

Strategy Implementation - Corporate Plan 2024

UPHOLDING STANDARDS WHILST PURSING INNOVATIVE MODELS TO IMPROVE ACCESS AND MINIMISE THE REGULATORY BURDEN	Total Budget: £127,373
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	Objective	Measurement	Target	Action Programme	Timescale	Resources	Responsible Officer	Current Position
1.1	Review regulatory model	Improved length of time for case progression.		Carry out a review of our Enforcement Rules and arrangements in line with any recommendations following the LSB review in 2024	Dependent on LSB business plan	Staff time (CEO, DoR, DoG)	DoR	
1.2	Review regulatory model <i>(Links to LSB and SRA research into the unregulated sector and includes consideration of CLE work in unreserved areas)</i>	Identification of groups for CRL regulation in the future	TBC	Review of legal landscape Commission research to explore the legal services landscape to understand gaps in the regulatory market from the perspectives of the regulated community and consumers. Convene a roundtable meeting	Q2	Staff time (CEO, DoR, DoG) (GP, SK, SC, SO)	CEO	Literature review commissioned with IRN. Due to complete late July.

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				with key stakeholders to examine the growing unregulated sector of the market. Present findings to the Board.				
1.3	Review regulatory model <i>Review the scope of reserved activity-based regulation against the requirements for delivering specialist legal services in practice</i>	Reduced complaints from practitioners in relation to operation of specialist authorisation in practice.	<i>0 complaints relating to activities that can be undertaken by specialist practitioners</i>	Research with regulated community to identify limitations of regulation by specialism v generalist authorisation Recommendations for change presented to CRL Board Publish guidance from Russell-Cooke on litigation following discussion with CILEX on impact on CLEs	March 2024 July 2024 January 2024	CEO, DoR (SO)	CEO, DoR	In progress with Disciplinary Standards and Process (policy) Manager
1.4	Review regulatory model NEW OBJECTIVE	Increased applications for practice rights from individuals.	<i>TBA individuals by end 2024</i>	Implement the authorisation of CILEx practitioners with litigation and	Q3 2024 Then ongoing	DoR MW & SO + PAS team	CEO, DoR	Meeting held with CILEX to consider the benefit of joint comms. CRL website updated.

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	<i>Develop with CILEX a cohesive approach to the understanding of and encouraging the take up of practice rights.</i>			advocacy rights to hold higher rights of audience. Develop with CILEX a cohesive approach to understanding and encouraging the take up of practice rights.				Discussions with education provider regarding the provision of training and assessment programme.
1.5	Review Regulatory model	Meet LSB expectations in relation to new Economic Crime Objective		Continue to develop our approach to prevention and detection of Economic Crime				
2.1	Embed culture of innovation at CRL (External focus)	Attendance at external meetings and collaboration with other frontline regulators.	TBC	Collaboration with other front-line regulators, the LSB and other interested parties to promote the use of legal technology and innovation in the sector. Further our understanding of the opportunities and threats to the delivery of legal services posed by the development of Artificial Intelligence and	Ongoing Q1 2024	DoG DoG, DoR (SC, GP)	CEO, DoG DoR	Paper on AI to be considered at Board Strategy Day on 16 May. Meeting with LSB to share thinking. Webinars for CRL entities in partnership with legal AI provider scheduled for July.

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				<p>how the current model of regulation may need to adapt.</p> <p>Implement proposals in relation to unbundling projects to develop innovation in CRL firms</p>				
2.2	<p>Embed culture of innovation at CRL</p> <p>(Internal focus)</p> <p><i>This has been written assuming that 2022 CRM developments have been implemented during 2023</i></p>	CRM developments for CRL are implemented and effective	<p>Online applications</p> <p>Process improvements for enforcement and authorisation</p>	<p>Utilise technology and innovation within CRL and embed a culture of continuous improvement to aid delivery of best value legal regulation.</p> <p>Revisit online requirements with CILEX IT team to deliver all outstanding requirements including online application processes</p>	Dependent on outcome of CILEX review.	<p>CEO, DoR, (SO, GP, AA)</p> <p>And in conjunction with CILEX IT team.</p>	CEO	
3.1	Enhanced approach to individual supervision	Full risk profiles of CILEX membership available on CRM	Risk profiles available on all CILEX	Further develop our approach to	Rule change submitted Q1 2024 for	Staff time DoG, DoR (SO)	DoG	

