



LEGAL SERVICES
BOARD

Quarterly Performance Report

2025-26 Q1

April – June 2025

Direct regulatory oversight and surveillance (page 1 of 2)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Oversight and Regulatory Performance											
Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities
Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities	Oversight and assurance activities
Statutory decisions											
Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications
Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications	Ongoing assessment of rule change applications

Key points

Oversight and regulatory performance: We commenced a review of our oversight function in Q1. We will present the findings from our analysis, including a range of options to refocus our oversight of regulators, to our Board at its July meeting. We issued binding directions to the Solicitors Regulation Authority (SRA) on 27 May, in respect of the SRA's acts and omissions in discharging its regulatory functions in connection with the findings of the Axiom Ince review report.

Statutory decisions: See page 8 for more information on statutory decisions.

Key

Programme/project		
milestone from business plan activity schedule		
latest planned milestone		

	Significant issues affecting the project, including if delivery is at risk
	Issues affecting the project but delivery not at risk
	Project is running according to plan

Direct regulatory oversight and surveillance (page 2 of 2)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Regulatory reviews and investigations											
Publish report on first review Analysis and determining themes for future reviews			Commence review of LSB enforcement policy Initiate thematic review			Continue thematic review			Publish report on thematic review Planning next thematic review		
Continued drafting of report on first review			Finalise report on first review Analysis and determining themes for future reviews			Commence review of LSB enforcement policy			Continue thematic review		
Enhanced market surveillance and horizon scanning											
Draft approach to integrating horizon scanning into LSB risk management framework			Agreement of approach to integrating horizon scanning into LSB risk management framework			Market surveillance product shared with Board			Continuing to test and refine horizon scanning product		
Test and develop market surveillance prototype			Continued testing and refining of horizon scanning product			Continued testing of horizon scanning product			Deliver internal capacity building activities		
Develop and deliver internal capacity building activities			Deliver internal capacity building activities			Deliver internal capacity building activities			Deliver internal capacity building activities		
						Scope, plan and deliver a 'futures' session					
Draft approach to integrating horizon scanning into LSB risk management framework			Agreement of approach to integrating horizon scanning into LSB risk management framework			Market surveillance product shared with Board			Continuing to test and refine horizon scanning product		
Test and develop market surveillance prototype			Continued testing and refining of horizon scanning product			Continued testing of horizon scanning product			Deliver internal capacity building activities		
Develop and deliver internal capacity building activities			Deliver internal capacity building activities			Deliver internal capacity building activities			Deliver internal capacity building activities		
						Scope, plan and deliver a 'futures' session					

Key points

Regulatory reviews and investigations: The team has continued to draft its first report on the thematic review of Council of Licensed Conveyancers' disciplinary and enforcement processes.

Enhanced market surveillance and horizon scanning: During Q1 we developed a draft proposal for a 'Futures' workshop on the ageing population and implications for legal services and regulation. This proposal has been shared with a range of stakeholders for comment and input, including regulatory bodies/approved regulators and the MoJ. We have subsequently established a steering group with key stakeholders to shape the format and structure of the workshop.

Key

Programme/project		
milestone from business plan activity schedule		
latest planned milestone		

	Significant issues affecting the project, including if delivery is at risk
	Issues affecting the project but delivery not at risk
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Priority policy projects (page 1 of 2)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Professional ethics, rule of law and regulation (PERL)											
Consultation phase											
Engagement on proposals with a range of stakeholders	Analysis of consultation responses		Drafting final policy in light of consultation responses		Present final policy statement to Board for approval		Publish policy statement and consultation response		Engagement activities to support regulators' implementation of policy and encourage ethics-based leadership and culture change		
Commence analysis of consultation responses					Implementation engagement plan						
Consultation phase									Present final policy statement to Board for approval		
Engagement on proposals with a range of stakeholders	Analysis of consultation responses		Drafting final policy in light of consultation responses		Analysis of consultation responses		Drafting final policy in light of consultation responses		Publish policy statement and consultation response		
Commence analysis of consultation responses					Implementation engagement plan				Engagement activities to support regulators' implementation of policy and encourage ethics-based leadership and culture change		
Advancing equality, encouraging diversity and promoting a healthy and inclusive culture in the legal profession											
Continued policy development and drafting consultation materials							Review consultation responses and update policy proposals		Publish policy approach		
Engagement on emerging proposals with key stakeholders	Launch consultation on policy proposals		Engagement on proposals with key stakeholders		Present final policy approach to Board for approval				Engagement activities to support regulators' implementation of policy		
Seek Board approval on new regulatory policy proposals ahead of consultation											
Continued policy development and drafting consultation materials							Launch consultation on policy proposals		Review consultation responses and update policy proposals		
Engagement on emerging proposals with key stakeholders	Engagement on proposals with key stakeholders				Continued engagement with stakeholders				Present final policy approach to Board for approval ahead of formal launch of policy statement (expected early Q1 26/27)		
Seek Board approval on new regulatory policy proposals ahead of consultation											

Key points

Professional Ethics and the Rule of Law (PERL): Our consultation on professional ethics and the rule of law closed on 29 May, and we are currently in the process of analysing over 60 responses. We are working towards final review and approval by our Board later in the financial year. We also held our fourth PERL roundtable in May.

Equality, diversity and inclusion: In Q1 we continued to develop our draft policy proposals focused on advancing equality, encouraging diversity and promoting a healthy and inclusive culture in the legal profession. As part of this we have also continued with our comprehensive approach to engagement, holding workshops with key stakeholders on 13 and 22 May to gain insights into our emerging policy proposals. We will be presenting the overall direction of travel to our Board at its July meeting. We remain on track to launch the public consultation in later this year.

Key

Programme/project	
	milestone from business plan activity schedule
	latest planned milestone
	Significant issues affecting the project, including if delivery is at risk
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	Project is running according to plan

Priority policy projects (page 2 of 2)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Access to Justice											
Refining the vision, objectives and scope			Present project scope, Theory of Change and delivery plan to Board			Policy development and analysis Engagement with stakeholders to shape proposals			Further phases to be determined in line with Board feedback		
Refining the vision, objectives and scope			Present project scope, Theory of Change and delivery plan to Board			Policy development and analysis Engagement with stakeholders to shape proposals			Further phases to be determined in line with Board feedback		
Disciplinary and enforcement processes											
Continued policy development and drafting consultation materials						Seek Board approval on new policy proposals ahead of consultation Consultation launch			Consultation phase Commence review of consultation responses		
Continued policy development and drafting consultation materials									Seek Board approval on new policy proposals ahead of consultation Consultation launch		
Consumer protection											
Present scope of project to Board Identify gaps in existing data about risks in different areas of practice and to different types of users Commission research on identified risk data gaps and range of harm Engagement and collaboration to inform evidence review			Evidence review to inform initial policy considerations Continued engagement with stakeholders			Present evidence to Board and outline policy proposals Continued engagement with stakeholders			Further phases to be determined in line with policy proposals		
Identify gaps in existing data about risks in different areas of practice and to different types of users Engagement and collaboration to inform evidence review			Evidence review to inform initial policy considerations			Present scope of project to Board Commission research on identified risk data gaps and range of harm Continued evidence review Continued engagement with stakeholders			Present evidence to Board and outline policy proposals		

Key points

Access to Justice: We have continued to develop our potential policy options for the LSB to take forward. We are on track to present our Theory of Change to our Board in September 2025.

Disciplinary and enforcement processes: Due to dependencies on other strands of work across the programme and our wish to extend the time allocated to increasing our knowledge of this topic area across the sector, we are exploring alternative development and improvement routes for delivery within this area of work.

