

# Key Performance Measurements Report - 2025

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The Solicitors Disciplinary Tribunal (SDT) is an independent statutory Tribunal responsible for adjudicating allegations of misconduct against solicitors, registered European Lawyers, registered foreign lawyers and employees of solicitors' firms.

Our primary source of cases is referrals from the Solicitors Regulation Authority (referred to throughout this report as the SRA) although we also determine applications and other matters where permitted under our rules.

This report sets out our performance against the Tribunal's 10 Key Performance Measures (KPMs) for 2025.

Each KPM is addressed in turn, with accompanying commentary to provide context behind the figures. Where appropriate, additional information has been included to assist understanding. In particular, within KPM2 (which measures the conclusion of proceedings), we have provided further information in relation to adjournments and Agreed Outcomes, as these directly influence the overall duration of proceedings.

During 2025, the Tribunal continued to experience the operational impact of the significant increase in cases issued in 2024, mainly from SRA referrals. The effects of this are reflected in certain performance measures and we have sought to explain this within the relevant commentary.

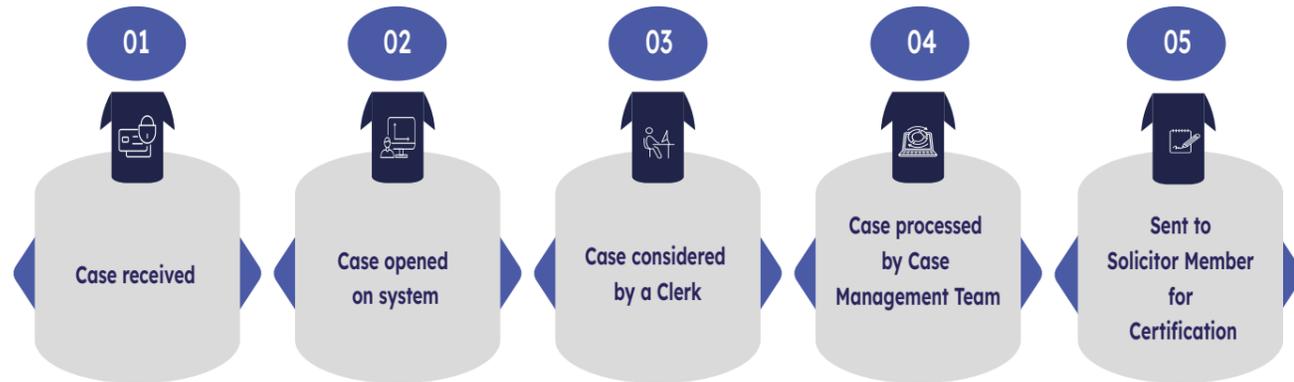
We have made some adjustments this year to the way certain measures are reported, particularly in relation to user feedback.

As it remains challenging to obtain feedback once proceedings have concluded, we introduced a pre-hearing feedback mechanism during 2025 to improve engagement and capture feedback at an earlier stage.

These changes are explained in more detail within the relevant sections of the report.

Overall, this report aims to present not only performance data, but also clear context around the Tribunal's work which we hope you find it an informative read.

# LIFECYCLE OF PROCEEDINGS



## APPLICATIONS & CASE MANAGEMENT

The graphic above outlines the process for when cases are received from the Solicitors Regulation Authority (SRA) or members of the public known as ‘Lay Applicants’ and the initial administrative processes which are undertaken once the case is received. The starting point is that a case needs to be ‘certified’ in order to be accepted by the Tribunal. This means that, on its face, the facts as presented give rise to a case to answer.

Following on from step 5 above, if a Solicitor Member is in any doubt or difficulty in relation to the certification, the case will be referred to a Panel of 3 members for consideration.

If there is no case to answer in respect of any one matter (i.e. it is not certified) then it does not proceed (but may be referred back to the SRA for further investigation).

Once a case has been certified, Part 1 Standard Directions are issued and a Case Management Hearing (CMH) is listed approximately 14 weeks from the date of

certification of the case. Part 1 Standard Directions provide dates for the Answer (the Respondent’s response to the

allegations) to be served within 8 weeks and the Reply (the SRA’s response to the Answer) within 10 weeks. Parties will be expected to have completed a checklist of requirements which should be filed with the Tribunal 1 week prior to the CMH.

If it has been agreed by the Tribunal and the parties that the listed CMH should be vacated as it is not required, Part 2 Standard Directions are issued administratively by the Tribunal. These include a substantive hearing date and further directions in relation to service of case documentation.

If the CMH is not vacated, the substantive hearing date and Part 2 Standard Directions referred to above are issued at the CMH by the Tribunal panel.

It is common for parties to indicate their intention to pursue an Agreed Outcome between the case being certified and the CMH.

In such instances, a further CMH will be scheduled to consider the proposed Agreed Outcome.

## SUBSTANTIVE HEARINGS

Tribunal hearings are conducted either in person at 45 Ludgate Hill, remotely via Zoom, or in a hybrid format – where the hearing takes place in person but some witnesses give evidence remotely.

Hearings are open to the public unless the Tribunal directs that a matter be heard in private. The Tribunal encourages members of the public to observe proceedings via Zoom allowing a much wider audience to attend and follow proceedings.

