



Board Member Recruitment Pack

A letter from our chair

Dear candidate,

I am delighted that you are interested in joining the Board of the Solicitors Regulation Authority.

We are the largest regulator in the UK legal sector, setting the standards for more than 190,000 solicitors and 10,200 firms in England and Wales that we regulate.

But we do much more than that. We are proud of our track record as we work to drive an open, competitive, diverse legal market that provides high-quality, accessible and affordable services for all those who need them. In these uncertain times, that is all the more important.

Over the last year, we have been looking hard at ourselves as well as at the sector and have developed both a new Corporate Strategy and a matured approach to corporate governance. This means you will be joining the Board as we work through what both mean in practice for the work that we do and the way that we do it.

Our new Corporate Strategy builds on our recent major reform programme, which has put a sharper focus on our central role and culled unnecessary bureaucracy. The final step in this process will

be to implement the agreed transformation in the way solicitors qualify. And, we are developing an extensive programme of evaluation for this significant package of reforms to check they are delivering what we wanted.

We also know we have work to do to maximise the benefits that innovation and technology can bring for consumers and law firms alike. In an increasingly complex landscape, we have also agreed that we should face into those difficult issues that sit across agency boundaries, working with others to find solutions and speaking up where we see problems.

On corporate governance, we are altering the committee structure to fit more standard governance requirements. We are also looking to raise the Board's eyes to the horizon, re-setting the executive/non-executive balance and spending more Board time on strategy.

Diversity is at the heart of everything we do. We are clear that the profession must reflect the community it serves at every level, from the smallest of law firms to the senior judiciary. This goes for the SRA too, which is why we are keen to build a diverse Board that reflects the profession we want to regulate.

So, if you can bring diversity to the Board we would be especially delighted to hear from you.

We have an exciting programme of work ahead of us. Our Board is ambitious, and that ambition is shared by our staff and senior executive. If you have the appetite to make a real difference for the users of legal services in what is a complex and fast-changing landscape, we would like to hear from you.



Anna Bradley
Chair of the SRA Board

An introduction

The Solicitors Regulation Authority Limited (SRA) is the regulator of solicitors and law firms in England and Wales. We sit within The Law Society Group, alongside The Law Society, though we operate independently and have our own governance arrangements.

We regulate solicitors and organisations providing legal services – both solicitor firms and other bodies licensed under the Legal Services Act 2007 (LSA) – and the people employed within those firms and bodies. Importantly, we regulate in the public interest, protecting members of the public, supporting the rule of law and the administration of justice. We do this by overseeing all of the education and training requirements necessary to enter the profession and practise as a solicitor, licensing individuals and firms to practise, setting the standards of the profession and regulating and enforcing compliance against these standards.





[Our 2020-23 Corporate Strategy](#) sets out three strategic priorities:

- **Objective one** – We will set and maintain high professional standards for solicitors and law firms as the public would expect and ensure we provide an equally high level of operational service.
- **Objective two** – We will actively support the adoption of legal technology and other innovation that helps to meet the needs of the public, business community, regulated entities and the economy.
- **Objective three** – We will continually build our understanding of emerging opportunities and challenges for the legal sector and our role in effectively regulating it.

We operate within a statutory framework provided by the Solicitors Act 1974, the Administration of Justice Act 1985 and the LSA. We also operate within the framework provided by General Regulations (which set out the relationship between us and The Law Society) and also 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 we must have regard to and act in a way that is compatible with the need to:

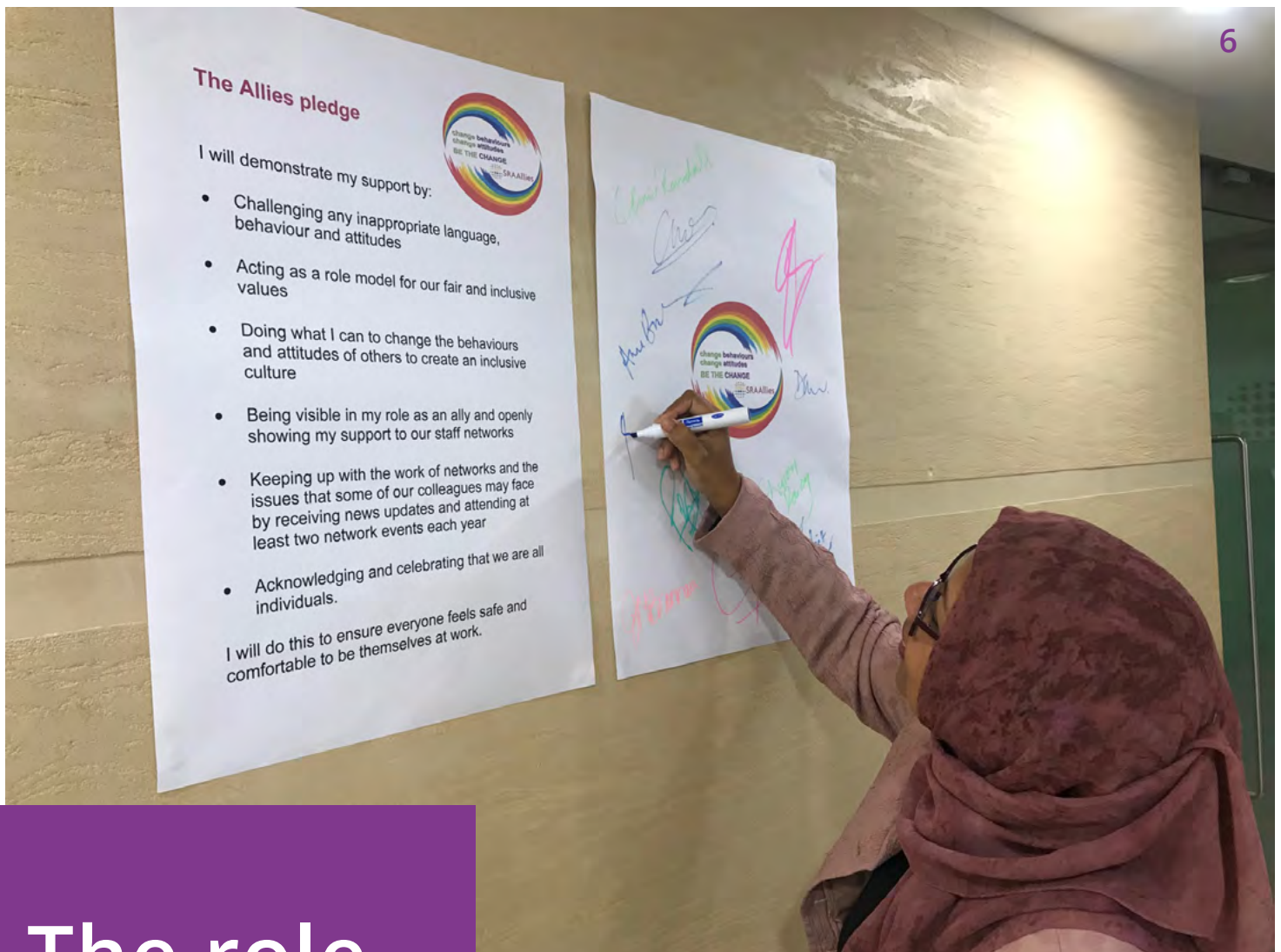
- protect and promote the public interest
- support the constitutional principle of the rule of law
- improve access to justice
- protect and promote the interests of consumers
- promote competition in the provision of legal services
- encourage an independent, strong, diverse and effective legal profession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

