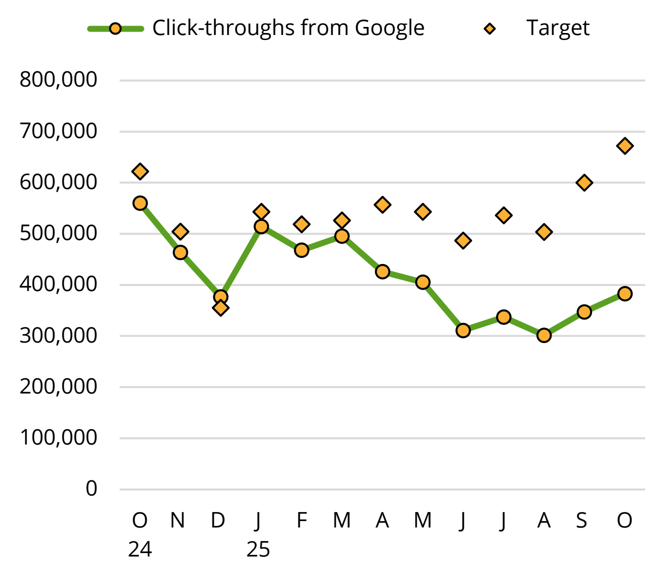
Customer

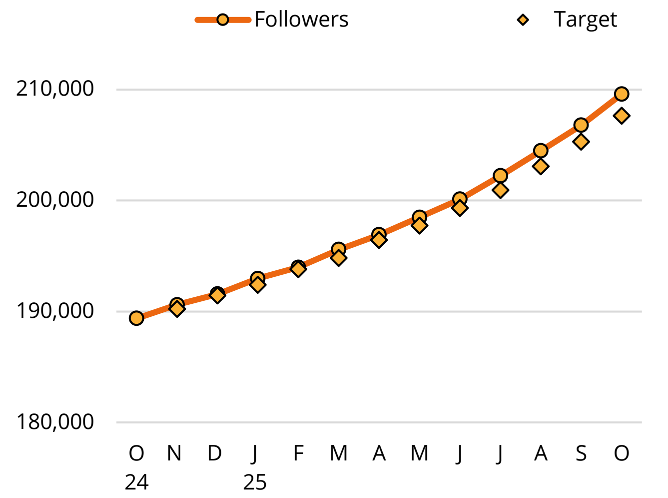
Click-throughs to our website from Google searches

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



Social media engagements and followers

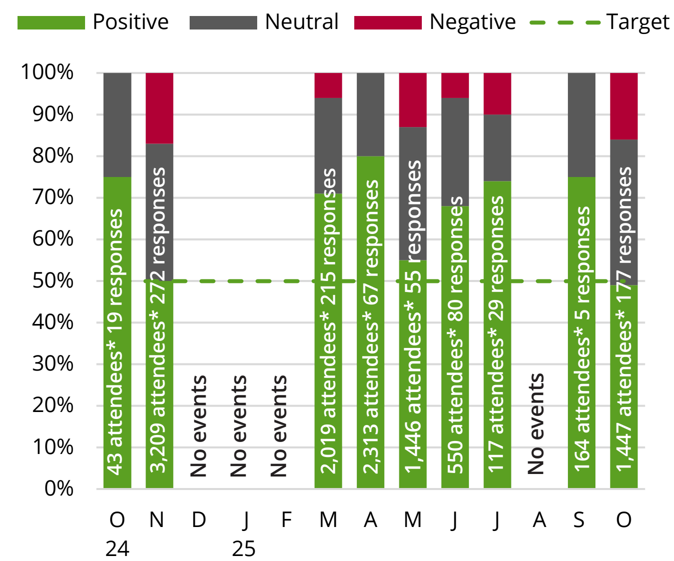
Target: To have 2,500 more followers each quarter



Engagement (target 6%)	8	5	16	9	14	11	10	10	11	9	10	8	9

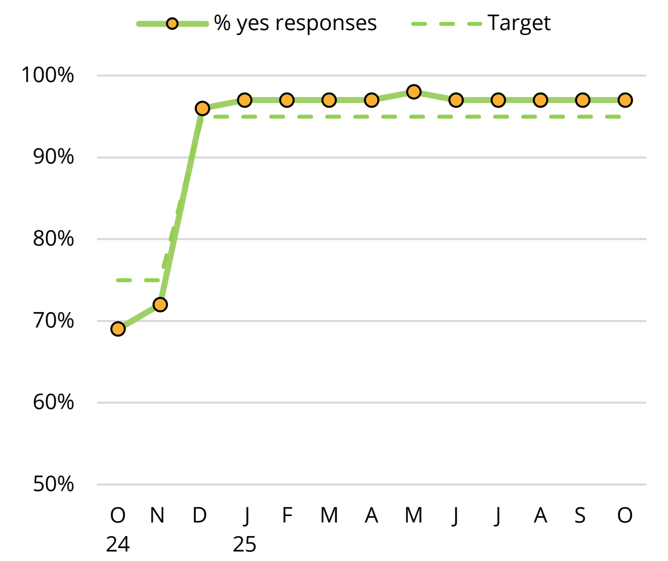
How stakeholders who attend our events view the SRA

