



Transforming Legal Aid

The Legal Services Commission provides legal aid and legal advice and information for people with legal problems in England and Wales.










Our Vision is to be:

Resolutely focused on clients, delivering positive outcomes and providing value for money.

Transforming Legal Aid

Legal Services Commission Strategic Plan 2008-11

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Foreword by the Commission Chair and Chief Executive



We set out in this document our strategy for the Legal Services Commission (LSC) for the years 2008-2011. We intend that it should give purpose and direction to our partners and staff as well as build public confidence and involvement in our work.

Transforming Legal Aid is the statement of purpose for the LSC over the period of this plan. We want that to be the guiding principle for our programme of work, which will bring significant changes to the way the LSC administers legal aid and our relationship with providers of legal aid services. In particular, we want this year to herald a new era of collaborative working with stakeholders in the legal aid field, for the benefit of clients. We believe that this is the best way to achieve our aims and provide stability for providers. We have already made progress in our programme of reform which will radically change the delivery of legal aid as outlined in *Legal Aid Reform: the way ahead* (2006).

We help more than 2 million people each year at a cost of over £2 billion, by providing access to legal advice, assistance and representation through a network of dedicated lawyers and not-for-profit agencies. The reforms, through the extension of fixed fees and price competition, will ensure a sustainable legal aid scheme, which provides value for money for taxpayers while ensuring access to good quality legal advice for vulnerable and low-income people across England and Wales.

This strategy describes not only what will be achieved, but how. We will continue to develop and implement the commissioning of services to achieve best value. We will continue to work jointly with our partners in the justice system at local and national levels to make services more effective. We will build on the relationships we have forged with partners such as the Law Society to inform and deliver our transformation programme. We remain committed to providing integrated social welfare law advice, making use of partnerships with other funders, to make civil legal aid more accessible, and shaping services around clients' needs.

In addition to these reforms of the way we commission services for legal aid clients, the LSC itself will also change to become smaller and more efficient, working with firms and agencies at a local level to provide services which are focused on the needs of clients.

E-business will play a vital part in transforming our business, improving our efficiency and reducing costs. Through e-business we aim to reduce transaction costs across the board, allow providers to spend more time on clients and less on administration, provide a faster service for legal aid clients and improve our control over the legal aid fund. We have had a difficult year due to performance issues with our new LSC Online system

for providers. We will continue to work to deliver the recovery plan for this project to ensure we provide a new and innovative way of working with providers.

We expect this period of reform to be challenging for everyone involved and we are committed to maintaining a clear and constructive dialogue with our clients, providers, partners across the justice system and staff throughout the process. We are looking to the future where these reforms will take shape and continue to ensure a sustainable legal aid scheme that secures access to justice for those in need of legal help.

We look forward to working with everyone who shares this ambition and the values that underpin the strategy and wants to make it happen.

Sir Michael Bichard
Chair, Legal Services Commission

Carolyn Regan
Chief Executive, Legal Services Commission

Transforming Legal Aid



Our vision is to be resolutely focused on clients, delivering positive outcomes and providing value for money.

Our Purpose

The Legal Services Commission provides legal aid and legal advice and information in England and Wales through two schemes: the Community Legal Service (CLS) and the Criminal Defence Service (CDS). Our work is essential to the fair, effective and efficient operation of the civil and criminal justice systems. It is also critical in helping to provide access to legal advice for some of the most vulnerable members of society.

We are a Non-Departmental Public Body sponsored by the Ministry of Justice (MoJ). The Lord Chancellor and Secretary of State for Justice, The Right Honourable Jack Straw MP, is accountable to Parliament for our activities and performance.

A board of up to twelve independent Commissioners chaired by Sir Michael Bichard oversees our work. The Lord Chancellor appoints our Commissioners, who are responsible for establishing and maintaining the overall strategic direction of the LSC within an agreed framework. Our Chief Executive is the accountable officer for the delivery of legal aid and its associated reform programme.

Our Objectives

We have three objectives which cover the full range of activities and outcomes we will deliver. We will work with our providers, justice partners at local and national level, staff and other government departments to:

- **Maximise access to quality legal aid to meet the diverse needs of the clients we serve.**
- **Deliver a sustainable Legal Aid Scheme and an efficient and diverse organisation.**
- **Ensure the efficient and effective delivery of justice and wider government priorities.**

Our Vision

Our vision is to be resolutely focused on clients, delivering positive outcomes and providing value for money.

Our Values

We strive to be an organisation which is **competent** in all it does, and which is **clear, confident** and **courageous** in going about its business:

- We are purpose driven, efficient and compliant but we are also passionate about quality, value and equality.
- We behave in ways that demonstrate clarity, confidence and courage whilst delivering our vision.
- We will be competent in all we do, driven by efficient processes to ensure maximum focus on meeting client need through good quality providers.

Our Structure



Over the next three years, the legal aid fund will remain flat in real terms. Over the same period we will be working towards reducing our administration spend by £27m in real terms against projected spend calculated on 06/07 figures.



The LSC has its headquarters in London, four regions in England (North, Midlands, London and South) and an office in Wales, providing local services from a total of 14 sites. We also operate four Public Defender Service (PDS) offices that deliver legal advice and representation to people involved in criminal cases. Across all of our locations we employ around 1,617 people¹.

