

Solicitors  
Regulation  
Authority



# Non-Executive Board Member Recruitment Pack



## An introduction

Dear candidate,

I'm delighted that you are interested in joining the Board of the Solicitors Regulation Authority (SRA).

Good regulation is key to delivering public trust and confidence in solicitors and law firms. It is also the basis on which legal services in England and Wales trade globally; England and Wales is recognised as a world-leading jurisdiction for legal services and it is estimated that UK legal services are annually worth around £60bn to the economy.

If that trust is to be maintained, it is critical that the legal sector is backed by modern and fit-for-purpose regulation. The SRA is the largest legal services regulator in the UK. We set the standards for more than 200,000 solicitors and just under 9,400 firms in England and Wales, regulating around 90% of the legal market. This is why we say our purpose is to drive confidence and trust in legal services.

We have radically transformed our approach to regulation since the 2007 Legal Services Act, including moving to a principle-based approach to

setting standards for the profession and introducing a completely new route to qualification as a solicitor – the Solicitors Qualifying Examination. These changes have helped to make sure our regulatory approach is fit for the future. We have also introduced new systems that are helping us to streamline our work and the way in which we interact with the profession, as well as taking on a variety of new areas of work, including anti-money laundering.

But the legal landscape is beginning to change with new pace, as lawtech is embraced and generative artificial intelligence is employed. These emerging developments raise important questions about how legal services will be delivered in the future and what this means for regulation. So far, we have focused on the ways in which lawtech could help to bridge the gap between access to justice and the millions of consumers – individuals and businesses – who need expert legal support but struggle to access it. But this is just the foothills of what is needed in relation to the threats and opportunities of tech.

## An introduction continued...

The enforcement activity we have been pursuing has also changed over recent years. Newer issues include allegations of sexual harassment and misconduct in the wake of the #MeToo movement and potential abuses of power in the litigation process, which have come under the spotlight in the wake of the war in Ukraine. We are also committing significant resource to investigating the role of lawyers in the Post Office Horizon scandal – one of the largest miscarriages of justice in our country's history. We are a public interest regulator, and so we are always focused on consumer protection alongside the role of solicitors and their specific professional duties.



## Good regulation is key to delivering public trust and confidence in solicitors and law firms

Our approach to making sure the public is appropriately protected, particularly when things go wrong, has generally worked well, but the risks in the sector appear to be changing. We have seen an increase in the number and scale of firms failing, there are more mergers and acquisitions and new specialisms have been emerging, such as claims management. This has all created new areas of risk and we need to develop our data capability to help us identify and manage risk in a proactive, efficient and effective way.

In short, the SRA is an influential and substantial regulator, but we need to continue to adapt to meet new and emerging needs. We are in the throes of developing our plans so it is an exciting time to join us. If you feel you can help shape the response in the organisations work to maintain and build confidence and public trust in legal services, the SRA would love to hear from you.

**Anna Bradley**  
**Chair of the Board**  
**The Solicitors Regulation Authority**



## About us

The SRA is the largest regulator of legal services in England and Wales, covering around 90 per cent of the regulated market. We oversee more than 200,000 solicitors and around 9,400 law firms.

Our purpose is to drive confidence and trust in legal services. We work to protect members of the public and support the rule of law and the administration of justice.

We are focused on the issues that can transform legal services, making sure the profession delivers the high standard of service that the public deserves.

These include:

- maintaining trust in the profession – by identifying and addressing new and emerging problems, including by holding solicitors to account when things go wrong
- encouraging innovation in the legal sector to drive a better service for consumers
- reviewing our approach to consumer protection in the face of changing risks in the sector.

You can read more about our work in [our Corporate Strategy 2023–2026](#).

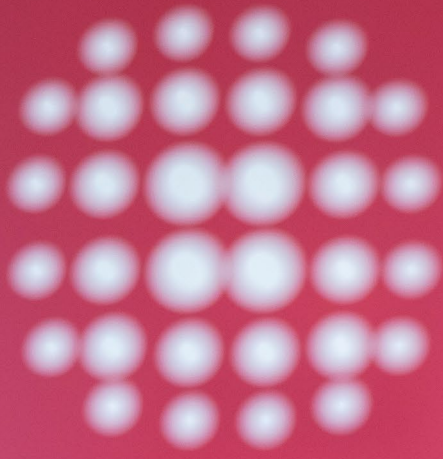


## How we work

We operate within a statutory framework provided by the Solicitors Act 1974, the Administration of Justice Act 1985 and the Legal Services Act 2007. We also operate within the framework provided by General Regulations (which set out the relationship between us and The Law Society) and by formal guidance in accordance with the rules and guidance provided by the oversight regulator, the Legal Services Board (LSB).

