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Head of Equality and Access to Justice: Amit Popat

BAR
STANDARDS
BOARD

REGULATING BARRISTERS

Annual Report

2017-18

The Bar Standards Board regulates barristers and specialised legal services businesses in England and Wales in the public interest



Our year in numbers: 2017-18

We regulate
16,258
practising barristers.

(and around 51,000 barristers without practising certificates)
As at 31 March 2018



We authorise 89 specialised legal services businesses.
As at 31 March 2018



Chair

Our Board



8 Lay members
(including the Chair)



7 Barrister members



We seek to promote
diversity at the Bar and beyond.



We decided to change the standard of proof applied in professional misconduct proceedings from the criminal to the civil standard to bring our disciplinary arrangements in line with most other professions.

(for alleged breaches of the Handbook that occur after 31 March 2019)



We received
260 applications

from solicitors, EU lawyers, overseas lawyers and legal academics wanting to transfer to the Bar.



475
complaints were opened against barristers



34

barristers had a disciplinary finding against them.

8

barristers were suspended.

6

barristers were disbarred.



We implemented a new regulatory approach to improve advocacy standards within Youth Courts.



We received

over 1,000 responses

to the six consultations we launched in 2017-18.

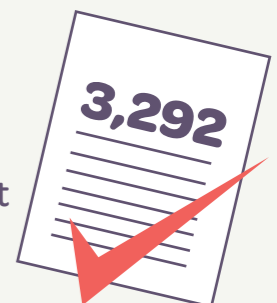
Over 650 people

attended one of our 26 stakeholder engagement events.



Students sat
3,292

centralised assessment papers which we set.



Who we are and what we do

We regulate barristers and specialised legal services businesses in England and Wales in the public interest.

We are responsible for:

- setting the education and training requirements for becoming a barrister;
- setting continuing training requirements to ensure that barristers' skills are maintained throughout their careers;
- setting standards of conduct for barristers;
- authorising organisations that focus on advocacy, litigation, and specialist legal advice;
- monitoring the service provided by barristers and the organisations we authorise to assure quality; and
- handling complaints against barristers and the organisations we authorise and taking disciplinary or other action where appropriate.

The Regulatory Objectives

Our objectives are laid down in the Legal Services Act 2007. We share them with the other legal services regulators. They are:

- protecting and promoting the public interest;
- supporting the constitutional principle of the rule of law;
- improving access to justice;
- protecting and promoting the interests of consumers;
- promoting competition in the provision of services;
- encouraging an independent, strong, diverse and effective legal profession;
- increasing public understanding of citizens' legal rights and duties; and
- promoting and maintaining adherence to the professional principles.

Risk-based regulation

We do all of this by taking a proportionate, risk-based approach to regulation. This means that we are constantly monitoring the market for barristers' and advocacy services. We identify all of the potential risks that could prevent the Regulatory Objectives (see above) from being met. When we have done this, we focus our attention as the regulator on the risks that we think pose the biggest threats to the public interest.

We then take action to try and prevent those risks from occurring, or to reduce their impact. The work that we do is governed by the Legal Services Act 2007 as well as by a number of other statutes.

Please visit our website at www.barstandardsboard.org.uk to find out more about what we do.

Welcome to our Annual Report for 2017-18

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A personal word of introduction from BSB Chair, Baroness Blackstone

During 2017-18, we made real progress against many of our key areas of regulation including our root and branch review of the system by which new barristers train and qualify.

I hope that our Annual Report will be a useful document in highlighting both the policy developments we have made this year and our day to day work regulating barristers and specialised legal services businesses in England and Wales in the public interest. Day to day regulatory work accounts for most of our time and resources. It includes the supervision of barristers and chambers, ensuring compliance with our Continuing Professional Development requirements, assuring the public of the quality of barristers' work and assessing and investigating reports about barristers' conduct, taking enforcement action where necessary.

2017-18 was the middle year of our three-year strategic plan and there were a number of policy developments announced or put into effect during the year. They include:

- continuing with our Future Bar Training (FBT) programme, including consulting on the rules governing pupillage and the role of the Inns of Court in the training and qualification of barristers;
- responding to the Competition and Markets Authority's (CMA's) recommendations, including consulting on proposals to introduce new transparency standards for the Bar so consumers can make more informed decisions about barristers' services;
- deciding to change the standard of proof applied in professional misconduct proceedings from the criminal to the civil standard to bring our disciplinary arrangements in line with most other professions;
- beginning to implement a new regulatory approach for barristers working in the Youth Courts, so that we can work closely with them to help improve advocacy standards for young people; and
- publishing new guidance for the public and for professionals on immigration and asylum related legal issues to help people to navigate the legal system more easily.

Our year-end financial position was positive when assessed against the original budget. Whilst we overspent by 3.6% primarily related to unforeseen and unavoidable expenditure, we received an additional 65% (£582,000) of non-Practising Certificate Fee (PCF) income.



Engaging with the profession and our other key stakeholders about our work is vital to our regulatory approach and I would like to thank all those who have worked with the BSB in the past year to help us achieve our objectives. We engaged with a record number of people during 2017-18, with over 650 people attending one of our 26 stakeholder engagement events. I hope this level of collaboration continues.

In 2018-19, we will continue to implement our Future Bar Training reforms and will consult on the necessary rule changes to enable the BSB to respond to the CMA's recommendations on price transparency. We will also complete the governance reform within the BSB and, subject to consultation, establish a new Independent Decision-Making Body for enforcement decisions and to review authorisation decisions, and adopt a new approach to how we handle information that comes in to the BSB. We will continue to take action to improve access to the Bar, and career progression for female, and Black, Asian and Minority Ethnic (BAME) barristers.

By the end of the coming year, following consultations with our key stakeholders, we will decide how best to take forward our current strategy and approach beyond 2019. This will take into account our latest assessment of the main risks to meeting our Regulatory Objectives leading to a new strategic plan, underpinned by a new Risk Outlook for the market for barristers' services.

I would like to thank my colleagues on the Board, our committee members, and our executive team for their hard work during 2017-18. This has been a year in which there has been real progress in modernising the regulation of the Bar and of Bar training in particular.

Finally, I would like to thank my predecessor as Chair of the Bar Standards Board, Sir Andrew Burns, for his valuable contribution to the BSB during his three year tenure.



Tessa Blackstone
Chair, Bar Standards Board

Our current strategic priorities

2017-18 was the second year of our current three-year Strategic Plan.

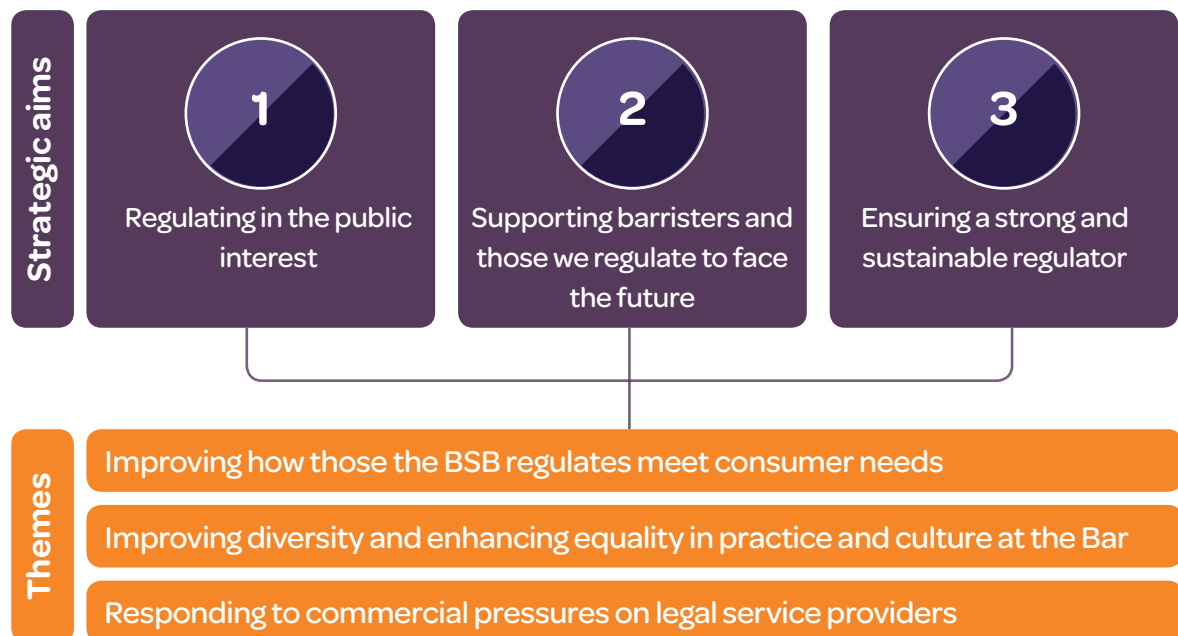
Our current Strategic Plan organises our work into three Programmes:

