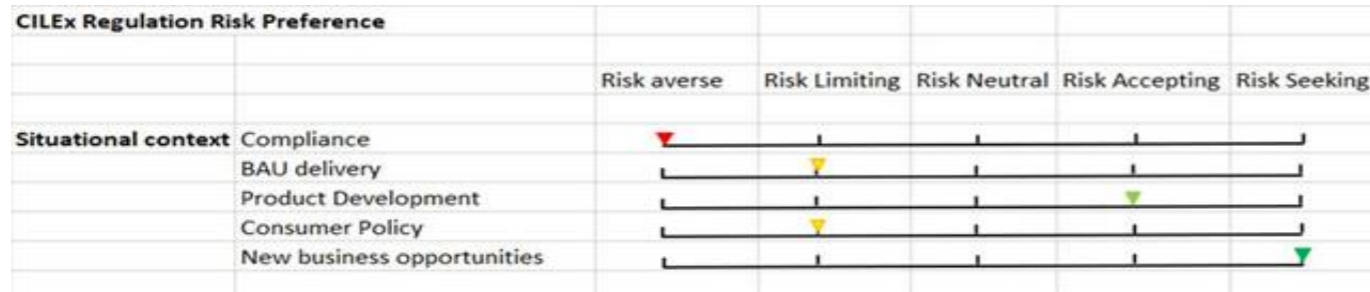


Risk Grouping	Within CRL's control	Risk Description	Type	Impact	Likelihood	Overall	Control measures	Impact	Likelihood	Overall	Owner
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SM2 (B2)	NEW TOP RISK		Lack of Group service capacity /failure to deliver under current SLAs, particularly for HR and Finance	£ Op	4	4	16	~ Contract management meetings ~ IGR	4	3	12	CEO	↔
SM8	TOP RISK		CRM does not deliver what we need	Op	5	4	20	~ CRM Executive Operational Committee ~ Daily standups ~ Top risk consideration by Board ~ CRL involvement in One-CILEx customer journey ~ Weekly catch ups with CILEX customer journey manager	4	3	12	Vicky	↔
A3	NEW TOP RISK		CILEx do not involve CRL when making changes that have a regulatory impact	Env	5	4	20	~ Positive engagement at officer and non-exec levels and education on internal governance boundaries via the CILEx Regulation ~ CILEx agreement Fellows possible without CPQ and prior membership ~ SLA ~ CEOs regular catch ups ~ Seat at External Relations Committee	3	4	12	CEO Vicky Stuart	↑

C1	NEW TOP RISK		Lack of transparency slower than expected development of CILEx branding, marketing and communications strategy for growth of market share and organisational profile within the sector	Str R		5		4		20	Direct control of marketing budget for entity and practice rights development transferred to CRL from 2018 following officer discussions with CILEx Finance. Discussions ongoing with Group branding - also on Group Board agenda. ~ Additional marketing resource provided for in CRL 2019 budget ~ CILEX Business Development Director post ~ CILEX External Relations Group		4		4		16	CEO Vicky Stuart	↔
C2	TOP RISK		Low brand awareness for CILEx Regulation.	R		5		4		20	~ Additional marketing resource provided for in CRL 2019 budget Recruitment of Digital Engagement and Comms dedicated resource, largely replacing Group comms service delivery. Direct control of marketing budget agreed with CILEx from 2018. Board oversight of delivery of marketing plan for entity and practice rights. ~ Comms & Engagement Strategy approved July 19 with campaigns agreed ~ CILEX new BD Director		4		4		16	CEO	↔
D1	TOP RISK		Authorisation barriers inhibiting authorisation limiting CRL's potential to be a full service regulator	Str R		5		4		20	~ Engagement with anti-competitive practices in relation to mortgage lender panel eligibility for conveyancing entities ~ Direct marketing plan agreed and planned activities under way. ~ Separate paper on the agenda ~ Mtg with UK Finance July 19		4		4		16	Vicky	↔
D2	TOP RISK		Number of qualifying Insurers subscribing to our Qualifying Insurers Agreement for provision of PII cover to regulated entities remains limited	Str		5		4		20	Grow entity regulation leading to increased market share for QIA insurers. Regulator switching will assist. Potential impact of SRA proposals on maximum amount of cover will be monitored. As interim measure we will engage proactively with existing QIA member via our brokers, Marsh ~ Asking LSB to prioritise this in their strategy		5		4		20	Vicky	↔