BAR STANDARDS BOARD
REGULATING BARRISTERS

Part 1 - Public
Minutes of the Bar Standards Board meeting
Thursday 21 May 2026 (5.00 pm)
Hybrid Meeting, Rooms 1.4-1.7, BSB Offices & MS Teams

Present:	Professor Chris Bones (Chair) Gisela Abbam – via Teams Jeff Chapman KC Professor Jean-Noël Ezingeard Emir Feisal JP Sara Lawson KC Andrew Mitchell KC Ruth Pickering
By invitation:	Jim Morris (Chief Executive, Bar Council) Lucinda Orr (Treasurer, Bar Council) Andy Russell (Director, Council of the Inns of Court) – via Teams
Press:	Neil Rose (Legal Futures) – via Teams
BSB Executive:	Graham Black (Head of Communications) - via Teams Mike Farmer (Head of Programmes & Planning) – via Teams Lyndy Geddes (Chief Operating Officer) – via Teams Steve Haines (Acting Director General) Saima Hirji (Director of Regulatory Enforcement) – via Teams Alex Kuczynski (Director of Legal & Information Management) DB Lenck (Senior Regulatory Officer) – via Teams Ewen Macleod (Director of Strategy, Policy & Insights) – via Teams Richard Parnham (Handbook Manager) – via Teams John Picken (Governance Officer) Rishi Taneja (Senior Policy Officer) – via Teams (items 1-8) Adelita Thursby-Pelham (Head of Authorisations)

Item 1 – Welcome / Announcements

1. The Chair welcomed Professor Jean-Noël Ezingeard and Sara Lawson KC, both of whom were attending their first meeting as newly appointed Board Members.

2. **Item 2 – Apologies**
   - Tracey Markham
   - Leslie Thomas KC
   - Kirsty Brimelow KC (Chair, Bar Council)
   - Heidi Stonecliffe KC (Vice Chair, Bar Council)
   - Rebecca Forbes (Head of Governance)

   Note: *Ruby Hamid was absent from Part 1 of the meeting but was present for Part 2.*

Item 3 – Members' interests and hospitality

3. None.

Item 4 – Approval of Part 1 (public) minutes (Annex A)

4. The Board **approved** the Part 1 (public) minutes of the meeting held on 25 March 2026.

Item 5a – Matters arising & Action List

5. The Board **noted** the action list.

Item 5b – Forward agenda

6. The Board **noted** the forward agenda list. Steve Haines referred to min 17e (25/09/25) concerning a cost estimate for first -tier data collection. He confirmed that the costs of this to the BSB will be available in June but those relating to the profession will not be available until Spring 2027.

Item 6 – Director General's Report – Public Session

BSB 031 (26)

7. Steve Haines commented as follows:
   - the BSB's new business plan has been well received by stakeholders and staff;
   - the BSB's new Director General, Phil Golding, will join on 1 July 2026;
   - we remain on track to meet the undertakings we have made to the Legal Services Board, and a review meeting is planned for 8 June 2026.

8. **AGREED**

   to note the report.

Item 7 – 2025-26 Quarter 4 Performance Report

BSB 032 (26)

9. Lyndy Geddes commented as follows:
   - the Q4 performance report is in line with our expectations, and the impacts of our improvement plans are all trending in the right areas;
   - the Contact and Assessment Team (CAT) surpassed its KPI on timeliness from April 2026. This is due to:
     - improved operational processes;
     - extra capacity insofar as the actual volume of cases in Q4 was lower than predicted;
   - around 8% of CAT cases progress to Investigations and Enforcement (I&E), so it follows that increased productivity in the former equates to increased workload for the latter;
   - notwithstanding this, the performance results for the I&E Team remain as anticipated and we are still on track to meet our target of having no unassigned cases by October 2026.

