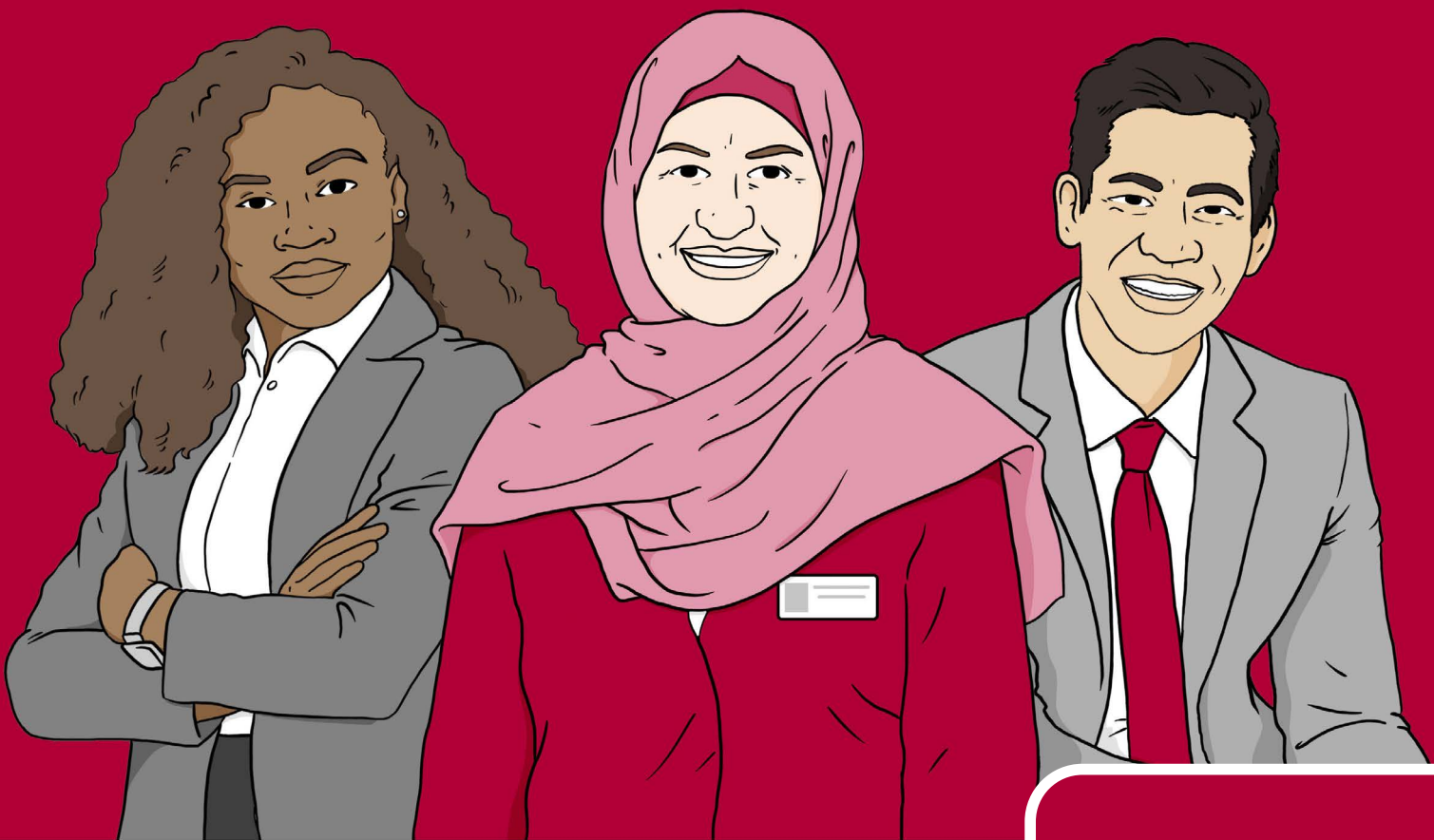


Solicitors  
Regulation  
Authority

# Corporate Strategy

November 2023 to October 2026

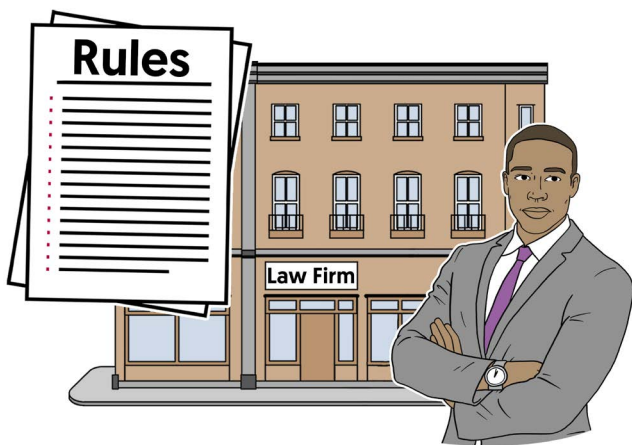


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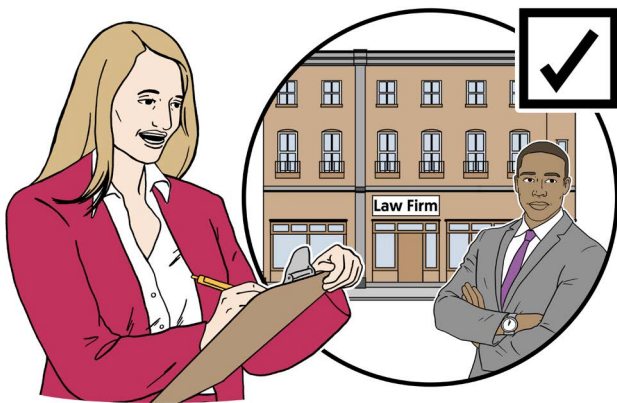
# Introduction



We are The Solicitors Regulation Authority (SRA). We are the largest regulator of legal services in England and Wales.

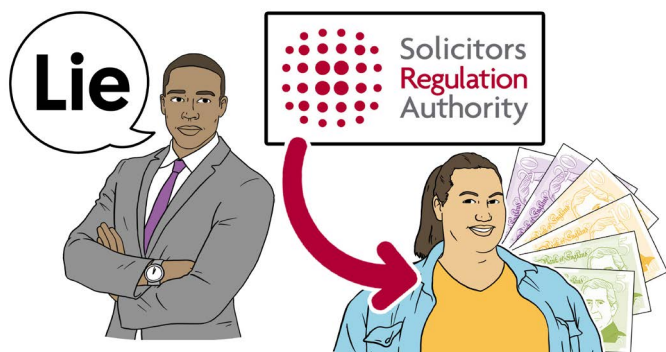


This means we make sure that solicitors and law firms follow our rules so that we can protect people when they use legal services.



