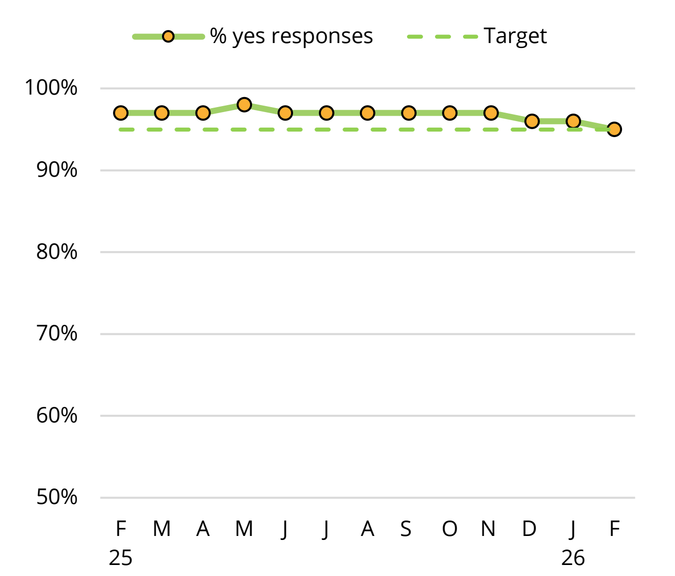
Customer

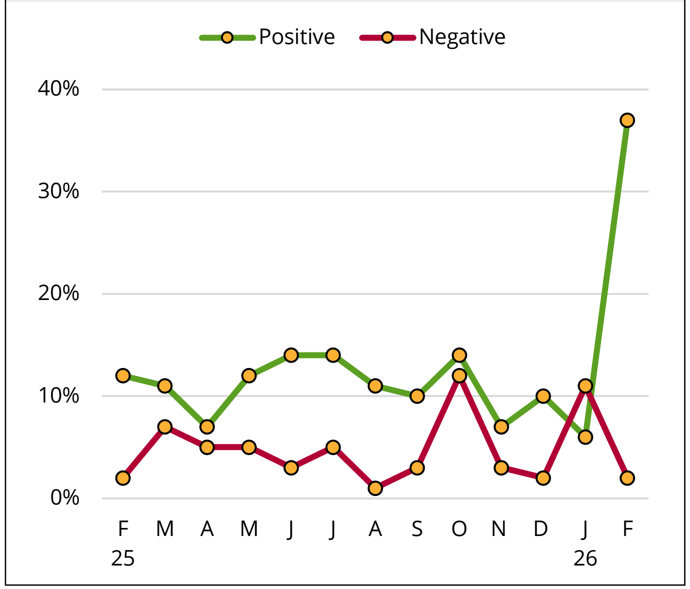
Website quality

Target: 95% of feedback providers say a webpage was useful



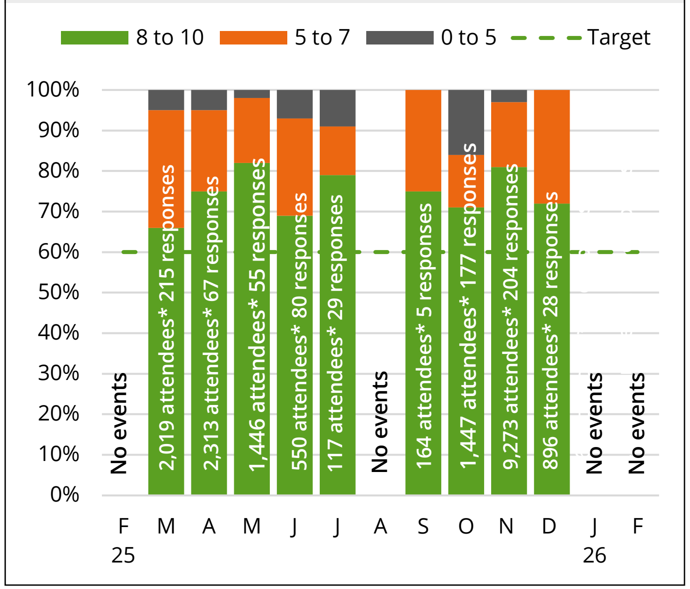
Sentiment of media coverage

Target: Positive should exceed negative



Events feedback – usefulness rating

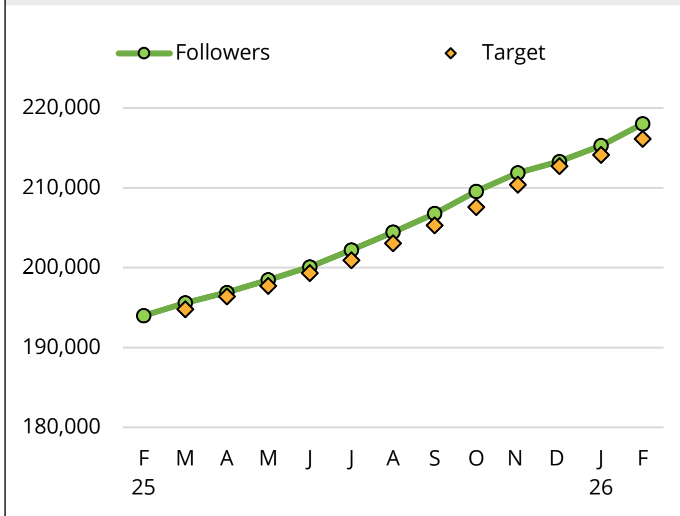
Target: 60% of attendees score event usefulness at 8 or above. Scale: 1 = not useful at all, 10 = extremely useful



*Attendees is a combination of in-person event attendees and online views

Social media engagements and followers

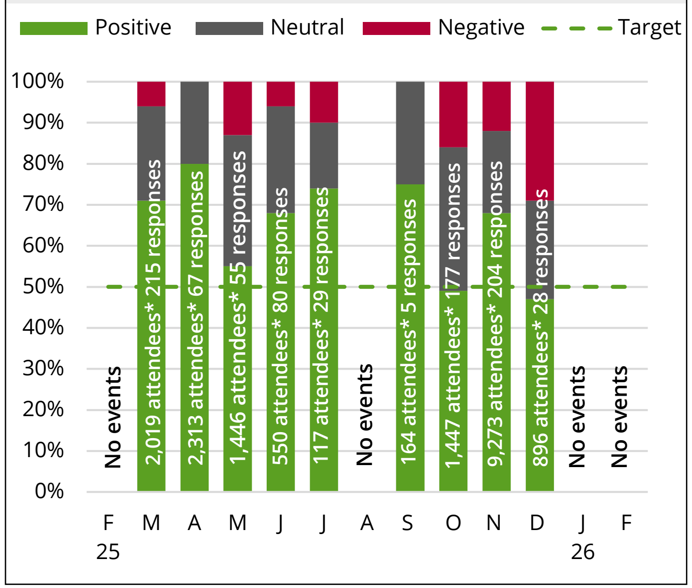
Target: To have 2,500 more followers each quarter



