



## Meeting of the Bar Standards Board

**Wednesday 25 March 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

				<b>Page</b>
1.	<b>Welcome / announcements</b> (5.00 pm)		Chair	
2.	<b>Apologies</b>		Chair	
3.	<b>Members' interests and hospitality</b>		Chair	
4.	<b>Approval of minutes from the last meeting (29 January 2026)</b>	Annex A	Chair	<b>3-6</b>
5.	a) <b>Matters arising &amp; Action List</b>	Annex B	Chair	<b>7</b>
	b) <b>Forward agenda</b>	Annex C	Chair	<b>9</b>
6.	<b>Item for Ratification:</b>	BSB 013 (26)	Chair	<b>13-21</b>
	<ul style="list-style-type: none"> <li>• Enforcement Regulations – Proposals 27-29</li> </ul>			
7.	<b>Quarter 3 2025-26 performance report</b> (5.05 pm)	BSB 014 (26)	Steve Haines	<b>23-40</b>
8.	<b>Tax Guidance Update</b> (5.15 pm)	BSB 015 (26)	<i>Ewen Macleod</i>	<b>41-53</b>
	<b>NOTE: This item has since been moved to Part 2 (private session)</b>			
9.	<b>Governance documents including Terms of Reference for the Education and Training Committee</b> (5.25 pm)	BSB 016 (26)	Rebecca Forbes	<b>55-80</b>
10.	<b>Director General's Report – Public Session</b> (5.30 pm)	BSB 017 (26)	Mark Neale	<b>81</b>
11.	<b>Chair's Report on Visits &amp; External Meetings</b>	BSB 018 (26)	Chair	<b>83</b>
12.	<b>Any other business</b>			

13. **Dates of next meetings**

- Thursday 23 April 2026 (5 pm) – single issue meeting
- Thursday 21 May 2026 (2 pm) – ordinary meeting

14. **Private Session**

(5.35 pm)

**John Picken**

**Governance Officer**

18 March 2026

**Part 1 - Public**

**Minutes of the Bar Standards Board meeting**

**Thursday 29 January 2026 (2.00 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  
Ruby Hamid  
Tracey Markham  
Andrew Mitchell KC  
Ruth Pickering
- By invitation:** Malcolm Cree (Chief Executive, Bar Council) – via Teams  
Andy Russell (Director, Council of the Inns of Court) – via Teams  
Heidi Stonecliffe KC (Vice Chair, Bar Council) – via Teams
- Press:** Neil Rose (Legal Futures)
- BSB Executive:** Rhys Bevan (Head of Legal)  
Graham Black (Head of Communications)  
Rebecca Forbes (Head of Governance)  
Steve Haines (Interim Chief Operations Officer)  
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)  
John Picken (Governance Officer)  
Paul Pretty (Head of Investigations & Enforcement) – via Teams  
Maddison Sears (Project Lawyer)

**Item 1 – Welcome / Announcements**

1. The Chair welcomed the appointment of the new Bar Council Officers who have since taken up their respective posts ie
  - Kirsty Brimelow KC (Chair);
  - Heidi Stonecliffe KC (Vice Chair).
2. Malcolm Cree's tenure as Chief Executive of the Bar Council has now been extended to the end of March 2026.
3. **Item 2 – Apologies**
  - Leslie Thomas KC  
*(Note: Leslie Thomas KC attended during the Part 2 (private) session of the meeting)*
  - Kirsty Brimelow KC (Vice Chair, Bar Council)
  - Lucinda Orr (Treasurer, Bar Council)
  - Debbie Stimpson (Director of Programmes, Planning & Engagement)

**Item 3 – Members’ interests and hospitality**

4. None.

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

5. The Board **approved** the Part 1 (public) minutes of the meeting held on 27 November 2025.

**Item 5a – Matters arising & Action List**

6. The Board **noted** the action list and the adjustment to the action point at 17 (25/09/25) concerning a cost estimate for first-tier data collection. This will be provided before June 2026.

**Item 5b – Forward agenda**

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

**Item 6 – Enforcement Regulations – outcome of consultation**

BSB 002 (26)

8. The Chair referred to the draft consultation feedback statement on the BSB’s Enforcement Regulations (Annex 1). He explained that:
- a Board Member has challenged the feedback statement in respect of of Proposals 27-29 concerning changes to Disciplinary panel composition and requested further data ;
  - in response, he agreed to defer this element of the consultation statement for further debate. In consequence, he asked that any resolution made at the meeting on this item should not include those Proposals. Instead, these will be re-visited at the next meeting.
9. Notwithstanding the caveat mentioned above, the Board unanimously welcomed the paper. Members noted the consultation responses and the positions set out in the draft feedback statement in respect of all remaining proposals, following the BSB’s regulatory objectives and supported the remaining Proposals as set out in the Annex. The Chair expressed his thanks to the Legal Team on behalf of the Board for such a comprehensive and high quality report.

10. **AGREED**

- a) with the exception of Proposals 27-29 to approve the feedback statement for future publication on the terms as drafted in the Annex to the report, subject to textual amendment and formatting.
- b) to further discuss Proposals 27-29 (cf. min 8) and to reconsider these at the Board meeting on 25 March 2026.

**AK to  
note**

**Action -  
AK / JP**

**Item 7 – Annual report on diversity at the Bar**

BSB 003 (26)

11. Ewen Macleod commented as follows:
- the report summarises the Diversity at the Bar report. This identifies the continuation of longer term trends showing greater diversity at the Bar. It also shows a welcome increase in the number of pupils;
  - some response rates are noticeably lower than others and we will seek to improve this through modifications to the architecture of the authorisation to practise process;
  - the report will be published in due course as the final version is still subject to some additional drafting.

12. Emir Feisal JP welcomed the increase in diversity but also highlighted the attrition rate whereby aspiring barristers are Called to the Bar but do not progress further in their careers. He asked about the diversity profile for this group and what positive steps could be taken.
13. Ewen Macleod referred to the BSB's previous research on barriers to progression for students and pupils. This has informed our evolving work on education and training and will also feature in our five-year strategy.
14. The Chair suggested the Board re-visits this topic towards the end of the year, as part of the Board seminar programme. Ruby Hamid welcomed this idea and asked for input opportunities prior to delivery of the seminar so it can be appropriately tailored.
15. At the Chair's invitation, Heidi Stonecliffe KC recalled an earlier iteration of the report (2019) which, at the time, also highlighted low response rates on questions about social mobility. She noted that this continues to be the case and asked if any research on the reasons for this has, or will be, undertaken.
16. In response, the Chair reflected on his own experience from the Chartered Institute of Legal Executives (CILEx) where similar circumstances arose. The difficulty resided in the attitudes and personal perspectives of respondents some of whom may have felt stigmatised by the questions and others who may not have considered them appropriate.
17. Ewen Macleod noted that the social mobility questions are relatively new compared to other equality related data we hold and there does seem to be a lag between introducing new questions and accumulating a statistically valid number of responses. The adjustments to how the AtP process is structured (cf. min 11) may assist with this in future.
18. Andrew Mitchell KC suggested that a useful precursor would be to explain the value of increased response rates to diversity data to Heads of Chambers with a request that this is then communicated to their barrister colleagues. This approach may prove to be more productive.
19. **AGREED**
  - a) to note the report.
  - b) to schedule a date for a Board seminar on barriers to progression (cf. min 12). **Action - EM**
  - c) that the executive contacts Board Members prior to this seminar (cf. min 14) and ensures feedback reflects themes and content. **EM to note**
  - d) to follow up the suggestion of contacting Heads of Chambers with Sam Mercer, Head of Diversity & Inclusion and Corporate Social Responsibility at the Bar Council (cf. min 18). **Action - EM**

**Item 8 – Director General’s Report – Public Session**

BSB 004 (26)

20. Mark Neale commented on the most recent headlines about BSB performance as set out in Annex A of the paper. The salient points were as follows: **Note:** *a full report on Q3 performance statistics will be provided for the March meeting.*
- strong productivity, particularly in the Contact and Assessment Team (CAT) which assessed a record 639 reports during the quarter;
  - an increase in the number of investigations concluded;
  - a reduction in the backlog of applications received from Transferring Qualified Lawyers (TQLs).
21. The Chair welcomed the responsiveness of the Senior Leadership Team in addressing the operational challenges of the BSB. He thanked the Insights Team for the quick turnaround on performance headlines and congratulated the CAT, Investigations, and Authorisations Teams on their productivity gains. The Chairs of the Planning, Resources and Performance (PSP) and Governance, Risk & Audit (GRA) Committees also commented positively on progress made in their respective areas of activity.
22. **AGREED**  
The Board **noted** the report.

**Item 9 – Chair’s Report on Visits and External Meetings**

BSB 005 (26)

23. The Board **noted** the report

**Item 10 – Any other business**

24. None.

**Item 11 – Date of next meeting**

25. Wednesday 25 March 2026 (5.00 pm)

**Item 12 – Private Session**

26. The Board resolved to consider the following items in private session:
- (1) Approval of Part 2 (private) minutes – 27 November 2025.
  - (2) Matters arising and action points – Part 2.
  - (3) LSB consultation on statutory guidance and business plan
  - (4) BSB Strategic Plan
  - (5) Budget for 2026/27 & 2027/28
  - (6) BSB Committee Structure
  - (7) Board recruitment
  - (8) Presentation to the LSB Board
  - (9) Director General’s Report – Private Session.
  - (10) Any other private business.
27. The meeting finished at 2.25 pm.

## BSB – List of Part 1 Actions

25 March 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
10b (29/01/26)	further discuss Proposals 27-29 of the Enforcement Regulations consultation feedback statement and to reconsider these at the March Board meeting	Alex Kuczynski / Task & Finish Group	03/03/26	9/3/26	<b>Completed</b> – paper submitted to board for decision
19b (29/01/26)	schedule a date for a Board seminar on barriers to career progression for barristers	Ewen Macleod	31/03/26	17/03/26	<b>On track</b> – a schedule of seminars and away day topics is being produced by Rebecca Forbes
19c (29/01/26)	contact Sam Mercer re: possible role for Heads of Chambers in promoting the value of responding to diversity data requests	Ewen Macleod	31/03/26	17/03/26	<b>Completed</b>
17e (25/09/25)	ensure a cost estimate is provided in respect of first-tier data collection by the BSB	Mark Neale	06/2026	19/11/25	<b>On track</b> – 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 23 April 2026 – 5 pm start**

- Enforcement Regulations: second consultation
- Board Member appointments
- Ratification: Swiss Lawyers LSB application

### **Thursday 21 May 2026 – 2 pm start**

- Director General's Report public & private session)
- Final Regulatory Risk Framework Report

### **Thursday 30 July 2026 – 5 pm start**

- Director General's Report public & private session)
- Corporate Risk Report
- Non-executive fees
- Board reappointments / recruitment

### **Thursday 1 October 2026 – 2 pm start**

- Director General's Report public & private session)
- Enforcement regulations approval
- Corporate Risk Report
- Budget 2027/28

### **Thursday 26 November 2026 – 5 pm start**

- Director General's Report public & private session)
- Corporate Risk Report
- Board evaluation

### **Thursday 4 February 2027 – 2 pm start**

- Director General's Report public & private session)
- Annual Diversity Data Report

### **Thursday 25 March 2027 – 2 pm start**

- Director General's Report public & private session)



<b>Meeting:</b>	Board	<b>Date:</b>	25 March 2026
<b>Title:</b>	Enforcement Regulations – Proposals 27-29		
<b>Author:</b>	Rebecca Forbes		
<b>Post:</b>	Head of Governance		

<b>Paper for:</b>	<b>Decision:</b> <input type="checkbox"/>	<b>Discussion:</b> <input type="checkbox"/>	<b>Noting:</b> <input type="checkbox"/>	<b>Other:</b> <input checked="" type="checkbox"/> (Ratification)
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<b>Paper relates to the Regulatory Objective (s) highlighted in bold below</b>	
(a)	<b>protecting and promoting the public interest</b>
(b)	supporting the constitutional principle of the rule of law
(c)	improving access to justice
(d)	<b>protecting and promoting the interests of consumers</b>
(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)	<b>promoting and maintaining adherence to the professional principles</b>
(i)	promoting the prevention and detection of economic crime.
<input type="checkbox"/>	Paper does not principally relate to Regulatory Objectives
<input type="checkbox"/>	Paper also refers to the promotion of economic growth and innovation

### Ratification Request

1. The Board is asked to ratify its earlier out-of-cycle decision, in accordance with the BSB Constitution, about the Enforcement Regulations. The attached note (Annex 1) and revised proposals (Annex 2) were considered by the Board by email on 9 March 2026. A two-thirds majority of Members, as required for out-of-cycle resolutions, have since agreed to this request. There were no dissensions.

### Annexes

2. Annex 1 – Note of Board task and finish group discussions.
3. Annex 2 – Revised versions of Proposals 27 – 29.

**Rebecca Forbes**  
**Head of Governance**



## Note of Board task and finish group discussions

**Date:** 25 February 2026, 4PM

**Attendance:** Chris Bones (Chair), Emir Feisal, Andrew Mitchell KC, Jeff Chapman KC, Alex Kuczynski, Rhys Bevan, Ewen MacLeod, Steven Haines, Maddison Sears

**Apologies:** Gisela Abbam

## Recommendation to the Board

1. There be no change to the composition of disciplinary panels – as now, a five-person panel will be used for the more serious cases (e.g. where disbarment or suspension of more than 12 months may be the appropriate sanction) and three-person panels will otherwise be used.
2. There is no change to the criteria for the panel Chair and, as such, a judge or KC will chair disciplinary panels.
3. To reduce the panel for the Independent Decision-Making Body from five to three, retaining a lay majority.

## Summary of discussion points

4. The Chair thanked the Executive for the paper and appendices submitted to the group, and the email comments from Jeff Chapman KC.
5. The Chair noted that the data from the BSB show significant delays in the BTAS process and highlight failure points across the end-to-end disciplinary process. Although flagged in the FieldFisher Enforcement Review, the data attributing delays specifically to the five-person Panel composition was incomplete and inconclusive.
6. Given this, the Chair asked whether the delays might first be addressed through measures other than Panel composition, including:
  - Increasing the size of the pool of barristers that are available to sit on panels;
  - Using retired barristers in the pool of members appointed to panels;
  - Taking advantage of the new case management powers of BTAS (which are included within the suite of other consultation proposals which the Board has approved and will be effective from early 2027); and
  - Working with BTAS and COIC to enhance case and panel administration, including working with the judiciary regarding judicial availability.
7. Subject to the outcome of such alternative measures, the issue of Panel composition could be revisited again in due course.

BTAS delays

8. As the available data does not demonstrate a direct correlation between BTAS case delays and the requirement for five-person panels, and in view of the relatively few cases decided by a five-person panel, the Group's view was that the proposal to reduce panel size should not be taken forward at this time. The group noted that the revised enforcement regulations would comprise enhanced case management powers which should empower BTAS to manage cases more quickly. The group was also concerned not to put at risk the current quality of outcomes at the tribunal, which was held in high regard by the profession and commanded confidence.
9. For similar reasons, the proposal to amend the current panel chair requirements should also be paused.
10. To enable close monitoring of case progression, the Group suggested introducing a target for BTAS to resolve cases within a certain timeframe and to encourage the listing of final hearings where possible at the first case management hearing. The Group also recommended that the BSB engage with COIC and a senior judge to review the current operation of BTAS and to explore potential solutions to enhance the process and address delays.
11. The task and finish group agreed that the system as a whole should remain under review. It was proposed that BTAS develop management information and report regularly to the BSB, including on adjournments. If panel size is shown to be a cause of delay, this should become evident through data and the issue can be revisited.

Judicial chairs

12. The group noted:
  - The reliance on the judiciary to select and nominate chairs; and
  - An overreliance on one Circuit to supply judicial chairs (i.e. the South Eastern Circuit), although there was some use of retired chairs.
13. These factors were identified as contributing to delays. Further, this arrangement limited the scope to ensure diversity of chairs and the capacity for mandatory training by BTAS. The task and finish group considered that these issues could also be addressed with COIC.

IDB panels

14. In relation to IDB panels, the task and finish group supported the proposal to move to three-person panels, with a lay majority, rather than legal, majority (as now).
15. Given the increased flow of cases to the IDB, the need to improve efficiency is pressing. To realise the benefit now, when it is needed most, the group's recommendation is to implement this change as soon as possible, ahead of the broader reforms to the Enforcement Regulations. Subject to LSB approval, the aim would be to introduce this change, without the need for a second consultation as we will be implementing a proposal already consulted on. However, the BSB should engage directly with key stakeholders, including the Bar Council, and the IDB members themselves, in relation to fast-tracking this proposal.

