



News from the Board

[Reflections on our June and July Board meetings - Anna Bradley, SRA Chair, 18 July 2025](#)

[At our two recent Board meetings – in June and last week in Liverpool – a central concern was prioritisation. In other words, what will have the greatest impact when it comes to driving confidence and trust in legal services.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-july-2025/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-july-2025/) [Reflections on our April Board meeting – Anna Bradley, SRA Chair, 08 May 2025](#)

[In this board meeting we discussed our forthcoming annual report which shows we have delivered much of what we promised for this first year of our strategy.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-april-2025/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-april-2025/) [Reflections on our April Board workshops, 14 April 2025](#)

[This week's Board meeting was a day of workshop sessions focussing on strategy, the big issues in the legal sector, and how we are advancing our mission of driving confidence and trust in legal services.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-workshop-april-2025/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-workshop-april-2025/) [Reflection on our February Board meeting - Anna Bradley, SRA Chair, 04 March 2025](#)

[It's only right I begin with the announcement we made last week that Paul Philip will be retiring as our Chief Executive.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-february-2025/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-february-2025/) [Reflections on our January Board meeting - Anna Bradley, SRA Chair, 27 January 2025](#)

[This meeting was focused on reviewing our performance over the last year. There have obviously been some big challenges! Particularly in responding to new and significant events, such as Axiom and SSB, that also reflect changing risks in the sector.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-january-2025/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-january-2025/) [Reflections on our November Board meeting – Anna Bradley, SRA Chair, 25 November 2024](#)

[This month's Board was two days of workshop sessions – a chance to focus on strategy, reflecting on where the legal sector is, and what this means for how we regulate.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-november-2024/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-november-2024/) [Reflections on our October Board meeting – Anna Bradley,](#)



[SRA Chair, 15 October 2024](#)

[A key part of our work as a Board is to set the direction for the organisation by maintaining an eye on the future. One of the tools we use to guide us in this work is the strategic risk register, which identifies those things that present a challenge to delivery of our strategy.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-october-2024/\] Reflections on our September Board Meeting – Anna Bradley, SRA Chair, 02 October 2024](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-october-2024/)

[This Board meeting reminded us that there is no such thing as steady state regulation. There is always change, whether in the wider world \(Brexit, the pandemic, cost of living crisis, or the rapid development of AI\) or more locally, in the shape and nature of the legal services market.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-september-2024/\] Reflections on our July Board meeting – Anna Bradley, SRA Chair, 15 July 2024](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-september-2024/)

[This month's Board was in Cardiff. In the evening, the Counsel General, Mick Antoniw joined us and our many guests from consumer groups, charities, government and the profession.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-july-2024/\] Reflections on our June Board meeting – Anna Bradley, SRA Chair, 01 July 2024](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-july-2024/)

[Two years' ago, CILEX formally approached us about redelegating regulation of CILEX members to the SRA. Since then, we have carried out two consultations, and the Board has been scrutinising what this change would mean in practise.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-2024/\] Reflections on our May Board meeting – Anna Bradley, SRA Chair, 20 May 2024](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-2024/)

[Our strategy establishes a defining purpose for everything we do: driving confidence and trust in legal services. A fundamental part of our role as a Board is having oversight of the SRA's work and making sure it is performing well and delivering against our strategy. The focus of this meeting was the first six months of the new strategy.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-may-2024/\] Reflections on our March Board meeting – Anna Bradley, SRA Chair, 22 March 2024](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-may-2024/)

[Our Board this month was in Exeter, with our discussion focused on education and training.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-march-2024/\] Reflections on the January 2024 Board meeting - Anna](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-march-2024/)



[Bradley, SRA Chair, 31 January 2024](#)

The SRA's new strategy establishes a defining purpose for everything we do: driving confidence and trust in legal services. This month's Board discussions were focused on just this.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-january-2024/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-january-2024/) Reflections on our December Board meeting – Anna Bradley, SRA Chair, 14 December 2023

In this month's blog, I wanted to reflect on two in-depth discussions we had about areas that are fundamental to how we regulate: our investigation processes and approach to consumer protection.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-december-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-december-2023/) Reflections on our October Board meeting – Anna Bradley, SRA Chair, 25 October 2023

The focus of this month's board meeting was in-depth, informal workshops to explore longer term issues for regulation of the legal sector.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-october-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-october-2023/) Reflections on our September Board meeting – Anna Bradley, SRA Chair, 14 September 2023

One of our most important jobs as a Board is to make sure we have the right strategy. At our meeting, we considered feedback on our new proposed strategy for 2023 – 2026. It was great to see such extensive, rich feedback.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-september-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-september-2023/) Reflections on our July Board meeting - Anna Bradley, SRA Chair, 21 July 2023

This month's Board was in Newcastle – our second meeting 'away' this year following our visit to Leeds. We took the opportunity to speak with more than 50 stakeholders from across the north east and some members of the public.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-july-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-july-2023/) Reflections on our 27 June Board meeting - Anna Bradley, SRA Chair, 29 June 2023