Engagement (target 6%)	14	11	10	10	11	9	10	8	9	7	22	16	8

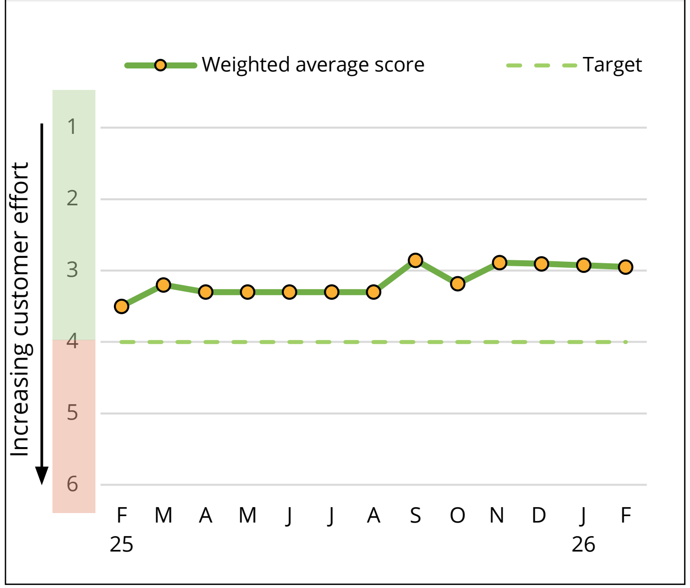
How stakeholders who attend our events view the SRA

Target: 50% of attending stakeholders give positive feedback



Customer effort

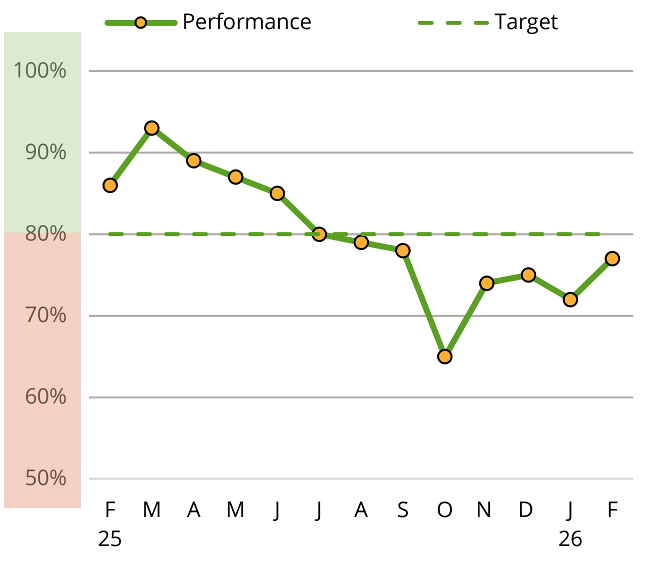
Target: Customer has to put in minimal effort, with a score of 4 or fewer out of 10



Customer

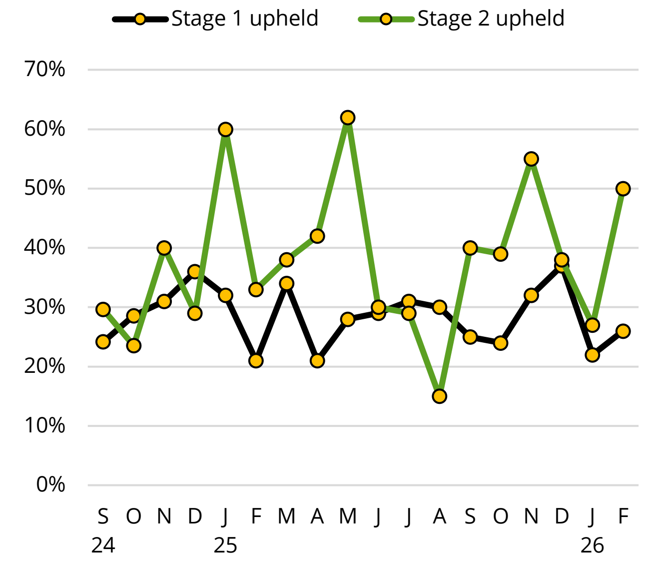
Contact centre – telephony service performance

