LEGAL SERVICES
BOARD

Quarterly Performance Report

2025-26 Q3

October – December 2025

Programme summary

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 Commence annual performance assessment			Oversight and assurance activities		
Oversight and assurance activities			Oversight and assurance activities			Oversight and assurance activities			Oversight and assurance activities Commence annual performance assessment		
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Apr	*May*	*Jun*	*Jul*	*Aug*	*Sep*	*Oct*	*Nov*	*Dec*	*Jan*	*Feb*	*Mar*
Statutory decisions											
Ongoing assessment of rule change applications			Ongoing assessment of rule change applications Commence assessment of annual applications on practising certificate fees (PCF) and compensation fund contributions			Ongoing assessment of rule change applications Continued assessment of annual applications on PCF and compensation fund contributions			Ongoing assessment of rule change applications PCF – review remaining applications		
Ongoing assessment of rule change applications			Ongoing assessment of rule change applications Commence assessment of annual applications on practising certificate fees (PCF) and compensation fund contributions			Ongoing assessment of rule change applications Continued assessment of annual applications on PCF and compensation fund contributions			Ongoing assessment of rule change applications PCF – review remaining applications		
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Key points

Oversight and regulatory performance: We have continued with the review of our oversight function, which aims to ensure our oversight approach is effective, targeted at areas where we have least assurance and aligned with good regulation principles, in particular proportionality. A proposal was presented to our Board in February 2026 to modify our approach to oversight for consideration and approval.

During Q3, we published our independent review of the SRA's regulation of SSB Group Ltd (16 October), which has led to the LSB initiating enforcement action. We have continued to monitor progress against the Directions imposed on the SRA in 2025, and the voluntary undertakings we have in place with the BSB.

Statutory decisions: See pages 9-10 for more information on statutory decisions.

Key

Programme/project		
milestone from business plan activity schedule		
latest planned milestone		
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🟥	Significant issues affecting the project, including if delivery is at risk
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Programme summary

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 Conduct of Litigation review			Finalise Conduct of Litigation review		
🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩	🟩			

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Enhanced market surveillance and horizon scanning											
Draft approach to integrating horizon scanning into LSB risk management framework Test and develop market surveillance prototype Develop and deliver internal capacity building activities			Agreement of approach to integrating horizon scanning into LSB risk management framework Continued testing and refining of horizon scanning product Deliver internal capacity building activities			Market surveillance product shared with Board Continued testing of horizon scanning product Deliver internal capacity building activities Scope, plan and deliver a ‘futures’ session			Continuing to test and refine horizon scanning product Deliver internal capacity building activities		
Draft approach to integrating horizon scanning into LSB risk management framework Test and develop market surveillance prototype Develop and deliver internal capacity building activities			Agreement of approach to integrating horizon scanning into LSB risk management framework Continued testing and refining of horizon scanning product Deliver internal capacity building activities			Market surveillance product shared with Board Continued testing of horizon scanning product Deliver internal capacity building activities Scope, plan and deliver a ‘futures’ session			Continuing to test and refine horizon scanning product Deliver internal capacity building activities		
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Key points

Regulatory reviews and investigations: In view of the High Court decision in *Mazur*, the team commenced its review to consider the regulatory steps taken by approved regulators (where appropriate through their regulatory bodies) in providing guidance and ensuring compliance with the Act in respect of persons undertaking the conduct of litigation. We issued the section 55 information request on 28 October, and published an interim report on 29 January 2026. The final report is expected to be published following the outcome of the Court of Appeal hearing. In parallel, we commenced a short-life project to explore relevant data and evidence which help us assess whether the judgment is having a wider effect. Alongside this we are exploring contingency policy options. This will allow us to ensure that we know at the earliest possible point whether further action is required and what the options are. We are conducting wider engagement across the sector and convened the regulators on 19 November for a further meeting.

Enhanced market surveillance and horizon scanning: The team has continued to develop our framework and approach to horizon scanning in line with Board feedback. We are also developing the agenda for a futures event focused on the implications of an ageing society for legal services and regulators.

Key

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Programme summary

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 Commence analysis of consultation responses			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 Implementation engagement plan			Engagement activities to support regulators' implementation of policy and encourage ethics-based leadership and culture change		
Consultation phase Engagement on proposals with a range of stakeholders Commence analysis of consultation responses			Analysis of consultation responses Drafting final policy in light of consultation responses			Analysis of consultation responses Drafting final policy in light of consultation responses Implementation engagement plan			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		
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Advancing equality, encouraging diversity and promoting a healthy and inclusive culture in the legal profession											
Continued policy development and drafting consultation materials Engagement on emerging proposals with key stakeholders Seek Board approval on new regulatory policy proposals ahead of consultation			Launch consultation on policy proposals Engagement on proposals with key stakeholders			Review consultation responses and update policy proposals Present final policy approach to Board for approval			Publish policy approach Engagement activities to support regulators' implementation of policy		
Continued policy development and drafting consultation materials Engagement on emerging proposals with key stakeholders Seek Board approval on new regulatory policy proposals ahead of consultation			Engagement on proposals with key stakeholders			Launch consultation on policy proposals Continued engagement with stakeholders			Review consultation responses and update policy proposals Present final policy approach to Board for approval ahead of formal launch of policy statement (expected early Q1 26/27)		
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Key points

Professional Ethics and the Rule of Law (PERL): We presented our policy statement and consultation analysis at our Board meeting in February 2026, and anticipate publishing the final statement at the end of March. We have continued to develop the terms of reference for our Professional Ethics Network, and plan to convene a roundtable in parallel with the launch of our final policy statement later in the financial year.

The LSB attended a stakeholder meeting convened by the Department of Business and Trade (DBT) on 30 October to hear about proposed amendments to secondary legislation to the Employment Rights Act regarding acceptable use of Non-Disclosure Agreements. DBT will be consulting on the proposed changes early next year. We also attended a regular quarterly meeting on 6 November with the SRA to discuss SLAPPs and abuse of litigation cases. The SRA shared updates in relation to high profile cases. We also shared an update on our PERL work, emphasising that a stronger ethical foundation - and a clear recognition that client interests must not override the public interest - is essential to counter abusive litigation tactics, including through SLAPPs.

Equality, diversity and inclusion: We launched our public consultation on 27 November, which closed on 2 March 2026.

In October and November, the LSB continued its external engagement to promote diversity and wellbeing in the legal profession. Highlights include launching an External Speaker Series utilising the Legal Regulators EDI Forum, featuring discussions on inclusive language and professional wellbeing; presenting at the Mad World Summit on LawCare's Life in the Law report, and presenting strategies for inclusion at the International Conference of Legal Regulators in Hong Kong.

Programme/project		
milestone from business plan activity schedule		
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Programme summary

Priority policy projects (page 2 of 2)

Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
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 Evidence review and engagement			Present evidence to Board and outline policy proposals		
🟩	🟩	🟨	🟨	🟩	🟩	🟩	🟩	🟩			

Key points

Consumer protection: The team presented a paper to our Board in October which sets out the proposed scope and focus of the project (subsequently published on our website).

