



BAR
STANDARDS
BOARD

REGULATING BARRISTERS

Annual Report 2024-2025

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

Foreword

**by the Chair of the Bar Standards Board,
Professor Christopher Bones**



This Annual Report covers the last year of a three strategy and underlines the challenges faced by the BSB to achieve operational excellence across all its core activities. The Board's priority is to ensure that we meet the expectations of our stakeholders to deliver our regulatory functions efficiently, effectively and, above all, promptly. The data shared here shows that we still have some distance to travel before we meet all our operational targets and the data highlights other key issues that we need to address in our strategy to be launched early in 2026.

As I look forward and consider the business priorities with the Board and Senior Leadership Team, it's important we recognise the following significant operational challenges to enable confidence in the Bar Standards Board. Early in the year of the report, the Board adopted a programme of process and technology changes that were aimed at providing the structural underpinning to a step change in performance at an estimated cost of c.£1.6m. These changes are underway and on target to complete by the end of 2026/27.

In themselves, however, we believe that they are unlikely to deliver the step change expected of us – and to which we made a public commitment in July 2025. This will come from work also underway to understand better the drivers of performance, to put in place process and resource solutions that will enable greater agility and to establish a high-performance culture focused on outcomes and supported by clear and unambiguous measures of success.

Secondly, I recognise that we have other challenges and concerns across our standards and authorisations operations including current backlogs and our work to review and resolve these challenges are priorities for us in the year ahead. The Board wants to record its thanks to all those who work at BSB whose efforts and hard work go into delivering our purpose to regulate the barrister profession in the public interest. Our task as a Board, alongside the senior leadership team is to better equip and enable our people, to work in a regulatory system that is fit for purpose such that the outcomes meet or exceed the expectations we have set for ourselves and our stakeholders.



The Board's intention for the next few years is, therefore, to retain a clear focus on establishing operational excellence and creating a regulatory system that operates effectively for less cost than it absorbs today. In so doing we are also conscious that we need to support the broader cultural change challenge highlighted in the Harman Report and ensure that our regulatory responses are proportionate and executed in a manner most likely to support the wider opportunities in the legal services sector in support of the growth ambitions for the UK economy.

Finally, I would like to thank Kathryn Stone for being a huge support to me personally as I begin my tenure at BSB as Chair. I intend to build on the momentum she has gained during her time as Chair as we address our challenges and build for the future.

Professor Christopher Bones

Chair of the Bar Standards Board

Overview

by the Director General of the Bar Standards Board, Mark Neale



In my foreword to the Bar Standards Board's [Business Plan for 2024/25](#), I said that our priority for the year would be to continue the BSB's evolution as an active regulator able to identify and address risks to the public interest at the Bar. Key to this, I went on to say, was the operational effectiveness with which we deployed our principal regulatory functions of supervision, authorisation and enforcement.

I am pleased to be able to report, therefore, that across the year we improved or maintained our performance against all but one of our timeliness, productivity and service measures without impacting the continuing high quality of our decision-making. We recognise, however, we still have some way to go consistently to meet all our operational targets which are key to public and professional confidence in us as a regulator. We also want to ensure that we deploy these regulatory interventions promptly and proportionately to address emerging risks.

Accordingly, we established at the [beginning of 2024/25 a Reform Programme](#) with the three aims of:

- enhancing our capacity to capture and analyse intelligence to identify risks early;
- modernising the delivery of our regulatory functions, including to give effect to the recommendations of the independent [Fieldfisher review of enforcement](#), so that we can intervene promptly and proportionately, using the right regulatory tool for the job; and
- re-organising to clarify accountabilities and instilling a high performance culture which builds on the existing high level of engagement among our people.

We made good progress in implementing that programme during 2024/25. We established a new regulatory risk framework. We re-designed our end-to-end enforcement process and launched a consultation on the enforcement regulations which underpin the process. We re-organised to create departments with unified accountabilities for enforcement and for standards. We created a new department to strengthen and to join up our ability to plan our work and to deliver change. Though the full benefits of these reforms will not come through until 2026/27, we are already beginning to see further operational improvements and we entered into voluntary commitments with the Legal Services Board in Summer 2025 to sustain this momentum.

Our Business Plan for 2024/25 also highlighted that, despite encouraging gains in diversity among pupils and among newly-qualified barristers, addressing all forms of bullying, harassment and discrimination remains a vital objective. We welcome, therefore, the review of Bullying, Harassment and Sexual Harassment at the Bar by Baroness Harman KC and will work with the profession and other stakeholders to implement the Report's recommendations. In particular, we recognise our specific responsibility to accelerate the handling of sexual harassment cases and to improve our support for witnesses who will only come forward if they can be confident of a robust, transparent and responsive process.

Key to addressing the wider cultural challenges identified by Baroness Harman will be the role of chambers. Over the last two years, we have worked intensively with the profession to clarify the role which chambers can play in overseeing standards, equality and access. This culminated in the publication in February 2025 of [new web pages](#) consolidating our rules and guidance bearing on barristers' practice management responsibilities and linking to guidance on professional sites. The more effective chambers are in exercising their oversight responsibilities, the lighter the touch needed from the Bar Standards Board.

We have also continued to focus on the professional and ethical standards of barristers which will remain central to the public interest and to the Bar's international reputation and competitiveness. This is why we created in December 2024 a Regulatory Standards Department to oversee all aspects of how barristers acquire, demonstrate, apply and update their professional skills from qualification to retirement. Especially now, those standards do not stand still. Consumer expectations, new technologies and new ethical challenges will re-shape what the public expects of its barristers.

Ethical standards have been brought into sharp focus by the Post Office Inquiry. We shall not only pursue enforcement action against individual barristers whose conduct contributed to this miscarriage of justice, but also address systemic issues through our continuing work to revise our Code of Conduct.

We must see to it that, in delivering our regulatory functions, we consider the needs of those in vulnerable circumstances. Technology, especially artificial intelligence, offers an opportunity to improve access to legal services and to reduce their cost. In partnership with the profession, we are working to ensure that AI is adopted safely but productively.

We are now three years on from the adoption of our [current strategy](#), with its focus on: efficiency, standards, equality, access and independence. Looking forward we also want to take a longer term view by moving from a three year strategy to a strategy covering the next five years. Consulting on that new five year strategy to ensure that it takes into account the views of all our stakeholders will be a major priority for the coming year.

Finally, a word about the content of this Annual Report. We have taken the decision to incorporate into this report our previous [reporting on regulatory decisions](#) (covering March 2024 - April 2025) and on [Bar training](#) (covering September 2024 - August 2025 period). This is to provide a comprehensive overview of work in the past year.

Introduction

In performing its regulatory functions, the Bar Standards Board has Regulatory Objectives which are set out in the Legal Services Act 2007. These 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;
- encouraging an independent, strong, diverse and effective legal profession;
- increasing public understanding of the citizen's legal rights and duties;
- promoting and maintaining adherence to the professional principles. These are that barristers should act with independence and integrity, maintain proper standards of work, act in the best interests of their clients, comply with their duty to the court to act with independence in the interests of justice, and keep the affairs of their clients confidential; and
- promoting the prevention and detection of economic crime.

