

Regulatory objective s1(1) of the Act	Measurable operational actions - targeted	Benefit	Achieved	Measure
Stronger confidence				
Protecting and promoting the public interest; Improving access to justice; Promoting and maintaining adherence to the professional principles.	IRB approval of a reserved legal services strategy. Meeting LSB operational targets within reason. Analysis of work and cost impact of the revised Internal Governance Rules.	Accountability Proportionality Proportionality	Complete Ongoing Ongoing	Published LSB assessment Further timeframe required
Supporting the constitutional principle of the rule of law; Improving access to justice;	Recruitment of a regulatory committee (evolving from the Probate Committee) that has the breadth of experience necessary for a wider legal services regulatory role. Ongoing commitment to and compliance with the Internal Governance Rules.	Accountability Consistency	Complete Ongoing	Current phase: Probate and IRB members in place Senior management assessment
Encouraging an independent, strong, diverse and effective legal profession; Improving access to justice;	Recruitment of a new Policy Manager Expansion of the PS communications team to facilitate the increase in communications resulting from its new communication channels.	Accountability Transparency	Ongoing Complete	RLS policy manager in place, new team for 2023 New staff in place
Improving access to justice; Improving access to justice; Improving access to justice;	Commitment to culture change and a learning environment. Support business systems transformation.	Consistency Consistency Consistency	Ongoing Ongoing Ongoing	Culture change programme - 2022 Feedback Expert staff support provided ans system live Regulatory & Conduct News, LinkedIn, Probate News
Protecting and promoting the interests of consumers;	Further phase of development in terms of engagement with our firms.	Consistency	Ongoing	Online searchable database in place + publication of monthly disciplinary update in R&C News and on icaew.com/regulatorynews
Protecting and promoting the public interest;	Publishing disciplinary decisions	Transparency	Complete	Items allowable being published per policy Submissions made to the LSB approved
Promoting and maintaining adherence to the professional principles. Encouraging an independent, strong, diverse and effective legal profession;	Publishing board minutes and papers. Organising documentation for approval of regulation changes. Reviewing the remit of regulated services to legal instruments and evaluating the prospects for advocacy.	Accountability Consistency Proportionality	Ongoing Ongoing 2023	Research begins end 2022
Improving access to justice;	Responding to any propositions by the LSB/MoJ to extend or remove the categories of reserved service.	Consistency	Ongoing	Senior management assessment
Promoting competition in the provision of legal services; Protecting and promoting the interests of consumers;	Moderating the boundaries between legal services and accountancy.	Proportionality	Ongoing	Senior management assessment
Promoting and maintaining adherence to the professional principles.	Continue to closely review communication results to drive improvements	Accountability	Ongoing	Communication statistics
Supporting the constitutional principle of the rule of law;	Develop a trusted and valued relationship with the LSB.	Consistency	Ongoing	Relationship meeting, LSB and ICAEW Professional Standards Department leadership assessments
Better services				
Protecting and promoting the interests of consumers; Protecting and promoting the interests of consumers; Increasing public understanding of the citizen's legal rights and duties; Promoting and maintaining adherence to the professional principles.	Commitment to culture change and a learning environment. Support business systems transformation. Further phase of development in terms of engagement with our firms. Publishing disciplinary decisions	Consistency Consistency Accountability Transparency	Ongoing Ongoing Complete Complete	Increased consumer focus - senior management assessment KPIs return to normal or improve Online searchable database in place
Improving access to justice;	Publishing board minutes and papers.	Transparency	Complete	Items allowable being published per policy + publication of IRB update including papers in R&C News and on icaew.com/regulatory news
Supporting the constitutional principle of the rule of law; Promoting competition in the provision of legal services;	Organising documentation for approval of regulation changes. Reviewing the remit of regulated services to legal instruments and evaluating the prospects for advocacy.	Consistency Proportionality	Ongoing 2023	Submissions made to the LSB approved Research begins end 2022
Promoting competition in the provision of legal services; Protecting and promoting the interests of consumers;	Responding to any propositions by the LSB/MoJ to extend or remove the categories of reserved service. Moderating the boundaries between legal services and accountancy.	Consistency Consistency	Ongoing Ongoing	Senior management assessment Senior management assessment
Protecting and promoting the interests of consumers;	Where themes and common pitfalls are identified, continue to publish guidance for our firms.	Consistency	Ongoing	New and enhanced channels and content process in place
Promoting and maintaining adherence to the professional principles.	Continue to monitor compliance with the probate regulations by accredited firms through quality assurance reviews.	Accountability	Ongoing	Quality assurance quarterly KPIs including volume and quality
Improving access to justice;	Continue to monitor firms' experience of monitoring reviews and publish the results of these surveys.	Transparency	Ongoing	Quality assurance quarterly KPIs including volume and quality
Protecting and promoting the interests of consumers;	Continue to thoroughly investigate complaints and hold members and firms accountable where standards fall short.	Accountability	Ongoing	Senior management assessment and case mgt stats
Promoting and maintaining adherence to the professional principles.	Drafting the regulations, establishing the application process, considerations for ongoing monitoring and enforcement.	Consistency	Ongoing	Senior management assessment
Promoting and maintaining adherence to the professional principles.	Continue to monitor complaints in order to identify compliance issues and further need for training.	Consistency	Ongoing	New and enhanced channels and content process in place
Increasing public understanding of the citizen's legal rights and duties;	Improve transparency and ensure effective communications	Transparency	Complete	R&C news and Regulation and Conduct LinkedIn page established and publishing
Increasing public understanding of the citizen's legal rights and duties;	Communications project to refresh and broaden the public facing area of the website.	Transparency	2023	Future website project + icaew.com/improvementregulator web page set up during 2022 to explain ICAEW's regulatory role
Promoting and maintaining adherence to the professional principles.	Updates to the 'How to apply' section of our website to help firms more easily understand the requirements.	Consistency	Ongoing	Good results. Senior management assessment of monthly report Published online.
