

**Management Statement**  
Ministry of Justice and the  
Office for Legal Complaints

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## Introduction

### Status of this document

1. This Management Statement and its associated Financial Memorandum have been drawn up by the Ministry of Justice (MoJ) in consultation with representatives from the Office for Legal Complaints (OLC). This document deals with the agreement of understanding between the MoJ and the OLC. It also recognises the relationship of managerial but not financial accountability between the OLC and the Legal Services Board (LSB) as set out in the Legal Services Act 2007, in particular Part 6 and Schedule 15 and the LSB has therefore been consulted in the creation of this document.
2. This Management Statement is not legally binding, nor is it intended to be comprehensive in detail. Rather, it sets out the principles that the MoJ and OLC agree to follow in the course of their day-to-day working. The document will take effect from 1 July 2009.
3. Subject to the Legal Services Act 2007 ("The Act"), this Management Statement sets out the overarching framework within which the relationship between the MoJ and the OLC (and its interrelationship with the LSB) will operate, in particular:
  - the OLC's role in supporting the Ministry of Justice's Departmental Strategic Objectives by discharging its statutory role in establishing an Ombudsman scheme and contributing to the regulatory objectives set out in section 1 of the Act;
  - the rules and guidelines relevant to the exercise of the OLC's functions, duties and powers;
  - the conditions under which any Grant in Aid funding is paid to the OLC; and
  - how the OLC will account for its performance.
4. There are **three overarching principles**, which will govern the relationship between the MoJ and the OLC:
  - the MoJ acknowledges the operational independence of the OLC in relation to resolution of individual disputes and its policy and practices on complaints handling and its over-riding objective to develop and maintain a scheme that exemplifies best ombudsman practice;
  - the OLC recognises it has a shared accountability to the MoJ and LSB as set out in the Act and will pay due regard to the Departmental Strategic Objectives of the MoJ; and
  - the OLC acknowledges the statutory responsibility of the Lord Chancellor to report to Parliament on the activities of the OLC.
5. This document will be jointly reviewed by the MoJ and OLC, with the active involvement of the LSB, as appropriate, prior to the OLC becoming fully operational and thereafter it will be reviewed at least at regular three year intervals. Legislative provisions will take precedence over any part of the document.
6. Outside such formal reviews the MoJ, the OLC or the LSB may propose amendments to this document at any time in the light of evolving policy aims and operational factors. The guiding principle will be that the OLC will have the flexibility and freedom, backed by appropriate internal control systems, to run an Ombudsman scheme that delivers fully independent decisions. The MoJ will agree with the OLC and LSB, as appropriate, what changes if any,

are to be incorporated in the document, and significant variations will require the approval of the Principal Accounting Officer and, if required, approval by HM Treasury.

7. The combined Management Statement and Financial Memorandum will be signed and dated by the Director General Access to Justice, with the agreement of the Principal Accounting Officer, the Chair of the OLC and the Chief Ombudsman. Any questions regarding the interpretation of the document will be resolved jointly.
8. Copies of this document and any subsequent substantive amendments will be forwarded to HM Treasury and Cabinet Office and the Legal Services Board (LSB) and placed in the Libraries of both Houses of Parliament. Copies will also be made available to other stakeholders and members of the public on the OLC's website and on demand in hard copy.
9. Throughout this document references to the MoJ refer to the Sponsor Team, unless otherwise stated.

## Aim and objectives

10. The Legal Services Act 2007 establishes the OLC. The OLC is responsible for establishing a new ombudsman service (which in its decision making will be independent of government and the legal profession) for consumers of legal services who have complaints against their legal services' provider. All complaints that fall within the jurisdiction prescribed under sections 125 - 129 of the Act are to be entertained by the ombudsman scheme, and the Ombudsman (or delegated persons) is to determine complaints in accordance with sections 137 - 142, and where appropriate, order that compensation be paid to the claimant. The scheme will not deal with disciplinary matters, other than to ensure an information flow to those Approved Regulators who exercise such functions.
11. The OLC's broader functions include monitoring complaints, assembling information on complaints patterns and disseminating information on best practice. Its role is also to work with the LSB in ensuring that the regulatory objectives are met in relation to "first-line" complaints handling, and to input to the LSB's strategic overview on complaints policy.