Consumer protection: Our consumer protection project is in its early scoping phase, with the team carrying out a risk assessment to ascertain specific areas of need, in addition to an exploration of interdependencies with our Access to Justice project. The project is currently rated as amber due to capacity to progress at pace – however, we have recently recruited and onboarded a new Regulatory Policy Manager who will lead the project going forward; as such we anticipate this will return to green early in the next quarter. We anticipate that we will present our initial findings from our scoping work at our Board meeting in the Autumn.

Key

Programme/project

milestone from business plan
activity schedule

latest planned milestone

Significant issues affecting the project, including if delivery is at risk

Issues affecting the project but delivery not at risk

Project is running according to plan

Other work 2025-26

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Evaluation of the operation and effectiveness of the IGR											
Complete analysis of findings from evidence request			Delivery timeline pending review and decision by Board in Q1			Delivery timeline pending review and decision by Board in Q1			Delivery timeline pending review and decision by Board in Q1		
Provide analysis to Board											
Complete analysis of findings from evidence request			Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act			Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act			Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act		
Provide analysis to Board											

Economic crime											
Analysis of consultation responses			Publish guidance and consultation response								
Drafting final policy proposals in light of consultation responses			Engagement activities to support and monitor regulators' implementation of policy			Implementation phase			Implementation phase		
Present final policy guidance and consultation response to Board for approval											
Analysis of consultation responses			Publish guidance and consultation response			Implementation phase			Implementation phase		
Drafting final policy proposals in light of consultation responses			Engagement activities to support and monitor regulators' implementation of policy								
Present final policy guidance and consultation response to Board for approval											

Key points

- Evaluation of the operation and effectiveness of the IGR:** We presented findings from the analysis of our request for evidence at our Board meeting in June. The Board agreed to pause substantive work on this project pending potential proceedings in connection with delegation under the IGR and the Act. We have subsequently written to regulatory bodies and approved regulators to inform them of this and will keep stakeholders up to date with developments on this as and when appropriate.
- Economic crime:** The consultation response document and final guidance was approved at our Board meeting in June. We are currently working to prepare the final suite of documents for publication (subsequently published on 22 July).

Key

Programme/project		
milestone from business plan activity schedule		
latest planned milestone		

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LSB Strategy

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
'Reshaping legal services' strategy											
Maintain 'Reshaping Legal Services' microsite Develop and draft evidence paper on progress made against strategy and ongoing challenges/actions	Maintain microsite Publish evidence paper Develop strategic priorities for 2026-31 Business planning Substantive planning for 2026 Annual Conference commences		Maintain microsite Consult on strategic priorities for 2026-31 and draft business plan Planning and programme design for 2026 Annual Conference		Maintain microsite Publish strategic priorities for 2026-31 and business plan Planning and programme design for 2026 Annual Conference in April 2026						
	Continued development of evidence paper on progress made against strategy and ongoing challenges/actions Maintain microsite Develop strategic priorities for 2026-31 Business planning Substantive planning for 2026 Annual Conference commences		Maintain microsite Consult on strategic priorities for 2026-31 and draft business plan Planning and programme design for 2026 Annual Conference Publish evidence paper		Maintain microsite Publish strategic priorities for 2026-31 and business plan Planning and programme design for 2026 Annual Conference in April 2026						

Key points

- **LSB Strategy:** We published our final 25/26 Business Plan on 17 April, which identified five priority policy areas:
 - Professional ethics and the rule of law
 - Equality, diversity and inclusion
 - Access to justice
 - Disciplinary and enforcement
 - Consumer protection
- The team has continued to draft the State of Legal Services report, and we have also commenced planning for our next Business Planning cycle.
- We are also looking ahead to our next Annual Conference, which will be held in Autumn 2026.

Key

Programme/project		
milestone from business plan activity schedule		
latest planned milestone		

	Significant issues affecting the project, including if delivery is at risk
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<i>Apr</i>	<i>May</i>	<i>Jun</i>	<i>Jul</i>	<i>Aug</i>	<i>Sep</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>	<i>Jan</i>	<i>Feb</i>	<i>Mar</i>
Datasets											
Continue to develop and iterate our interactive dashboards Explore existing datasets to generate insights			Continue to develop and iterate our interactive dashboards Explore existing datasets to generate insights			Continue to develop and iterate our interactive dashboards Explore existing datasets to generate insights			Continue to develop and iterate our interactive dashboards Explore existing datasets to generate insights		
Public panel											
Recommission provision of the Public Panel Plan activities for the panel			Delivery of Public Panel activities as determined			Delivery of Public Panel activities as determined			Delivery of Public Panel activities as determined		
Research											
Publish quarterly topic report Publish insights from our Prices Survey Scope and commission review to our approach to evaluation Commission research to inform our consumer protection work			Commission Small Business Legal Needs SBLN Research for 25-26 Continued work on series of topic reports			Fieldwork phase – SBLN Continued work on series of topic reports Publish research on consumer protection (date TBD)			Receive draft report from SBLN research Topic report drafting		

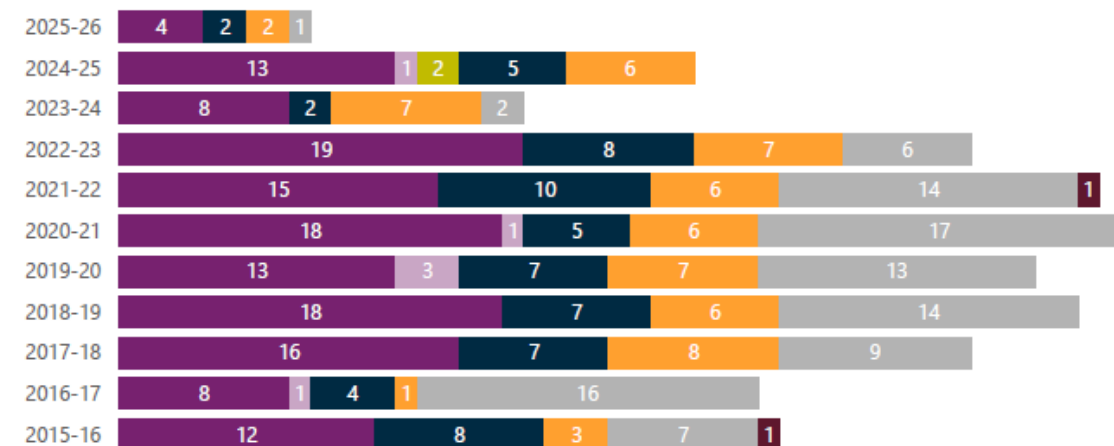
- **Datasets:** We have continued to review and refresh our dashboards, including the publication of our dataset and dashboard to accompany our Price of Legal Services survey research.
- **Public Panel:** We have recommissioned our Public Panel and have provided information on how to engage with the Panel to relevant stakeholders.
- **Research:** We published our Prices Survey research report on 17 June. We also drafted an Invitation to Tender for our Small Business Legal Needs survey, which was subsequently published on the Crown Commercial Service (CCS) Research and Insights Marketplace in July.

