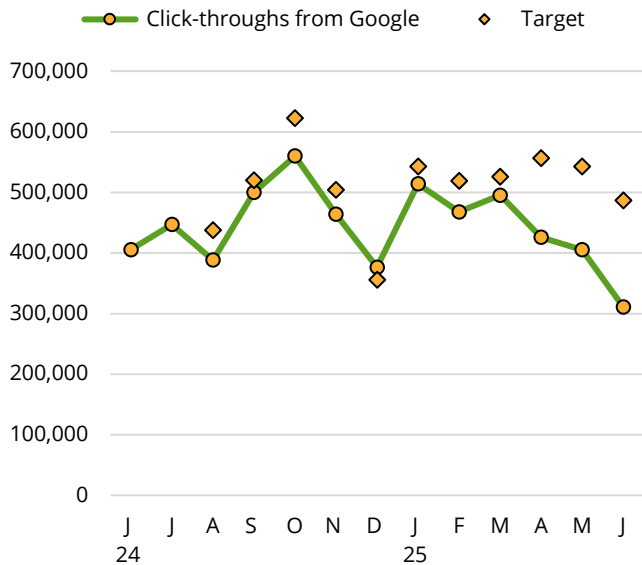


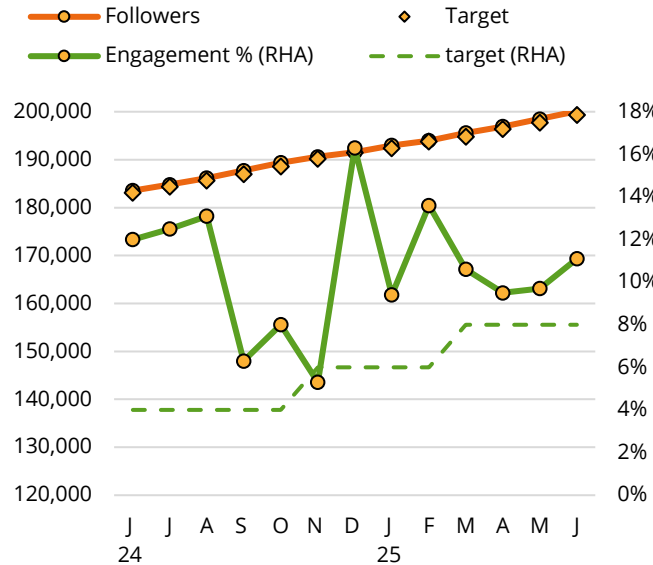
## Click-throughs to our website from Google searches

Target: 20% more click-throughs than the same quarter a year earlier



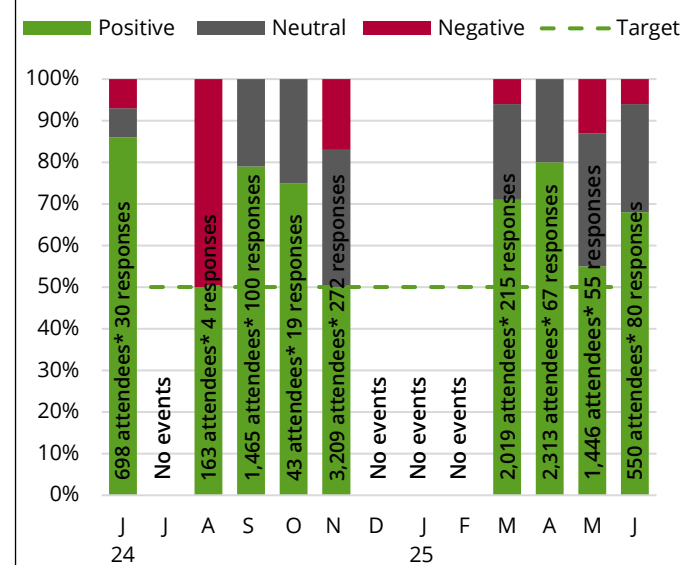
## Social media engagements and followers

LHA target: To have 2,500 more followers each quarter  
RHA target: To have engagement of at least 8%



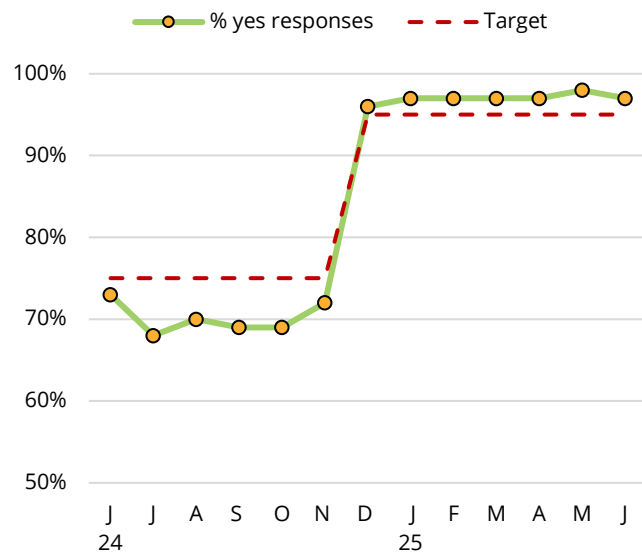
## How stakeholders who attend our events view the SRA