Target: 80% of calls answered within 20 seconds



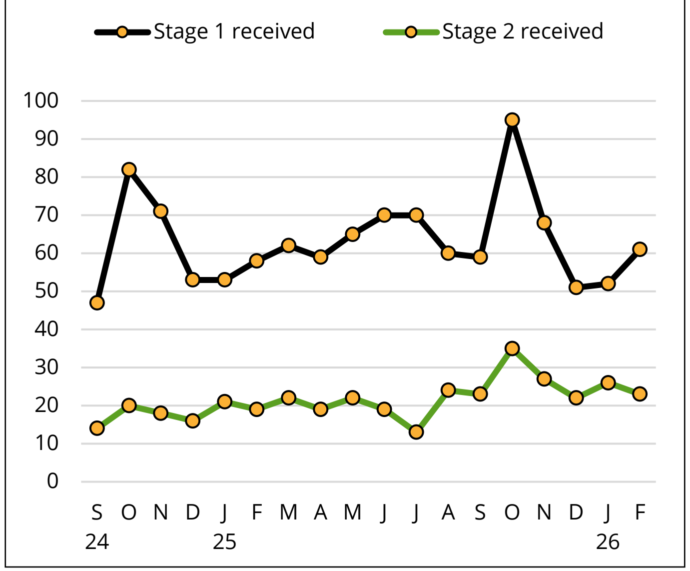
Percentage of complaints upheld

No target as this is a risk indicator measure, not a KPI



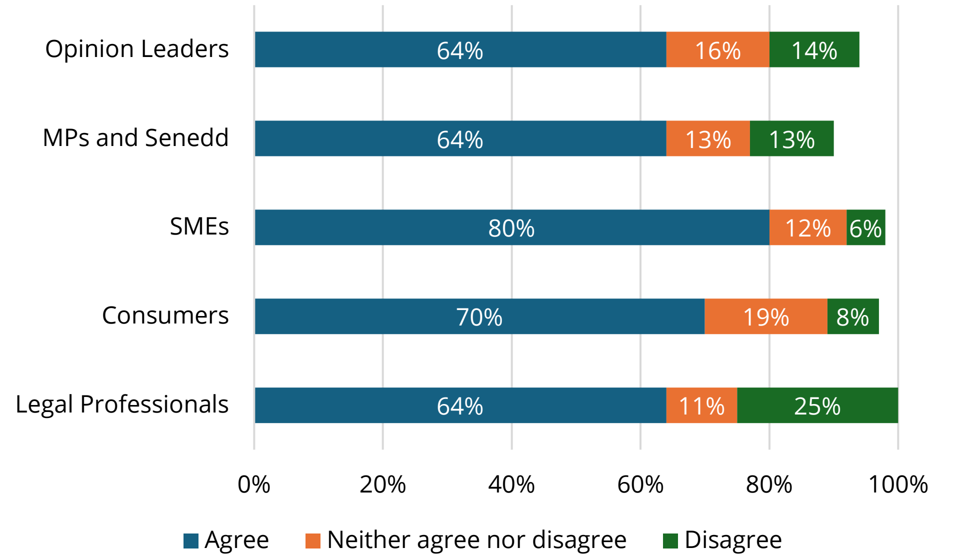
Number of complaints received

No target as this is a risk indicator measure, not a KPI



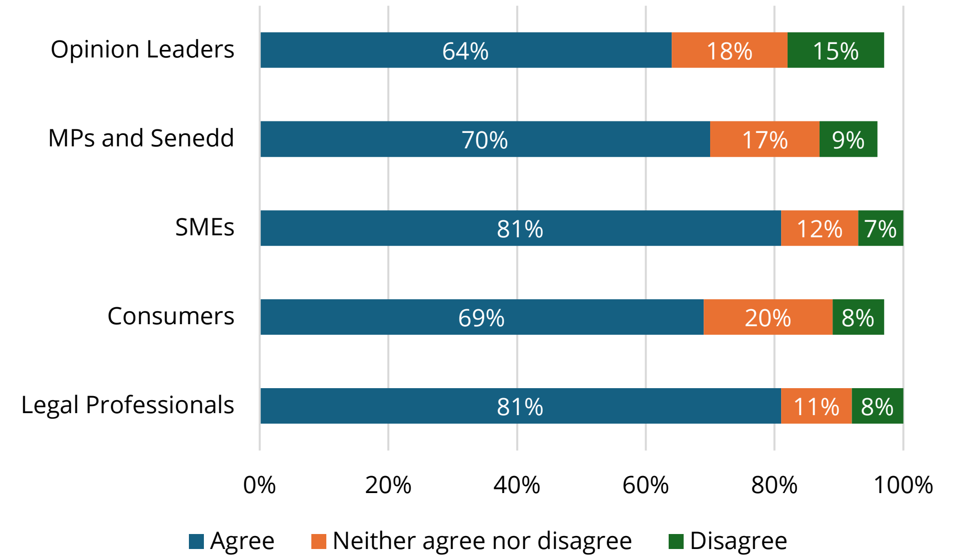
Trust in legal services and its regulation

Belief that legal services are well regulated



Trust in legal services and its regulation

Confidence in legal services



Website quality

From November to February, the percentage of users responding to our feedback poll, who said the content they were viewing was useful, remained at or above our target of 95% each month. We received almost 11,000 responses to the poll during this period.

Web pages that earned the most positive user feedback during the period included the competence statement for solicitors, information about the Solicitors Qualifying Examination (SQE) exemptions, the Solicitors Register and information for consumers about how to retrieve papers and money from solicitors' firms that we have intervened into. Pages with information for consumers facing problems with solicitors continued to earn high usefulness scores from users.

Social media engagements and followers

There were around 218,000 SRA social media followers across all platforms in February, up 12% from a year earlier, more than double our target of 10,000 new followers per year. Virtually all follower growth in the period occurred on LinkedIn. Total followers on X declined slightly, while total followers on Instagram and Facebook increased slightly.

The average rate of engagement with SRA social media content from November to February was 12.6%, above our target of 8%, and up by a quarter from a year earlier. This contrasts favourably with a recently reported legal services sector benchmark engagement rate of 3.2% and a 2025 government sector benchmark rate of 2.7%.

Social media posts that generated most engagement during the period featured:

- SQE sample questions
- our new SQE course and training finder
- our newly launched upholding professional ethics hot topic web page
- our position on Mazur.

Sentiment of media coverage

Positive media coverage exceeded negative coverage throughout the reference period, except for the month of January. There was more neutral coverage than positive and negative coverage combined – throughout the period.

Positive news stories about the SRA in November and December primarily dealt with:

- publication of our thematic supervision report on source of funds checks
- SQE assessment results
- the launch of our third Consumer Protection Review consultation.

In January, two high profile abusive litigation cases where we were unsuccessful attracted negative media coverage. Further negative stories resulted when adverse costs orders made against us last October and December were published days apart in January.

Media coverage of the SRA in February was dominated by our response to the abrupt closure of PM Law and associated firms. An unusually large number of media reports (271) were positive during the month. This was largely driven by our proactive approach to informing the media about our intervention into PM Law and to providing subsequent updates about how we are dealing with those affected and protecting clients.

Coverage was long-running and syndicated by large media outlets, including BBC News (radio). There were also positive media reports of our joint statement with the Financial Conduct Authority on motor finance claims, as well as an extended piece about 'no win, no fee' on BBC Morning Live to help inform the public about using 'no win, no fee' arrangements and red flags to look out for.

How stakeholders who attend our events view the SRA

There were two public events during November and December, including the virtual Compliance Officers Conference in November, and none in January and February.

Of attendees at the virtual conference, 68% said they had a positive view of the SRA and only 12% had a negative view. Although feedback was worse in December, with 49% positive (slightly below our target of 50%) and 29% negative, the December result was from a far smaller sample size (23 in December, compared to 204 in November).

Respondents to the survey in December were exclusively attendees at a webinar dealing with proposed (and sometimes contentious) changes to processes for holding and managing client money.

Events feedback – usefulness rating

More than 80% of virtual compliance conference attendees in November who answered the question rated the event eight out of 10 or higher in terms of usefulness, beating the target of 60%. More than 70% of those who joined the client money webinar in December and answered the question rated the event eight out of 10 or higher in terms of usefulness.

Customer effort

Our main contact channels are calls and emails to the contact centre and emails to the professional ethics and authorisation teams. The aim for this key performance indicator (KPI) is to be below four. There was strong and consistent performance, with customer effort remaining low.

Contact centre – telephony service performance

Our service level target is to answer 80% of calls within 20 seconds. Performance has been below this target since August. This is primarily due to an increase in demand, resource challenges and the impact of projects.

The demands of multiple projects, for example multi-factor authentication and the recent large intervention have resulted in enquiries to our contact centre being above forecast. We had anticipated meeting the call performance by January 2026, but these factors prevented this. Our amended forecast is that we will be back to achieving the KPI in April.

