



Meeting of the Bar Standards Board

Thursday 21 May 2026, 5.00 pm (Hybrid meeting - in person and online)

Rooms 1.4 – 1.7, First Floor, BSB Offices / MS Teams

Agenda – Part 1 – Public

Meetings will be recorded for the purposes of minute taking as previously agreed by the Board. Your consent to this is assumed if you decide to attend. The recording will be deleted once the minutes are formally approved

			Page
1.	Welcome / announcements (5.00 pm)	Chair	
2.	Apologies	Chair	
3.	Members' interests and hospitality	Chair	
4.	Approval of minutes from the last meeting (25 March 2026)	Annex A Chair	3-6
5.	a) Matters arising & Action List	Annex B Chair	7
	b) Forward agenda	Annex C Chair	9
6.	Director General's Report – Public Session (5.05 pm)	BSB 031 (26) Steve Haines	11-13
7.	2025-26 Quarter 4 Performance Report (5.10 pm)	BSB 032 (26) Lyndy Geddes	15-37
8.	Handbook changes, Swiss lawyers (5.20 pm)	BSB 033 (26) Ewen Macleod	39-43
9.	Performance and Strategic Planning Committee (PSP) Year-End Report November 2025 to March 2026 (5.30 pm)	BSB 034 (26) Steve Haines	45-48
10.	Committee Terms of Reference (5.35 pm)	BSB 035 (26) Steve Haines	49-60
11.	Chair's Report on Visits & External Meetings	BSB 036 (26) Chair	61-62
12.	Any other business		
13.	Dates of next meetings <ul style="list-style-type: none">• Thursday 25 June 2026 (Board Away Day)• Thursday 30 July 2026 (5 pm) – ordinary meeting		

14. **Private Session**
(5.40 pm)

John Picken, Governance Officer
14 May 2026

Part 1 - Public

Minutes of the Bar Standards Board meeting

Wednesday 25 March 2026 (5.00 pm)

Hybrid Meeting, Rooms 1.4-1.7, BSB Offices & MS Teams

Present: Professor Chris Bones (Chair)
Gisela Abbam
Jeff Chapman KC
Emir Feisal JP
Tracey Markham
Andrew Mitchell KC
Ruth Pickering

By invitation: Malcolm Cree (Chief Executive, Bar Council - departing)
Jim Morris (Chief Executive, Bar Council -incoming)
Lucinda Orr (Treasurer, Bar Council) – via Teams
Andy Russell (Director, Council of the Inns of Court)

Press: Neil Rose (Legal Futures)

BSB Executive: Graham Black (Head of Communications) - via Teams
Rebecca Forbes (Head of Governance)
Lyndy Geddes (Chief Operating Officer)
Steve Haines (Acting Director General)
Teresa Haskins (Director of People and Culture)
Saima Hirji (Director of Regulatory Enforcement)
Alex Kuczynski (Director of Legal & Information Management)
Ewen Macleod (Director of Strategy, Policy & Insights)
Mark Neale (Director General - outgoing)
John Picken (Governance Officer)
Debbie Stimpson (Director of Programmes, Planning & Engagement)

Resource Group: Richard Cullen (Director of Finance)

Item 1 – Welcome / Announcements

1. The Chair noted this was the last Board meeting attendance for Malcolm Cree and Mark Neale. On behalf of the Board he expressed his sincere thanks for the hard work, support and commitment of both and wished them well for the future.
2. He also welcomed Jim Morris, the newly appointed Chief Executive of the Bar Council and looked forward to forming a positive and productive working relationship with him. He also introduced Lyndy Geddes, the BSB's new Chief Operating Officer.

3. Item 2 – Apologies

- Leslie Thomas KC
- Kirsty Brimelow KC (Chair, Bar Council)
- Heidi Stonecliffe KC (Vice Chair, Bar Council)

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

Item 3 – Members’ interests and hospitality

4. The Chair confirmed that the Board will host an evening Dinner for Mark Neale at the Reform Club after the meeting concludes to mark his departure from the BSB.

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

5. The Board **approved** the Part 1 (public) minutes of the meeting held on 29 January 2026.

Item 5a – Matters arising & Action List

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

Item 5b – Forward agenda

7. The Board **noted** the forward agenda list.

Item 6 – Item for Ratification: Enforcement Regulations – Proposals 27-29

BSB 013 (26)

8. The Board ratified its earlier decision based on a paper circulated on 9 March 2026 about Proposals 27-29 of the executive’s response to the consultation paper on Enforcement Regulations. This followed an earlier discussion by the Task and Finish Group appointed to consider this matter which recommended the following:
- to retain the composition of disciplinary panels as at present ie. a five-person panel will be used for the more serious cases (where disbarment or suspension of more than 12 months may be the appropriate sanction) but that a three-person panel will be used for less serious cases;
 - to retain the qualifying criteria for the panel Chair and, as such, a judge or KC will chair all disciplinary panels;
 - to reduce the panels of the Independent Decision Making Body from five to three (for enforcement cases), retaining a lay majority.

**AK to
note**

Item 7 – Quarter3 2025-26 performance report

BSB 014 (26)

9. Steve Haines highlighted the following:
- the data confirms what we already knew from last year ie that the volume of reports received has increased;
 - productivity continues to improve eg:
 - the Contact and Assessment Team (CAT) processed 693 reports during the quarter (a record figure);
 - the Authorisations Team closed nearly double the number of applications from Transferring Qualified Lawyers during Qs 1-3 than it did in the whole of 2024/25.
 - the BSB’s remediation plan was presented to the Legal Services Board on 29 January 2026 and a progress update on those undertakings will be provided on 1 April 2026;
 - this plan is currently on track for delivery. All Q1 actions are already completed, and our most recent figures (March 2026) show that our KPI target for timeliness should be achieved ahead of schedule in respect of assessments. Performance on timeliness for investigations and enforcement is also on an upward trend.

10. **AGREED**
to note the report.

Item 8 – Tax Guidance Update

BSB 015 (26)

11. *This item was added to the public agenda in error and was therefore moved to the private session of the March 2026 meeting.*

Item 9 – Governance documents including Terms of Reference for the Education and Training Committee

BSB 016 (26)

12. Rebecca Forbes commented as follows:
- the paper collates a number of recommendations for improvements to governance procedures though none are considered controversial;
 - the paper also sets out:
 - the draft Terms of Reference for the Education and Training Committee, which the Board agreed to re-establish at its meeting in January 2026;
 - proposed updates to the Terms of Reference for Joint Bar Council / BSB Committees (Audit Committee and Finance Committee).
13. She also referred to proposals to extend eligibility for barrister membership of the Independent Decision Making Body (IDB) as described in the paper. She confirmed that:
- discussions took place with IDB Office Holders in the light of the Board's out of cycle decision to reduce panel size (cf. min 8);
 - though welcome, the Office Holders agreed that this was not sufficient in itself to mitigate the risk of under-recruitment and that extending eligibility to barristers who had held practising certificates for three years would increase numbers, availability to sit on panels and diversity.
14. The Board unanimously agreed the recommendations set out in the paper.
15. **AGREED** to approve:
- | | |
|--|--------------------|
| a) the Terms of Reference for the Education and Training Committee, and the consequential amendments to the <i>Governance Manual</i> and the Terms of Reference for the Centralised Examinations Board; | RF to note |
| b) the introduction of criteria which the BSB can consider when assessing whether a Board member is or remains independent; | Action - RF |
| c) the amendment to the <i>Appointments Policy</i> to be effective from 1 January 2027 so that a person may only serve nine years in total as a Board member and the Chair or as a Board member and the Vice Chair; | Action - RF |
| d) amendment to the list of matters reserved to the Board (within the <i>Governance Manual</i>) and the Terms of Reference for the Remuneration Committee, so that setting the remuneration for the Director General and the Senior Leadership Team is delegated to that committee (rather than reserved to the Board); | Action - RF |

- | | | |
|----|--|------------------------|
| e) | the amendment to the <i>Appointments Policy</i> to be effective immediately so that it is for the Chair or the Vice Chair of the Board to reappoint the Chair and Vice Chair(s) of the Independent Decision-making Body; | Action -
RF |
| f) | amendment to extend the eligibility for barrister members of the Independent Decision-making Body to include those recently retired (within three years); and | Action -
RF |
| g) | the revisions to the Standing Orders for joint Committees of the General Council of the Bar and the Bar Standards Board. | Action -
RF |

Item 10 – Director General’s Report – Public Session

16. BSB 017 (26).
The Board **noted** the report.

Item 11 – Chair’s Report on Visits and External Meetings

17. The Board **noted** the report.

Item 12 – Any other business

18. None.

Item 13 – Date of next meeting

19. Thursday 23 April 2026 (5.00 pm)
Thursday 21 May 2026 (5.00 pm)

Item 14 – Private Session

20. The Board resolved to consider the following items in private session:
- (1) Approval of Part 2 (private) minutes – 29 January 2026.
 - (2) Matters arising and action points – Part 2.
 - (3) Feedback from the GRA / PSP Committees
 - (4) Item for Ratification: Recommendations from the Remuneration Committee
 - (5) Tax Guidance Update
 - (6) Final Strategy approval
 - (7) BSB Performance Measurement – proposals for change
 - (8) BSB 2026/27 Business Plan
 - (9) Corporate (strategic) risk report to the Board
 - (10) Culture in the profession – Developing our Data and Intelligence Approach
 - (11) Governance arrangements
 - (12) Director General’s Report – Private Session.
 - (13) Any other private business.
21. The meeting finished at 5.15 pm.

BSB – List of Part 1 Actions

21 May 2026

(This includes a summary of all actions from the previous meetings)

Min ref	Action required	Person(s) responsible	Completion Due Date	Progress report	
				Date	Summary of update
15a-f (25/03/26)	update the Governance Manual in respect of changes approved at the March Board meeting	Rebecca Forbes	21/05/26	12/05/26	Completed – all amendments made and revised Governance Manual and appendices published at the end of April.
15g (25/03/26)	update the Joint Committee Standing Orders as agreed at the Shared Services Forum	Rebecca Forbes	21/05/26	12/05/26	Completed – version dated 14 April 2026 published on website (date of approval of the Bar Council)
19b (29/01/26)	schedule a date for a Board seminar on barriers to career progression for barristers	Ewen Macleod	31/03/26	13/05/26	Completed – we have suggested covering this at the ‘culture’ seminar in July
17e (25/09/25)	ensure a cost estimate is provided in respect of first-tier data collection by the BSB	Director General	06/2026	19/11/25	On track – we shall collect this data from chambers for the first time, at earliest, in Spring 2027. (We are currently awaiting LSB approval for our regulatory changes.) We intend to provide an estimate of the costs to the BSB and to chambers in advance by Q2 2026.

Forward Agenda

Thursday 25 June 2026 – 9.30 am start (Board Away Day)

- Embedding Artificial Intelligence in BSB Business – overarching / design principles
- Priority 1 (Building a high performing regulator), Modernising service delivery: principles and approach for the future Target Operating Model
- Priority 2 (Improving culture in the profession), Education strategy and delivery: planned policy changes in education and training, developing plan for work to be undertaken under oversight of Education and Training Committee (Business Plan commitment is a long-term plan for future education and training standards by April 2027)
- Priority 4 (Enabling success), Data & insight: new approach to performance measurement (KPIs and KOIs etc)

Thursday 30 July 2026 – 5 pm start

- Director General's Report public & private session)
- Feedback from GRA / PSP Committee
- Anti Racist Action Plan Report and Year 3 Plan
- Corporate Risk Report
- BSB Performance Report (exact approach tbc)
- Board reappointments / recruitment
- Governance – delegations
- Regulatory Risk Framework

Thursday 1 October 2026 – 5 pm start

- Director General's Report public & private session)
- Meeting with the Legal Services Consumer Panel
- Feedback from GRA / PSP Committee
- Enforcement regulations approval
- Corporate Risk Report
- Budget 2027/28
- Insights Strategy
- Annual Regulatory Risk Update and tolerance setting

Thursday 26 November 2026 – 5 pm start

- Director General's Report public & private session)
- Feedback from GRA / PSP Committee
- Corporate Risk Report
- Board evaluation
- GRA Annual Report
- PSP Committee Six monthly report

Thursday 4 February 2027 – 5 pm start

- Director General's Report public & private session)
- Feedback from GRA / PSP Committee
- Annual Diversity Data Report

Thursday 25 March 2027 – 5 pm start

- Director General's Report public & private session)
- Feedback from GRA / PSP Committee

Meeting:	Board	Date:	21 May 2026
Title:	Director General's Report – Part 1 (public session)		
Author:	Steve Haines		
Post:	Interim Director General		

Paper for:	Decision: <input type="checkbox"/>	Discussion: <input checked="" type="checkbox"/>	Noting: <input checked="" type="checkbox"/>	Other: <input type="checkbox"/> (enter text)
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Paper relates to the Regulatory Objective (s) highlighted in bold below

- a. **protecting and promoting the public interest**
- b. **supporting the constitutional principle of the rule of law**
- c. **improving access to justice**
- d. **protecting and promoting the interests of consumers**
- e. **promoting competition in the provision of services**
- f. **encouraging an independent, strong, diverse and effective legal profession**
- g. **increasing public understanding of citizens' legal rights and duties**
- h. **promoting and maintaining adherence to the professional principles**
- i. **promoting the prevention and detection of economic crime.**

Paper does not principally relate to Regulatory Objectives

1. **Red Flags**

None.

2. **Decisions Required**

Delegated authority on Swiss Lawyers (see paper in the agenda).

3. **Business Plan 2026/27**

- a) The BSB launched and published its Business Plan on 8 April to all stakeholders. The BSB's Organisational Values are included in Annex 1 of this report for information.
- b) Key messages:
 - the BSB must stabilise, strengthen and improve performance across our frontline services and consider where we need to reset and evolve for longer-term success;
 - we are focused on establishing operational excellence and creating a regulatory system that operates effectively with the aim of significantly reducing the cost of our operational work in the coming years;
 - we will do this by investing in people and resources, changes to our ways of working, outsourcing some of our work on our less complex investigations and by building better processes and systems to handle and manage capacity in casework;
 - over the next year, this will mean that we handle assessment and investigation of cases more quickly and that all cases are assigned in our investigations and enforcement work;
 - we are also prioritising eradicating backlogs by the end of the year in authorisations and giving assurance that transferring qualified lawyers meet the requisite standards for entry to the Bar of England & Wales;
 - we will continue our work in collaboration with the Bar Council and the newly appointed Conduct Commissioner as we support the broader cultural change challenge highlighted in the Harman Report on bullying and harassment at the Bar.

- c) The Business Plan has been well received by majority of key stakeholders and the focus and priority is on execution and delivery.

4. LSB undertakings

- a) We held a positive progress meeting with the LSB on our Voluntary Undertakings on 13 April 2026.
- b) Key messages:
- significant progress on Timeliness KPI in CAT with high expectations that we will achieve the timeliness KPI ahead of schedule by the end of May;
 - Investigations and Enforcement is showing positive progress. There continue to be challenges, however we remain on track to achieve our key milestones and KPI commitments;
 - website has been significantly revamped and made simpler with easier to access for the public;
 - Knowledge management has been completed and moved into business as usual for the front-line teams.
- c) Next review 8 June 2026.

5. New Director General

Phil Golding will be joining the BSB on 1 July 2026. Phil joins us from the Association of Police and Crime Commissioners where he has been Chief Executive since October 2022. From a business continuity perspective there will be a 2-month handover with the interim Director General until the end of August.

6. Enforcement Regulations

The consultation paper for the new regulations was published on Friday 1 May 2026, with the responses due by Friday 17 July 2026.

7. Independent Decision-making Body

We will be recruiting new additional barrister and lay members to the IDB in the Summer. Adverts asking for applicants for these positions will be posted during June.

8. Independent Reviewers

We have appointed two new Independent Reviewers to quality assure our enforcement and authorisation decisions. We are delighted to welcome Suzi Denton and Helena Suffield-Thompson.

