BAR STANDARDS BOARD

REGULATING BARRISTERS

Meeting of the Bar Standards Board

Thursday 30 July 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**__

The agenda will be preceded by a Board Seminar featuring a briefing from Professor Stephen Mayson. This will take place in the same venue (3.15 pm – 4.45 pm)

				Page
1.	**Welcome / announcements** (5.00 pm)		Chair	
2.	**Apologies**		Chair	
3.	**Members' interests and hospitality**		Chair	
4.	**Approval of minutes from the last meeting (21 May 2026)**	Annex A	Chair	**3-6**
5.	a) **Matters arising & Action List**	Annex B	Chair	**7**
	b) **Forward agenda**	Annex C	Chair	**9**
6.	**Director General's Report – Public Session** (5.05 pm)	BSB 044 (26)	Phil Golding	**11-13**
7.	**BSB Performance Report – Public Session** (5.10 pm)	BSB 045 (26)	Phil Golding	**15-18**
8.	**Governance documents (IDB and Delegations)** (5.25 pm)	BSB 046 (26)	Rebecca Forbes	**19-21**
9.	**Chair's Report on Visits & External Meetings**	BSB 047 (26)	Chair	**23**
10.	**Any other business**			

11. **Dates of next meetings**
    - Monday 7 September 2026 (5.45 pm) – single issue meeting; online only
    - Thursday 1 October 2026 (5 pm) – ordinary meeting

12. **Private Session**
    (5.30 pm)

John Picken, Governance Officer
23 July 2026

BAR STANDARDS BOARD
REGULATING BARRISTERS

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

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

Item 1 – Welcome / Announcements

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

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

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

Item 3 – Members' interests and hospitality

3. None.

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

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

Item 5a – Matters arising & Action List

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

Item 5b – Forward agenda

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

Item 6 – Director General's Report – Public Session

BSB 031 (26)

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

8. **AGREED**

   to note the report.

Item 7 – 2025-26 Quarter 4 Performance Report

BSB 032 (26)

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Item 10 – Committee Terms of Reference

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

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

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

Item 12 – Any other business

23. None.

Item 13 – Date of next meeting

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

Item 14 – Private Session

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

26. The meeting finished at 5.25 pm.

BSB – List of Part 1 Actions
30 July 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**
17e (25/09/25)	ensure a cost estimate is provided in respect of first-tier data collection by the BSB	Director General	03/2027	22/07/26	**Updated- On track** – we will estimate the cost to the profession when we collect this data from chambers for the first time, at earliest, in Spring 2027.

Forward Agenda

Thursday 1 October 2026 – 5 pm start
- Director General's Report public & private session)
- Anti Racist Action Plan Report and Year 3 Plan
- Meeting with the Legal Services Consumer Panel
- Feedback from ETC / GRA / PSP Committee
- Enforcement regulations approval
- Corporate Risk Report
- Budget 2027/28
- Insights Strategy
- Annual Regulatory Risk Update and tolerance setting

Thursday 26 November 2026 – 5 pm start
- Director General's Report public & private session)
- Feedback from ETC / GRA / PSP Committee
- Corporate Risk Report
- Board evaluation
- GRA Annual Report
- PSP Committee Six monthly report
- Standing Orders for Joint Committee
- Chair's appraisal

Thursday 4 February 2027 – 5 pm start
- Director General's Report public & private session)
- Feedback from ETC / GRA / PSP Committee
- Annual Diversity Data Report

Thursday 25 March 2027 – 5 pm start
- Director General's Report public & private session)
- Feedback from ETC / GRA / PSP Committee

Meeting:	Board	**Date:**	30 July 2026
Title:	Director General's Report – Part 1 (public session)		
Author:	Phil Golding		
Post:	Director General		

Paper for:	**Decision:** ☐	**Discussion:** ☒	**Noting:** ☒	**Other:** ☐ **(enter text)**

Paper relates to the Regulatory Objective (s) highlighted in bold below	
a.	**protecting and promoting the public interest**
b.	**supporting the constitutional principle of the rule of law**
c.	**improving access to justice**
d.	**protecting and promoting the interests of consumers**
e.	**promoting competition in the provision of services**
f.	**encouraging an independent, strong, diverse and effective legal profession**
g.	**increasing public understanding of citizens' legal rights and duties**
h.	**promoting and maintaining adherence to the professional principles**
i.	**promoting the prevention and detection of economic crime.**
☐	Paper does not principally relate to Regulatory Objectives

Red Flags

1. None.

Decisions Required

2. None.

Strategic direction of the BSB over the next five years

3. We will soon launch our five-year strategy which sets the future direction for the Bar Standards Board. It comes at a moment of real importance for the organisation. We enter this period with a clear focus on improving how we perform as a regulator and on rebuilding confidence in our work. We are open about the scale of the challenge ahead and the need to move quickly and decisively.

