

Date	16 October 2024
Item	3.0
Title	2025-2027 Corporate Strategy
Author	John Barwick, Chief Executive
Purpose	This paper sets out the outcomes of the consultation on CRL's proposed corporate strategy for 2025-2027, and a proposed final version which reflects the feedback received.
Recommendation	The Board is asked to APPROVE the publication of CRL's Corporate Strategy for 2025-2027.
Timing	Publication in November 2024. The Corporate Plan for 2025 based on the new strategy will be published in January 2025. The current EDI strategy will be reviewed as part of 2025 Corporate Plan.
Impact assessment	Having a published strategy provides assurance to stakeholders, including consumers, that CRL is focused on delivering its core regulatory objectives and is operating in the public interest. For CRL staff, the strategy provides a clear road map setting out CRL's direction of travel. The strategy provides the basis for the setting of team and individual objectives. In light of the uncertainty caused by the CILEX proposals, the strategy helps insulate staff from the distractions of the proposals by clearly setting out what they should be focussing on and helps to ensure regulatory continuity. The strategy also underpins the management of CRL's strategic risks.
Impact on Regulatory Objectives	The strategy provides assurance that CRL is focussed on delivering the nine regulatory objectives.
Implications for Resources	The Budget for 2025 and the 2025 PCF application reflects the strategic objectives set out in the new strategy.
Impact on Consumer Empowerment	Access to justice and consumer empowerment are a strategic objective and remain a key focus for CRL.
Impact on Ongoing Competence	The standards and public trust strategic objective reflects that CRL will continue to meet the LSB's requirements regarding ongoing competence.
Publication Status	For publication
Appendices	Annex 1 – Consultation responses Annex 2 - LSCP Consultation Response Annex 3 – Corporate Strategy 2025-2027 for approval

Background

1. CRL's current strategy expires at the end of 2024. At its strategy meeting in May 2024, the Board considered the strategic themes for CRL's next three-year strategy, running from 2025-2027, and horizon scanning of the main strategic influencers within the sector. This involved looking at the strategic issues affecting legal services regulation through the lens of: the Legal Services Board, Government/Ministry of Justice, CILEX members and the regulated community and consumers including the Legal Services Consumer Panel (LSCP). Although the Board acknowledge the current uncertainties around the future of regulation, they resolved to ensure CRL continued to focus on delivering

forward-looking regulation, operating in the public interest, and to advance the core issues affecting the legal sector. In order to achieve this, the Board felt it was important for CRL to have a forward-looking strategy.

2. Informed by the Board discussion, a draft strategy consultation [document](#) was developed by the CRL Chair and CEO and informed by feedback from two webinars and an all staff meeting held in early July 2024. The strategy builds on CRL's achievements from the current strategy which focused on High Standards, Consumer empowerment and Equality, diversity and inclusion. Moving forwards, four key strategic objectives were proposed in the consultation document:
 - Standards and public trust
 - Access to justice and consumer empowerment
 - Independence and sustainability
 - Be an authoritative, inclusive and capable organisation
3. A range of engagement and consultation events on the proposed new strategy were held with the regulated community, CRL staff and other stakeholders. These included:
 - Two webinars held in July with over 100 CILEX members and entities attending
 - Publication of Questions and Answers from each session
 - Recording of [one webinar](#) which was published on CRL's You Tube channel. The recording received over 22,000 views
 - Presentation and discussion of the proposed strategy at an all staff in person meeting held in July
 - A formal consultation which took place between July and September 2024.
 - The consultation was actively promoted through the CRL website, newsletter and CRL's social media channels.

Summary of Consultation findings

4. 45 individual responses were received. The detailed responses can be found at **Annex 1**. One organisation response was received from the Legal Services Consumer Panel (LSCP). This can be found at **Annex 2**.
5. In summary, the proposed strategy was positively received by consultees. This was reflective of the positive engagement and comments received during the webinars.

Q1: Do you agree that CRL should continue to provide specialist independent regulation for all CILEX professionals serving the public?	91.1% either strongly agreed or agreed. 8.89% neither agreed or disagreed
Q2: Do you agree with the proposed mission statement?	77.78% either strongly agreed or agreed. 20% neither agreed or disagreed. 2% (1 respondent) strongly disagreed
Q3: Do you agree with our purpose statement?	73.33% either strongly agreed or agreed. 22.22% neither agreed or disagreed. 2% (1) disagreed and 2% (1) strongly disagreed
Q4: In our draft strategy we have identified three core activities – regulation, learning and innovation. Do you think these are the right activities?	82.22% either strongly agreed or agreed. 13.33% neither agreed

	or disagreed. 4% (2) disagreed
Q5: We have proposed four strategic priorities to be the focus of CRL's efforts over the next three years – do you consider these are clear, understandable and appropriate?	73.33% either strongly agreed or agreed. 22.22% neither agreed or disagreed. 2% strongly disagreed
Q6: If you had to choose just one, what would be the most important priority that you would want CRL to focus on for the next three years?	This was a free response questions. Learning, education & training and independent regulation were the most common themes.
Q7: Do you think CRL's current values are fit for purpose and underpin CRL's proposed strategic priorities?	84.09% either strongly agreed or agreed. 13.64% neither agreed or disagreed. 2% (1) strongly disagreed.
Q8: What values do you think should underpin CRL's work?	This was a free response question. Common themes included: integrity, fairness, efficiency and openness/transparency
Q9. What further steps can we take to improve our openness and responsiveness & Q10 -	This was a free response question. Suggestions included improving communication with the profession and enhancing the reputation and independence of CILEx regulation.
Q10. Do you consider there are any aspects of our proposals that could result in equality or diversity implications for groups or individuals based on one or more of the following protected characteristics as defined by the Equality Act 2010?	See Annex 1

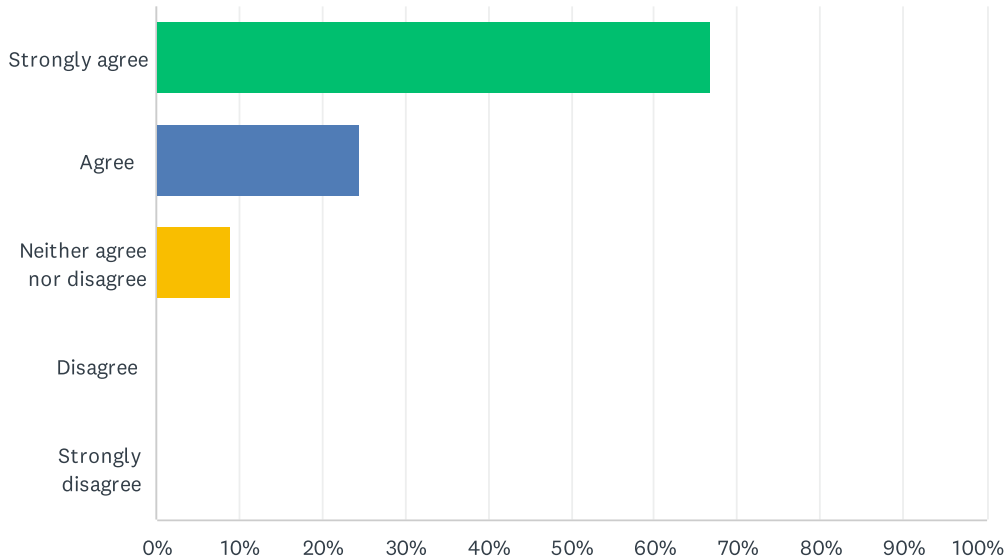
6. The additional comments provided by respondents were generally supportive of the strategy. The Board's particular attention is drawn to the comments relating to Q1 which were supportive of CRL continuing to provide specialist independent regulation, with concerns raised about the suitability of the SRA to regulate CILEX members.
7. The draft strategy was considered at an in-person All Staff meeting held on 11 July. Following presentations from the CRL Chair and CEO, colleagues discussed the strategy in groups, with a particular focus on CRL's corporate values. Feedback included:
 - General agreement with the strategic priorities
 - CRL needs to have a meaningful dialogue with consumers
 - Focus shouldn't just be on protecting consumers but enabling them
 - Emphasis on the importance of having detailed work plans to support the delivery of the strategy
 - Current corporate values are basic and what you'd expect from any organisation
 - Need to consider values which sets CRL apart.
8. The only organisation consultation response was received was from the Legal Services Consumer Panel (LSCP) and can be found at **Annex 2**. The LSCP's response was generally positive with agreement on the proposed mission and purpose statements,

core activities and strategic priorities. The following helpful reflections provided:

- Agreement with the proposed mission but emphasised that the statutory regulatory objective covers both protecting and promoting the interests of consumers. A similar point was highlighted by CRL staff.
 - Suggestion that consumer interests be highlighted in the Purpose statement as they do not always neatly align with the public interest.
 - The learning and improvement cycle should be applied to achieve better consumer outcomes.
 - Innovation should not be limited to new technologies. Innovative and creative policies couple with the use of regulatory levers can contribute to improved access to justice.
 - Targeted action is needed on access to justice is needed.
 - The strategic objective of being an authoritative, inclusive and capable organisation should include data to track equality actions and specially how equality actions are affecting consumers.
 - Access to justice, rule of law and protecting and promoting the consumer interest should be explicitly referenced .
9. The Board is asked to **APPROVE** for publication the proposed Corporate Strategy for 2025-2027 which has been revised considering the comments received through the consultation and can be found at **Annex 3**. Following approval, a designed version of the strategy document will be prepared for publication on the CRL website.

Q1 1. Do you agree that CRL should continue to provide specialist independent regulation for all CILEX professionals serving the public?

