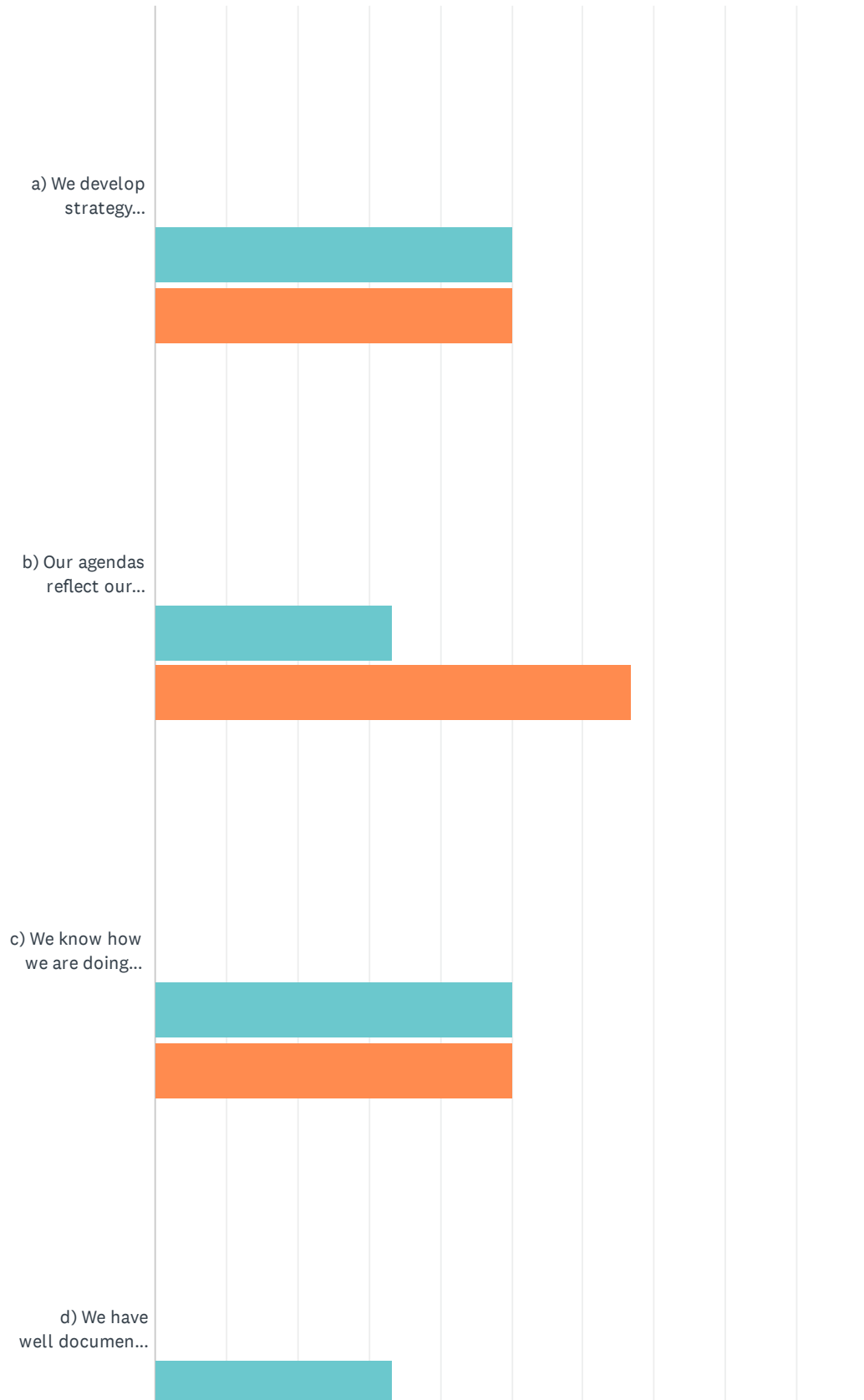
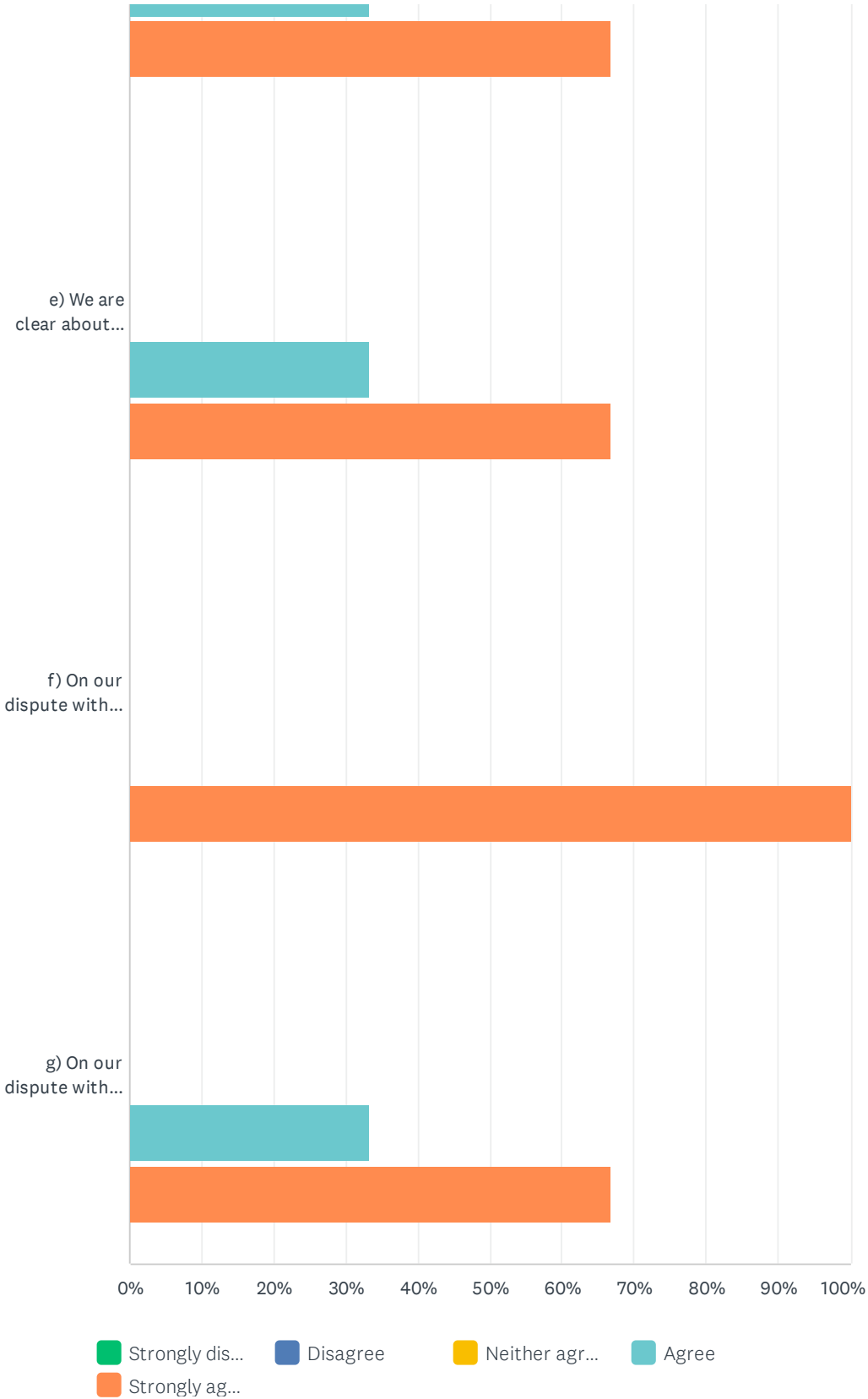


