



Costs Lawyer Standards Board

AGENDA

Thursday 23 April 2026 @ 09:30am
Woburn House Conference Centre
Woburn House 20-24 Tavistock Square
London, WC1H 9HQ

Board:

Rt Hon David Heath CBE	Lay NED (Chair)
Andrew Harvey	Lay NED (Vice Chair)
Helen Moulinos	Lay NED
Andrew McAulay	Non-Lay NED
Leigh White	Non-Lay NED

In attendance:

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 ¹	Lead
1	Opening matters 1.1 Quorum and apologies 1.2 Declarations of interest on agenda items	- -		DH DH
2	Minutes 2.1 Approval of minutes (29 January 2026) 2.2 Matters arising (29 January 2026)	2.1 -	Yes -	DH DH
3	Strategy 3.1 Progress against Business Plan: Q1 2026	3.1	Yes	PM
4	Board matters 4.1 Minutes and actions from the Remuneration Committee 4.2 Revised Remuneration and Expenses Policy 4.3 Revised Remuneration Committee terms of reference 4.4 Updated Board Governance Policy 4.5 Consolidated Register of Interests	4.1 4.2 4.3 4.4 4.5	No (D,G) Yes Yes Yes Yes	AH AH AH DH DH

¹ 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	Finance 5.1 Quarterly report: Q1 2026	5.1	No (D, E)	JC
6	Risk management 6.1 Annual Risk Outlook 6.2 Review of risk register	6.1 6.2	Yes Yes	PM PM
7	Regulatory matters 7.1 Complaints against unregulated costs advisors 7.2 Changes to the Practising Rules 7.3 Changes to Guidance for Costs Law Firms 7.4 Changes to Guidance (Reserved Legal Activity Rights) 7.5 Changes to the Disciplinary Rules and Procedure 7.6 Dealing with Consumers Supervision Framework 7.7 Costs Lawyers: Caring responsibilities	7.1 7.2 7.3 7.4 7.5 7.6 7.7	No (F, G) Yes Yes Yes Yes Yes Yes	JC PM PM PM PM JC LF
8	Legal Services Board (LSB) 8.1 Work updates	8.1A & B	Yes	PM
9	Stakeholder updates² 9.1 ACL Council meeting minutes 9.2 Work updates	9.1 9.2	No Yes	PM PM
10	Operations 10.1 Cyber Security Review	10.1	No (D)	PM
11	Publication 11.1 Confirmation that papers can be published	-		DH
12	AOB	-		DH
13	Next full Board meeting (in person) Date: 9 July at 10.30am Venue: MS Teams	-		DH

² 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.