10. She added that:
    - we have already sent several cases to our new outsourcer, Blake Morgan, with more to follow at the end of June 2026;
    - we estimate a turnover of ten cases per quarter and now have a Contract Manager in place to oversee delivery;
    - we will appoint a new Chair of the Independent Decision Making Body (IDB) in June (following Tim Grey's earlier decision to stand down from that role);
    - further recruitment of new IDB Members will take place during August and September 2026.

11. She also referred to the Authorisation Team ie:
    - the “defined backlog” ie applications received prior to 1 November 2023 have been cleared;
    - over 700 applications from Transferring Qualified Lawyers (TQLs) have been processed from 2025 to date (triple the amount compared to previous years);
    - notwithstanding that, there is still scope to improve KPI scores and future plans for this will be discussed with the Board in private session.

12. Lyndy Geddes gave a sample presentation on “live” performance data. This aimed to further assure the Board as to direction of travel by referencing the most up to date figures available. When compared with the Q4 balanced scorecard report, there has been a fall in the overall number of “red” and “amber” rated KPIs and those that do remain reflect what was anticipated.

13. She also demonstrated the KPI “dashboard” which has been custom built for the Chief Operating Officer by the Data & Insights Team. This gives “live” data readouts on a range of performance figures for the Enforcement Team as well was Authorisations and Supervision. The same level of granular detail is also available for outsourced cases.

14. The Chair reminded the Board that the turnaround target set for outsourced cases is now set at 26 weeks. Steve Haines added that there are “stage gates” within the dashboard to maintain case progress in line with KPI targets.

15. The Chair welcomed the progress made to date and applauded in the increased transparency of data available to the Board. He added that the detail of this performance data is overseen by the Performance and Strategic Planning Committee (and a summary is shared with the Legal Services Board).

16. **AGREED**
    to note the report.

Item 8 – Handbook changes, Swiss lawyers
BSB 033 (26)

17. Ewen Macleod stated that:
    - the paper seeks a one-off delegation of authority to the Director General to agree certain changes in the Handbook. This will enable compliance with trade agreements previously made by the Government;
    - the nature of these changes suggests that a full approval process through the Legal Services Board may be necessary (rather than using the “exempt alterations” provision usually permissible for the implementation of new legislation).

18. **AGREED**
    to delegate authority to the Director General to give effect to any necessary Handbook changes as described in the paper and for that purpose. **EM to note**

Item 9 – Performance and Strategic Planning Committee (PSP) Year-End Report November 2025 – March 2026
BSB 034 (26)

19. Steve Haines introduced the report in the absence of Tracey Markham and outlined the key points in the report ie:
- the BSB's Business Plan for 2026/27 and the associated budget;
- reframing the performance KPIs;
- formulating key regulatory outcome indicators (KOIs). *Note: the Board will give this further discussion at its June Away Day*.

20. **AGREED**
to note the report.

Item 10 – Committee Terms of Reference

21. BSB 035 (26).
The Board **approved** the revisions to the Terms of Reference for the Governance, Risk and Audit Committee and for the Performance and Strategic Planning Committee as set out in the paper. **RF to note**

Item 11 – Chair's Report on Visits and External Meetings
BSB 036 (26)

22. The Board **noted** the report.

Item 12 – Any other business

23. None.

Item 13 – Date of next meeting

24.
- Thursday 25 June 2026 (09.30 am) – Board Away Day.
- Thursday 30 July 2026 (5.00 pm) – ordinary meeting.

Item 14 – Private Session

25. The Board resolved to consider the following items in private session:
(1) Approval of Part 2 (private) minutes – 25 March 2026 & 23 April 2026.
(2) Matters arising and action points – Part 2.
(3) Director General's Report – Private Session.
(4) Authorisations – Hard Reset.
(5) Reauthorisation of an Authorised Education & Training Organisation.
(6) Feedback from the PSP / GRA Committees.
(7) Internal Audit Management Actions (2025/26) – Status Update.
(8) Non-executive fees – triennial benchmarking.
(9) Nomination Committee recommendations – Vice Chair and Board member appointments to Committees.
(10) Any other private business.

26. The meeting finished at 5.25 pm.