



LEGAL SERVICES
BOARD

DRAFT BUSINESS PLAN 2024/25

December 2023

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



Eight regulatory objectives that underpin our work

The eight* 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. (*A new ninth regulatory objective has been enacted but not yet commenced at the time of this consultation and is reflected in our proposals being consulted on in anticipation of it coming into force.)



RO1

Protecting and promoting the public interest



RO2

Supporting the constitutional principle of the rule of law



RO3

Improving access to justice



RO4

Protecting and promoting the interests of consumers



RO9*

Promoting the prevention and detection of economic crime

**Subject to s209 of the Economic Crime and Corporate Transparency Act 2023 coming into force*



RO5

Promoting competition in the provision of services



RO6

Encouraging an independent, strong, diverse and effective legal profession



RO7

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



RO8

Promoting and maintaining adherence to the professional principles

LSB activities 2024/25 and the regulatory objectives

Statutory function	RO1	RO2	RO3	RO4	RO5	RO6	RO7	RO8	RO9*
Regulatory Performance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Statutory Decisions	✓	✓	✓	✓	✓	✓	✓	✓	✓
Office for Legal Complaints (OLC) oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓
Solicitors Disciplinary Tribunal (SDT) oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓

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LSB activities 2024/25 and the regulatory objectives

Workstream	RO1	RO2	RO3	RO4	RO5	RO6	RO7	RO8	RO9*
Curating the strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓
Disciplinary and enforcement processes	✓			✓		✓		✓	✓
Equality, diversity and inclusion (EDI)	✓		✓	✓		✓		✓	✓
Review of education and training guidance	✓	✓		✓		✓		✓	✓
Professional Ethics and Rule of Law (PERL)	✓	✓	✓	✓		✓		✓	✓
Technology and innovation			✓	✓	✓	✓		✓	✓
People in vulnerable circumstances	✓	✓	✓	✓			✓		✓
Evaluation of IGRs	✓	✓		✓		✓			✓
Market surveillance	✓			✓		✓		✓	✓
Review of LSB enforcement policy	✓	✓	✓	✓				✓	✓
Access to justice	✓		✓	✓					✓

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LSB activities 2024/25 and the strategic themes

Workstream	Fairer outcomes	Stronger confidence	Better services
Curating the strategy	✓	✓	✓
Disciplinary and enforcement processes	✓	✓	
Equality, diversity and inclusion (EDI)	✓	✓	✓
Review of education and training guidance	✓	✓	✓
Professional Ethics and Rule of Law (PERL)	✓	✓	
Technology and innovation	✓	✓	✓
Consumer vulnerability	✓	✓	✓
Evaluation of IGRs		✓	
Market surveillance	✓	✓	✓
Review of LSB enforcement policy	✓	✓	
Access to justice	✓	✓	✓

LSB activities 2024/25 and the strategic themes

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Statutory function	Fairer outcomes	Stronger confidence	Better services
Regulatory Performance	✓	✓	✓
Statutory Decisions	✓	✓	✓
Office for Legal Complaints (OLC) oversight	✓	✓	✓
Solicitors Disciplinary Tribunal (SDT) oversight	✓	✓	✓

Strengthening our oversight and surveillance capabilities

Workstream	Key activities in 2024/25
Regulatory performance	<p>Strengthen our regulatory oversight by supporting regulators to meet the expectations of the revised regulatory performance framework.</p>
	<p>Step up our ongoing monitoring to seek assurance that the expectations in our existing policies are met, for example, to confirm that regulators meet the outcomes in our consumer empowerment statement of policy by September 2024, as indicated by the regulators. This will also apply to expectations on technology and innovation, and improved consumer complaints processes (subject to the outcomes of recently closed consultations); EDI, PERL and disciplinary and enforcement once we develop our policies in these areas</p>
	<p>Increase our capacity to carry out investigations and thematic reviews on a regular, ongoing basis.</p>
Statutory decisions	<p>Discharge our approval and decision-making powers, including approving regulators' annual PCF applications.</p>
OLC oversight	<p>Hold the OLC to account, to ensure that it delivers at an appropriate cost and its performance improvement is sustained.</p>
SDT oversight	<p>Discharge our statutory functions regarding the Solicitors Disciplinary Tribunal, including approving its annual budget.</p>

Key areas of work in 2024/25

Workstream	Key activities in 2024/25
Equality, diversity and inclusion	Develop a policy statement on equality, diversity and inclusion to maximise the role of regulation in removing barriers to a diverse and inclusive profession.
Rule of law and professional ethics	Ensure regulation supports upholding the rule of law and professional ethics, including supporting the new regulatory objective to promote the prevention and detection of economic crime.
Disciplinary and enforcement processes	Ensure regulators' approaches to disciplinary and enforcement processes build public confidence and uphold standards.
Technology and innovation	Consider the role of regulation in ensuring safe uses of artificial intelligence (AI) that benefit legal services users as part of our work on technology and innovation. We will also support the regulators to deliver a regulatory information service with the functionality of a single digital register.
Review of LSB education and training guidance	Evaluate the Education and Training Guidance, considering implications of our ongoing competence, PERL and EDI work.