A typical substantive hearing (i.e. a full final hearing of the issues) follows the following format:

- The SRA presents the case, outlining the allegations and the reasons the matter has been brought before the Tribunal.
- Evidence is presented, including the examination and cross-examination of the Respondent and any witnesses.
- Closing submissions are delivered by the Respondent with the Applicant having the right to reply on points of law.
- The Tribunal considers the evidence and submissions to reach a determination on the case.
- The Tribunal delivers its decision on whether the allegations have been proved.
- Following the decision, submissions are made regarding mitigation and the issue of costs, where appropriate.

- The Tribunal retires and determines the sanction and costs.
- The Tribunal announces the sanction imposed and details the costs order.

## THE ORDER & JUDGMENT

Following the hearing, an Order is issued to the parties confirming the sanction imposed and any costs awarded.

A full written Judgment is subsequently prepared by the Clerk to the Tribunal and approved by the panel. This Judgment sets out the Tribunal’s findings and the reasoning underpinning its decision.

## APPEAL PROCESS

Upon receipt of the Tribunal Judgment, parties have 21 days in order to lodge an Appeal with the Administrative Court. The Tribunal is not a party to appeals against its decisions.

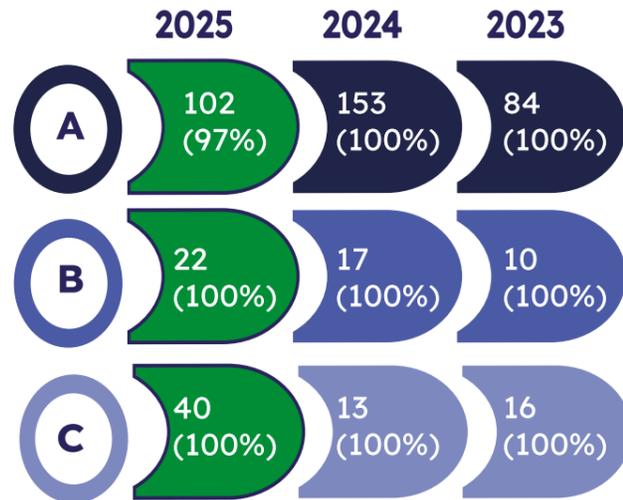
## PUBLICATION OF JUDGMENTS

The Tribunal publishes all final Judgments on its website as a public record, unless a direction to the contrary is made in a specific case.

# KPM 1 - ISSUE OF PROCEEDINGS

This measurement relates to the issuing of proceedings by the Tribunal, with each category of application split as follows:

KPM	CATEGORY	TARGET
A	SRA Proceedings	85% within 5 days
B*	Other Applications	85% within 5 days
C	Lay Applications	90% within 8 days



## COMMENTARY

For KPM1A, the Tribunal achieved 97% of the target in 2025, significantly exceeding the target of 85%. While this represents a slight decrease from the 100% achieved in 2024, performance remained very strong overall.

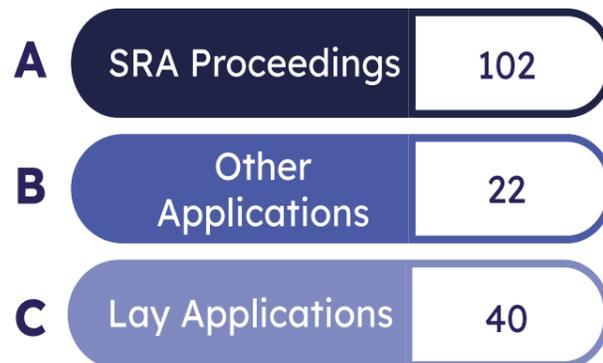
The small number of instances where the five day target was not met arose due to five cases requiring certification by a full panel rather than a single solicitor member.

Assembling these panels extended the timeframe beyond the five day target in those cases.

Performance for both KPM1B and KPM1C remained constant at 100% throughout 2025.

\*Other Applications relate to cases such as Restoration to Roll, Variation of Conditions and S44 Appeals.

The Tribunal received 164 cases from all sources in 2025, an overall decrease of 10% on 2024. The categorisation of these cases is as follows:



In 2025, the 102 cases received from the SRA represented a 33% decrease from 2024 (153).

Although marginally higher than the figures for 2023 (84) and 2022 (89), this marks a

return toward typical levels following the temporary increase in referrals in 2024 due to the SRA processing a historical backlog.

In relation to 'Other Applications' - there was a 29% increase on 2024 continuing on from 2023.

For 2025, the 22 applications received can be categorised as follows:



## Lay Applications

The Tribunal experienced a substantial increase in Lay Applications on the previous year, receiving 40 in total.

A Lay Applicant is any member of the public who makes an application directly to the Tribunal about the conduct of a solicitor or firm.

Lay Applicants are responsible for preparing and presenting their application under the Tribunal's procedural rules. The Tribunal does not have powers to investigate or collect evidence on behalf of a Lay Applicant.

Acknowledging that Lay Applicants may be unfamiliar with the Tribunal's procedures, guidance is provided to support the submission of lay applications.

Assistance is also provided in relation to procedural queries and the use of CaseLines, the Tribunal's electronic document management system.