- regulating in the public interest;
- supporting those we regulate to face the future; and
- ensuring that there is a strong and sustainable regulatory function for the Bar.

Embedded into these programmes is our approach to how we address the main risks we perceive to our Regulatory Objectives. The key risk themes are:

- A.** the risk of failure by those we regulate to meet consumer needs;
- B.** the risk of lack of diversity, and discriminatory practice and culture at the Bar; and
- C.** the risk of commercial pressures on legal services providers.

The diagram below represents our approach:



Strategic Programme 1: Regulating in the public interest

This Programme is about ensuring that our regulatory approach promotes and protects the interests of consumers of legal services and the wider public.

We want to help the public to understand the fast-changing and complex market for legal services, so that consumers of those services can make informed choices and have a better knowledge of their legal rights and duties as citizens. The recent CMA report has given further emphasis to the importance of this work.

We will develop our face to face and digital dialogue with the profession and consumers so that what we propose and what we do can be demonstrably evidence-based and risk-focused as well as understood by users and providers.

We will continue to strengthen and demonstrate our independence from the profession by ensuring our regulatory decision-making processes are independent, consistent and transparent.

Strategic Programme 2: Supporting barristers and those the BSB regulates to face the future

This Programme is about supporting the profession so that it can continue to provide essential legal services at a high standard to the public.

The legal services market is changing rapidly and will continue to do so. We will help the public to understand the separate nature and specific skills of the Bar in a legal world where regulatory constraints apply primarily to the reserved activities, such as advocacy in the higher courts and litigation. For example, the public needs to understand the difference between a fully qualified, regulated and insured barrister and a "McKenzie Friend" (someone who assists someone who is representing themselves in court - a "litigant in person" - and who may be paid but who may not be either regulated or legally qualified).

We will encourage the profession to cooperate more closely with solicitors and other legal professionals where that may offer advantages for the public. We will also continue to authorise entities and Alternative Business Structures to provide barristers with further opportunities to innovate in the ways in which they supply legal services.

We will ensure our regulatory frameworks do not pose unnecessary barriers to entering the market and we are reforming legal education and training for the Bar to sustain high standards while making training more accessible, affordable and flexible.

Strategic Programme 3: Ensuring a strong and sustainable regulator

This Programme is about making sure that we take the necessary steps to remain an efficient and effective regulator for the Bar in the long-term.

We will continue to position the BSB as the regulator of legal services which have advocacy and specialist legal advice at their core.

We will actively promote regulatory governance arrangements which are constitutionally and financially independent of government and of the profession we regulate, whilst at the same time ensuring that we maintain our credibility with the public. We will maintain and extend our accountability.

We will continue to promote our core values of fairness, integrity, respect, excellence and value for money. We will maintain our strong track record of transparency, accountability and good stewardship of resources by setting out clear and meaningful measures of success.

To show how the work that we did during 2017-18 fits into our Strategic Plan, this Report uses these graphic devices to cross-reference pieces of work to one of our three strategic themes.



You can read more about our approach to regulating the Bar, risk-based regulation (including more about our risk themes) and our current Strategic Plan on our website at: www.barstandardsboard.org.uk/about-bar-standards-board/how-we-do-it/

Flexible plans for changing times

When we published our Strategic Plan in 2016, we acknowledged that there was a great deal of uncertainty concerning the regulatory environment in which we operate. We needed to make sure that our Strategic Plan and our annual Business Plans were flexible and adaptable, so that we could respond to any changes and re-prioritise our work as and when necessary.

Although our three main risk themes have remained unchanged since March 2016, a number of events have occurred since then. Most notable of these was the publication of the Competition and Markets Authority's report in December 2016 which led to us undertaking a large stream of work during 2017-18 as we began to respond to the CMA's recommendations.

As you will see from [page 21](#) of this Report, nearly all of the tasks that we set ourselves in our 2017-18 Business Plan were delivered as planned and to budget.

Our teams and their work

This organisation chart shows how we are structured. A description of the work of each team is provided below. On 1 April 2018, we had 81 people employed at the BSB.



Strategy and Policy

We are a risk- and evidence-based regulator. Risk-based regulation means that we are constantly monitoring the market for barristers' services. We identify the potential risks that could prevent our Regulatory Objectives from being met. When we have done this, we focus our attention on the biggest risks and then take action to try to prevent them from occurring, or to reduce their impact. You can read more about our risk-based approach to regulation and find out about the risk areas upon which we are focusing most of our attention during our current strategy on [our website](#).

In accordance with our research strategy, we gather evidence about what is happening in the market and the impact that our actions are having. We conduct research (either by ourselves or with others) and we collaborate with stakeholders who have an interest in our work. This can involve inviting external individuals or organisations to participate in workshops or project groups in addition to inviting comments, via consultations, on all of our proposals. We use this knowledge to set or revise standards and introduce rules and guidance for barristers and entities. These rules are contained in the BSB Handbook. We develop policy on the educational pathways into the profession. In addition, we develop policy on the conduct of practice in areas such as chambers' complaints handling and direct public access to barristers. Another important area is equality and diversity, where we set a number of objectives in our Equality Strategy. This is available on [our website](#).

Regulatory Assurance

The Regulatory Assurance Department brings together all of our supervision and authorisation functions.

Our aim is to assure, maintain and enhance standards across the profession through the development of measures for assessing adherence to the standards set out in the BSB Handbook of both the individuals we regulate and the chambers and entities in which they practise. This includes a risk-based approach to supervision, the authorisation of new entities and the regulation of Continuing Professional Development (CPD).

We oversee the academic, vocational, and pupillage stages of training that must be completed in order to qualify as a barrister. We set and mark examinations for prospective barristers. We also decide on individual applications from people wishing to qualify and/or practise as barristers but who would like to be exempted from some or all of the normal training requirements.

Professional Conduct (Enforcement)

The Professional Conduct Department assesses and investigates concerns about the professional conduct of barristers and others whom we regulate. Where there is sufficient evidence, and the regulated person's conduct poses a risk to the Regulatory Objectives, we are also responsible for taking relevant enforcement action. We apply a four-stage process when considering complaints and reports to ensure that we deal with them fairly and efficiently. This process is described in detail on [our website](#).

When a complaint leads to a disciplinary tribunal these are arranged by an independent organisation called the [Bar Tribunals and Adjudication Service \(BTAS\)](#).

Barristers' Core Duties

The rules and code of conduct for barristers in England and Wales are contained within the BSB Handbook. There are ten core duties that all barristers must observe. These are:

Barristers must...

