
About the CLSB

The Costs Lawyer Standards Board (CLSB) regulates Costs Lawyers in England and Wales within the framework of the Legal Services Act 2007. Costs Lawyers are highly specialised legal professionals advising on the complex field of legal costs, a vital component of access to justice. The CLSB exists to serve the public interest by setting and maintaining the standards of professional conduct by which Costs Lawyers must abide. The Legal Services Board has held up the CLSB as a model small regulator to be emulated.

We are seeking **two committed and capable Non-Executive Directors (NEDs)** to support our strategic direction and help us achieve our next phase of development.

About the roles

The CLSB Board holds overall responsibility for setting the organisation's strategy and overseeing its delivery. The Board currently comprises:

- A Lay Chair
- Two Lay NEDs
- Two Non-Lay NEDs.

We are now recruiting:

- One Lay NED, to join from December 2025
- One Non-Lay NED, to join from January 2026.

Key details:

- Term: Initial appointment of 1 year, renewable for up to 7 years in total
 - Commitment: Four board meetings per year, plus ad hoc meetings as required. NEDs may also support additional activities (e.g. interview panels) subject to availability
 - Locations for 2026 meetings: 3 via Teams or similar, 1 in person over two days to include a strategy session and dinner in Central London
 - Remuneration: £422 per day, plus reasonable travel expenses.
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Lay person restriction

A lay person is someone who has never been authorised as any type of lawyer. See [Schedule 1](#) to the Legal Services Act 2007 for the full definition. The CLSB Chair must be a lay person.

What we're looking for

We welcome applications from results-oriented individuals who can bring strategic insight, diversity of thought, independent judgment, and a commitment to public interest regulation. For both roles, we are looking for candidates who demonstrate:

- Empathetic leadership, integrity, and personal accountability
- Strategic thinking and risk awareness
- Effective communication and influencing skills
- The ability to collaborate constructively and challenge supportively
- A commitment to high standards and ethical governance.

Experience in one or more of the following areas is desirable:

- Regulatory policy
- Risk management
- Legaltech / IT/cyber security
- Equality, diversity and inclusion
- Education and professional training.

Non-Lay NED applicants should also have:

- A deep understanding of the Costs Lawyer profession and the needs of its clients

Please note: Individuals who have served on the Council of the Association of Costs Lawyers (ACL) within the past two years are not eligible to be appointed as Non-Lay NEDs.

Equality, diversity and inclusion

At the CLSB, we are proud to promote an independent, strong, diverse, and effective legal profession. We believe that fostering equality and embracing diversity is more than just a legal requirement, it's a fundamental part of building a fair, inclusive, and effective profession and society.

We see our regulatory role as a powerful lever for positive change, and we aim to lead by example in our commitment to cultivating a working and regulatory culture where every individual is valued, where equality of opportunity thrives, and where discrimination, victimisation, and harassment have no place. As a regulator and as an employer, we:

- Recognise and value diversity in all its forms
- Actively promote equality of opportunity
- Reject and challenge all forms of discrimination, victimisation, and harassment.

We put these principles into practice as a regulator by:

- Monitoring diversity in the profession, removing unnecessary barriers to entry, providing resources and support to Costs Lawyers
- Ensuring that our internal policies and regulatory framework promote fairness and inclusion
- Ensuring that no individual or group is disadvantaged on the basis of a protected characteristic.

We put these principles into practice as an employer by:

- Cultivating a workplace where everyone feels respected, supported, and able to thrive as their authentic selves
- Ensuring that no applicant, board member, colleague, or team member is treated less favourably in recruitment, employment terms, promotion, training, or benefits because of a protected characteristic.

Why equality, diversity and inclusion matter

Our commitment is rooted in our values and aligned with our responsibilities under the Legal Services Act 2007 and the Equality Act 2010. But to us, equality, diversity and inclusion means more than compliance with a legal and regulatory duty.

