

CLC Council Meeting
Thursday 10 February 2022
11.00 a.m. – 2.00 p.m.
Council for Licensed Conveyancers
A G E N D A

No	Item	Type of Paper	Lead
1.	Welcome, Introductions, Apologies for Absence		Chair
2.	Declarations of Interest	For recording	Chair
3.	Annual Evaluation of Communications (a) Kerry Jack of Black Letter Law will attend to present the annual review of the communications strategy and the plan for 2022. (b) Communications Report on 2021 and Plan for 2022	Presentation Approval	DSER DSER
4.	Minutes and Matters Arising a) Minutes of the meeting of the Council held on 11 November 2021 Information which is confidential has been redacted b) Actions arising from previous meetings	Approval	Chair
5.	Chief Executive's Report	Noting	CEO
6	CLC 2021 end year reports a) Q4 Performance Outturn b) 2021 Business Plan End of Year Report	Information Noting	DFO DSER
7.	CLC Budget and Business Plan 2022 a) Business Plan 2022 b) Budget 2022	Approval Approval	DSER DFO
8.	Principal Risk Register	Approval	DFO
9.	Watchlist and Interventions	Noting	DFO
10.	LSB Regulatory Performance Assessment	Approval	DSER
11.	Transparency Arrangements Review	Approval	DSER
12.	LSB Draft Business Plan 2022/23 - Consultation Response	Approval	DSER
13.	Joint Regulator Statement on Disciplinary Sanctions	Approval	CEO

No	Item	Type of Paper	Lead
14.	Published Indicators and Metrics	Approval	DFO
15.	Committee Reports		
	a) Audit and Risk Committee	Noting	Audit and Risk Committee Chair
	b) Appointments Committee	Noting	Appointments Committee Chair
	c) Remuneration Committee	Noting	Remuneration Committee Chair
16.	Any Other Business		
17.	Dates of Council Meetings	Noting	ALL
	<ul style="list-style-type: none"> Thursday 24 March 2022, 5.00 p.m. Thursday 12 May 2022, 11.00 a.m. Thursday 28 July 2022, 11.00 a.m. Thursday 10 November 2022, 11.00 a.m. 		

No	Information Items – for discussion on request. Please notify the Head of Executive Office in advance	Type of Paper	Lead
18.	Property and Law News Round Up	Information	DSER
19.	Council Workplan	Information	CEO

Key: CEO: Chief Executive
DFO: Director of Finance and Operations
DSER: Director of Strategy and External Relations
SMT: Senior Management Team

Communications

Report on 2021 and Plan for 2022

Purpose: For noting and agreement

Author: Director of Strategy and External Relations and Black Letter Communications

Approver: Chief Executive

Summary

This item captures the report on the LC's public relations work for the year 2021 and sets out the plan for 2022 that will support delivery of the Business Plan that features elsewhere on the agenda.

Recommendation

The Council is asked to note the report on 2021 and agree the plan for 2022.

Relevant Regulatory Objectives

Given that the CLC's communications plan supports the entire breadth of its work, the plan also supports the delivery of all regulatory objectives.

- RO1 - protect and promote the public interest
- RO2 - support the constitutional principle of the rule of law
- RO3 - improve access to justice
- RO4 - protect and promote the interests of consumers
- RO5 - promote competition in the provision of legal services
- RO6 - encourage an independent, strong, diverse and effective legal profession
- RO7 - increase public understanding of the citizen's legal rights and duties
- RO8 - promote and maintain adherence to the professional principles

Financial impact

The cost of delivery of these plans is taken account of in the budget for 2022.

Diversity and inclusion impact

The CLC's communications need to reach every section of the regulated community and be accessible to consumers of CLC-regulated legal services.

Communications requirements

None other than the delivery of the communications plan itself.

**Council for Licensed Conveyancers
Minutes of the Council meeting held on
Thursday 11 November 2021
Satin Room, The Mercer EC2R 8AY
11.00 a.m. – 13.20 p.m.**

Council Present

Dame Janet Paraskeva
Sarah Debney
Sheila Kumar
Andrea Pierce
Colin Wilby

Alan Cogbill
Milton James
Teresa Perchard
Jenny Quirke
Sally Szarka

In attendance

Ms. A. Cosens
Mr. J. Hinrichsen
Mr. S. Ward

Head of Executive Office
Director of Finance and Operations
Director of Strategy and External Relations

1. Welcome and Introductions

The Chair welcomed Jenny Quirke and Milton James to their first 'in person' Council meeting.

It was suggested that the Council could meet remotely to discuss single issues in the event of issues requiring the Council's attention between meetings.

There were no apologies for absence.

No requests to discuss information items at 18-21 had been received.

2. Declarations of Interest

The Council was advised of the following interests:

- Janet Paraskeva - declared an interest in Field Fisher, who provide legal advice to the CLC as Chair of RICS
- Sheila Kumar – Chair of GDC Audit and Risk Committee

3. Change in Order of Business

The Council **AGREED** the following changes to the order of business on the published agenda as follows:

Item 3 – Minutes and Matters Arising
Item 10 – PII Consultation Approach
Item 11 – Adjudication Panel Rules – Proposed Amendments for Consultation
Item 12 – Compensation Fund Arrangements
Item 6 – Principal Risk Register

- Item 8 – Lessons Learned from LSB Reviews of Governance at Bar Standards Board and Faculty Office
- Item 9 – Response to the Regulatory Performance Assessment 2021 Information Request
- Item 5 – 2021 Business Plan: Q3 Progress Update and Look Ahead to 2022
- Item 7 – CLC Watchlist and Interventions
- Item 14 – Published Indicators and Metrics
- Item 4 – Chief Executive’s Report
- Item 13 – Education and Ongoing Professional Competency
- Item 15 – Committee Reports
- Item 16 – Any Other Business
- Item 17 – Dates of Next Meeting

4. Minutes and Matters Arising

a) Minutes of the meeting held on 22 July 2021

The Council **AGREED** that minutes of the meeting of the Council held on 22 July 2021 be approved as a correct record.

b) Actions arising from previous meetings

The Council reviewed actions arising from its previous meetings. Actions which had not been completed either featured on the Council agenda for its consideration or on the future work programme.

The Council was informed that a recruitment partner for the forthcoming Non-Executive Director vacancies had been engaged.

5. Professional Indemnity Insurance Consultation Approach (*agenda item 10*)

The Director of Strategy and External Relations gave a presentation outlining the proposed approach to consultation on Professional Indemnity Insurance (PII) arrangements and providing an update on PII discussions with insurers and brokers.

The Council was advised that in addition to the usual methods of issuing a consultation document, promotion through newsletters and PR, reaching out to stakeholders and consulting the Professional Reference Group, the CLC will be issuing a questionnaire to gauge opinion on the key changes proposed and be holding formally minuted meetings with key stakeholders. In addition, minutes of meetings with key stakeholders would be included within the summary of responses to the consultation.

It was suggested that the Association of British Insurers and the Legal Services Consumer Panel is invited to participate in focus group meetings.

It was agreed to circulate a final draft of the Consultation Document to Council members for final observations.