The resourcing level has improved significantly over the last quarter, with the recruitment of 12 additional advisers and focused training, increasing our capability and flexibility.

The contact centre has continued to support the Assessment and Early Resolution Team (AERT) with some less complex casework.

Stage 1 and 2 complaints

Number of complaints

After high levels of complaints in October 25, the number of stage 1 complaints settled back down to usual levels (between 51 and 68) between November and February.

Similarly, after a high level of stage 2 complaints in October 25 (35), they reduced to 22–27 during the period but remain slightly raised compared to pre-October levels.

Percentage of complaints upheld

The proportion of upheld stage 1 complaints has been stable across the period, ranging between 22% and 36%. The proportion of stage 2 complaints upheld has fluctuated more widely, which is to be expected given the smaller numbers. It peaked in November at 54% (17 out of 31 complaints) and we have seen a similar figure (50%) in February (14 out of 28), but lower figures of 37% and 27% between these two dates. The most common reason for upholding a complaint was delay.

Trust in legal services and its regulation

In November 2023, we published our 2023–2026 strategy, with the mission to drive confidence and trust in legal services.

Following the publication of the strategy, we commissioned Thinks Insight & Strategy to conduct research to better understand how we can best achieve the strategy's mission, as well as benchmark views so we can assess progress over the life of the strategy.

Thinks defined measurable Strategic Performance Indicators (SPIs), which will be used to track the success of the strategy over time. It engaged five key audiences in the research:

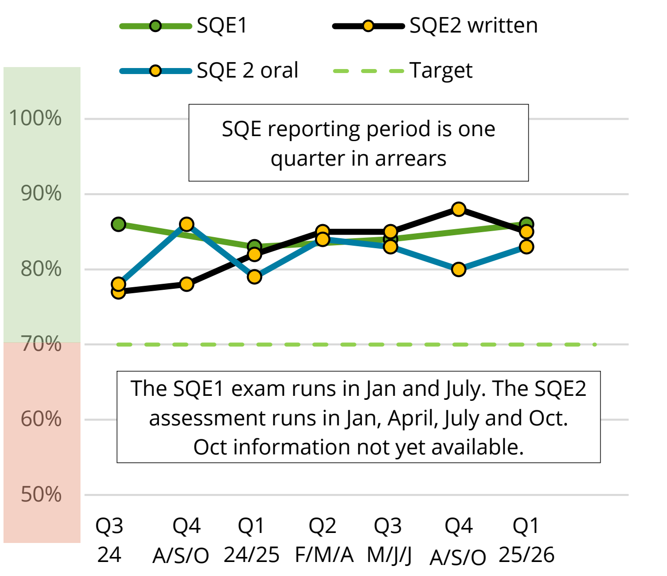
- Consumers – representing a variety of demographics, and those who had recent experience of using legal services.
- Small and Medium Enterprises (SMEs) – specifically senior decision-makers who have interactions with legal services.
- Legal Professionals – including regulated solicitors as well as barristers, trainees and apprentices, and unregulated legal professionals.
- Members of the UK Parliament (MPs) and members of the Senedd (Welsh Parliament) (MSs)*.
- Opinion Leaders – leaders across policy and politics, regulation and media with relevance to legal services.

We have included the SPIs we think are the most pertinent to users of the balanced scorecard: belief that legal services are well regulated and confidence in legal services. The data reported is from a one year on pulse survey conducted by Thinks.