- observe their duty to the court in the administration of justice;
- act in the best interests of each client;
- act with honesty and integrity;
- maintain their independence;
- not behave in a way which is likely to diminish the trust and confidence which the public places in them or in the profession;
- keep the affairs of each client confidential;
- provide a competent standard of work and service to each client;
- not discriminate unlawfully against any person;
- be open and co-operative with their regulators; and
- take reasonable steps to manage their practice, or carry out their role within their practice, competently and in such a way as to achieve compliance with their legal and regulatory obligations.

The BSB Handbook is available on our website at: <https://www.barstandardsboard.org.uk/regulatory-requirements/bsb-handbook/>

Communications and Public Engagement

The Communications and Public Engagement Department is responsible for all of our internal and external communications including our publications, website, social media activity and media relations. It helps our other teams to engage with the profession and other stakeholders to make sure that we discuss our policy development plans in an open and consultative way.

Corporate Services

The Corporate Services team provides support with strategic and business planning and performance reporting and ensures that we maintain good governance practices, policies and procedures. The team also provides administrative support for the Chair, Vice Chair and Director General.

Resources Group

We share the following support services with the Bar Council: Facilities, Finance, Information Services, Human Resources, Records and the Project Management Office.

The story of our year

In this section, we outline what we achieved during 2017-18. To see this reported against the list of activities that we set out in our 2017-18 Business Plan, please refer to the tables starting on page 21.

As well as our major consultations in 2017 on the future of Bar training and on new transparency standards for the Bar, key highlights from the year included the following:

- consulting on and then deciding to change the standard of proof applied in professional misconduct proceedings from the criminal to the civil standard to bring our disciplinary arrangements in line with most other professions (for alleged breaches of the Handbook that occur after 31 March 2019);
- changing the rules to require chambers to allow all self-employed barristers access to parental leave;
- consulting on a range of new declaration rules for barristers when they ask for practising certificates and overseeing their introduction from February 2018;
- issuing new guidance for the public and for professionals on immigration and asylum related legal issues in June 2017, and preparing to issue new guidance in April 2018 on dealing with vulnerability in immigration legal work;
- starting to license Alternative Business Structures (ABS) from April 2017; and
- simplifying the Public and Licensed Access Rules following a consultation.

Most of our work regulating barristers is taken up with the day to day tasks necessary to oversee qualification for, and the activities of, the Bar. With 16,258 registered barristers in England and Wales on 31 March 2018 and a further 50,912 unregistered barristers who do not practise but who are nonetheless subject to our regulation, these everyday business-as-usual, regulatory tasks account for around 85% of our costs. These tasks include:

- supervising barristers, chambers and entities;
- assessing and investigating reports and complaints about barristers' professional conduct;
- when necessary, taking appropriate disciplinary action against barristers who have broken the rules;
- issuing practising certificates to individual barristers on an annual basis, and thereby authorising them to practise;
- assessing and processing applications from barristers to extend their practising certificates to include authorisation for public access work and/or to conduct litigation;
- managing the centralised examinations for the Bar Professional Training Course (BPTC);
- supervising BPTC providers and organisations that train pupils;
- assessing and processing applications associated with the education and training of barristers including those relating to pupillage, CPD, transferring qualified lawyers, and applications to become a pupillage training organisation;
- complying with our statutory equality and diversity responsibilities; and
- authorising entities (legal services businesses).

In order to ensure value for money when conducting these "business-as-usual" activities, we have robust governance arrangements in place to make sure that we do this all as efficiently as possible.

Assuring standards of practice by barristers

High standards of advocacy are a bedrock of the justice system and of the rule of law in general. The public must be able to rely on the standard of representation that they receive in court.

There are a number of ways in which we go about assuring the standards of barristers' work.

First, we closely **monitor and supervise barristers' practices**. In this way, we hope to be able to identify whether something needs to change in the barrister's practice. In most cases nothing needs to change but if something does – or we think there is a strong chance that something might go wrong in the future to prevent the barrister from providing a high standard of service and/or the impact of this could have serious consequences – we work collaboratively with the barrister's chambers or entity to put things right. This could involve additional training, making a change to a barrister's working procedures or anything else that we think is necessary to assure standards.

Supervision is now embedded within our overall regulatory approach. The emphasis is on helping chambers manage compliance and risk to ensure that they are meeting their regulatory requirements and are doing what they can to prevent any risks that have been identified from occurring. Typically, we receive around 30 pieces of information every month from internal sources (such as the Records and Professional Conduct departments) and external sources including barristers, pupils, chambers, BSB entities, other regulators and members of the public. We risk assess this information and act on it where we assess the risk to be high. Examples include a pupil complaining of a poor standard of training and rumours of a disorderly chambers closure. Sometimes this results in our issuing a desk-based response, and sometimes in our making a supervisory visit. For example, this year we carried out two visits where we were concerned about the quality of pupillage training, based on reports from pupils.

In November 2017, after much consideration by the Board, we announced that we would not be implementing the proposed Quality Assurance Scheme for Advocates (QASA). The Board decided that QASA was no longer consistent with the risk-based and proportionate approach to regulation that we have developed since QASA was first devised and approved. We remain committed to assuring the competence of barristers, but will now do so by building upon the strong foundations of regulation that have been implemented over the last three years.

Another way in which we can assure standards of practice is by taking **enforcement action** against the few barristers who are found to have broken the rules of professional conduct.

Our method for investigating complaints about barristers' professional conduct is thorough, robust and fair. The public can be confident that appropriate action is taken against barristers who break the rules. At the same time, barristers can be assured that if they are the subject of a complaint, we will investigate it carefully and deal with it in a fair and proportionate way.

During 2017-18, we opened 475 complaints about the conduct of barristers. 84 per cent of these complaints – many of which can be exceedingly complex - were concluded or referred to disciplinary action within agreed service standards. These service standards require that:

- our initial assessment of a complaint be completed within eight weeks either by the complaint being closed without investigation or with it being referred to investigation;
- complaints from third parties be investigated and either closed or referred to enforcement action within eight months; and
- complaints raised by us be investigated and either closed or referred to enforcement action within five months.

Of the 34 barristers who had disciplinary findings made against them, six were disbarred and a further eight were suspended.

You can read more about the work of our Professional Conduct Department in our separate annual report about this aspect of our work. This report will be available on our website from September 2018.

Finally, if we think our regulatory arrangements for barristers need to be amended we can apply to our oversight regulator, the Legal Services Board (LSB), to have them changed. We will only change the arrangements after we have developed a properly evidenced policy proposal, and engaged and consulted with the profession and other interested stakeholders about the change.

In May 2017, we launched a consultation about the **standard of proof** that is applied when barristers and others regulated by the BSB face disciplinary proceedings for professional misconduct. We wanted to seek views as to whether our regulatory arrangements should be changed to allow the civil standard (“on the balance of probabilities”), rather than the existing criminal standard (“beyond reasonable doubt”), to be applied and thus bring the Bar’s disciplinary arrangements in line with most other professions.

Following the consultation to which over 100 responses were received, in November we announced that we would be changing to the civil standard, subject to approval from the LSB. The BSB, along with the Bar Tribunals and Adjudication Service, will need a period for pre-implementation preparation and therefore we propose to apply the civil standard to alleged breaches of the Handbook occurring after 31 March 2019.

Finally, in November 2017, **updated disciplinary tribunal regulations** came into place. The revised regulations sought to modernise and streamline the regulations as well as to codify existing informal practices. Overall, we updated eight areas within the regulations which were reflected in a new version of the BSB Handbook.

Responding to the CMA's market study into the provision of legal services

In June 2017, we outlined our plans to act on the recommendations that came from the 2016 **CMA report into the market for legal services**.



In Focus: Overview of the CMA market study into the provision of legal services.

In December 2016, the CMA concluded that competition in legal services for individual consumers and small businesses is not working well. In particular, it found that there is not enough information available on price, quality and service to help those who need legal support to choose the best option.