The Council **AGREED**:

- (1) That the scope of consultation would include the following:
 - The limit and extent of run-off premiums (subject to the outcome of legal advice)
 - Views on the Participating Insurers' Agreement
 - Views on whether the CLC should depart from its practice of setting maximum excesses based on practice turnover
 - Whether stand-alone cyber insurance should be mandated.
- (2) The approach to consultation.

Action Nov/01/01: To circulate a final draft of the consultation to Council members

Action Nov/01/02: To include invitations to the ABI and LSCP to participate in focus groups

6. Adjudication Panel Rules – Proposed Amendments for Consultation (*Agenda item 11*)

The Chief Executive introduced a report seeking approval to consult on proposed changes to the Adjudication Panel Rules to codify existing practice and clarify its powers.

The Council was informed that the proposed removal of the role of Deputy Adjudication Chair, which is not used, and a corresponding increase in membership of the Adjudication Panel would strengthen the ability to convene Adjudication Panels.

The Council **AGREED**:

- (1) to consult on the following changes to the Adjudication Panel Rules 2015:
 - The addition of definitions relating to the Adjudicator and Adjudication Assistant and to clarify the difference between the Adjudication Panel Chair and a Chair of a Panel for a particular case
 - Removal of the role of Deputy Chair, a role which is not used
 - Increase of the number of members of the Adjudication Panel to provide improved ability to convene panels and to reflect the removal of Deputy Chair role
 - A requirement for the Adjudication Panel Chair to be a legally qualified lay person
 - To provide provenance for the Adjudication Panel Chair to delegate
 - Amendment of the title of Adjudication Panel Rules to the Adjudication Panel Constitution Rules;

- (2) Subject to the outcome of the consultation, to submit application to the Legal Services Board for the amendment of the Adjudication Panel Constitution Rules.

Action Nov/21/03 : To consult on the proposed changes to Adjudication Panel Constitution Rules

7. Compensation Fund Arrangements (Agenda Item 12)

The Director of Finance and Operations introduced a report on the review mechanism for Compensation Fund claim appeals and seeking approval for the process for determining Compensation Fund claims in excess of £50,000.

The Council was advised that following intervention into the practice in October 2019, funds within The Foster Partnership's client account have been almost exhausted and approval was therefore sought to provision the ensuing shortfall for valid claims from the Compensation Fund. [REDACTED]
[REDACTED]

The reviews of the Adjudication Panel Rules and Compensation Fund Framework had raised that Compensation Fund decision referrals sits ill with the purview of the Adjudication Panel, whose remit and basis for disciplinary decisions is concerned with the application of law as opposed to the exercise of discretion. The new process for Compensation Fund claims results in each claim being reviewed and approved by two people prior to decision.

The Council was advised that the majority of Compensation Fund claims are straightforward and have not led to further representations.

The Council agreed to include an opportunity to request a review of a Compensation Fund decision if material factors had been omitted or if new information comes to light within a specified time limit.

The Council **AGREED**:

- (1) To include an opportunity for claimants to request a review of a Compensation Fund decision if material factors had been omitted from the determination or if new information comes to light within a specified time limit following the decision
- (2) The following process for determining Compensation Fund Claims exceeding £50,000:
 - a. The investigation and drafting of a determination will be delegated to a Regulatory Supervision Manager
 - b. The determination will be reviewed by the Chief Executive and the Director of Finance and Operations and recommended to Council for approval
 - c. The determination and relevant supporting documentation will be presented to Council for review and approval

- (3) To authorise officers to settle the claims by clients of The Foster Partnership detailed within the report in the sum of £269.095 from the Compensation Fund and to pay the client balances to claimants after having satisfied themselves that the balances are payable.

8. Principal Risk Register (*Agenda item 6*)

The Director of Finance and Operations advised Council that the Principal Risk Register had been discussed and reviewed by the Senior Management Team and the Audit and Risk Committee at its meeting on 19 October 2021.

The Council **AGREED** to adopt the Principal Risk Register as proposed.

9. Lessons from the LSB's Reviews of Governance at Bar Standards Board and Faculty Office (*Agenda Item 8*)

The Council received a report which analysed the lessons learned from the LSB's reviews of governance of the Bar Standards Board and the Faculty Office. The LSB had requested all front-line regulators to consider its findings from the reviews.

The Council was reminded that the LSB's Regulatory Performance Assessment of the CLC undertaken in 202 had previously assessed the CLC as meeting all of the LSB's 'well led' criteria, and which had also been the subject of a recent internal audit review. Following consideration of the LSB's reviews of the other regulatory bodies, a further 13 recommendations had been identified and which would support the LSB's Regulatory Performance Assessment criteria.

In addition to the recommendations within the CLC's assessment, it was suggested that the issues identified be referred to the Professional Reference Group for exploration and that where practicable the CLC seek to engage with other regulators on the approach to demonstration of the assessment criteria.

Following consideration of the recommendations identified from analysis of the reviews' findings, the Council **AGREED**:

- (1) That CLC policy proposals should in future include a statement of how they help the CLC to meet the Regulatory Objectives and which would also be included within report summaries
- (2) That the CLC's Principal Risk Register should capture which Regulatory Objectives are relevant to identified risks
- (3) That the Senior Management Team consider whether a more summary approach to recording the consideration of stakeholder views would more easily demonstrate the CLC's assessments within policy reports and consultation outcome reports
- (4) To trial a simplified consultation questionnaire alongside published consultation documents to seek wider feedback on key elements of a consultation and to promote further engagement with consultation material

- (5) That each policy paper submitted to Council for decision will include consideration of the public/consumer interest and set out how that has been informed
 - (6) That the governance framework is reviewed systematically every 5 years and revised in the light of any significant new best practice
 - (7) That the narrative Annual Report for 2021 will include an assessment of how the year's activities have contributed to achieving the regulatory objectives when it is published in 2022
 - (8) That the Business Plan for 2022 will capture how the planned activities contribute to achieving the regulatory objectives; and
- NOTED** that a review of the Publication Scheme would be submitted to its next meeting on 10 February 2022

Action Nov/21/04: To include regulatory objectives within reporting arrangements

Action Nov/21/05: To include public and consumer interest considerations within reporting arrangements

Action Nov/21/06: To trial the inclusion of a supplementary questionnaire within forthcoming consultation exercises and a more summary approach to reporting stakeholder views

Action Nov/21/07: To review the governance framework every 5 years and to revisit the governance framework in light of any significant new best practice

Action Nov/21/08: To consider the Publication Scheme at the Council's next meeting

Action Nov/21/09: To refer the issues identified from analysis of the LSB's reviews to the Professional Reference Group for consideration.

10. Response to the Regulatory Performance Assessment 2021 Information Request (*Agenda Item 9*)

The Council considered the CLC's response to the LSB's request for information in connection with its Regulatory Performance Assessment for the current year.

It was observed that the CLC's response to Regulatory Performance Assessment, including arrangements for reporting on regulatory monitoring and compliance could be further discussed with the LSB at the next opportunity for a Chairs' meeting.