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	<i>Links to LSB's ongoing competence requirements</i>		TBC: members (KPI = 99%)	<p>risk-based supervision and implementation of the LSB's policy statement for ongoing competence in line with our ongoing action plan.</p> <p>Using risk profiles, existing CPD information and working with other regulators, implement ongoing competence action plan provided to LSB in Jan 23</p>	Probate Education standards	Collaboration with LSB and front-line regulators		
3.2	Introduce practice rules and guidance to support the CRL code of conduct	Enforcement Rules and Guidance consolidated in a handbook	Handbook drafted	<p>Consultation released</p> <p>Consultation analysis</p> <p>Proposals developed and agreed with Board</p> <p>Proposals submitted to LSB</p>	<p>Q1 2024</p> <p>Q2 2024</p> <p>Q3 2024</p> <p>Q3 2024</p>	CEO, DoR, (SM, AA)	DoR	Revised
3.3	Review of regulatory arrangements	Create proposals for future of regulatory arrangements at CRL	Proposal submitted to CILEX	Engage constructively from a position of insight	Ongoing	Executive Team	CEO	Response sent on 24 March to LSB request

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				<p>and experience with CILEX and SRA on proposals to change the current regulatory arrangements to ensure the consumer and public protection interest remains paramount.</p> <p>Work with the LSB on its review of the Internal Governance Rules to encourage a further strengthening of regulators' independence.</p>	<p>Dependent on LSB work plan.</p> <p>Q2-Q3</p>	Executive Team	DoG	for input into the scope of their IGR effectiveness evaluation.

ENHANCING THE INFORMATION AVAILABLE TO CONSUMERS TO IMPROVE ACCESSIBILITY TO LEGAL SERVICES

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4.1	Improve the information available to consumers	Legal Choices development plan completed	By end of Q1	<u>Legal Choices Development Plan</u>	Q1 2024	DoG, (SC)	DoG	Funding agreed for 2024, including

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				Continue to contribute to and engage with the development of the Legal Choices website and press for an impact assessment of its effectiveness to support its future development.				proposals for developing the RIS.
4.2	Improve the information available to consumers	BSB-led PLE sub-group of MTCOG actions implemented	Create Cymreag tab on website with first level of CRL website translated.	Participate in cross-regulator research into digitally excluded consumers of legal services to understand better the types and needs of digital exclusion and how these might be met by the professionals we regulate.	Linked to BSB digital exclusion research	CEO, (SC)	DoG	Research partner commissioned.
4.3	Improve the information available to consumers	Single Digital Register (now known as the Regulatory Information Service) or equivalent agreed to be in place Quality Indicators Pilot evaluation completed and implementation action plan in place	Regulatory Information Service live Actions agreed Actions implemented	<u>MTCOG subgroup</u> - Cost/benefit analysis - Product live Contribute to the development of the Regulatory Information Service to provide a single point of information access for consumers provided this can be done cost effectively.	Lead by LSB, CRL will engage as required. Q1 2024	CEO, (SC) Staff time DoG (SC)	DoG, DoR	RIS discovery phase completed.