**Conclusion - Recommendations for outstanding consultation proposals:**

16. Proposal 27: Changes to Disciplinary panel composition
  - Recommendation: not to proceed with the proposal
17. Proposal 28: Changes to Independent Decision-Making Panel
  - Recommendation: proceed with the proposal
18. Proposal 29: Changing the requirements for panel chairs
  - Recommendation: not to proceed with the proposal

Implications for other proposals relating to panel composition

19. The Board has approved the proposal to change panel composition in health proceedings to consist of a Chair, a barrister and a lay member, who may be supported by a medical advisor (as required). The current regulations require a KC chair, rather than a judge, in health proceedings and we propose to retain that approach for this non-disciplinary process.
20. Further, in relation to interim panels, the current approach will remain such that interim panels will continue to consist of three members, at least one of whom is lay, with a KC chair (rather than a judicial chair).

**Other actions arising from discussions**

21. Ewen McLeod to contact the LSB to seek their views on fast-tracking the proposal to change the composition of IDB panels (without the need for a second consultation).
22. To consult and seek the views of the Bar Council and other key stakeholders in relation to fast-tracking the proposal to change IDB panels, without the need for a second consultation.
23. The Executive to set up meetings with COIC and BTAS to discuss and review solutions to case and tribunal delays, including issues relating to the resourcing of judicial chairs, and to agree future reporting of case management delays.
24. To explore the use of retired barrister members for IDB panels.
25. The Director General to meet with the President and others at COIC to discuss concerns and explore other potential solutions, in particular, to review the current operation of BTAS and to explore potential solutions to enhance the process and address delays. Emir Feisal advised in his capacity as lay member of SAB, that this engagement by BSB would help to resolve issues

**Next steps for Board**

26. The agreed recommendations are to be sent to the wider Board for approval (if possible, ahead of the next meeting on 25 March).



***Other issues: Disciplinary Tribunal Panel and Independent Decision-Making Panel Composition and support***

**Proposal 27: Changes to Disciplinary Panel composition**

**Question 36. Do you agree with the introduction of a three-person panels for all disciplinary tribunals? Please give the reasons for your response.**

**Question 37. Do you agree with our proposal for panels to have a legal (not necessarily barrister) majority, rather than a lay majority? Please give the reasons for your response.**

1. Many respondents were supportive of the proposal to introduce three-person panels for all disciplinary tribunals. They endorsed the approach on the basis that it would likely improve efficiency by ensuring that the process is proportionate and cost effective. Respondents noted that three-person panels are common among other regulators.
2. However, while supportive, some respondents emphasised that efficiency should not “*come at the cost of fairness*”. Further, in disagreeing with the proposal, one respondent argued that disciplinary cases are often factually complex and sensitive and there is benefit to having panels “*as broad as possible*”. They favoured retaining five-person panels for certain cases only and suggested that concerns about delay and inefficiency could be addressed by recruiting additional panel members, rather than reducing panel size. This respondent also preferred retaining five-person panels as they felt that a larger panel size would dilute the impact of any one panel member’s unconscious bias.
3. Views were mixed on the proposal to have a legal (not necessarily barrister) majority on panels. Some respondents supported a legal majority, and others considered that the legal majority should consist of barristers only on the basis that retaining a barrister majority would maintain the confidence of the profession and uphold the principle of being judged by one’s peers.
4. One respondent commented that having barrister panel members is greatly desired as “*lived experience in the panel members*” will assist panels in judging whether there has been professional misconduct by a barrister. In contrast, one member of the public expressed concern that a legal majority could undermine public confidence. This respondent, who disagreed with our proposal, suggested that the proposal risks “*an appearance of lawyers marking their own homework*”.

***BSB Response***

5. We are grateful for the range of views provided by respondents in relation to this proposal. Although there was support for the proposal to move to three-person panels for all disciplinary cases, on reflection we have decided not to proceed with this proposal at this time for the reasons below. Instead, we intend to maintain our current approach to panel composition as we believe this approach will maintain the quality and robustness of decision-making in our disciplinary proceedings, while retaining the trust and confidence of both the public and of the profession in the Disciplinary Tribunal and its decision-making.

6. Following our consultation, we have further reviewed available data on the efficiency and timeliness of the disciplinary process. While it does show significant delays in the end-to-end process, the data does not conclusively link such delays to panel size or composition. As a result, and in line with some of the feedback received, we are keen to explore other ways of improving efficiency and reducing delays, before we adjust our tried and tested approach to panel composition.
7. For example, we consider that recruiting additional panel members, who are both experienced and readily available, may be one option. Further, we consulted on, and will implement, other proposals which seek to empower BTAS to take a proactive approach to case management with a view to reducing delays and handling claims proportionately, according to the nature and complexity of the case. We are confident that we will also see the benefit of these additional case management powers in terms of timeliness of the end-to-end enforcement process. We will therefore monitor the impact of these additional and other steps (alongside the wider suite of proposed reforms) on the disciplinary process to assess improvements in efficiency and may revisit the approach to panel composition in due course.
8. In line with feedback received, we agree that there are benefits to retaining the use of five-person panels in certain cases, as now, which ensures a high quality of decision-making, including those with serious and long-lasting consequences for barristers. The current framework reserves the use of larger five-person panels for the most serious cases (i.e. where a greater sanction may be appropriate).
9. We also note the feedback regarding panel size and the risk of unconscious bias, including that decreasing panel size may increase the risk of an individual panel member's own biases affecting decisions. We can see that reducing the number of panel members could create the potential for a decrease in the diversity of panel members. As we will continue using five-person panels for disciplinary cases, we do not expect there to be any adverse impact on diversity or equality of outcomes, given we are maintaining current practice. Nevertheless, it is important to note that our equality impact assessment concluded that diversity on a panel is primarily influenced by the diversity of the overall pool of available members, rather than the panel size itself. To promote diversity, we will explore with BTAS further diversifying the pool from which panel members are appointed and would expect training for panel members to continue, covering issues such as unconscious bias and equality and diversity, which will help mitigate any adverse impacts.
10. We also acknowledge the concerns raised in responses about moving to a legal (rather than barrister) majority, including the impact on the confidence of the profession as well as the importance of barristers being judged by their peers. The role of a professional panel is to independently determine the facts and apply the relevant regulatory framework. It is not uncommon across other professional regulators to have professional majorities on their panels. As such, we remain confident that BTAS panels with a barrister majority will continue to operate independently and deliver fair and proportionate outcomes in the public interest.

**Proposal 28: Changes to the IDB Panel**

**Question 38. Do you agree with altering the composition of IDB panels considering enforcement cases from five to three-person panels, with a lay majority? Please give the reasons for your response.**

11. Respondents expressed mixed views on the proposal to change the composition of IDB panels to three-person panels with a lay majority. A number of respondents were supportive of the reduction to a three-person panel. They recognised this approach to be consistent with other regulatory panels and agreed with the BSB’s rationale that it would improve efficiency, while remaining proportionate and cost effective.
12. However, concerns were raised about retaining the lay majority in IDB panels. Some respondents questioned whether there would be sufficient legal input on a reduced panel size with a lay majority. They opposed the proposal on the basis that it could affect the quality of decision-making and increase the risk of challenge to decisions. Others emphasised the importance of maintaining the confidence of the profession, not just the public confidence.
13. One respondent highlighted the need for a consistent approach between the IDB and disciplinary panels, suggesting that this may support a legal majority across both types of panels.
14. By contrast, another respondent, a member of the public, strongly supported a lay majority and emphasised that the BSB regulates in the public interest. This respondent cautioned against abandoning a lay majority as that would risk the perception of the profession regulating itself.

*BSB Response*

15. We are grateful for the range of views provided by stakeholders on this proposal. In light of the overall feedback, we intend to proceed with our proposal to reduce IDB panels to three members with a lay majority – and one barrister member. A three-person panel will promote efficiency in the determination of cases. This is particularly relevant and pressing in light of BSB data showing an increased flow of cases to the IDB, which underscores the need for a more streamlined and sustainable approach to IDB cases.
16. We note the concerns raised about retaining the lay majority in a three-person panel, particularly in relation to the quality of decision-making and the level of legal input. However, we do not consider that there is a need to change from the current composition of IDB panels, which already have a lay majority. At this stage of the process, the lay majority model has operated effectively (as reflected in the report of the independent review of the enforcement function by Fieldfisher LLP) and we do not intend to change it, without a strong evidentiary basis.

17. We do not consider that a three-person panel with a lay majority will undermine the quality of decision-making. These IDB panels can be distinguished from other disciplinary panel proceedings on the basis that they perform different functions. The IDB acts predominantly as a referral body and any sanctions imposed are either administrative to address lower-level breaches or by consent and only where the likely sanction is no more than a fine. Therefore, we do not see a strong need to adopt a legal majority, similar to the Disciplinary Tribunal panel. We also note that this approach, of a three-person panel with a lay majority, will mirror the existing composition of IDB panels considering reviews of Authorisations decisions.

### Proposal 29: Changing the requirements for panel chairs

**Question 39. Do you agree with our proposal to change the existing requirements for a panel chair to a requirement for a legally qualified chair with at least 15 years' practising experience? Please give the reasons for your response.**

18. We received mixed views on the proposal to change the current requirements for a panel chair (to be either a judge or King's Counsel) to a requirement for a legally qualified chair with at least 15 years' practising experience.
19. Respondents were supportive of some aspects of the proposal. One respondent agreed with the preference for using "practising experience" rather than simply counting years since qualification. Another respondent emphasised that recruitment should be focused on competencies and the quality of experience, rather than the length of practice alone. Further, one respondent agreed with our rationale that the current requirements disproportionately favour self-employed barristers and risks reducing diversity on panels. They noted that women and minority ethnic groups remain underrepresented amongst KCs and the judiciary.
20. Some respondents did not support the proposed length of practising experience. One considered that a 15-year requirement set too high a threshold and risked age discrimination, recommending instead 7 years' relevant experience. One barrister organisation cautioned that moving away from barrister chairs would risk a perception that barristers are no longer being judged by their peers, particularly if the chair requirements could include other legal professionals as they "*are not as immersed in the code or our practices on a daily basis*".
21. Several respondents argued strongly in favour of retaining the current requirement that panel chairs be judges or KCs. They considered that the gravity of sanction (including disbarment) demands significant seniority and experience. They were concerned that a barrister with 15 years' experience may lack the judgment or authority required to chair effectively disciplinary proceedings.
22. Some respondents also highlighted that the KC and judicial appointment processes provide rigorous external vetting and are recognised as the "kitemark of excellence". They felt that this was essential to maintaining the confidence of the profession in panel decision-making.

23. A number of respondents warned that moving away from the judge and KC requirements could undermine the trust in the disciplinary process, particularly among senior practitioners. They emphasised that confidence and respect for the system depends not only on “*suitable qualification, experience and also status*”. Several respondents suggested that fairness requires that a senior barrister’s professional fate to be determined by someone of equal or greater seniority. One argued that for a junior member of the profession to try a senior member would be considered “perverse” by both the profession and the public.
24. A contrasting perspective was provided by a respondent, a member of the public, who questioned the emphasis placed on titles within the profession. They commented that “*to a member of the public from outside the legal professions, the obsequiousness and deference to seniority shown towards KCs or Judges by less senior lawyers, is striking*”. This respondent was also concerned that this could marginalise lay panel members as a “*token add-on*”.

### BSB Response

25. We welcome the range of views provided by respondents on this proposal and, having considered the feedback, we do not intend to change the eligibility requirements for panel chairs at this time. We will therefore retain the current requirement for chairs of disciplinary tribunal panels to be a judge or KC.
26. A number of respondents emphasised the importance of the seniority and status, in addition to suitable qualifications and experience, in order to maintain the confidence of both the profession and the public. We recognise the strength of such views and the concerns raised about potential risks to confidence were the eligibility criteria to be broadened. On balance, we consider that maintaining the existing framework best supports confidence in decision-making and the BTAS system generally, at this time.
27. We also acknowledge the value that senior members of the profession and judges bring to chairing tribunals. While it is the role of the panel as the professional decision-making body to make decisions on the evidence and legal argument of the parties/their representatives, the Chair needs the skills to lead the panel, manage hearings and engage with potentially complex legal argument. Although these skills required to chair are not confined to any particular professional title, we recognise that judicial appointments are an indication that those skills have been demonstrated to a high standard. We therefore agree that judges or KCs are well placed to chair disciplinary proceedings effectively and intend to maintain the current eligibility requirements to ensure we do not diminish the confidence and experience that their involvement provides.
28. We acknowledge concerns raised by stakeholders that, by retaining the current panel chair requirements, is overly deferential to the profession and may marginalise lay panel members. However, it is not uncommon for disciplinary proceedings to use professional panels and we remain confident that BTAS can compose strong and robust panels of judges or KCs, barristers and lay members that assure both the profession and the public interest using a competency framework.



<b>Meeting:</b>	Board	<b>Date:</b>	25 March 2026
<b>Title:</b>	Quarter 3 2025/26 performance report		
<b>Author:</b>	Steve Haines		
<b>Post:</b>	Interim Chief Operating Officer		

<b>Paper for:</b>	<b>Decision:</b> <input type="checkbox"/>	<b>Discussion:</b> <input checked="" type="checkbox"/>	<b>Noting:</b> <input checked="" type="checkbox"/>	<b>Other:</b> <input type="checkbox"/> (enter text)
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<b>Paper relates to the Regulatory Objective (s) highlighted in bold below</b>	
(a)	<b>protecting and promoting the public interest</b>
(b)	supporting the constitutional principle of the rule of law
(c)	improving access to justice
(d)	<b>protecting and promoting the interests of consumers</b>
(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)	<b>promoting and maintaining adherence to the professional principles</b>
(i)	promoting the prevention and detection of economic crime
<input type="checkbox"/>	Paper does not principally relate to Regulatory Objectives
<input type="checkbox"/>	Paper also refers to the promotion of economic growth and innovation

### Purpose of Paper

1. This cover paper provides background information for the Board relating to the quarterly balanced scorecard KPI report covering Quarter 3 of 2025/26. The report stands alone with commentary against all performance targets attached in annex A.

### Recommendations

2. The Board is invited to discuss and note the paper.

### Q3 Performance Summary

3. After the first nine months of 2025/26, 11 of the 21 annual KPI targets are on course to be met, with another three narrowly missed.
4. Caseloads have increased for all Teams. A significant number of new reports and enquiries were received by CAT, which led to a sustained number of referrals to the Enforcement Team. Supervision opened more cases than in previous quarters (especially Thematic Reviews), whilst Authorisations continues to receive a significant number of new applications.
5. All applicable Quality targets for the four Teams are on track to meet the annual targets except I&E Requests for Review (IDB Reviews for Authorisations is currently slightly below the annual target due to one adverse decision in the context of a small number of reviews, but the annual target may be met in due course). There have been no appeals of administrative sanctions this year.

6. The Contact and Assessment Team dealt with 639 reports in Q3 – another record exceeding by around 50 the number of reports received. The number of concluded investigations was also up on Qs1 and 2. Because, however, the reports assessed and investigations completed will have included some which had already passed the target date, the effect is to depress the timeliness scores.
7. Authorisations continued progress to clear tranche 1 of the TQL backlog. Output decreased for TQL applications too, following a very productive Quarter 2. The Team have closed more TQL applications in the three quarters of 2025/26 (503 in total - 430 decisions and 73 withdrawals) than decisions made in the whole of 2024/25 (230 decisions).

#### **Q4 Outlook for Investigations & Enforcement**

8. We continue to make progress against our remedial action plan we put in place in December through the investment in additional resources, a new Chief Operating Officer, improvement in ways of working, process improvements and outsourcing case work.
9. We anticipate to productivity improvements in CAT during Q4.

