

SRA BOARD**CLASSIFICATION – PUBLIC****SOLICITORS REGULATION AUTHORITY****Minutes of the SRA Board meeting****30 June 2026 at Hotel du Vin Bristol City Centre, The Sugar House, Narrow Lewins Mead, Bristol***Subject to final approval by the SRA Board at its meeting on 22 September 2026*

Present: Anna Bradley (Chair)
Ann Harrison
Claire Bassett
Rob McWilliam
Simon Millhouse
Claudio Pollack
Sarah Rapson
Lisa Mayhew
Vikas Shah
Liz Smart

In attendance: Aileen Armstrong (for items 1 to 6), Deborah Jones (for items 1 to 5), Kate O'Neill, Jonathan Peddie (for items 1 to 5), Liz Rosser (for items 1 to 7), Dominic Tambling, Antony Timlin (item 6), Simon Wall (item 7)

1 WELCOME AND APOLOGIES

- 2.1 The Chair welcomed everyone to the meeting including Kate O' Neill, the new Executive Director – External Affairs and Communications. Apologies had been received from Nicola Williams.

2 MINUTES OF THE PREVIOUS MEETING ON 21 APRIL 2026

- 2.1 The minutes of the meeting on 21 April 2026 required further review and would be circulated separately for agreement.

3 MATTERS ARISING AND DECLARATIONS OF INTEREST

- 3.1 There were no matters arising that would not be covered on the agenda. All actions due were completed or in hand.
- 3.3 Interests were as previously declared and available to view on the SRA website. Members would declare any additional particular interest in an individual item if necessary.

4 CHIEF EXECUTIVE'S REPORT

- 4.1 The Board noted that it was likely that the Independent Review of the Legal Services Board would be published in mid-July. Its recommendations would be for the Ministry of Justice, though it was unlikely to respond to them until September. It was likely that we, the LSB and the other legal regulators would also comment on the report following publication. The report would be shared with the Board when it

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was received and the intention was to set up a Board discussion with the reviewer, Richard Lloyd.

- 4.3 The CEO and Board Chair had met their counterparts at the Legal Ombudsman (LeO) and agreed on a number of areas where the two organisations could work better together. These would be further developed and a Board to Board meeting with LeO would be scheduled for early autumn.
- 4.3 The CEO also updated the Board on the continuing development of the Executive Team and on progress on the objectives that she had set for herself and the organisation shortly after becoming CEO in November 2025. The Board thanked the Executive team for everything that had been achieved within the last six months or so including:
 - setting out organisational priorities for 2026 following an extensive listening exercise and diagnosis
 - making good progress with the Business Plan for 2026/27 and the Corporate Strategy for 2027-30
 - tackling operational performance in key areas, with new operating models in some areas
 - improving ways of working with the Board, and implementing recommendations from the Board Effectiveness Review
 - getting a supervision pilot up and running
 - building good relationships with external stakeholders.

NB: the paper for this item will not be published, as it relates to emerging strategy or policy

5 PROGRESS AGAINST AXIOM INCE DIRECTIONS AND SERIOUS EVENT REVIEW INTO PM LAW

- 5.1 The Board was asked to consider Assurance Reports on progress against the Axiom Directions (prepared by Berkeley) and the Serious Event Review into PM Law (prepared by Jenner & Block). The Board was asked to discuss how the SRA should respond to these reports and on engagement with the Legal Services Board (LSB) on these topics. The paper also included the SRA's fourth-quarter report on progress against the Axiom Directions, and accompanying note sent by the SRA to the LSB on 29 May 2026.
- 5.2 Overall, the Board agreed that the PM Law report made for difficult reading and stated its regret for the impact this had had on former clients who we should have done better by. The Board was disappointed that we had missed opportunities to act on PM Law sooner given the work we had already done to change the way we regulate. Although the independent assurance report from the Berkeley Partnership illustrated the progress we had made we always knew that this programme of work was going to take significant organisation-wide change, and the Jenner & Block findings make it clear that we had much further to go.
- 5.3 The Board asked for an update at its September meeting on the Risk and Data Programme including what had been achieved to date and a plan in the round with outcomes. The update should also cover what we were doing now to manage risks

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in high risk firms as well as the longer term arrangements that were being put in place and our response to the assurance reports.