Of the 40 Lay Applications received, as at 31 December 2025 they were determined as follows:

CATEGORY	Count
Not Certified	32
Certified	1
Not Certified following referral to SRA	4
Referred to SRA	1
Not Progressed by Applicant	2

It should be noted that in total, six applications were referred to the SRA, the outcomes of which are detailed below:

- In four cases, the SRA indicated that it did not intend to take the matters further.
- The matter certified by the Tribunal followed a referral to the SRA, who indicated that no further investigation would be undertaken. Thereafter the Tribunal reconsidered the matter and it was certified with proceedings presently ongoing.
- One matter referred to the SRA is presently outstanding.

# KPM 2 - DETERMINATION OF PROCEEDINGS BY HEARING

This measurement relates to the time for deciding the outcome of a case. It is measured from the date of issue to the date of conclusion and is split into two parts:

KPM	CATEGORY	TARGET
2A	Cases listed for substantive hearing date within 6 months of issue	75%
2B	Proceedings to conclude within:	
	6 months of issue	60%
	6-9 months of issue	80%
	9-12 months of issue	90%
	12-24 months of issue	100%

## Revision to Listing Process affecting this KPM

In January 2025, the Tribunal implemented a revised process in relation to the listing of proceedings with the aim of reducing lost court sitting days and applications for adjournment.

The implementation of this process has had an impact on the current metrics for KPM2A.

Under the revised process, a substantive hearing is no longer scheduled at the outset. Instead, a Case Management Hearing (CMH) is listed within 12-14 weeks of issuing proceedings and Part 1 Standard Directions are issued up to the point where a Reply is to be served.

The 12-14 week period before the CMH provides an opportunity for parties to

communicate and where appropriate, address the possibility of an Agreed Outcome. One week prior to the CMH, both parties must complete a Checklist of Requirements.

If both parties agree that the CMH is unnecessary and that the case will be proceeding to substantive hearing, it will be vacated and Part 2 Directions - including the substantive hearing date - will be issued administratively.

If the CMH proceeds, Part 2 Directions will be set by the Tribunal panel.

As a result of the revised process, KPM2A when applied using the legacy measurement, is less reflective of current practice due to substantive hearings no

longer being listed from the outset.

## KPM2A

For the purposes of this report, we continue to report on KPM2A as this measurement includes cases received in 2024 which were administered prior to the introduction of the revised processes.

In 2025, a total of **127 cases** were concluded, representing an increase of approximately 23% compared with 2024, when 103 cases were concluded.

Of the 127 cases concluded, a proportion were dealt with under the original KPM2A process and a proportion under the revised process, with all cases received in 2025 falling under the revised arrangements.

Total Concluded	Original KPM	Revised KPM
127	92	35

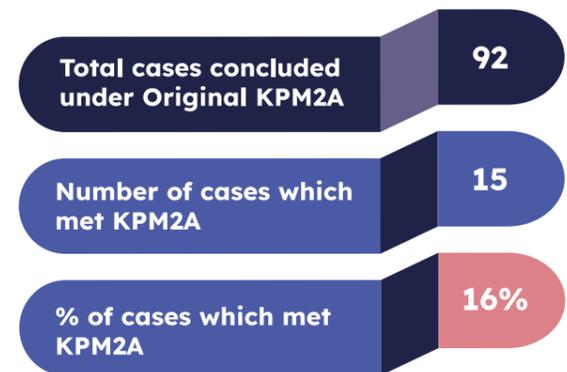
The data and commentary has therefore been separated out and is reported under 'Original KPM2A' and 'Revised Processes KPM2A' as shown by the graphics.

## COMMENTARY

### Original KPM2A

As reported under KPM1, the number of cases received in 2024 rose substantially placing sustained pressure on listing capacity which extended into 2025.

### Original KPM2A



### Revised Processes - KPM2A



This increase coincided with periods of reduced staffing capacity during 2024 and 2025, arising from departures, temporary absences and recruitment lead times. Full staffing capacity has since been restored.

### Revised Processes - KPM2A

In relation to the 35 cases concluded under the revised processes, we have reported SRA Proceedings separately from 'Other Applications'. This distinction is necessary because the revised processes primarily affect the case management of SRA proceedings.

'Other Applications' (which relate to cases such as Restoration to the Roll), are not required to be listed for a Case Management Hearing (CMH) and are instead listed directly for a substantive hearing.

For this reason, the two categories are reported separately.

In practice, for the 21 SRA proceedings, 100% of CMH's were listed within 14 weeks of issue.

'Other Applications' were listed (and concluded) within four to five months of issue.

## KPM2B

KPM2B shows the 127 cases concluded in 2025:

	2025	2024	2023
<b>Cases Concluded</b>	<b>127</b>	<b>103</b>	<b>101</b>
6 months	30 24%	33 32%	75 72%
9 months	59 70%	50 81%	8 81%
12 months	9 77%	12 92%	4 87%
12-24 months	28 99%	7 99%	12 99%
> 24 months	1 100%	1 100%	2 100%

## COMMENTARY

While the performance thresholds of this KPM were not met in full for 2025, **case progression remained timely overall, with the majority of cases concluded within nine months - 89 cases in total, representing 70%** when the six and nine month categories are combined.

Analysis of the data shows that the longer running cases which concluded in 2025 were predominantly received in 2024 as demonstrated in the table below:

Time Concluded	Year Received		
	2025	2024	2023
<6 months	27	3	0
6-9 months	7	52	0
9-12 months	1	8	0
12 months >	0	24	5

The data indicates that a significant proportion of the longer-running cases concluded in 2025 were received during the 2024 surge in referrals.