Target: 50% of attending stakeholders give positive feedback



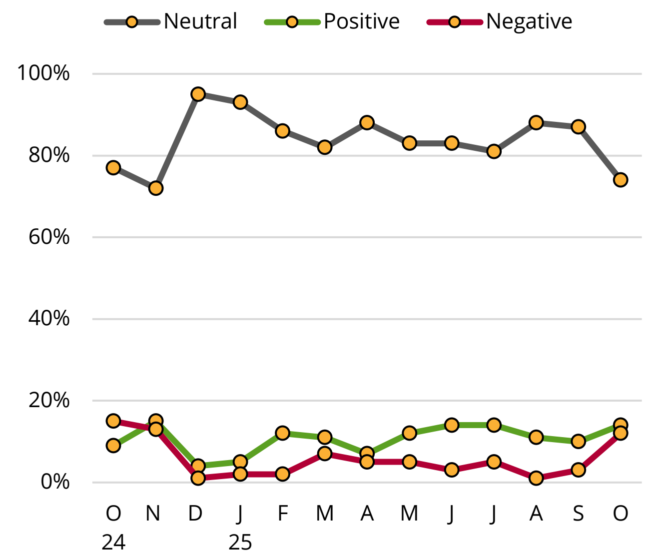
Website quality

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



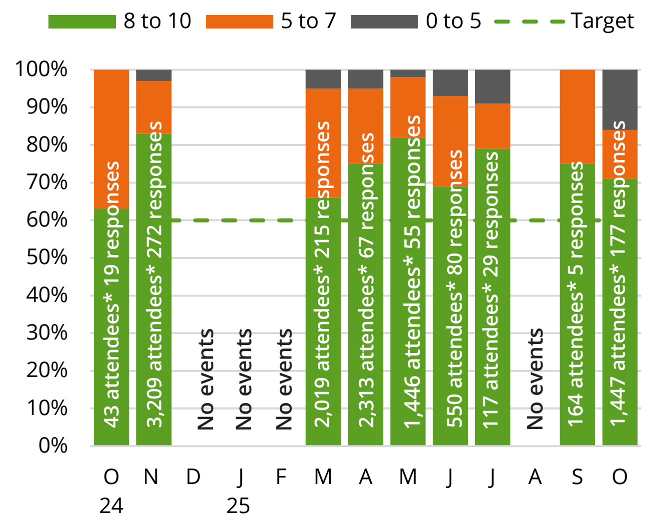
Sentiment of media coverage

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

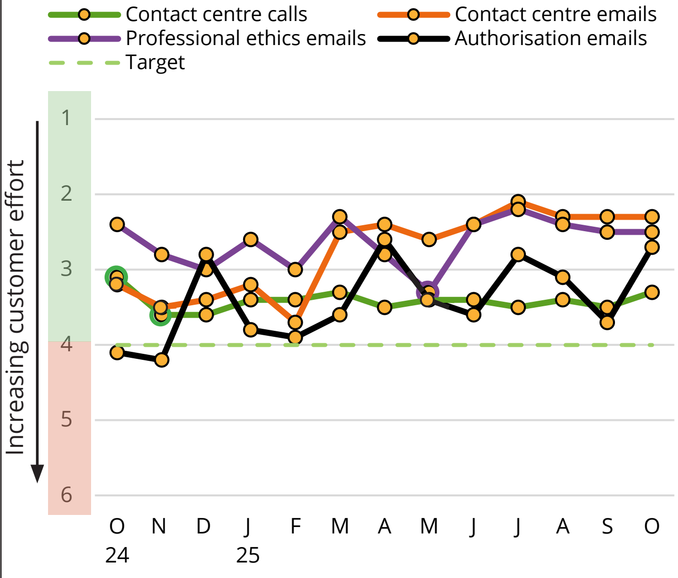


*Attendees is a combination of in-person event attendees and online views

Customer

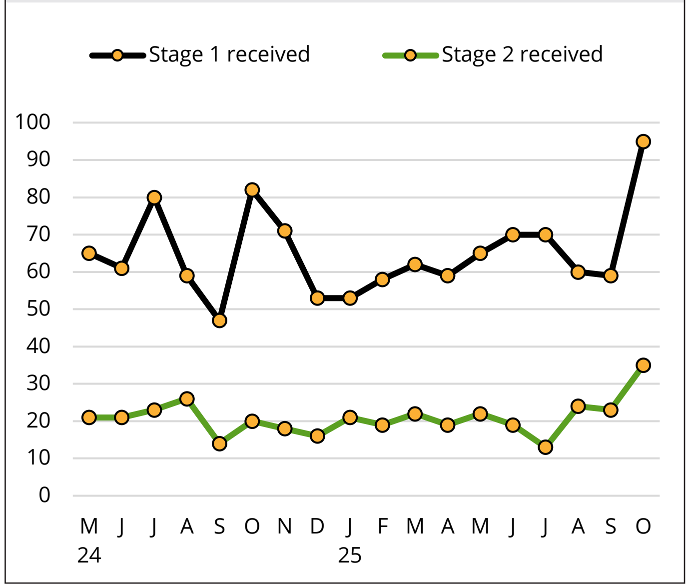
Customer effort

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



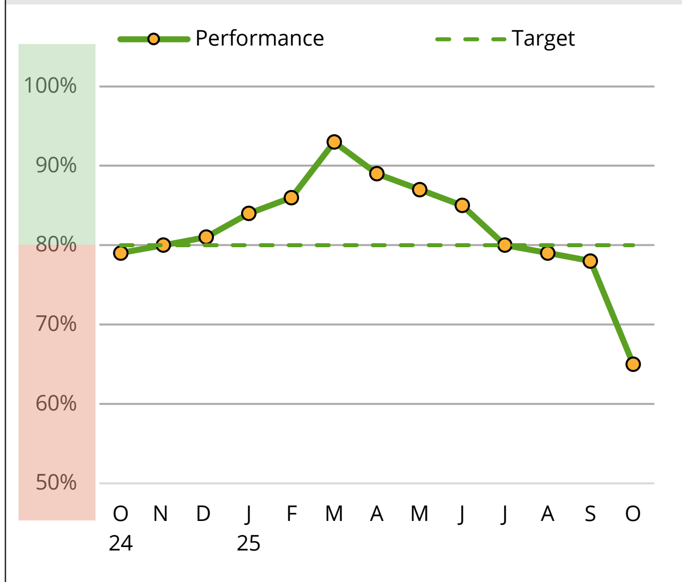
Number of complaints received

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



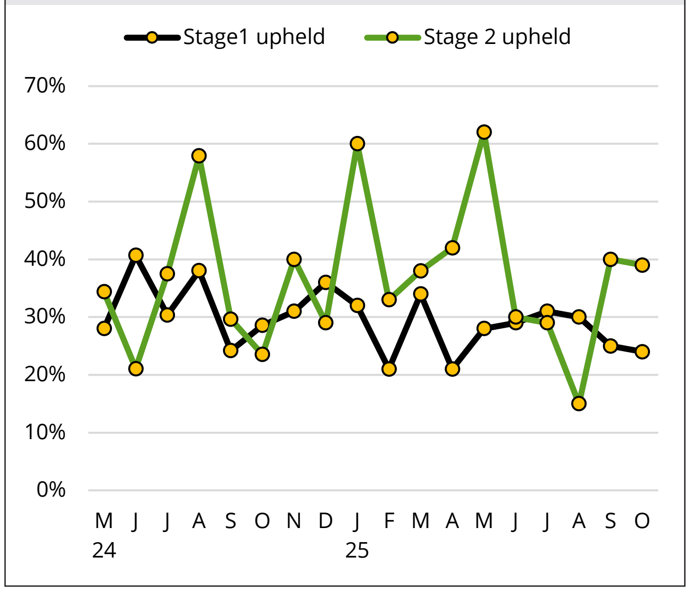
Contact centre – telephony service performance

Target: 80% of calls answered within 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 by Google web search users from July to October were down 30% from a year earlier, in stark contrast to our target of 20% year-on-year growth.

According to recent reports, Google's use of generative AI to create summaries presented above search results could reduce click-throughs to websites by more than 60%.

However, the main reason for the decline is a sustained reduction in Google impressions and click-throughs to the Solicitors Register. Over a period of around 12 months, Google gradually ceased to index almost all the person and firm profiles in the Solicitors Register. As a result, the Solicitors Register does not appear in Google search results for most solicitors and solicitors' firms. We are experimenting with different fixes to address this problem. We will have an update on whether we have successfully identified an effective fix in our next report.

Website quality

From July to October, 97% of the 13,995 SRA website users who responded to our user feedback poll said the content they were viewing was useful, above our target rate of 95%.

Two of the top five pages (those that received the greatest number of positive responses) during the period were explanations of how to renew practising certificates. The other three pages in the top five were about qualifying as a solicitor.

Web pages for people who have had negative experiences with solicitors received high user-approval ratings. For example, 96% of responses (239 of 248 responses) said our web page for consumers about problems and complaints was useful.

Social media engagements and followers

The number of SRA followers across all social media platforms was just under 210,000 in October, up 11% from a year earlier, doubling our target of 10,000 new followers per year. Nearly all audience growth during the period was on LinkedIn, as total followers on X, Facebook and Instagram remained static. 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 July to October was 9.4%, above our target of 8%. By contrast, the average LinkedIn engagement rate across all industries sits at around 2.6%, according to recent data. Our content was viewed more than two million times on social media platforms, generating almost 200,000 engagements, mainly on LinkedIn.

SRA social media content driving particularly strong engagement from July to October were posts that:

- included Solicitors Qualifying Examination (SQE) sample questions and related content for aspiring solicitors
