

# **Diversity: Summary report on the legal services regulators’ progress against diversity outcomes**

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A report on the legal services regulators’ progress against LSB guidance issued under section 162 of the Legal Services Act 2007

22 January 2019

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## Executive Summary

1. The legal services sector is becoming more diverse, although there remain areas where more progress is needed, including improving the representation of certain groups entering the profession as well as progression to senior roles. Diversity is not only a good in itself, it can be a driver for improved economic performance. The legal services sector was valued at an estimated £32.7 billion in 2017<sup>1</sup> with improved revenue growth forecast for 2018. Firms in the top quartile for gender diversity are 15% more likely to have profits above their industry average. More than 50% of all practising solicitors are women; while BAME lawyers now account for 21% of lawyers working in law firms. These figures exceed the UK generally where women make up 47% of the workforce; and BAME people make up 11% of the workforce. The legal services sector encompasses a broad spectrum of disciplines, which attracts entrants in different ways<sup>2</sup>.
2. The Legal Service Board (LSB) and the approved regulators share responsibility for delivering the regulatory objectives contained in the Legal Services Act 2007 (the Act). In particular, the objective to encourage an independent, strong, diverse and effective legal profession. Such a diverse profession is one which reflects the society that it serves – including understanding and responding to the differing needs of a varied range of clients. To effect further change in the sector and promote a diverse profession, the legal service regulators in England and Wales (regulators) must not only continue to collect and publish data on the diversity of their respective regulated communities, but critically, ensure this is embedded in all regulatory activity.
3. This report sets out the LSB's first formal assessment of the regulators' progress against the four outcomes which were introduced in the LSB's revised guidance for encouraging a diverse profession in February 2017. These outcomes have been informed by the data which the LSB acquired through the first set of guidance in 2011, which required the regulators to collect and publish data on the diversity of the workforce. The four outcomes set out in the revised guidance require the regulators to continue to gather data to ensure a clear understanding of the diversity profile of their regulated communities but also have a broader emphasis, which focusses on regulatory activities, stakeholder networks and accountability. We provided an update on regulators' progress against these outcomes in August 2017.
4. Overall, the regulators have made positive progress against the four outcomes and we will be monitoring future developments and the impact of their regulatory activities. For a minority of the regulators, there is still some work to be done to

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<sup>1</sup> The UK Legal Services Market Report 2018.

<sup>2</sup> Spark21 conference 2018: David Gauke speech on diversity in the legal profession.

ensure they continue to build a thorough understanding of the diversity profile of their regulated community and progress against the outcomes. This report is a summary of our formal assessment of the progress of each of the regulators against the four outcomes. It also includes a summary of the LSB's own self-assessment (Annex B).

## Introduction

5. The LSB is the independent body that oversees the regulation of legal services in England and Wales. The LSB was created by the Legal Services Act 2007 (the Act) to hold approved regulators for the different branches of the legal services profession to account.
6. The legal services sector:
  - supports the rule of law and access to justice, which are fundamental pillars of a fair society and central to our unwritten constitution;
  - underpins the operation of English and Welsh law, which in turn supports all economic activity including the growth and development of new businesses and protection of employee and consumer rights; and
  - employs 341,000 people and has an annual turnover of over £32 billion; is of major economic importance in its own right.
7. The LSB and the approved regulators share an objective under the Act to encourage an “independent, strong, diverse and effective legal profession”. Delivery of the regulatory objectives in the Act requires a diverse profession, which reflects the society it serves – one that understands and can respond to the differing needs of a disparate range of clients.
8. Developing a diverse workforce in the legal sector is central one of the LSB's three year strategic objectives for 2018/21, to increase innovation, growth and the diversity of services and providers.
9. Further, the LSB and approved regulators must adhere to the public sector equality duty set out in the Equality Act 2010<sup>3</sup>.

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<sup>3</sup> The duty requires us to have due regard to the need to: Eliminate unlawful discrimination, harassment and victimisation, advance equality of opportunity between people who share [protected characteristics](#) and foster good relations between people who share a protected characteristic and those who do not.

## Background

10. In 2011 we issued our first set of statutory guidance to regulators on diversity, which required them to collect (and publish) data about the diversity of their regulated community and promote transparency of this data at entity level. This ensured that data was being collected in a number of areas where no data existed before and critically, that the concept of collecting data was seen to have value by the regulators. We conducted reviews in both 2013 and 2015. The 2013 review revealed that significant steps had been taken in the disclosure of data beyond the traditional reporting areas of gender and ethnicity and in the 2015 review, the LSB found that a more robust evidence base had been developed. However, this review also concluded that regulators' use and analysis of data could have more impact if applied in other ways.
11. Consequently, the LSB published revised guidance for encouraging a diverse workforce in February 2017, which introduced four outcomes. As well as requiring regulators to continue to gather data to ensure a clear understanding of the diversity profile of their regulated community, the outcomes have a broader emphasis, which focusses on regulatory activities, stakeholder networks and accountability. The revised guidance is also less prescriptive than its predecessor, to allow the regulators to take targeted approaches, suitable for their regulated community.
12. As part of the revised guidance, the LSB set out the characteristics which regulators are expected to focus on which include the nine protected characteristics set out in the Equality Act 2010 (age, disability, gender realignment, race, religion or belief, sex, sexual orientation, marriage and civil partnership and pregnancy and maternity) as well as caring responsibilities and socio-economic background.
13. Six months after publication of the revised guidance, we published an update on the regulators' progress against the four outcomes, noting that the first formal assessment would commence in August 2018. This report sets out the findings of our formal assessment of each of the regulators' performance, which we have summarised below. As a demonstration of the LSB's own commitment to encouraging a diverse workforce in the sector, we have also published our self-assessment against the outcomes in the revised guidance.

## The outcomes

14. The four outcomes are set out below and an explanation of each is set out in Annex A. Looking ahead, we plan to conduct ongoing monitoring of regulators' performance against these outcomes, as part of the regulatory performance framework.

**Outcome 1:** The regulator continues to build a clear and thorough understanding of the diversity profile of its regulated community (beginning at entry), how this changes over time and where greater diversity in the workforce needs to be encouraged.

**Outcome 2:** The regulator uses data, evidence and intelligence about the diversity of the workforce to inform development of, and evaluate the effectiveness of, its regulatory arrangements, operational processes and other activities.

**Outcome 3:** The regulator collaborates with others to encourage a diverse workforce, including sharing good practice, data collection and other relevant activities.

**Outcome 4:** The regulator accounts to its stakeholders for its understanding, its achievements and plans to encourage a diverse workforce.