Answered: 45 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	30
Agree	24.44%	11
Neither agree nor disagree	8.89%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		45

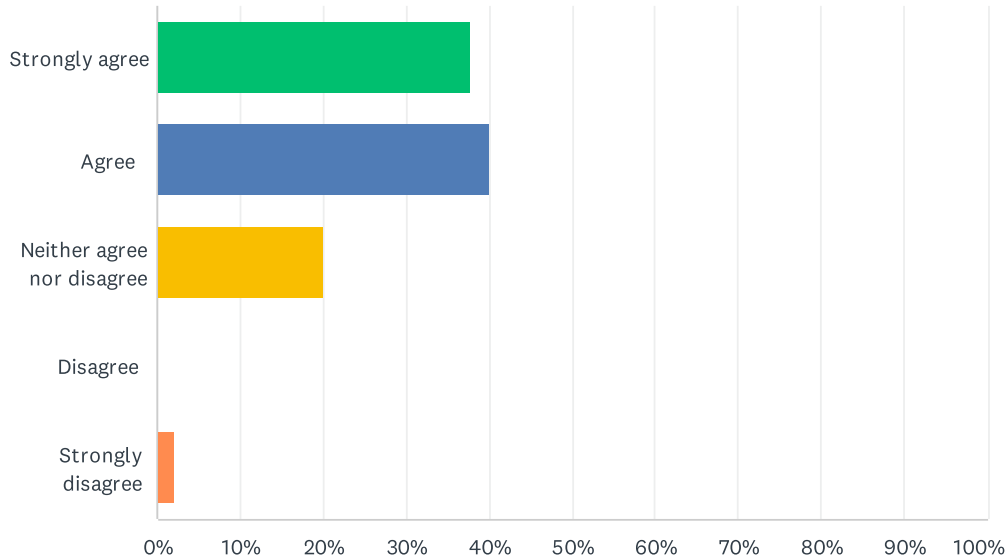
#	PLEASE GIVE REASONS FOR YOUR ANSWER	DATE
1	The SRA's regulations make it extremely difficult for competent professionals to get qualified.	9/13/2024 4:49 PM
2	They are independent from the rest of the legal profession	9/12/2024 4:45 PM
3	well established professional alternative regulator to SRA	9/11/2024 6:46 PM
4	Because Independent without Pressure	9/10/2024 10:23 PM
5	Because it's better to be individually recognised	9/10/2024 8:13 PM
6	Cilex has been well established as a respectable institution to enforce and monitor compliance and regulations.	9/10/2024 6:09 PM
7	CRL or alternative, should independently regulate our sector	8/30/2024 3:06 PM
8	Ensuring that CILEX members are not the subject of regulations inappropriate to our qualification	8/27/2024 6:13 PM
9	It protects the public to whom we provide services	8/17/2024 4:52 PM

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10	They have specialist experience	8/13/2024 8:03 PM
11	It would be a mistake to hand this responsibility to an alternative Regulator who has no knowledge of where CILEX came from or where it intends to head to.	8/13/2024 8:35 AM
12	Vital that legal executives are independently regulated to ensure they do not fall behind in comparison to our solicitor colleagues	8/12/2024 7:23 PM
13	by doing so it ensures that high standards are maintained to serve the public	8/5/2024 9:26 AM
14	Cilex Regulation protects the interests of the public and understands the routes to qualify and status of Cilex professionals.	8/4/2024 1:44 PM
15	Independent regulation provides greater transparency and trust	7/29/2024 12:37 PM
16	Never had an issue so why change	7/29/2024 10:36 AM
17	Best to understand the requirements of our profession	7/22/2024 4:45 PM
18	CILEX is independent from the SRA and therefore should have its own regulatory body. There is no suggestion that CRL cannot undertake and perform at the same level as the SRA.	7/22/2024 4:11 PM
19	We are different from solicitors	7/22/2024 3:54 PM

Q2 2. Do you agree with our proposed mission statement?

Answered: 45 Skipped: 0

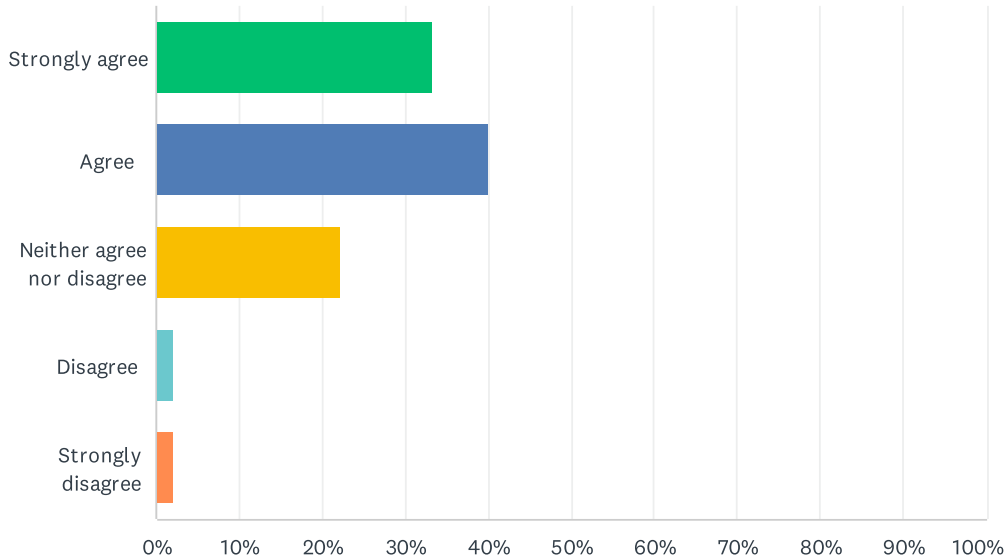


ANSWER CHOICES	RESPONSES	
Strongly agree	37.78%	17
Agree	40.00%	18
Neither agree nor disagree	20.00%	9
Disagree	0.00%	0
Strongly disagree	2.22%	1
TOTAL		45

#	PLEASE PROVIDE COMMENTS	DATE
1	evolving regulation	9/11/2024 6:46 PM
2	Mission statement is clear and focused for the purpose of Cilex.	9/10/2024 6:09 PM
3	Yes forward thinking strategies	8/13/2024 8:03 PM
4	I cannot see the point of Mission Statements. They are anathema to all right thinking people. What do they achieve except to give a list of pre-prepared reasons to fail?	8/13/2024 8:35 AM
5	Yes I agree with the mission statement - No further comment needed	8/5/2024 9:26 AM
6	The mission statement provides key objectives that matter to the public and to members	7/29/2024 12:37 PM
7	CILeX is not focusing on fixibg where it is broken	7/23/2024 3:57 PM
8	I believe that CRL has a strong mission statement which can be dealt with	7/22/2024 4:11 PM
9	There are always more than one point of view	7/22/2024 3:54 PM

Q3 3. Do you agree with our proposed purpose statement?

Answered: 45 Skipped: 0

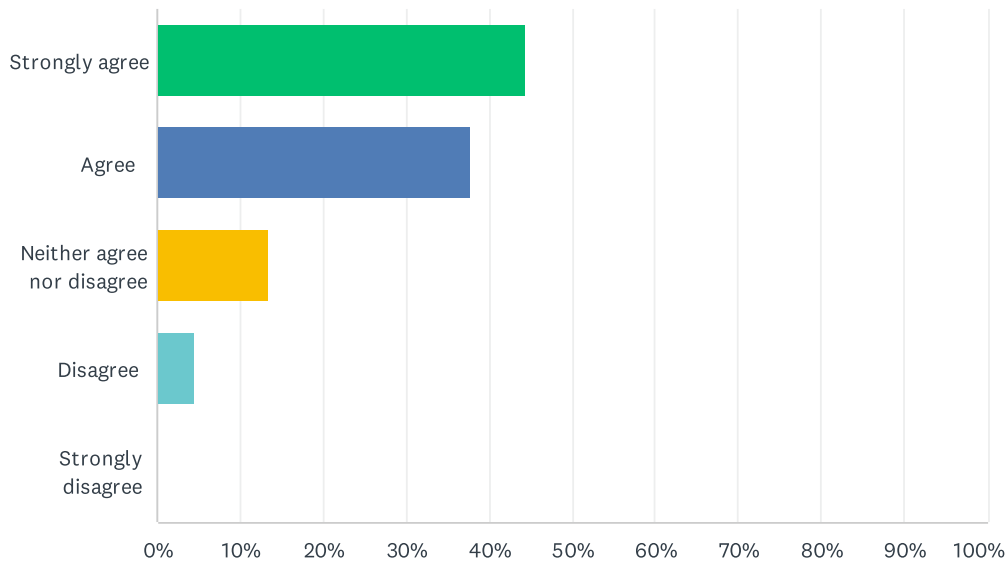


ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	15
Agree	40.00%	18
Neither agree nor disagree	22.22%	10
Disagree	2.22%	1
Strongly disagree	2.22%	1
TOTAL		45

#	PLEASE PROVIDE COMMENTS	DATE
1	It is well thought for all professional angles	9/10/2024 6:09 PM
2	Yes, as before	8/13/2024 8:03 PM
3	as above I agree no further comment needed	8/5/2024 9:26 AM
4	The purpose statement appears to embody the identity of CILEX	7/29/2024 12:37 PM
5	As above.	7/22/2024 4:11 PM
6	I've put disagree as I think this is being rushed through	7/22/2024 3:54 PM

Q4 4. In our draft Strategy we have identified three core activities – regulation, learning and innovation. Do you think these are the right activities?