Increasing public understanding of the citizen's legal rights and duties; Improving access to justice;	Continue to closely review communication results to drive improvements Review and develop a consultation policy and communications platform to support it.	Transparency Consistency Proportionality	Ongoing Complete Ongoing	Senior management assessment
Promoting and maintaining adherence to the professional principles.	Changes to the Disciplinary Bye-laws: Consultation and liaison with the LSB. Changes to PII Minimum Approved Wording policy: Consultation and liaison with the LSB.	Proportionality	Ongoing	Senior management assessment
Improving access to justice;	Fees and equality impact consultation. IRB legal services strategy consultation.	Accountability Accountability	Complete Complete	Approved for 2022. Consultation and published 2022.
Protecting and promoting the interests of consumers; Improving access to justice;	Continue to highlight to consumer advice organisations especially through Legal Choices that accountants offer probate services with a request for them to update their communication materials accordingly.	Transparency	Ongoing	Articles commissioned and published on a range of subjects including marketing your services, signposting complaints and consultations
Increasing public understanding of the citizen's legal rights and duties;	Promote these platforms to our firms and a wider audience via our new regulatory communication channels and main ICAEW corporate channels.	Transparency	Ongoing	Articles commissioned and published on a range of subjects including marketing your services, signposting complaints and consultations
Protecting and promoting the interests of consumers;	Supporting innovation by registered firms and allowing sandboxes for experimentation.	Consistency	2023	Team members in place
Improving access to justice;	Collaboration with the LSB re single digital register and market led digital comparison tools.	Consistency	Ongoing	Senior management assessment
Improving access to justice;	Work where possible with other regulators on areas for joint development.	Consistency	Ongoing	Senior management assessment
Fairer outcomes				
Protecting and promoting the public interest; Promoting and maintaining adherence to the professional principles.	Website research, subsequent review and a decision on next steps by the IRB. Communications campaign to promote any change to the regulations. Collaboration with the LSB regarding a single digital register and market led digital comparison tools.	Consistency Transparency Transparency	2023 Complete Ongoing	New website programme Senior management assessment Team members in place
Improving access to justice;	Review our statutory guidance and build diversity and inclusion in the coming years into our regulatory performance framework.	Accountability	Ongoing	Component of reviews including equality impact assessments
Encouraging an independent, strong, diverse and effective legal profession;	Analysis of the results of the 2021 probate diversity survey and identification of actions and reporting. Promotion of the findings to probate firms and other stakeholders.	Accountability	Complete	Published
Encouraging an independent, strong, diverse and effective legal profession;	Provide and promote wider access to the probate diversity survey online tool to enable firms we regulate for other services to report on the diversity of their employees.	Transparency	Complete	Promoted to firms
Encouraging an independent, strong, diverse and effective legal profession;	The chair of the Regulatory and Conduct Appointments Committee is working to broaden representation within our regulatory and disciplinary committees.	Accountability	Ongoing	Senior management assessment
Encouraging an independent, strong, diverse and effective legal profession;	Modification of the appointments process during 2021 to draw from a wider audience.	Consistency	Complete	Wider audience including agreement for attendance payments
Protecting and promoting the interests of consumers;	Consult with firms on the impact of our budget and any fee increase might have on their firm or less well off or vulnerable clients.	Accountability	Complete	Consultations complete.