Legal Services Board
Strategy Session and Board Meeting 2025: Agenda

Date: **16 September 2025**
Time: **11:00 – 18:30**

Venue: **In person, Clifford Chance Legal, London**

For more information contact:
Heather McLoughlin | Corporate Governance Manager

LEGAL SERVICES BOARD
Agenda

Date: 16 September 2025 **Time**: 11.00 **Venue**: Clifford Chance Legal, London

Member attendance:	Catherine Brown (Interim Chair), Flora Page, Gary Kildare, Habib Motani, Christine Nwaokolo, Lizzie Peers, Richard Orpin, (Interim Chief Executive)
In attendance:	Femi Otukoya (Head, Finance and IT), Angela Latta, Head, Performance and Oversight, Jelena Lentzos (Interim Director, Regulation and Policy), Robert Morrison (Interim Head, Policy and Delivery), Paul Nezandonyi (Head, Communications and Engagement), Samuel Omolade (Head, Strategy and Research), Matilda Quiney, (Director, Corporate Services) Danielle Viall (Interim Deputy CEO & General Counsel), Heather McLoughlin, (Corporate Governance Manager – minutes)
Apologies:	Kate Briscoe, Board Member Craig Westwood, Chief Executive
Attendance for agenda items:	Tom Hayhoe (LSCP Chair) (Online) Lola Bello (Head, Consumer Panel)
External attendance:	
Observers:	Liz Marshall (Online)

PRIVATE SESSION **Board members attendance only**				
Catch-up and intelligence sharing				11.00 (15 mins)
BOARD MEETING				
1	Welcome and apologies	Note	Chair	11.15 (5 mins)
2.	Declarations of interest relevant to the business of the Board			
3.	Chief Executive's progress report **Paper (25) 43**	Agree	RO	11.20 (20 mins)
4.	Finance Report to 31 July and verbal update in August 2025 **Paper (25) 44**	Note	FO	11.40 (15 mins)
By consent:				
5.	Minutes of the previous meeting – 22 July 2025	Note		11.55 (50mins)
6.	Board action tracker	Note		
7.	Papers circulated out of committee since last meeting: *Available on request*	Approve		
8.	Forward looks *Draft agendas for October Board meetings attached*	Note		
9.	AOB	Note		
10.	Reflections, wrap up, summary	Note		
Close – 12.00				
Break – 12.00 **15 mins**				

Item		Action	Speaker	Timing
STRATEGY SESSION				
1.	Purpose and key milestones	Note	JL	12.15 (10 mins)
2.	Surveillance of Harms: initial insights and future approach	Discuss	SO / NS	12.25 (30 mins)
3.	Insights from the Legal Services Consumer Panel	Discuss	LSCP Chair	12.55 (30 mins)
Lunch Break – 13.25 30 mins				
4.	LSB Priorities – 3 Year Plan	Discuss	SO / JL	13.55 (30 mins)
5.	Areas of focus for 2026/27	Discuss	CB/All	14.25 (45 mins)
Break – 15.10 10 mins				
6.	Budget for 2026/27: High level assumptions and scenarios	Discuss	FO	15.20 (15 mins)
7.	Reflections and close of strategy session	Discuss	Chair	15.35 (10 mins)

Break - 15.45 (15 mins)

ENGAGEMENT EVENT AT CLIFFORD CHANCE – AI / INNOVATION TECH		
1.	Registration and tea & coffee	16:00
2.	Event Starts	16.30
3.	Welcome from Catherine Brown, Interim Chair, The Legal Services Board	16.45
4.	Interactive session with Clifford Chance: Eliot Cohen, Nina Goswami and Theodora Fajembola	16.50
5.	James Sandbach, Policy and Development Manager, London Citizen Advice: Presentation on the various AI tools that the Citizen Advice are trialling	17.20
6.	Philip Young, Garfield AI, Founder and CEO: Presentation on how Large Language Models break down knowledge and economic barriers to the legal system.	17.40
7.	Questions and discussions moderated by Catherine Brown	18.00
8.	Drinks and nibbles	18.30
9.	Event Ends	19.30

Date and Time of Next Meeting: 13 October 2025 at 10:30am - Extraordinary Board meeting
Venue: Hybrid