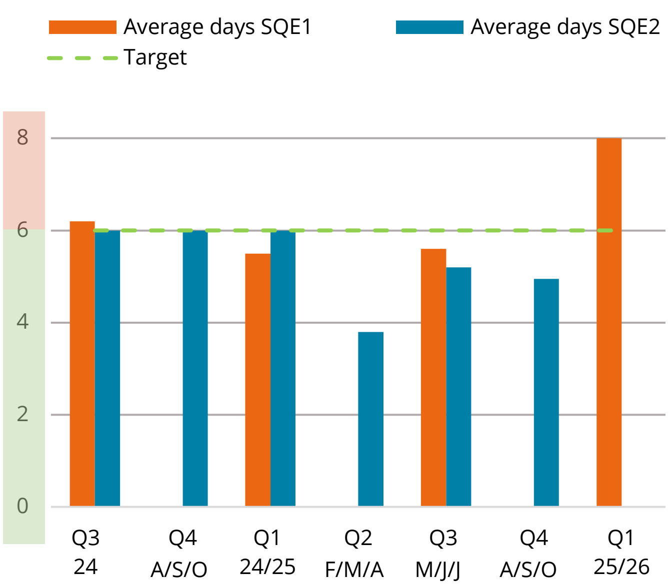
Delivery

Education and training

Target: 70% satisfaction with administration on day of exam

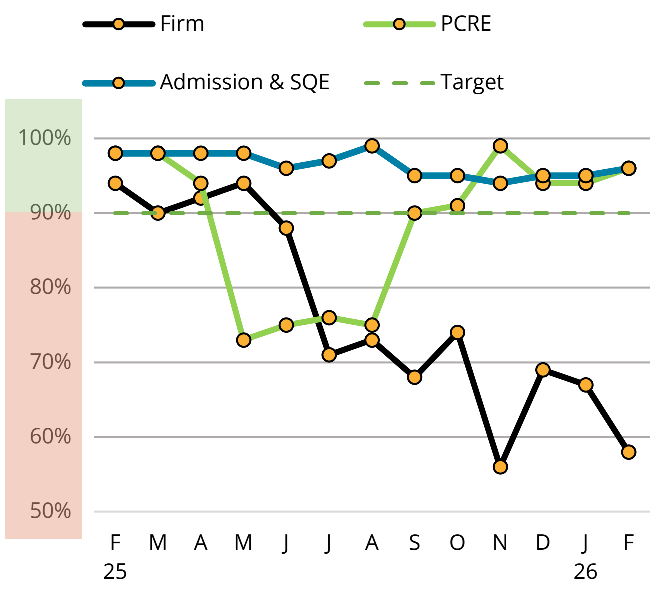


Target: Deliver an SQE reasonable adjustment plan within 6 days

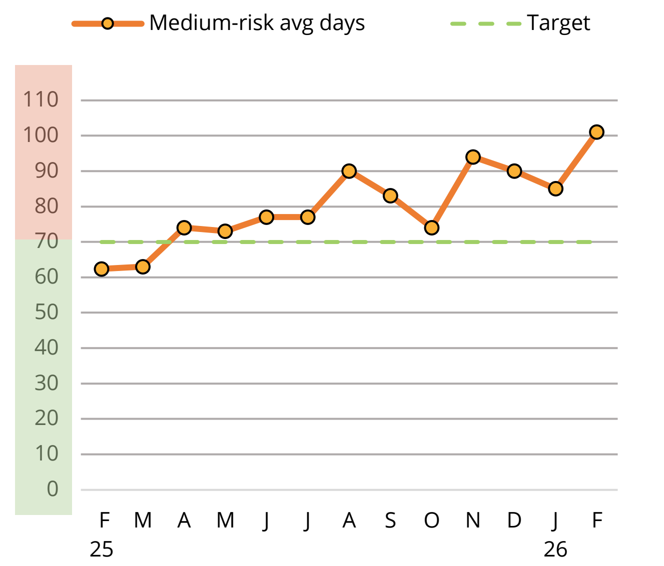


Authorisation

Target: 90% of high and medium-risk applications completed within target time

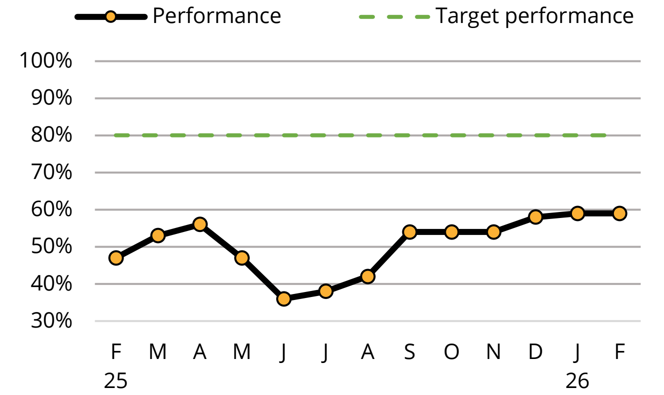


Target: Medium-risk firm applications dealt with within 70 days on average



Investigations & enforcement (AERT)

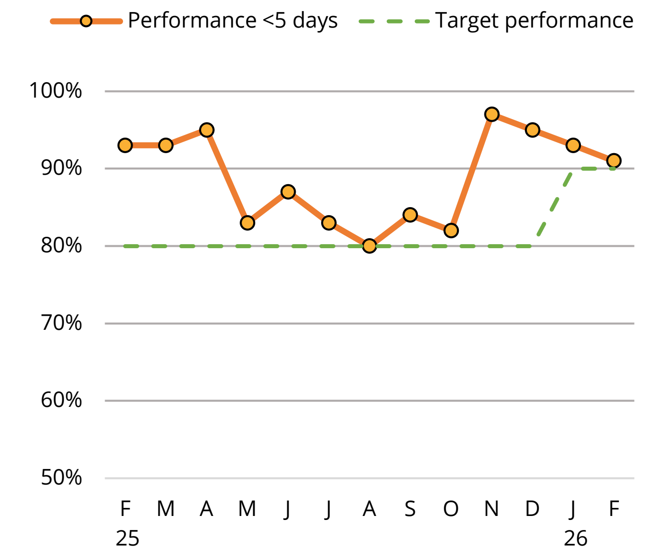
80% of AERT cases completed within 2 months. Avg days to complete AERT case assessments



Average days	44	44	45	47	49	51	55	58	60	62	62	53	42
Reports	1,302	1,343	1,335	1,271	1,513	1,596	1,228	1,394	2,197	1,968	1,447	1,451	1,319

Investigations and enforcement (AERT)

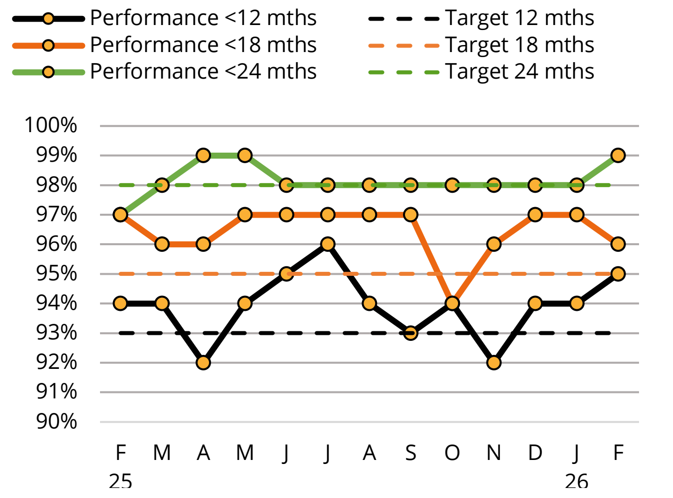
Target: 90% of urgent AERT cases assessed within 5 days



Delivery

Investigations & enforcement (I&E)

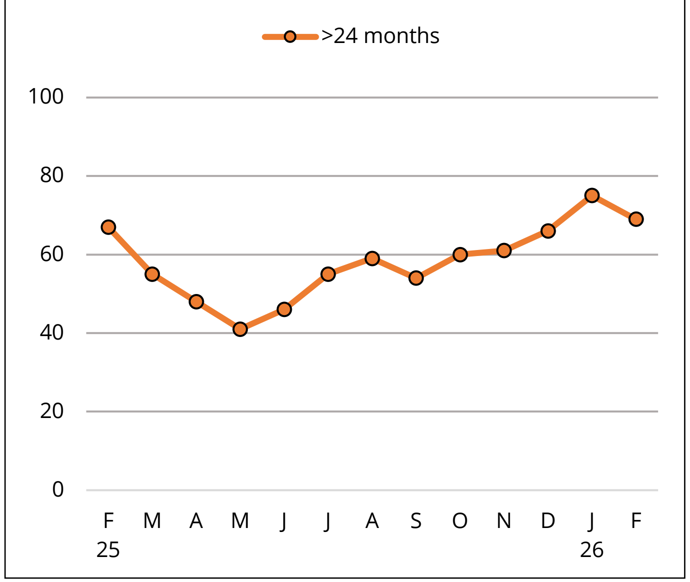
93% of investigation cases completed within 12 months, 95% within 18 months and 98% within 24 months



