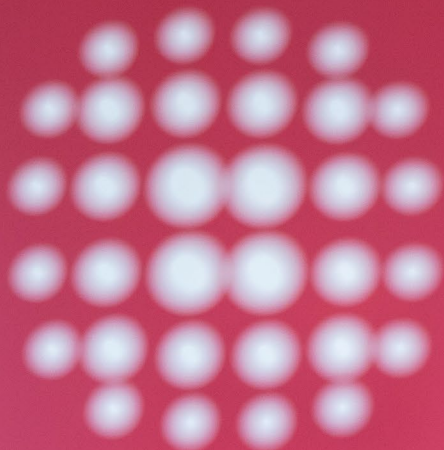


Solicitors  
Regulation  
Authority



# Chief Executive Recruitment Pack



Awdurdod  
Rheoleiddio  
Cyfreithwyr

Rheoleiddio  
Cyfreithwyr  
Awdurdod  
Rheoleiddio  
Cyfreithwyr

## Contents

An introduction. . . . .	3
The context . . . . .	4
About us. . . . .	6
How we work . . . . .	7
Our people . . . . .	9
The role . . . . .	10
Person specification . . . . .	12
Terms of appointment. . . . .	13
How to apply . . . . .	14
Eligibility criteria . . . . .	16
Equal opportunities . . . . .	17





# An introduction

Dear candidate,

I'm delighted that you are interested in joining the Solicitors Regulation Authority (SRA) as its new Chief Executive. The SRA is an influential and substantial regulator that sets and maintains standards for more than 200,000 solicitors and 9,000 law firms, in a sector that contributes around £60bn a year to the economy. Legal services is a lively market that is changing fast, with new opportunities and risks emerging. So like all organisations we must adapt to meet these new and emerging needs. This makes it an exciting time to join us.

We need to be ready to develop our regulatory approach to encourage new opportunities that arise from such things as the use of AI in legal services. Working to ensure that the potential benefits can be experienced by the users of service, while the risks are understood and managed. We are also dealing with some issues that have recently crystallised, including the failure of some large firms and the emergence of significant issues in the high volume consumer claims market. And we need to develop our use of data to help identify new risks and be proactive. All of this means we need to build new

capabilities, adapt some of our approaches to regulation and refresh our strategy. It will be your job to make sure this happens.

You will need to work closely with the Board, and of course the senior team, to drive this work forward and lead the organisation of 900 people in a way that inspires them and builds on what has gone before. You will be key to developing and maintaining the right relationships with key stakeholders within the legal services environment and beyond it. We will look to you to position the organisation through proactive communications and thought leadership.

If you think you have the experience and energy necessary to help us deliver what is required to maintain and build confidence and public trust in legal services, we would love to hear from you.

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



## The context

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; it is estimated that UK legal services are worth around £60bn to the economy and England and Wales is recognised as a world-leading jurisdiction for the business of law. As such it is a key element in the current government's growth agenda.

If trust and confidence 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 9,000 firms in England and Wales, regulating around 90 per cent of the legal market.

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 introduced new systems that are helping us to streamline our work and the way in which we interact with the profession. Finally, we have taken on a variety of new areas of work, including a significant increase in anti-money laundering.

But the legal landscape is changing 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 opportunities and threats of tech.

## The context 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 context 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.

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 are changing as are expectations of regulators. We have seen an increase in the number and scale of firms failing, there are more mergers and acquisitions and new delivery models have been emerging, such as in 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.



## About us

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 standards of service that the public deserves.

Our corporate strategy has four strategic priorities. We will:

- deliver high professional standards
- strengthen our risk based and proactive regulation
- support innovation and technology
- be an authoritative and inclusive organisation, meeting the needs of the public, consumers, those we regulate and our staff.

This year, key programmes of work include:

- reviewing our approach to protecting clients' money in the face of changing risks in the sector
- improving how we collect and use our data to help us identify risks and prioritise action
- responding to the increasing concerns we have about high volume consumer claims, working closely with government and stakeholders from multiple sectors
- reviewing our continuing competence requirements for solicitors, as well as developing a programme of work on professional ethics
- building on the improvements we have made to our operational processes, such as the quality and timeliness of our investigation and enforcement work.

