



Law
Commission
Reforming the law

Law Commission Business Plan 2020-21

Chief Executive's Welcome



I write this at an extraordinary time. Only two or three months ago I expected to be drafting the introduction to this Plan focusing mainly on how best we could support the imminent departure from the EU. Instead, while that remains a key aspect for which we will rightly plan, my comments are made in the midst of the response to COVID-19. The picture is therefore extremely complex and uncertain. The Law Commission is of course a very small cog in dealing with the response and it has been humbling to see the extraordinary efforts of so many people as the nation copes with this disease.

Such circumstances perhaps remind us of the need to focus afresh on our core principles – ‘how’ we do things and not just ‘what’ we do. I hope this plan achieves both. It is designed to focus attention not just on formal business objectives, but also on less tangible issues such as adaptability, leadership, ways of working and how we connect with one another using technology. The plan tries to build on the lessons we are learning during this time.

I am proud of the approach we have taken as an organisation, moving swiftly to protect our staff while continuing to deliver our business. I am also immensely grateful to everyone who got involved supporting their colleagues, whether it was the social committee thinking of ways for us to stay in touch, the Mental Health Allies being on hand, or our Corporate Services Team rapidly reorganising a large number of interviews so they could still go ahead virtually, or putting in place new internal communications to keep staff informed. It showed us at our best. This plan sets out a number of areas where we can strengthen these support structures for the future.

We also need to ensure the Commission remains relevant, flexible and able to adapt to the new environment we will find ourselves in as we recover from COVID-19. Although some projects may be delayed because of COVID-19 pressures, we are still working hard on law

reform proposals which will make a real difference to people's lives: Residential Leasehold, Hate Crime, Online Communications, Automated Vehicles and Surrogacy are just a few examples. We will also need to be at our best in identifying new work in uncertain times. We will need to build on the lessons that increased use of technology have taught us in terms of stakeholder engagement. We must try to ensure that MoJ engage with us proactively so that we can secure a less volatile funding model, meaning we can react more flexibly to new government priorities. We will need to be outward facing so that we can understand the new context in which we are operating, whether nationally or internationally. Again, we try to address all of these issues in this Plan.

It is an obvious point, but it is an incredibly challenging environment in which to draft a Plan covering the year ahead. However, I believe we have demonstrated our values, resilience and adaptability during this time and it is these we will rely on in the coming months and years ahead. This plan is designed to support these core components and I look forward to working across the organisation and beyond to deliver it.

As ever, I remain immensely grateful to everyone at the Commission who gets involved in making the organisation the type of place where people support and care for one another, in addition to working so hard to deliver law reform work which positively impacts the lives of so many people.

A handwritten signature in black ink, appearing to read 'Phil Golding', written in a cursive style.

Phil Golding,
Chief Executive of the Law Commission

Our priorities

Over the next year, we will focus our work on four priorities.



**Ensure that the law is fair,
modern and clear**



**Engage and influence
effectively**




A great place to work




**Good corporate
governance**


2020-21 Key Outputs

| | Measure | In 2020-21, we will |
|---|--|--|
|  <p>Ensure that the law is fair, modern and clear</p> | <p>Make recommendations to UK and Welsh Governments that improve current law.</p> | <ul style="list-style-type: none"> • continue to progress projects that have been included within a Programme of Law, subject to resource constraints. |
| | <p>Assist Government with the myriad of technical legal challenges associated with crafting our future relationship with the EU and with other global partners.</p> | <ul style="list-style-type: none"> • commence 1 Welsh focussed project. |
| | <p>Ensure that our recommendations are shaped by input from experts, interested stakeholders and members of the public.</p> | <ul style="list-style-type: none"> • publish reports and consultation papers where possible and appropriate, taking into account the evolving position in relation to COVID-19. • seek to hold a joint conference with academia and Government on the technical implications of leaving the EU. |
| | <p>Work jointly with Government to identify future areas of law reform across England and Wales, promoting the strategic use of the Law Commission and demonstrating our utility, flexibility and expertise.</p> | <ul style="list-style-type: none"> • continue to regularly engage with Government departments across Whitehall, Parliament, the Justice Committee and other stakeholders to identify potential areas of law reform. • publish and launch the “economic value of law reform” report. • support the UK in its recovery phase following the COVID-19 outbreak. • continue to engage with the Welsh Government over our participation in the Law Council of Wales. • keep the membership of the Wales Advisory Committee under review to ensure that it represents key interests of the law in Wales. |
| | <p>Ensure best law reform practice is shared across all teams and consistency of approach achieved wherever possible.</p> | <ul style="list-style-type: none"> • continue to develop and embed the Law Reform Manual into the working practices of the Law Commission at all levels. |