- 5.4 The Board also discussed the response to the most recent correspondence from the Legal Services Board on these matters. It was agreed that this should acknowledge where we could have done more to prevent problems, as well as setting out all of the work and improvements that had already been put in place and was in train. We should also offer the LSB Board the opportunity to talk to Jenner & Block and Berkeley if they thought that would be helpful.
- 5.5 The Board also noted that the LSB had asked the SRA change its approach to RAG rating progress against the actions under the Axiom Ince Directions and agreed that it would be appropriate to adjust some ratings to take account of the LSB's concerns and in light of the independent reports' findings.

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6 FUNDING REQUIREMENTS AND COMPENSATION FUND CONTRIBUTIONS FOR 1 NOVEMBER 2026 TO 31 OCTOBER 2027: CONSULTATION FEEDBACK AND NEXT STEPS

- 6.1 The Board was asked to consider our next steps for finalising our funding requirement from practising fees and Compensation Fund contributions ahead of seeking approval from the Legal Services Board.
- 6.2 We had received 72 responses to the consultation on our views on the draft Business Plan and funding requirements and proposed Compensation Fund contributions for 2026-27 and the main themes were set out in the paper. A full assessment of feedback on the Business Plan would be provided alongside the final version to be considered by the Board in September ahead of publication in October.
- 6.3 The consultation had also set out an option to change the way in which we apportioned contributions to the Compensation Fund between firms and individuals so that individual contributions would cover 70% (currently 50%), and firm contributions will cover 30% (currently 50%).
- 6.4 This would align to the relative proportions of the 50:50 split when it was set originally given the increasing number of solicitors and reducing number of firms. It would mitigate the known equalities issue and concerns raised about potential access to justice impacts. Consequently, the contribution for individuals would increase from £70 to £170 and for firms holding client money from £1,950 to £2,170.
- 6.5 Board members discussed this proposal and feedback from the consultation. It agreed that if implemented it should not be seen as a final solution but rather a step towards further exploration of a more sophisticated solution. It was also important to underline the work we were doing to reduce the risk of disorderly closure of firms and, therefore, future calls on the Fund.

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6.6 The Board

- a) noted the initial summary of feedback received from the consultation on our draft Business Plan and funding requirements 2026-27, and broad support for the priorities we have set out
- b) noted the concerns from consultation feedback regarding the impact of fees and Compensation Fund contribution increases for 2026-27
- c) noted that due to the disproportionate equalities impacts and access to justice concerns identified, we are proposing to change the apportionment of the Compensation Fund contributions to reduce the costs for small firms
- d) approved the change in the Compensation Fund apportionment model for 2026-27 so that individual contributions will cover 70% (previously 50%), and firm contributions will cover 30% (previously 50%)
- e) approved the SRA's funding requirement for 1 November 2026 to 31 October 2027, of £111.5m to be provided by practising certificate fee income
- f) approved the fee determinations for 2026-27 in respect of individual practising certificate fees, entity turnover based fees and Compensation Fund contributions.

7 UPDATE ON HR MATTERS 2025/25

- 7.1 The Board was asked to consider a paper providing insight into HR related activity within the organisation and associated data during the year 2025/26 and considerations as we plan for the future in a time of significant transformation.
- 7.2 The Board noted the results of the recent staff survey which showed signs of stabilising with significant improvement in some key areas, including around leadership. An action plan had been developed to address the issues raised by the survey. Efforts were made to involve all staff in this, especially in areas where scores were lower. The Board asked the Executive to report back in six months on what difference the action plan had made, especially in those areas with lower scores.
- 7.3 The Board also noted that we had hit our target on the diversity of our Executive Director/Director/Heads of Department cohort and were heading towards the next target of 20 per cent within the next five years.
- 7.4 Simon Millhouse had been designated as the Board lead on staff engagement and had discussed all of these matters with the Director of HROD and Executive Director Operations and Resources and would also be involved in the work that was commencing on reviewing our values.

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NB: The paper for this item will not be published in full as it relates to emerging policy

8 REVIEW OF MEETING AND ANY OTHER BUSINESS

- 8.1 Board members commented on the high quality of the papers for this meeting and the Board Chair encouraged them to continue to provide feedback to ensure that they were delivering what was needed.
- 8.2 The next meeting would be held on 22 September 2026.