

**CILEx Regulation  
Corporate Strategy  
2025-2027**

## **Foreword, Jonathan Rees, Chair of CILEx Regulation**

I am delighted to set out CILEx Regulation's Strategy for the next three years. This is the product of widespread consultation and engagement, with for example over 22,000 views of one of our consultation webinars. It is particularly pleasing that over 90% of those consulted wanted CRL to continue to provide specialist independent regulation, more than matching the results of the biggest ever consultation of CILEX members last year,

The announcement by CILEX of its intention to redelegate regulation of CILEX members to the Solicitors Regulation Authority at the beginning of 2022 has inevitably caused a long period of uncertainty for both CRL staff and the community we regulate. Despite this unwelcome uncertainty CRL has made significant progress in delivering its 2022-24 strategy, including progress with our ambitious EDI agenda, successful approval to authorise higher rights of audience, a strong risk-based approach to continuing professional development and ongoing competence, and most recently ground-breaking rules to promote transparency of information to consumers by all the firms we regulate.

Over the next three years, we have identified four key strategic objectives to drive our new programme of work. We will report on these transparently at each of our Board meetings, setting out both progress made and the work still to do. Our underlying approach will be to continue to focus on delivering forward-looking legal regulation which protects and promotes the interests of consumers and advances the core issues affecting the legal services sector such as harnessing the benefits of technology and AI, supporting better access to justice, enabling consumers to make informed choices and upholding the highest standards of professional and ethical behaviour of those we regulate. We are also determined to do this in close partnership with fellow regulators, those representing consumers and other stakeholders, and above all in collaboration with those we regulate. The people we regulate are unique and varied and deserve a regulator large enough to deliver for them, and small enough to care about them.

## **Introduction**

CILEx Regulation Limited (CRL) provides independent regulation of CILEX's 7,600 authorised members, as well as around 9000 paralegals and other non-authorised members.

We are proud of the high standard of focused regulatory services that we deliver to CILEX and its members. We are also proud of our robust governance, independent and cost-effective operational structure, and productive engagement with our regulated community.

## **Our mission and purpose**

Our **mission** is to be a high performing and responsive regulator that protects and promotes consumers' interests through strong evidence-based regulation.

Our **purpose** is to ensure high standards of professional conduct and competence, protecting and promoting the public and consumer interests, enhancing respect and understanding for CRL qualifications and maintaining the integrity and trust of the legal profession.

### **CRL achieves this by:**

#### **Regulating CILEx Members (including non-authorised members eg paralegals) and Firms:**

- CRL oversees the professional conduct of CILEx members, ensuring they adhere to established standards and ethical guidelines. This includes setting and enforcing rules, handling complaints, and taking disciplinary actions when necessary.

#### **Protecting the Public:**

- CRL aims to protect consumers of legal services by ensuring that CILEx professionals and firms operate with integrity and competence. This involves ensuring that legal services are delivered competently, ethically, and in a manner that upholds public trust.

#### **Promoting High Standards:**

- CRL sets and maintains rigorous standards for education, training, and ongoing professional development for CILEx members. These standards are overseen by the LSB to be at the same level as those of other legal professionals such as Solicitors and Barristers. This helps ensure that members are well-qualified and up to date with the latest legal practices and regulations.