The Board of the BSB seeks to ensure that in performing its regulatory functions, all the BSB's activities focus on those key regulatory objectives. Those activities include:

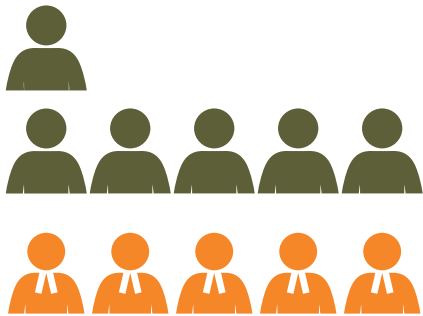
- prescribing the education and training requirements for becoming a barrister and for ensuring that barristers' skills are maintained throughout their careers;
- authorising businesses that focus on advocacy, litigation, and specialist legal advice;
- setting standards of conduct and taking action where it appears that they are not being met;
- monitoring the service provided by barristers and the organisations the BSB authorises to ensure they meet the BSB's requirements;

- 
- assuring the public that everyone the BSB authorises to practise is competent to do so;
 - promoting equality, diversity and inclusion at the Bar; and
 - seeking to improve access to justice and supporting public legal education.

The BSB seeks to do this by taking a proportionate, risk-based approach to regulation. We monitor the market for barristers' services in order to identify the risks that could prevent the Regulatory Objectives from being met. We then focus our attention on those risks that we think pose the biggest threats to the public interest and take action to try to prevent those risks from occurring, or to reduce their impact.

The BSB's year in numbers

About us



Our Board has 6 lay members (including the lay Chair) and 5 barrister members



18,005

registered barristers regulated

At 31 March 2025 we were responsible for regulating 18,005 practising barristers and around a further 60,918 barristers who were not practising (we regulated 17,656 practising and around 59,298 non-practising barristers in 2023-24)



We authorised 163 specialised legal services businesses in 2024-25 (compared with 145 in 2023-24)



£18,453k

– our income in 2024-25

£18,193k

– our expenditure in 2024-25

(compared to income of £15,562k and expenditure of £15,525k in 2023-24)

Bar training



7,815

students sat centralised exams in 2024-25 as part of their vocational Bar training (compared to 7,198 in 2023-24)



634

applications were submitted from solicitors, EU lawyers, overseas lawyers and legal academics wanting to transfer to the Bar in 2024-25 (compared to 586 in 2023-24)



1,813

applications were submitted for waivers and exemptions from the qualification rules set out in the BSB Handbook in 2024-25 (compared to 2,113 in 2023-24)



389,986

users visited our website in 2024-25 (compared to 305,000 in 2023-24)



292,136

page views of our Barristers Register in 2024-25 (compared to 253,000 in 2023-24)



674

pupils sat the centralised professional ethics exam in 2024-25 (compared to 454 in 2023-24)



630

new pupillages were registered, and 593 pupillages were signed off

Regulating barristers



1,859

We received 1,859 new reports about the conduct of barristers (compared to 1,802 in 2023-24)



9

barristers were suspended

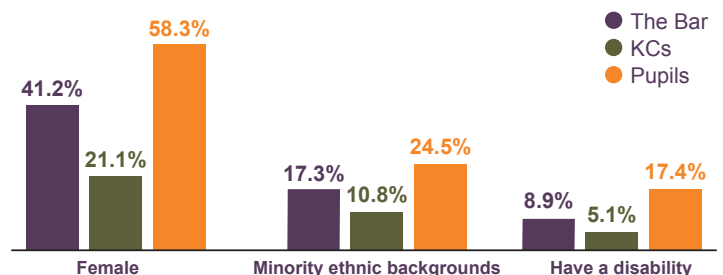
10

barristers were disbarred

(compared to 9 and 10 respectively in 2023-24)

Promoting diversity at the Bar

Annual Diversity at the Bar Report, December 2024 (excluding non-responses)



Regulatory Reform

Effective regulation depends on the capacity to identify risks to the public interest before they materialise and then to deploy a proportionate and effective regulatory intervention to manage those risks. The two things are complementary. Excellent insight without an effective regulatory response is powerless. Efficient regulatory functions without insight are undirected and may be disproportionate.

As we set out in our Business Plan for 2024/25, the Bar Standards Board was already engaged on reforms to enhance our approach to regulatory risk and to make better use of data and intelligence. Following the receipt in Spring 2024 of the independent report by Fieldfisher on our approach to enforcement, we broadened the scope of our Reform Programme to embrace the modernisation of our regulatory functions. We also recognised the need to build on the existing commitment of our people to build an agile, inclusive and high performance culture.

We took forward this Reform Programme throughout 2024/25, with the results described in the following sections of this Annual Report.

We also aim to clarify our approach to using our regulatory tools. A regulator has a range of interventions at its disposal: from the publication of research and guidance to raise awareness of issues; to proactive supervision to work with the profession, particularly chambers and employers, to achieve compliance and better outcomes; to enforcement action to protect the public and to deter misconduct. We are conscious that the profession will share many of the same objectives as the regulator. The promotion of a diverse profession is a good example. Our commitment, therefore, is to make maximum use of awareness raising and of supportive supervision to achieve shared objectives. We shall take enforcement action in a proportionate, consistent and targeted way where the public interest requires it.

Strategic Aim 1 – Efficiency

Overview

We said we would:

- implement the recommendations of the independent end-to-end review of our enforcement policies and processes led by Fieldfisher
- continue our review into our decision-making processes for authorisations;
- establish a new balanced scorecard for monitoring performance;
- design and launch a new Pupillage Self Service facility which will enable pupils to register and record their progress online via MyBar;
- extend online access to MyBar to entities; and
- review our regulatory fees to ensure that we are achieving full cost recovery.

We delivered:

- the re-design of the end-to-end enforcement process to provide for a more streamlined and efficient conduct of cases;
- the launch of consultations on changes to our regulations to support the new process and to make other improvements;
- the launch of a project to overhaul the supporting IT systems;
- a strategy for enhanced knowledge management to inform regulatory decision-making;
- a plan, currently on course, to clear the authorisation applications from transferring lawyers;
- the first year of a new balanced scorecard for operational performance covering the quality and speed of decision-making, productivity and service responsiveness;
- the launch of a project to deliver on-line registration for pupils; and
- the re-setting of all non-PCF regulatory fees to recover the Bar Standards Board's economic costs.



