



BAR
STANDARDS
BOARD

REGULATING BARRISTERS

Business Plan 2023-2024

Our organisational values are:

Fairness and Respect

We strive to achieve equal access and equal treatment, valuing and respecting our differences

Independence and Integrity

We are objective and evidence-based, open, honest and accountable, and we expect everyone to meet these same ethical standards.

Excellence and Efficiency

We are committed to learning and improving, seeking to maximise our effectiveness by making the best possible use of our resources

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

Foreword



The Bar Standards Board regulates the Bar in the public interest by promoting high standards, equality and access to justice. Our annual business plan sets out what we shall be doing in the year ahead to further this vision.

We are very conscious that achieving the vision makes demands of us as the Regulator. So the business plan also sets out transformative reforms of the Bar Standards Board itself.

These reforms are grounded in a culture of continuous improvement, but have a clear destination in view. We want the Bar Standards Board to be operationally excellent in delivering its core regulatory services. We already take consistently high quality decisions. We have markedly improved our productivity in the last year, particularly in concluding investigations. To high quality decision-making and high productivity we want to add consistently prompt and responsive service so that members of the public or barristers who use our services can be sure we shall take the right decision and do so efficiently and quickly.

We want the Bar Standards Board to be on the front foot as a regulator, anticipating risks and opportunities, not just reacting to them. This means reforming our approach to capturing and analysing intelligence about the Bar. It means joining up the information we receive to build up a picture of emerging risks and empowering our front-line teams to act on the risks we identify. And it means gaining assurance that chambers - to which most barristers belong - are themselves effective in overseeing standards, equality and access. The result of this regulatory approach will be an engaged and proactive regulator which addresses risks to the public interest before the public sees or suffers any harm.

We want the Bar Standards Board to be a force for change in the service that the Bar provides to the public. That means that the BSB deals not just with regulatory operations, but develops a broad and evidence-based understanding of the standards and skills the Bar will need to meet the future needs of consumers and the administration of justice. This aspiration is well expressed by our current strategic priorities of standards, equality and access. We shall take forward strategic change in collaboration with the profession, where that makes sense, or through targeted and proportionate regulation where necessary.



We want the BSB to be a collaborative regulator working closely with other legal regulators, with consumer groups and with the profession because we know we can achieve more through collaboration than by acting unilaterally. We shall, of course, regulate and take enforcement action where necessary but we know that a culture in which the public interest always comes first cannot be achieved through regulation alone.

Finally, we want the Bar Standards Board to be a self-confident and well-respected independent regulator. We shall achieve that by embedding a culture of continuous improvement which advances our values of *fairness and respect, independence and integrity and excellence and efficiency*. We shall see it reflected in our organisational performance results, the results of our annual People Survey and in the credibility the BSB commands among its stakeholders.

Introduction

The Bar Standards Board regulates barristers and specialised legal services businesses in England and Wales in the public interest. Our work is governed by the regulatory objectives set out in the Legal Services Act 2007¹.

Our Regulatory Objectives are:

- protecting and promoting the public interest;
- supporting the constitutional principle of the rule of law;
- improving access to justice;
- protecting and promoting the interests of consumers;
- promoting competition in the provision of services;
- encouraging an independent, strong, diverse and effective legal profession;
- increasing public understanding of citizens' legal rights and duties; and
- promoting and maintaining adherence to the professional principles (which are acting with independence and integrity; maintaining proper standards of work; acting in the best interests of clients; complying with one's duty to the court to act with independence in the interests of justice and keeping the affairs of clients confidential).

We fulfil those objectives in part by undertaking a number of key regulatory functions which support continuing high standards at the Bar. These focus on the qualification of barristers and on the enforcement of professional standards.

We also fulfil them by ensuring that the profession as a whole - now and in future – will be able to meet the public interest in a high quality, diverse and competitive profession which supports the rule of law.

¹ The Economic Crime and Corporate Transparency Bill 2022 also contains a provision to add a new regulatory objective to the Legal Services Act 2007 focusing on promoting the prevention and detection of economic crime.

Our current assessment of risks and opportunities highlights the following significant challenges:

- Continuing pressures on public funding and a lack of understanding of the legal services market are making it harder for people to access legal services
- Innovation and new technology offer new opportunities for the delivery of legal services, but can also raise regulatory challenges, new training needs and problems for the digitally excluded. Meanwhile the rise in remote working has weakened the support which chambers can give to pupils and junior barristers.
- While the Bar is now a more diverse and inclusive profession for those beginning their careers, career progression and the retention of barristers who are women or from minoritised communities remains a challenge. Addressing all forms of bullying, harassment and discrimination is also still a vital objective.
- Although the total number of practising barristers continues to rise, the profession is ageing and there is continuing pressure on the numbers of barristers and pupils at the publicly funded Bar.