- offered practitioners an opportunity to test their knowledge of anti-money laundering (AML) requirements
- presented an overview of new and updated formal guidance we issued over the past 12 months
- outlined our position on the Legal Services Board (LSB)'s SSB review.

Sentiment of media coverage

There was more positive media coverage than negative media coverage throughout the July to October period, as has been typical for some time.

Topics that generated positive coverage from across the period were:

- our work with the Financial Conduct Authority on high-volume consumer claims, and the publication of our warning notice and thematic review on the same subject
- our position statement on the Mazur judgment
- grants to help disadvantaged candidates access the SQE
- the face-to-face version of our Compliance Officers Conference, held in October.

Negative coverage during the period primarily dealt with:

- critical responses to our public consultation on first-tier complaints
- a petition about reforming the SQE
- the LSB's review into our handling of SSB Group.

It should be noted that the coverage of the LSB review into our handling of SSB Group was particularly negative about the SRA, as well as making up the large proportion of negative coverage.

How stakeholders who attend our events view the SRA

There were six public events during the July to October period, including the face-to-face Compliance Officers Conference in October.

Forty-nine per cent of event attendees who answered the question in October said they had a positive view of the SRA, compared to 16% with a negative view. The majority of respondents attended our October Compliance Officers Conference, which happened days after the critical report from the LSB about our handling of SSB was published. This saw a drop in the typical proportion of positive responses and rise in negative responses (of around 10 percentage points each way).

Events feedback – usefulness rating

More than 70% of event attendees in October rated our events eight out of 10 or higher in terms of usefulness, beating the target rate of 60%. The majority of respondents were commenting on our Compliance Officers Conference – our biggest event of the year.

Customer effort

There was strong and consistent performance across the year for all four key areas and some marginal growth in all areas. The key performance focus for the coming year is to increase survey response rates across Authorisation.

Contact centre – telephony service performance

Our service level target is to answer 80% of calls within 20 seconds. Recent performance has declined, primarily due to two reasons: resource challenges and the impact of projects.

There has been increased sickness and turnover during this period, with 12 individuals leaving (40% being internal promotions) and a 7.1% sickness absence (above SRA average).

The demands of multiple projects has resulted in inquiries to our contact centre being 13% higher compared to the same period in 2024. These projects include our firm diversity data and anti-money laundering (AML) data collection exercises and the rollout of an app-based multifactor authentication solution and the subsequent impact this had on our practising certificate renewal exercise. The increase in reports of concerns about solicitors and firms is also impacting the volume of contact we are receiving.

