



LEGAL SERVICES  
**BOARD**

# Draft business plan 2018/19

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December 2017

# 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
- Consumer segmentation

### Key workstreams

- Planning for EU exit
- Diversity guidance
- Innovation survey

Discharging our statutory duties

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

During 2018/19, we will pursue the following work under this strategic objective:

## **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 IGRs 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 convening regulators, 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 largescale 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.

### **Small business legal needs**

Follow up work from our third small business legal needs survey (to be published early 2018) to ensure that findings are understood and lessons learnt. We expect to undertake some targeted policy work on themes uncovered by the research.

### **Consumer segmentation**

Building on the LSCP's work on consumer segmentation, we will explore with other regulators the possibility of developing a consumer segmentation model.

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

### **Planning for EU exit**

Making sure that the LSB and regulators play our parts in preparing for EU exit, to protect consumers and the public and maintain the international standing and competitiveness of the legal sector.

### **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.

# Market intelligence

The focus of our research in 2018/19 will be to support our proposed strategic objective of making it easier for all consumers to access the services they need and get redress. As highlighted in 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

In addition to our work to deliver our strategic objectives, our core deliverable is discharging our statutory duties. During 2018/19, this will incorporate the following:

## **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 received an application for designation as a Licensing Authority from CILEx Regulation during 2017 which has a statutory deadline of August 2018.

## **Approving practising certificate fees**

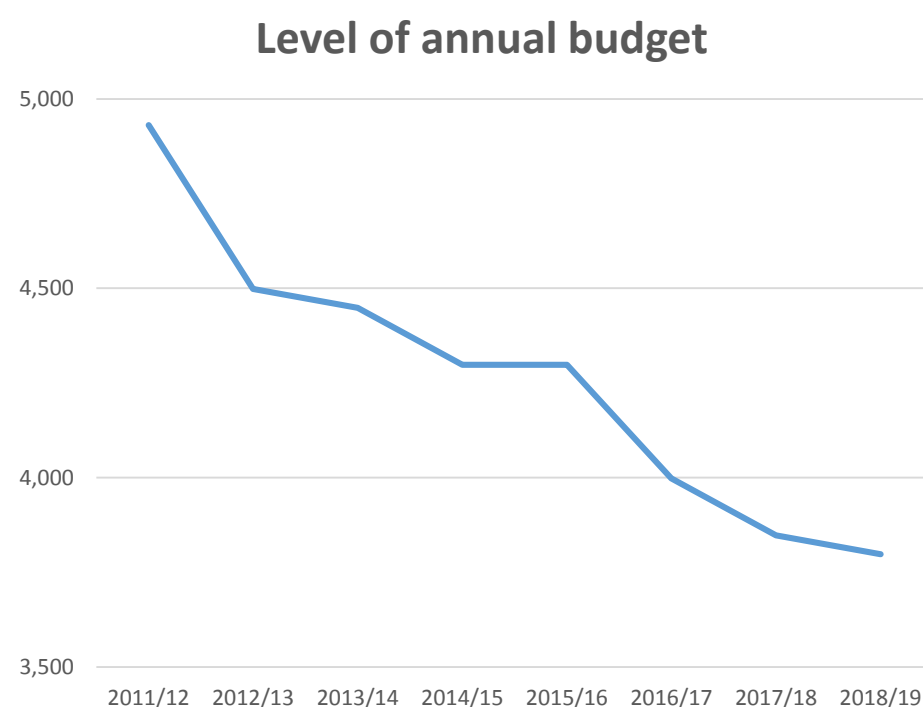
Through the approval of PCFs we will maintain our focus on the level and transparency of regulators' costs.

## **Undertaking our statutory responsibilities in relation to the OLC**

We will continue to hold the OLC to account to make sure that it administers an Ombudsman scheme that is efficient, effective and delivered at an appropriate cost.