### Overall aim

12. The OLC will establish an ombudsman service which will be independent in its decision making, effective, modern, responsive and efficient. It will remove the current uncertainty amongst consumers as to where, or to whom, they should address their complaint by creating a single gateway for these complaints. This will build confidence across the legal services sector.

### Objectives

13. The OLC is required by Part 6 of the Act to operate in a way that promotes the regulatory objectives as set out in section 1(1) of the Act:
  - protecting and promoting the public interest;
  - supporting the constitutional principle of law;
  - improving access to justice;
  - protecting and promoting the interests of consumers;
  - promoting competition in the provision of services;

- encouraging an independent, strong, diverse and effective legal profession;
  - increasing public understanding of the citizen’s legal rights and duties; and
  - promoting and maintaining adherence to the professional principles (acting with independence and integrity, maintaining proper standards of work etc).
14. In establishing its performance frameworks the OLC will fulfil its statutory obligations in relation to corporate governance under section 117 of the Act, and have regard to the best practices of ombudsman schemes and those of the department and wider government.
15. The OLC will develop scheme rules that set out the detailed jurisdiction of the new ombudsman scheme.

## Responsibilities

16. This section deals in particular with the responsibilities of the MoJ and OLC towards each other. Both the OLC and MoJ recognise the responsibilities of the LSB in relation to the OLC, contained in Annex 1.

### MoJ responsibilities

17. **The Lord Chancellor’s** responsibilities include:
- approving the scheme rules of charges payable by respondents as outlined under section 155(1)(b);
  - keeping Parliament informed about the OLC’s performance;
  - paying to the OLC such sums as he/she deems appropriate for meeting the expenditure of the OLC incurred under or for the purposes of the Act and securing Parliamentary approval as outlined in section 172(1)(b);
  - considering and acting appropriately on advice and recommendations made by the OLC, as set out in the Act;
  - considering and acting appropriately on advice and recommendations made by the LSB, in relation to the OLC, as set out in the Act; and
  - laying copies of the OLC’s annual reports and accounts before Parliament as required by section 118(6) and paragraph 26(6) of Schedule 15.
18. The Permanent Secretary, as the **MoJ Departmental Accounting Officer (DAO)**, is charged with specific responsibilities and duties of an Accounting Officer as set out in Chapter 3 of Managing Public Money, both for the MoJ and the OLC, and will ensure that:
- by discharging its statutory role, the OLC’s strategic aims and objectives are consistent with and contribute to the MoJ’s wider strategic aims and current Departmental Strategic Objectives;
  - the financial and other management controls applied by MoJ to the OLC are proportionate, appropriate and sufficient to safeguard public funds and for ensuring that the OLC’s compliance with those controls is effectively monitored;