Answered: 45 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	44.44%	20
Agree	37.78%	17
Neither agree nor disagree	13.33%	6
Disagree	4.44%	2
Strongly disagree	0.00%	0
TOTAL		45

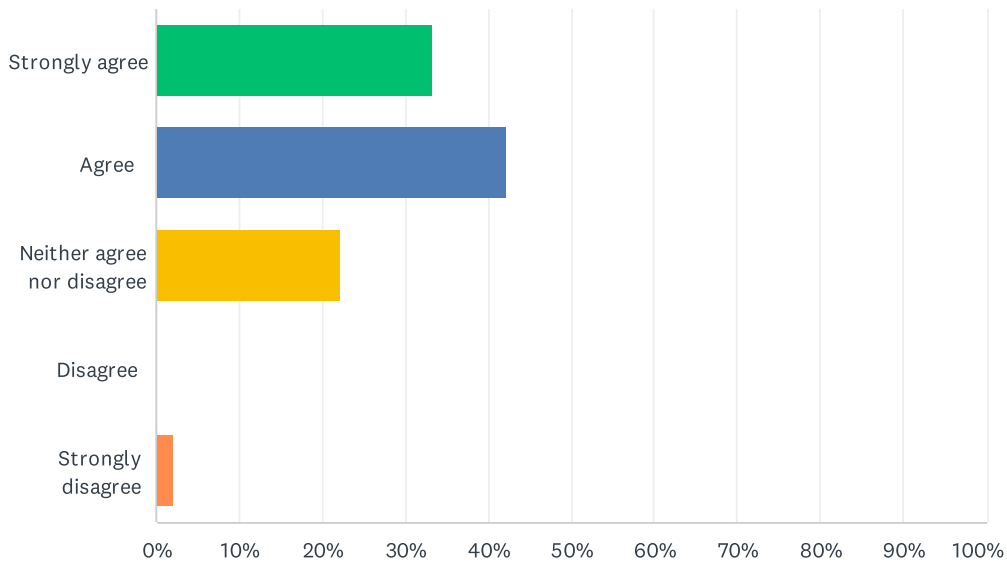
#	PLEASE PROVIDE COMMENTS	DATE
1	A good start	9/11/2024 6:46 PM
2	Probably the best so far.	9/11/2024 9:12 AM
3	It is draft and appropriate for the near short and mid term policies.	9/10/2024 6:09 PM
4	Regulation paramount and then continuing learning	8/13/2024 8:03 PM
5	CILEX is a business when all is said and done. It has changed markedly from what it was when it was ILEX but we need to ensure it is fit for purpose and that it competes with those organisations who regulate other types of lawyers. I personally feel that allowing SRA to regulate us is akin to giving the fox the keys to the henhouse...	8/13/2024 8:35 AM
6	Yes regulation and learning are important to foster innovation	8/5/2024 9:26 AM
7	This appears to address what matters to the public and members	7/29/2024 12:37 PM

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8	CILEX has innovated the legal sector. CILEX should remain at the forefront of innovation.	7/22/2024 4:11 PM
9	Self-explanatory	7/22/2024 3:54 PM

Q5 5. We have proposed four strategic priorities to be the focus of CRL’s efforts over the next three years – do you consider these are clear, understandable and appropriate?

Answered: 45 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	15
Agree	42.22%	19
Neither agree nor disagree	22.22%	10
Disagree	0.00%	0
Strongly disagree	2.22%	1
TOTAL		45

#	PLEASE PROVIDE COMMENTS	DATE
1	It's irrelevant if tCILEX get their way and move regulation to the SRA	9/12/2024 4:45 PM
2	Very	9/11/2024 9:12 AM
3	because it is a joint unanimous decision at present.	9/10/2024 6:09 PM
4	Clear future plan to progress membership status with the general public	8/13/2024 8:03 PM
5	Business speak that serves only to send the reader to sleep...zzzzzz	8/13/2024 8:35 AM
6	They clearly set out the plan	7/29/2024 12:37 PM
7	Nothing further to comment: they are clear and realisable.	7/22/2024 4:11 PM

Q6 6. If you had to choose just one, what would be the most important priority that you would want CRL to focus on for the next three years?

Answered: 37 Skipped: 8

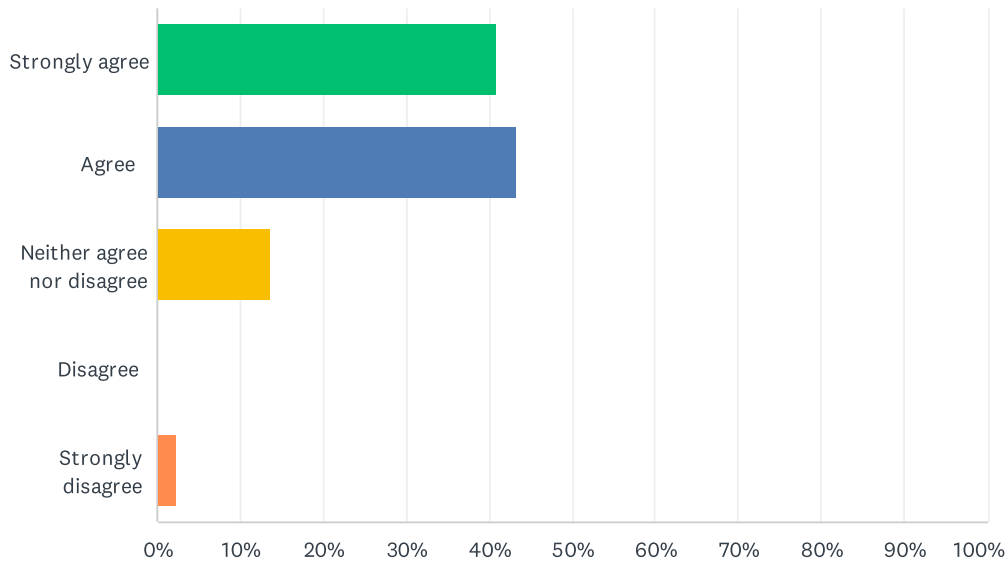
#	RESPONSES	DATE
1	n/a	9/13/2024 4:49 PM
2	Learning for CILEx members of all levels	9/13/2024 9:56 AM
3	Learning	9/12/2024 4:52 PM
4	independence	9/12/2024 4:45 PM
5	.	9/12/2024 9:39 AM
6	greater focus on CILEX regulation and development of members	9/11/2024 6:46 PM
7	Regulation	9/11/2024 11:09 AM
8	Independency	9/11/2024 9:12 AM
9	Independent regulation for Lawyers	9/10/2024 10:23 PM
10	Learning development	9/10/2024 8:13 PM
11	Government and public awareness that Cilex members are professional	9/10/2024 6:09 PM
12	Remaining independent	9/10/2024 4:18 PM
13	Standards and public trust for regulators of the legal profession must be a priority given recent issues for other regulators and to communicate to the public the effective regulation by CrL.	9/9/2024 12:08 PM
14	Be an authoritative, inclusive and capable organisation	9/9/2024 11:06 AM
15	Ethics	8/30/2024 3:06 PM
16	Standards and public trust	8/27/2024 6:13 PM
17	support for members	8/17/2024 4:52 PM
18	Regulation	8/16/2024 8:37 AM
19	Innovation	8/14/2024 11:46 AM
20	Regulation	8/13/2024 8:03 PM
21	learning	8/13/2024 9:06 AM
22	Regulation	8/13/2024 8:35 AM
23	LOWER FEES	8/13/2024 7:51 AM
24	Independent regulation	8/12/2024 7:23 PM
25	DK	8/12/2024 7:16 PM
26	Education and training	8/12/2024 5:44 PM
27	Standards and public trust	8/5/2024 9:26 AM
28	Standards and public trust	8/4/2024 1:44 PM
29	Innovation - we are facing a tidal wave of change with the advent of AI and the legal world needs to be in front of this , working with other institutions to deliver services differently	7/29/2024 12:37 PM
30	Be an authoritative, inclusive and capable organisation	7/29/2024 10:36 AM

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31	learning & development	7/28/2024 5:25 PM
32	Please just answer the phone.	7/23/2024 3:57 PM
33	Innovation	7/22/2024 8:09 PM
34	Trust	7/22/2024 4:45 PM
35	Innovation.	7/22/2024 4:11 PM
36	Quality and this can be done by agreement with the solicitors without giving up our regulations	7/22/2024 3:54 PM
37	Independency	7/22/2024 3:53 PM

Q7 7. Do you think CRL’s current values are fit for purpose and underpin CRL’s proposed strategic priorities?

Answered: 44 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly agree	40.91% 18
Agree	43.18% 19
Neither agree nor disagree	13.64% 6
Disagree	0.00% 0
Strongly disagree	2.27% 1
TOTAL	44

#	PLEASE PROVIDE COMMENTS	DATE
1	Developing the future	9/11/2024 6:46 PM
2	SRA and Cilex are known respectable institutions serving and protecting customers.	9/10/2024 6:09 PM
3	No further comment	8/27/2024 6:13 PM
4	Yes but the description of CILEX is constantly evolving so change required for future growth	8/13/2024 8:03 PM
5	They appear to cover the important issues to the public and its members	7/29/2024 12:37 PM
6	I think CILEX needs to ensure that CRL are treated on the same level as SRA and BSB. We are unique organisation that offers opportunity to people who may not have had this and we should be proud of this fact.	7/22/2024 4:11 PM

Q8 8. What values do you think should underpin CRL's work?

Answered: 32 Skipped: 13

#	RESPONSES	DATE
1	n/a	9/13/2024 4:49 PM
2	All	9/12/2024 4:52 PM
3	proper monitoring of CILEX	9/12/2024 4:45 PM
4	.	9/12/2024 9:39 AM
5	ensuring memberships are well-supported and encouraged to develop	9/11/2024 6:46 PM
6	Integrity & Professionalism	9/11/2024 9:12 AM
7	An Experienced & International/Overseas Lawyers consider to Join.	9/10/2024 10:23 PM
8	Confidence	9/10/2024 8:13 PM
9	Clients protection and satisfaction.	9/10/2024 6:09 PM
10	Existing	9/10/2024 4:18 PM
11	Efficiency and effectiveness should underpin CRL's work demonstrating standards that are trusted.	9/9/2024 12:08 PM
12	Integrity Independence Accountability Competence Fairness Consumer Protection Transparency Innovation and Adaptability Professionalism	9/9/2024 11:06 AM
13	Ethics, professionalism, being kind	8/30/2024 3:06 PM
14	Continue to provide opportunities without barriers to ensure that everyone can have access to progress should they wish to	8/27/2024 6:13 PM
15	Providing the public with confidence in our services	8/17/2024 4:52 PM
16	Integrity	8/14/2024 11:46 AM
17	Regulation and ensuring all members have continuing training on new changes in the law for their particular discipline	8/13/2024 8:03 PM
18	Honesty and Integrity	8/13/2024 8:35 AM
19	LOWER FEES (not charging practice rights fees separately)	8/13/2024 7:51 AM
20	The unique and separate nature of chartered legal executives and the need for them to be independently regulated	8/12/2024 7:23 PM
21	Integrity	8/12/2024 7:16 PM
22	Integrity	8/12/2024 5:44 PM
23	fairness, firmness and efficiency whilst staying flexible	8/5/2024 9:26 AM
24	Independence, transparency and collaboration	8/4/2024 1:44 PM
25	Public Trust and understanding Independent regulation Innovation Training and Mentorship	7/29/2024 12:37 PM
26	I agree with the current values.	7/29/2024 10:36 AM
27	honesty and integrity	7/28/2024 5:25 PM
28	I think that CILeX needs to take a hard look at whether or not it is fit for purpose	7/23/2024 3:57 PM
29	Efficiency, fairness, openness	7/22/2024 8:09 PM
30	trustworthy and knowledgeable	7/22/2024 4:45 PM

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31	Innovation Learning Regulation Self improvment	7/22/2024 4:11 PM
32	Quality	7/22/2024 3:54 PM

Q9 9. What further steps can we take to improve our openness and responsiveness?

