

SRA Business Plan 2021-22 Quarter Two Update

Our Strategic Objectives

Strategic Objective 1 - We will set and maintain high professional standards for solicitors and law firms as the public would expect and make sure we provide an equally high level of operational service.

Strategic Objective 2 - We will actively support the adoption of legal technology, and other innovation, that helps to meet the needs of the public, business community, regulated entities and the economy.

Strategic Objective 3 - We will continually build our understanding of emerging opportunities and challenges for the users of legal services, the legal sector and our role in effectively regulating it.

Our business plan for 2021/2 is available on our website [here](#)¹

Annex 1 shows the activities within each objective.

Progress against activities in our annual planned work programme

This is the second quarter reporting against the activities in our 2021-22 business plan and the second year of the 2020-23 Corporate Strategy.

Annex 1 shows the RAG status of all the activities under the three objectives, together with the previous quarter's status. A summary of these ratings is as follows:

Status	Green	Amber	Red	On Hold/ Not started
Objective 1	22	1		1
Objective 2	4	1		
Objective 3	6	0		

Relates to objective status based on progress to date: Green (G) – in line with expectation and overall delivery is expected; Amber (A) – generally in line although challenge to maintain progress and deliver overall objective; Red (R) – progress behind expectation and will not succeed without direct action; Blue (On hold) – on hold or in line with planned delivery schedule work not yet started.

This is the second quarter reporting against the activities in our 2021-22 business plan. We have detailed our achievements in quarter two in the table beginning on page 3, with the last three months showing continued progress against our business plan.

The table above shows that this quarter two activities are marked as amber (1.5 and 2.2) while another, activity 1.7, which is now on hold, was Amber last quarter. Further details are provided below along with the two others (1.6 and 1.9) from the previous quarter that were previously Amber and are now back on track.

Activity 1.5 - Executive Policy Forum (EPF) reviewed the scope of the areas for change and review linked to the year 1 StaRs evaluation at its 3 May meeting. EPF noted the broad scope of the project, which has become a hook for all “snags” and issues raised related to our Standards and Regulations as well as for dealing with areas for review identified by the evaluation. EPF raised concerns about the organisational, including Board, capacity for taking all aspects forward quickly. An updated plan will be presented to the June EPF meeting with proposed sequencing over a longer period.

¹[SRA | Business Plan and budget \(November 2021 to October 2022 | Solicitors Regulation Authority](#)

Activity 2.2 – We have been approached by an ever increasing number of lawtech companies with requests for greater depth of data about our regulated community and in particular for our API to cover individual solicitors as well as entities. We are told that the current position is a blocker to the development of products, including some designed to support individual consumers and small businesses.

The Policy Team are in the process of developing a pilot to bulk release some individual solicitor data under controlled conditions. This should meet the immediate needs of the lawtech companies, while providing helpful insights to inform longer term development. As a result, we anticipate returning to green status within this performance year.

Activity 1.6 relating to on-going post six-year run off cover and the future of the Solicitors Indemnity Fund (SIF) following the consultation was rated as Amber. This quarter it has moved to Green as the Board formally considered the outcome of the 2021-22 consultation in April and decided to seek a further 12 month extension to the cut-off date for claims to the SIF, to September 2023, to allow for further consideration of new issues and evidence raised in consultation responses.

Activity 1.7, introducing rules to meet our new legislative obligation to introduce protections against law firms charging consumers excessive fees for claims management work relating to financial products and services was Amber but has now moved to on hold. Following a judicial review application of the Financial Conduct Authority's regime, we paused this work and are considering future timings considering the legal position and discussion with relevant stakeholders

The third activity that was amber last quarter was, 1.9 relating to consulting on rule changes and developing support materials to manage risks to consumers and the public relating to (i) wellbeing in the workplace, (ii) supervision of legal work, and (iii) the role of in-house lawyers. This quarter we issued the consultation on rule changes relating to wellbeing in the workplace and solicitors' health in March and it is running until late May. Guidance on supervision was shared with key stakeholders in April for informal testing ahead of publication. And work to support in-house lawyers is being taken forward in tandem with a thematic review which began in March.

