

**MINUTES OF THE MEETING OF
THE BOARD OF DIRECTORS OF CILEx REGULATION LIMITED (CRL)
HELD ON 30 September 2025**

Present:

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

In attendance (CILEx Regulation):

John Barwick, Chief Executive Officer

Simon Blandy, Director of Regulation

Jonathan Levack, Director of Policy & Governance

Gerard McCarthy, Finance Manager (Items 13&14)

Angela Hesketh, Disciplinary Tribunal (Item 6)

Lisa Haythorne, Professional Conduct Panel (Item 6)

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

Note of the private discussion (not for publication)

[REDACTED]

Term	Percentage
GMOs	85%
Organic	92%
Natural	88%
Artificial	75%
GMOs	90%
Organic	95%
Natural	93%
Artificial	80%
GMOs	91%
Organic	94%
Natural	92%
Artificial	78%
GMOs	89%
Organic	93%
Natural	90%
Artificial	77%
GMOs	90%
Organic	94%
Natural	91%
Artificial	76%
GMOs	88%
Organic	92%
Natural	89%
Artificial	74%
GMOs	87%
Organic	91%
Natural	88%
Artificial	73%
GMOs	86%
Organic	90%
Natural	87%
Artificial	72%
GMOs	85%
Organic	89%
Natural	86%
Artificial	71%
GMOs	84%
Organic	88%
Natural	85%
Artificial	70%
GMOs	83%
Organic	87%
Natural	84%
Artificial	69%
GMOs	82%
Organic	86%
Natural	83%
Artificial	68%
GMOs	81%
Organic	85%
Natural	82%
Artificial	67%
GMOs	80%
Organic	84%
Natural	81%
Artificial	66%
GMOs	79%
Organic	83%
Natural	80%
Artificial	65%
GMOs	78%
Organic	82%
Natural	79%
Artificial	64%
GMOs	77%
Organic	81%
Natural	78%
Artificial	63%
GMOs	76%
Organic	80%
Natural	77%
Artificial	62%
GMOs	75%
Organic	79%
Natural	76%
Artificial	61%
GMOs	74%
Organic	78%
Natural	75%
Artificial	60%
GMOs	73%
Organic	77%
Natural	74%
Artificial	59%
GMOs	72%
Organic	76%
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Artificial	58%
GMOs	71%
Organic	75%
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GMOs	70%
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Artificial	56%
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Artificial	52%
GMOs	65%
Organic	69%
Natural	66%
Artificial	51%
GMOs	64%
Organic	68%
Natural	65%
Artificial	50%
GMOs	63%
Organic	67%
Natural	64%
Artificial	49%
GMOs	62%
Organic	66%
Natural	63%
Artificial	48%
GMOs	61%
Organic	65%
Natural	62%
Artificial	47%
GMOs	60%
Organic	64%
Natural	61%
Artificial	46%
GMOs	59%
Organic	63%
Natural	60%
Artificial	45%
GMOs	58%
Organic	62%
Natural	59%
Artificial	44%
GMOs	57%
Organic	61%
Natural	58%
Artificial	43%
GMOs	56%
Organic	60%
Natural	57%
Artificial	42%
GMOs	55%
Organic	59%
Natural	56%
Artificial	41%
GMOs	54%
Organic	58%
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Artificial	40%
GMOs	53%
Organic	57%
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Artificial	39%
GMOs	52%
Organic	56%
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Artificial	38%
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Artificial	37%
GMOs	50%
Organic	54%
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Artificial	36%
GMOs	49%
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Natural	50%
Artificial	35%
GMOs	48%
Organic	52%
Natural	49%
Artificial	34%
GMOs	47%
Organic	51%
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Artificial	33%
GMOs	46%
Organic	50%
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Artificial	32%
GMOs	45%
Organic	49%
Natural	46%
Artificial	31%
GMOs	44%
Organic	48%
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Artificial	30%
GMOs	43%
Organic	47%
Natural	44%
Artificial	29%
GMOs	42%
Organic	46%
Natural	43%
Artificial	28%
GMOs	41%
Organic	45%
Natural	42%
Artificial	27%
GMOs	40%
Organic	44%
Natural	41%
Artificial	26%
GMOs	39%
Organic	43%
Natural	40%
Artificial	25%
GMOs	38%
Organic	42%
Natural	39%
Artificial	24%
GMOs	37%
Organic	41%
Natural	38%
Artificial	23%
GMOs	36%
Organic	40%
Natural	37%
Artificial	22%
GMOs	35%
Organic	39%
Natural	36%
Artificial	21%
GMOs	34%
Organic	38%
Natural	35%
Artificial	20%
GMOs	33%
Organic	37%
Natural	34%
Artificial	19%
GMOs	32%
Organic	36%
Natural	33%
Artificial	18%
GMOs	31%
Organic	35%
Natural	32%
Artificial	17%
GMOs	30%
Organic	34%
Natural	31%
Artificial	16%
GMOs	29%
Organic	33%
Natural	30%
Artificial	15%
GMOs	28%
Organic	32%
Natural	29%
Artificial	14%
GMOs	27%
Organic	31%
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Artificial	13%
GMOs	26%
Organic	30%
Natural	27%
Artificial	12%
GMOs	25%
Organic	29%
Natural	26%
Artificial	11%
GMOs	24%
Organic	28%
Natural	25%
Artificial	10%
GMOs	23%
Organic	27%
Natural	24%
Artificial	9%
GMOs	22%
Organic	26%
Natural	23%
Artificial	8%
GMOs	21%
Organic	25%
Natural	22%
Artificial	7%
GMOs	20%
Organic	24%
Natural	21%
Artificial	6%
GMOs	19%
Organic	23%
Natural	20%
Artificial	5%
GMOs	18%
Organic	22%
Natural	19%
Artificial	4%
GMOs	17%
Organic	21%
Natural	18%
Artificial	3%
GMOs	16%
Organic	20%
Natural	17%
Artificial	2%
GMOs	15%
Organic	19%
Natural	16%
Artificial	1%
GMOs	14%
Organic	18%
Natural	15%
Artificial	0%