Q1 Strategy

Answered: 6 Skipped: 0



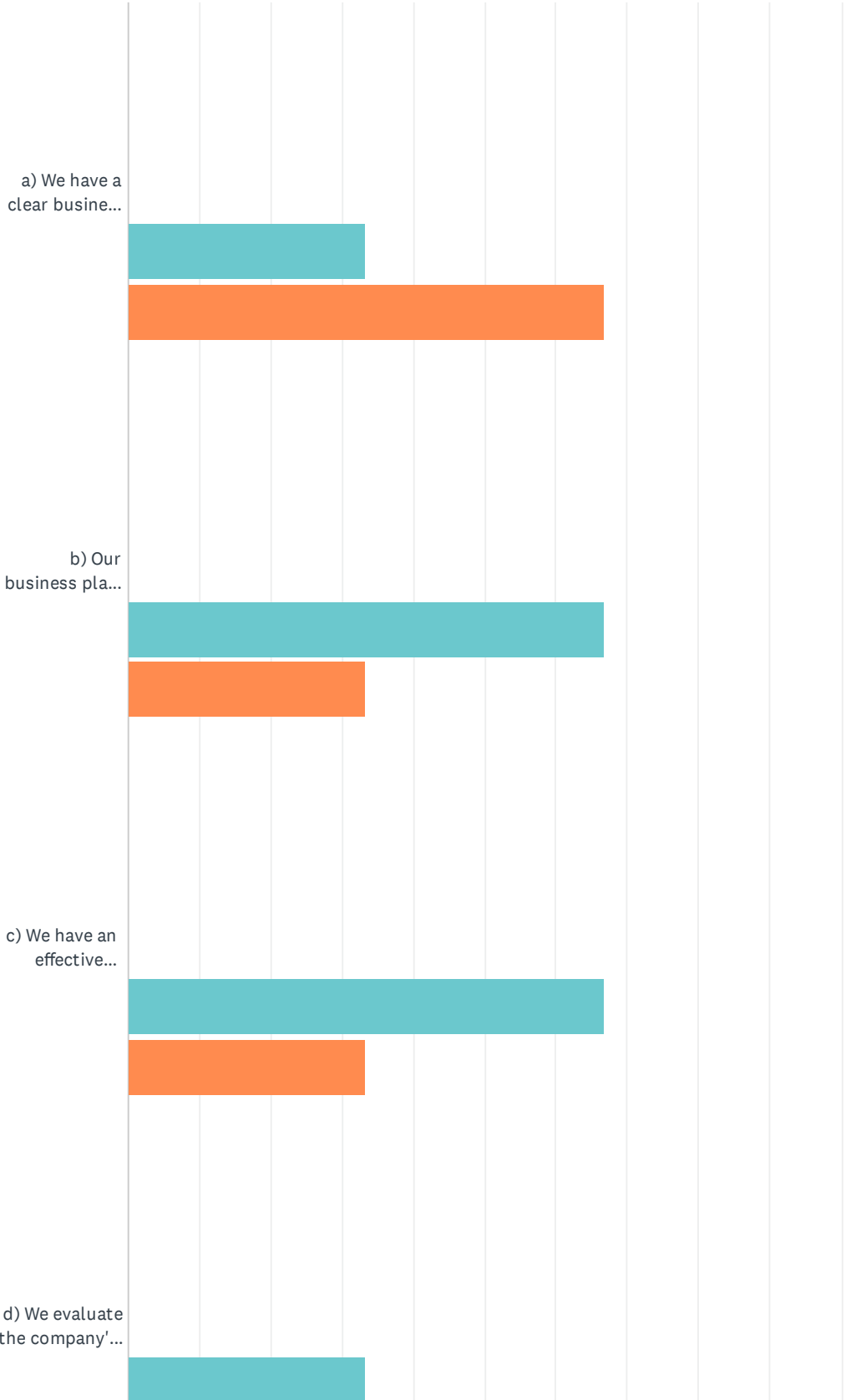


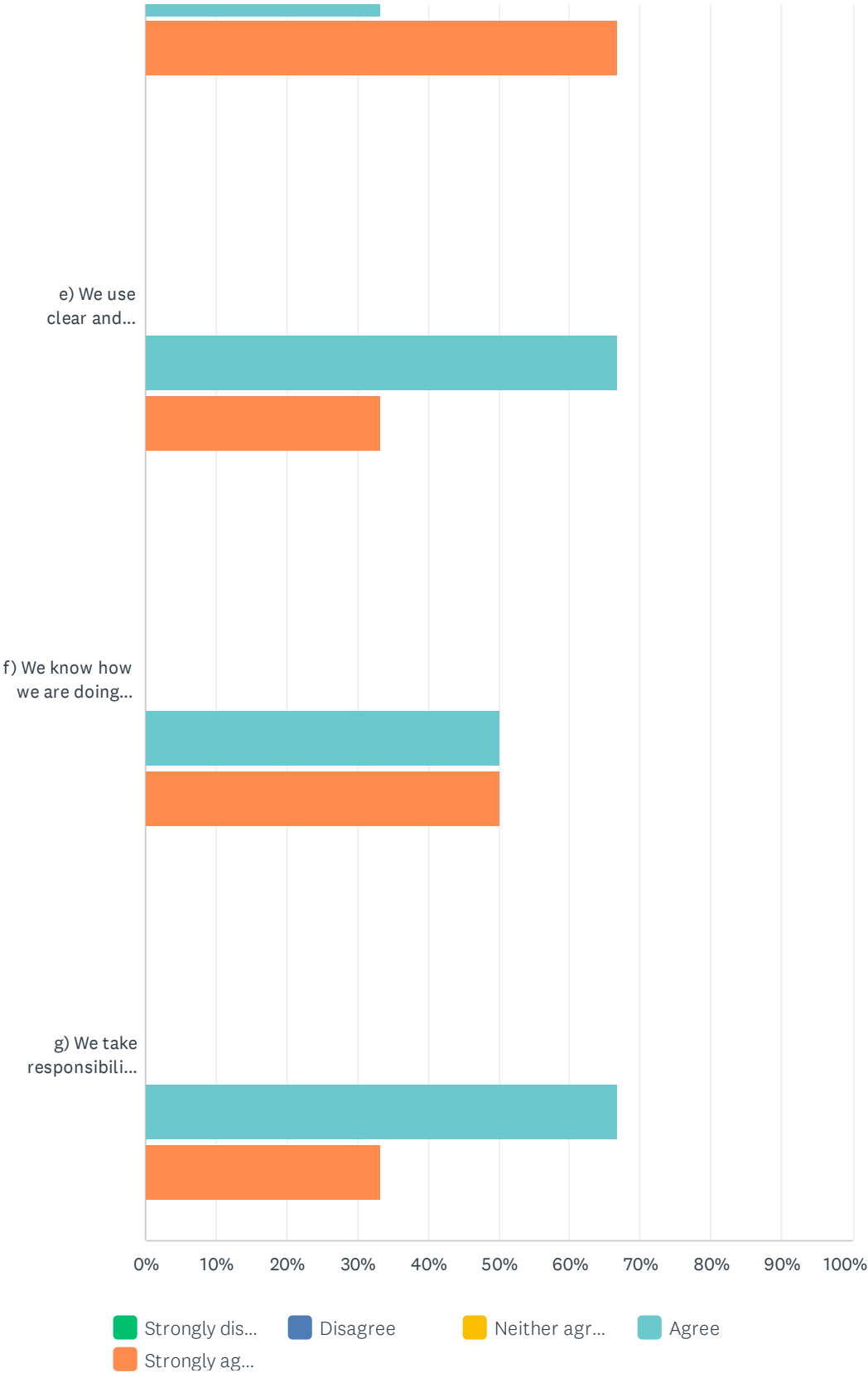
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We develop strategy effectively and I believe in it	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
b) Our agendas reflect our strategic plan and priorities	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
c) We know how we are doing against our strategic priorities	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
d) We have well documented goals and priorities	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
e) We are clear about what we want to achieve	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
f) On our dispute with CILEX, I feel I have been kept informed	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 6	6	5.00
g) On our dispute with CILEX, I feel I have been able to contribute to strategy formulation	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67

#	COMMENTS:	DATE
1	In light of the dispute with CILEX, I think it is difficult to be totally clear on what we want to achieve from a strategy perspective.	
2	The distraction caused by the dispute with Cilex has skewed our agenda and the time of the senior staff and Board. Had we been free of that we could have done so much more to support achieving our aims.	
3	Generally very good. The dispute has rather distracted us from core strategy. Felt very in the know on the dispute. I think we do sometimes struggle to properly debate some of the issues with a big picture perspective as there's so much to react to in the moment.	
4	It is difficult, at present, to agree strongly in believing in our strategy when the future is so uncertain.	

