



## 2020 Business Plan

The Council signed off on the 2020 Business Plan at its meeting of 27<sup>th</sup> January.

The business plan is again organised under the following four headings:

1. Empowering consumers to make informed choices (engaging with the CMA and promoting the CLC charter)
2. Adapting CLC regulation to changing markets (Review and revise the code of conduct, equality code and Compensation Fund framework and undertake a comprehensive review of how process change and technology developments may require regulatory changes)
3. Being the regulator of choice (target practices and ensure there is relevant information available to potential switchers, Promote the CLC qualification and implement a CSR plan)
4. Continuing to deliver BAU to the high standards set in prior years (ARR, KPI's, annual conference, License renewal, monitoring and inspections)

Ref	Objectives	Relevant Corporate Risk(s)	Activities to deliver objective
<b>Empower consumers to make better informed choices</b>			
1	CMA conclude that the CLC has made sufficient progress and that progress across the sector means no further CMA action is required	6	Demonstrate progress to CMA for CLC and whole sector Engage closely with CMA and manage RPIG
2	50% of firms will feature the Charter on their website	1, 3, 6	Continue promotion to firms to drive engagement Monitor click-through to CLC website to gauge consumer use

<b>Adapt CLC regulation to changing markets</b>			
3	CLC has a comprehensive view of how process change and tech may require regulatory changes	1,2	<p>Establish team from across the business to explore impacts</p> <p>Engage with the work of the LSB on tech</p> <p>Maintain engagement with Home Buying and Selling Group and MHCLG and support and promote pilots</p> <p>Continue to work with stakeholders and tech providers</p> <p>Develop an action plan for the CLC</p>
4	Revised Code of Conduct agreed by Council	1, 2	<p>Evidence gathering on areas for amendment</p> <p>Council workshop review of evidence</p> <p>Council approval of proposed consultation</p> <p>Wide consultation on proposed amends</p> <p>Council approval of new Code and implementation plan 2021</p>
5	All CLC firms compliant with new accounts code	1, 2	<p>Provide workshops and webinars to support compliance</p> <p>Monitor compliance through monitoring and inspection</p> <p>Monitor take-up on TPMA's</p>
6	Revised Equality Code agreed by Council	6	<p>Council Workshop review of evidence gathered in 2019/early 2020</p> <p>Council approval of proposed consultation</p> <p>Wide consultation on proposed amends</p> <p>Council approves revised Code and implementation plan</p> <p>Monitor compliance through monitoring and inspection</p>

7	A revised Compensation Fund framework is agreed by Council	1, 2	Pre-consultation engagement with stakeholders Council approval of proposed consultation Wide consultation Council approves revised Framework Close monitoring of operation of the Compensation Fund by SMT
8	Stakeholders consider the CLC an authoritative voice on the practice of conveyancing, compliance, and the evolution of the market. To be measured in the Stakeholder Perceptions Research.	1, 4, 6	Closer working between Comms, Monitoring and Delivery teams to plan external engagement and use of CLC's unique IP Thorough and effective materials to support firms to achieve compliance

<b>Be the Regulator of choice</b>			
9	Fee rates for 2020/21 agreed by Council	1, 2	Monitor performance against the 2020 budget, turnover data Documented review at SMT/ARC/Council of current Operations and CF level of reserves (06/20) and develop fee strategy for 2021 Consult on both the above Council and LSB approve fee rates
10	Probate and Conveyancing Specialist firms outside CLC regulation understand the possibility and process for transferring to CLC regulation. To be measured in the Stakeholder Perceptions Research.	1, 2, 6	Target firms agreed by SMT Review web content to ensure that it meets potential switchers' needs Letters issued and followed-up Report on pipeline monthly to SMT and quarterly to Council
11	Supply of qualified personnel for CLC firms continues to grow	1, 2, 6	Plan developed and implemented to promote the CLC qualification to senior legal managers, heads of conveyancing departments and HR professionals in law firms
12	CLC has set out a clear CSR plan for 2020	4	Delivery of plan begins January Impacts reported as they are delivered and in Annual Report
13	Our value proposition statement is up to date and compelling	1, 2, 6	Annual reviews by staff and Council

Core regulation and infrastructure			
14	Disciplinary process and sanctions support the CLC's compliance regime	2	Map process and escalation, assess areas that work well/less well Explore different options to bring actions to Adjudication Panel Explore use of all sanctions Bring to SMT for discussion Council sign-off as necessary
15	New database will be operational and supporting MI agreed by SMT and Council as well as online register	1, 2, 6	Completion of database and implementation Start user testing in Q1 2020 with the intention of going live in Q3 2020 if signed off. Current and existing system to be run in parallel in Q3 Website integration in Q4 Switch-off existing CRM Q4
16	Clearer, streamlined processes for staff policy and admin are in place	3, 4	Move Payroll and Leave and expenses management to XERO to coincide with new financial year in April
17	Clear KPIs are in place, being met and feeding MI	1, 2, 6	Review KPI's implemented to determine effectiveness and completeness. Review SLA's to ensure that they appropriate following review of actual data.
18	Report with compelling narrative about the CLC published for January 2020 Conference	6	Follow 2019 model with additional content as suggested by ARC, Auditors

19	ARR Analysis published September 2020, data exploited internally and for external engagement	1, 2, 6	Settle question set for 2020 in 2019 and promote to regulated community Survey in field June/July 2020 Analysis August 2020
20	Conference maintains high satisfaction rating, attracting larger attendance of at least 230	6	Deliver conference January 2020 Measure satisfaction and report to SMT, Council
22	Regulated community and stakeholders value the CLC's e-newsletters. To be measured in the Stakeholder Perceptions Research.	1, 2	Continue monthly Managers and General Newsletters Maintain high open and click-through rates
23	Efficient licence renewal process delivered and assessed positively by the Regulated Community as measured by the follow-up survey.	1	Use the 2019 licensing wash-up review to determine any changes required and implement for the 2020 licensing cycle
24	Accountants reports reviewed for all firms within the individual deadlines	2	Continue to monitor bank reconciliations in addition to accountants reports and evolve process based on learnings
25	Maintain effective oversight of PII provision and market	1	Maintain close contact with insurers CLC is able to report its view of the 2020 renewal process in July
26	The CLC is viewed as a valuable contributor to government thinking on all issues that affect the practice of conveyancing and probate. To be measured in the Stakeholder Perceptions Research.	6	CLC identifies, responds to and publishes its responses to government consultations
27	Maintain CLC's proactive approach to monitoring and compliance	1, 2, 6	Conduct 70 routine inspections (preliminary estimate) Implement revised inspection report and collect and analyse more detailed information Proactively manage high-risk firms to bring risk down
28	CLC is a high-profile presence at key conferences and events for conveyancing and probate specialist, taking part in 12 third-party events as presenter.	1, 2	Content delivered to assist campaigns to drive switching to SRA regulation and qualification as a CLC lawyer

29	Continue to grow CLC's visibility in legal press and impact of public legal education through consumer press	1	Targets to be agreed on basis of review of 2019 performance
30	Adopt a proactive Risk Based Approach focusing on inherent money laundering risks of each CLC Practice or cluster of practices	3, 4	Programme of training for Staff and Council rolled out Continue to engage with CLC practices focusing in particular on awareness and reporting of AML risks
31	CLC compliant with new Internal Governance Rules published by the LSB	6	Council to review IGRs to ensure compliance
32	Maintain up to date Operational Risk Register	6	Monthly SMT review