9. Annex

Annex 1 – BSB Organisational Values

Organisational values

Value	Grow	Include	Collaborate	Create impact
What this means	As our environment evolves and society changes we grow, learn and improve so we can play our part to the best of our abilities.	We speak up because we belong and because inclusive teams are stronger, think smarter and perform better together.	We work together across boundaries, because challenges and opportunities demand collective intelligence and no single perspective is enough. We are bigger than the sum of our parts.	Our credibility comes from independently delivering outcomes that strengthen trust, fairness, and deliver public confidence in the profession and in us.
What good looks like	<p>We GROW by:</p> <ul style="list-style-type: none"> ▶ Being confident, courageous and curious and independent. ▶ Enriching our skills ▶ Adapting ▶ Learning and testing 	<p>We INCLUDE by:</p> <ul style="list-style-type: none"> ▶ Seeking different perspectives ▶ Responding with respect ▶ Being fair, open and thoughtful to others ▶ Valuing everyone 	<p>We COLLABORATE by:</p> <ul style="list-style-type: none"> ▶ Knowing our business ▶ Embracing challenge with maturity ▶ Being prepared to change our minds ▶ Learning together, establishing trust through transparency 	<p>We create IMPACT by:</p> <ul style="list-style-type: none"> ▶ Maintaining our focus ▶ Doing what we say we'll do ▶ Delivering consistently ▶ Aiming high and thinking big ▶ Bringing energy 

**We grow, we include, we collaborate, we create impact.
We are the BSB.**

Meeting:	Board	Date:	21 May 2026
Title:	2025-26 Quarter 4 Performance Report		
Author:	Lyndy Geddes, Chief Operating Officer		

Paper for:	Decision: <input type="checkbox"/>	Discussion: <input type="checkbox"/>	Noting <input checked="" type="checkbox"/>	Other: <input type="checkbox"/> (enter text)
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Paper relates to the Regulatory Objective (s) highlighted in bold below	
<ul style="list-style-type: none"> (a) protecting and promoting the public interest (b) supporting the constitutional principle of the rule of law (c) improving access to justice (d) protecting and promoting the interests of consumers (e) promoting competition in the provision of services (f) encouraging an independent, strong, diverse and effective legal profession (g) increasing public understanding of citizens' legal rights and duties (h) promoting and maintaining adherence to the professional principles (i) to promote the prevention and detection of economic crime. <p><input type="checkbox"/> Paper does not principally relate to Regulatory Objectives</p>	

Purpose of Paper

1. The purpose of this paper is to:
 - a) provide an update for noting about progress against the 2025/26 plan; and
 - b) further, to provide an update on the state of play since the report was created.

Summary

2. The key highlights are:
 - a) The Contact and Assessment Team (CAT) has been hitting its timeliness KPI since the start of April. Currently at 92% against a target of 80%. CAT are receiving reports at the rate of around 10 per day. Focus is now on maintaining this level of performance longer term.
 - b) Investigations & Enforcement (I&E) is as forecast - CAT doing well means cases continue to go across at a steady rate, circa 8% of cases progress to I&E.
 - c) The outsourcing contract has been signed with Blake Morgan, and we have sent them 10 cases. We plan to send them a further 10 by the end of June and then we expect a rate of 10 per quarter after that. The focus now is on establishing the relationship with Blake Morgan and making sure they deliver the cases on time and quality. The Contract manager started in post this month.
 - d) Capsticks has received over 35 cases.
 - e) We remain on track to meet the October target of no unassigned cases in I&E.
 - f) Cases being investigated by three teams (BSB, Blake Morgan and Capsticks) will mean an increase in Independent Decision-Making Boards (IDBs) and Tribunals. We are ensuring that we have capacity to handle them.

- g) A new Chair is being recruited this month. IDB member recruitment likely to be August and September. This is essential operationally as we have an increase in Authorisations cases alongside Enforcement.
- h) The defined Backlog (applications earlier than 1 November 2023) has been cleared as planned. Over 700 Transferring Qualified Lawyer (TQL) applications have been processed over 2025/2026 - three times more than the past few years and the most since 2020.
- i) Processes, guidance and templates have been revised, including taking a two-stage approach to applications which has sped up the processing of applications, although we know further improvement is needed here.
- j) A plan is in place to reduce the remaining aged applications pre-April 2025 applications (tranches 2 and 3) by the end of this financial year and that remains on track.

Annex

Annex1 - 2025-26 Quarter 4 Performance Report

2025-26 Quarter 4 Performance report – Balanced scorecard

2025/26 Performance against KPIs to date

KPI	LSB Undertakings	2025/26 volume to date and current quarter	Target %	Target met	2025/26 performance to date	Improvement needed to meet target	Change on previous year	Previous year's performance	Quarter 4 performance	Change on previous quarter	Previous quarter performance
Quality											
CAT Quarterly Audit	●	111 reviews completed (no reviews in Q4)	95%	●	99.1%		↑	98.9%			100.0%
CAT Requests for Review	●	44 reviews completed (9 in Q4)	95%	●	100.0%			100.0%	100.0%		100.0%
I&E Quarterly Audit	●	10 reviews completed (no reviews in Q4)	95%	●	100.0%			100.0%			100.0%
I&E Requests for Review	●	7 reviews completed (1 in Q4)	95%	●	85.7%	9.3%	↓	100.0%	100.0%	↑	66.7%
I&E Administrative Sanction Appeals	●		0%								
I&E DT Decision Appeals	●	6 appeals concluded (1 in Q4)	0%	●	0.0%			0.0%	0.0%		
Authorisations Quarterly Audit		50 reviews completed (1 in Q4)	95%	●	100.0%		↑	98.1%	100.0%		100.0%
Authorisations IDB Reviews		17 reviews completed (5 in Q4)	95%	●	94.1%	0.9%	↑	93.3%	100.0%		100.0%
Supervision Quarterly Audit		9 reviews completed (no reviews in Q4)	95%	●	100.0%			100.0%			100.0%
Timeliness											
CAT General Enquiries		1044 queries closed (256 in Q4)	85%	●	98.2%		↑	97.2%	98.0%	⬇	98.4%
CAT Reports & Other	●	2469 reports closed (812 in Q4)	80%	●	65.8%	14.2%	⬇	75.5%	68.7%	↑	64.8%
I&E Investigations	●	111 investigations decided (37 in Q4)	80%	●	49.5%	30.5%	⬇	56.5%	43.2%	↑	27.6%
Authorisations Applications		1391 applications decided (349 in Q4)	80%	●	65.6%	14.4%	↑	55.0%	61.6%	⬇	69.8%
Service											
CAT Calls		8035 calls received (1991 in Q4)	85%	●	89.4%		↑	85.5%	90.6%	↑	86.5%
Authorisations Calls		8499 calls received (2075 in Q4)	85%	●	68.5%	16.5%	↑	68.2%	70.8%	↑	66.6%
All Teams Complaints		44 complaints closed (7 in Q4)	95%	●	95.5%		↑	83.3%	100.0%	↑	90.0%
Productivity											
CAT General Enquiries Workload	●	7 open queries	85%	●	85.7%		↓	100.0%	85.7%	↓	100.0%
CAT Reports & Other Workload	●	218 open reports	80%	●	90.4%		↑	79.2%	90.4%	↑	59.6%
I&E Investigations Workload	●	180 open investigations	80%	●	75.0%	5.0%	↑	73.2%	75.0%	↑	73.0%
Authorisations Applications Workload		1082 open applications	80%	●	30.2%	49.8%	⬇	37.1%	30.2%	↑	23.9%

KPI	Target %	Target met	2025/26 performance	Change on previous year	Previous year's performance
People - Turnover (Voluntary)	12%	●	10.8%	8.3%	2.5%

KPI	Target [days]	Target met	2025/26 performance	Change on previous year [days]	Previous year's performance
People - Sickness absence	6	●	5.6	0.6	5.0

● - KPIs most likely to be relevant to meeting the BSB's voluntary undertakings with the LSB

● - KPI met or exceeded

● - Performance within 10 percentage points of target

● - Performance more than 10 percentage points lower than target

↑ - Performance increased compared to previous period

⬇ - Performance decreased by 10 percentage points or less compared to previous period

↓ - Performance decreased by more than 10 percentage points compared to previous period

No arrow - Performance the same as for the previous period; or there is no applicable data for one of the comparable periods

People - Turnover: Rolling average for the previous 12 months, as of the end of the reported quarter. Compared to the rolling average for the previous fiscal year.

People - Sickness absence: Rolling average for the previous 12 months, as of the end of the reported quarter. Compared to the rolling average for the previous fiscal year.

Quarter 4 volumes of work

- The summary below shows the number of cases and applications received and closed during Quarter 4, with Quarter 3 figures provided for comparison. For Investigations and Enforcement, the received number shows the referrals started and the closures refer to the number of investigations decided. For Authorisations, the subtotals for applications decided and withdrawn are also included.

	General Enquiries	Reports	Investigations	Applications	
Received	254	565	59	328	Received
	Q3 2025/26: 261	Q3 2025/26: 687	Q3 2025/26: 40	Q3 2025/26: 421	
Closed	256	812	37	493	Closed
	Q3 2025/26: 254	Q3 2025/26: 636	Q3 2025/26: 29	of which decided: 349 of which withdrawn: 144 Q3 2025/26: 373	

Summary headlines

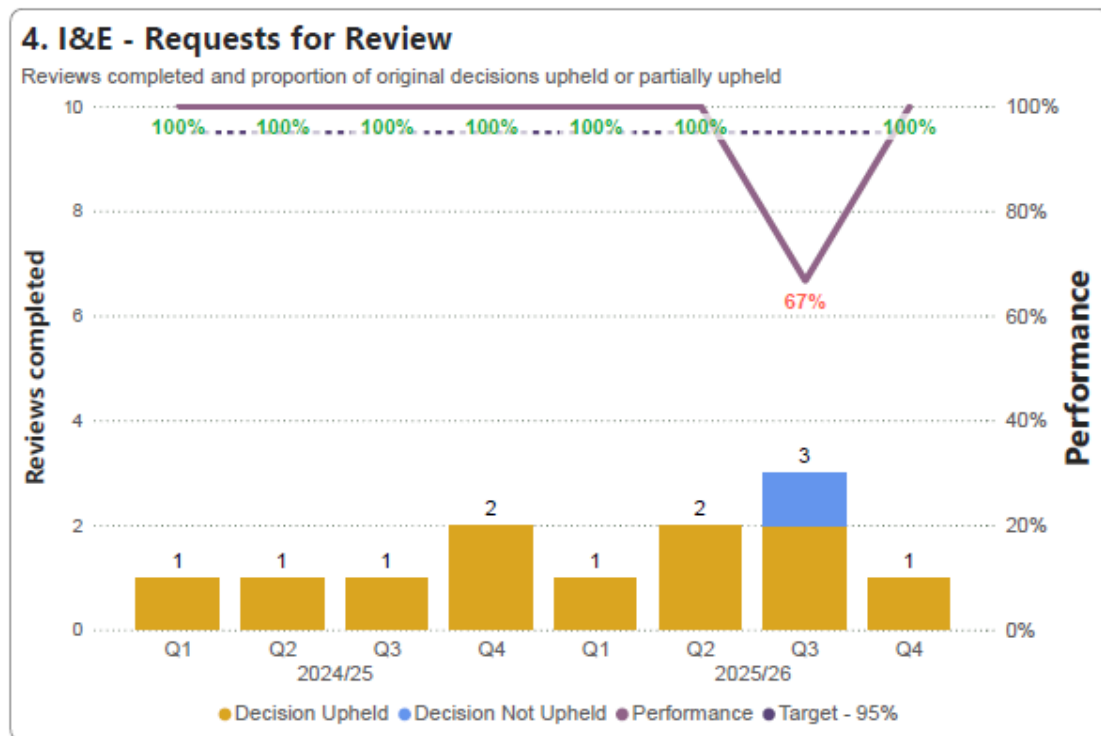
- In 2025/26, 13 of the 21 annual KPI targets are met, with another three narrowly missed.
- There has been an improvement in ten of the fifteen measures for which comparisons with the previous year are available. These improvements cover all the four areas of the balanced scorecard.

Key points

- All applicable Quality targets for the four Teams have met the annual targets except IDB Reviews for Authorisations and I&E Requests for Review. There have been no appeals of administrative sanctions this year.

5. The Productivity and Timeliness performance for General Enquiries has remained high with the highest output of the last four years.
6. During 2025/26 almost 2400 Reports were opened and almost 2500 were closed, making 2025/26 the busiest year on record for CAT.
7. Due to the changes in the approach and improvement in capacity, CAT has more than halved the workload from Quarter 3, reaching one of the lowest levels of the last six years. The annual target for Productivity has also been met for the first time at the end of a fiscal year.
8. The Investigations & Enforcement Team continues to receive a high number of referrals from the Contact and Assessment Team since early 2024/25 and Quarter 4 shows the highest number of cases referred to the Team of the last four years; however, the proportion of reports referred compared with the number assessed has remained broadly stable in the last two years
9. Referrals to Supervision have also been high, with the Team receiving in 2025/26 the highest number of cases of the last six years.
10. Timeliness performance for Investigations & Enforcement is lower than in 2024/25, but the Team has decided more than 100 Investigations, the highest of the last four years.
11. Timeliness performance for Authorisations applications decided has improved. The Team have made 43% more decisions in 2025/26 compared to last year and the total number of decisions made in the year (almost 1400) is the highest of the last six years.
12. Performance for CAT and Authorisations telephone calls and Service complaints for all teams increased.
13. Both People KPIs are within target, although there is an increase in both the sickness absence and turnover rate compared to 2024/25.

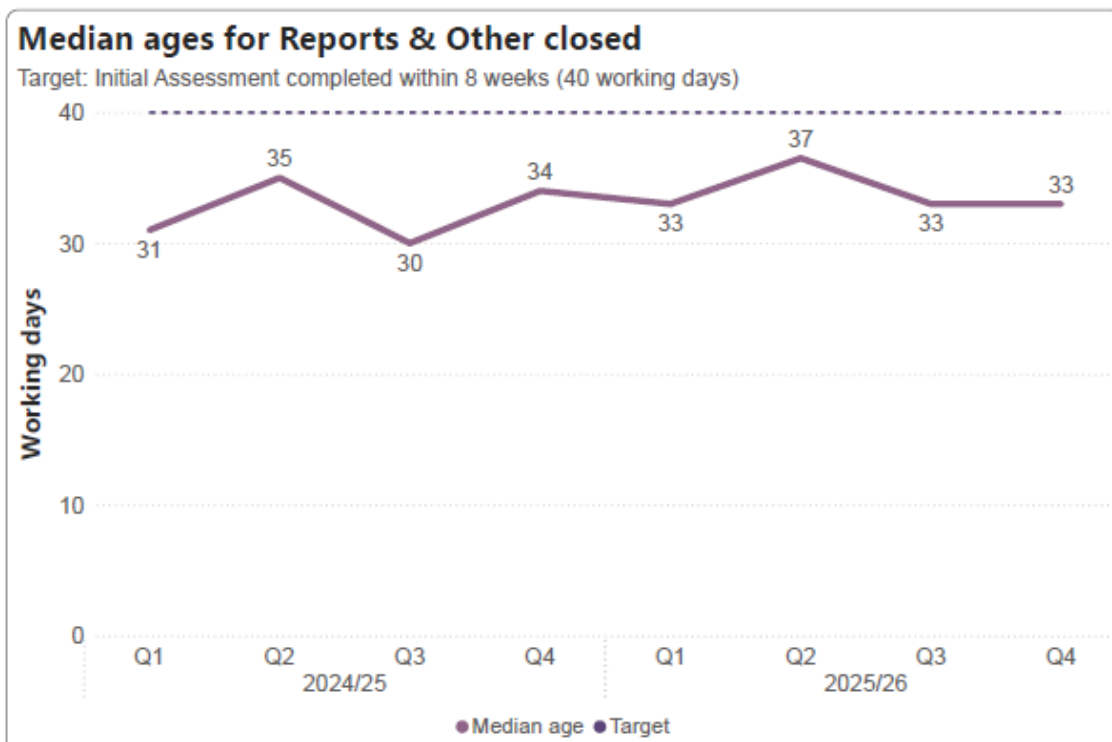
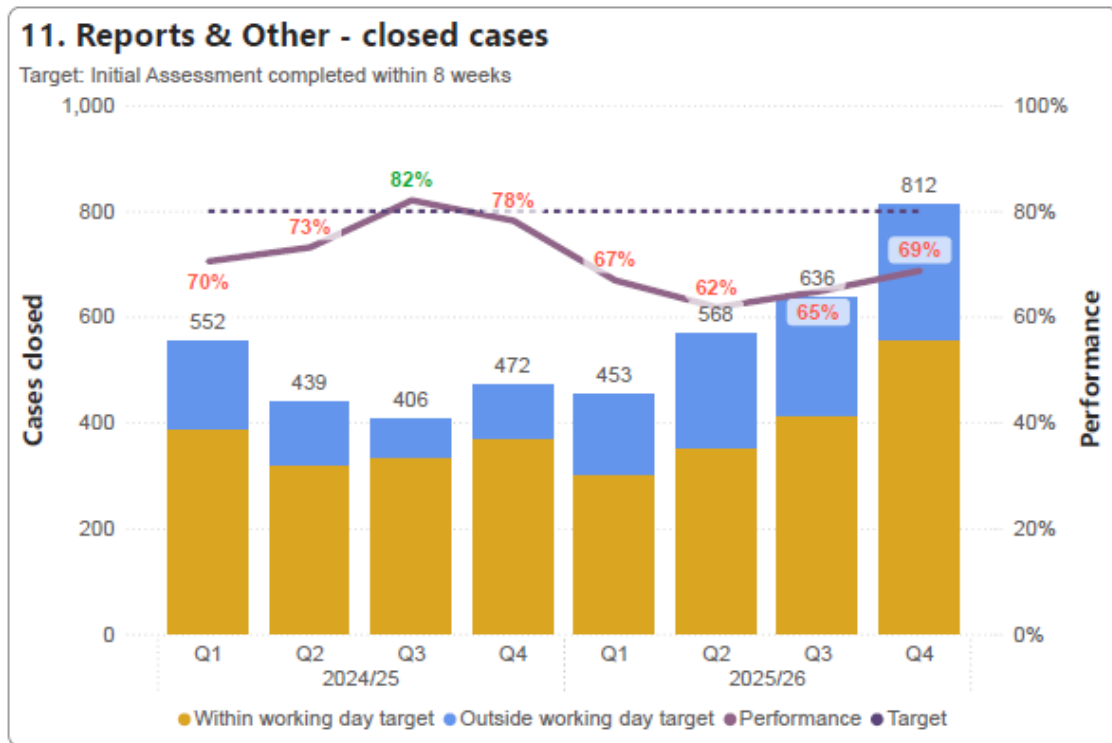
Quality



14. Requests for Review for Investigations has not met the annual KPI target because of an adverse outcome for a review completed in Q3 which has reduced the annual performance to 85.7%. It should be noted that the low numbers of cases which involve such requests mean that any review which does not uphold the original decision can have a significant overall impact. In effect, the drop relates to one case where the decision was challenged. Having considered the recommendation of the Independent Reviewer the IDB did agree that the case needed to be reconsidered. Having done so, the panel reached a decision with the same outcome as the one that was made previously.
15. Authorisations IDB Reviews shortly missed the annual target of 95%. This is due to one adverse outcome, for a review completed in Quarter 1¹. In Quarter 4, five executive decisions were reviewed by the IDB, and they were all broadly affirmed. There has therefore been an increase in annual performance from 92% at the end of Quarter 2 to 94% by the end of Quarter 4.