Q2 Business Planning and Performance

Answered: 6 Skipped: 0



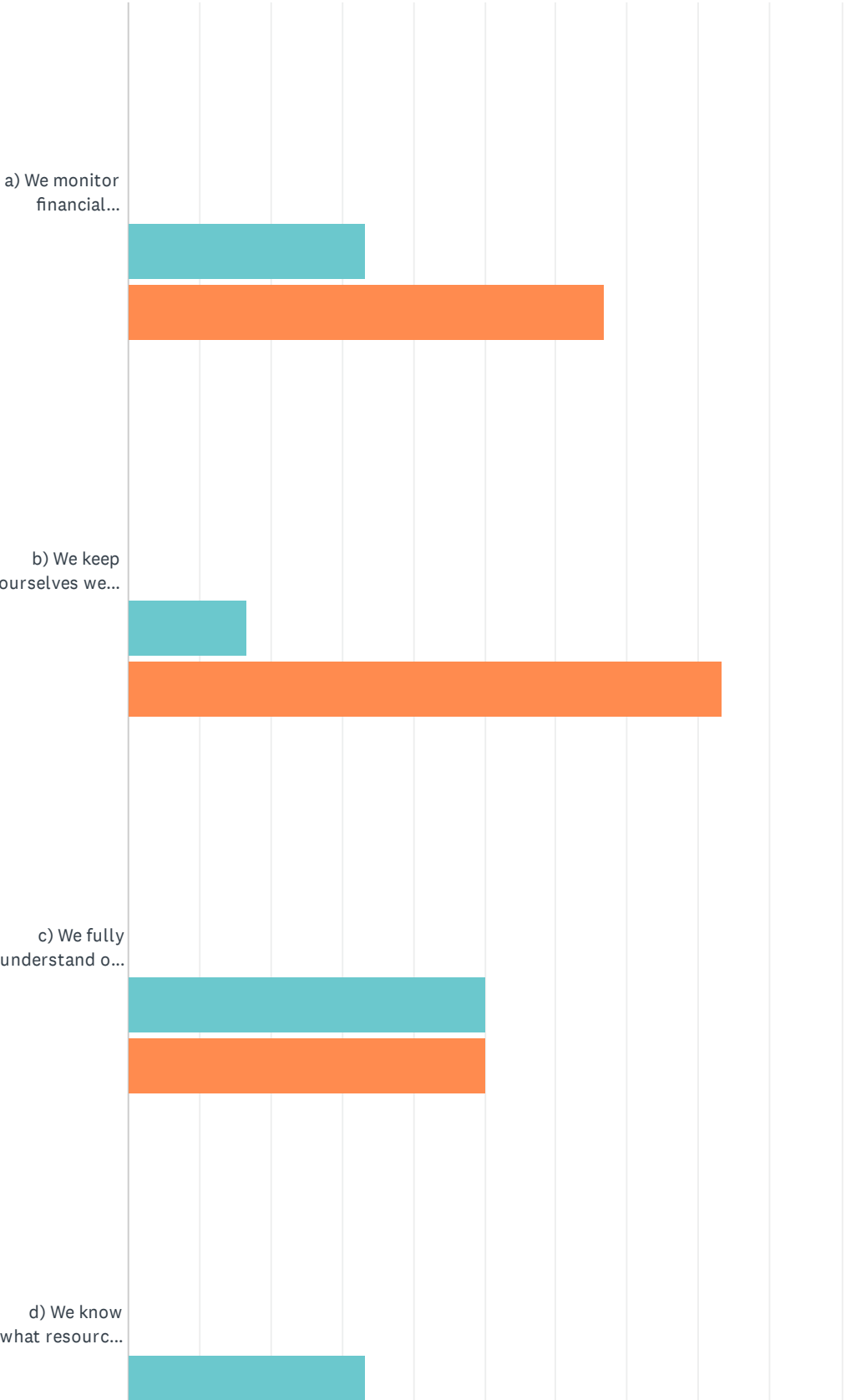


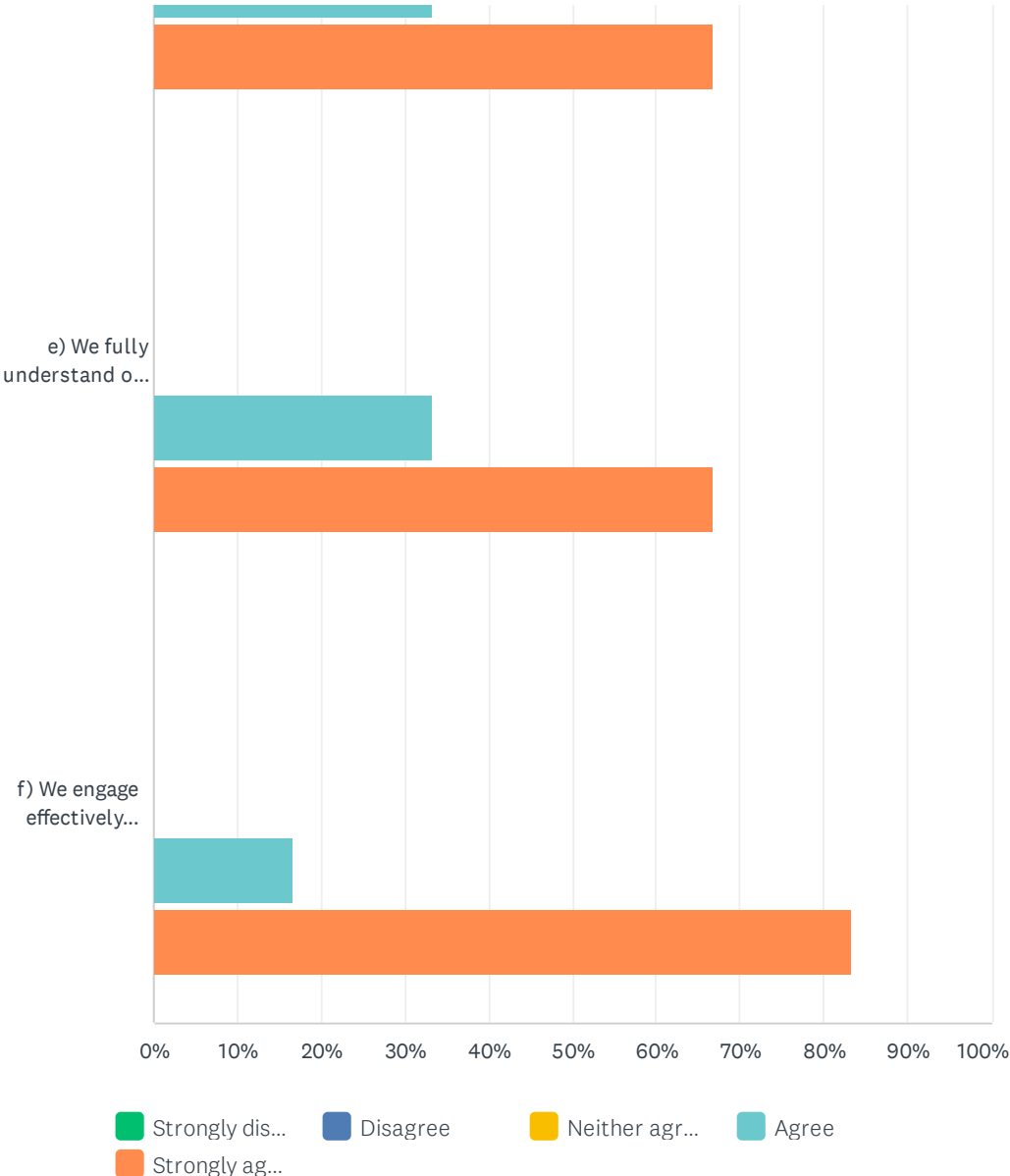
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We have a clear business plan for the year ahead	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
b) Our business plan reflects our priorities	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
c) We have an effective business planning process in place	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
d) We evaluate the company's performance effectively	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
e) We use clear and relevant performance indicators	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
f) We know how we are doing against our business objectives	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
g) We take responsibility for the organisation's performance within the statutory framework of regulatory objectives and performance obligations within which it operates	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33

#	COMMENTS:	DATE
1	I think there is still work to do on integrating our Strategic and BAU plans so they are fully accessible.	

Q3 Financial oversight and accountability

Answered: 6 Skipped: 0



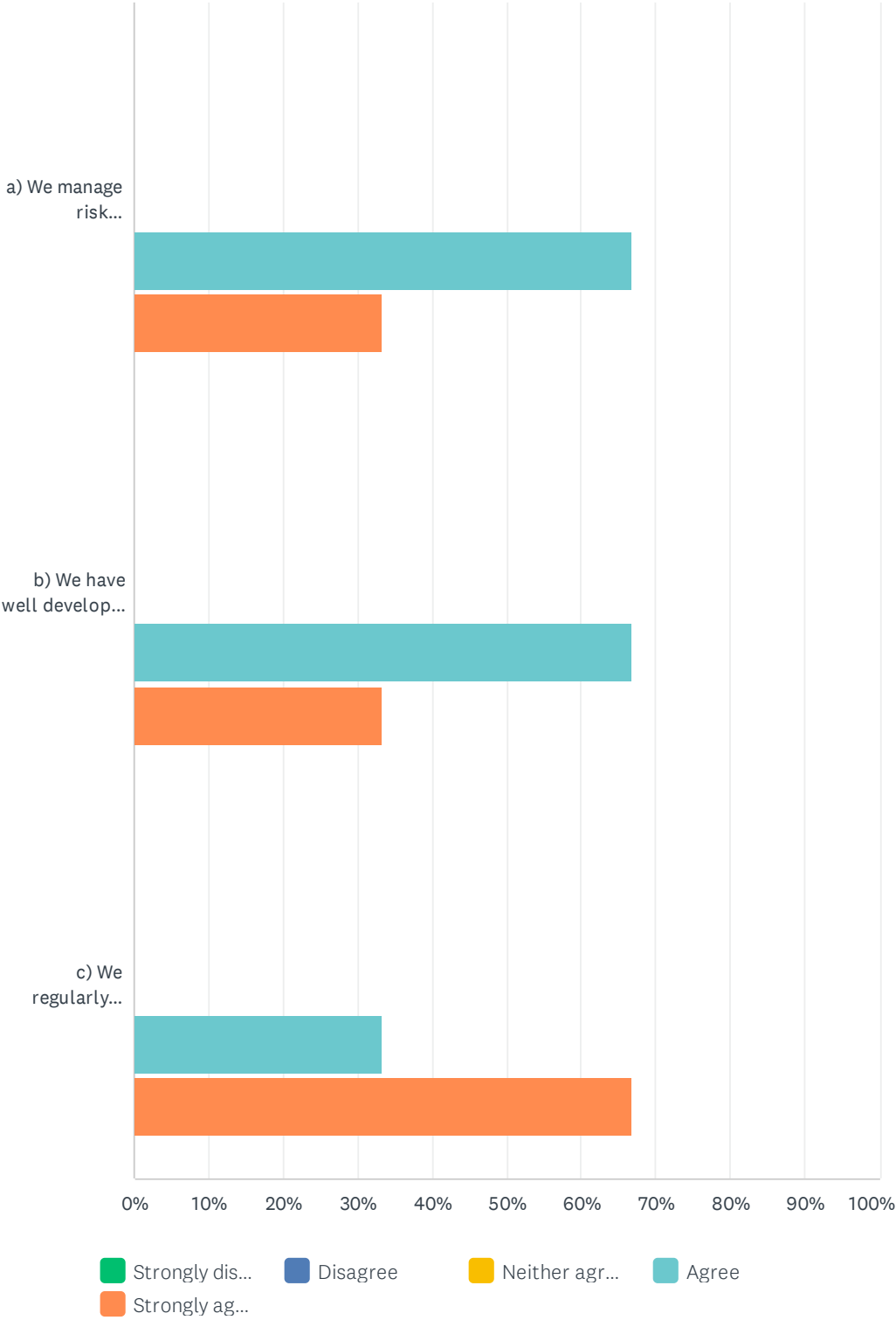


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We monitor financial performance effectively	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
b) We keep ourselves well informed about the financial status of the company	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
c) We fully understand our funding model	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
d) We know what resources we have	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
e) We fully understand our fiduciary duties and discharge them effectively	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
f) We engage effectively with budget setting	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83