**We protect people by:**

- Making sure solicitors and law firms work to high standards.
- Paying to cover money that was lost because a solicitor took it or lied.





- Shutting down law firms and stop solicitors from practising law.



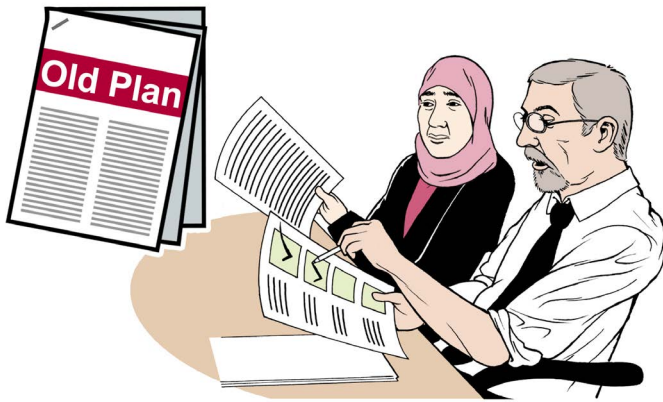
We are working to make using legal services more inclusive, accessible, and affordable.



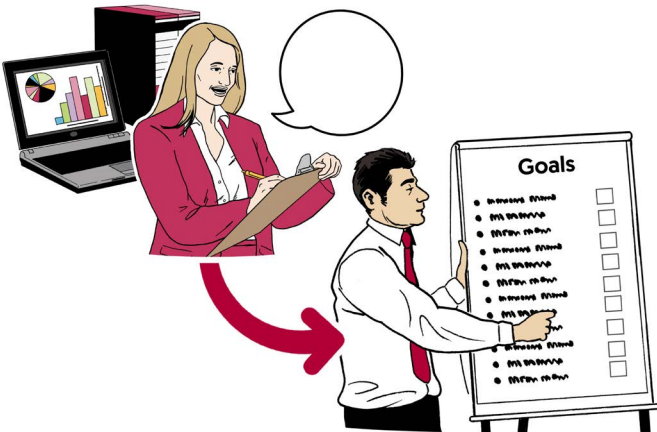
We have made a **corporate strategy** for the next 3 years. From November 2023 to October 2026.



