

<b>Date</b>	12 May 2026
<b>Item</b>	08.00
<b>Title</b>	<b>Mazur Lessons Learned Exercise</b>
<b>Author</b>	Jonathan Levack, Director of Policy and Governance
<b>Purpose</b>	To inform Board members of the Mazur lesson learned exercise being conducted by the Executive
<b>Recommendation</b>	To <b>NOTE</b> the exercise and terms of reference
<b>Timing</b>	A report of the findings of the exercise will be presented to the Board at the July meeting
<b>Impact assessment</b>	N/A
<b>Impact on Regulatory Objectives</b>	Findings will be fed into future work
<b>Implications for resources</b>	Conducted within existing resources
<b>Impact on consumer empowerment</b>	
<b>Impact on ongoing competence</b>	
<b>Publication status</b>	For publication
<b>Appendices</b>	08.01 Terms of Reference

## Background

1. CRL has committed to conducting a lesson learned exercise once the bulk of applications for standalone litigation rights have been made.
2. The purpose of this review is to assess CRL's organisational response to Mazur, with a particular focus on:
  - The effectiveness and timeliness of operational decisions and changes
  - Organisational resilience and preparedness
  - Internal and external communications, including responsiveness
  - Governance, oversight, and decision-making arrangements
3. The review will identify both strengths and weaknesses in CRL's response and draw out clear lessons learned to strengthen future crisis management, engagement, current processes and governance arrangements.
4. The review is intended to support organisational learning and continuous improvement and demonstrate to stakeholders that CRL has reflected on its response. This is not a disciplinary or fault-finding exercise.

## Timing

5. The exercise is underway and is expected to take 2 months in total. A report of the findings of the exercise will be presented to the Board at the July meeting.

## Scope

6. Terms of Reference are attached for Board information.

7. As part of the exercise, the Executive will engage a range of internal and external stakeholders. We intend to include the Board in this.

### **Independence**

8. For the sake of speed and budget, we intend to conduct this as an Executive led exercise. The Director of Policy and Governance will lead the project as he was less involved in the operational response to Mazur. He will be assisted by the Policy and Research Officer.
9. We propose that a lay Board member act as project sponsor for this to ensure the Board and stakeholders can have confidence that this exercise is to be conducted in good faith.

### **Recommendation**

10. The Board **NOTE** the exercise and terms of reference.