

**MEETING DATE: 28 SEPTEMBER 2021**

**REPORT TITLE: Strategic Performance, Risk & Operational Report**

## **CILEx Regulation Business Plan 2021**

The quarterly performance summary shows:

- high level progress on key planned business activities to deliver the three strategic priorities in CILEx Regulation's Strategy 2019/2021
- Text in grey are milestone that have been completed
- RAG (Red/Amber/Green) ratings for the last quarter with comparison to previous quarter; and
- Milestones for the year.

Where business activities are managed through associated delivery plans updates to these are shared in the Board member secure online area. Delivery plans and plan owners/sponsors currently in place are as follows:

- Diversity Action Plan: Stuart Dalton, Director of Policy and Enforcement ([stuart.dalton@cilexregulation.org.uk](mailto:stuart.dalton@cilexregulation.org.uk))
- Educational Standards: Victoria Purtill, Director of Authorisation and Supervision ([victoria.purtill@cilexregulation.org.uk](mailto:victoria.purtill@cilexregulation.org.uk))
- Entity/ABS Delivery Plan: Victoria Purtill, Director of Authorisation and Supervision
- Contact for questions: Clare Harper Smith, Research and Performance Analyst ([Clare.harpersmith@cilexregulation.org.uk](mailto:Clare.harpersmith@cilexregulation.org.uk))

### Key:

Red: Activity not progressed or on hold

Amber: Activity partly progressed milestones partly met

Green: Activity progressing as planned with milestones achieved or on target

Purple: Activity highly reliant on external entities/factors to deliver, not directly in our control

### Abbreviations:

ALC: Admissions and Licensing Committee

BME: Black and Minority Ethnic

CPD: Continuous Professional Development

CMA: Competition and Markets Authority

CRM: Customer Relationship Management (system)

OPBAS: Office for Professional Body Anti-Money Laundering Supervision  
PCF: Practising Certificate Fees  
SMT: Senior Management Team  
SRC: Strategic Risk Committee  
QE: Qualifying Employment  
WBL: Work-based learning

## APPENDIX 1: 2021 Business Plan

| Strat - Priority                                                                          | Ref / External | Priority project                                                                                                      | Status | Progress in last Quarter (including current RAG)                                                                                                                                                                              | Milestones 2021 (January to December)                                                                                                                                                                                                                                                                                                                                     | Focus for next quarter                                                                                                                                            |
|-------------------------------------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. To ensure that the needs of the consumer, both current and future, inform our work by: | A1             | Instilling a culture of transparency in legal services providers we regulate                                          | JGB    | <ul style="list-style-type: none"> <li>○ Transparency Rules to LSB pushed back owing to holidays and competing priorities</li> </ul>                                                                                          | <ul style="list-style-type: none"> <li>○ LSB decision on its role and policy post CMA review 2020 recommendations</li> <li>○ New CMA action plan (pre and post LSB decision) delivery</li> <li>○ Rolling out transparency to immigration</li> <li>○ Assessing research findings and recommendations on quality indicators</li> </ul>                                      | <ul style="list-style-type: none"> <li>○ Submit Immigration Transparency Rules to LSB.</li> </ul>                                                                 |
|                                                                                           | A2             | Collaborating with other regulators on the delivery of the Legal Choices website                                      | JGB    | <ul style="list-style-type: none"> <li>○ LSB sent mapping exercise for single digital register</li> </ul>                                                                                                                     | <ul style="list-style-type: none"> <li>○ Finalising plan for 2020/2021 including agreement of budget and costed delivery plan (Development of site content, products, evaluation: user feedback, dashboard)</li> <li>○ Clarify lead role for Legal Choices</li> <li>○ Measures of success agreed by the Legal Choices Board</li> <li>○ Single digital register</li> </ul> | <ul style="list-style-type: none"> <li>○ Awaiting outcomes from single digital register workstream</li> </ul>                                                     |
|                                                                                           | A3             | Rolling out public legal education priorities beyond Legal Choices                                                    | JGB    | <ul style="list-style-type: none"> <li>○ Additional resources review unresolved pending review of strategic priorities</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>○ <i>To be developed</i></li> </ul>                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>○ Consumer deep dive paper</li> </ul>                                                                                      |
|                                                                                           | A4             | Transition to a targeted risk-based supervision process for regulated individuals (linked to introduction of new CRM) | VP     | <ul style="list-style-type: none"> <li>○ Issue with data ported from Concept re misconduct and prior conduct – working to tag 14000 items of data retrospectively</li> <li>○ Risk matrices otherwise ready to test</li> </ul> | <ul style="list-style-type: none"> <li>○ Consider other tools that can be used to support higher risk members</li> <li>○ Risk data collected with renewals</li> <li>○ Application form and fields to be agreed by CRL to enable data survey to be released.</li> <li>○ Risk matrices Embedded</li> </ul>                                                                  | <ul style="list-style-type: none"> <li>○ Review collected data from renewals</li> <li>○ Tagging enforcement data to ensure the matrices can be tested.</li> </ul> |

