

Corporate Plan 2026 – Deliverables Progress Report

Core Regulatory Objectives

Activity	% total PCF allocated to activity	PCF actual £	Deliverables and Key milestones	RAG and Progress comment
Education standards: keeping the standards for authorisation under review, accrediting training providers, acting as External Quality Assurer for the Chartered Legal Executive apprenticeship, annual review of accredited providers and exemptions	2.6%	£47,451	- Implementation of standalone litigation advocacy rights (subject to LSB approval) - Review of new education standards to ensure they are accessible and remain rigorous - Implementation of internal and external Quality Assurance strategy	Processing of litigation PR applications in progress – see separate reports
Authorisation: authorising individuals and firms as authorised persons (includes assessment of qualifying employment, competence for admission and oversight by committees.)	4.0%	£71,889	- Process the Qualifying Experience and Work Based Learning authorisation applications in line with agreed KPIs - Complete review and update of application forms and public facing web content to streamline the authorisation process and make user friendly - Informed by the outcomes of the pilot, implement Egress document sharing software	Egress implemented for Practice Rights applications
Supervision: ensuring competence of individuals through CPD activity monitoring and firm supervision via annual returns and visits.	9.8 %)	£175,963	- Design and implementation of 2025/2026 CPD sampling strategy including randomly selected members, non-compliant CPD members and those CILEX practitioners scoring 17 or above in the risk matrix - Review risk assessment of CRL firms bases on annual returns submitted by CRL entities in 2025. - AML compliance - OPBAS assessment action plan - AML sectoral risk assessment - AML supervision reports	Onsite entity inspections commenced in January.
Enforcement: includes review of the annual prior conduct declarations and investigations of misconduct together with oversight from enforcement panels.	30.0%	£540,488	- Continue process improvements to reduce the overall case load and length of time to conclude cases - Publication of updated enforcement guidance - Implement revised KPIs and develop a performance monitoring dashboard for misconduct cases	- Recruitment of additional Investigation Officer and Regulatory Support Lead. Enforcement rules consultation delayed. - Lay and Professional Panel Member recruitment completed. - Information Analyst working with the Enforcement team to validate performance data and identify data presentation options

			Review and update enforcement rules and handbooks to reflect the introduction by CILEX of the Chartered Paralegal membership title	
Business planning, risk management and compliance includes engagement and communications, Board meetings and preparation, risk and performance management, strategy and business planning, stakeholder engagement and compliance activities.	7.8%	£140,990	- Respond to consultations including LSB and LeO annual business plans - LSB Regulatory performance assessment - Implement strategic communications plan - Corporate complaints reporting - Implement recommendations from external Board effectiveness review - Committee member recruitment	- Responded to LSB and LEO Business plan consultations. - External Board Effectiveness review completed and action plan agreed at December Board - Extended ToR for SRC agreed. - SRC met reviewed risk appetite statement and commissioned to undertake review of the Compensation Fund 2025 RPA action plan approved by Board - Biennial diversity data report published. - Operational Management Group established with enhanced reporting and oversight
General management: HR (including 3 rd party provider). Finance activities including calculation of the practising certificate fee,, professional fees not covered in other activities, expenses, networking, CRM development and business support and wellbeing	15.0%)	£270,650	- Preparation for 2027 budget, PCF and compensation applications - Strategic Risk Committee review of the CRL compensation arrangements - CRL learning and development plan including preparation for new Employment Rights act - Explore with CILEX opportunities to develop the existing CRM to improve business processes and customer experience	- Comp Fund review considered at April SRC meeting. - CILEX Chair-Chair meeting and ongoing meetings between Executive teams. - Update to CRL Employee Handbook. - CILEX/CRL Joint Executive Working Group meeting quarterly.
	80.6% of PCF	1,247,431		

Strategic Objectives

	Strategic Objective	% total PCF allocated to activity	PCF actual £	Deliverables and Key milestones	RAG and Progress comment
1.	Standards and public trust	4.85%)	£87,240	- Thematic review of enforcement practice - Action plan in response to LSB's statement of policy on Professionalism and ethics - Continue to 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.	- Enforcement review underway. Consultation on rules changes to be presented to July Board - LSB PERL policy statement published on 26 March. - Engagement with IRLSR roundtable on duty to act in the client's best interest – June 2026
2.	Access to justice and consumer empowerment	6.1% of CRL share of PCF (or 5% of total PCF)	£87,240	- 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 LSOP tracker data - Continue to contribute to the development of Legal Choices - Support the delivery of the Regulatory Information Service(RIS) - Continued 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	- FTCH rule change application approved – December 2025 - RIS in public beta testing phase - May. - Legal Choices evaluation outcomes considered by LCGB - Digital exclusion research published in December 2025. - Engagement with 2026 LSOP Tracker survey outcomes – July 2026
3.	Independence and sustainability	6.1% of CRL share of PCF	£87,240	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.	- LSB confirmed IGR review is paused. 2026 Corporate Plan published

		(or 5% of total PCF)		• Work with CILEX to develop alternative proposals to the CILEX Case for Change and develop a sustainable compensation fund. • Be prepared to seek clarification of the lawfulness of CILEX's proposals to redelegate regulation to the SRA in the public interest if required. • Review CRL's funding model, with particular focus on the regulation of unauthorised CILEX members.	• Dialogue with CILEX on alternatives to their redelegation proposals. Joint Working Group established with agreed ToR. • Partial transfer of contingent reserves from CILEX.. LSB PCF decision notice has set expectations for resolution. Positive dialogue with CILEX on resolving the transfer. Legal advice also sought. • End of year reconciliation of 2025 PCF completed. • Preparation of 2027 Budget and PCF including supportive narrative
4.	Authoritative, inclusive and capable organisation	6.1% of CRL share of PCF (or 5% of total PCF)	£87,240	• Implementation of 2025-2028 EDI strategy • Develop an action plan in response to the outcomes of the CRL stakeholder engagement and perception survey conducted in 2025/26. • Develop a CRL research plan. • Implement the recommendations from our Board Effectiveness Review.	• EDI strategy and biennial diversity data report published. • CRL Chair LSG article • Board effectiveness review actions implemented including CEO becoming a member of the Board
	Total	19.4%	£348,962		