#### **Annex**

Annex A – summary of Q3 performance metrics

**Steve Haines**  
**Interim Chief Operating Officer**

## 2025-26 Quarter 3 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 3 performance	Change on previous quarter	Previous quarter performance
<b>Quality</b>											
CAT Quarterly Audit	●	111 reviews completed (40 in Q3)	95%	●	99.1%		↑	98.9%	100.0%	↑	96.3%
CAT Requests for Review	●	35 reviews completed (1 in Q3)	95%	●	100.0%			100.0%	100.0%		100.0%
I&E Quarterly Audit	●	10 reviews completed (6 in Q3)	95%	●	100.0%			100.0%	100.0%		100.0%
I&E Requests for Review	●	6 reviews completed (3 in Q3)	95%	●	83.3%	11.7%	↓	100.0%	66.7%	↓	100.0%
I&E Administrative Sanction Appeals	●		0%								
I&E DT Decision Appeals	●	5 appeals concluded (no appeals in Q3)	0%	●	0.0%			0.0%			0.0%
Authorisations Quarterly Audit		49 reviews completed (21 in Q3)	95%	●	100.0%		↑	98.1%	100.0%		100.0%
Authorisations IDB Reviews		12 reviews completed (6 in Q3)	95%	●	91.7%	3.3%	↘	93.3%	100.0%		100.0%
Supervision Quarterly Audit		9 reviews completed (4 in Q3)	95%	●	100.0%			100.0%	100.0%		100.0%
<b>Timeliness</b>											
CAT General Enquiries		785 queries closed (252 in Q3)	85%	●	98.2%		↑	97.2%	98.4%	↑	97.1%
CAT Reports & Other	●	1660 reports closed (639 in Q3)	80%	●	64.4%	15.6%	↓	75.6%	64.9%	↑	61.7%
I&E Investigations	●	74 investigations decided (29 in Q3)	80%	●	52.7%	27.3%	↘	56.5%	27.6%	↓	59.1%
Authorisations Applications		1049 applications decided (326 in Q3)	80%	●	67.0%	13.0%	↑	55.0%	70.2%	↑	65.7%
<b>Service</b>											
CAT Calls		6044 calls received (2048 in Q3)	85%	●	89.0%		↑	85.5%	86.5%	↘	90.8%
Authorisations Calls		6424 calls received (2103 in Q3)	85%	●	67.8%	17.2%	↘	68.2%	66.6%	↘	69.1%
All Teams Complaints		37 complaints closed (10 in Q3)	95%	●	94.6%	0.4%	↑	83.3%	90.0%	↘	93.3%
<b>Productivity</b>											
CAT General Enquiries Workload	●	9 open queries	85%	●	100.0%			100.0%	100.0%		100.0%
CAT Reports & Other Workload	●	462 open reports	80%	●	60.0%	20.0%	↓	79.5%	60.0%	↘	60.3%
I&E Investigations Workload	●	165 open investigations	80%	●	73.3%	6.7%	↑	73.2%	73.3%	↑	70.1%
Authorisations Applications Workload		1081 open applications	80%	●	23.9%	56.1%	↓	36.9%	23.9%	↑	19.1%

● - 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.

KPI	Target %	Target met	2025/26 performance	Change on previous year	Previous year's performance
People - Turnover (Voluntary)	12%	●	10.5%	8.0%	2.5%

KPI	Target [days]	Target met	2025/26 performance	Change on previous year [days]	Previous year's performance
People - Sickness absence	6	●	5.4	0.4	5.0

**Quarter 3 volumes of work**

- The summary below shows the number of cases and applications received and closed during Quarter 3, with Quarter 2 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	259	689	40	348	Received
	Q2 2025/26: 271	Q2 2025/26: 563	Q2 2025/26: 42	Q2 2025/26: 361	
Closed	252	639	29	372	Closed
	Q2 2025/26: 274	Q2 2025/26: 567	Q2 2025/26: 22	of which decided: 326 of which withdrawn: 46 Q2 2025/26: 453	

**Summary headlines**

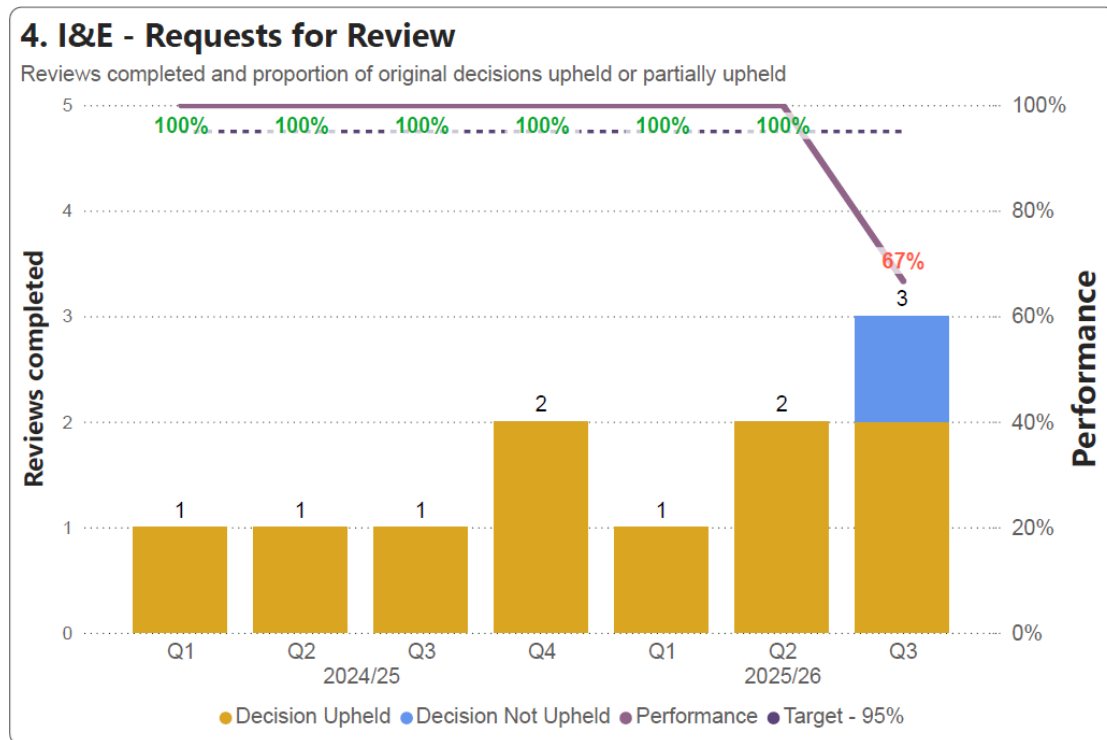
- After the first nine months of 2025/26, 11 of the 21 annual KPI targets are on course to be met, with another three narrowly missed.
- There has been an improvement in seven of the fourteen measures for which comparisons with the previous year are available. These improvements cover all the four areas of the balanced scorecard.

**Key points**

- All applicable Quality targets for the four Teams are on track to meet the annual targets except I&E Requests for Review (IDB Reviews for Authorisations is currently slightly below the annual target due to one adverse decision in the context of a small number of reviews, but the annual target may be met in due course). There have been no appeals of administrative sanctions this year.
- The Productivity and Timeliness performance for General Enquiries has remained high.
- Almost 690 reports were opened in Quarter 3, the highest in a quarter of the last four years, and in the first three quarters of the year the number of reports received was up 33% on the equivalent period in 2024/25.

7. Some of the technical issues which affected our Case Management System in Quarter 2 were not fully solved at the start of Quarter 3, causing some issues to the Contact and Assessment Team in referring cases to the Investigations & Enforcement Team. These issues have now been resolved.
8. These technical issues delayed, but did not reduce, the referrals to Investigations & Enforcement and Supervision. The Investigations & Enforcement Team continues to receive a high number of referrals from the Contact and Assessment Team since early 2024/25 and Quarter 3 shows the second highest number of cases referred to the Team since Quarter 1 2024/25 however the percentage of reports referred compared with the number assessed has remained fairly consistent.
9. Timeliness performance for Investigations & Enforcement is currently lower than in 2024/25, and the output continues to be lower than the number of new referrals, leading to the sustained increase in the live workload.
10. Timeliness performance for Authorisations applications decided has improved. The Team have made almost 45% more decisions in the first three quarters of 2025/26 than in the same period last year and the total number of decisions made for this quarter is 326.
11. Performance for CAT telephone calls and Service complaints for all teams' increased, whilst performance for Authorisations calls reduced slightly.
12. Both People KPIs are within target, although there has been an increase in both the sickness absence and turnover rate.

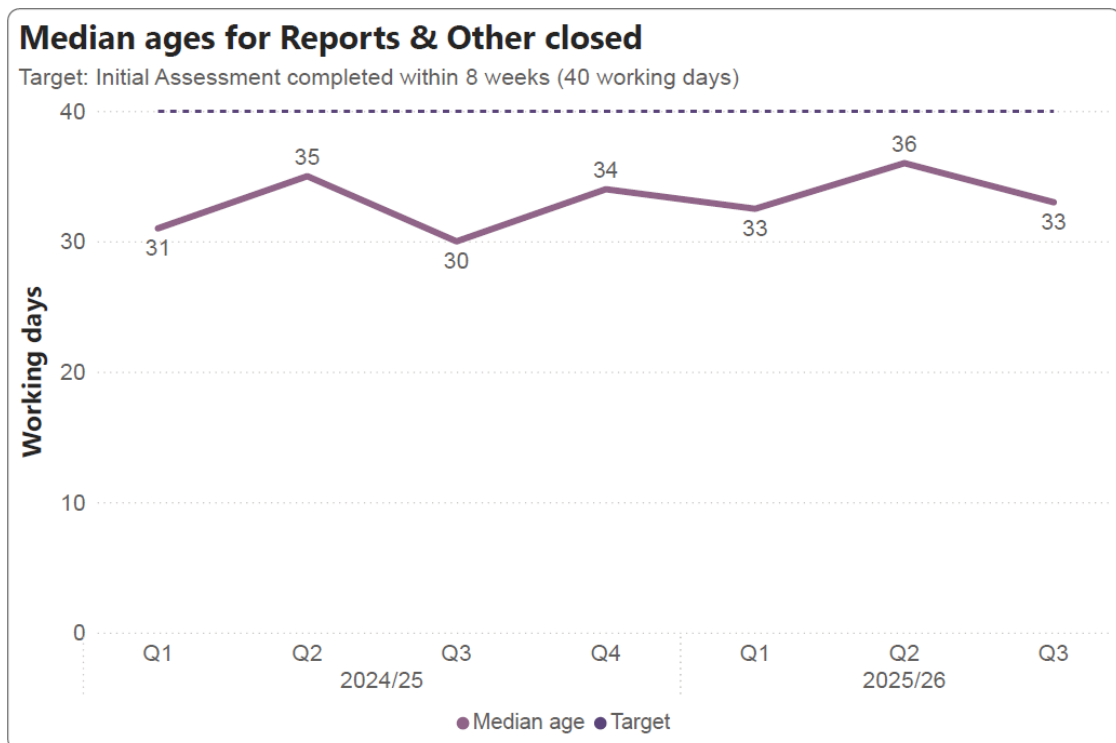
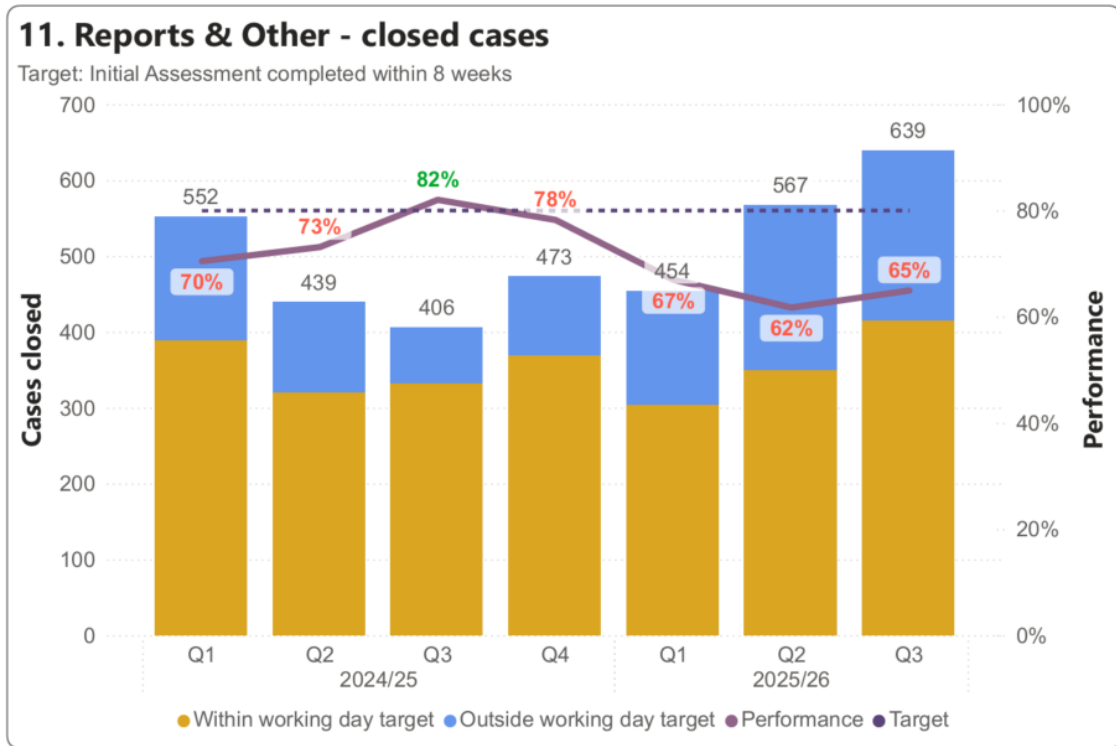
## Quality



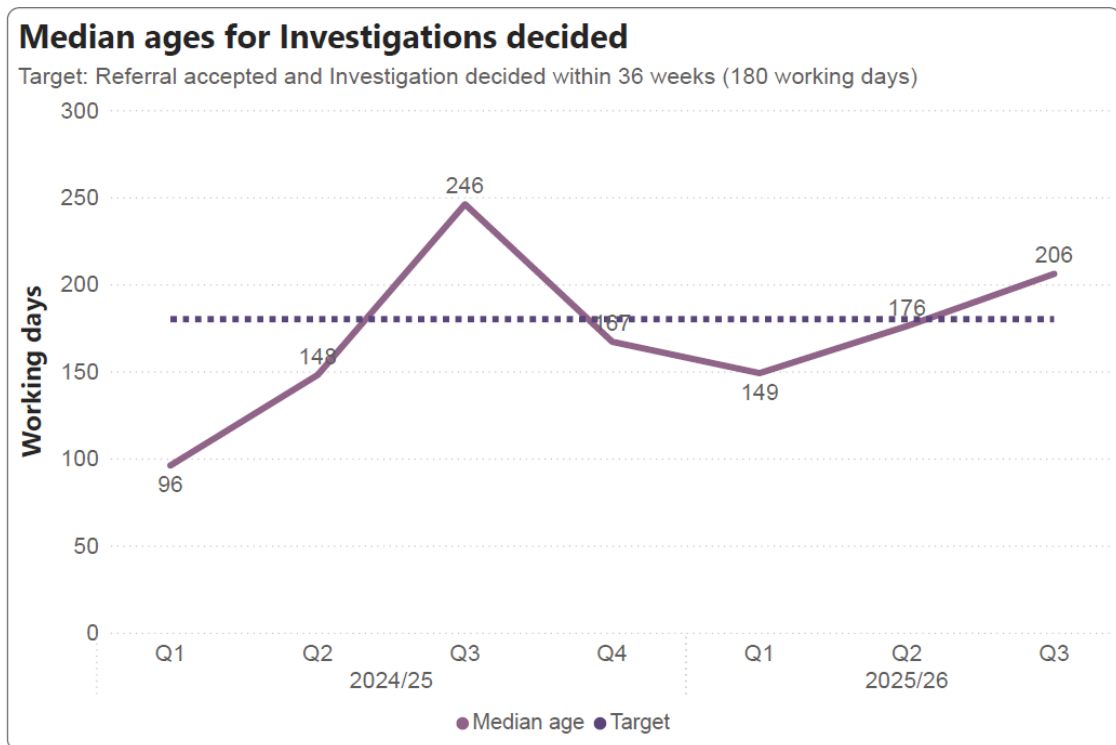
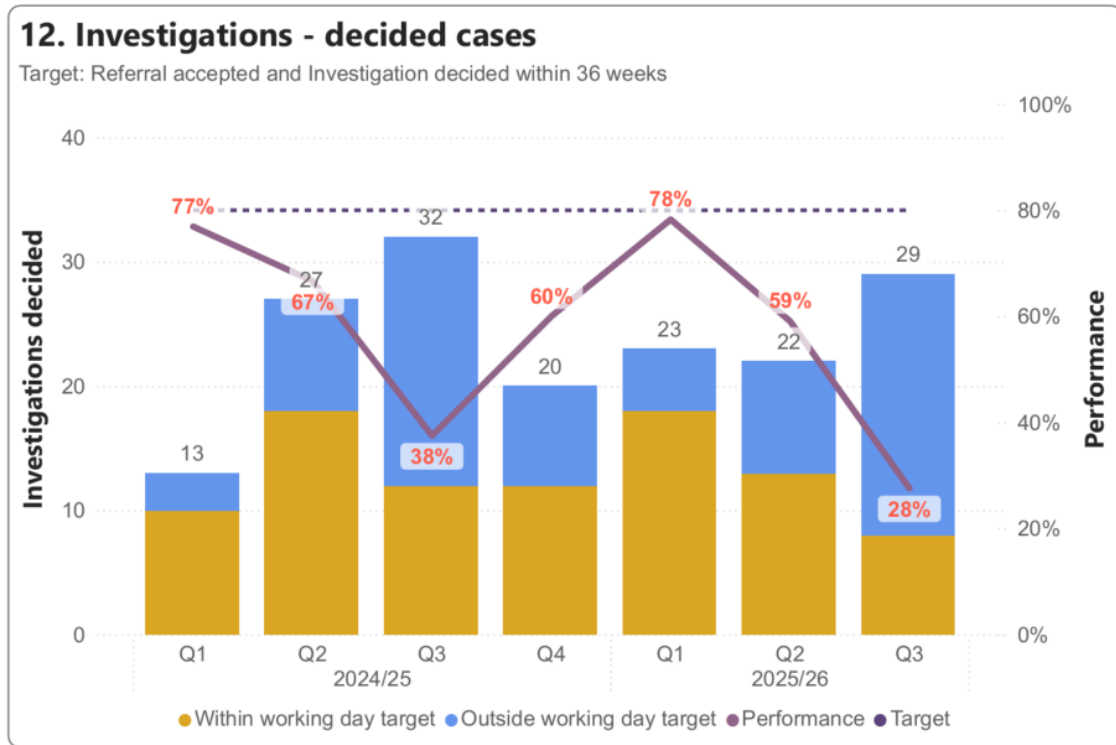
13. Requests for Review for Investigations is not on track to meet the annual KPI target because of an adverse outcome for a review completed in Q3 which has reduced the annual performance to 83.3%. It should be noted that the low numbers of cases which involve such requests mean that any review which 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.
14. At 91.7%, Authorisations IDB Reviews are almost on track to meet the annual target of 95%. The current percentage is due to one adverse outcome, for a review completed in Quarter 1<sup>1</sup>.
15. In Quarter 3, six executive decisions were reviewed by the IDB, and they were all broadly affirmed. There has therefore been an increase in annual performance from 83% at the end of Quarter 2 to 92% by the end of Quarter 3.