| Strat Priority                                                                              | Ref / External | Priority project                                                                                                          | Prev Q | Progress in Quarter (including current RAG)                                                                                                                                                                                                                                                                                                                             | Milestones 2021 (January to December)                                                                                                                                                                                                                                                                                                                                                            | Focus for next quarter                                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2. strengthen the diversity of the legal profession and accessibility to legal services by: | B1             | Implementing changes to qualifying requirements to enhance a diversified workforce                                        | VP     | <ul style="list-style-type: none"> <li>Education standards implementation and approval of CPQ – approved June 2021.</li> <li>July Board considered Entity for Fellows, review of entity auth processes. – agreed a review of regulatory model with entity review as the first step.</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>Education Standards rule approval – approved 16 June.</li> <li>Review of authorisation processes for entity regulation</li> <li>Proposal of extending Entity to Fellows</li> <li>Gaining CILEx buy in to marketing entities from a diversity perspective</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>Working with ULaw to develop pilot for implementation of alternative route to practice rights</li> <li>Development of a review for the revision of the entity model.</li> </ul> |
|                                                                                             | B2             | Delivering entity regulation and ABS licensing through providing support to identify and realise opportunities            | VP     | <ul style="list-style-type: none"> <li>First ABS entity approved September 2021, comms will be prepared.</li> <li>See top issues for PII risk</li> <li>Assess if market opens now SRA firms have renewed – not happened, although new insurer contact may be positive</li> <li>PII issued outlined on risk register. Review of PII was covered in July Board</li> </ul> | <ul style="list-style-type: none"> <li>Develop KPIs (what success looks like)</li> <li>Contribution to CILEx Group comms</li> <li>Develop and implement targeted engagement to address anti-competitive practices in relation to entity authorisation including monitoring and annual review.</li> <li>Put marketing plan in place with targets based on marketing activity</li> </ul>           | <ul style="list-style-type: none"> <li>PII issue will form part of the entity review mentioned above.</li> </ul>                                                                                                       |
|                                                                                             | B3             | Deliver the LSB's revised diversity outcomes and be rated by the LSB as achieving EDI outcomes that are within CRL's gift | SD     | <ul style="list-style-type: none"> <li>Detailed EDI members survey to Sept Board - largest risk for LSB scoring</li> <li>LSB are proposing to make EDI part of the main regulatory performance assessment</li> <li>Carilyn asked Stuart to remain as lead for EDI so no changes to EDI structures</li> </ul>                                                            | <ul style="list-style-type: none"> <li>A new EDI action plan is developed for the LSB's new revised outcomes</li> <li>CILEx detailed EDI member survey</li> <li>Encouraging LSB improving diversity/removing barriers as a key objective in their 2021-24 strategy</li> <li>Amend action plan in light of LSB State of the Nation</li> <li>Revise EDI governance reporting structures</li> </ul> | <ul style="list-style-type: none"> <li>Developing the EDI action plan to deliver the 2022 strategic objective priorities</li> </ul>                                                                                    |