Achievements in the last period

	Objective 1	Objective 2	Objective 3
Achievements	<p>1. We have successfully delivered the first SQE2 assessments.</p> <p>2. The Board formally considered the outcome of the 2021-22 consultation on options for the future of post six-year run-off insurance cover (PSYROC) and the Solicitors Indemnity Fund (SIF) in April and decided to seek a further 12 month extension to the cut-off date for claims to the SIF, to September 2023, to allow for further consideration of new issues and evidence raised in consultation responses.</p> <p>3. The consultation on our approach to maintaining the accuracy of our regulatory data related to non-practising solicitors on the roll is currently open and closes on 20 May 2022. We published the consultation document in March and have seen a high level of responses so far, largely from non-practising solicitors.</p> <p>4. We published our thematic review into workplace culture in the legal sector, together with guidance setting out our regulatory expectations around protecting and supporting staff.</p> <p>5. We have published extensive information relating to the financial sanctions regime and firms' AML obligations in dealing with Russian clients.</p> <p>6. Engagement with law firms who failed to report their diversity data in 2021 is ongoing, with a good initial response.</p> <p>7. We published our own ethnicity pay gap data, encouraging law firms and others to follow suit.</p> <p>8. We delivered two successful Board events in Wales. <ul style="list-style-type: none"> • A dinner for c25 key stakeholders across the legal and consumer sectors, including members of the Law Council of Wales </p>	<p>1. Following the success of the first tech newsletter to all LSB-managed regulators, we extended this to a public version, called Lawtech Insight. This included a feature piece around skills from journalist Clive Coleman. This drew on a number of interviews with law firms and industry stakeholders to set out the skills burden placed on firms.</p> <p>2. We have chosen AML to be the first technology theme in the proof of concept programme and are working to develop a launch plan.</p> <p>3. Following a tender process, PA Consulting were selected to deliver a three-phase project that will research costed options for developing the SRA Innovate model for directly supporting lawtech including what an SRA-managed sandbox might look like. Onboarding has been completed and the first stakeholder interviews booked.</p> <p>4. We have continued to assess underlying drivers of change in the market, leading to an updated Market Landscape report ahead of May's Horizon Scanning Forum.</p>	<p>1. We have continued to support the research into differential attainment by building the external reference group of a wide range of relevant stakeholders, which the University of Exeter will call on to help inform the research and ensure that it is representative of people's lived experiences.</p> <p>2. We collaborated with the LSB to research the social acceptance of technology to help the market to understand and compare how receptive consumers and the profession are to using technology in different circumstances.</p> <p>3. We have completed three pieces of consumer research on quality indicators, with results feeding into the pilot evaluation.</p> <p>4. During Q2 we have worked with glass.ai to establish a draft list of potential unregulated providers, having segmented according to activity. We are currently reviewing output (over 21,000 records) to refine and improve accuracy of the tool.</p> <p>5. In March we successfully launched the first quarterly Cross Regulatory Risk Forum to discuss risks in the legal market.</p> <p>6. In Q2 we ran eight virtual events on topics ranging from the SQE to consultations to AML. These have attracted more than 10,000 views.</p>