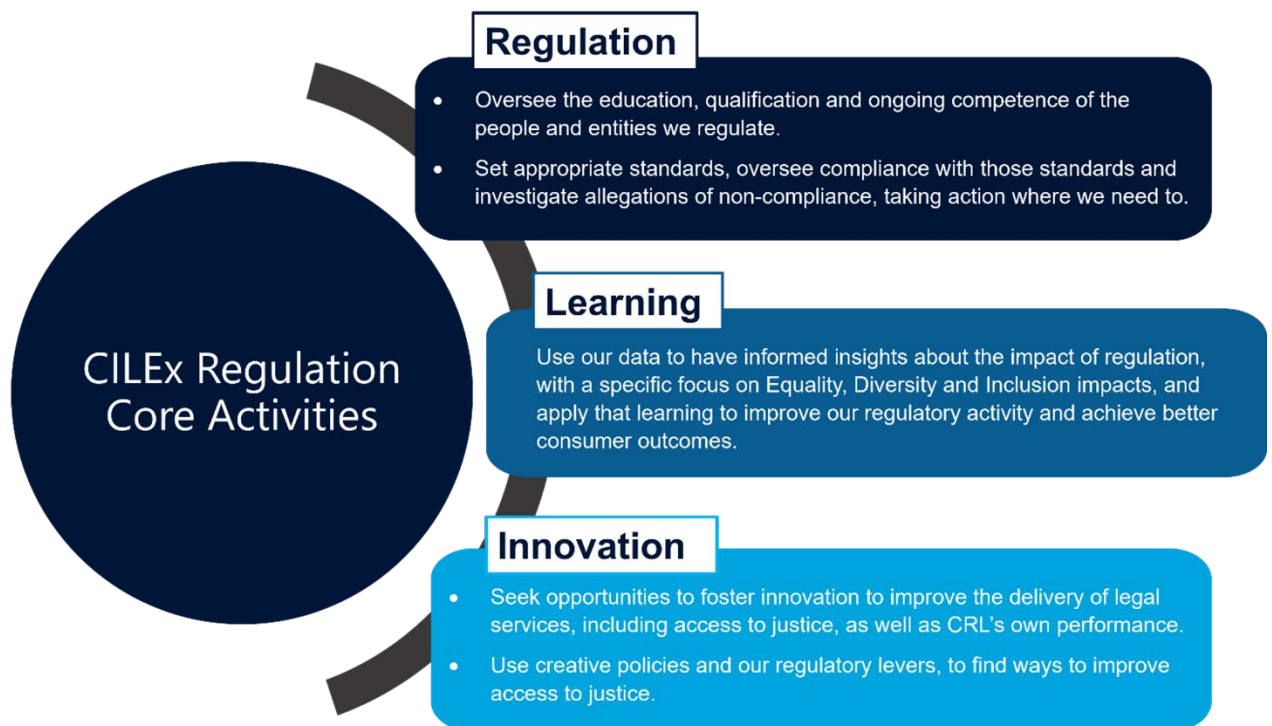
#### **Enhancing Accessibility to Legal Services:**

- CRL works to make legal services more accessible to the public, advocating for practices and policies that reduce barriers to obtaining legal assistance, and working with others to promote access to justice.

#### **Supporting Regulatory Objectives:**

- CRL supports broader regulatory objectives such as promoting competition in the legal market, encouraging an independent, strong, diverse, and effective legal profession, and increasing public understanding of the citizen's legal rights and duties.

## CRL's Core activities



## Delivering the Corporate Strategy

The 2025-2027 strategy seeks to build on the achievements of the 2022-2024 previous three-year strategy. This strategy had three key strategic objectives, High standards, consumer empowerment and Equality, Diversity and Inclusion.

Key achievements include:

### High standards

- **Higher Rights of Audience** – Legal Services Board approved CRL to authorise CILEx practitioners with litigation and advocacy rights and chartered legal executive advocates with Higher Rights of Audience.
- **Continuing Professional Development** - significant improvement in Continuing Professional Development compliance and making good progress with the Ongoing Competence Action Plan submitted to the Legal Services Board.

- **Assessment routes** offered by the University of Law for Fellows to gain practice rights are embedding, with 140 Fellows applying.

### Consumer empowerment

- **Development of the Legal Choices website** (a comprehensive online resource for consumers) leading to a 23% increase to 1.6 million visits during the 12 months to 31 October 2023, substantially exceeding the target of 1.25 million visits.
- **Regulatory Information Service** - collaborating with other regulators to progress the development of a Regulatory Information Service in line with the LSB's Statement of Policy on Empowering Consumers. This includes recently approving a discovery phase to create a single digital portal through which consumers can access multiple data sets for each front-line regulator.
- **Transparency** – consultation on amendments to our transparency rules and regulations for firms in line with the LSB's statement of policy on consumer empowerment. Publication of CRL Board papers.
- **Consumer facing web content** – development of more consumer facing web content including 'I am a member of the public' section.

### Equality, diversity and inclusion

- Publication of CRL's first ever EDI strategy.
- Publication of CRL's biennial Diversity Data Survey Report, drawing on data from 16,757 members – nearly four times the data available compared to the 2017 survey.
- Publishing an expanded diversity reported related specifically to Enforcement activities.
- Recast qualifying employment rules and qualifying experience to eliminate barriers to qualification.

## Strategic Priorities 2025-2027

To deliver CRL's core work of protecting consumers' interests and promoting the **nine regulatory objectives**<sup>1</sup> we have developed **four** key strategic objectives for the next three years, our aims for these areas of work and where we expect to be at the end of the three-year period.