Target: 50% of attending stakeholders give positive feedback



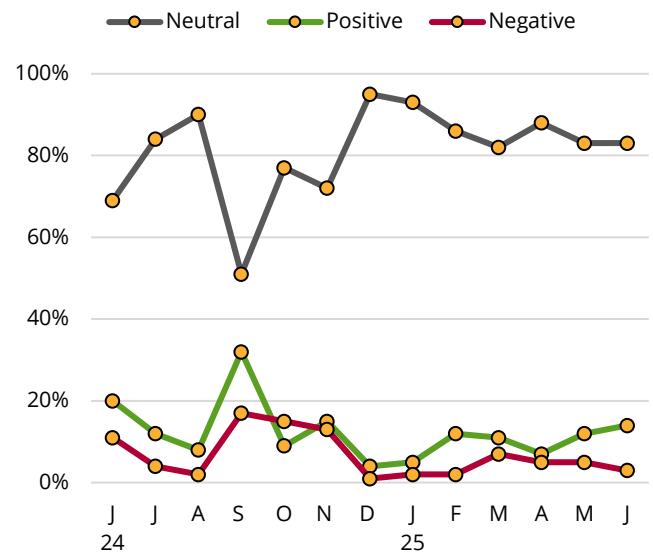
## Website quality

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



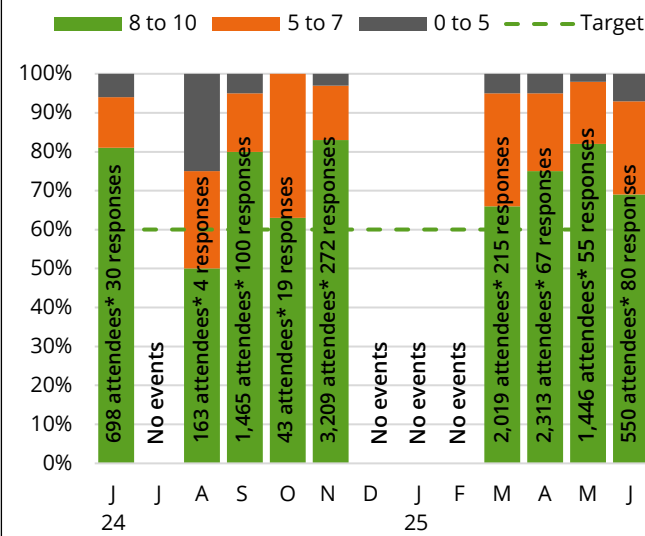
## Sentiment of media coverage

Target: Positive should exceed negative



## Events feedback – usefulness rating

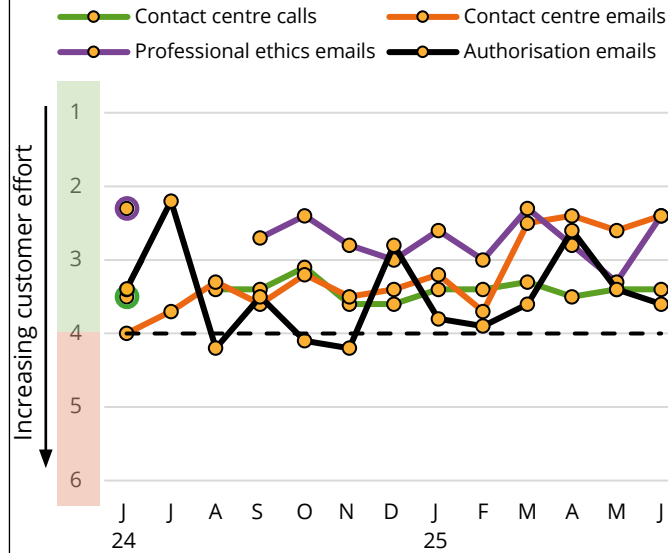
Target: 60% of attendees score event usefulness at 8 or above. Scale: 1 = not useful at all, 10 = extremely useful



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

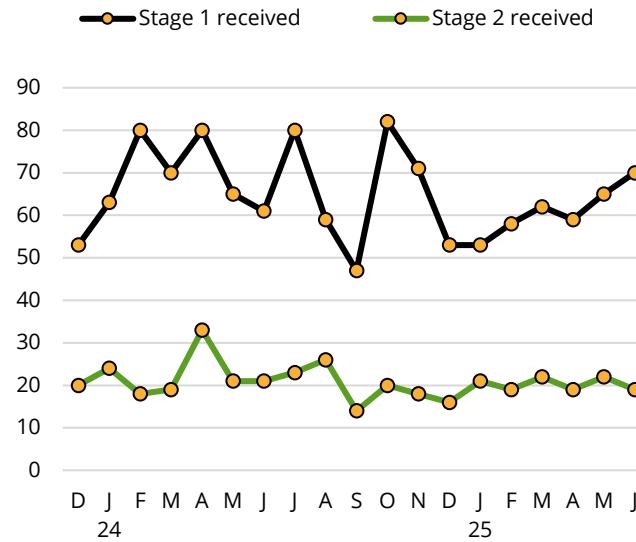
### Customer effort

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



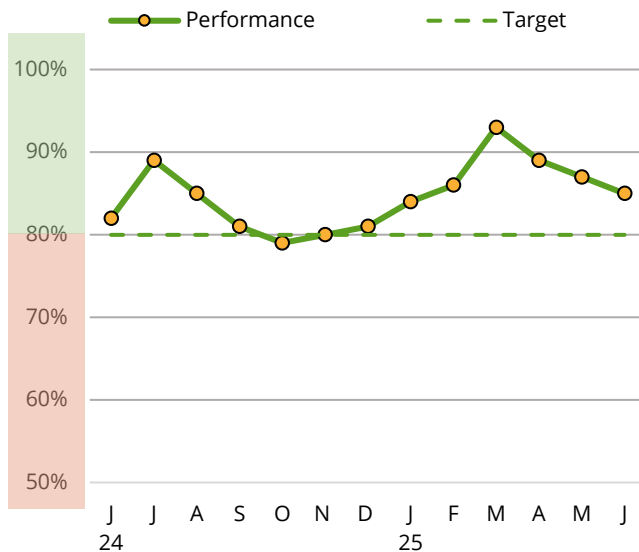
### Number of complaints received

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



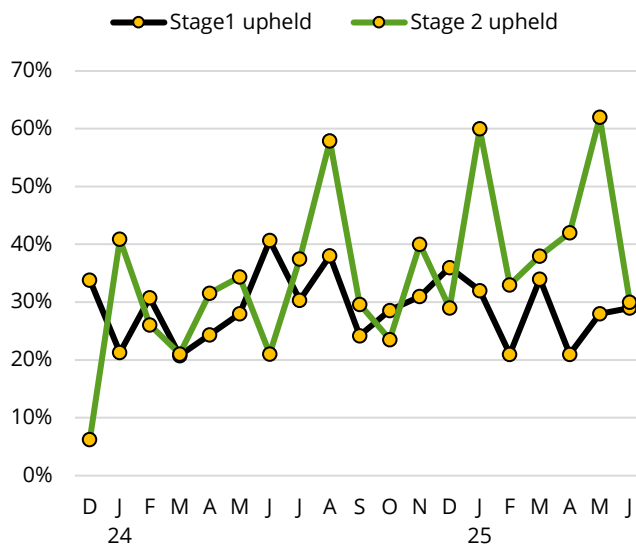
### Contact centre – telephony service performance

Target: 80% of calls answered in 20 seconds



### Percentage of complaints upheld

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



## Click-throughs to our website from Google searches

Click-throughs to our website from Google web search were down 9% during March to June 2025 compared to the same period a year earlier. This is well below our target of 20% year-on-year growth. There are two potential explanations for this development.