Our organisation is divided into four directorates which ensure that we focus on day-to-day delivery and performance as well as our change programme. A member of our Executive Team leads each directorate, reporting to the Chief Executive.

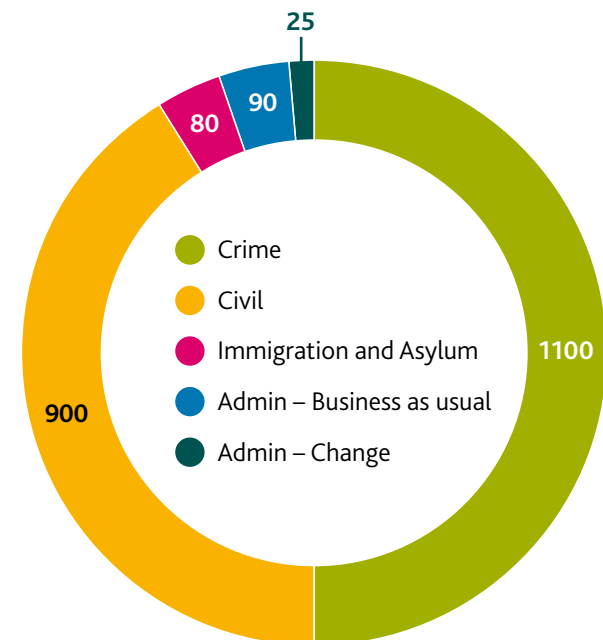
We are sponsored by the Ministry of Justice (MoJ) and contribute to the MoJ’s ministerial priorities and Public Service Agreements (PSAs) which the MoJ is working across government to deliver. The MoJ’s Departmental Strategic Objectives (DSOs) are:

- Strengthening democracy, rights and responsibilities
- Delivering fair and simple routes to civil and family justice
- Protecting the public and reducing re-offending
- A more effective, transparent and responsive criminal justice system for victims and the public

Our Resources

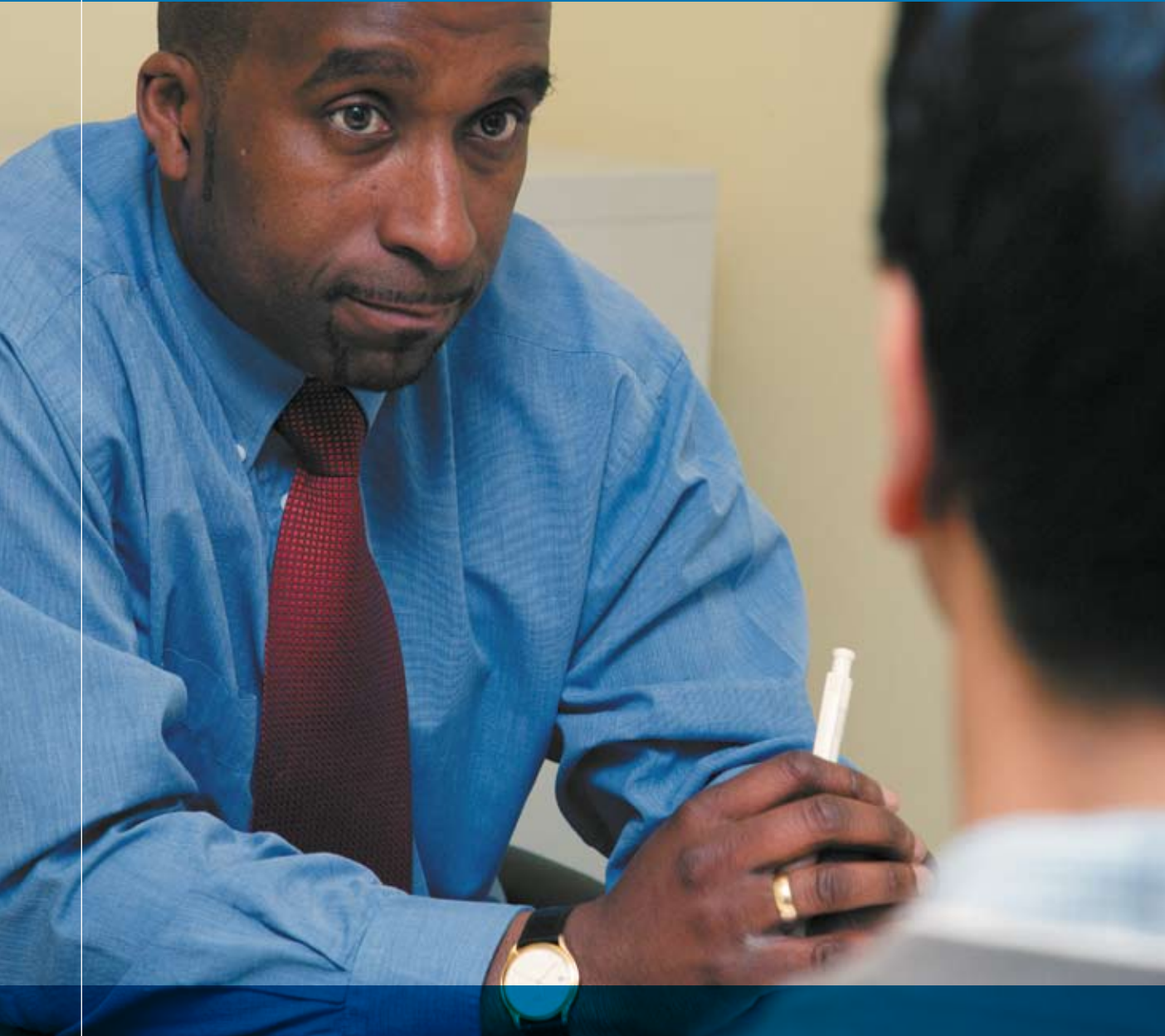
The total budget for the legal aid is approximately £2 Billion per annum. Over the period 2008-2011, the legal aid fund will remain broadly flat in real terms. Over the same period we will be working towards reducing our administration spend by £27m in real terms against projected spend calculated on 06/07 figures.