In partnership with our Public Panel, we have commenced a consumer research project to understand what opportunities and risks consumers believe they face when using AI and online legal tools, and what kinds of support, guidance of safeguards people think are already, or should be in place, if any. We expect the outcomes from this research to be published in Q4.

We have also written to Minister Sackman on a range of issues including mass claims, our enforcement work and the actions we are taking to protect consumers. As part of this we continue to advocate for third-party litigation funding to be regulated by the Financial Conduct Authority as a type of loan. It is our view that this would ensure a single and cohesive regulatory framework and reduce the risks posed by the misalignment of incentives.

Programme summary

Other work 2025-26

<table>
<tr><th>Apr</th><th>May</th><th>Jun</th><th>Jul</th><th>Aug</th><th>Sep</th><th>Oct</th><th>Nov</th><th>Dec</th><th>Jan</th><th>Feb</th><th>Mar</th></tr>
<tr><td colspan="12">Evaluation of the operation and effectiveness of the IGR</td></tr>
<tr><td colspan="3">Complete analysis of findings from evidence request
Provide analysis to Board</td><td colspan="3">Delivery timeline pending review and decision by Board in Q1</td><td colspan="3">Delivery timeline pending review and decision by Board in Q1</td><td colspan="3">Delivery timeline pending review and decision by Board in Q1</td></tr>
<tr><td colspan="3">Complete analysis of findings from evidence request
Provide analysis to Board</td><td colspan="3">Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act</td><td colspan="3">Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act</td><td colspan="3">Board decision to pause further activity pending potential proceedings in connection with delegation under the IGR and the Act</td></tr>
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<tr><td colspan="12">Economic crime/AML</td></tr>
<tr><td colspan="3">Analysis of consultation responses
Drafting final policy proposals in light of consultation responses
Present final policy guidance and consultation response to Board for approval</td><td colspan="3">Publish guidance and consultation response
Engagement activities to support and monitor regulators’ implementation of policy</td><td colspan="3">Implementation phase</td><td colspan="3">Implementation phase</td></tr>
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Key points

- **Evaluation of the operation and effectiveness of the IGR:** Substantive work on this project has been paused pending potential proceedings in connection with delegation under the IGR and the Act.
- **Economic crime/AML:** While our substantive project focusing on economic crime has closed, we have still continued to act this area. In late October the government announced its decision to consolidate responsibility for Anti-Money Laundering /Counter Terrorist Financing (AML/CTF) supervision of legal, accountancy and trust and company service providers under the Financial Conduct Authority (FCA). Under this approach, all legal firms currently supervised for AML/CTF matters by legal professional body supervisors (such as the SRA, CLC, etc.) would be supervised by the FCA.

  In order to implement this proposed change to the AML supervisory system, the government will need to pass enabling legislation and to this end, HMT has published a consultation seeking views on the powers, duties, and accountability mechanisms the FCA should be provided with. The LSB responded to this consultation after convening meetings with regulators and the SDT, as part of efforts to ensure that the transition to the new proposed supervisory system is smooth and consistent with the Legal Services Act.

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<tr><th colspan="3">Programme/project</th></tr>
<tr><td colspan="3">milestone from business plan activity schedule</td></tr>
<tr><td colspan="3">latest planned milestone</td></tr>
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Programme summary

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		
Maintain ‘Reshaping Legal Services’ microsite Develop evidence paper on progress made against strategy and ongoing challenges/actions			Continued development of evidence paper on progress made against strategy and ongoing challenges/actions Maintain microsite Develop strategic priorities for 2026-31 Business planning			Maintain microsite Consult on strategic priorities for 2026-31 and draft business plan Publish evidence paper			Maintain microsite Publish strategic priorities for 2026-31 and business plan Planning and programme design for 2026 Annual Conference in Autumn 2026		
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Key points

- **LSB Strategy:** Our draft 2026/27 Business Plan and Budget was presented at our Board meeting in November, and the public consultation was subsequently launched on 17 December. The final Business Plan and Budget was reviewed by our Board at its March meeting and is expected to be published in April.
- In parallel with the launch of our business plan consultation, we published the new *State of Legal Services* report which reviews progress at the halfway point of the ten-year *Reshaping Legal Services* strategy. The strategy aims to reshape legal services to better meet society’s needs through fairer outcomes, stronger confidence, and better services.
- **Annual Conference**: Due to ongoing priorities we have decided to move our Annual Conference to November 2026. Further updates will be provided in due course.

Key

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Programme summary

Research and market intelligence

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<tr><td colspan="12">Datasets</td></tr>
<tr><td colspan="3">Continue to develop and iterate our interactive dashboards
Explore existing datasets to generate insights</td><td colspan="3">Continue to develop and iterate our interactive dashboards
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<tr><td colspan="12">Public panel</td></tr>
<tr><td colspan="3">Recommission provision of the Public Panel
Plan activities for the panel</td><td colspan="3">Delivery of Public Panel activities as determined</td><td colspan="3">Delivery of Public Panel activities as determined</td><td colspan="3">Delivery of Public Panel activities as determined</td></tr>
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Plan activities for the panel</td><td colspan="3">Delivery of Public Panel activities as determined</td><td colspan="3">Delivery of Public Panel activities as determined</td><td colspan="3">Delivery of Public Panel activities as determined</td></tr>
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<tr><td colspan="12">Research</td></tr>
<tr><td colspan="3">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</td><td colspan="3">Commission Small Business Legal Needs SBLN Research for 25-26
Continued work on series of topic reports</td><td colspan="3">Fieldwork phase – SBLN
Continued work on series of topic reports
Publish research on consumer protection (date TBD)</td><td colspan="3">Receive draft report from SBLN research
Topic report drafting</td></tr>
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Publish insights from our Prices Survey
Scope and commission review to our approach to evaluation</td><td colspan="3">Commission Small Business Legal Needs SBLN Research for 25-26
Continued work on series of topic reports</td><td colspan="3">Commission research to inform our consumer protection work
Commission external provider to support with review of LSB evaluation approach
Fieldwork phase – SBLN
Continued work on topic reports</td><td colspan="3">Fieldwork phase for consumer protection research
Delivery phase for evaluation project
Receive draft report from SBLN research
Topic report drafting</td></tr>
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Key points

- **Datasets:** We have continued to review and refresh our dashboards.
- **Public Panel:** As mentioned previously under our consumer protection update, we are working with our Public Panel on a project to understand what opportunities and risks consumers believe they face when using AI and online legal tools, and what kinds of support, guidance of safeguards people think are already, or should be in place, if any.
- **Research:** We have commissioned YouGov to conduct our Small Business Legal Needs survey.
- **Enhancing our approach to monitoring and evaluation**: We have commissioned an external consultant, the Centre for Strategy and Evaluation Services, to support us to review and refine our approach to monitoring and evaluation of the impact of our work. This work is due to deliver in Q4.