A **corporate strategy** is a set of long term plans and goals for our organisation to work towards.



We have looked back at how we worked for the last 3 years and at our old plan to see what should be in our new one.



We also talked to the people we work with and did research to find out what our goals should be.



We have made sure that treating people fairly, being inclusive, and improving access to justice, are part of every goal we have.



We believe we have made great progress but that we can still improve what we do and help people to be more confident using legal services.



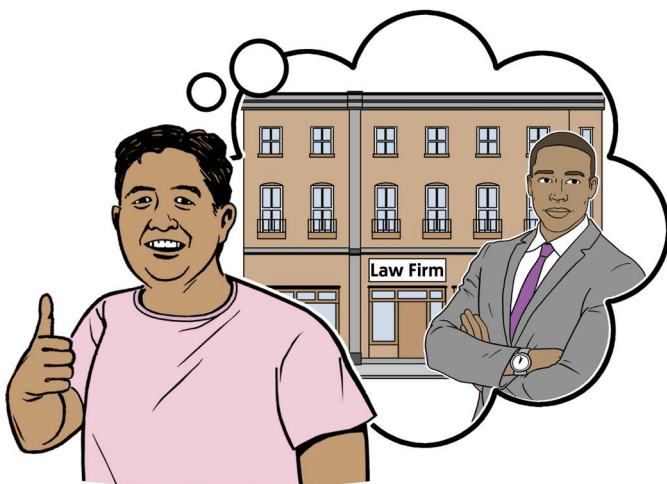
# Improving confidence and trust in legal services



We want to improve the standards and rules that support the public's confidence and trust.



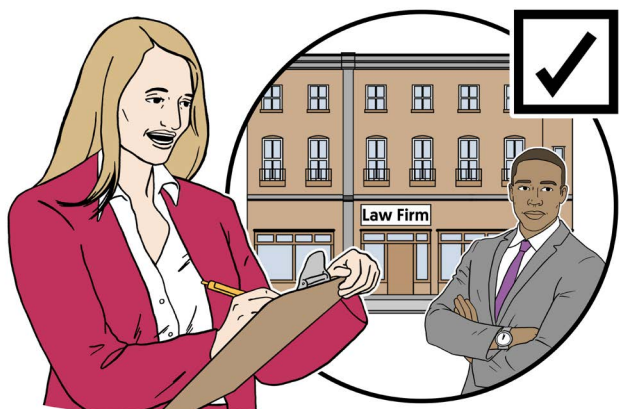
Confidence and trust in legal services is needed to be able to access justice.



This is important for law firms as well as the users of legal services, as it improves the reputation of the firm.

# Our goals for 2023/26

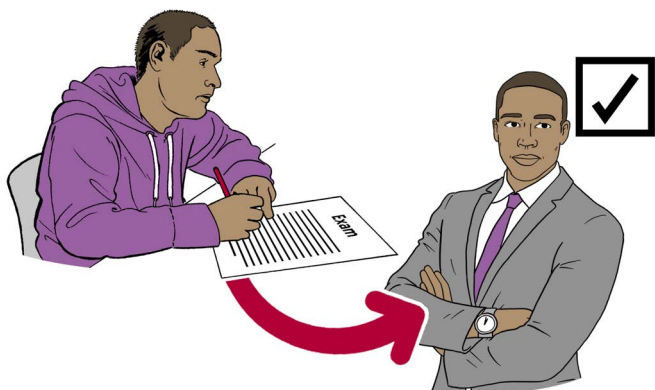
## Goal 1: High professional standards



We want to make sure that all the solicitors and law firms we regulate are working to high professional standards in a way that is also fair to them.



**What success will look like by the end of 2026**



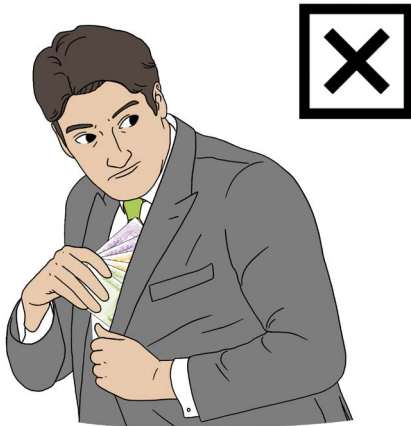
People will know that any new solicitors that have taken the Solicitors Qualifying Examination assessment will work to high professional standards.