First, as described in the last scorecard, Google's use of generative AI (genAI) to create summaries presented above search results is negatively impacting click-throughs to most information-rich websites. In response to this, we will continue to optimise SRA website content for search engines and attempt to quantify the impact of Google's Search Generative Experience appearances on click-throughs.

Second, Google in May ceased to index many web pages that are part of the Solicitors Register, resulting in a substantial and immediate decrease in Google search impressions and click-throughs. We are investigating the cause and the potential for remedial action. This is an issue facing many organisations. We need to consider whether click-throughs are a meaningful target and consider how we can influence search information captured by genAI.

## Website quality

We have a target that 95% of SRA website users who respond to our survey say the content they viewed was useful. From March to June, at least 97% of SRA website users responded positively. During the period, users responded to the poll 19,279 times and 18,770 of the responses were positive.

Among the content receiving most 'useful' votes during the period was our continuing competence statement, with 574 'useful' votes. Our content for members of the public who wish to report solicitor misconduct had 534 'useful' votes.

## Social media engagements and followers

The number of SRA followers across all social media platforms topped 200,000 for the first time in June, up 9% from a year earlier and well above our growth target of an additional 10,000 followers per year. Virtually all audience growth during the period was on LinkedIn, while our following on X (formerly Twitter) declined marginally. This dynamic is in line with our social media strategy.

Engagements are user interactions with our content, including shares, likes, click-throughs and other clicks on posts. The average rate of engagement with SRA social media content from March to June was 10.2%, which is above our newly revised target of 8% (previously 6%). Our average engagement rate was more than double the worldwide, all-sector, average engagement rate for LinkedIn page posts reported in July last year.

SRA social content which drove especially strong engagement included:

- a round-up of SRA warning notices published during the past year
- our authorisation of the first ever AI-driven law firm
- a post explaining the success of the Solicitors Qualifying Exam (SQE) and linking to the online narrative 'SQE: The story so far'
- a quiz about source of funds checks.

## Sentiment of media coverage

There was more positive than negative media coverage throughout the March to June period. There was an especially strong result in June, with four times more positive coverage than negative coverage.

Topics that generated positive coverage from across the period were:

- the creation of a fund to help disadvantaged SQE candidates and our virtual SQE conference
- our successful appeal against the Solicitors Disciplinary Tribunal's decision to make no findings against the law firm Dentons
- our decision to authorise the first ever AI-only law firm.

Negative coverage during the period primarily dealt with:

- the Legal Services Board (LSB)'s assessment of our performance
- the Axiom Ince directions issued by the LSB
- the impact of the collapse of the law firm SSB.

## How stakeholders who attend our events view the SRA

Positive perceptions of the SRA consistently met or exceeded the 50% target from March to June 2025.

## Events feedback – usefulness rating

In the four-month period ended 30 June 2025, 60% or more of attendees who responded to the question rated our events as useful, consistently meeting the target for high usefulness scores.

We held conferences on the themes of in-house practice, the SQE and innovation and technology. There were face-to-face events and webinars on a range of other topics, including our business plan, the sanctions regime and anti-money laundering.

## Customer effort

The customer effort scores for authorisation, contact centre and professional ethics continued to remain positive during this period. Performance for all areas was four or below (with a score of four or below a desired score, meaning the least effort for our customers). Additionally, we successfully completed the 2025 Keeping of the Roll exercise (KoR) which ran from 3 April to 28 May and involved around 32,000 customers. We specifically sought feedback from our customers about their experience and the average effort score was 2.9, a reduction from 3.1 for the 2024 KoR exercise.

## Contact centre – telephony service performance

We have seen a decline in performance during the period due to multiple projects such as KoR and our firm diversity data collection, making the number of calls higher than usual. Despite this, the target of answering 80% of calls within 20 seconds was still exceeded, which represents a strong performance.

## Stage 1 and 2 complaints

### Number of complaints

The number of complaints remained relatively stable at both stages of our complaints process during the period. The number of stage 1 complaints ranged between 59–70 each month. The number of stage 2 complaints ranged between 19–22 each month.

### Percentage of complaints upheld

The proportion of upheld stage 1 complaints has been stable across the period, ranging between 21% and 34%. The proportion of stage 2 complaints upheld has fluctuated more widely, which is to be expected, given the smaller numbers. It peaked in May at 62% (13 out of 21 complaints) but then was followed by a low of 30% (seven out of 23 complaints) in June. However, across the financial year-to-date, the proportion of upheld stage 2 complaints averages circa 40% with no discernible trend either up or down.

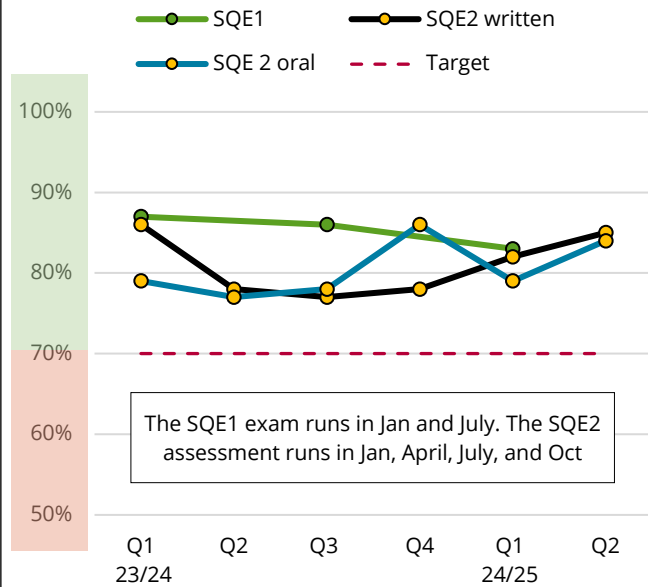
### Board correspondence

Board members are occasionally sent correspondence from complainants. We published our updated Corporate Complaints Policy on 1 April 2025. The policy makes it clear to complainants that such correspondence will not be responded to by the Board personally. All Board correspondence received by the Corporate Complaints Team was dealt with appropriately, either acknowledged and dealt with under the complaints process, or forwarded to the relevant team for a response if needed. Or, in cases where we had already managed contact with the complainant, it was filed without a response.

