing panel of the general public</i>	Recommission provision of the Public Panel and continue to support those who wish to use it to enable direct engagement with members of the public, and ensure the public are at the heart of policy development.
Research <i>Gathering fresh insight to inform policy development</i>	Publish a series of reports drawing on the findings from the Individual Legal Needs Survey, focused on specific issues including more detailed analysis of unmet legal need and legal capability.
	Publishing insights from our prices research in support of our consumer empowerment work.
	Commission and publish our next wave of Small Business Legal Needs research.
	Commission and publish research to support our work on consumer protection.
	Scope research to test and measure the impact of our recent policies and strengthen our internal framework and approach towards policy evaluation

Enabling Services 2025/26

Enablers	Key activities in 2025/26
Governance and assurance <i>Public appointments; Policies and procedures; Risk; Performance</i>	Appoint / reappoint members to the Legal Services Consumer Panel and the OLC where member terms expire. Work with the Ministry of Justice to appoint and reappoint members to the LSB where member terms expire. Review our governance manual, risk management strategy, and business continuity plan to ensure that 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); Diversity; Ways of working; Facilities</i>	Invest in our people capability linked to the delivery of our business plan activities and individual learning and development needs. Continue to implement our diversity strategy and evaluate the actions taken in 2024/25. Support our people to work effectively, including by supporting hybrid working, considering the best utilisation of our office, and monitoring wellbeing. Prepare for lease end on office space in September 2025. Secure premises fit for purpose for future needs.
Communications and engagement	Deliver a programme of stakeholder engagement to support the business plan, including supporting the delivery of actions arising from our third Reshaping Legal Services Conference and delivering the fourth event in 2026. We will also continue to deliver on our commitment to engaging in Wales and the regions, including in-person and virtual stakeholder events throughout the year.
Legal	Provide timely and robust support and advice across all workstreams and relevant business areas, mitigating risks and responding to challenges.
Finance	Ensure that our business plan objectives are achieved by providing our internal and external stakeholders with complete, accurate and timely financial information.
IT	Provide our people with the technology to perform their roles in the most effective manner while ensuring value for money for the organisation.

LSB provisional budget 2025/26

LSB Revenue Expenditure Budget		2024/25	2025/26
LSB Full Time Equivalent		42.0	44.9
LSB Colleague costs	£000s	£3,449	£3,728
LSB Board costs	£000s	£203	£216
Consumer Panel	£000s	£209	£308
OLC Board costs	£000s	£133	£137
PAY BUDGET	£000s	£3,994	£4,389
LSB Research	£000s	£235	£174
Consumer Panel Research	£000s	£80	£80
Legal	£000s	£48	£127
IT & Telecomms	£000s	£100	£109
Comms and Engagement	£000s	£51	£53
Recruitment	£000s	£62	£76
Training and development	£000s	£72	£73
Conferences and events	£000s	£59	£0
Accommodation	£000s	£181	£186
Outsourced services	£000s	£57	£51
Internal audit	£000s	£18	£18
External audit	£000s	£36	£39
Depreciation	£000s	£159	£144
Other non pay budgets	£000s	£117	£111
Office move	£000s		£198
Non pay contingency	£000s		£200
NON PAY BUDGET	£000s	£1,277	£1,639
TOTAL BUDGET		£5,271	£6,028

- Budget of £6.028m - this is a 14% increase (£757k) on the 2024/25 budget of £5.271m.
- There is additional budget of £198k for the costs of an office move to take place in 2025 and £200k for a non-pay contingency for legal and other matters emerging in year.
- Headcount is increasing by 2.9 FTE to increase resource mainly in the Legal Services Consumer Panel and the Statutory Decisions team.
- Employer National Insurance increases from April 2025 are currently included.
- Expenditure is funded through a statutory levy on approved regulators in the legal sector.

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