Programme/project
milestone from business plan activity schedule
latest planned milestone

	Significant issues affecting the project, including if delivery is at risk
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1. Alterations to regulatory arrangements (by financial year)

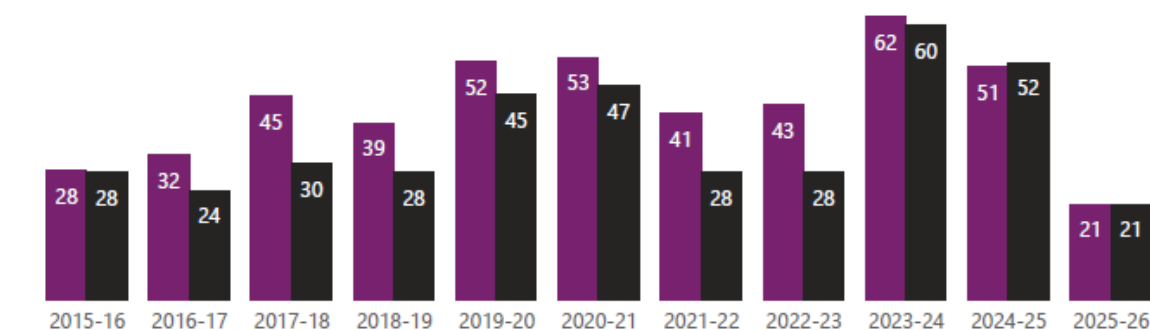
● Application ● Withdrawn ● Not accepted ● <28 Days ● Extension ● Exemption direction ● Warning



2. Number of days to issue decision

Alterations to regulatory arrangements (excluding decisions following a warning notice)

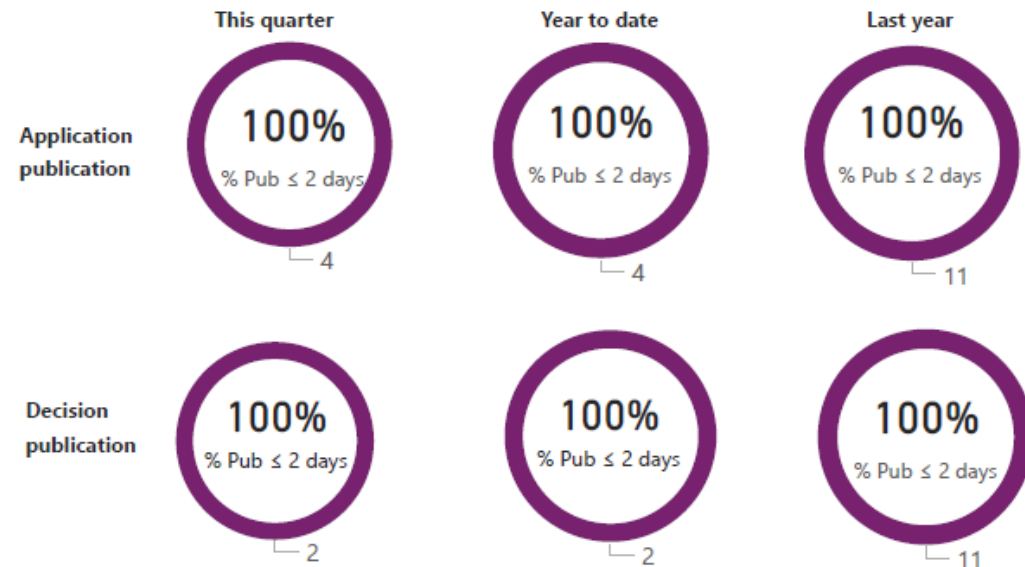
● Average days ● Median days



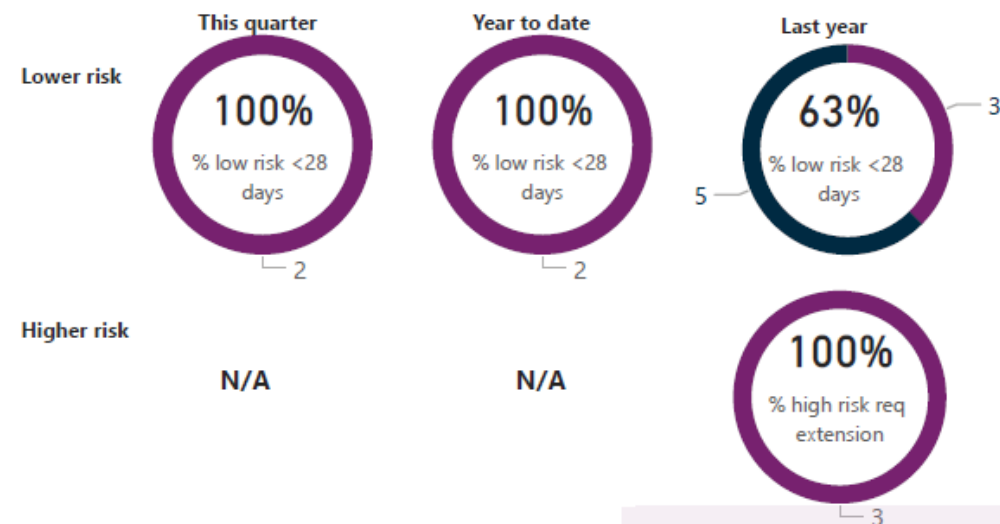
Notes:

1. The 'application' category in figure 1 includes 'not accepted'.
2. The application publication figure for YTD in figure 3 does not include the two applications 'not accepted' or the application 'not accepted'.
3. Our annual PCF period commences in July, therefore data is not included.

3. Publication KPIs for alterations to regulatory arrangements



4. Decision time by risk designation



Analysis

In Q1 we received four new applications for alterations to regulatory arrangements, and made two decisions. These decisions were made on 'lower risk' applications, and were made within our target of 28 days or less for lower risk applications. Two of the applications received were designated as 'higher risk' and were subsequently extended. We issued one exemption decision this quarter.

Our median decision time this quarter was 21 days. We met our publication deadlines for both applications and decisions this quarter.

Background

Alterations to regulatory arrangements

Under the Legal Services Act 2007 ('the Act'), alterations to approved regulators' regulatory arrangements ('rule changes') must be approved by the LSB before coming into effect. This is one of the LSB's most frequently exercised statutory functions.

The Act prescribes an initial 28 day period for making a decision that can be extended by the LSB by up to 90 days via an extension notice or by a further year if the LSB is considering refusing an application and issues a warning notice. The LSB can only refuse an application if one of the statutory refusal criteria is met.

Under the Act, the LSB also has the power to exempt certain general or specific changes from the approval process by issuing an exemption direction. The LSB aims to publish all applications and decisions within two working days. In our consideration process, we take a risk-based approach whereby applications are assessed as lower risk or higher risk. For lower risk applications, our target is a decision in 28 days or less.

Practising fees

Under the Act the LSB assesses and approves practising fees.

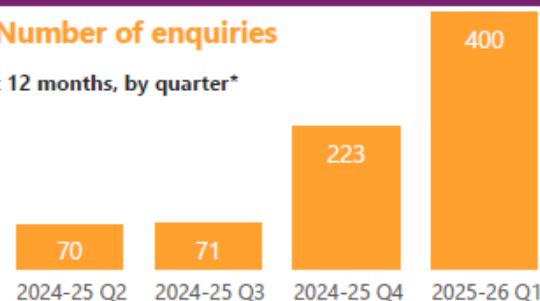
The LSB aims to make a decision on these practising fee applications within 35 calendar days.

Note: The figures in the bars in picture 1 do not refer to the same datasets. The purple bar is for applications received. The black, orange and magenta bars relate to what happens after the receipt of an application. Where an application is received in the previous business year or end of a quarter but assessment is concluded in the following business year or quarter the data sets will differ. The grey bar for exemption directions is a separate category which is not covered by the other four metrics.

General Enquiries

1. Number of enquiries

Last 12 months, by quarter*

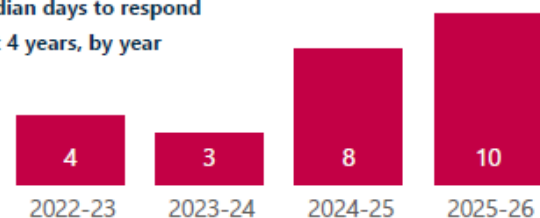


*Note that we have updated and refreshed our data reporting and analysis methodology for our General Enquiries function to include repeat enquiries (n. 65) and 'mass emails not for LSB - no reply required' (n. 189). This type of correspondence, while it may not require a response, still requires review by the team in order to triage appropriately.