Answered: 30 Skipped: 15

#	RESPONSES	DATE
1	n/a	9/13/2024 4:49 PM
2	None	9/12/2024 4:52 PM
3	a higher profile	9/12/2024 4:45 PM
4	.	9/12/2024 9:39 AM
5	establish the way forward for members and provide greater support and tracking	9/11/2024 6:46 PM
6	Apprenticeships	9/11/2024 9:12 AM
7	An Experienced & International/Overseas Lawyers openness to Join. Make it global hub for Lawyers.	9/10/2024 10:23 PM
8	Transparent	9/10/2024 8:13 PM
9	enhance among public more aware about Cilex services.	9/10/2024 6:09 PM
10	Unknown	9/10/2024 4:18 PM
11	More public materials raising awareness of CRL's work within the legal services regulatory system through media outside legal journals.	9/9/2024 12:08 PM
12	Most of these may already be implemented, however, here are some steps (maybe not further): Enhanced Communication Channels: Establish and maintain multiple, accessible channels for stakeholders to communicate, including online platforms, public forums, and regular newsletters. Regular Reporting: Publish regular and detailed reports on activities, decision-making processes, and outcomes to keep stakeholders informed. Feedback Mechanisms: Implement robust systems for collecting and addressing feedback from both legal professionals and the public, ensuring that concerns and suggestions are reviewed and acted upon. Transparency in Decision-Making: Clearly document and share the rationale behind regulatory decisions and actions to provide insight into the decision-making process. Public Consultations: Engage in regular consultations with the public and legal professionals to gather input on proposed changes to regulations and policies. Open Meetings: Hold open meetings or webinars where stakeholders can attend, ask questions, and provide feedback on ongoing regulatory matters. Accessibility of Information: Ensure that all regulatory documents, guidelines, and policies are easily accessible and written in clear, understandable language. Stakeholder Engagement: Actively engage with stakeholders through focus groups, surveys, and forums to better understand their needs and concerns. Timely Responses: Ensure that inquiries, complaints, and feedback are acknowledged and responded to in a timely manner. Training and Education: Provide training for staff on best practices for communication and responsiveness to improve their interactions with stakeholders.	9/9/2024 11:06 AM
13	More engagement/surveys?	8/30/2024 3:06 PM
14	No comments	8/27/2024 6:13 PM
15	Good as it is	8/17/2024 4:52 PM
16	Don't know	8/14/2024 11:46 AM
17	I don't think there is a great deal more to do to appeal to all status of members	8/13/2024 8:03 PM
18	One needs to be careful not to accept every new innovation as the way forward. Adherence to core values needs to be at the heart of what CRL do. Doing things a different way is not always the best way forward.	8/13/2024 8:35 AM

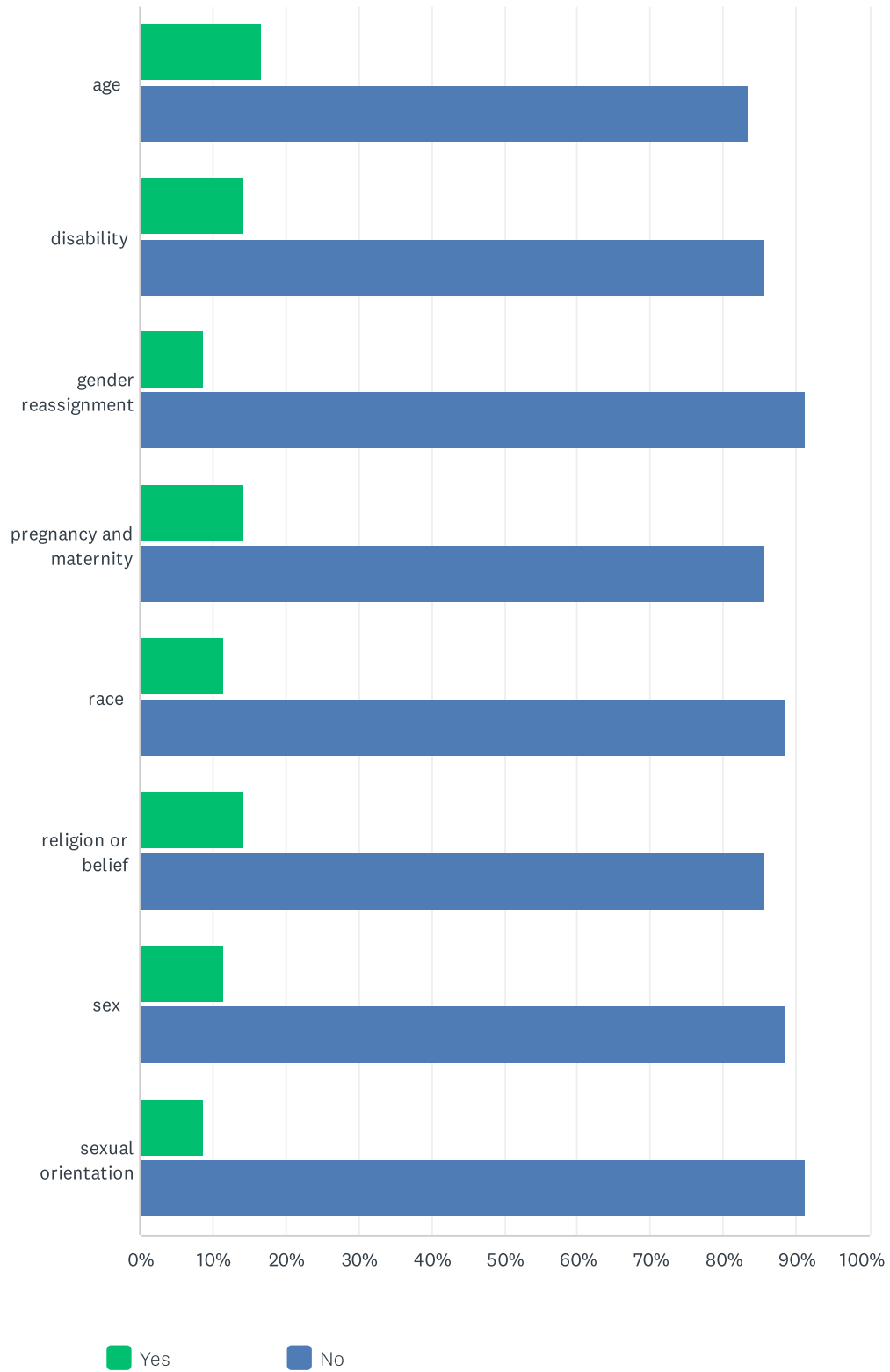
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19	LOWER FEES (not charging practice rights fees separately)	8/13/2024 7:51 AM
20	See above	8/12/2024 7:23 PM
21	DK	8/12/2024 7:16 PM
22	Continue to enhance the reputation and independence of regulating Cilex professionals	8/4/2024 1:44 PM
23	I consider members have been adequately informed	7/29/2024 12:37 PM
24	From my standpoint I have never had an issues with your openness and responsiveness so more of the same.	7/29/2024 10:36 AM
25	communicate more with the profession and the public	7/28/2024 5:25 PM
26	Actually be responsive. Answer the phone. Answer emails. I hate having to deal with CILeX. Its a complete nightmare.	7/23/2024 3:57 PM
27	Unsure	7/22/2024 8:09 PM
28	Publicity regarding what a CILEx is	7/22/2024 4:45 PM
29	There should be an annual meeting inclusive of in person and videolink to raise all issues. Further an anonymous email account to raise any issues and whistle blow.	7/22/2024 4:11 PM
30	Not sure	7/22/2024 3:54 PM

Q10 10. Do you consider there are any aspects of our proposals that could result in equality or diversity implications for groups or individuals based on one of more of the following protected characteristics as defined by the Equality Act 2010?