The Council **AGREED** the response to the LSB's request for information in connection with the 2021 Regulatory Performance Assessment.

Action Nov/21/10: to submit the CLC's information for the RPA to the LSB

11. 2021 Business Plan Q3 Progress Update and Look Ahead to 2022

The Director of Strategy and External Relations introduced a report on progress against the 2021 Business Plan and consideration of the key activities for 2022.

The Council was advised that it is proposed to reschedule the following activities:

- Consultation on alignment of the licensing framework for ABS and Recognised bodies had been delayed due to the focus on PII changes and would now be rescheduled to early 2022
- The next Annual Regulatory Return would take place in 2022
- Due to pressure on resources, consultation on the Revised Equality Code would commence in Q4
- Provision of bespoke support to practices facing challenges as a result of the pandemic, including surveys are now completed will take place as business as usual going forward and would be removed from the business plan; if a new and specific need arises, it will be subject of a new item on the plan

The Council was informed that the following new item had been added to the Business Plan:

- OLC data on referrals to them relating to CLC firms would be added to KPI and Management Information reporting

The Council was informed that the following new items had been added to the Business Plan for Q4 and for 2022 and beyond:

- Development of a Single Digital Register for the legal sector
- Ongoing Competence – review of requirements
- Close monitoring of the impact on complaints handling of the new approach to covering OLC costs
- Enhancing engagement with CLC consultations and improving the level of feedback secured
- Recruitment to the Adjudication Panel, the Council and potential recruitment to staff team
- Rebaselining of risk profiling of regulated entities.

Work on Professional Indemnity Insurance would continue during 2022. The Council would be asked to consider whether to include provision for an annual conference within the 2022 Business Plan or to engage with the regulated community in different ways and the prioritisation of resources at its next meeting.

The Council:

NOTED progress against the Business Plan in Quarter 3;

AGREED the following amendments to the Business Plan:

- 4a: Adjustment of the timeframe for consultation on the Licensing Framework

- 7: With regard to research into the regulated community, the next Annual Regulatory Return will take place in 2022
- 8 revision to the timetable for the consultation on the Equality Code , which will now commence in Q4
- 11: As the provision of support to practices arising from the pandemic is now business as usual, this item would be removed
- 21: To remove surveys of the regulated community to assess the impact of the pandemic
- 25: to remove the provision of pandemic-specific advice and guidance to consumers and the regulated community
- 32: to add LEO data on referrals to Key Performance Indicators
- The addition of development of a single digital register for the legal sector
- The addition of review of requirements for ongoing competence
- The addition of close monitoring of the impact on complaints handling of the new approach to cost recovery
- The addition of enhanced engagement with CLC consultations and improve the level of feedback secured
- The addition of recruitment to the Adjudication Panel, Council and potential recruitment to the CLC staff team
- The addition of rebaselining of risk profile of regulated entities.

Action Nov/21/11: to include the above adjustments within the CLC Business Plan and to report further on the prioritisation of resources

12. CLC Watchlist and Interventions (*Agenda Item 7*)

The Director of Finance and Operations introduced the report.

The Council **NOTED** the Watchlist and Interventions report

13. Published Indicators and Metrics (*Agenda item 14*)

The Council considered the indicators and metrics for Quarter 3 of the current year for publication. It was noted that the inclusion of OLC complaint metrics which had been agreed as a Business Plan item, would be dependent upon the provision of data by the OLC.

The Council **AGREED** to publish the indicators and metrics detailed at Appendix A of the report.

14. Chief Executive's Report (*Agenda Item 4*)

The Chief Executive introduced the report.

In addition to the updates contained within the report, the Council was advised that the CLC has been meeting with and receiving regular reports from the Simplify Group of companies which had experienced a cyber incident at the beginning of November 2021. The issue had led to a significant increase in calls to the CLC from clients of Simplify Group who had said that they couldn't get through to the firm directly.

The Council also received an update on a Whistleblowing report which had been referred to an external provider for investigation.

The Council **NOTED** the Chief Executive's report.

15. Education and Ongoing Professional Competency (*Agenda Item 13*)

The Council received an update on education activity including:

- Development of the Level 2 micro essentials conveyancing course
- Review of Level 4, Level 6 qualifications and Apprenticeship standards
- Recognition of professional qualifications and the regulation of professions following the UK's departure from the EU
- The CLC's CPD framework for ongoing competency.

The Council was advised that there was no further information about the SQA to report.

The Council agreed to discuss ongoing competency further at its Workshop meeting on 10 March 2022.

The Council **NOTED** the update on Education and Ongoing Professional Competency.

Action Nov/21/12: to consider Education and Professional Competency further at the Council Workshop meeting on 10 March 2022

16. Committee Chairs' Reports (*Agenda item 15*)

(a) Audit and Risk Committee

The Chair of the Audit and Risk Committee presented a summary of business considered by the Committee at its meeting on 19 October 2021, which had included:

- Governance Statement and Quarterly Statements on Internal Control
- Finance Director's Update for Q3
- Review of Principal Risk Register

- Annual review of the Committee's Terms of Reference, following which the Committee was recommending a change to reflect its responsibility for monitoring and maintenance of the CLC's Anti-Corruption policies
- An Internal Audit Review of Governance, which had received a Substantial Assurance Opinion
- An Internal Advisory Audit Review of Data Protection focussing on Data Subject Access Requests, Data Storage and Retention

The Council was advised that the following audit reviews had been agreed for 2022:

- Advisory review of KPIs and Management Information
- Enforcement – Adjudication Panel
- Review of information security in the context of hybrid/home working arrangements
- Review of Procurement (carried forward from the current year as procurement activity had not taken place in time during 2021)
- Risk Management
- Follow-up on recommendations arising from 221 audits

The Council:

- (1) **NOTED** the report of the Chair of the Audit and Risk Committee
- (2) **AGREED** to amend the Audit and Risk Committee's Terms of Reference to reflect its responsibility for review and maintenance of the CLC's Anti-Corruption Policies.

Action Nov/21/13: To amend the Audit and Risk Committee's Terms of Reference as above.

17. Any Other Business

The Council was informed that the Appointments Committee would be undertaking recruitment to forthcoming Non-Executive Director vacancies and the Adjudication Panel early in 2022.

Council members were requested to provide comments on the OLC Budget and Business Plan to the Director of Strategy and External Relations.

The Council **NOTED**:

- (1) That short meetings to consider single issue items arising outside of scheduled meetings would be convened if required
- (2) That a further meeting of the Council Workshop may be scheduled to take place in December 2022

18. Date of Next Council Meeting

Council, Thursday 10 February, 2022.

INFORMATION ITEMS

19. Q3 Performance Outturn (*Agenda item 18*)

The Council **NOTED** the Performance Outturn report for Q3, which had been reviewed and discussed in detail by the Audit and Risk Committee at its meeting on 19 October 2021.

20. PR Evaluation Report 1 January 2021 – 31 October 2021 (*Agenda Item 19*)

The Council **NOTED** the PR Evaluation Report.

21. Property and Law News Round Up (*Agenda item 20*)

The Council **NOTED** the round up review of major developments and the economic outlook that will affect the conveyancing market.