2020-21 Key Outputs

| | Measure | In 2020-21, we will |
|--|---|---|
|  <p>Engage and influence effectively</p> | <p>To be a more outward facing organisation, influencing opinion at home and abroad.</p> | <ul style="list-style-type: none"> • further develop relationships with academia with a view to greater co-operation between the Law Commission and academia. • undertake focused international activity, including participation in events concerning the rule of law. • work with other Law Commissions and NGOs to share thinking and experience on law reform. • continue to work with the judiciary, MoJ and FCO to develop a small but targeted programme of work to draw attention to the value of law reform in other jurisdictions. • participate in a conference looking at the effects of emerging technology and AI on law reform. • participate in the 5 Nations Law Conference in Jersey. |
| | <p>Continue to develop our communications function to help maximise the impact of our work and communicate the benefits of reform to members of the public.</p> | <ul style="list-style-type: none"> • ensure that an OASIS communications strategy is in place for all projects. • review our external website. • continue to increase our social media output. • review our approach to the publication of our reports, considering the value and impact of designed summaries and how we produce our documents. • develop digital means of consultation to respond to the required COVID-19 social distancing conditions, and beyond. • maximise the impact and momentum of our recommendations by working with stakeholders to expand the reach of our publications. • develop and rollout an internal communications strategy within the Law Commission. |

2020-21 Key Outputs

| | Measure | In 2020-21, we will |
|--|--|---|
|  <p data-bbox="147 975 394 1046">A great place to work</p> | <p data-bbox="461 309 1167 400">Work with staff across the Law Commission to identify actions to improve the organisation, making use of the People Survey scores to support the action plan.</p> | <ul data-bbox="1256 309 2130 699" style="list-style-type: none"> • build upon positive People Survey results and additional feedback from across the Law Commission by working with a cross-section of staff to develop and implement actions. • review the Law Commission’s home working policy following feedback from staff and experience of home working during the COVID-19 outbreak. • continue to support the Social Committee in running its popular and successful events for staff. • continue to support the work of the Mental Health Allies in promoting wellbeing across the organisation, including considering ways to build on the experiences of COVID-19. |
| | <p data-bbox="461 708 1211 839">Develop a diversity and inclusion plan which ensures that the Commission is able to draw on the widest possible pool of candidates for research assistant, lawyer, Commissioner and corporate roles.</p> | <ul data-bbox="1256 708 2107 1161" style="list-style-type: none"> • relaunch the Commissioner diversity work shadowing scheme to help find our Commissioners of the future. • expand the diversity work shadowing scheme to also target team lawyer roles. • work with staff to develop a diversity and inclusion plan by March 2021. • nominate a diversity and inclusion champion to provide tips, blogs and facilitate discussion on the topic. • undertake outreach activity to better target law schools, as well as continued engagement with relevant legal charities. • organise internal L&D events promoting diversity and inclusivity. |
| | <p data-bbox="461 1179 1227 1270">Achieve professional excellence through expanding the learning and development programme to help support staff in developing themselves and their career.</p> | <ul data-bbox="1256 1179 2074 1453" style="list-style-type: none"> • organise an all staff away day providing staff with an opportunity to discuss the key issues facing the Law Commission. • arrange lunch time lectures covering both legal and corporate topics. • give consideration to the creation of a senior lawyer role following engagement with the Law Commission’s lawyer cohort. |