4. It explains how we will reset our regulatory performance, support a safer and more respectful professional culture, and ensure the barrister market is ready for the future. At its heart we are clear that the overarching goal is to regulate less, better.

5. I have now been in role for a little over 3 weeks. Working with the Board, together, we will focus initially on reforms already underway to strengthen our operations and improve how we use our resources to deliver the progress expected of us by the public, the profession, our wider stakeholders and our oversight regulator.

6. Our focus for the first two years of this strategy is deliberately practical.
    - we will meet the undertakings we have made to the Legal Services Board;
    - we will play our role in the response to the findings of the Harman Review; and,
    - we will put in place a framework that enables us to target our resources where they will have the greatest effect.

7. As we make progress on the key priorities over the next 24 months, we will increasingly focus our attention to other more strategic issues and build plans and allocate resources to ensure that we start to impact measurably against our key goals.

Building a high-performing regulator

8. Last summer we agreed to some voluntary undertakings with the Legal Services Board (LSB) to improve the timeliness and efficiency of our enforcement work. A key priority in 2026/27 for the BSB must be in making demonstrable progress here.

9. We have put renewed focus on operational delivery through the appointment of a Chief Operations Officer (COO) with accountability for all regulatory operational functions. We will increase our resilience in the face of fluctuating volumes of work across all our front-line services, bringing organisational improvements in effectiveness and efficiency.

10. Last year, reports about barristers' conduct increased by over a quarter (27%). In response, we are now outsourcing some of our less complex investigations with Blake Morgan LLP to provide greater agility in how we handle and manage capacity in casework.

11. We have also overhauled the public facing pages of our website for people seeking information about barristers and for those looking to report a concern, so they have a better experience. The next stage is to explore options for a "digital front door" offering services online and seeking to guide service users at a much earlier stage, therefore reducing failure demand at a later stage (for example, offering a step-by-step pass/fail option for TQL applications).

Improving culture in the profession

12. There is still work to do on improving the culture at the Bar. It's unacceptable that the profession lacks a supportive and safe environment for all barristers and pupils.

13. We and the Bar Council agree on the need for urgent and concerted action with the profession to tackle this and have established a joint steering group for taking forward the recommendations of the landmark Harman report. Whilst we must make independent regulatory decisions, it is important for us to understand different perspectives, viewpoints and opportunities and this collaboration is something to which we are committed.

14. We have just agreed a protocol with the Bar Council's Commissioner for Conduct, which sets out how our organisations will work together to support people experiencing bullying, harassment and sexual harassment at the Bar. The protocol establishes a clear and consistent procedure for the referral and handling of reports between the Commissioner and us.

15. The protocol confirms that where such reports amount to serious misconduct, we will take action. Where they do not meet our threshold for regulatory action, the Commissioner will support individuals to raise their concerns with the responsible body such as chambers or the judiciary.

16. We are piloting a new approach to the reporting of these cases. Barristers who are under a duty to report serious misconduct by others to us can now satisfy that duty by reporting either to the Commissioner or to us, where the report relates to bullying, harassment or sexual harassment. As recommended by Harman, we have continued the policy of not requiring victims to report to the BSB and have extended that to their confidants.

Enforcement

17. This year, we will complete our consultation on the proposed changes to our Enforcement Regulations (closing date was 17th July) to make our enforcement process more efficient and effective, without jeopardising the quality of our decisions. The changes will take effect early in 2027 and will help us expedite cases involving bullying and harassment. It means the identity of vulnerable witnesses in sexual harassment cases will not be published in the public domain and that the identity of the barrister and the nature of the allegations will be made public at a much earlier stage. It aims to empower the Bar Tribunals and Adjudication Service (BTAS) to actively manage proceedings to a speedier final hearing and with greater transparency.

Education and Training

18. Challenges remain across our standards and authorisations operations including current backlogs and concerns around education and progression.