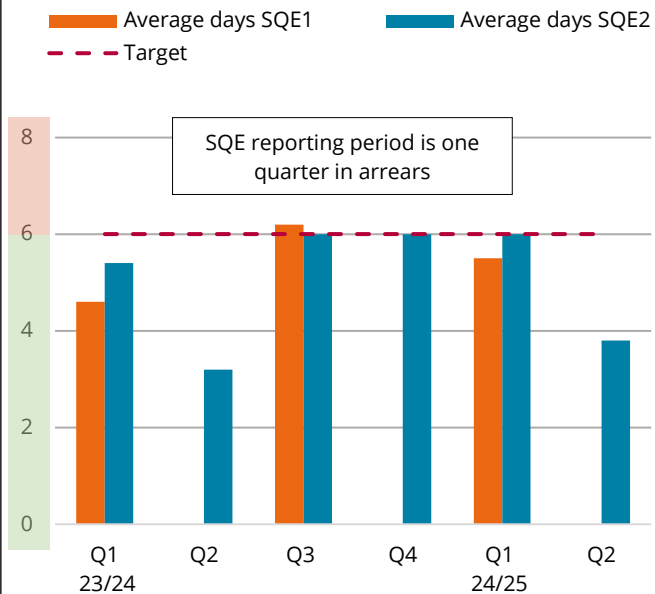
There were two instances during the March to June period where a change of action occurred as a result of considering Board correspondence. In relation to one assessment file, we wrote to the complainant to apologise for a lack of response to an earlier email. In relation to another matter, we apologised that we only responded to one service complaint when two separate stage 1 service complaints had been made. To rectify this, we are now reviewing the missed complaint at stage 1.

## Education and training

Target: 70% satisfaction with administration on day of exam

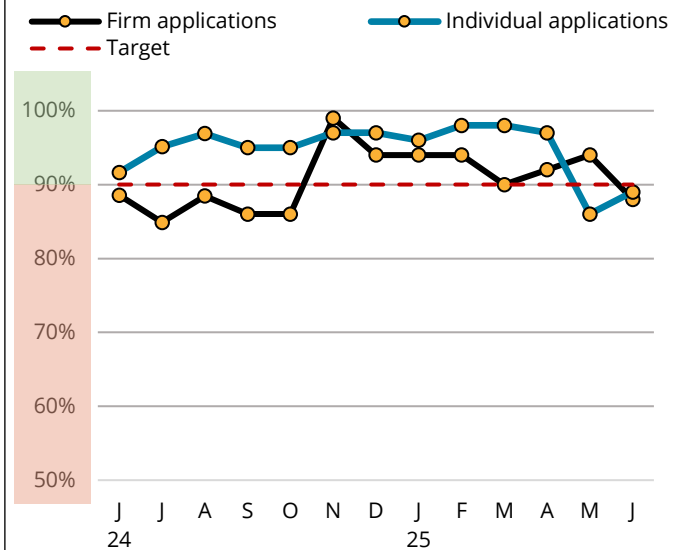


Target: Deliver an SQE reasonable adjustment plan within 6 days

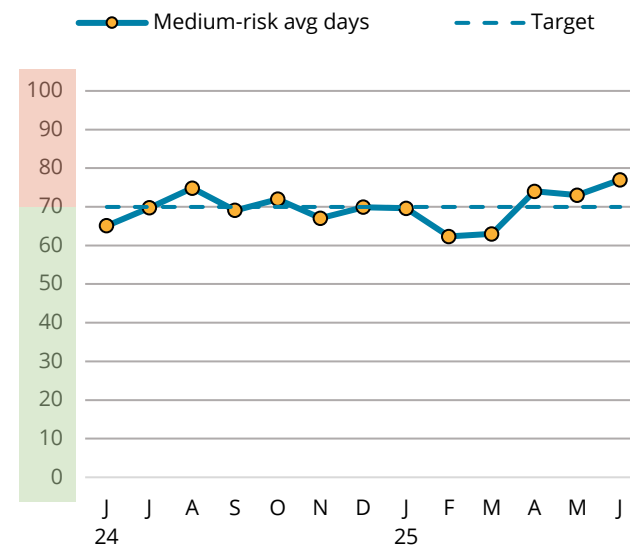


## Authorisation

Target: High-risk applications completed in 6 months and medium-risk applications completed in 3 months



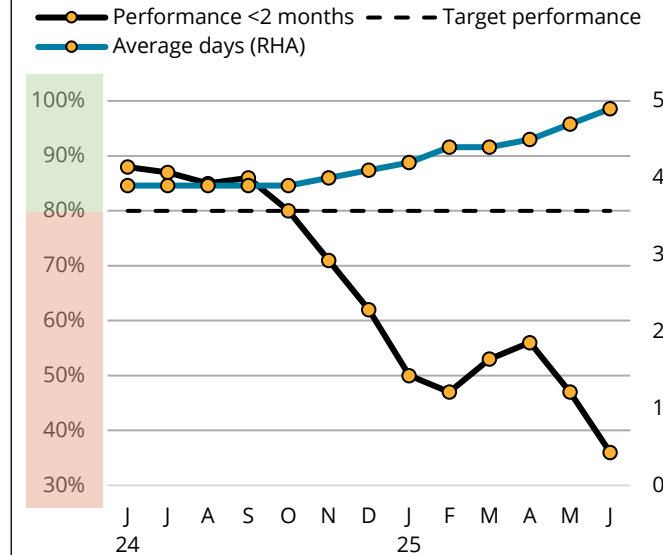
Target: Medium-risk firm applications dealt with within 70 days on average



