

	CILEx Regulation Limited
Date	30 September 2025
Item	07.00
Title	Business Plan and Strategic Objectives Review
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Purpose	<p>This paper:</p> <ul style="list-style-type: none"> • updates the Board on key activities and achievements so far in 2025 in relation to the 2025 Corporate Plan, and • sets out the proposed activity for the 2026 Corporate Plan.
Recommendation	<p>The Board is invited to:</p> <ul style="list-style-type: none"> • NOTE the progress in 2025 • DISCUSS proposed key activities for the 2026 Corporate Plan.
Timing	This paper informs the development of the 2026 Corporate Plan which will be published in January 2026.
Impact assessment	
Impact on Regulatory Objectives	The Corporate Plan sets out publicly CRL's business priorities for 2025, delivering the first year of CRL's new three-year Corporate Strategy. The Corporate Plan sets out the planned activities which impact on all the Regulatory Objectives as they are embedded in within the Corporate Strategy.
Implications for resources	The delivery of CRL's strategic objectives have been costed as part of the 2026 PCF application.
Impact on consumer empowerment	The Corporate Plan for 2025 includes activities to further progress CRL's consumer focused initiatives and ensure compliance with the LSB's Statement of Policy.
Impact on ongoing competence	Activities intended to ensure continued compliance with the LSB's ongoing competence Statement of Policy are included in the Corporate Plan.
Publication status	For publication
Appendices	N/A

Introduction

1. CRL published its 2025-2027 Corporate Strategy in November 2024. CRL's plan for the delivering the first year of its new was set out in the 2025 Corporate Plan, published in January 2025. This paper provides an update of the progress made so far in delivering CRL's strategic objectives and outlines proposed priorities for CRL's in 2026.
2. The Executive Team is due to meet in person on 14 October to finalise the 2026 Corporate Plan. This will be shared with stakeholders as part of the planned November webinar series.

3. The paper is divided into two parts:
- Part 1 reviews progress so far against the Corporate Plan deliverables in 2025
 - Part 2 sets out the proposed activity for 2026.

Recommendation

4. The Board is asked:
- to NOTE progress in 2025, and
 - to DISCUSS proposed activity for 2026.

Part One: Review of progress against CRL's Strategic objectives

5. This section of the paper provides a high-level summary of the progress in 2025 to date against each element of the 2025 Corporate Plan

Core Regulatory Activities

Education standards

- Consultation on standalone Litigation practice rights
- LSB approval of alterations to the Probate Specialist Pathway regulatory arrangements
- Approval of new education and skills providers to deliver CILEX Advocacy skills courses.
- Impact assessment of the new CILEX membership titles as part of the change to CILEX's Royal Charter.

Authorisation

- Qualifying Employment applications - average number of weeks to overall decision for four weeks in Q1 compared to 5 weeks in Q1 2024.
- Work Based Learning applications - average number of weeks to overall decision for is 12 weeks in Q1. This is the same as Q1 2024
- Practice Rights - average number of weeks to overall decision is 11 weeks in Q1 compared to 37 weeks in Q1 2024.
- Review of PAS Manual– application forms and web content being updated
- Recruitment of new PAS Manager, in post from August 2025
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Supervision

- Appointment of AML Officer
- OPBAS inspection report and action plan
- CILEX ACCA entity renewals -pressure on firms to implement new transparency requirements
- Risk assessment and AML compliance update in AML Supervision Report
- Annual CPD sampling complete for 2023/2024. Report provided to July Board

Enforcement

- Recruitment and training of Lead Investigations Officer and two Investigations Officers
- Open misconduct cases increased but remain lower than at the end of 2023
- Scheduling of future Prior Conduct Panel, Disciplinary Tribunal and Appeal Panel dates
- Panel training day on 18 June received positive feedback
- Continue process improvements to reduce the overall case load with a particular focus on the older cases.
- A small number of cases are consuming a disproportionate amount of time due to complexity and engagement with the member and/or complainant

Business planning, risk management and compliance

- 2025 Regulatory Performance Action Plan approved
- Response to LSB Business Plan and Professionalism, Ethics and the Rule of Law (PERL) consultations
- Board external effectiveness review
- Lay Board Member and SRC Member recruitment
- SRC remit extended – next meeting in October
- Risk Appetite statement updated
- EDI data collection- biennial diversity data report scheduled for publication in autumn 2025

General Management

- Pay and grading review complete
- Implementation of 2024 staff survey action plan including:
 - Objective and appraisal templates updated
 - 100% completion of 2025 appraisal and objective setting meetings
 - Corporate induction plan developed
 - Mental Health First Aider training
- 2024 statutory audit complete
- Improved cash collection through CRM notification
- Suppliers paid on time
- 2026 budget and PCF application

Strategic Objectives

Standards and Public Trust

- Unregulated legal providers roundtable held in February and associated communications
- Axiom Ince Action plan – learning from LSB directions
- Review of advocacy qualification scheme under way
- Engagement with LSB PERL work – Board discussion in May.