2. Response time

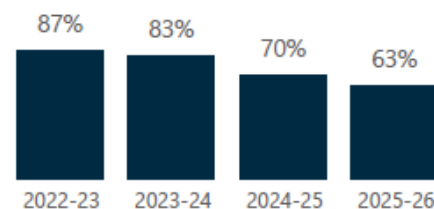
Median days to respond

Last 4 years, by year

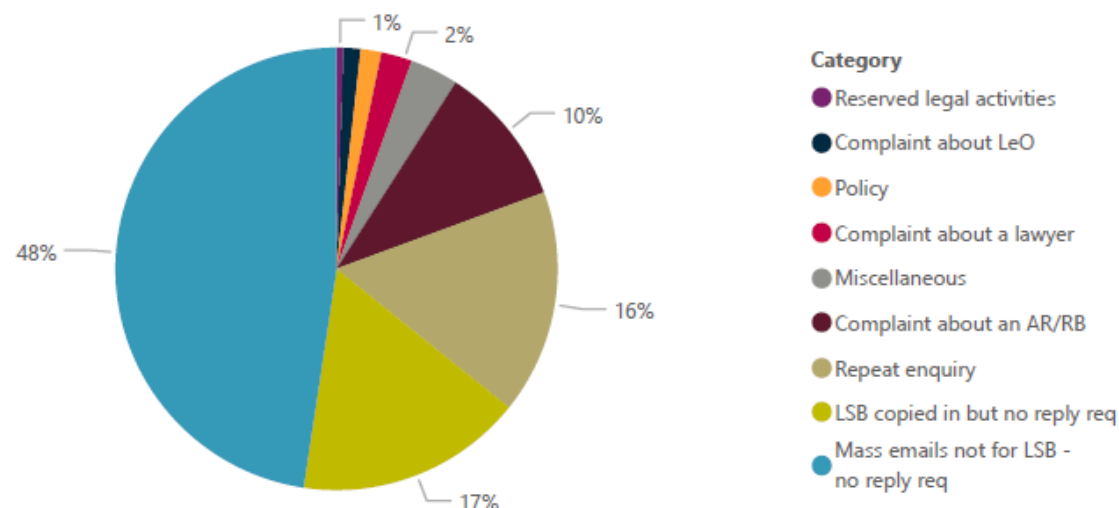


3. Response time KPI

Last 4 years



4. Analysis of correspondence category



Analysis

We received 400 general enquiries in Q1, representing a notable increase compared with the previous quarter and a significant rise compared to the last financial year as a whole. As reported last quarter, this year-on-year growth is likely linked to the ongoing review of our data reporting and analysis methodology. Additionally, the increase in unsolicited correspondence may be attributed to the rising profile of the LSB and recent high profile events, such as our report into the SRA's handling of Axiom Ince, that have attracted national media attention.

While the overall process for handling General Enquiries remains unchanged, we have expanded our reporting to include the number of repeat enquiries and mass emails received by the LSB. This adjustment offers a more representative view of the volume of unsolicited correspondence and the resources required to process and respond where appropriate. We will continue to report on this data in future quarters to support more meaningful trend analysis in the next financial year.

Although the number of general enquiries remains high, in line with our statutory duties as an oversight regulator, there are specific circumstances under which we respond. In Q1, we responded to 65 enquiries, with approximately 17% referred to our Legal and/or Policy team due to increased complexity or risk profile. We have found that several correspondents continue to send follow-up correspondence even after receiving a clear response indicating that the LSB is unable to assist further. These are typically recorded as "LSB copied in but no reply required," and they account for a significant proportion of the enquiries reported in that correspondence category. Regardless of the categorisation, all correspondence is reviewed and triaged as appropriate.

The significant increase in unsolicited correspondence has placed additional pressure on the team's resources. As the team's capacity has remained unchanged, this has resulted in longer response times and potential delays in service delivery, particularly in meeting the target response deadline of 10 working days. In terms of the profile of correspondence received, 10% of enquiries in Q1 related to complaints about a regulatory body or approved regulator.

Background

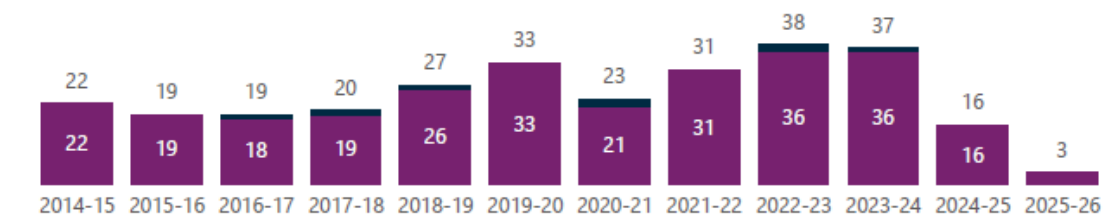
General Enquiries is our inbox for receiving unsolicited correspondence from the public. It is monitored by our corporate support team.

The public typically contacts us to raise issues about a regulator, lawyer, the Legal Ombudsman, or with general enquiries about legal services and legal aid.

Our target response time is 10 working days for an initial response. Some enquiries require a follow up response.

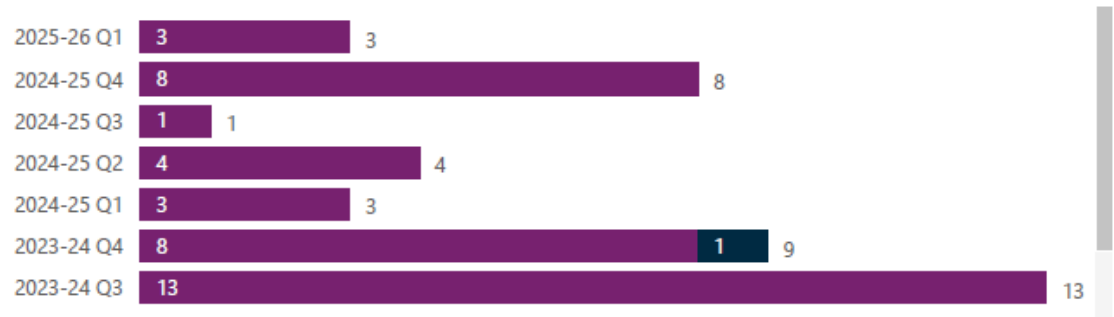
1. Responses to requests (historical)

● 20 days or fewer ● >20 days



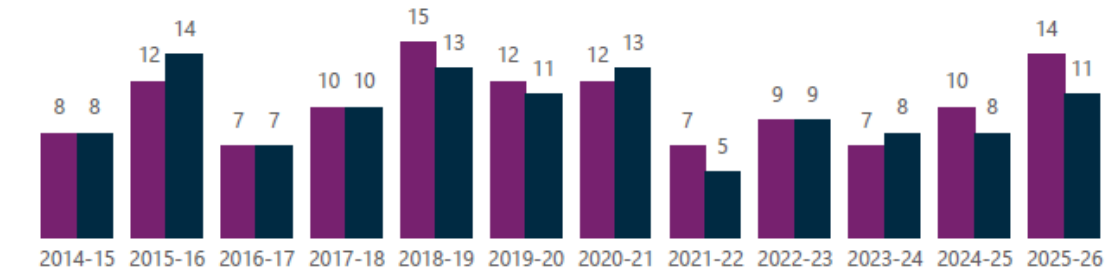
2. Responses to requests (last 15 months)

● ≤ 20 days ● > 20 days



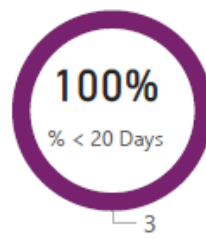
3. Response time

● Mean of days to respond ● Median of days to respond

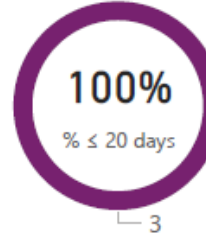


4. Response time KPI

This quarter



YTD



Last year



Analysis

We received three freedom of information requests this quarter, and responded to three. We have continued to observe a declining trend in FOI requests.