The public and people that work in law will see that we have made better, fairer ways of working.



We will be seen as the best at the regulation of solicitors and law firms, especially in **anti money laundering**.



**Anti money laundering** are rules to stop people using or hiding illegal money.

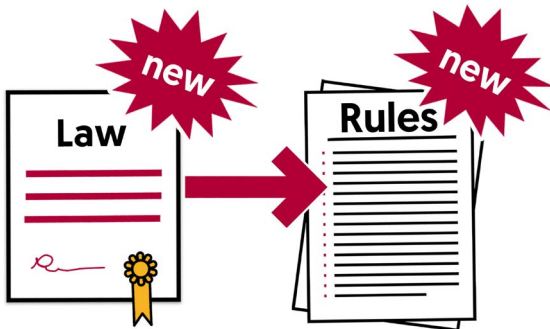


The law firms we regulate will have made better information about price and quality, helping the public to make better decisions about which to go with.



### In our 3 year plan we will:

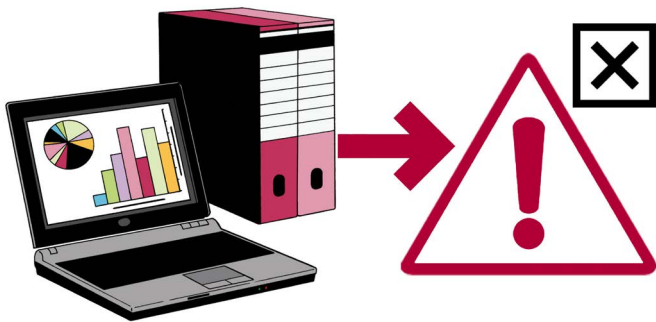
- Give good quality Solicitors Qualifying Examination assessments, including in Welsh, and research how well it is working.



- Investigate how solicitors and law firms can do better at their jobs and how we can respond if they are not doing a good job.
- Improve our rules and resources about making sure that the public can get information about how well the law firms work.
- Quickly respond to changes made to the law.
- Improve the way we help diverse groups of people become solicitors and be promoted.
- Continue to improve the quality and speed of our work.



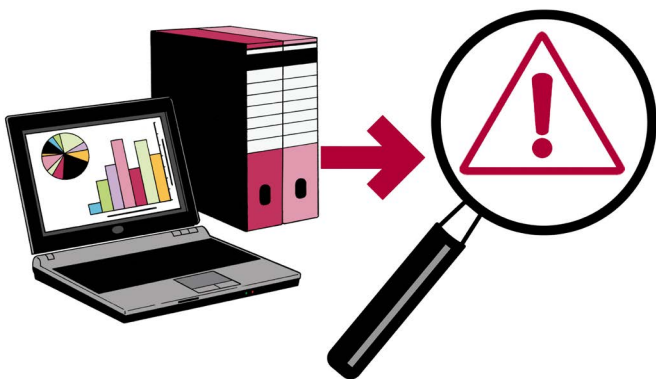
## Goal 2: Stopping problems before they become a problem



This means using our research to support better regulation to stop a problem before it becomes a problem.



**What success will look like by the end of 2026**



It will be known that we use thorough research to find any problems and that we make regulation to protect the public from those problems.



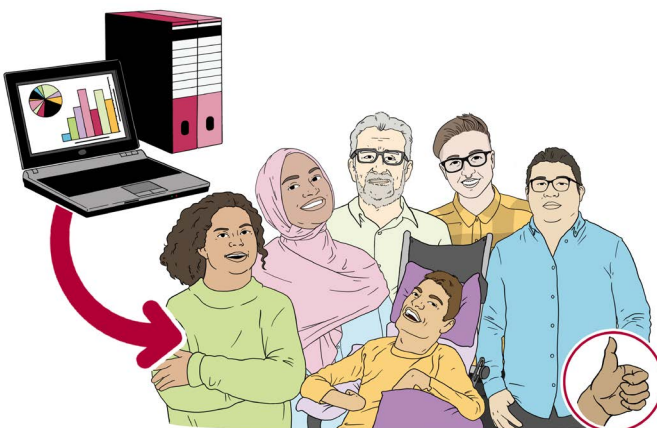
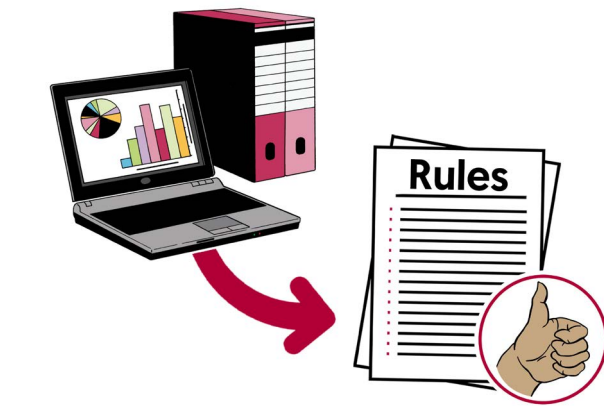
The solicitors and law firms we regulate will feel supported and have better guidance to follow the rules easier.