While individual case duration is influenced by a range of factors, including complexity and procedural matters, the increased volume of cases received during 2024 placed sustained pressure on operational resources.

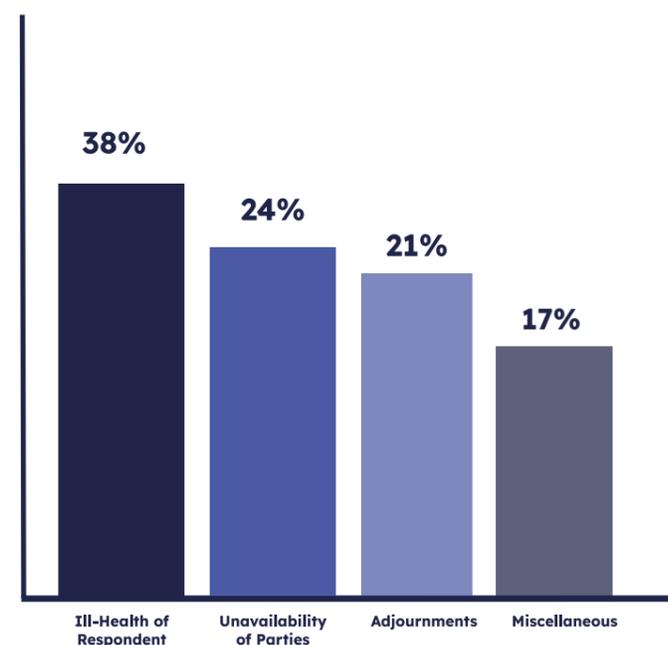
As noted in KPM2A, this, combined with periods of reduced staffing capacity, contributed to longer case progression timelines in 2025.

### Conclusion of cases exceeding 12M

The underlying data for the 29 cases taking longer than 12 months to conclude was reviewed to understand the factors contributing to extended timescales.

The most common reason for delay was the ill health of respondents (38%).

Other factors included the unavailability of witnesses or legal representatives (24%), SRA adjournment requests (21%). A small number of cases involving agreed outcomes, part-heard proceedings, inaccurate time estimates or a temporary stay (17%).



Cases with longer durations typically involved greater procedural activity.

Across the 29 cases, 88 case management hearings were listed and 106 procedural applications were recorded.

### Impact of Revised Processes

Preliminary examination of the data in relation to the revised listing process suggests early indications of improved case progression, particularly relating to cases resolved by Agreed Outcome.

Further monitoring will be undertaken to assess the effect of the revised processes on SRA cases progressing to substantive hearing received in 2025 and listed in 2026. The aim is to continue to progress and conclude matters within the most efficient timeframe but also recognising that respondents needs adequate time to prepare for their case to be heard.

## ADJOURNMENT DATA

The data in this section relates to adjournment applications across 2025.

	Year Received		
	2025	2024	2023
Applications	48	51	52
Days Affected	143	119.5	79

There was a 20% increase in days affected to adjournments in 2025. This is due to cases adjourned containing a longer hearing time estimate. Additionally, most of the 48 adjournment applications in 2025 related to cases issued in 2024. These cases were progressed under previous listing processes, meaning the impact of the revised processes is not yet fully reflected.

## Application Breakdown

The table opposite shows the breakdown of the 48 adjournment applications received by party.

Application Breakdown	Total	Granted	Refused
Respondent	22	12	10
Applicant	19	18	1
Ordered by SDT	4	4	0
Appellant (third party)	2	2	0
Joint	1	1	0

## Adjournment Reasons

The table opposite details the main reasons for adjournment requests across all parties combined.

Miscellaneous applications related to agreed outcome negotiations, recusal, insufficient time estimates and hearing format.

Reason	%
Ill-Health	31%
Unreadiness for Hearing	27%
Unavailability for Hearing	23%
Further Allegations/ Other Proceedings	10%
Miscellaneous	9%

## Applications by Party

The table opposite shows a breakdown of the applications by party for the most common categories, ill-health, unreadiness for hearing and unavailability, representing 39 applications.

The remaining 9 related to further allegations or other proceedings (5); and (4) miscellaneous applications referred to above.

Party	Apps
<b>Ill-Health</b>	
Respondents	13
Applicant (SRA)	1
Appellants (Third-party)	1
<b>Unreadiness for Hearing</b>	
Applicant (SRA)	8
Respondent	5
<b>Unavailability</b>	
Respondents	4
Legal Representatives	3
Witnesses	3
Both parties	1

# AGREED OUTCOMES

In 2025, the Tribunal received 42 Agreed Outcome applications, compared with 40 in 2024 representing a 5% increase. This modest increase does not reflect any significant change in overall application levels.

	2025	2024	2023
Total Received	42	40	38
Approved	38	34	36
Rejected	4	6	2

The impact on court time lost as a result of Agreed Outcomes is outlined below showing a reduction of approximately 63% in days lost between 2024 and 2025:

	2025	2024	2023
Days lost	43	117	83

Upon receipt of an Agreed Outcome, 83% were considered by a Panel within 7 days.

Of the Agreed Outcome applications received, 88% (37) were submitted less than the required 28 days in advance of the substantive hearing. Just 12% (5) were received more than 28 days of the hearing.

It should be noted that the revised listing processes introduced in 2025 are relevant to the timing and progression of Agreed Outcome negotiations.