#	COMMENTS:	DATE
1	For consideration whether we need all the detailed financial info we get	

Q4 Risk

Answered: 6 Skipped: 0

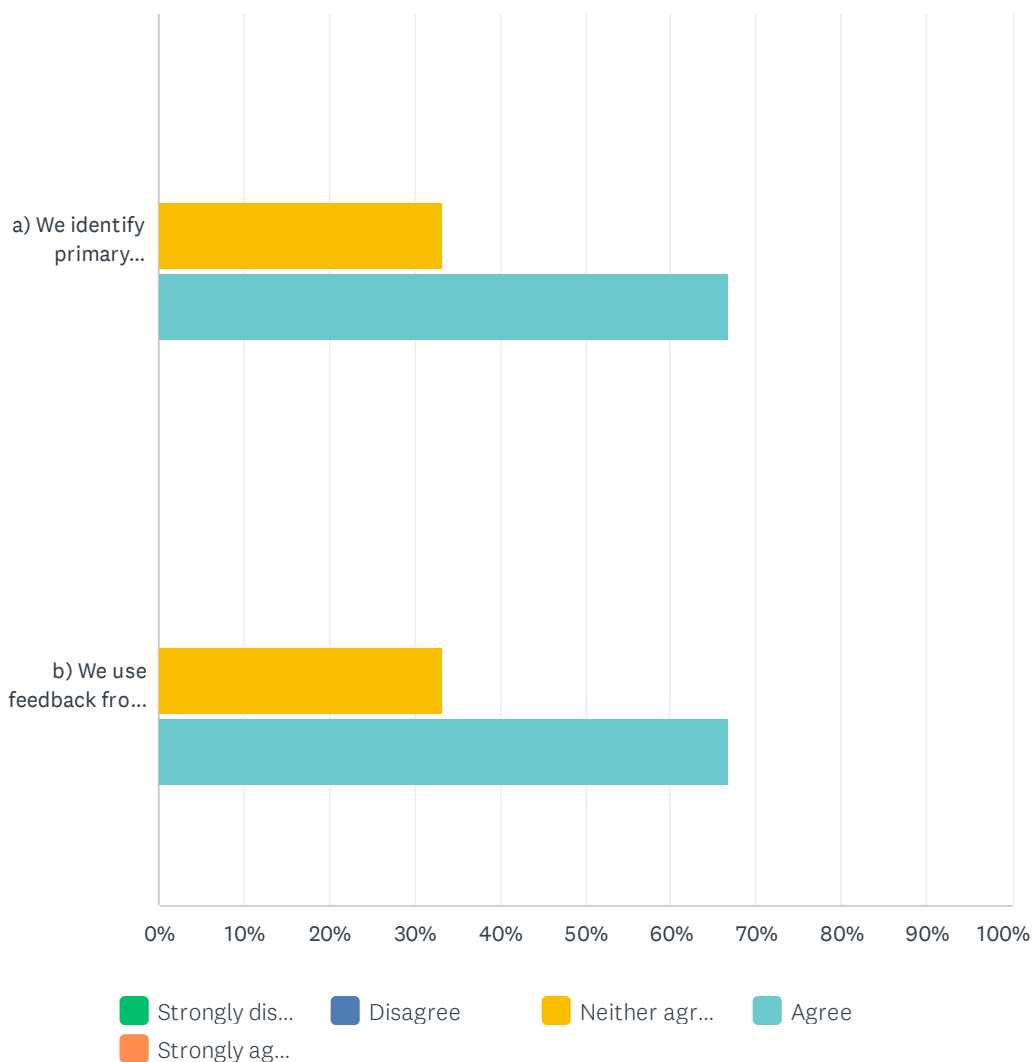


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We manage risk effectively	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
b) We have well developed and effective risk management strategies and processes	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
c) We regularly review potential sources of risk and put plans in place to mitigate these	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67

#	COMMENTS:	DATE
1	This year we have faced risks and uncertainties for which there were few or no mitigations in our control	
2	I think having a small Group looking at risk before Board meetings works well.	

Q5 Stakeholder Engagement

Answered: 6 Skipped: 0



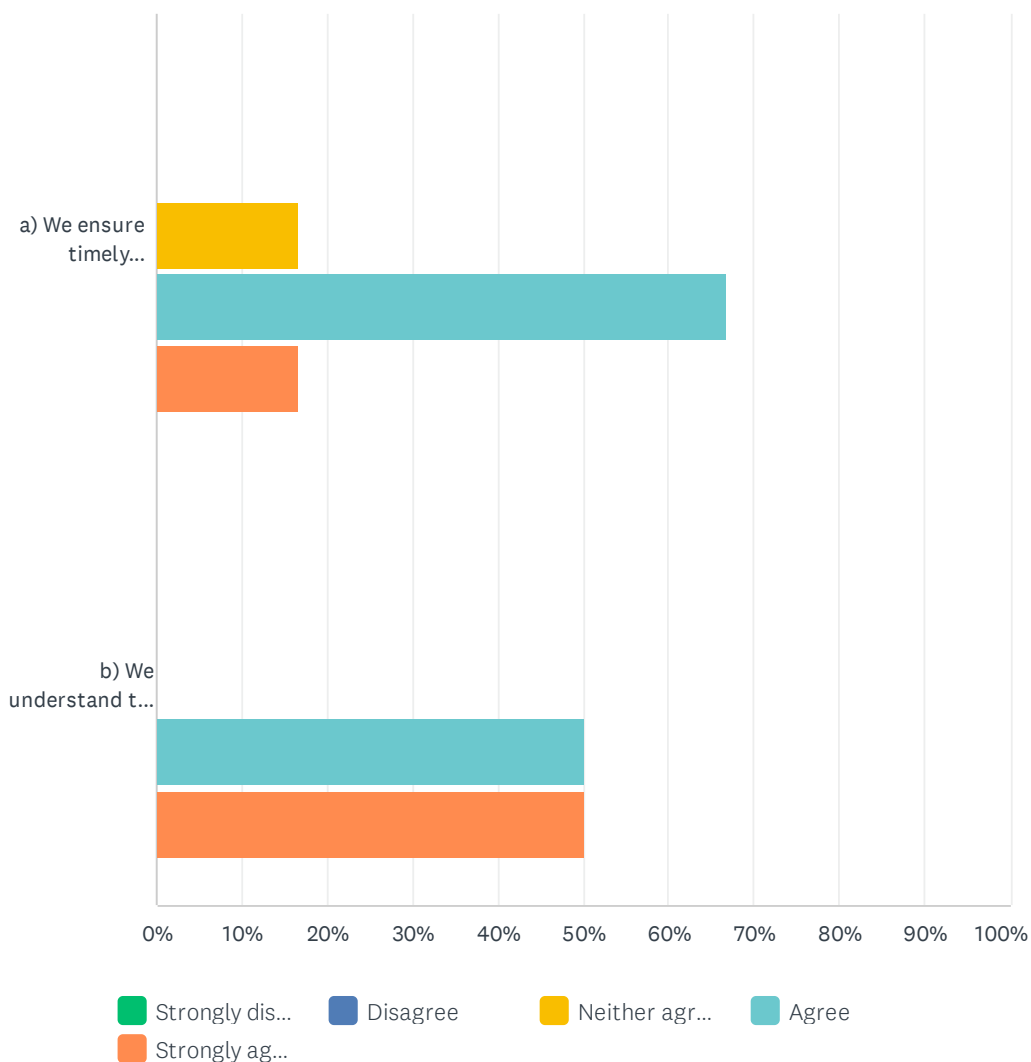
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We identify primary stakeholders and ensure that performance results are communicated effectively to them	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	3.67
b) We use feedback from stakeholders to inform our strategy and business planning	0.00% 0	0.00% 0	33.33% 2	66.67% 4	0.00% 0	6	3.67

#	COMMENTS:	DATE
1	On the whole I think we communicate with primary stakeholders but I wonder whether we could build on this further.	

2	I think this is an area where we probably need to spend more time.
3	This has been particularly challenging in the current year given the announcement by CILEX and CILEX's lack of engagement with CRL on various matters.

Q6 Control

Answered: 6 Skipped: 0



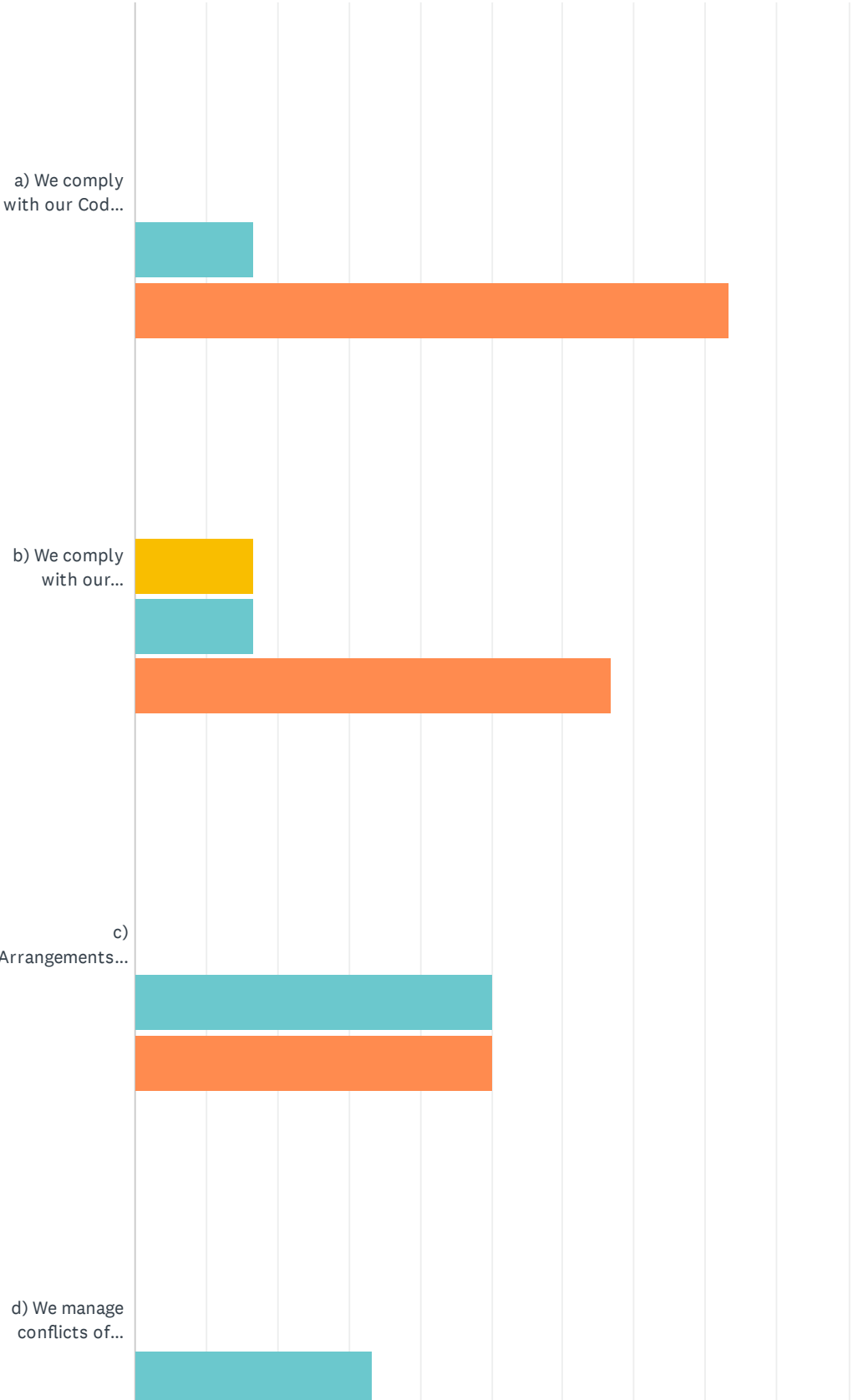
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We ensure timely independent audit	0.00% 0	0.00% 0	16.67% 1	66.67% 4	16.67% 1	6	4.00
b) We understand the compliance requirements of CRL as a regulatory body	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50

