

Date	14 July 2026
Item	09.00
Title	Mazur Lessons Learned Exercise
Author	Jonathan Levack, Director of Policy and Governance
Purpose	To inform Board members of the Mazur lesson learned exercise
Recommendation	To NOTE the findings and APPROVE the report for publication
Timing	Publication is planned for after the Board meeting. We have an item on the report at the upcoming webinar on July 21 st .
Impact assessment	N/A
Impact on Regulatory Objectives	Findings will be fed into future work
Implications for resources	Conducted within existing resources
Impact on consumer empowerment	
Impact on ongoing competence	
Publication status	For publication
Appendices	09.01 Draft report (not for publication until approved)

Background

1. The Board commissioned a Mazur lesson learned exercise to identify both strengths and weaknesses in CRL's response. Review Terms of Reference were approved at the Board meeting in May.
2. For the sake of speed and budget, the review was conducted as an Executive led exercise. Aaron Porter agreed to sponsor the review to ensure Board oversight and that it is conducted objectively and in good faith.

Scope

3. The review had four areas of focus:
 - The effectiveness of CRL's operational response
 - How resilient the organisation was under sustained pressure
 - CRL communications
 - Governance and oversight

Methodology

4. The review adopted a mixed-methods approach, combining qualitative and quantitative evidence from internal and external stakeholders. Evidence was assessed across multiple sources to identify consistent themes, areas of divergence and underlying causes of both positive and negative outcomes.
5. The review comprised four steps:
 - Document review
 - 10 semi-structured interviews with internal and external stakeholders
 - Staff engagement exercise
 - Quantitative survey of 203 litigation practice rights applicants, with follow up interviews with 3 respondents.

Review recommendations

6. The accompanying report provides a thorough analysis of the findings along the four areas of focus. The review found that CRL successfully maintained regulatory delivery during an unprecedented period of operational pressure, but the response exposed weaknesses in communications, systems, scalability and crisis preparedness.
7. It identifies six priority action areas:
 - Operating systems and processes
 - Organisational resilience
 - Communications
 - Applicant journey and self-service

- Governance and preparedness
- Strategic positioning

Recommendation

8. The Board **NOTE** the exercise and **APPROVE** the draft report for publication.