Under the revised approach, a Case Management Hearing (CMH) is listed within 12-14 weeks of the issue of proceedings, with the intention that any Agreed Outcome discussions are progressed during that initial period, reducing the likelihood of a substantive hearing being listed prematurely and subsequently vacated due to late stage negotiations.

If negotiations remain ongoing at the CMH stage, a further CMH may be listed to allow additional time for discussions to conclude before a substantive hearing is fixed.

## Associated Sanctions

The 38 approved Agreed Outcomes resulted in 41 sanctions imposed on 37 individuals and 4 recognised bodies. The higher number of sanctions reflects cases involving more than one Respondent.

- 18** Struck off
- 11** Fine
- 11** Fixed Period Suspension
- 1** Costs Only

In relation to the sums of fines ordered, these ranged from £5,001 at the lowest to £300,000 at the highest.

Restrictions on practise were also imposed for 2 of the Respondents who received a suspension.

# KPM 3 - COST PER COURT

This is the measure which reflects what it costs each day for a court to sit.

	2025	2024	2023
Actual No of Court sitting days	275	209	212.5
Member Fees & Expenses	£985,884	£692,679	£614,098
Administrative Expenses	£1,913,998	£1,752,036	£1,987,699
Total Spend	£2,899,882	£2,444,715	£2,601,797
Average Cost per Court	£10,545	£11,697	£12,244

## COMMENTARY

As shown in the table above, the Tribunal sat for 275 days in 2025, an increase of 66 days compared to 2024 (+32%).

Despite this increase the cost of each sitting day came down by approximately 10% reflecting a better utilisation of court sittings, allowing fixed operational costs to be distributed across a greater number of hearings.

In relation to hearing format, most CMH's are held remotely and for substantive hearings; 39% were held in person; 57% remotely; and 4% in a hybrid format.

It continues to be recognised that the cost per court is a crude metric which fluctuates depending on the number of sitting days.

This is one of the reasons why the Tribunal has amended its processes to try to reduce the instance of late cancellations and the impact on this measure.

The Tribunal is continuing to consider ways in which this metric may be more reflective of all the costs associated with any hearing.

It should be noted that the figures provided are provisional, as the annual accounts are not finalised.

# KPM 4 - PRODUCTION OF JUDGMENTS

This measurement relates to how long it takes to issue the Tribunal's Final Written Judgment.

	2025	2024	2023
	129	109	101
<4 weeks Target: 35%	65% (84)	53% (58)	72% (73)
4-5 weeks Target: 50%	75% (13)	66% (14)	78% (6)
5-6 weeks Target: 70%	80% (6)	73% (8)	90% (4)
6-7 weeks Target: 85%	84% (6)	79% (6)	96% (6)
7-9 weeks Target: 95%	88% (5)	89% (11)	97% (1)
9-15 weeks Target: 100%	100% (15)	99% (11)*	100% (3)

## COMMENTARY

In 2025, the Tribunal issued a total of 129 judgments an increase of 18% on 2024. Most significantly, the proportion of judgments issued within the target four weeks increased from 53% (58) to 65% (84).

There was also an increase in the number of judgments issued at the other of the spectrum i.e. within 9-15 weeks, but this was not significant.

In general terms the time for judgment production continues to improve albeit with outlying anomalies, explicable by unplanned staff absence and the training

of newly recruited staff during this particular year.

### \*Correction to 2024 KPM4:

In the 2024 KPM report, we indicated that one outstanding judgment would be issued within the 9-15 week window; however, it was finalised at 19.5 weeks.

# KPM 5 - APPEALS

There is no measurable target for this KPM, it is merely reported for information purposes.

## COMMENTARY

Decisions of the SDT are subject to appeal to the Administrative Court.

Any party subject to an SDT order may appeal the decision if they believe there has been an error in law, fact, or procedure.

The Solicitors Regulation Authority (SRA) also has the right to appeal a decision if it considers that the outcome is unduly lenient or that an error has been made.

Lay Applicants whose applications have been refused may also appeal the decision to the Administrative Court.

In general terms, the number of Appeals remains low and most are dismissed (64% of all appeals over the last 5 years).

### Appeals received in 2025

Eleven appeals were lodged in 2025, representing 9% of all cases heard that year. The table below shows the breakdown by appeal type:

Type of Appeal	No
SRA Proceedings	7
Lay Application	2
Non-SRA Appeal	2

Of the eleven appeals, the seven relating

to SRA proceedings were lodged by Respondents. The two non-SRA appeals were lodged by two by Appellants who were unsuccessful in appealing an SRA decision to the Tribunal.

### Grounds for Appeal

Appeals may be brought on one or more grounds. The figures shown below represent the eleven appeals received in 2025 and which ground (or combination of grounds) was relied upon.



Nine appeals from 2025 remain outstanding at the time of reporting, with one appeal being upheld and one resolved by consent.

## 2025-2021 Appeals

The table below demonstrates the five year trend in the receipt of appeals relative to cases concluded which total 53.

As can be seen, the number of appeals lodged remains low when considered relative to the volume of cases concluded.