<sup>1</sup> 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.

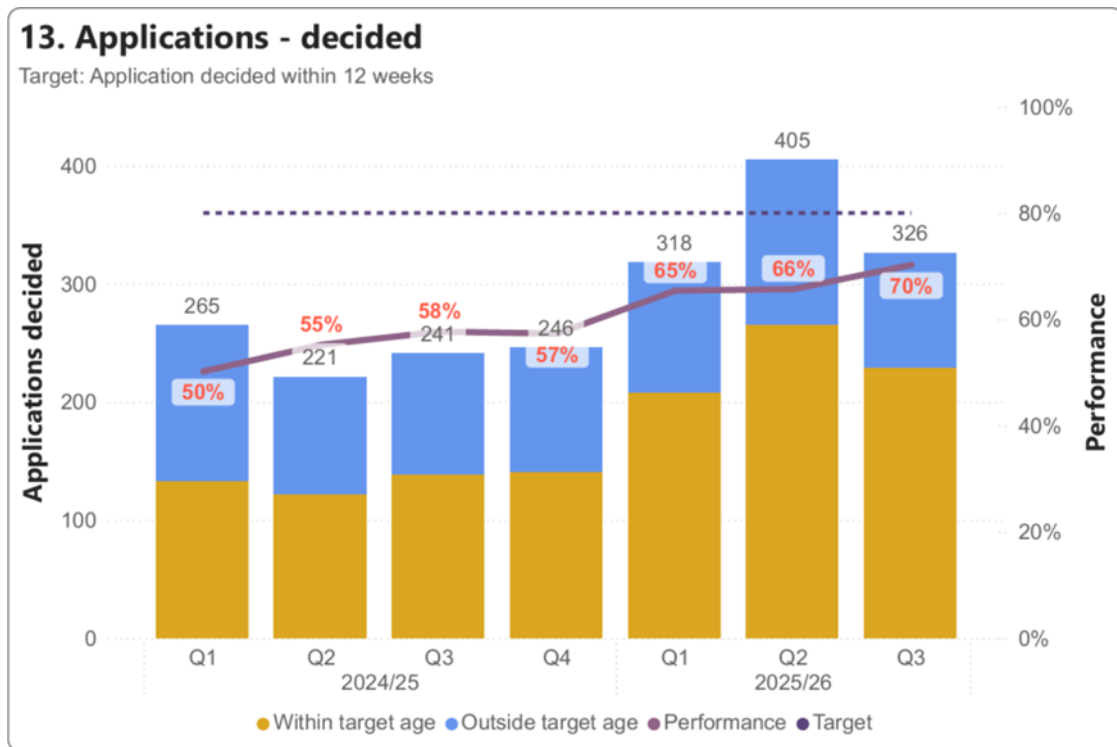
## Timeliness and Median ages

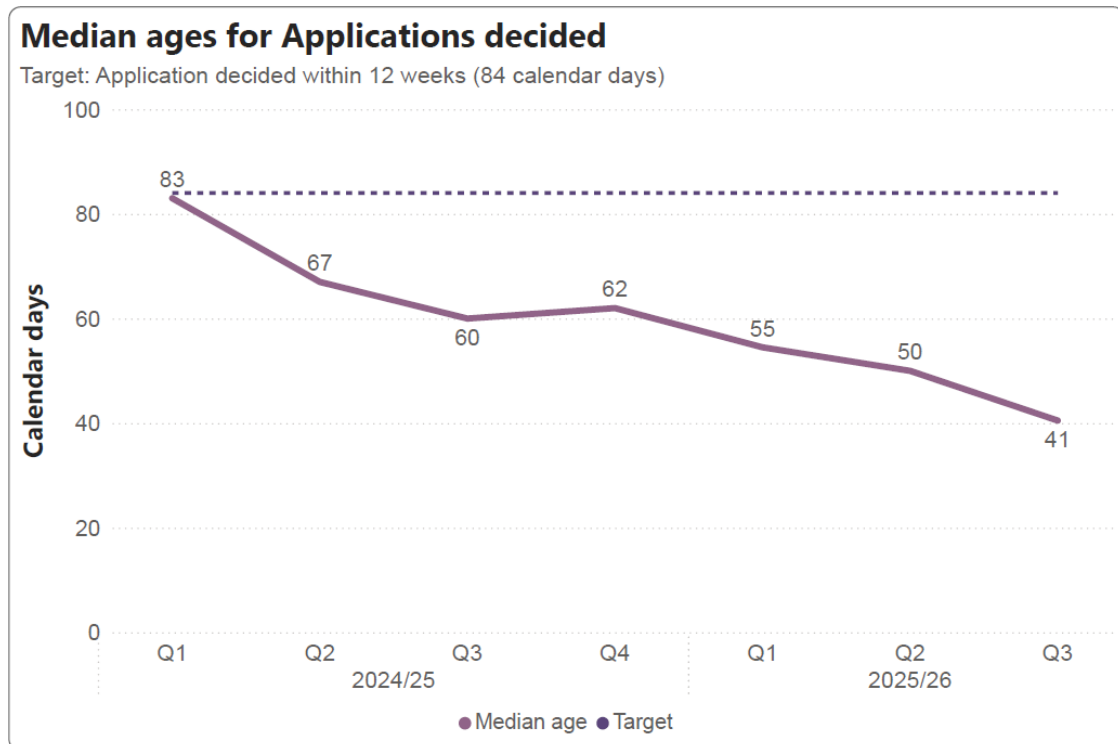


- 16. The number of Reports closed in Quarter 3 was the highest in the last four years, whilst Timeliness performance has remained steady during 2025/26 but below the target. The high number of Reports closed is partly due to a set of 50 cases related to the same subject.
- 17. The median age in calendar days of closed reports decreased by three days and is well below the target of eight weeks (40 days).



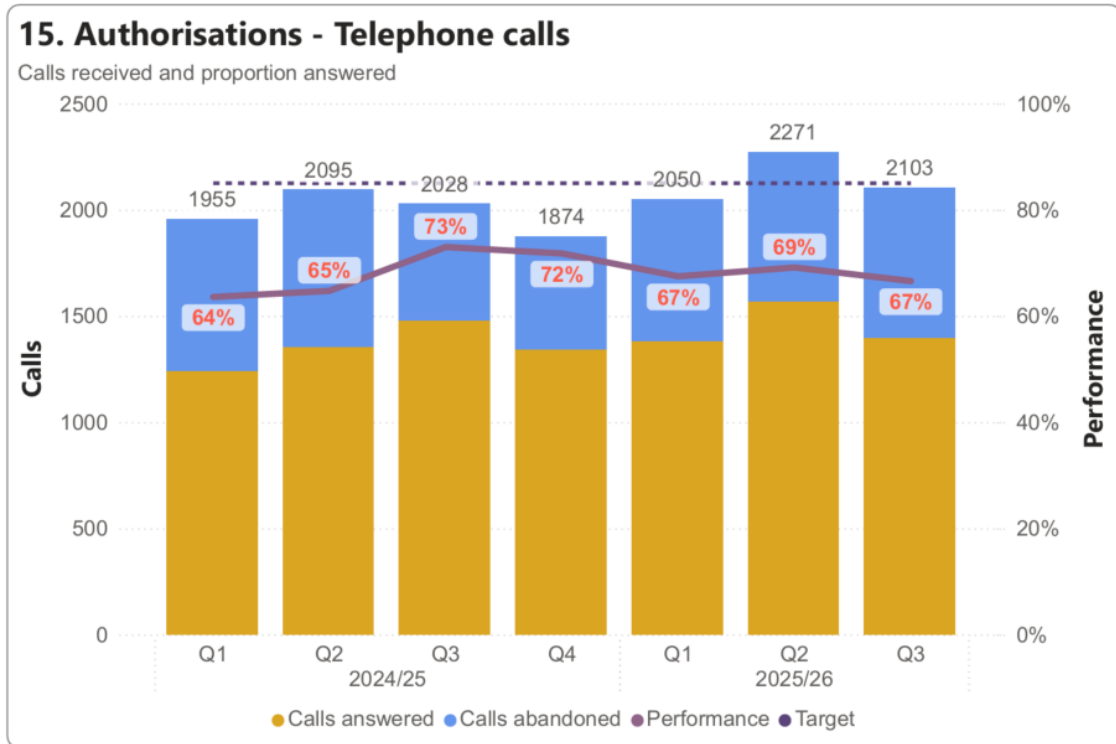
18. The annual performance so far for investigations decided in 2025/26 is 53%, compared to the performance of 57% in 2024/25. The number of investigations decided in Quarter 3 increased from the previous quarter whilst performance reduced. This figure is the highest quarter this reporting year. The only figure that was higher was Q3 last year, however in that instance there were 12 cases relating to the same barrister.
19. More than 20 cases were discussed and decided at IDB meetings, up from 15 in Quarter 2. This led to an increase in the number of investigation decisions in the quarter. This has been part of a concerted effort (continuing into Quarter 4) to address older cases and progress them through the system.
20. In Quarter 3, the median age of decided investigation cases increased, and it is now outside the target of 36 weeks. This reflects the older cases which are being progressed through the system as part of the concerted effort to take steps to conclude these.



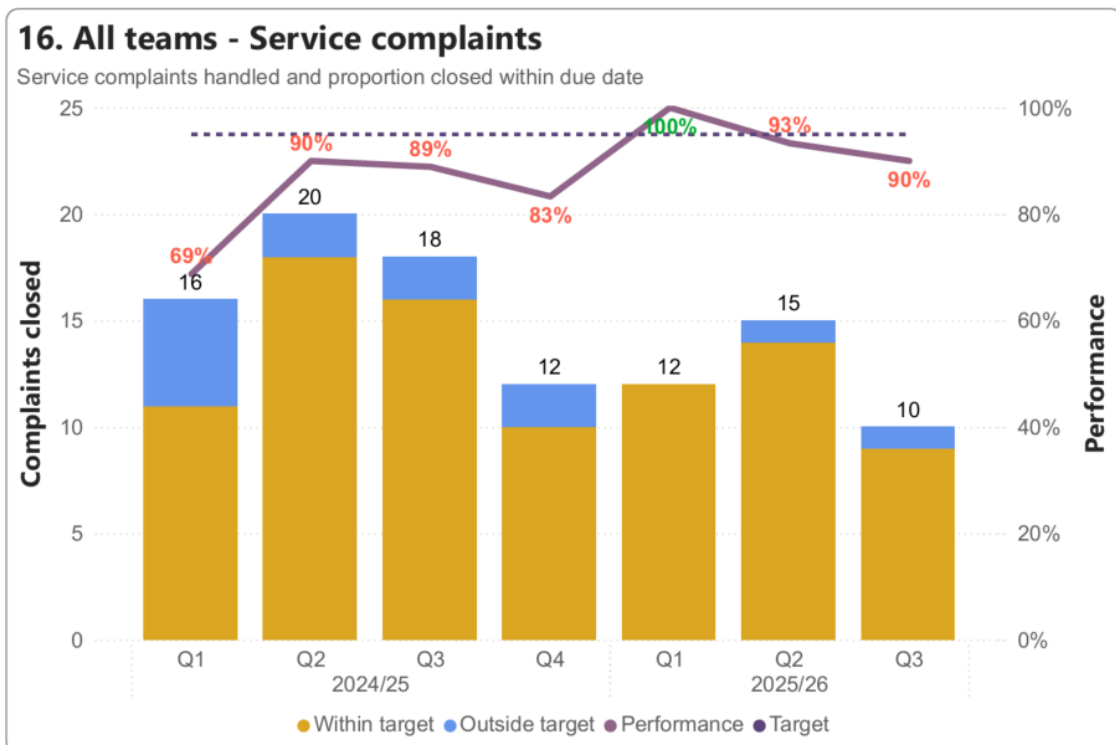


21. Output for Authorisations continues to be strong, with more than 320 applications decided in Quarter 3. This is lower than the peak reached in Quarter 2, but it still significantly higher than the quarterly average in previous years.
22. Timeliness performance also continues to improve - for 2025/26 so far 67% of applications have been decided within 12 weeks, compared to 56% across 2024/25. The median age of applications decided also reduced by nine days from the previous quarter.

Service

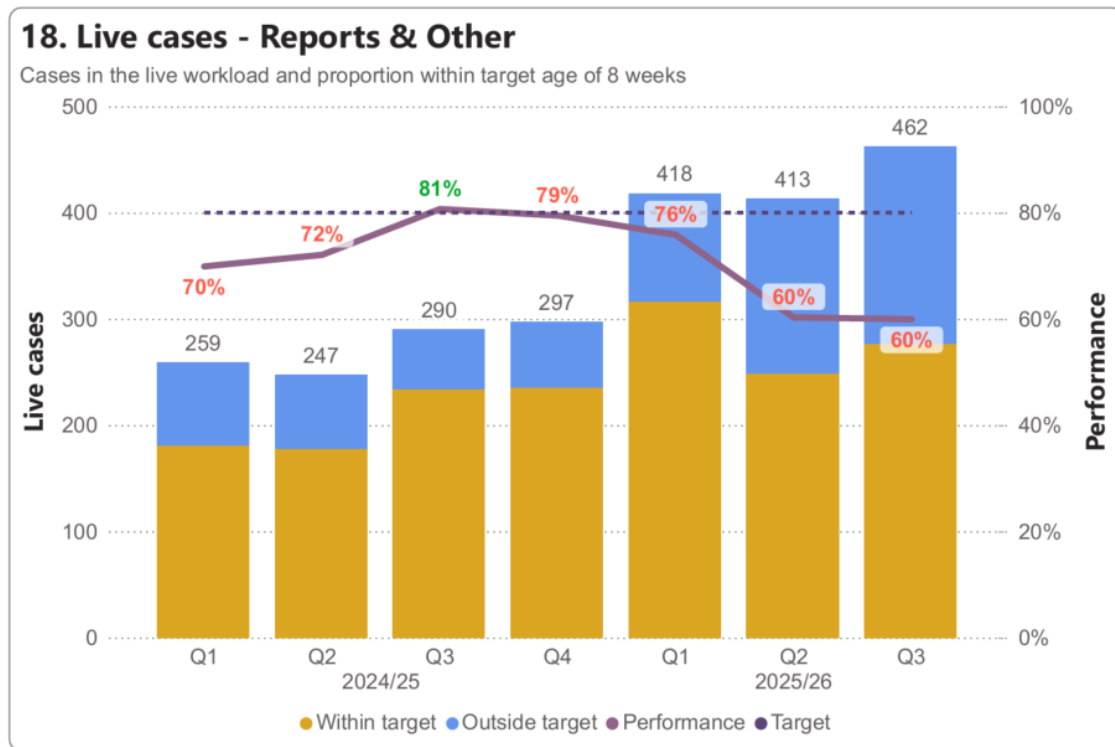


23. The Authorisations Team received fewer calls in Quarter 3 than in the previous quarter, and a lower proportion of calls were answered. Although performance has varied between 64% and 73% across the quarters of 2024/25 and 2025/26, at an annual level the performance is steady, with 68% of all calls answered each year.



