LEGAL SERVICES BOARD

Legal Services Board
Strategy Session and Board Meeting 2026: Agenda

Date: **22 September 2026**
Time: **10:30 – 14:45**

Venue: **In person, – 2 Redman Place, London**

For more information contact:
Heather McLoughlin | Head, Corporate Governance

LEGAL SERVICES BOARD
Agenda

Date: 22 September 2026 **Time**: 10:30 **Venue**: TBC, London

Member attendance:	Monisha Shah, (Chair) Catherine Brown, Gary Kildare, Habib Motani, Christine Nwaokolo, Lizzie Peers, Richard Orpin, (Chief Executive)
In attendance:	Femi Otukoya (Head, Finance and IT), Angela Latta (Head, Performance and Oversight), Jelena Lentzos (Director, Policy, Strategy and Engagement), Robert Morrison (Interim Head, Policy and Delivery), Paul Nezandonyi (Head, Communications and Engagement), Samuel Omolade (Head, Strategy and Research), Matilda Quiney, (Director, Corporate Services) Toakase Tonga (Interim General Counsel), Heather McLoughlin, (Head, Corporate Governance – minutes)
Apologies:	Danielle Viall (General Counsel
Attendance for agenda items:	Tom Hayhoe (LSCP Chair) (Online) Lola Bello (Head, Consumer Panel) (Online) Daniel Manvell, Tania Hardcastle, Gavin Doyle (Regulatory Policy Managers) - Strategy Session
External attendance:	
Observers:	Peter Truman (Communications and Engagement Manager) Donella Williams (Corporate Project Manager) - Strategy Session Items 3 - 5

Item		Action	Speaker	Timing
STRATEGY SESSION				
1.	Overview of Session & Timeline	Note	JL	10:30 (5 mins)
2.	Insights from the Legal Services Consumer Panel	Discuss	LSCP Chair	10:35 (30 mins)
3.	LSB Priorities – 3 Year Strategy and 3 Year Budget	Discuss	SO / JL / FO	11:05 (60 mins)
Lunch Break – 12:05 30 mins				
4.	Areas of focus for 2027/28	Discuss	SO	12:35 (30 mins)
5.	Budget for 2027/28: High level assumptions and scenarios	Discuss	FO	13:05 (15 mins)
6.	Reflections and close of strategy session	Discuss	Chair	13:25 (10 mins)
Break – 13:30 5 mins				

PRIVATE SESSION **Board members attendance only**				
Catch-up and intelligence sharing				13:35 (15 mins)
BOARD MEETING				
1.	Welcome and apologies	Note	Chair	13:50 (5 mins)
2.	Declarations of interest relevant to the business of the Board			

3.	Chief Executive's progress report **Paper (26) 18** 3.1 OLC Voluntary Assurance Letter 3.2 Dashboard on regulatory oversight	Discuss	RO	13:55 (15 mins)
4.	Making Best Use of the Board's Time and Strategic Expertise **Paper (26) 19**	Discuss	RO / HM	14:10 (10 mins)
5.	SRA Progress Update - Oral	Discuss	AL / TT	14:20 (15 mins)
6.	Finance Report to 31 July and verbal update in August 2026 **Paper (26) 20**	Note	FO	14:35 (5 mins)
By consent:				
7.	Minutes of the previous meeting – 7.1 21 July 2026 7.2. 19 August EOB	Note		14:40 (5 mins)
8.	Board action tracker	Note		
9.	Papers circulated out of committee since last meeting: • *9.1 Encouraging a Diverse Legal Profession: Next Steps*	Approve		
10.	Forward looks *Draft agendas for October Board meetings attached*	Note		
11.	Annual cycle of board items	Note		
12.	AOB	Note		
13.	Reflections, wrap up, summary	Note		
Close – 14:45				

Date and Time of Next Meeting: 22 October 2026 at 10:30am
Venue: Hybrid