In the light of these challenges and risks we have set five strategic aims for the current three year strategy running from 2022/23 to 2024/25. These are set out in our 2022-25 Strategic Plan and are:

Efficiency	delivering our core regulatory operations quickly, economically and to a high standard
Standards	ensuring that barristers provide a high quality and responsive service throughout their careers
Equality	promoting equality, diversity and inclusion at the Bar and at the BSB and the profession's ability to serve diverse consumers
Access	promoting consumer understanding of legal services and choice and good value in using those services (covering both the supply of, and demand for, barristers' services) and
Independence	strengthening the BSB's independence, capability, self-confidence and credibility.

Many of our activities contribute to more than one regulatory objective and more than one strategic aim. For example, our work to clarify our expectations of the role which chambers should play in support of our regulatory objectives includes overseeing standards, promoting equality and facilitating access for consumers.

The Business Plan has also been written having regard to the LSB's strategy for [Reshaping Legal Services](#), which sets out the LSB's three strategic themes of "fairer outcomes, stronger confidence and better services".

Our business plan also sets out our budget for 2023-24. We are very conscious that we are funded by the profession and we always seek to maximise our value for money.

You will be able to see how we performed against this business plan in our 2023-24 Annual Report.

Our Regulatory Approach

In support of our five strategic priorities, we shall be taking forward reforms of our regulatory approach which aim to ensure that the Bar Standards Board is able to identify and manage risks to the Regulatory Objectives before they lead to detriment to the public interest. Central to this work will be an overhaul of our approach to the gathering, collation and analysis of the intelligence we receive from a wider range of sources. We want the Bar Standards Board to look forward, not backwards, and to intervene, where necessary, proactively, not reactively. Linked to this, we also intend to review our current risk framework to make sure that intelligence is joined up and that our front-line teams have more discretion to act promptly in response to emerging risks.

We are conscious that the Bar Standards Board necessarily operates at a distance from individual barristers. Most barristers work in chambers and the best chambers already take a very active role in promoting standards, equality and access. We want to see all chambers and the employers of barristers sharing best practice. With that in mind, we shall be carrying forward our work to clarify our regulatory expectations of barristers' practice management responsibilities and, working with the profession, to identify good practice in chambers' oversight and in the discharge of those responsibilities. The greater the assurance we can take as regulator from the work of chambers, the more proportionate and targeted will be our regulatory interventions.

Finally, many of the reforms and initiatives outlined in this Business Plan will entail changes to our Handbook and Code of Conduct. We expect to consult on such changes as they come to fruition rather than in one fell swoop. However, we are also conscious of the need, in revising the Handbook, to ensure that it is easily navigable and easily understood by both barristers and the public alike. We shall be making design changes to the layout of the Handbook and Code of Conduct with this in mind.



In summary, we shall:

- clarify our expectations of chambers – particularly in promoting high standards, access and equality – and work with the Bar Council and the profession to consolidate those expectations and to promote good practice;
- take forward essential amendments to the Code of Conduct and Handbook, including amendments flowing from other priority work programmes;
- reform our approach to capturing, collating and analysing data and intelligence;
- review the BSB risk framework.

Strategic Aim 1 – Efficiency: improving our performance

Delivering our core regulatory operations quickly, economically and to a high standard

Our regulatory decision-making is the very core of what we do. In 2021-22, we received around 2,200 reports on barristers of growing complexity and had to assess the risks they presented. We launched over 160 investigations in the light of these reports and we opened over 200 supervisory cases. We also dealt with over 2,000 applications for authorisations ranging from requests for waivers from our rules to approvals to provide Bar training or pupillage. Although the quality of our decision-making remains high, our priority is to improve its timeliness. We intend to ensure that the increase which we have made in investment in this area will enable us to meet key service standards, which are set out in detail at the end of this document.

We are very conscious that we need to review our policies and processes in this area to ensure that they are the best they can be. So over the coming year we will:

- conduct an independent end-to-end review of our enforcement policies and processes and overhaul the key IT systems which support these processes to reflect the recommendations of a recent review by Deloitte;
- conclude the ongoing review into our decision-making processes for authorisations and begin implementing its recommendations; and
- review the role of the Independent Reviewers in our enforcement and authorisations processes.