19. We have established a new Education and Training Committee and will review our overall approach to provide assurance about qualifying standards as well as addressing issues of accessibility and affordability of entry to the profession. The Committee met for the first time on 23 July.

20. We have recently written to all training providers to ensure that they are aware of the increased focus on performance management, student volumes and the availability of pupillage opportunities. We expect that they communicate directly with their current and prospective students with performance data and to warn of the challenges of securing a pupillage. This should enable students to make informed decisions about the potential risks and benefits of investing in training.

Authorisations

21. There are over 30 different types of applications that individuals and the nearly 500 organisations that we authorise can make. Qualified lawyers from other jurisdictions wishing to transfer to the Bar receiving exemptions from some training requirements dependent on experience being the highest volume. We are making progress and this year we have processed over 700 applications, the most since 2000 and three times as many as last year and the year before that.

22. However, backlogs exist and we need to prioritise eradicating these by the end of the year. We also need to give assurance that transferring qualified lawyers meet the requisite standards for entry to the Bar and so we are reviewing our approach to how we make authorisation decisions.

Date Report Generated: 17/07/2026

BAR STANDARDS BOARD

BSB Performance Measurement Framework Quarterly Report

Building a High-Performing Regulator

Regulatory decisions are high-quality, timely and risk-based

Key Performance Indicators

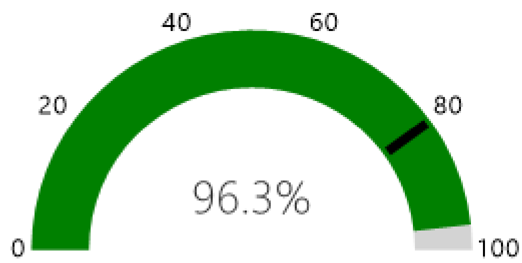
CAT Timeliness:
The number of reports closed, and the proportion of these which we handled within the target time of 8 weeks (Fiscal Year: 2026/27).

2026/27 performance

There were **681 reports closed** in **2026/27**

There were **639** reports closed and **96.1%** were within target in Q1 2026/27

Comparison annual performance in 2025/26: **65.8%**



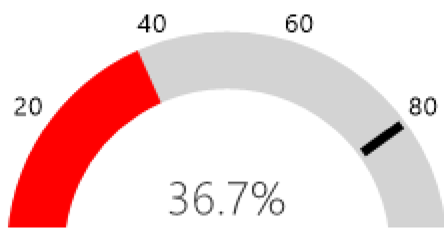
I&E Timeliness:
The number of investigations decided, and the proportion of these which we handled within the target time of 36 weeks (Fiscal Year: 2026/27).

2026/27 performance

There were **30 investigations decided** in **2026/27**

There were **28** investigations decided and **39.3%** were within target in Q1 2026/27

Comparison annual performance in 2025/26: **49.5%**



Quality Audits

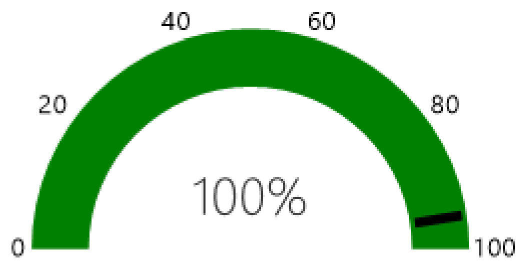
CAT Audit
Quarterly audit reviews of a random selection of concluded cases, and the proportion assessed as meeting quality standards

2026/27 performance

There were **123 reviews completed** in **2026/27**

There were **123** reviews and **100.0%** met quality standards in Q1 2026/27

Comparison performance: **99.1%** in **2025/26:**



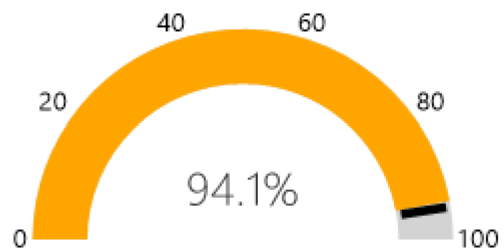
I&E Audit
Quarterly audit reviews of a random selection of concluded cases, and the proportion assessed as meeting quality standards