The CMA set out a package of measures which challenged us – with the other frontline legal regulators and the LSB – and providers to help customers better navigate the market and to find a service which meets their needs.

The full CMA report can be found on their website at: <https://www.gov.uk/government/news/cma-demands-greater-transparency-from-legal-service-providers>

Our initial focus was on improving transparency for consumers about the services provided by barristers, their fees and the availability of redress. We agreed with the CMA that making this information more available across the legal sector could promote competition and help consumers access the market more easily.

To consider how the Bar could best respond to the CMA's recommendations taking into account the specialist legal services provided by the Bar, and in particular the fact that much of its work is carried out on a referral basis from solicitors, we began by identifying the good practice that already exists in this area in chambers and building on that. We also began piloting some new approaches with a small number of practitioners.

In October 2017, we issued a policy consultation that sought views on a number of ways in which our rules, in light of the CMA recommendations, could target those consumers who were likely to benefit most from increased transparency. Clearly our rules will need to focus on Public Access barristers who deal with clients directly, but our consultation also sought views on whether we should apply similar disclosure requirements when barristers are offering services via a solicitor to anyone who has a right to complain to the Legal Ombudsman.

During the autumn, we held a number of well-attended events around the country and online, so that we could listen to what barristers and other interested stakeholders thought about these issues. It became clear that there must be a balance between improving consumer understanding and genuinely promoting competition on the one hand, and not overburdening barristers and chambers or producing information overload for clients on the other.

The Board met in February to consider this balance, the feedback received during the events and the formal responses to the consultation. As a result, we published a revised approach to implementing the CMA's transparency recommendations at the Bar. This contained a number of high-level proposals which will now be the subject of a more-detailed rule change consultation during 2018-19. The proposals agreed in principle in February are shown in the box panel below.

Subject to approval by the LSB, these transparency requirements will come into force by May 2019. However, the BSB is not proposing to make compliance with any fee transparency requirements mandatory until early 2020. The effectiveness of the new requirements will be evaluated from December 2020.

In Focus: The BSB's agreed approach to improving transparency for clients of the Bar

Following a consultation, we set out the following approach to improve transparency standards for clients of the Bar:

- targeting new price transparency requirements on the more standardised services provided by Public Access barristers who provide services direct to the public and whose clients are most likely to benefit from "shopping around";
- working closely with Specialist Bar Associations to develop guidance for barristers providing these standardised services;
- considering whether in relation to Public Access work disclosure requirements should apply only to certain chambers (which could be defined by size or type of service provided);
- giving further consideration as to whether all chambers' websites should be required to state their most commonly used pricing models and that professional and/or lay clients (as appropriate) may contact chambers to obtain a quote;
- requiring all chambers' websites to state the areas of law in which they most commonly provide services;
- requiring all chambers with Public Access registered barristers to display a link through to the guidance for lay clients on the BSB's website;
- requiring all chambers' websites to display a BSB logo, the text "barristers regulated by the Bar Standards Board" and information about any right to complain to the Legal Ombudsman (LeO); and
- further consumer testing to make sure that any disclosure requirements placed on barristers strike the right balance between helping consumers make informed decisions whilst not delivering overly complex information.

We agreed not to proceed with proposals to require chambers to publish first-tier complaints data. However, we will consider a requirement for chambers' websites to link to the Barristers' Register to enable clients to search for any current disciplinary findings by the Bar Tribunals & Adjudication Service in line with our disclosure policy. We will also explore the feasibility of a similar arrangement for complaints which have been upheld by the Legal Ombudsman.

In considering how best to target new disclosure requirements, we agreed that delivering a proportionate approach to the CMA market study is best achieved by focusing on the Public Access Bar, where clients will most benefit from greater transparency of information about services, fees and rights of redress. We agreed not to impose disclosure requirements in relation to hourly rates and fixed fees on barristers undertaking work referred by solicitors. However, our view is that all barristers should be required to meet minimum transparency standards in relation to service and redress.

Assuring standards of entry to the profession

A large part of the work that we undertake as a regulator involves the process by which new barristers qualify to practise in England and Wales.

We have a duty to make sure that everyone who is authorised has met the necessary standards to be allowed to practise. This is one of the most important ways by which we assure the public that everyone being Called to the Bar is fit to be so.

The following list shows the variety of roles we play in the qualification of a new barrister, as well as illustrating the scope and extent of the work that we undertook in 2017-18:

- **1,854** students passed a Bar Course Aptitude Test – one of our regulatory requirements – in order to demonstrate their aptitude to complete the Bar Professional Training Course (BPTC) successfully;
- **1,624** students enrolled with a BPTC provider in order to study on the BPTC;
- **1,344** centralised assessment papers were sat by students in August 2017 as part of their BPTC and a further **1,948** papers were sat in March 2018 (NB: The spring BPTC exams took place between March and May, so further papers were sat by students in May 2018);
- **235** applications were received by us from students wishing to be exempted from various aspects of the academic or vocational stages of learning;
- **13** organisations applied to us to become a pupillage training organisation;
- **197** applications were received by us from prospective barristers for exemptions and waivers in relation to pupillage;
- **165** qualified overseas lawyers or qualified UK solicitors took the Bar Transfer Test in order to be eligible to practise as a barrister in England and Wales; and
- **260** applications were received by us from solicitors, EU lawyers, overseas lawyers and legal academics wanting to transfer to the Bar.

Many of the applications referred to above were previously dealt with by our Qualifications Committee, which was disestablished in August 2017 to allow decisions of this nature to be made by our staff. This streamlines our processes, ensures value for money for those who fund us and is in line with our modernised principles of governance. Where necessary, our staff can access expert advice from our Advisory Pool of Experts (known as “APEX”).

Reforming the system for qualifying as a barrister

Our extensive review of education and training for barristers, known as “Future Bar Training”, has been running since late 2014. Substantial progress was made during 2017-18.

In March 2017, we confirmed that we plan to authorise a limited number of future training routes for prospective students to qualify as barristers, and that we will assess the routes against the four key criteria of flexibility, accessibility, affordability and sustaining high standards.

In October 2017, we launched a consultation to seek views on a number of further aspects of the way in which barristers train and qualify. This included:

- to what extent the BSB should prescribe the role of the Inns of Court in the training and qualification of barristers;
- the future rules and regulatory arrangements for pupillage and other forms of work-based learning and;
- a draft of a new framework to enable training providers to develop new and innovative training programmes for aspiring barristers.

We hosted a number of events around the country and online to listen to what our stakeholders had to say about the issues raised. This led to us receiving around 150 formal responses to the consultation.

We issued a Policy Statement in March 2018 confirming that the Inns of Court will continue to have an essential role in the training of barristers. The Statement also clarified our role in the oversight of student barristers and confirmed that new, more robust checks will be introduced to help determine the suitability of everyone being Called to the Bar in future.

The March 2018 Statement also confirmed that the content of qualifying sessions should not only be aligned to the Professional Statement but should also focus on public interest matters such as the advocate’s role in the rule of law and integrating trainees into a “community of practice” through interactions with more experienced practitioners and the judiciary. The Inns are uniquely placed to provide this important function and we will consider in more detail how many sessions would be appropriate and the detail of the oversight arrangements to be put in place. More of this activity should be available to prospective barristers outside London, through collaboration between the Inns, Circuits and regional training providers.

The March 2018 Policy Statement can be read in full on our website at: https://www.barstandardsboard.org.uk/media/1927537/fbt_inns_of_court_policy_statement_23.03.18_final.pdf

Although it falls outside the period covered by this Report, readers may wish to know that we published another Policy Statement in May 2018 to announce our decisions about the other elements covered in our October 2017 consultation. The May 2018 Statement:

- outlined our position on pupillage and other forms of work-based learning;
- contained an updated version of the Authorisation Framework that we will use to determine whether proposals from training providers are fit for purpose for training during each component of the qualification process and whether they comply with the four fundamental principles; and
- referred to a new Curriculum and Assessment Strategy which will introduce some important changes to the way prospective barristers are taught and assessed.