2020-21 Key Outputs

| | Measure | In 2020-21, we will |
|---|--|---|
|  <p>Good corporate governance</p> | Provide leadership, direction and guidance to staff by developing and sharing further information on the Board, its processes and decision making. | <ul style="list-style-type: none"> work with staff to understand what they feel should be the organisational priorities of the Law Commission. update and communicate further information on the Board. |
| | Ensure that the Commission continues to deliver effectively and efficiently, underpinned by good corporate governance. | <ul style="list-style-type: none"> implement recommendations contained within the Tailored Review. consider introduction of a Programme Board to provide oversight of the Law Commission's project portfolio. |
| | Continue to ensure that the Law Commission complies with its obligations under the General Data Protection Regulation (GDPR). | <ul style="list-style-type: none"> ensure staff are trained on the use of Kahootz and Citizen Space which act as the primary source of law reform consultation data at the Law Commission. issue regular reminders to staff of our obligations in regard to GDPR. |
| | Ensure that the Commission is able to maintain a robust financial position. | <ul style="list-style-type: none"> ensure annual budget variance of +/- 3% work with MoJ to finalise funding model proposals put forward by the Law Commission and recommended in the Tailored Review. |

Ensure that the law is fair, modern and clear

We will continue to deliver law reform work that is high quality, to time and supported by a robust assessment of its impact. We will work closely with our stakeholders and Government so as to make recommendations which have widespread support and therefore have the best chance of future implementation.



Recommendations to Government

During the course of 2020-21, we will continue our work on a range of existing projects, which either formed part of a Programme of law reform, or have been taken on as references in the intervening period. We will also commence at least one Welsh focussed law reform project.

Project references

Under our current funding model, it is important that we can attract new income generating references. As part of our spending review settlement our core budget has shrunk considerably since 2015. This means that as existing income generating projects come to an end, they will need to be replaced. We will continue to identify and secure income generating references during 2020-21, so far as we are able although the impact of COVID-19 is likely to have a significant impact on the future work of the Commission. We will seek to work closely with the Government to ensure that the Commission prioritises future law reform projects effectively, for example offering to help ensure future legal resilience in areas

where current law has been found to be outdated or ineffective.

Leaving the European Union

Clarity, modernity and accessibility of the law are vital in ensuring that legal services are at the forefront of enhancing the UK's competitiveness going forward. Additionally, following the UK's exit from the EU, the UK statute book will require intervention to ensure coherence. It is clear that we will have a role to play to resolve the myriad of technical legal challenges that will arise.

During 2020-21, we will continue to engage with Parliament and Government, offering our services and expertise to support the UK as it leaves the European Union. To help facilitate this, we will seek to hold a joint conference with academia and Government on the technical implications of leaving the EU.

Strategic use of the Commission

During 2020-21, we will continue to develop relationships with other Government departments and Parliamentarians. We will leverage these relationships to promote the use of the Law Commission to consider

complex areas of law, utilising our legal expertise. This will help to ensure that our work has the widest possible reach and impact as well as making a difference to members of the public through law reform.

We will also demonstrate our flexibility to ensure that we are able to support the UK in its recovery phase following the COVID-19 outbreak where reform of the law is required.

To help underpin our strategic importance, we will publish an economic value of law reform report produced by independent Economists. The report looks at the wide-ranging impact that the Law Commission's work can have on individuals, businesses, public bodies and other organisations in society.

Ensure that the law is fair, modern and clear (cont.)

We will continue to deliver law reform work that is high quality, to time and supported by a robust assessment of its impact. We will work closely with our stakeholders and Government so as to make recommendations which have widespread support and therefore have the best chance of future implementation.



Improving the law

We feel strongly that we should be as relevant to the Welsh Government as we are to the UK Government. During the year, we will commence work on a Welsh focused reference and will continue to engage with the Welsh Government over our participation in the Law Council of Wales. In addition, we will keep the membership of the Wales Advisory Committee under review in order to ensure it represents key groups and interests relating to the law in Wales.

Responsibility for law reform in Scotland lies with the Scottish Law Commission. However, we will work closely with our Scottish counterparts when potential law reform will have an impact across the UK, as it does in relation to our projects on Surrogacy and Automated Vehicles.

Best practice in law reform

Over the last two years, the Commission has created a 'Law Reform Manual' which outlines the key processes and skills required for law reform. This has helped to ensure that knowledge and best practice has been shared

across the Commission and has been a vital resource to all of our staff.