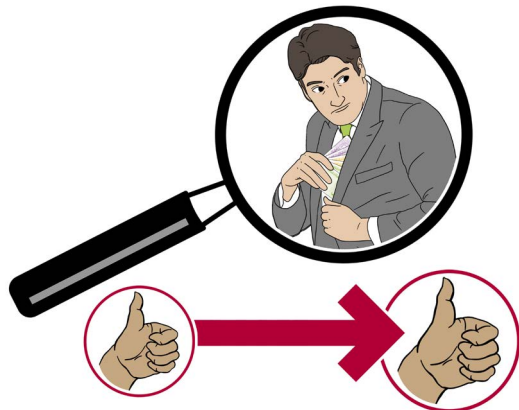
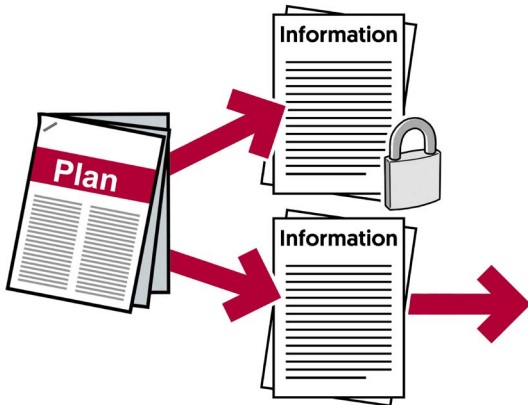


Our research will be used by other organisations, like the government using it to make new laws.

## In our 3 year plan we will:

- Use our research to support better regulation.
- Collect, review and research information to find out what could most likely be a problem.
- Use our research and our experience to make sure enough is being done to treat everyone fairly.



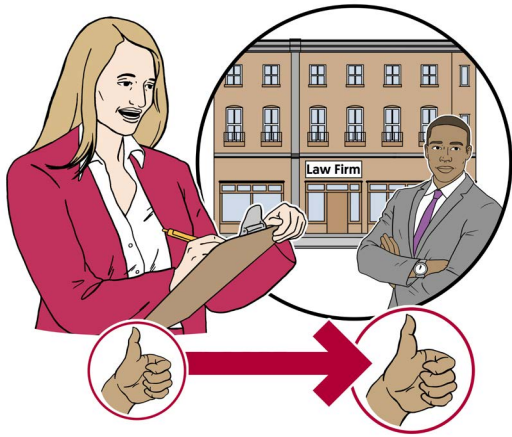


- Investigate and review worries that have been raised with us, as well as in areas that the public are less likely to make a report to us.
- Make a new plan that clearly says what information we collect and what information we can share.
- Improve our way of investigating how likely money laundering is to happen and how we check for it.

### Goal 3: New ideas and technology



We will keep up to date with technology and support new ideas.



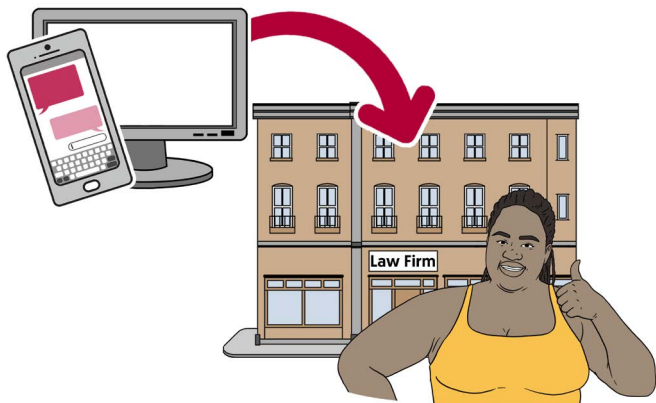
We want to improve how we deliver our services and how people access them, especially for people and small businesses.