The May 2018 Policy Statement can also be read in full on our website at: https://www.barstandardsboard.org.uk/media/1935316/fbt_pupillage_af_and_car_policy_statement_-_may18.pdf

Having made decisions about all of these policy issues, we issued a final rules consultation during 2018. This will be with a view to new training and qualification rules for barristers being agreed by the BSB and the LSB in time for them to come into force in January 2019. This means that the earliest some of the changes could start is 2019, although much depends on the courses training providers submit to us for authorisation and when they do this. Transitional arrangements will be put in place to enable those currently in training or about to start in 2018-19 to complete their training under the existing arrangements.

Promoting equality and diversity

Equality and diversity forms an important part of the work undertaken by the BSB and progress was made on several important fronts during 2017-18.

In January 2018, we published our annual report on **diversity at the Bar**. This showed that diversity is heading slowly in the right direction but that further progress is needed.

Some of the key findings from the report include:

- at 62.8 per cent men still outnumber women at 37.0 per cent of the practising Bar. However, the overall percentage of women increased by 0.5 percentage points (pp) during the last year;
- the percentage of Black, Asian and Minority Ethnic (BAME) practising barristers has increased by 0.5 pp since December 2016. 12.7 per cent of the practising Bar is now BAME;
- male QCs still outnumber female QCs, but the percentage of female QCs increased from 13.7 per cent in December 2016 to 14.8 per cent in December 2017;
- the percentage of BAME QCs has increased by 0.8 pp year on year with 7.2% being BAME and 89.2% being white; and
- the gender and ethnic diversity of pupil barristers is roughly in line with the population of England and Wales, with 51.7 per cent of pupils being female and 16.1 per cent being BAME.

Towards the end of May 2017, we proposed a change to our rules to require chambers to allow all self-employed barristers access to **parental leave**. Following a public consultation, later in the year, the Board agreed to change the equality rules to require all chambers to have a policy that allows any member who becomes the carer of a child to take parental leave, and that it should apply regardless of whether a person's spouse or partner takes parental leave. Chambers' parental leave policies should allow parental leave to be taken flexibly, to enable barristers to maintain their practice and support their income while on leave.

2

In February 2018, we hosted an event about how to improve **race equality at the Bar**. The event was called 'Heads Above the Parapet: How can we improve Race Equality at the Bar?'. It was attended by over 50 delegates including practising barristers, other legal practitioners, educators, race equality organisations, diversity experts and senior leaders from the BSB. Guest speakers provided interesting perspectives on the realities of being Black, Asian, and Minority Ethnic (BAME) practising barristers. The event focused on identifying barriers for BAME people accessing and progressing through a career at the Bar, and considering how best to remove these barriers. The contributions and proposals that were raised at this event are helping the BSB develop a series of recommendations for publication in the future.

2

We also followed up our major 2016 survey about **women's experiences at the Bar**, by conducting further research and devising an action plan to help us tackle some of the issues brought to our attention via the research. We went on to publish the latest research and a summary of our action plan in May 2018.

2

You can read our Equality and Diversity Strategy on our website at: <https://www.barstandardsboard.org.uk/about-bar-standards-board/equality-and-diversity/equality-strategy-2017-19/>

Delivering value for money

During 2017-18, a number of changes were made to **the way in which we are governed** and the way in which we work. These are designed to make our operations as efficient as possible and deliver value-for-money for those who fund us. You can review the financial effects of these changes by reading about our financial performance during 2017-18 from page 26 of this Report. Key governance changes made this year were the disestablishment of the Qualifications Committee and the transfer of decisions on authorisations to the executive. To support this, an additional appointment was made to APEX to advise staff taking these decisions.

3

We conducted a review of the first year of operation of APEX and our future needs for specific areas of expertise. The review found that APEX was working well.

The final phase of our governance reforms outlined in our 2016-19 Strategic Plan, deals with **modernising the BSB's regulatory decision-making**. In March 2018, we launched a consultation seeking views on the establishment of a new Independent Decision-Making Body (IDB) consisting of a pool of approximately 30 lay and barrister members from which panels of three or more will be nominated to take individual regulatory decisions. Under

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the plan, the IDB will replace the BSB's Professional Conduct Committee which currently consists of 32 lay and barrister members. The IDB would also take over the role of the current Authorisations Review Panels (which replaced the Qualifications Committee) in dealing with challenges to staff decisions on individual applications for authorisation and waivers from Handbook requirements. The consultation also proposes the creation of a Centralised Assessment Team to handle all incoming information about the behaviour of those we regulate and thereby allow for a more consistent risk-based approach to the assessment of such information as well as further improvements in efficiency.

This consultation closed in May 2018 and the Board will consider the responses received before deciding later in the year how best to proceed with these reforms.

Finally, in February 2018, thanks to our shared Information Systems resources with the Bar Council, we were involved with them in launching **MyBar**, a new self-service website for barristers and chambers to renew their practising certificates, update regulatory information, pay the Bar Representation Fee, manage subscriptions and applications and to book training. MyBar replaced Barrister Connect and made it easier for barristers to manage their professional relationship with the Bar Council and the BSB. By the end of March, over 17,161 users had visited MyBar.

Other work during 2017-18

In April 2017, we started licensing **Alternative Business Structures (ABSs)**. Prior to this, we had been regulating lawyer-only owned entities since 2015. Widening the range of entities that we are able to regulate to include ABSs allowed us, for the first time, to license legal services businesses which are owned jointly by lawyers and non-lawyers. As of 31 March 2018, we were regulating 81 lawyer-only entities and eight ABSs.

In June 2017, we published two consultations. The first was about simplifying the **Public and Licensed Access Rules**. An earlier review of the Public and Licensed Access schemes told us that they were working well but that improvements to the rules governing the schemes could result in a better service for clients and deliver greater access to justice for the wider public. The consultation recommended simplifying the rules and making them less prescriptive and more proportionate. In October 2017, following the responses we received to the consultation, we approved a number of rule changes for barristers undertaking public access work.

The second consultation was on a new set of proposals to introduce **declaration rules** that require barristers to declare a range of information about their practice to us every year when applying for their practising certificate. The new rules came into force in February 2018 and also apply to new and returning barristers. In addition to existing reporting requirements, barristers are now required to:

- provide information on their practice areas, including any public access work;
- declare work that falls within the scope of the new Anti-Money Laundering Regulations;
- register if they work in the Youth Courts, or intend to do so; and
- register a unique email address with our new MyBar website to help us to communicate with them more securely and effectively.

Obtaining accurate information of this nature will help us to understand better the practitioners that we monitor and regulate and be more focused and efficient in our regulation.

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The new requirement for barristers to register their work in the Youth Courts is a key component of the new approach we announced last year to **improve advocacy standards within Youth Courts** when we also published guidance for barristers working in youth proceedings based on a set of essential competences that are expected of all advocates working with young people.

2

This collaborative approach, working with barristers to improve standards, is also an example of the new more targeted and proportionate approach to regulation that we have been introducing over the past few years. This new approach, also displayed in the new **Continuing Professional Development** scheme for established barristers, is one of the reasons why in November 2017, we announced that we would not be implementing the Quality Assurance Scheme for Advocates (QASA).

2

In June 2017, we published **immigration guidance** in collaboration with the Solicitors Regulation Authority and the Office of the Immigration Services Commissioner to help anyone who works with people needing legal help with their immigration and asylum status. Later in 2017, we published translations in eight other languages. It was part of our response to some of the risks associated with immigration and asylum work in the hope of improving the consumer experience and helping barristers to adopt good practice. We followed this up in April 2018 by publishing a guide to assist immigration barristers when they work closely with vulnerable clients. All of this work came out of a thematic review in 2016 which found that barristers sometimes face difficulties identifying, assessing and managing client vulnerability.