Legal Aid Spend 08/09 (approx £m)



1. Figure includes permanent staff and temporary payroll staff as at 31 March 2008

Our Strategy



We will design and implement a system which supports efficient providers, and enables them to focus on their core task of delivering good quality advice to clients.

Legal Aid Reform: the way ahead (2006) provides a clear sense of purpose and direction. During the term of this plan we will lay the groundwork to implement reforms which will form the basis of a sustainable legal aid scheme. They will be in the interests of providers, clients and the taxpayer, as well as ensuring that resources are directed to priority areas.

We believe that moving to a competitive market for the majority of legal aid services is the best way to deliver quality services at the best possible price. It will also give providers the advantage of an agreed price, which they have offered and which they know is attractive to them. This moves away from a system which simply rewards hours worked, and towards one that rewards the case as a whole. Subject to consultation, we will design and implement a system which supports efficient providers, and enables them to focus on their core task of delivering good quality advice to clients. It will enable providers to take their own decisions on how to conduct and expand their businesses.

The reforms now in place build on changes already made in recent years, when fixed fees were introduced in some areas of both civil and crime work and the CLS strategy has already started to shape services more effectively around clients' needs.

This clarity of purpose gives great focus to what we have to achieve. The key to success will be our ability to work with our partners in the justice system to deliver services shaped effectively around clients' needs, providing access to quality services. We will also continue to work with our colleagues in the MoJ and other government departments to deliver against government PSAs, DSOs and policies.

The LSC is committed to promoting equality and tackling unlawful discrimination on any ground. This applies in our role as an employer, a purchaser of services and in carrying out our functions.

Objective 1



Maximise access to quality services to meet the diverse needs of the clients we serve

We have a fixed budget within which to deliver our services and implement the transformation programme. We will seek to make best possible use of the resources available to meet the diverse needs of our clients. Our independently managed research division, the Legal Services Research Centre (LSRC), conducts research of international standing, including wide-ranging research on real and potential clients' needs. We are aware that good, early advice prevents relatively simple civil issues from becoming more serious and we are working towards developing a framework of joined-up services with legal aid providers being free to shape delivery around the needs of particular areas.

Our assessment of whether someone qualifies for legal aid is based on a financial means and legal merits test laid down by Parliament. Our decision to provide help cannot be influenced by public or political emotion towards a case or person and we sometimes have to make difficult decisions to ensure that we focus on the people who most need help.

Although we will focus increasingly on those in most need, we will still offer free civil legal information through our Community Legal Advice website (www.communitylegaladvice.org.uk) (helpline: 0845 345 4 345) and leaflets.

We will also seek to continue to join up legal aid services with other legal and advice services.

We will continue to provide free criminal legal advice for anyone who requires urgent legal help at the police station and representation where someone is at risk of imprisonment or in custody at their first magistrates' court hearing.

What we have achieved so far

We help more than 2 million people each year by providing access to legal advice, assistance and representation that they may otherwise not have had. We have continued to deliver on our commitment to make civil services more accessible and shape services around clients' needs. As a consequence, the number of acts of civil advice (controlled work) has risen by more than a third in two years, from 595,000 in 2004/05 to over 800,000 in 2006/07 (figures exclude immigration). Key successes include:

- In 2007/08 we completed a civil bid round to fund an additional 67,000 acts of assistance targeted at priority client groups, such as domestic violence victims and parents and children involved in care

proceedings in specific geographical locations. This ensured more consistent access to quality assured specialist services across England and Wales.

- Extension of the Defence Solicitor Call Centre to provide quicker advice, reduce the overall time clients are held in the police station and increase value for taxpayers' money.
- Completion of a successful pilot scheme to provide immigration advice to those detained in police stations and immigration removal centres.
- Development of a peer review system for ensuring that we contract only with providers who offer good quality services to clients, delivering positive outcomes.
- Launch of a joint policy paper with the Welsh Assembly Government (WAG) to provide a framework for delivery of the Community Legal Service in Wales which takes account of devolution, the Welsh language and Welsh culture and geography.

What we want to achieve

Over the next three years we will ensure:

- Clients have access to quality services which meet their needs.
- Providers we contract with meet our quality requirements and statutory duties.
- We increase engagement with clients to gain a better understanding of their needs in order to improve our commissioning of services.
- We work with providers to deliver services which are designed to meet the needs of the community they serve.

