

Company number: 04608905

MINUTES
Costs Lawyer Standards Board Ltd
Thursday 29 January 2026 at 10:30am
Online via Microsoft Teams

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

In attendance:	Paul Mosson	CEO
	Jacqui Connelly	Director of Operations
	Lori Frecker	Director of Policy

1. OPENING MATTERS

- 1.1 The Chair declared the meeting quorate. There were no apologies.
- 1.2 The Chair welcomed new Board members, Helen Moulinos and Leigh White.
- 1.3 There were no declarations of interest on any agenda item.

2. MINUTES

2.1 Minutes dated 17 September 2025

The Board considered the minutes of its last scheduled quarterly meeting on 17 September 2025. The Board agreed the minutes as being a true record for signing.

Action: Publish approved minutes on CLSB website.

2.2 Matters arising from meeting on 17 September 2025

There were no matters arising.

2.3 Minutes dated 10 November 2025

The Board considered the minutes of its special meeting on 10 November 2025. The Board agreed the minutes as being a true record for signing.

Action: Publish agenda and approved minutes on CLSB website.

2.4 Matters arising from meeting on 10 November meeting

There were no matters arising. This was a single item agenda to approve the NED recruitment proposals. The new Board members are now in post.

3. STRATEGY

3.1 Progress against business plan: Q4 2025

The Board was provided with an update against the Business Plan to Q4 2025. The Board noted that all priorities were completed. PM acknowledged the efforts of JC and LF in maintaining the CLSB's performance during the interregnum period between CEOs. The Board formally recorded its recognition and thanks to JC and LF accordingly.

3.2 Communications strategy update

The Board was provided with the final communications toolkit that was shared with the profession on 26 January 2026 via email. Prior to the formal launch, this was shared with the ACL Council, the CLSB's Advisory Group, non-lay members of the Board (for a practitioner's perspective) and others who had volunteered following the announcement of the toolkit at the ACL November 2025 conference in London, and the CLSB's own newsletter ([September 2025](#)). All feedback was positive, and no further changes were made other than to the title of the toolkit itself and one word in the narrative.

PM informed the Board that the CLSB is in the process of registering the assets as trademarks, which will enable the CLSB to take direct enforcement action against any unregulated persons using the mark, if necessary.

The Board noted a message had been sent to the costs judiciary to underline the importance and value of Costs Lawyers' Rights of Audience and the regulatory protections and recourse available, unlike to those from the unregulated sector.

3.3. Annual performance indicators report

The Board was provided with the 2025 annual performance indicators report. This is consistent with reporting in earlier years and demonstrates dependable performance, with no areas of concern identified.

4. BOARD MATTERS

4.1 Minutes and proposal from Remuneration Committee

The Board noted the minutes of the Remuneration Committee meeting on 24 November 2025. Under its delegated authority, the Remuneration Committee approved a 3.7% cost of living increase for all non-executive Board members and the executive team. While this is higher than the anticipated 3% set in the budget, it responds to the actual rate of inflation in the UK since the last cost of living rise was considered in 2024..

The Board approved a proposal from the Remuneration Committee to remedy a disparity between expense allowances which differ between non-executive Board members and the executive team. The Board agreed to grant the Remuneration Committee delegated authority to review these allowances each year at the same time as the cost of living increase to ensure that they remain aligned with inflation going forward, and so that corrective action can be avoided in future.

Action: Executive to bring back an amended Terms of Reference to the Board as a part of an updated Board Governance Policy.

4.2 Remuneration Committee vacancy

The Board noted that, following the end of Paul McCarthy's term on the Board, there is now a vacancy on the Remuneration Committee. The Board elected HM to fill this vacancy.

4.3 Vice Chair vacancy

The Board noted that, following Stephanie McIntosh's departure from the Board, there is a vacancy for a Board member to become Vice Chair of the Board. The Board agreed to elect AH as pro tem Vice Chair, noting that his term as a Board member will conclude at the end of 2026.

4.4 Board strategy session and annual dinner (April 2026)

The Board discussed potential topics for inclusion at its annual strategy session in April.

4.5 Succession planning

The Board considered the retention and succession options available to a smaller organisation like the CLSB, asking the CEO to work with the Remuneration Committee on next steps.

Action: Executive to liaise with the Remuneration Committee on next steps.

5. FINANCE

5.1 Quarterly report: Q4 2025

Jacqui Connelly introduced the quarterly finance report. The Board noted the financial position at the end of 2025, including a small overall deficit in the annual operating budget.

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. The Board noted that an end of year review of the existing register has been actioned, with all risks at Section C updated to reflect the new 2026 business plan priorities. The Board noted that AI guidance was released to the profession in 2025 which completed the objectives required to mitigate risks 1 and 2 in the 2025 Business Plan (priority 2).

7. REGULATORY MATTERS

7.1 Review of reserved legal activity guidance post-Mazur

PM provided the Board with an update on developments following the *Mazur* decision. On 28 October 2025, the LSB issued a section 55 Information Request to which the CLSB responded on 24 November 2025 on all but one question, which was responded to by the ACL.