- It means recognising that everyone deserves the opportunity to contribute and succeed
- It means recognising, respecting, and celebrating the unique experiences and perspectives that individuals bring, and creating environments where everyone feels they belong and can do their best work
- It means building a diverse and inclusive profession that reflects, and values, the wide range of communities and clients that it serves, enhancing public confidence and access to justice.

Equality and diversity are distinct but interconnected. We cannot truly promote equal opportunity unless we value and harness difference. We are enriched, both as a profession and as a community, when we seek out and learn from diverse voices. Our commitment was further underscored in June 2022 when we joined other legal regulators in signing up to the principles for Tackling Counter-Inclusive Conduct through Disciplinary Procedures, pledging to take meaningful action against behaviours that undermine inclusion.

Reasonable adjustments

We encourage applications from candidates of all backgrounds, ages, and experiences. If you require any reasonable adjustments to support your application, please let us know by emailing Paul Mosson, CEO, at ceo@clsb.info.

Principles

- Assessment.** Each request for adjustment is considered on its own individual merits and circumstances
- Proportional response.** We seek to support individuals while preserving procedural fairness
- Open and timely discussion.** We encourage early identification of needs. Where reasonable adjustments are agreed, they will be recorded and applied consistently.

Examples of Possible Adjustments

- Allowing extra time to prepare
- Offering pauses during interviews
- Offering alternative remote participation if travel or attendance is difficult
- Sharing information in alternative formats (simpler wording, larger print or audio).

Requesting an adjustment

1. **Identify a concern.** As soon as a need or potential barrier is apparent, flag this with us using the email address above
2. **Describe the impact.** Explain how a certain aspect of the process might be affected and suggest what support would help
3. **Discuss and agree.** We will confirm which adjustments can reasonably be made based on the information provided
4. **Document what's agreed.** Any agreed adjustments will be recorded and applied throughout the interview and selection process.

Further information

If you would like to arrange a short informal chat to learn more about the CLSB, please email Paul Mosson, CEO, at ceo@clsb.info.

How to apply

We encourage applications from candidates of all backgrounds, ages, and experiences. If you require any reasonable adjustments to support your application, please refer to the section below and let us know.

To apply, please submit the following by email to Paul Mosson at ceo@clsb.info:

- A CV
- A covering letter (maximum 2 pages), specifying which role you're applying for (Lay or Non-Lay NED), your motivation for applying, and your suitability for the position.

Please note that we will not consider applications that are sent without a covering letter.

- Once you have sent your application, please complete our [candidate diversity survey](#). We use this survey for monitoring purposes only; your responses are anonymous and will not impact your application in any way.

Deadline for applications: 5pm on Tuesday 14 October 2025

Interviews: Scheduled for 3 November 2025 in Central London (please note that this is a fixed date due to the availability of the panel)

Job description

Non-executive director

Objective

Together, the non-executive directors oversee fulfilment of the CLSB's mission and vision, providing direction to the Executive and contributing to the effective governance of the organisation. Non-executive directors apply their diverse talents and experience to further the interests of the CLSB and help the organisation promote the regulatory objectives in section 1 of the Legal Services Act 2007.

Responsibilities

Stewardship

- Contribute to the development of strategy and objectives for the organisation, bringing an independent perspective and open mind to discussions.
- Apply relevant prior experience and professional expertise for the benefit of the CLSB, making suggestions for positive change that reflects the organisation's resources and purpose.
- Scrutinise financial information provided to the Board and encourage sound use of the CLSB's resources.
- Proactively seek assurance and information in order to hold the Executive to account for the delivery of agreed business plans, strategic objectives and key performance indicators.
- Consider and respectfully challenge recommendations and decisions of the Executive.
- Monitor, and help to address, regulatory and operational risks.
- Make contributions and take decisions (including by exercising any voting rights) that are in the best long-term interests of the CLSB and achieve regulatory objectives.

Engagement

- Act as an ambassador for the CLSB, for both professional standards and the benefits of regulation generally.
- Constructively engage with key external stakeholders when the opportunity arises.
- Build a strong and effective working relationship with the Executive team, providing advice and support in areas of expertise as required.
- Show respect for other non-executive directors and for the Chair, supporting them in fulfilling their respective roles, and fostering an inclusive and safe environment for

constructive debate.

