








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

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 |
|  | DPMSG survey. Regulators forum and cross regulatory working |
|  | CRL Firms diversity data collection report published Published article on EDI research |

Review Date

February 2025








Risk Owner

CEO/DoG

| | Impact | Likelihood | Risk Score | <div>No change</div> |
|---------------|--------|------------|------------|----------------------|
| Inherent Risk | | 5 | 4 | |
| Current Risk | | 4 | 3 | |
| Target Risk | | 3 | 2 | |

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 | | |
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