## Summary assessments

15. Regulators were asked to provide information on their performance against each of the four outcomes. From the information provided, it is clear that regulators have gone beyond data collection and have built on the feedback that we gave them as part of the update against their progress in August 2017. We welcome the positive examples of this new approach in our summary assessments below. However, we have also identified areas where we expect to be kept updated of developments and/or where further action is required. For ease of reference, we have set these out in a summary table at the end of the assessment for each regulator. We will monitor progress against these expectations through our regulatory performance framework and relationship management meetings, which will be ongoing throughout 2019.

### Bar Standards Board (BSB)

16. Overall the BSB is undertaking significant activity in line with our revised guidance and outcomes. There is positive progress against each outcome, although we have identified specific areas where we wish to be kept updated on future developments.

**Outcome 1:** Understanding the diversity profile of the regulated community

17. The BSB is carrying out a number of activities which help meet this outcome. It continues to collect, monitor and publish diversity information and we welcome the increase in disclosure rates for some previously underreported characteristics. The use of equality impact assessments (EIAs) to highlight opportunities relating to diversity is particularly positive as is the potential for the development of the Race Equality Task Force (RETF). Looking ahead, we look forward to receiving an update on how these diversity opportunities have been implemented and the development of the RETF and its impact. The BSB is currently consulting on a potential change in the rules for barristers that would allow aggregated and anonymised data on sexual orientation and religious beliefs to be published.

**Outcome 2:** Using data to inform activity and approach

18. The establishment of the BSB Equality and Access to Justice Programme Board to provide scoping, direction and oversight for projects is welcomed and shows good progress in meeting this outcome. It is positive that the BSB recognises failure to meet consumer need, lack of diversity and discriminatory working practices as risks and that these are included in the BSB's Risk Outlook. The BSB has embedded EIAs across all regulatory activities and has provided a number of different examples of this. We wish to be kept informed of the outcomes of the project to evaluate the effectiveness of the BSB's existing equality rules. As mentioned in last year's assessment, we expect to receive the evaluation of the impact of the resources the BSB has developed for diverse consumers<sup>4</sup>.

**Outcome 3:** Collaborating with others

19. The BSB has carried out a range of engagements on diversity, which include partnership working, attending consultation events and representing the BSB's Equality and Diversity (E&D) programme at external events, all of which demonstrates good progress against this outcome. We note the BSB's intention to progress specific areas of its E&D strategy, such as women, BAME and LGBT, and undertake qualitative research to assess how training providers' equality policies can have a positive impact on the diversity of students. We look forward to being updated on the impact of the E&D strategy on the diversity profile of the bar and the outcome of the research and how it will be implemented.

**Outcome 4:** Accounting to stakeholders

20. The BSB has also demonstrated it is meeting this outcome; it has an E&D strategy which sets out diversity activities with timeframes; it collects statistics on the lifecycle of the Bar (and requires chambers to publish their own diversity

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<sup>4</sup> This includes vulnerable, immigration and young consumers.

data); the BSB publish an annual diversity report and BPTC key statistics helps the BSB to account to its stakeholders. The BSB appears to be open about sharing lessons from its E&D projects with the profession and to other stakeholders through its website and through engagement activities. As indicated in the LSB's progress update in 2017, we wish to be kept informed of the evaluation framework the BSB's research department is developing to measure impact of projects, how this will extend to diversity initiatives and once developed, detail about benefits and lessons learnt about using such a framework.

### Summary of LSB's expectations for BSB for 2019

Summary of LSB's expectations for BSB for 2019
<p><b>Outcome 1:</b></p> <ul style="list-style-type: none"> <li>• Implementation of equality impact assessments (EIAs).</li> <li>• To be informed of decision to develop the Race Equality Task Force and if developed its impact.</li> <li>• BSB to provide to LSB its responses to BSB consultation on the potential change in the rules for barristers that would allow aggregated and anonymised data on sexual orientation and religious beliefs to be published, as soon as practicable.</li> </ul>
<p><b>Outcome 2:</b></p> <ul style="list-style-type: none"> <li>• To be informed of outcomes of the project to evaluate the effectiveness of BSB's existing equality rules.</li> <li>• BSB to provide to LSB the evaluation of the impact of the resources BSB has developed for diverse consumers, as soon as practicable.</li> </ul>
<p><b>Outcome 3:</b></p> <ul style="list-style-type: none"> <li>• To be informed of the impact of the E&amp;D strategy on the diversity profile of the bar the outcome of the research and how it will be implemented.</li> <li>• To be informed of the outcome of the research to assess how training providers' equality policies can have a positive impact on the diversity of students and how it will be implemented.</li> </ul>
<p><b>Outcome 4:</b></p> <ul style="list-style-type: none"> <li>• To be informed of the evaluation framework the BSB's research department is developing to measure impact of projects, how this will extend to diversity initiatives and detail about benefits and lessons learnt around using such a framework.</li> </ul>

### CILEx Regulation (CR)

21. CR is making good progress against the four outcomes in our revised guidance. It has provided evidence of progress against each of the outcomes and we look forward to seeing the impact of this work and engagement.



**Outcome 1:** Understanding the diversity profile of the regulated community

22. CR is meeting this outcome through its data collection activities. It is positive that CR has reflected on the survey responses and made adjustments to the survey based on feedback. It will be important for CR to consider how to increase the overall response rate of 26.5%, through the introduction of the new Customer Relationship Management system (CRM) in 2019 or other strategies. We welcome the fact that CR's analysis of diversity data has enabled it to identify areas for further work and it is considering other regulators' research to detect areas of concern. We look forward to receiving an update on the results and how CR will use this analysis to encourage diversity in the identified areas of concern.

**Outcome 2:** Using data to inform activity and approach

23. CR has provided evidence to show that it is using the data gathered to identify emerging trends and is working to understand them. It has also provided some evidence to demonstrate that its work has been informed by diversity data and trends subsequently identified. In the future, we look forward to understanding the results of the work to identify the reasons why BAME members are underrepresented in the chartered legal executive grade, relative to the graduate grade, and how this has been used to inform policy development and to evaluate the effectiveness of CR's regulatory arrangements.

**Outcome 3:** Collaborating with others

24. CR has informed us of its significant engagement and collaboration on diversity with other organisations, but also acknowledges it could do more to encourage CILEx to carry out further diversity-related research. We welcome CR's recognition of the need for both the regulatory and representative bodies to be active in encouraging a diverse profession and we will seek updates in future about the opportunities CR has considered to deliver a joint initiative, and for facilitating a shared understanding of diversity issues within their regulated community.

**Outcome 4:** Accounting to stakeholders

25. CR's published diversity action plan and quarterly progress reporting to the Board help CR account to its stakeholders for its work towards encouraging a diverse workforce and demonstrates progress against this outcome. We welcome the fact that CR is seeking input from the Legal Services Consumer Panel on diversity considerations in the development of its new website. We will be interested to understand how the new website will contribute to CR's diversity work when it goes live in 2019.

