



REGULATING BARRISTERS

Candidate Brief

Bar Standards Board Experts

Members of the Advisory Pool of Experts (APEX)

2026

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The current recruitment

We are seeking to appoint eight experts to join our Advisory Pool of Experts (APEX). We are looking for expertise in the following eight areas:

To advise on policy:

- Data analytics;
- Economic crime;
- Regulatory practice; and
- Statistics.

To advise our staff who take regulatory decisions:

- Authorisations, waivers and exemptions;
- Complex business structures;
- Employment law; and
- Immigration law and practice.

These positions on APEX are advisory, are not part of our staff complement, and successful candidates will not usually be asked to provide more than ten days work per year. Obtaining expert advice in this way represents a cost-effective way for us to continue undertaking our important regulatory functions.

Background

The Bar Standards Board (BSB) is the regulator of barristers and specialised legal services in England and Wales. Our vision is to regulate the Bar in the public interest by promoting high standards, equality and access to justice.

We are responsible for:

- Setting the standards of education and training to become a barrister;
- Setting the standards of continuing professional development to ensure that barristers' skills are maintained throughout their careers;
- Setting the standards of conduct for barristers;
- Authorising organisations that deliver education and training (referred to as “Authorised Education and Training Organisations”);
- 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
- Dealing with reports about barristers and organisations we authorise and taking action where appropriate.

The work that we do is governed by the Legal Services Act 2007 (the Act).

Our regulatory objectives are laid down in the Act. 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;
- Promoting and maintaining adherence to the professional principles; and
- Promoting the prevention and detection of economic crime.

The Board comprises 11 people. There are five practising barristers and six lay people. The Board has a lay majority, including a lay chair, as required by the Internal Governance Rules made by the Legal Services Board. The Board is committed to regulating in the public interest and to following best practice for modern regulators.

Why we need experts

As a small public interest organisation, we recognise that it is not possible for us to carry a staff complement of sufficient size to provide all the types of knowledge and expertise that we need to inform our work. We have therefore created APEX to act as a pool of independent subject matter experts that we can call on at any time to provide us with the expertise we might need. The pool includes members of the Bar as well as people with other kinds of relevant expertise.

APEX offers a flexible way of contributing to important and interesting topics in BSB policy development at an early stage or supporting our staff where they need expert advice to inform regulatory decisions. APEX members are not employees of the Bar Standards Board, but we recognise your input publicly and show your details on our website. You will be paid for your time. You will become part of a group of experts from a range of different specialisms, with regular opportunities to come together and learn from each other.

Expectations of APEX members

Members of APEX will be expected to play a full part in the work they are asked to contribute to, preparing thoroughly and contributing actively whenever called upon.

APEX members will be required to participate in an induction. Thereafter we will keep APEX members up to date with the wider work of the BSB relevant to the role so that they are well informed when asked to provide advice.

All APEX members are expected to adhere to the BSB's policies, including health and safety, dignity at work, confidentiality and data security, declarations of interest (including dealing with conflicts of interest), gifts and hospitality, and equality and diversity.

APEX members may be asked to provide training to the executive in their area of expertise.

Time commitment

We expect APEX members to be available for a maximum of ten days per year. We do not guarantee that all of those days will be required and, by the same token, we might request greater assistance by agreement. Depending on the particular work programme, input may be sought in short periods of consecutive days or spread out over the entire year. The BSB may seek to add additional days, by agreement with the expert, if that becomes necessary.

The consultancy agreement will last for up to three years, with voluntary break clauses where the APEX member or the BSB would prefer to terminate the agreement. Reviews of the BSB's continuing needs for advice in each subject area will be conducted as part of this process.

Payment

The following is intended as a general guide; specific terms and conditions will accompany letters of appointment.

APEX members will enter into a consultancy agreement for services with the BSB and will not be employed by the BSB.

All positions are to be remunerated at the following rates: £330 per day (seven hours) and £165 per half-day (three and a half hours), (with an additional 12.07% for holiday pay plus VAT, if the member is VAT registered). The post-holder will be able to claim travel costs for essential travel required by the BSB, but travel time will not be paid.

APEX members will be engaged by the executive on a case-by-case basis and paid on invoice.

Current members of APEX

Lay members to support staff working on policy development have been appointed in the areas of:

- Competition and Economics
- Consumer Affairs
- Equality and Diversity
- Higher Education
- Quality Assurance
- Regulatory Policy and Theory
- Regulatory Risk

Barrister members to support staff working on policy development have been appointed in the areas of:

- Competition Law
- Equality and Diversity Law
- Information Law and Data Protection
- Regulatory Law

Support in regulatory decision making

Staff taking regulatory decisions on authorisations can seek advice on exemptions and waivers relating to qualification requirements from an expert in this area. We are now seeking an additional expert to provide advice in this area.