	Objective 1	Objective 2	Objective 3
	<ul style="list-style-type: none"> • A Senedd reception attended by eight members of the Senedd and a wide range of stakeholders with an interest in the legal sector <p>9. We have published a report of our SQE in Welsh pilot.</p> <p>10. A development and marketing plan for 2021/22, with associated funding, was approved by the Legal Choices Governance Board. We ran social and digital marketing campaigns for the new Legal Choices interactive content on workplace discrimination, and a product that enables users to find disciplinary and regulatory information about legal services providers from multiple regulators.</p> <p>11. Refurbishment of our office in Birmingham was completed on budget. Our new London office in Old Broad Street and refurbished offices in Birmingham are now fully opened.</p> <p>12. We have improved approach to prioritising and managing portfolio of change projects.</p>		
Impacts and Outcomes	<p>1. Some candidates will have sat both SQE1 (November 2021) and SQE2 (April 2022). If they pass and have completed their qualifying work experience, they will be eligible for admission as a solicitor in August 2022.</p> <p>2. The decision to extend the SIF provides continued consumer protection for post six-year negligence claims, pending a Board decision on whether post six-year cover should be included in our future regulatory arrangements.</p> <p>3. We have achieved broad reach in attracting responses to consultation from those that are most directly impacted.</p> <p>4. We have published a consultation on rule changes to strengthen our role in this area, and have held webinars and engagement sessions</p>	<p>1. Lawtech Insight provided thought leadership and raised highlights two challenges: the first is the skills needed in a firm to make use of the technology, such as set up and onboarding a new tool. The second is procurement, and the choices or decisions needed by firms to select technology. This forms a good basis for collaboration to identify potential solutions.</p> <p>2. The proof of concept activity is effectively a pilot in itself and will be appraised at its conclusion before a further programme is considered.</p> <p>3. The core objective of this programme will be to test whether and where</p>	<p>1. The research is one of two flagship projects looking at EDI issues and which will be key in terms of understanding the underlying issues.</p> <p>2. In addition, the project is an example of good collaboration with LSB at a tactical level.</p> <p>3. Provision of robust data on which aspects of quality information consumers find most helpful when deciding on a law firm. This will be helpful in progressing this important work.</p> <p>4. This project has got interest from and input by LSB, LSCP and other bodies. The LSB have inputted into the categorisation stage, which is crucial to</p>

	Objective 1	Objective 2	Objective 3
	<p>reaching more than 400 people. We have published a hot topics page on Russia. We have also published guidance on financial sanctions. We published information about the new Economic Crime Act, drawing firms' attention to the changes.</p> <p>5. Our firm diversity data is widely used across the sector and our communications and the coverage focused on the picture in the big firms, drawing attention to the key issues. Our new approach based on the raw data is more in line with best practice in reporting diversity data.</p> <p>6. Our support for the diversity work of others in the profession is well received, helps raise awareness of diversity issues and lets the profession know this is important to us and the sector.</p> <p>7. Members of the Law Council of Wales are more aware of our work (and priorities in Wales in particular), helping us to contribute positively to their work.</p> <p>8. We are progressing our commitment to delivering the SQE in Welsh, whilst ensuring the approach is realistic and deliverable.</p> <p>9. More than half a million visits to the Legal Choices website were recorded in the first six months of the year. The proportion of traffic from organic (unpaid) search traffic doubled to 25% in the current year to date compared to the previous year.</p> <p>10. Hybrid working fully operational and benefits of face-to-face collaboration visible.</p> <p>11. The improved approach enables better prioritisation, allocation and scheduling of resources to ensure effective delivery of change initiatives.</p>	<p>technology can enhance specific AML duties for firms. The evidence of benefits, risk and approach will be documented and published for wider industry consumption.</p> <p>4. The first Horizon Scanning Risk Outlook paper was well received by stakeholders.</p>	<p>helping understand the size, shape and trajectory of the unregulated market.</p> <p>5. The new Cross Regulatory Risk Forum has held its first meeting and will meet again in June to discuss common experiences of the impact of change and to improve collective action to manage risks.</p> <p>6. The events have consistently received positive feedback (scores of 8+ out of 10 for usefulness).</p>