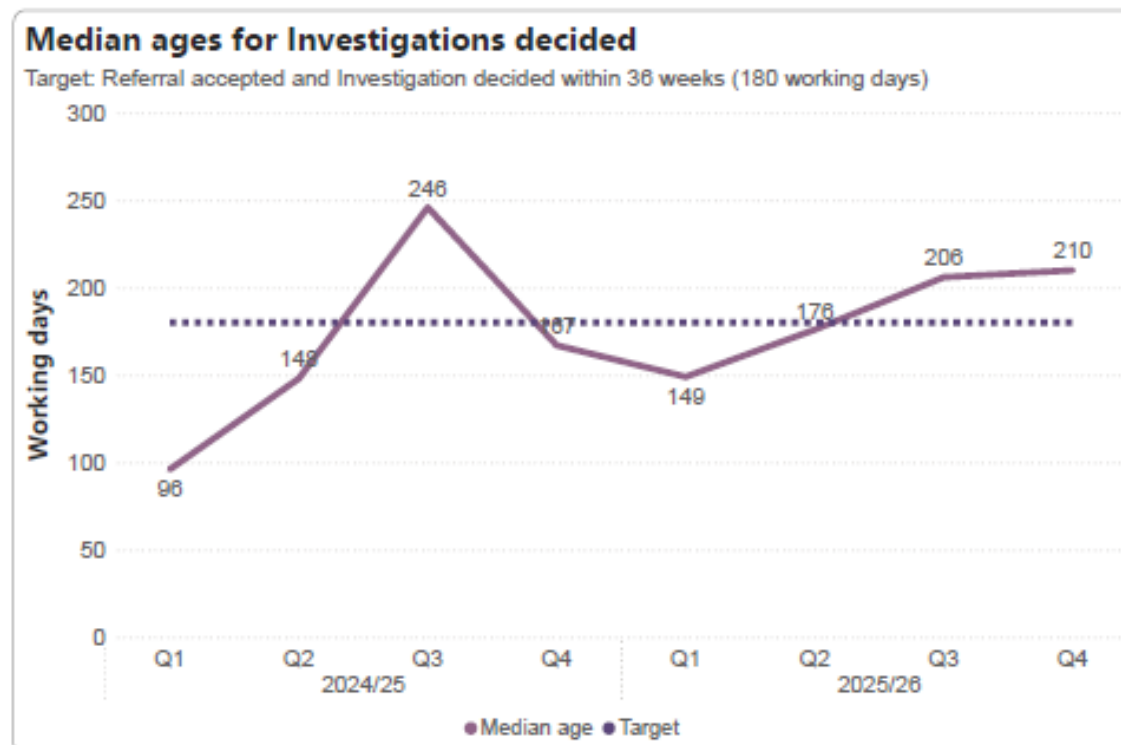
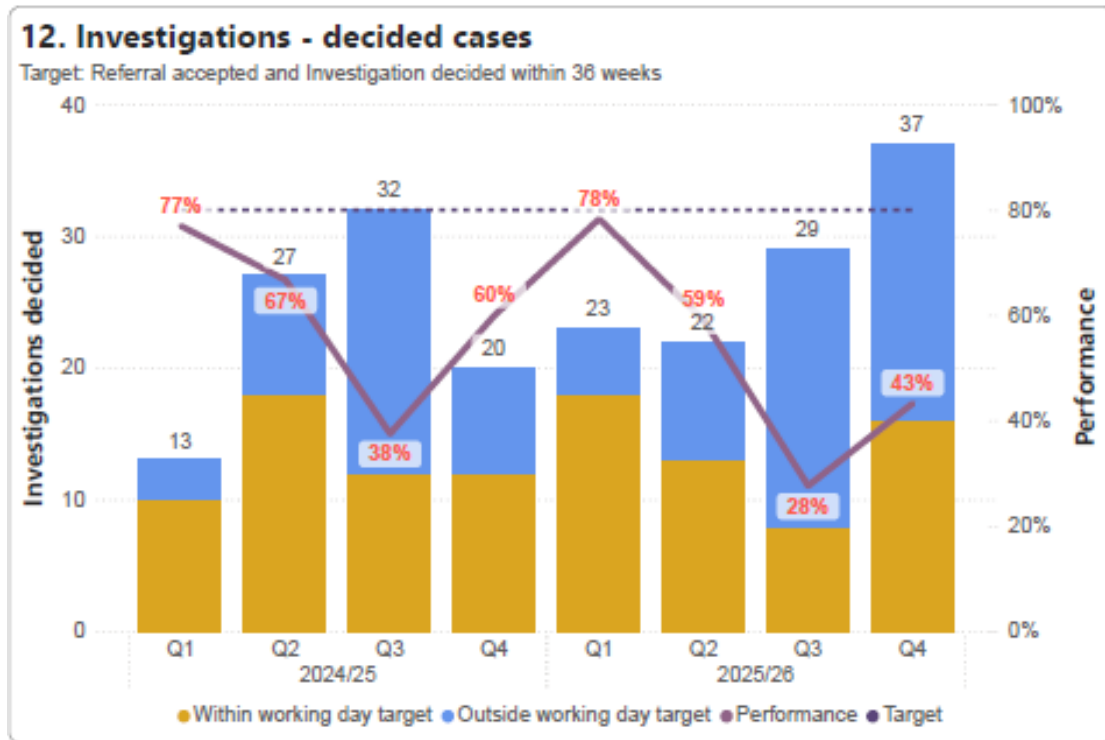
¹ The failure to meet this KPI relates to a decision in respect of only one application in Q1 and is a reflection of the small number of applications considered by the IDB to date (if this was considered over a longer period (e.g. the entirety of 2025/2026) with a larger cohort of applications being reviewed, the 95% target may have been met). In respect of the one application in question, the IDB were in receipt of additional information (that had not been in Authorisations' possession at the time of the original decision). The IDB confirmed that there was no error in process and that Authorisations had applied the correct rules, but the IDB differed in its interpretation of the entirety of the evidence.

Timeliness and Median ages



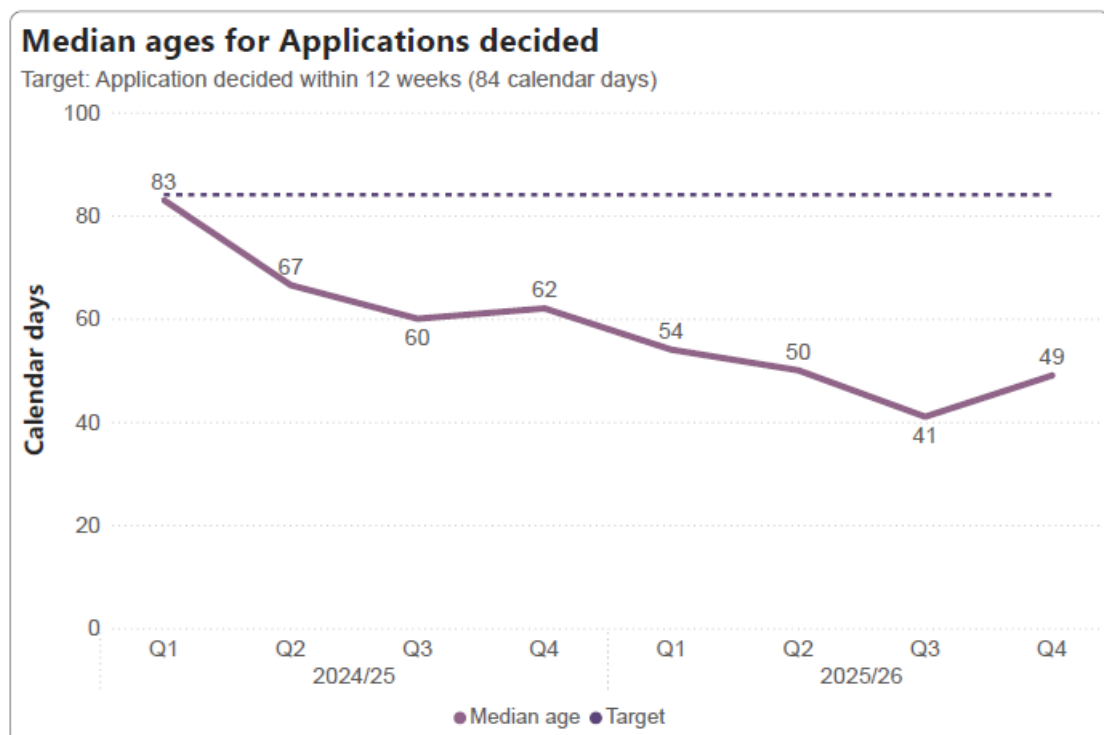
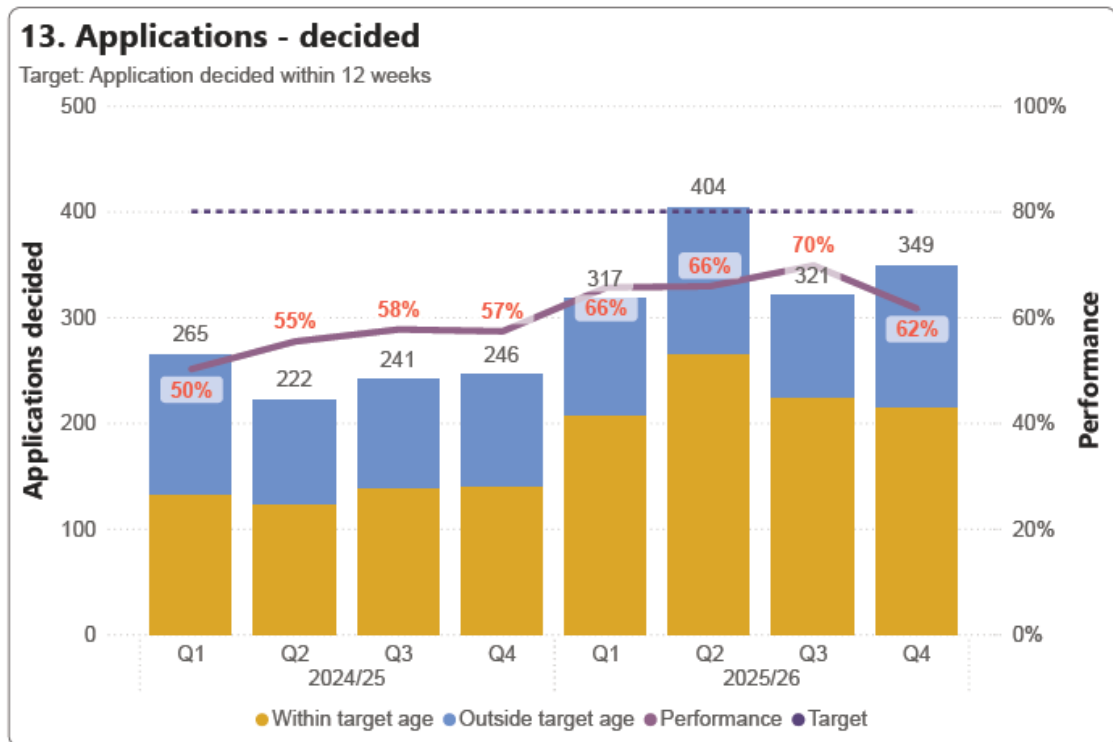
16. The number of Reports closed in Quarter 4 was the highest in the last five years, and Timeliness performance has improved too during the quarter, but remains below the target.

17. The median age in calendar days of closed reports remained steady from the previous quarter and it has kept well below the target of eight weeks (40 days).



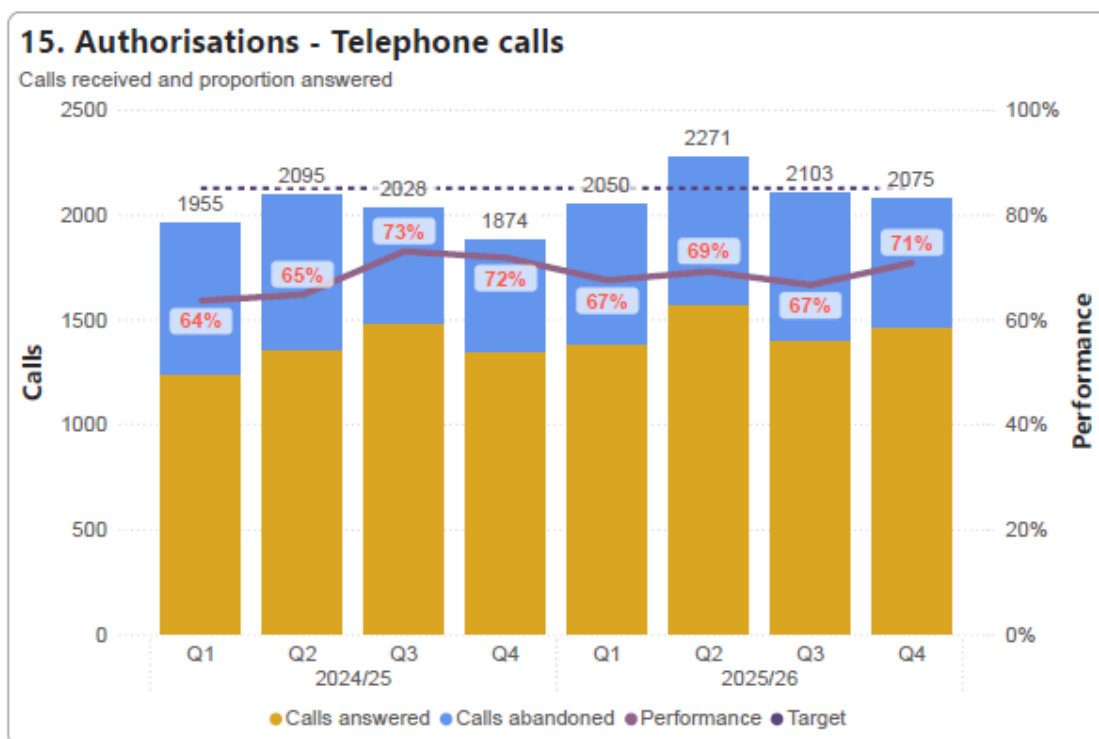
18. The annual performance for investigations decided in 2025/26 is 50%, compared to the performance of 57% in 2024/25. The number of investigations decided in Quarter 4 increased from the previous quarters alongside the performance. The number of decisions in this quarter is the highest in the last three years.

19. Twenty-five cases were discussed and decided at IDB meetings, up from 21 in Quarter 3. This is higher than in any previous quarter in the last three years. This has been part of a concerted effort (continuing into 2026/27) to address older cases and progress them through the system.
20. This approach to closing older cases, particularly those which were significantly outside of the target time frame, is visible in the median age of decided investigation cases which further increased in Quarter 4, outside the target of 36 weeks.