Casework Delivery – 2024/2025 Annual KPI performance

KPI	Target %	2024/25 performance	Change on previous year	2023/24 performance
Quality				
CAT - Quarterly Audit	95%	98.9%	0.4% ↑	98.5%
CAT - Requests for Review	95%	83.3%	-16.7% ↓	100.0%
Investigations - Quarterly Audit	95%	100.0%	0.0%	100.0%
Investigations - Requests for Review	95%	100.0%	25.0% ↑	75.0%
Investigations - Administrative Sanction Appeals	0%	-	-	-
Investigations - DT Decision Reviews	0%	0%	0%	0%
Authorisations - Quarterly Audit	95%	98.1%	-1.9% →	100.0%
Authorisations - IDB Reviews	95%	93.3%	23.3% ↑	70.0%
Supervision - Quarterly Audit	95%	100.0%	0.0%	100.0%
Timeliness				
CAT - General Enquiries-closed	85%	96.7%	2.0% ↑	94.7%
CAT - Reports & Other-closed	80%	68.4%	12.8% ↑	55.6%
Investigations - Investigations decided	80%	56.5%	1.2% ↑	55.3%
Authorisations - Applications-decided	80%	55.6%	-7.1% →	62.7%
Service				
CAT - Calls answered	85%	85.5%	8.1% ↑	77.4%
Authorisations - Calls answered	85%	68.2%	32.9% ↑	35.4%
All teams - Complaints	95%	83.3%	8.3% ↑	75.0%
Productivity				
CAT - General enquiries-live	85%	100.0%	0.0%	100.0%
CAT - Reports & Other-live	80%	79.3%	34.0% ↑	45.3%
Investigations - Investigations-live	80%	75.0%	1.7% ↑	73.3%
Authorisations - Applications-live	80%	37.0%	6.9% ↑	30.2%

Overall, we saw year-on-year improvements in operational performance against nearly all key performance indicators in the balanced scorecard, including in all but one of the indicators bearing on timeliness, service and productivity. We will continue to strengthen and refine our casework balanced scorecard so it remains fit for purpose and reflects the BSB's priorities as a modern, risk-based regulator: More detailed statistics about our regulatory casework is available in our [Regulatory Casework Statistical Report](#).

Enforcement

Our enforcement work aims to protect the public and to deter ethical or professional failures by taking prompt and effective action against barristers guilty of serious misconduct. In 2024/25 we assessed 1,883 reports (1,851 in 2023/24) and concluded 92 investigations (94 in 2023/24). We scored highly for the quality of decisions in both respects in independent quality audits.

Reports involving cases of family law continued to be the most common; 200 reports assessed in 2024/25 related to family law proceedings (compared to 152 reports in 2023/24). We also saw an increase in reports from litigants in person: 387 reports, which accounted for 20.8% of all reports (compared to 15.8% in 2023/24 - 285 reports), many of which relate to family proceedings.

Of the 92 Investigations decided, 60% were closed after investigation and 40% were referred for disciplinary action. For those closed after investigation, the outcomes were:

- Administrative sanction - 16
- Dismissed - 20
- Withdrawn - 20

Of the 53 cases closed at Disciplinary Tribunal, 29 were found proved, 6 dismissed, 17 were withdrawn¹ and one had another outcome.²

¹ The majority of these relate to withdrawn cases against the same barrister who was disbarred in separate proceedings. Once allowance is made for this the overall number remaining is commensurate with previous years.

² The Barrister concerned agreed permanently not to apply for a practising certificate.



Of particular note was the increase in the reporting of cases of bullying and harassment. We received 53 such reports in 2024/25 (compared to 29 in 2023/24) and began 12 investigations compared to 10 the previous year. Five barristers were sanctioned as a result of enforcement action in bullying and harassment cases.

We nevertheless acknowledge the criticisms made of our approach to the handling of such cases by Baroness Harman and by witnesses in a high profile case which reached the Tribunal at the end of 2024. We initiated action in 2024/25 to accelerate our conduct of such cases and better to support witnesses. Specifically:

- we have re-designed our enforcement process to accelerate cases, including those of bullying and harassment and are currently consulting on changes to our regulations to give full effect to this re-design;
- we have consulted on changes to the Disciplinary Tribunals Regulations to give the Bar Tribunals and Adjudication Service greater power to manage cases and so cut delays at the Tribunal stage. Subject to further consultation, these powers will come into full effect from January 2027;
- we are taking a range of actions better to support witnesses in cases involving bullying and harassment. These include:
 - ✓ the introduction of a victim support service which is already available;
 - ✓ the introduction later this year of training for our enforcement teams on a trauma-led approach to regulatory enforcement.
 - ✓ consultation on a change to our regulations to provide that witnesses in cases in sexual harassment cases should have an automatic presumption of anonymity.

These steps supplement the regular training already provided to our teams on handling allegations of sexual harassment and on supporting vulnerable witnesses.

Supervision

The Supervision team supervises barristers, chambers, BSB entities and Bar training and pupillage providers. In undertaking our supervision activity, we adopt a risk-based approach and seek to foster a constructive relationship with those we regulate and other stakeholders and to achieve appropriate outcomes, resulting in less enforcement action and better protection and promotion of consumers' interests. Our Supervision Strategy and Framework³ provides further detail on our approach.

In 2024/25 the Supervision Team followed up 157 reports referred to it by the Contact and Assessment Team or received directly (163 in 2023/24) and initiated 79 thematic reviews (29 in 2023/24). The higher number of thematic reviews reflected an increase in testing barristers' and entities' compliance with the Money Laundering Regulations.

Reports responded to by Supervision covered a wide range of themes with a higher number focused on the following:

- compliance with the price, service and redress transparency rules;
- standards of Bar training and compliance with the Authorisation Framework in both vocational and pupillage training;
- barrister competence;
- ineffective complaints handling;
- data security breaches and cyber security attacks;
- ensuring the orderly closure of sole practices or chambers following suspension, disbarment, death or closure for business or personal reasons.

Authorisations

The Authorisations Team takes decisions relating to [exemptions and waivers](#) from the training requirements and authorises entities, education and training providers, individuals to conduct litigation, public access, and the authorisation of organisations and individuals to instruct barristers directly under the [Licensed Access scheme](#).

In 2024/25, the Team:

- decided 955 individual applications for authorisation in different categories.
- we authorised 18 more BSB entities than in 2023/2024 bringing the total number to 163; and
- registered 630 new pupillages and signed off 593 pupillages.

³ Supervision Strategy and Framework can be found [here](#).

Independent Decision-Making Body

The Independent Decision-Making Body (IDB) takes decisions on enforcement cases referred to it after investigation. It also reviews authorisation decisions and decisions by the Inns' Conduct Committee. Decisions and reviews are undertaken by five person panels with a lay majority.

Of the 68 enforcement cases heard by the IDB, 41 were referred for disciplinary action, 11 cases had administrative sanctions imposed and 8 cases saw allegations dismissed. In the previous year these figures were 52, 8 and 18 respectively.

Of the cases referred by the IDB for disciplinary action, 34 cases were sent to a 5-person Disciplinary Tribunal, 3 cases to a 3-person Disciplinary Tribunal and 3 were disposed of by the Barrister consenting to a finding of professional misconduct via the [Determination by Consent](#) (DBC) process.

The 23 reviews considered by the IDB in the period comprised of 17 executive decisions on applications and 6 Inn's Conduct Committee (ICC) decisions.

Of the 17 executive decision cases heard, the outcomes saw 6 cases with the decision affirmed (upheld), 8 cases with the decision affirmed (amended), 1 case with the IDB substituting the executive decision with another decision and 2 cases referred back for further information.

Of the 6 ICC cases heard, the outcomes saw 2 decisions affirmed and 4 decisions substituted with another decision by the IDB panel.

Strategic Aim 2 – Standards

Overview

We said we would:

- continue our programme to assure the required standards of professional competence at the Bar;
- develop a consolidated set of regulatory requirements for barristers in chambers;
- continue to develop and implement arrangements for the assessment of advocacy and negotiation skills during pupillage;
- develop a strategy to address the new regulatory objective of “promoting the prevention and detection of economic crime”;
- support the development of an apprenticeship route for Bar training;
- continue our evaluation of the recent reforms to Bar training.