22. Council Workplan (*Agenda item 21*)

A correction to the date of the Council Workshop in March to read 10 March 2022 was advised.

The Council **NOTED** its forthcoming Workplan.

Chief Executive's Report

Purpose: For noting
Author: Chief Executive

Summary

The Chief Executive's regular report to Council on current issues.

Recommendations

The Council is asked to note the contents of this paper.

Relevant Regulatory Objectives

The Council's regulatory responsibilities are set out within the CLC Corporate Governance Framework. This report contains information which supports the following regulatory objectives:

- RO1 - protect and promote the public interest
- RO2 - support the constitutional principle of the rule of law
- RO3 - improve access to justice
- RO4 - protect and promote the interests of consumers
- RO5 - promote competition in the provision of legal services
- RO6 - encourage an independent, strong, diverse and effective legal profession
- RO7 - increase public understanding of the citizen's legal rights and duties
- RO8 - promote and maintain adherence to the professional principles

Risk management

Where appropriate, risk is covered in each item contained in this report.

Financial impact

No negative financial impact on 2022 budget expenditure.

Diversity and inclusion impact

No diversity or inclusion impacts resulting from the contents of this paper.

Communications requirements

This report is an update for Council members only.

Publication status

This report contains information which is: commercially confidential; in confidence; policy in development, intended for future publication and is therefore not for publication

Performance Pack Report – Q4 Out-turn

Purpose: Noting

Author: Director of Finance and Operations

Approver: Chief Executive

Summary

This report comprises of the following elements:

No	Description	Page
1	Out-turn – Overview of financial performance to 31 December 2022	3
2	Operational performance indicators	12
3	Human Resources	19
4	Complaints against the CLC	20
5	Procurement	20
6	Projects	20

Recommendations

Council is asked to review and note the paper.

Regulatory Objectives

The publication of the KPI's support the following regulatory objectives:

RO8 - promote and maintain adherence to the professional principles

Risk management

There are no financial or operational issues identified in this report which need to be mitigated.

Financial impact

This paper reports of financial variances and does not in itself generate additional cost.

Diversity and inclusion impact

There is no impact on diversity or inclusion.

Communications requirements

The Audit and Risk Committee considered a version of this report at its meeting on 25 January 2021.

Publication

Not for publication in this form. A summary will be posted on the website.

2021 Business Plan End of Year Report

Purpose: For noting

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

This paper reports on progress against the 2021 business plan. The plan is now amended by Council on a rolling, quarterly basis and this paper also captures elements of ongoing work that will be delivered in 2022 and 2023. The business plan for 2022 is set out in a separate paper to the Council.

Recommendations

Council is asked to note the outturn of the 2021 Business Plan.

Risk management

The business plan contributes to the management of principal and operational risks.

Financial impact

This is covered in the separate financial outturn reporting.

Diversity and inclusion impact

The business plan includes measures to promote diversity and inclusion across the regulated community.

Regulatory objectives

The business plan is designed to ensure that CLC meets its regulatory objectives set out in Legal Services Act 2007

Communications requirements

The outturn of the business plan is reported after the end of the year in Annual Reports.

2022 Business Plan

Purpose: For decision

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

This paper sets out the Business Plan for 2022. The plan is now reviewed by Council on a rolling, quarterly basis. The initial plan for 2022 in this paper to the Council has been reviewed by the Audit and Risk Committee (ARC).

Recommendations

The Council is asked to approve the Business Plan

Financial impact

The budget to support delivery of this plan is set out in separate paper.

Diversity and inclusion impact

The business plan includes measures to promote diversity and inclusion across the regulated community.

Regulatory objectives

The business plan is designed to ensure that CLC carries out its regulatory objectives set out in Legal Services Act 2007 and captures the relevant regulatory objectives addressed by each proposed objective.

Communications requirements

The plan will be published online after its approval by Council. The outturn of the business plan is reported after the end of the year in Annual Reports.

2022 Budget

Purpose: Approval

Author: Director of Finance and Operations

Approver: Chief Executive

Summary

This paper sets out the proposed budget for the 2022 financial year as developed by the SMT. The budget proposal takes into account expenditure necessary to deliver on the 2022 business plan.

The budget has been reviewed by ARC on 25 January 2022 and is being recommended for approval. Please note that this version differs from the version approved by the ARC, and that Council will need to consider the impact of the amendment. Further detail of the change and the impact are included in the introduction.

Recommendations

The Council is requested to review and approve the proposed 2022 budget.

Risk management

The budget needs to be carefully considered and crafted to ensure that the CLC makes effective use of limited financial resources.

Regulatory Objectives

The following regulatory objectives are served by the decisions requested in the paper:

1. protect and promote the public interest
2. protect and promote the interests of consumers
3. promote and maintain adherence to the professional principles

Financial impact

The financial impact is detailed in the attached document

Diversity and inclusion impact

There is no impact on diversity or inclusion.

Communications requirements

There are no immediate communication requirements

Annexes

None

Publication

The attached report is not for publication

Principal Risk Register

Purpose: Approval

Author: Director of Finance and Operations

Approver: Chief Executive

Summary

This report details the principal risks of the CLC together with controls currently in place and further mitigating actions being taken to manage the risks.

Recommendations

The SMT recommends that Council approves the Principal Risk Register as approved with amendments by the Audit and Risk Committee at its meeting on 25 January 2022.

Risk management

The report is a key reporting document in CLC's risk management.

Regulatory Objectives

The following regulatory objectives are served by the decisions requested in the paper:

RO1 - protect and promote the public interest

RO4 - protect and promote the interests of consumers

RO8 - promote and maintain adherence to the professional principles

Financial impact

There is no financial impact in relation to this paper.

Diversity and inclusion impact

There is no impact on diversity or inclusion from this paper.

Communications requirements

This paper is for Council only.

Background

This is a regular report to Council updating on management's assessment of the principal risks.

Annexes

Annex A –Principal Risk Register

Annex B – Issue Log

Publication

The attached report is not for publication.

CLC Watchlist & Interventions

Purpose: Noting

Author: Director of Finance and Operations

Approver: Chief Executive

Summary

This is a regular Council paper which provides an update on the practices that have been assigned to the watchlist.

The CLC's aim is to ensure that it raises regulatory issues with a practice as early as possible to avoid the risk of a practice failing to meet its regulatory responsibilities. Where it concludes that issues with a practice are or may become significant, that practice is placed on the watchlist and is monitored intensively to mitigate risk to the consumer; risk of claims on that practice's professional indemnity insurance; and ultimately on the CLC's Compensation Fund. SMT review the watchlist on a weekly basis and by exception when necessary.

A progress update on the active interventions that have taken place since the beginning of 2017 is also included.

Recommendations

Council is asked to review and note the paper.

Risk management

Active management and monitoring of practices placed on the watchlist enable the CLC to mitigate the risk of losses to consumers, claims against PII insurance policies and ultimately the Compensation Fund.