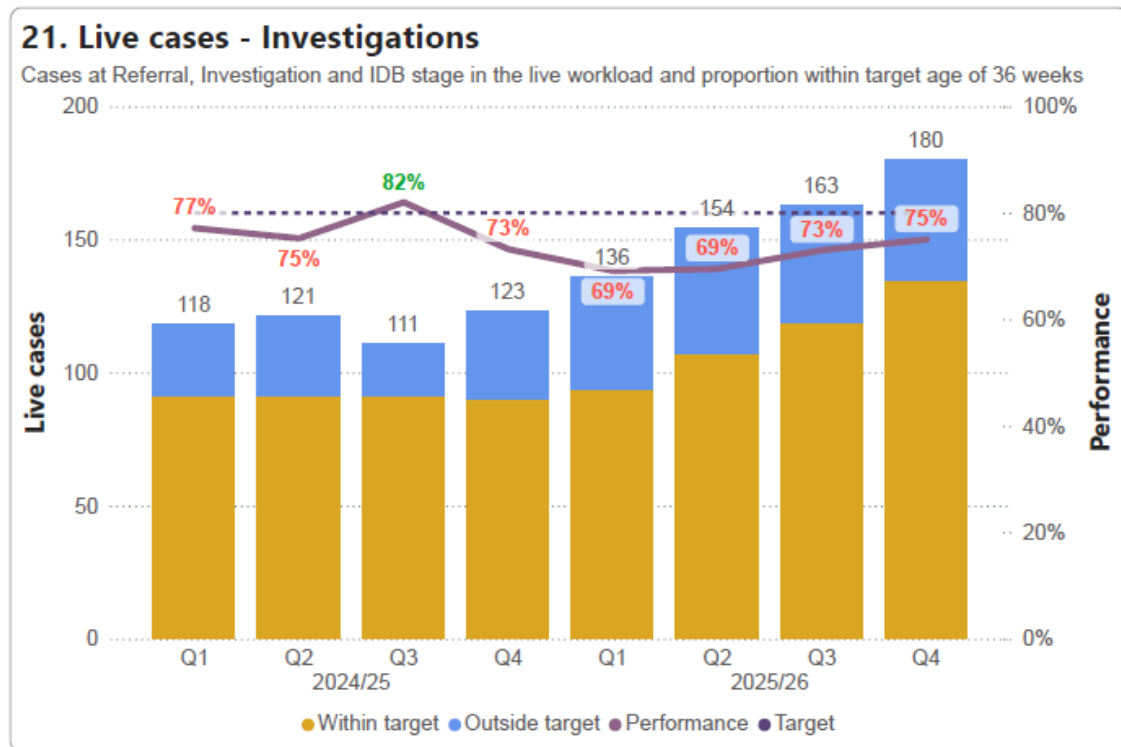
21. Output for Authorisations continues to be strong, with almost 350 applications decided in Quarter 4. This is lower than the peak reached in Quarter 2 (404), but it still significantly higher than the quarterly average in previous years.
22. Timeliness performance also continues to improve - for 2025/26 66% of applications have been decided within 12 weeks, compared to 55% across 2024/25. The median age of applications decided instead increased by eight days from the previous quarter as the Team focused on closing older applications. However, the overall trend saw a steady decrease in the median age since Quarter 1 2024/25.

Service

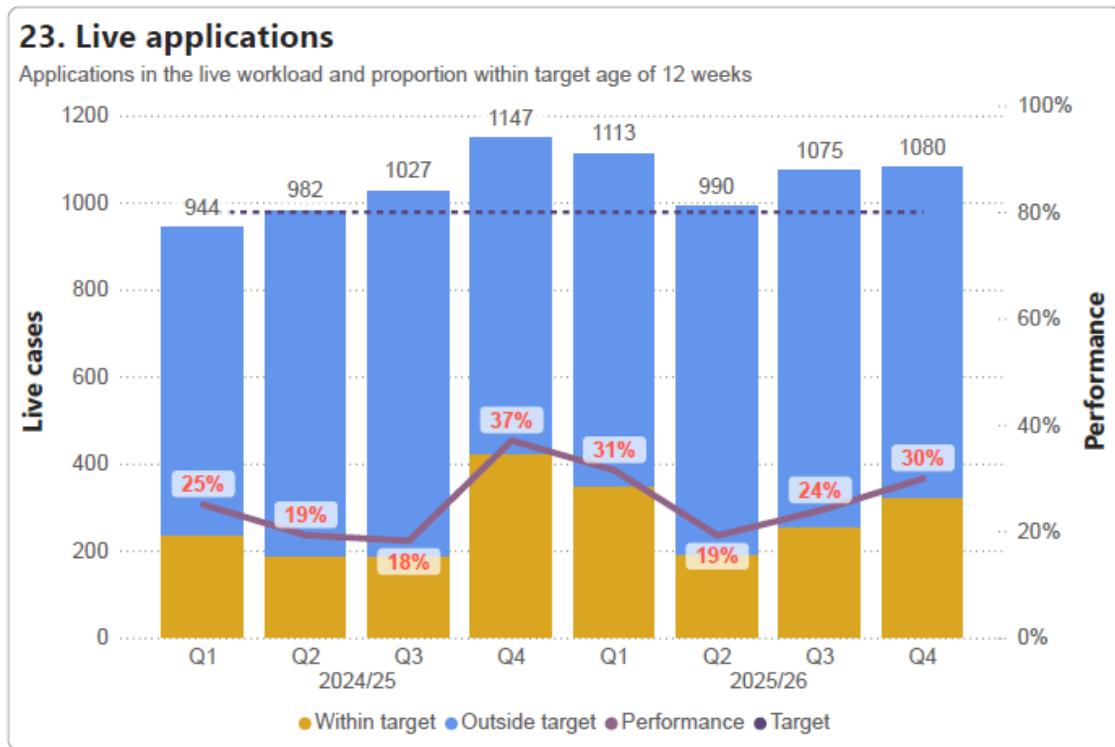


23. The Authorisations Team received fewer calls in Quarter 4 than in the previous quarter, and a higher proportion of calls were answered. Although performance has varied between 64% and 73% across the quarters of 2024/25 and 2025/26, at an annual level the performance has slightly improved, with 69% of all calls answered in 2025/26, up from 68% in 2024/25.

Productivity

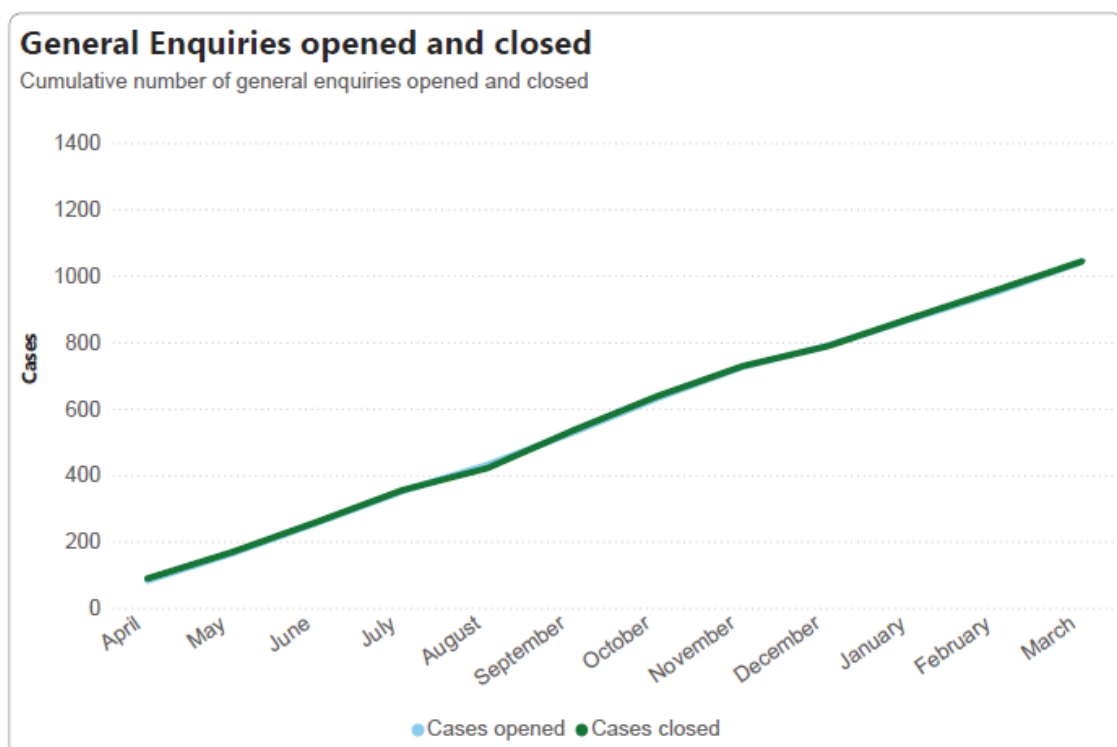


24. The Investigations workload continues to increase, mostly driven by the continued high referrals rate from the Contact and Assessment Team (reflecting the increase in reports decided). The number of referrals received in Quarter 4 was the highest in the last five years. As a result of this influx of younger cases, the proportion of the live workload within the target age of 36 weeks has increased to 75%.

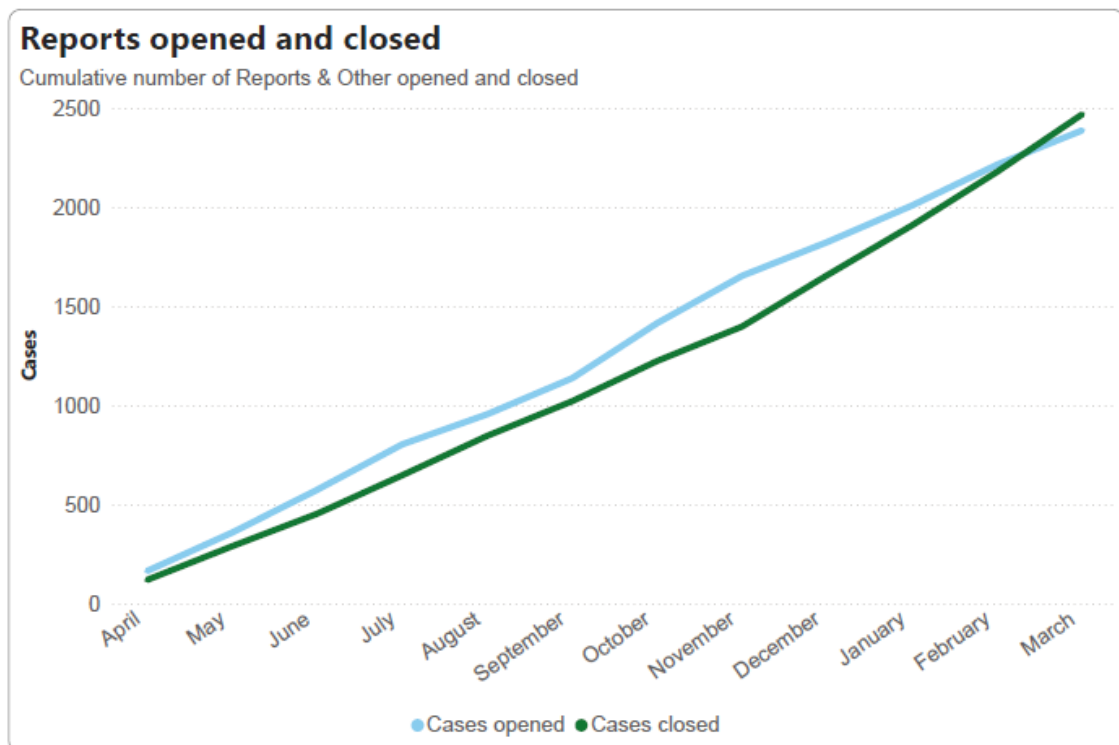


25. The proportion of open Authorisations applications within the target age of 12 weeks has increased from the previous quarter, though the workload has slightly increased too. The number of applications and the rate at which they are being processed by the team has improved significantly. This age profile reflects the fact that the Team has put significant effort in closing TQL applications older than 12 weeks.

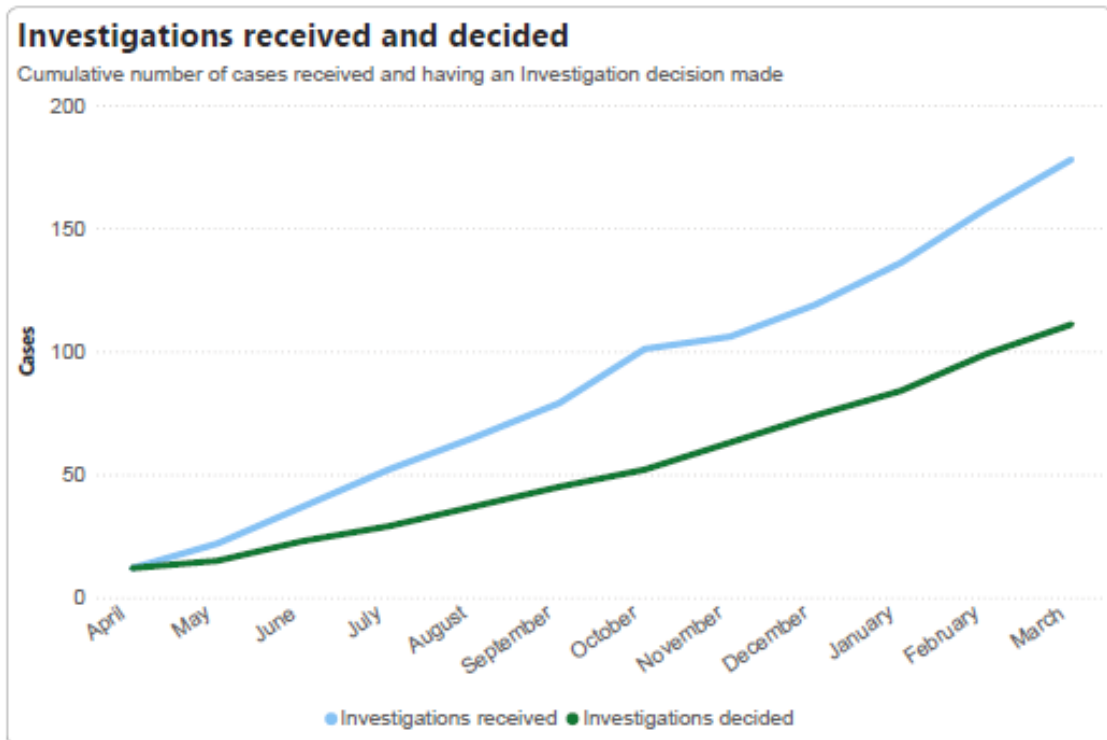
Cumulative opens and closures



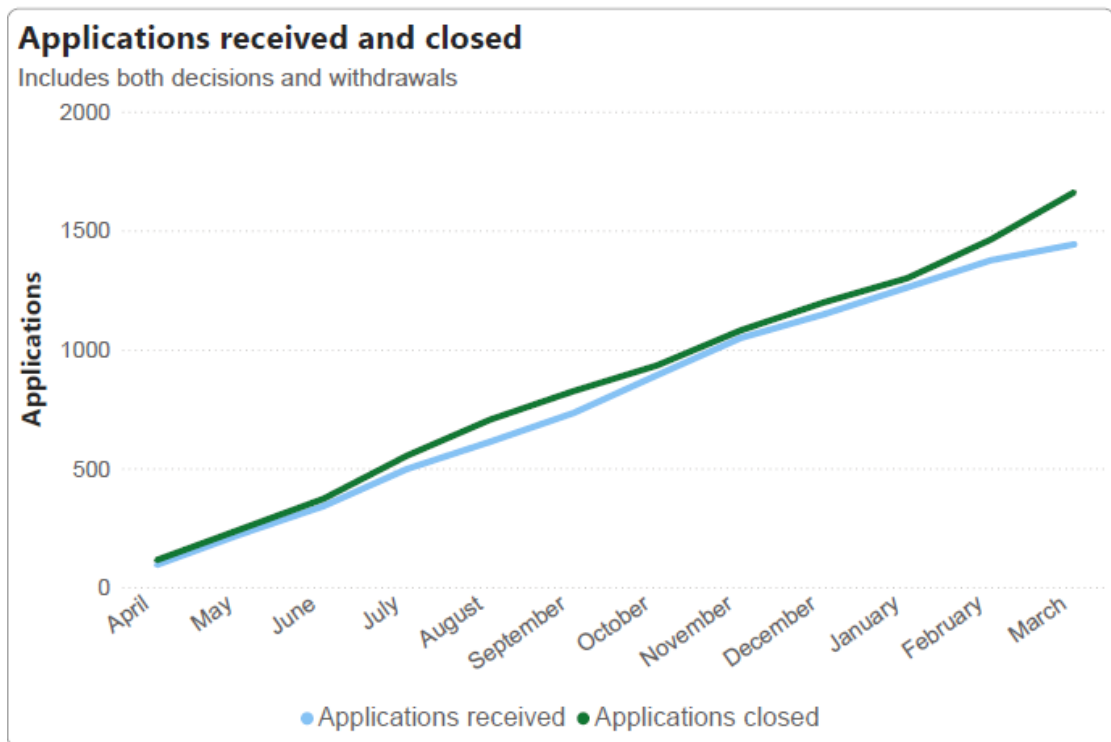
26. For the Contact and Assessment Team, the running total number of General Enquiries closed continues to closely track the number opened. The team is able to keep this workload to low single figures and to close the vast majority (98.2%) within the target time of one week.