## Summary of LSB's expectations for CR for 2019

Summary of LSB expectations for CR for 2019
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• CR to consider how to increase the overall response rate of 26.5%, through the introduction of the new Customer Relationship Management system (CRM) in 2019 or other strategies.</li><li>• CR to consider how to use analysis to encourage diversity in the identified areas of concern.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• CR to provide results of the work to identify the reasons why BAME members are underrepresented in the chartered legal executive grade relative to the graduate grade</li><li>• CR to explain how it uses above to inform policy development and to evaluate the effectiveness of CR's regulatory arrangements.</li></ul>
<b>Outcome 3:</b> <ul style="list-style-type: none"><li>• CR to update LSB in future about the opportunities CR has considered to deliver a joint initiative with CILEX, and for facilitating a shared understanding of diversity issues within their regulated community.</li></ul>
<b>Outcome 4:</b> <ul style="list-style-type: none"><li>• CR to inform LSB of how new website will contribute to CR's diversity work when it goes live in 2019.</li></ul>

## Council for Licensed Conveyancers (CLC)

26. CLC has provided us with evidence that it is making progress against each of the outcomes but has not addressed some of the key issues which we identified in the LSB's progress update against the diversity outcomes in August 2017. There is a real need to build a clear and thorough understanding of its diversity profile. The challenges CLC has experienced in developing this understanding of the diversity profile of its regulated community have affected its ability to deliver significant progress against the other three outcomes, such as using the data to inform the development of and evaluate the effectiveness of its policies. We note the collaborative work CLC is undertaking to encourage a diverse workforce means it has shown some progress in meeting this outcome and it has accounted to its stakeholders by publishing the findings of its diversity and inclusion research and Annual Return 2018.

### **Outcome 1:** Understanding the diversity profile of the regulated community

27. We note that CLC is working with the other regulators to explore how survey design can improve response rates. CLC's low response rates to its diversity data collection in 2016, was noted in the LSB's progress update in August 2017 and CLC was strongly encouraged to explore the reason for this and to act to

reverse the trend. As part of this assessment, we anticipated CLC would provide evidence that it has considered the reasons for the decrease in responses in 2016 relative to 2013, and considered whether data collected through regulatory and operational processes can supplement the diversity data until the next full diversity survey in 2019. While we welcome CLC's decision to focus on the issue of women's career progression based on the findings of its limited diversity data, there is a real need for CLC to improve its data collection to ensure it understands the diversity profile of the whole of its regulated community. As stated in the LSB's progress update in August 2017, we encourage CLC to engage and learn from the other regulators where possible. We will be seeking reassurance about CLC's approach to data collection in the coming months. We have noted the results of the Annual Regulatory Return 2018 on women's career progression, which was published on the CLC website in November 2018. We look forward to seeing improved response rates to the next full diversity survey in 2019.

**Outcome 2:** Using data to inform activity and approach

28. CLC includes an assessment of the impact of all proposed policies on diversity and inclusion that are provided to its governing Council, which is a positive development. In 2017, CLC told us it was giving thought to addressing shortfalls in its data. In order to make progress against this outcome. CLC needs to improve its data collection as set out in the assessment in respect of outcome 1, so that it has the relevant data to inform policy development. We will actively seek updates on this in the future.

**Outcome 3:** Collaborating with others

29. CLC has demonstrated good progress against this outcome by providing evidence of collaboration with others to encourage a diverse workforce. We recognise that CLC played a key role in establishing the regulators' EDI Forum and the collaborative pilot this year with Business in the Community – part of the Prince's Responsible Business network<sup>5</sup> – to explore whether membership could be used to promote diversity in the regulated community. The results of this pilot will be informative and we encourage CLC to share the findings with the other regulators. The pilot is evidence of CLC's response to our feedback, to engage the representative side of the profession more and seek collaborative solutions.

**Outcome 4:** Accounting to stakeholders

30. CLC has published its findings from its diversity and inclusion research and Annual Return 2017, and also provides signposting and commentary on how the sector should aspire to change. This helps CLC account to its stakeholders for its work on encouraging a diverse profession, which aligns with this outcome.

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<sup>5</sup> This is a business-led membership organisation made up of progressive businesses of all sizes who understand that the prosperity of business and society are mutually dependent.

CLC should explain how it will account to stakeholders for its plans to implement this in the coming months.

### Summary of LSB's expectations for CLC for 2019

Summary of LSB expectations for CLC for 2019
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• CLC to provide evidence that it has considered the reasons for the decrease in responses in 2016 relative to 2013.</li><li>• CLC to consider whether data collected through regulatory and operational processes can supplement the diversity data until the next full diversity survey in 2019.</li><li>• CLC to improve its data collection to ensure it understands the diversity profile of the whole of its regulated community.</li><li>• CLC to update LSB on response rates to the next diversity survey in 2019.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• CLC to update LSB on improvements on its data collection (as above) so that it has the relevant data to inform policy development.</li></ul>
<b>Outcome 3:</b> <ul style="list-style-type: none"><li>• CLC to inform LSB of results of collaborative pilot this year with Business in the Community.</li><li>• CLC to share the findings with the other regulators.</li></ul>
<b>Outcome 4:</b> <ul style="list-style-type: none"><li>• CLC to explain how it will account to stakeholders for its plans to implement the findings of its diversity and inclusion research and Annual report 2017.</li></ul>

### Costs Lawyer Standards Board (CLSB)

31. Overall, CLSB provided limited information for us to consider its progress against the four outcomes. As a small regulator we acknowledge that CLSB faces challenges to carry out additional diversity-focused work. Nonetheless, we would expect CLSB to make improvements where possible and to learn from and collaborate with the other regulators to help it progress against the outcomes.

#### **Outcome 1:** Understanding the diversity profile of the regulated community

32. In our 2017 assessment, we said we consider it essential that CLSB continues to consider initiatives to improve its diversity data collection. This will allow CLSB to improve its understanding of the diversity profile of its regulated community and make progress against the other outcomes. It is positive that CLSB has commissioned an independent report on response rates and incentives and that the findings identified the voluntary nature of the survey as the reason for low response rates. We also acknowledge that CLSB is now collecting annual data on age as well as gender through practicing certificate fee applications and are encouraged by CLSB's activities to increase response rates including by considering best practice by other regulators. We expect this to lead to much

improved response rates to the next full diversity data survey in 2019. We will expect to be updated on the results of the survey in due course.