Regulatory Objectives

The following regulatory objectives are served by the decisions requested in the paper:

- RO1 - protect and promote the public interest
- RO4 - protect and promote the interests of consumers
- RO8 - promote and maintain adherence to the professional principles

Financial impact

Failure of any practice may have a significant adverse impact on the consumer, the CLC and the profession.

Diversity and inclusion impact

There is no impact on diversity or inclusion.

Communications requirements

There are no communication requirements.

Publication

Not for publication.

Regulatory Performance Assessment

Purpose: For decision

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

This paper reports on the recent Regulatory Performance Assessment (RPA) of the front line regulators by the Legal Services Board.

Recommendation

The Council is asked to note the Regulatory Performance Assessment and the steps the CLC is taking to address the findings.

Relevant Regulatory Objectives

The RPA process touches on all of the regulatory objectives.

RO1 - protect and promote the public interest

RO2 - support the constitutional principle of the rule of law

RO3 - improve access to justice

RO4 - protect and promote the interests of consumers

RO5 - promote competition in the provision of legal services

RO6 - encourage an independent, strong, diverse and effective legal profession

RO7 - increase public understanding of the citizen's legal rights and duties

RO8 - promote and maintain adherence to the professional principles

Financial impact

None arising from this paper.

Diversity and inclusion impact

None arising from this paper.

Communications requirements

None arising from this paper.

Transparency Arrangements Review

Purpose: For decision

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

This paper sets out a review of the CLC's transparency arrangements, its Publication Policy and its policy for the publication of disciplinary information.

Recommendations

1. CLC should pilot issuing a bulletin in the form of a blog by the Chair of the Council about the decisions made at Council within a week of each meeting. This would be included in e-newsletters to the regulated community and stakeholders.
2. The CLC should change the online presentation of published agenda packs so that each published paper (whether a summary or full paper/redacted paper) appears at its own link. This follows the LSB and SRA model and could help make issues more easily trackable.
3. Deliberations around Compensation Fund decisions should remain confidential.
4. When the Compensation Fund rules are amended, the CLC should review the explanatory material on the website and in guidance made available to potential claimants.
5. The online content on the CLC's regulatory approach should be reviewed for clarity and ease of access by July 2022.
6. The 2021 Annual Report should include a high-level review of the types of risks to the CLC and to the regulated community. The risks to the CLC could also be extracted and appear on the face of the website in the 'About us' section.
7. To consider the review of the KPI pack at the May Council meeting.
8. Increase promotion of the CLC's Annual Financial Statements and Annual Report with effect from the 2021 reports that will be published in April 2022.
9. The Council will return to the issue of publication of lower-level sanctions following the completion of the consultation on changes to the rules of the Adjudication Panel.
10. That the next version of the CLC's online register of the regulated community should include disciplinary data as published in line with the CLC's policies.
11. To review the impact of the changes agreed by Council and the Publication Policy in the course of 2023.

Relevant Regulatory Objectives

RO1 - protect and promote the public interest

RO4 - protect and promote the interests of consumers

RO7 - increase public understanding of the citizen's legal rights and duties

RO8 - promote and maintain adherence to the professional principles

Financial impact

There is no financial impact arising from the recommendations in this paper. Any changes agreed to the Public Policy could increase demands on colleagues in the preparation and publication of relevant materials.

Diversity and inclusion impact

There is a possibility that publication of more material relating to policy in development could enable stakeholders to identify D&I issues for attention.

Communications requirements

Changes to the CLC's transparency arrangements will need to be communicated through updates to the CLC website, in e-newsletters to the regulated community and other stakeholders that subscribe to that and to the Legal Services Board in line with our commitment flowing from the most recent regulatory assessment.

Response to the Legal Services Board Consultation on its 2022 Business Plan

Purpose: For decision

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

A draft response to the LSB's consultation on its business plan for 2022-23 for Council's review.

Recommendations

The Council is asked to comment on and agree the attached consultation response.

Relevant Regulatory Objectives

- RO1 - protect and promote the public interest
- RO2 - support the constitutional principle of the rule of law
- RO3 - improve access to justice
- RO4 - protect and promote the interests of consumers
- RO5 - promote competition in the provision of legal services
- RO6 - encourage an independent, strong, diverse and effective legal profession
- RO7 - increase public understanding of the citizen's legal rights and duties
- RO8 - promote and maintain adherence to the professional principles

Financial impact

None arising from this paper.

Diversity and inclusion impact

The draft response raises a D&I concern in relation to entry to the profession.

Communications requirements

The CLC publishes its responses to third party consultations on its website.

Joint Statement on Disciplinary Sanctions

Purpose: For decision

Author: Chief Executive

Summary

The LSB has asked all regulators to agree a sector-wide statement on the seriousness of “counter-inclusive” misconduct and the importance of disciplinary sanctions as one means (among others) of tackling it. The version circulated by the LSB is attached at Annex A.

Recommendations

1. To support a statement, subject to its final drafting, and to ask LSB for further information of its expectations around implementation and use.
2. Council is also asked to agree a delegation to the Chief Executive and Chair for approval of the final draft.

Relevant Regulatory Objectives

RO1 - protect and promote the public interest

RO4 - protect and promote the interests of consumers

RO6 - encourage an independent, strong, diverse and effective legal profession

RO8 - promote and maintain adherence to the professional principles

Financial impact

None arising from this paper.

Diversity and inclusion impact

A joint statement by the regulators could help to raise awareness and understanding of diversity and inclusion challenges in the legal sector.

Communications requirements

These will flow from joint work once the statement is agreed.

Published Indicators and Metrics

Purpose: Approval

Author: Director of Finance and Operations

Approver: Chief Executive

Summary

This is a regular report to Council which includes Indicators and metrics for the quarter just ended. Following Council approval this report will be published on the CLC website.

The KPI's will be reviewed in 2022 to determine whether they are still relevant and whether they need to be amended or added to.

With the implementation of the OLC Levy and the focus on complaint handling, we will start tracking metrics relating to complaints referred to the OLC. We expect that these metrics will be added into the 2022 - Q1 indicators and Metrics report.

Recommendations

Council is asked to review and approve the attached report.

Risk management

The publication of metrics and indicators is one of the ways we demonstrate transparency and good governance.

Regulatory Objectives

The publication of the KPI's support the following regulatory objectives:

RO8 - promote and maintain adherence to the professional principles

Financial impact

There is no direct financial impact.

Diversity and inclusion impact

There is no impact on diversity or inclusion.

Communications requirements

There are no communication requirements.

Publication

The attached report is published on the CLC website quarterly after Council approval.



CLC Council Meeting

Audit and Risk Committee Chair's Report

Purpose: For Noting
Chair: Jenny Quirke

Summary

This report summarises the business considered at the Audit and Risk Committee at its meeting on 25 January 2022. (Appendix A).

Draft minutes of the Committee's meeting held on 25 January 2022 are included. (Appendix B)

In line with the Audit and Risk Committee's Terms of Reference, the Chair of the Committee presents an annual report on the work of the Committee during the year. An annual report which summarises the conclusions of the work undertaken by the Committee during 2021, with particular reference to the CLC's risk, governance and internal control framework is included at Appendix C.