We had an extra Board meeting in June so that we could discuss the feedback from our three-year strategy and business plan consultation and approve the SRA budget requirement for 2024.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-27-june-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-27-june-2023/) Reflections on our June Board meeting - Anna Bradley, SRA Chair, 09 June 2023



[Our June Board meeting was a quarterly monitoring session, so we looked at our operational and financial performance, delivery against our business plan and the strategic risk register.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-june-2023/) Reflections on our April Board meeting - Anna Bradley, SRA Chair, 28 April 2023

[Discussions on our future corporate strategy for 2023-26 which will deepen our work on tech and innovation and put more emphasis on using data and insight to help focus our activity and wider policy debates.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-april-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-april-2023/) Reflections on our March Board meeting, 16 March 2023

[This month's Board was a quarterly monitoring meeting where we explore operational and financial performance, delivery against our business plan and look at the strategic risk register.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-blog-march-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-blog-march-2023/) Reflections on our February Board meeting, 02 March 2023

[The Legal Services Consumer Panel challenged us to think critically about the extent to which our approach to regulation is consumer focused and asked to consider leading more collaboration among legal regulators.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-blog-february-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/board-blog-february-2023/) Reflections on our January Board meeting - Anna Bradley, 03 February 2023

[Our first formal meeting of the calendar was held to conclude the Board's work on three recent consultations – consumer protection for post six-year negligence, the publication of regulatory decisions, and the implementation arrangements for financial penalties.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/january-2023/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/january-2023/) Reflections on our December Board - Anna Bradley, 08 December 2022

[This was our final meeting of the calendar year and we began by receiving an independent review of our Board effectiveness. An important piece of reflection which will see us making some tweaks to the way we do things.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/december-board-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/december-board-2022/) Reflections on our October Board meeting in Birmingham, 24 October 2022

[SRA board meeting in Birmingham - altogether a really productive set of discussions about legal issues informed by local insights.](#)



[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/october-board-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/october-board-2022/) Reflections on our September Board – Anna Bradley, 14 September 2022

News from the board - Our Board came together yesterday for our quarterly virtual meeting and we were delighted to welcome solicitor Nicola Williams to her first session with us as a full member after some months as an observer.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/september-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/september-2022/) Reflections on our July Board – Anna Bradley, 20 July 2022

Our July Board meeting should have been in Leeds but sadly the weather defeated us and we have had to rearrange our visit. But we had a busy agenda nonetheless, starting with a workshop discussion on next steps on the Solicitors Indemnity Fund (SIF) and post six year run off cover (PSYROC).

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/july-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/july-2022/) Reflections on our June Board - Anna Bradley, 14 June 2022

Regular readers will know how seriously we take the issue of money laundering. It is far from a victimless crime – supporting, as it does, the activities of terrorists, people smugglers and drug traffickers.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/june-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/june-2022/) Reflections on our Cardiff Board meeting, 03 May 2022

The pandemic means that it is three years since our Board last met in Wales. So I was delighted to be able to return to Cardiff this month.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/cardiff-april-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/cardiff-april-2022/) Reflections on our Birmingham Board meeting - Anna Bradley, 12 April 2022

This month's meeting was the first at our refurbished Birmingham office. The switch to hybrid working meant we needed to revamp our office layout to major on collaboration and networking and the Board were fortunate to be able to see the new layout on only the second full day of operation.

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/april-2022/\]](https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/april-2022/) Reflections on our March Board - Anna Bradley, 28 March 2022

This month's blog focuses on the invasion of Ukraine. The Board has been kept up-to-date with the action the SRA has been taking over the last month, but this was the first chance we have had to discuss the issues together.

[\https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/march-



[2022/\] Reflections on our January Board - Anna Bradley, 04 February 2022](#)

[Our Board started 2022 with a face-to-face meeting. I hope this is a good sign for the future! It certainly meant we were able to properly welcome our two new Board members – Lisa Mayhew, Co-Chair of Bryan Cave Leighton Paisner, and Nicola Williams, who is Legal and Compliance Director and Company Secretary of Welsh Water.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/january-2022/\] Reflections on our December Board - Anna Bradley, 09 December 2021](#)

[Our final Board meeting of 2021 was a busy one. Coming so close after our November Compliance Officers Conference in Birmingham, and the week of virtual events that followed it.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/december-2021/\] Reflections on our October Board meeting - Anna Bradley, 25 October 2021](#)

[Since lockdown last year I have really missed the opportunity to get away from the screen and talk to people face to face.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/reflections-october-board-meeting-2021/\] Reflections on our September Board - Anna Bradley, 20 September 2021](#)

[The SRA Board held a quarterly monitoring meeting this week. Here we explored operational and financial performance, delivery against our business plan and looked at the strategic risk register.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/september-2021-board-meeting-anna-bradley/\] Reflections on our June Board meeting – Anna Bradley, 10 June 2021](#)

[Our June meeting was a real landmark - the first meeting of the Board since SRA Ltd started regulating as a distinct legal entity within the Law Society Group on the 1st of June.](#)

[\[https://higher-rights.sra.org.uk/sra/how-we-work/our-board/news-from-the-board/june-2021-board-meeting-anna-bradley/\]](#)