Year	Cases Heard	No of Appeals	Appeals as % of cases heard
2025	127	11	9%
2024	103	5	5%
2023	101	12	12%
2022	103	8	8%
2021	114	17	15%

In relation to those 53 appeals, 39 have been determined, with the table below demonstrating the outcome:

Appeal Outcome	No	%
Dismissed	25	64%
Upheld	7	18%
Resolved by Consent	5	13%
Withdrawn	1	2.5%
Voided	1	2.5%

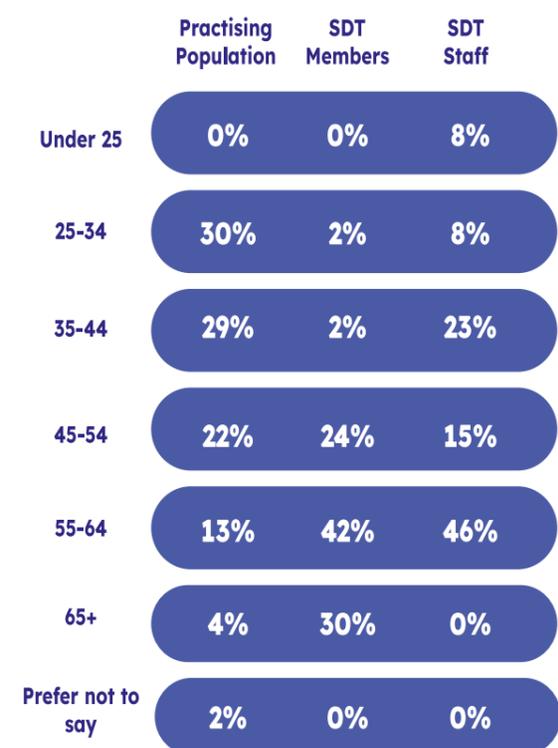
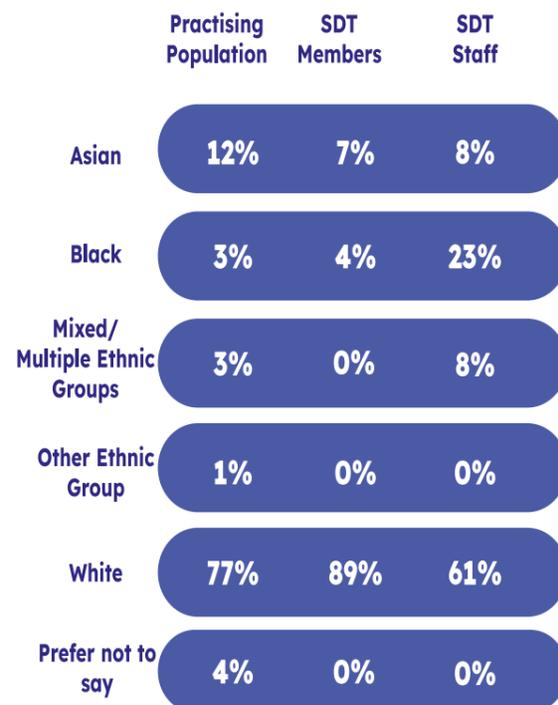
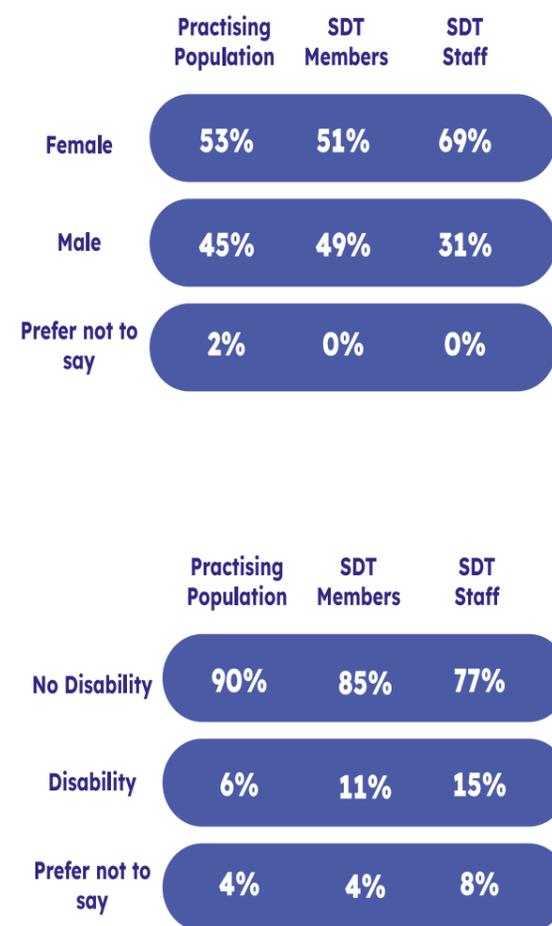
14 Appeals remain outstanding.

Dismissal remains the most common outcome for appeals against Tribunal Judgments, with 64% of appeals being dismissed, indicating the robustness of the Tribunal's decisions.

# KPM 6 - TRIBUNAL STAFF & MEMBERSHIP

This measure is to ensure that the diversity profile of the SDT's staff team and its membership reflect the diversity of the population it serves, and the solicitors' profession (of England and Wales) in particular.

Since the previous report, there have been changes to the SDT staff team and in October 2025 six solicitor members were appointed to the Tribunal. These changes have resulted in a slight shift in the overall diversity data. The demographic data relating to the practising population has been compiled via the SRA Diversity data tool.