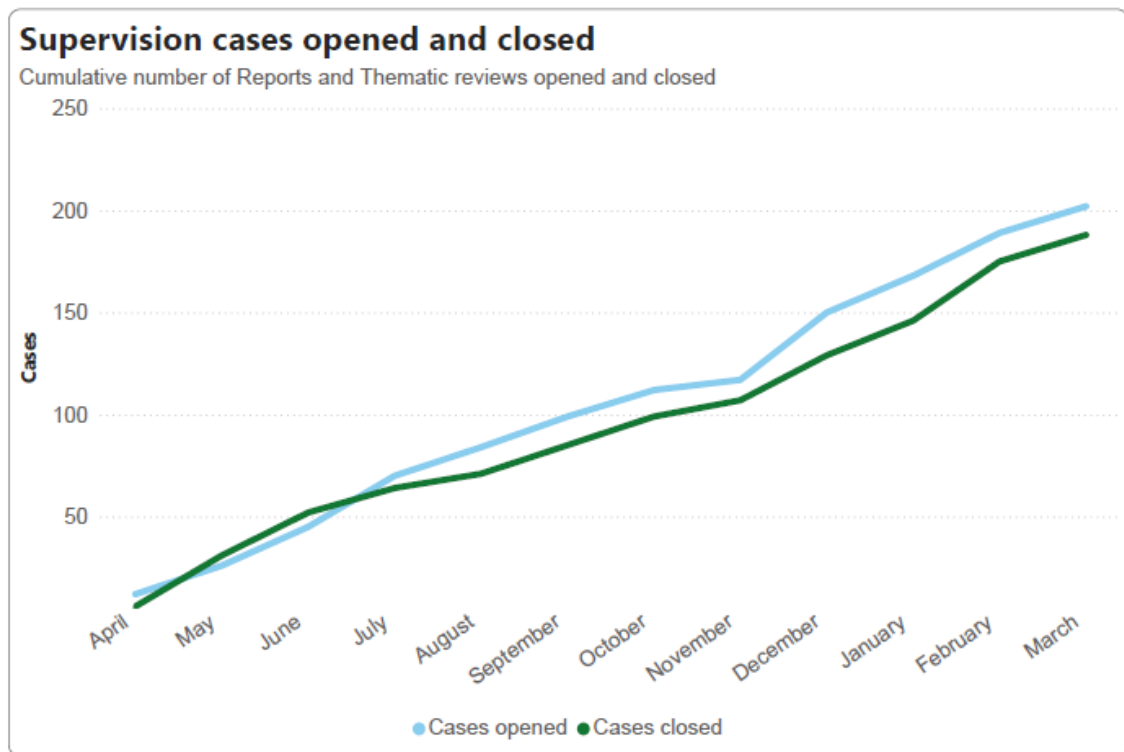
27. The cumulative total number of CAT reports opened has always exceeded the number closed during the year, though this trend reverted in March due to the high rate of closures. This was due to a slowdown in reports received towards the end of Q4 and the higher rate at which reports were being assessed due to an increased capacity across the team. The number of reports received, almost 2400, is 29% higher than the number received in the previous year.



28. The cumulative total number of Investigations decided been lower than those received throughout 2025/26. The workload of referral and Investigation cases kept increasing due to the consistently high number of referrals from the Contact and Assessment Team. The management team have taken steps to address this build up in cases, including outsourcing some investigations and increasing the number of case officers, as well support staff to free up Senior Case Officers to focus on progressing cases. This has been alongside a concerted shift in managerial oversight since Q3 to focus on the operational delivery required.

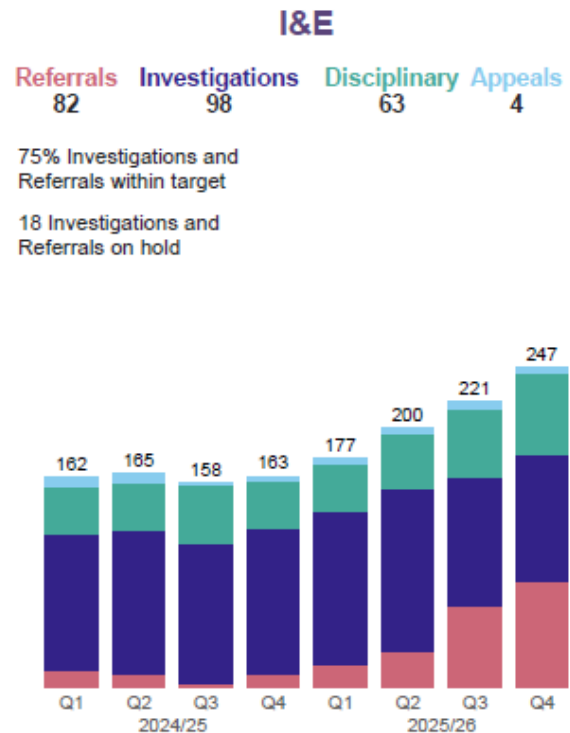
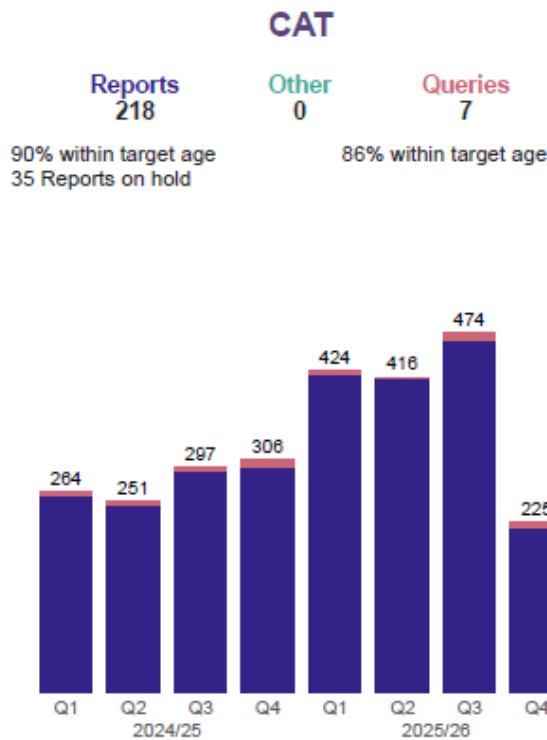


29. The Authorisations applications determined continue to outpace the applications received, with a widening gap between the two during Quarter 4. Of the 1690 applications closed, almost 300 were withdrawals.
30. The number of applications decided in the year, 1391, is 43% higher than the number of decisions in the equivalent period in 2024/25.
31. TQL applications account for 29% of the total applications received during 2025/26 and for 41% of the applications decided in the same period. These figures differ from the previous year, when TQL applications accounted for almost 40% of the applications received and 23% of the total decisions.

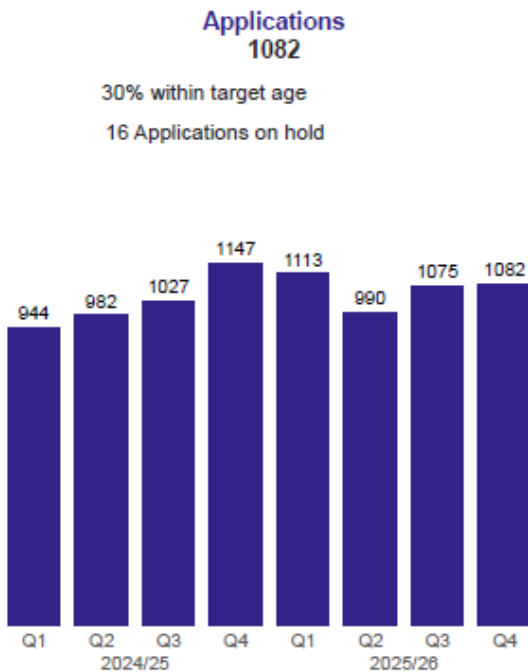


32. The number of cases opened since Quarter 2 outpaced the number of closures for Supervision. Both Reports and Thematic Reviews are captured in this chart, and this increase in the cases opened is driven by the higher number of referrals from the Contact and Assessment Team - 44 in total in Quarter 4, the highest since records began.

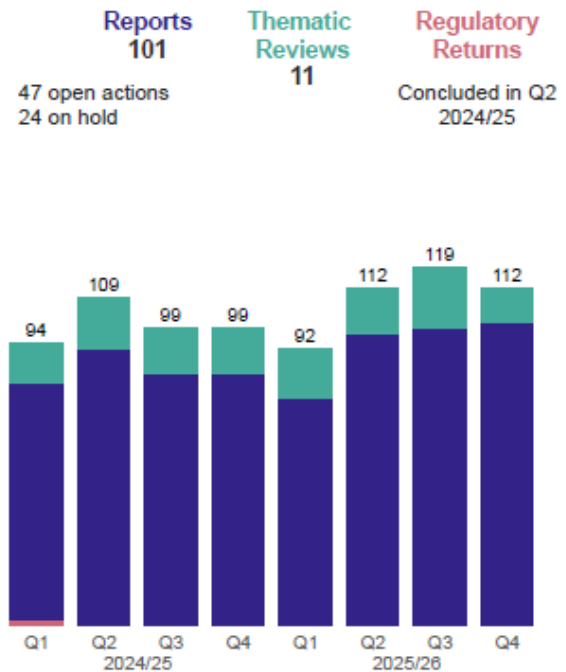
Team workloads



Authorisations



Supervision



Key points

33. Caseloads have decreased for CAT and Supervision, stayed steady for Authorisations, and increased for Investigations and Enforcement Team. Following a productive year for CAT, a significant number of reports were referred to Supervision and the Enforcement Teams. In addition, Supervision opened fewer cases than in previous quarters (especially Thematic Reviews), whilst Authorisations continues to receive a significant number of new applications.

Contact and Assessment Team

34. The caseload has significantly decreased during the second half of 2025/26, from the peak at 554 open reports in November down to 218 at the end of March.

35. In Quarter 4 the Team referred almost 60 cases to the Investigations and Enforcement Team, up from 40 cases in Quarter 2; 44 cases were referred to Supervision, up from 27 the previous quarter. In total, these referrals were around 10% of all cases closed by the Team which remains consistent and is similar to previous quarters.

36. The Team dismissed 120 cases with informal advice in 2025/26, of which 28 cases in Quarter 4, down from 37 in Quarter 3. Most of these reports account for ATP and BMIF referrals from the Records Team which are usually dealt with by the issuing of informal advice.

37. The number of reports on hold (35, 15% of the cases) is lower than in the previous quarter.

Investigations & Enforcement

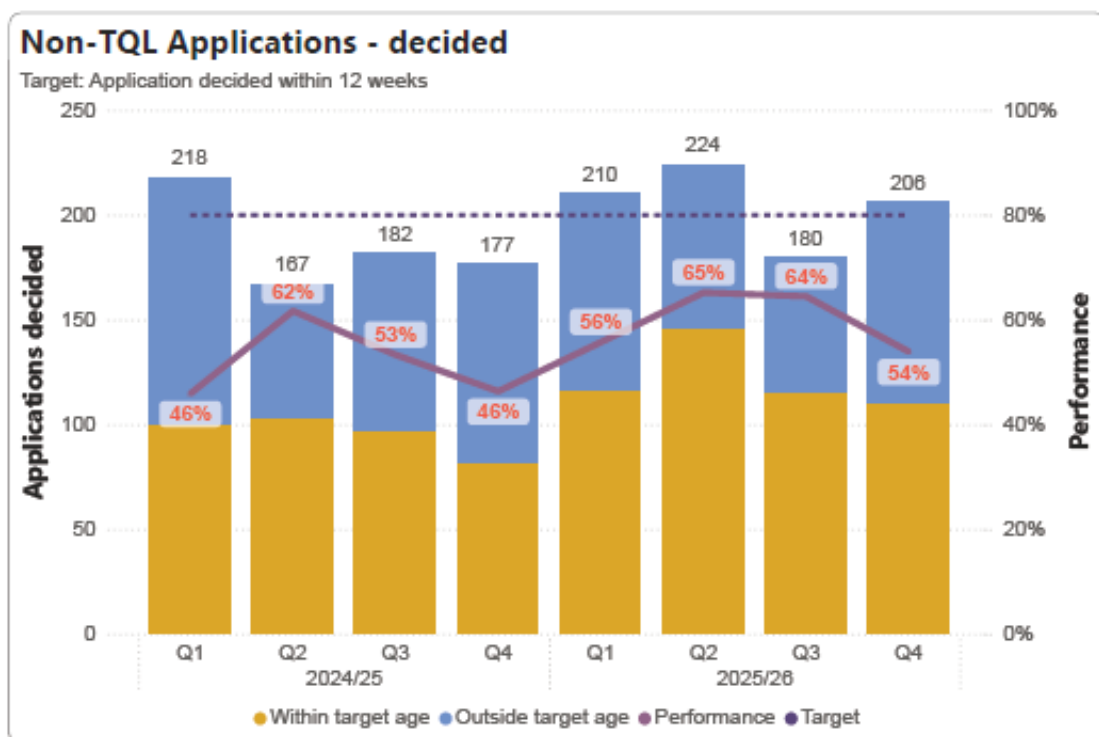
38. The overall workload has increased month-by-month during 2025/26, due to the high number of referrals from CAT and a slower pace of investigations started. Starting new investigations has been hampered by staff capacity, leading to a build-up of cases that are to be allocated, reviewed and, if appropriate, accepted for investigation. Steps have already been taken to address this, including outsourcing 35 cases to external solicitors and an agreement to increase headcount in I&E and increasing the internal Team capacity.

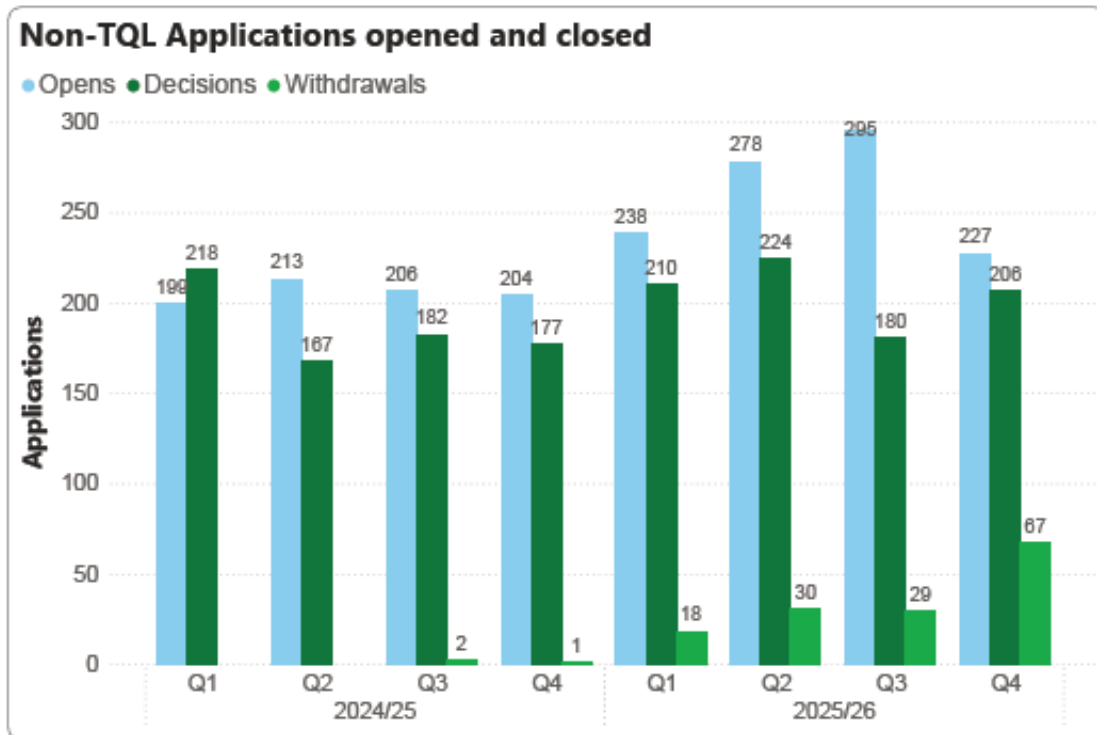
39. Nonetheless, the Team has decided 37 investigations in Quarter 4, higher than any previous quarter in the year. Almost 70% of the investigations in 2025/26 had their decision made by the IDB as opposed to staff (up from 59% in 2024/25).

