

Company number: 04608905

**MINUTES**  
**Costs Lawyer Standards Board Ltd**  
**Wednesday 17 September 2025 at 10:30am**  
**Online via Microsoft 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
	Stephanie McIntosh	Lay NED (Vice-Chair)
	Paul McCarthy	Non-Lay NED
<b>In attendance:</b>	Paul Mosson	CEO
	Jacqui Connelly	Director of Operations
	Lori Frecker	Director of Policy
<b>Apologies:</b>	None.	

**1. OPENING MATTERS**

- 1.1 The Chair declared the meeting quorate. There were no apologies.
- 1.2 There were no declarations of interest on any agenda item.

**2. MINUTES**

**2.1 Minutes dated 18 July 2025**

The Board considered the minutes of its last scheduled quarterly meeting on 18 July 2025. The Board agreed the minutes as being a true record for signing.

***Actions: Publish approved minutes on CLSB website.***

**2.2 Matters arising**

a) Welsh language accessibility

Paul Mosson informed the Board that the Recite.me toolbar is now available on the CLSB website and the Executive team are pleased with the functionality for all of the public content.

Following a query raised at the July Board meeting, Paul Mosson confirmed the Executive team's understanding is that the CLSB is not required to take further specific action under the statutory Welsh Language Standards. The Board agreed that the CLSB should nonetheless strive to meet more than the statutory minimum and keep further consideration on language accessibility in mind.

***Action: Executive team to consider whether we can make arrangements to facilitate incoming communications in Welsh.***

b) Companies House

The Board was reminded that all company directors and people with significant control ('PSC') need to verify their identity with Companies House, in line with new requirements under the Economic Crime and Corporate Transparency Act 2023.

**3. STRATEGY**

**3.1 Progress against business plan: Q3 2025**

The Board was provided with an update against the Business Plan to Q3 2025. Paul Mosson noted that the Practising Certificate Fee consultation had been the major activity of this quarter. Progress has been made with the preferred agency to deliver the Career Pathways qualitative research, with a view to starting this work before the end of the operating year. The Board was informed that the other objectives in the Business Plan are expected to be achieved by the end of the year.

**3.2 Communications strategy update**

The Board was provided with an update on the implementation of the communications strategy. Consumer Voice have been engaged to produce the assets required for the Communications Toolkit, which are needed to complete phase one of the strategy. The basis of the new design from which the materials will be developed has now been approved, and follows the latest guidance for producing materials that are dyslexia-friendly. Recent communications with Costs Lawyers and stakeholder meetings have been used to invite members to road test the materials once available.

**3.3. EDI strategy update**

The Board was provided with an update on the implementation of the EDI strategy. A report of the Board's July strategy discussion on EDI has been produced, setting out goals for the immediate, medium and long term. Immediate goals already achieved include revising the CLSB's EDI statement, and implementing the ReciteMe toolbar on the CLSB website.

**4. BOARD MATTERS**

**4.1 Revised Board Governance Policy**

The Board formally recorded that a proposed revised Board Governance Policy in relation to the appointment of Non-executive Directors was shared ahead of the meeting and unanimously approved via email. The Board formally ratified that decision.

**4.2 Non-executive Board recruitment process**

The Board formally recorded that the recruitment and selection panel for the two upcoming NED vacancies had been unanimously approved by the Board ahead of the meeting. The Board received an update on the next stages of the Board recruitment process.

The advertisement window opened on 3 September and will remain open until 14 October 2025. Paul McCarthy has written a spotlight article for the September CLSB newsletter to help promote the non-lay opportunity by talking about his experiences.

A single agenda item Board meeting has been scheduled for 16.30 on Monday 10 November 2025. At that meeting, the Board will be asked to approve the panel's recommendations. This may include appointment of preferred candidates and/or readvertisement.

In response to a question, it was clarified that the non-lay NED position does not have to be a Costs Lawyer and is open to authorised persons from other branches of the legal professions, including professionals who are dual-qualified Costs Lawyers.

## **5. FINANCE**

### **5.1 Quarterly report: Q3 2025**

Jacqui Connelly introduced the quarterly finance report. The Board noted the financial position at the end of Q3, namely that the total forecast income and expenditure for the year are higher than anticipated. The latter is due to costs that were unforeseen at the time of the original budget, and the former due to a higher than expected number of practitioners reinstating their practising certificates in 2025.

### **5.2 Practising certificate fee update**

Jacqui Connelly informed the Board that there are currently 753 practising Costs Lawyers; the highest number ever registered by the CLSB in its history.

Paul Mosson informed the Board that the CLSB Practising Fee application has been submitted to the LSB. The CLSB is currently responding to some questions on the application that have been received from the LSB.

## **6. RISK MANAGEMENT**

### **6.1 Review of risk register**

The Board carried out its quarterly review of the risk register and agreed that no amendments were required this quarter. Paul Mosson informed the Board that a new mitigation measure has been added to Risk 1 relating to 2025 Business Plan priority 1. He added that risks 1 and 2 will be updated with progress against 2025 Business Plan priority 2 following release of the CLSB's AI guidance.