**Outcome 2: Using data to inform activity and approach**

33. CLSB provided limited information to demonstrate its progress against this outcome. However, we note CLSB’s consultation on a new means of entry to the profession through a competence assessment which is intended to encourage diversity in the profession. We welcome CLSB’s statement that “diversity is always a factor considered at CLSB Board level”, but examples of how the Board has considered diversity would be evidence of how CLSB is progressing against this outcome.

**Outcome 3: Collaborating with others**

34. CLSB has informed us that it is a member of the Regulators’ Forum and the EDI Forum with the other regulators and that it has an arrangement with ACL to promote its diversity survey in the Costs Lawyers Journal. However, CLSB has provided little other information about how it collaborates with others to encourage a diverse workforce, which would demonstrate progress against this outcome. We expect CLSB to look for more opportunities to actively work and collaborate with other organisations on diversity initiatives and will follow up on CLSB’s progress.

**Outcome 4: Accounting to stakeholders**

35. We welcome that CLSB continues to publish the findings of its diversity monitoring and the details of diversity activities are included in business plans, Board minutes and consultations. We note CLSB also shares what it learns from its work on diversity with the profession via its newsletter. Finally, we expect CLSB to review its guidance note on equality and diversity again in the future, to ensure it remains up to date and fit for purpose.

**Summary of LSB’s expectations for CLSB for 2019**

<b>LSB expectations for CLSB for 2019</b>
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• CLSB to inform LSB of response rates of next full diversity survey in 2019.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• CLSB to provide examples of how the Board has considered diversity</li></ul>
<b>Outcome 3:</b> <ul style="list-style-type: none"><li>• CLSB to seek more opportunities to actively work and collaborate with other organisations on diversity initiatives.</li></ul>
<b>Outcome 4:</b> <ul style="list-style-type: none"><li>• CLSB to review its guidance note on equality and diversity again in the future, to ensure it remains up to date and fit for purpose.</li></ul>

## Institute of Chartered Accountants in England and Wales (ICAEW)

36. Overall, ICAEW has demonstrated progress against each of the four outcomes. ICAEW has provided a number of examples of initiatives that have been informed by diversity data and several that involve engaging and collaborating with others, which demonstrates progress against outcomes 2 and 3 in particular.

### **Outcome 1:** Understanding the diversity profile of the regulated community

37. ICAEW's strategy for achieving as many responses as possible to its diversity survey, by advising firms of potential regulatory action if they did not respond appears to have been effective. We welcome that ICAEW has plans for improving response rates further in the next collections, by using an external contractor and implementing a more sophisticated communications plan. We look forward to ICAEW informing us of the impact that this has had on future response rates. It is particularly positive that ICAEW was able to identify underrepresentation for the Afro-Caribbean community in firms and that this has led to further investigation. We look forward to being updated on the findings of this investigation and any proposed action. We consider that this research could be beneficial to other regulators.

### **Outcome 2:** Using data to inform activity and approach

38. We note that ICAEW's analysis of diversity data has led to some unexpected findings (e.g. two thirds of probate licensed firms were also registered for audit), which have given ICAEW a different perspective on the types of practice it regulates. It is positive that diversity monitoring has provided this insight. ICAEW also has a considerable list of current and planned initiatives that have been informed by its analysis of diversity data. These initiatives have the potential to have an impact on a range of characteristics and we encourage ICAEW to assess the impact in due course. We will be interested in the impact of these initiatives.

### **Outcome 3:** Collaborating with others

39. ICAEW continues to liaise with Stonewall and hosted the Stonewall Workplace Equality Index (WEI) annual awards in 2018. ICAEW has also been a participant in the WEI since 2011. ICAEW has provided a number of examples of collaboration to encourage a diverse workforce, including involvement with the Professional Services LGBT Group and liaising with the SRA on the approach to transgender and social mobility survey questions.

#### **Outcome 4: Accounting to stakeholders**

40. We acknowledge that the publication of research and monitoring information helps ICAEW account to its stakeholders for its achievements and actions on diversity. The diversity infographic ICAEW shared with us is an effective way of sharing this information, but it is difficult to find on ICAEW's website. Therefore we would hope ICAEW will make this more accessible on its website as soon as practicable. As stated in our 2017 assessment, we welcome the approach to publishing diversity data and analysis.

#### **Summary of LSB's expectations for ICAEW for 2019**

<b>LSB expectations for ICAEW for 2019</b>
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• ICAEW to inform LSB of future response rates to its next diversity survey in 2019.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• ICAEW to update LSB of findings of investigation into underrepresentation of the Afro-Caribbean community in firms and any proposed action.</li></ul>
<b>Outcome 3:</b> <ul style="list-style-type: none"><li>• ICAEW to assess the impact of current and planned diversity initiatives and to keep LSB informed of this.</li></ul>
<b>Outcome 4:</b> <ul style="list-style-type: none"><li>• ICAEW to make diversity infographic more accessible on its website.</li></ul>

#### **Intellectual Property Regulation Board (IPReg)**

41. IPReg has made progress against all four of the outcomes and appears to be aware of additional steps it can take to meet them. We are encouraged to see that IPReg appears to have noted our comments from the last diversity assessment in 2017 and has made efforts accordingly, particularly against outcome 2, by using data, evidence and intelligence about the diversity of the workforce to inform development of, and evaluate the effectiveness of its regulatory arrangements. It has also made positive progress against outcome 4, by accounting to its stakeholders.

#### **Outcome 1: Understanding the diversity profile of the regulated community**

42. We acknowledge IPReg's concerns about the limitations of the existing IPReg Pro database. It is positive that IPReg has recognised that the database should include diversity data in the new CRM system, which will be in place in 2019, ahead of the 2020 annual renewal process. We look forward to IPReg updating us on its progress over the year. We welcome that IPReg's new process for collecting diversity data should include socio-economic information. These developments will help IPReg build a clearer and thorough understanding of the

diversity profile of its regulated community beyond the data it already captures on gender, ethnicity and disability.

**Outcome 2:** Using data to inform activity and approach

43. We welcome IPReg's submission that diversity considerations have driven its decision to withdraw its proposal to remove the examination-only route to qualification as a patent attorney. It is also positive that IPReg is planning to improve its diversity data reporting. We look forward to seeing how this impacts IPReg's ability to identify areas of underrepresentation and to encourage diversity initiatives to target these areas. It is positive to see that IPReg's developments seem to respond to the comments in our 2017 assessment on utilising data to identify areas where greater efforts are needed to improve diversity.

