

Review of CRL's Response to Mazur

Terms of Reference

1. Purpose of the Review

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

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.

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.

2. Scope of the Review

The review will cover the period from the point at which the *Mazur* issue first became apparent to CRL through to the point at which the immediate phase concluded.

Within this period, the review will examine:

2.1 Operational Response (what CRL did and when)

- How CRL adapted its operational processes, controls, and workflows in response to the crisis
- The adequacy of operational capacity, skills, and resources
- The clarity of roles, responsibilities, and escalation routes
- The effectiveness of any temporary or permanent operational changes introduced

2.2 Organisational Resilience (how did CRL cope)

- CRL's preparedness for managing a high-impact, reputationally sensitive issue
- The effectiveness of contingency planning, risk management, and crisis-response arrangements

- The ability of systems, policies, and people to operate under sustained pressure
- Impacts on staff wellbeing and organisational sustainability

2.3 Communications (how did CRL come across)

- Internal communications with staff, executives, and Board members
- External communications with stakeholders, applicants/regulated community, partners, media, and other bodies
- Consistency, timeliness, clarity, and tone of key messages

2.4 Governance and Oversight (how did CRL make decisions)

- The roles played by the Board and senior management
- The effectiveness of decision-making, challenge, assurance, and information flows
- The appropriateness of governance structures and delegated authorities during the crisis
- How risks and issues were escalated, recorded, and monitored

3. Key Review Questions

The review will seek to answer the following high-level questions:

1. What worked well in CRL's response to Mazur, and why?
2. What did not work as intended, and what were the underlying causes?
3. Were operational and governance arrangements fit for purpose in a crisis context?
4. How effectively did CRL balance speed of response, regulatory integrity, and reputation management?
5. What changes made should be continued and rolled out to across the organisation?
6. Were communications aligned with operational realities and governance decisions?
7. What lessons can be learned to strengthen CRL's future crisis preparedness, resilience, and governance?

4. Approach and Methodology

The review will be led by the Director of Policy and Governance and be sponsored by a lay Board member. It may draw on a combination of:

- Documentary review
- Structured discussions or interviews with key individuals involved in the response
- Consideration of relevant external good practice for regulators and public-interest bodies

The review will explicitly consider positive practice as well as shortcomings, ensuring that successful actions, process changes and behaviours are recognised and embedded.

5. Principles of the Review

The review will be conducted in line with the following principles:

- Objectivity and proportionality
- Learning-focused and improvement-oriented
- Balanced assessment of positive and negative elements
- Transparency in conclusions and recommendations

6. Outputs

The primary output will be a written report setting out:

- An overview of CRL's response to the Mazur
- Key findings across operations, resilience, communications, and governance
- Identified strengths to be preserved and built upon
- Identified weaknesses, gaps, or risks requiring action
- Clear, prioritised lessons learned

This will be conducted in time for the July Board meeting.