

DRAFT APPROVED BY THE CHAIR FOR PUBLICATION
Subject to approval by the full board at its next scheduled meeting

MINUTES
Costs Lawyer Standards Board Ltd
Thursday 23 April 2026 at 9:30am
In person at 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)
	Andrew McAulay	Non-Lay NED
	Helen Moulinos	Lay NED
	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 There were no declarations of interest on any agenda item.

2. MINUTES

2.1 Approval of minutes dated 29 January 2026

The Board considered the minutes of its last scheduled quarterly meeting on 29 January 2026. The Board agreed the minutes as being a true record for signing, subject to a correction of HM's title.

Actions: Publish approved minutes, corrected as above, on CLSB website.

2.2 Matters arising from meeting on 29 January 2026

There were no matters arising.

3. STRATEGY

3.1 Progress against business plan: Q1 2026

The Board was provided with an update against the Business Plan to Q1 2026. PM informed the Board that all priorities remain on track despite a high number of recent consultations and calls for evidence (to which the CLSB needed to respond), reviewing the CLSB's Practising Rules following the *Mazur* judgement, and updating the CLSB's Disciplinary Rules and Procedure.

4. BOARD MATTERS

4.1 Minutes and actions from the Remuneration Committee

The Board noted the minutes and actions of the Remuneration Committee meeting on 25 February 2026. AH informed the Board that the decisions taken by Remuneration Committee reflected the Board's prior discussion regarding staff benefits. HM added that PM had provided benchmarking data that the Committee had found helpful and taken into consideration when making its decisions.

4.2 Revised Remuneration and Expenses Policy

The Board approved the updated Remuneration and Expenses Policy, which was approved for recommendation to the Board by the Remuneration Committee at its February 2026 meeting.

4.3 Revised Remuneration Committee terms of reference

The Board approved the updated terms of reference for the Remuneration Committee. The updated terms of reference reflect the revised remit of the Committee, which now includes expense allowances and additional Board remuneration, as agreed by the Board at its January 2026 meeting.

4.4 Updated Board Governance Policy

The Board considered and approved the updated Governance Policy. This now includes the revised remit of Remuneration Committee as set out in minute 4.3 above, and amendments to reflect the new standalone Remuneration and Expenses policy.

4.5 Consolidated Register of Interests

The Board considered the consolidated register of interests. The Board approved this for publication once additional interests of AH & HM have been included.

Actions: Publish on CLSB website.

5. FINANCE

5.1 Quarterly report: Q1 2026

JC introduced the quarterly finance report. The Board considered the report and noted that the projected end of year financial position as of Q1 was a small deficit.

6. RISK MANAGEMENT

6.1 Annual Risk Outlook

The Board reviewed the draft Annual Risk Outlook 2026. PM noted that the CLSB has received feedback that the profession finds the Risk Outlook a useful resource. This will be published in due course.

6.2 Review of risk register

The Board carried out its quarterly review of the risk register alongside the Annual Risk Outlook. The Board noted changes made to reflect new identified risks and new mitigating actions.

Actions: Publish on CLSB website.

7. REGULATORY MATTERS

7.1 Complaints against unregulated costs advisors

The Board noted the annual report summarising complaints received by the CLSB about unregulated costs advisors. Five such complaints were received in 2025. The Board also discussed some online comments by one unregulated individual about exercising rights of audience without clarity under what authority, and considered the CLSB's position. A number of options were considered and the Board will reconsider this matter in due course.

7.2 Changes to the Practising Rules

PM explained the proposed changes to the CLSB Practising Rules and rationale for the amendments. The proposed changes follow a review of the Practising Rules that took place in early 2026, and are intended to introduce clearer language, address real life queries received by the CLSB, and ensure that individuals applying for their first practising certificate or reinstatement to the Register of Costs Lawyers are of satisfactory character and suitability. The proposed changes will be subject to consultation with the profession, and then approval by the Legal Services Board. The Board provided feedback and suggestions on the proposed changes.

Action: Executive team to incorporate Board feedback and circulate an updated version to the Board for approval via a Board Decision Note.

7.3 Changes to guidance for Costs Law Firms

PM explained the proposed changes to the CLSB Guidance for Costs Law Firms following the Court of Appeal judgment in *Mazur*. The Board considered and approved the updated guidance.

Action: Publish updated Guidance for Costs Law Firms on CLSB website

7.4 Changes to Guidance (Reserved Legal Activity Rights)

PM explained the proposed changes to the CLSB Guidance on Reserved Legal Activity Rights following the Court of Appeal judgment in *Mazur*. These changes are minor as Costs Lawyers are authorised to conduct litigation. The Board considered and approved the updated guidance.

Action: Publish updated Guidance on Reserved Legal Activity Rights on CLSB website

7.5 Changes to the Disciplinary Rules and Procedure

PM explained the proposed changes to the CLSB Disciplinary Rules and Procedure and rationale for the amendments. The proposed changes follow a review of the Disciplinary Rules and Procedure that took place in early 2026, and are intended to introduce clearer language and address real life queries received by the CLSB. The proposed changes will be subject to consultation with the profession, and then approval by the Legal Services Board. The Board provided feedback and suggestions on the proposed changes. The Board also agreed a 12-week consultation period from publication.

Action: Executive team to incorporate Board feedback and circulate an updated version to the Board for approval via a Board Decision Note.

7.6 Dealing with Consumers Supervision Framework

JC presented the draft new Supervision Framework on Dealing with Consumers. This Framework sets out how the CLSB supervises compliance by Costs Lawyers with their obligations relating to pre-contractual information provided to clients, or potential clients, (who are consumers) to ensure they are dealt with fairly and in line with their consumer rights. The Board approved the new Framework.

Action: Publish the Dealing with Consumers Supervision Framework.

7.7 Diversity report: Costs Lawyers' caring responsibilities

LF presented this report to the Board. The report sets out the findings of the November 2025 diversity survey which was carried out alongside the 2025 Practising Certificate renewal process, asking Costs Lawyers about their caring responsibilities. The Board considered the report and its headline findings. The Board noted that the Executive team will work to develop guidance for Costs Lawyers on how to support colleagues who have caring responsibilities, and guidance on managing caring responsibilities, in line with the survey results.

Action: Publish the 2025 Diversity Report

8. LEGAL SERVICES BOARD (LSB)

8.1 Work updates

The Board was provided with updates on a recent meeting with Richard Orpin, LSB CEO, and recent correspondence from the LSB regarding the Court of Appeal in decision in Mazur. The Board noted the LSB's recent consultation on 'Encouraging a diverse legal profession,' 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 December 2025, January 2026 and February 2026.

9.2 Work updates

The Board noted the Ministry of Justice's (MoJ) February 2026 Call for Evidence that was part of its review of the LSB, and the CLSB's response. The Board also noted that PM had attended a March 2026 focus group led by MoJ regarding the review.

10 OPERATIONS

10.1 Cyber Security Review

The Board considered the findings of the external review of the CLSB's cyber security arrangements that took place in early 2026. The Board noted that the review found the CLSB was in a very strong position overall as well as the recommended actions to further strengthen cyber resilience. The Board confirmed that it was content for the Executive Team to take forward the recommendations.

Action: Complete implementation of recommendations.

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 is scheduled for Thursday 9 July at 10:30am and will be held online.

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

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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
6.1	Risk register	About ⇒ Strategy and governance
11.1	Board papers	About ⇒ Our board