



Costs Lawyer Standards Board

AGENDA

Thursday 29 January 2026 @ 10:30am
Remotely via Teams

Board:	Rt Hon David Heath CBE	Lay NED (Chair)
	Helen Moulinos	Lay NED
	Andrew Harvey	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 Welcome to new Board members 1.3 Declarations of interest on agenda items	- - -		DH DH DH
2	Minutes 2.1 Approval of minutes (17 September 2025) 2.2 Matters arising (17 September 2025) 2.3 Approval of minutes (10 November 2025) 2.4 Matters arising (10 November 2025)	2.1 - 2.3 -	Yes - Yes -	DH DH DH DH
3	Strategy 3.1 Progress against Business Plan: Q4 2025 3.2 Communications strategy – update 3.3 Annual performance indicators – report	3.1 3.2 3.3	Yes Yes Yes	PM PM PM

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.

4	Board matters 4.1 Minutes and proposal from the Remuneration Committee 4.2 Remuneration Committee vacancy 4.3 Vice Chair vacancy 4.4 Board strategy session and annual dinner (April 2026) 4.5 Succession planning (confidential item)	4.1A, B - 4.3 - 4.5	No (D,G) - No (D,G) - No (D,G)	AH DH DH DH AH
5	Finance 5.1 Quarterly report: Q4 2025	5.1	No (D, E)	JC
6	Risk management 6.1 Review of risk register	6.1	Yes	PM
7	Regulatory matters 7.1 Review of reserved legal activity guidance post-Mazur 7.2 Updated Supervision Policy 7.3 Updated CPD guidance 7.4 Costs Lawyer Profession in 2025 7.5 Annual report on conduct complaints 7.6 Enhanced checks – rule change 7.7 PII survey	7.1 7.2 - - 7.5 - -	Yes Yes - - Yes - -	PM PM JC JC JC PM LF
8	Legal Services Board (LSB) 8.1 Work updates	8.1A, B	No	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 2026 practising certificate renewals report 10.2 End of year wrap up	10.1 -	Yes -	JC DH
11	Publication 11.1 Confirmation that papers can be published	-		DH
12	AOB	-		DH
13	Next full Board meeting (in person) Date: 23 April 2026 at 09.30am Venue: Woburn House Conference Centre, Woburn House 20-24 Tavistock Square, London, WC1H 9HQ	-		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.