1 Welcome and Apologies

The Chair opened the meeting and welcomed everyone, including Aaron Porter who was attending his first meeting. All Board Members were present.

2 Declarations of Interests

Aaron Porter outlined his other roles as recorded in the declaration of interest register.

3 Minutes of previous meetings

The Board received and **APPROVED** as a correct record the minutes of the Board meeting on 18 July 2025.

The Board reviewed the Action Log and noted that all outstanding actions were accounted for.

4 Chief Executive's Report

The Chief Executive introduced his report, highlighting the following:

- Staffing issues, including a recruitment update
- PAS Team KPIs, which have largely shown improvements
- Enforcement KPIs remain a concern – the Executive intend to discuss enforcement with the Board at a meeting in early 2026.
- External engagement had been relatively quiet, owing to the summer period
- Staffing changes at the LSB and CILEX
- The risk register, which is due to be considered by the SRC in October
- The proposal to award a modest Christmas bonus to staff (that had been budgeted for) and to close the office from midday on Christmas Eve until January 2nd.

The Board **NOTED** the report. The Board **ASKED** that the impact of the recent Mazur case is reflected in the Strategic Risk Register, with consideration given to including an additional risk. The Board **APPROVED** the proposals for a staff bonus and Christmas closure.

5. Business Plan and Strategic Objectives Update

The Chief Executive introduced the item and provided a brief overview of CRL performance against the 2025 Corporate Plan. He then outlined early thinking on 2026 priorities, with the intention that the Executive team will subsequently develop the annual Corporate Plan. This included BAU regulatory activity and anticipated policy work on professional ethics and the rule of law, EDI and first-tier complaints handling implementation to be priorities, driven by the LSB.