LHA: left-hand axis RHA: right-hand axis

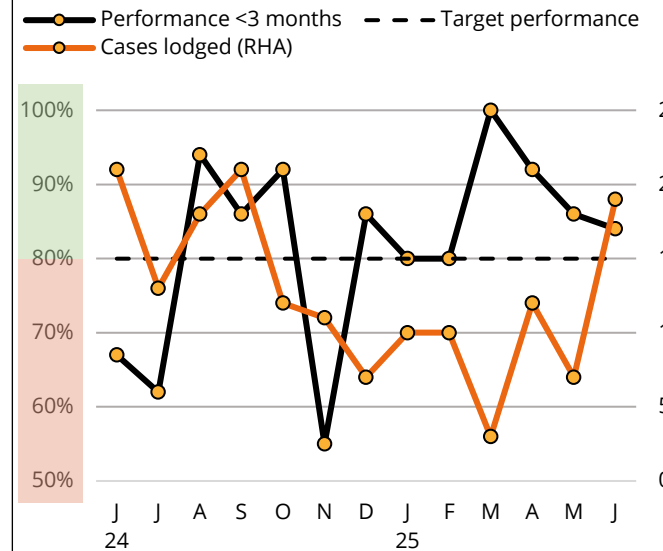
## Investigations & enforcement (AERT)

LHA target: 80% of AERT cases completed within 2 months  
RHA: Avg days to complete AERT case assessments



## Investigations & enforcement - legal

LHA target: 80% of cases lodged with SDT within 3 months. RHA: number of cases lodged with SDT



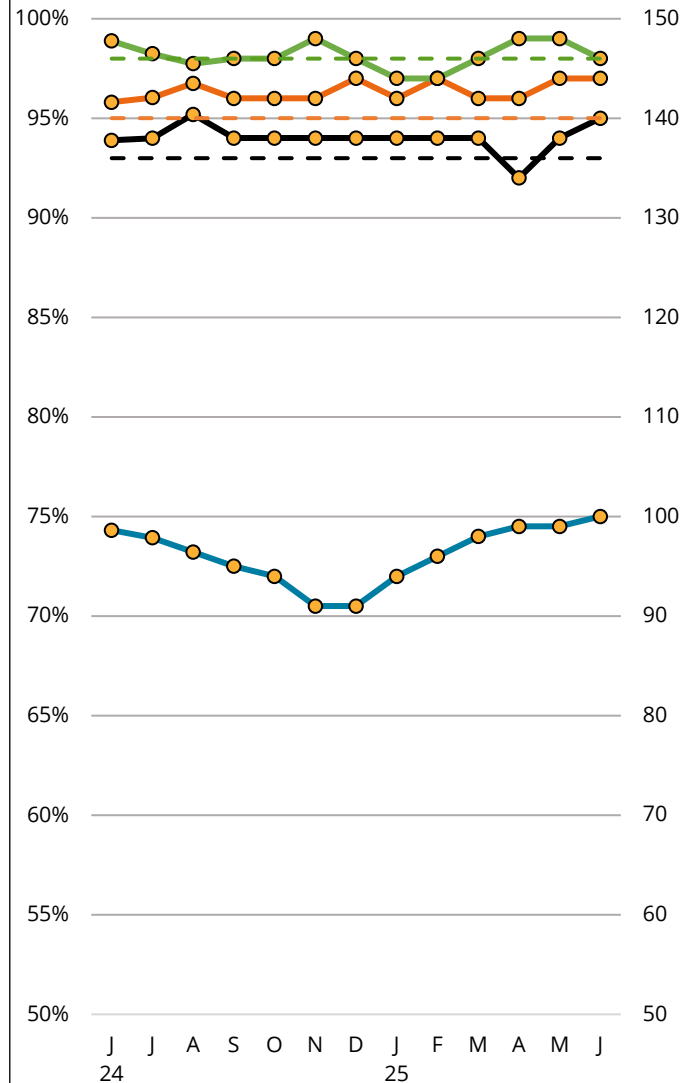
LHA: left-hand axis RHA: right-hand axis

### Investigations & enforcement (I&E)

LHA target : 93% of investigation cases completed within 12 months, 95% within 18 months and 98% within 24 months.

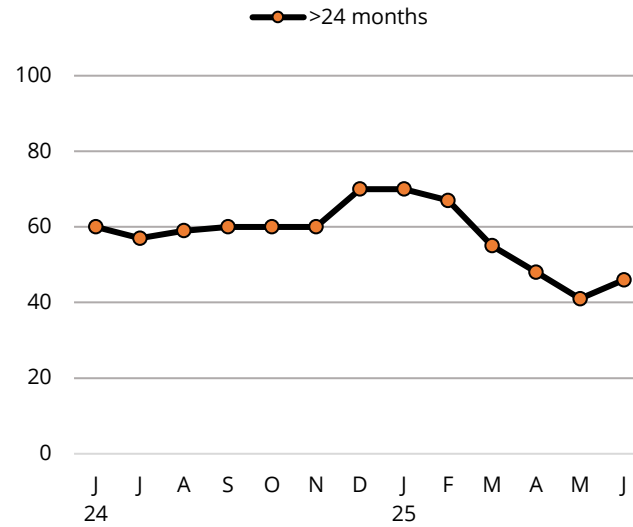
RHA: average days AERT & investigation cases to completion

- Performance <12 mths
- Performance <18 mths
- Performance <24 mths
- Target 12 mths
- Target 18 mths
- Target 24 mths
- Average days (RHA)



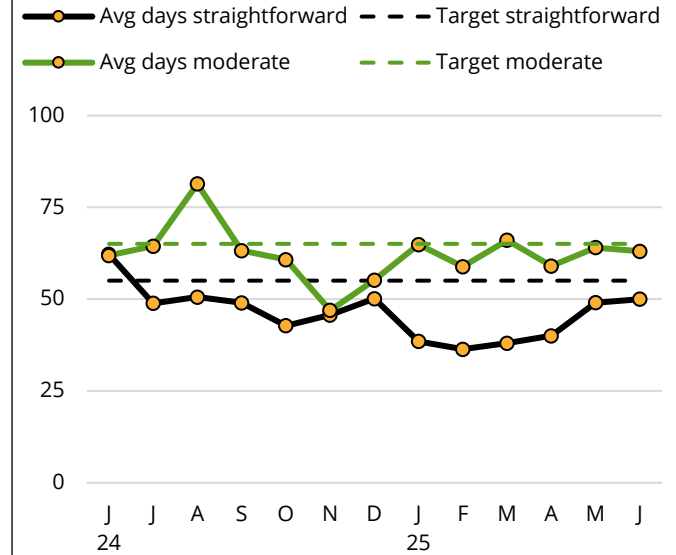
### I&E – number of cases more than 24 months old