2026/27 performance

There were **17 reviews completed** in **2026/27**

There were **17** reviews and **94.1%** met quality standards in Q1 2026/27

Comparison performance: **100.0%** in **2025/26:**



Quality Audits

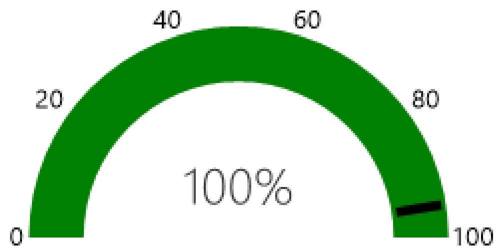
Supervision Audit
Quarterly audit reviews of a random selection of concluded cases, and the proportion assessed as meeting quality standards

There were **7 reviews completed** in **2026/27**

There were **7** reviews and **100.0%** met quality standards in Q1 2026/27

Comparison performance: **100.0%** in **2025/26:**

2026/27 performance



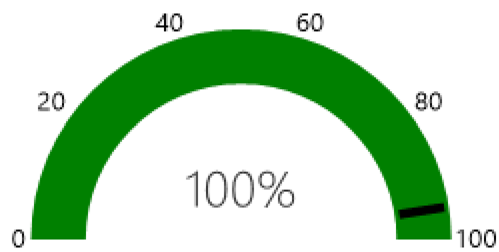
Authorisations Audit
Quarterly audit reviews of a random selection of concluded cases, and the proportion assessed as meeting quality standards

