

<b>CILEx Regulation Limited</b>	
<b>Date</b>	<b>27 September 2023</b>
<b>Item</b>	<b>8.0</b>
<b>Title</b>	<b>Communications and engagement strategy</b>
<b>Author</b>	<b>Simon Blandy, Director of Governance, Policy &amp; Legal, Paula Charnock, Communications Executive</b>
<b>Purpose</b>	This paper provides the Board with an update on progress made against the Communications and engagement strategy 2022-2023. It sets out the proposed work streams for 2023-2024.
<b>Recommendation</b>	The Board is asked to <b>NOTE</b> the update and <b>APPROVE</b> the proposed communications work plan.
<b>Timing</b>	n/a
<b>Impact assessment</b>	While there are no decisions requiring an assessment, work being undertaken demonstrates that CRL is well-led, consumer-focused and uses learning to improve performance.
<b>Impact on Regulatory Objectives</b>	The assurance provided by this report has a positive impact on the following regulatory objectives: <ul style="list-style-type: none"> <li>- Public interest</li> <li>- Consumer interest</li> <li>- Independent, strong, diverse profession</li> </ul>
<b>Implications for resources</b>	No additional resource implications.
<b>Impact on consumer empowerment</b>	The consumer facing projects carried out and supported by CRL reported in a paper (specifically continued development of website resources providing guidance for consumers) protect and promote the interests of consumers.
<b>Impact on ongoing competence</b>	N/A
<b>Publication status</b>	For publication
<b>Appendices</b>	None

## Introduction

- The Board recognise that effective communication and engagement are important in delivering our strategic priorities. The annual communications strategy ensures that consumers have access to the information they need when dealing with the profession, CRL's regulatory expectations are understood by the profession, and CRL's performance and achievements are recognised by the profession and wider stakeholders.

The purpose of this paper:

- Part 1 reviews progress against agreed workstreams in 2022-2023.
- Part 2 sets out proposed initiatives and workstreams for 2023-2024.

## **Part 1: Progress in 2022-23**

### **Progress against campaign objectives and engagement targets**

2. The 2022-23 action plan, approved by the Board, set out key objectives. This was an ambitious plan. There have been some notable achievements. Information for consumers on the CRL website has been refreshed with improved signposting. There has been more frequent positive media coverage across a range of topics, in particular the development of new routes to qualification, the roll out of new qualification courses, the transition from qualifying employment to qualifying experience and strong support for CRL's proposal to authorise higher rights of audience. The major and, in terms of scale, unplanned campaign supported CRL's Consultation Specialist Regulation for the Future of an Independent Profession generating over 1,000 responses and provided valuable insight into the views of the profession.
3. The two key activities which have not been progressed have been development of case studies: to support CRL's EDI work which has been overtaken by our contribution to the EDI Consortium project (whose findings are now due to be published towards the end of 2023), and the proposal for 2-3 CILEX firms to participate in LegalTech initiatives at a time when their overriding concern has been the continued viability of their businesses.
4. The Board is asked to **NOTE** progress against agreed workstreams in 2022-2023.

### **Communication channels**

- Social media messaging – Twitter and LinkedIn
- dotDigital monthly CRL newsletters and Regulation Matters emails
- CILEX journal
- CILEX monthly newsletter
- Chair's blog publication following every full board meeting
- CRL website – news and regulatory updates
- CRL monthly newsletter
- Regulation Matters website – features and articles

