



**Law  
Commission**  
Reforming the law

# **Business Plan**

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2025 to 2026

# Chair's Foreword



I am delighted to introduce the Law Commission's Business Plan for 2025 to 2026. The Law Commission has a clear purpose, and this plan sets out our key ambitions over the coming year, including our opportunities and challenges.

The four priorities that we have identified will ensure we continue to deliver work that is particularly important to our organisation and will help us focus on ways that we can develop as an organisation over the next 12 months. These are:

1. Lay the foundations for a new programme of work
2. Develop ways to engage with new and existing audiences
3. Enhance our reputation as a world-leading law reform agency
4. Improve our ways of working

I very much look forward to updating you on our progress next year.

**Sir Peter Fraser**  
Chair



# Chief Executives' Foreword



We are pleased to publish the Law Commission's Business Plan for 2025 to 2026, setting out the four priorities of the organisation this financial year. This comes at a very busy and productive time for the Law Commission, with 17 projects currently underway for seven different government departments, arm's length bodies and the Welsh Government. These four priorities, with accompanying objectives and articulation of how we will achieve them, will ensure we remain taut and focused as an organisation on meeting our statutory duty in ways that are innovative, citizen-focused and world-leading, providing value for money for the taxpayer.

The Law Commission is recognised as an organisation that delivers high-quality work, independently and on complex areas. As has been identified by independent economic research, our work both generates significant economic gains (for example, efficiency gains) and has a range of other positive impacts, including promoting justice, the rule of law and technology-driven growth.

We can only continue to deliver expert, excellent consultations and reports by recruiting and retaining talented public servants, in the form of our Law Commissioners and staff. A significant piece of work this year will be the review of our operating model to ensure, as we enter the organisation's 60th year, that we have the right capacity, capability and culture to meet our statutory duty going forward.

Along with the Chair, we look forward to reporting against this Business Plan next year.

**Joanna Otterburn and Roshnee Patel**  
**Joint Chief Executives**



- The Law Commission of England and Wales is an independent body that makes recommendations to government to modernise the law.
- For 60 years it has ensured the law is fair, modern, simple, accessible and as cost-effective as possible. Its recommendations make a profound difference to the lives of millions of people and businesses.
- It is recognised as a world leader in law reform and promotes the rule of law internationally.
- Its work contributes to England and Wales' reputation as a premier jurisdiction, attracting investment, supporting UK legal services and enhancing the UK's reputation overseas.
- **This Business Plan sets out the Law Commission's key objectives for the period April 2025 to March 2026, which will build on the success of the past 60 years.**



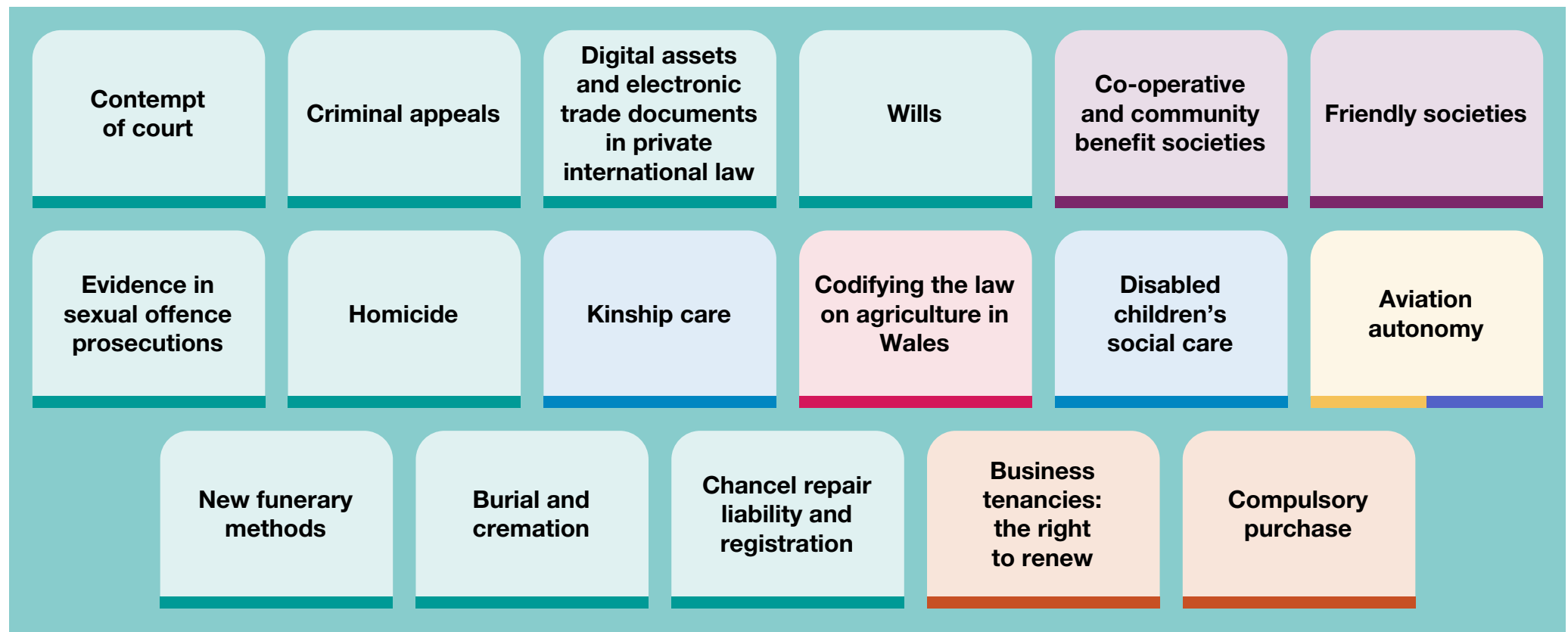
# The Law Commission in numbers



Law  
Commission  
Reforming the law

60th  
Anniversary  
1965-2025

As of April 2025, the Law Commission is delivering 17 projects across 7 government departments, arm's length bodies and the Welsh Government.