Over the course of the year, we will keep the Manual updated ensuring that it is current and relevant. We will also roll out further training and awareness of the Manual for our staff.

Engage and influence effectively



We are a valuable resource to Government, providing expert and independent legal and policy analysis targeting areas of the law that are not fit for purpose.

Influencing opinion at home and abroad

Last year, the Commission worked closely with Government and others to build relationships with Law Commissions and Justice ministries in the Commonwealth and beyond by hosting a number of delegations and attending law reform workshops abroad. We will now develop those relationships by continuing to facilitate a small but targeted programme of work to draw attention to the value of law reform in other jurisdictions. This will support the Government in its commitment to promoting the UK's approach to the rule of law and help to develop and strengthen ties following the UK's exit from the European Union.

We will also work with other Law Commissions and NGOs to share knowledge on law reform. For example, working jointly with the Scottish Law Commission to develop a mechanism for sharing thinking and experience with the Law Reform Commission in the US on areas of the law where we are undertaking similar projects.

Additionally, as we continue to ensure our work on law reform is of the highest quality we will continue to strengthen our relationships with academia, encouraging greater co-operation including participation in conferences looking at the effects of emerging technology and AI on law reform.

Communications

The Law Commission ensures that its projects have end-to-end communications strategies based on best practice in Government. As we continue to evolve our communications offering, we will review our approach to the publication of our reports by considering the value of designed summaries, how we produce our documents to maximise their impact, how we can work with stakeholders to expand the reach of our recommendations and our social media offering.

In response to COVID-19, we will also review and develop our offer in terms of digital consultation methods. This will help us to identify techniques – not just in the current environment but beyond – to consult with stakeholders and members of public remotely

as well as improving the accessibility of our consultation events.

A great place to work

We are proud of our continuously high Civil Service People Survey scores but we are aware that we cannot remain satisfied with what we have so far achieved. So we will continue to engage with our staff to identify how we can continue to develop the Law Commission to provide a rewarding, inclusive and stimulating place to work.



People Survey

The Law Commission takes part in the Civil Service People Survey, with the results providing a valuable way for staff to input into the development of the organisation. In 2019, 81% of staff completed the survey with an 80% engagement index, representing a 4% increase from our 2018 score. This places the Law Commission at 17% above the average of MoJ's other arm's length bodies.

Our strong results reflect the fantastic work from colleagues to implement the staff survey action plan. We will again work with staff to create another action plan based on the survey results and face-to-face feedback. The action plan will also be supplemented by supporting various other initiatives that help make the Law Commission a great place to work, including the activities organised by the Social Committee and reviewing our homeworking policy.

The start of this year has brought about new and increased pressures for our staff as the Commission has become a virtual organisation. We will ensure we support our staff through this time, giving them access to support wherever possible, for example

through our team of Mental Health Allies. We will also seek to build on these experiences so we are better placed to support our staff in the future.

Diversity

The Law Commission strives to ensure that it promotes an inclusive and diverse working environment. For the law to be respected, it must be representative of the communities it covers. Our aim is that our people will, as far as possible, be representative of all sections of society and for each individual to feel respected and able to give their best.

To support this, the Law Commission will relaunch its successful outreach schemes. This includes the Commissioner diversity workshadowing scheme which helps us look to as broad and diverse a pool of talent as we possible can to find our Commissioners of the future. For the first time, we will expand the scheme to also target those who may be interested in joining the Law Commission in the future at the lawyer grade. The diversity workshadowing scheme saw over 2,000 visits to its web pages when it launched in November 2018 and a significant number of

applications were received. We hope to replicate that success this year.

Additionally, we will build on the strong work we have undertaken to support our Research Assistant recruitment campaign. This work specifically targets more diverse law schools who the Commission may previously have missed and we will continue to build the relationships that we have made with universities over the last few years. We will also continue to host short-term placements through the MoJ's Social Mobility Programme.