Key

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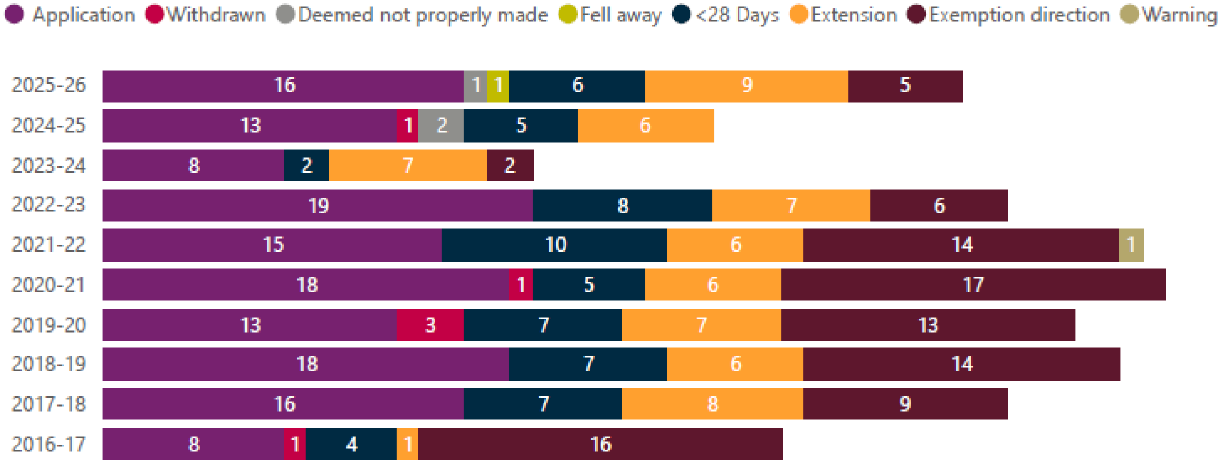
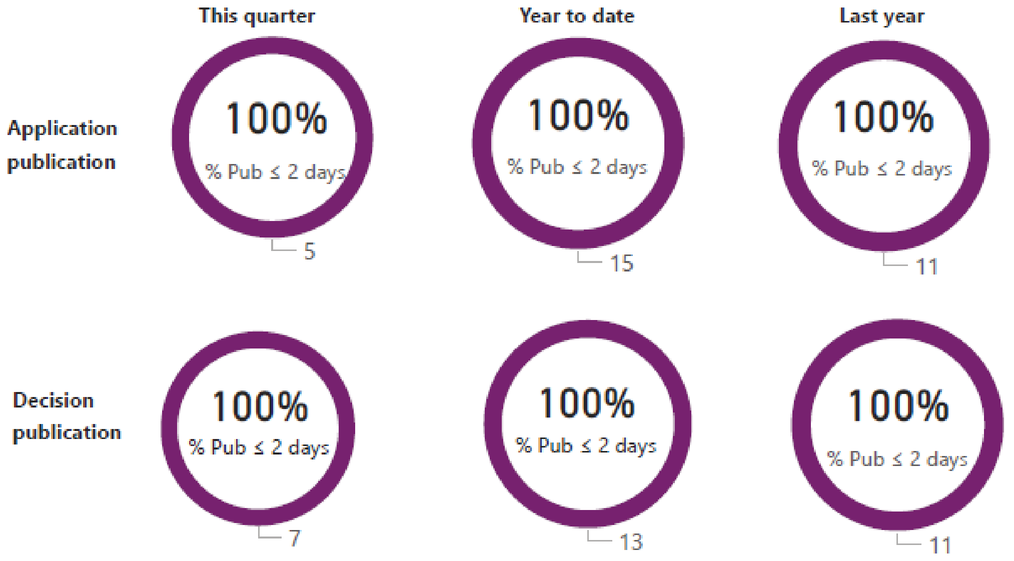
Statutory Decisions

LEGAL SERVICES BOARD

1. Alterations to regulatory arrangements (April - end December 2025)

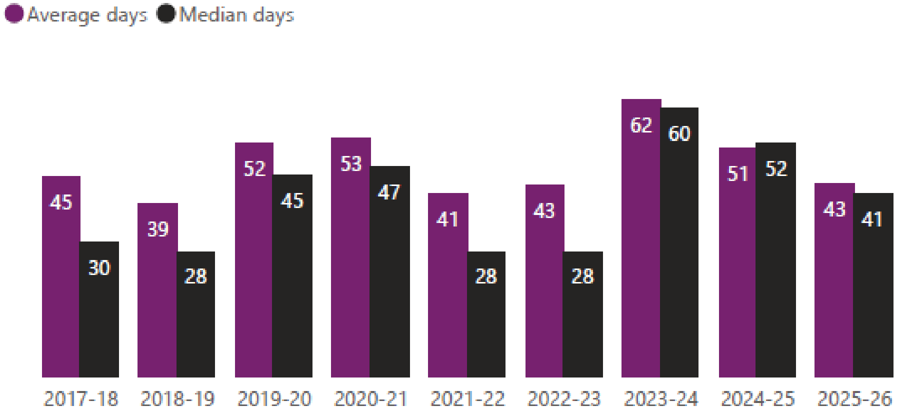


4. Publication KPIs for alterations to regulatory arrangements

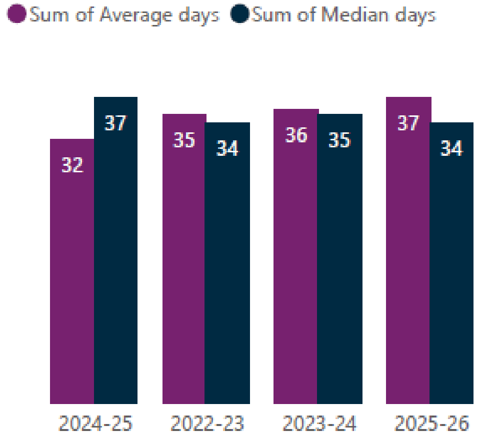


2. Number of days to issue decision

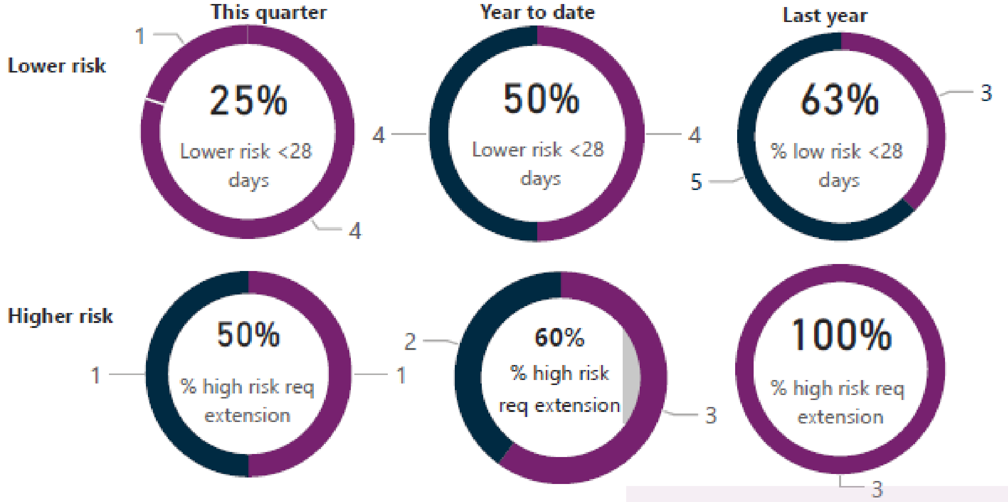
Alterations to regulatory arrangements (excluding decisions following a warning notice)



3. Practising fees



5. Decision time by risk designation



Notes:

1. The 'application' category in figure 1 includes 'not accepted', 'withdrawn' and 'fell away'.
2. The application publication figure for YTD in figure 4 does not include the application 'not accepted'.