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



### Client protection claim closure days

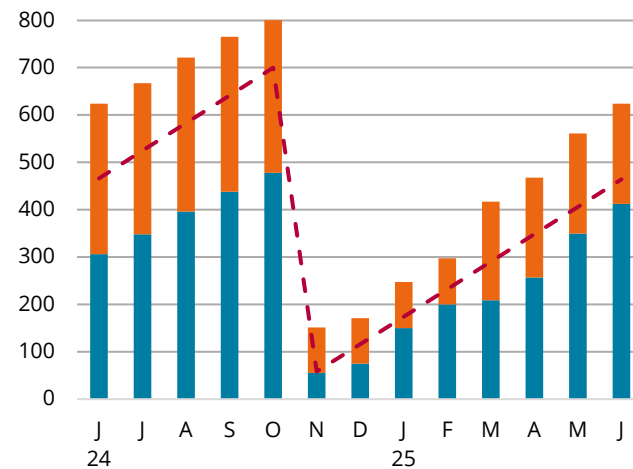
Target: 55 days for straightforward cases, 65 days moderate cases



### Anti-money laundering

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

- Desk-based reviews
- Visits
- Cumulative target



## Education and training

Feedback shows the majority of candidates are satisfied with the exam administration on the day, with Kaplan exceeding the 70% target.

The average timelines for the agreement of reasonable adjustment plans are generally good, with Kaplan meeting or exceeding the target of six days.

### Authorisation – firm applications

Performance was strong between March and June, with key performance indicators (KPIs) being met across all application types with the exception of June which fell just short of target. The performance in June was impacted by a significant loss of established resource to support client protection and the Assessment and Early Resolution Team (AERT) challenges through secondments. Considerable efforts are being made to address this, however the impact will continue in the medium term as we develop our less established authorisation officers.

### Authorisation – individual applications

KPIs were achieved in March and April but dipped in May. This was due to a number of the most complex practice certificate renewal exercise cases exceeding the service-level-agreement in that month. Performance was recovered, with the KPIs almost achieved in June.

### Assessment and early resolution

AERT aims to complete 80% of assessments within two months. We have not met this target since October 2024. We resolved 36% of cases within two months in June. The average number of days taken to complete assessments increased to 49.

This is because of a sustained increase in receipts. This business year, the average number of reports per month increased by 24%, from 1,024 to 1,266. The rate of the increase is accelerating, with a record 1,513 reports received in June.

We have put in place measures to manage the increase, including improved ways of working and additional temporary resource. This has increased the average number of reports resolved by 15% this business year, from 988 to 1,132 per month. However, the increased closure level is not matching the increase in volumes.

We have plans in place to deliver additional short-term improvements and increase resource. We have also committed to a strategic improvement project that will aim to transform the complainant journey.

We aim to start delivering these additional improvements by autumn 2025, however the increase in report volumes means we do not expect to return to target performance this calendar year.

## Legal

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 for this latest reporting period.

### 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 recent exceptions were April 2025 when we reached 92% against the 93% target.

We are anticipating an impact on these measures in autumn due to the increase in reports to AERT. This business year, the average number of investigations received per month has increased by 43%, from 165 to 236.

We are taking steps to address the increase, including through improvements and additional temporary and permanent resource. This business year, we have increased closures by 24%, from an average of 159 to 197 per month. However, the increased closure level is not matching the increase in volumes, which is leading to an increase in our overall work in progress.

We also have a stretch target of resolving 70% of investigations within 10 months from assessment. We continue to average around 60%, ending June at 59%. This is consistent with our previous performance against this aspirational measure, which we always understood was a challenging target.

### Investigation and enforcement – older cases

We aimed to reduce the number of investigations more than 24 months old by 50%, to around 80, by June 2024 through our improvement programme. We exceeded this target, reducing this number to 60.

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 more than 24 months old to 41. This increased to 46 in June and we anticipate further rises over the summer due to the increase in the volume of receipts.

### Anti-money laundering (AML)

We have an annual target of 700 inspections for the 2024/25 year. The year-to-date target (Nov 24 to June 25) is 467 inspections, and we have completed 671 inspections – 144% of the year-to-date target. This strong performance is driven by

- proactive scheduling and planning of visits

- effective use of desk-based reviews for lower-risk firms
- greater experience levels of AML colleagues, which has resulted in faster and more efficient inspections.

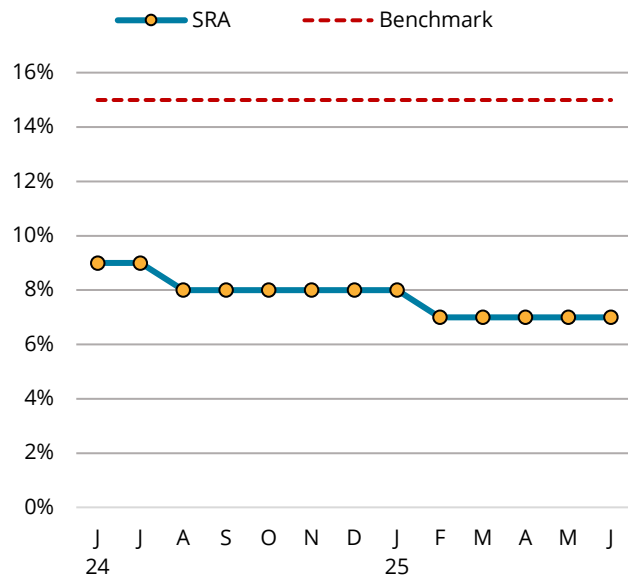
We anticipate a reduction in inspections throughout summer 2025, primarily due to the absence of key staff from law firms during this period. While there may also be a dip as we induct new staff, we will continue to monitor performance closely. Despite any short-term reductions, we expect to remain ahead of target for the rest of the year.