While we anticipate meeting the call performance target by January 2026, sustained high contact levels present an ongoing risk to achieving this goal.

Stage 1 and 2 complaints

<u>Number of complaints</u>

The number of complaints remained stable during July to September, but we saw a significant increase in complaints in October at both stages of our complaints process.

The number of stage 1 complaints ranged between 59 and 70 during July to September, which is the same range as the previous period. In October, however, stage 1 complaints increased to 99.

The number of stage 2 complaints were low in July (13 complaints), 24 in August and 23 in September (both consistent with the last period's levels). Numbers then increased to 35 in October.

The increase in complaints at both stages should be understood in the context of significantly increased levels of decision-making within the assessment and early resolution team (AERT). In June, 1,161 AERT files were closed, but in the July to October period, monthly closures were 1,560, 1,457, 1,702 and 1,294. As most of our service complaints stem from customer dissatisfaction with our assessment decisions not to investigate reports, a rise is to be expected.

<u>Percentage of complaints upheld</u>

Despite increased levels of complaints, the proportion of upheld stage 1 complaints has been stable across the period, ranging between 24% and 31%. The proportion of stage 2 complaints upheld has fluctuated more widely, which is to be expected given the smaller numbers. It peaked in September at 40% (10 out of 25 complaints) but it was preceded by a low of 15% (two out of 13 complaints) in August. Across the last 12 months, there has been a downward trend in the proportion of upheld complaints at stage 1 and a similar downward trend in the last six months at stage 2.

<u>Board correspondence</u>

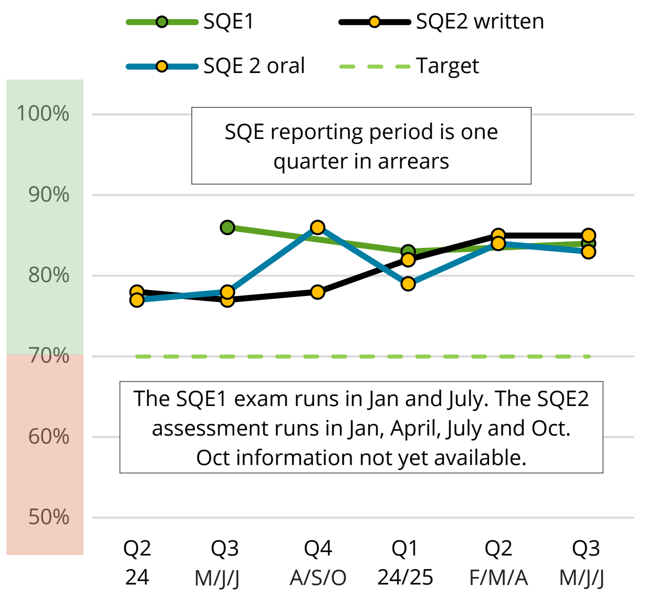
Board members are occasionally sent correspondence from complainants. Our Corporate Complaints Policy makes it clear to complainants that such correspondence will not be responded to by the Board personally.

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 July to October period where a change of action occurred as a result of considering Board correspondence. In relation to one matter due to the complainant raising a perceived conflict of interest, we outsourced the case and followed our Connected Persons process in the Investigation team. In the other matter, we were dealing with a number of requests by the complainant across several departments, so we wrote an overview letter to explain who was dealing with each matter and next steps so the complainant had a better understanding of how we were handling his various requests.