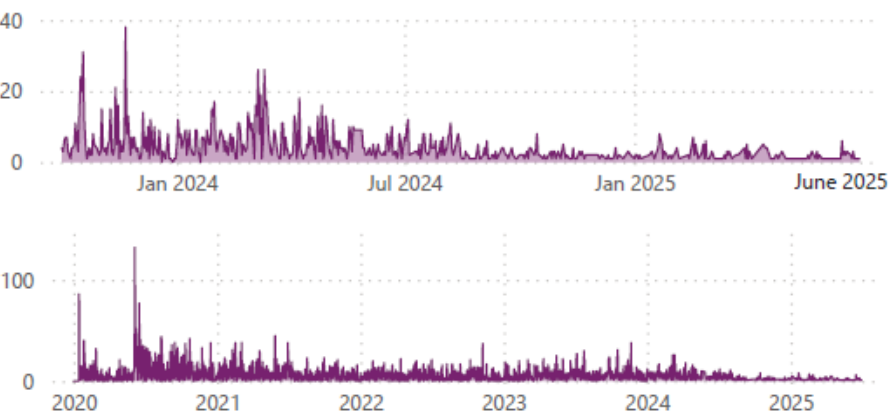
Our mean and median response times for this quarter are 14 and 11 days respectively.

Background

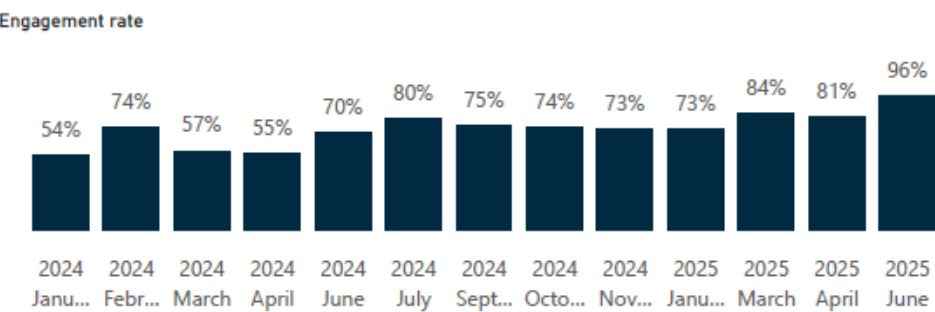
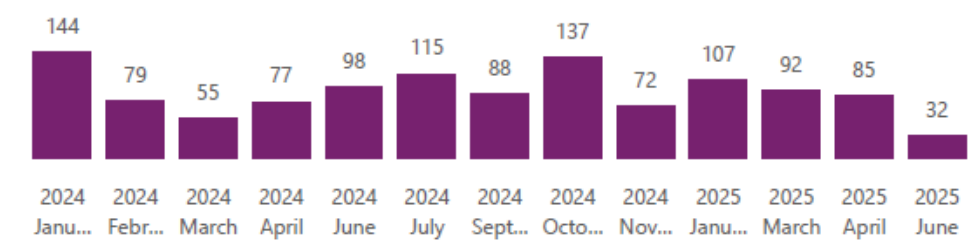
The Freedom of Information Act 2000 ('the Act') gives people a right of access to the information held by, or on behalf of, public authorities ('authorities'). This applies regardless of the age, format, origin or classification of the information, and covers for example: reports, letters, emails, notebooks and photographs.

The Act requires authorities: (1) to publish information proactively in accordance with their publication schemes; and (2) to provide within not more than 20 working days other information requested by any person ('information requests').

1. Market intelligence dashboards



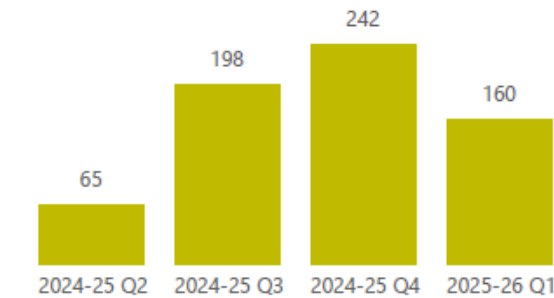
2. Chair's Blog



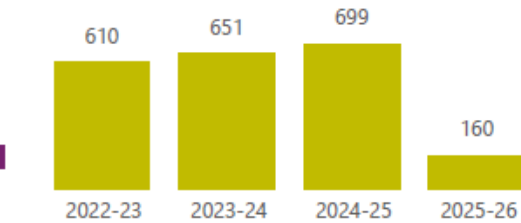
3. Social media

3260 LinkedIn followers | 390 Bluesky Followers

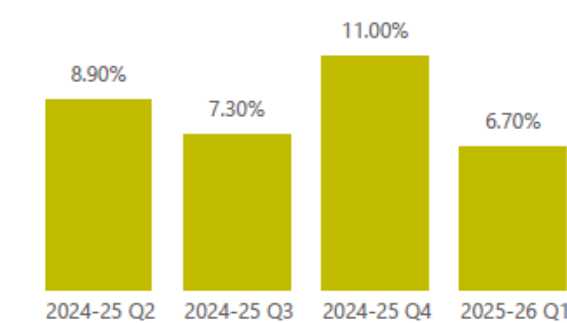
LinkedIn follower growth, last 12 months, by quarter