### Standards and public trust

#### *Aim*

We will promote high quality professional practice that enables the individuals and entities that we regulate to meet our standards, so they are able to adapt to changes in the delivery of legal services and utilise the benefits of innovation and law tech which meet the needs of consumers.

#### *Where we expect to be in 2027*

- Our regulatory standards, policies and guidance help the individuals and entities we regulate to adapt to the changing legal services market, so they meet the needs of consumers.
- Our approach to continuing professional development improves professionalism, champions high standards and reduces incidents of poor conduct and unethical behaviour. CRL's approach is recognised as a beacon of good practice.
- Developed and enhanced innovative approaches to service in legal regulation and enabled the adoption of new technology, including AI, to improve legal services delivery and our internal processes.
- CRL is recognised for its innovative approach to the delivery of legal services regulation.

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<sup>1</sup> The nine regulatory objectives are: Protecting and promoting the public interest; Supporting the constitutional principle of the rule of law; Improving Access to Justice; Protecting and promoting the interests of consumers; Promoting competition in the provision of services; Encouraging an independent, strong, diverse and effective legal profession; Increasing public understanding of the citizen's legal rights and duties; Promoting and maintaining adherence (by authorised persons) to the professional principles and Promote the prevention and detection of economic crime.

## Access to justice and consumer empowerment

### *Aim*

We will champion fair access to all in the legal services market. We will continue to improve the information available to consumers to improve accessibility to legal services, so they are able to make informed choices and have confidence in the legal professionals they engage with.

### *Where we expect to be in 2027*

- Through the development of the *Legal Choices* website and establishing the Regulatory Information Service (Single Digital Register) and further development of Quality indicators, consumers have the high-quality information they need to choose good legal representation.
- Subject to the outcome of the CILEX proposals, have supported CILEX members to make it easier and more cost-effective to start up a law firm ('Law Firm in a Box'), providing greater choice to consumers within diverse communities.
- Consumers have an increased understanding of the consumer protections available in the legal services sector and gaps that exist with the unregulated sector are highlighted.

## Independence and sustainability

### *Aim*

Promote the value and importance of independent, specialist regulation, ensuring CRL is able to work without fear or favour and its independence is protected.

### *Where we expect to be in 2027*

- Through our contribution to the LSB's review of the Internal Governance Rules (IGRs), CRL is able to exercise its powers freely and independently, without interference from the approved regulator.
- The organisation continues to be financially sustainable and achieves full financial independence, enabling us to invest in those areas of our operation which are most important to consumers and regulated members and entities.
- Developed and begun to implement an internal Corporate Social Responsibility programme, working with stakeholders on reducing our environmental impact.

## Be an authoritative, inclusive and capable organisation

## **Aim**

The organisation is resilient and has the capacity and capability quickly to adapt to changes in the external environment. Continue to champion fair access for all in the legal services market.

## **Where we expect to be in 2027**

- Reviewed and improved our operational performance monitoring resulting in a reduction of the length of time to conclude conduct complaints.
- Further improved the transparency and accessibility of our services so we respond quickly and effectively to requests.
- Continued to work collaboratively on research to expand CRL's evidence base, including collecting more consumer data.
- Used Data effectively to set goals to measure impact, chart progress and track the effectiveness of equality actions so we can understand the outcomes for consumers and the regulated community.
- Understood and sought to address barriers to career progression within the CILEX regulated community.
- Invested in our people, providing a caring environment with equal opportunities for colleagues to develop.
- Built capability to ensure we have the right skills and competencies to drive our current and future performance.

## **Values**

The delivery of CRL's strategy is underpinned by CRL's values which provide the framework for how we approach everything we do.

**Integrity** - We are honest and take responsibility for our decisions. We listen to the regulated community and other stakeholders but remain independent.

**Excellence** – we are a learning organisation, committed to improvement and innovation.

**Fairness** – we respect people and treat them without prejudice.

**Transparency** – we are open about how we work and how we reach decisions.

**Efficiency** – we keep things simple, timely and cost effective.

## **Our approach to implementing the Corporate Strategy**

Our strategy sets out our mission and priorities for the next three years and where we want to be at an end. The successful delivery of the strategy will be dependent on our continued collaboration with our fellow regulators and other stakeholders across the sector. Wherever



possible we will seek to co-produce key deliverables with the regulated community. We will also continue to ensure our decision making is transparent through the publication of Board papers and decisions and consultation.

Further detail about how and when we will deliver the strategy will be provided in our annual Corporate Plan which will be published at the beginning of each year and will be supported by a refreshed **Equality, Diversity and Inclusion Strategy**.