The Board considered their priorities for 2026. These were:

- i. To work with stakeholders to address the dispute with CILEX and, if possible, develop an alternative to redelegation
- ii. To manage the implications of the Mazur judgment
- iii. To improve CRL's enforcement performance
- iv. To progress CRL's 2025-28 EDI Strategy
- v. To progress CRL's communications and engagement strategy to achieve improvements in our stakeholder relationships
- vi. To develop the 'Law Firm in a Box' proposal

The Board **NOTED** the initial thinking, acknowledging the breadth of priorities, and **ASKED** the Executive team to present a fully developed 2026 Corporate Plan at the next Board meeting.

6. Reports from the Disciplinary Tribunal (DT) and Professional Conduct Panel (PCP)

Members from the DT and PCP presented their papers. The papers and presentations focused on trends, challenges and recommendations faced by the DT and PCP in recent years. Some of the challenges faced by the DT and PCP included age of cases, regulatory overlap, organisational uncertainty, a lack of training, recruitment and the amount of time given to members to consider cases.

The representatives and the Board discussed the challenges and experiences and proposed an action plan to address these. The action plan could include:

- Panel recruitment, which was considered in the Private Discussion
- Training needs
- Panel fees
- Panel communications
- Steps to address case age, which had been discussed previously

The Board **THANKED** the representatives from the Disciplinary Tribunal and Professional Conduct Panel for their reports, **ASKED** the Executive to consider and progress the action plan discussed and **COMMITTED** to annual reports from and discussions with the Panels.

7. Director of Regulation's Report

The Director of Regulation introduced his report and brought the Board's attention to the draft AML Supervision Report. The AML Supervision Report is due to be considered by the SRC at its upcoming meeting, after which it is due to be published. The Director of Regulation also noted that the SRC was due to consider CRL's risk register at its next meeting and would also be asked to make provision for an additional meeting in February 2026 to consider the 2026 Risk Appetite Statement.

The Board **NOTED** the Director of Regulation's report and specifically acknowledged the work undertaken as part of the AML Supervision Report and welcomed the breakdown of enforcement cases, noting the workload caused by paralegals.

8. Director of Policy and Governance's Report

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

- The Regulatory Information Service has now entered private beta phase
- The Digital Exclusion research has now been finalised subject to publication
- That stakeholder perceptions work is being commissioned.

The Board **NOTED** the report.

9. Consultations Update

The Director of Policy and Governance updated the Board on the standalone litigation rights and first tier complaints handling policy work. Both had been subject to consultation over the summer period. The Board **APPROVED** the proposal to progress the two workstreams and to apply to the LSB to change regulation as soon as is practical.

10. 2025-28 EDI Strategy

The Director of Policy and Governance introduced a proposed 2025-28 EDI Strategy, which took account of Board feedback at the Board Strategy Day and the LSB's emerging policy work in this area. The Board **APPROVED** the strategy.

The Director of Policy and Governance also presented the draft 2025 Diversity Report, noting the small changes in the data. The Board **APPROVED** the report for publication and recommended that the Executive work with CILEX to publish the report.

11. Annual Cycle of Business

The Board **NOTED** the Annual Cycle of Business.

12. AOB

Mazur v Charles Russells Speechlys LLP Judgment

The Board discussed the impacts on the regulated community and CRL of the Mazur judgment. Recognising the uncertainty and distress it had caused many CILEX members, the Board considered CRL's response to the case. The Chief Executive outlined the current steps CRL are taking, including:

- Developing interim guidance on what the judgment means for the regulated community
- Engagement with the SRA and other stakeholders to ensure consistency of response
- Development of FAQs
- Review of our web content to ensure it is consistent with the judgment
- Consideration of the potential operational impacts of the judgment
- Quantifying the potential impacts
- Expediting an application to the LSB to offer standalone litigation rights

In conclusion, the Board recognised the impact the judgment has and considered its implications. The Board **ASKED** the Executive to submit an application to the LSB to allow standalone litigation rights as soon as possible, issue interim guidance on the conduct of litigation and ensure the impact on CILEX members be considered.

The following minutes are not for publication.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