Biographies on current APEX members

Short biographies of current APEX members who currently support our policy development can be found on our website [here](#).

The Roles

We are now seeking to appoint an additional eight experts to join APEX specifically to provide advice on policy, and to advise our staff who take regulatory decisions.

We are looking for expertise in the following areas:

1. **Authorisations, waivers and exemptions** – an additional expert to provide advice to staff in the Authorisations Team making decisions on individual applications (this person might be legally qualified, but we will also consider applications from people who are not legally qualified but have an understanding of the legal education sector).
2. **Complex business structures** – this expert will support operational and policy teams with applications to be authorised as a BSB entity where the proposed organisational structures or operations are unconventional or novel.
3. **Data analytics** – a data analytics expert, familiar with data analysis, modelling and interpretation. This expert will assist the BSB in sourcing relevant data sources, using advanced techniques and tools to extract insights from the data we currently hold, and identifying trends to support data-driven decision-making.
4. **Economic crime** – an expert in a broadened subject area of economic crime, to cover wider issues under the new regulatory objective but to also supplement our existing expertise in Money Laundering Regulations and Financial Sanctions (this person should be legally qualified and preferably a barrister).
5. **Employment law** – an expert to provide advice on employment law and practice matters (this person should be legally qualified and preferably a barrister).
6. **Immigration law and practice** – an expert to provide advice on immigration law and practice (this person should be legally qualified and preferably a barrister).
7. **Regulatory practice** – an expert in regulatory practice who could support our work on the review of the Handbook.
8. **Statistics** – a statistics expert to review and advise on statistical methodology, including identifying limitations, mitigations, and improvements to statistical analyses undertaken.

Selection and Eligibility criteria

There are three different sets of criteria that applicants must meet, or make declarations in relation to, in order to be considered for interview:

- General selection criteria required for the role;
- Specific selection criteria for each role; and
- General eligibility criteria.

The relevant criteria are set out under the corresponding headings below.

General selection criteria

All applicants are expected to have a level of professional integrity and judgement that will contribute to public confidence in how we regulate and hold the respect of our stakeholders including the profession and the public.

Candidates for APEX membership may demonstrate expertise in their field through a postgraduate or professional qualification, or through professional experience, which may include voluntary or pro bono work. The BSB welcomes a diverse range of experiences and approaches and does not give preferential treatment to people with postgraduate or professional qualifications.

Candidates must also meet the following general core competencies and qualities:

Technical

- A genuine expert in their field, who is regarded as a “thought leader”; someone who is always looking ahead to identify the changes needed to respond to policy and best practice developments in the wider environment;
- Expert knowledge, and extensive experience and application, of professional/technical concepts and principles;
- Communicates technical and complex information effectively whether in writing or orally, tailored to the needs of each audience;
- Appreciates the regulatory environment within which the BSB operates; and
- Understands the issues that are relevant to regulating the Bar and its relationship with consumers, society and the economy.

Planning and Thinking

- A record of addressing difficult issues; able to ask probing questions which go to the heart of an issue; and
- Looks at strategic and longer-term implications and not simply at short term solutions.

Working with Others

- Well-developed interpersonal, communication and presentation skills with a collaborative style;
- Confidently and constructively challenges others’ views;
- Committed to the highest possible standards of ethics and personal integrity and to behaving at all times in a fair, balanced and non-discriminatory manner; and
- Committed to promoting equal opportunities for all, treating people fairly whilst responding sensitively to differences.

Outputs and Delivery

- Maintains a clear focus on results whilst ensuring professional and quality standards are met; and
- Promotes excellence and continuous improvement at all times.

Specific selection criteria

As stated above, each role has specific criteria that apply to it. The specific criteria are provided for each role in pages 12 to 19.

General eligibility criteria

The BSB is required to keep its regulatory activities separate from any representative activities in relation to barristers, and specifically we must remain independent of the Bar Council. We therefore require that APEX members do not have any close relationship with the Bar Council, for example as a member of a Bar Council representative committee, working group or as an advisor to the Bar Council, at the same time as appointment to the APEX panel. If a person wishes to be appointed to APEX, they will be required to give up their membership of relevant bodies.

APEX members cannot concurrently be appointed to the BSB's Board or one of its committees or other decision-making bodies.

Members will be asked to confirm their eligibility at the time of appointment and throughout the duration of their appointment.

We also ask members to declare any close association with other bodies that represent or are strongly affiliated to the Bar, for example the Inns of Court or Specialist Bar Associations.