24. The target for Service complaints has almost been met in 2025/26 so far, with an overall performance of almost 95%. Two complaints regarding Authorisations were not answered within the due date (one of each in Quarter 2 and Quarter 3).

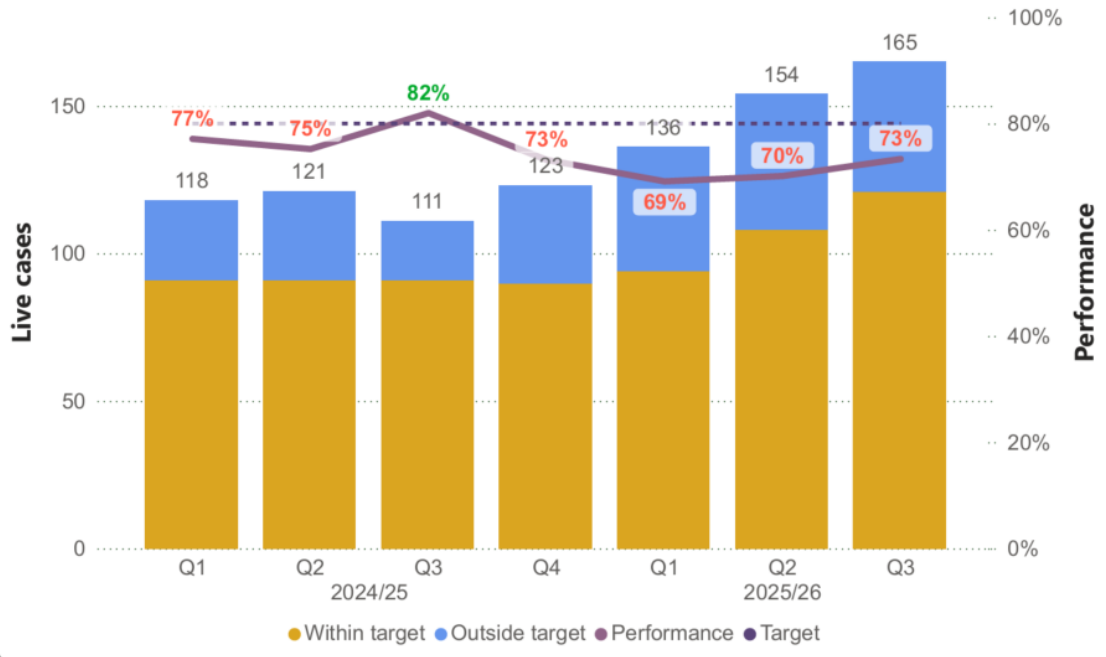
## Productivity



25. At the conclusion of Quarter 3, 60% of open reports were within the target age. The workload has significantly increased since the beginning of 2025/26 as a result of higher number of reports being submitted (see paragraph 6). The Team greatly increased their output during Quarter 3, however there are still over 180 cases in the live workload which have exceeded the eight-week target.

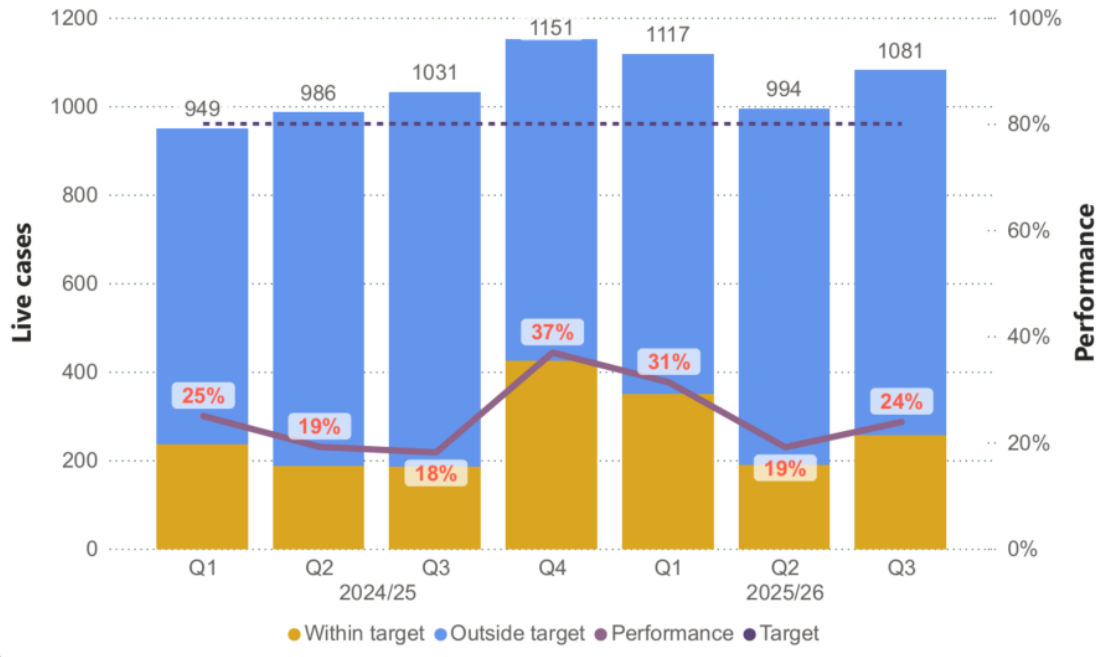
### 21. Live cases - Investigations

Cases at Referral, Investigation and IDB stage in the live workload and proportion within target age of 36 weeks



### 23. Live applications

Applications in the live workload and proportion within target age of 12 weeks



26. 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 3 was the second highest since Quarter 1 2024/25. 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 73%.
27. The proportion of open Authorisations applications within the target age of 12 weeks has increased from the previous quarter, though the workload has 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.

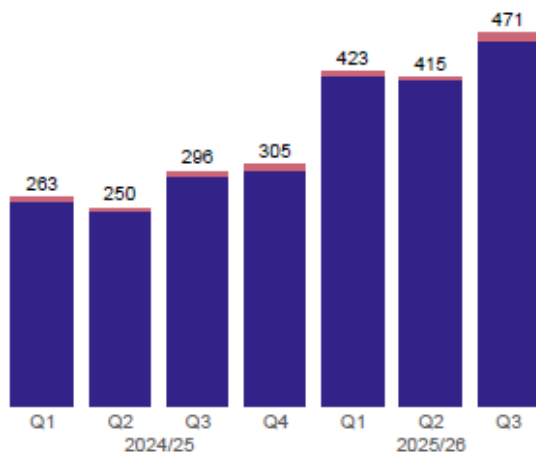
## Team workloads

### CAT

Reports 462 Other 0 Queries 9

60% within target age  
48 Reports on hold

100% within target age

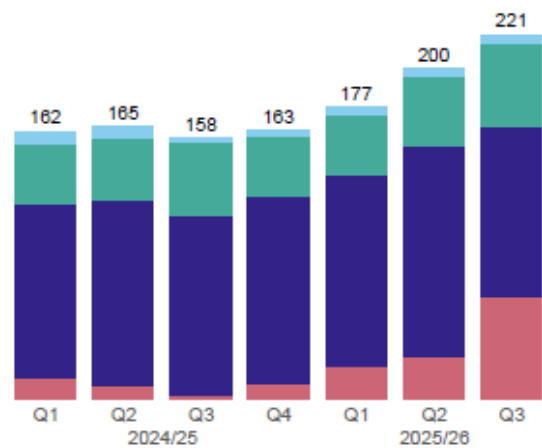


### I&E

Referrals 62 Investigations 103 Disciplinary Appeals 51 5

73% Investigations and Referrals within target

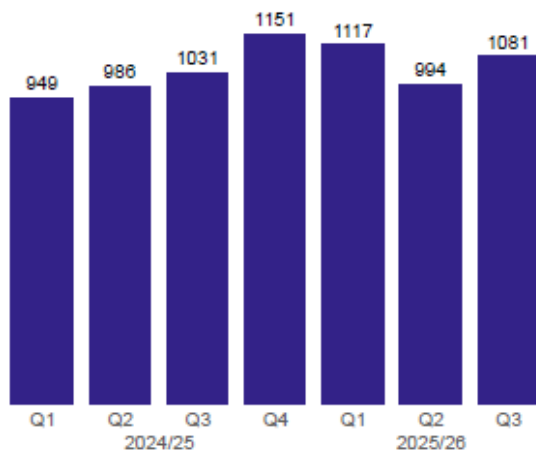
21 Investigations and Referrals on hold



### Authorisations

Applications 1081

24% within target age  
15 Applications on hold

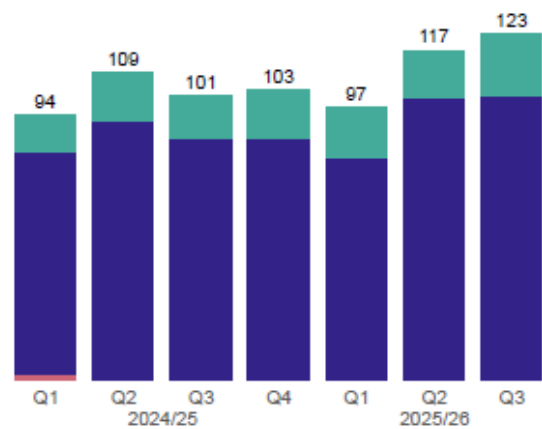


### Supervision

Reports 101 Thematic Reviews 22 Regulatory Returns

34 open actions  
19 on hold

Concluded in Q2  
2024/25



**Key points**

28. Caseloads have increased for all Teams. A significant number of new reports and enquiries were received by CAT, which led to a sustained number of referrals to the Enforcement Team. Supervision opened more cases than in previous quarters (especially Thematic Reviews), whilst Authorisations continues to receive a significant number of new applications.

**Contact and Assessment Team**

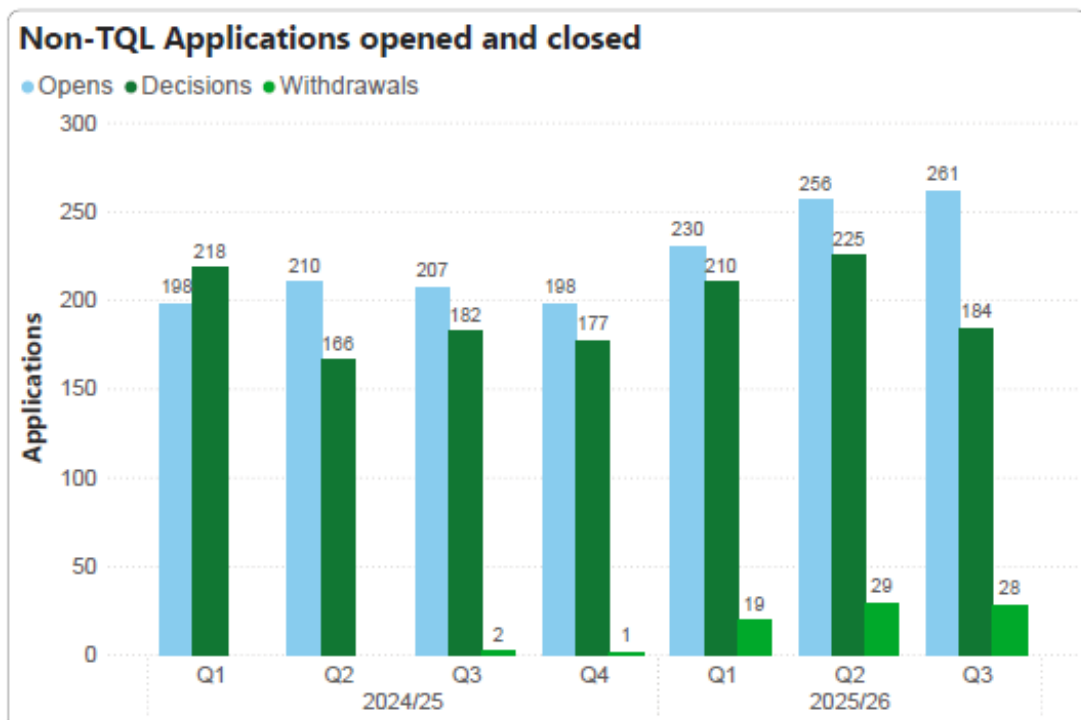
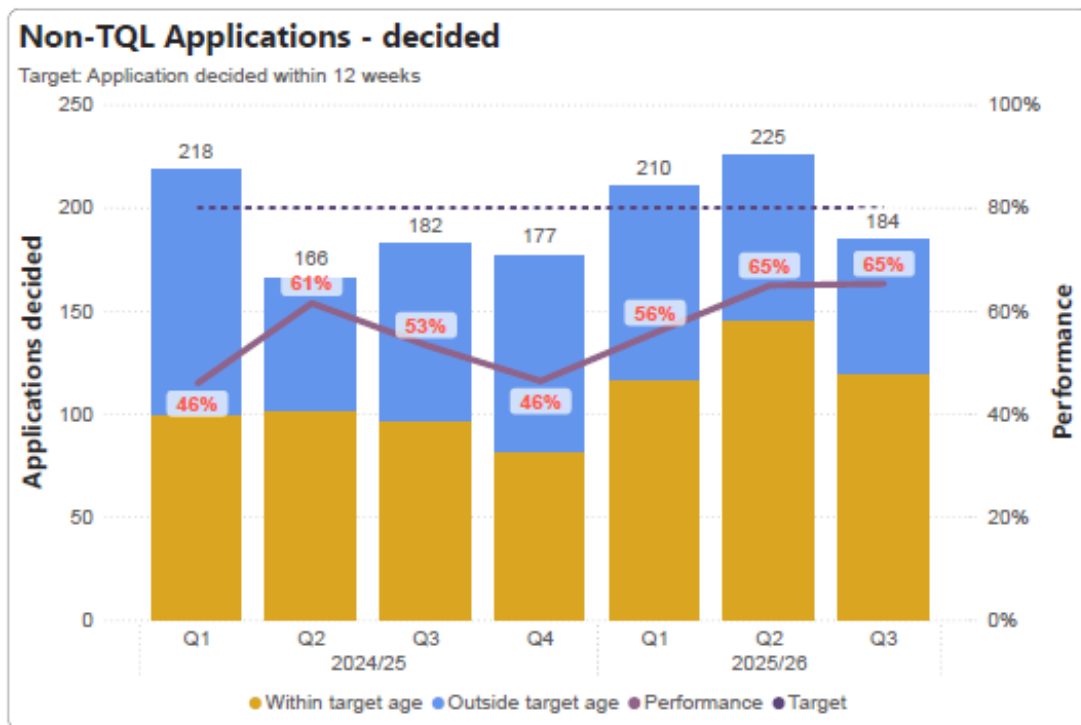
29. The caseload has increased during Quarter 3, peaking at 559 open reports in November, before the Team reduced it to 471 in December.
30. In Quarter 3 the Team referred a total of 40 cases to the Investigations and Enforcement Team, slightly lower than the 42 cases in Quarter 1 but up from 37 in Quarter 1; 27 cases were referred to Supervision, down from 39 the previous quarter. In total, these referrals were around 10% of all cases closed by the Team which is similar to previous quarters.
31. The Team dismissed 37 cases with informal advice, up from 15 in Quarter 2. 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.
32. The number of reports on hold (48, 10% of the cases) is higher than in the previous quarter but the related proportion of the caseload shows a reduction quarter-on-quarter (down from 15% of cases in Quarter 4 2024/25).