- the internal controls applied by the OLC conform to the requirements of regularity, propriety and good financial management; and
  - any grant or grant-in-aid to the OLC is within the ambit and the amount of the Request for Resources and that Parliamentary authority has been sought and given.
19. Within the MoJ the Legal Services Reform Programme team acts as the **Sponsoring Team** for the OLC. The Sponsoring Team is the principal source of advice within the MoJ on the discharge of its responsibilities in respect of the OLC, and the primary point of contact for the OLC in dealing with the MoJ.
20. The Sponsor Team will:
- act as the champion of the OLC’s interests within MoJ;
  - actively contribute to the development of a single performance framework for the OLC, which meets the needs of the OLC Board, the LSB and MoJ for information on how the OLC is performing against its strategic aims and objectives and whether it is delivering value for money and disseminate information from that framework as necessary within MoJ;
  - advise the MoJ on the appropriateness and coherence of the OLC’s strategic aims and objectives in light of the OLC’s statutory remit and MoJ’s wider strategic aim[s] and current Departmental Strategic Objectives;
  - provide assurance to MoJ Ministers that the OLC is appropriately assessing and managing risks;
  - be responsive to the needs of the OLC through effective and prompt systems for taking decisions and offering advice;
  - consult with the OLC and the LSB, as appropriate, on relevant MoJ and Government policy ahead of formal public consultation; advise on the interpretation of that policy; and issue specific guidance to the OLC as necessary;
  - bring concerns about activities of the Ombudsman service or the OLC, including any complaints received from third parties, to the attention of the Chief Ombudsman, Chair or full OLC Board, as appropriate, and assure itself that systems exist to handle such complaints appropriately;
  - manage correspondence from consumers and public bodies, where it is appropriate for the MoJ to do so;
  - support and advise the Lord Chancellor and the DAO as necessary; and
  - be responsible for seeking advice from MoJ corporate services (including private offices), HM Treasury, Cabinet Office and other similar external organisations on behalf of the OLC or MoJ.

### **OLC responsibilities**

21. **The Chair** is selected and appointed by the LSB with the approval of the Lord Chancellor, for a term of three to five years.
22. As the role of the Chair plays a significant role in protecting the public’s rights, the appointment is subject to a pre-appointment hearing before the Justice Select Committee. The committee’s views are non-binding but the Lord Chancellor and LSB will consider any relevant conclusions and recommendations before finalising the appointment.

23. The Chair will head the establishment of a new Ombudsman scheme for complaints about legal service providers and has particular leadership responsibility on the following matters:
  - ensuring that the executive function of the OLC performs effectively, including in meeting any specific performance targets set by or at the request of the LSB under section 121 of the Act;
  - promoting an efficient and effective organisation performing the functions as required under the statutory remit;
  - ensuring that the OLC Board, in reaching decisions, takes proper account of any consultation with the MoJ;
  - encourage high standards of propriety;
  - holding the Chief Ombudsman/ Chief Executive to account; and
  - representing the views of the OLC publicly.
24. The Chair will also:
  - ensure that all members of the OLC Board are properly inducted;
  - advise the LSB of the needs of the OLC (including when OLC Board vacancies arise);
  - oversee the OLC Board as a high level functioning team and appraise the performance of its members to assess levels of ongoing effectiveness;
  - maintain good strong relations with key external stakeholders; and
  - take appropriate action should the post of the Chief Executive or Chief Ombudsman become unexpectedly vacant and to liaise at the earliest opportunity with the MoJ DAO in order to address issues in relation to the appointment of an Accounting Officer for the OLC.
25. The Chair will also ensure that a Code of Practice for Board Members is in place, taking into account the Cabinet Office's model Code of Practice for Board Members of Public Bodies.
26. **The OLC Board** members are appointed by the LSB after consultation with the OLC Chair, for a fixed period up to five years.
27. The OLC Board has corporate responsibility for ensuring that the OLC fulfils its aims and objectives. To this end, and in pursuit of its wider and corporate responsibilities, the Board will:
  - establish the overall strategic tone and direction of the OLC to achieve its statutory remit, taking account of specific LSB requirements, the resources available and the MoJ's strategic direction within wider Government policy objectives;
  - ensure that any statutory or administrative requirements for the use of public funds are complied with;
  - review regular information concerning the financial management of the OLC;
  - demonstrate high standards of corporate governance at all times (including by using the independent audit committee to help the OLC Board address the key financial and other risks facing the OLC);
  - appoint a Chief Ombudsman, and if required, appoint one or more other persons to also act as assistant ombudsmen, with the consent of the Chief Ombudsman;