- 40. The number of live disciplinary cases increased during Quarter 4 – six were closed at Disciplinary Tribunal stage, and twenty-one new cases were opened. The total number of cases at the tribunal stage is higher than at the same point last year, (62 as opposed to 36), though at the end of 2025/26 more subjects have multiple cases against them compared to the previous year.
- 41. In the short to medium term, we expect the numbers at Disciplinary Tribunal stage to rise, due to the ongoing progress in concluding Investigations. The executive in the Regulatory Enforcement Department is currently exploring flexible ways to address this envisaged increase.
- 42. Two Determination by Consent cases were closed in Quarter 4.

Authorisations

- 43. The total Authorisations workload slightly increased in Quarter 4 from Quarter 3. The Team have decided more applications in 2025/26 than in any other previous year, although the number of applications received has also been the highest.

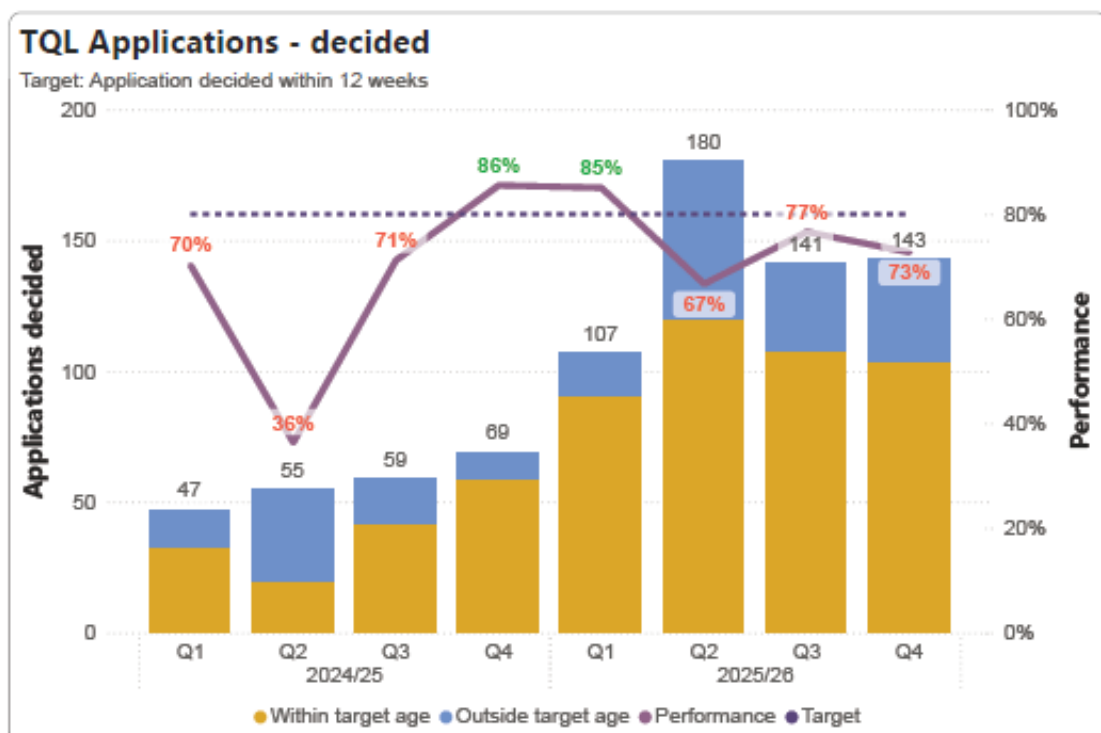


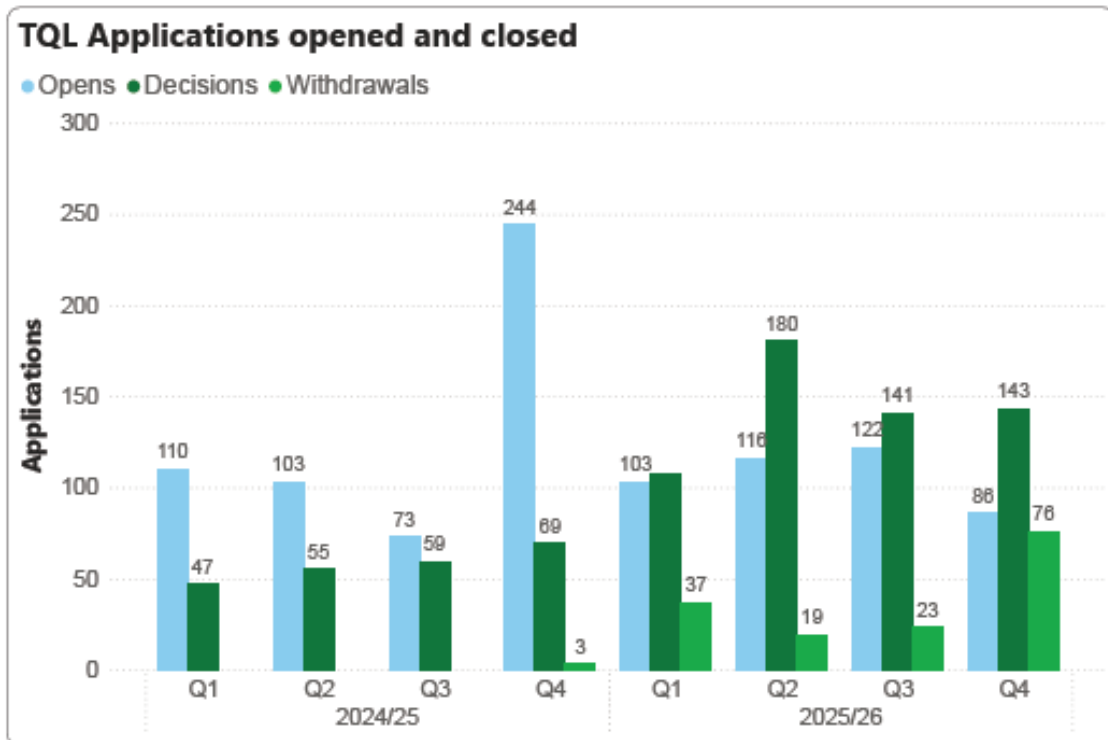


44. The number of non-TQL applications decided increased from the previous quarter.

45. Certificate for academic standing and Pupillage reduction closures are the highest since 2022/23 (156 and 111 decisions respectively in 2025/26).

46. Output increased for TQL applications too, though it remained lower than the peak of Quarter 2.





Supervision

47. The number of Supervision cases opened relating to reports to the BSB in Quarter 4 is higher than the previous quarter, 52 up from 38.
48. This has been driven by a higher number of referrals from the Contact and Assessment Team (44 up from 27 in Quarter 3). This is the highest number of referrals from the Contact and Assessment Team since the current processes began in 2020/21 (the second highest in was Quarter 2 of 2025/26). It reflects the rise in volumes of reports to the BSB as a whole. The proportion of total reports referred to Supervision was broadly consistent with prior years at 6% (it ranges from 5 to 7% per annum, which is similar to the proportion referred to I&E).
49. In Quarter 4, no Thematic Reviews were opened, in contrast to previous quarters, though nine were closed relating to compliance under the Money Laundering Regulations. This reflects the annual cycle of compliance testing under the Money Laundering Regulations (new cases are not opened just before renewal of practising certificates, pending new declarations).
50. The number of Reports closed was 50, the highest in a quarter in the last two years. All open cases are actively monitored with active engagement with case subjects. Broadly, Supervision kept pace in the ratio of openings to closings, with a slight increase in openings in Quarter 4 reflecting the higher number of referred by CAT as backlogs were cleared.
51. Five visits took place during Quarter 4 and a total of nine during 2025/26.

Appendices (see Reading Material section)

- a) Appendix 1: Overview of all metrics and KPI targets.
- b) Appendix 2: Definitions (explaining how targets are calculated).
- c) Appendix 3: Types of case.

Meeting:	BSB Board	Date:	21 May 2026
Title:	Handbook changes, Swiss lawyers		
Author:	Richard Parnham / Rishi Taneja		
Post:	Policy Manager / Senior Policy Officer - Strategy, Insights and Policy Dir.		

Paper for:	Decision: <input checked="" type="checkbox"/>	Discussion: <input type="checkbox"/>	Noting: <input type="checkbox"/>	Other: <input type="checkbox"/> (enter text)
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Paper relates to the Regulatory Objective (s) highlighted in bold below	
(a)	protecting and promoting the public interest
(b)	supporting the constitutional principle of the rule of law
(c)	improving access to justice
(d)	protecting and promoting the interests of consumers
(e)	promoting competition in the provision of services
(f)	encouraging an independent, strong, diverse and effective legal profession
(g)	increasing public understanding of citizens' legal rights and duties
(h)	promoting and maintaining adherence to the professional principles
(i)	promoting the prevention and detection of economic crime.
<input type="checkbox"/>	Paper does not principally relate to Regulatory Objectives

Purpose

1. To seek Board approval for a one-off delegation of authority to the Director General to agree the Handbook changes required to implement the Recognition of Professional Qualifications and Implementation of International Recognition Agreements (Amendment) Regulations 2023, as amended ('the 2023 regulations'). Handbook changes that implement new legislation would normally be treated as 'exempt alterations' by the LSB (and hence can be approved by the Executive under existing delegations). In this case, the LSB has indicated that the full approval process may be necessary (and such changes are normally reserved to the Board).

Recommendations

2. The Board is invited to delegate authority to the Director General to approve the above.

Background

3. The BSB is obliged to update its Handbook to implement the 2023 regulations¹, which mostly came into force on 1 January 2025. The 2023 regulations give effect to two post-Brexit agreements, firstly between the UK and Norway, Iceland and Liechtenstein², and secondly between the UK and Switzerland³. We must create a framework to receive and assess applications to recognise the professional qualifications of lawyers holding designated legal titles in Norway, Iceland, Lichenstein, and Switzerland who wish to "access and pursue" the barrister profession in England and Wales. We are currently relying on our waiver powers to process any applications under these rules (to date we have received none).

¹ Consolidated regulation available [here](#).

² Free Trade Agreement between Iceland, the Principality of Liechtenstein and the Kingdom of Norway and the United Kingdom of Great Britain and Northern Ireland. Available [here](#).

³ UK – Switzerland recognition of profession qualifications agreement. Available [here](#).

4. Via our ongoing engagement with the Department for Business and Trade’s Regulated Professions Advisory Forum, we are aware that the UK government intends to enter into further trade agreements in the near future, some of which are likely to involve some mutual recognition of legal services qualifications. We therefore propose to update the Handbook in a way that can easily accommodate any new agreements.

The BSB’s approach to implementing the 2023 regulations

5. Where possible, we have directly transposed the wording of the 2023 regulations into the Handbook. Also, as far as possible, we have implemented the regulations’ requirements by adopting (or modifying) existing BSB processes. For example:
- a) we can require applicants to undertake an adaptation period or aptitude test (or, apart from Swiss qualified lawyers, both). Those undertaking an adaptation period must be registered and receive a practising certificate for that period (see below).
 - b) the regulations specify core elements of both the aptitude test and adaptation period. Our existing Bar Transfer Test will be the core part of our aptitude test, and a modified version of our ‘qualified person’ regime for new practitioners is the core part of our adaptation period.
 - c) we are permitted to introduce a language test for applicants, so long as the test is proportionate. We currently intend to introduce a standard upfront English language testing regime, at the same standard expected of transferring qualified lawyers who wish to join the Bar.
 - d) we are mandated to establish, maintain and publish a register of Swiss qualified lawyers undertaking an adaptation period. We will adapt the now defunct Handbook provisions for ‘Registered European Lawyers’⁴ (RELs) to create a register of ‘Adaptation Period Lawyers’ (‘APLs’) and will also include the lawyers qualified in Norway, Iceland and Liechtenstein who are undertaking the adaptation period. This will include an APL-specific practising certificate, which sets out specific limits on their practice rights, as permitted by the regulations.
 - e) we will carry across legacy restrictions imposed on RELs to APLs, notably the requirement to ‘act in conjunction with’ an authorised solicitor or barrister when exercising rights of audience or conducting litigation. We have elected to place limits on the right to advise on probate matters, in a way which broadly aligns with SRA’s equivalent Swiss qualified lawyers’ regime, which requires such work to be undertaken under supervision. Further practice right restrictions are indicated below, by reference to our regulatory objective to promote the prevention and detection of economic crime (see para 9).
 - f) we will remove the numerous legacy REL provisions from the Handbook, largely replacing them with our new APL term. This will ensure APLs are subject to the same Handbook regime (code of conduct, disciplinary procedures etc.) as other BSB authorised individuals / BSB regulated persons. Adopting this approach allows for unobtrusive future updating to the Handbook if new trade / RPQ agreements are entered into.

⁴ These implemented the requirements of the EU scheme for recognising professional qualifications and some post-Brexit agreements.

- g) the regulations require Swiss qualified lawyers to use their home state legal title during their adaptation period, and we will apply this to all APLs.
 - h) irrespective of whether applicants achieve recognition of their qualifications via the aptitude test or adaptation period, eligibility to become a practising barrister will remain contingent on successful completion of Inns-administered qualifying sessions, pupil advocacy course and fit and proper person tests, and the BSB-administered professional ethics exam. Adaptation period competency will be assessed against the Professional Statement by APL supervisors (similar to the ‘qualified persons’ for new practitioners).
6. Existing guidance for transferring lawyers has been updated to accommodate the new routes into the Bar, and to explain the aptitude test. New guidance has been created for applicants undertaking the adaptation period and for adaptation period supervisors.
7. We previously came before the Board in July 2025 to seek a one-off delegation to the Director-General (which would then be sub-delegated to a single Director) of the power to confer a right of appeal under s.24(2) of the Crime and Courts Act 2013, which needs to be exercised to provide the appeal rights required under the 2023 regulations. This one-off delegation was approved by the Board and – subject to the Board’s decision on this paper – the power will be exercised alongside the delegated authority we are currently seeking.

Impact on regulatory objectives

8. In the short term, we expect few – if any – applicants will use these new routes into the Bar. Consequently, the impact on the regulatory objectives is broadly neutral. But over time there could be some impact on the following:
- a) improving access to justice – this may notionally improve access to lawyers in England and Wales who also have expertise in multiple jurisdictions;
 - b) promoting competition in the provision of services – as above, by notionally improving competition;
 - c) protecting and promoting the interests of consumers – as above. Our new regime includes consumer protection safeguards to ensure these relevant transferring lawyers are subject to an aptitude test or adaptation period;
 - d) promoting and maintaining adherence to the professional principles – as above. The new routes are designed to ensure adherence to the professional principles by those under our regulatory remit;
 - e) encouraging an independent, strong, diverse and effective legal profession – as above. The regulations update Swiss lawyer eligibility from one contingent on the nationality of the title holder to one based on possession of a particular professional title. This reduces the risk of nationality-based discrimination.
9. In relation to the prevention and detection of economic crime, we have elected to prohibit APLs from offering money laundering regulations-related legal advice. This is because some key checks typically required to undertake such work occur post-Call, and APLs will not be Called until after the end of their adaptation period.

10. Our new regime ensures the UK government complies with its international obligations (a component of our regulatory objective to support the constitutional principle of the rule of law). This in turn helps us to comply with our regulatory objective to protect and promote the public interest. Implementing a regulation-compliant regime will maintain public confidence in the regulatory system (also an element of protecting and promoting the public interest).
11. Our approach is compliant with the better regulation principles. Our changes will be introduced in a transparent manner via an updated Handbook and new / updated guidance published on the BSB website; it will be accountable (i.e. consistent with regulations); proportionate (giving effect to regulations, mostly via the use of existing / modified BSB processes); and targeted (at achieving regulatory compliance).

Resource implications / impacts on other teams / departments or projects

12. The work to enact the changes has impacted on several teams across the BSB, including policy, authorisations, supervision and legal. This new approach will minimise the impact of implementing future legislation that involves additional trade / mutual recognition agreements that reference barristers. We hope to be able to implement such future deals by updating our guidance and/or making minor amends to definitions in the Handbook.
13. The changes also require the assistance of key stakeholders to deliver (Inns, BPP etc). We explain further below, in the communications and stakeholder engagement section.

Equality and diversity

14. Our approach of reusing existing BSB processes wherever possible means that existing equalities safeguards that apply to current students and pupils (reasonable adjustments, rights to flexible working etc.) will automatically be incorporated into our new regime, to the benefit of applicants.
15. New provisions mandated by regulations will be incorporated into our regulatory arrangements in a manner that allows BSB to deliver on its public sector equality duty; examples of how are offered above.
16. A full equality impact assessment will be submitted to the LSB as part of this application. Key points to note are: older individuals are slightly more likely to be in a position to take advantage of this scheme. Likewise, lawyers from eligible states are more likely to be male, based on the countries' lawyer demographics. As permitted by the regulations, confirmation of applicant's English language competency will be required by the BSB at the point of application, using the same IELTS 7.5 benchmark set out in the Authorisation Framework (supported by competence 1.8 of the Professional Statement and the Bar Qualification Manual), and which applies to everyone who wishes to join the Bar. This should not result in a disadvantage based on race.