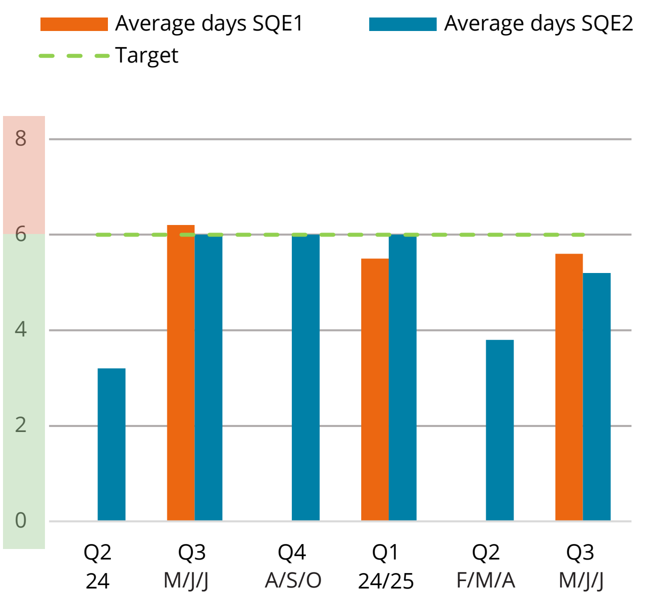
Delivery

Education and training

Target: 70% satisfaction with administration on day of exam

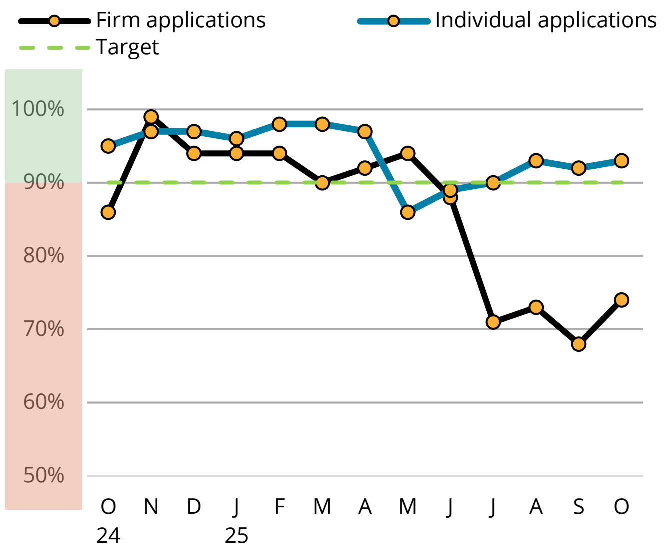


Target: Deliver an SQE reasonable adjustment plan within 6 days

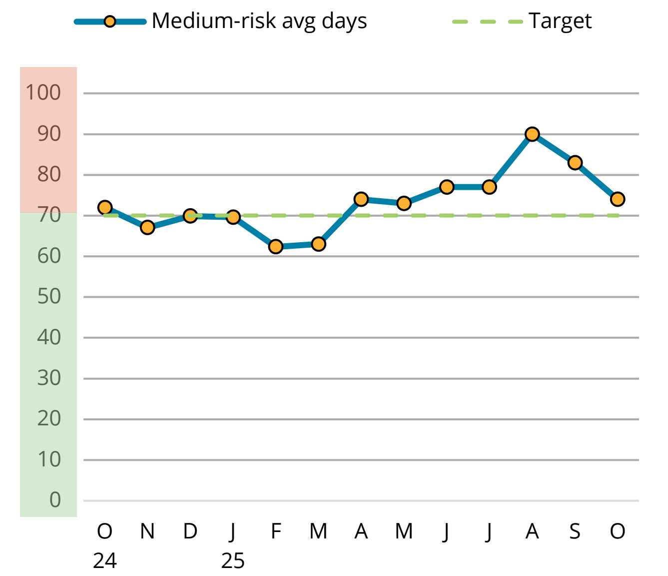


Authorisation

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

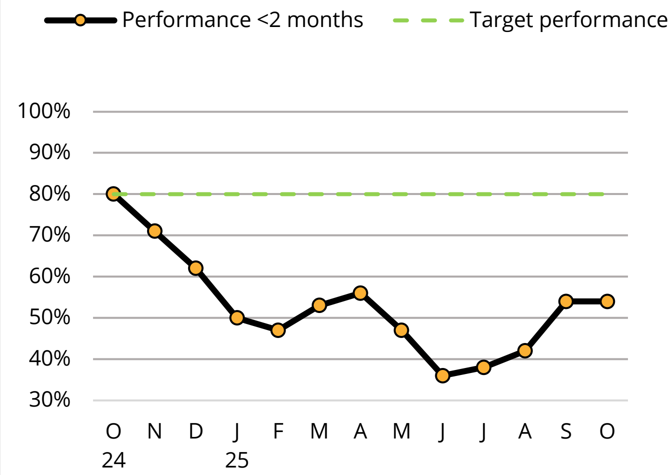


Target: Medium-risk firm applications dealt with within 70 days on average



Investigations & enforcement (AERT)

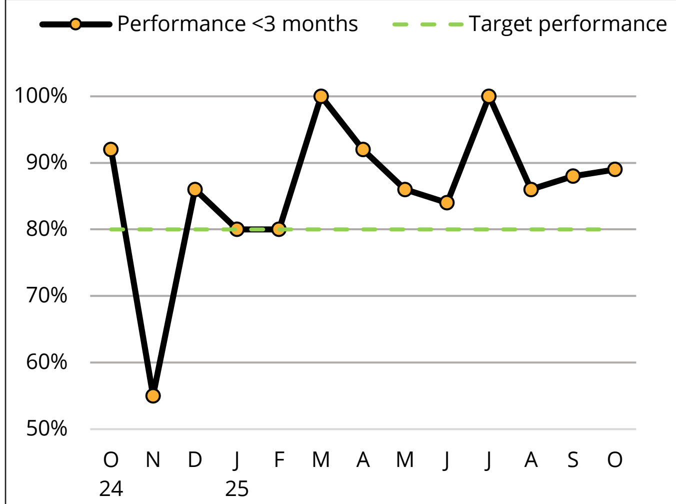
80% of AERT cases completed within 2 months. Avg days to complete AERT case assessments



Average days	39	40	41	42	44	44	45	47	49	51	55	58	60

Investigations & enforcement – legal

80% of cases lodged with SDT within 3 months.

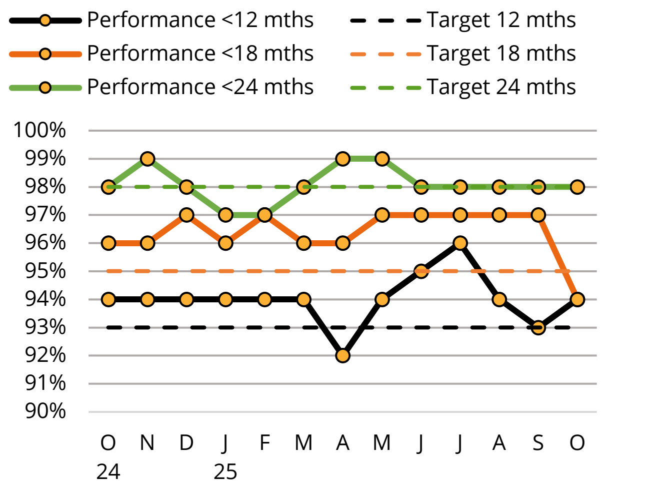


Cases lodged	12	11	7	10	10	3	12	8	19	9	14	16	18

Delivery

Investigations & enforcement (I&E)

