

Date	9 December 2025
Item	10.00
Title	2026 Corporate Plan
Author	John Barwick, Chief Executive
Purpose	This paper sets out CRL's priorities for 2026.
Recommendation	The Board is asked to REVIEW the draft 2026 Corporate Plan and APPROVE for publication.
Timing	Publication in December 2025
Impact assessment	None
Impact on Regulatory Objectives	The Corporate Plan sets out publicly CRL's business priorities for 2026, delivering the second 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. The Corporate Plan reflects that the response to the Mazur judgement will continue to be priority in 2026 as CRL supports those who want litigation practice rights
Implications for Resources	The deliverables reflect those included in the 2026 budget and PCF application submitted to the LSB in November 2025. However, the Executive recognises that additional short-term resource may be required in 2026 to support the Mazur mitigations. The Executive will continue to keep this under close review.
Impact on Consumer Empowerment	The Corporate Plan for 2026 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	10.1 Draft 2025 Corporate Plan

Introduction

1. CRL's three-year strategy for 2025-2027 was published on 19 November 2024. The 2025 Corporate Plan set out CRL's plans for delivering the first year of the new strategy and was published in January 2025. Progress against the Corporate Plan has been reported to the Board via the Deliverables Progress Report.
2. The Board was asked at its September 2025 meeting to discuss the proposed priorities for 2026 which had been reflected in the 2026 PCF application to the LSB.
3. The Executive Team had a business planning meeting on 14 October to consider the Board discussion and prioritise:
 - a. activities started in 2025 that would continue into 2026
 - b. core regulatory activities, reflecting the impact of Mazur
 - c. LSB priorities including anticipated Policy statements
 - d. planned activities linked to the delivery of each of the four strategic objectives.
4. The meeting was informed by inputs from each of the functional leads, each being asked to outline their workplans for 2026. This helps to ensure a sense of ownership of the corporate plan below the Executive team.
5. Informed by the Board discussion and the outputs of the Executive Team business planning meeting, the CEO drafted a Corporate Plan for 2026 which is at **ANNEX 10.01**.

Implementation

6. Subject to Board approval, the Corporate Plan will be published before the end of December 2025. The proposed priorities for 2026 have been socialised with the regulated community through the November webinar series. The Plan will be presented to staff at an all staff in-person meeting in December. It will then inform the setting of individual objectives as part of the annual appraisal and objective setting process which will be completed in Q1 2026.

Reporting

7. A progress report will be provided at each Board meeting as part of the CEO's report using a similar reporting template to that used in 2025.

Recommendation

The Board is asked to **REVIEW** the draft 2026 Corporate Plan and **APPROVE** for publication.