Annex 1

Ref	Objective	Current (Q2) RAG rating	Previous (Q1) RAG rating
Objective one – setting and maintaining high standards for the profession and ourselves We will set and maintain high professional standards for solicitors and law firms as the public would expect and make sure we provide an equally high level of operational service.			
Solicitors Qualifying Examination			
1.1	<p>Following the introduction of the SQE we will</p> <ul style="list-style-type: none"> • assure standards through delivering a robust, reliable, valid and cost-effective assessment, delivered as following: <ul style="list-style-type: none"> ◦ SQE1: Q1 ◦ SQE2: Q2-3 ◦ SQE1: Q3 ◦ SQE2: Q4 • continue our post introduction monitoring and evaluation work which will include: <ul style="list-style-type: none"> - Designing a comprehensive evaluation framework (Q1) - Developing and publishing a wide-ranging study to measure the perceptions of training providers, candidates and law firms, including the design and launch surveys to accommodate the views of different stakeholders (Q3), analysing and publishing a summary report to communicate findings to diverse communities - Developing a wide-ranging survey of firms and candidates to understand any early impacts of qualifying work experience, with the survey for the different stakeholder groups launched in Q4 - Developing processes for SQE data sharing so that we can communicate transparently with our stakeholders, including specification of 1) the software to automate the preparation of data for the online candidate tool (Q4) and 2) the automating of a summary report after each sitting (Q4) 		
1.2	<p>Maintaining standards and quality of legacy qualifications, particularly that of the Legal Practice Course</p> <ul style="list-style-type: none"> • Annual Course Monitoring Exercise • Move all training course providers to make a decision about whether they wish to offer remote proctoring of assessments. 		
Continuing competence			
1.3	<p>Over the next 18 months, we will take forward a programme of work to improve the mechanisms that we use to assure the ongoing competence of solicitors. Within this business year we will:</p> <ul style="list-style-type: none"> • identify and decide on options for enhancing our data collection and analysis for competence and assess the impact of taking forward these options (July 2022). 		

	<ul style="list-style-type: none"> start to design and implement enhanced data collection and analysis for competence (August 2022). develop a process for how we identify poor practice and areas of increased risk to consumers <p>We will also:</p> <ul style="list-style-type: none"> respond to the LSB's consultation on its draft statement of policy on ongoing competence (March 2022). review the guidance we provide to solicitors about competence (April 2022) to support them in maintaining their competence. assess whether we need more regulatory tools in place to respond to poor practice and protect consumers 		
Advocacy Standards			
1.4	<p>We will continue our work to assure advocacy standards through 2021 and 2022. This will include:</p> <ul style="list-style-type: none"> evaluate our audit of sample training records of solicitors working in youth courts to identify potential actions and next steps (Q1) a review of training records of solicitors practising criminal advocacy in the magistrates and Crown Court (Q3) establishment of an advocacy reference group to horizon scan and identify key practice issues (Q3) finalising our approach to improving the higher rights of audience assessments (Q2) publishing standards for solicitors in the youth court (Q4) updating our resources for solicitors practising civil and criminal advocacy and solicitors working in the youth court and publishing resources for the public (Q3) develop resources to help members of the public understand what good advocacy looks like, and about the role of their advocate <p>We will also continue our work to enhance the consistency and robustness of Police Station Representatives Accreditation Scheme. This includes:</p> <ul style="list-style-type: none"> publishing our Chief External Examiner's report (Q2) working with providers to implement recommendations from the report (Q2) consultation on regulatory arrangements for PSRAS scheme (Q3) 		
Our Standards and Regulations			
1.5	<p>We will publish the one-year evaluation of our Standards and Regulations in Q1. In Q2, we will have scoping reports signed off by the Executive Policy Forum for several projects on areas of the Standards and Regulations that the evaluation and connected feedback suggest should be reviewed.</p> <p>We will also:</p> <ul style="list-style-type: none"> Commission an expert research supplier to ensure independence of year-three evaluation of the Transparency Rules (Q2) Begin the year-three evaluation of the Transparency Rules to check their ongoing impacts on the market, including for consumers. Share initial findings of year-three evaluation with relevant stakeholders to make sure that this work supports improvements in the market (Q3) 		

