

Strategic Risk 3 – We do not have the data and/or harness the benefits of our data to understand the barriers to access and translate this into positive action

Review Date

February 2025

Risk Owner

CEO/DoG

Risk Summary	
This risk includes the management of stakeholder engagement and key relationships as well as reputation management.	

Current Risk Influencers	
–	Quality and availability of data impacts career progression EDI research
–	Lack of effective Marketing and Communications leads to inability to promote CRL brand
+	Low brand awareness of CRL in the market place leads to lower growth and strengthens case for redelegation
+	Failure to deliver EDI action plan leads to reputational damage
+/-	Higher rights of audience approval by LSB and ability of CRL to implement in the 2024/25 academic year
+	No corporate complaints
+	Beyond Buzzwords collaborative EDI research published
+	Development of 2025-27 Strategy and publication of Corporate Plan, including media coverage

Mitigations in place	
	Increased transparency with the publication of corporate information including Board papers.
	Balance scorecard and KPI monitoring of website traffic and social media engagement
	Observer at CILEX External Relations Working Group. Watching brief on LSB/MoJ decisions. Monitor LSB impact on resourcing.
	Kysen contract extended
	Public affairs strategy
	DPMMSG survey. Regulators forum and cross regulatory working
	CRL Firms diversity data collection report published Published article on EDI research

Inherent Risk	Impact	Likelihood	Risk Score	
			5	4
			4	3
Current Risk			3	2
Target Risk				6

No change

Risk Appetite	
Regulatory - Minimal Communication and Profile – Seeks	

Planned Migrations 2025		Progress
	Refresh 2022 EDI strategy and develop action plan in response to the <i>Beyond Buzzwords</i> report	Comms plan approved by the Board. Digital Engagement and Communications Executive JD reviewed to include relationship management with comms third party suppliers and CSR plan. Proactive placement of articles with legal press eg Solicitors Journal.
	Continue to review KPI metrics and maintain momentum with EDI action plan including publication of next EDI report	EDI strategy progress update provided to Sept Board
	EDI career progression research	Engaging with the Bridge Group to explore options in context of currently available data
	Liaison with CILEX to widen scope of annual member data survey to include employer information. Review resourcing in policy team.	Issue of accessibility of the data form in the MyCilex portal raised with CILEX
	Ongoing engagement with key stakeholders including MoJ	Chair and CEO met with MoJ officials.
	Develop CSR plan to improve CRL's external profile	CSR Policy statement being drafted
	Publish biennial Diversity Data report	