Answered: 36 Skipped: 9

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	YES	NO	TOTAL	WEIGHTED AVERAGE
age	16.67% 6	83.33% 30	36	1.83
disability	14.29% 5	85.71% 30	35	1.86
gender reassignment	8.82% 3	91.18% 31	34	1.91
pregnancy and maternity	14.29% 5	85.71% 30	35	1.86
race	11.43% 4	88.57% 31	35	1.89
religion or belief	14.29% 5	85.71% 30	35	1.86
sex	11.43% 4	88.57% 31	35	1.89
sexual orientation	8.82% 3	91.18% 31	34	1.91

#	IF YES, PLEASE EXPLAIN WHAT COULD BE DONE TO CHANGE THIS?	DATE
1	n/a	9/13/2024 4:49 PM
2	.	9/12/2024 9:39 AM
3	need to cater for varying beliefs	9/11/2024 6:46 PM
4	some lawyers keep practicing to very old age USA president Joe Biden is seen too fragile	9/10/2024 6:09 PM
5	I dont know.	7/23/2024 3:57 PM
6	Seeing the point of view of everyone	7/22/2024 3:54 PM

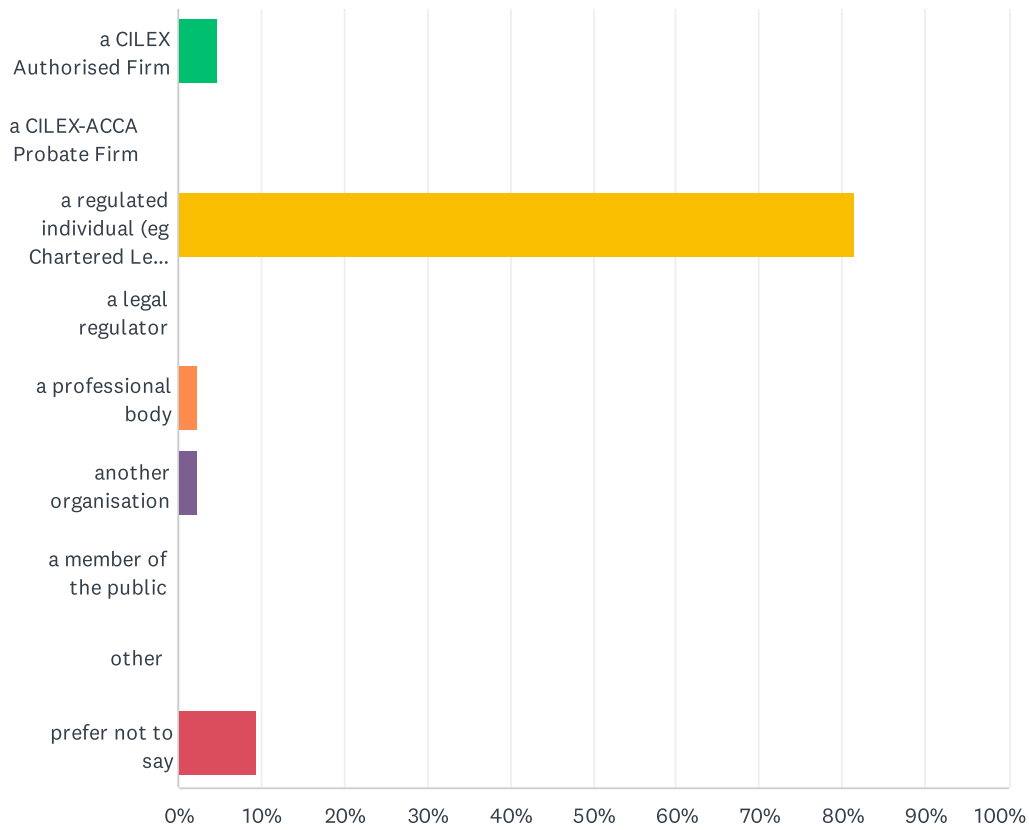
Q11 11. Do you have any other comments about the draft Corporate Strategy for 2025-2027?

Answered: 21 Skipped: 24

#	RESPONSES	DATE
1	n/a	9/13/2024 4:49 PM
2	No	9/12/2024 5:07 PM
3	No	9/12/2024 4:52 PM
4	pointless at the moment unless CILEX withdraw from it's intention to move regulation to the SRA	9/12/2024 4:45 PM
5	.	9/12/2024 9:39 AM
6	not at this time	9/11/2024 6:46 PM
7	No	9/10/2024 4:18 PM
8	I hope that the changes will mean that the public has raised awareness that CILEX and Solicitors are a parallel qualification, ie that we do the same job to the same level as Solicitors	8/27/2024 6:13 PM
9	No	8/17/2024 4:52 PM
10	No	8/14/2024 11:46 AM
11	None all clear and concise and stating all relevant facts	8/13/2024 8:03 PM
12	No	8/13/2024 8:35 AM
13	Lower fees and do more to emphasis the benefits to service providers over the SRA alternative	8/13/2024 7:51 AM
14	N/A	8/12/2024 7:23 PM
15	No	8/12/2024 7:16 PM
16	no	8/5/2024 9:26 AM
17	n/a	7/29/2024 12:37 PM
18	None.	7/29/2024 10:36 AM
19	No but look forward to you continuing to be the regulator for CILEx professionals.	7/28/2024 5:25 PM
20	Please stop abandoning those that are looking to qualify using CILeX	7/23/2024 3:57 PM
21	None	7/22/2024 4:11 PM

Q12 These questions are to help us get a better understanding of your response. They do not form part of the consultation itself. Are you responding to this consultation as:

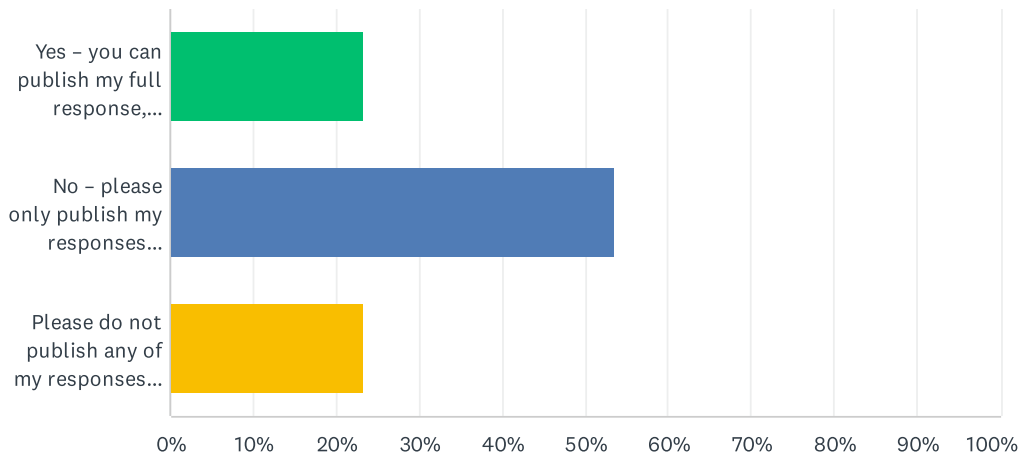
Answered: 43 Skipped: 2



ANSWER CHOICES	RESPONSES	
a CILEX Authorised Firm	4.65%	2
a CILEX-ACCA Probate Firm	0.00%	0
a regulated individual (eg Chartered Legal Executive, CILEX Practitioner, member of CILEX, solicitor, barrister)	81.40%	35
a legal regulator	0.00%	0
a professional body	2.33%	1
another organisation	2.33%	1
a member of the public	0.00%	0
other	0.00%	0
prefer not to say	9.30%	4
TOTAL		43

Q13 CILEx Regulation may publish the responses to this consultation. We usually do this anonymously; however, at times it may be necessary to identify where the responses have come from. Are you happy for your full response, including your organisation's name and your position to be published?

Answered: 43 Skipped: 2

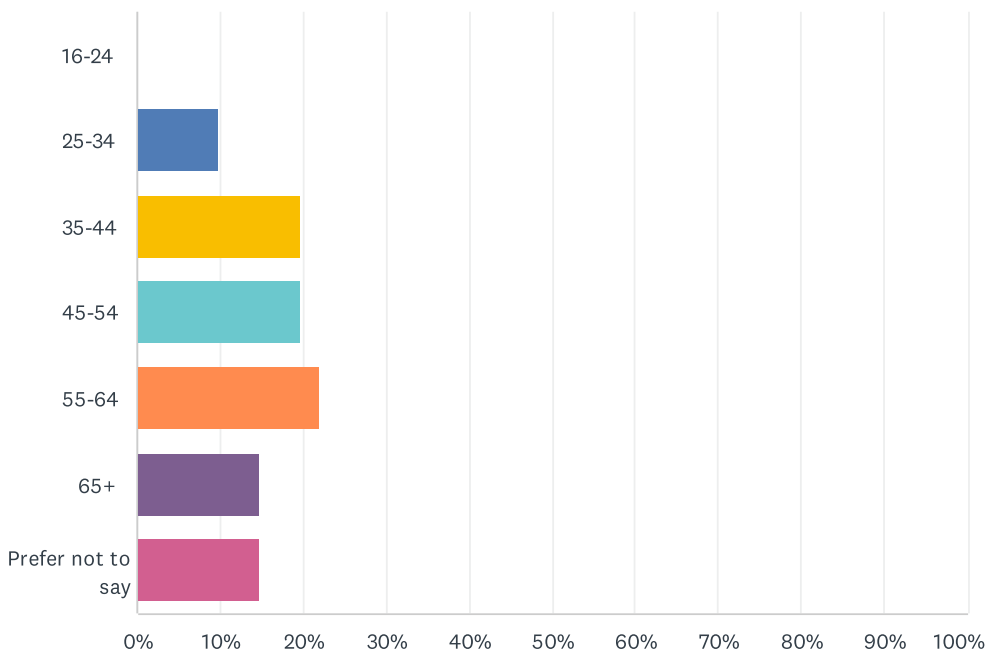


ANSWER CHOICES	RESPONSES
Yes – you can publish my full response, including my organisation's name and my position (please add this information below)	23.26% 10
No – please only publish my responses anonymously	53.49% 23
Please do not publish any of my responses or name	23.26% 10
TOTAL	43

#	D
1	[REDACTED]
2	[REDACTED]
3	[REDACTED]

Q14 Introduction IF YOU ARE AN INDIVIDUAL, WE WOULD LIKE YOU TO COMPLETE THIS QUESTIONNAIRE - if you are responding on behalf of an organisation or regulated firm please scroll through and click to submit your responses. We are asking individuals responding to our consultation to complete this optional diversity questionnaire to help us better understand the composition of those responding and any differential impacts that the proposed changes to our rules may have on protected groups. Your answers to this questionnaire will be anonymised. If you do not feel comfortable answering any of the questions you have the option to select 'prefer not to say' within the questionnaire. Whilst the questionnaire is voluntary, we hope you are able to complete it and answer as many of the questions as possible. **Age1. Which age category are you currently in?**