	<ul style="list-style-type: none"> Finalise the report of year-three evaluation of the Transparency Rules (Q4) for publication and identify their current impacts and understand their effectiveness in the legal services market <u>Summarise findings and engage with appropriate stakeholders to enable findings to be actioned (Q4)</u> 		
1.6	We will implement necessary changes in relation to on-going post six-year run off cover and the future of the Solicitors Indemnity Fund following consultation. Our aim is to provide certainty and proportionate consumer financial redress arrangements. We will issue a consultation in Q1 and return to Board with an analysis of responses and recommendations in Q2.		
1.7	We will introduce rules to meet our new legislative obligation to introduce protections against law firms charging consumers excessive fees for claims management work relating to financial products and services. We will ask the Board to agree our post-consultation position and publish our consultation response in Q2.		
1.8	Following the completion of our strategic review of regulatory fees, we will consult on our approach to maintaining the accuracy of our regulatory data related to non-practising solicitors on the roll. We will publish a consultation in Q2 and return to the Board with an analysis of responses and recommendations in Q3.		
1.9	We will consult on rule changes and develop support materials to manage risks to consumers and the public relating to (i) wellbeing in the workplace, (ii) supervision of legal work, and (iii) the role of in-house lawyers. We will publish a consultation on wellbeing rules changes, produce supervision guidance and start a programme of support for in-house lawyers in Q2. We will return to the Board with an analysis of responses and recommendations for the well-being rules in Q3.		
International recognition and lawyer transferability			
1.10	We will continue to work closely with stakeholders, including the UK government, EU, international regulators and professional associations in other jurisdictions, to understand what more needs to be done following the UK's exit from the EU. In particular we will monitor the impacts of the Trade and Cooperation Agreement introduced following the UK exit implementation period.		
1.11	We will work closely with stakeholders regarding the recognition of professional qualifications between different jurisdictions.		
Anti-money Laundering			
1.12	We will further expand our programme of AML visits to law firms during 2021-2022. Our guidance and resources for solicitors and law firms are kept under continual review and updated as legislation evolves. There is still more to do to ensure we respond quickly and adapt to new developments and we will be transparent about our findings with information about our AML activities published.		
1.13	Our AML programme of work this year will include: <ul style="list-style-type: none"> completing and publishing findings from a thematic review of the role of money laundering officers in law firms, in order to build our understanding of these roles and the effectiveness of our requirements publishing an annual report about the delivery of our AML supervisor responsibilities that provides information about our approach to our stakeholders improving our AML resources, including webinars and updated guidance if there are legislative changes, to support solicitors and law firms to understand their duties and how best to meet them. 		
Equality, Diversion and Inclusion			
1.14	We will improve understanding of diversity issues in the profession through monitoring, research and better diversity data by: <ul style="list-style-type: none"> Publishing the 2021 firm diversity data in Q2 and following up with firms who did not report in Q2 and 3 		

	<ul style="list-style-type: none"> • Encouraging firms to publish their diversity data from Q2 onwards and reviewing compliance with our publishing requirements from Q4 into 2022/23 • Improving the diversity data we hold, by re-launching our campaign to encourage diversity data declarations on mySRA in Q2 and reviewing the firm diversity data role categories to better reflect differences in seniority in Q3 • Publishing our annual monitoring data on the diversity of individuals in our enforcement processes in Q3 and commissioning independent research into the overrepresentation of those from a Black, Asian and minority ethnic background in Q2 to conclude in Q4 2022/23 with interim outcomes over the period of the research. 		
1.15	<p>We will improve understanding of diversity issues in the profession through monitoring, research and better diversity data by:</p> <ul style="list-style-type: none"> • Publishing the 2021 firm diversity data in Q2 and following up with firms who did not report in Q2 and 3 • Encouraging firms to publish their diversity data from Q2 onwards and reviewing compliance with our publishing requirements from Q4 into 2022/23 • Improving the diversity data we hold, by re-launching our campaign to encourage diversity data declarations on mySRA in Q2 and reviewing the firm diversity data role categories to better reflect differences in seniority in Q3 • Publishing our annual monitoring data on the diversity of individuals in our enforcement processes in Q3 and commissioning independent research into the overrepresentation of those from a Black, Asian and minority ethnic background in Q2 to conclude in Q4 2022/23 with interim outcomes over the period of the research. 		
1.16	<p>We will work with others to drive progress on diversity and consider where further requirements may be needed by:</p> <ul style="list-style-type: none"> • Engaging with larger firms to explore the possibility of enhanced diversity data reporting or other requirements to promote diversity from Q2 onwards with a view to developing proposals in Q4 • Working with others, particularly the larger firms, to identify and promote best practice with a focus on retention and progression from Q2 onwards • Working with others to promote diversity including the Law Society, diversity groups and others from Q1 onwards <p>Piloting 'exit questionnaires' for those leaving private practice for in-house roles or those leaving the profession altogether to explore diversity and retention issues in Q4</p>		New for Q2
Compliance and Enforcement			
1.17	<p>Our enforcement strategy supports us to tailor our enforcement approach and we are committed to making sure we are fair and transparent in reaching determinations. To support this we will:</p> <ul style="list-style-type: none"> • review and consider opportunities to improve compliance and enforcement approaches for the SRA Transparency Rules in Q2, so that consumers can access the information they need from firms about their services. • establish an internal Quality Assurance team, independent from our operational teams, to support continual improvement across SRA workstreams. • consult on proposals to improve our approach to using our fining powers and the bandings we follow for setting disciplinary fines. We will publish a consultation in Q1 and return to the Board with an analysis of responses and recommendations in Q3. • review our publication policy for disciplinary findings to make sure that it meets modern best practice and public expectations. We will publish a consultation document in Q2 and return to the Board with an analysis of responses and recommendations in Q4. 		