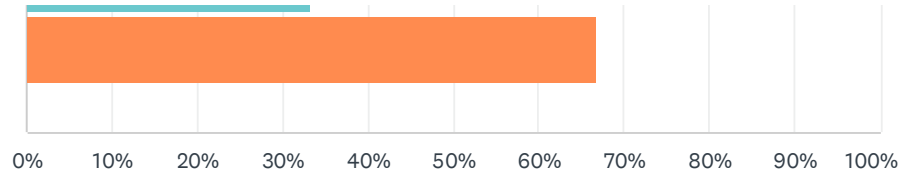
#	COMMENTS:	DATE
1	Complete independent audit is an aspiration - but we rely on Cilex's audit firm - if not the same audit partner	
2	Worth considering whether we need a pre audit discussion, and a clearly separate audit team	
3	We have little control over the audit process as part of the CILEX Group. The information CRL	

provides is always given promptly.

Q7 Governance

Answered: 6 Skipped: 0





■ Strongly dis...
 ■ Disagree
 ■ Neither agr...
 ■ Agree
■ Strongly ag...

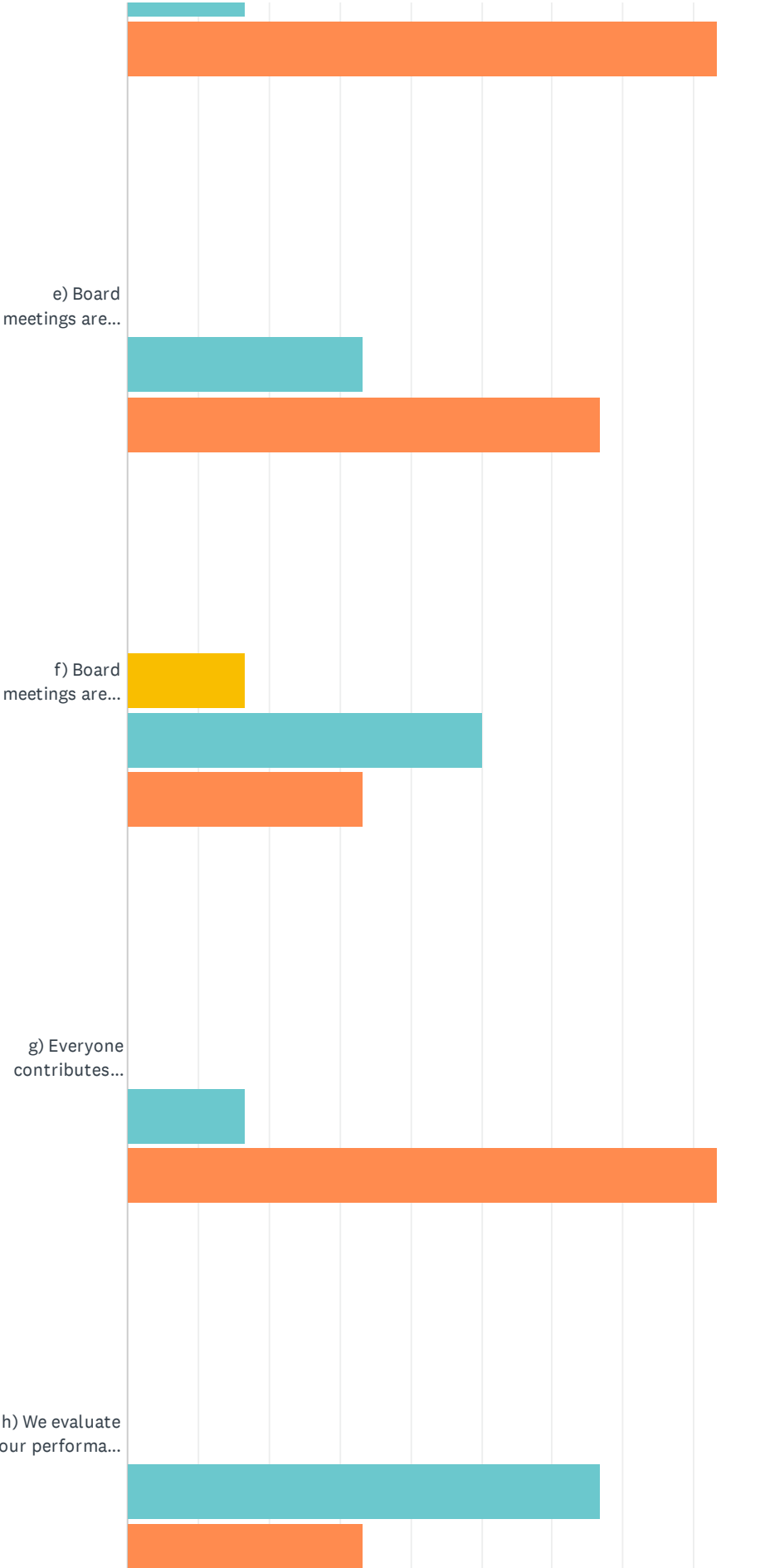
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We comply with our Code of Conduct	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
b) We comply with our Standing Orders	0.00% 0	0.00% 0	16.67% 1	16.67% 1	66.67% 4	6	4.50
c) Arrangements for reviewing the performance of individual Board members work well	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
d) We manage conflicts of interest well	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67

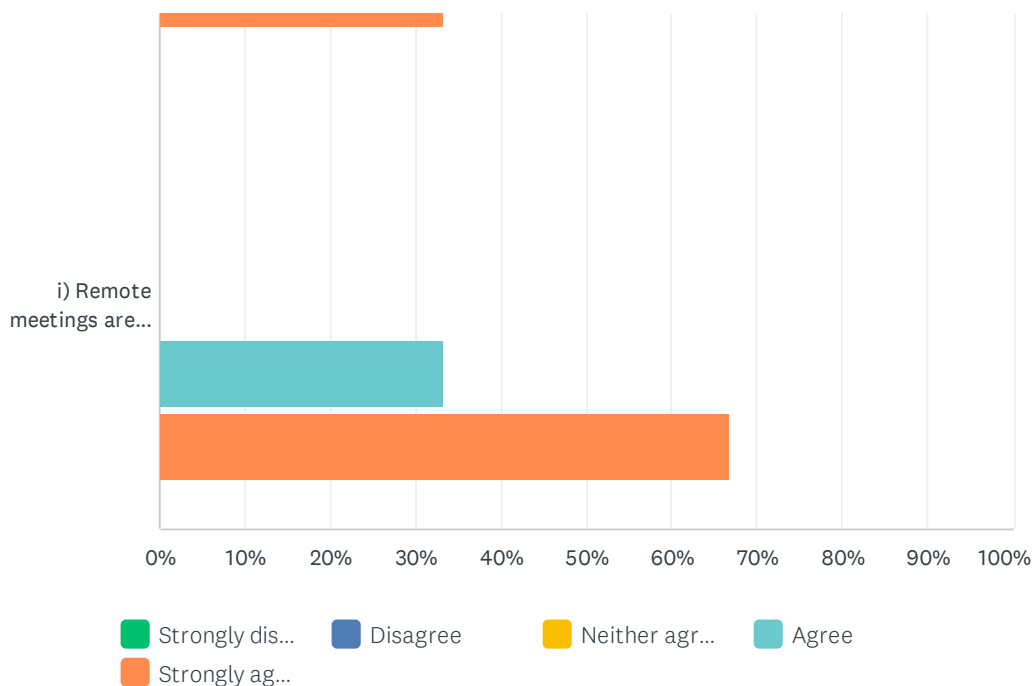
#	COMMENTS:	DATE
1	Board appraisals were very valuable in reflecting on past individual performance and giving pointers where to concentrate efforts in the forthcoming year. I cannot comfortably say that we comply with all standing orders because I do not recall this being discussed or sufficiently reported.	