| Strat Priority                                                                           | External | Priority project                                                                                                                                                                                                                       | Prev Q | Progress in Quarter (including current RAG)                                                                                                                                                                                                                                                                                           | Milestones 2021 (January to December)                                                                                                                                                                                                                                                                                                                                                                                                                                    | Focus for next quarter                                                                                                      |
|------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| strengthen the diversity of the legal profession and accessibility to legal services by: | B4       | Align CILEx/CRL diversity approaches to maximise delivery of respective CRL and CILEx EDI objectives                                                                                                                                   | SD     | <ul style="list-style-type: none"> <li>Good progress in CILEX has shared their External Relations Strategy confidentially that has significant EDI focus</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Formalise governance/ structure now we have cultural buy in with CILEx</li> <li>Contribute to CILEx's EDI Strategy development</li> <li>EDI covered in CRL and CILEx Board to Board in 2021</li> <li>Embed CRL contributions to newly formed EDI NEDs Group</li> </ul>                                                                                                                                                            | <ul style="list-style-type: none"> <li>Seeking CILEX staff resourcing commitment for EDI</li> </ul>                         |
|                                                                                          | B5       | <b>NEW 2021:</b> Building a reliable understanding of the <u>full</u> diversity profile of the regulated community and internal decision-making groups                                                                                 | SD     | <ul style="list-style-type: none"> <li>Detailed EDI members survey to Sept Board</li> <li>Board diversity</li> <li>Diversity in recruitment focus</li> <li>LSB advised data fields won't be ready for this year's renewals therefore data won't be amended this year [milestone therefore struck through]</li> </ul>                  | <ul style="list-style-type: none"> <li>Produce first ever full membership composition (and therefore diversity) of regulated community</li> <li>Agree plan to re diversity on the Board</li> <li>Recruitments target diversity applications</li> <li>Explore affordable ways to remove EDI identifiers in recruitment applications</li> <li><del>Amending EDI data to reflect cross-sector data fields determined by the LSB (once produced by the LSB)</del></li> </ul> | <ul style="list-style-type: none"> <li>Enact Board decisions on Board diversity next steps from Sept Board paper</li> </ul> |
|                                                                                          | B6       | <b>NEW 2021:</b> Understanding the barriers to entry and progression within our regulated community and develop a programme of initiatives to mitigate/break down identified barriers with measures in place to evaluate effectiveness | SD     | <ul style="list-style-type: none"> <li>CILEX survey on progression and barriers completed and in Sept Board papers</li> <li>Progression raised at EDI Regulators Forum and working on building other regulator buy-in to make this a priority given we are reliant on others for delivering initiatives to tackle barriers</li> </ul> | <ul style="list-style-type: none"> <li>Membership survey with free text to identify barriers and potentially solutions</li> <li>CILEx membership survey analysis</li> <li>User feedback survey to seek feedback on EDI barriers and use within work to identify solutions to issues identified</li> <li>Develop an action plan to address entry and progression barriers – particularly for priority areas: BAME, gender, social mobility</li> </ul>                     | <ul style="list-style-type: none"> <li>Developing the operational plan for progression</li> </ul>                           |

|           |                                                                                                                                                                                                    |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                |
|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
|           |                                                                                                                                                                                                    |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <ul style="list-style-type: none"> <li>○ Diversity Group develops KPIs to assess the effectiveness of actions</li> <li>○ designing evaluation approaches which assess impact and monitor progress over time</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                |
| <b>B7</b> | <p><b>NEW 2021</b></p> <p>Measures in place to understand any differential impact on protected characteristics within their disciplinary/enforcement procedures and then mitigation activities</p> | <b>SD</b> | <ul style="list-style-type: none"> <li>○ Good progress</li> <li>○ Analysis to July Board in Enforcement annual report</li> <li>○ Differential analysis for enforcement going back 3 years started now we have whole membership EDI data</li> <li>○ EDI data capture for panellists/Board/staff &amp; will be published on website</li> <li>○ Agreement to park enforcement case management system given other priorities (recruitment; prior conduct; caseload and risk matrices data migration)</li> </ul> | <ul style="list-style-type: none"> <li>○ Using CRM, cross-compare regulatory outcomes with EDI characteristics to identify any significant unexplained differences [will require build up of data on CRM – likely to need to stretch into future years to build up meaningful data]</li> <li>○ Build means of capturing EDI data manually on enforcement spreadsheets</li> <li>○ Analysis of disciplinary findings update to Board</li> <li>○ Prior conduct analysis</li> <li>○ Ensure EDI data captured for all relevant people to be able to demonstrate diversity e.g. panels</li> <li>○ Unconscious bias training for panellists</li> <li>○ <del>Build disciplinary section on CRM (or alternative database plug in to CRM) [park until 2022]</del></li> </ul> | <ul style="list-style-type: none"> <li>○ Assess if 3 year enforcement analysis identifies any differential outcomes</li> </ul> |