**Investigations & Enforcement**

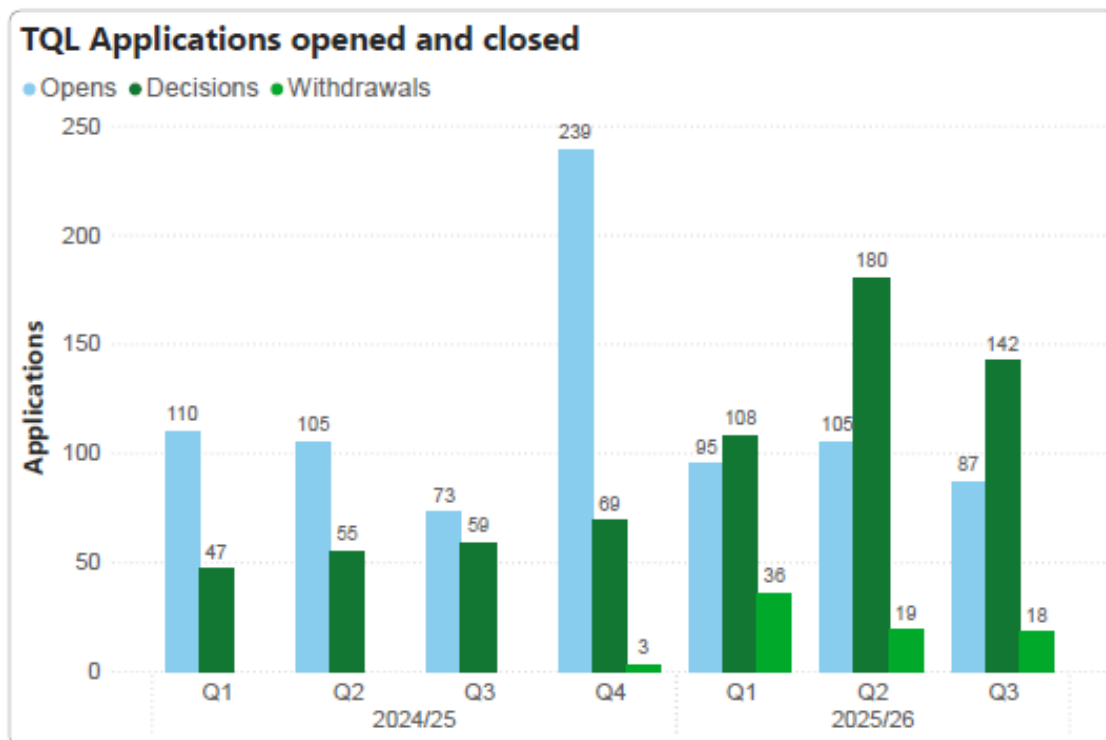
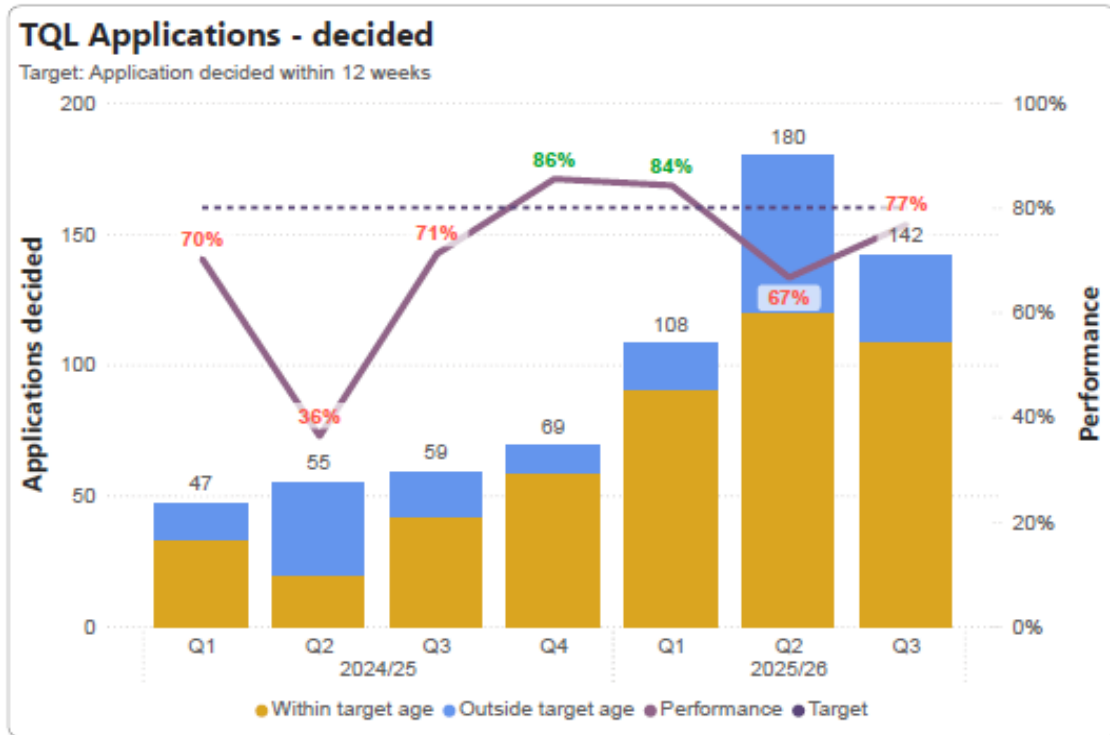
33. The overall workload has increased month-by-month during 2025/26, due to the high number of referrals from CAT and a slower pace of investigations started. Starting new investigations has been hampered by staff capacity, leading to a build-up of cases that are to be allocated, reviewed and, if appropriate, 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. Recruitment for the increased headcount is ongoing at the time of writing and consists of an additional casework manager, two senior case officers, a paralegal and an operational support assistant. In the medium term, we are also carrying out a tender for external solicitors to undertake investigations on a regular basis.
34. Those cases being referred from CAT are being triaged by managers and the more serious cases being prioritised to start investigations.
35. The number of live disciplinary cases increased during Quarter 3 – nine were closed at Disciplinary Tribunal stage, and sixteen new cases were opened. The total number of cases at the tribunal stage is higher than at the same point last year, (51 as opposed to 45). This is partly due to an increase in referrals after Investigation, which has been sustained in the last two quarters but also due to several cases that were listed before the end of Quarter 3 not being effective or not concluding within the allotted window. These have been relisted in 2026.
36. No Determination by Consent cases were closed.

**Authorisations**

37. The total Authorisations workload increased by more than 8% in Quarter 3. This is due to a couple of factors: (1) Quarter 3 saw a significant increase in Litigation Extension applications (Authorisations received almost three times the number received for the first three quarters of last year). The increase in these applications has primarily arisen from the Supreme Court’s *Mazur* judgement and the processing of these applications has been prioritised, with the majority processed; (2) Additionally, in Quarter 2, the live workload was underreported as the team had received a set of new applications which were not fully uploaded to the system until Quarter 3. This mainly affected non-TQL applications.



- 38. The number of non-TQL applications decided decreased from the previous two quarters.
- 39. Output decreased for TQL applications too, following a very productive Quarter 2. The Team have closed more TQL applications in the three quarters of 2025/26 (503 in total - 430 decisions and 73 withdrawals) than decisions made in the whole of 2024/25 (230 decisions, withdrawals were not reported on).



40. Over the last year the number of TQL applications received each quarter has been stable, with the exception of the March 2025 spike.
41. Pupillage tasks increased during the first part of Quarter 3 as per the usual seasonal peak. The Team has signed off the pupillage tasks in October alongside continuing BAU work.

### **Supervision**

42. The number of Supervision cases opened relating to reports to the BSB in Quarter 3 is lower than the previous quarter, 38 down from 48.
43. This has been driven by a lower number of referrals from the Contact and Assessment Team, though slightly more reports were opened directly by the Team (eleven up from nine in Quarter 2).
44. In Quarter 3, more Thematic Reviews were opened compared with previous quarters. Supervision opened thirteen cases relating to the ongoing programme of testing compliance under the Money Laundering Regulations.
45. The number of Reports closed was 37, up from 26 in Quarter 2. All open cases are actively monitored with active engagement with case subjects. The rate and number of closures is lower than 2024/25 for the year to date, which reflects a lower number of cases opened in the year to date compared to 2024/25. Broadly, the rates of closures are keeping pace with the rates of cases opened.
46. No visits took place during Quarter 3, other than one that was aborted on the doorstep when chambers management failed to turn up. A number of visits are in the process of planning for Quarter 4.

<b>Title:</b>	Governance documents including Terms of Reference for the Education and Training Committee
<b>Author:</b>	Rebecca Forbes
<b>Post:</b>	Head of Governance

<b>Paper for:</b>	<b>Decision:</b> <input checked="" type="checkbox"/>	<b>Discussion:</b> <input type="checkbox"/>	<b>Noting:</b> <input type="checkbox"/>	Other: <input type="checkbox"/> (enter text)
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<b>Paper relates to the Regulatory Objective (s) highlighted in bold below</b>	
(a)	<b>protecting and promoting the public interest</b>
(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
<input type="checkbox"/>	Paper also refers to the promotion of economic growth and innovation

## Purpose of Report

- The paper is divided into those recommendations which give effect to the Board's in principle decision in January 2026 to establish an Education and Training Committee, those recommendations for amendment of our governance documents which are to enhance compliance with the UK Corporate Governance Code, and recommendations for other purposes.

## Recommendations

- The Board is invited to **approve**:
  - the Terms of Reference for the Education and Training Committee, and the consequential amendments to the *Governance Manual* and the Terms of Reference for the Centralised Examinations Board;
  - the introduction of criteria which the BSB can consider when assessing whether a Board member is or remains independent;
  - the amendment to the *Appointments Policy* 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;
  - amendment to the list of matters reserved to the Board (within the *Governance Manual*) 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);
  - the amendment to the *Appointments Policy* 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;
  - amendment to extend the eligibility for barrister members of the Independent Decision-making Body to include those recently retired (within three years); and
  - the revisions to the *Standing Orders for joint Committees of the General Council of the Bar and the Bar Standards Board*.

## Background

3. The UK Corporate Governance Code 2024<sup>1</sup> (the Code) is applicable to all companies with a premium listing, regardless of where they are incorporated. To comply with elements of the UK Listing Rules these companies must apply the Principles of the Code and comply with, or explain non-compliance with, the Provisions.
4. Given that the BSB is not incorporated and does not have a standard listing, we are not required to comply with the Provisions of the Code. However, whilst some Principles and/or Provisions of the Code are clearly not applicable in our context, we consider that the Code represents best practice and that we should endeavour to comply where that is appropriate. We do not publish our assessment or any “comply or explain” statement.
5. One of the commitments the Board made in its well-led action plan in 2022 (in response to the LSB’s targeted review in July 2021 under the well-led standard) is that: “*BSB’s internal delegations, including the matters reserved to the Board and its Committees, will be reviewed and associated governance documents refreshed to meet the requirements of the UK Corporate Governance Code [2018].*” We contracted an external corporate governance consultancy, Indigo Governance, to support us in this work at that time.
6. Indigo Governance reported on those Principles and Provisions of the 2018 Code which they deemed relevant in our context and made recommendations on how we could more explicitly meet those Principles and Provisions. Those recommendations were then incorporated into the *Constitution, Governance Manual* and its appendices (including the Terms of Reference of the Board’s Committees and other Decision-making Bodies, and the *Appointments Policy*).
7. The 2024 Code includes a small number of changes from the 2018 Code. Therefore, the changes we made in 2022 to comply with the 2018 Code generally achieve compliance with the 2024 Code.

## Points for discussion

8. The Board agreed in January 2026 to re-establish an Education and Training Committee (and the current recruitment for a lay Board member is seeking a person to chair that Committee). Proposed Terms of Reference are attached as Annex A for the Board’s consideration and approval. That also requires some consequential amendments to the *Governance Manual* (in paragraph 25 which lists the committees established by the Board, and in the numbering of appendices once these Terms of Reference are inserted in the appropriate place). There will also be consequential amendments to the Terms of Reference for the Centralised Examinations Board (CEB). The CEB will now report to the Education and Training Committee (rather than to the Board), and its Terms of Reference also need updating to replace the now dissolved post of Director of Regulatory Standards.

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<sup>1</sup> [https://media.frc.org.uk/documents/UK\\_Corporate\\_Governance\\_Code\\_2024\\_a2hmQmY.pdf](https://media.frc.org.uk/documents/UK_Corporate_Governance_Code_2024_a2hmQmY.pdf)

9. The Education and Training Committee will provide oversight and assurance to the Board, rather than take decisions on individual cases or become involved in operations. It will remain reserved to the Board to make any rules forming part of the regulatory arrangements, make amendments or additions to the BSB Handbook (except for exempt changes), and to approve the Inns Conduct Committee Rules. Proposals for any changes to any rules forming part of the regulatory arrangements or any amendments or additions to the Handbook (or the Bar Qualification Manual), will first be scrutinised by this Committee and then recommended to the Board.
10. These proposed Terms of Reference clarify that the Board (on recommendation of the Education and Training Committee, which will have scrutinised proposals from the executive) has responsibility for approving the foundation documents which set the framework for education and training (including but not limited to the Professional Statement, the Authorisation Framework, and the Curriculum and Assessment Strategy). The executive has responsibility for putting proposals to the Committee and the Board and then for taking decisions on individual regulatory and operational matters within that framework.
11. The Authorisation Framework (the underlying framework which arises from our powers in rQ29-34 of the BSB Handbook) constitutes the criteria against which *“the BSB may vary, amend, suspend or withdraw authorisation of an AETO”*. The Board (through the Committee) will approve the framework which must be followed and considered, when deciding whether to approve, or to vary, amend, suspend or withdraw approval from, a provider of the vocational component of Bar training. The Committee will be informed where the BSB becomes aware that any such provider does not meet, or continue to meet, the standards prescribed by the BSB.
12. We propose that the membership should be at least five members, three of whom must be Board members, and there must be no fewer than two, but no more than three, members who are not Board members appointed for their expertise in education and training for professional qualification. We have assumed that the Director General may be invited, but is not expected, to attend (unlike the Governance, Risk and Audit Committee and the Performance and Strategic Planning Committee, both of which state that the Director General shall be expected to attend).

### **Proposals for enhanced compliance with the Code**

13. A systematic review of the 2024 Code indicated that we are substantially compliant with the Principles and Provisions that are relevant in our context (as set out above, confirming that the changes we made for compliance with the 2018 Code achieve compliance with the 2024 Code). I have identified those Principles and Provisions for which changes to our governance arrangements would enhance or improve our compliance. SLT discussed all my recommendations and agreed the details of our proposals to the Board, and these proposals were noted by the Governance, Risk and Audit Committee.

14. For clarity, I did not consider any Principles or Provisions specific to shareholders only (but I did consider those relevant to any other stakeholders). I have also taken all references to “directors” to apply to only the 11 Board members and not also the SLT. SLT are not “executive directors” as meant by those references in the Code as they are not members of the Board of the BSB. I have deemed SLT to fall within the Code’s definition of “senior management”: *the executive committee or the first layer of management below board level, including the company secretary.*
15. All Board members (barrister and lay) should be deemed to be independent non-executive directors. Barrister members have the same status as lay Board members, regardless that they are subject to the BSB’s regulation. SLT suggested that we should ensure future recruitment materials emphasise more explicitly that barrister members have the same duty to act independently in the public interest and that they are not engaged in any representative capacity. It was suggested that we should periodically remind all Board members of their obligations, including on declarations of hospitality and conflicts, and that the executive should be informed of meetings with the profession or stakeholders.
16. We propose introducing (as a footnote or as a matter of policy) criteria for assessing the independence of Board members similar to that set out in Provision 10 of the Code and adapted for our circumstances (and including the specific statutory requirement that our Board members not be members of the Bar Council or its representative committees). In the current revision of the *Standing Orders for joint Committees of the Bar Council and the BSB*, we have suggested similar (but slightly different) criteria. This would not inhibit the Board from deciding that an individual is nonetheless independent when one of these circumstances apply, but helpfully articulates the criteria we will consider to assess whether an individual is independent.
17. Suggested criteria for independence are:

*Circumstances which are likely to impair, or could appear to impair, a Board member’s independence include, but are not limited to, whether an individual:*

- *is or becomes a member of the Bar Council or one of its representative committees;*
- *is or has been an employee of the GCB or BSB within the last five years;*
- *has, or has had within the last three years, a material business relationship with the GCB or BSB, either directly or as a partner, shareholder, director or senior employee of a body that has such a relationship with the GCB or BSB;*
- *has received or receives additional remuneration from the GCB or BSB apart from a Board member’s fee;*
- *has close family ties with any of the company’s advisers, Board members or senior employees;*
- *holds cross-directorships or has significant links with other Board members through involvement in other companies or bodies; or*
- *has served on the board for more than nine years from the date of their first appointment.*

18. SLT agreed that the requirements of the role of a Senior Independent Director (SID) are covered across the roles of the Vice Chair of the Board and the Chair of the Governance, Risk and Audit Committee and that is sufficient for a Board and organisation of this size and complexity.
19. Provision 19 of the Code: *The chair should not remain in post beyond nine years from the date of their first appointment to the board. To facilitate effective succession planning and the development of a diverse board, this period can be extended for a limited time, particularly in those cases where the chair was an existing non-executive director on appointment.*
20. The BSB's extant Appointments Policy states:
  - 7.6 *A person may not serve more than:*
    - a. *eight years as a Board Member only; and*
    - b. *twelve years in total as a Board Member and the Chair or twelve years in total as a Board Member and the Vice Chair.*
21. The current Vice Chair is in his final (twelfth) year of service, having been a Board member before being appointed as Vice Chair. With the recent appointment of the Chair, the current two vacancies and known imminent third vacancy on the Board, and the imminent departure of the Director General, it is clearly desirable for continuity and transition that the incumbent Vice Chair remain in post for as much of this year as he will agree to. However, we propose that with effect from 1 January 2027, this policy should be changed so that a person may serve **nine years** in total as a Board member and the Chair or as a Board member and the Vice Chair.
22. Provision 33. *The remuneration committee should have delegated responsibility for determining the policy for executive director remuneration and setting remuneration for the chair, executive directors and senior management.* We are not strictly compliant with Provision 33, but do not have "executive directors" as defined here and so the only change for compliance would be for the Remuneration Committee to set remuneration for the Chair, Director General and senior management (the SLT in our context).
23. Currently the list of matters reserved to the Board includes setting the remuneration and terms of engagement for: *the Director General, any other senior staff who are members of the Senior Leadership Team, the Chair, Vice Chair and other Board members.*
24. We suggest that it is clearer and more transparent that remuneration for the Chair, Vice Chair and other Board members remains reserved to the Board rather than delegated to a Committee but setting remuneration for the Director General and the SLT should be delegated to the Remuneration Committee.