Analysis & Background on next page

Statutory Decisions

Analysis

In Q3, we received five new applications for alterations to regulatory arrangements. We made seven decisions during the quarter.

We have observed an increase in processing time of our applications, with four low risk applications requiring an extension, while one was completed within 28 days. One higher risk decision was processed within the target of 28 days or fewer, and the other requiring an extension. This can be attributed to a combination of complex issues raised by some Practising Fee applications and the need to ensure the delivery of benefits to consumers aligned to the implementation of regulatory arrangements in relation to first tier complaints. As a result of this, the workstream is rated amber. Mitigations have stabilised the position; as such we anticipate a return to green during the latter part of the financial year. In parallel, Q3 is our peak annual Practising Fees season, with five decisions being made this quarter. We also issued two exemption decisions during the quarter.

We successfully met all publication deadlines for both applications and decisions.

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

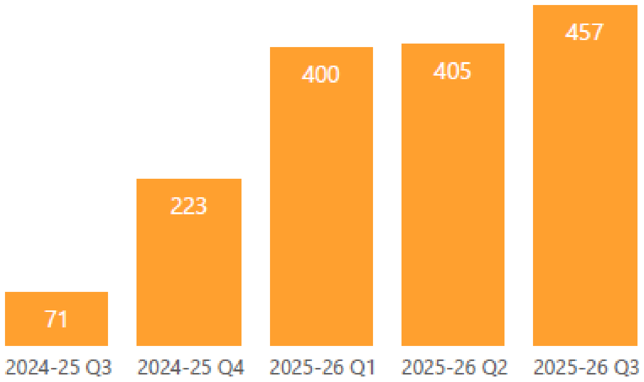
Under the Act the LSB assesses and approves practising fees.
The LSB aims to make a decision on these practising fee applications within 35 calendar days.

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

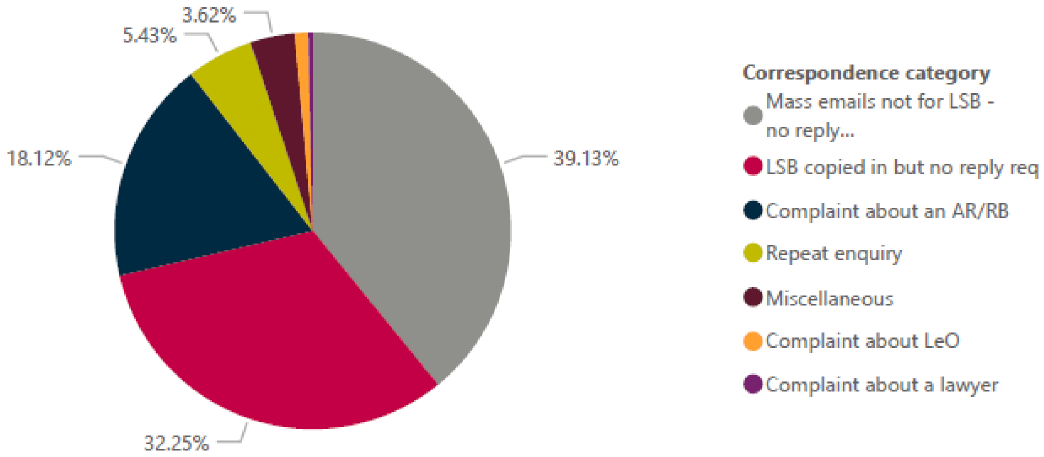
1. Number of enquiries

Last 12 months, by quarter*



***Note this includes repeat enquiries (n. 15), LSB copied in/no reply required (n.89) and 'mass emails not for LSB - no reply required' (n. 108). This type of correspondence, while it may not require a response, still requires review by the team in order to triage appropriately.**

2. Analysis of correspondence category



Analysis

We received 457 general enquiries in Q3, continuing the upward trend seen in recent quarters. Attributing factors likely to be influencing this pattern include high profile events such as the ongoing repercussions of the High Court *Mazur vs Charles Russell Speechlys* judgment and the LSB's enforcement action. For example, around 5% of overall enquiries were regarding the Mazur case during this quarter. We are also aware of emerging evidence from customer and user facing organisations suggesting that higher enquiry volumes may be linked to increased use of AI, which enables more people to access support.

Due to the implementation of a new software system during the reporting period, historical and in-system data required to reliably analyse response times is currently unavailable. However, as we move forward we expect that the new system will enable us to identify and assess the most meaningful trends available for analysis.

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. 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.

Background

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

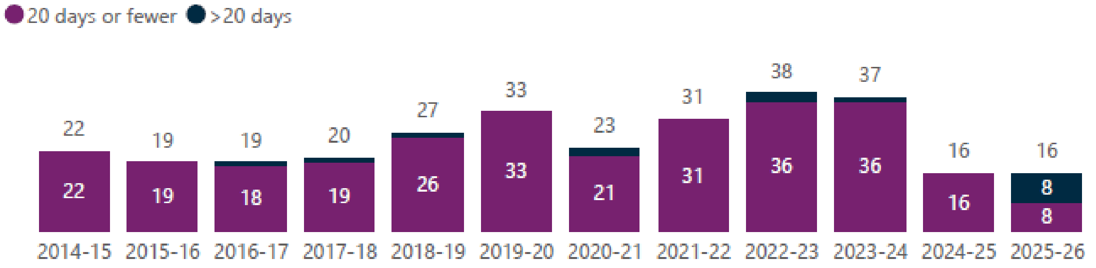
The public typically contacts us to raise issues about a regulator, lawyer, the Legal Ombudsman, or with general enquiries about legal services and legal aid.