We believe that these reviews will not just ensure that the improvement to our performance can be sustained but that they will also contribute to the cultural transformation of the BSB.

At the time of writing in March 2023 our productivity is already improving with more investigations having been concluded in the last three months of 2022 than in the previous six months. But our current key performance indicators focus primarily on the speed of decision-making and have the perverse effect of suggesting a deterioration in performance when overdue cases are concluded. We will therefore be reviewing our current KPIs to ensure that we set standards in future through a balanced scorecard approach which captures the quality of our decision-making, and our timeliness, productivity, and service more comprehensively. This scorecard will be set by our Board, will make our public reporting more transparent and will improve the ability of the Board to hold the Executive team to account. And we shall continue to review our performance in the public sessions of our Board meetings to which all are welcome, and which are regularly attended by members of the Press.

Strategic Aim 2 – Standards

Ensuring that barristers provide a high quality and responsive service throughout their careers

At the BSB we are responsible for setting the standards expected of those training to be barristers and ensuring that they are met and maintained throughout their careers. We do so through a range of measures, including:

- regulating those who provide vocational training and pupillage
- setting the curriculum for training as a barrister and managing the centralised assessments in civil and criminal litigation and professional ethics
- assuring standards across the Bar by supervising chambers and regulating specialised legal services businesses known as “entities” to ensure that they are meeting our rules, and targeting regulation where we see evidence that standards need to improve – in recent years, for example, we have set out new guidance for those working in the [Youth Courts](#) and [Coroners Courts](#)
- continuing to meet our obligations under the Money Laundering Regulations and under the regulations relating to financial sanctions and liaising with relevant stakeholders, including other regulators, the Office for Professional Body Anti-Money Laundering Supervision (our oversight regulator for money laundering), the Office of Financial Sanctions Implementation (OFSI), HM Treasury and law enforcement agencies and
- maintaining the BSB Handbook, which defines the core duties and rules relating to practice at the Bar.

Over the next year we will be seeking steps to strengthen these arrangements through measures including:

- continuing our existing programme of work on assuring the competence of barristers throughout their careers, including work to review regulatory requirements during the early years of practice and those that relate to Continuing Professional Development;
- developing arrangements for the assessment of advocacy and negotiation skills during pupillage as the final part of our reforms to Bar training
- undertaking a thematic review of the quality of vocational Bar training providers, how they ensure that standards are maintained once a student is admitted and what systems are in place to ensure that a student develops to their full potential, whatever their starting point
- completing our review of the regulation of standards in non-professional life and of barristers’ use of social media in the light of our recent consultation.

Strategic Aim 3 – Equality

Promoting diversity and inclusion at the Bar and the BSB and the profession's ability to serve diverse customers

We want the Bar at all levels of the profession and in all specialisms to be more truly representative of the public whom we serve. To this end we published last year our new Equality Strategy which sets out four main objectives.

These are to:

- clarify the BSB's expectations of the Bar concerning equality, diversity and inclusion and to highlight opportunities for change;
- hold the Bar to account for reducing racial and other inequalities across the profession;
- promote a culture of inclusion at the Bar and in legal services more generally; and
- build a diverse and inclusive workforce ensuring that the BSB is itself an example of the approach the BSB is promoting.

Our regular research into the diversity of the Bar suggests that those beginning their careers are indeed now more diverse but at the senior levels of the Bar women and those from minoritised backgrounds continue to be under-represented. Our work to review our Equality Rules and, in partnership with the profession, to ensure compliance with those rules, is therefore very important. It is also vital that we continue our work to eliminate bullying, discrimination and harassment at the Bar.

Our Religion and Belief, Race Equality and Disability taskforces, which are made up of barrister and lay experts in these areas, will also continue their work to advise us as to how best we can promote equality and inclusion.

Our key project for the coming year will be to review the Equality Rules to ensure that they remain fit for purpose and clearly set out minimum standards for chambers' and employers' oversight of diversity, including appropriate governance. We shall also be undertaking research with pupillage providers to investigate the recruitment outcomes of different approaches aimed at increasing diversity.

Strategic Aim 4 – Access

Promoting consumer understanding of legal services and choice and good value for those who use those services

As a public interest regulator, we must ensure that the Bar as a profession works well for consumers now and in the future and can effectively support the administration of justice. This means that we must ensure that the future supply of barristers across all specialisms will sustain choice and competition. It also means that consumers must be able to exercise choice effectively and to understand and navigate the legal services which will meet their needs.