Together, the statutory framework provides that we must act in a way that is compatible with the need to:

- protect and promote the public interest
- support the constitutional principle of the rule of law
- improve access to justice
- protect and promote the interests of consumers
- promote competition in the provision of legal services
- encourage an independent, strong, diverse and effective legal profession
- increase public understanding of the citizen's legal rights and duties
- promote and maintain the professional principles
- promote the prevention and detection of economic crime
- make sure that best regulatory practice is adopted.



Awdurdod  
Rheoleiddio  
Cyfreithwyr

Rheoleiddio  
cyfreithwyr  
ffyrddith

## How we work continued...

### Structure, governance and management of the SRA

The work of the SRA is overseen by a Board, currently consisting of 10 members – six lay people and four solicitors.

Since January 2015, our Board has been chaired by one of the lay members. A lay Chair was a requirement introduced by the LSB in 2014.

[The Board is helped in its work by committees chaired by Board members.](#)

[The Board is supported by our Chief Executive and Executive Team.](#)





## The role

The role of Board members is to work collectively to effectively discharge the Board's functions.

### Key responsibilities

- Contribute to setting the SRA's strategic direction, bringing knowledge and expertise to Board discussions, and demonstrating an understanding of the SRA's functions and the wider regulatory and political environment.
- Hold the Executive to account for the management and performance of the organisation.
- Make sure that issues are explored from a range of viewpoints, and with appropriate focus on equality, diversity and inclusion (EDI) issues.
- Take an active part in Board and committee meetings and work effectively with the Executive.

- Participate in induction, training and appraisal processes.
- Act as an ambassador for the SRA, representing its views and interests externally.
- Uphold the principle of corporate responsibility for Board and committee decisions.

As a formally appointed company director, you will be a member of the Board of Solicitors Regulation Authority Limited (Board member). Board members should at all times have regard to their obligations as directors of the SRA in line with relevant legislation and the Articles of Association.

Board members can be appointed for up to four years, with a possible extension to a maximum of six years.



# Person specification

## Background and experience

Our new lay Board members should have:

- Experience of governance and strategic leadership in a significant, complex, or changing organisation.
- A track record of understanding and supporting consumer interests, with a strong customer focus, preferably within a regulated environment.
- Experience of organisational performance management at Board/senior executive level in an organisation of similar size and complexity.
- Experience of working with boards, although candidates need not have had prior experience of being on a board.
- The ability to think strategically and to contribute to strategic development in different contexts.
- A demonstrable commitment to EDI and an understanding of this in practice.

The postholder must demonstrate a high standard of professional and personal conduct and should particularly note the requirement to declare any conflict of interest that may arise.

Candidates should also have meaningful experience in one or more of the following areas:

- regulatory, competition and/or consumer protection expertise, maybe with experience of working within a regulator, regulatory compliance function or consumer advocacy role

or

- technology, data, digital and cyber services, maybe with expertise in technology within the regulatory sector (regtech).





## Person specification continued...

### Skills and attributes

- Political acumen with the ability to grasp relevant issues and understand the relationships between interested parties.
- The analytical ability and judgement required to assimilate a range of perspectives and evidence and absorb complex information to reach reasoned and robust conclusions, in a technically complex sector.
- The ability to be a positive ambassador in a complex stakeholder and operating landscape, balancing consumer, public interest and the profession.
- A commitment to promoting a culture of accountability, transparency, openness and debate in all that the Board does; consistent with the principles of public life.
- A well-established profile and reputation in their field.



## Eligibility criteria

To be an effective regulator, and to maintain public confidence in the profession, the SRA must earn and retain the trust and confidence of the public and the profession.

This means those who hold appointments on the Board must maintain the highest standards of personal and professional behaviour.

We have to assess whether there is anything in your past conduct or current circumstances that would affect your eligibility to hold office.

Please therefore declare:

- whether you have been committed to prison in any civil or criminal proceeding
- whether you have any criminal convictions (other than minor road traffic offences for which no custodial sentence was given)

- whether, to the best of your knowledge, you are under investigation in respect of professional misconduct or under criminal investigation
- whether you have had a court judgment against you
- anything that you believe is relevant to consideration, including any actual or potential conflicts of interest.

