



Solicitors
Regulation
Authority

Executive Director - General
Counsel, Risk & Compliance
Recruitment pack

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An introduction

Dear Candidate,

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

The UK's legal system is what makes this country a great place to do business and is a fundamental facilitator of economic growth. Our legal services are world class and we're here to help make sure the sector stays trusted and operates at the highest standard.

The SRA is at a pivotal moment in its history. We are embarking on a path of change which aims to fix the foundations of the organisation, helping us to become a modern, proportionate regulator that is trusted and effective.

For 2026, we have set ourselves four priorities including operational excellence, improving collaboration with the sector, proactive risk identification and tackling the biggest issues at pace.

The role of Executive Director General Counsel, Risk and Compliance will be crucial to helping us deliver our four priorities and establishing genuine change which can be felt across the legal services sector.

Desired applicants should be resilient, an excellent communicator and have strong leadership skills, being able to work flexibly with not only myself, but the Board and the SRA's leadership team.

I am keen to build an Executive Team that signifies the direction of travel we are taking and the organisation's focus on improvement, delivery and meeting its challenges.

Thank you for your interest in joining the SRA and we look forward to receiving your application.

Sarah Rapson
CEO
Solicitors Regulation Authority



About us

This is a time of significant change and improvement at the organisation, which this role will play a key part in delivering.

Legal services are a vital part of our economy, contributing around £60bn a year, and the market is in a period of major and rapid transformation. Changes such as more use of AI or new business models bring opportunities for greater impact, but they also bring risks that must be managed.

As the sector's largest regulator in England and Wales we must adapt our approach to ensure we are fit for the future. Growing demands on our resources – such as a substantial increase in complaints about solicitors from the public – make it even more important we get this right.

Our north star is to be a modern proportionate regulator that is respected and trusted by the public and profession we regulate. This is a long-term goal but we have a clear plan to get there.

Throughout 2026, we will be focused on four priority areas in support of that goal.

Operational excellence

Improvements to governance, culture, and leadership to boost operational performance

Improving collaboration

Strengthen collaboration and engagement with the legal profession

Proactive risk identification

A more proactive, data-led approach to supervision

Focusing on the big issues

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

These priority areas will form the foundation for our new three-year corporate strategy which will help us work out the kind of regulator we need to be for the future. This will be consulted on later this year and the final strategy launched in 2027.

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.

Structure, governance and management of the SRA

- 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.



Our people

Our mission is to strengthen confidence and trust in legal services and our people are central to delivering this.

Our [values and behaviours](#) describe who we are as an organisation and help shape our culture.

We are a diverse organisation of around 900 staff and most colleagues have hybrid work arrangements, blending home working with in-

person collaboration at one of our offices. Our head office is in [Birmingham](#) and we have offices in [Cardiff](#) and [London](#).

Hear staff talk about what it is like to [work at the SRA](#) from our Birmingham office.



Proactive



Inclusive



Accountable



Customer Focused

The role

The Executive Director – General Counsel, Risk & Compliance will report directly to the Chief Executive. The post holder will provide independent legal advice and challenge across the SRA and in particular at an organisational level, ensure compliance with statutory and regulatory obligations and manage organisational operational risk to drive efficient, effective and outcomes focused regulation to protect the public interest.

Key outcomes of the role include:

- Accountable for the performance of the SRA through membership of the Executive team including but not limited to delivery of corporate and regulatory objectives, operational and financial performance, risk management and ensuring a strong internal control environment.
- Accountable for creating a strong culture of collaboration and mutual support within the Executive Team.
- Drive excellence throughout the organisation through visible leadership of the SRA's vision, values, strategic objectives and behaviours
- Build effective relationships outside the organisation with stakeholders and opinion formers.
- Ensure fairness and transparency in the SRA's regulatory policies and practice and encourage equality of opportunity and respect for diversity both within the organisation and in all its interactions with those regulated by the SRA and the public.
- Play a major role in leading organisational change in the SRA and support senior staff across the SRA to ensure timely delivery of organisational goals.

Functional responsibilities

- Provide strategic leadership legal advice to support policy, governance and compliance including providing authoritative, independent advice to the Executive team and Board.
- Provide executive leadership to support strong constitutional governance arrangements and corporate compliance, ensuring provision of high-quality advice on legal issues arising.
- Ensure the SRA is responding as an organisation, to risks to our regulatory objectives.
- Responsible for organisational frameworks for legal compliance, governance and risk management.
- Deliver a strong, independent second line of defence - legal and operational risk and compliance function
- Executive accountability for the delivery of functions such as General Counsel, operational risk, and compliance to deliver an efficient and effective service aligned to a high-performance culture.
- Ensure the effective and efficient use of resources and that budgets are managed in accordance with organisational policies.

Person specification

Our next General Counsel should have and be:

- A qualified solicitor or barrister, with a record of outstanding professional achievement.
- Deep expertise in public, administrative and regulatory law, statutory interpretation and corporate governance.
- Significant experience of providing authoritative, independent legal advice at Board and Executive level on high profile and sensitive matters.
- Demonstrable experience in strategic decision-making within complex regulated or regulatory environments.
- Strong judgement, balancing legal, organisation and strategic risk to support sound decision-making.
- Skilled in horizon scanning, anticipating emerging legal, regulatory and reputational risks, and shaping organisational responses.
- Experience of design and oversight of organisational frameworks for legal compliance, governance and risk management.
- Significant knowledge and experience of translating strategy into effective and efficient services.
- Proven leadership and people management experience of large/significant multi-disciplinary teams in a comparable role.
- A proven track record of working at a senior level, interacting with senior figures from within the organisation and elsewhere.
- Able to deliver large scale projects and change programmes.
- Confident decision maker able to tackle issues outside of own subject matter knowledge expertise/experience.
- Excellent political antennae and judgement, demonstrated in a complex stakeholder environment.
- Excellent communications skills, both written and verbal
- A clear commitment to promoting an inclusive culture.
- Excellent interpersonal skills with the ability to build and manage complex stakeholder relationships and represent the SRA effectively with senior external stakeholders whilst at the same time working with the Chief Executive, SRA Board and Executive Team.

Terms of appointment and how to apply

Location

Our main office is in Birmingham, but this role can also be based in either London or Cardiff.

Hybrid working arrangements are in place to allow for a certain amount of remote working from home.

Travel

Regular travel across the UK as needed for internal and external stakeholder engagement.

If not based from our Birmingham Office, the postholder will need to travel at least once a week to Birmingham, which is where most of the team are based.

Salary

Remuneration will reflect the seniority of the role and will be negotiated with the preferred candidate.

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/appointments using the code **QAFAFG**.

The closing date for applications is noon on Thursday 23 April 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 **QAFAFG**.

Key dates

The closing date for applications is noon on Thursday 23 April 2026.

Following a long-listing meeting of the selection panel in early May, longlisted candidates will be invited to attend a preliminary interview with Saxton Bampfylde.

Following a short-listing meeting of the selection panel in mid-May, shortlisted candidates will be invited to attend a final interview with the selection panel on Friday 29 May in London.

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.

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).

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 with regard to the application process, please contact the employment adviser.