

**BAR  
STANDARDS  
BOARD**

REGULATING BARRISTERS

**Supervision Strategy and Guidance**

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## **PART A – SUPERVISION STRATEGY**

The BSB is committed to a risk-based approach to supervision. This means that resources will be targeted at chambers, entities, individuals or areas that present the greatest risk. A risk-based approach will mean proportionate regulation; the BSB's Supervision Team will have less interaction with those who are managing risk effectively than those who present a higher risk.

Risk-based supervision will:

- Allow the BSB proactively to identify risks and take appropriate action to prevent them from materialising;
- Encourage more effective risk management by chambers and entities and contribute to improvements in the level of compliance with regulatory requirements;
- Help to prevent negative outcomes for consumers and negative impacts on the regulatory objectives;
- Provide a means of ensuring that identified non-compliance does not recur;
- Allow the BSB to target its resources at those chambers, entities, individuals or areas that would benefit from supervisory attention; and
- Provide the basis for constructive engagement between the BSB and those that it regulates.

### *Supervising chambers and entities*

All chambers and entities must ensure that they are compliant with the regulatory requirements set out in the BSB Handbook. This includes a requirement to have appropriate risk management procedures in place.

The BSB will supervise chambers and entities to ensure that they are managing risk effectively and are compliant with regulatory requirements.

Chambers and entities that manage risks effectively can expect a low level of supervision. Those who are unable to demonstrate that they are managing risks effectively will receive more supervisory attention.

Where issues are identified through supervision the BSB will seek, where possible, to address them with the chambers or entity concerned without resorting to enforcement action.

### *Supervising individual barristers*

All individual barristers will be subject to a basic level of supervision through the annual authorisation process, supervision concerning specific areas of compliance (such as CPD requirements) and involvement in thematic reviews.

If the BSB receives evidence of non-compliance, it could consider enhanced supervision for that individual.

Through enhanced supervision the BSB will assist barristers to identify issues and take appropriate measures to prevent future non-compliance and future detriment to the regulatory objectives.

## **PART B – SUPERVISION STRATEGY GUIDANCE**

**BAR  
STANDARDS  
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REGULATING BARRISTERS

### **Bar Standards Board Supervision Strategy Guidance**

Through supervision the BSB encourages and supports those that it regulates to effectively manage risk. It is an important tool which, alongside the BSB's other regulatory tools, contributes to a regulatory approach that provides the best possible protection for customers and the public interest.

The BSB has adopted a proportionate, 'risk-based' approach to supervision. This means that resources will be targeted at chambers, entities, individuals or areas that present the greatest risk. As a result, the BSB's Supervision Team will have less interaction with those that are managing risk effectively than those that are not.

This guidance accompanies the BSB's Supervision Strategy. It sets out how supervision will work in practice for chambers, entities and individuals, as well as the areas that the BSB will routinely consider through supervision.

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- SUPERVISION OF CHAMBERS
- SUPERVISION OF ENTITIES
- SUPERVISION OF INDIVIDUALS
- THEMATIC REVIEWS

## SUPERVISION OF CHAMBERS

1. Efficiently run chambers, operating at low risk, are in everyone's best interests; barristers' and chambers' operations should benefit from running smoothly, the BSB will need to take less enforcement action and consumers' interests will be protected and promoted. This is why all self-employed barristers, including sole practitioners, are under a duty to ensure that their chambers are administered competently and efficiently. A big part of this is having appropriate risk management procedures in place.
2. The BSB supervises chambers to ensure that they are managing risk effectively as well as complying with their other regulatory requirements. It does so through its Supervision Team.
3. All chambers must ensure that they are compliant with the regulatory requirements set out in the BSB Handbook <https://www.barstandardsboard.org.uk/regulatory-requirements/bsb-handbook/>. This includes a requirement to have appropriate risk management procedures in place. The BSB has identified a number of key processes that it expects competently administered chambers to be managing in order to ensure compliance with the BSB Handbook. The Supervision Programme [see PART C] sets out the key processes summarised into five key areas that we will focus on during our Supervision visits.
4. The role of the Supervision team will include:
  - (i) Assessing the potential impact that each chambers could have if significant risks/negative consequences were to materialise;
  - (ii) Assessing how well chambers are run and how effectively they are managing risk; and
  - (iii) Working with chambers to ensure that improvements are made and regulatory concerns are addressed.

### **(i) Assessing impact**

5. The Supervision Team will periodically assess the impact that each chambers could have<sup>1</sup>; this relates to the potential extent of the negative consequences if any significant risks were to materialise.
6. To assess impact the BSB considers:
  - Areas of work undertaken;
  - Number of new cases started in the last 12 months;

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<sup>1</sup> Impact will be assessed by reference to the Regulatory Objectives set out in section 1 of the Legal Services Act 2007.

- How much work is undertaken under the public access scheme;
  - Whether pupils are taken;
  - Whether chambers undertakes work within the Money Laundering Regulations; and
  - Whether chambers uses an escrow account service to handle client money.
7. Consideration is also given to the effect each chambers could have on wider market risks. In particular, this will include consideration of:
- The effect of the chambers' business model, structure or membership on competition and consumer choice;
  - The effect of business models and structures on the professional principles;
  - Risks posed by particular client bases;
  - Risks to the maintenance of a diverse and representative legal profession.
8. This information allows for the calculation of an impact score and an assessment as to whether chambers are Low, Medium or High impact. This determines whether a chambers will be involved in further proactive supervision. Chambers that are Medium or High impact will be involved in further proactive supervision whilst those who are Low impact will only become subject to proactive supervision if the Supervision Team becomes aware of evidence that suggests the need for it.

