NOT FOR PUBLICATION

REPORT TO: CILEx REGULATION BOARD

FOR: DISCUSSION

DATE: 26th February 2020

REPORT TITLE: ITEM 5 - Strategic Performance, Risk and Operational
                Report

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PURPOSE OF REPORT:

1.   For Board to consider strategic objective delivery, performance and risk alongside
      significant operational developments as a whole to maximise integrated consideration.

HIGHLIGHTED MATTERS:

2.   The top issues to highlight are:

      ➢ CRM – CILEx's Board has prioritised resolving CRM finance functionality issues
        and all else stops until this is resolved plus a re-think on change requests due to
        costs. CRL's CRM issues like prior conduct compliance (flagged to November
        Board).
      ➢ Resources, capacity and priorities (Finance, Board recruitment and people).
      ➢ CILEx's finalised strategy (**Appendix 5.11)** and how this impacts on CRL and our
        strategy. This will be covered when Linda Ford joins us.

Strategic Dashboard and May Strategy Day – Business Plan Delivery

3.   Please see the Strategic Dashboard (**Appendix 5.1**). The 2020 Business Plan is
      included in **Appendix 5.2.** At the Chair's request the Standards strategic objective
      deep dive is deferred to May Board.

4.   As the Business Plan was being developed it became apparent there is a gap in the
      Business Plan around key CRL business outcomes which are not directly within our
      gift and are reliant on CILEx or external parties to achieve. It is recommended that
      these dependencies are explored at the May Strategy day. Examples include Fellow
      numbers (crucial to our financial sustainability and capacity); CRM; marketing and
      comms (entity growth, qualifications, compliance communications etc.).

Risk Section

5.   At the Board's request, the Risk Register (**Appendix 5.4**) sets out only the top 10 risks
      to allow disciplined focus on the key risks. The full risk register is on SharePoint.

6.   New top risks are: Lack of certainty around current finances; the LSB's PCF review; and CILEx's qualifications strategy.

7.   Two top risks have been resolved/mitigated and removed: member data and CPD/prior conduct (where CILEx have agreed changes to CRM). Equally, resolution of both these risks was reliant on CILEx agreeing to changes and shows how dependent we are on CILEx for our outcomes.

8.   There are two new risks on the SharePoint register that are not top risks: Change in LSB tone and focus may lead to increased expectations and challenge; and Family court advocacy rights (see separate note in Operations Report **Appendix 5.6**)**.**

IGR / Independence

9.   A dashboard progress report for IGR/independence is attached (**Appendix 5.5**). The project is on track, with the mitigations to address the risk relating to capacity to deliver by the July timescale covered in the dashboard.

RECOMMENDATIONS:

➢   To **NOTE** the report and consider matters that require further discussion.

APPENDICES:

Appendix 5.1: Strategic Dashboard
Appendix 5.2: Business Plan
Appendix 5.3: Risk Heat Map
Appendix 5.4: Risk Register
Appendix 5.5: IGR Dashboard
Appendix 5.6: Operational Report
Appendix 5.7: Quarter 4 2019 Performance report
Appendix 5.8: Performance end of year analysis
Appendix 5.9: Strategic KPIs
Appendix 5.10: Practice Rights and Entity Dashboard
Appendix 5.11: CILEx strategy