



## Costs Lawyer Standards Board

### AGENDA

Wednesday 17 September 2025 @ 10:30am  
Remotely via Teams

|                       |                        |                        |
|-----------------------|------------------------|------------------------|
| <b>Board:</b>         | Rt Hon David Heath CBE | Lay NED (Chair)        |
|                       | Stephanie McIntosh     | Lay NED (Vice-Chair)   |
|                       | Andrew Harvey          | Lay NED                |
|                       | Andrew McAulay         | Non-Lay NED            |
|                       | Paul McCarthy          | Non-Lay NED            |
| <b>In attendance:</b> | Paul Mosson            | CEO                    |
|                       | Jacqui Connelly        | Director of Operations |
|                       | Lori Frecker           | Director of Policy     |

*Note: Agenda items in blue are standing items*

|   | Agenda item  | Paper(s)              | Publish <sup>1</sup> | Lead           |
|---|--|-----------------------|----------------------|----------------|
| 1 | <b>Opening matters</b><br>1.1 <a href="#">Quorum and apologies</a><br>1.2 <a href="#">Declarations of interest on agenda items</a>                         | -<br>-                |                      | DH<br>DH       |
| 2 | <b>Minutes</b><br>2.1 <a href="#">Approval of minutes (18 July 2025)</a><br>2.2 <a href="#">Matters arising (18 July 2025)</a>                             | 2.1<br>-              | Yes                  | DH<br>DH       |
| 3 | <b>Strategy</b><br>3.1 <a href="#">Progress against Business Plan: Q3 2025</a><br>3.2 Communications strategy update<br>3.3 EDI strategy session follow up | 3.1<br>-<br>3.3       | Yes<br>-<br>Yes      | PM<br>PM<br>LF |
| 4 | <b>Board matters</b><br>4.1 Revised Board Governance Policy<br>4.2 Non Executive Board Recruitment process   | 4.1A, B, C<br>4.2A, B | No (D,G)<br>No (D,G) | PM<br>PM       |

<sup>1</sup> The letters used in this column indicate the reason for any non-publication of papers. They correspond to the reasons set out in our publication policy, which can be found on the [What we Publish](#) page of our website.

|    |  |                   |                |          |
|----|--|-------------------|----------------|----------|
| 5  | <b>Finance</b><br>5.1 <a href="#">Quarterly report: Q3 2025</a><br>5.2 Practising fee application update   | 5.1<br>-          | No (D, E)<br>- | JC<br>PM |
| 6  | <b>Risk management</b><br>6.1 <a href="#">Review of risk register</a>  | 6.1               | Yes            | DH       |
| 7  | <b>Regulatory matters</b><br>7.1 Complaints process review and reasonable adjustments<br>7.2 Supervision framework for client care letters   | 7.1<br>7.2        | Yes<br>Yes     | PM<br>JC |
| 8  | <b>Legal Services Board (LSB)</b><br>8.1 <a href="#">Work updates</a><br>8.2 Regulatory performance assessment input request 2027  | -<br>8.2          | -<br>Yes       | PM<br>PM |
| 9  | <b>Stakeholder updates<sup>2</sup></b><br>9.1 <a href="#">ACL Council meeting minutes</a><br>9.2 <a href="#">Work updates</a>  | 9.1<br>9.2A, B, C | Yes            | PM<br>PM |
| 10 | <b>Operations</b><br>10.1 Business Continuity and Disaster Recovery Plan update<br>10.2 Report of the complaints procedure audit 2025  | -<br>10.2         | -<br>Yes       | PM<br>JC |
| 11 | <b>Publication</b><br>11.1 <a href="#">Confirmation that papers can be published</a>   | -                 |                | DH       |
| 12 | <b>AOB</b>   | -                 |                | DH       |
| 13 | <b>Next full Board meeting</b><br>Date: <a href="#">29 January 2026 at 10.30am</a><br>Venue: <a href="#">Remotely via Teams</a><br><br><b>There will be another Board meeting with a single item agenda to approve the NED recruitment proposals</b><br>Date: <a href="#">10 November 2025 at 16.30</a><br>Venue: <a href="#">Remotely via Teams</a> | -                 |                | DH       |

<sup>2</sup> This agenda item is used to update the board on significant developments relating to the work of the Legal Services Consumer Panel, Association of Costs Lawyers, ACL Training, Legal Ombudsman (including exception reporting on service complaints) and other relevant stakeholders.