We will also develop a staff-led diversity and inclusion plan, including the nomination of a diversity champion, to help underpin our outreach work to ensure we provide equality and inclusivity for all in our employment and as part of our recruitment process. We will seek engagement from colleagues on this strategy as part of a planned away day in 2020-21.

A great place to work (cont.)

We are proud of our continuously high Civil Service People Survey scores but we are aware that we cannot remain satisfied with what we have so far achieved. So we will continue to engage with our staff to identify how we can continue to develop the Law Commission to provide a rewarding, inclusive and stimulating place to work.



Learning and Development

The development of our staff is key to making the Law Commission a great place to work – both to ensure that we support our staff in building fulfilling careers but also to ensure that we continue to provide a high quality service to the public. This means that our commitment and investment to a broad range of learning and development is essential.

We were disappointed to see our Learning and Development scores remain static in this year's people survey, with feedback suggesting that further opportunities for career progression should be considered. As a result, we will look into the feasibility of developing a 'senior lawyer' role, helping to recognise those experienced law reformers who also take on significant corporate and leadership responsibilities within the Commission.

We will also work with our Learning and Development committee, created last year, to develop and promote a useful and interesting agenda of learning for all staff in the Commission.

Good corporate governance



The Law Commission strives to be a modern, world class law reform body. In order to achieve this, we will commit to implement improvements in the way the organisation is operated and governed.

COVID-19

COVID-19 is an unprecedented situation. The Law Commission has responded swiftly and effectively to put in place its business continuity plan arrangements. However, we are still facing significant risks. This may delay some projects due to a lengthy period of home working as we adjust to new, digital forms of consultation and meeting with stakeholders. Alongside this, many staff face additional pressures due to added caring responsibilities resulting from the country moving into lockdown. Project delay in and of itself will not cause any adverse operational issues given the long-term nature of Law Commission work. However, it will bring about budgetary pressures in relation to staffing, our ability to generate new funded work as Government departments prioritise their

response to COVID-19 and the possibility that funding for existing work runs out.

Board Processes

The scores in the People Survey 2019 relating to staff clarity of Board processes were positive at 67%. However, this was still one of our lower scoring areas and saw a 9% reduction when compared to 2018. As a result, the Board will update and communicate further information on the Board and will outline what the Law Commission seeks to achieve over the tenure of the current Chair and short term priority areas that are vital to meeting those objectives. The Board will engage with staff as part of this work, ensuring that colleagues' views help to shape it.

Corporate Governance

During the last year, we made positive progress towards either completing or commencing the implementation of recommendations included within the Tailored Review of the Law Commission. This year we will seek to implement the remainder of the recommendations. The focus will be identifying a resolution to discussions on the Law Commission's funding model. While positive progress has been made in recent months in terms of identifying potential options, there is still much work to do. Delays to identifying a resolution to the funding model brought about by COVID-19 will have a significant impact on the Commission, providing uncertainty and hindering the ability to plan strategically for the future.

Additionally, the Law Commission has been looking at the way that it manages its projects. Over the last year, our Commissioners, team managers and lawyers were invited to attend project management training. Following on from this, we will consider the feasibility of introducing a Programme Board as part of the Commission's governance process. The Programme Board would monitor progress, risk and review resource across the Commission's project portfolio as well as provide support to project teams and addressing pressure as teams strive to maintain the highest quality of legal analysis against increasingly tight deadlines.

Good corporate Governance (cont.)



The Law Commission strives to be a modern, world class law reform body. In order to achieve this, we will commit to implement improvements in the way the organisation is operated and governed.

General Data Protection Regulation (GDPR)

The Commission has effective data protection policies in place to ensure compliance with GDPR and we have regularly received positive feedback from MoJ during reviews of our processes. This year we will focus on ensuring that staff remain aware of our GDPR obligations and continue to be trained on the use of our main systems that help to underpin our compliance with the regulations.

gap between this amount and the cost of operating the Law Commission. This will mean a continued reliance on income from projects we undertake on behalf of Government. In normal circumstances this income is not guaranteed and is seen as a significant risk for the Law Commission. During the COVID-19 outbreak the risk is almost certainly enhanced.

Our financial forecast for the year is outlined in **Annex C**.