Q8 Relationships within the Board

Answered: 6 Skipped: 0







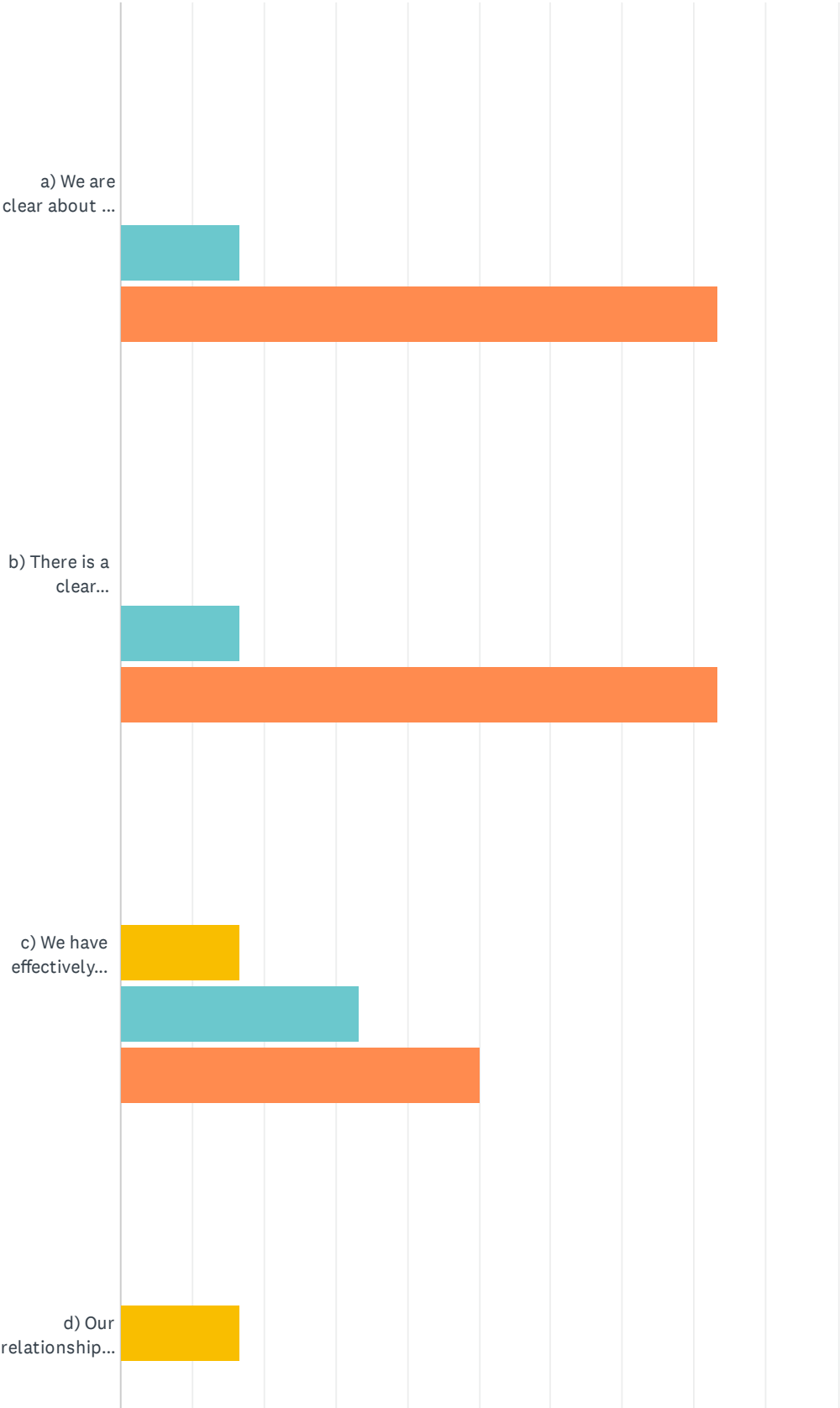
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) Relationships within the Board work well	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
b) The Chair’s leadership style and tone promotes effective decision-making and constructive debate, and ensures that the board works as a team	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 5	5	5.00
c) Discussion at meetings promotes well informed and evidence-based decisions	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
d) We take collective responsibility for our decisions even where we as individuals disagree	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
e) Board meetings are always interesting	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
f) Board meetings are frequently fun	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	4.17
g) Everyone contributes skills, enthusiasm, energy and leadership	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
h) We evaluate our performance as a Board effectively	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
i) Remote meetings are effective	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67

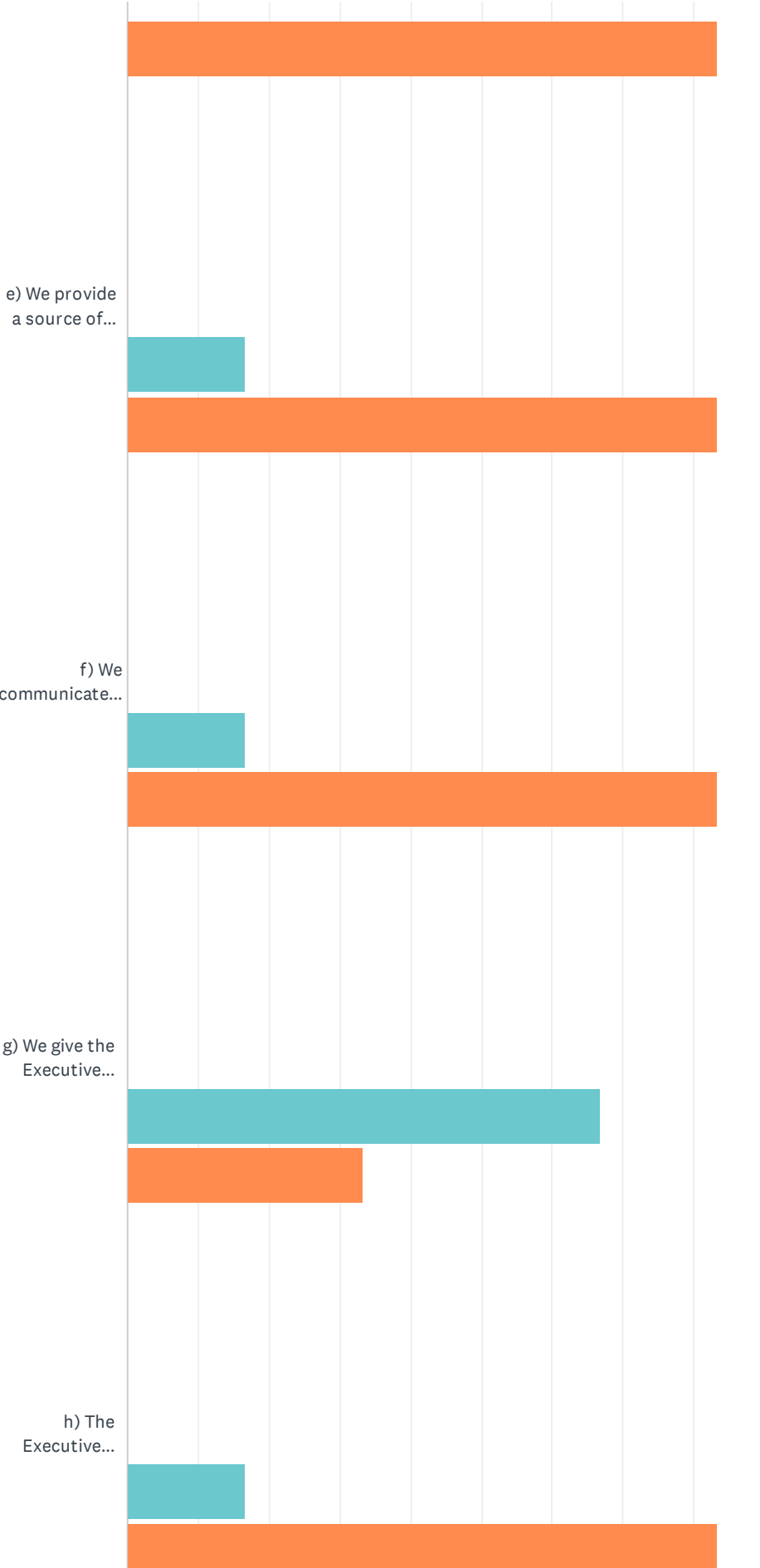
#	COMMENTS:	DATE
1	I enjoy being part of the Board. We work well and everyone has a chance to contribute.	
2	We will need need to have an externally facilitated board effectiveness review if CRL continues	