- Contribute to the work of Board committees, subject to expertise and capacity.

Effectiveness

- Develop an understanding of the regulatory framework established by the Legal Services Act 2007, and an up-to-date understanding of topical issues, challenges, and approaches in legal services regulation.
- Develop awareness of the role of the Association of Costs Lawyers (ACL), Legal Services Board, Legal Services Consumer Panel, Legal Ombudsman, and Ministry of Justice.
- Act in accordance with the CLSB’s Board Governance Policy at all times, including the Board Code of Conduct, and the terms of the relevant letter of appointment or reappointment.
- Work within the parameters of any agreed internal policies and procedures as well as applicable external laws and regulations, such as the [Internal Governance Rules 2019](#) and the Equality Act 2010.
- Participate constructively in annual appraisals.

The above list is indicative only and not exhaustive. Non-executive directors will be expected to perform all duties as are reasonably commensurate with the role.

Board meetings

Each NED is expected to attend four scheduled board meetings per year. The location of board meetings is set by the board, but as a guide there are three online meetings with one two-day meeting held in person in Central London that includes a strategy session and Board dinner.

Agreed dates for 2026 Board meetings	Strategy session 2026
Thursday 29 January 2026 (remote)	
Thursday 23 April 2026 (in-person)	Wednesday 22 April 2026 (in-person)
Thursday 9 July 2026 (remote)	
Thursday 22 October 2026 (remote)	

There may also be occasional ad-hoc meetings. As an example, it is anticipated that there will be a short single-agenda item Board meeting towards the end of 2026 as part of the process for the next round of NED recruitment.

Core competencies – All non-executive directors

Area	Competency	Indicative behaviour
Leadership	Strategic awareness	Sees long term trends and their potential impact and recommends timely, proportionate action.
	Commerciality	Identifies business potential and financial or commercial opportunities.
	Prioritisation	Sets and manages strategic objectives flexibly and effectively.
	Risk awareness	Identifies and evaluates risks and likely outcomes when considering issues or making decisions.
	Vision	Contributes to, and clearly conveys, a vision for the organisation, providing strategic guidance and direction for the pursuit of that vision.
	Creativity	Offers creative ideas and perspectives.
Communication	Clarity	Expresses views concisely and clearly.
	Collaboration	Considers and respects the views of others, and actively shares information with colleagues.
	Consensus building	Is aware of the need for - and is able to persuade, facilitate and build – consensus, and reduce the risk of conflict.
	Challenging	Challenges and tests constructively, without appearing aggressive or dismissive.
	Working relationships	Develops trusting and effective working relationships.
	Stakeholder awareness	Builds effective relationships with a range of stakeholders, understanding and responding to their needs and priorities.
Decision-making	Independence	Thinks independently, then openly and confidently expresses views that may differ from the majority, whilst also being open to challenge.
	Information management	Is able to analyse data, identify information gaps, handle detail, and comprehend specialist or technical issues, asking for advice or training where needed.

	Innovation	Applies professional knowledge and expertise to draw credible analogies and innovate.
	Sensitivity	Addresses issues with consistency and diplomacy, respecting confidences where appropriate.
Accountability	Professionalism	Appreciates and fulfils the statutory and fiduciary duties of a director of a private limited company and regulatory body under the Legal Services Act.
	Corporate responsibility	Accepts and supports final corporate decisions even if not personally in agreement, but calls out non-compliance and risk.
	Personal responsibility	Is prepared to take on a reasonable proportion of the work and make consistently valuable contributions.
	Integrity	Demonstrates a strong personal commitment to the highest standards of public life, including the Nolan principles , and behaves at all times in an ethical, objective and balanced manner.
	Equality	Demonstrates commitment to promoting diversity, inclusivity and equal opportunities, treating people fairly whilst responding thoughtfully to differences.