- appoint a Chief Executive, who may also be the Chief Ombudsman; and
  - produce an annual report for each financial year as outlined in section 118 of the Act and give a copy to the LSB as soon as practicable after the end of the financial year.
28. Individual Board members will act in accordance with their wider responsibility as Members of the Board defined in the OLC's Code of Practice and terms of appointment.
29. **The Chief Ombudsman** will be empowered to deal with all consumer complaints about legal services that cannot be resolved at the local level and, in doing so, will:
- lead the OLC in fulfilling its statutory duties against a background of good governance;
  - demonstrate evidence-based decision-making, proportionate interventions and cost-effective use of resources;
  - manage stakeholder relationships; and
  - report to the OLC Board on the discharge of the functions of the Ombudsman for each financial year and, where required by the OLC Board, on specified matters as the OLC Board may require.
30. For the avoidance of doubt, in no circumstances will the OLC Board, or the LSB or the MOJ intervene or engage in correspondence on substantive issues in relation to the determination of an individual dispute by an Ombudsman, either at the stage of initial determination or if a complaint is made about the substance of a decision after the event.
31. The **Chief Executive** will:
- promote the efficient and effective use of staff and resources;
  - produce the annual corporate and business plan;
  - as **Accounting Officer**, fully comply with the duties and responsibilities of an Accounting Officer as set out in Chapter 3 of Managing Public Money; and
  - ensure that any conditions set by the Lord Chancellor under section 172(2)(b) of the Act in relation the Grant in Aid is to be handled are fully met.

### **OLC staff**

#### **Broad responsibilities for staff**

32. Within the financial arrangements approved by the Lord Chancellor and the Treasury, in terms of managing public money, the OLC will have responsibility for the recruitment, retention and motivation of its people. To this end the OLC will ensure that:
- its rules for the recruitment and management of people create an inclusive culture in which diversity is fully valued; where appointment and advancement are based merit; and where there is no discrimination on grounds of gender, marital status, sexual orientation, race, colour, ethnic or national origin, religion, disability, community background or age;
  - the level and structure of its staffing, including gradings and numbers of people, is appropriate to its functions and the requirements of efficiency, effectiveness and economy;

- the performance of its people at all levels is satisfactorily appraised and the OLC’s performance measures are reviewed from time to time;
- its people are encourage to acquire the appropriate professional, management and other expertise necessary to achieve the OLC’s objectives;
- proper consultation with people takes place on key issues affecting them;
- adequate grievance and disciplinary procedures are in place; and
- a code of conduct for its people is in place based on the model on the Cabinet Office document “Model Code for Staff of Executive NDPB’s” and providing guidance on dealing with conflicts of interest, acceptance of gifts and hospitality; disclosure of official information; dealing with concerns about improper conduct and setting out whistleblowing procedures consistent with the “Public Interest Disclosure Act”.

## Regular contact and communication

33. It is important that there is regular contact and clear communication channels between MoJ and OLC.
34. Clear channels of communication will be established and upheld so that everyone knows whom they need to speak to and who can make decisions. This will reduce the likelihood of communications being handled in the wrong place and overall, moderate the risk of duplication of effort. It will also ensure each party properly consults the relevant body on its policy ahead of formal consultation.
35. Specifically both parties will:
  - maximise awareness of issues between each organisation whilst minimising the risk of inconsistent messages;
  - ensure possible risks that may affect the other organisations or the legal services reform agenda are communicated between the parties;
  - inform each other without delay of any relevant information which may require action or a response from the other parties, and explaining how that information will be used;
  - ensure that the other parties are given adequate warning of, and sufficient information about, any planned public announcements which might be considered to affect the interests of the other parties; and
  - work in partnership to ensure the aims of the Ministry and the OLC are achieved.

## Planning and accountability

36. The OLC is created under Part 6 of the Act, which received Royal Assent on 30 October 2007. Detailed provisions setting out the functions, duties and powers of the OLC are found in Part 6 and Schedule 15.
37. For national accounts purposes the OLC is classified to the central government sector. If the OLC were to create a subsidiary or joint venture, there will be a document setting out the arrangements between it and the OLC, and such bodies would also be classified to the public sector for national accounts purposes. Detailed provisions setting out the functions, duties and powers of the OLC are found in Part 6 Schedule 15 of the Act. These make clear that the OLC, its Board and staff are not to be regarded:
- as servants or agent of the Crown; or
  - as enjoying any status, immunity or privilege of the Crown.