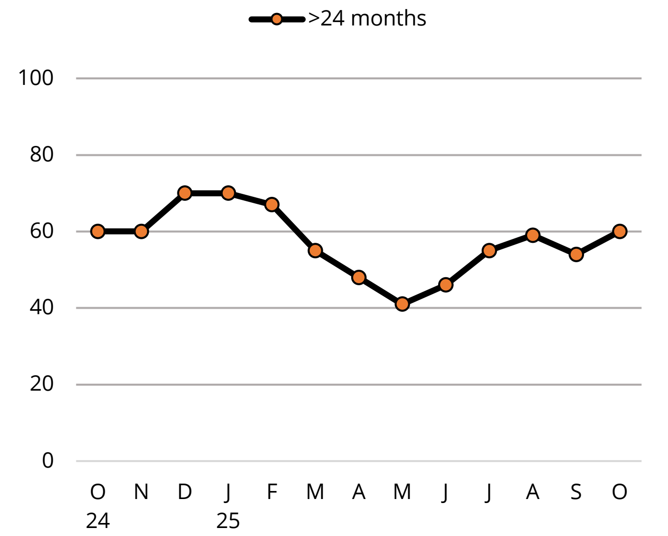
93% of investigation cases completed within 12 months, 95% within 18 months and 98% within 24 months



Average days	94	91	91	94	96	98	99	99	100	102	103	102	102

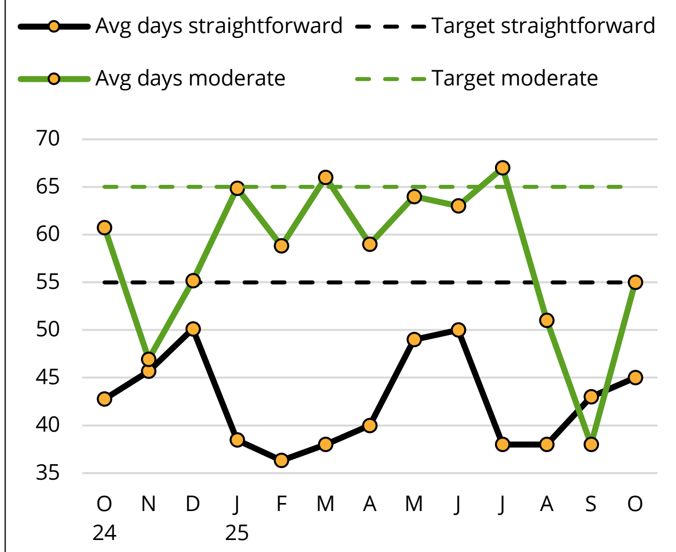
I&E – number of cases more than 24 months old

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



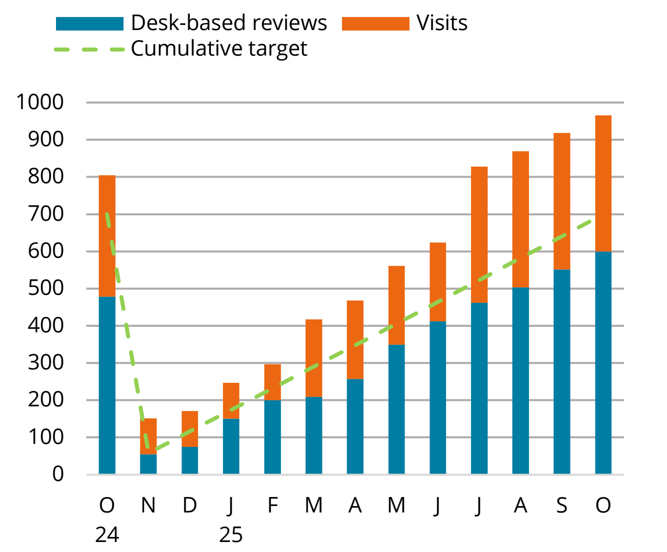
Client protection claim closure days

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



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 agreeing reasonable adjustment plans are good and generally under the six-day target.

Authorisation – firm applications

Performance for medium and high complexity matters continues to be affected by the significant loss of experienced authorisation officers (52% since February 2024). Following active recruitment, 62% of the current team has less than 12 months' experience, compared to an average of five years' experience in 2023.

Authorisation – Firms manage highly complex applications and 46% of current work in progress (WIP) can only be allocated to our most experienced officers, which is impacting performance. Increasing capability remains a key challenge, as the training period typically takes 12 to 18 months, requiring a careful balance between training and case progression.

Our quality assurance regime remains strong, safeguarding decision-making and supporting training. Despite operational challenges, the feedback we receive via our 'voice of the customer' monitoring remains positive.

A robust recovery plan is in place, incorporating:

- resourcing initiatives
- forensic WIP allocation and management
- enhanced fast-track sign-off
- improved triage and proactive customer expectation management.

Given these challenges, the targeted timeline to normalise service delivery is by the end of October 2026. However, this may be impacted by further developments as we move forward in our key programmes including our consumer protection and risk and data work.

Authorisation – individual applications

There was a strong performance across the previous quarter and the year, other than a small dip in May 2025.

Investigations and enforcement (AERT)

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 2025. This improved to 54% in September and October 2025. The average number of days taken to complete assessments increased to 60 in October 2025.

This is because of a sustained increase in concerns about solicitors and firms reported to us. In 2024/25, the average number of reports per month increased by 34% compared to the previous business year, rising from 1,024 to 1,375. The rate of the increase is accelerating, with a record 2,197 reports received in October.

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 28% in 2024/25 compared to the previous business year, from 982 to 1,253 per month. However, the increased resolution level is not matching the increase in volumes.

We have plans in place to deliver further additional short-term improvements and increase resource. We have also started a strategic improvement project that aims to transform the complainant journey. We forecast, based on current volumes, that we won't return to target performance until summer 2026.

Investigations and enforcement – Legal

For this reporting period, we exceeded 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.

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 exception was October 2025 when we reached 94% against the 95% target.

We are anticipating an impact on these measures in the new year due to the increase in reports to AERT. In 2024/25, the average number of investigations received per month has increased by 45% compared to the previous business year, from 165 to 239.