Key actions in 2008-09

Key actions in 2008-09 include:

- Maintain magistrates' court duty solicitor coverage at 100%.
- Maintain Defence Solicitor Call Centre deployment for representation of clients in police custody – 95% of calls accepted within 30 minutes.
- Increase access to civil legal advice services.
- Open Community Legal Advice services in Derby, Leicester, Portsmouth and Hull in spring 2008 and publish a list detailing all centres to be opened in the period to end March 2010.

- Continue to explore other opportunities to work in partnership and jointly commission legal and advice services which are citizen-centred, for example with the WAG, to take account of different political and cultural issues and address shared concerns about the exclusion of many of our most vulnerable and isolated citizens.
- Only contract with providers who are peer review category 3 or above and are compliant with our contract, meet key performance indicators and statutory duties.
- Work with providers to ensure through the contracting process that they can deliver culturally and linguistically sensitive services which reflect the demographics of their area.
- Work with legal aid stakeholders to develop a better understanding of the services currently delivered and address current and future need to inform the procurement process.
- Undertake a review of quality systems jointly with organisations such as the Bar Council, Bar Standards Board, Law Society and Solicitors Regulation Authority to ensure that these provide an appropriate and proportionate level of assurance which mesh effectively with other quality systems such as Lexcel and development frameworks such as the Bar Vocational Course and the Legal Practice Course.

How we will measure success

We will review our performance against the actions set out above which contribute to the overall success of two of the MoJ's strategic objectives: delivering fair and simple routes to civil and family justice and a more effective, transparent and responsive criminal justice system for victims and the public, as well as delivering against government Public Service agreement 24: efficient and effective Justice.

We will maintain access to good quality services which we will achieve through partnership working with our providers and being clear about our expectations. We will continue to measure provision of criminal representation at the police station and court. We will ensure that a minimum of 95% of the population are within 45 minutes on public transport of family social welfare law providers.

We will have a provider base which consistently delivers good quality advice to clients delivering positive outcomes. The quality of advice will be assured through the peer review process, which will be reviewed with key stakeholders to ensure that it meets both our quality assurance needs and fits with the Law Society and Solicitors Regulation Authority's own quality system developments. This year we will increase the number of criminal providers with a current peer review rating by 20%. We will work with representative bodies to review our quality processes to identify improvements and efficiencies. Services

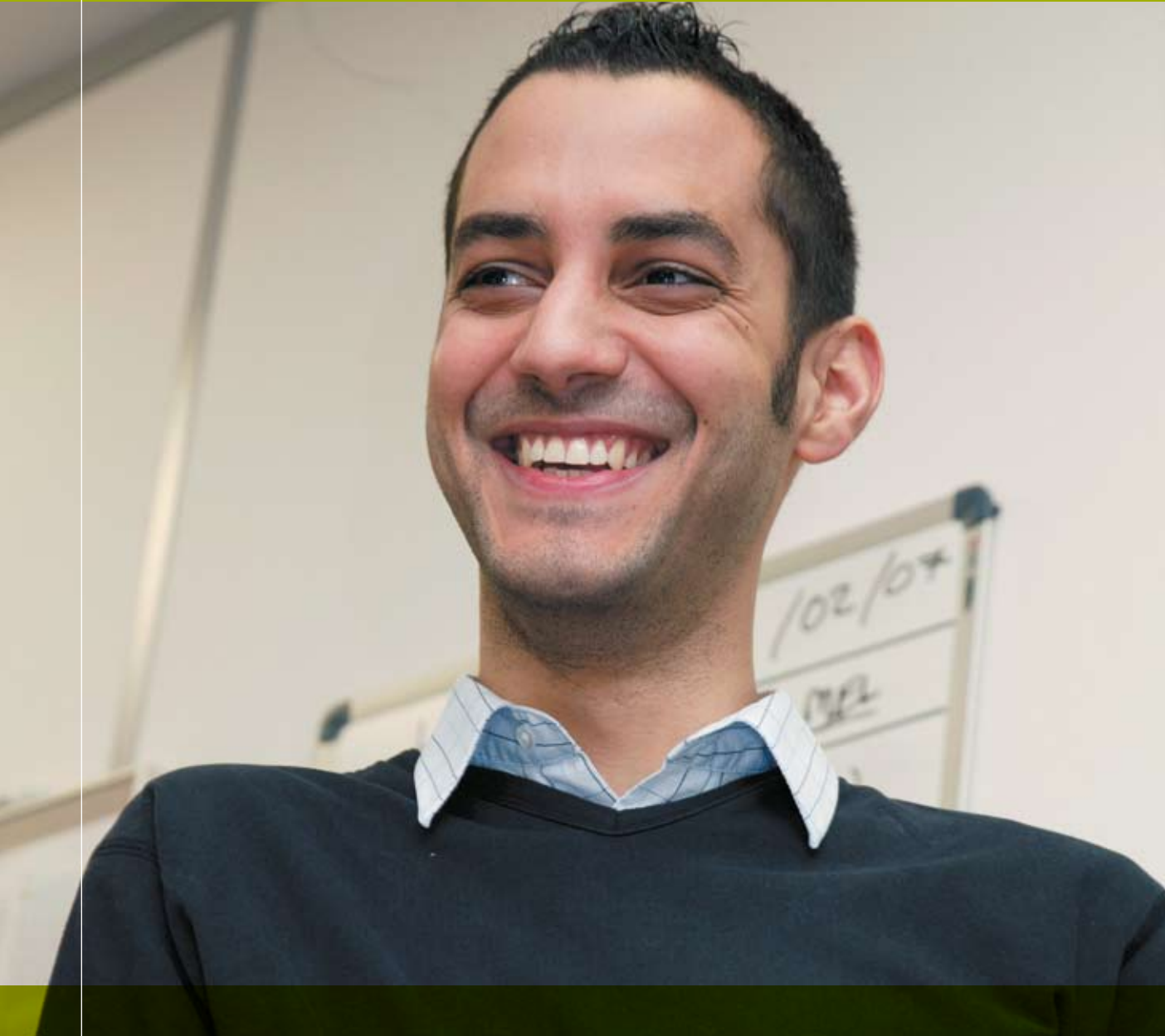
will be developed and delivered based around client needs and reflective of the communities served.