Answered: 41 Skipped: 4

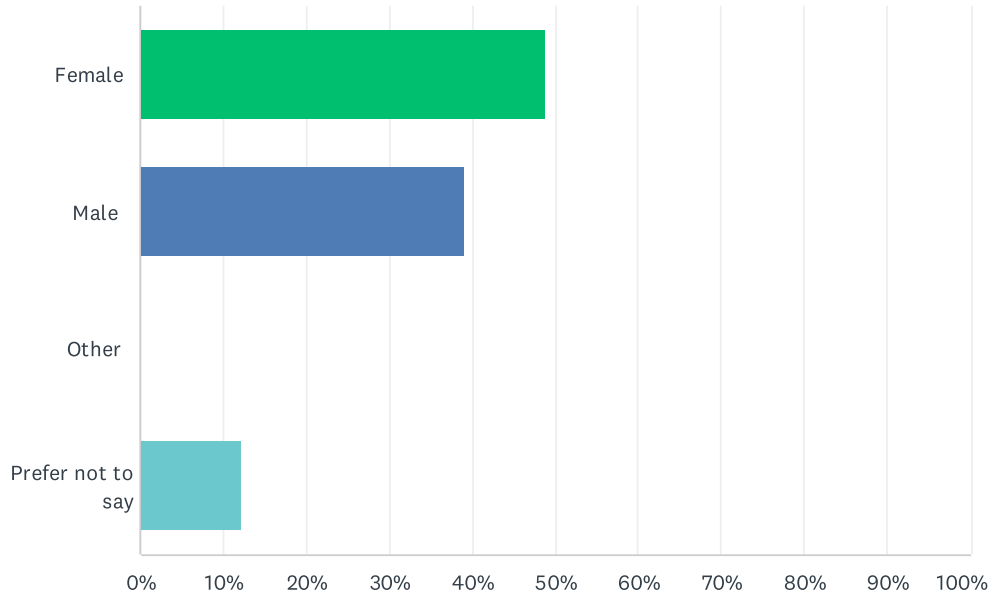


CILEx Regulation Corporate Strategy 2025-2027 Consultation

ANSWER CHOICES	RESPONSES	
16-24	0.00%	0
25-34	9.76%	4
35-44	19.51%	8
45-54	19.51%	8
55-64	21.95%	9
65+	14.63%	6
Prefer not to say	14.63%	6
Total Respondents: 41		

Q15 Gender2. Which gender do you identify with?

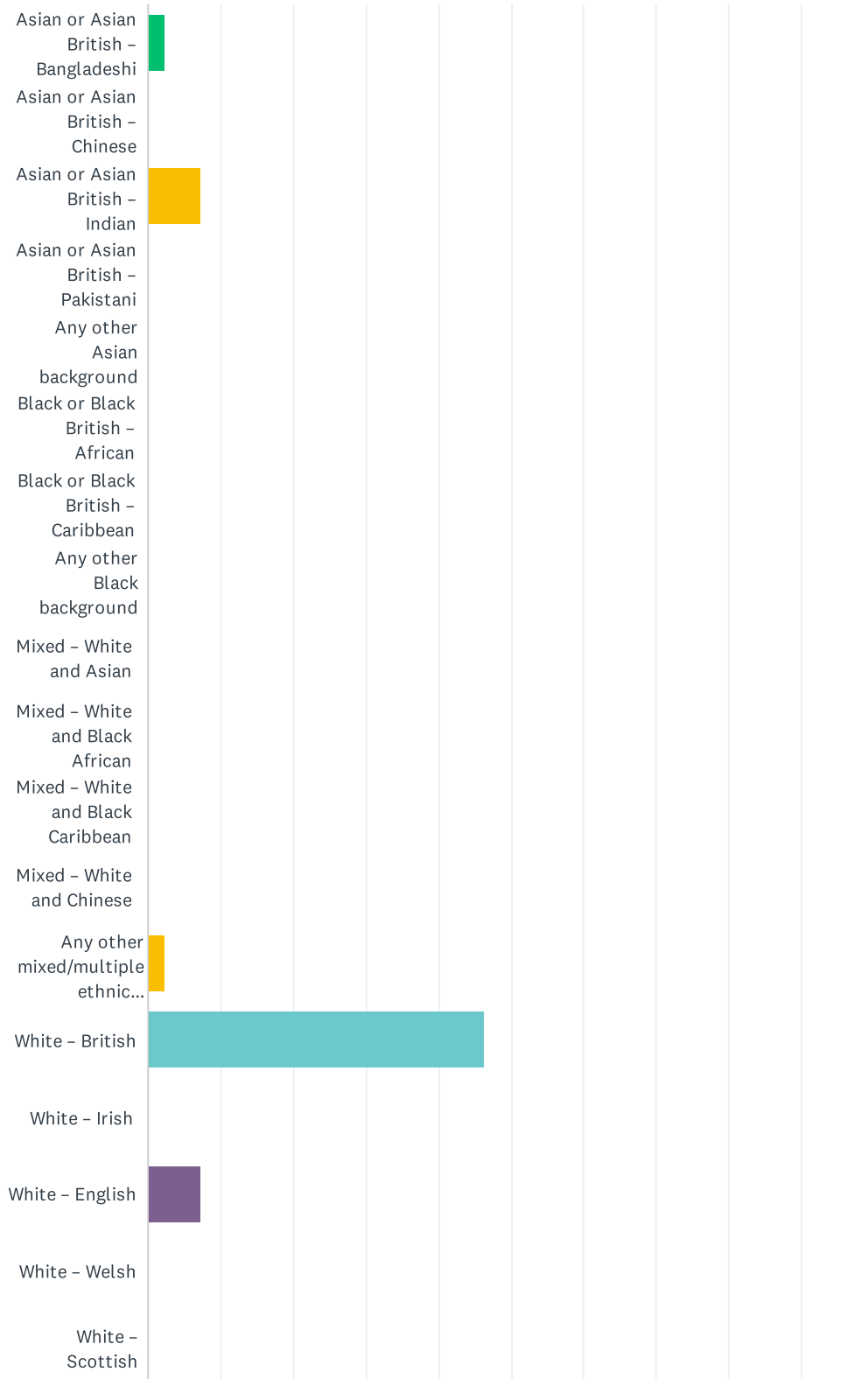
Answered: 41 Skipped: 4



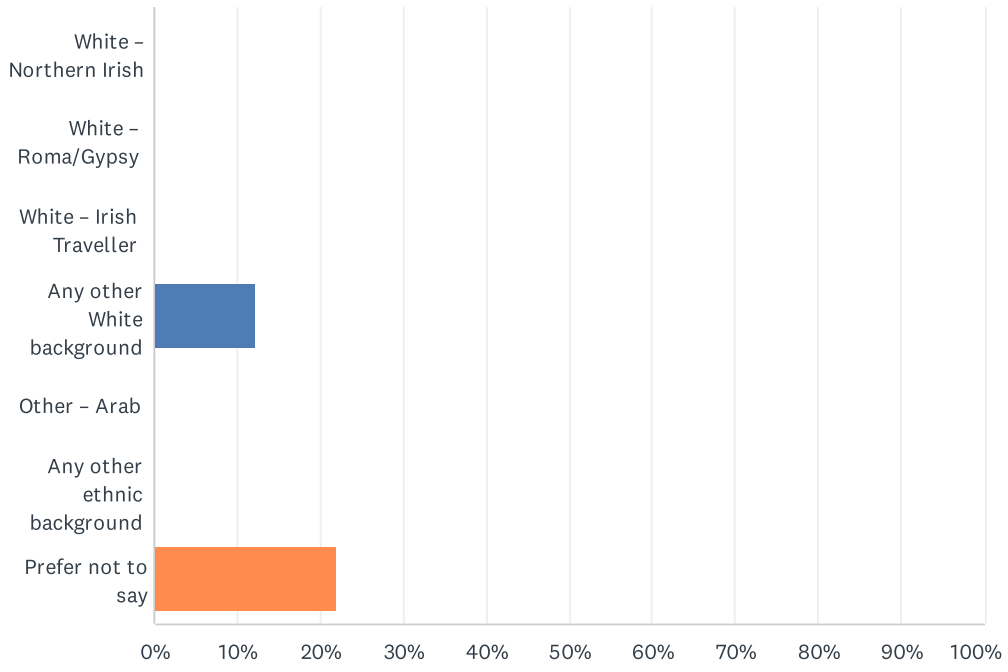
ANSWER CHOICES	RESPONSES	
Female	48.78%	20
Male	39.02%	16
Other	0.00%	0
Prefer not to say	12.20%	5
Total Respondents: 41		

Q16 Ethnicity4. What is your ethnic group? Please select the most appropriate option.

Answered: 41 Skipped: 4



CILEx Regulation Corporate Strategy 2025-2027 Consultation



CILEx Regulation Corporate Strategy 2025-2027 Consultation

ANSWER CHOICES	RESPONSES	
Asian or Asian British – Bangladeshi	2.44%	1
Asian or Asian British – Chinese	0.00%	0
Asian or Asian British – Indian	7.32%	3
Asian or Asian British – Pakistani	0.00%	0
Any other Asian background	0.00%	0
Black or Black British – African	0.00%	0
Black or Black British – Caribbean	0.00%	0
Any other Black background	0.00%	0
Mixed – White and Asian	0.00%	0
Mixed – White and Black African	0.00%	0
Mixed – White and Black Caribbean	0.00%	0
Mixed – White and Chinese	0.00%	0
Any other mixed/multiple ethnic background	2.44%	1
White – British	46.34%	19
White – Irish	0.00%	0
White – English	7.32%	3
White – Welsh	0.00%	0
White – Scottish	0.00%	0
White – Northern Irish	0.00%	0
White – Roma/Gypsy	0.00%	0
White – Irish Traveller	0.00%	0
Any other White background	12.20%	5
Other – Arab	0.00%	0
Any other ethnic background	0.00%	0
Prefer not to say	21.95%	9
Total Respondents: 41		



CILEx Regulation
Kempston Manor
Kempston, Bedford
MK42 7AB

Sent by email only to consultations@cilexregulation.org.uk

20 September 2024

Dear Policy Team,

RE: Consultation on 2025 – 2027 Corporate Strategy

The Legal Services Consumer Panel (Panel) welcomes the opportunity to comment on CILEx Regulation's proposed 2025–2027 corporate strategy. The Panel is pleased that CILEx Regulation has strived to consult a wide range of stakeholders on this strategy, going further than it has in the past. The Panel is also pleased that CILEx Regulation sees the Panel as a key strategic influencer, as referenced in CILEx Regulation's consultation webinar, and hopes that the comments below are helpful.