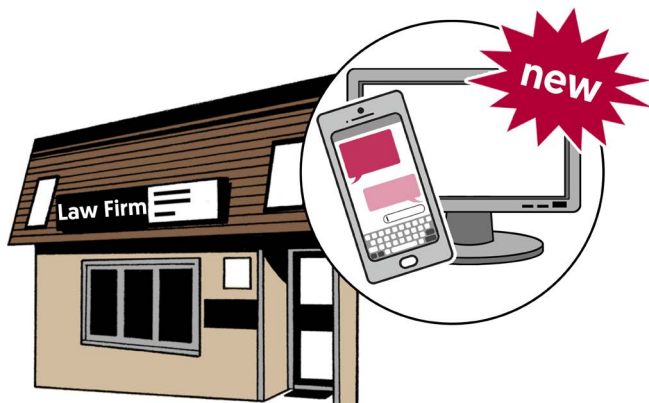
## What success will look like by the end of 2026



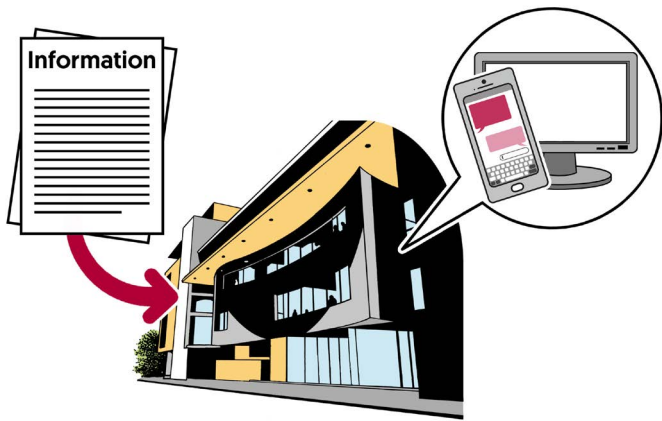
We will be seen to be leading the way in technology, looking at how it can help us improve and looking at the risks.



The support we give to legal services to use technology will help them find new ways to offer their legal services to people.

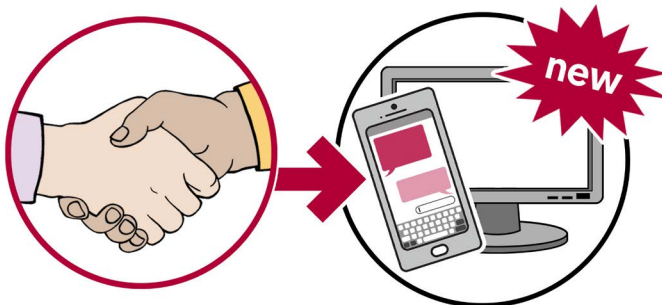


More small law firms will be using new technology and new ways of working to improve access to their services and to be more inclusive.

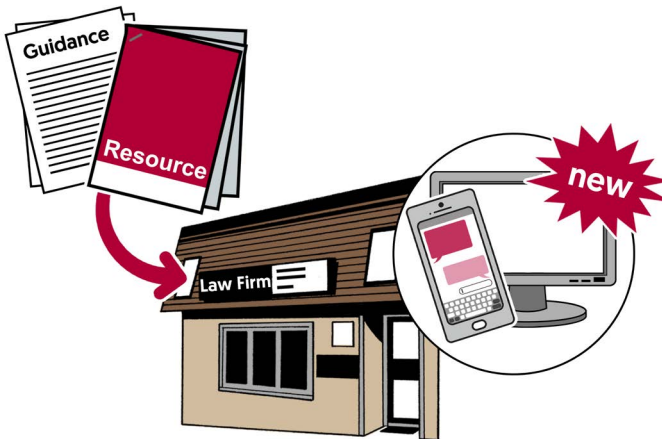


We will have shared information with organisations that make legal technology so that they can make products that better help people access legal services.