Our regional office staff will maintain and improve the relationships they have built with providers to ensure compliance with our quality systems and work with providers when issues arise to find a resolution.

We will be working more effectively with clients to determine current and future need to inform our commissioning processes.



Objective 2



Deliver a sustainable
Legal Aid Scheme
and an efficient and
diverse organisation

Through implementation of our transformation programme we will place the legal aid budget on a sustainable footing by procuring good quality legal services at the best price for the taxpayer through market based competition following consultation. As well as the reforms made to both civil and criminal legal aid schemes, we are reforming our processes to ensure that the LSC is structured and resourced in the most efficient and effective way to obtain the maximum value from the reforms.

What we have achieved so far

We have worked closely with the Law Society through a series of open, constructive and pragmatic discussions to find an agreed way forward for legal aid providers following the Court of Appeal judgment on the Unified Civil Contract. This agreement will provide a significant period of certainty and stability for legal aid providers and enable them to adapt to the changes to the legal aid system which have already been introduced, and to consider and plan for future changes.

During 2007/08 we have implemented various changes to civil schemes:

- Unified Contract – April 2007. 95% of existing providers signed up to the contract. The new contract has brought not-for-profit organisations under the same contract regime as other providers.
- Fee schemes replacing tailored fixed fees (excluding family and mental health) – October 2007.
- Immigration and asylum fee scheme – October 2007.
- Family public and private fee schemes (excluding advocacy) and family mediation scheme – October 2007.
- Family Public Funding Code changes – October 2007.
- Mental health fee scheme – January 2008.
- Community Legal Advice telephone service – continued development to improve clients' access to advice through implementation of a triage service ensuring calls are answered by people trained to diagnose problems and refer appropriately.

In 2007/08 we introduced the following changes to the crime schemes:

- Market stability measures – April 2007.
- Revised standard fees for magistrates courts in urban areas – April 2007 – cost savings on target.
- Advocates graduated fee scheme – April 2007.
- Defence Solicitor Call Centre (DSCC) expansion to include requests for own solicitor – January 2008.
- Litigators graduated fee scheme – January 2008.
- Police station fixed fees – January 2008.
- CDS Direct expansion to provide telephone only advice to both duty and own solicitor clients for a specified range of offences in Greater Manchester, West Yorkshire and West Midlands criminal justice areas – February 2008.
- Best Value Tendering Police Station and magistrates' courts – first consultation, covering the principle and initial detail of any BVT scheme, concluded in March 2008. Results will be used to inform any second consultation, should we decide to proceed. In any case, BVT would not be introduced before July 2009.

What we want to achieve

Over the next three years we will ensure:

- Effective implementation of our legal aid transformation programme on time and on budget as it provides the basis for a sustainable legal aid scheme.
- Effective internal and external process transformation through working with providers.
- Effective financial control and value for money delivered by living within legal aid fund and administration budgets as well as management of debt.
- Effective internal transformation to ensure we have a more capable, efficient, engaged and diverse workforce.
- We maintain national customer service levels.

Key actions in 2008-09

Key actions in 2008-09 include:

- Publication of the civil legal aid route map allowing providers to plan for the future with greater certainty.
- Developing proposals for the best value tendering of legal aid work, focusing initially on police stations and magistrates' courts, subject to consultation.
- Developing proposals for means tested legal aid in the Crown Court, to ensure that all those who can

afford to pay for or contribute towards their legal costs do so.

- Ensuring that the funding available for civil, family and immigration legal aid is targeted on vulnerable and socially excluded people; and by maximising the availability, in particular through the development of more co-ordinated advice structures and closer relationships with other funding bodies.
- Continuing to ensure that decisions on the development of justice systems take account of legal aid and reflect whole system costs and benefits.
- Further developing family legal aid remuneration systems which represent value for money, including consultation on a single family advocacy scheme for both solicitors and barristers.
- Working with all family justice system participants to embed the new practices of the Public Law Outline – an initiative that is seeking to clarify minimum standards that the court expects in care applications, simplifies processes and improves case management.
- Keeping forecasted legal aid expenditure under review so that adjustments can be made if necessary to live within budget.
- Further developing the national legal aid stakeholder forum and criminal contracts consultative group to ensure provider involvement in whole system initiatives, and establishing and maintaining effective communication arrangements with their representative bodies on all reform and business as usual issues. Developing a network of

provider reference groups to give feedback on the implementation of LSC policy from their perspective to bring rigour and challenge to our processes.