We delivered:

- a programme of work to assure ongoing standards of competence at the Bar (see detail below);
- dedicated web pages consolidating the practice management obligations we place on barristers;
- approval for the four Inns of Court and five circuits to deliver advocacy training during pupillage;
- continuing supervision to promote compliance with anti-money laundering rules: our work is detailed in our annual report, published separately [here](#).
- the approval with the Institute for Apprenticeships and Technical Education (IfATE)⁴ of the [barrister apprenticeship standard](#);
- continuing evaluation of the Future Bar Training reforms (which were introduced in 2019).

⁴ IfATE has since been superseded by Skills England. Skills England is an executive agency sponsored by the Department for Education that works with employers to develop and approve apprenticeships.

Commentary: our performance and impact



We maintain standards in the profession through various regulatory interventions including, but not limited to:

- strategic oversight of the operation and outcomes of Bar Training. This draws together the work of teams from across the organisation such as authorisation, supervision, data and insights, policy and examinations. We have published insight into this work and our impact through our [Annual Bar Training reports](#) in the past three years (covering the period September to August) and this year we are providing this insight through this BSB wide Annual report (see below).
- decisions relating to [exemptions and waivers](#) from the training requirements and authorises entities, education and training providers, individuals to conduct litigation, public access, and the authorisation of organisations and individuals to instruct barristers directly under the [Licensed Access scheme](#);
- supervision of barristers, chambers, BSB entities to ensure compliance with our Handbook rules in the public and consumer interest (see the efficiency section of this report for more information);
- designing policies to ensure ongoing competence of Barristers (see the sections below and other chapters for more detail).

Bar Training

Our work to regulate providers of vocational training and pupillage continued throughout the year (covering the period September 2024- August 2025). [This report](#) offers insight into how standards in Bar training during both the vocational and pupillage components have continued to be set, met, and assured⁵. Annual Reports on Bar Training for prior years (2022, 2023, 2024) can be found [here](#).

Pupillage training providers

We have 289 authorised pupillage training providers as of August 2025. We registered 630 new pupillages and signed off 593 pupillages.

In the year to 31 August 2025, we responded to 13 separate reports (compared to 23 in the previous year) dealing with a wide variety of matters, from pupillage terminations to the standards of pupil's training. We have seen an increase in the number of both pupillage and vocational providers recognising the risks associated with pupils and

⁵ This is specifically in the following ways: (a) how the four key principles of Bar Training (Flexibility, Accessibility, Affordability and High Standards) continue to be sustained in the delivery of Bar Training and in our decision-making and further developments; (b) how the processes for authorising, assessing, monitoring and evaluating Bar Training are working; (c) how we have dealt with issues that have arisen during the year.

students' use of Artificial Intelligence (AI) and we are looking at how best to provide guidance for these providers in this expanding area.

Vocational Training Providers

Since implementation of training reforms in 2019, we have authorised ten providers⁶ across 21 locations. No new providers or new sites at existing providers have been authorised in the past year. We reached the significant milestone of re-authorising vocational training providers for another four years using our risk based and outcomes focussed approach to regulation as per our [Authorisation Framework](#). In doing so we comprehensively reworked the regulatory agreement we have with providers, clarified the service levels expected and strengthened our powers for amending and varying the agreement in future.

We continued to engage with vocational training providers through our regular monitoring activity, quarterly Bar Training Forum and provider and External Examiner workshops, providing opportunities for sharing of best practice⁷. This helps us ensure that there is a common understanding of our requirements and so to promote consistency of student experience.

In the year up to 31 August 2025, we received 7 reports about 5 vocational training providers, dealing with a wide variety of matters from academic misconduct and discrimination to fair recruitment and standards of vocational component delivery. These resulted in Supervision visits and appropriate actions being put in place.

Centralised Examinations

The Bar Standards Board sets central examinations for Bar training students in criminal and civil litigation. Since their inception in 2020, the Bar Training centralised assessments have been sat 34,023 times in total (including 8,279 times in the 2024/2025 Academic year which is the period covered by this report). This includes all first sit and resit attempts by Bar Training students.

Over this year, the Bar Training passing rates have varied from 48.1% for Civil Litigation in August 2025 to 61.5% for Civil Litigation in December 2025.

⁶ [List of Vocational Training Providers](#)

⁷ In addition to the centralised assessments, students take assessments that are set and marked by the training providers (Advocacy, Professional Ethics, Opinion Writing and Legal Research, Drafting, and Conference Skills). We appoint External Examiners (EEs) to provide us with assurance on the consistency of standards of the assessments set by the training providers. They assess whether: the assessment process measures student achievement rigorously and fairly in line with our Curriculum and Assessment Strategy; and the standards and the achievements of students are consistent between training providers.

We continued to publish a [Chair's report](#) after each setting of the Litigation assessments which details the quality assurance processes undertaken, as well as how the passing standard has been set with reference to the threshold competencies the litigation exams seek to measure.

We have now had 12 sittings of the Pupillage Ethics Assessment, and, in total, we have assessed 1,477 individual pupil barristers, who have attempted the assessment a total of 1,681 times (either as a first sit or resit). In 2025, 615 candidates made 691 attempts. The passing rates were 90.1% in January, 71.3% in April⁸ and 79.7% in July.

We continued to publish a [Chair's report](#) after each setting of the Ethics assessment which details the quality assurance processes undertaken, as well as how the passing standard has been set with reference to the threshold competencies the exam seeks to measure.

Bar Training Statistics Report by Course

Each year, we publish a report on key statistics relating to vocational Bar training and progression to pupillage with the aim to provide more accessible information for prospective students that they can use to help inform them about their choice of provider and their chances of success in obtaining pupillage. There are two reports, one focussing on results by provider (which was published in July 2025), and [one covering enrolment, results, and student progression](#) across the course which is being published alongside this Annual report.

Advocacy and negotiation skills

We have continued to develop and implement arrangements for the assessment of advocacy and negotiation skills during pupillage as the final part of our reforms to Bar training. All four Inns and five Circuits have been approved to provide pupillage advocacy courses and these are now being delivered.

Two providers (Inns of Court College of Advocacy (ICCA) and the Society of Mediators) will be commencing a pilot of negotiation courses towards the end of 2025 and beginning of 2026. We have been working with these providers and other stakeholders to establish the requirements for these courses, which have been published in our Curriculum and Assessment Strategy, alongside a comprehensive framework for evaluating each pilot.

⁸ Operational issues led to 16 candidates being unable to start or complete the exam successfully. If excluded, the passing rate for April is 82.7%.

Apprenticeships

In December 2024, The Institute for Apprenticeships and Technical Education (IfATE)⁹ and the Bar Standards Board (BSB) announced the Barrister Apprenticeship Standard. This new standard sets out the skills, knowledge and behaviours needed to become a successful practising barrister in England and Wales. We are continuing to support the development of an apprenticeship route for Bar training and remain in regular contact with the Barrister Apprenticeship Trailblazer Group and work with them in developing an approved apprenticeship delivery model.

Assuring Standards Policy Development Programme

As part of our continuing programme to assure the required standards of professional competence at the Bar we launched our Competence Monitoring Framework (CMF) as part of our [Data and Intelligence Strategy](#). Including almost 40 indicators of professional competence, these combined new and existing data sources, including consumer feedback and new questions added to the annual Authorisation to Practise process. The capability provided by the CMF will help us to ensure that our regulatory approach and interventions on competence are targeted, proportionate, evidence-based, and impactful.