Our work in Wales		
1.18	We will build on the establishment of our new presence in Wales, to continue strengthening our stakeholder relationships and further raising awareness of our work	
1.19	We will continue to identify and deliver Welsh language requirements within the SQE and other SRA-led projects to make sure we are meeting our commitment to using the Welsh language. We will establish a physical office and progress recruiting additional Wales based staff.	
Our people, our customers, our resources		
1.20	Our improvements in IT have helped us to improve our customer service across the organisation and this will continue to be a priority for us. We will consider other ways to use technology to improve customer experiences.	
1.21	We will: <ul style="list-style-type: none"> • develop our working environment and workplace culture so that we are agile and are promoting a good work / life balance for our people • demonstrate efficient and effective use of our resources within a culture of continuous improvement so that we continue to provide strong customer service experiences • deliver a strategic approach to our resourcing to ensure we get the most from our people, processes, technologies, data and information • simplify and take a digital-first, user friendly approach towards corporate reporting, and publishing information and regulatory data for our customers. • further improve our website's navigation and accessibility following user engagement and testing with different communities. We want to make sure we can meet the diverse needs and requirements of our stakeholders • enhance our Solicitors Register, and work with stakeholders to improve the accessibility of information about lawyers for the public, so that important regulatory information is easily available. 	
Public legal education and information for consumers		
1.22	We will continue to enhance and improve our successful Legal Choices consumer website through further development of the website's products, so that members of the public can easily find and interact with information they may need about lawyers and legal issues	
1.23	We will continue to provide more information under our Public Legal Education programme on key areas including immigration, advocacy and how technology can support access to legal services. This will include testing and evaluating different methods of disseminating our research to maximise its impact.	
1.24	We will improve further the information available to consumers in line with CMA recommendations. Our work will be built on consumer research and user testing including through pilots such as those in train around quality indicators and unbundling of legal services. We will evaluate the QI pilot in Q2 and commission the 'year-three' evaluation of the Transparency Rules by Q3.	
Objective Two – technology and innovation We will actively support the adoption of legal technology, and other innovation, that helps to meet the needs of the public, business community, regulated entities and the economy		

