

**Meeting of the Board of Directors of CILEx Regulation Ltd on
Tuesday 9 December 2025**

MS Tems

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John Barwick
Chief Executive Officer

AGENDA

09:00 – 09:45 Session 1 - Private Discussion				
09:45 Session 2 - Public Session				
ITEM No.	ITEM/ PAPER	ACTION	LEAD	TIME
WELCOME & INTRODUCTIONS				
1.	Apologies			09:45
2.	Declarations of interest	N	Chair	09:45
3.	Minutes of previous meetings and Action Log 03.01 Draft Board Minutes of 30 September 2025 (p 4) 03.02 Draft Board Telecon Action Minutes of 21 October 2025 (p 10) 03.03 Draft RemCom Action Minutes of 6 Nov (p 11) (NOT FOR PUBLICATION) 03.04 Draft SRC Minutes 10 October 2025 (p 12) (NOT FOR PUBLICATION) 03.05 Draft ALC Minutes 15 October 2025 (p 16) (NOT FOR PUBLICATION) 03.06 Action Log (p 21)	A	Chair	09:50
4.	Chair's update (oral report)	N	Chair	09:55
5.	Chief Executive's Report (p 22) 05.01 2025 Corporate Plan Deliverables Report (p 30) 05.02 Strategic Risk Register (p 34) 05.03 RPA Action Plan 2025 (p 39) 05.04 Performance Data for BSC (p 46) 05.05 Board KPI Data Q3 (p 50)	D/N A	CEO	10:05
Break 10:30 – 10.40				
6.	Report from SRC 06.01 Report from the SRC (private) (p 51)	N	Andy Burman	10:40

7.	Director of Regulation's Report (p 52) 07.01 CRL OPBAS Findings Letter (NOT FOR PUBLICATION) (p 64) 07.02 draft CRL AML Strategy (p 82) 07.03 draft CRL AML Succession Policy (p 85) 07.04 draft CRL Whistleblowing Policy (p 87)	N N	DoR	11:30
8.	Director of Policy and Governance's Report (p 93)	N/A	DoPG	11:40
9.	Board Effectiveness Review Action Plan (published once approved) (p 102)	A	DoPG	
10.	Corporate Plan 2026 (p 105) 10.01 Draft Corporate Plan 2026 (p 107)	A	CEO	
11.	Consultations update (p) (p 118) 11.01 OLC 2026/7 Business Plan (published once approved) (p 120) 11.02 HMT Anti Money Laundering (published once approved) (p 126)	N	DoPG	11:50
12.	Annual Cycle of Business (p 137) 13.01 Annual Cycle of Business – New Format (p 138)	N/A	All	12:00
13.	AOB	D	All	12:05
Private Session				
14.	Finance Update (p 139) 14.01 October Management Accounts (p 145)	N	FM	12:10
15.	Mazur Update	N	CEO	12:20

Key to Actions

A = Approval;
D = Discussion;
N = Noting

Extract Governance Transparency Policy:

The Board may consider it justifiable for all or part of papers and minutes to be excluded from publication on grounds that they:

- a) are commercially sensitive;
- b) include legal or other professional advice on sensitive or confidential matters;
- c) involve matters concerning a named individual, an individual who can be identified or who has a reasonable expectation that the matter will remain confidential;
- d) contain personal data;
- e) include discussion of risk that might be exacerbated by publication;
- f) relate to emerging strategy or policy.

Schedule of Future Meetings & Telecons

2026		
Date	Name of Board meeting	Timings
13/01/2026	Board Telecon	13:00 – 14:00
10/02/2026	CRL Full Board	09:00 – 15:00
12/03/2026	Board Telecon	13:00 – 14:00
16/04/2026	CRL Full Board	09:00 – 15:00
11 & 12 May 2026	May Strategy & Board (In-Person)	TBC
18/06/2026	Board Telecon	13:00 – 14:00
14/07/2026	CRL Full Board	09:00 – 15:00

2026		
Date	Name of Board meeting	Timings
17/09/2026	CRL Full Board	09:00 – 15:00
05/11/2026	Board Telecon	13:00 – 14:00
03/12/2026	CRL Full Board (In-Person) venue TBC	09:00 – 15:00