| Strat Priority                                                   | Ref / External | Priority project                                                                    | Prev Q | Progress in Quarter (including current RAG)                                                                                                                                                                                                                                                                                                                                                                      | Milestones 2021 (January to December)                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Focus for next quarter                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------|----------------|-------------------------------------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3. To promote and uphold the highest [member] standards through: | C1             | Contributing to understanding of new technologies and innovation for legal services | VP     | <ul style="list-style-type: none"> <li>Discussion with other regulators and DCMS on digital ID – SRA has decided not to continue with this work at this time.</li> <li>Meeting attended on future of the regulators' pioneer fund</li> <li>Regular meetings co-ordinated by the regulatory representation unit – VP attended restarted RRU meeting</li> <li>Regulators Pioneer Fund bid unsuccessful.</li> </ul> | <ul style="list-style-type: none"> <li>Identifying key sources of legal tech development</li> <li>Analysing the LSB's research papers</li> <li>Take forward outputs from design sprint to develop into Regulators Pioneer Fund bid in conjunction with SRA and CLC.</li> <li>Publishing outputs to see if there are companies that would like to take up the challenge irrespective of funding</li> <li>fostering technology skills within qualifications and entity growth</li> </ul> | <ul style="list-style-type: none"> <li>Meeting tech start ups through regulatory response unit and ID opportunities to work with them on other solutions (e.g. Legal Utopia &amp; comparison tool) – new policy officer in post</li> <li>Working on Digital ID with DCMS – reconsidering future of this work given SRA withdrawal.</li> </ul> |
|                                                                  | C2             | Risk-based Enforcement                                                              | SD     | <ul style="list-style-type: none"> <li>On hold pending risk matrices work [no change since July Board]</li> </ul>                                                                                                                                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Rule change submission to LSB [timescale dependent in supervision risk matrices work</li> <li>Risk-based scoring system embedded</li> </ul>                                                                                                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>This is not time critical and waiting for risk matrices work</li> </ul>                                                                                                                                                                                                                                |
|                                                                  | C3             | <b>NEW 2021</b><br>Risk-based supervision                                           | VP     | <ul style="list-style-type: none"> <li>Working with Barbri and Sean Hutton to develop the youth court competencies for the QASA rule change – complete and consultation issued</li> </ul>                                                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>Develop options to enhance supervision of regulated community through increased understanding of individual risk profiles</li> <li>Link to LSB's review of ongoing competence</li> <li>Develop rule changes to introduce new supervisory tools</li> <li>Understanding risk profiles of regulated community once practitioner risk matrix live in CRM</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>See update above,</li> <li>Working with SRA and BSB on coroners' court competencies. Information to be published on website once project has completed.</li> </ul>                                                                                                                                     |

| Strat Priority                                                         | Ref / External | Priority project                                                                                                                   | Prev Q     | Progress in Quarter (including current RAG)                                                                                                                                                                                                                                                                                                                                     | Milestones 2021 (January to December)                                                                                                                                                                                                                                                                                               | Focus for next quarter                                                                                                                                                                      |
|------------------------------------------------------------------------|----------------|------------------------------------------------------------------------------------------------------------------------------------|------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic operations key projects<br>Strategic operations key projects | D1             | Ensuring financial sustainability for CRL in light of significant change projects ( <i>reserves; PCF application process etc</i> ) | VP/<br>SMT | <ul style="list-style-type: none"> <li>Reserves Policy to Sept Telecon</li> <li>Issued PCF consultation</li> </ul>                                                                                                                                                                                                                                                              | <ul style="list-style-type: none"> <li>Reserves Policy (linked to PCF LSB review)</li> <li>PCF work on permitted purposes / feed modelling</li> <li>Review PCF revised timetable in light of LSB proposals and risks around application refusal.</li> <li><i>Update milestones following outcome of LSB consultation</i></li> </ul> | <ul style="list-style-type: none"> <li>PCF application with reserves policy to be submitted to LSB in October 2021.</li> </ul>                                                              |
|                                                                        | D2             | CRM                                                                                                                                | SMT        | <ul style="list-style-type: none"> <li>Excellent Prior conduct progress with changes made in time for renewals [green for prior conduct]</li> <li>Delays in relation to risk matrices and WBL submission</li> <li>CPD changes not implemented</li> <li>Discuss CPD changes with CILEX</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>P2s rolled out</li> <li>Online applications to carry over into 2021</li> <li>Database developed to address limitations</li> <li>Disciplinary database built</li> </ul>                                                                                                                       | <ul style="list-style-type: none"> <li>Testing risk matrices and WBL work</li> <li>Fix agreed with CILEX – we will test the approach at the CPD year end (30 September onwards).</li> </ul> |
|                                                                        | D3             | Communications and Engagement account management approach                                                                          | JGB        | <ul style="list-style-type: none"> <li>SMT view not to market entity at the moment given PII &amp; comp fund challenges</li> <li>Previous comms officer returning to replace departing comms officer</li> <li>Social media continuing re practice rights, seeing some increase in applications</li> <li>Press release on ABS and opportunity to become CRL regulated</li> </ul> | <ul style="list-style-type: none"> <li>Practice rights marketing</li> <li>Entity marketing</li> <li><i>EDI comms &amp; engagement plans identified following action plan &amp; analysis of broader EDI</i></li> </ul>                                                                                                               | <ul style="list-style-type: none"> <li>Continued emphasis on practice rights for comms on social media</li> </ul>                                                                           |