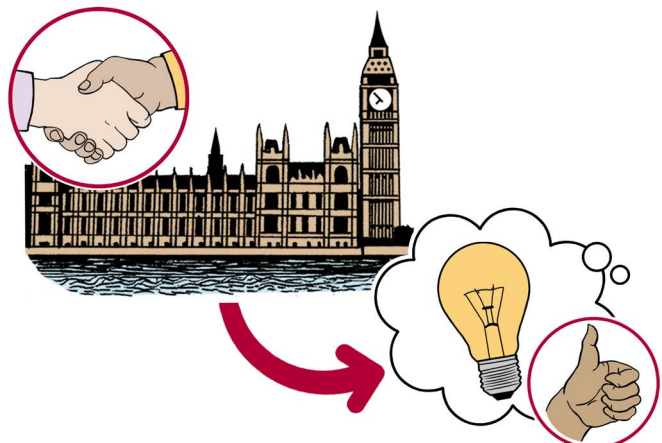
## In our 3 year plan we will:



- Make a way of working with law firms and technology organisations to test new ideas and technology.



- Make resources and guides to help small firms use technology to help people access their services.



- Work with the government and other regulator organisations to support new ideas and the use of up to date technology in legal services.

## Goal 4: Being inclusive and meeting needs



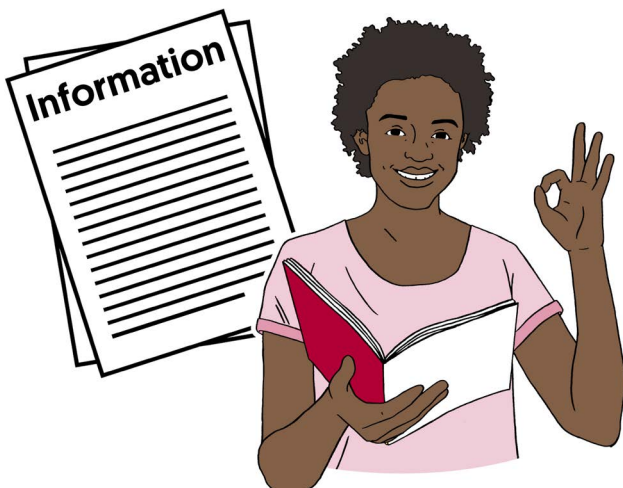
We will put our customers needs first and work in an inclusive way.



We will be **authoritative** and **responsive**, this means that we will make sure rules are being followed and we will respond to problems quickly.



**What success will look like by the end of 2026**



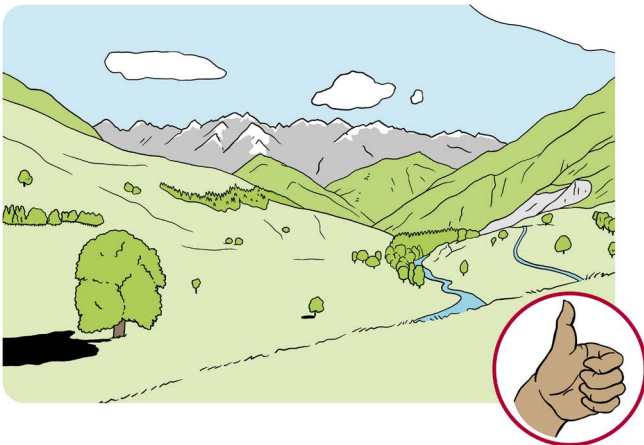
Customers will find it easier to use our services and will have the information they need in a way that works for them.



We will be seen as a trusted regulator that provides support and leadership to legal organisations in areas that the public care about, like diversity.



We will be known for being inclusive and providing good customer service.



We will show responsible environmental management, this means making sure our work does not have a negative effect on the environment.



We will have improved diversity in the top paid roles in our organisation. This means that lots of different kinds of people should be in the top roles.



Our staff will recommend us to other people as a good place to work.

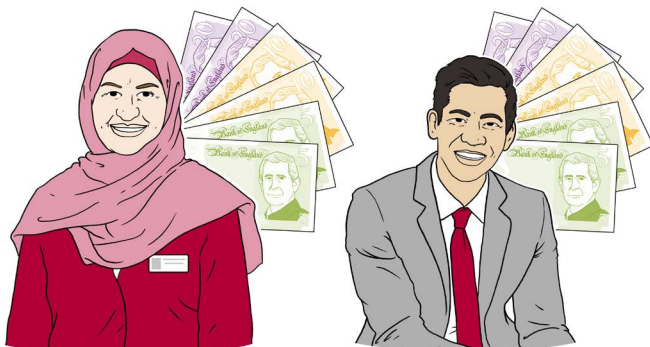


## In our 3 year plan we will:

- Review and improve how we communicate with customers and the information we provide.
- Keep working to find ways to improve how well we work and how quickly.
- Use our experience to support and talk about things the public think are important.