This year we introduced an improved approach to Continued Professional development (CPD) spot checks and conducted the first round of spot checks in Summer 2024.

We established our first Inter-Regulator Ongoing Competence Forum in February 2025. Recognised as good practice by the LSB, this brings seven legal services regulators together to share insights and promote good practice. Another Forum will take place in late 2025.

We continued to evaluate the CPD materials we introduced in January 2024. In the Spring of 2025, we received over 1,200 responses from the Profession to an online survey. We will publish our key findings and use them to refine our approach, focus areas, and next steps into 2026.

We launched the next of our series of CPD good practice case studies in partnership with individual barristers, chambers, and employers. We continue to receive positive feedback on these insights into the profession.

We launched [updated specialist standards and resources for barristers in youth justice proceedings](#) in March 2025 to help practising barristers understand and meet the requirements and expectations of this important practice area. We will continue to raise awareness of these resources and keep them up to date.

⁹ IfATE has since been superseded by Skills England. Skills England is an executive agency sponsored by the Department for Education that works with employers to develop and approve apprenticeships.

Anti-money laundering

Whilst the Government assesses the risk of money laundering in the legal sector as high, its latest National Risk Assessment, published in July 2025, clarifies that barristers are exposed to lower risks than other legal professions. This is in accordance with our own low risk assessment for barristers and BSB entities for the following reasons:

- practising barristers do not typically engage in conveyancing and only a very small minority act as Trust and Company Service Providers (TCSPs).
- barristers and BSB entities are prevented by the rules in the BSB Handbook from holding client money or managing their clients' affairs.
- the majority of instructions are referred by solicitors and accountants, who are obliged to conduct their own Customer Due Diligence and therefore provide a first line of defence in assessing risk.

We nevertheless review relevant chambers, BSB entities and barristers to determine their individual risk profiles. This year our focus was on ensuring that barristers acting as TCSPs and conducting tax advisory work are compliant with the Money Laundering Regulations. We also conducted spot checks to ensure that barristers comply with their obligation to conduct practice risk assessments. Our full report on our activity this year is on our [website](#).

Strategic Aim 3 – Equality

Overview

We said we would:

- consult on recommendations to change our Equality Rules to promote equality of opportunity;
- continue the work of diversity task forces;
- analyse the experience of barristers' services of users from different minority groups;
- launch our internal anti-racist strategy and action plan.

We delivered:

- a consultation on [changes to the equality rules](#). We decided not to proceed with the proposed changes, and instead will work with the profession to seek better outcomes within our current framework;
- the continuing work of the diversity task forces. The task forces assisted us with our work on the equality rules and provided input on our work on Disability and [Technology at the Bar](#), in particular the adoption of AI;
- publication of our [anti-racist strategy](#) and year one action plan. We have since published an update and our year two action plan.

Commentary: our performance and impact



Our consultation on the equality rules attracted a lot of attention and we had a significant response to the proposals. We also engaged extensively with barristers and other stakeholders in meetings and consultation events. Although most responses disagreed with our central proposal to amend the Core Duties, we were pleased to see the profession demonstrate its commitment to diversity and equality of opportunity. We want to build on that shared commitment, which will be particularly important as we move forward to implement the recommendations of the Harman Review.

There continue to be barriers to entry, retention and progression for those who share certain protected characteristics and those who are from certain socio-economic backgrounds. Whilst the representation of female barristers, barristers from minoritised ethnic backgrounds, and barristers with a disability has grown at the Bar, these groups



remain underrepresented at senior levels. Female barristers and barristers from minoritised backgrounds earn less on average than their White male counterparts even when allowing for specialism, seniority and geography. We remain committed to addressing these issues, in partnership with the profession.

The web pages we introduced in 2024/25 to clarify expectations of chambers summarise barristers' existing practice management obligations to promote equality of opportunity and diversity.

We are proud of the commitment our people have shown to developing and implementing our first anti-racist strategy. We have made good progress in our first year, and continue to focus on implementing the strategy. So far, we have received a bronze award from the Employers Network for Equality and Inclusion (ENEI) in recognition of our progress in equality and diversity and our [annual diversity report](#) has shown an increase of six percentage points in members of the workforce from a minoritised ethnic background. Our Board Code of Conduct and our Senior Leadership Team's objectives now include a commitment to anti-racism.

Strategic Aim 4 – Access

Overview

We said we would:

- promote public legal education in collaboration with our fellow regulators and work with other regulators to look at how the Legal Choices website can develop a one-stop shop for reviewing regulatory information about any regulated lawyer;
- ensure that our transparency rules are being complied with and are effective;
- take forward our examination of the role of new technology in the legal services market;
- complete our market study of online comparison or of intermediaries offering to broker access to barristers;
- look at the needs of digitally excluded consumers by taking part in research with other front-line regulators to examine the experience of consumers with limited access to, or ability to use, digital technology; and
- examine the extent to which solicitors offer their clients a choice of barrister.

We delivered:

- continuing work with our fellow regulators on [Legal Choices](#) and the Regulatory Information Service;
- monitoring compliance with our transparency rules, largely via our supervision activities. In the light of this, and further research that we have undertaken, we published updated transparency guidance and we will be considering further changes to promote transparency in the current business year;
- research into technology adoption and use at the Bar, which was published in April 2025;
- a market study of digital comparison tools and completion of our work on intermediaries. We plan to publish the findings of both projects later in the current business year;
- research into digital exclusion which we expect to publish in 2025;
- research with barristers' clients (soon to be published) has given us insights into the choices that are offered to clients by solicitors when instructing a barrister. We have also undertaken research with solicitors, although there were delays in recruiting participants. We expect to publish a report of that later in 2025-26.

Commentary: our performance and impact



The future growth and international reputation of the Bar will depend on maintaining a competitive market for barristers' services, marked by high standards and by the safe adoption of technology to enhance efficiency and cut costs. We continue to work to improve transparency and choice in relation to barristers' services. A significant contributor to this may be the adoption of new technologies to better enable access to legal services.

We launched our research into technology adoption at the Bar at a very well-attended event, and we were delighted by the interest in the subject matter. We have since established a joint working group with the Bar Council, to share research, evidence, and other sector trends or developments about technology and innovation at the Bar, discuss high level priorities in order to avoid duplication of effort and disseminate technology competence or other resources to members of the Bar.

Strategic Aim 5 – Independence

Overview

We said we would:

- complete our governance reforms;
- design and launch a new organisational learning plan;
- design and implement a new performance management and development policy;
- continue to promote engagement and collaboration with consumers organisations, the profession and other regulators.

We delivered:

- the completion of our governance reforms, with a comprehensive governance manual now in place;
- the BSB's first organisational learning plan based on a comprehensive learning needs assessment which helped us to increase the knowledge and capability of our people. Data on learning needs were gathered from all levels of the organisation, learning needs were prioritised to deliver key business objectives and an annual plan delivered that included a blend of e-learning, classroom based courses and individual activity. Evaluation of learning activities was positive and has been incorporated into this year's plan;
- a new performance review system and policy covering assessment of behaviours as well as delivery of objectives; We consulted widely on a new performance review (appraisal) policy and process and made extensive improvements to ensure that the new policy would integrate with our existing culture while also supporting the organisation's drive towards high performance and continuous improvement. New performance management software was selected and procured;
- extensive consultation with consumer organisations and other stakeholders, together with supporting research, to inform development of our five year strategy.

