

REPORT TO: CILEx REGULATION BOARD

FOR: DISCUSSION

DATE: 11 MAY 2021

REPORT TITLE: Strategic Performance, Risk & 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:

- Renewal levels linked to COVID (see Ops report)
- Investigation Manager leaving
- Shared services – impact of staff turnover in CILEX (HR; Finance & Marketing)
- Other significant matters the Board are already aware and have been discussed by the Board: PII; impact of PCF rules and CRM

Strategic Dashboard – Business Plan Delivery

2. The Strategic Dashboard (**Appendix 6.1**) provides a high-level progress and exceptions report for the 2021 Business Plan (**Appendix 6.2**).

Risk Section

3. As agreed at February's Board meeting, the full Risk Register (**Appendix 6.3**) is presented for Board consideration, rather than just the usual Top Risks. This is to help ensure the Board is fully sighted on all risks. SMT have reviewed the top risks on the Heat Map (**Appendix 6.4**).
4. New top risks are:
 - Shared services capacity (SM2);
 - CILEx do not involve CRL when making changes that have a regulatory impact (A3);
 - Lack of transparency on CILEX's marketing/communications (C1)
5. The following risks have been removed as Top risks:
 - Coronavirus impact has been removed as a top risk due to the LSB's market analysis that lawyer numbers have remained healthy despite the pandemic;

- Entity/ABS income has been removed as a top risk given entity numbers are holding steady;
 - An enduring business continuity issue has been removed as a top risk with lockdown easing and staff starting to use Wrest Park.
6. One new risk has been added to the register but are not top risks: 1) Potential conflict in marketing focus and desires between CILEX and CRL, depending on CRL's strategy.

RECOMMENDATION:

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

APPENDICES:

Appendix 6.1: Strategic Dashboard

Appendix 6.2: Business Plan

Appendix 6.3: Risk Register

Appendix 6.4: Risk Heat Map

Appendix 6.5: Operational Report

Appendix 6.6: Performance report

Appendix 6.7: Practice Rights and Entity Dashboard