While the Panel agrees that CILEx Regulation requires a strategy regardless of the current proposals being put forward for the Solicitors Regulation Authority (SRA) to become the new regulator of professionals currently regulated by CILEx Regulation, it does not want to comment on those proposals here. Nevertheless, as CILEx Regulation's webinar did cite the Panel's statement that there is insufficient evidence of the consumer benefits of these proposals, it is wise to put this statement into the context of the Panel's published position that it agrees with simplification of the regulatory landscape in legal services in principle but that individual proposals must be supported by clear and specific evidence of how consumers will benefit.

Reflection on Consultation Questions

1. Do you agree that CRL should continue to provide specialist independent regulation for all CILEX professionals serving the public?

Beyond what is stated above, the Panel does not have any further comment.

2. Do you agree with our proposed mission statement?

The Panel agrees that the proposed mission is suitable and is pleased that consumers are mentioned. In particular, it is good that CILEx Regulation aims to be a 'high performing and

responsive' regulator with emphasis on being evidence-led. It is worth noting, however, that the statutory regulatory objective covers both protecting and *promoting* the interests of consumers which does arguably go further than just protecting them. The Panel believes adopting the fuller wording of the statutory regulatory objective will help put things in perspective for CILEx Regulation, especially with regards to working towards empowering consumers with the information they need to choose an appropriate provider and to using regulation to improve access to justice.

3. Do you agree with our proposed purpose statement?

Again, the purpose is suitable. Ideally, the Panel would also like to see consumer interests mentioned here as well as they do not always align neatly with the public interest.

4. In our draft Strategy we have identified three core activities – regulation, learning and innovation. Do you think these are the right activities?

Again, the Panel agrees with these three core activities because they capture the day-to-day job that regulators do, including actually regulating professionals and entities, learning and working to better themselves, regulation and the delivery of legal services as well as the constant need to apply this learning to innovating better ways of doing things. Most importantly, the strategy should apply the learning and improvement cycle to trying to achieve better consumer outcomes; both this aim and improved diversity, equity and inclusion requires robust data collection and analysis. This data does not always have to mean CILEx Regulation commissions new research and could include collaborating with partners on studies, ensuring all useful data is already collected from current systems and looking to use relevant external sources of data.

In addition, innovation should be interpreted to include, but is by no means limited to, new technologies. CILEx Regulation plans to foster innovation to improve service delivery including access to justice. While improved and new methods of service delivery can increase access to justice, innovative and creative policies and the use of regulatory levers should also be explored as independent efforts to find as many ways as possible to contribute to access to justice. As one third of legal needs are currently unmet in England and Wales,¹ every avenue of potential improvement must be pursued. Accordingly, the Panel's research on how regulation can improve access to justice, due to be published later this financial year, will be of interest to CILEx Regulation.

5. We have proposed four strategic priorities to be the focus of CRL's efforts over the next three years – do you consider these are clear, understandable and appropriate?

Generally, the four strategic priorities are helpful, subject to the comments below. In order to make the standards and public trust goal of helping individual professionals and entities adapt to changes in service delivery to meet consumer needs, specific attention needs to be paid to creating standards which truly do meet consumer needs. This is not easy and requires research, proper market surveillance and in-depth policy work. It should also be remembered that innovative ways of improving service delivery do not have to include technology though they may do so. But it is important to also keep the needs of those who are digitally excluded or limited and their needs in focus as well. Finally, the risks associated with technology should also be clearly identified and managed appropriately.

¹ LSB and Law Society, Individual Legal Needs Survey (2024)
<<https://reshapinglegalservices.org.uk/2024/06/21/key-findings-from-the-largest-survey-examining-the-legal-needs-and-experiences-of-consumers-in-england-and-wales-in-2023/>>.

The Panel is pleased to see access to justice and consumer empowerment as a strategic priority. However, it notes that providing consumers with quality information is important but unlikely to make a big difference to the large amounts of people who cannot access justice. Even though the price transparency plans CILEx Regulation consulted on recently could help those consumers who think engaging legal service providers is too expensive², real commitment and targeted action on access to justice is needed given the high levels of unmet legal need. The Panel encourages CILEx Regulation to plan for this work and look out for the research on how regulation can improve access to justice that the Panel is working on and which will be published later this financial year.

The Panel does not have any comment on the independence and sustainability strategic objective.

Finally, the strategic objective of being an authoritative, inclusive and capable organisation should include using data to track equality actions and specifically how equality actions are affecting consumers. Such thinking about monitoring and evaluation should help ensure that DEI initiatives also improve consumers' experience. This strategic objective should also include how to collect more consumer data and explain how CILEx Regulation will champion fair access for all in the legal services market, a stated aim under this heading.

6. If you had to choose just one, what would be the most important priority that you would want CRL to focus on for the next three years?

Though measurable gains for consumers from CILEx Regulation's work on consumer empowerment are still some time away, at least some efforts have been focussed on this goal here. Therefore, the most important priority is access to justice because the Panel feels it has not received adequate attention or action from regulators. Rather than seeing access to justice as something that improves along with other aims such as ensuring the legal profession is diverse, the time has come for regulators to look for direct ways to contribute to access to justice.

7. Do you think CRL's current values are fit for purpose and underpin CRL's proposed strategic priorities?

The Panel believes that that the organisational values - being efficient, firm, fair, flexible and focussed - are positive underpinnings of the proposed strategic objectives. We do note that the explanation of being focussed could be improved because it states that "the needs of our regulated community, colleagues and stakeholders guide everything we do". The Panel feels strongly that consumers should be the first and guiding principle for CILEx Regulation to focus itself on and this is elaborated on in the answer to the next question.

8. What values do you think should underpin CRL's work?

Unsurprisingly, the Panel would like to see consumer focused regulation and all the expectations that encompasses underpin CILEx Regulation's work. Consumer focused regulation requires strong governance, a strategy targeting the improvement of consumer outcomes, enough data and ongoing engagement to create a robust evidence base, solid policy development – implementation – monitoring and evaluating and applying learning insight cycles, a consistent approach to consumer protection and responsive regulation.³ Being consumer focused affects everything the regulator does and helps ensure regulation

² See Individual Legal Needs Survey, *ibid*.

³ See LSCP, Consumer Focused Regulation in Legal Services (2023) at <<https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2023/06/Consumer-focused-regulation-report-FINAL.pdf>>.

is suited to the needs of consumers and not just those of the regulated community. It will also drive everyone in the regulator to be concerned with consumer outcomes.

9. What further steps can we take to improve our openness and responsiveness?

CILEx Regulation could improve its openness and responsiveness as a regulator if it tries to expand its evidence base even if it means doing so in creative ways. These may include collaborating with research partners, analysing exiting data sets such as the Tracker Survey or committing to trying to better understand different consumer segments.

10. Do you consider there are any aspects of our proposals that could result in equality or diversity implications for groups or individuals based on one of more of the following protected characteristics as defined by the Equality Act 2010?

Unfortunately, the Panel does not have any information on potential equality effects on the consumers of CILEx lawyers because the Tracker Survey does not specifically track the use of CILEx lawyers, something to be looked at in the next iteration.

11. Do you have any other comments about the draft Corporate Strategy for 2025-2027?

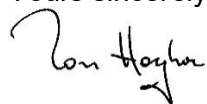
After the purpose, there is a section that explains that CILEx Regulation achieves this (mission and purpose) by setting out the things it does. Many of the statutory regulatory objectives are listed in the last catch-all subheading “supporting regulatory objectives”. While the intention may be that “enhancing the accessibility of legal services” covers off access to justice, it could provide clarity to ensure that access to justice, rule of law and protecting and promoting the consumer interest are also explicitly included.

In addition, supporting regulatory objectives is also different from treating them as an aim of regulation itself and revising the language to reflect this could encourage all CILEx Regulation employees and Board members to take ownership of these objectives and strive to make a difference in each.

Finally, in delivering the strategy, the Panel would like to see more on measuring outcomes achieved and tracking progress, specifically on consumer outcomes.

We hope the CILEx Regulation finds the Panel’s comments useful. Should you have any questions pertaining to this consultation response, please contact Heidi Evelyn, Consumer Panel Associate at [REDACTED] with any enquiries.

Yours sincerely,



Tom Hayhoe
Chair
Legal Services Consumer Panel

CORPORATE STRATEGY

2025-2027

CILEx Regulation Limited
Corporate Strategy 2025-2027
Consultation Document

Foreword, Jonathan Rees, Chair of CILEx Regulation

I am delighted to set out CILEx Regulation's Strategy for the next three years. The announcement by CILEX of its intention to redelegate regulation of CILEX members to the Solicitors Regulation Authority at the beginning of 2022 has inevitably caused uncertainty for both CRL staff and the community we regulate. Despite this unwelcome uncertainty CRL has made significant progress in delivering its 2022-24 strategy, including progress with our ambitious EDI agenda, successful approval to authorise higher rights of access, and a strong risk-based approach to continuing professional development and ongoing competence.

Although the future remains uncertain, CRL's approach is to continue to focus on delivering forward-looking legal regulation which protects the interests of consumers and advances the core issues affecting the legal services sector such as harnessing the benefits of technology and AI, supporting better access to justice, enabling consumers to make informed choices and upholding the highest standards of professional and ethical behaviour of those we regulate.

We are also determined to do this in close partnership with those we regulate, and collaboration with fellow regulators, those representing consumers and other stakeholders.

Introduction

CILEx Regulation Limited (CRL) provides independent regulation of CILEX's 7,600 authorised members, as well as around 9000 paralegals and other non-authorised members.

We are proud of the high standard of focused regulatory services that we deliver to CILEX and its members. We are also proud of our robust governance, independent and cost-effective operational structure, and productive engagement with our regulated community.

Our mission and purpose

Our **mission** is to be a high performing and responsive regulator that protects and promotes consumers' interests through strong evidence-based regulation.

Our **purpose** is to ensure high standards of professional conduct and competence, protecting and promoting the public and consumer interests, enhancing respect and understanding for CRL qualifications and maintaining the integrity and trust of the legal profession.