We are taking steps to address the increase, including through improvements and additional temporary and permanent resource. In 2024/25, we increased resolutions by 31% compared to the previous business year, from an average of 158 to 207 per month. However, the increased resolution 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 achieved this target for the first time in October 2025. However, we expect the increase in volumes to start impacting our performance against this aspirational measure in the new year.

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

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 60 in October 2025, and we anticipate further rises due to the increase in the volume of receipts.

Anti-money laundering

In 2024/25, we set an annual target of 700 inspections. We delivered 138% of this target, completing 966 inspections. This was made up of 366 onsite inspections and 600 desk-based reviews. Additionally, we carried out 47 inspections related to sanctions and 28 audits.

This strong performance reflects proactive scheduling and planning of visits, effective use of desk-based reviews for lower-risk firms and increased experience within the AML team, enabling faster and more efficient inspections. Proactive inspections account for approximately 80% of the casework in the AML Investigations team.

AML-specific investigations saw a distinct improvement in 2025, with caseloads decreasing by 24% compared to 2024, even as incoming case numbers rose by 30% year-on-year. The team focused on driving outcomes, streamlining processes and removing unnecessary barriers.

Client protection claim closure days

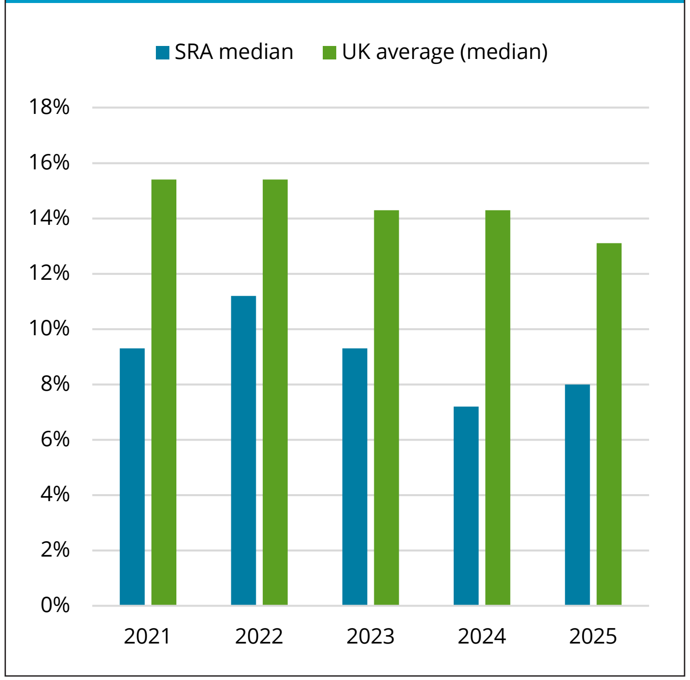
We have targets for time taken to conclude cases. We have continued to maintain monthly closure rates and the average days performance ahead of target, across both straightforward and moderate cases. As at the end of October, straightforward cases are at 45 days (target 55) and moderate cases at 55 days (target 65). As is expected, having closed a high volume of rectification cases (relating to costs claimed to complete registrations of property titles at Land Registry), we have seen a slight upturn in the average days over the past quarter.

People

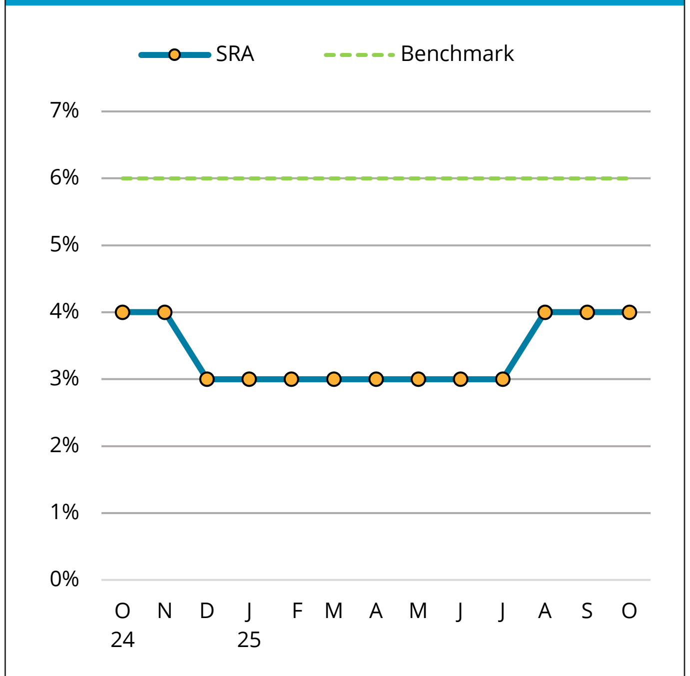
Voluntary staff turnover

% of senior managers from an ethnic minority – annual

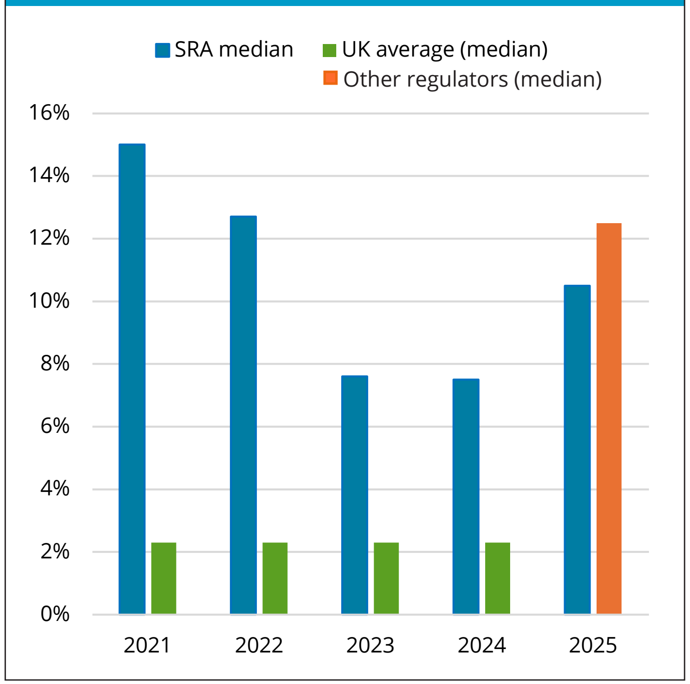
Gender pay gap – annual



Time lost to sickness



Ethnicity pay gap – annual



Voluntary staff turnover

Staff turnover has increased slightly to 9%. 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 increased from 3% to 4%, 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.