The decision in *Mazur* will be reviewed on appeal following a successful application for leave granted in favour of CILEx. The appeal is currently expected to be heard on

24 February 2026. Both the SRA and Law Society of England and Wales (LSEW) are understood to be intending to intervene.

The CLSB's guidance over the years has been reviewed and remains consistent with the decision in *Mazur*. If the *Mazur* decision is overturned, the CLSB may need to update its guidance. The CLSB will continue to monitor the situation and update the Board accordingly.

7.2 Updated Supervision Policy

The Board considered and approved the updated Supervision Policy. The revised version removes the need to update the policy each time a new Supervision framework is introduced, which are themselves subject to Board approval. No other elements of the Supervision Policy have been updated.

Action: Publish updated Supervision Policy.

7.3 Updated CPD guidance

The Board noted that the minor amendments made to the Guidance Note on CPD following the Board's decision to make use of the CLSB planning and recording template for CPD mandatory for all Costs Lawyers. The updated guidance note also clarifies that Costs Lawyers who may have planned to retire, but then decide to remain regulated, will require the minimum 12 CPD points.

7.4 Costs Lawyer Profession in 2025

The Board noted that the Costs Lawyer Profession in 2025 report has been published on the CLSB website.

7.5 Annual report on conduct complaints

JC presented the third annual summary of second tier complaints to the Board. The Board noted that the increase in the number and complexity of complaints made against Costs Lawyers was sustained in 2025, although the over number of complaints remains very low. Out of seven second tier complaints received in 2025, five were investigated. There were three disciplinary outcomes in the year.

7.6 Enhanced checks – rule change

The Board discussed the need to review the checks carried out on those entering the profession. In particular, the CLSB will consider whether the disclosures should be extended to cover matters including adverse judgments, relevant complaints history (bringing it in line with what we ask of practising Costs Lawyers), and also consider whether DBS checks may be warranted. As the disclosures are part of the Practising Rules, any changes will require formal consultation with the profession and the approval of the LSB. The Executive will bring a paper to the Board in April on this matter.

7.7 PII survey

LF informed the Board that the CLSB had carried out a survey on Costs Lawyers' experience of obtaining professional indemnity insurance (PII). This was in response to LSB research carried out between 2021 and 2023 that considered the impact of PII insurance premiums on the affordability of legal services. The aim of the survey was

to understand whether the CLSB's PII requirements for Costs Lawyers remain fit for purpose.

The survey ran from September to November 2025 and received a very low response rate. This suggests that the profession has no major concerns around PII. The CLSB has undertaken a desk top review of the level of cover most Costs Lawyers are purchasing, which showed that the vast majority of the profession set their PII at more than double the CLSB's required minimum level of cover. The Executive team will therefore review the required minimum level of cover in 2026 to determine whether this should be changed.

8. LEGAL SERVICES BOARD (LSB)

8.1 Work updates

The Board was provided with updates on recent correspondence with LSB colleagues, and the appointment of Richard Orpin as the permanent LSB CEO. The Board noted the LSB's recent consultation on its draft business plan and budget for 2026/27, and the CLSB's response.

9 STAKEHOLDER UPDATES

9.1 ACL Council meeting minutes

The Board noted the minutes of the ACL Council meetings held in August, September, October and November 2025.

9.2 Work updates

The Board noted that Phil McCain has been appointed Chief Ombudsman at the Office for Legal Complaints (OLC), and noted the OLC's consultation on its business plan and budget. The Board also noted the CLSB's response to the House of Lords Committee on Industry and Regulators' inquiry into regulators and growth. PM provided an update on the LSCP Consumer Focused Regulation Workshop that he attended in December 2025.

10 OPERATIONS

10.1 2026 Practising Certificate Renewals Report

JC informed the Board that, as at 5 January 2026, 745 Practising Certificates (PC) have been issued. It is anticipated last year's peak PC number of 753 during the course of the practising year will be exceeded this year.

10.2 End of year wrap up

The Chair provided comments on the last year. He felt that it had been a positive year for the profession and the organisation, and that the horizon for the profession also looks positive. He noted the successful recruitment of the new CEO and two new Board members. He also highlighted the LSB's recognition of the CLSB as a high-performing regulator, and the CLSB's swift response to the *Mazur* judgement. The Chair thanked JC and LF for supporting the Board and the organisation during the interregnum.

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 Thursday 23 April at 9:30am and would be held in person at Woburn House, London.

There being no further business, the Chair declared the meeting closed at 12:48pm.

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Chair

Related documents

Item	Document	Publication location (CLSB website)
2.1	Board minutes	About ⇒ Our board
3.1	2025 Business Plan	About ⇒ Strategy and governance
3.3	2025 Annual Performance Indicators	About ⇒ Strategy and governance
6.1	Risk register	About ⇒ Strategy and governance
11.1	Board papers	About ⇒ Our board