

	CILEx Regulation Limited
Date	29 June 2022
Item	5
Title	Chief Executive's Report
Author	Janine Griffiths-Baker, Chief Executive (Interim)
Purpose	This report updates the Board on key activities across the organisation since 17 May 2022
Recommendation	The Board is invited to NOTE this report
Timing	N/A
Impact assessment	None
Appendices	None
For publication	Yes

Legal Services Board

Submissions

1. In its December 2021 [regulatory performance assessment](#), the Legal Services Board (LSB) found that CILEx Regulation Limited (CRL) had met all the required standards in all outcomes. It stated, however, that it saw scope for improvement in relation to Well-Led Outcome 2 (WL2), particularly CRL's performance in terms of how it articulates the work it is doing and why, and how it deploys its resources to deliver against its own deadlines. As part of the LSB's follow-up on its 2021 annual performance assessment of CRL, it wrote to CRL on 20 May 2022, requesting details by 30 June 2022 of:
 - A. how CRL has met the WL2 outcome in 2022; and
 - B. the measures it has taken to improve its performance in this area since December 2021.

The Chief Executive submitted a report to the LSB on 27 June 2022 with the requested information.

Consultations

2. On 13 June 2022, CRL submitted a response to the LSB's consultation on the Proposed Regulatory Performance Assessment Framework.

Transparency and CMA work

3. CRL continues to contribute to the LSB-led Market Transparency Co-ordination (MTCOG) Task-and-Finish Group that is carrying out work on the provision of a regulatory information service (formerly single digital register). Work has progressed on a 'discovery' document. A 'proof of concept' will be presented to MTCOG in July.

4. Work has proceeded to support CRL immigration firms to become compliant with the Transparency Rules, with firms' websites now very close to total compliance.
5. Joint work continues with the BSB, SRA and Office of the Immigration Commissioner on improving information for consumers of immigration services. A meeting with Refugee Action will take place on 6 July to consider the scope of the project, potential outputs, and the cost of making further progress.
6. Following the LSB's publication of its policy statement on 'consumer empowerment' in April 2022, the LSB asked each regulator to prepare a high-level 'gap analysis' against each aspect of the policy as a first step towards implementation. CRL completed its analysis in June. The information provided by each regulator will be considered at the MTCOG meeting in July.
7. Work on the joint regulator 'Quality Indicators' (QI) pilot will be evaluated in June and July. The final report is expected by 12 August, after which regulators will consider the next steps to be taken.

Staffing and Operations

Staffing

8. A detailed action plan has been drafted in conjunction with staff and managers to address issues raised in the staff survey. Timelines and indicators of success have been agreed, and progress will be monitored by the Executive and reported at the monthly managers' meeting.

CRM update

9. The Chief Executive and Chief Operating Officer continue to hold weekly meetings with the CILEX Project Co-ordinator. Progress across all areas is continuing well. Current projects are summarised below:
 - Work is in the final stages on CILEX Learn (the platform to enable WBL portfolio submissions). Prior to launch, the Practitioner Team will meet the supplier and carry out final checks to ensure that all elements work effectively.
 - CRL's Portal is now functioning. The focus has moved to developing an online application to replace the current paper system and enable all applications to be administered through the CRM.
 - Testing of the 'risk matrices' is still in the final stages and will not now go live until the end of April. The matrices, however, are now being tested and are shortly expected to be fully operational.
 - Work on the Entity Directory continues to enable it to meet LSB requirements. Following the introduction of ACCA firms, additional changes have been needed. The process has taken longer than anticipated as an outside contractor is responsible for these amendments (rather than CILEX staff).
 - Data migration for enforcement is continuing and some progress has been made in relation to the risk matrices data. As the work relates to historic data, which is currently available via other means, the Enforcement Team has prioritised more urgent projects.

- CRL is now able to accept direct debit payments. This function, however, is not currently operational, as CRL collects relatively few payments from the regulated community. As CILEX currently collects the PCF from Fellows and Associate Prosecutors, CRL ensured that it was able to accept payments via direct debit, should this position change.
- A review of the processes to support the Professional Conduct Panel will commence shortly. Work on the project has been slightly delayed to allow the enforcement team to resolve backlogs on existing cases.

Shared Services

10. CRL is still awaiting the final schedule from CILEX on shared services for 2022 and 2023.
11. Work has not progressed as quickly as CRL would have liked because the Chief Financial Officer for CILEX has been out of the country and unavailable. The matter is now pressing given that information on shared services is required for the completion of this year's PCF process.