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

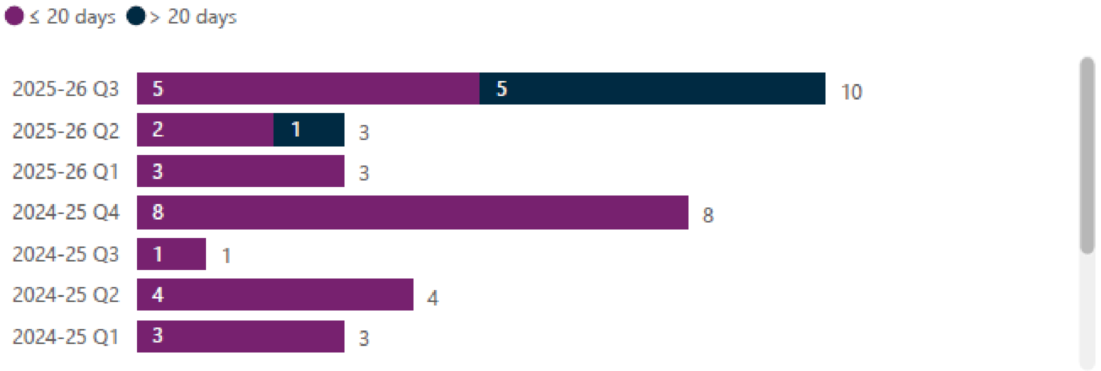
Freedom of Information

LSB
LEGAL SERVICES
BOARD

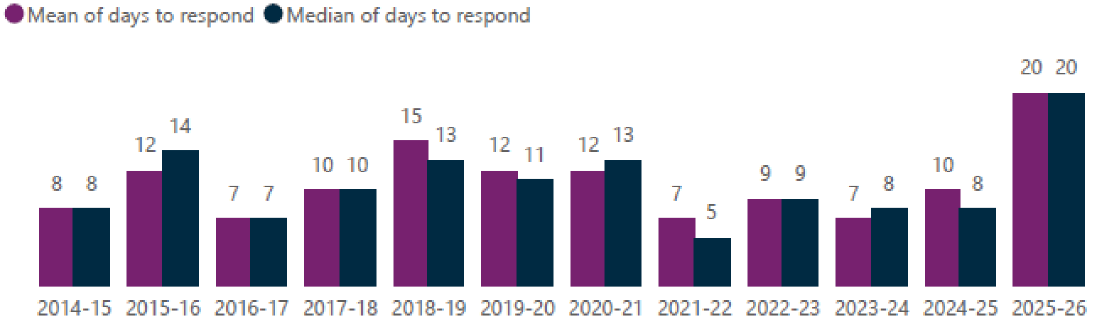
1. Responses to requests (historical)



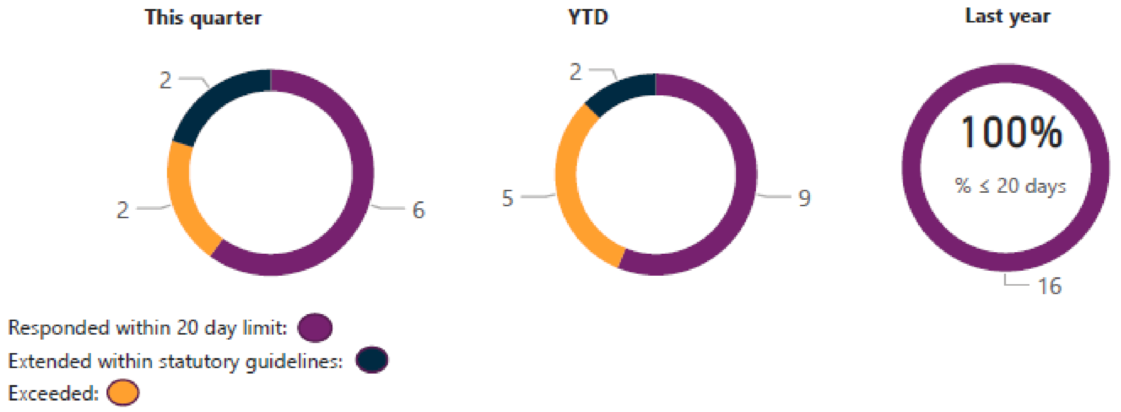
2. Responses to requests (last 15 months)



3. Response time



4. Response time KPI



Analysis

We received six Freedom of Information requests this quarter and responded to 10. Over the course of the year we have received 19 requests.

We continue to observe an upward trend in the complexity and scope of FOI requests. Increasingly, requests involve significant volumes of information, cross-departmental coordination, and detailed consideration of exemptions under the Act. As a result, we anticipate that a growing proportion of future requests will require extensions beyond the standard 20 working day timeframe to ensure that responses are accurate, comprehensive, and compliant. For this quarter, six of our responses were completed within the 20 working day target, two responses required an extension and the other two exceeded the 20 day target due to overall complexity.

Our mean and median response times for the quarter are 20 and 20 days, respectively.

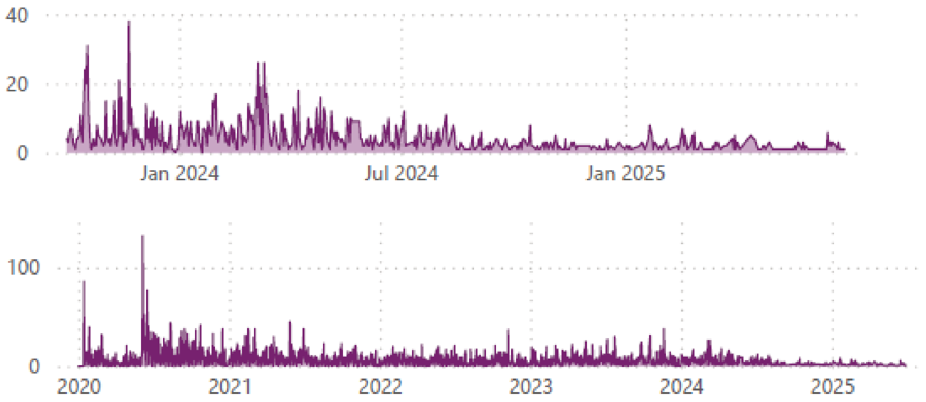
Background

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.

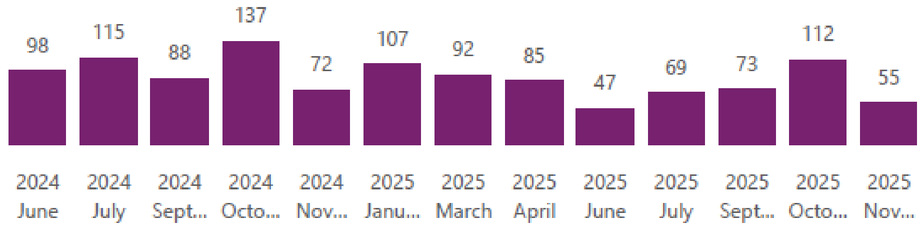
The Act requires authorities: (1) to publish information proactively in accordance with their publication schemes; and (2) to provide within not more than 20 working days other information requested by any person ('information requests').