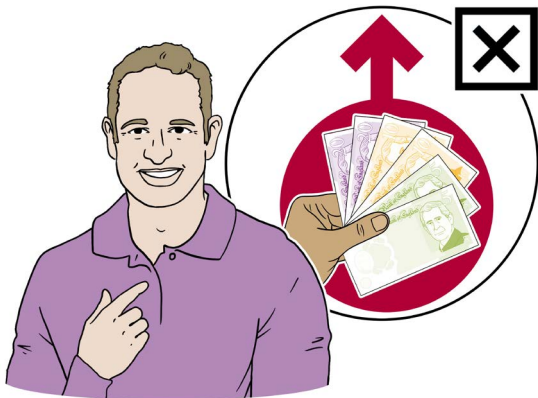


- Make guidance and plans on how to make sure everyone can access legal services if they need to.
- Make guidance and plans for any problems we face in our work or in the work of the legal firms we regulate.
- We will be known for our inclusivity and environmental management.
- We will be known for good customer service across the whole organisation.
- We will have more diverse staff in higher paid roles and make sure that all staff are paid fairly.

# Costs



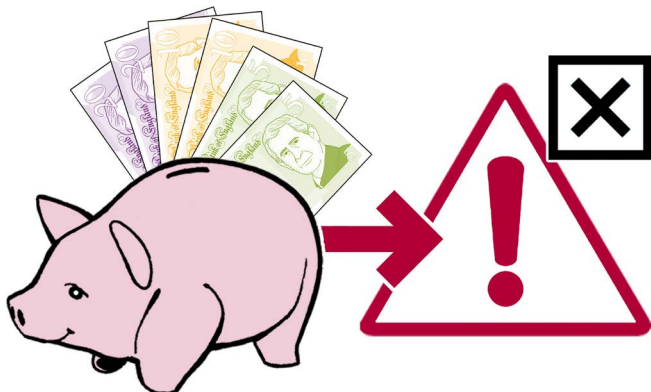
We think costs will get even more expensive over the next year.



We will try to limit the amount that this affects the cost of using our services.



As things get more expensive, we will have to pay more for the costs of running an organisation, like staff pay.



We will also have new costs to do everything that we want to do in this plan. But we will keep enough money saved to make sure that this will not be a problem.

# Measuring success



It is important to be able to see if we have achieved our goals that are in this plan.



We have 5 main ways of checking to see if we have, these are:

## Public survey

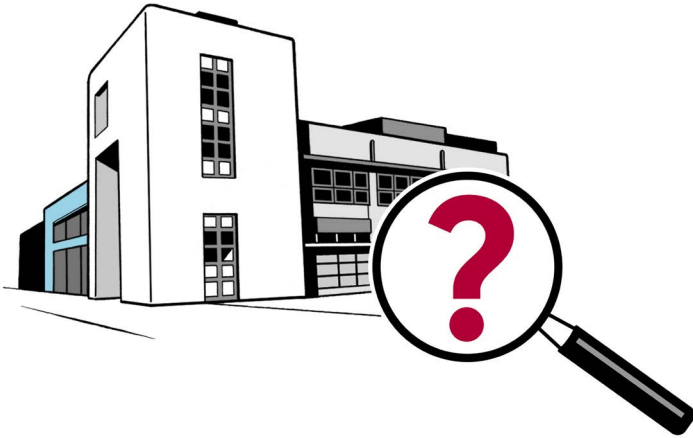


This is a survey that is open to everyone. It is important to hear what the public, customers and solicitors think of us and how we are working.



We will send out regular surveys so that we can see how well people think we are doing over the 3 years.

## Benchmarking



Benchmarking is when an organisation sees how other organisations do something to make sure they are working the best they can.



We will benchmark our ways of working in many areas, for example we will compare our customer service to lots of other organisations customer service.

## Yearly reviews



We are reviewed every year by the trusted outside organisations the Legal Services Board (LSB) and the Office for Professional Body Anti-Money Laundering Supervision (OPBAS).



They check that we are following guidance the right way.

## Staff survey



This is a survey that is only open to our staff. This is important so that we can hear what our staff think of us and how we are working.

## Reviewing our policies



We regularly review our policies to understand how well they are working and test new ones to see if they could work better.

Policies are the guidelines and rules that staff follow in an organisation.





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