### **The OLC's corporate and business plan**

38. The OLC will prepare annually a corporate and business plan. The corporate plan component covering three years ahead and a business plan component, which amplifies as necessary the first year of the corporate plan, to allow for detailed budgeting and resource allocations. The OLC will make this information available in an agreed format. The OLC will consult the MoJ and LSB informally on the issues to be included, the timetable for preparation, and the indicative budget ahead of formal consultation with other stakeholders.
39. The corporate and business plan contents will reflect the OLC's statutory duties and, within those, its contribution to the MoJ's strategic objectives and specific targets set by or at the request of the LSB. The following key matters should be included:
- key objectives and associated key performances targets for the forward years, and the strategy for achieving those objectives, with the associated resources requirement;
  - key performance indicators and measurement of achievement against these indicators;
  - an assessment of, and mitigation plan to reduce, the risk factors that may significantly affect the execution of the plan but that cannot be accurately forecast;
  - once fully established, a review of the OLC's performance in the preceding financial year, together, to the extent practicable, with comparable outturns for the previous two to five years, and an estimate for performance in the current year; and
  - such other matters as may be agreed between the MoJ, LSB and OLC.
40. The first business plan, covering the period 1 July 2009 to 31 March 2010, will include the project management framework to achieve the implementation of the OLC, within the time and budget parameters agreed with the MoJ and LSB. As with future plans, the OLC will consult informally with the MoJ and LSB on content. The timetable for future plans will be included in the revision of this document prior to the OLC becoming fully operational.
41. The Director General of Access to Justice will meet the Chief Ombudsman/ Chief Executive annually, during the month of September, or at a time that fits with the overarching MoJ planning cycle, to discuss the business and corporate plans.

42. The corporate and business plan of the OLC will be the subject of formal consultation with the public, stakeholders, the LSB and the MoJ. The final version will be published and made available on the Internet and made available to staff.
43. The OLC may supplement the plan from time to time with other strategic and corporate planning statements on which it will consult the MoJ, LSB and other stakeholders where appropriate.

### **Risk management**

44. The OLC will ensure that a system of risk management is maintained to inform decisions on financial and operational planning to assist in achieving objectives and targets.

### **Reporting performance**

45. The OLC will operate management information and accounting systems which enable it to review, and report in a timely and effective manner its financial and non-financial performance against the budgets and targets set out in the business plan.
46. The OLC will provide monthly financial reports to the MoJ in line with paragraph 80 of the Financial Memorandum to enable in year monitoring and reporting within MoJ.
47. The OLC will inform the the MoJ and LSB on a timely basis of changes in external conditions or other risks which make the achievement of its strategic aim[s] and objectives more or less difficult, or which may require a change to the budget or objectives set out in the business plan.
48. OLC and MoJ staff will regularly review how the activities of the OLC in discharging its statutory role have contributed to the achievement of the MoJ policies including key objectives and also performance targets (set by either the LSB or OLC).
49. The OLC will report its performance, formally in the annual report and accounts.
50. The Lord Chancellor or the relevant Minister will meet the OLC Chair formally each year to discuss the OLC's performance, its current and future activities and any policy developments relevant to those activities in the context of the business plan and annual report. Discussions may also take place at other stages throughout the year as necessary. The usual practice will be for the Chairman of the LSB to take part in such meetings.