**Outcome 3:** Collaborating with others

44. IPReg has provided several examples of collaboration with others. IP Inclusive is one example: this is a pan-professional task force which exists to implement "challenging diversity-improving initiatives". IPReg has contributed funding to the redevelopment of IP Inclusive's new website and accepts its education and learning events as CPD. IPReg has also informed CIPA and CITMA about the LSB diversity guidance and outcomes. We would like to be kept informed of Generating Genius, a charity that supports young people from disadvantaged backgrounds to work towards STEM subject achievements, and how it is progressing with the funding it received from IPReg. We would encourage IPReg to share any lessons from this with the other regulators. We welcome IPReg's draft business plan for 2019/20 which makes a commitment to a ring-fenced reserve for diversity initiatives.

**Outcome 4:** Accounting to stakeholders

45. IPReg intends to publish a news post about the funding of Generating Genius and IP Inclusive and we look forward to seeing these. We welcome the fact that IPReg will publish the new diversity data reporting from the new database and that it will publish self-evaluation reports of funded initiatives. This is in response to our 2017 assessment and suggestions on how IPReg could further account to its stakeholders and make progress in meeting this outcome.



## Summary of LSB's expectations for IPReg for 2019

LSB expectations for IPReg for 2019
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• IPReg to provide any general updates on progress.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• IPReg to update on areas of underrepresentation identified as a consequence of improvements in data reporting (once received) and set out its diversity initiatives to target these areas.</li></ul>
<b>Outcome 3:</b> <ul style="list-style-type: none"><li>• To keep LSB informed of progress of Generating Genius and its funding and to share any lessons from this with other regulators.</li></ul>
<b>Outcome 4:</b> <ul style="list-style-type: none"><li>• IPReg to provide any general updates on progress.</li></ul>

### Master of the Faculties (MOF)

46. Overall, MOF has made some positive progress against outcome 1 by continuing to build a clear and thorough understanding of the diversity profile of its regulated community, but it has identified challenges that are either preventing or slowing progress in respect of the other outcomes which it appears to have difficulty in overcoming. We acknowledge the challenges MOF faces but expect it to be proactive in considering ways to make progress against all the outcomes. In the LSB progress update in August 2018 we encouraged MOF to engage with the other regulators, to identify whether others have identified and overcome similar challenges.

#### **Outcome 1:** Understanding the diversity profile of the regulated community

47. It is positive that MOF has seen an increase in the response rates of its triennial diversity data collection and there is some evidence of small improvements in the gender and ethnic balance of the profession. The further work MOF has done to analyse its diversity data, including disaggregating it by post-admission years, is another positive development and demonstrates progress against this outcome. As a next step, we will expect MOF to continue to analyse the data it gathers in different ways, as it may highlight other trends and areas for improvement.

#### **Outcome 2:** Using data to inform activity and approach

48. MOF has acknowledged that it needs to attract new and younger entrants to the profession, but has yet to provide details on how it plans to do this. We acknowledge that this has prompted MOF to give more thought to a phased practising certificate fee based on turnover, to ensure that those whose incomes

are lowest pay a lower fee than those whose incomes from their notarial practices are higher. However, there is a need for MOF to develop policy and/or regulatory arrangements to show progress against this outcome, particularly as MOF has been aware since 2017, that a large proportion of its regulated community are aged 65 years or over<sup>6</sup>. We will be following up with MOF through our regulatory performance framework so we can understand how MOF will demonstrate progress against this outcome.

### **Outcome 3: Collaborating with others**

49. MOF provided limited information in respect of this outcome and there is a need for more progress by the time of future assessments. Collaboration with other regulators will provide an opportunity for MOF to learn how it can encourage a diverse workforce by improving its ability to collect data on its regulated community, and ensure this is used to inform policy development. We expect to be informed of the results of MOF's engagement with the Notaries' Qualifications Board to promote and encourage diversity in recruitment, as MOF did not provide an update on this in its 2018 self-assessment. We acknowledge MOF's assertion that the small size of the profession and average annual intake of 25 new notaries, limits the ability of MOF's actions to make progress (and that any progress may be slower relative to other legal professions). Nonetheless, we expect MOF to endeavour to encourage a more diverse community and will be looking to receive an update from MOF on the steps it plans to take.

### **Outcome 4: Accounting to stakeholders**

50. MOF publishes the results of its data collection on its website, which helps it account to its stakeholders, but we expect MOF to share more than just the results of the data collection. To show progress against this outcome, MOF must account for its achievements and plans for any policy work with a diversity focus or any work that has been informed by the diversity data collected. We will monitor MOF's progress on this.

### **Summary of LSB's expectations for MOF for 2019**

<b>LSB expectations for MOF for 2019</b>
<b>Outcome 1:</b> <ul style="list-style-type: none"><li>• MOF to demonstrate the steps it has taken to being proactive in considering ways to make progress against all the outcomes, including engaging with the other regulators.</li></ul>
<b>Outcome 2:</b> <ul style="list-style-type: none"><li>• MOF to have further developed policy and/or regulatory arrangements to show progress against this outcome, in particular how it intends to attract new and younger entrants to the profession.</li></ul>

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<sup>6</sup> MOF set this out in its submission to the LSB for the progress update in 2017.

**Outcome 3:**

- MOF to show collaboration with other regulators will provide an opportunity for it to learn how it can encourage a diverse workforce by improving its ability to collect data on its regulated community, and ensure this is used to inform policy development.
- MOF to inform LSB of outcome of engagement with the Notaries' Qualifications Board to promote and encourage diversity in recruitment

**Outcome 4:**

- MOF to account to stakeholders for its achievements and plans for any policy work with a diversity focus or any work that has been informed by the diversity data collected.

## Solicitors Regulation Authority (SRA)

51. The SRA is carrying out a significant amount of work that shows it is meeting the four outcomes. As the largest regulator, it has made the most progress on diversity and we encourage the SRA to continue to share its successes and lessons from its diversity work with the other regulators.

### **Outcome 1:** Understanding the diversity profile of the regulated community

52. The SRA has demonstrated that it is continuing to build a clear and thorough understanding of the diversity profile of its regulated community. The SRA has expanded its diversity data collection survey by adding questions regarding gender identity. The SRA has also provided evidence that it is considering ways of maximising the response rates to its survey and that it uses the data it collects and other evidence to target areas where greater diversity in the workforce needs to be encouraged. We welcome that the SRA noticed the small reduction in response rates to the disability question and is taking steps to address through a range of measures. The SRA will be working with law firms and other stakeholder to identify good practice which will be made available to the profession to encourage disability inclusion and as part of this will explore the potential underreporting of disability in firms. . We look forward to seeing the impact of this work in future collections.

### **Outcome 2:** Using data to inform activity and approach

53. A particularly positive development is that the SRA has revised its governance arrangements to mainstream equality, diversity and inclusion (EDI) into the work of the Board and across the SRA. This included establishing an EDI Programme Board, showing that the SRA and its Board are committed to EDI and the importance of considering it as part of other work. In particular, the SRA's work in considering the EDI impacts of the Solicitors Qualification Examination (SQE), is a good example of using diversity knowledge to inform development of

regulatory arrangements and operational processes and demonstrates the SRA’s progress against this outcome.