Average days	96	98	99	99	100	102	103	102	102	100	99	97	96

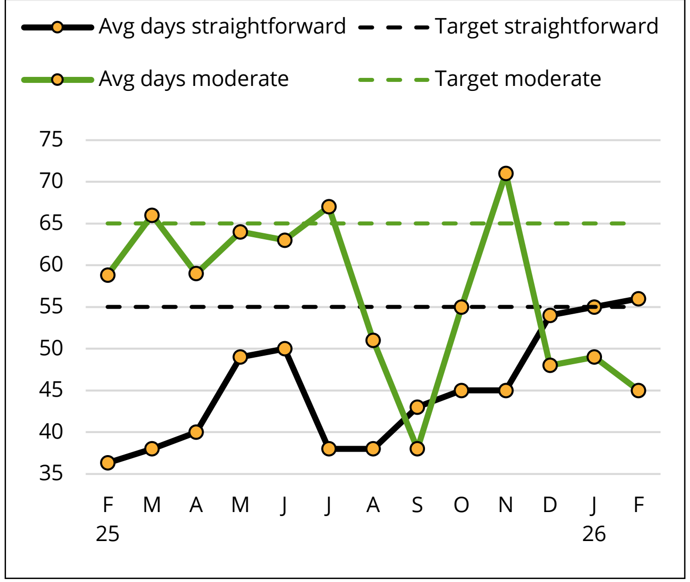
I&E – number of cases more than 24 months old

No target as this is a risk indicator measure, not a KPI



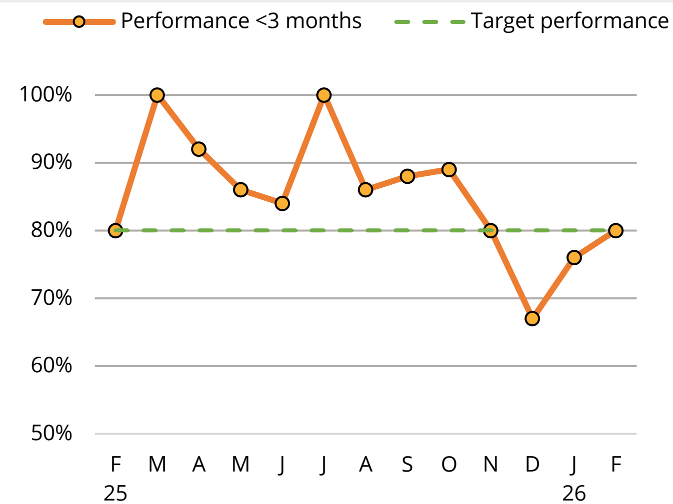
Client protection claim closure days

Target: Within 55 days for straightforward cases, within 65 days moderate cases



Investigations & enforcement – legal

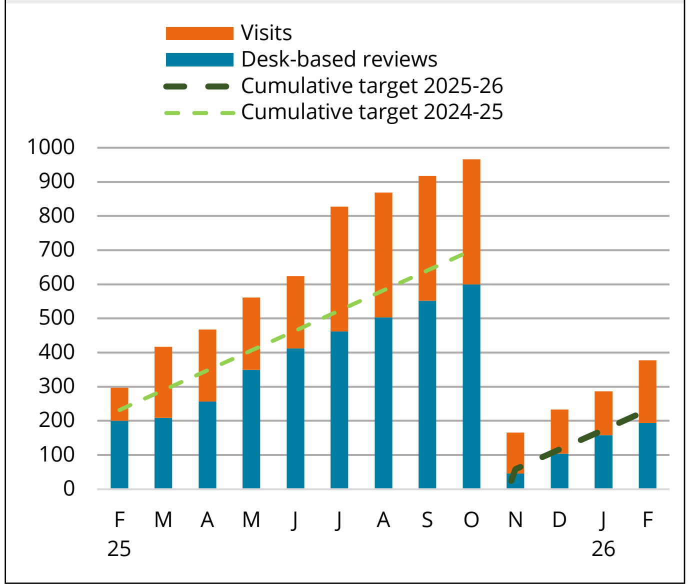
80% of cases lodged with SDT within 3 months



Cases lodged	5	7	8	13	13	6	11	12	15	7	1	10	5

Anti-money laundering

Target: 700 cumulative desk-based reviews and visits over the whole of the year



Education and training

Feedback shows candidates are generally satisfied with the exam administration on the day, with the 70% satisfaction target being exceeded.

The average timeline for agreeing reasonable adjustment plans has increased in this reporting period. This is due to a change in approach to improve the candidate experience and reduce the number of applications candidates must make. Previously, candidates had to make a reasonable adjustment request for each exam. Now one application can cover SQE1 and SQE2 assessments and any resits taken in a two-year period. The turnaround time has increased because the team is assessing a candidate's SQE1 and SQE2 requirements at the same time.

It is still well within the contractual KPI of 20 days.

This KPI is under review given this change to approach.

Authorisation – firm applications

The KPI target for medium and high complexity casework is that 90% of decisions are made within the service level agreements, which are 90 days for medium cases and 180 days for high complexity cases.

During the reporting period, performance against this target was 63%. This continues to reflect the significant loss of experienced authorisation officers, with a reduction of 52% since February 2024. Following recent recruitment, 62% of the current team now have less than 12 months of experience, compared with an average of five years' experience in 2023.

Given this shift, building capability remains a central challenge. Training typically requires between 12 and 18 months, and we are carefully balancing the need to train new colleagues with the requirement to progress cases. Our quality assurance framework remains robust, safeguarding the consistency of decision making and supporting competency development across the team.

Despite operational pressures, customer feedback received through our voice of the customer monitoring remains positive, supported by proactive and transparent communication with applicants.

As previously reported, we continue to work towards normalising service delivery by the end of October 2026. Confidence in achieving this timeframe remains positive due to the comprehensive recovery plan in place. The key elements of this plan include:

- increased resourcing
- forensic work in progress allocation and management
- accelerated time to competency through targeted sign off
- introduction of a dedicated Knowledge and Development Manager to strengthen operational efficiency, including a risk assessment tool, an eligibility checklist and revised decision templates.

We continue to review and safeguard this recovery plan to make sure it remains resilient and aligned with emerging developments in key programmes, including consumer protection and risk and data initiatives.

Authorisation – individual applications

The KPI target is 90% for medium and higher risk applications completed within 180 days. Performance continues to remain strong with KPIs being achieved consistently during the reporting period.

Investigations and enforcement (AERT)

AERT aims to complete 80% of assessments within two months. We have not met this target since October 2024. We improved from 36% in June 2025 to 58% in February 2026. Our performance has been impacted by an increase in firms reported to us.

In 2025/26, the average number of reports received per month increased by 50% compared to 2023/24 (when the increase in volumes began), from 1,024 to 1,534.

To manage the increase, we have improved ways of working and added resource. We have enhanced our approach to quality assurance and delivered training to improve the quality and consistency of decision making.

This increased the average number of reports resolved by 68% in 2025/26 compared to 2023/24, from 982 to 1,650 per month. The average number of days taken to complete assessments reduced from 62 in November 2025 to 42 in February 2026. We continue to exceed our previous KPI of assessing 80% of urgent cases within five days and have increased the target to 90%.

We will deliver additional short-term improvements and have a strategic improvement project underway to transform the experience for those who make reports of misconduct to us. We forecast returning to target performance by Summer 2026. This is dependent on the volume of receipts received.