# KPM 7-10 - USER SATISFACTION

Performance Measures 7-10 aim to monitor user satisfaction in 4 key areas:

- Response of the administrative team;
- Access to hearings;
- Experience of using the SDT website;
- Time and opportunity for parties and advocates to present their case.

Data in respect of these measures is gathered via a user feedback survey which is distributed 3 times during the year, each covering a 4 month period.

We work with a third-party provider to ensure anonymity of data and to encourage participation.

## Participant Categories

Surveys sent to participants are categorised as follows:-

- Respondents (Non-SRA)
- Applicants (Non-SRA)
- Legal Representatives (Non-SRA)
- Legal Representatives (SRA)

Recipients of the survey are asked 4 questions:

- If you contacted the Tribunal's administrative team, did you feel they listened to and understood your needs?
- Were you able to access/attend the hearing effectively?
- If you visited our website, was it useful and/or did it help you prepare for your hearing/case?
- During the hearing did you have sufficient time and opportunity to present your case/evidence to the Tribunal?

## User Feedback - Response Overview

	Issued	Response	Completion
2025	140	23	16%
2024	131	22	17%
2023	164	34	22%

It is important to note that questionnaire volumes fluctuate according to the number of cases concluded and the number of parties involved in each reporting period.

The table overleaf shows the number of questionnaires sent and received in 2025 and the response rates broken down by feedback group.

Group	Sent	Returned
Respondent (Non SRA)	43	6
Applicant (Non-SRA)	6	1
Legal Representative (Non SRA)	31	8
Legal Representative (SRA)	60	8

### Enhancements to Feedback Collection

To enhance our understanding of user experience, particularly that of Respondents, a pre-hearing feedback form was introduced in 2025 via the Tribunal’s website, enabling internal data collection.

This feedback is sought prior to the substantive hearing and is presented for the first time alongside existing post-hearing feedback gathered through the external survey.

To preserve continuity with established KPMs and previous reporting, the legacy Yes/No methodology continues to be applied for KPM purposes. However, to capture more nuanced feedback, questions were amended to a multiple-choice scale:

- Strongly Agree
- Agree
- Neutral
- Strongly Disagree
- Not Applicable

For reporting purposes, the following mapping has been applied:

Yes	Strongly Agree + Agree
No	Strongly Disagree
Neutral	Excluded*
Not Applicable	Excluded*

\*(in line with the legacy KPM calculation)

Neutral responses are displayed within the tables to provide additional context but are not included in the KPM calculation, which remains consistent with previous years.

A separate graphic illustrates the distribution of Yes, No and Neutral responses to show how Neutral sentiment influences the overall feedback picture.

This additional reporting is limited to Respondents, as only this group provides both pre and post-hearing feedback.

The pre-hearing (internal) and post-hearing (external) surveys assess different aspects of user experience at different stages of proceedings. In relation to KPM10 specifically, the questions differ at each stage. The results are therefore reported separately and are not directly comparable.

The inclusion of Neutral responses provides additional context and may affect the overall positive proportion when viewed alongside the legacy Yes/No calculation.

The pattern of responses indicate stronger engagement at the pre-hearing stage. Following the conclusion of proceedings, participation in the feedback process declines, making it more difficult to capture post-hearing views of the Tribunal experience.

# KPM 7

The table below shows how different feedback groups responded to the question:

‘If you contacted the Tribunal’s administrative team, did you feel they listened to and understood your needs?’

Group	Total Responses Received	Answered Yes (Target 70%)	Answered No	Answered N/A (not included in % calculation)	Answered Neutral (not included in % calculation)
Respondents Pre-Hearing	41	25 (93%)	2		14
Respondents Post-Hearing	6	2 (67%)	1	2	1
Applicants (Non-SRA)	1		1		
Legal Representative (Non SRA)	8	8 (100%)			
Legal Representative (SRA)	8	7 (100%)			1

## COMMENTARY

The number of post-hearing responses received from Respondents was limited and accordingly the sample size was not large enough to make this metric statistically meaningful. For example, just one negative response by an applicant meant that the target was missed. By contrast, feedback from legal representatives was largely positive and exceeded the target threshold.

Neutral responses are reported separately in the graphic opposite to provide additional context.

### Respondent Feedback Responses: Yes/No/Neutral

Respondent Pre-Hearing



Respondent Post-Hearing



# KPM 8

The table below shows how different feedback groups responded to the question: 'Were you able to access/attend the hearing effectively?'

Group	Total Responses Received	Answered Yes (Target 90%)	Answered No	Answered N/A (not included in % calculation)	Answered Neutral (not included in % calculation)
Respondents Pre-Hearing	41	27 (93%)	2		12
Respondents Post-Hearing	6	3 (75%)	1	2	
Applicants (Non-SRA)	1		1		
Legal Representative (Non SRA)	8	7 (100%)			1
Legal Representative (SRA)	8	8 (100%)			

## COMMENTARY

Against a target of 90%, this measure was not met for respondents, due to post-hearing feedback, with a single applicant reporting difficulties accessing their hearing.

Despite a majority of positive responses, the inclusion of a neutral option diluted the overall positive feedback under this measure.

The Tribunal has a number of measures in place to support accessibility. A Zoom user guide is published on the Tribunal's website, providing step-by-step instructions on how to access hearings remotely.

The administrative team can provide a pre-hearing Zoom test on request for

### Respondent Feedback Responses: Yes/No/Neutral



parties unfamiliar with the technology.

