Legal Services Board
Board Meeting 2026: Agenda

Date: 24 November 2026
Time: 10:30 – 14:40

Venue: **LSB Office – Room Westbourne Full, 2 Redman Place**

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

LEGAL SERVICES BOARD
Agenda

Date: 24 November 2026 **Time**: 10:30 **Venue**: LSB Office – 2 Redman Place

Member attendance:	Monisha Shah, (Chair), Catherine Brown, Clare 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), Toakase Tonga (Interim General Counsel) Heather McLoughlin (Head, Corporate Governance)
External attendance:	Richard Blakeway (OLC Chair), Phil Cain (Chief Ombudsman)
Observers:	Daniel Manvell (Regulatory Policy Manager - Item 8) Tania Hardcastle (Policy Manager - Item 8 and Item 9) Gavin Doyle (Policy and Strategy Lead - Item 8) Clare Brown (Regulatory Policy Manager – Item 9)

PRIVATE SESSION **Board members attendance only**				
Catch-up and intelligence sharing				10:30 (30 mins)
Break - 11:00 (5 mins)				
BOARD MEETING				
1.	Welcome and apologies	Note	Chair	11:05 (5 mins)
2.	Declarations of interest relevant to the business of the Board			
3.	Chair's Update	Discuss	Chair	11:10 (10 mins)
4.	Chief Executive's progress report **Paper (26) 28**	Discuss	RO	11:20 (15 mins)
5.	Board discussion on Challenge Panel outputs, OLC draft business plan and budget 2027/28	Discuss	RM	11:35 (10 mins)
6.	**OLC/LeO Papers** 6.1. OLC Challenge Panel Paper on Strategic Transformation Review **Paper (26) 29** 6.2 OLC draft business plan and budget 2027/28 **Paper (26) 30** 6.3 OLC Scheme Rules and Case Fees **Paper (26) 31**	Agree	RM / OLC / LeO	11:45 (50 mins)
Lunch break – 12:35 (30 mins)				
7.	**LSB Papers** 7.1 LSB Draft Business plan and Draft three-year strategy **Paper (26) 32** 7.2 LSB Draft Budget 2027/28 **Paper (26) 33**	Agree	JL / FO	13:05 (40 mins)

8.	Recommendations for oversight activity in 2027 **Paper (26) 34**	Agree	AL / CB	13:45 (25 mins)
9.	ARAC Update – Oral	Note	Chair of ARAC	14:10 (5 mins)
10.	LSB Corporate Governance Manual **Paper (26) 35**	Agree	HM	14:15 (5 mins)
11.	Finance Report to date **Paper (26) 36**	Note	FO	14:20 (5 mins)
By consent:				
12.	Minutes of the previous meeting – 22 October 2026	Note	Chair	14:25 (10 mins)
13.	Board action tracker	Note		
14.	Papers circulated out of committee since last meeting *Available on request*	Approve		
15.	Forward Plan *Next meeting agenda*	Note		
16.	AOB	Note		
17.	Reflections, wrap up, summary	Note	Chair	14:35 (5 mins)
Close – 14:40				
Drinks – Templar, Redman Place				

Date and Time of Next Meeting: 26 January 2027 at 10:30am
Venue: Online – Teams