Investigations and enforcement

We aim to complete 93% of investigations within 12 months, 95% within 18 months and 98% within 24 months. We are generally meeting or exceeding these measures. The exception in the period was November 2025 when we ended at 92% towards the 93% target.

We are anticipating an impact on these measures in the coming months due to the increase in number of investigations. In 2025/26, the average number of investigations received per month increased by 55% compared to 2023/24 (when the increase began), from 165 to 256.

We have introduced improvements and added additional resource to address the increase. We have enhanced our approach to quality assurance and delivered training to improve decision making.

In 2025/26, we increased resolutions by 66% compared to 2023/24, from an average of 158 to 263 per month. Average days to complete investigations reduced from 100 in November 2025 to 96 in February 2026.

We have a stretch target of resolving 70% of investigations within 10 months of assessment. We are averaging 71% in 2025/26. However, we expect the increase in volumes to impact our performance against this aspirational measure in the coming months.

Investigations and enforcement – Legal

In November and February, we met our target of lodging 80% of cases with the Solicitors Disciplinary Tribunal for a hearing within three months of referral by an authorised decision maker, but did not in December or January. We lodged one case in December – we do not lodge cases during the second half of the month so as not to serve proceedings on respondents over the Christmas period. We lodged 10 cases in January which fell slightly short of the 80% target.

Investigations and enforcement – number of cases more than 24 months old

We previously had a target as part of the Investigations and Enforcement improvement programme to reduce the number of cases more than 24 months old to around 80. We do not currently have a specific target for this measure and instead we monitor it as a risk indicator. In May 2025, we reduced the number of cases that are more than 24 months old to 41. This increased to 69 in February 2026 and we anticipate further rises due to the increase in the volume of misconduct reports we are receiving.

Anti-money laundering

In 2025/26, we set an annual target of 700 proactive inspections. As of 1 March 2026, inspection volumes total 404, representing 57% of the full-year Nov–Oct target and placing us ahead of plan. The inspections comprise both desk-based and onsite inspections, depending on the risk profile of the firm.

This consistently strong performance reflects proactive scheduling and planning of visits, effective use of desk-based reviews, and the knowledge and experience within the Anti-Money Laundering (AML) team, enabling faster and more efficient inspections.

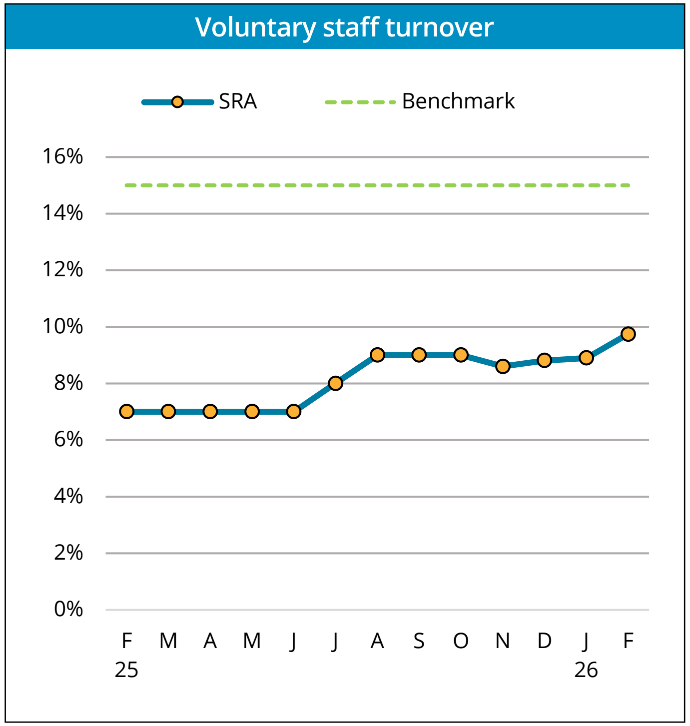
The current active caseload across AML Investigations is 168 cases, with 120 cases closed in the year-to-date. This reflects an average increase of four additional case closures per month in 2025/26. The team has continued to reduce resolution times, and the average age of the active caseload is also continuing to decrease, reflecting greater timeliness of case resolutions. Quality performance across AML case handling remains consistently strong, with sustained timeliness and high accuracy in outcomes.

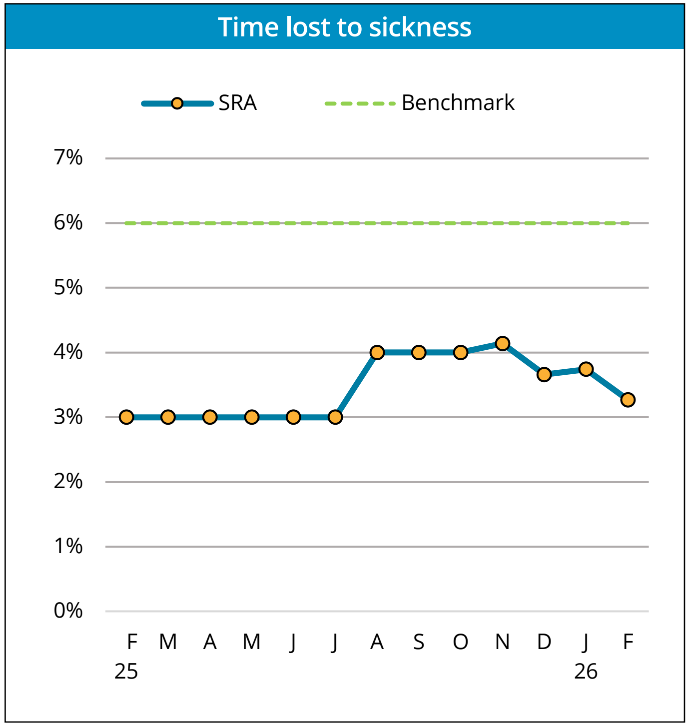
Client protection claim closure days

We have targets for time taken to conclude cases. There has been a considerable increase in compensation fund applications following an increase in intervention volumes (30 as at end of February) and in particular due to the interventions into XYZ Law and PM Law Group.

Most of these applications have been assessed as 'straightforward' cases in terms of their complexity. This has inevitably placed pressure on the average closure days performance. It has remained broadly in line with target for the last quarter but is coming under increased pressure. We are taking steps to address this with the recruitment of additional resources and the implementation of a prioritisation approach to applications. For cases assessed as 'moderate' complexity, we have continued to maintain monthly closure rates and the average day's performance remains ahead of target.

People





Voluntary staff turnover

Staff turnover has increased slightly to 10%. It remains below the external benchmark of 15%. The recruitment market remains volatile and competitive. Analysis continues to suggest the benchmark data is influenced heavily by those sectors which have awarded lower or no pay awards in the last couple of years.