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



## How we 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 (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.



## How we work continued...

### Structure, governance and management of the SRA

Established in January 2007, the SRA was previously called the Law Society Regulation Board. We changed our name to emphasise our independence and to make what we do clearer.

We sit within The Law Society Group as a separate company limited by guarantee; we have our own governance arrangements and operate independently.

- 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](#).



## Our people

We are a diverse and welcoming organisation of almost 900 staff.

Most colleagues have hybrid work arrangements, blending home working with in-person work at one of our offices in [Cardiff](#), [London](#) or our head office in [Birmingham](#).

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

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

**Proactive**



**Inclusive**



**Accountable**



**Customer Focused**





# The role

Key responsibilities of the role include:

## Strategic leadership

- Lead the development and delivery of a strategic vision and plan for the SRA, working with the SRA Board.
- Lead the development and execution of business plans to deliver strategy.
- Lead on the development of an appropriate corporate identity working with the Board and Chair.
- Lead on the evolution and articulation of regulatory strategy.
- Lead on the structure and culture of the organisation.

## Stakeholder management

- Work alongside the Chair to build and maintain relationships with key external stakeholders, the profession and media.
- Play a key role in representing the organisation externally.
- Help to shape the policy and regulatory environment in which we operate.

## The role continued...

### Governance

- Advise the Board on reputation management.
- Ensure the Board receives appropriate, transparent and timely information and advice on all relevant matters, working closely with the Board Chair.
- Ensure the SRA meets its legal obligations and wider accountabilities in everything it does.
- Establish and maintain appropriate strategic and operational risk governance frameworks.

### Organisational efficiency and effectiveness

- Build and support a senior team that can deliver what is required and provide confidence about succession.
- Take accountability for the overall financial health and sustainability of the organisation.
- Ensure the SRA has an organisation structure and operating model that can deliver the strategy and plan.
- Lead the development of a robust and transparent reporting and controls framework including KPI's.
- Proactively monitor the overall performance of the SRA managing any risks or emerging risks that could have a significant impact.
- Challenge and advise on operational delivery.

### Culture and people

- Live the SRA values and behaviours and ensure they are understood and embedded across the organisation.
- Promote equality, diversity and inclusion in all working practices, internally and externally.
- Provide inspirational leadership that motivates and engages the organisation.



# Person specification

## Background and experience

Our next Chief Executive should have:

- Proven leadership and performance success in high-profile, comparable organisations; either at Chief Executive or executive team level.
- Excellent interpersonal skills, be politically astute demonstrating high awareness, emotional intelligence and resilience.
- Substantial senior level experience within a regulatory environment, with a well-developed understanding of the wider context within which regulation operates.
- Ability to manage complex stakeholder relationships both internally and externally.
- First rate communication skills, ability to influence, and skilled negotiation and relationship management.
- Ability to successfully lead transformation and change, driving continuous improvement.
- Inspirational and inclusive leadership skills with a significant track record of managing and motivating people to excel.
- An understanding and proficiency in applying risk based approaches to regulation and business leadership.



## Terms of appointment

### Location

This role will be based from our office in Birmingham or London, requiring a regular presence in all three of our locations.

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

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

### 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](http://www.saxbam.com/appointments) using the code **QAFAAK**.

The closing date for applications is **noon** on **Tuesday 25 March 2025**.

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](mailto:belinda.beck@saxbam.com) quoting reference **QAFAAK**.

## How to apply continued...

### Key dates

The closing date for applications is **noon on Tuesday 25 March 2025**.

Following a long-listing meeting of the selection panel on 31 March 2025, longlisted candidates will be invited to attend a preliminary interview with Saxton Bampfylde.

Following a short-listing meeting of the selection panel on 23 April 2025, shortlisted candidates will be invited to attend a final interview in London with the selection panel week commencing 19 May 2025.

Shortlisted candidates will also have an opportunity to meet with senior leaders for an informal discussion.

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

### 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 our website.

The logo for Saxton Bampfylde features the company name in a dark green, serif typeface. A thin, elegant green line curves 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, 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.

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



## 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.