



Solicitors
Regulation
Authority

Non-Executive Board Member Recruitment pack

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An introduction

Dear Candidate,

I'm delighted that you are interested in joining the Board of the Solicitors Regulation Authority (SRA). If you decide to apply and were successful you would be joining a strong and diverse board that has an appetite for change. We have a new CEO, we will have a new Chair from 2027, and we are in the process of opening a conversation about our new strategy which will run from autumn 2027 to 2030. There is a lot to do, but it will be interesting and exciting.

Good regulation is key to delivering public trust and confidence in solicitors and law firms. It is an important foundation of England and Wales's world-leading legal services sector. A sector that plays a critical role in supporting people at crucial moments in their lives, enabling businesses to grow and invest, upholding access to justice, and supporting economic growth.

Recent firm failures have shown we have work to do to fix some of the basics and our new CEO has that work in hand. But we can't just do what we do today better. We also need to change.

From the time the SRA was created in 2007, we have supported change in the legal sector but it has taken time for real change to occur. Now the market is moving at pace – there are more mergers and acquisitions, more large firm failures, new types of business specialising in things like high volume consumer claims, increasing use of AI and other technologies. We need to catch up and get ahead of these changes and adapt the way we regulate to fit.

Key changes for the future will include, embedding and further developing an intelligence-led approach to risk identification and intervention, enhancing our supervision capability, and investing in and embedding the use of technology.

For all these reasons, it is an exciting time to join us. As a member of the Board, you would play a guiding role in helping us address the gaps we have identified, contribute to the new strategic direction and take that new strategy forward.

An introduction continued...

We would love to hear from candidates who feel they have strong skills in governance and strategic leadership, who are used to working in a complex and changing environment and have been part of significant transformations.

If you feel you have the right experience, we look forward to hearing from you.

Anna Bradley
Chair of the Board



Context

As the sector's largest regulator in England and Wales, the SRA has continually evolved its approach, from introducing a completely new route to qualification (the Solicitors Qualifying Exam) to transforming how we assess and respond to risks in the market.

In recent years the issues we deal with have changed significantly. The volume of misconduct reports we receive continues to grow, we have seen an increase in the number and scale of firms failing, there are more mergers and acquisitions, and we have seen both potential consumer benefits and risks with the growth of the consumer claims market.

Our caseload too is becoming larger and increasingly complex, and we are also delivering on a number of large-scale investigations.

Growing use of AI and other technologies is transforming how law firms are delivering their services and how consumers are interacting with the industry. This could result in big benefits through the creation of more affordable, easier to access legal services, but also raises significant new questions about how we can continue to protect consumers.

We need to ask strategic questions about the future shape of legal services and make the necessary reforms along with adapting our approach. This will enable us to respond to the changing environment and be better able to take preventive action to emerging problems.

Our goal is to be a modern proportionate regulator that is respected, collaborates with and is trusted by the public and profession we regulate. Over the coming 18 months we will be focused on the following priority areas in support of that goal.

Operational excellence

Improvements to governance, culture, and processes to boost operational performance.

Proactively identifying and addressing risk

Embedding an intelligence-driven, risk-based approach.

Focusing on the biggest issues

Targeting resources to the issues that matter most and where we have identified significant risks to the public.

How we work

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 do this through a range of activities such as setting the standards for qualifying as a solicitor, monitoring solicitors and their firms to make sure they are complying with the rules and investigating concerns about standards of practice.

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

Structure and leadership

- Our strategy sets out how we aim to work and is determined by our [Board](#).
- Our [committees](#) assist the Board in its work.
- Our [management team](#), led by the Chief Executive, implements our strategy.
- Our work is guided by [documented decision-making principles](#).
- We regularly publish [reports about our work](#).

Regulatory framework

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.

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.

The roles

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 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.

Person specification

Background and experience

Our new Board members should have:

- Experience of governance and strategic leadership in a significant, complex, or changing organisation.
- Strong governance insight, with the ability to oversee long term transformation, apply proportionate regulatory judgement, scrutinise risk, and interrogate MI to test and challenge organisational performance.
- The postholder must demonstrate a high standard of professional and personal conduct including the ability to recognise, declare and appropriately manage any conflicts of interest that may arise.

Candidates should also be either:

- A qualified lawyer with meaningful experience in the delivery of digital legal services and/or legal services provision using innovative models.
- Someone who has the understanding and experience to enable them to take on the Chair of our Audit and Risk Committee (ARC), preferably with an appropriate financial qualification, when the present Chair leaves the Board later in 2027. This should include experience of attending at ARC's or similar.

Skills and attributes

- Political acumen with the ability to understand the wider landscape, grasp relevant issues, and understand the relationships between interested parties, balancing consumer, public interest and the profession.
- 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.
- 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 demonstrable commitment to equality, diversity and inclusion and an understanding of this in practice.

Terms of appointment

Appointment term

The initial term is usually for a period of three years, with new members expected to take office from Autumn 2026 following successful completion of pre-appointment checks. Board members can be reappointed to a maximum of six years.

Time commitment

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 four times a year for quarterly performance discussions (January, March, June and September) and holds two two-day strategy workshop sessions in Spring and Autumn. Members are also expected to attend some committee meetings and events with external stakeholders.

Location

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.

Remuneration

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

Availability

Relevant meeting dates for 2026 include 22 September in London, and 16/17 November in Birmingham. The full 2027 meeting schedule will be shared with longlisted candidates in due course.

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 <https://roles.saxbam.com> using the code QBYRB.

The closing date for applications is **noon on Thursday 28 May 2026**.

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.

Referees will not be approached without prior permission from candidates.

Please complete the equal opportunities monitoring form as part of the application process. This form will not be shared with anyone involved in assessing your application and will be treated as strictly confidential.

If you are unable to apply through the website, please email belinda.beck@saxbam.com quoting reference QBYRB.

Key dates

The closing date for applications is noon on Thursday 28 May 2026.

Following a long-listing meeting of the selection panel on Thursday 4 June 2026, longlisted candidates will be invited to attend a preliminary interview with Saxton Bampfylde.

Solicitor role: Following a short-listing meeting of the selection panel on Tuesday 23 June 2026, shortlisted candidates will be invited to attend a final interview with the selection panel on Wednesday 1 July 2026 in London.

Lay professional role: Following a short-listing meeting of the selection panel on Thursday 2 July 2026, shortlisted candidates will be invited to attend a final interview with the selection panel on Monday 13 July 2026 in London.

Shortlisted candidates will be offered an opportunity for an informal discussion with the Chief Executive. Please note these conversations will not form part of the assessment process.

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

The logo for Saxton Bampfylde features the company name in a green, serif font. A decorative green flourish or underline is positioned beneath the text, starting under 'Saxton' and ending under 'Bampfylde'.

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
- 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.

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 as part of the recruitment process. If you have any queries or would like to discuss further in confidence, please contact the agent representative.

Failure to disclose any material matter will normally have an adverse effect on your application.

GDPR personal data notice

Data will be held in secure conditions with access restricted to those who need it in connection with dealing with your application and the selection process. Data may also be used for the purposes of monitoring the effectiveness of the recruitment process, but in these circumstances will be kept anonymous. The equal opportunities monitoring form is used for monitoring the selection process only. You can access further information about [privacy, data and information](#) on the SRA's website.

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 reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

We are positive about recruiting people with disabilities and have the Disability Confident accreditation. 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.

Please see [our website](#) for further information.

If you require any reasonable adjustment or have any queries regarding the application process, please contact the employment adviser.