



<b>Date</b>	10 February 2026
<b>Item</b>	07:00
<b>Title</b>	<b>Director of Policy and Governance Report</b>
<b>Author</b>	<b>Jonathan Levack, Director of Policy and Governance</b>
<b>Purpose</b>	This paper provides an update on the work undertaken in the policy and governance teams since the September Board meeting
<b>Recommendation</b>	To <b>NOTE</b> the update
<b>Timing</b>	N/A
<b>Impact assessment</b>	While there are no decisions requiring an assessment, work being undertaken demonstrates that CRL is well-led, consumer-focused and uses learning to improve performance.
<b>Impact on Regulatory Objectives</b>	The assurance provided by this report has a positive impact on the following regulatory objectives: <ul style="list-style-type: none"><li>• Public interest</li><li>• Consumer interest</li><li>• Independent, strong, diverse profession</li></ul>
<b>Implications for resources</b>	No additional resource implications.
<b>Impact on consumer empowerment</b>	The consumer facing projects carried out and supported by CRL reported in this paper.
<b>Impact on ongoing competence</b>	The Head of Education oversees and manages all matters relating to on-going professional competence.
<b>Publication status</b>	For Publication
<b>Appendices</b>	

## **EDUCATION**

1. The Head of Education has provided an annual Board update at Item 8.

## **POLICY**

### Meetings

2. The period since the last meeting has been relatively quiet in meeting terms. The policy and research officer attended the LSB's Business Plan and Budget consultation presentation.

### Consultations

3. There has been a heavy focus on consultations since the last Board meeting. A separate paper is included in the pack at Item 11.

### EDI

4. The LSB published a consultation on its approach its draft EDI Statement of Policy on 27<sup>th</sup> November 2025, with responses invited by March 2<sup>nd</sup> 2026. Our initial assessment of the proposals and outline response to the consultation is included at Item 11 for Board consideration.

### First-tier complaints handling

5. The LSB approved our application to change our complaint handling rules on 10<sup>th</sup> December 2025. The approval was made subject to CRL monitoring the effectiveness of their implementation. We have now moved to implement these new rules and are actively working with entities to ensure compliance.
6. The SRA have withdrawn their application to the LSB to change their first-tier complaint handling expectations.

### Consumer empowerment

7. The Regulatory Information Service project is beginning a three-month trial period to ensure all stakeholders can maintain up to date information on the system. The trial is a key step in progress toward readiness for a public beta phase of RIS. We have agreed to manually update the data every fortnight during this period. Our shared IT service are building an API to enable the seamless integration of data. This is anticipated to be deployed by the end of February.
8. Project delays have been criticised both internally and externally. For example, Tony Hayhoe, chair of the Legal Services Consumer Panel, wrote a critical piece in The Times. We understand that CRL are not the current cause of delays.

## **GOVERNANCE**

9. The Board Effectiveness Review made a number of recommendations that the Board agreed to. We are preparing a package of measure of bring to the May Board meeting to effect these changes.
10. We are preparing for the May strategy away day. One area of focus will be the future of the legal profession and the impacts this will have on regulation and CRL. In preparing for this discussion, are there any particular issues or factors on the horizon that Board members would like the Executive to consider.

## **COMMUNICATIONS**

### Stakeholder perceptions research

11. The stakeholder perceptions research is midway to completion. The quantitative survey of Chartered Legal Executives has concluded, with 949 responses received. Mazur has had a strong influence on responses.
12. The second tranche of the primary research - the qualitative depth interviews – is underway. Our research partner, Enventure Research, is conducting 20 interviews with a range of stakeholders including individual professionals, entities, regulators, government and education and skills providers. More than half of these have now been conducted.
13. Enventure Research will provide a full report of their findings by the end of Q1. This will be shared with the Board.