### **Security**

51. The OLC is required to provide an annual assurance report to the MoJ in support of the Permanent Secretary's accountability for security arrangements across the MoJ including its NDPB's and Agencies. The report will be initialled by the MoJ Departmental Security Officer through the sponsor team. There will be a separate protocol between MoJ Security, Safety and Business Continuity Division setting out the agreement in regard to security, health and safety and business continuity.
52. The OLC will also ensure it has an Information Assurance (IA) policy in line with Ministry of Justice IA policies, with wider HMG policy as stipulated in guidance from the Cabinet Office (CSIA) and CESG.

### **Complaints and enquiries from the public**

53. The MoJ will refer all complaints from members of the public about providers of legal services, to the OLC.
54. The OLC will have a published policy for the handling of complaints about members of the OLC, the Chief Ombudsman, the Chief Executive and members of OLC staff.
55. Where complaints are received about the OLC itself or any of its staff, the MoJ Sponsor Team and/or LSB will refer these to the OLC Board to deal with directly under the terms of the policy.
56. Complaints about the Chair of the OLC will be referred to the LSB, which has responsibility to take appropriate action.

### **Freedom of Information**

57. The OLC will operate in accordance with the requirements of the Freedom of Information Act (FOIA) and Data Protection Act (DPA) and any such requests received are to be handled in line with those requirements. Consistent with the requirements and obligations of those Acts, and with the FOIA section 45 Code of Practice, the OLC will develop its own policy on disclosure of material collected during its investigations. The OLC will bring to the attention of respondees to consultations that information provided in responses, including personal information, may be published or disclosed in accordance with the FOIA, the Environmental Information Regulations 2004 and the Data Protection Act 1998. If respondees wish their responses to be treated as confidential, they should be asked to make that clear and specify why. However, respondees should be made aware that given the legal obligations under the aforementioned legislation, the OLC cannot guarantee confidentiality.
58. The OLC must devise an FOIA Publication Scheme as per the Information Commissioners model (see ICO website <http://www.ico.gov.uk/>) for ICO approval and must register with the ICO as a Data Controller.
59. The OLC will maintain a central monitoring record of FOI and DPA requests received and dealt with. MoJ may request this information for inclusion in the Departments statistics.
60. Prepare an accounting process to record and account for any payments required for any FOI or DPA requests.

### **Additional MoJ access to the OLC**

61. Without prejudice to the requirements of the Legal Services Act, the MoJ will have a right of access to all the OLC's records as required to discharge the statutory and regulatory obligations of the MoJ and the Departmental Accounting Officer.

### **The annual report and accounts**

62. After the end of each financial year the OLC will publish an annual report of its activities together with its audited annual accounts. A draft of the report will be submitted to the LSB and the MoJ at least one month before the proposed publication date.
63. The OLC must liaise with MoJ for consolidation and reconciliation purposes to ensure that OLC and MoJ accounts publications are timely and accurate and sufficient to be able to assure the Lord Chancellor prior to being invited to lay the accounts before Parliament.

64. The LSB Board must give a copy of the annual report and accounts on a date agreed with the MoJ to the Lord Chancellor who will lay this before Parliament. They will be made available on the Internet, in accordance with the guidance on the procedure for the presenting and laying the combined annual report and accounts as prescribed in Government Financial Reporting Manual (FRM).
65. The annual report must deal with:
  - the discharge of the functions of the OLC;
  - the extent to which, in the OLC's opinion, the OLC has met the regulatory objectives; and
  - such other matters as directed by the LSB.

## Parliamentary process

### **Parliamentary business**

66. The Departmental Ministers are responsible for managing parliamentary business on behalf of the OLC on the basis of information provided by and agreed with the OLC. When replying to a Parliamentary Question or when speaking in a Parliamentary debate on an issue falling within the remit of the OLC the Minister will make it clear that they are answering on behalf of the OLC and on the basis of information supplied by the OLC.
67. In answering Parliamentary Questions about the OLC and, in discharging this responsibility, the Sponsor Team on behalf of the relevant Minister should seek advice and information from the OLC. The OLC will provide such advice and information in a timely manner and to the best of its ability.
68. The [insert job title when known] will be the normal first point of contact for any enquiries and requests from the Department concerning the OLC insofar as it relates to Parliamentary matters.