Recommendations

Council is invited to:

- (1) Note the draft minutes of the Audit and Risk Committee meeting held on 25 January 2022 and summary report and to put any questions to the Chair (Appendices A and B);
- (2) Note the Annual Report of the Chair of the Audit and Risk Committee and put any questions to the Chair (Appendix C)

Risk management

The Terms of Reference of the Audit and Risk Committee include strategic oversight of the CLC's processes for risk, control and governance, which are reviewed and scrutinised at each meeting to provide an opinion on the discharge of functions.

Regulatory Objectives

The CLC's Audit and Risk Committee supports the Council's responsibilities in the areas of principal risk, control and governance and associated assurance by providing an opinion on how well the Council and Chief Executive are supported in decision making and in discharging their accountability obligation with particular regard to financial reporting and risk management.

The following regulatory objectives in particular are supported by the work of the CLC's Audit and Risk Committee:

1. protect and promote the public interest
2. support the constitutional principle of the rule of law
3. improve access to justice
4. protect and promote the interests of consumers
5. promote and maintain adherence to the professional principles

Financial Impact

The Terms of Reference of the Audit and Risk Committee include review of accounting policies and practice, compliance with laws and accounting standards and the process for review of the annual accounts prior to their submission for external audit.

Diversity and Inclusion

There are no specific diversity and inclusion considerations, however as a regulator the CLC has an objective to support an independent, strong, diverse and effective legal profession as well as to act in the best interest of clients and to promote ease of access to services. These factors are incorporated within the accountability for risk and governance and audit reviews.

Communication and publication requirements

This report is for Council only. A summary of the work of the Audit and Risk Committee will be published within the CLC Annual Report.



Appointments Committee Chair's Report

Purpose: For Noting

Chair: Dame Janet Paraskeva

Summary

The Council has established an Appointments Committee, the remit of which includes:

- The appointment of Council and Adjudication Panel members
- The appointment of the Chief Executive and where requested other senior staff
- Where applicable to determine extensions to the term of office of non executive members and succession planning.

A summary of business conducted by the Appointments Committee during 2021 is included within the Chair's Annual report at **Appendix A**.

Recommendations

The Council is invited to note the report and to put any questions to the Chair.

Relevant Regulatory Objectives

The Appointments Committee supports the Council's responsibilities for the recruitment of non-executive directors under the Regulations for the Appointment and Service of Council Members. It is also responsible for the recruitment of the Chief Executive (and where requested other senior staff) and Independent and Adjudication Panel members.

The following regulatory objectives in particular are supported by the work of the CLC's Appointments Committee:

- RO1 - protect and promote the public interest
- RO2 - support the constitutional principle of the rule of law
- RO3 - improve access to justice
- RO4 - protect and promote the interests of consumers
- RO6 - encourage an independent, strong, diverse and effective legal profession
- RO8 - promote and maintain adherence to the professional principles

Risk management/Financial Impact/and Diversity and Inclusion are considered in all Appointments Committee discussions and decisions.

Communication and publication requirements

This report is not for publication as an overview of the Appointments Committee's work will be included within the Annual Report.



Remuneration Committee Chair's Annual Report

Purpose: For Noting

Chair: Colin Wilby

Summary

The Remuneration Committee supports the Council's responsibilities for the remuneration, recruitment and retention of staff and Council and Committee members.

A summary of business conducted by the Remuneration Committee during 2021 is included within the Chair's Annual report at **Appendix A**.

Recommendations

The Council is invited to:

- (1) note the report and to put any questions to the Chair

Risk management/Financial Impact/and Diversity and Inclusion are considered in all Appointments Committee discussions and decisions.

Regulatory Objectives

The Remuneration Committee supports the Council's responsibilities for the remuneration, recruitment and retention of staff, Council and Committee members and Adjudication Panel members.

The following regulatory objectives in particular are supported by the work of the CLC's Remuneration Committee:

1. protect and promote the public interest
2. support the constitutional principle of the rule of law
3. improve access to justice
6. encourage an independent, strong, diverse and effective legal profession
8. promote and maintain adherence to the professional principles

Communication and publication requirements

Not for publication. A summary of the work of the Remuneration Committee will be published within the CLC's Annual Report.

Property and Law Roundup

Purpose: For noting

Author: Director of Strategy and External Relations

Approver: Chief Executive

Summary

The regular round up of key developments affecting the legal services regulated by the CLC. This is a supplement to the weekly reports on the economy and housing market that are circulated to Council Members by the Chief Executive.

Recommendation

The Council is asked to note the contents of this report.

Relevant Regulatory Objectives

- RO1 - protect and promote the public interest
- RO2 - support the constitutional principle of the rule of law
- RO3 - improve access to justice
- RO4 - protect and promote the interests of consumers
- RO5 - promote competition in the provision of legal services
- RO6 - encourage an independent, strong, diverse and effective legal profession
- RO7 - increase public understanding of the citizen's legal rights and duties
- RO8 - promote and maintain adherence to the professional principles

Financial impact

None arising from the paper, but information contained can help plan for future impacts.

Diversity and inclusion impact

None arising from the paper, but information contained may help identifying upcoming issues.

Communications requirements

This paper is posted on the CLC website.

MODERNISATION AND DIGITISATION OF HOME BUYING AND SELLING

The **Home Buying and Moving Group** (HBMG), which brings together representative and regulatory bodies as well as commercial organisations and expert individuals from across the home buying and moving industry, as well as government, has set clear priorities for its work:

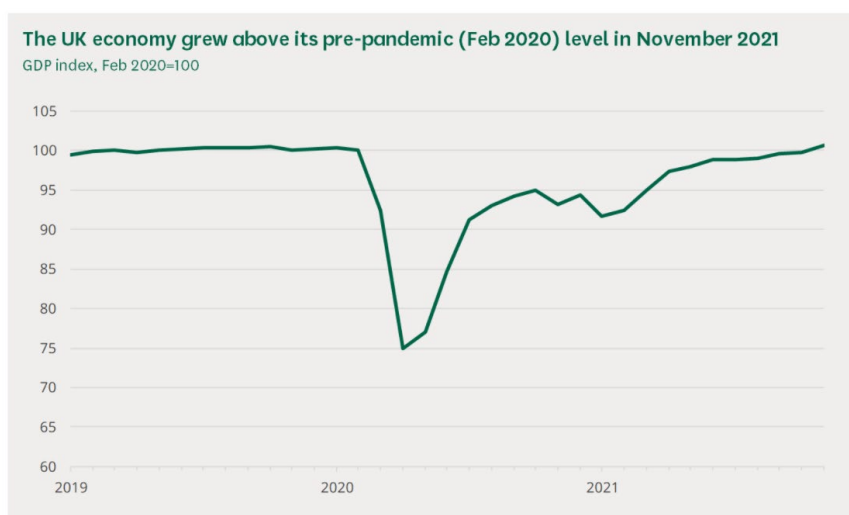
1. The time it takes to buy and sell a home
2. Fall throughs during the buying and selling process
3. The stress involved during buying and selling

The group provides a strong focus for the sector to work together to make progress on these issues. The DLUHC lead on home buying and moving has proved a very effective advocate for change and driver of the joint effort, especially on the first priority above. Sadly, he has recently moved to the DLUHC leasehold team to work on that agenda. The CLC hopes that this does not reflect any lesser priority on the home buying and moving agenda by DLUHC as it seems clear that government encouragement has been very important to progress and there may come a need for more forceful action by government, whether in the form of pressure from ministers or perhaps even legislation.