With these aims in mind, our work in 2023/24 will focus on promoting public legal education in collaboration with our fellow regulators and with other frontline providers of help to those in legal need. We shall also continue to ensure that our transparency rules are being complied with and are being effective. Our most recent review of our transparency rules suggests that there is a high level of compliance with the rules and that they are indeed helping consumers to shop around, while reducing the number of complaints made about costs and about the availability of information. But we shall continue to keep our rules, and compliance with them, under review.

In the coming year we will be continuing our examination of the role of new technology in the legal services market and our participation in the work of LawtechUK and we will also be looking at whether consumers' interests can be well served by online comparison or by other intermediaries offering to broker access to barristers. We approach our pilot of online comparison with an open mind, conscious of the potential risks, but also aware of the growth of such comparison sites in many other areas of professional life. We will also be looking at our "association rules" which regulate how barristers interact with intermediaries which provide information about their services.

Then in 2024-25 we also intend to look at the extent to which solicitors offer their clients a choice of barrister and at whether access to justice in future may be threatened by a lack of barristers as the profession ages.

In pursuing our activities in this area we are mindful of the LSB's [Statement of Policy on Empowering Consumers](#) and of the findings of the Competition and Markets Authority that competition is not working well in the legal services sector for individual consumers and small businesses.

Strategic Aim 5 – Independence: culture and capability

Strengthening the BSB's independence, capability, self-confidence and credibility

We want to ensure that the BSB has the culture, values and associated policies appropriate for an independent regulator and that everyone is committed to continuous improvement.

Our Senior Management Team will be leading this work by ensuring that everyone demonstrates the behaviours underlying our organisational values of fairness & respect, independence & integrity, and excellence & efficiency. We will recognise those who exemplify our values or deliver marked improvements in our work through reforms to our systems of recognition and reward.

When we set our new three year strategy in 2022 we thoroughly reviewed our capabilities and decided to strengthen our operational teams. We have also now reformed our reward system in response to the difficulties we experienced in recruiting new people for legal and policy roles. This problem was exacerbating the problems we were facing in completing timely investigations of alleged professional misconduct.

Our reviews of decision-making processes will ensure that we are operating efficiently and we are also seeking to make more immediate improvements to the efficiency of our operations and to our customer service with advice from a respected independent delivery expert. We are determined to ensure that we have a culture of high performance, continuous improvement and strong customer service.

With these objectives in mind, our core work throughout the year will also focus on:

- our periodic review of our implementation of the Internal Governance Rules, which govern the relationship between regulators and professional bodies, with the aim of enhancing regulatory independence within the current legislative framework. We want to ensure that our arrangements can continue to guarantee our independence and that we do not duplicate the work of the Bar Council.
- continuing to pursue the governance reforms in our Well Led Action Plan and in our action plan in response to the LSB's Regulatory Performance Review; and
- promoting engagement and collaboration with consumer organisations, the profession and other regulators.

Meeting our Regulatory Objectives

The tables below show how our work will help us to meet our regulatory objectives:

The Regulatory Objectives

Our planned work in 2023-24	Protecting and promoting the public interest	Supporting the constitutional principle of the rule of law	Improving access to justice	Protecting and promoting the interests of consumers	Promoting competition in the provision of services	Encouraging an independent, strong, diverse and effective legal profession	Increasing public understanding of citizens' legal rights and duties	Promoting and maintaining adherence to the professional principles
STRATEGIC AIM 1: EFFICIENCY								
1. Assessing reports of potential professional misconduct and risks to our regulatory objectives, taking enforcement or other action where necessary	●	●	●	●		●		●
2. Dealing with requests for authorisation, exemptions and waivers	●	●	●	●	●	●		●
3. Commissioning an independent end-to-end review of our enforcement processes	●	●	●	●		●	●	●
4. Concluding and commencing implementation of the recommendations from our review of authorisations decision-making	●	●	●	●	●	●		●
5. Reviewing the processes followed by our Independent Reviewers	●	●	●	●	●	●		●
6. Implementing the recommendations from the Deloitte operating systems review	●	●	●	●	●	●		●
7. Developing a balanced scorecard	●	●	●	●	●	●		●