### **Ministerial correspondence**

69. Members of Parliament will be encouraged to write directly to the Chair of the OLC or Chief Ombudsman about specific activities, and the administration of the OLC. When Ministers receive correspondence from Members of Parliament on these matters, they may ask the Chair to reply (sending a copy of the reply to the Department's Sponsor Team). Where a Minister decides to reply personally, for example where the correspondence involves wider policy considerations, advice may be sought from the Chair of the OLC and staff and/or from the LSB Chairman and staff depending on the issue concerned, on aspects relating to the activities or administration of the OLC. Ministers will not comment directly upon the complaints handling policies and practices of the OLC and decisions made by the Ombudsman.
70. Any correspondence on the MoJ's policies, including general policy on legal services, will be the responsibility of the MoJ. The MoJ will copy correspondence to the OLC as appropriate.

### **Select committee**

71. Where a Select Committee decides to take evidence from the MoJ on the specific activities and responsibilities of the OLC, the Lord Chancellor may decide to nominate the Chair or Chief Ombudsman or a representative of the OLC to attend the hearings. Where a representative of the OLC has been

called to give evidence in their own right, Ministers may also wish to attend or require departmental officials to do so. In all cases it is entirely at the discretion of the Select Committee to decide from whom they will hear evidence.

72. The OLC is not subject to the jurisdiction of the Parliamentary Commissioner for Administration.

## Reviewing the role of the OLC

73. The role of the OLC will be reviewed from time to time to ensure that it remains relevant in the light of changes to the external environment and to government and LSB policy. The planning assumption is that the first review will take place three years from the date when the OLC becomes fully constituted, but the precise timing and nature of any such review will be agreed between MoJ, LSB and OLC, taking account of the timing of the initial review of the LSB.
74. In the event that the OLC is wound up following a review, the MoJ and OLC will follow the arrangements set out in the Financial Memorandum.

Signed:

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*Chair of the Office for Legal Complaints*

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*Chief Ombudsman*

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*Director General Access to Justice on behalf of the Lord Chancellor*

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1 July 2009

## Annex 1

### **LSB responsibilities**

1. The LSB will improve the performance of legal services by ensuring that the Approved Regulators and OLC carry out their functions to the required standards. The LSB will ensure the OLC has sufficient flexibility to conduct its business within a framework of clear targets.
2. The LSB will ensure that the OLC Board includes members who (between them) have experience in or knowledge of the requirements outlined in section 4 of Schedule 15 of the Act.
3. The LSB will facilitate co-operation between itself, the OLC and Approved Regulators to ensure:
  - that the maximum learning is achieved for service improvement, professional training and development and policy development from the activities of the OLC;
  - the Chief Ombudsman has the help and information needed to ensure that efficient and effective discharge of his functions; and
  - the OLC plays its part in aiding Approved Regulators discharge their disciplinary functions.
4. Specific responsibilities of the LSB include:
  - providing clear and detailed direction/notice to the OLC on the modification of its scheme rules and issuing final consent on these;
  - making the rules for the imposition of a levy on the leviable OLC expenditure in accordance with fair principles and with the consent of the Lord Chancellor;
  - approving the OLC's annual budget and its corporate and business plans; and
  - presenting a copy of the OLC's annual report to the Lord Chancellor and giving the Lord Chancellor and Comptroller and Auditor General a copy of each statement of accounts received from the OLC.
5. Specific powers include:
  - setting (or directing the OLC to set) performance targets relating to functions of the OLC; and
  - providing appropriate recommendations to the Lord Chancellor on relevant issues regarding the OLC as outlined in the Act.

For further information please contact:  
[enquiries@officeforlegalcomplaints.org.uk](mailto:enquiries@officeforlegalcomplaints.org.uk)  
[www.officeforlegalcomplaints.org.uk](http://www.officeforlegalcomplaints.org.uk)