There were **39 reviews completed** in **2026/27**

There were **39** reviews and **100.0%** met quality standards in Q1 2026/27

Comparison performance: **100.0%** in **2025/26:**

2026/27 performance

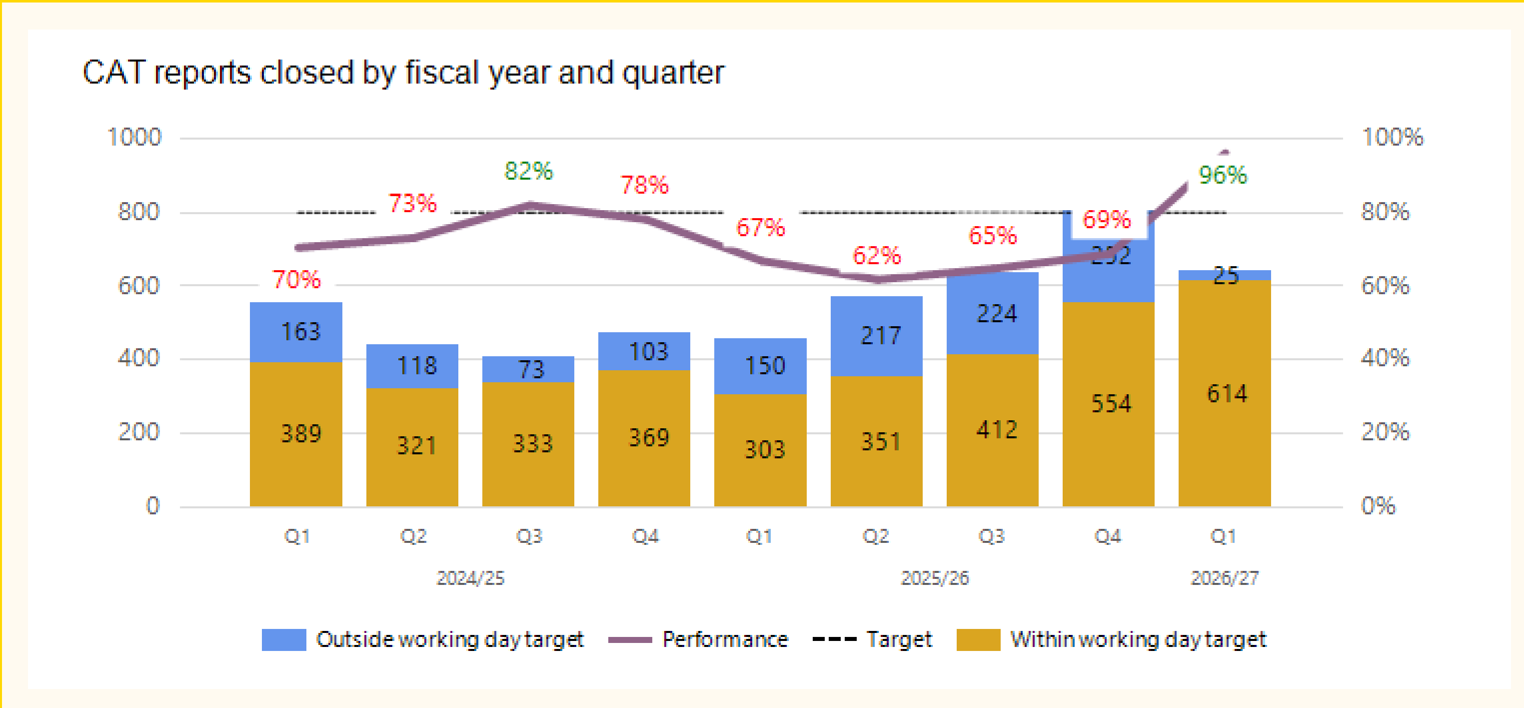


ANNEX 1: Trends over time

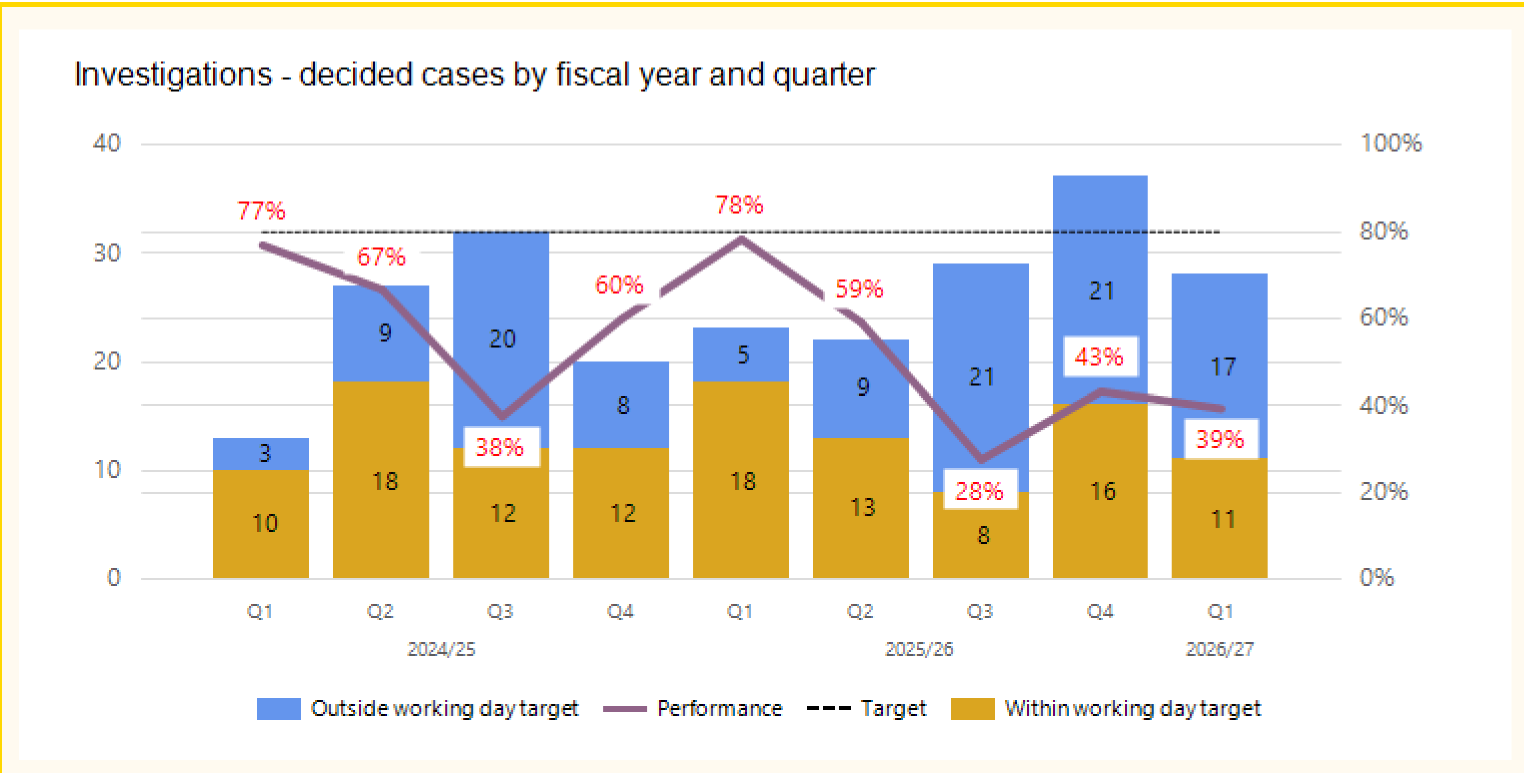
This section shows trends over time in more detail