The Regulatory Objectives

Our planned work in 2023-24	Protecting and promoting the public interest	Supporting the constitutional principle of the rule of law	Improving access to justice	Protecting and promoting the interests of consumers	Promoting competition in the provision of services	Encouraging an independent, strong, diverse and effective legal profession	Increasing public understanding of citizens' legal rights and duties	Promoting and maintaining adherence to the professional principles
STRATEGIC AIM 2: STANDARDS								
1. Regulating training providers	●	●	●	●		●		●
2. Regulating the Bar training curriculum and centralised exams	●	●	●	●	●	●		●
3. Assuring standards through supervision of chambers, authorising new entities and taking targeted regulatory action where necessary	●	●	●	●	●	●		●
4. Continuing to meet our obligations under the Money Laundering Regulations and the sanctions regime	●			●		●		●
5. Reviewing regulatory requirements during the early years of practice and for CPD	●			●	●	●		●
6. Strengthening our intelligence gathering and sharing	●			●	●	●		●
7. Developing arrangements for the assessment of advocacy and negotiation skills during pupillage	●		●	●	●	●		●
8. Conducting a thematic review of the admission arrangements of authorised training providers, how standards are maintained and how students can develop to their full potential	●	●	●	●	●	●		●
9. Concluding our review of the regulation of barristers' non professional conduct and their use of social media and issuing new guidance	●	●	●	●	●	●		●

The Regulatory Objectives

Our planned work in 2023-24	Protecting and promoting the public interest	Supporting the constitutional principle of the rule of law	Improving access to justice	Protecting and promoting the interests of consumers	Promoting competition in the provision of services	Encouraging an independent, strong, diverse and effective legal profession	Increasing public understanding of citizens' legal rights and duties	Promoting and maintaining adherence to the professional principles
STRATEGIC AIM 3: EQUALITY								
1. Promoting equality, diversity and inclusion at the Bar with the support of our Taskforces	●		●	●	●	●		●
2. Ensuring that chambers are implementing the actions set out in our Anti-Racism Statement	●		●	●	●	●		●
3. Tackling bullying, discrimination and harassment	●		●	●	●	●		●
4. Reviewing the Equality Rules	●		●	●	●	●		●
5. Undertaking research into pupillage recruitment with pupillage providers to investigate the recruitment outcomes of different approaches aimed at increasing diversity	●	●	●	●	●	●		●

The Regulatory Objectives

Our planned work in 2023-24	Protecting and promoting the public interest	Supporting the constitutional principle of the rule of law	Improving access to justice	Protecting and promoting the interests of consumers	Promoting competition in the provision of services	Encouraging an independent, strong, diverse and effective legal profession	Increasing public understanding of citizens' legal rights and duties	Promoting and maintaining adherence to the professional principles
STRATEGIC AIM 4: ACCESS								
1. Developing and delivering our public legal education strategy	●	●	●	●	●	●	●	●
2. Ensuring compliance with our transparency rules	●		●	●	●	●	●	●
3. Examining the role of new technology in the legal services market and taking part in the work of LawtechUK	●		●	●	●	●	●	
4. Researching whether online Digital Comparison Tools offer benefits for the public in choosing a barrister	●		●	●	●	●	●	
5. Reviewing the role of intermediaries and our association rules	●		●	●	●	●	●	●
STRATEGIC AIM 5 : INDEPENDENCE								
1. Embedding our values and behaviours to deliver continuous improvement	●	●	●	●	●	●	●	●
2. Periodic IGR review	●	●		●		●		
3. Pursuing the governance reforms in our Well Led Action Plan	●	●	●	●	●	●	●	●
4. Promoting engagement and collaboration	●	●	●	●	●	●	●	●

Our 2023-24 budget

Our budget year runs from 1 April 2023 to 31 March 2024 and we expect our total running costs - including our share of the costs of services which we share with the Bar Council – to be £14,732k.

Setting our budget

We independently set our own budget with regard to the forecasts for both the Practising Certificate Fees, which barristers pay annually in order to be authorised to practise, and other income streams. We always seek to ensure that our expenditure delivers value for money and we carefully prioritise our work as part of our business planning.

The Practising Certificate Fee (PCF)

Our income from the PCF is not within our direct control but is forecast using the latest available market data. The PCF is collected by the General Council of the Bar (GCB) and the income is divided as follows:

- 64.7% for the BSB (£11,995k)
- 27.0% for the Bar Council for some of its functions (as permitted under s51 of the Legal Services Act) (£5,012k) and
- 3.5% is paid to fund GCB pensions (£650k) and
- 4.8% is paid to the Legal Ombudsman and the Legal Services Board (£892k) to fund their services.²

The PCF income which we receive for regulation accounts for 85.0% of our total funding. Following consultation with the profession, the PCF for 2023-24 has received approval from the Legal Services Board.