Collaboration and partnership working		
2.1	<p>Our technology and innovation work to date has helped us to forge solid working relationships within and outside the legal services market, including technology providers and regulators from other sectors. To support and develop this work we will:</p> <ul style="list-style-type: none"> • Complete our commitments to high-profile programmes such as the LawTechUK Sandbox (on-going), the Agile Nations forum, and other initiatives, so that we positively influence and have impact in the lawtech sector • Work with Government and other funding providers to produce published materials, signposting and brokerage to help firms and startups to secure funding. We will build our relationships with innovation labs, business schools and universities to explore and trial new technology and innovation to help meet the needs of the public, business communities, regulated entities and the economy • Engage in forums, roundtables and webinars around key lawtech developments • Maintain and develop relationships with digital comparison tool providers operating in the legal services market to support the emergence of new ways for consumers to be empowered during interactions with legal service providers. We will evaluate the QI pilot in Q2. 	
Supporting lawtech and evolving our profile and our ways of working		
2.2	<p>We will collaborate with lawtech start-ups, law firms and academic institutions to produce, in Q4, a think piece about how to identify and develop skills needed to accelerate the development and adoption of lawtech in different segments. This will include focus on the role of regulation.</p> <p>In Q2 we will produce a paper with options for improving the regulatory data that we provide externally considering feedback that we have received from lawtechs through SRA Innovate and connected collaboration activity.</p>	
2.3	<p>We will look to identify ways that technology may help, diverse communities access legal services through digital solutions. We will use our regular horizon scanning (see 3.3 for further details) and our Government backed Regulators Pioneer Fund (RPF) work to identify areas where a growing reliance on technology may be having a positive or negative impact on the rule of law, administration of justice and certain groups of end users.</p>	
2.4	<p>We will trial a lawtech programme where we will work with providers and offer small amounts of funding to support “proof of concept” activity. This will test, in real time, how innovative uses of technology can help provide the delivery of compliant, accessible and user-friendly legal services. This will also help us understand the role that regulation can legitimately play in supporting lawtech and any regulatory issues that might arise. Findings may inform the design of any permanent support functions, including any SRA Sandbox. Each cohort will follow a specific theme or issue identified by our research, intelligence or stakeholder engagement. We will start with the first cohort in Q2.</p>	
Addressing regulatory barriers and managing risks		
2.5	<p>We will build our capacity to further assess and continually monitor the market landscape, including:</p> <ul style="list-style-type: none"> • Scope and establish additional in-house market monitoring capability (Q2) • Embed processes within BAU such as Horizon Scanning and Strategic Risk work, alongside the operational risk team (Q3) 	

<p>Objective three – anticipating and responding to change We will continually build our understanding of emerging opportunities and challenges for the users of legal services, the legal sector and our role in effectively regulating it.</p>			
3.1	<p>We will publish regular Risk Outlook reports that communicate our assessment of risks and emerging issues to a wide range of stakeholders, with proposals as follows:</p> <ul style="list-style-type: none"> • First report on 'the new normal' (Q1) • Publish reports on information and cyber security, and on innovation (Q2) • Publish report – topic TBC (Q3) • Publish report – topic TBC (Q4) 		
Research and analysis			
3.2	<p>We will embed our horizon scanning process with key internal and external stakeholders, including engaging the Horizon Scanning Forum delegates to look at the following topics:</p> <ul style="list-style-type: none"> • any required actions to support access to justice for vulnerable consumers following a roundtable with external stakeholders and a deep dive analysis of this risk (Q2) • any required actions on changes to the role of regulation (Q3) • any required actions on the risks from the normalisation of hybrid and remote working (Q3) • review the progress of programme and any required actions on all nine priority risks and agree priority risks for next year (Q4). <p>We will report on progress of horizon scanning programme by producing:</p> <ul style="list-style-type: none"> • Start of Year report to define priorities for the coming year (Q1) • Quarterly reports to the Horizon Scanning Forum • End of Year Review to assess and report on progress, success and recommend improvements and changes to the programme (Q4). <p>In addition, we will commission our own research, to make sure that we can communicate authoritatively on issues in the market. We will focus on the following areas to support our Corporate Strategy:</p> <p>Research to better understand the reasons for the ethnicity differences in legal professional assessments</p> <ul style="list-style-type: none"> • Ensure the research will be robust and thorough by commissioning an expert supplier to undertake the research (Q1) • Share initial findings with relevant stakeholders to make sure that this work supports improvements in the market (Q3) • Engage with a broad range of stakeholders by setting up a reference group (Q2) <p>Research to better understand the reasons for the over-representation of black, Asian and minority ethnic solicitors in our enforcement processes</p> <ul style="list-style-type: none"> • Ensure the research will be robust and thorough by commissioning an expert supplier to undertake the research (Q2) 		