- Managing our finances effectively, continuing to contact providers who have failed to invoice us, or come back to us to confirm the completion of cases, to ensure that payments made on account reflect the work done.
- Simplifying internal and external processes and resolving issues around our electronic payment system, LSC Online.
- Recognising the importance of our employees to our success. We have developed a People Scorecard which will include measures around headcount (temporary and permanent), long and short-term sickness absence, the impact of training, personal development and our leadership capability.
- Undertaking a review of people, processes and systems and providing a blueprint for the future organisation, including what our organisational structure should be, by autumn 2008.
- Embedding electronic monitoring and best practice recruitment and development to enable us to work towards a more diverse workforce at senior levels and across all departments.
- Maintaining our customer service score for customer facing departments at 90%, including dealing effectively with complaints, correspondence and telephone calls. We will continue to look for new ways to improve processing times for applications.

How we will measure success

We will report on our delivery of the actions set out above in our Annual Report.

Implementation of reforms to the wider justice system delivering greater efficiency and effectiveness will be tracked through PSA 24 which the MoJ will lead on. We will also contribute to the MoJ objective to deliver fair and simple routes to civil and family justice.

We will measure our success by ensuring that we are delivering the reforms on time and within cost and that they deliver the cost savings required. These savings will be reinvested into the legal aid fund and ensure a sustainable fund for the future.

We will ultimately, over the course of this plan, reform and modernise the system to control financial pressures while safeguarding good quality service delivered for clients by providers.

We will also measure our own performance in key service areas such as how quickly we make decisions on applications, pay bills, reply to correspondence and help legal aid clients and providers on the telephone.

We will deliver the anticipated real-term savings against the administration budget and deliver an organisation which is fit for purpose, competent and efficient in all it does.



Objective 3



Ensure the efficient and effective delivery of justice and wider government priorities

We will work with our providers, partners in the Justice system, MoJ colleagues and other government departments to deliver against the priorities set out under Public Service Agreements as a result of the government's Comprehensive Spending Review (CSR07). One of our major shared aims is to deliver fair and simple routes to civil and family justice and a more effective, transparent and responsive criminal justice system for victims and the public - covered by PSA 24 on which the MoJ leads.

What we have achieved so far

All LSC regions have been examining links between operational practice in the justice system and legal aid provision and expenditure by working with providers and partners in the judiciary and magistrates' courts, family courts and police. As of March 2008 we have representation on 41 out of 42 Local Criminal Justice Boards (LCJB).

Key successes include:

- Joint working with Her Majesty's Court Service (HMCS) to ensure applications for means tested legal aid were effective – all processing targets were

exceeded for applications processed between April 2007 and December 2007.

- Good working relationships established between HMCS Area Directors and our family leads as well as improved local liaison with District Family Judges.

We have continued to support the training of new solicitors with our grants scheme, awarding a further 100 this year. This brings the total to 590 since the scheme began in 2002.

We have been working with MoJ to identify ways to reduce the economic impact on businesses of LSC policies. We have defined a target reduction which will drive our work towards better regulation and a greater understanding and appreciation of the administrative burdens that policy decisions can have on our providers and partners.

What we want to achieve

Over the next three years we will ensure:

- We work with our partners within the justice system to facilitate whole system reform.
- We continue our funding to ensure a new generation of legal aid lawyers.

- We contribute to government targets around corporate social responsibility to deliver economic, sustainability and social outcomes.

Key actions in 2008-09

Key actions in 2008-09 include:

- Working with providers to identify efficiencies which will enable them to maximise the benefits of LSC fixed fees.
- Developing and agreeing regional action plans to work with providers and relevant agencies to deliver improvements to the whole justice system including increased use of mediation for private law children work, reduction in Mental Health Review Tribunal adjournments and reduction in waiting times at police stations and courts.
- Attendance at all 42 LCJBs to ensure that the defence perspective is considered.
- Aligning LSC work to the magistrates' court target around Criminal Justice: Simple, Speedy, Summary (CJSSS).
- Working with family courts to focus on reducing the length of time it takes for care proceedings to be completed.

- Working with the National Offender Management Service to determine what positive role legal advice can play in their new Reducing Re-offending Strategy.
- Providing £3 million for the training grants scheme to award up to 150 new grants.
- Undertaking a review of the training grants scheme and working with representative bodies and other stakeholders to ensure it continues to help the next generation of legal aid lawyers.
- Meeting our target for reduction in administrative burden through increased electronic working and simplifying processes.
- Exploring ways to reduce or maximise usage of LSC property and possibilities to share services with other MoJ partners and other government agencies.
- Delivering cost and environmental savings by focused recycling and using alternative communications methods to reduce travel costs.
- Promoting a culture of rights and responsibilities by giving people early information on how to access advice.
- Piloting a scheme of community engagement working with schools, universities and the third sector.