We ask that all candidates notify us of:

- Any previous or pending supervisory action, complaint, investigation, disciplinary proceedings or disciplinary findings against them under any applicable disciplinary system;
- Any other conduct which calls into question their honesty, integrity, financial position or respect for the law. Such conduct includes, but is not limited to, both personal and professional activities and media comment (including social media comment), which may or may not have given rise to adverse publicity; and
- Any other matter, which if it was in the public domain, might risk diminishing public confidence in the regulator.

The associations and declarations listed above do not necessarily make a candidate ineligible for APEX membership. We will consider any information provided on its individual facts and we may ask for more information before progressing an application further or we may explore with the candidate at interview. However, the BSB reserves the right to deem a candidate as ineligible for APEX membership if we consider the nature of any associations and/or declarations make the candidate unsuitable for selection.

The BSB reserves the right to make its own enquiries and checks to verify the declarations made.

Application process

Applications should be made to apexapplications@barstandardsboard.org.uk, including:

- **A full CV** detailing your qualifications, employment, skills and experience;
- **A covering letter** (of no more than three pages) stating **why the position you are applying for interests you, how you meet the general selection criteria** (as detailed in this candidate brief), and **how you meet the specific selection criteria for the position you are applying for** (as detailed in this candidate brief);
- **A completed Supporting Details Form** including daytime and evening telephone numbers, an email address to which confidential messages may be sent, declarations and associations relevant to membership (as detailed in this candidate brief), and names and contact details of a minimum of two professional referees; and
- **A completed Equality & Diversity Monitoring Form** (if you wish to complete it). This form is confidential, will be kept separately from your application and is for monitoring purposes only. We are asking for this information from you to help us meet our equality duties and to ensure that we understand the impact of our recruitment practices in relation to the protected characteristics. By monitoring and analysing this information we can understand, then act to ensure our practices promote equality and remove any practices that could lead to unlawful discrimination.

You may apply for more than one position, as your expertise permits. The closing date for receipt of applications is **Tuesday 7 April 2026 at 9am**.

We welcome applications from all people who meet the role requirements regardless of background. We are committed to reflecting the diversity of the profession we regulate and the public we serve. We welcome and actively encourage applications from people of all backgrounds, communities and experiences.

Further information and queries

For any queries (including any requests for reasonable adjustments), please contact Naznin Chowdhury, Governance & Risk Manager:
apexapplications@BarStandardsBoard.org.uk

For a confidential discussion regarding the positions and the operation of the Bar Standards Board, please contact Rebecca Forbes, Head of Governance:
apexapplications@barstandardsboard.org.uk

Timetable

- Closing date: Tuesday 7 April, 9am
- Shortlisting: Week commencing Monday 13 April and Monday 20 April
- Invitation to interview for shortlisted candidates: Week commencing Monday 27 April
- Interviews will take place in London in the weeks commencing Monday 11 May and Monday 18 May 2026 (details to be confirmed).
- Induction: early July 2026.

Role specific selection criteria

Authorisations, Waivers and Exemptions Expert

For the APEX member appointed to provide advice on authorisations issues, there is no restriction on the type of qualification or expertise applicants hold. The key factor is the ability to provide the specific subject expertise required and having appropriate experience or qualifications in the field.

In addition to the general selection criteria, the Authorisations, Waivers and Exemptions expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Ability to apply knowledge to a variety of different situations;
- Ability to communicate technical and complex information clearly and concisely;
- Commitment to providing high quality professional advice within agreed timescales;
- Ability to understand and to apply regulations and guidelines;
- Integrity and impartiality; and
- Commitment to equality and diversity.

Expert knowledge/experience of one or more of the following is *essential*.

Knowledge/experience in additional areas is *desirable*:

- The teaching of the foundation of law subjects on a Qualifying Law Degree or Graduate Diploma in Law;
- Teaching on a vocational component of a Bar Course (i.e. Bar Training Course);
- Provision of pupillage;
- Advocacy training;
- Supplying legal services to the public either as a barrister or authorised by another approved regulator;
- Mutual recognition of qualifications; and
- Equality legislation.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework; and
- Understanding of the legal services training market, or other training markets.

Complex Business Structures Expert

In addition to the general selection criteria, the Complex Business Structures expert should display the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Knowledge of legislation underpinning company formation and reporting;
- Understanding of / experience in company formation and governance arrangements;
- The expertise to analyse complex data, identify patterns and trends, and use insights to drive strategic decisions; and
- Experience of working with public or private bodies and/or regulators.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework; and
- Understanding of the legal services training market, or other training markets.