## Performance against objectives

<b>Campaign objective 1</b>																					
<b>Strategic objective</b>	<b>ALL</b>																				
<b>Communication target</b>	<b>Increase awareness of CRL predominantly among regulated community and what we offer</b>																				
<b>Actions</b>	<p><u>Media relations programme</u>          Six-month media relations programme with Kysen PR.          6-9 editorial pieces aimed at general and specialist legal press          Promotional video – short (1-2 min) explainer video about CRL</p>																				
<b>Measurement</b>	Increased engagement through media reach; CRL channel analytics; consumer webpages; Legal Choices (tbc); email enquiry type.																				
<b>Result</b>	<ul style="list-style-type: none"> <li>• Work with Kysen PR agency to increase engagement with the wider Legal Press including, Legal Futures, Law Gazette, Legal Week, New Law Journal</li> <li>• Press releases recording changes to membership of the Board, publication of the Quality Indicators pilot</li> <li>• Drafting articles for the CILEX Journal on issues for publication in the CILEX Journal</li> <li>• Editorial pieces published in Legal Press throughout the year</li> <li>• Monthly publication of CRL newsletter</li> </ul> <table border="1" data-bbox="673 1220 1150 1608"> <thead> <tr> <th>Edition</th> <th>Open Rate</th> </tr> </thead> <tbody> <tr> <td>November 2022</td> <td>37%</td> </tr> <tr> <td>December 2022</td> <td>39%</td> </tr> <tr> <td>January 2023</td> <td>51%</td> </tr> <tr> <td>February 2023</td> <td>43%</td> </tr> <tr> <td>March 2023 (Reg Matters)</td> <td>48%</td> </tr> <tr> <td>May 2023</td> <td>37%</td> </tr> <tr> <td>June 2023</td> <td>39%</td> </tr> <tr> <td>July 2023</td> <td>37%</td> </tr> <tr> <td>Industry Standard</td> <td>15-35%</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Average number of monthly website users = 11,663 exceeds the target metric</li> <li>• Regularly refreshing content on Regulation Matters with email campaigns encouraging readers to the site</li> <li>• Increase in social media followers of just under 20% (Linkedin)</li> </ul>	Edition	Open Rate	November 2022	37%	December 2022	39%	January 2023	51%	February 2023	43%	March 2023 (Reg Matters)	48%	May 2023	37%	June 2023	39%	July 2023	37%	Industry Standard	15-35%
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<b>Ongoing</b>	<ul style="list-style-type: none"> <li>- Work planned to continue to increase awareness through continued activity on all media channels.</li> <li>- Emphasis to be placed on what we do in comparison with what CILEX do.</li> </ul>																				

<b>Campaign objective 2</b>	
<b>Strategic objective</b>	<b>ALL</b>
<b>Communication target</b>	<b>Increase quantity and variety of content formats on key themes</b>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Create and deliver content plan for 2022/2023 to support delivery of wider business objectives and goals.</li> <li>• Survey RC for further insight on comms channel usage/needs</li> <li>• Audit existing content</li> <li>• Insight-gathering from CRL staff and stakeholders</li> <li>• SEO audit</li> <li>• Write content plan</li> <li>• Embed regular communication content and scheduling processes</li> <li>• Implement plan</li> </ul>
<b>Measurement</b>	- Track impact against business objectives; increased activity on comms channels related to goals
<b>Result</b>	<ul style="list-style-type: none"> <li>- 2022-23 content planner created and implemented including, editorial schedule and social media content.</li> <li>- Audit of consumer-focused web content completed.</li> <li>- SEO audit included in content audit.</li> </ul>
<b>Ongoing</b>	- Continue audit for other areas of the website

<b>Campaign objective 3</b>	
<b>Strategic objective</b>	<b>Champion fair access for all in the legal services market</b>
<b>Communication target</b>	Publish and report on new Equality, Diversity and Inclusion strategy (Please note the EDI objectives relate to the EDI work programme – please see EDI paper)
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Design and deliver a lived experience campaign</li> <li>• Cross-reference with progression data collection indicators work</li> <li>• Prep web and social resources ahead of launch</li> </ul>
<b>Measurement</b>	- 4-6 good quality case studies
<b>Result</b>	<ul style="list-style-type: none"> <li>• EDI survey of the profession by the consortium research project group (the <a href="#">Chartered Bodies Collaborative</a>)</li> <li>• Reduction in prevalence of Prefer not to Say (PNS) responses in preparation for 2023 Diversity Survey</li> </ul>
<b>Ongoing</b>	-