The Board noted the recent decision in *Mazur & Anor v Charles Russell Speechlys LLP* [2025] EWHC 2341 (KB) (16 September 2025) and its potential implications for the profession.

***Action: Executive team to review the judgment and report back to the January 2026 Board meeting.***

## **7. REGULATORY MATTERS**

### **7.1 Complaints process review and reasonable adjustments**

Paul Mosson provided an overview of the recent complaints process review, including how the new reasonable adjustments policy applies to disciplinary procedures.

The review found that documentation is complete, timeframes are consistently met, and the executive team and consultant(s) are following agreed procedures effectively. The volume of complaints received remains very low. The organisation continues to provide clear routes for submitting a complaint, with information available online, in written material, and through direct executive team engagement. Accessibility measures have been enhanced further by the introduction of the ReciteMe website toolbar. The CLSB's complaints handling system is operating effectively, is proportionate to the CLSB's size and levels of demand, and does not require intervention or redesign. No areas for improvement were identified.

Paul Mosson proposed using the Annual Complaints report to keep the Board updated on any recommendations for improvement that may subsequently arise, with anything requiring urgent attention being brought to the Board as a standalone item for consideration. The Board was content with this approach.

Paul Mosson reminded the Board that a new Reasonable Adjustments Policy applicable to all disciplinary proceedings has been introduced, as part of the CLSB's wider commitment to fairness, inclusivity, and compliance with the Equality Act. This is now publicly available on the CLSB website and will be kept under regular review.

### **7.2 Supervision framework for client care letters**

The Board considered and approved the proposed new supervision framework for client care letters.

The Board noted that the Supervision Framework follows on from the thematic review that was carried out last year. The framework is structured in the same way as the other CLSB supervision frameworks. The requirements in the checklist are based on the requirements of the CLSB Client Care Letters ('CCL') guidance note. The CLSB will look at 10 CCLs per year. It was noted that CCL audits may be more complex than existing audits as each organisation will approach CCLs in a different way using different documents, and because of the various types of material that may need to be reviewed to assess compliance.

**Action: Publish Supervision Framework for client care letters**

## **8. LEGAL SERVICES BOARD (LSB)**

### **8.1 Work updates**

The Board was provided with updates on meetings with LSB colleagues, and the LSB levy. The Board noted that the final LSB levy was issued in August and that the additional cost arising from this can be absorbed in the CLSB's proposed 2026 budget.

## **8.2 Regulatory performance assessment input request**

The Board noted that the regulatory performance assessment has been postponed by the LSB from late summer 2025 to early 2026.

## **9 STAKEHOLDER UPDATES**

### **9.1 ACL Council meeting minutes**

The Board noted the minutes of the ACL Council meetings held in May, June and July 2025. Paul Mosson informed the Board that the CLSB had been invited to comment on the ACL business plan ahead of publication, and that he had attended the June ACL Council meeting.

### **9.2 Work updates**

The Board noted the publication of the Law Society's report, *Proposals for a 21st Century Civil Justice System*, and the Office for Legal Complaints 2024/25 Annual Report and Accounts. The Board noted progress with the CLSB's work on technology and AI, judicial appointments, and that the CEO had recently had an introductory meeting with the Chair of the Legal Services Consumer Panel.

## **10 OPERATIONS**

### **10.1 Business Continuity and Disaster Recovery Plan update**

The Board was updated on the CLSB's current Business Continuity and Disaster Recovery Plan arrangements and recent updates to these.

### **10.2 Report of the complaints procedure audit 2025**

Jacqui Connelly provided an update on the complaints procedure audit 2025. Since 2021, 93 complaints procedures have moved from non-compliance to compliance with the requirements as a result of the CLSB annual audits. Given the new supervision arrangements for dealing with consumers and client care letters that will be introduced from 2026, the Board was content to approve a reduction in the number of complaints procedures audited in future to 10 per year.

## **11 PUBLICATION**

### **11.1 Confirmation that papers can be published**

The Board agreed that all Board papers for the meeting should be published, other than those noted on the agenda for the reasons stated.

**Action: Publish Board papers on website in accordance with agenda notations.**

## **12 AOB**

There was no other business.

## **13 NEXT SCHEDULED QUARTERLY MEETING**

The next meeting was scheduled for 29 January 2026 and would be held remotely via videocall. There will be another Board meeting with a single item agenda to approve the NED recruitment proposals on 10 November 2025.

There being no further business, the Chair declared the meeting closed at 12:03pm.

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Chair

#### **Related documents**

<b>Item</b>	<b>Document</b>	<b>Publication location (CLSB website)</b>
2.1	Board minutes	About ⇒ Our board
3.1	2025 Business Plan	About ⇒ Strategy and governance
6.1	Risk register	About ⇒ Strategy and governance
11.1	Board papers	About ⇒ Our board