Communications and Engagement

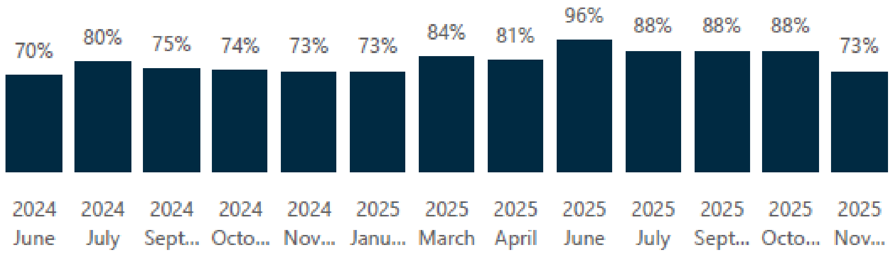
1. Market intelligence dashboards



2. Chair's Blog



Engagement rate

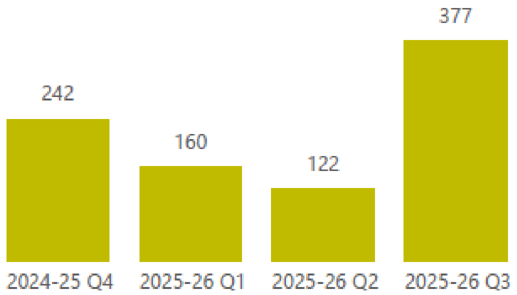


3. Social media

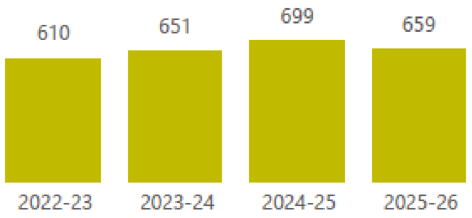
3720
LinkedIn followers

401
Bluesky Followers

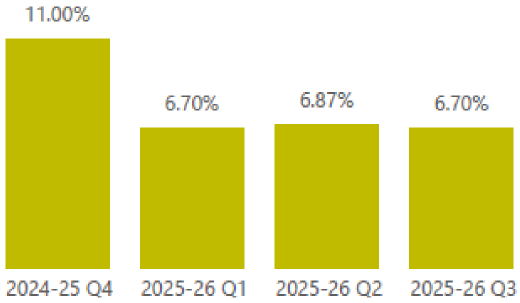
LinkedIn follower growth, last 12 months, by quarter



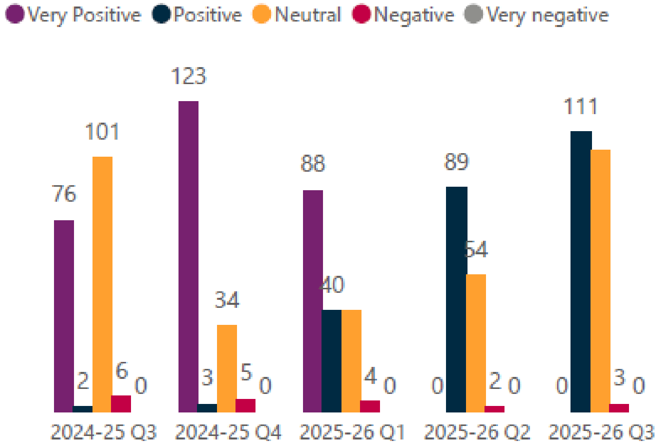
LinkedIn follower growth, last 3 years, by year to date



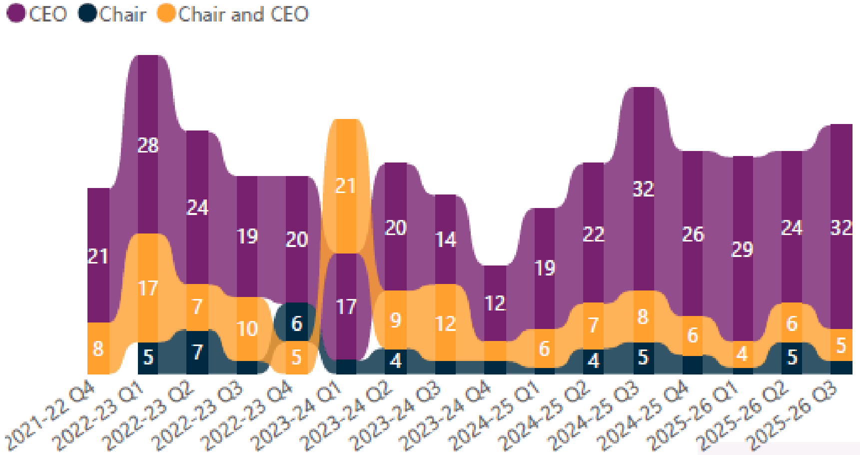
LinkedIn engagement rate, last 12 months



4. Media sentiment



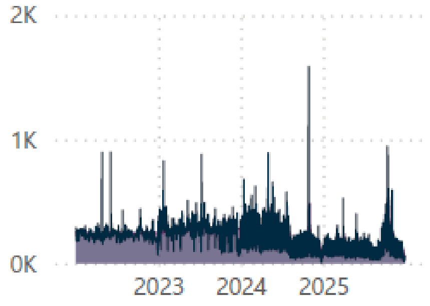
5. Senior engagement meetings



Analysis
on next page

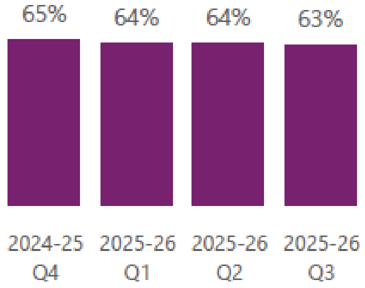
Communications and Engagement

6. Legal Services Board website



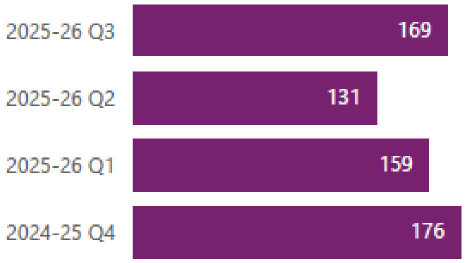
Users per day

Last 2 years, by day



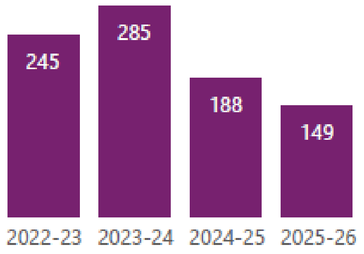
Engagement rate

Last 12 months, by quarter



Median users per day

Last 12 months, by quarter



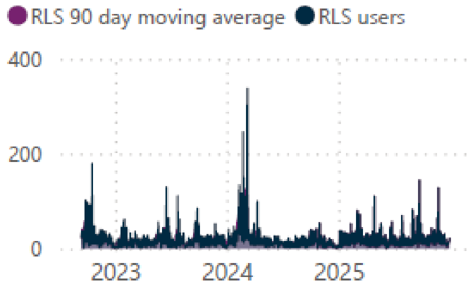
Median users per day

Last 4 years, by year

Top 10 downloads since 1 January 2025

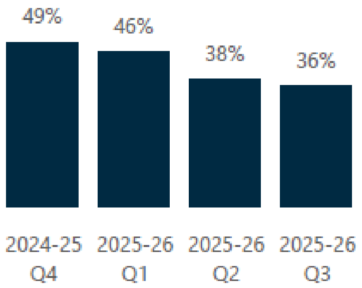
Title	Rank	Users
PERL-Consultation-Document-February-2025.pdf	1	522
/LSB-regulatory-performance-assessment-2025.pdf	2	474
SSB report	3	302
LSB-Business-Plan-2025-26.pdf	4	218
Independent-Review-of-the-Regulatory-Events-Leading-up-to-the-SRAs-Inter	5	217
Final-Decision-Notice-and-Section-32-Directions.pdf	6	183
A-review-of-litigation-funding.pdf	7	216
Decision-Notice-CRL-application-for-approval-of-stand-alone-litigation-rights	8	206
LSB-regulators-and-oversight-map-infographic-March-2024.pdf	9	175
s112-Requirements.pdf	10	83