Stakeholder engagement

12. Since the appointment of a Manager of Policy and Stakeholder Engagement on 1 April 2022, good progress has been made on improving stakeholder engagement and communications. A comprehensive report is presented to the Board *infra* at Agenda Item 9.

Communications

13. Since the last Board meeting, the following media campaigns have taken place:
 - a. promotion of the CRL consultation on changes to consumer protection arrangements for clients of CILEX Authorised Entities
 - b. mental Health Awareness Week
 - c. new routes to practice rights
 - d. PRIDE month
 - e. promotion of the new Education Standards
 - f. compliance with transparency rules by ACCA-Probate firms
14. The CRL newsletter was sent out by email in May to the CRL regulated community and key stakeholders. The contents included an update from the CRL Chair following the Board meeting in May, an article on next steps following the EDI roundtable in March, and a case study on advocacy training.
15. The LSB's new microsite, [Reshaping Legal Services](#), launched on 25 May, contained a blog written by the Chief Operating Officer (COO). This new site is intended to be 'sector-owned space' to reflect the importance of collaboration in achieving fairer outcomes, stronger confidence and better services. The blog focused on reforming education for chartered legal executives.

Reach and Impact

16. Since the last Board meeting, our communication channels have seen an overall growth in engagement with stakeholders, apart from Twitter where a slight decrease has occurred. LinkedIn continues to be CRL's strongest social platform, both in terms of numbers of followers and consistent engagement. It is also the best means of reaching our key audience – the regulated community.
17. Visits to the CRL website have increased, with the 'Work Based Learning Schedules' and the Practitioner Directory proving the most popular pages. Following a social media post announcing the new routes to practice, CRL received five hundred expressions of interest from practitioners via its website. The home page, case studies and work-based portfolio guide were the most frequently visited pages on the Regulation Matters website.
18. Engagement with the CRL monthly newsletter remains strong, with 45% of recipients opening the letter from the email link. This is well-above industry standards of between 15-25%.
19. The following table is a summary of CRL's communications' engagement and reach since the last Board meeting:

Table 1

Channel	Overview of Engagement	Changes +/- from previous period	Highest engagement
CRL Website	CRL users: 8275 No of sessions: 14092	+ 843 additional users + 1370 new sessions	<ul style="list-style-type: none"> • Work-based learning schedules (14%) • Practitioner Directory (14%) • Home page (6%)
LinkedIn	3718 followers 11 posts 8 posts had over a 2% engagement rate*	+ 55 new (↑3.6%) No change No change	<ul style="list-style-type: none"> • Announcement of new practice rights routes (8.58%) • Joint regulatory statement on tackling counter-inclusive misconduct (4.38%) • Launch of LSB microsite featuring CRL COO article (4.38%)
Twitter	1584 followers 27 tweets 1.9% overall engagement rate**	+ 3 + 10 ↓ 0.2%	<ul style="list-style-type: none"> • Announcement of new practice rights routes (6.2%) • E-submission information (6.0%) • Promotion of LSB research into access to legal services for small businesses (5.5%)
Newsletter	May CRL Newsletter • Date sent :18.5.22	April CRL newsletter • Date sent: 25.4.22	<ul style="list-style-type: none"> • Chair's Board update (333)

	<ul style="list-style-type: none"> • Total sent: 17,102 • Open rate: 45% • Number of people choosing to unsubscribe: 13 	<ul style="list-style-type: none"> • Total sent: 17,883 • Open rate: 46% • Number of people choosing to unsubscribe: 27 	<ul style="list-style-type: none"> • New routes to practice rights (331) • Advocacy case study (218)
Regulation Matters website	Users 863 Number of sessions 983	+ 337 additional users + 380 additional sessions	<ul style="list-style-type: none"> • Home page (93 views) • Case studies (50 views) • Work-based portfolio guide 'Keep things simple' (45 views)

*Industry standards: 2% and above is considered good engagement

**0.33 to 1% is considered very high

Public Relations

20. In June 2022, CRL engaged the services of KysenPR for an initial six-month period to support a structured media relations programme. This will include one to two commissioned editorials per month in high-profile publications. The initial focus will be on raising the profile of CRL within the legal services market and among CRL's own regulated community.

External meetings

21. Since the last Board meeting, members of the Executive team have attended forty-nine external meetings with various key stakeholders.

Recommendation

22. The Board is asked to **NOTE** the Chief Executive's Report.