**Outcome 3: Collaborating with others**

54. The SRA has made significant progress on diversity and we welcome its willingness to discuss its work and examples of good practice with others. The SRA is engaging with some of the largest firms in its regulated community to discuss their approach to EDI. The SRA is also involved in engagement and collaboration relating to LGBTQ+ inclusion, including being a partner in a mentoring project with 11 law firms in the Stonewall top 100 of the Workplace Equality Index (WEI). The SRA is an active participant in PRIDE events and engaged with the LSB, legal regulators and others to organise a joint presence in 2018. The SRA is involved in collaborative work with a range of organisations in response to the increase in reports of sexual harassment. We expect to see the current action plan the SRA is continuing to develop for this, as soon as practicable.

**Outcome 4: Accounting to stakeholders**

55. The SRA continues to account to its stakeholders by publishing work that evidences the SRA’s continued focus on equality and diversity. Additionally, lack of diversity continues to feature as one of the ten priority risks in the SRA’s Risk Outlook. The SRA has also told us that it is developing a framework for measuring EDI and a diversity scorecard, and we remain interested to see how these develop. We hope the SRA will share any lessons from this process with the other regulators in the future.

**Summary of LSB’s expectations for SRA for 2019**

LSB expectations for SRA for 2019
<p><b>Outcome 1:</b></p> <ul style="list-style-type: none"> <li>• SRA to keep LSB informed of the impact of its disability inclusion work on future firm diversity data collections.</li> <li>•</li> </ul>
<p><b>Outcome 2:</b></p> <ul style="list-style-type: none"> <li>• SRA to provide any general updates on progress.</li> </ul>
<p><b>Outcome 3:</b></p> <ul style="list-style-type: none"> <li>• SRA to provide LSB with the action plan the SRA is developing in response to the increase in reports of sexual harassment as soon as possible.</li> </ul>
<p><b>Outcome 4:</b></p> <ul style="list-style-type: none"> <li>• SRA to share any lessons from developing EDI and its approach to evaluating EDI, with other regulators.</li> </ul>

## LSB's self-assessment

56. As a demonstration of the LSB's own commitment to encouraging a diverse workforce in the sector, we have also carried out a self-assessment against the outcomes<sup>7</sup>. The full version of the LSB's assessment appears in an Annex B.
57. The outcomes in the revised guidance are primarily for regulators, and so not all aspects of the guidance are directly applicable or relevant to the LSB's oversight role. Wherever possible, however, we have provided examples of where our work has supported the delivery of a more diverse workforce. We have also considered internal processes and functions that demonstrate our commitment to diversity. Under each outcome, we have identified future actions the LSB will take as it looks to develop its work in this area.

## Next Steps

58. We will monitor regulatory bodies' performance on encouraging a diverse workforce through the LSB regulatory performance assessment framework. This will include reviewing their progress in relation to the expectations that we have highlighted in this report, through relationship management meetings throughout 2019.
59. We plan to conduct and publish the next Market Evaluation report in 2019, which will assess the following diversity indicators; the diversity of the profession at different levels; the diversity of different business types; the diversity of the UK for context and the legal needs and responses by diversity of consumers and small businesses.

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<sup>7</sup> Our first self-assessment against the outcomes, was conducted in December 2017.

## Annex A:

The four outcomes and an explanation of them are set out below.

**Outcome 1: The regulator continues to build a clear and thorough understanding of the diversity profile of its regulated community (beginning at entry), how this changes over time and where greater diversity in the workforce needs to be encouraged.**

Developing a clear and thorough understanding of the diversity profile of its regulated community will provide each regulator with the evidence base necessary for identifying and understanding areas where greater diversity can be encouraged.

**Outcome 2: The regulator uses data, evidence and intelligence about the diversity of the workforce to inform development of, and evaluate the effectiveness of, its regulatory arrangements, operational processes and other activities.**

Analysing and understanding diversity data is essential to the regulator's ability to inform successful diversity initiatives, as well as assess the implications for diversity of new and existing policy and processes.

Activities relating to outcome 2 will be informed by analysis of diversity data collected under outcome 1, and therefore likely to be more targeted to regulated communities. It is an opportunity for regulators to incorporate the pursuit of diversity within their work programme.

**Outcome 3: The regulator collaborates with others to encourage a diverse workforce, including sharing good practice, data collection and other relevant activities.**

Meaningful collaboration with those both within, and beyond, the profession has the potential to maximise the impact of diversity initiatives. Under outcome 3, we expect regulators to consider opportunities to deliver joint initiatives, and for facilitating a shared understanding of diversity issues within their regulated community.

**Outcome 4: The regulator accounts to its stakeholders for its understanding, its achievements and plans to encourage a diverse workforce.**

Regulators should be transparent and accountable for their efforts and their impact with regard to encouraging a diverse workforce. Initiatives undertaken, or planned, by the regulators to promote progress against this outcome are discussed below.

## Annex B

### Encouraging a diverse profession

#### Self-assessment by Legal Services Board

January 2019

#### Introduction

1. Delivery of the regulatory objectives in the Legal Services Act 2007 (the Act) requires a diverse profession, which reflects the society that it serves – one that understands and can respond to the differing needs of a disparate range of clients. In addition, the LSB shares with the regulators a specific regulatory objective to encourage an independent, strong, diverse and effective legal profession.
2. In 2011 we demonstrated our commitment to this issue through publication of statutory guidance to regulators on diversity data collection across the legal workforce and the promotion of the transparency of the data at entity level. We know that regulators, firms and representative bodies share this commitment, recognising the business and wider benefits of a diverse profession. Many have introduced initiatives to allow the widest possible talent pool to access legal careers at all levels in the sector.
3. In February 2017, following consultation with the regulators and other stakeholders, the LSB revised its statutory guidance, changing our approach to give a renewed focus on outcomes. The updated guidance offers the regulators more freedom to develop targeted approaches to encouraging diversity within their respective professions.<sup>8</sup> There are four outcomes in the revised guidance:
  - i. The regulator continues to build a clear and thorough understanding of the diversity profile of its regulated community (beginning at entry), how this changes over time and where greater diversity in the workforce needs to be encouraged
  - ii. The regulator uses data, evidence and intelligence about the diversity of the workforce to inform development of, and evaluate the effectiveness of, its regulatory arrangements, operational processes and other activities

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[https://www.legalservicesboard.org.uk/what\\_we\\_do/consultations/closed/pdf/20170215/2017\\_Encouraging\\_A\\_Diverse\\_Workforce.pdf](https://www.legalservicesboard.org.uk/what_we_do/consultations/closed/pdf/20170215/2017_Encouraging_A_Diverse_Workforce.pdf)

- iii. The regulator collaborates with others to encourage a diverse workforce, including sharing good practice, data collection, and other relevant activities
  - iv. The regulator accounts to its stakeholders for its understanding, its achievements and plans to encourage a diverse workforce.
4. When we published the guidance, we made a commitment to assess the LSB's approach to encouraging a diverse workforce against the outcomes in the new guidance. To coincide with our first formal assessment of regulators' progress against these outcomes we have carried out a self-assessment.