Commentary: our performance and impact



The Bar Standards Board aims to be a self-confident and independent regulator which reaches its own judgements about risks to the public interest at the Bar, which makes proportionate choices about the regulatory interventions to deploy to address those risks and which is able and willing to work with the profession to achieve shared objectives.

Our annual 2024 People Survey showed that we are well on the way to building this culture. Levels of engagement are high, with 80% of our people responding favourably. The BSB scored above the professional bodies and industry associations benchmark in all areas of the survey. Our work on enhancing learning and performance across the organisation is an essential part of developing our culture and ensuring that the BSB remains a great place to work where people are supported and enabled to excel in delivering our regulatory functions. Our People survey showed significant improvement in colleagues feeling recognised, thanked and praised for their work, having the right opportunities to learn new skills, and feeling supported in developing their careers.

Our teams and their work

Our Board

(See “Our governance” section on page 30)

BSB Director General

Mark Neale

Regulatory Operations

Director: Saima Hirji, 36 people | Receipt and assessment of all incoming information | Authorisations

Standards

Director: Rupika Madhura, 19 people | Supervision and Qualifications, management of the centralised examinations function.

Strategy and Policy

Director: Ewen MacLeod, 16 people | Policy development | Regulatory risk | Equality and access to justice | Research

Legal and Enforcement

Director: Sara Jagger, 23 people | Investigations of potential breaches of the BSB Handbook/ Enforcement and disciplinary action/ legal advice and support including litigation support

Communications and Public Engagement

Director: Wilf White, 4 people | External and internal communications | Public and stakeholder engagement

People Team

Director: Teresa Haskins, 5 people | People strategy and support | Culture and Values | Learning and Development

Two further teams report directly to the Director General:

- **Governance and Corporate Services** led by *Rebecca Forbes with 5 people*
- **Programme Management** led by *Michael Farmer with 3 people*

We also share the following support services with the Bar Council: Facilities, Finance, Information Services, Records, the Project Management Office, and those centralised Human Resources services not provided by the dedicated BSB function.

2024 Reorganisation

From 2 December 2024 as part of the Reform Programme to improve efficiency and effectiveness a new structure was introduced which included changes to a number of departments, with certain directors and their departments having new functions and responsibilities.

The new structure and what our teams do

Ewen MacLeod, Director of Strategy, Policy and Insights, 18 people

Strategy, Policy and Insight: Drawing on enhanced data, intelligence and research, the Department identifies future and current risks to the public interest, as defined by the Regulatory Objectives, and develops timely consumer-focused strategies to mitigate those risks and to seize opportunities. It owns our Handbook and Code of Conduct and leads on updating them. The Department leads on diversity at the Bar.

Rupika Madhura, Director of Regulatory Standards, 41 people

Regulatory Standards: The Department ensures that professional standards evolve to support the BSB's strategy, including to responding to changing consumer expectations and new technologies, and the standards expected by us are reflected and adhered to from qualification to retirement. The Department includes the Supervision, Examinations and Authorisation functions of the Bar Standards Board and also a policy function responsible for the framework underpinning the qualification and continuing professional development of the profession.

Saima Hirji, Director of Regulatory Enforcement, 37 people

Regulatory Enforcement: The Department will take prompt and effective action to enforce professional standards where these are breached and where enforcement is necessary for the protection of the public and/or as a deterrent to unprofessional behaviour. The Department will be accountable for the end-to-end enforcement process.

Alex Kuczynski, Director of Legal and Information Management, 9 people

Legal and Information Management: The Department owns legal risks arising from the delivery of our regulatory functions, handles litigation, provides legal advice to the organisation, develops decision-making policies and guidance and oversees and supports knowledge management systems. The Department also leads on compliance with our statutory information law responsibilities.

Debbie Stimpson, Director of Planning, Programmes and Engagement, 11 people

Business Planning, Programmes and Engagement: The Department ensures that we have the business plans and resources needed to deliver our strategy and to deliver our functions, execute major programmes of work efficiently and to time. The team also communicates effectively with our stakeholders about our plans and performance and encourages stakeholders to engage with us so that all our policy making takes full account of their views and its likely impact.

Teresa Haskins, Director of People and Culture, 6 people

People and Culture: The Department will ensure that the Bar Standards Board's people are engaged and empowered, are motivated by compelling and relevant values and work within a diverse, inclusive and proactive culture.

Rebecca Forbes is Head of Governance reporting to Mark Neale as part of the Director General's Office, which includes 4 people. The Governance Team will ensure that the BSB maintains good governance practices, policies and procedures. We ensure compliance by our staff and non-executives (including the Board) with our own Constitution and with the rules set by the Legal Services Board. We also provide support for the Chair and Director General's offices.

Our governance

We are governed by a Board made up of a combination of lay people and barristers. It has six lay members (including the Chair) and five barrister members. During 2024-25 three members ended their terms and they were all replaced by new members. Ms Ruby Hamid, Ms Tracey Markham and Ms Ruth Pickering joined the Board and Mr Simon Lewis, Ms Allison Alden OBE and Mr Steven Haines all ended their terms.

The Board met 10 times during 2024-25: there were 6 ordinary meetings one of which was later reconvened as a second meeting, 2 special meetings and 1 Away Day. We also held 7 Board seminars which allowed members to explore aspects of the BSB's work in greater depth. Ordinary Board meetings are partly held in public and we invite members of the legal Press to attend all public sessions. Board meetings during 2024-25 continued to be held on a hybrid basis to enable members to join online if necessary.

During 2024-25 our Board members were:

Chair: Kathryn Stone OBE

Vice-Chair: Mr Andrew Mitchell KC

Barrister members: Mr Jeff Chapman KC
Mr Simon Lewis (until December 2024)
Ms Ruby Hamid (from January 2025)
Ms Irena Sabic KC
Professor Leslie Thomas KC

Lay members: Ms Gisela Abbam FRSA
Ms Alison Alden OBE (until December 2024)
Mr Emir Feisal JP
Mr Steven Haines (until December 2024)
Ms Tracey Markham (from January 2025)
Ms Ruth Pickering (from January 2025)
Mr Stephen Thornton CBE

Accountability and how we manage risk

Under the Legal Services Act 2007, the Legal Services Board 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 Act 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 exercise of the regulatory functions is not prejudiced by the Bar Council's representative functions.

Our Board manages its work with the help of four sub-committees:

- The **Governance, Risk and Audit Committee** (GRA) is responsible for ensuring that our corporate governance standards and internal controls are maintained. The Committee keeps all our risk management framework and internal audit arrangements under review and advises the Board accordingly. The corporate risk register is reviewed at least quarterly by our Senior Leadership Team and the GRA Committee. In addition, the GRA Committee conducts regular in-depth risk reviews throughout the year, and considers Internal Audit reports.
- The **Performance and Strategic Planning Committee** (PSP) leads work in relation to the development of the BSB's strategic direction and plans and the allocation of resources to deliver the strategic and business plans. It oversees performance against relevant service levels and considers whether financial and operational resources are properly and effectively allocated and efficiently managed across the organisation.
- The **Nomination Committee** advises the Board on fair, inclusive and transparent approaches to recruitment to the Board and senior executive roles and oversees, on behalf of the Board, some aspects of the recruitment process.
- The **Remuneration Committee** makes recommendations to the Board on the remuneration and terms of engagement of BSB staff, its non-executive members and advisers. It also considers appeals by the Director General and his direct reports against decisions relating to dismissal, disciplinary sanction, grievance, promotion or demotion.

