

Meeting: Legal Services Board

Date: 28 April 2026¹

Item: Paper (26) xx

Title: CEO's Progress Report

Author: Richard Orpin, CEO

Status: Official

Introduction: Purpose of the paper/ Issue

1. This paper updates Board Members on key developments across the organisation since the Board's last meeting on 24 March 2026.

Recommendation

2. The Board is invited to **note** this report.

Appointment matters

LSB Board

3. We are delighted that Monisha Shah was appointed as Chair of the LSB on 1 April 2026. She is currently progressing through her induction programme. Meetings with key internal and external stakeholders are being scheduled over the coming months.
4. LSB and the Ministry of Justice (MoJ) are working together to recruit four new board members over the coming year – three lay and one non-lay. Monisha Shah, as LSB Chair, will be involved in the appointment process. The executive will also be engaging the services of Dynamic Boards to promote the appointments to a wide ranging and diverse audience.

Office for Legal Complaints (OLC) and Legal Services Consumer Panel (LSCP)

5. Richard Blakeway started his appointment at Chair of OLC from the 1 April 2026.
6. Work is ongoing on the recruitment campaign for a non-lay vacancy for the OLC Board. A member of LSB's Board will be asked to lead the recruitment panel, with support from the Chair of OLC and an independent panel member.

¹ This paper was circulated on 21 April and is accurate at the time of writing and circulation.

Colleague and organisational matters

7. Our People Plan will be shared with the organisation at the all-colleague event on 22 April. The Plan incorporates colleague feedback and supports our ambition to become a more responsive and dynamic organisation. It outlines how we will strengthen leadership, empowerment, inclusion, capability, and working practices so colleagues can thrive and the LSB can deliver better outcomes for the public.

Governance

Office for Legal Complaints (OLC)

8. We have received written confirmation from OLC acknowledging the conditions relating to the transformation portion of their 2026-27 annual budget the Board set out during the March Board meeting. OLC have agreed to ring-fence the c.£670,000 dedicated to the 'delivery phase' of their transformation project until they receive formal authorisation from LSB to proceed to the delivery phase.
9. We will work with the OLC to confirm the governance processes and any reporting structures that will be established to enable LSB's oversight of the transformation project.

Solicitors Disciplinary Tribunal

10. Following the LSB Board approval of the SDT 2026 Budget application in October 2025, the SDT continues to work through the recommendations in our Decision letter. The recent SDT 2025 KPM report shows that its performance remains good overall, reflecting its focus on measures to reduce lost court sitting days and costs per court and adjustments to obtaining participant feedback amongst different demographics, including before a hearing.

Legal

Post Office

11. Regular meetings are ongoing with both the SRA and the BSB concerning their disciplinary and enforcement work arising from the Horizon IT scandal. Our most recent meetings with the BSB and the SRA were held on 16 March 2026 and 17 April respectfully. The next meeting with the BSB is on 4 May 2026 and with the SRA it is anticipated to take place around mid-June 2026.
12. The BSB has 10 open investigations, all of which it expects to progress to the Independent Decision-Making Body (IDB) this year. The first two sets of allegations have been served and are expected to be considered in May – June 2026. The BSB is also finalising its consideration of the 111 criminal conviction cases that were overturned by the Court of Appeal.
13. The SRA published an update on [12 March 2026](#). The SRA reports that it has more than 20 live investigations into solicitors and law firms linked to the Post Office. Both regulators continue to update us on their work to progress their investigations.

Regulatory Developments

Research

14. Fieldwork for the Small Business Legal Needs Survey is complete. The contractor YouGov are running quality assurance checks, including the application of the legal needs model.
15. The review of our approach to monitoring and evaluation, which we commissioned to strengthen how we assess our impact, is now being finalised. On 31 March, colleagues took part in a practical workshop led by an external expert, exploring how we can embed strengthened approach to monitoring and evaluation throughout our work. We will update and share next steps with the Board shortly.

Statutory Decisions

16. Since the last update, we have issued two exemption directions to the Faculty Office. The first relates to the costs payable to adjudicators and prosecutors working as part of the Faculty Office's disciplinary arrangements and the second introduces Sanctions Guidance to support consistency of outcomes in the Faculty Office's disciplinary arrangements.

Mazur judgment

17. The Court of Appeal published its judgment on 31 March. The judgment concluded that an unauthorised person may lawfully conduct litigation if they do so under the supervision of an authorised individual. We wrote to the approved regulators and regulatory bodies on 1 April setting out our expectation that:
 - all regulatory bodies and approved regulators will rapidly review the judgment and its implications for their regulated communities.
 - all regulatory bodies and approved regulators will adopt a collaborative approach when considering, and ultimately implementing, any necessary response to the judgment.
 - all regulatory bodies that authorise conduct of litigation will swiftly consider any necessary amendments to their guidance, regulatory arrangements and other supporting information to provide clarity to their regulated communities.
 - that all bodies will review the judgment and any necessary actions should be taken at pace.

We will shortly hold a further meeting of the regulators and representative bodies to discuss this issue further. *Access to Justice*

18. The Chair and CEO provided evidence to the Justice Select Committee's Inquiry on Access to Justice on 14 April. The session covered a range of topics,

including the LSB's role in the regulatory structure, how we have responded to issues such as the Harman Review and Mazur judgement, our approach to regulatory oversight and how the LSB's actions have made an impact for consumers.