Disclosure of criminal convictions and cautions is governed by the Rehabilitation of Offenders Act 1974 (Exceptions) Order 1975 (as amended). For a guide on the matters which should be declared, please see the Good Character Guidance available from the Judicial Appointments Commission. Failure to disclose any material matter will normally have an adverse effect on your application.

## Eligibility criteria continued...

For the purposes of this recruitment, lay person has the meaning in schedule 1 paragraphs 2 (4) and (5) of the Legal Services Act 2007.

As part of the due diligence checks, the employment adviser will consider anything in the public domain related to your conduct or professional capacity. This includes undertaking searches of previous public statements and social media, blogs or any other publicly available information. This information may be made available to the panel, and it may wish to explore any issues with you, should you be invited to interview.

You also agree to the SRA carrying out checks into any past or current findings or investigations relating to professional misconduct, if it deems it necessary as part of the recruitment process. If you have any queries or would like to discuss further in confidence, please contact the agent representative.



## Terms of appointment

The remuneration is £18,000 per annum. Reasonable expenses properly incurred in carrying out the role will be paid.

The initial term is usually for a period of two or three years, with both members taking office from 1 January 2025.

The time commitment is such time as the role reasonably requires, subject to a minimum commitment of 20 days per year. The Board currently meets eight times a year (approximately every six weeks) and members are also expected to attend some committee meetings and events with external stakeholders.

Our main office is in Birmingham and we also have offices in Cardiff and London. Board, committee and other meetings are held at all sites and, as part

of our programme of Board engagement, at other locations. We have a mix of virtual and face-to-face meetings at these locations and elsewhere in England and Wales.

Dates for 2025 Board meetings are:

- 14 January\*
- 24 and 25 February\*
- 8 April 2025\*
- 29 April 2025
- 30 June 2025
- 7 and 8 July\*
- 9 September
- 10 and 11 November\*

\*indicates in-person meeting



## How to apply

Saxton Bampfylde Ltd is acting as an employment agency adviser to the SRA on this appointment.

Candidates should apply for this role through its website at [www.saxbam.com/jobs](http://www.saxbam.com/jobs) using the code QAFAT. Click on the 'apply' button and follow the instructions to upload a CV and supporting statement (maximum two pages) that outlines your interest in our organisation and role, and your fit against the criteria outlined in this pack.

Please complete the application and equal opportunities monitoring form\*.

The closing date for applications is noon on Wednesday 16 October 2024. If you are unable to apply through the website, please email [belinda.beck@saxbam.com](mailto:belinda.beck@saxbam.com) quoting reference QAFAT.

### Key dates

Following a long-listing meeting of the selection panel on Monday 21 October 2024, longlisted candidates will be invited to attend an online preliminary interview with Saxton Bampfylde.

Following a short-listing meeting of the selection panel on Thursday 14 November 2024, shortlisted candidates will be invited to attend a final interview in London with the selection panel on 21 or 22 November 2024.

Please note the timelines for this campaign may be subject to change.

**Saxton Bampfylde**

\* The equal opportunities monitoring form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.



## Equal opportunities

Equality, diversity and inclusion are central to everything we do, both externally and within the SRA. We know a fully diverse legal sector is important for the users of legal services, for wider public confidence and, of course, for all those who work in the sector. And we know that we have a leadership role in demonstrating diversity in action, and that we are a better organisation because of it.

So we value, respect and celebrate diversity in our workplace and the benefits it brings to our culture and how we work as an organisation.

More information about [our equality, diversity and inclusion work](#) is available on our website, as is the [annual report on the profile of our workforce](#).

We are an equal opportunities employer and positively encourage applications from suitably qualified and eligible candidates, regardless of age,

disability, gender, gender reassignment, marital status, pregnancy or maternity, race, religion or belief, sex or sexual orientation.

We are positive about recruiting people with disabilities and have the Disability Confident accreditation. We are a recognised Stonewall Diversity Champion and a member of the Employers Network for Equality and Inclusion. Please see [our website](#) for further information.

We operate a guaranteed interview scheme for disabled people (as defined in the Equality Act 2010) who meet the essential criteria for this appointment as outlined under 'person specification'. Applicants who wish to apply for consideration under this scheme should make that clear to the employment adviser.