



LEGAL SERVICES
BOARD

LSB Business Plan 2025/26

Consultation event

15 January 2025

Three strategic themes and nine challenges



Nine regulatory objectives

The nine regulatory objectives in the Legal Services Act 2007 underpin our plans. We share these with the organisations that we oversee.



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

Our workstreams

Continuing to strengthen our direct regulatory oversight



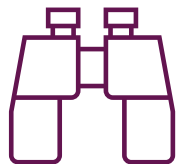
Regulatory performance

- Supporting regulators to meet the expectations of the revised regulatory performance framework.
- Seeking assurances that regulators are meeting the expectations set out in our policy statements.



Regulatory reviews and investigations

- Initiating reviews into live issues as necessary and implementing their recommendations.
- Including SRA/Axiom Ince, SRA/SSB Law, and CILEX/CRL.



Enhanced market surveillance and horizon scanning

- Continuing to improve our ability to detect detriment and harm in their early stages.

Continuing to strengthen our direct regulatory oversight



Statutory decisions

- Including applications to change regulators' rules and practising certificate fees.

Oversight of the Office for Legal Complaints

OLC

- Seeking to sustain its improvement in performance at an appropriate cost.
- Reviewing upcoming proposals to improve complaints handling and customer services within firms.

SDT

Oversight of the Solicitors Disciplinary Tribunal

- Including its annual budget.

Five priority policy projects

**Professional
ethics and the
rule of law**

**Equality,
diversity and
inclusion**

**Access to
justice**

**Disciplinary
and
enforcement**

**Consumer
protection**

Other work



Evaluating the effectiveness of the internal governance rules (IGR)

- Already underway.



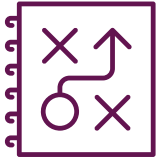
Reviewing our enforcement policy

- Ensuring that our enforcement policy is aligned to our oversight of the regulators and to expectations set out in our rules, guidance and policy statements.

Our research

Strategy 2025/26

Reshaping Legal Services



- Continue to maintain momentum on the RLS strategy through microsite and annual conference.
- Continue regional engagement events and partnerships to explore issues in the legal sector.



State of Legal Services 2025/26

- Provide an interim update on progress as well as ongoing challenges to be addressed collectively by 2031.
- Evaluate whether the themes and challenges identified in 2020/21 remain relevant or need to evolve.

Research 2025/26



Continue to develop our interactive data dashboards

- Making our datasets available to inform policy development.



Recommission the Public Panel

- And support those who wish to use it.



Research

- Topic reports drawn from Individual Legal Needs Survey (e.g. unmet legal needs).
- Share insights from our Prices research.
- Commission and publish:
 - next wave of Small Business Legal Needs research.
 - research to support our work on consumer protection.
- Scope research to measure the impact of our recent policies.

Our budget

Provisional budget 2025/26

- Budget of £6.028m, an increase of 14% (£757k) on 2024/25 budget.
- 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 NI increases from April 2025 are currently included.

Questions

1. Relating to our **workstreams** (inc. our statutory responsibilities and our policy projects)
2. Relating to our **research**
3. Relating to our **budget** and operations
4. Any further questions not covered by the above

Approx. 10mins for each area

1. Workstreams

Do you have any questions about our proposed areas of work – relating to either our statutory responsibilities or our policy projects – for 2025/26?

Relevant questions in the consultation:

Q1. Do you agree that our proposed workstreams for the 2025/26 business plan reflect the biggest challenges affecting the sector?

Q2. Are there any areas missing from our proposed business plan 2025/26 that you consider should be included?

2. Research

Do you have any questions about our proposed research for 2025/26?

Relevant questions in the consultation:

Q3. Do you have any comments on our proposed research programme?

Q4. Are there opportunities for us to benefit from other research and/or ways to collaborate with others in the sector to build on existing research/evidence?

Q5. Is there anything missing from our proposed research programme that you think we should focus on?

3. Budget

Do you have any questions about our proposed budget for 2025/26 or related operational matters?

Relevant questions in the consultation:

Q6. Do you agree with our proposed budget for 2025/26?

Q7. Are there any other factors regarding the proposed budget for 2025/26 that you believe we should consider?

Q8. Do you have any comments regarding equality issues which, in your view, may arise from our proposed business plan for 2025/26?

Q9. Are there any wider equality issues and interventions that you wish to make us aware of?

Thank you. Any further questions?

Consultation closes 5pm on 3 February.

We welcome formal, written responses as well as more informal responses (e.g. emails), picking up all or select questions within the consultation.

All information available on our website. Search “LSB consultations.”

Note that we're also currently running a consultation on guidance relating to the new regulatory objective on economic crime, closing 7 February.