In relation to in-person hearings, the Tribunal reintroduced a virtual premises tour on the website in 2025 to assist visitors in familiarising themselves with the Tribunal environment in advance of attending.

The Tribunal will continue to review and develop these arrangements to ensure that hearings are accessible for all participants.

# KPM 9

The table below shows how different feedback groups responded to the question: 'If you visited our website, was it useful and/or did it help you prepare for your hearing/case?'

Group	Total Responses Received	Answered Yes (Target 70%)	Answered No	Answered N/A (not included in % calculation)	Answered Neutral (not included in % calculation)
Respondents Pre-Hearing	41	24 (89%)	3		14
Respondents Post-Hearing	6	2 (67%)	1	2	1
Applicants (Non-SRA)	1		1		
Legal Representative (Non SRA)	8	5 (100%)			3
Legal Representative (SRA)	8	8 (100%)			

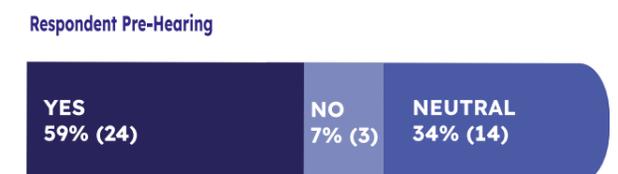
## COMMENTARY

The target of 70% for this KPM was met in relation to SRA legal representatives with feedback indicating a positive experience of the Tribunal's website.

Feedback from non-SRA legal representatives was positive on a Yes/No basis; however, the presence of Neutral responses indicate a more mixed overall picture when the wider feedback is considered.

For respondents post-hearing, the measure was not met, with feedback indicating a lower positive proportion. The single applicant (non-SRA) response was also negative.

### Respondent Feedback Responses: Yes/No/Neutral



### Respondent Post-Hearing



In addition to survey responses, the Tribunal monitors wider feedback regarding website usability.

Recent feedback has suggested that more detailed FAQs would be beneficial and this is therefore an area currently under consideration as part of ongoing website development.

# KPM 10

## Respondents Pre-Hearing

Throughout the proceedings, have you felt adequately informed about what to expect, including procedures and the different stages of the process?

Group	Total Responses Received	Answered Yes (Target 70%)	Answered No	Answered N/A (not included in % calculation)	Answered Neutral (not included in % calculation)
Respondent Pre-Hearing	40	27 (90%)	3	0	10

## COMMENTARY

To enable feedback to be gathered prior to the substantive hearing, the question for KPM10 was reframed to focus on participants' understanding of the process to date. Rather than asking about the opportunity to present their case, respondents were asked whether they felt adequately informed about what to expect, including procedures and the different stages of proceedings.

On a Yes/No basis, the measure was met at the pre-hearing stage, with 90% of respondents reporting a positive experience against the 70% target.

When Neutral responses are considered for contextual purposes, the overall positive proportion is lower, reflecting that a quarter of respondents neither expressed a positive nor negative view providing a broader picture of respondent experience.

### Respondent Feedback Responses: Yes/No/Neutral

Respondent Pre-Hearing



In terms of the information provided at the outset of proceedings, Respondents are directed to the 'Proceedings Pack' published on the Tribunal's website.

The pack sets out standard procedural information and guidance to assist parties in understanding the stages of proceedings.

Case specific evidence and exhibits are issued separately via secure email, providing a clear distinction between procedural guidance and case materials.

## Respondents Post-Hearing

'During the hearing did you have sufficient time and opportunity to present your case/evidence to the Tribunal?'

Group	Total Responses Received	Answered Yes (Target 70%)	Answered No	Answered N/A (not included in % calculation)	Answered Neutral (not included in % calculation)
Respondent Post-Hearing	6	4 (80%)	1	1	
Applicants (Non-SRA)	1		1		
Legal Representative (Non SRA)	8	7 (100%)	1		
Legal Representative (SRA)	8	4 (100%)		1	3

## COMMENTARY

Post-hearing respondent feedback was predominantly positive based on the legacy Yes/No methodology, meeting the 70% target. One response was received from an applicant which was negative.

Feedback from SRA legal representatives also exceeded the target. While responses from non-SRA legal representatives were positive on a Yes/No basis, Neutral responses accounted for 50%, indicating a more mixed overall position when the wider feedback is considered.

The Panel, supported by the Clerk/Legal Adviser, manages hearings to ensure proceedings are conducted fairly and that parties are afforded an appropriate opportunity to present their case and

respond to the evidence before the Tribunal.

As detailed in KPM4, the Tribunal now announces summary findings at the conclusion of appropriate hearings. While this does not alter the conduct of the hearing itself, it provides parties with an immediate outline of the Panel's reasoning, assisting transparency before the full written judgment is issued.

# 2026 - THE YEAR AHEAD

Looking ahead to 2026, the Tribunal's focus remains on delivering timely and transparent justice, while continuing to improve how we operate and engage with stakeholders.

A key priority will be embedding the revised listing process introduced during 2025. As this becomes established, we expect to see steadier case progression and fewer hearings lost at a late stage. Our case progression measures will remain in place, with adjustments where necessary to reflect the updated process.

The Tribunal continues to review its policies, processes and procedures on an ongoing basis to optimise efficiencies. This will include a review of the current KPM's to consider their continued relevance and appropriateness.