<b>Campaign objective 4</b>																			
<b>Strategic objective</b>	Enhance information available to consumers to improve accessibility to legal services																		
<b>Communication target</b>	<ul style="list-style-type: none"> <li>• Improve information available to consumers</li> <li>• Increase consumer engagement and awareness of legal protection</li> <li>• All pages reviewed.</li> </ul>																		
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Develop existing consumer webpages on CRL website to improve UX.</li> <li>• Audit existing pages and analyse traffic</li> <li>• Identify improvements in liaison with colleagues and relevant stakeholders</li> <li>• Implement improvements</li> <li>• Work with partners to develop an information product or resource for vulnerable consumers</li> </ul>																		
<b>Measurement</b>	<ul style="list-style-type: none"> <li>- Positive stakeholder engagement; quality insights from campaign</li> <li>- All pages reviewed</li> </ul>																		
<b>Result</b>	<ul style="list-style-type: none"> <li>- New <a href="#">consumer landing page</a> created and published in February 2023.</li> <li>- Consumer page audit completed in Q1 2023. Includes updates to search data, images, internal links, calls to action and SEO updates</li> <li>- Creation of new <a href="#">Problems and Complaints</a> webpage and new process flow <a href="#">infographic</a></li> <li>- Immigration communications project - <i>Legal advice for people with asylum or immigration issues</i>. Developed alongside other external stakeholders including SRA, LeO and Refugee Action Group (May 2023)</li> <li>- Regular social media campaigns directed to consumers resulted in an increase in visits to consumer related webpages in 2022 compared to 2021.</li> </ul> <table border="1" data-bbox="486 1529 1340 1794"> <thead> <tr> <th></th> <th>2021</th> <th>2022</th> </tr> </thead> <tbody> <tr> <td>Choosing a Lawyer</td> <td>148</td> <td>1207</td> </tr> <tr> <td>Find a Lawyer (Practitioners Directory)</td> <td>24,140</td> <td>59,777</td> </tr> <tr> <td>Find a Law Firm</td> <td>0</td> <td>346</td> </tr> <tr> <td>Disciplinary Records</td> <td>4,625</td> <td>7,014</td> </tr> <tr> <td>Problems and complaints</td> <td>934</td> <td>1,255</td> </tr> </tbody> </table>		2021	2022	Choosing a Lawyer	148	1207	Find a Lawyer (Practitioners Directory)	24,140	59,777	Find a Law Firm	0	346	Disciplinary Records	4,625	7,014	Problems and complaints	934	1,255
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<b>Ongoing</b>	- Regular review and update of consumer pages																		

<b>Campaign objective 5</b>	
<b>Strategic objective</b>	<b>Uphold standards while pursuing innovative models to improve access and minimise the regulatory burden</b>
<b>Communication target</b>	<ul style="list-style-type: none"> <li>• Contribute to the work on development of new technologies</li> <li>• CRL to be recognised as a LawTech champion</li> <li>• 2-3 firms volunteer for involvement</li> </ul>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Adoption of Digital IDs</li> <li>• Engage with DCMS, CRL staff and entities to encourage and explore options for CRL participation in beta testing of digital ID framework through adoption sprints and Sandbox testing</li> <li>• Active participant in Regulatory Response Unit</li> <li>• Create comms plan to support objectives</li> <li>• Develop guidance for RC on digital trust framework as appropriate</li> <li>• Update web content</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>- 2-3 firms to volunteer for involvement</li> <li>- Positive stakeholder relations, lawtech theme embedded into content plans</li> </ul>
<b>Result</b>	- TBC
<b>Ongoing</b>	-