	<ul style="list-style-type: none"> • Share initial findings with relevant stakeholders (Q4) • Engage with a broad range of stakeholders by setting up a reference group (Q3) 		
	<p>Collaboration with the Legal Service Board (LSB) to research the social acceptance of technology to help the market to understand and compare how receptive consumers and the profession are to using technology in different circumstances</p> <ul style="list-style-type: none"> • LSB have a consumer panel, and we will enable a comparison with the profession's views by launching an online forum and survey of solicitors to evidence their likely acceptance of different technologies (Q1) • Publish joint report with the LSB (Q2) 		
	<p>Quality indicators pilot: continue to support and evaluate the pilot with research design and analysis</p> <ul style="list-style-type: none"> • Design research to support phase 2 of the pilot (Q1) • Design and analyse research to evaluate the pilot (Q3) 		
	<p>Unbundled Services pilot: design and analyse research to support and evaluate the pilot</p> <ul style="list-style-type: none"> • Design research to support the pilot (Q1) • Design and analyse research to evaluate the pilot (Q2) 		
	<p>Begin/conduct research to better understand 1) the Professional Indemnity Insurance market and 2) the unregulated market</p> <ul style="list-style-type: none"> • Initial scoping taking place during Q1 • liaise with the LSB on their proposed unregulated market research (Q1) • liaise with the LSB on their ongoing PII research (Q2) • commissioning to begin during Q2 		
3.3	<p>We will prioritise our segmentation research to better understand different types of consumers and areas of unmet legal needs so that we can target our resources appropriately</p> <ul style="list-style-type: none"> • Ensure the research is robust by commissioning a research supplier with appropriate expertise (Q1) • Share direction of travel plans and assess previous research undertaken by the LSB through the Legal Regulators Research Forum (Q1) • Share initial findings with relevant stakeholders (Q3) • Publish final report (Q4) • Summarise findings and engage with appropriate stakeholders to enable findings to be actioned (Q4) <p>We will prioritise understanding, segmenting and monitoring the evolution of different types of legal service providers across the market, both regulated and unregulated, to help us understand where there are gaps in provision. For example, we will commission a project to attempt to understand the unregulated market by using online AI techniques to map provision</p> <ul style="list-style-type: none"> • Scoping and inception (Q1) • Report and data (Q2) 		

	<ul style="list-style-type: none"> Feed outputs into segmentation research (above) and into scoping our research on the unregulated market (noted in 108) (Q2) <p>We will also begin work to look at the feasibility of an internal interactive data tool to explore the regulated market to show trends and possibly being able to predict forward (Q3).</p>		
Leading debates and speaking up			
3.4	<p>To ensure that we have access to relevant data and are able to speak authoritatively and act appropriately on key issues affecting the legal market, we will use our convening power to continue to work closely with other regulators, operators in the legal profession and representative bodies, members of the public, government agencies and many other stakeholder communities, including:</p> <ul style="list-style-type: none"> Relaunch the quarterly Legal Regulators Research Forum, which will be chaired by the SRA (meetings Q1, Q2, Q3 Q4), including sharing partnership opportunities and sharing research. Relaunch risk forum with other legal regulators, and expand network with regulators and contacts in other sectors (to be relaunched Q2) 		
3.5	<p>We will build on the successes of our online events by enhancing our face to face events with more virtual engagement on an on-going basis. Engagement events will include:</p> <ul style="list-style-type: none"> Compliance Officers Conference on 23 November 2021 Annual SQE conference Innovation-themed events 		
3.6	<p>We will:</p> <ul style="list-style-type: none"> continue to develop strategic partnerships to maximise the impact of our thought leadership in the challenges that face the legal sector, using our convening power to help to make sure issues are explored with stakeholders and responded to collaboratively identify opportunities to host - and take part - in events that facilitate discussion on strategic issues in the legal sector and beyond. While building new cross-sector relationships so that we can bring a range of subjects to the table for debate with our stakeholders explore new ways to provide our perspectives and lead debates with other regulators so that we maximise opportunities to work in partnership to address cross-cutting issues 		