### **Client protection**

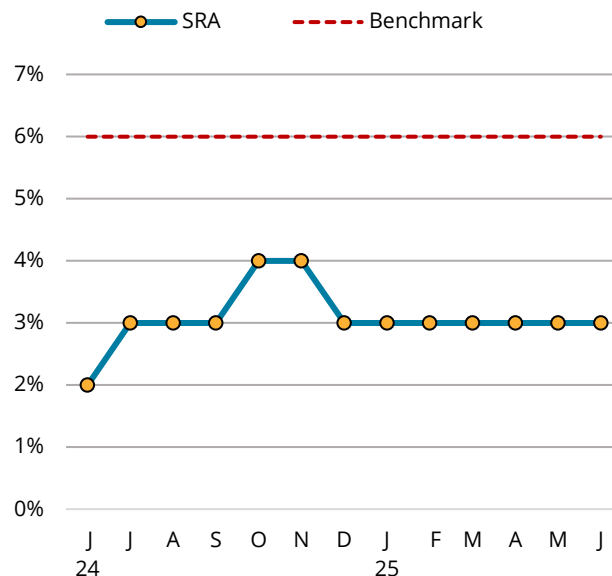
We have targets for time taken to conclude cases. We have continued to maintain monthly closure rates and the average days performance ahead of target, across both straightforward and moderate cases. We have been ahead of target for both case matter types every month during the period and, as at the end of June, are at 50 days for straightforward (target 55) and 63 days for moderate (target 65). We have significantly reduced the volume of cases in relation to rectification costs (costs claimed to complete registrations of property titles at Land Registry) and therefore this performance is more representative of 'business-as-usual' claims.



## Voluntary staff turnover



## Time lost to sickness



## Voluntary staff turnover

Staff turnover is stable this quarter at 7%. 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 is also stable at 3%, an increase of 1% from 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.

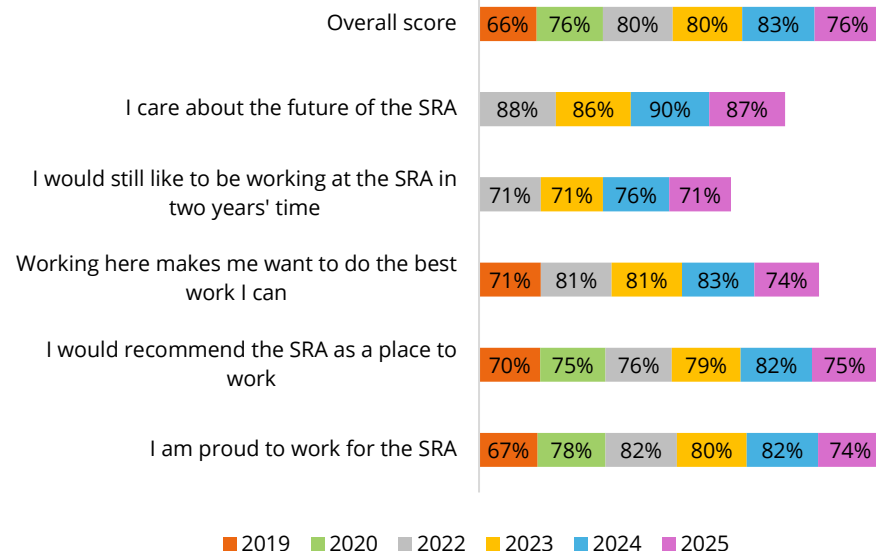
## Staff survey

The response rate for this year's annual survey increased by three percentage points to 85%.

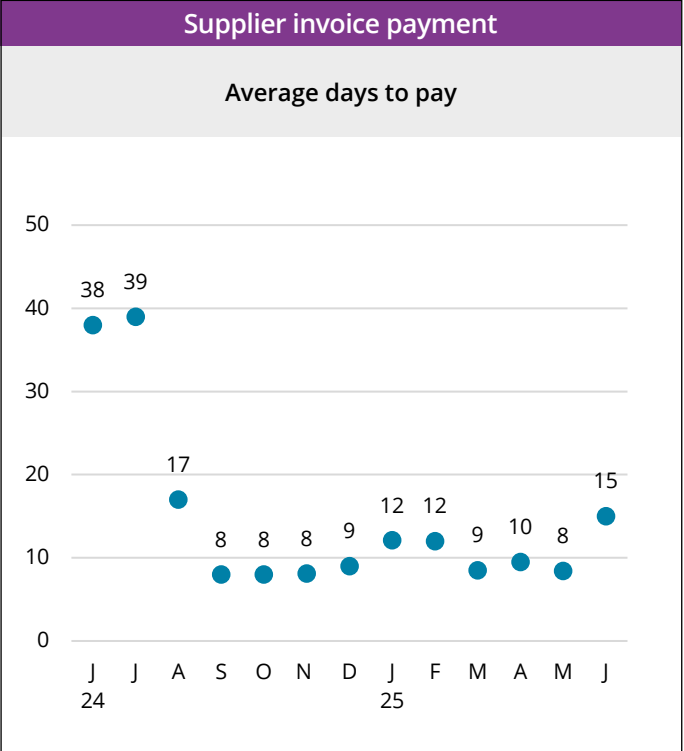
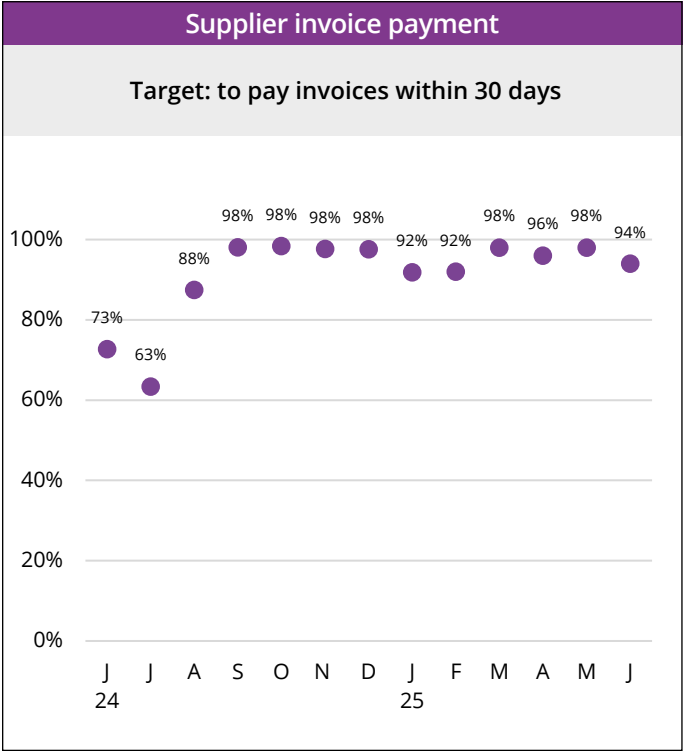
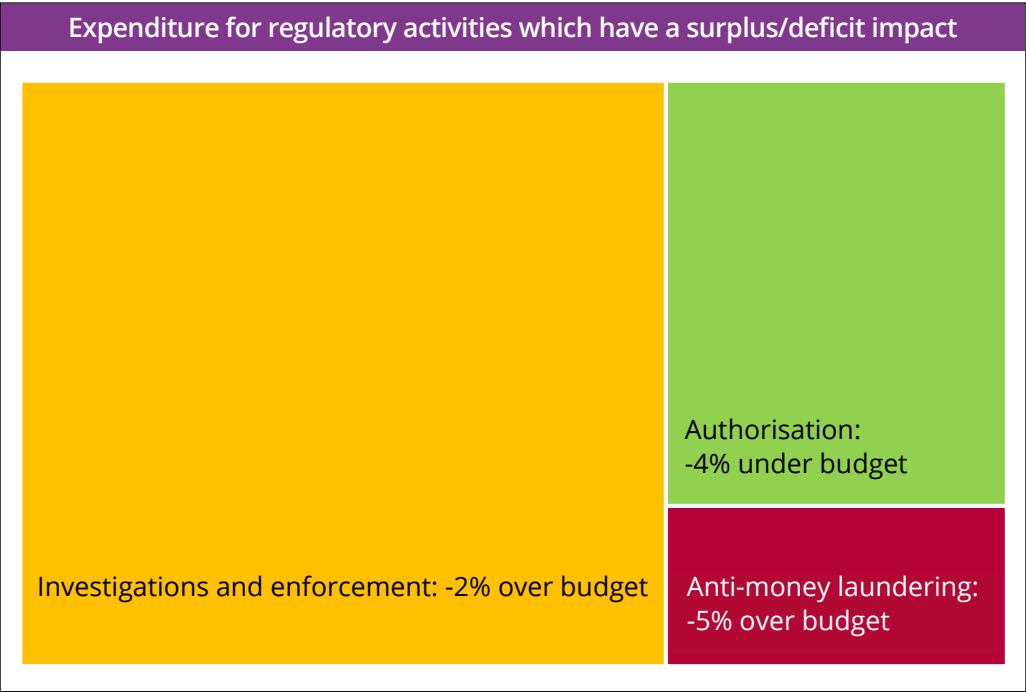
The overall engagement score provides a high-level view of how employees feel about working in our organisation. This year, it decreased by seven percentage points to 76%. The engagement score is in line with the all-sector benchmark.