## Unplanned Activity

<b>Campaign objective</b>	
<b>Strategic objective</b>	<b>ALL</b>
<b>Communication target</b>	<b>CRL Future of Regulation consultation communications (15 May to 26 June 2023)</b>
<b>Actions</b>	<ul style="list-style-type: none"> <li>• Create a full communications plan</li> <li>• Increase number of website users during consultation period</li> <li>• Create a range of communications targeted to the Regulated Community, Firms and other key stakeholders</li> <li>• Kysen to create a series of press releases and features during the consultation period</li> <li>• Communication channels: Social media, direct mail and CRL Newsletter, CILEX Journal, CILEX Newsletter</li> <li>• Series of webinars held for Firms and Regulated Community</li> </ul>
<b>Measurement</b>	<ul style="list-style-type: none"> <li>• Communication plan in place for 15 May launch date</li> <li>• Social media engagement – maintain engagement rate above industry standard of 0.08% for Twitter and 2% for LinkedIn</li> <li>• Website user numbers to exceed 1000 per week of consultation</li> <li>• High open rates (between 30-40%) for direct mail and CRL Newsletter</li> <li>• Webinar attendance – number in excess of 30 per session</li> <li>• Number of consultation responses above 400</li> </ul>
<b>Result</b>	<ul style="list-style-type: none"> <li>• Communications plan published 15 May</li> <li>• Social media engagement Twitter 2.50% and LinkedIn 5% during the consultation period</li> <li>• Website user numbers for the six-week consultation period: 14,755</li> <li>• Open rates for CRL newsletter: May 38% and June 39%. Average open rates for other direct mailings: 30-50%</li> <li>• Webinar attendance – please see table below</li> <li>• Number of consultation responses total – 1018</li> <li>• Report: <i>Communication activity against response rates</i> (appendix 1)</li> </ul>
<b>Ongoing</b>	CRL comms plan to support the CILEX consultation – “ <i>Enhancing consumer trust and confidence</i> ”

## Progress against communications targets

Channel	Website	LinkedIn	Twitter/ X	Regulation Matters email
<b>Target metric</b>	Average sessions 15,000 and users 8200 per month	5k followers by the end of 2023	2k followers by end of 2023	Maintain open rates of 40-50%
<b>July 22- July 23 Progress</b>	Average sessions – 23,082 Average users – 11,663	3,839 July 22 4,602 July.23	1,597 followers July 22 1,611 followers July.23	Average open rate 2022 – 42% Average open rate 2023 – 43% (Industry standard = 20-30%)

## Part 2: Proposed activity for 2023-2024

5. A key priority for the remainder of 2023 and into 2024 will be to continue BAU in particular around the promotion of regulatory responsibilities.
  - Continue to raise awareness of CRL activities for RC, firms and consumers.
  - Further PR activities through Kysen agency in relation to the CILEX transition.
  - Work with new Education Manager to build our brand presence with education providers - TBC
  
6. The table below sets out the proposed work programme for 2023 – 2024.



## 2023-2024 Targets

Comms objectives relate to all Strategic Objectives across all CRL projects.

### 1. CRL overall communication targets (including regulatory guidance and compliance)

Campaign Obj	Comm Obj	Strat Obj	Project target	Actions	Measurement	Year	Budget	Staffing
ALL	ALL	ALL	Communications highlighting CILEX redelegation proposal	Communications as required related to CILEX redelegation proposal  Applications  Authorisations	New content related to CILEX redelegation proposal  New guidance regarding applications and authorisations published	2022-2023	TBC	PSC, SB, SMT
ALL	ALL	ALL	Continue to increase awareness of CRL and what we offer among regulated community	Continued promotion of CRL: Website Social Media Direct Mail	Increased engagement for: Website Social Media Direct Mail	2023-24	TBC	PSC
ALL	ALL	ALL	Continue to increase awareness of CRL among consumers of CRL and legal protection	Promote Consumer web pages  Increase number of Twitter followers	Increased engagement for: Website Twitter followers increased Increase	2023-24	TBC	PSC

				Refresh Legal Choices website content	in Legal Choices website engagement			
			Enhance Accessibility of information to consumers	<p>Continue development of existing consumer webpages</p> <p>Audit existing pages and analyse traffic</p> <p>Identify further improvements and implement</p> <p>New consumer resource produced</p> <p>Develop QI guidance for CRL authorised entities as appropriate (following publication of QI pilot results)</p>	<p>Increased traffic to consumer pages (legal protection content)</p> <p>Asylum seekers joint SRA project (Refugee in Action) – resource published</p> <p>QI guidance published</p>	2023-24	TBC	PSC, SC
ALL	ALL	ALL	Maintain content planner and develop new content for website on key themes (against business objectives – see following sections for each business area)	<p>Maintain content plan/schedule for 2023/24</p> <p>Create new features around key themes</p> <p>Complete audit of existing content (including SEO review)</p>	<p>Content plan in place</p> <p>New content published on website and social media – track engagement</p> <p>Audit completed by end 2023</p>	2022-2023	TBC	PSC, SB