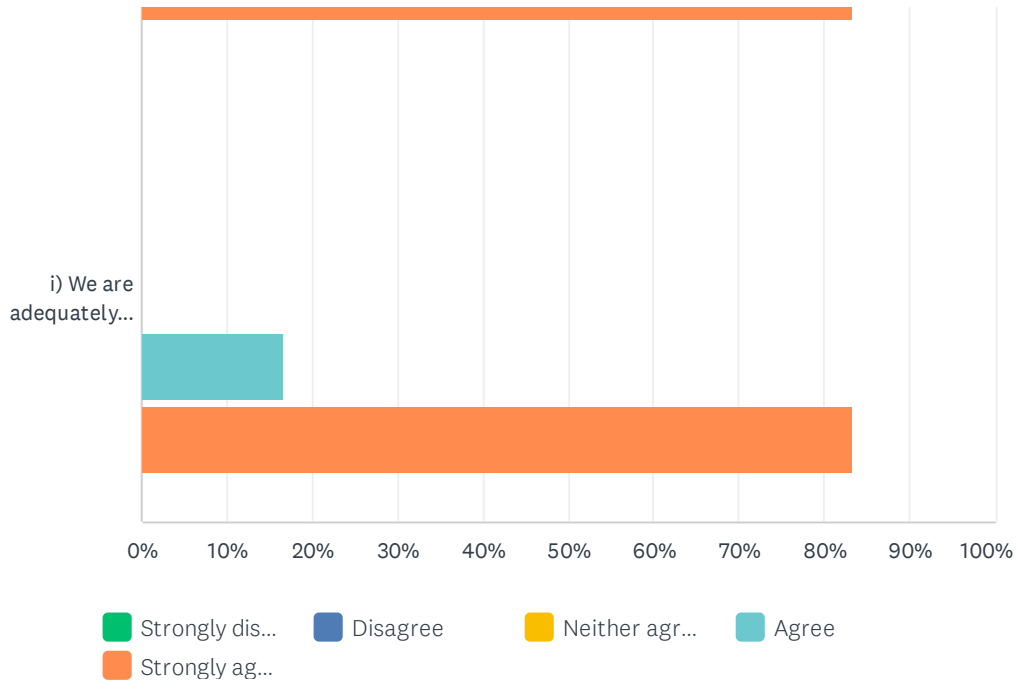
beyond December 2023

Q9 Relationships with the Executive

Answered: 6 Skipped: 0







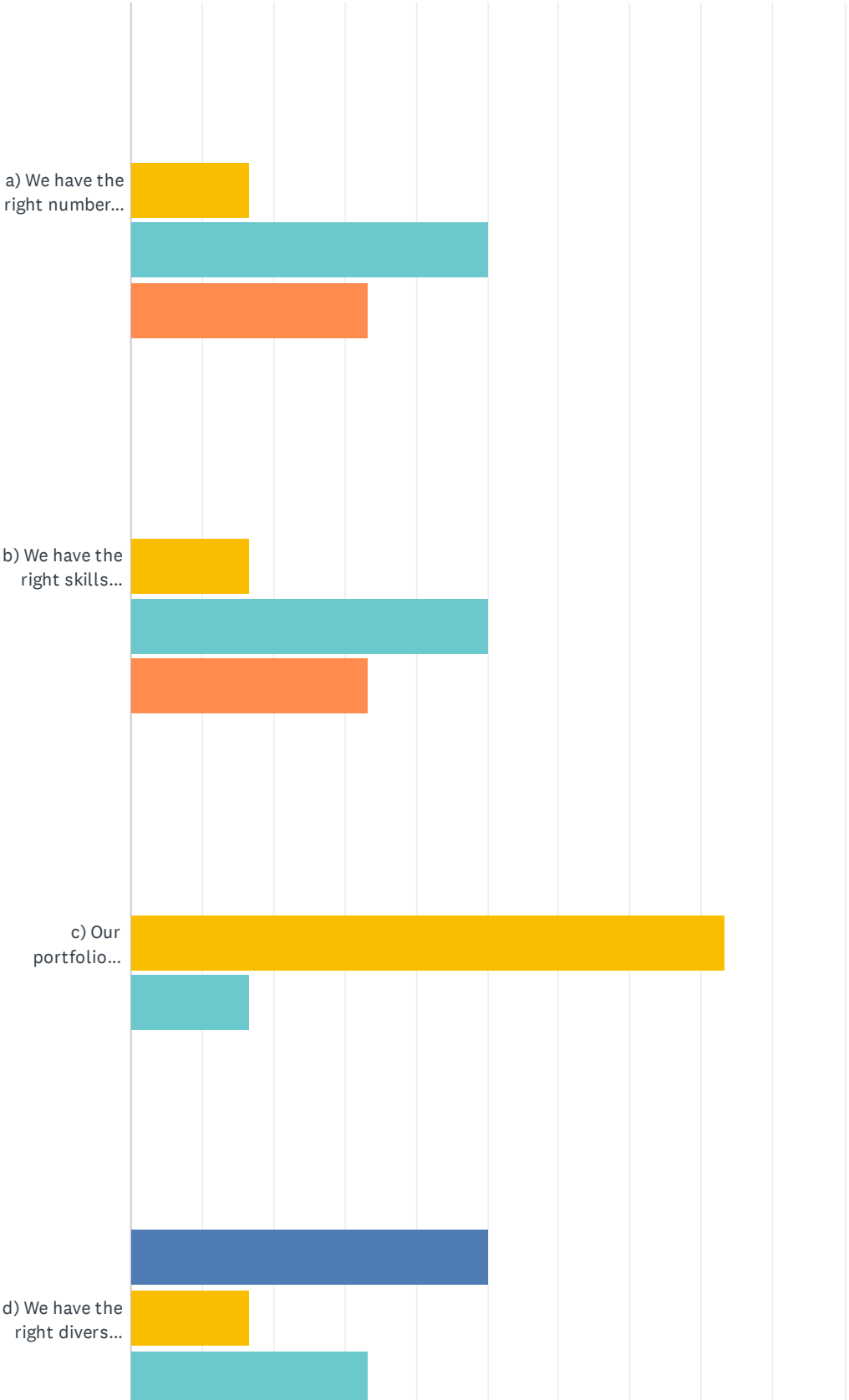
	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We are clear about our roles and responsibilities	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
b) There is a clear understanding of where the Board's role ends and the CEO's begins	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
c) We have effectively monitored the performance of the Executive	0.00% 0	0.00% 0	16.67% 1	33.33% 2	50.00% 3	6	4.33
d) Our relationship with the office teams works well	0.00% 0	0.00% 0	16.67% 1	0.00% 0	83.33% 5	6	4.67
e) We provide a source of direction and advice to the Executive team	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
f) We communicate well with the Executive team	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
g) We give the Executive helpful feedback	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
h) The Executive provide relevant information to the Board in a timely way	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
i) We are adequately briefed on relevant issues	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83

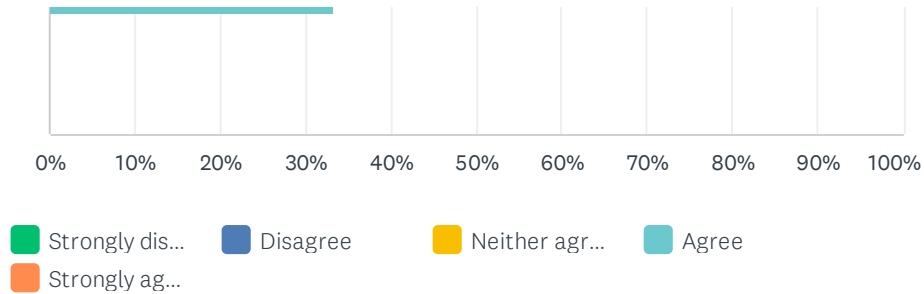
#	COMMENTS:	DATE
1	I do not think that the board has directly monitored the performance of the Executive. I am not sure what office teams means - are these members of staff? Apart from a few individuals (in addition to the executive) who have been invited to attend the board meetings, I do not think we have enough exposure to staff members to be able to answer this question.	

2	I hope the executive find our feedback helpful	
3	Exceptionally strong executive performance during exceptionally difficult times.	

Q10 Board composition

Answered: 6 Skipped: 0



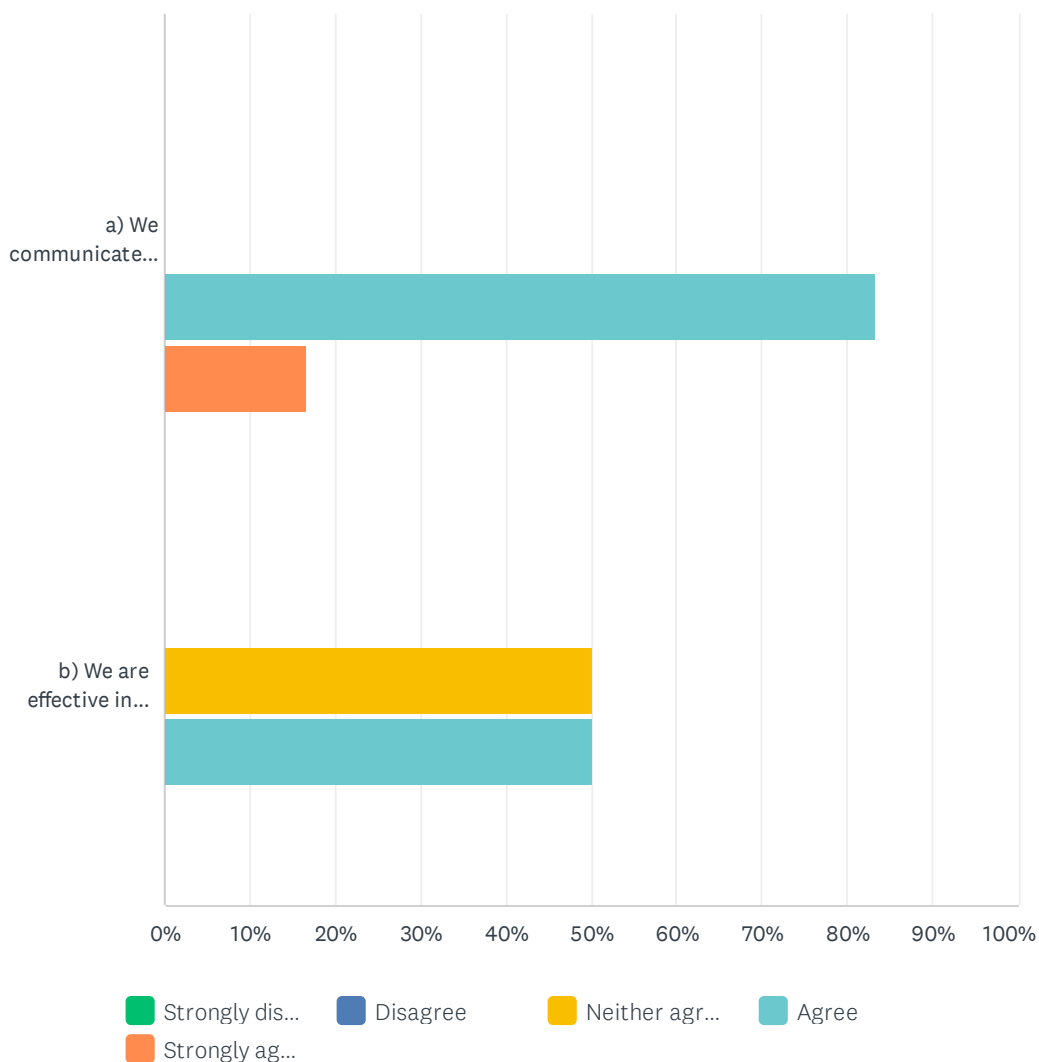


	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We have the right number of seats on the Board	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	4.17
b) We have the right skills mix	0.00% 0	0.00% 0	16.67% 1	50.00% 3	33.33% 2	6	4.17
c) Our portfolio structure works well	0.00% 0	0.00% 0	83.33% 5	16.67% 1	0.00% 0	6	3.17
d) We have the right diversity composition on the Board	0.00% 0	50.00% 3	16.67% 1	33.33% 2	0.00% 0	6	2.83