How we will measure success

We will deliver a significant proportion of the MoJ's target to deliver savings on the administrative burden imposed on stakeholders by the LSC's regulatory framework and associated systems and processes.

We will have a contributing presence on all 42 Local Criminal Justice Boards and other relevant forums and be actively working across government to improve efficiencies in the whole justice system.

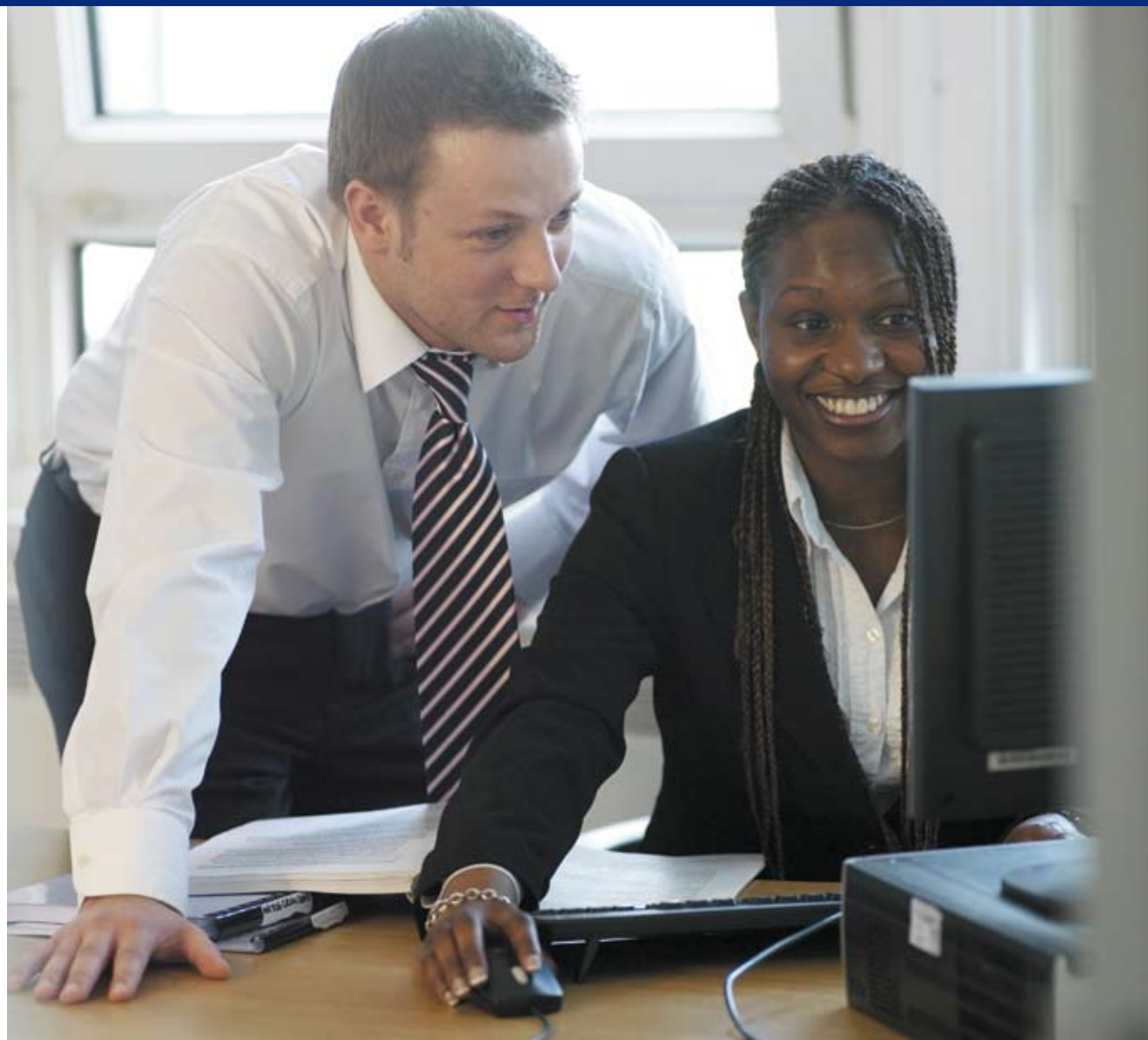
We will continue to support the next generation of legal aid lawyers through funding training contracts.

We will deliver against our corporate commitment to reduce waste and energy consumption as part of our 3 year plan to meet sustainability targets.

We will generate greater interest and awareness of legal aid through our pilot community engagement project working with schools, universities and the third sector.

How we will deliver our strategy

Our strategy emphasises the importance of transforming legal aid, not only in the way we procure and deliver services but also in the way we administer the scheme.



We are committed to creating a sustainable legal aid scheme supported by an efficient and diverse organisation. We realise that 2007/08 has been a challenging year but we are confident that the direction and measures set out in this strategy will give new urgency and impetus to our work.

How we deliver is guided by our values and the focus will be on ensuring we have an organisation which is clear, competent, confident and courageous in all that it does.

What we have achieved so far

We met 12 out of 13 of our published targets in 2006/07 and made progress against the milestones set out in our 2007/2010 plan. During 2007/08 we implemented further changes to both civil and criminal legal aid schemes as part of the transformation programme set out in *Legal Aid Reform: the way ahead* (2006).