2

In July 2017, we published the findings of some research with people who had used **barristers' services during family legal proceedings** and they showed that people were positive about the service they received from their barrister. It was the most in-depth research that the BSB had ever undertaken with barristers' clients. The survey also showed, however, that many people facing a family law matter are unable to access appropriate legal advice for a variety of reasons. This research and the issues that it highlighted will help to inform our future regulatory response to these important issues.

1

2017-18: What we said we would do and what we delivered

The table below shows the commitments that we made in our 2017-18 Business Plan and a short update of the progress we made during the year.

Strategic Programme 1 – Regulating in the public interest

Activity:	Progress:
Competition and Markets Authority (CMA) Action Plan	<ul style="list-style-type: none"> We published an action plan in response to the CMA's recommendations. We consulted widely about how the Bar could be more transparent about barristers' fees, services and rights of redress for consumers. Based on the outcomes of the consultation, we published a policy position stating how new transparency requirements for the Bar would be properly targeted at those consumers who need it most. Subject to a rules consultation and approval by the Legal Services Board, these transparency requirements are expected to come into force by May 2019.
Alternative Business Structures (ABS)	<ul style="list-style-type: none"> We started authorising ABSs in April 2017.
Embedding risk-based principles across the organisation	<ul style="list-style-type: none"> We implemented the next phase of how we prioritise risk, further embedding it as the main way in which we determine which regulatory actions to take. We started planning for the publication of our updated Risk Outlook in 2019, including reviewing our approach to evidence collection.
Bar Professional Indemnity Insurance and Bar Mutual Indemnity Fund (BMIF)	<ul style="list-style-type: none"> We reviewed our arrangements in relation to professional indemnity insurance for the Bar – this project continues into 2018-19.
Public and Licensed Access	<ul style="list-style-type: none"> Following our review of the Public and Licensed Access schemes during 2016-17, we consulted on ways to simplify the rules governing the schemes. Following the consultation, the revised rules came into force in the version of the BSB Handbook published on 1 February 2018.
Seek s69 Order	<ul style="list-style-type: none"> An Order under s69 of the Legal Services Act 2007 will give the BSB additional statutory powers, including a power to intervene in barristers' practices in the public interest. An Order has been approved by Parliament and will come into force in October 2018.

Table continues overleaf

Activity:	Progress:
Research Strategy	<ul style="list-style-type: none"> The Board approved a new Research Strategy during 2017-18 which is now embedded throughout our policy development work.
Standard of Proof	<ul style="list-style-type: none"> We consulted about changing the standard of proof in professional misconduct proceedings for barristers from the criminal standard to the civil standard. Following the consultation the Board agreed to apply the civil standard to professional misconduct allegations occurring after 31 March 2019. This will be subject to Legal Services Board approval.
Review of disciplinary tribunal services	<ul style="list-style-type: none"> The existing arrangements with BTAS were reviewed and the recommendations resulting from the review have been implemented.

Strategic Programme 2 – Supporting barristers and those the BSB regulates to face the future

Activity:	Progress:
Continuing Professional Development (CPD)	<ul style="list-style-type: none"> We continued to have dialogue with the profession throughout 2017 about the new CPD scheme for established practitioners that came into force on 1 January 2017. During the 2018 Authorisation to Practise process, all barristers were required to confirm their compliance with the new scheme for the first time. These declarations will be reviewed in 2018 on a “spot-check” basis.
Youth Courts	<ul style="list-style-type: none"> During 2017-18, we developed our new regulatory approach for barristers working with young people in the Youth Courts. We first announced our intentions to do this in February 2017. This made registration with us compulsory for barristers undertaking Youth Court work as part of the 2018 Authorisation to Practise process. Over 1,900 barristers registered. We published new guidance for young people on what to expect from their advocates.
Immigration	<ul style="list-style-type: none"> We published new guidance for the public and for professionals on immigration and asylum related legal issues. We prepared to launch a new guide in April 2018 for barristers working with vulnerable immigration clients.

Activity:	Progress:
Equality objectives	<ul style="list-style-type: none"> • We consulted about, and subsequently approved, new rules to require chambers to allow all self-employed barristers access to parental leave. • We hosted a series of workshops to follow-up the major research we undertook in 2016 about women's experiences at the Bar and agreed an action plan designed to tackle some of the issues highlighted. • We hosted an event about race equality at the Bar to help identify the barriers for BAME people accessing and progressing through a career at the Bar, and to consider how best to remove these barriers. • We published research into the experiences of Bar students which highlighted that some BAME students and candidates with lower socio-economic status are less successful in obtaining pupillage than white students with similar prior educational attainment.
Scope of practice	<ul style="list-style-type: none"> • We published proposals to review our Scope of Practice Rules which we intend to deliver in 2018-19.
Anti Money Laundering	<ul style="list-style-type: none"> • We contributed to, and published on our website, new anti-money laundering guidance for the whole legal sector. • We introduced new rules requiring barristers to declare work that falls within the scope of the new Money Laundering Regulations.
Future Bar Training (FBT)	<ul style="list-style-type: none"> • We consulted about updating some of the rules governing barrister training and qualification including: <ul style="list-style-type: none"> - to what extent the BSB should prescribe the role of the Inns of Court in the training and qualification of barristers; - future rules and regulatory arrangements for the work-based component of training (pupillage); and - a draft Authorisation Framework to enable training providers (in the academic, vocational and professional stages of training) to develop new and innovative training programmes for aspiring barristers. • Following the consultation, we published Policy Statements about these issues in March and May 2018 ahead of a rule change consultation planned for Summer 2018 and new rules coming into force from January 2019. • We began a pilot programme for a new method of pupillage accreditation. • We undertook a review of what subject matter is covered during each component of the education and training required to become a barrister, and how it is assessed.

Strategic Programme 3 – Ensuring a strong and sustainable regulator

Activity:	Progress:
Disciplinary Tribunal Regulations	<ul style="list-style-type: none"> • We introduced new disciplinary tribunal regulations into the BSB Handbook in November 2017.
Regulatory independence	<ul style="list-style-type: none"> • We responded to the Ministry of Justice’s response to the CMA recommendation about this issue.
Governance reforms	<ul style="list-style-type: none"> • During the year, we recruited additional members to our Advisory Pool of Experts (APEX). • We disestablished the Qualifications Committee and replaced it with Authorisations Review Panels. • We formed an action plan to tackle areas of underrepresentation on our Board and our committees. • We launched a consultation about modernising our regulatory decision-making including the establishment of a new Independent Decision-Making Body to replace our Professional Conduct Committee.

Our governance

We are governed by a Board made up of 15 people. The Board has a non-barrister majority including a non-barrister Chair. The Board met 12 times during the year: there were 9 ordinary meetings, one special seminar meeting on Future Bar Training, and two Away Days.

During 2017-18, the following people sat on our Board:

Chair:

Baroness Tessa Blackstone
(From 1 January 2018)
Sir Andrew Burns KCMG
(Until 31 December 2017)

Vice-Chair:

Ms Naomi Ellenbogen QC

Barrister members:

Mr Aidan Christie QC
Ms Justine Davidge
Ms Judith Farbey QC
Mr Andrew Mitchell QC
Mr Adam Solomon QC
Ms Anupama Thompson

Lay members:

Ms Alison Allden OBE
Ms Rolande Anderson
(until 31 December 2017)
Ms Lara Fielden
(from 1 January 2018)
Mr Steven Haines
Ms Zoe McLeod
Ms Nicola Sawford
Ms Kathryn Stone OBE
(from 1 January 2018)
Mr Stephen Thornton CBE
(from 1 January 2018)
Dr Anne Wright CBE
(until 31 December 2017)

Accountability

Under the Legal Services Act 2007 (LSA07), the LSB is responsible for overseeing the approved regulators for legal services in England and Wales. The approved regulator for barristers is the General Council of the Bar (GCB), which is also the representative body for the Bar. The LSA07 requires the separation of regulatory and representative activities so the GCB has established the Bar Standards Board to exercise its regulatory functions independently. We have a protocol in place with the GCB to ensure that the professional body's representative functions do not exert undue influence over the regulatory functions.