#	COMMENTS:	DATE
1	Although a portfolio structure was introduced at the beginning of the year, I think this needs further consideration. Diversity composition on board - I think we have encouraged applicants from diverse backgrounds to apply and rightly so board members are appointed dependent on the skills and experience they have and their ability to be successful at interview.	
2	We struggle to find NEDs representing some protected characteristics	
3	Increasingly I have begun to wonder whether a larger board might be better. It works well when everyone is present but when there is an absence it is really felt. I think we need to continue to strive for better representation on the board of black / minority ethnic individuals though I know it has provided difficult	
4	Not certain that the portfolio structure is working as well as it might, in part due to pressure of special meetings on dispute with CILEX	

Q11 PR / External Communications

Answered: 6 Skipped: 0



	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) We communicate effectively through use of Regulation Matters monthly web-based publication, annual reports, press releases, our website and social media outlets	0.00% 0	0.00% 0	0.00% 0	83.33% 5	16.67% 1	6	4.17
b) We are effective in communicating our brand to professionals within the legal services market	0.00% 0	0.00% 0	50.00% 3	50.00% 3	0.00% 0	6	3.50

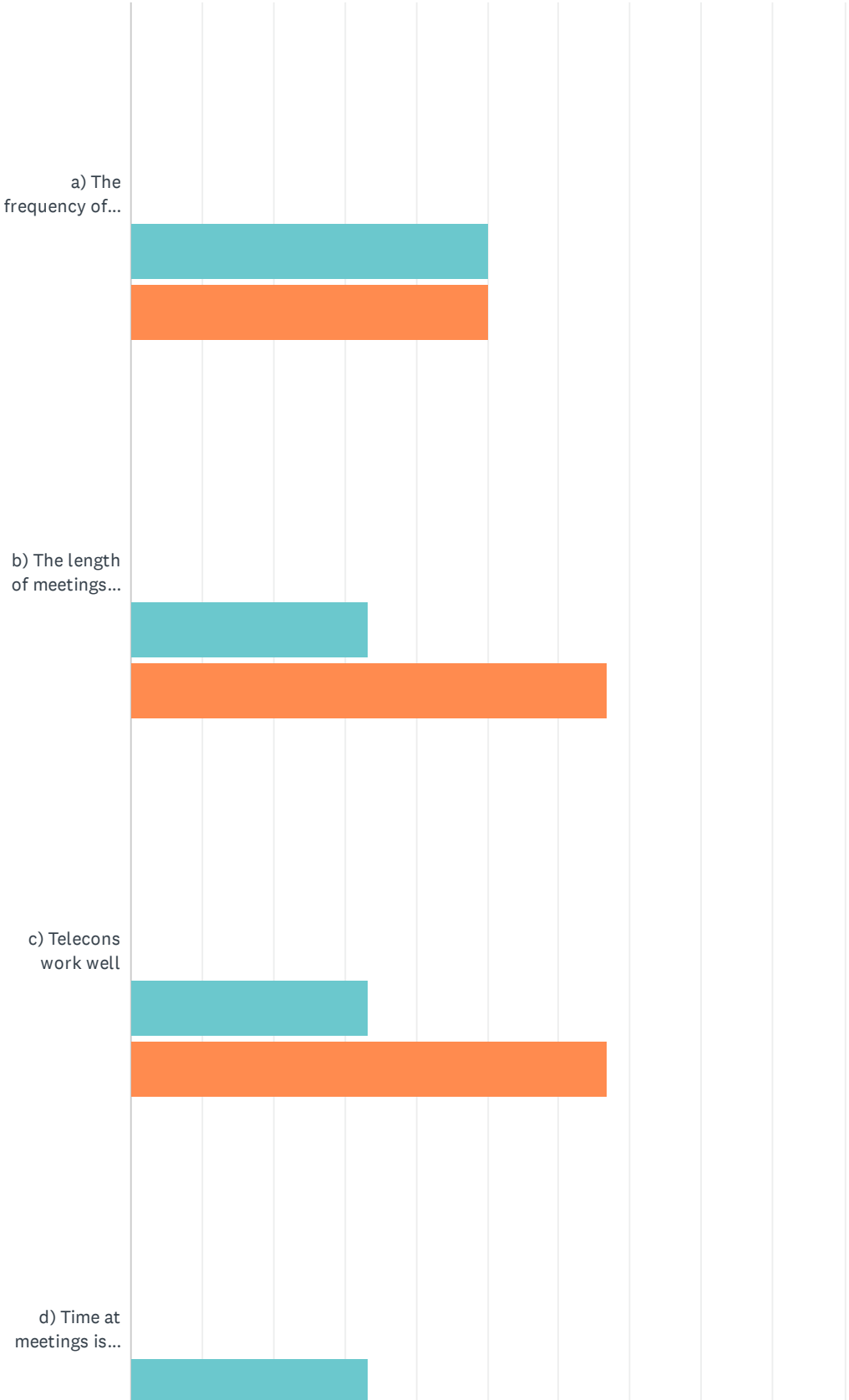
#	COMMENTS:	DATE
1	External communications has improved over the year. My opinion relating to communicating is	

brand is somewhat neutral as I think this could be improved considerably. However, it is acknowledged that this has proved difficult with the ongoing dispute with CILEX due to the uncertainties of the future.

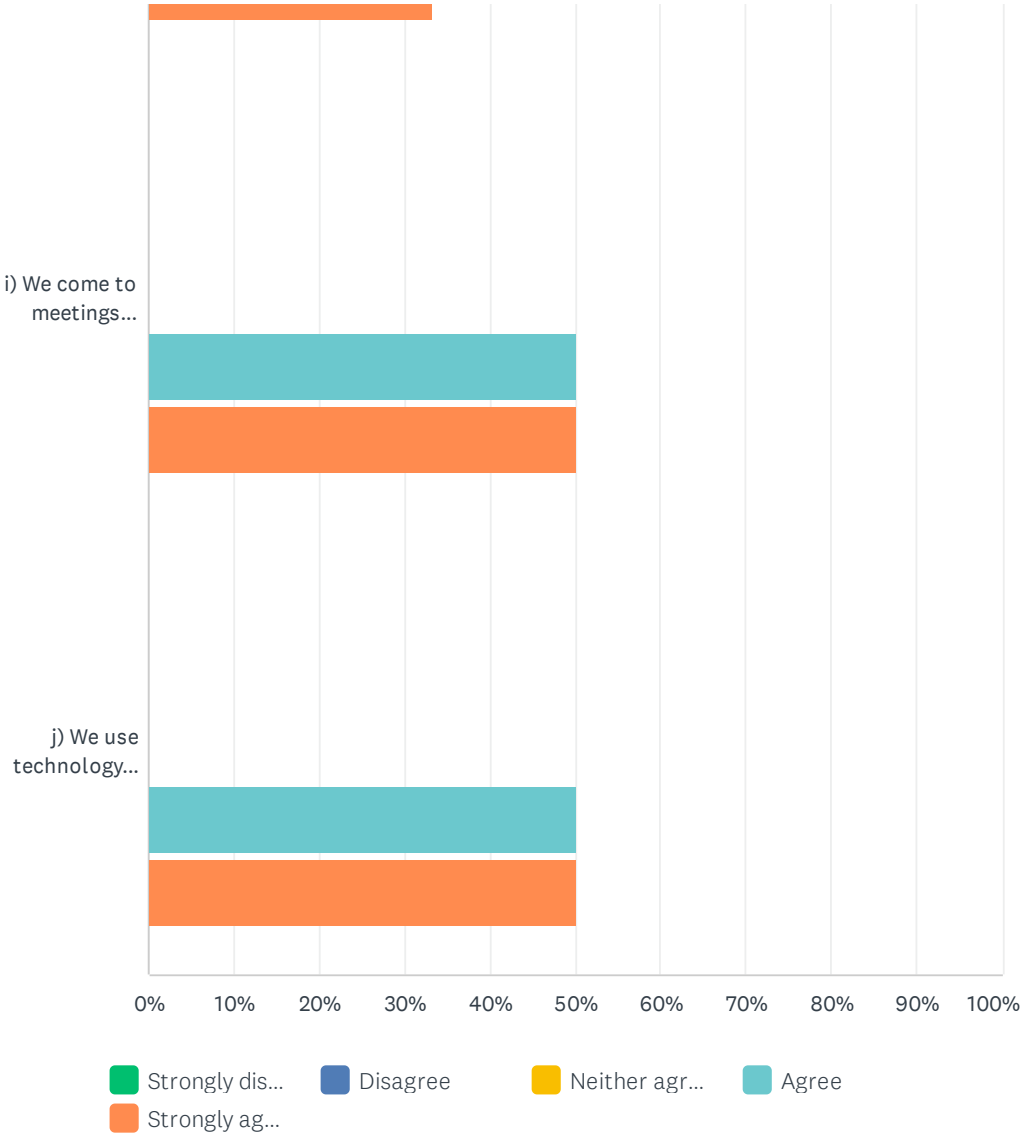
2	External communication has improved over 2022
3	Not clear we have enough independent evidence on how we are perceived by regulated community or wider stakeholders.

Q12 Meetings

Answered: 6 Skipped: 0







	STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
a) The frequency of meetings works well	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
b) The length of meetings works well	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
c) Telecons work well	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
d) Time at meetings is used effectively	0.00% 0	0.00% 0	0.00% 0	33.33% 2	66.67% 4	6	4.67
e) Agenda setting by the CEO and Chair works well	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
f) Agendas cover relevant business issues	0.00% 0	0.00% 0	0.00% 0	16.67% 1	83.33% 5	6	4.83
g) The agenda setting process enables Board members to raise issues and concerns	0.00% 0	16.67% 1	0.00% 0	33.33% 2	50.00% 3	6	4.17
h) Information provided at meetings is concise, clear and relevant	0.00% 0	0.00% 0	0.00% 0	66.67% 4	33.33% 2	6	4.33
i) We come to meetings prepared	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50
j) We use technology effectively	0.00% 0	0.00% 0	0.00% 0	50.00% 3	50.00% 3	6	4.50

#	COMMENTS:	DATE
1	The introduction of the supplementary pack has been very helpful. I am not sure that I can confidently say that the information provided as concise as there is always room for improvement.	
2	Board packs have improved but are still on lengthy side	