The **Regulatory Response Unit** (RRU) is convened by TechNation and CLC is a member along with other front-line regulators. We work together to support innovation directly with advice and guidance to IT providers and law practices. The CLC and a small group of other members is working on a joint statement addressing misconceptions that many lawyers have about the acceptability of digital ID checks. Around 25% of CLC-regulated practices adopted digital ID tools in the first six months of the pandemic. Others already used it, but there could be many more taking advantage of the improved client experience and increased confidence of accurate ID checking it provides compared to manual checks.

ECONOMIC OUTLOOK

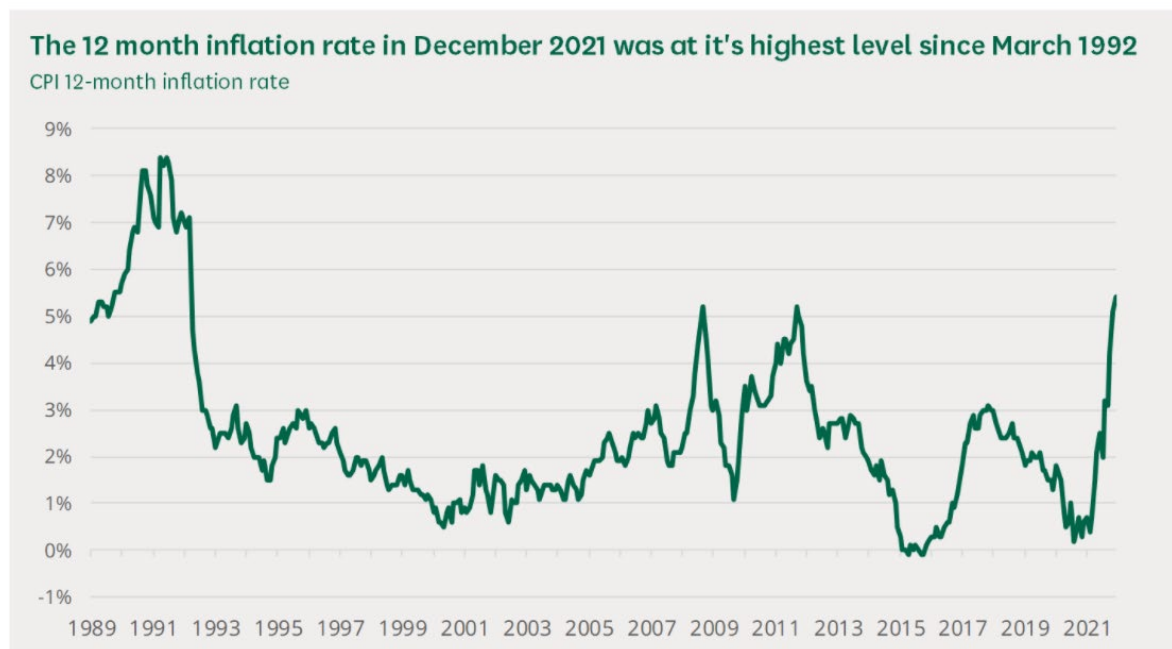
In November 2021, the UK economy is estimated to have grown by 0.9%, taking it 0.7% above its February 2020 level. Revisions are common, but according to the ONS, the UK economy was around the size it was going into the pandemic. Of course, the economy would have been larger if there had been no pandemic (or other economic shock).



Source: ONS. [GDP monthly estimate, UK: November 2021](#), Figure 1

The IMF's latest world economic outlook, released in January, forecast slightly lower growth for the UK for 2022 than it did previously, but still at 4.7% for 2022 (compared to the 5% previously forecast). This rate of growth remains higher than similar countries, and partly reflects the deeper downturn in the UK due to the pandemic and Brexit. The IMF also notes the potential impact of high inflation, saying that some families may need help with high energy bills. At time of writing, there are indications that the Chancellor of the Exchequer may be planning an announcement on some assistance.

The most recent ONS figures show a sharp spike in the inflation rate, which has been widely commented on not only because of the squeeze it could put on consumer spending and so the economic recovery, but also because the Bank of England was expected to increase interest rates further in an attempt to bring inflation back to the Bank's 2% target.



ONS. [Consumer price inflation, UK: December 2021](#)

INTEREST RATES

The Bank of England raised the Bank Rate to 0.5% on 3rd February to support inflation returning to the 2% target in what it describes as a 'sustainable' way.

In explaining its decision, the Bank said:

The UK economy continues to recover. In November last year, economic activity was back to where it was before the pandemic. Since then, the spread of Omicron meant people spent less. But as the number of new cases falls, we expect spending to go up again.

The number of people out of work is going down. The unemployment rate is only slightly higher than it was before the start of the pandemic.

Inflation (the pace of price rises) has risen above our 2% target. Prices rose by 5.4% last year.

Higher energy prices is one of the main reasons for this. Large increases in oil and gas prices have pushed up petrol prices and utility bills.

Higher prices for goods that we buy from abroad have also played a big role. As economies reopened around the world, people started to buy more goods. Some businesses struggled to meet this extra demand, held back by, for example, shortages of materials and workers. That pushed up their costs and led to higher prices for consumers.

These effects are likely to continue pushing inflation up in the coming months. We expect inflation to rise to around 7% in the spring.

We expect inflation to fall back from the middle of this year. We don't expect that energy prices will continue to rise as fast, and the shortages that are currently making it difficult for businesses to make their products should ease. We expect inflation to be close to our target in around two years' time.

HOUSING MARKET

Levelling-Up agenda

The Department for Levelling-Up, Housing and Communities (DLUHC) has issued a White Paper on Levelling-Up. It revolves around 12 'national missions' with a target date of 2030.

How rapidly these changes will roll out, their level of success, impact on each other, and how they interact with wider economic developments, e.g., Brexit, is not yet clear, but there is now a clearer sense of aims. The key points for our sector are summarised below under both housing and general updates.