We independently control our allocated resources, and our operations are monitored quarterly by the Planning, Resources and Performance (PRP) Committee and then reported to the Board. The Committee also helps develop our strategic and business plans and oversees performance monitoring.

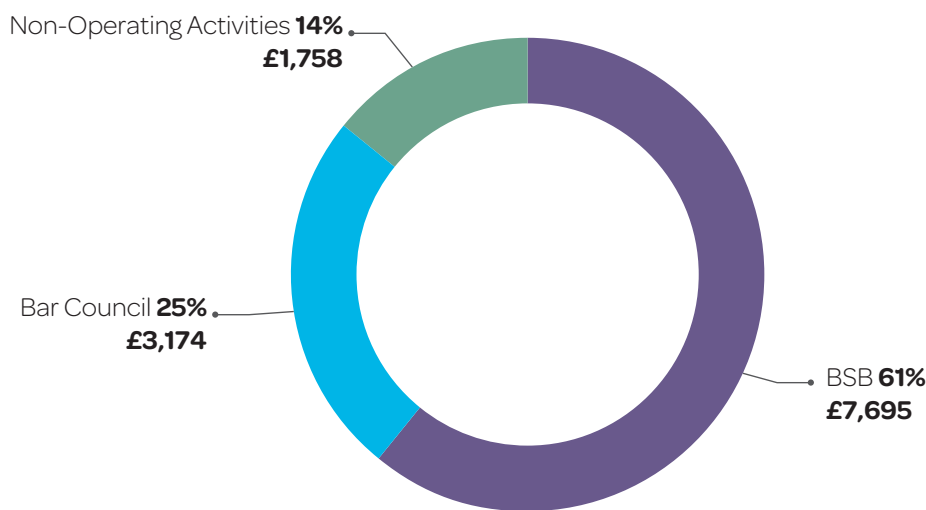
The Governance, Risk and Audit (GRA) Committee is responsible for ensuring the maintenance of good governance standards and internal control processes and advises the Board on the corporate and regulatory risk management framework. The Director General and senior managers are responsible for the areas of risk that relate to their departments. The corporate risk register is reviewed at least quarterly by our Senior Management Team and the GRA Committee. In addition, the GRA Committee conducts regular in-depth risk reviews throughout the year.

Our income and expenditure

A proportion of the Practising Certificate Fee (PCF) paid by barristers is spent by the BSB on regulation and a proportion is spent by the Bar Council on some of its functions (as permitted under s51 of the LSA07).

All figures in this section have been rounded to the nearest thousand pounds.

Allocation of PCF between Bar Council and BSB¹ (£ thousands)



Part of our income comes from charges for specific services we provide to individuals and organisations. We describe that kind of income as “income streams directly controlled by the BSB”. Directly controlled income streams include the fees from Bar Professional Training Course (BPTC) providers, and the Bar Transfer Test (BTT). The remainder of the BSB’s funding is from Practising Certificate Fees and General Council of the Bar reserves. These income streams are not directly controlled by the BSB.

Income Area

£ thousands

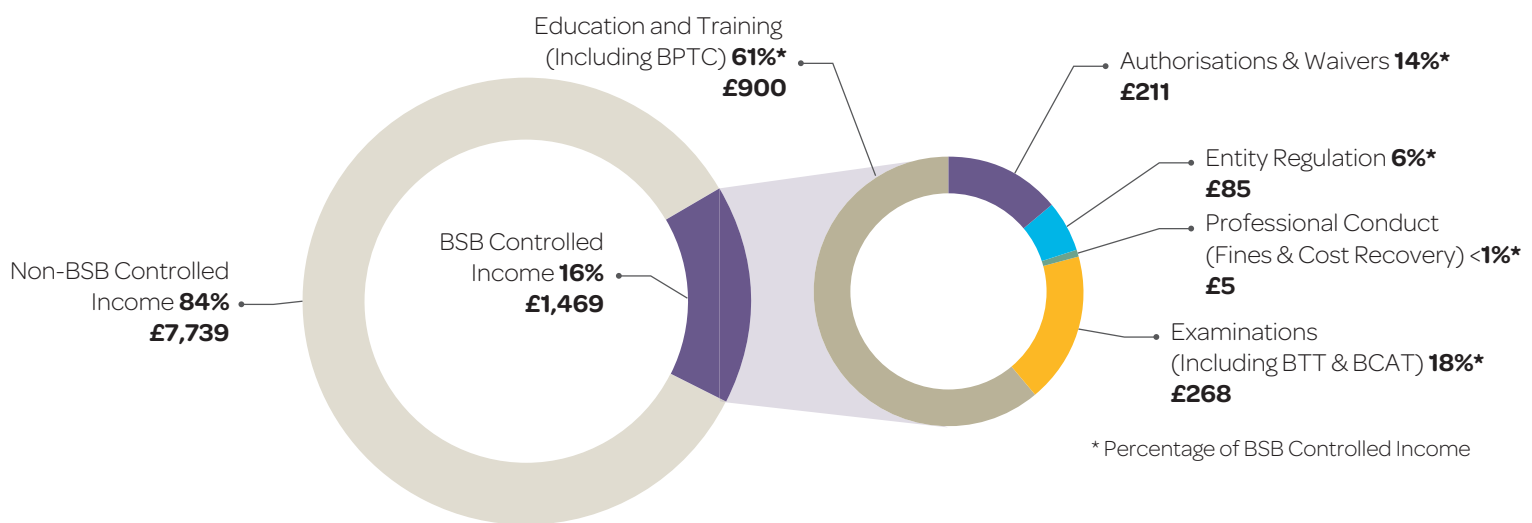
Examinations (Including BTT & BCAT)	268
Education and Training (Including BPTC)	900
Authorisations & Waivers	211
Entity Regulation	85
Professional Conduct (Fines & Cost Recovery)	5
Total BSB generated income	1,469

The budget for the Bar Course Aptitude Test (BCAT) and BPTC remained the significant proportion of the BSB controlled income. The budget for the BPTC (£500,000) was set conservatively, based on an expectation that the ongoing work on the FBT programme might lead to more students deferring enrolment. This did not happen and the BPTC generated an additional £394,000 of income. Overall the BSB exceeded its (non-PCF) income target by £582,000 (+65%)

¹ Non operating activities include the PCF allocation towards the costs of the Legal Services Board and the Legal Ombudsman as well as the contribution towards the defined benefit pension scheme.