Our income and expenditure and Cost Transparency Metrics

The Bar Standards Board (BSB) is firmly committed to the principle of transparency and publishes financial and other transparency metrics as part of the Annual Report and Business Plan in accordance with the recommendations of the Legal Services Board's (LSB) Cost of Regulation Project. We combine our Cost Transparency Metrics, with the figures here in our annual report so that all our financial reporting can be found in one place.

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 the Board and its Performance and Strategic Planning Committee (PSP).

Income

Practising Certificate Fees (PCF)

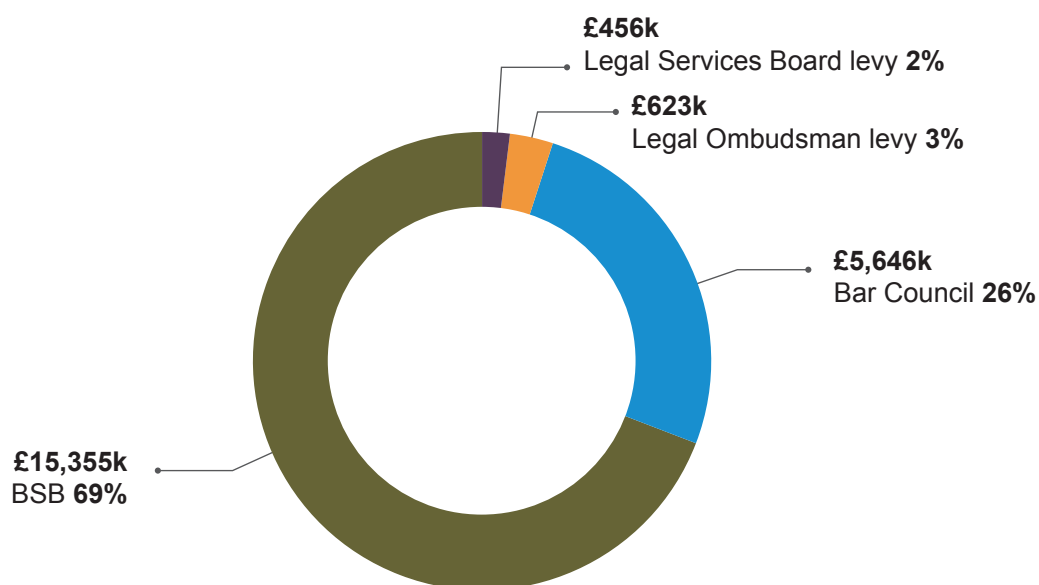
Barristers are only legally entitled to undertake reserved legal activities if they are authorised to do so by the BSB. To be authorised they must hold a current Practising Certificate renewed annually via a process known as Authorisation to Practise, which includes payment of a Practising Certificate Fee (PCF). The PCF funds the expenditure that falls within the ‘permitted purposes’ as defined by the Legal Services Board (LSB). The PCF is shared between the Bar Standards Board who deliver the regulatory functions, the Bar Council who deliver non-regulatory permitted activities, and levies for the Legal Services Board and the Legal Ombudsman (LeO).

Band	Thousands	Thousands
Metric	2023-24	2024-25
Total PCF Reported	£18,838	£22,080

In 2024-25 Practising Certificate Fees were set as follows:

Band	Income Band	2024-25 Fees
1	£0 - £40,000	£119
2	£40,001 - £60,000	£316
3	£60,001 - £90,000	£635
4	£90,001 - £150,000	£1,154
5	£150,001 - £240,000	£1,753
6	£240,001 - £350,000	£2,377
7	£350,001 - £500,000	£2,540
8	£500,001 - £750,000	£3,213
9	£750,001 - £1,000,000	£3,399
10	£1,000,001 - £1,500,000	£3,855
11	£1,500,001 and above	£4,080

Allocation of PCF between Bar Council, the BSB, LSB and LeO



	2023-24	2024-25
Portion of PCF funding 'non- regulatory permitted purposes'	32%	31%
Total Permitted Purposes reserves	£5,347k	£5,883k

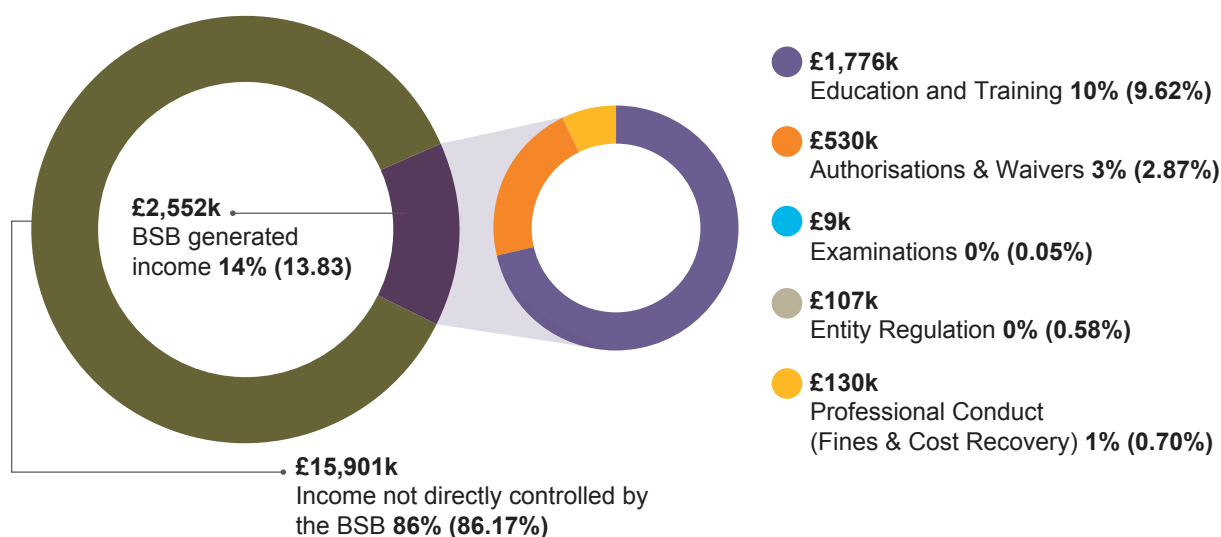
Apart from the PCF, some of our income comes from charges we make for specific services we provide to individuals and organisations. These income streams include the fees from Bar training providers, and the Bar Transfer Test.

Income Area	£ thousands 2023-24	£ thousands 2024-25
Education and Training	£1,703	£1,776
Authorisations and Waivers	£351	£530
Examinations	£33	£9
Entity Regulation	£89	£107
Professional Conduct (Fines & Cost Recovery)	£80	£130
Total BSB Generated Income	£2,256	£2,552

As with previous years, income from fees for Bar training remained the most significant proportion of the BSB controlled income during 2024-25. Overall, the BSB exceeded its (non-PCF) income target by £298k (13%).