ALL	ALL	ALL	Consultations	Positive engagement with consultations	Continued consultation engagement	2022-23	TBC	PSC
ALL	ALL	ALL	BAU Regulatory comms to ensure ongoing compliance / enforcement	AML and sanctions Ongoing competence / CPD	Provide comms support as required	2022-23	TBC	PSC

## 2. Equality, Diversity and Inclusion

Campaign Obj	Comms Obj	Strat Obj	Project Target	Actions	Measurement	Year	Budget	Staffing
Report on actions from the Equality, Diversity and Inclusion strategy	Increase awareness of the diversity profile of our regulated members	Champion fair access for all in the legal services market	Increase awareness of the issues faced by RC and actions we are taking to remove barriers to progression	<p>Publish comms around key themes:</p> <p>Highlight career progression, barriers and successes</p> <p>Publish data collection indicators work</p> <p>Publish guidance for RC around work allocation, dealing with consumers etc</p>	<p>Increased engagement: related web pages and social media</p> <p>Reduction in PNS responses</p> <p>Increase in EDI responses (as part of consultations etc)</p> <p>Guidance published and positive engagement on social media and website visits</p>	2023/24	TBC	PSC, SC

### 3. LawTech Project

Campaign Obj	Comms Obj	Stratg Obj	Project Target	Actions	Measurement	Year	Budget	Staffing
Contribute to the work on development of new technologies	Create new content related to LawTech activity	Uphold standards while pursuing innovative models to improve access and minimise the regulatory burden	Communicate with Firms and RC on how LawTech can support their legal practice and improve consumer access	<p>Complete audit of CRL website – LawTech content</p> <p>Create content related to LawTech initiatives eg.</p> <ul style="list-style-type: none"> <li>• Sandbox testing</li> <li>• Digital trust framework</li> <li>• RRU</li> <li>• Innovation</li> <li>• Guidance for firms</li> </ul>	<p>Completed audit of LawTech pages</p> <p>Increased engagement on CRL LawTech web pages and social media posts</p>	2023-2024	TBC	SB, PSC

### 4. Education Standards

Campaign Obj	Comms Obj	Stratg Obj	Project Target	Actions	Measurement	Year	Budget	Staffing
Promote new standards	Engage with LSB, LSCP, Practising community and CILEX		Create communications to target new training providers	<p>New web content created</p> <p>Create comms plan</p> <p>Send to CHULS list</p> <p>Review and evaluate comms plan</p>	No. of leads generated	2022-23	TBC	MW, PSC

## 5. Practitioner Authorisation and Supervision

Campaign Obj	Comms Obj	Stratg Obj	Project Target	Actions	Measurement	Year	Budget	Staffing
ALL	ALL	ALL	Higher Rights of Audience consultation next steps	Publication of consultation response and new guidelines	New guidelines published	TBC	TBC	PSC, SM
ALL	ALL	ALL	Ensure all PAS webpages are up-to-date	Audit all PAS specific web pages including review of SEO	Audit completed	2023 Q4	TBC	PSC, SM

## 6. Firms and ACCA members

Campaign Obj	Comms Obj	Stratg Obj	Project Target	Actions	Measurement	Year	Budget	Staffing
ALL	ALL	ALL	Ensure all Firms and ACCA related pages are up-to-date	Audit all Firms and ACCA related web pages including review of SEO	Audit completed	2023 Q4	TBC	GP, PSC

**Proposed metric targets for 2023-2024**

<b>Channel</b>			
<b>Website</b>	<b>Linkedin</b>	<b>Twitter / X</b>	<b>CRL Newsletter/Reg Matters</b>
Average sessions 18000 per month Average users 10000 per month	5500 followers by July 2024	2k followers by end July 2024	Maintain open rates of 40-50%

7. The Board is asked to **APPROVE** the proposed activity for 2023-24.