Risk implications

17. The BSB is obliged to implement the new legislative requirements. These changes therefore actively address current gaps in our regulatory arrangements. Successfully implementing these changes will ensure we meet our legal obligations and promote stakeholder confidence, in particular the LSB, Ministry of Justice and Department for Business and Trade.
18. Our approach of embedding, so far as possible, this new route into the Bar into existing BSB routes means we are promoting a competitive and effective market in an inclusive way, while minimising the risks that this new category of BSB-authorized / regulated persons will lack the necessary level of professional competency or fail to practise ethically.

Next steps: LSB approval

19. Because this Handbook change substantially delivers statutorily-mandated requirements, this would normally be regarded as an ‘exempt’ LSB rule change application, subject to single BSB director sign off. However, due to the large number of Handbook changes required, the complexity of implementation and the ‘future proofing’ approach that we want to take, the LSB has requested that we submit a ‘full’ application. Delegation of this decision to the Director General will allow us to seek LSB approval as soon as practicable and avoid presenting detailed Handbook changes to the Board.
20. Given the limited potential to vary the statutory-mandated regime, we have not conducted a full public consultation as normally required under Paragraph 5 of the Board governance manual. In lieu of this, we have undertaken targeted engagement with key stakeholders, in line with Paragraph 4 of the manual. Our approach is given below.

Communications and stakeholder engagement

21. We have engaged extensively with relevant BSB operational teams in developing these changes and sought insight and advice from relevant stakeholders, including Professor Mike Molan and the SRA, whose equivalent regime is already in place.
22. We have had some initial engagement with stakeholders required to support implementation of the new regime, notably with BPP (for delivering a key element of the aptitude test), and the Inns (regarding student membership, delivery of the fit and proper person test, pupil advocacy course etc). We will continue to engage with them further as we finalise our proposals and implement the new requirements.
23. We have also engaged with relevant teams from the Ministry of Justice, the Department for Business and Trade, and the Bar Council’s international team.
24. In readiness for implementation (scheduled for summer 2026), we are working with the BSB’s communications team to develop messaging and plan a communications strategy.

Performance and Strategic Planning Committee (PSP) Year-End Report November 2025 to March 2026

Recommendation to the Board

1. The Board is invited to note the year-end report of the Performance and Strategic Planning Committee (PSP) for the year to March 2026. The Committee's Terms of Reference require that it must report to the Board at least bi-annually. The last report received by the Board in November 2025 was the mid-year report for business year 2025/2026.

Introduction

2. The PSP is a standing committee of the Board to which it reports on matters related to organisational performance, resources and strategic planning. The PSP supports the Board and the executive in delivering high performance and in formulating the overall strategy for the Bar Standards Board (BSB) and, to these ends, it scrutinises the BSB's multi-year strategic plan and annual business plans before the Board's approval is sought. 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. It also provides assurance to the Board on the delivery of organisational reform programmes.
3. The Committee currently has a membership of four (in accordance with the Committee's terms of reference, with one current vacancy) – all of whom are members of the Board, with a majority of lay members. The members are Tracey Markham (Chair of the Committee), Gisela Abbam FRSA, Emir Feisal JP (lay members); and Ruby Hamid (barrister member). Irena Sabic KC (barrister Board member) was a member of the Committee until December 2025, and her membership concluded when her membership of the Board concluded. The Committee currently has a vacancy for a barrister Board member and it is expected that the Board will appoint a second barrister Board member after new appointments of Board members have been approved.
4. The Committee meets regularly throughout the year and has met three times since the last report. The attendance of Committee members during the period under review was:
 - a. Tracey Markham (Chair) – three (of three);
 - b. Gisela Abbam FRSA – one (of three);
 - c. Emir Feisal JP – three (of three);
 - d. Ruby Hamid – three (of three); and
 - e. Irena Sabic KC – two (of two).

Executive Summary

5. This report summarises the key aspects of the Committee's work over the past six months. The report also provides the Board and public with assurance that the scrutiny of business and strategic plans (when applicable) prepared by the BSB is robust, appropriate, and financially sound and that organisational performance is scrutinised by a committee of the Board (but without dilution of the Board's primary responsibility for oversight and monitoring of performance).

Strategic Plan (2026-2030), Business Plan (2026-27) and Budget for 2026-27

6. The Committee has overseen the development of the BSB's directional strategy for the next five years. Years 1-2 will equate to an enduring operating plan and years 3-5 will identify what else will be required to achieve our anticipated outcomes.
7. The Committee has overseen and recommended to the Board for approval the 2026–27 business plan. The business plan is categorised into four separate priority areas – building a high performing regulator; improving culture in the profession; shaping a well-functioning market for Barrister services that supports growth; and enabling success. Progress against plan will be continually measured so that we can adjust resources as required.
8. This is an ambitious and focused plan where delivery will be led and managed through a revamped governance and performance measurement framework. In its February and March meetings, the Committee reviewed and agreed principles for measuring BSB performance so that we can better measure our performance as an organisation and the impact the BSB is making.
9. The new performance measurement framework is structured around the current strategy's three regulatory priorities and nine outcomes. It seeks to provide a consistent approach to reporting on Key Performance Indicators (BSB performance) and Key Outcome Indicators (regulatory impact). The proposed approach is consistent with the National Audit Office's good practice guidance on performance measurement by regulators. The BSB will consider the exact indicators that will be used in the coming months.
10. The Committee scrutinised the budget for 2026-2027 to satisfy itself that the provisional budget was fair and reasonable in the context of the strategic and business plan, before recommending it to the Board in March.

Oversight of performance, finance and budget

11. The role of the PSP is to undertake close scrutiny and analysis of performance trends and any systemic causes for those, and to make recommendations to the Board. During the last six months the Committee has reviewed performance throughout quarters 2 and 3 of the 2025-26 business year against Key Performance Indicators (KPIs) and had oversight of progress towards the activities set out in the published business plan.
12. The Committee discussed plans to improve performance in timeliness of our regulatory enforcement activities, including developing an outsourcing capacity from suitably qualified and experienced providers who will support our regulatory enforcement work, and particularly our regulatory investigations. The Committee noted the general increase in volumes of reports across all sectors, and the impact on timeliness due to the increased complexity of reports (as well as the increased volume).
13. The Committee welcomed positive news about the significant increase in the number of decisions made for applications from Transferring Qualified Lawyers (TQLs), and the increased productivity in all authorisation types.

14. The Committee received a demonstration of the “live dashboard” developed by the executive which provides real-time data for regulatory enforcement activities, supporting identification of issues which could adversely impact performance and enable timely remedial action. The dashboard is now used as a live update in the meeting by the Chief Operating Officer.
15. The Committee scrutinised quarterly financial accounts and reforecasts. The Chair welcomed additional reports developed by the executive, particularly the departmental dashboard which will support it in oversight of the impacts of any changes to the operational plan. This scrutiny included oversight of the cash and reserves to ensure that the BSB had sufficient liquidity to meet its obligations. The Committee scrutinised the financial position at the end of the calendar year and noted that the BSB forecast then was to conclude the year with a deficit (slightly greater than the budgeted deficit).
16. The Committee monitored progress on development of activity-based costing, so that the BSB can better understand and articulate the unit cost of regulation. It noted a pilot scheme on time recording, some manual time recording in the investigations team, and proposals to develop software systems which will support time recording.
17. The Committee noted that review of procurement and cost management policies and procedures is already underway across the entirety of the General Council of the Bar. The Committee reviewed and agreed authorisation levels for the Acting Director General and the newly created post of Chief Operating Officer.

Regulatory risk

18. In a regulatory risk framework, Board committees play a key role in operation of that framework by receiving regular reports on risk levels, emerging issues and how risks are being treated. Committees undertake deep dives into specific risk areas, challenge assumptions and help ensure a regulator is performing correctly in how it is handling risks to the public interest.
19. The PSP’s oversight of the regulatory risk framework centres on an annual analysis on our understanding of risks, and two or three deep dives each year into regulatory risk which will be reviewed by BSB staff and the executive prior. In this reporting period, the Committee conducted a deep dive into the regulatory risk on ethical conduct. The Committee fulfilled its role in providing an independent view on the action taken by the executive in identifying and mitigating regulatory risks in this area.

Voluntary undertakings to the Legal Services Board

20. In June 2025, an update on progress of the Reform Programme was presented to the Legal Services Board and received positively. In response to the LSB’s request, the BSB agreed to make voluntary undertakings regarding future BSB performance. The Committee has now agreed that the BSB should review and re-frame the previous Reform Programme and integrate into the new Business Plan 2026/27.

21. In November 2025, the Committee agreed that a standing item be added to the forward agenda list for progress reports on the delivery of these voluntary undertakings to the LSB (insofar as these relate to performance issues). The Committee continues to challenge the executive to ensure that updates provided give sufficient detail and context for assurance purposes (including information on summaries of progress and the outcomes / benefits as well as tracking progress against the undertakings).
22. The Committee noted that Board to Board discussions with the LSB Board identified the PSP Committee as a key mechanism for oversight / action in four areas ie
 - a. monitoring performance against pre-agreed milestones;
 - b. update and review progress / performance on outsourcing;
 - c. trialling the use of activity-based costing;
 - d. approving the design of the future operating model.

Other Business

23. The Committee reviewed the 2024/25 Annual Report prior to its submission and recommended its approval to the Board. That report brought together all the BSB's other retrospective reports, on Bar training and casework / regulatory decisions. These were previously published as separate documents.
24. The annual review of the Committee's own effectiveness generated discussion on the size and content of papers, including a request that the executive consider more reliance on exception reporting with the purpose of generating debate or receiving direction (rather than complete sets of data when the majority of that is unremarkable).
25. The Committee has moved to meeting in person rather than remotely (using Microsoft Teams). It is intended that the Committee will now generally meet in person as routine but may meet remotely depending on the business on the agenda.

Forward View (1 May 2026 to 31 October 2026)

26. As well as the routine business defined by its terms of reference, the Committee will continue supporting the executive with oversight of delivery of the Business Plan for 2026/2027, as well as development and implementation of the BSB's new five-year Strategic Plan (2026-2030).
27. The Committee will continue to receive the regular six-monthly Human Resources report.
28. The PSP Committee provides an independent view on the action taken by the executive in identifying and mitigating regulatory risks, and, if necessary, challenging those assertions. The regulatory risk framework identifies seven regulatory risks, and the Committee will periodically receive in depth analysis on these throughout the year.
29. The next PSP bi-annual report will be the mid-year report which will be presented to the Board in November 2026.

Lead responsibility

Rebecca Forbes, Head of Governance

Meeting:	Bar Standards Board	Date:	21 May 2026
Title:	Committee Terms of Reference		
Author:	Rebecca Forbes / Ben Bray		
Post:	Head of Governance / Head of Regulatory Risk and Insights		

Paper for:	Decision: <input checked="" type="checkbox"/>	Discussion: <input type="checkbox"/>	Noting: <input type="checkbox"/>	Other: <input type="checkbox"/> (enter text)
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Paper relates to the Regulatory Objective (s) highlighted in bold below	
(a)	protecting and promoting the public interest
(b)	supporting the constitutional principle of the rule of law
(c)	improving access to justice
(d)	protecting and promoting the interests of consumers
(e)	promoting competition in the provision of services
(f)	encouraging an independent, strong, diverse and effective legal profession
(g)	increasing public understanding of citizens' legal rights and duties
(h)	promoting and maintaining adherence to the professional principles
(i)	promoting the prevention and detection of economic crime.
<input type="checkbox"/>	Paper does not principally relate to Regulatory Objectives

Summary

1. This paper presents revisions to the Terms of Reference for the Governance, Risk and Audit Committee (GRA) and the Performance and Strategic Planning Committee (PSP) which enact our proposal that oversight of the Regulatory Risk Framework now be within the remit of the PSP.

Recommendations

2. The Board is invited to **approve** the revisions to the Terms of Reference for the Governance, Risk and Audit Committee and the Performance and Strategic Planning Committee.

Background

3. GRA and PSP are required to: *at least annually, review these terms of references to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.*
4. In the BSB's context, regulatory risk concerns the BSB's ability to deliver the regulatory objectives. The processes for identifying, assessing and reporting the BSB's steps to treat risks to these objectives are called the Regulatory Risk Framework.
5. While the Regulatory Risk Framework draws on technical risk management principles (eg identifying, assessing and mitigating risks), its focus is operational. It seeks to help us assess how we are meeting our core purpose as a regulator, which is, within our regulatory framework, to protect and treat risk to the public interest through the objectives.¹

¹ The Legal Services Act states that an approved regulator must, so far as is reasonably practicable, act in a way which is compatible with the regulatory objectives, and which the approved regulator considers most appropriate for the purpose of meeting those objectives.

6. Both GRA and PSP last reviewed their Terms of Reference in January 2025. Amendments agreed at that time were that:
 - a. **Primary reporting** of regulatory risk management was transferred to the PSP to ensure the operational focus is clearly on treating regulatory risk and delivering the public interest; and
 - b. **Secondary oversight** of the Regulatory Risk Framework was still to be provided by GRA to provide a broader assurance that regulatory risk management processes are robust and align with wider processes. This would allow the risk and audit expertise of GRA to be used to ensure the risk elements of the framework are operating effectively.
7. This transfer of reporting on regulatory risk to the PSP was on the basis that although GRA understands risk governance and process, the PSP is better placed to assess the BSB's mitigating actions (being responsible for strategy, performance and planning).
8. As the Regulatory Risk Framework review is due to conclude (in May or in July), the Committees have agreed that it is timely and sensible to now transfer complete oversight of regulatory risk to the PSP. This grants PSP greater accountability by aligning the scrutiny of BSB risk actions with the ownership of the framework that shapes them.
9. The transfer will also support the development of the new BSB performance measurement framework (working title Atlas), in which regulatory risk reporting will feature. Aligning oversight with the PSP would reduce duplication and ensure that regulatory risk is governed where it is used.

Discussion

10. We have annexed the Terms of Reference for both GRA and PSP, with proposed amendments in track changes, so that it is apparent to members that the proposal is that PSP will now also be responsible for oversight of the Regulatory Risk Framework.
11. It is important to recognise the links and overlap between the responsibilities of Board committees and consequently the need for each Committee to have full knowledge of the deliberations of other Committees through reports to the Board. We endeavour to ensure that duties are not allocated to more than one committee and that there are no gaps.
12. The Chairs of GRA and PSP and the Head of Governance discussed optimal timing and sequencing of reviews of the two Committee's Terms of Reference in April. We agreed that this is not the optimum time to make fundamental or substantive changes (other than our proposals to consolidate responsibilities for regulatory risk). We intend to meet again (late September) to consider further substantive changes when:
 - a. the incoming Director General has attended two meetings of each Committee;
 - b. we have completed two quarters of this year's business plan;
 - c. the Education and Training Committee is operational;
 - d. new Board members have been appointed, with their committee memberships agreed and all have had some exposure to workings of the committee(s).

13. We also noted current work to consider the optimum role and remit of the joint Committees (and that is the more obtuse and difficult intersection rather than that between our own BSB committees). We think that clarity on the expected role of the joint Audit Committee would be beneficial before any more substantive review of the remits of the BSB committees.
14. GRA agreed these proposed revisions to the Terms on Reference on 6 May 2026 subject to definitions of corporate risk and regulatory risk being included (within the Terms of Reference themselves). The proposed amendment to 20(b) in the PSP Terms of Reference is because it also seemed that some GRA members read this as indicating that PSP had a locus in oversight of operational risk and financial risk so this attempts to be clearer that it has oversight of performance (not risk) in those areas. The versions presented to the Board therefore include these additional amendments:

GRA Terms of Reference

15. Paying due regard to all relevant statutory, regulatory and best practice requirements, the Committee will carry out the following duties for the BSB:
- a. support the Board in achieving its strategic objectives by providing assurance on the effectiveness of governance structures, risk management processes and internal controls;
 - b. monitor and recommend to the Board action in respect of the effectiveness of the strategic arrangements for governance, **corporate** risk management **(relating to risks to the BSB's own organisation, operations, resources, governance, reputation, legal compliance and resilience)** and internal audit;

PSP Terms of Reference

16. Paying due regard to all relevant statutory, regulatory and best practice requirements, the Committee will carry out the following duties below for the BSB:
- b. to oversee performance against **relevant performance objectives and targets set out in the Business Plan** in respect of operation~~sa~~^{al}, financ~~es~~^{ial} and regulatory risk ~~performance objectives and targets set out in the Business Plan~~ and to consider and agree any necessary corrective actions, including to the allocation of resources across the BSB, and, where relevant, make recommendations to the Board;
- Performance
- c. **oversee the regulatory risk framework and to** monitor the BSB's performance in identifying and treating regulatory risk **(the risk of adverse outcomes for the public or the public good, through the BSB's failure to deliver its regulatory objectives)**, ensuring BSB actions align with strategic objectives and effectively treat identified risks in the public interest;

Annexes

17. Annex 1 – Terms of Reference for the Governance, Risk and Audit Committee; and Annex 2 – Terms of Reference for the Performance and Strategic Planning Committee

Governance, Risk and Audit Committee Terms of Reference

Role

1. The Governance, Risk and Audit Committee (the "Committee") is a committee of the Board, from which it derives its authority and to which it reports on matters related to governance, risk management and internal control.