### Mazur

14. A substantial amount of time since the last Board meeting has been spent on Mazur and its implications. A practice rights update was published on January 19<sup>th</sup>. The intention of this update was to showcase the numbers of Chartered Legal Executives who had obtained litigation practice rights.
15. However, the reaction to update has been negative, with a few Chartered Legal Executives (both applicants and non-applicants) vocalising their frustrations with either the process or CRL. This led to an article in the Law Gazette, which CRL provided a statement for.
16. We have been speaking to our PR advisers, Kysen, on strategies to address this negativity and ensure our messages land more effectively. In publishing the temporary changes to our evidence requirements, we targeted our communications direct to CILEX members, emphasising the additional support and guidance we have made available. The tone of this communication was intentionally more empathetic.
17. In addition, we are introducing a tracker on the website to note the number of practice rights approvals - this will be updated on a weekly basis – and improving the timeliness of information given to applicants.

### Campaigns

18. Since the last Board meeting, the majority of comms activity has been in relation to the Mazur judgment. In addition to this, the comms team have continued publicise information about:

- Economic Crime and AML supervision
- Cyber Security

CRL Press Releases

19. Press release – 17 December 2025 - **CRL sets out its priorities for delivering high standards through specialist regulation in 2026** (2026 Corporate Plan).

CRL Press Coverage

## 20. CRL Press Coverage:

- **2026 Corporate Plan publication (17 December 2025):**  
<https://www.solicitorsjournal.com/sjarticle/cilex-regulation-sets-ambitious-goals-for-2026> -  
<https://todaysfamilylawyer.co.uk/mazur-response-a-key-focus-for-cilex-regulation-as-it-sets-out-2026-corporate-plan/>  
[Mazur response a key focus for CILEX Regulation, as it sets out 2026 corporate plan](#)
- Mazur  
[Save the date: Mazur appeal given February 2026 listing - The Law Society Gazette](#)  
<https://www.law360.com/articles/2423576/mazur-appeal-brought-forward-to-february-2026>  
[Mazur backlog: Legal executives report months-long waits for CILEX litigation authorisation | Law Gazette](#)
- **EDI Strategy launch (2026-2028)**  
[://www.solicitorsjournal.com/sjarticle/cilex-regulation-outlines-new-edi-strategy?pass=6tds04t6gx](https://www.solicitorsjournal.com/sjarticle/cilex-regulation-outlines-new-edi-strategy?pass=6tds04t6gx)

Newsletter Engagement

21. CRL newsletter email open rates:

<b>Edition</b>	<b>Open Rate</b>
August 2025	41%
September 2025	46%
October 2025	46%
November 2025	47%
December 2025	44%
January 2025	TBC
Industry Standard	15-35%

## Engagement and Reach

22. The following is a summary of CRL's communications engagement\* and reach for the reporting period:

Channel	20 June to 08 September 2025	20 September to 20 November 2025	20 November 2025 to 20 January 2026	Pages with highest engagement (for reporting period)
CRL Website	Total users: 12,333  Engaged sessions: 17,518	Total users: 29,807  Engaged sessions: 49,525	Total users: 12,933  Engaged sessions: 18,901	Top 5 pages views:  1. Practitioners Directory – 11,036 views 2. Home page – 5,464 3. Standalone litigation practice rights applications page – 4,348 4. I am an applicant/ciex-practitioner/application – 3,880 views 5. Schedules – 3,647
LinkedIn followers	8082	8,891	8,975	LinkedIn posts with the highest engagement (top 3):  1. Litigation Practice Rights – January 2026 update: 16.35% 2. Our first Board Telecon of 2026 – 11.99% 3. Looking to submit your Practice Rights application (guidance) – 9.58%
Twitter followers	1570	1,588	1,583	Twitter posts with highest the engagement: (top 3)  (Currently unable to access Twitter 'X' analytics - upgrade required)
Twitter average post engagement rate**	Currently unable to access 'X' analytics	Currently unable to access 'X' analytics	Currently unable to access 'X' analytics	

Regulation Matters website	Total users: 316  Engaged sessions: 132	Total users: 645  Engaged sessions: 211	Total users: 115  Engaged sessions: 84	Top 3 page views:  1. Home page – 45 views 2. Feature – Independent Practice Rights now – 36 views 3. Privacy policy page – 15 views
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\*Industry standards: 2% and above are considered good engagement rates

\*\*0.33 to 1% is considered high.