### Other governance documents

25. We propose an amendment to the *Appointments Policy* so that it is not for the Chair of the Independent Decision-making Body (IDB) to consider their own (or the IDB Vice Chair) reappointments. This is an anomaly which remains in our governance documents because we have not had to consider reappointment of an IDB Chair or IDB Vice Chair since its inception. It is clearly inappropriate that any person should consider their own reappointment. We propose that reappointment of the IDB Chair or IDB Vice Chair(s) should be for the Chair or the Vice Chair of the BSB.
26. At the request of the current Office Holders of the IDB, and the executive colleagues who support it, we are seeking the Board's consideration of eligibility for barrister members of the IDB. The Board considered this in November 2022 and agreed then that barrister members of the IDB must be practising (hold a current practising certificate). Recurrent issues with recruitment and then also the limited availability to sit on panels of those members who are practising barristers prompts us to request that the Board reconsider whether eligibility could be extended to include those who have held a practising certificate within a certain period (the last three years).

### Standing Orders for joint Committees

27. The *Standing Orders for joint Committees of the General Council of the Bar of England and Wales and the Bar Standards Board* are jointly agreed and require approval by both bodies. The Standing Orders require that they be reviewed on an annual basis by a joint forum of the GCB and the BSB, for compliance with Rule 1(3) of the Internal Governance Rules – that arrangements must be periodically reviewed and improved (if improvement is reasonably practicable).
28. These proposed amendments to the *Standing Orders* have been considered by the General Management Committee of the Bar Council and will be submitted to the Bar Council on 14 April.
29. Full details of the proposed amendments to the Standing Orders for Joint Committees can be found in Annex B in track changes and any amendments of substance are outlined below. We have not detailed amendments merely to correct cross-references or minor typographical errors in this cover paper.
30. The Board agreed to an amended definition of “lay person” within its governance documents in November 2025, so that no unregistered barrister might be deemed eligible to apply for posts for lay members on its governance bodies (including the Board itself). We propose that the lay positions on the joint Committees should be subject to the same eligibility criteria.
31. We have amended the reference in the definitions to BSB Board members “holding a seat on the Board”, as that is not commonly used terminology within the BSB.

32. We have proposed setting out the circumstances we might consider when determining whether a lay member can be considered to be independent. Currently, we have no criteria on which to base such judgements (or that we could use to dispute any person’s claim to “independence”). This list (adapted from that used in the *UK Corporate Governance Code 2024* for our circumstances) is not intended to be a prescriptive list, rather criteria which we would take into account and which leave us the option to exercise discretion. For example, it is feasible that an individual might sit on a third-party board on which one of our Office Holders also sits and we might not deem that appointment to infringe their independence.
33. For clarity, the reference to “representing a significant shareholder” relates to subsidiaries, such as Bar Council Properties Ltd etc. which technically have “shares”. We agreed on balance to retain the reference to cover these circumstances.
34. We have clarified that the Chief Executive of the GCB and the Director General of the BSB are “ex officio” non-voting members of the Finance Committee. As these are now the only remaining ex officio posts on either the Finance or Audit Committees, we have removed other references to “non ex officio posts” throughout the Standing Orders.
35. We have replicated the clause that prohibits Finance Committee members acting as alternates for a member of the Audit Committee so that there are equivalent restrictions for Audit Committee members acting as alternates for a member of the Finance Committee.
36. We have clarified in relation to external audit that the Audit Committee should approve any non-audit services “by the external auditor” to the GCB. That is implicit but the preceding sub-clauses are explicit when reference is to the external auditor and we deem it preferable to be consistent and explicit.
37. We have clarified that the Audit Committee scrutinises the integrity of the GCB’s Annual Report and Accounts “following detailed review by the Finance Committee”, to reflect our existing practice.
38. We have corrected some apparent omissions in clauses relating to membership of the Audit Committee so that we are consistent in reference to posts being “independent of the GCB and BSB” and where appointments should be made “in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including the Governance Code on Public Appointments”.
39. We have removed the reference in the Appointments Process to the BSB Chair nominating members of BSB committees to the Finance Committee. The BSB would only nominate its Board members to the Finance Committee, it would not nominate a member of a BSB committee who was not also a Board member.

40. For the recruitment of the Chairs of the Audit and Finance Committees, we have deleted the proviso that the lay person independent of the GCB and the BSB, with knowledge of the Governance Code on Public Appointments (or similar skills and experience in best practice in recruitment to public office) would be the Chair of the selection panel. In practice, that is usually the Chair (or Vice Chair) of the Bar Council or the BSB.

#### **Resource implications / Impacts on other teams / departments or projects**

41. The resource implications (financial and for the executive) of establishing a new Education and Training Committee were considered by the Board when it approved the proposal in principle. None of our other proposals incur additional expenditure (or create any savings of planned expenditure).

#### **Equality and Diversity**

42. We have not conducted an Equality Impact Assessment but consider that extending eligibility for barrister members of the IDB to the recently retired could have positive impacts on the diversity profile of that body.

#### **Risk implications**

43. Regularly reviewing and refreshing our governance arrangements and documents for alignment with best practice means that we remain at lower risk of non-compliance with any requirements imposed on us.

#### **Economic Growth and Innovation**

44. Not applicable – amendments do not promote economic growth or innovation.

#### **Communications and Stakeholder Engagement**

45. The Board usually considers amendments to its governance documents in public session for transparency for our stakeholders. Where in principle discussions are held in private session, those are generally followed by submission of the necessary amendments to governance documents in public session.

#### **Annexes**

46. Annex A – proposed Terms of Reference for the Education and Training Committee
47. Annex B – revised *Standing Orders for the joint Committees of the General Council of the Bar and the Bar Standards Board*

## Appendix X: Education and Training Committee Terms of Reference

### Role

1. The Education and Training Committee (the “Committee”) is a committee of the Board, from which it derives its authority and to which it reports on matters related to education and training.

### 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 appointed for their expertise in education and training for professional qualification.
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. However, other individuals such as the Director General, 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.

**Notice of meetings**

- 15. 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.
- 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 for the BSB:
- a) support the Board in achieving its strategic objectives of maintaining the highest professional and ethical standards by the Bar through providing assurance on, and oversight of, all education and training activities;
  - b) support the Board and the executive in setting the education and training requirements for those who wish to qualify as barristers in England and Wales, and the requirements for continuing professional development (CPD) for those qualified as barristers in England and Wales, and to these ends, to scrutinise any proposals for amendments to the rules and regulations before the Board's approval is sought;
  - c) recommend policy for approval by the Board on all matters relating to the setting of standards for entry to the profession and maintenance of professional competence, and for providers of education and training (including but not limited to the Professional Statement, the Authorisation Framework, and the Curriculum and Assessment Strategy);
  - d) monitor the systems and resources necessary for the BSB to implement the Board's agreed strategy for education and training, and, to those ends, make recommendations to the Board about the sequencing and timing of priority initiatives in this area;
  - e) monitor and recommend to the Board action in respect of the effectiveness of the strategic arrangements for quality assurance of education and training, including the authorisation of Authorised Education and Training Providers (AETOs);
  - f) receive and scrutinise reports on standards in Bar training and pupillage, to provide assurance to the Board on the effectiveness of these arrangements; and
  - g) receive a report at least annually from the Centralised Examinations Board, to provide assurance to the Board on the effectiveness of these arrangements.

**Reporting responsibilities**

21. 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.
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.
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, if necessary, procure specialist ad-hoc advice at the expense of the BSB.

**Approved:  
25 March 2026**



The Bar Council



REGULATING BARRISTERS

## Standing Orders for joint Committees of the General Council of the Bar and the Bar Standards Board

### Foreword

The following Standing Orders are issued under the Authority of Regulations 14 and 15 of Part II the Constitution of the General Council of the Bar.

This ~~sixth~~ seventh edition of the Standing Orders came into effect on ~~25 April~~ 2023 ~~XX~~ 2026.

## Introduction

### Preamble

1. The General Council of the Bar (GCB) is an approved regulator for the purposes of the Legal Services Act 2007. The functions and powers of the GCB are set out in its constitution.
2. The GCB has established the Bar Standards Board (“the BSB”) to exercise the regulatory functions of the GCB. The functions and powers of the BSB are set out in its constitution.
3. The GCB has delegated the discharge of its regulatory functions to the BSB in compliance with section 28 of the Legal Services Act 2007. This is in accordance with the overarching duty set out by Rule 1 of the Internal Governance Rules 2019, under which the GCB is required to have in place arrangements which ensure that the exercise of its regulatory functions is not prejudiced by its representative functions. In particular, the GCB must have arrangements in place to separate its regulatory functions from its representative functions and to maintain the independence of its regulatory functions as effectively as is reasonably practicable and consistent with section 28 of the Legal Services Act 2007.
4. These Standing Orders are held jointly by the GCB and the BSB and set out the powers and functions of committees where there is representation by both parties. The powers and functions of the GCB in its representative capacity are set out in the GCB’s Standing Orders. The powers and functions of regulatory committees and groups are set out in the BSB’s Governance Manual.

### Definitions

5. In these Standing Orders, unless the context requires otherwise:

“Approved regulator” has the meaning given in section 20(2) of the Legal Services Act 2007.

“The Bar Standards Board” and “BSB” means the part of the General Council of the Bar of England and Wales established in accordance with Section 28 of the Legal Services Act 2007 to independently exercise the regulatory functions of the GCB.

“The Chair of the GCB”, and “Vice-Chair of the GCB”, shall mean the Chair and Vice-Chair respectively of the GCB elected pursuant to the provisions of the GCB’s Constitution.

“The Chair of the BSB” and “Vice Chair of the BSB” shall mean those persons appointed to those positions pursuant to the provisions of the Constitution of the Bar Standards Board.

“The Chief Executive” shall mean the person for the time being appointed to such position pursuant to the provision of Regulation 198 of the Constitution of the General Council of the Bar.

“The Director General of the BSB” shall mean the person for the time being appointed to such position pursuant to the provision of Paragraph 18(4) of the Constitution of the Bar Standards Board.

“The Director of Finance” means the member of the staff with day-to-day responsibility for financial matters.

The “General Council of the Bar” and “GCB” means the General Council of the Bar of England and Wales and refers to the legal entity in entirety.

“The General Management Committee” (“GMC”) shall mean the standing committee of the GCB described in Regulation 13(b) of the GCB’s Constitution.

“Internal Governance Rules” means the Internal Governance Rules made by the Legal Services Board.

“Lay person” has the meaning given in paragraph 2(4) of Schedule 1 to the Legal Services Act 2007, except that any person who has ever been called to the Bar shall be deemed not to be a “lay person, and “lay member” has a corresponding meaning.

“Member of the BSB” means a person, whether practising barrister or otherwise, who for the time being ~~holds a seat on~~ is a member of the Board of the Bar Standards Board.

“Practising barrister” means a barrister holding a current practising certificate issued in accordance with the Practising Certificate Rules of the Bar Standards Board Handbook.

“Practising Certificate Fee” means the amount payable for a practising certificate each year.

“Regulatory functions” has the meaning given in section 27(1) of the Legal Services Act 2007, and the BSB is responsible for determining any question whether a matter involves the exercise of a regulatory function.

“Representative functions” has the meaning given in section 27(1) of the Legal Services Act 2007.

“Resources Group” means the shared services section of the organisation, supporting the GCB and the Bar Standards Board.

“The Seven Principles of Public Life” means the Seven Principles of Public Life as laid down in the First Report of the Committee on Standards in Public Life and amended by the Committee following its most recent review in ~~January-20~~21~~14~~13.

“The Treasurer” shall mean the Treasurer of the GCB elected pursuant to the provisions of the GCB Constitution.

Any terms used in the Legal Services Act 2007 have the same meaning as in that Act.

The plural shall include the singular and vice versa.

## Finance and Resources

### General

6. The purpose of these Standing Orders is to set out the arrangements:
  - a. For ensuring that the GCB's and BSB's finances and other resources are properly managed and accounted for; and
  - b. For ensuring that the GCB complies with its obligations under rule 9 of the Internal Governance Rules 2019, made by the Legal Services Board under Section 30 of the Legal Services Act, to provide such resources to the BSB as are reasonably required for its regulatory functions to be efficiently and effectively discharged. It is for the BSB to determine what resources are sufficient for the efficient and effective discharge of regulatory functions, providing information to the GCB as required by rule 3 of the Internal Governance Rules 2019.
7. The Treasurer and Chief Executive will keep the GCB briefed on all matters of financial importance.
8. The Chief Executive is the accounting officer and responsible for financial planning, the production of accounts, and, day-to-day financial management in respect of the GCB, and the collection of practising certificate fees. The Director General is responsible for financial planning and day-to-day financial management in respect of the BSB.

### Finance Committee

9. The terms of reference of the Finance Committee are:
  - a. To keep under review the GCB's procedures for preparing the annual budget, levels and procedures for the authorisation of expenditure, procurement policy and other financial controls;
  - b. To review and finalise the annual revenue and capital expenditure budgets, in consultation with the BSB and GMC as appropriate, for presentation to the GCB (in accordance with Rule 10 of the Internal Governance Rules 2019, the GCB cannot approve or reject the budget from the BSB);
  - c. To put forward proposals for the annual practising certificate fee to the GCB, following consultation with the BSB and GMC, in accordance with Section 51 of the Legal Services Act 2007 and the current Practising Fee Rules made by the Legal Services Board. Proposals must take into account the BSB's independent formulation of its own budget, aligned to its priorities and strategy, under Rule 10 of the Internal Governance Rules 2019. In setting the PCF the GCB will comply with the LSB rules;

- d. To review the GCB's and BSB's management accounts and the associate reports provided by the Chief Executive and the BSB Director General and make recommendations, take such actions or seek assurances (in accordance with Rule 3 of the Internal Governance Rules<sup>1</sup> 2019 or otherwise) as may be necessary or desirable in the interests of the GCB as a whole in the light of such accounts;
  - e. To review the GCB's cash flow forecast;
  - f. To review the GCB's annual accounts prior to their consideration by the Audit Committee and approval by the GCB;
  - g. To determine and keep under review the GCB's banking arrangements, including the banking policy;
  - h. To keep under review the level and nature of the GCB's investments and borrowings and take all such action in relation thereto as is necessary or desirable in the interests of the GCB;
  - i. To provide advice on any financial matters referred to it by the GCB, the BSB or the GMC; and
  - j. A sub-panel consisting of members referred to in paragraphs 10(c) and (d) below shall be responsible for making recommendations to the GCB and the BSB on the remuneration for independent members of the joint Audit and Finance Committees and the independent lay selection group member referred to in paragraph 32(c) below. The quorum for decisions of the sub-panel shall be two members, which must include one of the two practising barrister members nominated by the Chair of the GCB referred to in paragraph 10(c) below and one of the two members of the BSB nominated by the Chair of the BSB referred to in paragraph 10(d) below.
10. The membership of the Finance Committee shall be:
- a. A Chair who is an independent lay person with relevant financial knowledge and experience nominated jointly by the Chair of the GCB and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including, in particular, the Governance Code on Public Appointments, who shall be deemed independent<sup>1</sup>

<sup>1</sup> [For the avoidance of doubt, the GCB and BSB will take the following circumstances into account when determining whether a lay member can be considered to be \*independent\*:](#)

- [The individual has not been an employee of the Bar Council or BSB within the prior five years;](#)
- [The individual does not represent a significant shareholder in the GCB or its subsidiaries;](#)
- [The individual has not had a material business or transactional relationship with the Bar Council or BSB, either directly or indirectly, in the prior five years;](#)
- [The individual receives no other remuneration from the GCB except the agreed committee Chair or member fee and associated reasonable expenses;](#)
- [There are no close family or personal ties with Bar Council Officeholders, the BSB Board or members of either the GCB Senior Management Team or BSB Senior Leadership Team, and](#)
- [The individual has not served on the BSB Board and does not sit on any third-party Board where a GCB Officeholder or BSB Board Member also sits.](#)

of both the GCB and BSB on appointment and who shall be appointed for a term of three years, renewable once. In the case of a tie in any matter put to a Finance Committee vote, the Finance Committee Chair shall have the casting vote;

- b. A Vice-Chair who is an independent lay person with relevant financial knowledge and experience nominated jointly by the Chair of the GCB and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including, in particular, the Governance Code on Public Appointments, who shall be deemed independent of both the GCB and BSB on appointment, and who shall be appointed for a term of three years, renewable once;
- c. Two practising barristers nominated by the Chair of the GCB, who shall be appointed for a term of three years, renewable once, one of whom should normally be the Treasurer;
- d. Two members of the BSB nominated by the Chair of the BSB, who shall be appointed for a term of three years, renewable once, or for a term co-terminous with their membership of the BSB's Board;
- e. The Chief Executive (non-voting member ex officio);
- f. The Director General of the BSB (non-voting member ex officio);

In attendance: other senior staff as necessary.