### **Self-assessment**

5. The outcomes in the revised guidance are primarily for frontline regulators, and so not all of the aspects of the guidance are directly applicable or relevant to the LSB's oversight role. Wherever possible, however, we have provided examples of where our work has supported the delivery of a more diverse workforce. Under each outcome, we have identified future actions the LSB can take as it looks to develop its work in this area.

### **Outcome 1: Understanding of the diversity profile of its regulated community**

6. In considering this outcome, we have looked at our work specifically on diversity and the wider market-monitoring activities we undertake as part of our oversight role. We also considered our diversity work since 2015 to assess to what extent we understand good practice by the regulators in this area, and the impact their work is having on the profile of the workforce.

### *Assessment*

7. In July 2016, the LSB published its Market Evaluation. This report sought to assess to what extent the Act is achieving the desired long-term market outcomes associated with the regulatory objectives and the areas that require more progress<sup>9</sup>. One of the indicators that report considered was "does the diversity of the professions match the diversity of society?"
8. The Market Evaluation found:
- at entry-level the profession was broadly comparable to the population of England and Wales but it was not representative at senior levels. Where data was available, it suggested there had been minimal changes over time. It also said that if the current trends continued it would be decades before parity is achieved at the most senior levels.
  - whilst there have been significant increases in the proportion of women entering the legal profession and small increases in the proportion of women in the profession overall, the profession remained disproportionately

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<sup>9</sup> Legal Services Board. 2016. *Evaluation: Changes in the legal services market 2006/07–2014/15*. Available at: <https://research.legalservicesboard.org.uk/wp-content/media/2015-2016-FINAL-Market-Evaluation-Main-report.pdf>



male compared to the UK population as a whole, particularly at senior levels.

- in 2013/14, 34% of Legal Practice Course students and 16% of pupils in the first six months of their pupillage were from Black, Asian or minority ethnic groups (BAME). However, the proportion of BAME practitioners was still below that of the UK population (again, particularly at senior levels), and there had only been a small increase over the past 10 years.
  - throughout the regulated professions, the proportion of individuals with a disability was very low (1–2%), compared to the ONS 2011 UK estimate of 16%. Some professions experienced very low disclosure rates for disabilities.
  - individuals who had attended independent or public schools were overrepresented in the legal profession compared to the overall population.
9. The Market Evaluation provides a benchmark from which we can monitor changes in the composition and diversity in legal services. Our commitment to data collection and publication is essential to building the sector’s understanding of the diversity profile of the professions. The next Market Evaluation report will be conducted in 2019.
10. To inform our outcome-focused approach to diversity, we spoke to the regulators during 2015/16 and collated a report on how they had used the 2011 LSB guidance to develop their approaches to diversity, and to what extent they had moved beyond purely data collection, and had used the information gathered to inform their regulatory processes. Our report found that while all regulators were collecting data in line with the guidance, not all were using this information to inform policy decisions and other work<sup>10</sup>. Consequently, in February 2017, we published revised guidance for legal services regulators for encouraging a diverse workforce (see paragraph 3) which set out four outcomes which build on the progress already made.

### *Future actions*

11. The LSB will monitor diversity trends over time, through future Market Evaluations; the next evaluation will be undertaken in 2019.
12. As the regulators begin to develop different routes to qualification, and with the growth in alternative business structures, the LSB will also work towards

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[https://www.legalservicesboard.org.uk/about\\_us/our\\_staff/equality\\_and\\_diversity/pdf/20160525\\_Diversity\\_And\\_The\\_Legal\\_Services\\_Regulators.pdf](https://www.legalservicesboard.org.uk/about_us/our_staff/equality_and_diversity/pdf/20160525_Diversity_And_The_Legal_Services_Regulators.pdf)

understanding the diversity of the wider workforce in legal services and not just the profession.

**Outcome 2:** Use of data, evidence and intelligence to inform activity and approach

13. For this outcome, we looked at how we have used the information collected by the regulators since 2011 to inform the work the LSB itself has done. We demonstrate our work towards achieving this outcome by showing how this evidence has led to us changing our approach to diversity. We also considered our own internal processes, such as in tendering for research work and recruitment, to ensure we are appropriately considering diversity throughout all our work.

*Assessment: regulatory activities*

14. In August 2017, six months after the publication of the revised guidance, we contacted the regulators for an update on work that has been done, or planned, up to that point. From these updates, we compiled a report that identifies progress made against the four outcomes within the guidance. It also identifies areas of good practice to facilitate learning and sharing and an indication of our expectations ahead of the first formal review in August 2018.
15. In August 2018, we provided the regulators with a template to assist them to provide us with information relevant to their progress against the four outcomes published in our revised diversity guidance. Following receipt of all returns in November, we conducted a formal assessment of the regulators' progress against the four outcomes and have now published this report. The report includes a summary of each regulator's progress, highlighting areas where we welcome the steps they have taken and, if applicable, areas where we expect to see further action in order for the regulator to progress against the outcomes.
16. Beyond our statutory guidance, diversity is a key pillar for the LSB across policy work streams. One Board Member has specific responsibility for diversity issues and provides strategic support to colleagues' work.
17. When considering rule change applications, we give specific regard to the impact rules might have on diversity and we would expect the regulators to have considered this as part of their application. For example, our recent decision notices on the SRA's application concerning reform of its admission arrangements and its Looking to the Future reform programme, record our consideration and ongoing expectations in relation to the equality and diversity impacts associated with the changes.
18. Last year, we reviewed the process for assessing the regulators' performance. In this, we suggested a number of ways the regulators' work on diversity could form evidence of work towards meeting our standards. A better understanding of diversity through the regulatory performance assessment will allow us to see how

regulators are using the LSB diversity guidance, and ensure our guidance enables regulators to continue working towards making improvements. We have recently published our formal assessment of regulators' performance.