Structure, governance and management of the SRA

Our work is overseen by a Board, consisting of 11 non-executive directors – six lay people and five solicitors. Since January 2015, our Board has been chaired by one of the lay members, in line with the requirement for a lay chair introduced by the oversight regulator, the LSB, in 2014.

The Board is supported by our chief executive and senior management team, and is helped in its work by committees chaired by Board members.





The role

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.

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

Key responsibilities

The key responsibilities of Board members are to:

- 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.

Person specification

Background and experience

All new Board members should have:

- Previous experience of working with a Board and with complex governance structures.
- Evidence of achievement in organisations of a similar scale and complexity, including the ability to make a strong personal contribution.
- 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.
- Proven ability to contribute to strategic change, particularly in respect of implementing and evaluating change programmes already in motion.
- 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.

Skills and attributes

- Political acumen with the ability to grasp relevant issues and understand the relationships between interested parties.
- The intellect and commitment needed to operate in what is a technically complex sector.
- Excellent engagement and communication skills with a wide range of audiences.
- The ability to promote a culture of accountability, transparency, openness and debate in all that the Board does.
- A demonstrable commitment to the principles of public life.
- Ability to show evidence of excellent judgment and analytical ability to assimilate a range of perspectives and evidence and absorb complex information to reach reasoned and robust conclusions.
- A well-established profile and reputation in their field.

Lay members

Our lay Board members should also have deep knowledge, understanding and experience of one or more of the following areas:

- understanding and experience of using key professional services, including legal, from the perspective of a small business
- experience of offering support and advice to consumers
- strong understanding and experience of competition within markets
- a relevant academic field.

Solicitor members

Our solicitor Board members should have the same general experience required for all Board members, along with deep knowledge, understanding and experience of one or more of the following areas:

- experience providing regulated legal services through an alternative business structure in England or Wales
- experience of practice in a high-street solicitor firm in England or Wales
- experience within an organisation that provides digital/online advice
- a relevant academic field.



Eligibility criteria

To be an effective regulator, and to maintain public confidence in the profession, we must earn and retain the trust and confidence of the public and the profession. That means that those who hold appointments on the Board must maintain the highest standards of personal and professional behaviour. Accordingly, we have to assess whether there is anything in your past conduct or current circumstances that would affect your eligibility to hold office.

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.

You also agree to the SRA carrying out checks into any past or current findings or investigations relating to professional misconduct, if it is deemed necessary as part of the recruitment process.

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](#).

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 made against you
- anything that you believe is relevant to consideration.

Terms of appointment

The remuneration is £12,500 per annum (currently under review). Reasonable expenses properly incurred in carrying out the role will be paid.

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 directors are also expected to attend some committee meetings and events with external stakeholders. Given our experience of meeting virtually during the Covid-19 restrictions, we will, in future, have a mix of face-to-face and virtual meetings.

Our main office is in Birmingham and we also have an office in London. Board, committee and other meetings are held at both sites and occasionally elsewhere in England and Wales.



How to apply

Saxton Bampfylde

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

Candidates should apply for this role through our website at **www.saxbam.com/jobs** using the code QAFAX.

Click on the 'apply' button and follow the instructions to upload a CV and cover letter and complete the application and equal opportunities monitoring* form.

The closing date for applications is noon on Tuesday 22 September 2020.

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

The opportunity to talk to the chair and/or the chief executive will be made available to those candidates shortlisted for interview.

*The equal opportunities monitoring online 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.

We value, respect and celebrate diversity and the benefit it brings to the culture and performance of our organisation.

We are an equal opportunities employer and positively encourage applications from suitably qualified and eligible candidates, regardless of gender, race, disability, age, sexual orientation, gender reassignment, religion or belief, marital status, or pregnancy and maternity.

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 in the Person Specification. Applicants who wish to apply for consideration under this scheme should make that clear on the Diversity Monitoring form.

Please contact Saxton Bampfylde if you would like to receive this document in an alternative format.