Membership

2. The Committee shall comprise of at least five members, which should include both lay persons and practising barristers. There must be a lay majority. Three Committee members must be Board Members, and there must be no fewer than two, but no more than three, members who are not Board Members.
3. A member of the Bar Council or any of its representative committees may not be a member of the Committee.
4. A member of the Committee may not be appointed as a member of the Advisory Pool of Experts.
5. Appointments of Board Members to the Committee are made by the Board on the recommendation of the Nomination Committee and shall usually be coterminous with membership of the Board. For new members, who are not also Board Members, appointments shall be for a period of up to four years which may be extended for a further fixed period of up to four years.
6. The Board shall appoint the Committee Chair, who shall be a lay person and Board Member, on the recommendation of the Nomination Committee. The Chair of the BSB shall not be the Committee Chair.
7. In the absence of the Committee Chair, or where the Committee Chair has declared an interest for a specific item, the remaining members present shall elect one of the members who are Board Members to chair the meeting or item. If there is no such member present, the Committee shall not convene until such time as it can be constituted in accordance with these terms of reference.
8. All Board and Committee members must complete BSB equality and diversity training within three months of taking up an appointment with the BSB.
9. A person shall cease to be a Committee member if:
 - a. the period for which they were appointed expires (and their appointment is not renewed);
 - b. they resign their membership by notice in writing;
 - c. they were appointed as a lay person and cease to be a lay person;
 - d. they were appointed as a practising barrister and cease to be a practising barrister or become a member of the Bar Council or one of its representative committees;
 - e. they fail to attend meetings with sufficient frequency and regularity to be able to discharge their duties and the Committee or Board resolves that they should cease to be a member; or
 - f. the Board resolves that they are unfit to remain a Committee member (whether by reason of misconduct or otherwise).

Secretary

10. The Head of Governance, or their nominee, shall act as the secretary to the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

Attendees

11. Only members of the Committee have the right to attend Committee meetings. The Director General shall be expected to attend Committee meetings. Other individuals such as senior management and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
12. Board Members have the right to receive papers and to attend meetings of the Committee.

Quorum

13. The quorum for meetings of the Committee is three members.

Frequency

14. The Committee shall normally meet at least four times a year at appropriate times in the annual cycle and otherwise as required. A timetable of meetings and scheduled items for consideration will be agreed each year.
15. Outside of the formal meeting programme, the Committee Chair will maintain a dialogue with key individuals involved in the BSB's governance.

Notice of meetings

16. Meetings of the Committee shall be called by the secretary of the Committee at the request of the Committee Chair or any of its members.
17. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee and any other person required to attend at least four working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time. With the consent of the Committee Chair, shorter notice may be given.

Minutes of meetings

18. The secretary shall minute the proceedings and decisions of all Committee meetings, including recording the names of those present and in attendance.
19. Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be circulated to all other Board Members and the Director General unless, exceptionally, it would be inappropriate to do so.

Written resolutions

20. The Committee may pass a resolution in writing provided that the written resolution has the consent of at least two-thirds of members of the Committee who would have been eligible to vote on the matter at a meeting. Consent may be given in any written form, including electronically, for example by email. The resolution must then be ratified at the next Committee meeting and minuted as such.

Responsibilities

21. Paying due regard to all relevant statutory, regulatory and best practice requirements, the Committee will carry out the following duties for the BSB:
 - a) support the Board in achieving its strategic objectives by providing assurance on the effectiveness of governance structures, risk management processes and internal controls;
 - b) monitor and recommend to the Board action in respect of the effectiveness of the strategic arrangements for governance, corporate risk management (relating to risks to the BSB's own organisation, operations, resources, governance, reputation, legal compliance and resilience) and internal audit;

Governance and Assurance

- c) consider how governance structures and arrangements maintain the independence of the BSB's regulatory functions and support achievement of the BSB's strategic aims and regulatory objectives, and to make recommendations to the Board;
- d) recommend the BSB's Assurance Framework to the Board and to ensure its continued effectiveness through periodic review; and

Corporate Risk

- e) advise the Board on overall risk tolerance and strategy and the principal and emerging risks the BSB is willing to take in order to achieve its long-term strategic objectives;
- f) make recommendations to the Board on its risk management strategy and processes;
- g) provide oversight and seek suitable assurance of the adequacy and effectiveness of risk management processes and procedures, monitoring compliance and challenging management on the adequacy of actions taken and planned;
- h) advise the Board on the likelihood, velocity and impact of principal risks materialising, and the management and mitigation of principal risks to reduce the likelihood of their incidence or their velocity or their impact;
- i) provide assurance to the joint Audit Committee of the Bar Council and the BSB on the effective operation of the processes to manage risk;

Regulatory Risk

- ~~j) provide oversight, seek assurance and periodically review the BSB's regulatory risk framework, ensuring it aligns with good practice and supports the BSB's delivery of the regulatory objectives;~~
- ~~k) advise the Board on the adequacy, effectiveness and governance of the regulatory risk framework;~~

Controls and Internal Audit

- ~~h) consider the effectiveness of the BSB's control systems and internal business processes;~~
- ~~m) periodically review the Business Continuity Plan;~~
- ~~n) approve the role and mandate of internal audit, monitor and review the effectiveness of its work;~~
- ~~e) appoint the Board's Internal Auditors and review and approve the annual internal audit plan to ensure it is aligned to the key risks of the business, including any audit reviews that the Board wishes to be conducted and any audit reviews of shared services that are jointly commissioned with the GCB and receive regular reports on work carried out;~~
- ~~p) ensure the internal auditor has direct access to the Chair of the BSB and to the Committee Chair, providing independence from the executive and accountability to the Committee;~~
- ~~q) monitor and provide assurance to the Board on the effectiveness of the management response to issues identified by audit activity;~~

Compliance

- ~~r) receive assurance on the BSB's compliance with its statutory and regulatory obligations including Data Protection and Anti-Money Laundering Regulations;~~
- ~~s) review the adequacy and security of the BSB's arrangements for its employees, contractors and external parties to raise concerns, in confidence, about possible wrongdoing. The Committee shall ensure that these arrangements allow proportionate and independent investigations of such matters and appropriate follow up action; and~~
- ~~t) review the BSB's procedures for detecting fraud.~~

Reporting responsibilities

22. The Committee Chair shall report to the Board on its proceedings at least annually on all matters within its duties and responsibilities, but more often if required.
23. The Committee may raise any matters of concern at the next Board meeting, and adequate time should be available for Board discussion of such matters.
24. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.
25. The Committee shall:
 - a) ensure the periodic evaluation of the Committee's own performance is carried out;
 - b) have access to sufficient resources in order to carry out its duties;
 - c) oversee any investigation of activities which are within its terms of reference; and
 - d) at least annually, review these terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.
26. To facilitate the Committee's discharge of its responsibilities in relation to particular items of business, if necessary:
 - a. procure specialist ad-hoc advice at the expense of the BSB
 - b. commission additional assurance work outside of the agreed internal audit plan; and
 - c. co-opt additional member(s) (non-employees only), subject to approval by the Chair of the BSB, in consultation with the Committee Chair.

Reviewed:

~~27 March 2025~~ 21 May 2026

Performance and Strategic Planning Committee Terms of Reference

Role

1. The Performance and Strategic Planning Committee (the “Committee”) is a committee of the Board, from which it derives its authority and to which it reports on matters related to performance, resources and strategic planning.

Membership

2. The Committee shall comprise of at least five Board Members, at least three of whom shall be lay persons.
3. A member of the Bar Council or any of its representative committees may not be a member of the Committee.
4. A member of the Committee may not be appointed as a member of the Advisory Pool of Experts.
5. Appointments of Board Members to the Committee are made by the Board on the recommendation of the Nomination Committee and shall usually be coterminous with membership of the Board.
6. The Board shall appoint the Committee Chair, who shall be a lay person and Board Member, on the recommendation of the Nomination Committee. The Chair of the BSB shall not be the Committee Chair.
7. In the absence of the Committee Chair, or where the Committee Chair has declared an interest for a specific item, the remaining members present shall elect one of themselves to chair the meeting or item.
8. All Board and Committee members must complete BSB equality and diversity training within three months of taking up an appointment with the BSB.
9. A person shall cease to be a Committee member if:
 - a. the period for which they were appointed expires (and their appointment is not renewed);
 - b. they resign their membership by notice in writing;
 - c. they were appointed as a lay person and cease to be a lay person;
 - d. they were appointed as a practising barrister and cease to be a practising barrister or become a member of the Bar Council or one of its representative committees;
 - e. they fail to attend meetings with sufficient frequency and regularity to be able to discharge their duties and the Committee or Board resolves that they should cease to be a member; or
 - f. the Board resolves that they are unfit to remain a Committee member (whether by reason of misconduct or otherwise).

Secretary

10. The Head of Governance, or their nominee, shall act as the secretary to the Committee and will ensure that the Committee receives information and papers in a timely manner to enable full and proper consideration to be given to issues.

Attendees

11. Only members of the Committee have the right to attend Committee meetings. The Director General shall be expected to attend Committee meetings. Other individuals such as senior management and external advisers may be invited to attend for all or part of any meeting, as and when appropriate.
12. Board Members have the right to receive papers and to attend meetings of the Committee.

Quorum

13. The quorum for meetings of the Committee is three members.

Frequency

14. The Committee will normally meet at least four times a year at appropriate times in the annual cycle and otherwise as required. A timetable of meetings and scheduled items for consideration will be agreed each year.

Notice of meetings

15. Meetings of the Committee shall be called by the secretary of the Committee at the request of the Chair of the Committee or any of its members.
16. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed, shall be forwarded to each member of the Committee and any other person required to attend at least four working days before the date of the meeting. Supporting papers shall be sent to Committee members and to other attendees, as appropriate, at the same time. With the consent of the Committee Chair, shorter notice may be given.

Minutes of meetings

17. The secretary shall minute the proceedings and decisions of all committee meetings, including recording the names of those present and in attendance.
18. Draft minutes of Committee meetings shall be circulated to all members of the Committee. Once approved, minutes should be circulated to all other Board Members and the Director General unless, exceptionally, it would be inappropriate to do so.

Written resolutions

19. The Committee may pass a resolution in writing provided that the written resolution has the consent of at least two-thirds of members of the Committee who would have been eligible to vote on the matter at a meeting. Consent may be given in any written form, including electronically, for example by email. The resolution must then be ratified at the next Committee meeting and minuted as such.

Responsibilities

20. Paying due regard to all relevant statutory, regulatory and best practice requirements, the Committee will carry out the following duties below for the BSB:
 - a) to support the Board and the executive in delivering high performance and in formulating the overall strategy for the BSB and, to these ends scrutinise the BSB's five-year Strategic Plan and annual Business Plan before the Board's approval is sought;
 - b) to oversee performance against relevant performance objectives and targets set out in the Business Plan in respect of operations, sal, finances, sal and regulatory risk performance objectives and targets set out in the Business Plan and to consider and agree any necessary corrective actions, including BSB 210526 allocation of resources across the BSB and, where relevant, make recommendations to the Board;

Performance

- c) oversee the regulatory risk framework and ~~to~~ monitor the BSB's performance in identifying and treating regulatory risk (the risk of adverse outcomes for the public or the public good, through the BSB's failure to deliver its regulatory objectives), ensuring BSB actions align with strategic objectives and effectively treat identified risks in the public interest;
- d) review and challenge the executive on the adequacy, timeliness and effectiveness of the framework, and of actions taken and planned to address regulatory risk;
- e) ~~assess the alignment of the BSB's understanding of regulatory risk with its strategic goals, ensuring a proactive and effective approach to treating regulatory risk~~ assess whether the BSB's understanding and prioritisation of regulatory risk, and the operation of the framework itself, are aligned with its strategic goals and support a proactive and effective approach to managing regulatory risk;
- f) to advise the Board on a balanced scorecard of measures to assess performance in the delivery of authorisation, supervisory and enforcement operations and to oversee performance against those measures;
- g) to advise the Board on the development or operation of any other performance measurement;
- h) to advise the Board on the resources, system investments and process improvements needed to deliver and maintain high performance;

Strategy

- i) to undertake preliminary horizon-scanning to take account of opportunities for, and risks to, the Regulatory Objectives and to present a qualified view to the Board to inform the BSB's future strategy;
- j) on behalf of the Board, to advise on the development of the BSB's strategy to deliver the Regulatory Objectives and the annual Business Plans which deliver that strategy;

Resources and budgets

- k) to keep under review the resources and investments needed to deliver high performance and to implement the Board's agreed strategy and, to those ends, to decide the annual budget and revenue for recommendation to the Board;
- l) to agree how the BSB presents financial information to best effect and with appropriate transparency and comprehensiveness;
- m) to consider and agree the recommendations of the executive on the provision of corporate services, including where the executive proposes sharing any service with the GCB and that such sharing is in compliance with Rule 11 of the Internal Governance Rules on the basis that:
 - m.1. this will not undermine, and could not reasonably be seen to undermine, the separation of regulatory and representative functions;
 - m.2. this is effective and appropriate for the BSB to discharge its regulatory functions; and
 - m.3. this is necessary to be efficient and reasonably cost-effective.
- n) to ensure that the BSB undertakes planning activity to best effect and in a timely and consistent manner, as well as to provide assurance to the Board on the robustness of programme and project management processes, and on the delivery of organisational reform programmes; and
- o) to support the Board and executive with finalising the BSB's Annual Report publications.

Reporting responsibilities

- 21. The Committee Chair shall report to the Board on its proceedings at least bi-annually on all matters within its duties and responsibilities, but more often if required.

22. The Committee may raise any matters of concern at the next Board meeting, and adequate time should be available for Board discussion of such matters.

23. The Committee shall make whatever recommendations to the Board it deems appropriate on any area within its remit where action or improvement is needed.

Other matters

24. The Committee shall:
 - a) ensure the periodic evaluation of the Committee's own performance is carried out;
 - b) have access to sufficient resources in order to carry out its duties;
 - c) oversee any investigation of activities which are within its terms of reference; and
 - d) at least annually, review these terms of reference to ensure it is operating at maximum effectiveness and recommend any changes it considers necessary to the Board for approval.

25. To facilitate the Committee's discharge of its responsibilities in relation to particular items of business, it may procure specialist ad-hoc advice at the expense of the BSB.

Reviewed:

~~27 March 2025~~ 21 May 2026

Chair's Report on Visits and External Meetings from 1 February – 31 May 2026**Status:**

1. For noting

Executive Summary:

2. In the interests of good governance, openness and transparency, this paper sets out the Chair's visits and meetings since the last Board meeting.

List of Visits and Meetings:**Meetings**

25 February	Attended DG recruitment longlisting
25 February	Attended Board Task and Finish Group
4 March	Attended Joint Chairs' Committee meeting
4 March	Attended E & T Strategy Workshop
12 March	Attended DG recruitment shortlisting
12 March	Met with Ruth Pickering and Tracey Markham
18 March	Met with Richard Lloyd, re LSB Review
19 March	Joined Gray's Inn Management Committee
23 March	Chaired Interview Panel for recruitment of DG
25 March	Attended Board briefing meeting
25 March	Attended Board Recruitment longlist meeting
25 March	Attended Board meeting
1 April	Met with LPMA, Richard Khaldi and Alison Crosland, Co-Chairs
1 April	Attended meeting of the Joint Audit Committee
13 April	Attended Board Recruitment shortlist meeting
14 April	Attended BC meeting
15 April	Met with Independent members of the Joint Audit Committee
15 April	Met with Adrian Roberts, BEIS
21-23 April	Chaired Recruitment Panel for Board Recruitment
23 April	Attended Leadership Group away-day
23 April	Attended Single Item Board meeting
6 May	Attended Joint Chairs' Committee meeting
6 May	Met with Mike Molan
6 May	Attended DBT (EU & Services) BEIS meeting
21 May	Attended Board briefing meeting
21 May	Attended Board meeting
26 May	Attended Bullying & Harassment Steering Group meeting

1-2-1 Meetings

11 February	Met with Malcolm Cree, CEO Bar Council
11 February	Met with new Chair of LSCP, Tom Hayhoe
18 February	Met with Helen Davies KC
18 February	Met with Stephen Mayson
4 March	Met with Martin Poulter, Chambers People
12 March	Met with Minister Sackman
16 April	Met with Minister Davies-Jones

Events

26 February	Attended the Treasurers' Dinner
15 April	Attended SLS Annual Reception
27 April	Attended 'Think Publishing' Dinner for Chairs and CEOs
7 May	Attended Grand Day Reception and Dinner, Lincoln's Inn