Data Analytics Expert

In addition to the general selection criteria, the Data Analytics expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- The capability to provide authoritative analytical insight on complex datasets, including assessing data quality, bias and uncertainty, and advising senior leaders on the defensibility and implications of analytical findings;
- The ability to advise and challenge senior stakeholders, translating analytical insight into clear implications for regulatory prioritisation and decision-making;
- Experience gained in a regulatory or government environment;
- Excellent verbal and written skills to translate complex data findings into understandable and actionable insights for diverse audiences;
- Strategic thinking: Ability to align data analysis efforts with the regulator's broader objectives and evolving data challenges;
- Prior leadership experience on work in data analytics or data governance in a regulated environment; and
- Excel, Python, PowerBI and other relevant data software / applications.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework; and
- Understanding of the legal services training market, or other training markets.

Economic Crime Expert

In addition to the general selection criteria, the Economic Crime expert should display the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- An understanding of the regulatory landscape for legal services and the Economic Crime and Corporate Transparency Act 2023 (ECCTA); and
- A thorough understanding of the law around Strategic Lawsuits against Public Participation, tax fraud and evasion crimes, Money Laundering Regulations, the National Crime Agency's Suspicious Activity Reports regime, the financial sanctions regime and the implications for the BSB as a risk-based regulator and for legal professionals. This may have been gained through significant practical experience in one or more of the following in the legal sector:
 - i. At a senior level as a Money Laundering Reporting Officer, Nominated Officer, Risk and Compliance Officer or a similar role;
 - ii. Developing and implementing guidance, policies, controls and procedures relating to economic crime;
 - iii. Applying legislation to the development of guidance for legal professionals; and
 - iv. As a legal professional working in an area that falls within the scope of the Money Laundering Regulations.

Desirable Competencies

- Understanding of FCA supervision and regulatory practice;
- Previous experience of working in a law enforcement position concerned with economic or financial crime;
- Understanding of the legal services market, particularly the role of barristers; and
- Understanding of the legal services regulatory framework.

Employment Law

In addition to the general selection criteria, the Employment Law expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Deep knowledge of employment law, practice and procedures (legally qualified and preferably a barrister).

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework;
- Understanding of the legal services training market, or other training markets; and
- Understanding of trade union claims.

Immigration Law and Practice

In addition to the general selection criteria, the Immigration Law and Practice expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Deep knowledge of immigration law and practice and procedures (legally qualified and preferably a barrister); and
- Extensive practical experience of the First Tier and Upper Tribunals.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework; and
- Understanding of the legal services training market, or other training markets.

Regulatory Practice Expert

In addition to the general selection criteria, the Regulatory Practice Expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Expert understanding of risk-based and outcomes-focused regulation, including the use of risk factors and proportionality in supervisory and prioritisation models;
- Proven ability to review regulatory approaches, ensuring that evidence, data and methodologies are robust and defensible under scrutiny; and
- Strong senior-level advisory and challenge capability, with the ability to translate complex regulatory concepts into clear, practical advice.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework; and
- Understanding of the legal services training market, or other training markets.

Statistics Expert

In addition to the general selection criteria, the Statistics expert should demonstrate the following essential competencies and as many of the desirable aspects as possible.

Essential Competencies

- Expert experience of using statistical modelling in social research;
- Experience using a range of statistical techniques and tools, in particular:
 - i. Experience of regression analysis;
 - ii. Experience of multivariate analysis; and
 - iii. Experience of hypothesis testing
- Experience of sampling design (simple random sampling, stratified sampling, probability proportional to size, cluster sampling); and
- Experience peer reviewing quantitative research and the relationship with assurance, corporate governance and risk management.

Desirable Competencies

- Understanding of the legal services market, particularly the role of barristers;
- Understanding of the legal services regulatory framework;
- Understanding of the legal services training market, or other training markets;
- Experience of providing training in statistical analysis;
- Experience of Differential Item Functioning analysis;
- Professional accreditation as a Chartered Statistician from the Royal Statistical Society;
- Experience of applying statistical analysis to support policy making and regulatory decision making; and
- Publication of academic research and/or professional publications using statistical analysis.

Additional information

Bar Standards Board

www.barstandardsboard.org.uk

BSB APEX

<https://www.barstandardsboard.org.uk/about-bar-standards-board/how-we-do-it/our-governance/advisory-pool-of-experts/>

BSB Committees

<https://www.barstandardsboard.org.uk/about-bar-standards-board/how-we-do-it/our-governance/our-committees/>

BSB Constitution

<https://www.barstandardsboard.org.uk/about-bar-standards-board/how-we-do-it/our-governance/more-about-our-governance/>