7. Reshaping Legal Services website



Users per day

Last 2 years, by day

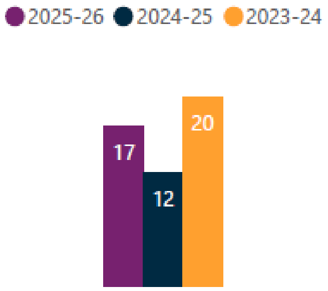


Engagement rate

Last 12 months, by quarter

Median users per day

Last 12 months, by quarter



Median users per day

Last 3 years, by year

Top blogs since 1 January 2025

Rank	Title	Views
1	LSB strategy final	64
2	LSB conference agenda	51
3	Key-Slides-Reshaping-Legal-Services-6th-March-25.pdf	24
4	Reshaping Legal Services event slides 16 September 2025	19
5	Legal Needs 2023 summary report	13
6	NLS Curran Access to Justice slides RLS conference	13
7	Jim-Baxters-presentation.pdf	13
8	Legal Needs technical report_final May 2022	9
9	Editorial guidelines for the Reshaping Legal Services microsite	6

Analysis

Website activity for the quarter has increased slightly compared with the previous period. Median daily users to the LSB website increased from 131 in Q2 to 169 in Q3, returning to the stability observed in previous quarters. Engagement rates remain steady at 63%. The microsite also saw a modest decline in engagement rates to 36% from 38% last quarter.

Social media engagement continues to demonstrate consistent growth. Our LinkedIn following increased by 370 this quarter, bringing the total to 3,720 followers. Our LinkedIn engagement rate of 6.7% remains stable when compared with previous quarters. Our Bluesky account continues to gain traction, now with 401 followers.

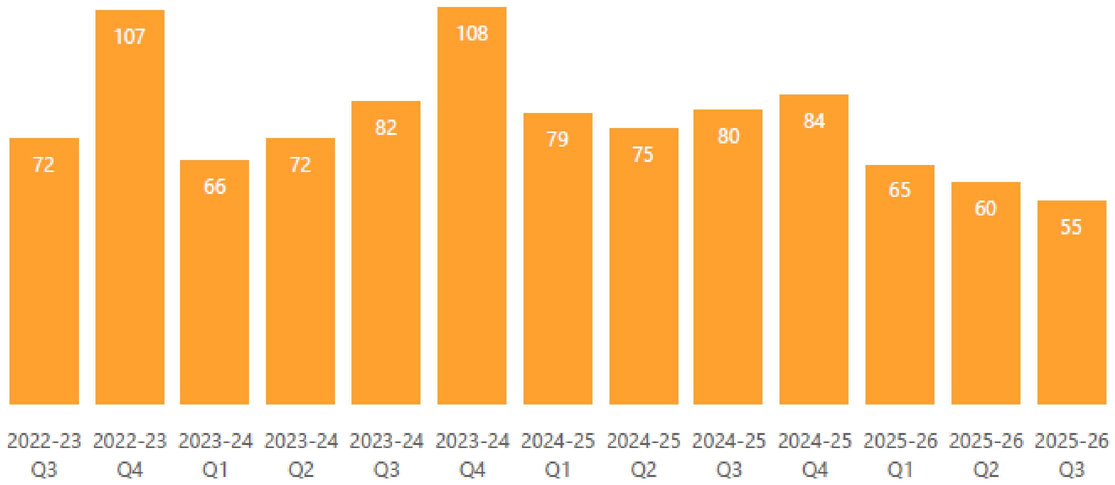
The Chair's blog continues to maintain stable readership and engagement. Monthly views for October reached 112, returning to the higher levels observed earlier in the calendar year. Engagement rates have remained consistently strong at 88% (October) and 73% (November).

Senior engagement activity remains high, maintaining the steady pattern of engagement observed throughout the year.

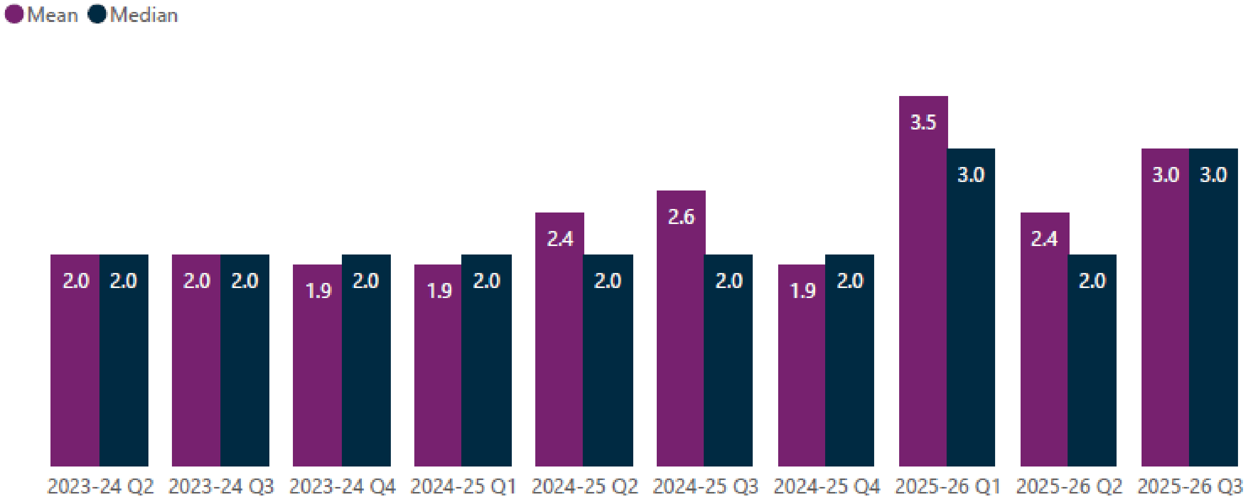
Our recent publications (such as the launch of our EDI and Business Plan consultations) and communications activity have continued to attract attention. Our social media activity on the Mazur case and updates from our attendance at the International Conference of Legal Regulators in Hong Kong also stimulated engagement.

Finance

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 Q3	48	87%	55	100%	55	100%	55	100%
2025-26 Q2	56	93%	60	100%	60	100%	60	100%
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%

Analysis

We processed 55 invoices in Q3. This figure continues to demonstrate a decrease in volume compared to the same quarter last year (74 in Q3 25/26) but remains steady when compared with previous quarters this financial year.