Key Performance Indicators

CAT Timeliness: The proportion of cases which we handled within the target time of 8 weeks



I&E Timeliness: The number of investigations decided, and the proportion of these which we handled within the target time of 36 weeks



Meeting:	Bar Standards Board	**Date:**	30 July 2026
Title:	Governance documents (IDB and Delegations)		
Author:	Rebecca Forbes		
Post:	Head of Governance		

Paper for:	**Decision**: ☒	**Discussion:** ☐	**Noting:** ☐	Other: ☐ (enter text)

Paper relates to the Regulatory Objective (s) highlighted in bold below	
(a)	**protecting and promoting the public interest**
(b)	supporting the constitutional principle of the rule of law
(c)	improving access to justice
(d)	protecting and promoting the interests of consumers
(e)	promoting competition in the provision of services
(f)	encouraging an independent, strong, diverse and effective legal profession
(g)	increasing public understanding of citizens' legal rights and duties
(h)	promoting and maintaining adherence to the professional principles
(i)	promoting the prevention and detection of economic crime.
☐	Paper does not principally relate to Regulatory Objectives
☐	Paper also refers to the promotion of economic growth and innovation

Purpose of Report

1. This paper is to ask the Board to amend the terms for the Office Holders of the Independent Decision-making Body, and to allow the Chair of that body to nominate an alternate to take their place on selection panels. The Board is also asked to note a minor change to the wording of a delegation.

Recommendations

2. The Board is invited to:
   a. **approve** the amendments to its *Appointments Policy* by insertion of the following clauses: *a person can serve nine years in total as an IDB member and the Chair or nine years in total as an IDB member and the Vice Chair*, and *the Chair of the IDB may nominate an alternate, who shall be a member of the IDB, to take their place for any panel convened which they are unable to attend;*
   b. **confirm** our understanding that the Board's previous resolution granting the Director General the authority to make and amend their sub-delegation to the executive also extends to their role as Commissioner.
   c. **note** the amendment to the Scheme of Delegations (delegation 97) to reflect the amended wording of the relevant *Interim Suspension Regulations.*

Background

3. The Independent Decision-making Body (IDB) was established in 2019. We have recently recruited a new Chair and Vice Chair (after the previous incumbents concluded their terms). It has become our practice to recruit the Chair and Vice Chair(s) from amongst the existing membership of the IDB (rather than running an open external campaign). We continue to run open external campaigns to recruit the membership of the IDB (and are currently recruiting for members).

4. The BSB's *Appointments Policy* sets out that IDB member terms are for a fixed period of up to four years, and may be renewed for a further fixed period of up to four years. The *Appointments Policy* specifies that a person may not serve more than eight years as a member of the IDB.

5. The *Appointments Policy* also sets out (from 1 January 2027):

   A person may not serve more than:
   a. eight years as a Board Member only; and
   b. nine years in total as a Board Member and the Chair or nine years in total as a Board Member and the Vice Chair.

6. Appointments of members of the IDB are made by the Chair or the Vice Chair of the BSB on the recommendation of a selection panel, convened as required for each appointment. Currently, that selection panel includes the IDB Chair or, in the absence of the IDB Chair an IDB Vice Chair. In the current recruitment, the IDB Chair will not be available to sit on interviews, and we have had to rely on the only Vice Chair currently appointed to sit on more than seven days of interviews (as we are seeking to make 16 appointments).

7. In March 2020, the Board resolved that the Director General should have the authority to make and amend their sub-delegations operating within the executive without further reference to the Board (excluding those delegations from the Board to the Director General). This is most often exercised when new posts are created or role titles change.