19. The LSB conducts policy and research project that consider diversity characteristics, such as the research on the legal needs of small businesses 2013-2017. The LSB has also conducted a project on vulnerable consumers, which focused specifically on consumers of legal services who had dementia or mental health problems. This project was relevant to diversity as it allowed the LSB to consider how particular groups may be disadvantaged when accessing legal services. The project led to us producing a "consumer tip sheet", which we hope is a useful tool to support improved access to justice for vulnerable consumers. We have also completed a report to assess the impact of our work in this area.
20. The surveys the LSB conducts have a strong diversity element. For example, our small business research shows that the experiences of firms with BAME owner/managers is different to other firms. The LSB's research team has also developed a "data hub", which has a section dedicated to diversity. This will include the diversity data that the regulators have published so that diversity information about the different legal services professions can be found in one place.
21. The LSB's response to the Ministry of Justice (MOJ)'s LASPO<sup>11</sup> review took into account vulnerable consumers, which is directly relevant to diversity. In our response, we noted that our research showed that, in recent years, a growing proportion of individuals are handling their legal problems alone and that a declining proportion are seeking advice. Research suggests that changes in legal aid may have disproportionately affected certain groups of people such as particular ethnic groups and those from the C2DE social groups<sup>12</sup>.
22. The LSB always ensures its publications are available in a variety of formats, though it has been a number of years since receiving such a request. The LSB has a Welsh language scheme approved by the Welsh Language Commissioner. We reviewed the scheme in 2016, and provide annual reports to the Welsh Language Commissioner on the implementation of the scheme<sup>13</sup>.

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<sup>11</sup> Legal Aid, Sentencing and Punishment of Offenders Act 2012.

<sup>12</sup> [Tracker Survey](#), Legal Services Consumer Panel

<sup>13</sup>

<http://www.comisiynyddygyymraeg.cymru/English/ReportsGuides/Publications/Pages/PublicationDetails.aspx?PublicationId=415&PublicationSearchTerm=Legal%20Services%20Board>

23. The LSB is also involved in the London Legal Support Trust, in which we raise money for vulnerable consumers of legal services by taking part in annual walk; and taking part in the PRIDE London parade.
24. The LSB is planning to work with 'Inspire', which provides summer placements from students in secondary school and for our staff to do careers talks in schools to enable children from less privileged backgrounds to consider careers in the legal sector.

#### *Future actions*

25. The LSB will use the information gathered through reviewing and monitoring the progress of regulators during the annual assessment of regulator diversity activity to inform its own work, and ensure it is appropriately supporting the development of a diverse workforce and demonstrating good practice.

#### **Outcome 3: Collaborating with others**

26. In considering this outcome, we have considered our work with other organisations to encourage a diverse workforce.

#### *Assessment*

27. In parallel with our assessments of the regulators' progress against our statutory guidance, in recent years we have organised a number of round table meetings on diversity-related topics with colleagues from the regulators, to encourage sharing of experience and good practice. At Chief Executive and Chair meetings, there have been discussions on the extent to which both the LSB and the regulators are supporting a diverse workforce.
28. As part of our 2016 consultation on revisions to our diversity guidance, we tried to engage with the broadest possible group of organisations that have specific interests and knowledge on the diversity of the legal services workforce. As a result, we received a number of responses from these groups and we intend to continue to engage with stakeholders throughout the time the guidance remains in place to ensure it is helping achieve positive change on diversity and continues to follow best practice. These responses are available publicly, and we have encouraged the regulators to consider them as they develop their work in this area<sup>14</sup>.

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[https://www.legalservicesboard.org.uk/what\\_we\\_do/consultations/closed/20170215\\_Submissions\\_Received.htm](https://www.legalservicesboard.org.uk/what_we_do/consultations/closed/20170215_Submissions_Received.htm)

29. The LSB collaborates and works with a number of organisations, for example, the LSB is a member of the UK Regulators Network. This gives us the opportunity to engage with economic regulators and share learning on diversity issues in regulated sectors. The LSB is also a member of the Judicial Diversity Forum. The Forum, chaired by the Judicial Appointments Committee, brings together organisations to identify ways of improving judicial diversity. We use the Forum to highlight our own diversity work, as well as engaging with stakeholders involved in the legal system but not within the regulatory framework, such as the Judicial Office and the Judiciary itself. These are examples of platforms for us to demonstrate our own work on diversity, and learn from others across a range of sectors and specialisms outside our core regulatory community.

#### *Future actions*

30. The LSB will continue to work in partnership with the regulators and other organisations to encourage diversity in legal services. The resources available to the regulators differ greatly, and our assessments demonstrate a wide variation in how well developed regulators' approaches to diversity. The LSB can facilitate collaboration in the interests of wider adoption of good practice across the legal services sector.

31. The LSB is developing an approach to stakeholder engagement to support development of its new policy objectives and will ensure that this supports further collaboration and, where appropriate, expansion of relationships that could support our equality and diversity work.

#### **Outcome 4: Accounts to its stakeholders**

32. In considering this outcome, we have looked at our corporate reporting and how we communicate our understanding, achievements and plans to encourage a diverse workforce.

#### *Assessment*

33. All of the LSB's work that is outlined in this self-assessment is in the public domain. In particular, we have published our statutory guidance, research and data, reports on progress by regulators against our guidance and now this self-assessment. Through our annual report, speeches by the Chief Executive and senior colleagues and broader engagement with the regulators, we are confident that we make clear our intentions on diversity and the importance we place upon the work by all legal services regulators to encourage a more diverse workforce. The Chief Executive was recently included in the list of top 30 public sector executive LGBT+ role models.

34. The LSB's Annual Report and Accounts provide an update to our stakeholders on how our work in the past year has tried to encourage diversity, for instance in our

Annual report for 2017/2018 we noted that in August 2017 we carried out progress checks on the regulators' delivery of our revised guidance on encouraging a diverse workforces and made clear that this work would inform our formal assessment of regulators' progress in 2018/19<sup>15</sup>.

*Future actions*

35. As described above, the LSB has published a survey taken in September 2018 of the diversity profile of its colleagues and Board members<sup>16</sup> and we are planning to carry out the next diversity survey of LSB colleagues in 2020. We will continue to account for our progress through our Annual Report and Accounts.

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<sup>15</sup>[https://www.legalservicesboard.org.uk/news\\_publications/publications/pdf/2018/LSB\\_Annual\\_Report\\_and\\_Accounts\\_2017-18.pdf](https://www.legalservicesboard.org.uk/news_publications/publications/pdf/2018/LSB_Annual_Report_and_Accounts_2017-18.pdf)

<sup>16</sup>[http://www.legalservicesboard.org.uk/about\\_us/our\\_staff/equality\\_and\\_diversity/pdf/201708\\_Equality\\_And\\_Diversity\\_Survey\\_Report\\_Revised.PDF](http://www.legalservicesboard.org.uk/about_us/our_staff/equality_and_diversity/pdf/201708_Equality_And_Diversity_Survey_Report_Revised.PDF)