Although our results have declined in most areas, these are still good results and in keeping with previous years. When putting together the corporate survey action plan, we focus on the areas where the decrease is greater than five percentage points. Our action plan for this year will focus on reward, change, leadership engagement and workloads.

## Staff engagement



Income and expenditure year-to-date up to the end of June 2025				
Budget by activity	Actual £m	Budget £m	Variance £m	Variance %
Practising fee income	(47.7)	(46.8)	0.9	2%
SQE income	(25.7)	(41.7)	(16.0)	-38%
Income from compensation fund	(10.3)	(11.4)	(1.1)	-10%
Regulatory income	(2.6)	(2.8)	(0.2)	-7%
Investments/interest	(2.1)	(1.5)	0.6	40%
<b>Total income</b>	<b>(88.4)</b>	<b>(104.2)</b>	<b>(15.8)</b>	<b>-15%</b>
Investigation and enforcement	31.8	31.3	(0.5)	-2%
Education and training	27.2	42.6	15.4	36%
Client protection	11.9	12.9	1.0	8%
Authorisation	12.2	12.7	0.5	4%
Anti-money laundering	4.6	4.4	(0.2)	-5%
<b>Total expenditure</b>	<b>87.7</b>	<b>103.9</b>	<b>16.2</b>	<b>16%</b>
<b>Surplus</b>	<b>(0.7)</b>	<b>(0.3)</b>	<b>0.4</b>	



External audit results (annual based on 2023–24 financial statements)	
<b>Overall audit opinion on the financial statements</b>  Target: unqualified	Unqualified
<b>Management letter points raised to Audit and Risk Committee</b>  Target: absence of significant deficiencies in internal control	No significant deficiencies in internal control and three minor 'deficiencies'

## Income and expenditure year-to-date up to the end of June 2025

The table shows our income and expenditure for the year-to-date.

Income overall is still below where we would expect it to be for this time of year. This is particularly for the SQE, which is £16m under the budget where we used training providers' forecasts of likely candidate numbers. Providers have found it difficult to forecast numbers accurately. However, this reduced income results in a commensurate reduction in costs, as the income we receive from each candidate is mainly passed to Kaplan to cover the cost of each candidate entry. Income from the compensation fund is also lower than budgeted due to lower levels of interventions in the year-to-date than forecast. This income is also offset by reduced costs, shown within client protection. Expenditure overall is around £16m under budget year-to-date, which relates to the reduced levels of income discussed above. The underlying surplus/deficit position is broadly in line with budget as shown by the immaterial variance.

### Expenditure for regulatory activities which have a surplus/deficit impact

The chart presents our approximate expenditure, including support costs on activity-based costs for the three of our five regulatory activities which impact on our net surplus or deficit position.

Our expenditure in 2024/25 will exceed our budget because we are increasing our headcount to manage significantly increased case volumes and deliver our transformational ambition. Our draft practising certificate funded budget for 2025/26 is £16m higher than 2024/25.

Investigation and enforcement expenditure is 2% over budget due to increased costs for legal fees explained previously to the Board. Authorisation expenditure is below budget due to vacancies. Anti-money laundering full cost activity was 5% over budget at the reporting point in the financial year. This relatively small overspend of £0.2m is due to increased indirect costs to deliver the organisation's growth.

Spend is reported as green if it is 95% to 100% of budget, as amber if it is 90% to 95% or 101% to 102% of budget, and red if it is less than 90% or greater than 102% of budget.

### Supplier invoice payment

We aim to pay all invoices within 30 days (our standard terms) of being received by Finance. We are still consistently paying more than 90% of invoices within 30 days.

It has taken us on average fewer than 20 days to pay suppliers since January, which is a significant improvement from 2024. The average increased slightly to 15 days in June as part of a drive to manage cash flows better.