Total Income for the BSB	£ thousands 2023-24	£ thousands 2024-25
PCF Contributions	£12,860	£15,355
Income from GCB Resources Group	£446	£546
Planned Contributions from Reserves	0	0
Total income not directly controlled by the BSB	£13,306	£15,901
Total BSB Generated Income	£2,256	£2,552
Total regulatory income	£15,562	£18,453

BSB Income



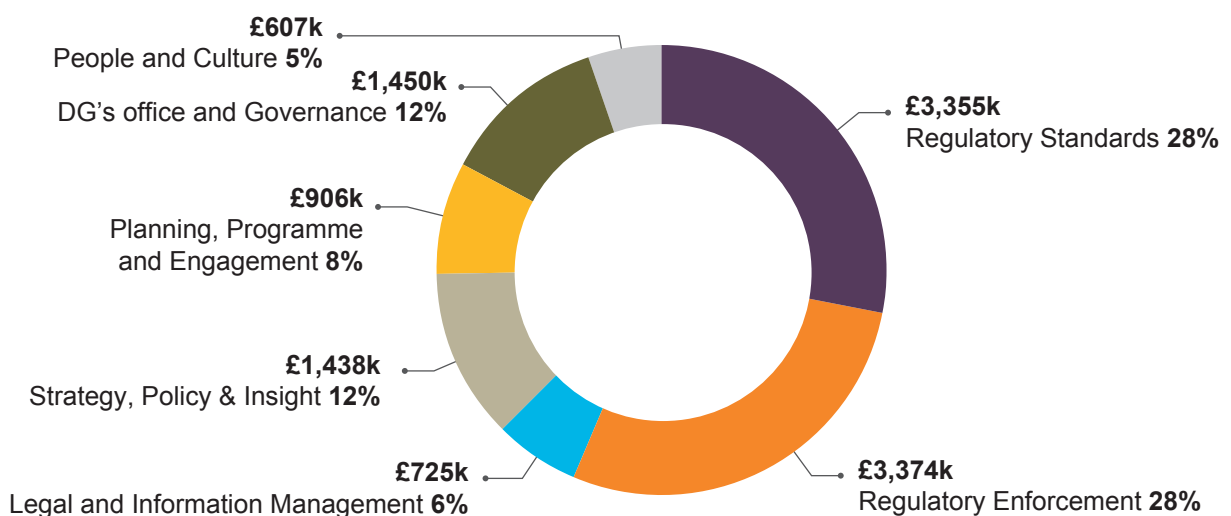
Expenditure

BSB directly controlled expenditure was £11,855k against a budget of £11,889k, a £34k underspend (0.3%).

The full cost of regulation includes an allocation of shared costs (IT, Finance, HR and Premises costs) from the Bar Council Resources Group. The Resources Group expenditure budget is managed separately, outside the direct control of the BSB, and is apportioned to the organisation.

Department	£ thousands 2023-24	£ thousands 2024-25
Regulatory Standards	£2,608	£3,355
Regulatory Enforcement	£2,782	£3,374
Legal and Information Management	£678	£725
Strategy, Policy & Insight	£1,371	£1,438
Planning, Programme and Engagement	£725	£906
DG's office and Governance	£1,188	£1,450
People and Culture	£517	£607
Total Direct BSB Expenditure	£9,869	£11,855
Resources Group allocation & adjustments	£5,656	£6,338
Total cost of regulation	£15,525	£18,193
Average cost of regulator for each authorised individual	£726	£835

Direct BSB Expenditure in 2024-25



The average cost of the regulator for each authorised individual is calculated by dividing total BSB PCF income (£15,355k in 2024-25) by the number of practising barristers at 31 March 2025 (18,392).

Staff resources

	2023-24	2024-25
Headcount	114 (110.2 FTE)	126 (121.8 FTE)

Remuneration of the Board and Executive

Chair of Board total remuneration	£116,616	£120,332
Vice Chair total remuneration	£38,796	£41,515
Director General total remuneration	£169,957	£181,105

The median staff salary at the BSB in 2024-25 was £46,108, the ratio between this and the Director General (salary: £181k) was 1: 4.01. As well as the Director General, the Bar Standards Board has seven Senior Managers paid in a salary band which in 2024-25 was between £90k and £125k.

Staff costs	£6,594,308	£7,951,513
Board costs	£269,528	£260,597

Overall staff related costs were £7,312k (3% overspent). We ended the year with staff turnover of 14%. Any salary savings achieved from vacancies were offset by recruitment related expenses and temporary cover for business critical roles.

Board Remuneration and Expenses in 2024-25

Name	Salary / Fees	Pension	Allowance	Total	Expenses incurred in relation to BSB business
Kathryn Stone OBE	£120,332	£0	£0	£120,332	£13,728
Mr Andrew Mitchell KC	£41,515	£0	£0	£41,515	£0
Ms Gisela Abbam	£10,000	£0	£0	£10,000	£0
Ms Alison Alden OBE	£7,500	£0	£0	£7,500	£330
Mr Jeff Chapman KC	£10,000	£0	£0	£10,000	£0
Mr Emir Feisal JP	£10,000	£0	£0	£10,000	£233
Mr Steven Haines	£11,250	£0	£0	£11,250	£0
Mr Simon Lewis	£7,500	£0	£0	£7,500	£2,065
Ms Irena Sabic KC	£10,000	£0	£0	£10,000	£0
Professor Leslie Thomas KC	£10,000	£0	£0	£10,000	£0
Mr Stephen Thornton CBE	£15,000	£0	£0	£15,000	£1,057

During 2024-25 three members ended their terms and they were all replaced by new members. Ms Ruby Hamid, Ms Tracey Markham and Ms Ruth Pickering joined the Board and Mr Simon Lewis, Ms Allison Alden OBE and Mr Steven Haines all ended their terms.

Ms Ruby Hamid	£2,500	£0	£0	£2,500	£0
Ms Tracey Markham	£2,500	£0	£0	£2,500	£0
Ms Ruth Pickering	£2,500	£0	£0	£2,500	£0

Non-staff costs

Total non-staff expenditure was £3,143k (8% underspend).

Further reading

To obtain a fuller picture of who we are, what we do, and the context in which this Annual Report was produced, please visit the following pages on our website:

- This Annual Report is designed to be in read in conjunction with our [Business Plan for 2024-25](#) and our [2022-25 Strategic Plan](#).
- More detailed statistics about our regulatory casework are available in our [Regulatory Casework Statistical Report](#).
- The [Annual Bar Training Report](#) provides more detail around our work in this area.
- More information about our work around [equality and diversity](#) can be found there.
- Our [organisational values](#) describe the way in which we conduct all our work including the activities described in this Plan.

Contacting 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 your feedback on our services, particularly where the level of service has exceeded or fallen below your expectations.

Your comments and suggestions are important to us as they will help us to meet our obligations to you and to improve our performance.

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

Tel: 020 7611 1444

Email: ContactUs@BarStandardsBoard.org.uk

X: [@BarStandards](https://twitter.com/BarStandards)

Youtube: [/barstandardsboard](https://www.youtube.com/barstandardsboard)

LinkedIn: [/thebarstandardsboard](https://www.linkedin.com/company/thebarstandardsboard)