Other sources of income

Our income streams other than the PCF come from charges we make for the specific services we provide to individuals and organisations, and we use historical and market data to forecast what we expect to receive. These income streams include the fees from Bar training providers, and the Bar Transfer Test (BTT), which is taken by qualified lawyers from other jurisdictions, qualified UK solicitors and others who wish to qualify to practise at the Bar of England and Wales as a condition for being granted exemptions from our standard training requirements. We can also draw on the General Council of the Bar reserves to meet any deficit and unexpected in-year calls on resources.

² This share of the PCF income is split proportionately between the BSB and Bar Council; the BSB income and expenditure for these items is not included in the tables below.

Income (£k)	
Total PCF income	11,995
Entity Regulation and ABS	80
Authorisations - Waivers and Accreditation	280
Bar Transfer Test	40
Bar Training fees	1,350
Training provider authorisations	8
Prosecution costs	40
Public access	1
Total non-PCF income	1,800
Share of estimated GCB investment income	372
Total BSB Income	14,167

Budget controlled directly by the BSB (£k)			
Department	Staff costs	Non-staff costs	Total
Regulatory Operations	2,698	935	3,633
Legal and Enforcement	1,597	416	2,013
Strategy and Policy	1,260	226	1,486
Communications and Public Engagement	298	96	394
Governance and Corporate Services	726	338	1,064
People (HR)	338	55	393
Project Management	197	158	355
Totals	7,114	2,224	9,338
BSB contribution to shared services			5,394
Total Expenditure³			14,732

³ Capital expenditure is not included in this figure. The BSB's direct capital expenditure in 2023-24 will be £224k and our portion of shared capital projects will be £637k

The BSB's key service standards

Our key service standards for our regulatory operations are set in the form of Key Performance Indicators (KPIs) and they are as follows:

Contact and Assessment – this team handles incoming reports of potential professional misconduct, requests for authorisations, waivers and exemptions and other general enquiries.

General Enquiries

- General enquiries addressed within 5 days (Target 80%)
- General enquiries referred within 3 days (Target 80%)
- Initial Assessment concluded or referred within 8 weeks (Target 80%)

Quality Indicator

- Percentage of cases where the Independent Reviewer upheld the original decision following a request for review (Target 95%)

Investigations and Enforcement – this team investigates reports of potential professional misconduct which our Contact and Assessment Team believe warrant further investigation and take enforcement action as appropriate.

Referral of cases

- Accepted or referred back within 2 weeks (Target 80%)

Investigation

- Decision on disposal within 25 weeks (Target 80%)

Quality Indicator

- Percentage of cases where the Independent Reviewer upheld the original decision following a request for review (Target 95%)
- Successful appeals against administrative sanctions (Target 0%)
- Successful appeals against disciplinary tribunal decisions attributable to BSB error or discrimination (Target 0%)

Authorisation, exemptions and waivers – authorising specialised legal services businesses and Bar training providers and granting exemptions and waivers from our rules where appropriate.

- Applications determined within six weeks of receipt of the complete application (Target 75%)
- Applications determined within eight weeks of receipt of the complete application (Target 80%)
- Applications determined within twelve weeks of receipt of the complete application (Target 98%)

Entity (including ABS) Authorisation

- Authorisation decisions made within six months of receipt of the application and associated fee (Target 90%)
- Authorisation decisions made within nine months of receipt of the application and associated fee (Target 100%)

Supervision – supervising barristers, chambers, BSB entities and other organisations that train pupils and monitoring their compliance with our rules.

- Cases assigned within 3 working days of the team receiving the referral from CAT (Target 80%)
- Cases for which a regulatory response was agreed within 20 working days of the case being assigned (Target 80%)
- Visit report letters issued within 5 working days of a visit to an organisation (Target 80%)

Further reading

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

- This Business Plan is designed to be read in conjunction with our [2022-25 Strategic Plan](#).
- More information about our work around [equality and diversity](#) can be found here.

Contacting us

We are committed to providing a high standard of service and dealing with everyone in a way that is fair, transparent, and proportionate. We welcome your feedback on our services, particularly where the level of service has exceeded or fallen below your expectations.

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

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