11. Each of the members of the Finance Committee other than the Chair and Vice-Chair of the Committee, the Chief Executive and the Director General may nominate an alternate who is entitled to take their place at any meeting which the member is unable to attend providing that alternate is not also a member of the Audit Committee.

41.12. No person who is a member of the Audit Committee may also be (or act as an alternate for) a member of the Finance Committee.

42.13. The quorum for meetings of the Finance Committee shall be three members (or alternates), which must include:

- a. a member (or the alternate of a member) who is one of the two practising barrister members nominated by the Chair of the GCB identified in paragraph 10(c) above;
- b. a member (or the alternate of a member) who is one of the members nominated by the Chair of the BSB identified in paragraph 10(d) above; and
- c. the Chair or Vice-Chair of the Finance Committee.

## Audit Committee

~~13-14.~~ The terms of reference of the Audit Committee are:

### Governance and Risk Management

- a. To advise on the GCB's role as an approved regulator for the purposes of the Legal Services Act 2007 on all corporate governance matters and to review the effectiveness of all internal controls, including financial management arrangements and internal business processes and in so doing to make appropriate use for this purpose of:
  - i. internal audits;
  - ii. external audits; and
  - iii. reports and assurances from the representative, regulatory and Resources Group functions.
- b. To review the risk management arrangements of the representative, regulatory and Resources Group functions, including processes for assessing, reporting, owning and managing risks to the corporate entity and their reputational and financial implications across all parts of the GCB, and to make recommendations and seek assurances or clarification as may be necessary or desirable in the interests of the GCB as a whole;
- c. To receive risk registers from both the Bar Council and BSB at each meeting and seek assurances that effective control systems are in place and are being adhered to from the Director of Finance, Chief Executive of the GCB and the Director General of the BSB;
- d. To review and make arrangements on whistleblowing processes and the arrangements for investigating fraud, corruption and error;
- e. To keep under review the level and nature of the GCB's insurance cover;
- f. To keep under review the GCB's accounting policies; and
- g. To review the findings of the internal and external auditors, if appropriate, and ensure that issues raised in the management letter are addressed by the appropriate GCB staff, and to ensure that issues raised by the Audit Committee are appropriately responded to;

### Internal Audit

- h. To receive assurances from the 'first instance' GCB and BSB panels/committees that the processes in place for internal audit are effective and that any actions raised are addressed;

### External Audit

- i. To make recommendations to the GCB on the appointment and removal of the external auditors;
- j. To oversee the relationship with the external auditors, including:

- i. there is a retender for an external audit firm at least every five years;
  - ii. that no audit firm is, normally, appointed as an external auditor for longer than 10 years (any extension will require the approval of the Audit Committee); ~~and~~
  - iii. ensuring that the external auditors are informed of any significant developments or risks which might impact upon the audit process or fee;
  - iv. that the Audit Committee should approve any non-audit services by the external auditor to the GCB.
- k. To monitor and review the external auditor's independence, objectivity and effectiveness;
  - l. To review the findings of the external auditor and ensure that appropriate actions are being taken;
  - m. To determine and keep under review policy on the engagement of the external auditor to supply non-audit or consultancy services;
  - n. To scrutinise the integrity of the GCB's Annual Report and Accounts following detailed review by the Finance Committee and, subject to audit, to recommend them for approval by the GCB; and

#### Statutory Compliance

- o. To review and make recommendations on the processes in place to ensure that the GCB meets its statutory obligations, including those with regard to employment, data protection and health and safety.

~~14.15.~~ The membership of the Audit Committee shall be:

- a. A Chair who is an independent lay person with relevant audit knowledge and experience nominated by the Chair of the GCB and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including the Governance Code on Public Appointments who shall be deemed independent of both the GCB and BSB on appointment and who shall be appointed for a term of three years, renewable once. In the case of a tie in any matter put to an Audit Committee vote, the Audit Committee Chair shall have the casting vote;
- b. A Vice-Chair (who is preferably, but need not be, a practising barrister) with relevant audit knowledge and experience nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the GCB and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including the Governance Code on Public Appointments, and who shall be deemed independent of both the GCB and BSB on appointment, who shall be appointed for a term of three years, renewable once;
- c. A practising barrister nominated by the Chair of the GCB, who shall be appointed for a term of three years, renewable once;

- d. A member of the BSB nominated by the Chair of the BSB, who shall be appointed for a term of three years, renewable once, or for a term co-terminous with their membership of the BSB's Board; and
- e. Two members (who may, but need not, be practising barristers) nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the GCB and the Chair of the BSB acting in accordance with the Seven Principles of Public Life and taking account of best practice for public appointments, including the Governance Code on Public Appointments, who shall be deemed independent of both the GCB and the BSB on appointment and who shall be appointed for a term of three years, renewable once.

In attendance: the Chief Executive, the Director General of the BSB, other senior staff as necessary.

~~15-16.~~ No person who is a member of the Finance Committee may also be (or act as an alternate for) a member of the Audit Committee.

~~16-17.~~ The members of the Audit Committee identified in paragraph 14(c) and (d) above may nominate an alternate who is entitled to take their place at any meeting which the member is unable to attend, providing that alternate is not also a member of the Finance Committee.

~~17-18.~~ The quorum for meetings of the Audit Committee shall be three members (or alternates).

### **The BSB's financial and other resources**

~~18-19.~~ The BSB's financial and other resources shall be determined by the BSB as part of its annual budgeting process, in accordance with Rule 10 of the Internal Governance Rules 2019.

~~19-20.~~ The BSB's financial and other resources shall include, as provided for in the BSB's annual budget:

- a. Funds to be spent for the BSB's purposes identified in the BSB's annual budget;
- b. The full-time services of the Director General of the BSB and of other employees managed by the Director General of the BSB;
- c. A share of shared services, only where, in accordance with Rule 11 of the Internal Governance Rules 2019, the GCB and BSB are in agreement that:
  - i. this will not undermine, and could not reasonably be seen to undermine, the separation of regulatory and representative functions;
  - ii. this is effective and appropriate for the BSB to discharge its regulatory functions; and
  - iii. this is necessary to be efficient and reasonably cost effective.

~~20-21.~~ In relation to the BSB's financial and other resources:

- a. The GCB shall observe the requirements of Part II(1)(d) of the GCB Constitution (discharge of regulatory functions);
- b. The BSB shall observe the procedures and requirements contained in or made under these Standing Orders.

~~21-22.~~ In accordance with Rule 10 of the Internal Governance Rules 2019, the GCB cannot approve or reject the proposed budget from the BSB, though it may seek further information under Rule 3(2)(a) where it has reasonable grounds to do so. In accordance with Rule 3, the BSB must provide sufficient information to the GCB as is reasonably required for the GCB to be assured that the BSB's required resources are necessary and proportionate, and that the BSB has complied with Section 28 of the Legal Services Act 2007 in determining its required resources.

### Resolution Process

~~22-23.~~ Any issues concerning matters within the remit of the Finance Committee or Audit Committee and/or any point arising under or in connection with the Internal Governance Rules 2019:

- a. ~~S~~ shall if possible be resolved by agreement between the Director General of the BSB and the Chief Executive;
- b. if not so resolved, advice taken and/or mediation sought as appropriate;
- c. if not so resolved, shall be escalated by the Director General of the BSB or the Chief Executive to the Legal Services Board for resolution, in accordance with Rule 14 of the Internal Governance Rules 2019;
- d. if not so resolved, the BSB and the GCB shall agree to be bound by the opinion of an independent arbitrator.

### The Chairs' Committee

~~23-24.~~ The terms of reference of the Chairs' Committee shall be to keep under review all aspects of the relationship between the GCB and the BSB.

~~24-25.~~ The Chairs' Committee shall consist of:

- a. The Chair of the GCB;
- b. The Chair of the BSB;
- c. The Vice-Chair of the GCB;
- d. The Vice Chair of the BSB;
- e. The Treasurer of the GCB;
- f. The Chief Executive;
- g. The Director General of the BSB.

~~25-26.~~ Meetings of the Chairs' Committee shall be attended by:

- a. Relevant senior staff;
- b. Such other person(s) as the Chairs' Committee may invite.

~~26-27.~~ In the interests of the preservation of independence, meetings of the Chairs' Committee shall be chaired alternately by the Chair of the GCB (or deputy) and the Chair of the BSB (or deputy). Meetings shall be administered by the ~~Chief Executive's Office~~ Bar Council Governance Office.

~~27-28.~~ There shall be a minimum of two meetings of the Chairs' Committee per year.

### **Appointments process for joint GCB and BSB Committees**

~~28-29.~~ ~~Non-ex-officio m~~Members of the joint Finance and Audit Committees are appointed and reappointed on the principles of fairness, transparency and merit.

~~29-30.~~ Those members for whom the appointments process applies are:

#### Finance Committee

- The Chair;
- The Vice-Chair;
- Two practising barristers nominated by the Chair of the GCB;
- Two members of the BSB ~~or of a BSB committee~~ nominated by the Chair of the BSB;

#### Audit Committee

- The Chair;
- The Vice-Chair;
- The member nominated by the Chair of the GCB;
- The member nominated by the Chair of the BSB; and
- The two members nominated jointly (in consultation with the Chair of the Audit Committee) by the Chair of the GCB and the Chair of the BSB.

~~30-31.~~ Appointments of BSB members to the posts of Finance or Audit Committee members are made by the BSB Chair in consultation with the BSB Vice Chair and BSB Director General.

~~31-32.~~ Appointments of GCB members to the posts of practising barrister members of the Finance Committee or member of the Audit Committee are made by the Chair of the GCB in consultation with the Vice-Chair and Chief Executive of the GCB.

~~32-33.~~ The posts of Chair of the Finance Committee and Chair of the Audit Committee are advertised to the public. Members are selected on merit by a Selection Group comprising:

- a. The Chair or Vice-Chair of the GCB;
- b. The Chair or Vice Chair of the BSB; and
- c. A lay person independent of the GCB and the BSB, with knowledge of the Governance Code on Public Appointments, or similar skills and experience in best practice in recruitment to public office. The member shall be appointed by the Chair of the GCB and the Chair of the BSB, ~~and shall usually be the Chair of the Selection Group.~~

~~33.~~34. The post of Vice-Chair of the Finance Committee is advertised to the public. Members are selected on merit by a Selection Group comprising:

- a. The Chair or Vice-Chair of the GCB;
- b. The Chair or Vice Chair of the BSB; and
- c. The Chair of the Finance Committee.

35~~34.~~ The post of Vice-Chair of the Audit Committee, and those of other lay members of the Audit Committee, are advertised to the public. Members are selected on merit by a Selection Group comprising:

- a. The Chair or Vice-Chair of the GCB;
- b. The Chair or Vice Chair of the BSB; and
- c. The Chair of the Audit Committee.

36. The members of the selection groups identified in paragraphs 33 and 34 may nominate an alternate who is entitled to take their place on a selection group. However, alternates must be consistent throughout the whole appointment process and may not be employed part-way through.
37. In the unexpected absence of a member of the selection group, after the selection group has convened, remaining members of the selection group may decide whether the interviews should go ahead without that member.
38. It is important that appointees to any of the joint committees uphold the standards of the “Seven Principles of Public Life” (also known as the “Nolan Principles”) set out in the Committee on Standards in Public Life’s [23rd report, “Upholding Standards in Public Life”](#) ~~thirteenth report “Standards Matter”~~ and referred to in paragraph 5 of the Standing Orders for joint Committees of the General Council of the Bar of England and Wales and the Bar Standards Board.
39. The appointments and reappointments process will be conducted in accordance with the Equality Act 2010 throughout.
40. As a general rule, all appointments made to [posts other than the nominees of the Chair of the BSB](#) ~~non-ex-officio posts~~ shall be for a fixed period of up to three years, renewable once, provided that the Chair of the Committee (or Chair of the GCB and Chair of the BSB in the case of the Chair of the Finance Committee and Chair of the Audit Committee posts) is satisfied that the person has performed to the required standard and it is in the interest of both parties to renew the appointment.

41. In exceptional circumstances, it may be appropriate to resolve to offer an extension of an individual person's or group of persons' appointment beyond the maximum six year period of appointment permitted above. Any resolution to make a limited offer of extension must:
  - a. allow for an extension of no more than 18 months in duration,
  - b. be made by offer in writing, and
  - c. be made for a specific reason that is articulated in the offer of extension.

### **Governance and amendments to the Standing Orders**

42. Any amendments to these Standing Orders must be made in accordance with the Internal Governance Rules 2019.
43. Any party wishing to amend or update any part of the Standing Orders must seek the authority of both the Bar Standards Board and the GCB to do so, via appropriate internal governance processes. The administrative management of any amendments to the text must be affected through ~~the office of the Chief Executive of the GCB~~Bar Council's Governance Office.
44. A review of the Standing Orders will be scheduled on an annual basis at a meeting of the GCB and Bar Standards Board Shared Services Forum (which includes Resources Group Directors), in accordance with Rule 1(3) of the Internal Governance Rules 2019, to assess whether any amendments may be required by any party.

## Annex A

### Seven Principles of Public Life<sup>2</sup>

1. **Selflessness**  
Holders of public office should act solely in terms of the public interest.
2. **Integrity**  
Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
3. **Objectivity**  
Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
4. **Accountability**  
Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
5. **Openness**  
Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
6. **Honesty**  
Holders of public office should be truthful.
7. **Leadership**  
Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and ~~be willing to~~ challenge poor behaviour wherever it occurs.

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<sup>2</sup> As amended by the Committee on Standards in Public Life following its review in January–November 2021: Upholding Standards in Public Life Standards matter – A review of best practice in promoting good behaviour in public life.

**Bar Standards Board – Director General’s Update – 25 March 2026**

**For publication**

**Reform**

1. We continue to make good progress with the reforms launched in 2024. Following a soft launch in December 2025, a new knowledge base to inform regulatory decision-making came into effect in February 2026. We have also re-designed the Bar Standards Board’s external website in order to make it easier to navigate and to ensure that the content in most demand by stakeholders is easily accessed. Following consultation in 2025 on the principle of changes to our enforcement regulations, we shall consult later this Spring on the detailed drafting of the new Regulations, which will contribute to a more streamlined process including better protections for pupils and barristers who experience sexual harassment.

**Mark Neale**

Director General



**Chair’s Report on Visits and External Meetings from 1 February – 31 March 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**

11 February	Introductory meeting with the Chair of Legal Services Consumer Panel, Tom Hayhoe
25 February	Attended DG Longlisting meeting
25 February	Attended Board Task and Finish Group meeting
4 March	Attended Joint Chairs’ Committee meeting
4 March	Chaired the Education & Training Workshop
12 March	Attended DG Shortlisting meeting
18 March	Met with Richard Lloyd, Reviewer of LSB with Ewen McLeod
19 March	Attended Gray’s Inn Management Committee meeting
23 March	Chaired the Panel for DG Interviews
25 March	Attended Board briefing meeting
25 March	Attended Longlist meeting for Board Lay and Barrister member recruitment
25 March	Attended Board meeting

**1-2-1 Meetings**

18 February	Met with Professor Stephen Mayson
18 February	Met with Helen Davies KC, Brick Court
25 February	Met with Mark Fenhalls KC
4 March	Met with Martin Poulter, Chambers People
12 March	Met with Minister Sackman, MoJ

**Event**

11 February	Lunch with Malcolm Cree
26 February	Attended the Treasurers’ Dinner