



Andy Slaughter MP, Chair
Justice Select Committee
House of Commons
London
SW1A 0AA

MoJ ref: 131618

10 February 2026

Dear Andy,

PUBLIC BODIES REVIEW OF THE LEGAL SERVICES BOARD

I am writing to announce the government's intention to undertake a review of the Legal Services Board (LSB) as a public body.

I have taken the decision to undertake an in-depth review of the LSB based on:

- 1) The length of time that has passed since the last public bodies review of the LSB (2017).
- 2) Developments in the legal services sector including (but not limited to) the greater use of lawtech, issues relating to some frontline legal services regulators' performance and concerns about consumer protection, concerns about poor ethical practice (e.g. law firm collapses), and challenges in dismantling barriers to a diverse and inclusive profession.
- 3) The opportunity to consider points raised by key stakeholders, including the approved regulators, regulatory bodies and organisations which represent consumers' interests (e.g. the Legal Services Consumer Panel) around the LSB's role and effectiveness. As part of this, the review will also consider previous concerns raised amongst the legal sector (e.g. from the Bar Council), and considered by the JSC, that the LSB is acting beyond its statutory remit. In recent years, the Bar Council and Law Society have also been vocal about the increase to the LSB's levy funded budget.

Best practice sets out that departments should undertake regular reviews of their public bodies to provide assurance to both Government and the public that:

- These bodies are operating efficiently, effectively and have robust control and governance arrangements in place.
- The body continues to meet the needs of the legal sector, and
- The body operates in a clear and transparent manner and is delivering value for money.

A review of the LSB now is timely given the points above and will include in its consideration the following areas:

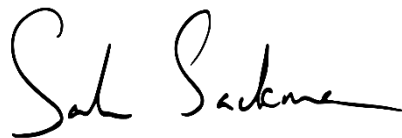
- The LSB's strategic clarity including how objectives are prioritised and its relations with the approved regulators.
- The LSB's statutory remit (focussing on the LSB's role as a public body, and its interpretation of its statutory responsibilities, as opposed to being a review of the Legal Services Act).
- Governance and accountability arrangements.
- The LSB's organisational capability, including whether it has the appropriate staffing levels, skills and expertise to deliver its statutory functions effectively.

The review will begin on 10 February 2026. The Lead Reviewer will be Richard Lloyd. Richard is currently the Chair of the Independent Parliamentary Standards Authority. He is an experienced senior executive and non-executive director, with a strong track record of chairing high-profile regulatory bodies and committees and a reputation for integrity and commitment to public service. Richard has substantial experience of transforming the effectiveness of a wide range of organisations, improving operational delivery in public and private sector services.

Should the Justice Select Committee wish to contribute views to the review, I would welcome this in writing by 10th March 2026.

I will write to you again with the outcome from the review once it has concluded.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Sarah Sackman', with a fluid, cursive style.

SARAH SACKMAN KC MP
Minister Of State