|  |           |                                                                                       |               |                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                     |
|--|-----------|---------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>D4</b> | Strategic KPIs for Board to be able to measure progress of the strategic objectives   | <b>SD</b>     | <ul style="list-style-type: none"> <li>Agreement with Jonathan on developing a balanced scorecard</li> </ul>                                                                                                   | <ul style="list-style-type: none"> <li>SMT recommendation that measures of success are developed alongside development of the 2022-24 strategy as part of Board strategy discussion</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>Produce balanced scorecard for Nov Board</li> <li>Develop draft KPIs for 2022 Business Plan</li> </ul>                                                                                       |
|  | <b>D5</b> | <b>NEW 2021:</b> Develop Rule change processes to meet new LSB requirements           | <b>SD/VP</b>  | <ul style="list-style-type: none"> <li>Board oversight and Rule change QA process presented to Sept Board for approval</li> <li>Positive LSB feedback on Education Standards and ACCA Rule changes.</li> </ul> | <ul style="list-style-type: none"> <li>Assess if any changes are required to our processes in light of LSB feedback</li> <li>Review LSB updated guidance</li> <li>Creating a procedure for putting applications together</li> <li>Develop regulatory impact assessment template</li> </ul> | <ul style="list-style-type: none"> <li>Once Board has approved Board oversight arrangements, present QA process to the LSB to enable LSB to see taking seriously and enable LSB feedback</li> </ul>                                 |
|  | <b>D6</b> | <b>NEW 2021:</b> Develop policy positions for key matters (e.g. Mayson; LSB approach) | <b>JGB/SD</b> | <ul style="list-style-type: none"> <li>9 Sept Telecon seeking Board agreement for sessions on developing policy positions for any matters not covered by the strategy</li> </ul>                               | <ul style="list-style-type: none"> <li>Board strategy session</li> <li>CRL/CILEx Board to Board</li> <li>Document listing all policy positions</li> <li>Develop 2022-24 strategy</li> </ul>                                                                                                | <ul style="list-style-type: none"> <li>Identify key strategic questions and hold focused Board discussions</li> </ul>                                                                                                               |
|  | <b>D7</b> | <b>NEW 2021:</b> Effective working with CILEX                                         | <b>SMT</b>    | <ul style="list-style-type: none"> <li>IGR internally assessed as compliant by CRL and CILEX (see Sept Board Paper)</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>OLAs sitting under the PCF permitted purposes</li> <li>Post-COVID working arrangements</li> <li>IGR compliance</li> </ul>                                                                                                                           | <ul style="list-style-type: none"> <li>Develop OLAs to support permitted purposes/shared services work for quals, membership and marketing</li> <li>Review communications relating to Practice rights on Fellow letters.</li> </ul> |
|  | <b>D8</b> | <b>NEW 2021:</b> Reviewing the PCF process, timetable and policy                      | <b>VP</b>     | <ul style="list-style-type: none"> <li>Positive indications from Stella (CFO) that CILEX will prioritise PCF timetable next year</li> </ul>                                                                    | <ul style="list-style-type: none"> <li>PCF timetable amended in light of 2020 experiences</li> </ul>                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>Contract management after Board to raise PCF timetable</li> </ul>                                                                                                                            |
|  | <b>D9</b> | <b>NEW 2021:</b> Collaboration and joint working with the other regulators            | <b>SD/JGB</b> | <ul style="list-style-type: none"> <li>Awaiting feedback from LSB on collaborative areas</li> <li>Meetings with other regulators at Chair/CEO level completed</li> </ul>                                       | <ul style="list-style-type: none"> <li>Agreed areas of collaboration with other regulators identified</li> </ul>                                                                                                                                                                           | <ul style="list-style-type: none"> <li>Developing Business Plan for new strategy to identify where collaboration needs to be prioritised.</li> </ul>                                                                                |