Consumer Protection

19. The findings from our research project examining the opportunities and risks consumers face when using Artificial Intelligence (AI) is due to be published in Maysoon. This will inform the scope of our consumer protection work and the extent to which this area of the unregulated sector will need particular policy attention in the three-year plan.
20. We are meeting with the SRA to discuss how their High Volume Consumer Claims may inform our work on litigation funding. As part of this, we have developed an analysis of the different litigation funding streams to consider what further policy and regulation may be required to protect consumers from harm. The work will build on the recommendations from the Civil Justice Council's review and the government announcement to introduce proportionate regulation of litigation funding agreements.

Professional Ethics and Rule of Law

21. On 26 March 2026 we published our final Statement of Policy on Professional Ethics and the Rule of Law, alongside our response to feedback received during the consultation. We will be engaging with regulators who now have six months to produce implementation plans. We will also be moving forward with plans to convene

Public Bodies Review

22. The Public Bodies Review (PBR) of the LSB has concluded its stakeholder engagement and has moved into the Challenge Panel phase. The Challenge Panel's purpose is to provide constructive and rigorous challenge to the Lead Reviewer on their findings and recommendations. The first Challenge Panel meeting took place on 14 April, and we expect the second Challenge Panel meeting to take place in early June.
23. We continue to engage with the Lead Reviewer, Richard Lloyd, and MoJ to support the PBR.

Regulatory Performance

Review of Oversight

24. We have written to regulators of CEOs about our revised oversight approach, which the Board approved in February. We are developing the implementation plan and planning arrangements for a briefing session with regulators on this matter, invitations for which will be sent presently.

Regulatory Performance Update

25. The second meeting to monitor the BSB's progress against the Voluntary Undertakings took place on 13 April. While there is more work to be done to meet the targeted performance level, the BSB is nonetheless making progress against the Voluntary Undertakings. The next meeting is scheduled for 8 June, and will focus on the timeliness with which cases are progressed through the Bar Tribunal and Adjudication Service (BTAS).
26. The SRA's progress against the Directions imposed in May 2025 will be discussed as part of the separate agenda item on SRA enforcement matters.

Technology

27. The findings from our research project examining the existing landscape of standards that apply to AI-powered consumer-facing legal technology will be published soon. This will inform the next steps of this project and support our work across technology and innovation, consumer protection and access to justice.
28. The Legal Choices Governance Board took place on 26 March, where we were assured that the Regulatory Information System (RIS) is on track to be delivered in May 2026. This is a significant milestone after a considerable period of development and planning. We continue to regularly engage at a working level with the SRA, who are leading on the technical development of the RIS.
29. On 31 March, we attended an AI Hackathon hosted by the Regulatory Innovation Office (based in the Department for Science, Innovation and Technology) and IBM alongside a range of regulators, AI experts, and businesses to explore and discuss how AI can improve regulatory processes. Almost every proposal centred on using AI often through chatbot-style tools to help individuals and businesses navigate complex regulatory guidance more easily, highlighting persistent challenges around usability, duplication and accessibility.

Equality, Diversity and Inclusion

30. We continue to analyse responses to our consultation on proposals to encourage a diverse legal profession (which closed in early March). Following the analysis process, we will develop next steps for our policy in this area. We intend to seek input from the Board later in 2026 following analysis and any further required engagement with respondents and wider external stakeholders.

Strategy, Business Plan & Budget

31. The 2026/27 Business Plan and Budget was published on 21 April.

Communications and Engagement

Wales and regional engagement

32. Board members and colleagues will be in Wales on 23 April 2026 as part of our ongoing programme of engagement in Wales and the English regions. We will meet with Citizens Advice, Swansea Law Clinic, and the Pro Bono Committee for Wales to deepen our understanding of the opportunities and challenges in Swansea, particularly in the free advice sector. In the afternoon, we are holding a roundtable at the University of Wales with lawyers and legal services professionals. This will be our new Chair's first stakeholder engagement event for the LSB and part of our programme of engagement as we develop our three-year plan focused on the role of effective regulation in reshaping legal services.
33. Work is underway to organise stakeholder engagement in Newcastle on 25 June 2026. We expect this to focus on small businesses and use it to provide initial early analysis from our Small Businesses Legal Needs Survey. Again, this will be an opportunity to gain regional insights as we develop our three-year plan.

Meeting Schedule

The following senior-level meetings took place between 11 March 2026 and 14 April 2026.

Date	Meeting	LSB
17 March	LSB/BSB CEO meeting	CEO
18 March	LSB/ LeO CEO meeting	CEO
18 March	LSB/CRL CEO meeting	CEO
19 March	LSB/ IBA CEO meeting	CEO
20 March	Gaon Hart, Immigration Services Commissioner, IAA	CEO
26 March	Legal Choices Governance Board meeting	CEO
2 April	LSB/BSB Interim Director General meeting	CEO
14 April	Justice Select Committee	Chair & CEO
15 April	LSB/ Bar Council CEO meeting	CEO

Freedom of Information Act 2000 (Fol)		
Para ref	Fol exemption and summary	Expires
N/A	N/A	N/A