Finance

Our core funding for this year, which is provided to us by Parliament and received via the Ministry of Justice, is £2,199,000. This is broadly the same as our budget in 2019-20. However, there is still a significant funding

Annex A – Business plan 2019-20 review

| | Target | Actual |
|--|--|---|
| Ensure that the law is fair, modern and clear | We will continue to progress projects that have been included within a Programme of Law, subject to resource constraints. | Complete – we will continue to progress these projects during 2020-21. |
| | We will commence 1 Welsh focussed project. | We expect to start a Welsh focussed project in 2020-21 as resources allow. |
| | We aim to publish 12 reports during 2019-20 | 5 reports and 2 consultation papers were published in 2019-20. We can only ever estimate how many consultation papers and reports we will publish in a given year. There are multiple factors outside of our control as to why a publication may not go ahead as planned, for example resource constraints, competing or changing priorities, or unforeseen complexity. |
| | We aim to publish 5 Consultation papers during 2019-20 | |
| | We will hold a joint conference with the Office of the Parliamentary Counsel about drafting, law reform and emerging technology. | Complete – conference took place in October 2019. |
| | We will embed the Law Reform Manual into the working practices of the Law Commission at all levels. | Complete – the Law Reform Manual is available to all staff and used regularly. |
| A forward looking organisation | We will continue to engage with Parliament and Government, including the Justice Committee. | Complete – regular meetings with Parliamentarians, Government and Justice Committee. |
| | We will produce an analysis of the “economic value of law reform”. | Complete – publication is expected in 2020-21. |
| | We will produce a document highlighting the “strategic value of the Law Commission”. | Complete – a document has been produced and is being discussed with the Ministry of Justice. |
| | We will review the membership of the Wales Advisory Committee to ensure maximum impact of our work in Wales. | Complete – We have reviewed the membership of the WAC, having consulted present members and asked for their views as to who should be represented. We have updated it in the light of turnover of personnel at institutions, such as the Law Schools; we have also invited individual members to stay on in their personal capacity in order to continue to benefit from their advice and experience. |

Annex A continued

| | Target | Actual |
|---|--|---|
| A forward looking organisation (cont.) | We will engage in the recommendations of the Commission on Justice in Wales, including any recommendations regarding the Justice Commission's proposal of a Law Council in Wales. | Complete - We have worked positively with the Welsh Government over our engagement with the Thomas Commission and participation in the Law Council of Wales. |
| | We will work with the Socio-Legal Studies Association and Society of Legal Scholars to support a joint conference on impact and law reform, focussing on co-operation between the Law Commission and academia. | Complete – conference held in June 2019. |
| | We will undertake focused international activity, for example attending the Commonwealth Association of Law Reform Agencies Conference and the Commonwealth Law Conference. | Complete – Commonwealth Law Reform Agencies and Commonwealth Law Conference attended. |
| | We will work with the judiciary, MoJ and FCO to develop a small but targeted programme of work to draw attention to the value of law reform in other jurisdictions. | Complete – Law Commission hosted a number of delegations, including those from Malaysia, South Korea and Morocco. |
| | We will host the 5 Nations Law Conference in London. | Complete – conference took place in October 2019. |
| | We will organise the Scarman Lecture. | Complete – Scarman Lecture took place in November 2019. |
| | We will ensure that an OASIS communications strategy is in place for all projects. | Complete – we will ensure that this is continued going forward. |
| | We will review our external website. | Ongoing – being undertaken as part of work on implementing the Tailored Review recommendations. |
| | We will continue to increase our social media output. | Complete – despite fewer reports and consultations published in 2019-20, our engagement rate has remained largely the same (average of 170 interactions per tweet) and our number of Twitter followers has increased by 8%. |
| | We will review and refresh our publications process. | Complete – new guidance produced making it clearer on roles and responsibilities and required timeframes for successful publication of documents. |