CRL achieves this by:

Regulating CILEx Members (including non-authorized members eg paralegals) and Firms:

- CRL oversees the professional conduct of CILEx members, ensuring they adhere to established standards and ethical guidelines. This includes setting and enforcing rules, handling complaints, and taking disciplinary actions when necessary.

Protecting the Public:

- By ensuring that CILEx professionals and firms operate with integrity and competence, CRL aims to protect consumers of legal services. This involves ensuring that legal services are delivered competently, ethically, and in a manner that upholds public trust.

Promoting High Standards:

- CRL sets and maintains rigorous standards for education, training, and ongoing professional development for CILEx members. This helps ensure that members are well-qualified and up-to-date with the latest legal practices and regulations.

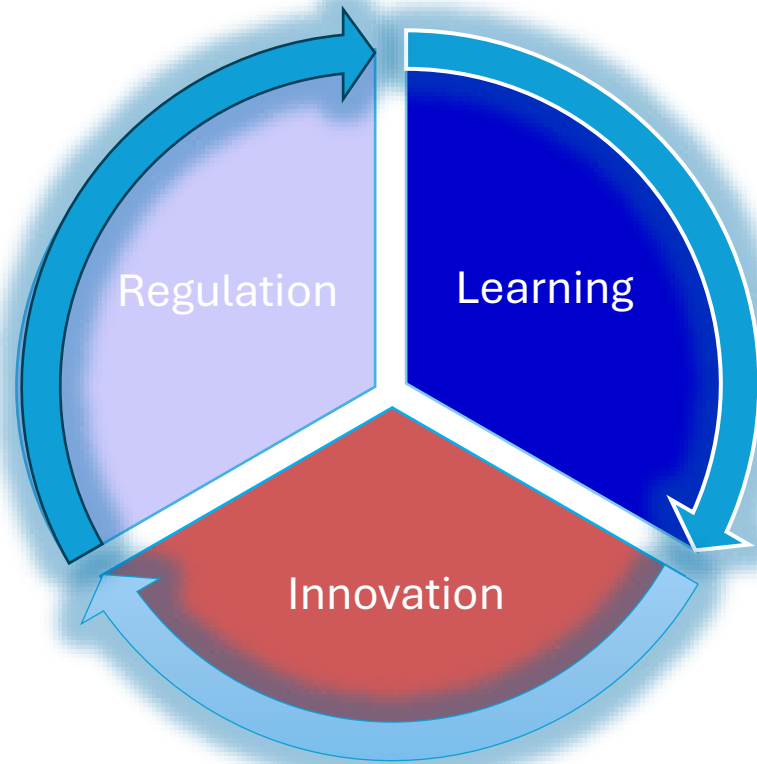
Enhancing Accessibility to Legal Services:

- CRL works to make legal services more accessible to the public, advocating for practices and policies that reduce barriers to obtaining legal assistance.

Supporting Regulatory Objectives:

- CRL supports broader regulatory objectives such as promoting competition in the legal market, encouraging an independent, strong, diverse, and effective legal profession, and increasing public understanding of the citizen's legal rights and duties.

CRL's Core activities



Regulation	Learning	Innovation
<ul style="list-style-type: none"> • Oversee the education, qualification, and ongoing competence of the people and entities we regulate. • Set appropriate standards, oversee compliance with those standards and investigate allegations of non-compliance – taking action where we need to. 	<ul style="list-style-type: none"> • Use our data to have informed insights about the impact of regulation, with a specific focus on Equality, diversity and Inclusion impacts, and apply that learning to improve our regulatory activity and achieve better consumer outcomes. 	<ul style="list-style-type: none"> • Seek opportunities to foster innovation to improve the delivery of legal services, including access to justice, as well as CRL's own performance. • Use creative policies and our regulatory levers to find ways to improve access to justice.

Delivering the Corporate Strategy

The 2025-2027 strategy seeks to build on the achievements of the 2022-2024 previous three-year strategy. This strategy had three key strategic objectives, High standards, consumer empowerment and Equality, Diversity and Inclusion.

Key achievements include:

High standards

- **Higher Rights of Audience** – Legal Services Board approved CRL to authorise CILEx practitioners with litigation and advocacy rights and chartered legal executive advocates with Higher Rights of Audience.
- **Continuing Professional Development** - significant improvement in Continuing Professional Development compliance and making good progress with the Ongoing Competence Action Plan submitted to the Legal Services Board.
- **Assessment routes** offered by the University of Law for Fellows to gain practice rights are embedding, with 140 Fellows applying.

Consumer empowerment

- **Development of the Legal Choices website** (a comprehensive online resource for consumers) leading to a 23% increase to 1.6 million visits during the 12 months to 31 October 2023, substantially exceeding the target of 1.25 million visits.
- **Regulatory Information Service** - collaborating with other regulators to progress the development of a Regulatory Information Service in line with the LSB's Statement of Policy on Empowering Consumers. This includes recently approving a discovery phase to create a single digital portal through which consumers can access multiple data sets for each front-line regulator.
- **Transparency** – consultation on amendments to our transparency rules and regulations for firms in line with the LSB's statement of policy on consumer empowerment. Publication of CRL Board papers.
- **Consumer facing web content** – development of more consumer facing web content including 'I am a member of the public' section.

Equality, diversity and inclusion

- Publication of CRL's first ever EDI strategy.

- Publication of CRL's biennial Diversity Data Survey Report, drawing on data from 16,757 members – nearly four times the data available compared to the 2017 survey.
- Publishing an expanded diversity reported related specifically to Enforcement activities.
- Recast qualifying employment rules and qualifying experience to eliminate barriers to qualification.

Strategic Priorities 2025-2027

To deliver CRL's core work of protecting consumers' interests and promoting the nine regulatory objectives¹ we have developed **four** key strategic objectives for the next three years, our aims for these areas of work and where we expect to be at the end of the three-year period.

Standards and public trust

Aim

We will promote high quality professional practice that enables the individuals and entities that we regulate to meet our standards, so they are able to adapt to changes in the delivery of legal services and utilise the benefits of innovation and law tech which meet the needs of consumers.

Where we expect to be in 2027

- Our regulatory standards, policies and guidance help the individuals and entities we regulate to adapt to the changing legal services market, so they meet the needs of consumers.
- Our approach to continuing professional development improves professionalism, champions high standards and reduces incidents of poor conduct and unethical behaviour. CRL's approach is recognised as a beacon of good practice.
- Developed and enhanced innovative approaches to service in legal regulation and enabled the adoption of new technology, including AI, to improve legal services delivery

¹ The nine regulatory objectives are: Protecting and promoting the public interest; Supporting the constitutional principle of the rule of law; Improving Access to Justice; Protecting and promoting the interests of consumers; Promoting competition in the provision of services; Encouraging an independent, strong, diverse and effective legal profession; Increasing public understanding of the citizen's legal rights and duties; Promoting and maintaining adherence (by authorised persons) to the professional principles and Promote the prevention and detection of economic crime.

and our internal processes.

- CRL is recognised for its innovative approach to the delivery of legal services regulation.

Access to justice and consumer empowerment

Aim

We will champion fair access to all in the legal services market. We will continue to improve the information available to consumers to improve accessibility to legal services, so they are able to make informed choices and have confidence in the legal professionals they engage with.

Where we expect to be in 2027

- Through the development of the *Legal Choices* website and establishing the Regulatory Information Service (Single Digital Register) and further development of Quality indicators, consumers have the high quality information they need to choose good legal representation.
- Subject to the outcome of the CILEX proposals, have supported CILEX members to make it easier and more cost-effective to start up a law firm ('Law Firm in a Box), providing greater choice to consumers within diverse communities.
- Consumers have an increased understanding of the consumer protections available in the legal services sector and gaps that exist with the unregulated sector are highlighted.

Independence and sustainability

Aim

Promote the value and importance of independent, specialist regulation, ensuring CRL is able to work without fear or favour and its independence is protected.

Where we expect to be in 2027

- Through our contribution to the LSB's review of the Internal Governance Rules (IGRs), CRL is able to exercise its powers freely and independently, without interference from the approved regulator.
- The organisation continues to be financially sustainable and achieves full financial independence, enabling us to invest in those areas of our operation which are most

important to consumers and regulated members and entities.

- Developed and begun to implement an internal Corporate Social Responsibility programme, working with stakeholders on reducing our environmental impact.

Be an authoritative, inclusive and capable organisation

Aim

The organisation is resilient and has the capacity and capability to quickly adapt to changes in the external environment. Continue to champion fair access for all in the legal services market.

Where we expect to be in 2027

- Reviewed and improved our operational performance monitoring resulting in a reduction of the length of time to conclude conduct complaints.
- Further improved the transparency and accessibility of our services so we respond quickly and effectively to requests.
- Continue to work collaboratively on research to expand CRL's evidence base, including collecting more consumer data
- Using Data effectively to set goals to measure impact, chart progress and track the effectiveness of equality actions so we can understand the outcomes for consumers and the regulated community.
- Understood and sought to address barriers to career progression within the CILEX regulated community.
- Invested in our people, providing a caring environment with equal opportunities for colleagues to develop.
- Built capability to ensure we have the right skills and competencies to drive our current and future performance.

Values

The delivery of CRL's strategy is underpinned by CRL's values which provide the framework for how we approach everything we do.

Integrity - We are honest and take responsibility for our decisions. We listen to the regulated community and other stakeholders but remain independent.

Excellence – we are a learning organisation, committed to improvement and innovation.

Fairness – we respect people and treat them without prejudice.

Transparency – we are open about how we work and how we reach decisions.

Efficiency – we keep things simple, timely and cost effective.

Our approach to implementing the Corporate Strategy

Our strategy sets out our mission and priorities for the next three years and where we want to be at an end. The successful delivery of the strategy will be dependent on our continued collaboration with our fellow regulators and other stakeholders across the sector. Wherever possible we will seek to co-produce key deliverables with the regulated community. We will also continue to ensure our decision making is transparent through the publication of Board papers and decisions and consultation.

Further detail about how and when we will deliver the strategy will be provided in our annual Corporate Plan which will be published at the beginning of each year and will be supported by our **Equality, Diversity and Inclusion Strategy**.