LinkedIn follower growth, last 3 years, by year to date

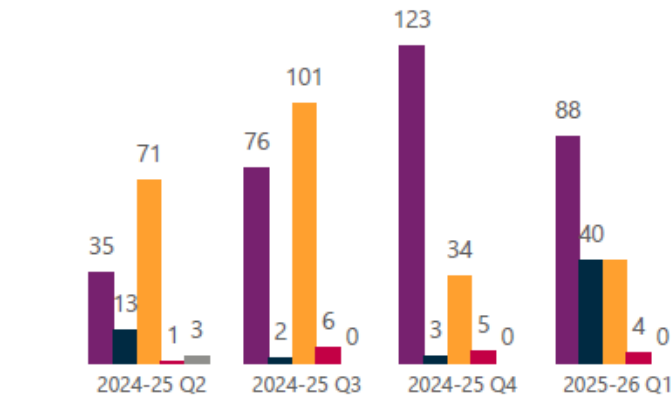


LinkedIn engagement rate, last 12 months



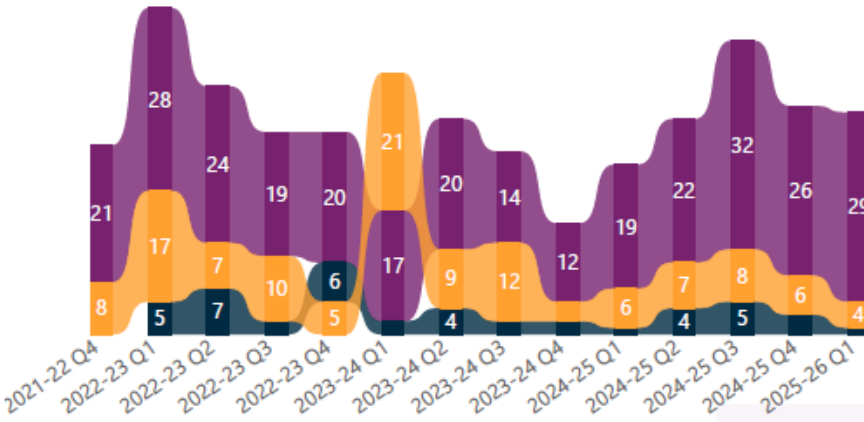
4. Media sentiment

Very Positive Positive Neutral Negative Very negative

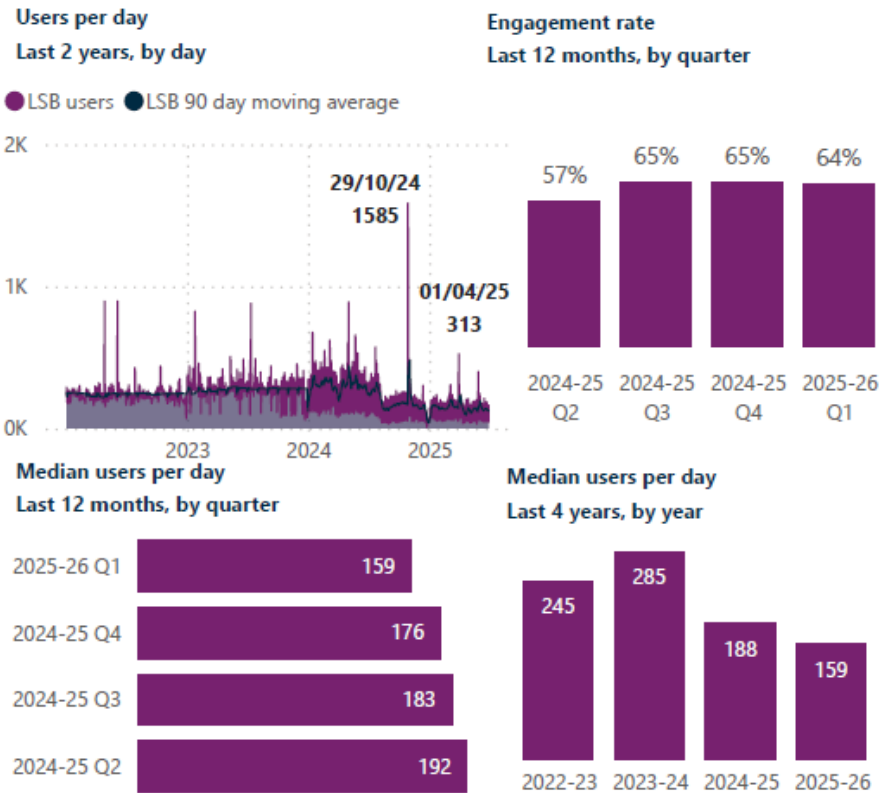


5. Senior engagement meetings

CEO Chair Chair and CEO



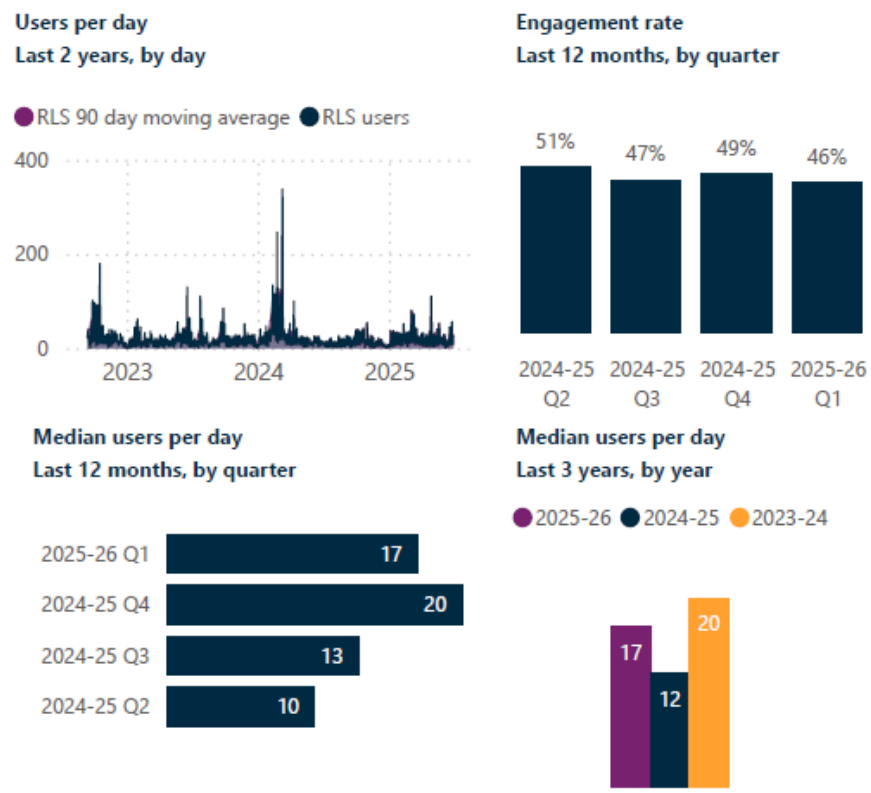
6. Legal Services Board website



Top 10 downloads since 1 January 2025

Rank	Title	Downloads
1	PERL - Consultation - Document - February - 2025.pdf	657
2	/LSB-regulatory-performance-assessment-2025.pdf	492
3	A-review-of-litigation-funding.pdf	170
4	Independent-Review-of-the-Regulatory-Events-Leading-up-to-the-SRAs-Intervention into Axiom Ince Ltd	155
5	LSB Organisation-chart_Feb2025-.pdf	147
6	Prices-of-Individual-Consumer-Legal-Services-Sept-2020-1.pdf	140
7	Draft-Business-Plan-and-Consultation-Document-2025-26.pdf	134
8	LSB-Business-Plan-2025-26.pdf	126
9	Final-Decision-Notice-and-Section-32-Directions.pdf	124
10	Regulatory-Policy-Manager-job-description-April-2025.pdf	109

7. Reshaping Legal Services website



Top 10 blogs since 1 January 2025

Rank	Title	Views
1	Join Us at the 2025 Reshaping Legal Services Annual Conference!	410
2	Reshaping Legal Services Conference 2024	281
3	EDI: Regulation as a Catalyst for Change and the Role of the LSB	179
4	How can you help those in need get access to justice?	171
5	Babylon, the Rule of Law, and Professional Ethics	137
6	About the strategy	137
7	Lloyd Hatton MP's speech at the Reshaping Legal Services Conference 2025	91
8	Your voice matters - help improve mental health in the legal sector	105
9	Blogs from the sector	204
10	Access to Justice "What Is It and Why Is It Important?"	58

Analysis

There continues to be a slightly downward trend in LSB website users from a median of 176 users per day in Q4 to 159 in Q1. However, we observed a peak in activity in response to the publication of our Annual Regulatory Performance Assessment at the end of Q4 - 31 March (525 users), and subsequently on 1 April (313 users).

Engagement rates for the quarter have remained steady at 64%. Engagement rates for our Reshaping Legal Services microsite have marginally declined this period (46% compared with 49% last quarter).

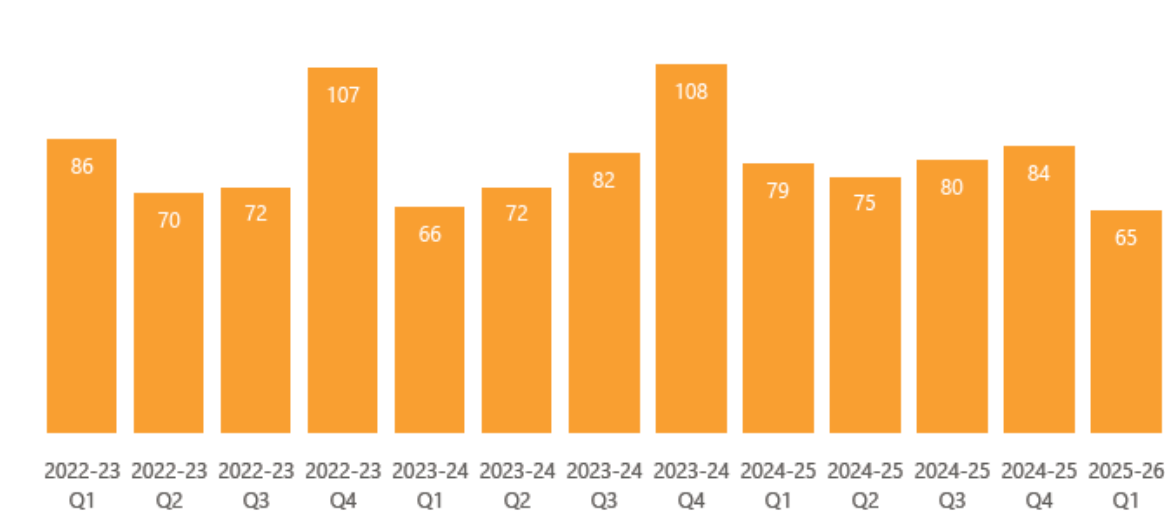
The Chair's blog continues to have a steady user and engagement rate. The engagement rate for our April blog was 81%, and 96% in June. In addition, the number of senior engagement meetings has remained steady when compared with previous quarters.