- The 4 **specific housing plans** that could impact our sector tend to fall under the section "Restoring local pride",
 - *Regeneration*: the government plans to support changes to 20 urban areas, starting with Wolverhampton and Sheffield. The aim is to deliver 'King's Cross' style brownfield projects. The work will be led by Homes England, which will add regeneration of towns / cities to its remit.
 - *Funding allocation*: the current '80/20 rule' results in 80% of government funding for housing supply being directed at 'maximum affordability areas'. Which means London and the SE gets a great amount of the £1.8 billion (mainly brownfield) funding. This will be scrapped and partly replaced by a Home Building Fund, with funds diverted to brownfield sites in the North / Midlands in partnership with SMEs. Metro Mayors will be allocated £120 million of this:
<https://www.instituteforgovernment.org.uk/explainers/metro-mayors>
 - *Social housing*: there is a commitment to an increased number of units, via a Social Housing Regulation Bill (first planned after the Grenfell fire in 2017).
 - *Rented sector*: the aspiration is for the number of renters becoming first-time buyers to increase. And the number of residences failing to reach 'Decent Home Standard(s)' to fall by 50% by 2030, with the biggest improvements in the lowest performing rented areas. Section 21 "no fault" evictions will be abolished, and a consultation on introducing a landlords' register will be launched.
- The 4 **general aims** that are likely to impact our sector include:
 - *Macroeconomics*: a critical objective is that pay, employment and productivity will have risen, with the gap between the top performing and other areas closing. This could support current trends (i.e., the rebalancing of activity and pressures away from London & SE)

- *Transport*: the plan is for the rest of the country's local public transport system to become much closer to London standards. Dependant on the location and form of transport this has the potential of making large changes in patterns of housing demand.
- *Communications*: aim to have nationwide gigabit-capable broadband and 4G coverage, with 5G coverage for the majority of the population. This could lead to further 'hotter' markets (and impacts/risks) in currently quieter regions, as working from home capabilities and expectations evolve.
- *Devolution*: HMG have stated that every part of England that wishes to have a 'London-style' devolution deal will have one. Exactly how any existing/new funding will support this aim in the long-term is not fully addressed, but even if HM Treasury retain close control, more focus could be required on regional representatives when addressing housing market issues.

PROPERTY TRANSACTIONS

House price indexes continue to register highs. In late January, the Zoopla index found that the average British home was worth £242,000 at the end of December.

That represents a house price growth of 7.4% in the 12 months to December, and a rise in the price of the average house of £25,500 over the past two years.

It says UK housing demand in January is up by 50% compared with recent New Year periods.

Wales recorded the highest regional annual rate of house price growth for the tenth month in a row, up 11.3% to December. Bringing up the rear was London with growth of 2.6% over the same 12-month period.

Zoopla says that, with 'hybrid' working from home and the office continuing to be the norm for many white-collar workers, the pandemic continues to shape the property market.

It added that the trend for increasing space has further to run, notably for three-bedroom houses outside the London area as demand for this type of property is four times higher than the five-year average.

The other house price indexes have told a consistent story in recent months.

The most recent report by ONS is on house prices in November and it showed that on average, house prices had risen 1.2% since October 2021, making an annual price rise of 10% which makes the average property in the UK valued at £270,708. There is a regional breakdown below, which shows that regional price growth continues to outstrip London, continuing the trend since the beginning of the pandemic.

Price change by region for England

Region	Average price November 2021	Annual change % since November 2020	Monthly change % since October 2021
East Midlands	£229,277	10.7	0.4
East of England	£336,937	12.3	2.1
London	£519,934	5.1	0.2
North East	£149,249	8.7	1.8
North West	£197,797	10.8	2.3
South East	£369,093	9.6	0.5
South West	£308,497	12.9	2.5
West Midlands	£230,888	9.8	1.9
Yorkshire and the Humber	£191,036	7.2	1.0

Source: ONS

Impact of the economy on the housing market

ONS has reported recently that pay increases have not been keeping pace with the cost of living. A negative impact on consumer confidence as well as any actual impact on the affordability of moving house could put a downward pressure of sales volumes over the year. Although with demand still high, there could still be quite a cushion for the housing market.

Interest rates remain historically very low of course, so it is likely to be a while before increases take them to a level that will impact the housing market. The Bank of England has signalled that we may see a gradual approach to that, with rates rising only slowly to achieve a return to the 2% inflation target over the next two years.

Council Work Plan 2022

Purpose	Noting
Author:	Head of Executive Office
Approver:	Chief Executive

Summary

At its meeting on 12 November 2020, the Council reviewed progress against Business Plan activities and agreed to adopt a 3-year rolling approach to Business Plan development.

The current Work Plan for the Council, which includes 2022 Business Plan activities discussed in an item elsewhere on this agenda is set out at Appendix A.

Recommendations

The Council is invited to note its forthcoming Work Plan.

Risk management

None for the purposes of this report. Risk implications will be discussed within individual reports.

Financial impact

None for the purposes of this report. Financial implications will be discussed within individual reports.

Regulatory Objectives

Where appropriate, the CLC's Regulatory Objectives will be included within individual reports.

Diversity and inclusion impact

None for the purposes of this report. Diversity and inclusion implications will be discussed within individual reports.

Communications requirements

None for the purposes of this report.

Publication status

For publication.

Annual Cycle	10 February 2022 Council Meeting Q4 Results	10 March 2022 Workshop	24 March 2022 Council meeting Annual Financial Statements	12 May 2022 Council meeting	28 July 2022 Council meeting Q2 Results	29 September 2022 Workshop	10 November 2022 Council meeting Q3 Results	Council Workshop December 2022	Issues for future discussion
Strategy and Planning	2022 Business Plan 2022 Budget			2022 Business Plan Update	2022 Business Plan Update		2022 Business Plan Update	2023 Business Plan	
Performance and Risk	Management Report <ul style="list-style-type: none"> Q4 Budget Outturn Interventions and Watchlist Compensation fund Business Plan 2021 outturn Property News Round up Key Performance Indicators Principal Risk Register CEO report	Risk Management Policy		Management Report <ul style="list-style-type: none"> Q1 Budget Outturn Interventions and Watchlist Compensation fund Business Plan 2022 Progress Property News Round up Key Performance Indicators Principal Risk Register CEO report	Management Report <ul style="list-style-type: none"> Q2 Budget Outturn Interventions and Watchlist Compensation fund Business Plan 2022 progress Property News Round up Key Performance Indicators Principal Risk Register Review of KPIs CEO report		Management Report <ul style="list-style-type: none"> Q3 Budget Outturn Interventions and Watchlist Compensation fund Business Plan 2021 progress Property News Round up Key Performance Indicators Principal Risk Register CEO report		
Governance	Annual Committee Chairs' reports LSB Regulatory Performance Assessment Review of and Transparency arrangements and Publication Scheme	Practice Fee Setting	External Auditor's Report and Management Letter CLC Financial Statements 2021	Committee Chairs' Reports Practice Fee Setting – Consultation Adjudication Panel Constitution Rules Compensation Fund Operating Framework NED Recruitment	Committee Chairs' reports Annual Review of Council Terms of Reference Annual Report – Adjudication Panel Practice Fee Setting Equality Code revision		Committee Chairs' reports		
Regulatory Activity	Joint Regulator Statement on Disciplinary Sanctions	PII Consultation – Finalisation of submission to LSB		Licensing framework PII Arrangements	Regulatory Fee setting Licensing Framework Code of Conduct Disciplinary Process and Sanctions		Annual Regulatory Return		
Ad Hoc Business Plan Items	Annual Evaluation of Communications LSB Business Plan 2022/23 Consultation Response Compensation Fund Claim Determination	Education & Professional Competency		Annual Review of Education Review of Equality Code Consultation			Diversity Monitoring Survey		