We paid 48 (87%) 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 3.0 days in Q3, which remains in line with previous quarters this year and remains within our target.

Background

The LSB usually undertakes one payment run per week.

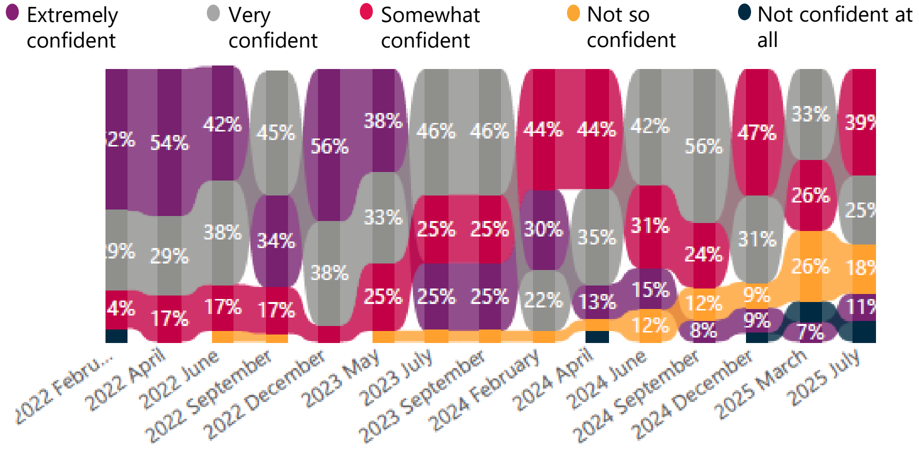
Prompt payment data is reported quarterly to the Ministry of Justice in line with Government guidance.

Human Resources

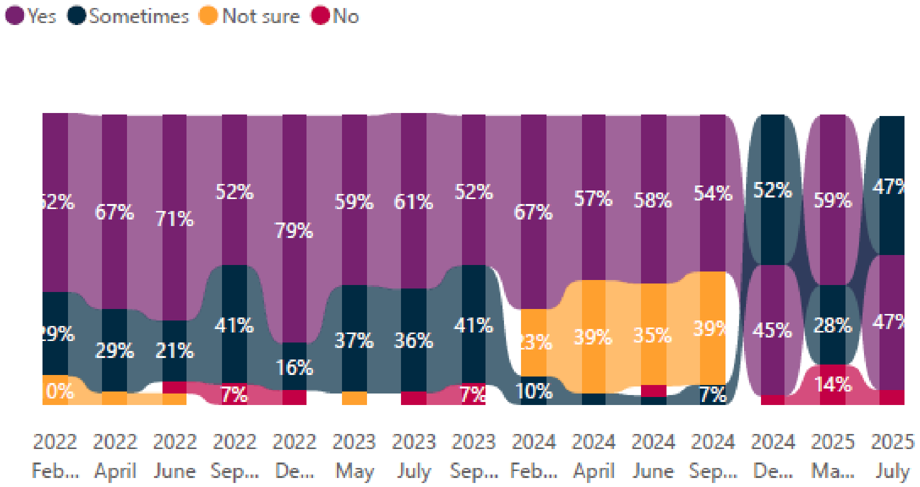
LEGAL SERVICES BOARD

1. Colleague pulse survey

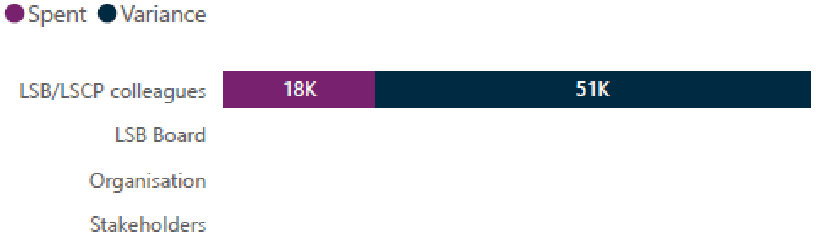
How confident are you in the SLT to make the right decisions generally and manage change and ways of working?



Do you feel connected to the rest of the LSB team?

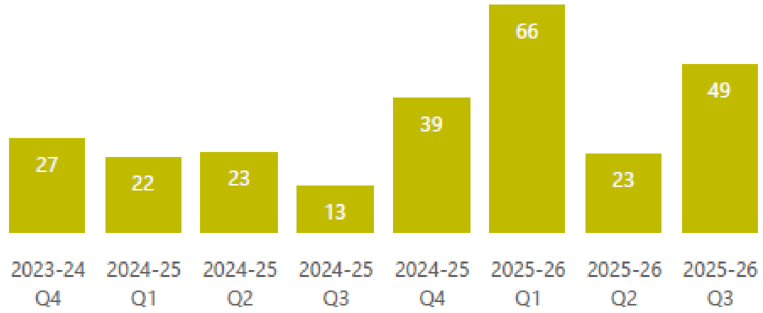


2. Training budget

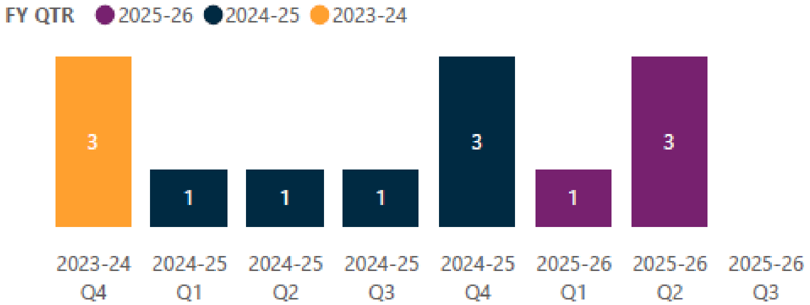


3. Sick days and turnover

Sick days



Resignations



Analysis

We are in the process of analysing the findings from our latest Colleague Engagement survey which is carried out by an external consultancy every two years. We achieved a very high response rate with over 90% of colleagues responding. The findings in relation to the LSB culture, the variety of work we offer and our flexible working policy, were positive and we continue to score above the BMG benchmark on many measures. The survey also highlighted similar trends emerging from our internal pulse survey data, including feedback around increasing workload and capacity pressures and throughput of decision making. To respond to this feedback, SLT has continued work to strengthen our approach to pipeline management and prioritisation, and is working to rationalise and streamline the decision making and sign off process in order to ease bottlenecks.

We have spent approximately £18k on training and development so far, leaving our remaining spend at approximately £58k for the remainder of the financial year.

Sickness absence days increased in Q3 to 49 days from 23 days reported in Q2, with the sickness absence rate increasing. This is largely attributed to one period of long term sick leave, as well as seasonal illness. The sickness absence rate in Q3 was 0.6 days per colleague for this period, compared with 0.5 day per colleague in Q2.

Richard Orpin has been appointed as the LSB's permanent CEO following an open recruitment process. There were no resignations.

Risk

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	4	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

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.