Our consultation on Professional Ethics and the Rule of Law has been viewed 657 times since its publication in March, and our Regulatory Performance Assessment has been viewed 492 times over the course of the same period.

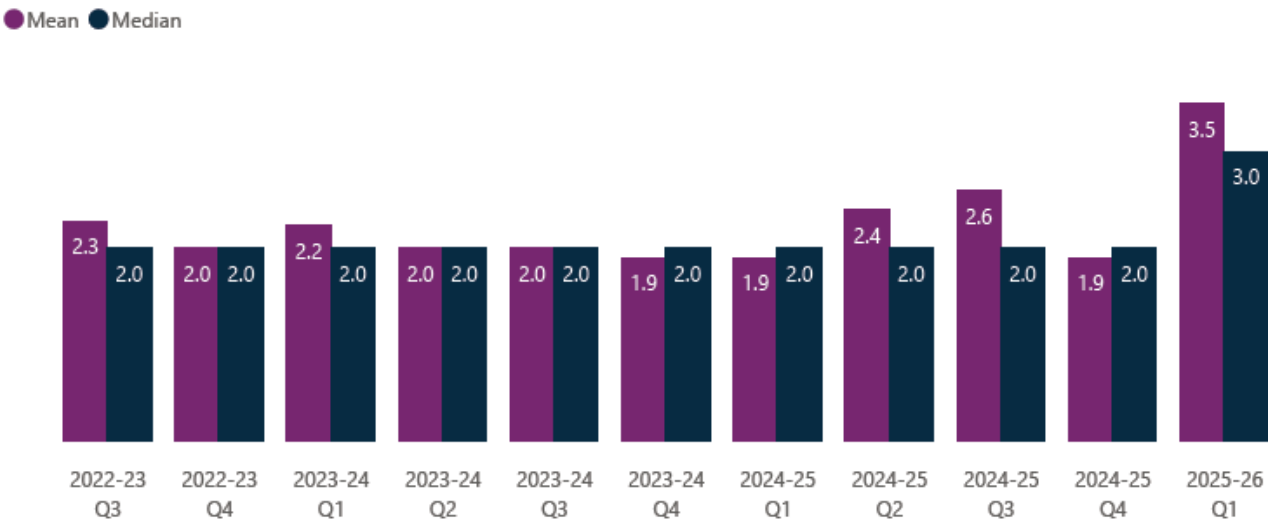
Our LinkedIn engagement rate has decreased slightly this quarter to 6.7% from 11% in Q4 24/25 - however, our posts regarding our attendance at the Legal Services Consumer Panel launch event for its 'Regulatory Leadership on Access to Justice' report, and our post regarding our PERL consultation, had a wide reach.

Our continued work in relation to the Axiom Ince review, our consultation on PERL, the appointment of the Interim Chair and our Prices Survey research report attracted media coverage this quarter.

1. Number of invoices processed per quarter



2. Working days to pay invoice



3. Prompt payment data

FY QTR	Paid ≤ 5 working days	% Paid ≤ 5 working days	Paid ≤ 10 working days	% Paid ≤ 10 working days	Paid ≤ 30 calendar days	% Paid ≤ 30 calendar days	Paid ≤ 60 calendar days	% Paid ≤ 60 calendar days
2025-26 Q1	49	75%	65	100%	65	100%	65	100%
2024-25 Q4	83	99%	84	100%	84	100%	84	100%
2024-25 Q3	74	93%	80	100%	80	100%	80	100%
2024-25 Q2	71	99%	75	100%	75	100%	75	100%
2024-25 Q1	77	97%	79	100%	79	100%	79	100%
2023-24 Q4	105	97%	108	100%	108	100%	108	100%
2023-24 Q3	82	100%	82	100%	82	100%	82	100%
2023-24 Q2	70	97%	72	100%	72	100%	72	100%
2023-24 Q1	65	98%	66	100%	66	100%	66	100%

Analysis

We processed 65 invoices in Q1. This figure demonstrates a slight decrease in volume compared to the same quarter last year (77 in Q1 24/25).

We paid 49 (75%) of these invoices within five working days. We paid 100% of invoices within 10 working days. Disputed invoices are excluded from this calculation.

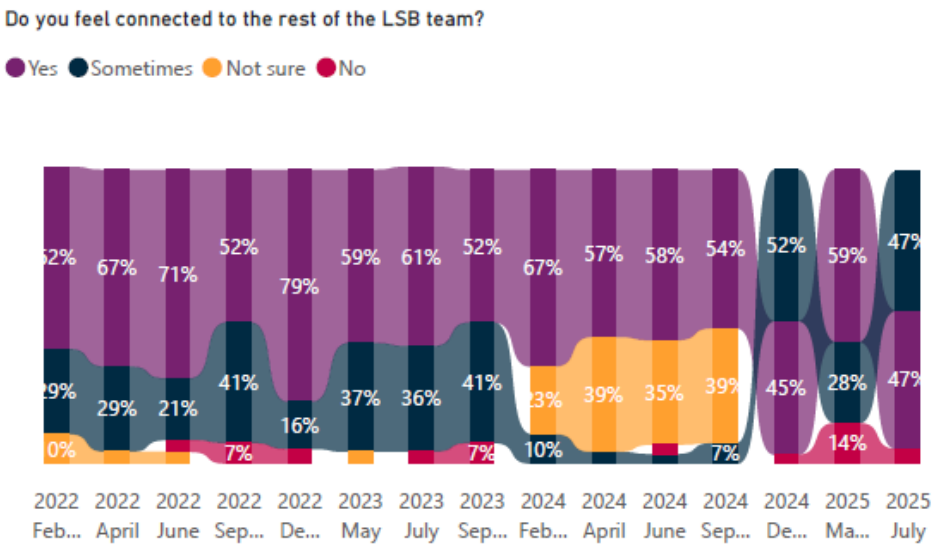
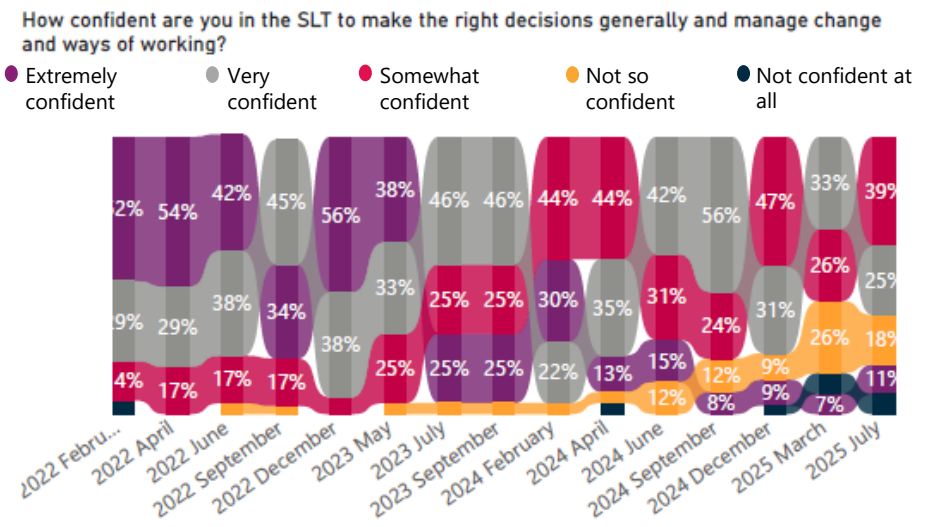
On average we paid our invoices in 3.5 days in Q1, which represents a slight increase compared with recent quarters but remains within our target.

