# SRA BOARD

**22 September 2026**

**CLASSIFICATION – CONFIDENTIAL BEFORE PUBLICATION**

Solicitors Regulation Authority

## Update to Board Performance Reporting

Following the Board discussions on the performance pack earlier in the year and subsequent Working Group meeting, the Executive has reviewed the current performance pack and identified changes to make Board reporting more focused, strategic and useful. The aim is to give the Board a clearer view of organisational performance, support accountability for delivery of the SRA's objectives, and reduce the volume and duplication in the current pack.

Progress has been made, although due to capacity and resourcing constraints we are not as far forward as we would have liked. We have now secured a dedicated resource to take this work forward. We will also ensure it fully links with recent requirements for enhanced LSB reporting.

The Executive has considered Working Group feedback, agreed the direction of travel, and introduced a new summary KPI Dashboard in Power BI for the Executive/Director team. This enables users to drill into performance over different time periods, supports collective management of organisational performance, and is more user friendly, flexible and informative than the previous static monthly KPI report.

The revised approach is proposed to be structured around three core areas:

- Strategy and Planning: delivery of the Corporate Strategy and Business Plan, focused on outcomes and strategic priorities.
- Operational Excellence: a smaller set of indicators on organisational delivery and effectiveness.
- Risk: key organisational and market risks, especially those outside appetite or requiring Board assurance.

Key changes proposed (recognising we will not be able to introduce all of these immediately) include:

| Key change | Reasoning | Next steps/comments |
|---|---|---|
| Reduce routine measures and focus on those that best support Board oversight. | The pack is too detailed and can dilute Board focus. | • Agree a smaller core set of Board-level measures and criteria for inclusion. |
| Make greater use of exception reporting, including measures outside tolerance. | The Board needs clearer visibility of issues needing attention. | • Define tolerances and escalation thresholds linked to Executive discussions. |
| Focus more on trends, emerging issues and management insight. | Reporting is often descriptive rather than insightful. | • Use Director discussions to identify trends and join up reporting across functions. |

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| Develop more outcome measures, including those supporting LSB expectations. | Current measures do not sufficiently show regulatory impact. | • Develop outcome measures during 2026/27; (work has started). |
| Include measures that support early identification and response to key risks, including disorderly firm failure. | The Board needs assurance on strategic and emerging risks. | • Link to the Risk and Data programme and work on emerging risks.<br>• Escalate mid-tier and market risks outside appetite to Board. |
| Report on delivery of key programmes, milestones, risks and dependencies. | Major programmes (I&E, RDP, CPR) need clearer Board visibility. | • Agree Board-level milestone and benefits reporting. |
| Add indicators where they provide meaningful insight into performance and risk. | Further insight is needed on quality, stakeholder sentiment and effectiveness. | • Consider suitable indicators; some will evolve over time. |
| Include performance targets agreed with the LSB. | The Board must monitor commitments from the LSB enforcement activity. | • Incorporate agreed performance targets from the next period. |
| Simplify Finane, risk and assurance reporting, and in a shorter, more strategic format. | Finance, risk and assurance add length and complexity. | • Focus on key messages, exceptions, risks and matters for Board attention. |

Taken together, these changes would shift the pack from lengthy reporting towards a more strategic performance discussion focused on delivery, effectiveness, risk, major programmes and areas requiring intervention.

The revised approach will also support a stronger performance and data culture across the organisation. The new Power BI KPI Dashboard is an important step, providing more accessible and flexible management information for Executive teams.

Further work will continue during 2026/27, including development of outcome-based measures and indicators on quality, stakeholder sentiment and organisational effectiveness. An initial revised quarterly performance pack will be presented to the Board for consideration in January 2027.

The Board is invited to comment on the proposed direction of travel and endorse the development of a revised quarterly performance pack for consideration in January 2027.