Access to justice and consumer empowerment

- First Tier Complaints Handling - consultation on new complaint handling rules in June. Application to the LSB due shortly.
- Implementation of new transparency rules – some push back from ACCA entities

- Legal Choices and Regulatory Information Service (RIS) moved into delivery phase. Beta version due to be launched in October
- Interim findings of digital exclusion research conducted in collaboration with BSB, CLC and ICAEW –
- LSCP access to justice research
- Consumer focussed regulation Board self-assessment completed in May

Independence and sustainability

- LSB review of the IGRs is on hold due to the Part 8
- Continue to challenge the lawfulness of CILEX's plans for regulatory redelegation
- Resource strategy approved by the board to increase capacity and capability – includes appointment of new Policy and AML roles and additional Finance, Enforcement and PAS resource
- Transfer of the inter-company balance owed by CILEX.

Be an authoritative, inclusive and capable organisation

- Draft EDI strategy for 2025-2028 discussed at May Board meeting and due to be published in October.
- Publication of biennial diversity data report
- Continue to work with the Bridge Group on professional progression

Part Two: Proposed priorities for 2026

Proposed priorities for 2026 are set out in the table below:

Core Regulatory activities

Enforcement	Business Planning, Risk Management & Compliance	General Management
Continue process improvements to reduce the overall case load and length of time to conclude cases Publication of updated enforcement guidance	Respond to consultations including LSB and LeO annual business plans LSB Regulatory performance assessment	Preparation for 2027 budget, PCF and compensation applications Strategic Risk Committee review of the CRL compensation arrangement
Implement revised KPIs and develop a performance monitoring dashboard for misconduct cases	Implement strategic communications plan Corporate complaints reporting	CRL learning and development plan including preparation for new Employment Rights act
Review and update enforcement rules and handbooks to reflect the introduction by CILEX of the Chartered Paralegal membership title.	Implement recommendations from external Board effectiveness review Committee member recruitment	Explore with CILEX opportunities to develop the existing CRM to improve business processes and customer experience
Authorisation	Supervision	Education

Process the Qualifying Experience and Work Based Learning authorisation applications in line with agreed KPIs	Design and implementation of 2025/2026 CPD sampling strategy.	Implementation of standalone litigation advocacy rights (subject to LSB approval)
Complete review and update of application forms and public facing web content to streamline the authorisation process and make user friendly	Review risk assessment of CRL firms bases on annual returns submitted by CRL entities in 2025. Implement OPBAS action plan	Review of new education standards to ensure they are accessible and remain rigorous Approval of training and skills providers

Strategic Objectives

Standards and Public Trust	Access to Justice and Consumer empowerment	Independence and Sustainability	Be an authoritative, inclusive and capable organisation
<ul style="list-style-type: none"> ➤ Thematic review of enforcement practice ➤ Action plan in response to LSB's statement of policy on Professionalism and ethics ➤ Enable the development of innovative approaches to service in legal regulation through the adoption of AI and new technology. Engagement through the LSB Innovation and Technology Forum and engagement with the regulated community ➤ Implement actions from lessons learnt review of LSB's report into the SRA's handling of Axiom Ince. ➤ Promoting the debate on reviewing the suitability of the LSA 2007 and establishing a more risk-based approach to regulation. 	<ul style="list-style-type: none"> ➤ Implementation of First tier complaints handling rule changes and common First tier complaints resolution procedure in collaboration with LeO ➤ Implement actions from Board consumer focussed regulation self assessment including: research and data gap analysis and use of LSCLP tracker data ➤ Delivery of the Regulatory Information Service(RIS) ➤ Monitoring of compliance with CRL's revised transparency rules ➤ Respond to the outcomes of the joint research with BSB, CLC and ICAEW into digitally excluded consumers 	<ul style="list-style-type: none"> ➤ Update resources plan to ensure CRL continues to invest in those areas of operation which are most important to consumers, the regulated community and regulated entities. ➤ Work with CILEX and SRA to develop alternative proposals to CILEX's case for change including 'Law Firm in a Box and developing a sustainable compensation fund. ➤ Review CRL's funding model. 	<ul style="list-style-type: none"> ➤ Launch and Implementation of EDI strategy for 2025-2028 discussed at May ➤ Stakeholder engagement and perception survey ➤ Develop a CRL research plan ➤ Implementation of strategic communications plan

RECOMMENDATIONS

18. The Board is invited to:

- **NOTE** the progress in 2025
- **DISCUSS** the proposed priorities for 2026