Income not directly controlled by the BSB**£ thousands**

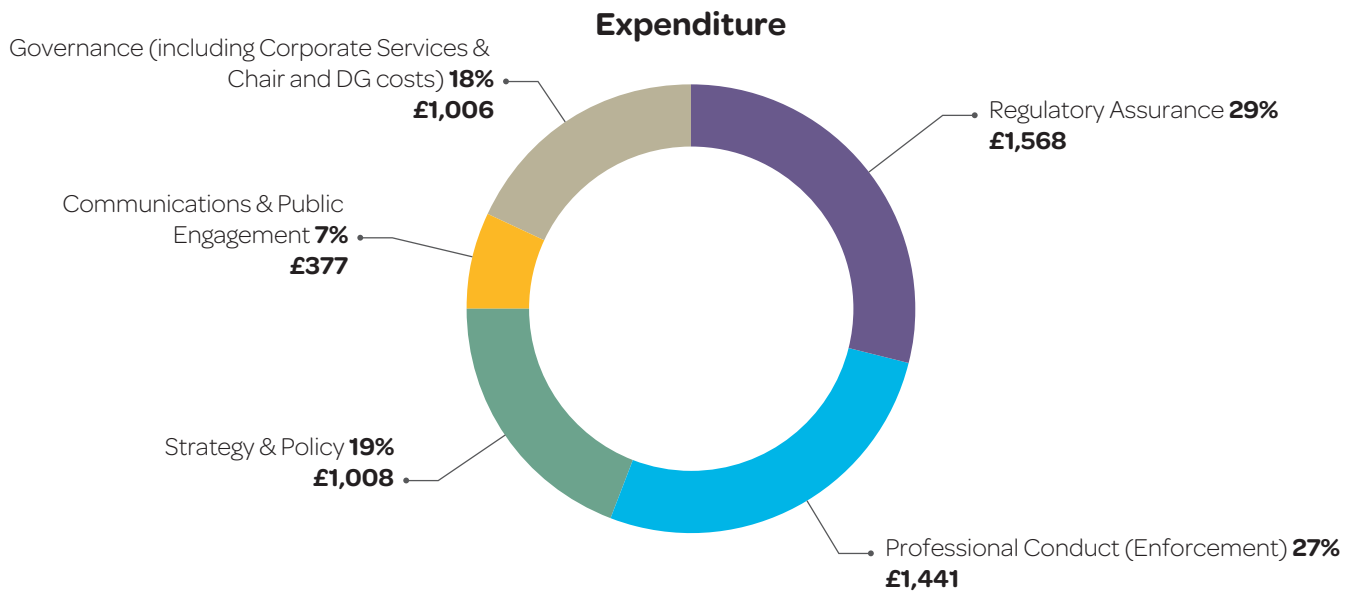
PCF Contributions	7,695
Planned Contributions from Reserves	44
Total income not directly controlled by the BSB	7,739
Total regulatory income	9,208

BSB Income (£ thousands)**Expenditure**

The BSB directly controlled expenditure was £5,400,000 against a budget of £5,211,000, a £189,000 (3.6%) overspend. The full cost of regulation includes an allocation of shared costs (IT, Finance, HR and Premises costs) from the Bar Council Resource Group. The Resource Group expenditure is managed separately, outside the direct control of the BSB and is apportioned to the organisation.

Department**£ thousands**

Regulatory Assurance	1,568
Professional Conduct (Enforcement)	1,441
Strategy & Policy	1,008
Communications & Public Engagement	377
Governance (Including Corporate Services & Chair and DG costs)	1,006
Total Direct BSB Expenditure	5,400
Resources Group allocation & adjustments	3,808
Total cost of regulation	9,208



Staff related costs

Declining staff turnover meant that historic underspends in this area have not continued. Overall staff related costs were £4,336,000 (less than 1% overspent). We ended the year with staff turnover of 10%. What salary savings were achieved from vacancies have been balanced against recruitment related expenses and temporary cover for business critical roles.

Non-staff costs

Total non-staff expenditure was £1,065,000 (£200,000 / 23% overspent) which relates to several unexpected costs arising throughout the year including:

Our contribution to Legal Choices increased to £42,000 (from £8,000 in 2016-17) in response to the recommendations made in the CMA Market Study.

Legal costs were £150,000 higher than budgeted with expenditure on legal advice (covering defence costs as well as policy advice) £60,000 higher than budgeted; and we also had Cost Orders totalling £90,000 awarded against us.



In focus: Monitoring Expenditure

We pay close attention to how we spend our money:

- Our budgets are set annually and our budget envelopes are informed by our business plans;
- The budget is divided up into departmental budgets which our Directors manage;
- Each month we receive detailed management accounts which enable us to keep a close eye on our business;
- Each quarter we think about what we might need to spend in the future and produce forecasts;
- We tightly monitor our largest area of spend which is our staffing costs;
- We make sure that our resources are directed at our key priorities; and
- Our financial performance is scrutinised by our Planning, Resources and Performance Committee (PRP).

Remuneration and expenses²

	Salary / Fees	Pension	Allowance	Expenses	Total
Dr Vanessa Davies	£148,331	£20,766	£1,300	£3,318	£173,715
Sir Andrew Burns KCMG (Until 31 December 2017)	£66,948	-	-	£764	£67,712
Baroness Tessa Blackstone (From 1 January 2018)	£22,500	-	£325	-	£22,825
Ms Naomi Ellenbogen QC	£35,598	£712	£260	£146	£36,716
Mr Aidan Christie QC	-	-	-	-	-
Ms Justine Davidge	-	-	-	£171	£171
Ms Judith Farbey QC	-	-	-	-	-
Mr Andrew Mitchell QC	-	-	-	-	-
Mr Adam Solomon QC	-	-	-	-	-
Ms Anupama Thompson	-	-	-	£183	£183
Ms Alison Allden OBE	£11,326	-	-	£740	£12,066
Ms Lara Fielden (From 1 January 2018)	£2,310	-	-	-	£2,310
Mr Steven Haines	£9,240	-	-	-	£9,240
Ms Zoe McLeod	£9,240	-	-	-	£9,240
Ms Nicola Sawford	£10,154	-	-	-	£10,154
Ms Kathryn Stone OBE (From 1 January 2018)	£2,310	-	-	£275	£2,585
Mr Stephen Thornton CBE (From 1 January 2018)	£2,310	-	-	£376	£2,686
Dr Anne Wright (until 31 December 2017)	£6,998	-	-	-	£6,998
Ms Rolande Anderson (until 31 December 2017)	£6,923	-	-	-	£6,923

Notes:

- Barrister Board members were not paid salaries in 2017-18 (apart from the Vice-Chair). From 2018-19 Barrister Board members will be paid the same rate as Lay Members.
- Board member positions do not attract a pension (apart from the Chair and Vice-Chair).
- Expenses for Board members include travel and subsistence costs.
- Expenses for the Director General include international travel on BSB Business as well as day to day travel and subsistence costs.
- Fees and expenses paid for attendance at BSB committee meetings by other non-Board members are not included here.
- All staff members and office holders (Chair & Vice Chair) receive an allowance of £1,300 in addition to basic salary.

²Expenses are reimbursement of costs incurred on BSB business, including travel and subsistence

Our organisational values

The way in which we undertake our work is very important to us. We do this by adhering to a number of organisational values. These are:

Integrity

- We operate to the highest ethical standards
- We are honest, open, and inspire trust
- We consider the social and environmental impact of our action

Excellence

- We are committed to quality
- We are creative, innovative, and lead change
- We are responsive, accessible, and accountable for our actions

Fairness

- We act responsibly, proportionately, and in the public interest
- We promote equality of opportunity and equal access to justice for all
- We value inclusion and diversity

Respect

- We respect and support others
- We value expertise, learning, and knowledge-sharing
- We foster a collaborative and developmental working environment

Value for money

- We are cost-effective and accountable for our use of resources
- We work efficiently with an entrepreneurial and commercial mind-set
- We strive for clarity, simplicity, and straightforwardness

Contact us

We are committed to providing a high standard of service and dealing with everyone in a way that is fair, transparent and proportionate. We welcome feedback on our services, particularly where the level of service has exceeded or fallen below expectations. Comments and suggestions are important to us as they will help us to meet our obligations and improve our performance.

Write to us:

Bar Standards Board
289-293 High Holborn
London WC1V 7HZ

DX: 240 LDE

Tel: 020 7611 1444

Fax: 020 7831 9217

contactus@barstandardsboard.org.uk

www.barstandardsboard.org.uk

Twitter: [@barstandards](https://twitter.com/barstandards)

www.linkedin.com/company/the-bar-standards-board