Key areas of work in 2024/25

Workstream	Key activities in 2024/25
Consumer Vulnerability	Make the case for a strategic approach to consumer vulnerability and user design in legal services.
Evaluation of IGR	Evaluate the operation and effectiveness of the Internal Governance Rules (IGR) and guidance, a commitment we made when we implemented the current IGR in 2019.
Market surveillance	Enhance our market surveillance and horizon scanning capability.
Review of LSB enforcement policy	Evaluate the LSB's statement of policy on taking enforcement action, ensuring that it aligns with our regulatory approach.
Access to justice	Consider the role of regulation in improving access to justice.
Curating the Strategy	Maintain momentum on the strategy within the sector through our curating the strategy project, including the Reshaping Legal Services microsite and our next annual conference.

Market intelligence 2024/25

Workstream	Key activities in 2024/25
Datasets <i>Exploiting our existing datasets to generate insight</i>	<p>Maintain and develop our interactive dashboards on the health of the market, and ensure our survey findings are accessible.</p> <p>Use existing datasets to inform policy development through new analysis.</p>
Public Panel <i>LSB's standing panel of the general public</i>	<p>Maintain Public Panel to support research commissioned by LSB, LSCP, regulators and other stakeholders.</p>
Research <i>Gathering fresh insight to inform policy development</i>	<p>Publishing a series of insights from analysis of our Individual Legal Needs Survey findings (in collaboration with the Law Society).</p> <p>Conduct research on EDI and barriers to progression and retention.</p> <p>Commission our next wave of Prices Research, in support of our consumer empowerment work.</p>

Enabling Services 2024/25

Enablers	Key activities in 2024/25
<p>Governance and assurance <i>Public appointments; Policies and procedures; Risk; Performance</i></p>	<p>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.</p> <p>Review our governance manual, risk management strategy, and business continuity plan to ensure that they remain fit for purpose.</p> <p>Manage risks in line with our risk management strategy.</p> <p>Report on performance quarterly on our website, including progress against delivery of our business plan.</p>
<p>People <i>Learning and Development (L&D); Diversity; Ways of working; Facilities</i></p>	<p>Invest in our people capability linked to the delivery of our business plan activities and individual learning and development needs.</p> <p>Continue to implement our diversity strategy and evaluate the actions taken in 2023/24.</p> <p>Support our people to work effectively, including by supporting hybrid working, considering the best utilisation of our office, and monitoring wellbeing.</p> <p>Prepare for lease end on office space in September 2025. Secure premises fit for purpose for future needs.</p>
<p>Communications and engagement</p>	<p>Deliver a programme of stakeholder engagement to support the business plan, including supporting the delivery of actions arising from our second Reshaping Legal Services Conference and delivering the third event in 2025. 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.</p>
<p>Legal</p>	<p>Provide timely and robust support and advice across all workstreams and relevant business areas, mitigating risks and responding to challenges.</p>
<p>Finance</p>	<p>Ensure that our business plan objectives are achieved by providing our internal and external stakeholders with complete, accurate and timely financial information.</p>
<p>IT</p>	<p>Provide our people with the technology to perform their roles in the most effective manner while ensuring value for money for the organisation.</p>

LSB provisional budget 2024/25

LSB Revenue Expenditure Budget		2023/24	2024/25
LSB Full Time Equivalent		36.0	42.0
LSB Colleague costs	£000s	£2,906	£3,488
LSB Board costs	£000s	£201	£200
Consumer Panel	£000s	£199	£210
OLC	£000s	£157	£132
PAY BUDGET	£000s	£3,463	£4,030
LSB Research	£000s	£232	£235
Consumer Panel Research	£000s	£72	£80
Legal	£000s	£52	£48
Recruitment	£000s	£55	£63
Training and development	£000s	£70	£74
Accommodation	£000s	£150	£187
External audit	£000s	£38	£37
Depreciation	£000s	£193	£167
Other non pay budgets	£000s	£355	£408
NON PAY BUDGET	£000s	£1,216	£1,299
TOTAL BUDGET		£4,679	£5,329

- Budget of £5.329m - this is a £650k (13.9%) increase on the 2023/24 budget. This equates to an increase of 7.2% after inflation (Sept 2023 CPI 6.7%).
- There is additional resource of 6 FTE in 2024/25 to strengthen capacity in enforcement, investigations and surveillance.
- 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