

Business plan and budget for 2025–26

Aileen Armstrong, Executive Director, Strategy,
Innovation and External Affairs

Liz Rosser, Executive Director, Operations and
Resources

Our consultation

- Consulting on our 2025–26 Business Plan and budget
- Final year of 2023–26 Corporate Strategy period
- Supports mission: ‘driving confidence and trust in legal services’
- Consultation covers:
 - planned workstreams
 - proposed budget
 - proposed practising certificate fee and proposed compensation fund contributions

Responding to shifting risks

- Period of rapid change since launching our strategy
 - more large firm failures
 - high-volume consumer claims market
 - rise in reports (+20%)
- More we need to do
 - rise in investigations (+40%)
 - more varied and complex cases
- Further change anticipated (eg technology and AI)

Investing in the future

- Additional resource needed to respond to shifting risks:
 - accelerating work to improve how we use data and intelligence to spot new risks (Risk and Data Programme)
 - significant new programmes to respond to new challenges: client money, high-volume consumer claims and ethics
 - responding to new issues as they arise

Keeping costs down

- Delivering efficiencies where we can
- Reprioritisation
 - paused development of a safe testing environment for innovation and technology
 - carrying out further work around data quality and our technical infrastructure

Our budget

- Each year we work to minimise any increase
- Last six years: kept our costs and fees down – average of 2% increase per year of fees over that period
- Proposed amount being funded by practising certificate fees: increasing by £16.3m to £86.5m

Impact on practising certificate fee

Key points

- **Practising certificate fee:** proposing an increase to our share from £164 to £190
- **Compensation fund:** proposing a reduction to individual contributions from £90 to £70. Firm contributions down from £2,220 to £1,950
- **Overall individual fee rise of £6 – an increase of 2.4% –** rise in practising certificate fee largely offset by a reduction in compensation fund contributions

Tell us your views

- Responses online: sra.org.uk/consultations
- Closing date: 19 June 2025
- Further engagement planned
- Autumn 2025: publish final Business Plan and budget, our fees, and a summary of responses and feedback

Tell us your views

Questions?