

**SRA BOARD**

22 October 2019

**CLASSIFICATION – PUBLIC***This paper will be published***SRA Budget and Work Programme 2019/20****Purpose**

- 1 To seek the Board's approval of the SRA Budget and Work Programme for 2019/20.

**Recommendations**

- 2 The Board is asked to:
  - (a) approve the 2019/20 Budget (annex 1)
  - (b) approve the 2019/20 Work Programme (annex 2)

**If you have any questions about this paper please contact: Liz Rosser, Executive Director of Resources.**

**Equality, Diversity and Inclusion considerations**

<b>Consideration</b>	<b>Paragraph nos</b>
Our commitment to Equality, Diversity and Inclusion is threaded through our Corporate Strategy and through the Work Programme	
Our work programme includes a range of activities that support equality, diversity and inclusion (EDI). These include understanding the EDI implications of our reform programme, publishing data on the diversity of the profession, running initiatives designed to raise awareness of equalities issues and to increase diversity, exploring the provision of SQE in Welsh, supporting an inclusive SRA workplace and providing a good experience for all those who use our services.	18
We have also reiterated our commitment to mainstreaming EDI across all areas of the organisation, making sure it is at the heart of all that we do.	7, 19

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### SRA Budget and Work Programme 2019/20

#### Background

- 3 Every year the SRA publishes an annual programme of work, previously referred to as the business plan, which outlines the main activities for the coming year to support the delivery of our three-year corporate strategy. We are now planning to describe this as our work programme, rather than a business plan, to better reflect the nature and structure of the information we publish.
- 4 Included within the future work programme is a summary of the budget for the year.

#### Discussion

- 5 The budget for 2019/20, which is at annex 1, was set through a rigorous process including discussions with budget holders, directors and executive directors to consider their plans for the year and delivery within the funding identified as part of the Net Funding Requirement submission. Further details are provided in the annex.
- 6 The draft budget was considered by the Finance and Audit Committee on 1 October 2019. The Committee recommended that the SRA Board approve this budget.
- 7 The work programme attached at annex 2 sets out our high priority activities for the year to come. The programme has been developed by staff across all areas of the business and is underpinned by granulated programmes of work in each department. We have also maintained our commitment to mainstreaming Equality, Diversity and Inclusion (EDI) across all areas of the organisation, making sure it is at the heart of all our operational, policy and engagement work as well as including a range of specific EDI related activities.
- 8 Key areas of work in the programme include:
  - introducing our new Standards and Regulations
  - bringing in our clickable logo as a mandatory requirement, and introducing our new digital register
  - contributing to public legal education through Legal Choices, introducing new services that will support people to find the help they need.
  - next steps towards the implementation of the Solicitors Qualifying Examination, including exploration of provision in Welsh, and subject to the outcome of current consultation, changes to the Higher Rights of Audience arrangements.

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- the conclusion of the Legal Access Challenge, and further steps on innovation and technology
  - substantial work on Anti-Money Laundering
  - continued close working with government and others on the UK exit from the EU
  - subject to the necessary approvals, implementation of the fee cap on solicitors and authorised firms carrying out claims management activities relating to financial products and services
  - the final stages of our Modernising IT programme
  - a range of activity to improve our overall effectiveness, including the experience of our service users.
- 9 We are proposing this programme of work at the same time as we are consulting on our draft Corporate Strategy for 2020-23. The year 2019/20 is, therefore, very much a year of transition where we lay the foundations for delivery of our new Strategy. The 2019/20 work programme therefore includes activities which support the transition and position us effectively for the introduction of our new strategy in November 2020.
- 10 The Board is asked to consider whether the programme of work clearly demonstrates our commitment to deliver the third year of the 2017-20 Corporate Strategy, while at the same time preparing ourselves for the new 2020-23 Strategy.

#### **Recommendations: the Board is asked to:**

- a) approve the 2019/20 Budget (annex 1)**
- b) approve the 2019/20 Work Programme (annex 2).**

#### **Next steps**

- 11 Once approved the work programme will be designed, in line with how we have presented previous annual business plans, and published on our website. We are also looking at how best to report our performance against the activity in the work programme with a view to developing and refining our approach over the months to come.
- 12 Looking ahead to our new Corporate Strategy, we plan to take a different approach to how we develop our programme of work. Importantly, we will move to public consultation on the proposed work programme, well ahead of its introduction in the autumn of each year. We are aiming to consult on the 2020/21 work programme alongside the publication of our new Strategy, currently planned for Spring 2020.

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- 13 We will also review the design and feel of future work programmes to ensure its format is as accessible and up to date as possible.

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**Supporting information**

**Links to the Corporate Strategy and/or Business Plan**

14 Our work programme and budget underpin all of our strategic objectives.

**How the issues support the regulatory objectives and best regulatory practice**

15 Our Corporate Strategy supports the regulatory objectives and the work programme and budget underpin the Strategy. Publication of the work programme supports the better regulation principles of accountability and transparency.

**Public/Consumer impact**

16 The work programme includes a number of priority activities which are designed to specifically address our public/consumer obligations.

**What engagement approach has been used to inform the work and what further communication and engagement is needed**

17 The work programme is aligned with our Corporate Strategy, this having been subject to a full public consultation during the Summer of 2017. The work programme will be published on our website.

**What equality and diversity considerations relate to this issue**

18 Our work programme includes a range of activities that support equality, diversity and inclusion (EDI). These include understanding the EDI implications of our reform programme, publishing data on the diversity of the profession, running initiatives designed to raise awareness of equalities issues and to increase diversity, exploring the provision of SQE in Welsh, supporting an inclusive SRA workplace and providing a good experience for all those who use our services.

19 We have also reiterated our commitment to mainstreaming EDI across all areas of the organisation, making sure it is at the heart of all that we do.

**How the work will be evaluated**

20 The components of our work programme are evaluated in different ways, as appropriate, and specific activities reported to the Board. Performance against the work programme is published annually through the Law Society Group annual report, and through our own annual reporting.

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**Annexes**

**Annex 1** Draft SRA Budget 2019/20

**Annex 2** Draft SRA Work Programme 2019/20