Annex A continued

| | Target | Actual |
|------------------------------|---|--|
| A great place to work | We will build upon positive People Survey results by working with a cross-section of staff to develop and implement actions. | Complete – People Survey Action Group was formed, action plan developed and majority of actions were implemented. |
| | We will continue to publish Board packs internally and also invite staff to present issues to the Board as and when appropriate. | Complete – Board report is published internally and staff have attended the Board where appropriate. |
| | We will promote greater diversity at Commissioner level through our diversity and engagement schemes. | Complete – Commissioner diversity scheme was successfully launched offering prospective candidates from a diverse background the opportunity to shadow an existing Commissioner. |
| | We will publish a Diversity and Equality strategy by March 2020. | Ongoing - various events and initiatives were continued during the year, including RA outreach and the workshadowing scheme. Work on developing a diversity and inclusion plan was moved into 2020-21 due to resource issues within the Corporate Services Team. |
| | We will undertake outreach activity to target more law schools, as well as continued engagement with relevant legal charities. | Complete – we will ensure that this is continued going forward. |
| | We will organise internal L&D events promoting diversity. | Complete – various sessions held including a series of talks from inspirational women lawyers in and around Parliament. |
| | We will arrange lunch time lectures covering both legal and corporate topics. | Complete - regular programme of events arranged. |
| | We will create a new Learning and Development Committee to ensure continued focus in this area as well as ensuring best practice is shared across the Commission. | Complete – L&D Committee created in May 2019 and meets regularly. |

Annex A continued

| | Target | Actual |
|----------------------------------|--|---|
| Good corporate governance | We will support the appointment of at least one Non-Executive Board Member by Spring 2019. | Complete – two Non-Executive Board Members successfully appointed in June 2019. |
| | We will support the appointment of two new Commissioners by early 2020. | Complete – two new Commissioners successfully appointed in January 2020. |
| | We will monitor and, where appropriate, implement recommendations contained within the Tailored Review. | Ongoing – majority of recommendations are either complete or underway. |
| | We will embed Kahootz and Citizen Space as the primary source of law reform consultation data at the Law Commission. | Complete – Kahootz and Citizen Space have been embedded and supported by relevant training. |
| | We will ensure annual budget variance of +/- 3%. | Complete – 0.2% overspend. |
| | We will, as part of the Tailored Review recommendations, engage with MoJ to review the funding model of the Law Commission | Ongoing – discussions are underway but have not yet concluded. |
| | We will monitor the effectiveness of new sub-contracting arrangements for Welsh translation at the Law Commission. | Complete – new sub-contracting arrangements have been working relatively effectively. |

Annex B – Upcoming publications

The Law Commission had anticipated publishing the following consultation and reports in 2020-21. However, the COVID-19 outbreak has meant that the majority of our projects have been delayed as Government priorities have shifted resource and focus to dealing with the outbreak. We will seek to update this list, including publication date, once we have more certainty over future timetables.

| | Consultation | Report |
|--|--|--|
| Commercial and Common Law | <ul style="list-style-type: none"> Consumer Prepayments | <ul style="list-style-type: none"> Right to Manage Consumer Prepayments Intermediated Securities |
| Criminal Law | <ul style="list-style-type: none"> Hate Crime Confiscation of the Proceeds of Crime Review of the Communications Offences Non-Consensual Intimate Images | <ul style="list-style-type: none"> Misconduct in Public Office Breaches of Protected of Government Data Search Warrants Confiscation of the Proceeds of Crime Non-Consensual Intimate Images Review of the Communications Offences |
| Property, Family and Trust Law | <ul style="list-style-type: none"> Weddings | <ul style="list-style-type: none"> Enfranchisement, Residential Leasehold Commonhold, Residential Leasehold |
| Public Law and the Law in Wales | <ul style="list-style-type: none"> Automated Vehicles Devolved Tribunals in Wales | <ul style="list-style-type: none"> Employment Law Hearing Structures |

Annex C – Financial forecast

| | Budget 2020-21 (£000) |
|---|--------------------------------------|
| Commissioners' Costs | 560 |
| Legal Staff Costs | 3,551 |
| Non-Legal Staff Costs | 479 |
| Other Costs, including: <ul style="list-style-type: none"> • Design, print and reprographics • Events and conferences • Telecommunications • Travel and subsistence • Stationery and office supplies | 286 |
| Total Expenditure | 4,876 |
| Core Funding | 2,199 |
| Minimum Required Income | 2,677 |