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				<u>Improving access to regulatory information</u> <ul style="list-style-type: none"> - Review quality indicators pilot - Agree cross-regulator actions - Implement changes 				
4.4	Improve the information available to consumers	Key CRL information can be accessed in Welsh.		<p style="color: red;">Make key information on our website available in Cymraeg/Welsh to improve accessibility for Welsh speaking consumers, practitioners and firms and ensure that the distinctness and differences between operating in Wales and England is reflected in our service offer.</p>	Q3	Translation		Evaluating the potential use of translation software informed by the BSB's experience of using ReciteMe software.
5.1	Ensure that there are high levels of compliance with the minimum standard of transparency across the legal services sector	<p>ACCA firms compliant with transparency rules</p> <p>Success of Transparency Rules has been evaluated, to include:</p> <ul style="list-style-type: none"> - Effectiveness of existing rules (e.g., should they be more prescriptive) - Extension to other areas of practice 	ACCA firms compliant with Transparency Rules	<p>Guidance and support issued to all ACCA firms to ensure compliance</p> <p>Evaluation of Transparency Rules in accordance with gap analysis provided to LSB and participation in subsequent initiatives led by LSB (where instigated)</p>	<p>Completed</p> <p>Q1 2024</p>	<p>Staff time</p> <p>DoR</p> <p>SC, GP</p> <p>DoG</p> <p>(SC)</p>	DoG	

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		<ul style="list-style-type: none"> - Extension of information provided by firms (e.g., mix of staff, outcomes from QI pilot etc.) - Extension to regulated individuals - Provision of information to assist consumers in finding legal representation (e.g., digital comparison tools) 		Consultation on proposed changes to regulatory arrangements	Q2 2024			
6.1	Contribute to the development of new technologies	TBA		Continued involvement in legal tech forums and groups with focus on improving legal services for consumers		DoG	DoG	

CHAMPIONING FAIR ACCESS FOR ALL IN THE LEGAL SERVICES MARKET	Total Budget: £127,373
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7.1	Improve the ability of aspiring lawyers to enter and progress in the profession	CRL regulated firms develop EDI policies, checked through entity annual returns		(i) Renewed EDI campaign reporting of learnings at CRL Entities Event, including discussion of EDI at CRL Entities Event	Dependent on outcome of CILEX review	CEO, DoG, DoR (GP, SC)	DoG	.

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				(ii) review outcomes of soft EDI engagement with CRL entities (iii) publish a second report of progression data Following the agreement by the CRL Board of a working definition of progression, commission analysis of our diversity data to build an evidence-based understanding of how our regulated members progress through their careers		CEO, DoG, DoR (GP, SC) SC		Approval to commission the Bridge Group to undertake further data analysis.
8.1	Use data effectively Measure impact, chart progress and evaluate the effectiveness of equality actions to enable us to understand the outcomes for consumers and the regulated community	Analyse the data from 2023 Diversity Data Survey by reference to previous data surveys to identify any new trends e.g.,: <ul style="list-style-type: none"> - Cross-qualification to become a solicitor - Leavers - Review and implementation of LSB's research into solutions for counter inclusive practices 		(i) publish the Data Diversity Report in similar format to 2021 updated to include benchmark progression data. (ii) develop a plan to address any issues of concern which are identified and celebrate successes	Data Diversity Report published Q3 2023 Q1 2024	SC DoG (SC)	DoG	

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		- Monitoring CPQ EDI data						
9.1	Improving access to legal services: identifying and working to resolve barriers faced by regulated community and consumers from diverse backgrounds to improve access to legal services	<p>Research commissioned and findings analysed</p> <p><i>Research linked to with other strategic objectives:</i></p> <ul style="list-style-type: none"> - <i>Standards, and Consumer</i> <p>CRL is participating in cross-regulator research into digitally exclusion</p>		<p>(i) Initial research and scoping</p> <p>(ii) Outreach to other regulators and stakeholders to identify areas where we can make a difference</p> <p>Work with other regulators to develop a fuller understanding of what career progression looks like within firms and other work settings.</p>	<p>Completed</p> <p>Q2 2024</p>	<p>£Budget required</p> <p>+</p> <p>DoG (SC)</p>	DoG	Continued participation as a member of the Professional Bodies collaborative. Imminent publication of <i>Beyond buzzwords – Embedding a systemic approach to EDI across the UK professions</i> . Research conducted by the Young Foundation.