MINUTES OF THE MEETING OF
THE BOARD OF DIRECTORS OF CILEx REGULATION LIMITED (CRL)
HELD ON 14 July 2026

Present:

Jonathan Rees (Chair), Helen Astle, Douglas Blackstock, Aaron Porter and Patricia White

In attendance (CILEx Regulation):

John Barwick, Chief Executive Officer
Jonathan Levack, Director of Policy & Governance
Simon Blandy, Director of Regulation
Gerard McCarthy, Finance Manager (Items 13-15)
Shannon Myles, Information Analyst (Item 7)
Phil Hodgson, Regulatory Support Lead (Item 7)

Jennifer Coupland, CEO, CILEX (Item 5)

Note: the formal meeting had been preceded by a private Board discussion.

Note of the private discussion (not for publication)

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1 Welcome and Apologies

The Chair opened the meeting and welcomed everyone.

2 Declarations of Interests

No new declarations.

3 Minutes of previous meetings

The Board received and **APPROVED** as a correct record the minutes of the strategy meeting on 11 May 2026 and the minutes of the Board meeting on 12 May 2026. The Board noted the SRC minutes included.

4 Chair's Update

The Chair provided an update to the Board on the following matters:

- The successful staff away day, held in June.
- His meetings with the new Chair of the Legal Ombudsman, Ric Blackeway, and new Chair of the LSB, Monisha Shah.

5 CILEX Strategy

The CILEX CEO joined the meeting.

The Chair welcomed the CILEX CEO to the meeting to present CILEX's 2027-31 strategy. The Chair noted that this was in and of itself a welcome development given relations between the two organisations have been strained.

The CILEX CEO introduced the CILEX strategy, which is based on four goals:

1. Create a proud professional community – this is CILEX's membership proposition. Of relevance to CRL is a commitment to simplify membership pathways and authorisations.
2. Drive change and elevate CILEX's profile – this relates to raising the profile of chartered legal executives as the third branch of the legal profession.
3. Provide excellent education for a growing profession – this relates to CILEX Law School and ensuring routes to qualification are proportionate.
4. Build firm foundations for a sustainable future

The Board held a good discussion agreeing on the importance of closer working, a clearer path on the education landscape and refreshing the business arrangements between the organisations. The Board **THANKED** the CILEX CEO for her presentation.

The CILEX CEO left the meeting.

6. Chief Executive's Report

The Chief Executive introduced his report, highlighting the following:

- Efforts to engage the Court of Protection in relation to CILEX members' concerns. The lack of substantive response from the Court of Protection is becoming a bigger issue for CRL and CILEX members working in this area.

- Reinstatement of the LSB's CEO forum, where the LSB provided discussed changes in their approach to oversight. Regulators should expect a more targeted, risk-based approach to oversight as opposed to the current generic approach.
- The LSB's report on the review of regulatory guidance on the conduct of litigation, which has been shared in draft format. CRL have provided comments and feedback, with publication of the final report expected by the end of July.
- CILEX finances and the agreed transfer of a proportion of outstanding reserves to CRL.
- Current operational performance – over 1,200 CLEs have now been granted litigation practice rights.

The Board **NOTED** the report and asked the Executive to consider how to improve understanding of CLE working practice, working with CILEX to tackle barriers.

7. Director of Regulation's Report

The Information Analyst and Regulatory Support Lead joined the meeting.

The Information Analyst introduced her paper on digital transformation. She highlighted that we are taking an incremental approach to digital transformation, utilising the current tools available to CRL, reducing the need to significant investment at this stage. The current focus is building the foundations for digital transformation and testing our new approach in confined area. Current progress includes new systems introduced for QE and WBL as well as processing mapping. Further systems changes are being rolled out.

The projected benefits include:

- Better data quality, which will support better decision making
- Better data governance
- Greater automation
- Better customer interface

The Board **THANKED** the information analyst for her work and asked that she report back to the Board in December to update on progress and consider next steps.

The Director of Regulation then updated the Board on his report, noting:

- Recent recruitment into the PAS team
- Compensation arrangements, including engagement with a Third Party Managed Account provider
- Ongoing engagement with a closed entity
- Enforcement review – where further work is required to prepare for the first of a proposed two consultations. The first will introduce the principles behind the proposed changes, whereas the second will be a more technical consultation that takes account of feedback then received. The aim is to submit a change application to the LSB in early 2027.

The Board **THANKED** the Regulatory Support Lead for his work on the enforcement review and gave authority to the Chair to approve the first consultation for publication. The Board also **NOTED** the Director of Regulation's report and the entity update.

The Information Analyst and Regulatory Support Lead left the meeting.

8. Director of Policy and Governance's Report

The Director of Policy and Governance introduced his report, highlighting the following:

- The CPD Sampling Report, which demonstrated high levels of compliance among CILEx members
- The proposed Professional Ethics and Rule of Law action plan
- AI guidance in development
- Draft response to the OLC consultation on Changes to LeO rule changes.
- The upcoming CILEX member webinar on July 21st.

The Board **NOTED** the report. The Board **APPROVED** the CPD Sampling Report for publication alongside the Annual Reports, noting that it was unique among legal regulators. The Board also gave the Chair authority to approve the finalised response to the LeO consultation.

9. Mazur Lessons Learned Report

The Director of Policy and Governance introduced the Mazur Lessons Learned report that was commissioned by the Board at their last meeting. The Director summarised the scope of the report and the key findings. The Board discussed the findings, which identified both strengths and weaknesses in CRL's response. These included the ability to scale the authorisation operating model to handle a huge increase in applications, but CRL's communications were seen as weak.

The Board reflected on the report and endorsed its findings and recommendations, noting that it was objective and reasoned. The Board **AGREED** to publish the report in w/c 20 July 2026, highlighting publicly that the Board would be acting on the recommendations and asking the Executive to develop actions to address the issues identified.

10. Annual Reports

The Director of Policy and Governance presented 6 Annual Reports to the Board, welcoming the new clearer format that had been developed in house. The Board **APPROVED** the CRL Annual Report for publication subject to minor editorial changes and welcomed the new refreshed format.

The Board **NOTED** the Admissions and Licensing Committee Annual Report, the Enforcement Annual Report, the Strategic Risk Committee Annual Report, the Compensation Arrangements Report and the CLE Apprenticeships External Quality Assurance Report.

11. Annual Cycle of Business

The Board **NOTED** the Annual Cycle of Business and **NOTED** that the ALC Chair would ordinarily attend the July Board meeting. The Executive will rearrange dates for the ALC and DT/PCP Chairs to attend the Board.

12. AOB

None.

The following minutes are not for publication.

13. 2026 PCF Consultation Paper and 2026 Budget

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