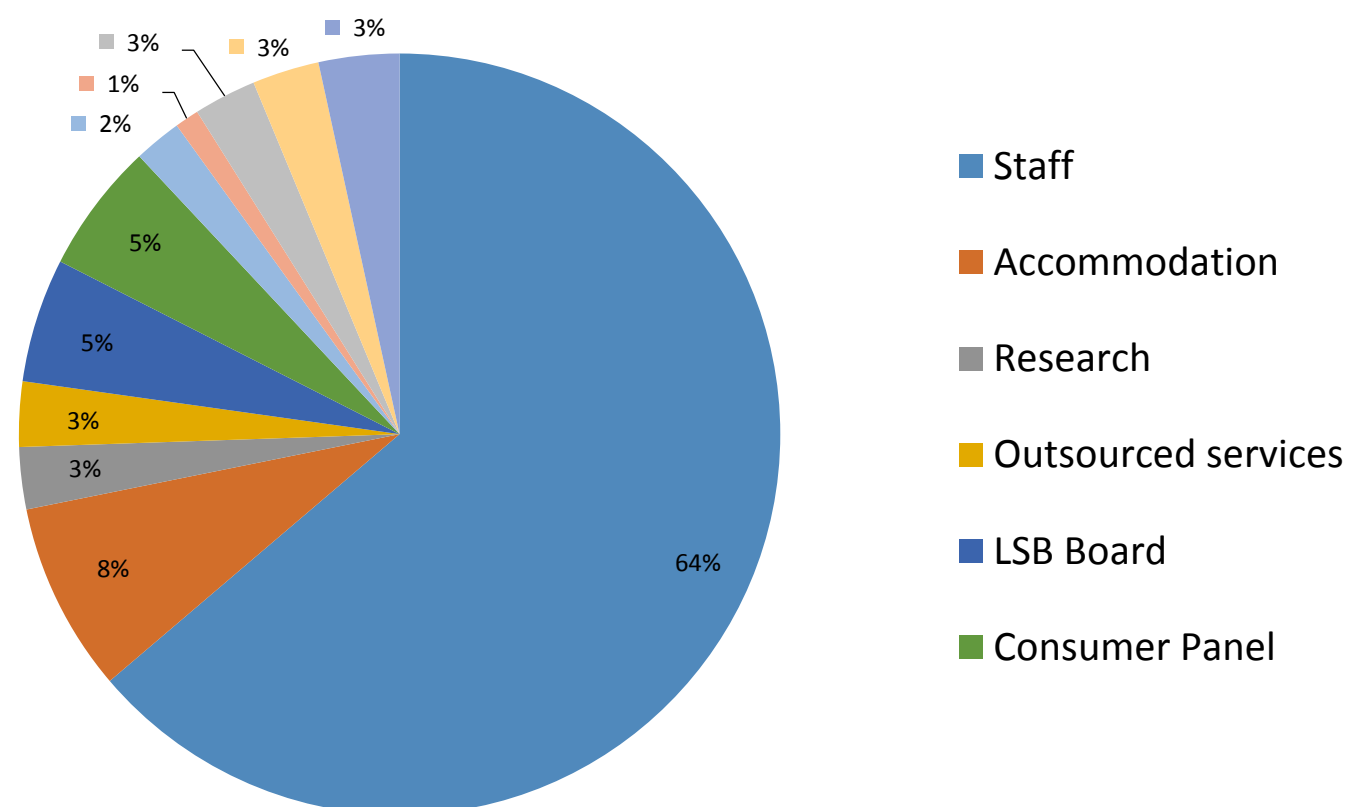


# Financing our work in 2018/19



- Proposed budget of **£3.798m**
- Budget reduced by almost **23%** since inception
- Committed to using our resources as efficiently and as effectively as we can
- Do not budget for the cost of any judicial review actions
- Costs are financed 100% through statutory levy on approved regulators

Analysis of LSB Costs for 2017/18



- Over **90%** of costs relatively fixed in the short term
- Pay the salaries and expenses of OLC Board and Consumer Panel members
- Public servants, not civil servants
- Relatively small and specialised staff team