- Ministry of Justice
- Department for Education
- HM Treasury
- Civil Aviation Authority
- Welsh Government
- Department for Transport
- Ministry of Housing, Communities and Local Government

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Our work contributes to a wide range of social and economic outcomes both domestically and internationally. The value of our law reform can be seen in terms of financial benefit, access to justice and the wellbeing of individuals.



We support **economic growth**. In 2020, independent economists predicted the economic gains from the Law Commission's five highest-value recent projects would exceed more than £3 billion over 10 years. The Law Commission's Electronic Trade Documents Act 2023 is helping to boost the UK's international trade by providing predicted benefits of £1.1 billion to UK businesses over the next 10 years.



The Law Commission delivers significant **social value**. Good law reform positively impacts significant numbers of people and improves general wellbeing. Our projects on weddings and on hate crime have a potential positive impact on 4.1 million people and 1.2 million people respectively.



Our projects help to create **legal certainty and transparency**. This means that England and Wales remains a world-leading jurisdiction which attracts investment.



We remain alert to new, innovative and cutting-edge opportunities or harms that require **nuanced and expert consideration**. Our work resulted in the Automated Vehicles Act 2024, which could positively impact 78% of households, and we produced a thought-leading report on decentralised autonomous organisations (2024).



## Lay the foundations for a new programme of work

The Law Commission's work is comprised of programmes of law reform and ad hoc ministerial references. Working with the Lord Chancellor, government departments and the Welsh Government, we will lay important foundations for our work over the coming years.

### Objectives

- Submit a draft 14th Programme of Law Reform to the Lord Chancellor as soon as possible in this new financial year.
- Engage and respond to immediate law reform priorities by way of ministerial referral.
- Identify new work for reform of the law in Wales.

### How we will achieve this

- Work with the Lord Chancellor and officials in the Ministry of Justice and across government to secure approval for the 14th Programme of Law Reform.
- Continue to maintain and build strong relationships across the UK, including Wales, and within government.
- Remain flexible to high-priority work, ensuring there is the right balance of work and appropriate resources.

### Develop ways to engage with new and existing audiences

Engaging with a wide range of stakeholders across England and Wales is vital to good law reform. By developing ways to extend our reach, we can ensure our work is inclusive and takes into account diverse perspectives and experiences. Fully engaging with the public will ensure they are a meaningful part of the process of shaping our recommendations and how we communicate.

#### Objectives

- Maximise our impact when communicating with members of the public to help make the case for law reform generally, individual law reform projects and the value of the Law Commission.
- Increase transparency of the work we are doing.
- Improve accessibility of outputs.
- Increase presence and bolster engagement in Wales.

#### How we will achieve this

- Implement key elements of the new communications strategy, with a particular focus on innovative ways to communicate with the public – for example, the increased use of social media and podcasts.
- Facilitate engagement by the Chair, Commissioners and staff at the Law Commission to build an understanding of the work we do.
- Continue to inform on challenges of the existing law through means such as scoping papers.
- Work with the Wales Governance Centre as co-convenor of our Wales Advisory Committee to make best use of the committee's membership.
- Embed work undertaken on protected characteristics to improve reach of our consultations.



### Enhance our reputation as a world-leading law reform agency

As a world-leading law reform agency, the Law Commission can play a unique role in supporting the development and implementation of the rule of law. We will bring our skills and experience to a wider audience internationally, which will help to attract investment, support UK legal services and enhance the UK's reputation overseas.

#### Objectives

- Approve and implement a new international strategy to further strengthen our standing as the world-leading law reform agency, setting the direction of this strand of work for the next two to three years.
- Undertake focused international engagements, prioritising our efforts in line with the strategy.
- Maintain our relationships with neighbouring Law Commissions, including by attendance at the 5 Nations Conference (also involving Scotland, Northern Ireland, Ireland and Jersey).

#### How we will achieve this

- Continue to build relations with officials in the Ministry of Justice and the Foreign, Commonwealth and Development Office to best leverage our international outreach and ensure it has maximum impact.
- Support the Commonwealth Association of Law Reform Agencies, bringing together Commonwealth law reform agencies to discuss common issues and promote the rule of law.
- Conduct higher-profile overseas visits to priority jurisdictions involving the Chair and respond to other opportunities to engage or provide law reform training, both by outward visits and by hosting incoming visitors from overseas.

### Improve our ways of working

The Law Commission is a small organisation. There are around 70 members of staff, 90% of whom are in legal roles delivering law reform. The operating cost is approximately £6 million.

#### Objectives

- Continue our work to develop our target operating model for the Law Commission to ensure that we have the capability and capacity to deliver world-class law reform.
- Try different resource models for projects, according to size, scale and complexity, finding appropriate funding and ways of bringing in expertise as required.
- Maximise productivity and efficiency to deliver value for money for taxpayers.
- Ensure that we recruit and retain the best people and demonstrably value the work they deliver.

#### How we will achieve this

- Embed the new charging model for projects undertaken for other government departments and keep it under review.
- Appoint new Commissioners and use 'Senior Counsel' roles in order to manage work and support Commissioners and staff.
- Launch and embed our organisational values.
- Continue to refine how we behave as an organisation when interacting with the public, and how we interact with one another, to help give us purpose and prioritise work.