Pay gap reporting

The median gender and ethnicity pay gaps have widened slightly. Overall, our population has more female staff than male, with 63% female. This is the same as last year. We have identified two significant drivers that impact our pay gap: the overrepresentation of females in the lower quartiles and the underrepresentation of females in the upper quartiles in comparison to our overall gender split. A similar principle can be applied to the ethnicity pay gap. We have seen a welcome increase of staff reporting their ethnicity.

We have changed the benchmark date for our ethnicity pay gap reporting to enable us to compare our organisation to other regulators rather than the Office for National Statistics data, which is the comparative measure we used for the years 2021 to 2024. This change leads to us having what we consider to be a more helpful benchmark, which is 12.5%.

We have an action plan in place to increase the proportion of those in more senior roles who are from an ethnic minority. This consists of executives, deputy executives, directors and heads of and is currently a population of 80 staff.

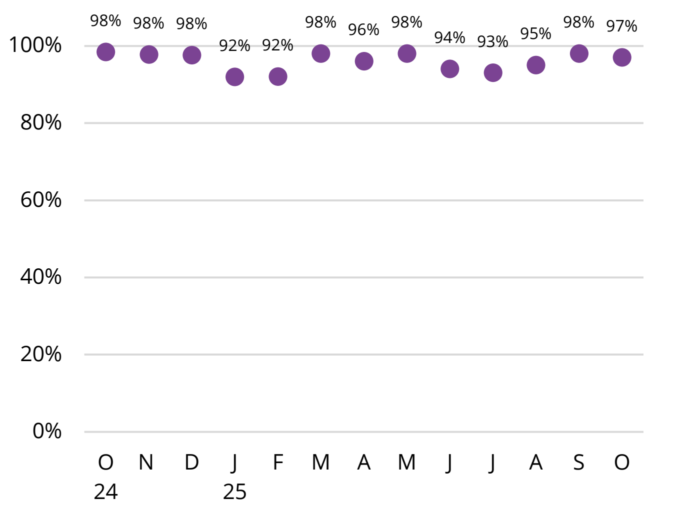
Our leadership is becoming more ethnically diverse year-on-year and is close to our target of 16% in 2026, with the current level being 15.5%.

Financial

Income and expenditure year-to-date up to the end of October 2025				
Budget by activity	**Actual £m**	**Budget £m**	**Variance £m**	**Variance %**
Practising fee income	(72.1)	(70.2)	1.9	3%
SQE income	(45.3)	(67.2)	(21.9)	-33%
Income from compensation fund	(20.1)	(17.7)	(2.4)	14%
Regulatory income	(3.9)	(4.0)	(0.1)	-3%
Investments/interest	(3.7)	(1.7)	2.0	118%
Total income	**(145.1)**	**(160.8)**	**(15.7)**	**-10%**
Investigation and enforcement	51.6	47.7	(3.9)	-8%
Education and training	47.6	68.7	21.1	31%
Client protection	22.5	19.8	(2.7)	-14%
Authorisation	19.6	19.6	0.0	0%
Anti-money laundering	7.2	6.7	(0.5)	-7%
Total expenditure	**148.5**	**162.5**	**14.0**	**9%**
Deficit	**(3.4)**	**(1.7)**	**-1.7**	

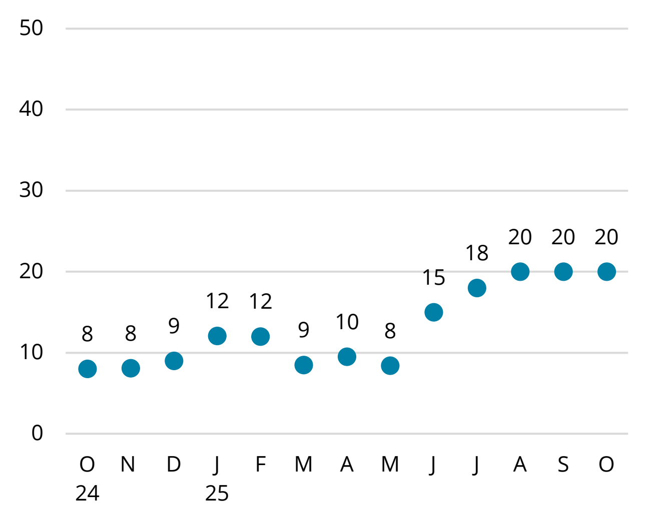
Supplier invoice payment

Target: to pay invoices within 30 days



Supplier invoice payment

Average days to pay



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

The table shows our income and expenditure for the year-to-date. This is subject to year-end adjustments and external audit.

Income overall was below what was expected. The variance arose primarily in relation to the SQE, the income for which was £22m below the budget, for which 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 was slightly higher than budgeted due to more interventions than forecast. This income variance is also offset by a corresponding cost variance, shown within client protection. Expenditure overall is around £14m under budget year-to-date, which relates to the reduced levels of income noted above. The underlying deficit position is broadly in line with budget as shown by the immaterial variance.

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 nine months in the last year at over 95%.

It has taken us on average between eight and 20 days to pay suppliers, which is a significant improvement from 2024. The average has been 20 days since August as part of a drive to better manage cash flows.