8. The Commissioner is a construct created by our Handbook. Currently, the role of Commissioner is held by the Director General (although the intention had been that it could be held by another person). The BSB's response to those who had responded to our consultation in March 2018 on *Modernising Regulatory Decision Making* was as follows:

   The creation of the role of the 'Commissioner' is, in our view, a useful vehicle by which we can establish these regulations. It allows for a symbolic distinction to be established between the two roles and allows for flexibility into the future. The fact that this vehicle is not essential was acknowledged in the Consultation paper. It is possible to set up the new arrangements by vesting all Executive decision-making powers in the Director General. However, we remain of the view that creating a role of Commissioner is an effective means by which to demarcate regulatory decision-making powers from any other role that may be held alongside the Commissioner role (i.e. the Director General). This vehicle will also provide the flexibility in the future for the Commissioner role to be performed separately without the need to change the regulations.

9. The delegations from the Commissioner to the executive were agreed by the Board in September 2019 (to take effect when the Commissioner's role was created in October 2019). The paper to the Board then stated: "*The powers are granted directly to the Commissioner via the BSB Handbook. The position is therefore that the Board is approving the delegation of power from the Commissioner to other members of the executive*."

Points for discussion

10. We propose amending the terms of office for the Chair and Vice Chair(s) of the IDB so that: *a person can serve* ***nine*** *years in total as an IDB member and the Chair or* ***nine*** *years in total as an IDB member and the Vice Chair*. That would be consistent with the terms for Board members (effective from 1 January 2027). This allows existing IDB members who are then appointed as Office Holders to serve one additional year, allowing us some greater continuity and stability whilst also complying with governance best practice.

11. We propose an amendment to the Appointments Policy to insert a clause that: *the Chair of the IDB may nominate an alternate, who shall be a member of the IDB, to take their place for any panel convened which they are unable to attend*. That would be consistent with the provision for the Chair of the Board on the Appointment Panels convened for recruitment of Board members, and gives us sufficient flexibility so that we are not reliant on one individual (as we are in the current recruitment).

12. The Board's resolution in March 2020 authorising the Director General to make and amend their sub-delegations to the executive did not clarify whether that authority extended to the Commissioner (ie whether the Commissioner could also make and amend their sub-delegations without reference to the Board). We have assumed that was the intention but are also seeking to clarify that.

13. We are reporting one amendment to the wording of a delegation which the Commissioner agreed earlier this month. That was to update the wording of delegation 97 to reflect the changed wording of the *Interim Suspension Regulations* (to exactly replicate the changed wording of rE268). Given that this amendment to the delegation was only a change to wording to reflect a change to regulations already approved by the Board and the Commissioner was not exercising any genuine discretion, we made the amendment in advance of this notification to the Board.

Resource implications / Impacts on other teams / departments or projects

14. There are only minor positive financial implications of the proposed change to terms for IDB Office Holders, as it extends the time which they can serve and thereby reduces the frequency with which we must appoint to those posts (and then recruit to fill the vacancies left in the membership).

Chair's Report on Visits and External Meetings from 25 May – 30 July 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

26 May	Attended the Bullying & Harassment Steering Group
27 May	Met with Ruth Pickering and Tracey Markham
10 June	Met with Lord Justice Green, President of COIC and Kirsty Brimelow KC, Chair of Bar Council
18 June	Attended ISAG meeting
25 June	Attended BSB Board and SLT Strategy Away-Day
29 June	Attended BC meeting
8 July	Met with Gatenby Sanderson for wash-up on Recruitment of new Board members and new Director General
16 July	Attended Finance Committee meeting
23 July	Attended Inaugural meeting of the Education and Training Committee
30 July	Attended BSB Board meeting

1-2-1 Meetings

26 May	Met with Abiodun Olatokun – new Barrister Board member
2 June	Met with Jim Morris, new CEO of Bar Council
10 June	Met with Dame Maria Miller, new Commissioner for Conduct
15 June	Appraisal meeting with Gisela Abbam OBE
22 June	Met with Monisha Shah, Chair of LSB
7 July	Appraisal meeting with Ruby Hamid
7 July	Met with Samantha Hilas KC, Leader of Northern Circuit with Phil Golding
8 July	Appraisal meeting with Tracey Markham
9 July	Appraisal meeting with Emir Feisal JP
15 July	Met with Ric Blakeway, Chair of OLC
23 July	Appraisal meeting with Ruth Pickering
29 July	Met with Sharif Shivgi KC, Chair of Advocate Met with Dame Maria Miller Appraisal meeting with Jeff Chapman KC

Events

30 June	Attended IBC Annual Dinner
1 July	Attended Lincoln's Inn Garden Party