Time lost to sickness

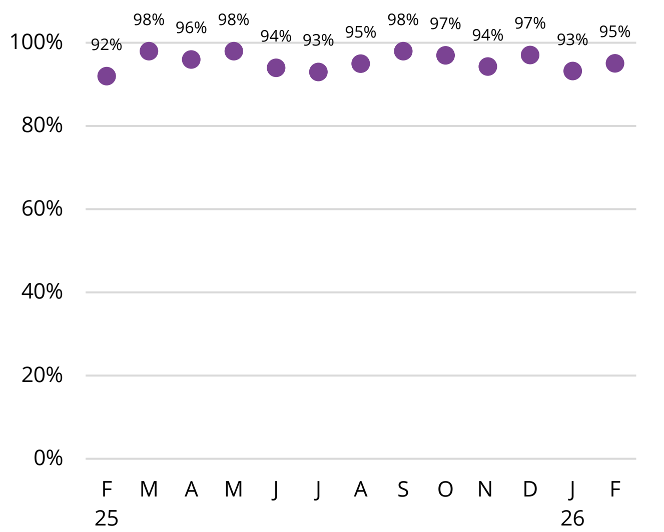
Time lost to sickness has reduced from 4% to 3%, similar to this time last year. This again is below the external benchmark of 6%. We continue to monitor the trend and promote our wellbeing initiatives and other interventions, such as our employee assistance and occupational health provisions. Analysis indicates that the public sector is having a heavy influence on the external benchmark, with an increase in anxiety and stress since the Covid pandemic.

Financial

Income and expenditure year-to-date up to the end of February 2026				
Budget by activity	**Actual £m**	**Budget £m**	**Variance £m**	**Variance %**
Practising fee income	-28.5	-28.5	0.0	0%
SQE income	-20.00	-21.8	-1.8	-8%
Income from compensation fund	-10.1	-6.1	4.0	66%
Regulatory income	-0.9	-0.8	0.1	13%
Investments/interest	-1.4	-0.9	0.5	56%
Total income	**-60.9**	**-58.1**	**2.8**	**5%**
Investigations and enforcement	20.0	22.5	2.5	11%
Education and training	20.7	22.4	1.7	8%
Client protection	10.9	6.6	-4.3	-65%
Authorisation	6.9	7.1	0.2	3%
Anti-money laundering	2.3	2.4	0.1	4%
Total expenditure	**60.8**	**61.0**	**0.2**	**0%**
Deficit/surplus	**-0.1**	**2.9**	**3**	

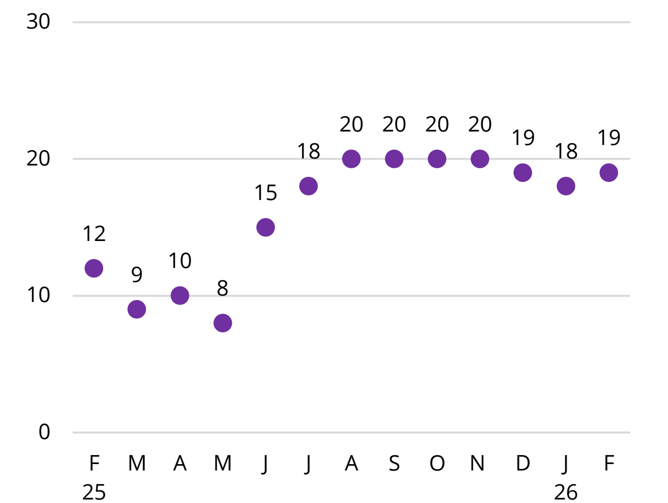
Supplier invoice payment

Target: to pay invoices within 30 days



Supplier invoice payment

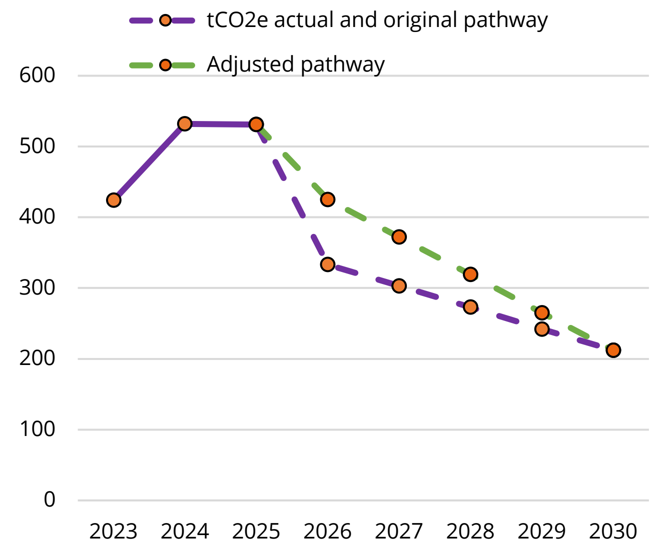
Average days to pay



Short-term pathway to net zero

Target: 50% reduction in our total carbon emissions by 2030

tCO2e = tonnes (t) of carbon dioxide (CO2) equivalent (e)



Income and expenditure year-to-date up to the end of February 2026

The table shows our income and expenditure for the year-to-date. Income overall was £2.8m (5%) above what was expected.

SQE income is lower than expected due to slightly lower candidate numbers and this is offset by a commensurate reduction in costs. Costs recharged to the compensation fund increase income from the fund as a result of higher intervention costs. This is predominantly related to the costs of the intervention into PM Law.

Overall we have a small surplus, although we were expecting a deficit at this stage in the year. We expect the underspend in Investigations and Enforcement to be an issue of timing. We will increase spend throughout the year as recruitment, outsourcing and project spend increase.

Supplier invoice payment

We aim to pay all invoices within 30 days (standard terms) of being received.

We are still consistently paying more than 90% of invoices within 30 days, with eight months in the last year being at more than 95%.

It has taken us an average of between eight and 20 days to pay suppliers. The average has been between 18 and 20 days since July 2025 as part of a drive to better manage cash flows.

Short-term pathway to net zero

tCO2e = tonnes (t) of carbon dioxide (CO2) equivalent (e).

In 2025, our emissions stayed level with those in 2024. This is due to an increase in the workforce. This is evidenced by our biggest increases coming from commuting and homeworking, which went up by 98 and 124 tCO2e respectively. We have therefore adjusted our pathway to 2030. Our emissions per employee and per £1m turnover have, however, reduced.

We will consider the impact of a continually increasing workforce, as well as the increase in office space going forward, to make sure that we are sticking to our target to reduce our emissions by 50% by 2030.