Background

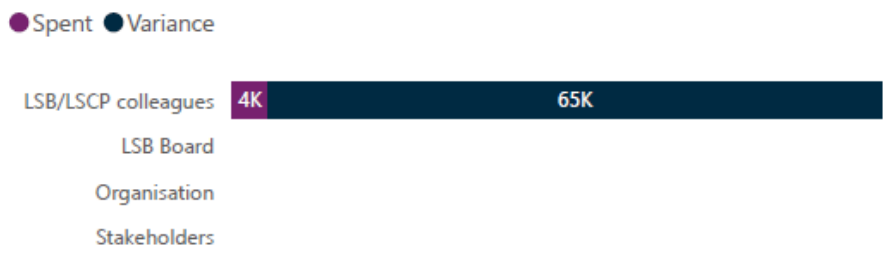
The LSB usually undertakes one payment run per week.

Prompt payment data is reported quarterly to the Ministry of Justice in line with Government guidance.

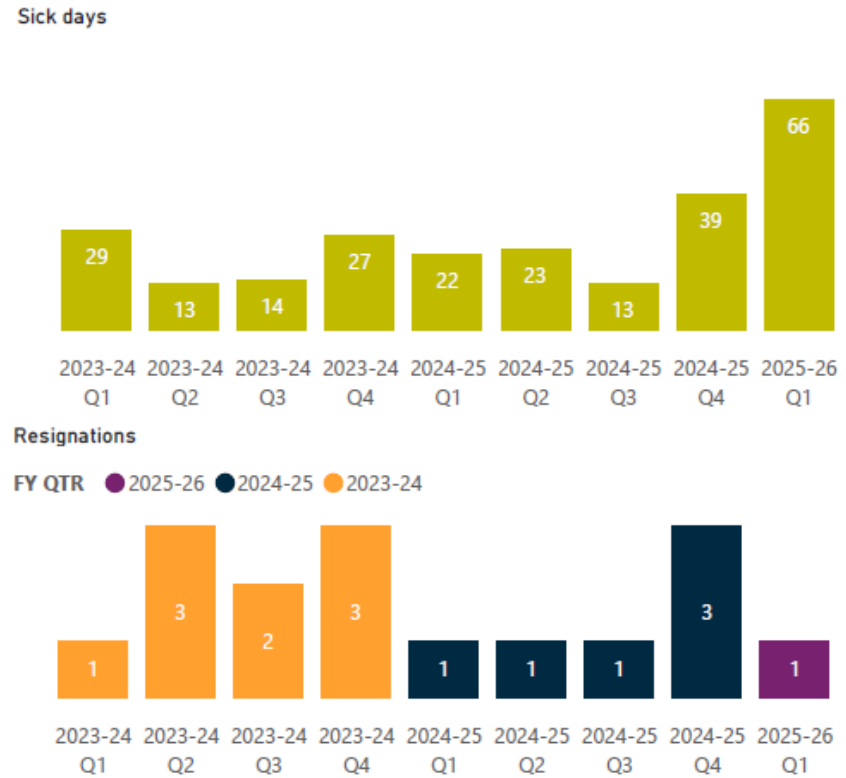
1. Colleague pulse survey



2. Training budget



3. Sick days and turnover



Analysis

Our latest pulse survey continues to demonstrate that the majority (64%) of colleagues feel confident about SLT's ability to make the right decisions, manage change and ways of working. This has declined slightly over recent months but corresponds with changes at Executive level. The number of colleagues who cite that they feel connected to the rest of the LSB remains high at 94%. As a response to this, SLT has approved a project to strengthen our approach to resource profiling, pipeline management and prioritisation. This decision reflects a growing need to modernise how we manage and plan capacity across the team, prioritise our activities, produce robust management information and respond to increasing complexity across our portfolio. This work also complements the Capacity and Workload task and finish group which has been gathering wider intelligence via focus groups to inform our understanding of capacity and workload pressures across the LSB as a whole.

Sickness absence days increased in Q1 to 66 days when compared with Q4 (39 days). Note that this figure includes two instances of long-term sick leave. The sickness absence rate in Q1 was 1.7 days per colleague for this period, compared with 1 day per colleague in Q4.

One colleague resigned in Q1 and our recruitment campaign for this vacancy is now underway.

During Q1 we spent approximately £4k on training and development, leaving our remaining spend at approximately £65k for FY 2025/26.

Corporate risks

Category	Risk title	I	L	Score
Governance; Relationships	Public confidence in legal services regulation is undermined because consumers continue to be underserved by the Legal Ombudsman	4	3	12
Delivery; Policy	Regulators lack the leadership, resources and capability to meet the regulatory objectives in the Legal Services Act 2007 and address risks to the public and consumer interests	4	4	16
Delivery; Policy	The LSB fails to galvanise and hold to account the regulators in their duty to advance equality of opportunity, increase diversity and foster inclusive cultures in the profession	4	3	12
Policy	Public trust and confidence in legal services is weakened due to continued breaches of professional ethical duties and poor ethical conduct	4	3	12
Governance	Executive turnover and expansion of the LSB has a destabilising effect	4	2	8
Governance	Instability of LSB operations and budget owing to uncertainty of office accommodation from September 2025	3	3	9
Policy	Changing central government strategy, priorities and requirements adversely impact LSB operations and budget	3	2	6

Key programme risks

Programme/Project	Risk title	I	L	Score
Regulatory performance	Regulatory bodies performance against standards does not improve	3	4	12
Strategy	Lack of engagement and collaboration from stakeholders	4	2	8
Professional ethics, rule of law and regulation	Regulators fail to go far enough to adapt the regulatory infrastructure	4	2	8

Operational risks

Function	Risk title	I	L	Score
Governance	The LSB does not carry out its operations with regard to its impact on sustainability or the environment	3	3	9
Governance	Poor data management	3	2	6
Communications	2025 Annual Conference fails to promote the reshaping legal services strategy.	3	2	6
IT	Cyber security risks to LSB	2	2	4
Governance	LSB is the victim of fraud	4	1	4
Corporate Services	LSB does not have a purchase order system and relies on the Contracts Register to act as a de facto Purchase Order Log in the absence of a system.	3	3	9

Background

Impact of risk

1	Minor	Barely any discernible effect on delivery of plan/services
2	Low	Small delay or non-critical changes to delivery of plan/services
3	Moderate	Some need to reassess/reschedule delivery of plan/services
4	Serious	Significant change necessary to the delivery of plan/services
5	Severe	Plan/service delivery failure

Likelihood of risk

1	Remote	The risk may occur in exceptional circumstances
2	Possible	The risk may (probability less than 50%) occur
3	Likely	The risk is likely (probability 50%-80%) to occur
4	Expected	There is an 80% or greater possibility that the risk will occur
5	Materialised	The risk has materialised and is now an issue

Score colour

The colour for corporate risks are based on the risk score relative to the risk appetite for each category. Red risks are out of appetite. Amber risks are at appetite. Green risks are within appetite. Programme and operational risks are not assigned a risk appetite so the colours are based on a standard RAG matrix.