Maintained and improved access to services.

We have worked with our providers to maintain access to duty solicitors at the court and the police station. We continued to identify opportunities to fund additional acts of assistance through civil bid rounds ensuring targeted assistance to priority clients. We have made good progress in implementing fee schemes. We also undertook a review of our Public Defender Service and closed offices in areas where there was suitable alternative provision.

Improved communication. We have worked with the Law Society, other representative bodies, providers and wider justice stakeholders to understand and manage the impact of the reform programme on providers. We have introduced a system of regular fortnightly email updates to providers containing key information about the transformation programme and other news. We are also focusing on increasing the opportunities for face to face communications in smaller groups, for example through Provider Reference Groups and consultation events like those we arranged during the BVT consultation. Our service delivery teams, policy and central functions departments have worked together to deliver an effective contingency plan to redirect activity so we could reduce the impact of LSC Online performance issues on providers.

Resources matched to priorities. We have taken tough action to match resources to priorities. We have brought the 2006/07 budget in on target and anticipate achieving the same for 2007/08 despite some slippage in implementation of reform milestones and the need to deliver contingency work around LSC Online.

People at all levels have the right skills and are effective. We successfully launched a Management Skills Programme and are in the second year of our Accelerated Leadership Development Programme to improve the quality of our leadership and the supply of future leaders. We consulted with staff to devise and implement an Employee Charter which sets out the behaviours that LSC staff and managers at all levels can expect from each other. We have reviewed key policies leading to an

improved approach to performance management and a reduction in reported sickness absence

What we want to achieve

We have a challenging transformation programme to deliver and ensuring we achieve our strategic objectives will require an even greater emphasis on:

Systems which work and make delivery easier.

We had significant problems following the initial implementation of our updated LSC Online system. We are learning from our mistakes and will be working with our providers to ensure that issues with the system are resolved to enable them to work with us electronically. We are consulting with providers about future phases of electronic working and how we will devolve decision making effectively. We will be professional and innovative in improving our systems and processes and matching resources to priorities – achieving significant efficiencies in our administrative and other costs.

Leadership and the right skills at every level.

We must continue to build an excellent team of committed, skilled and diverse leaders. They will need to set a clear direction; involve our stakeholders and staff in delivery; and challenge and manage poor performance effectively. To achieve this we are delivering our business-as-usual activities and moving forward with our People Strategy which includes:

- Undertaking a review of the leadership competencies we will require for the future.

- Continuing with our Management Skills Programme and Accelerated Leadership Development Programme.
- Completing a review which will provide a blueprint for the organisational structure necessary for the future and a plan for transition.

Partnership working. Our strategy emphasises the need for decisions around provision to be made at a local level, so that they are consistent with prioritising need. We recognise the importance of working with our providers, representative bodies and other legal aid and justice stakeholders to ensure the transformation programme is implemented effectively and recognising the impacts the reforms will have on our providers and their clients. We are also conscious of the need for LSC departments to work more collaboratively with each other and reduce 'silo' working. To achieve all this we will:

- Work with our partners to devolve more decisions to a local level.
- Involve our partners and other stakeholders more consistently in the development and delivery of policies and services using forums such as our provider reference groups, consultative groups and working parties.
- Conduct a review of quality systems in conjunction with the Law Society, Solicitors Regulation Authority and other stakeholders.
- Explore new and innovative ways to engage in consultation exercises.

- Work to improve internal communications through regular staff briefings. We will also involve service delivery and policy teams in designing and coordinating communications to providers on the transformation programme to ensure consistency and better cross-department working.

How we will measure and report success

We will measure success through our performance reporting framework and will provide updates on our external website. At year-end we will communicate performance achieved through our annual report.

We will also report progress to our Board of Commissioners on a regular basis. We will report on various workstreams to a number of relevant committees comprising key internal personnel, Commissioners, MoJ staff and representatives from other justice organisations. We report success in our programme of works and measured against ministerial objectives and budget to MoJ.

Our strategy emphasises the importance of transforming legal aid, not only in the way we procure and deliver services but also in the way we administer the scheme. Ultimately success will be measured in delivering a sustainable scheme with the associated monetary savings and efficiencies, that meets client needs.

LSC Strategy – Summary

Moj Departmental Strategic Objectives	Strengthening democracy, rights and responsibilities	Delivering fair and simple routes to civil and family justice	Protecting the public and reducing re-offending	A more effective, transparent and responsive criminal justice system for victims and the public
Our Statement of Purpose	Transforming Legal Aid			
Our Vision	Resolutely focused on clients, delivering positive outcomes and providing value for money			
Our Values	<p>An organisation which is:</p> <ul style="list-style-type: none"> • Competent • Clear • Confident • Courageous 			
Our Strategic Objectives	Maximise access to quality services to meet the diverse needs of the clients we serve	Deliver a sustainable Legal Aid scheme and an efficient and diverse organisation	Ensure the efficient delivery of justice and wider government priorities	

The Corporate Plan is available to download from www.legalservices.gov.uk under About us > Our publications

A Welsh version of our strategic objectives and targets is available to download from www.legalservices.gov.uk under About us > Regional information > Wales

The Legal Services Commission

www.legalservices.gov.uk

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