To take an example, inadequate complaints handling would have more significant consequences at a chambers with a large and vulnerable lay client base than at a chambers with a small corporate client base. Therefore the chambers with a large vulnerable client base has a higher potential impact.

9. Factoring in impact is an important part of the BSB's risk-based approach. More than half of all chambers are sole practitioners and therefore if chambers were supervised without reference to impact, the Supervision Team would spend more than half of its resources on sole practitioner chambers, which represent a very small share of the overall market. Taking impact into account allows the BSB to focus on chambers where the consequences of significant risks materialising are likely to be the most severe. This includes some high impact sole practitioners.
10. There is very little that a chambers can do to reduce their impact score as it will be inherent to the activities and profile of chambers.
11. It is important to note that a chambers can be high impact but still be considered low risk, and receive a low level of supervision, if it can demonstrate that it is managing risk effectively.

**(ii) Assessing how effectively chambers are managing risk**

12. The BSB expects all chambers to be managing risk and ensuring regulatory compliance across five main areas:

- (i) Governance and administration
- (ii) Provision of services to clients
- (iii) Equality and diversity
- (iv) Pupillage
- (v) Financial management

13. The Supervision Programme [see PART C] sets out more detail about the regulatory requirements and key processes that chambers should be routinely considering in relation to each area.

14. In order to assess how effectively Medium and High impact chambers are managing risk in these areas, the Supervision Team gathers information by the following means:

*(a) Desk-based evidence gathering from chambers*

This includes Supervision returns, in which selected chambers are required to respond to a questionnaire asking questions about procedures and policies at chambers.

The Supervision Team may also request certain information from chambers, particularly in advance of Supervision visits.

*(b) Chambers visits*

The Supervision Team visits chambers to review in detail how chambers approach compliance and risk management across the five areas.

*(c) Information gathering and assessment*

The Supervision Team receives and assesses information from the Legal Ombudsman and the BSB's Professional Conduct Department. It also assesses information reported from other sources, including barristers, pupils, judges and members of the public.

15. These sources of evidence will enable the Supervision Team to assess whether a chambers is Low, Medium or High risk for the purpose of future supervision. This informs the level of supervision that chambers will receive in the future.

16. In order to assess whether a chambers is Low, Medium or High risk the Supervision Team will consider what controls a chambers has to manage risk and ensure regulatory compliance. Below is an explanation of what each rating will denote:

High Risk

Chambers in which issues are identified that are likely to have a fundamental impact on Chambers' ability to meet the Core Duties and Outcomes set out in the Handbook. Immediate action should be taken by Chambers to mitigate the risks identified.

### Medium Risk

Chambers in which one or more important issues have been identified that may have an impact on Chambers' ability to meet the Core Duties and Outcomes set out in the Handbook. Chambers should address these issues promptly.

### Low risk

Chambers for which no significant issues have been identified. On the basis of evidence reviewed, the Supervision Team is satisfied that chambers is managed competently and in such a way as to achieve compliance with legal and regulatory obligations. Some controls may be strengthened and these should be followed up by Chambers.

17. High risk chambers are those who can benefit the most from supervisory attention and therefore they receive a higher level of supervision than lower risk chambers.

### **(iii) Working with chambers to address supervisory concerns**

18. Through its assessment process, the Supervision Team may identify areas of concern where controls at a chambers need to be strengthened and an action is required to address this. Actions are categorised as follows:

#### Priority 1: for immediate action

Areas of high risk where further information is required by the Supervision Team immediately in order to provide assurance that the risk is being managed effectively.

*or*

Areas of high risk where the Supervision Team requires an update immediately should circumstances change or as further information is received which increases or reduces the level of risk.

#### Priority 2: urgent

Matters where a high risk and weaknesses in controls have been identified and urgent action is required to mitigate the risk. The Supervision Team would normally expect Chambers to address these issues immediately and provide a follow-up to Supervision within 2 weeks.

#### Priority 3: important

Matters where a medium to high risk and weaknesses in controls have been identified and prompt action is required to mitigate the risk. The Supervision Team would normally expect Chambers to address these issues and provide a follow-up to Supervision within 1 month.

#### Priority 4: merits attention

Other areas where controls could be strengthened. There is no expectation to report to the Supervision Team on follow-up of these findings, but they should be followed up by Chambers.



19. The intention is to address most concerns, including non-compliance, through these means. The Supervision Team will only refer a matter to the Professional Conduct Department to pursue enforcement action in the following circumstances:

- If a chambers has not satisfactorily addressed non-compliance within a reasonable period of time;
- If the chambers concerned has a poor history of compliance and engagement with the Supervision Team such that it is unlikely that it would take the opportunity to address the issue;
- If the non-compliance concerned is very serious.

## **SUPERVISION OF ENTITIES**

*To follow when the BSB has been approved as an entity regulator.*

## **SUPERVISION OF INDIVIDUALS**

### *Basic supervision*

20. All individual barristers are involved in a basic level of supervision. This includes the following:

- Annual authorisation;
- Monitoring of compliance with CPD requirements; and
- Involvement, as required, in thematic reviews (see below).

### *Enhanced supervision*

21. Individual barristers who do not comply with their regulatory requirements may also be involved in enhanced supervision.

22. Enhanced supervision could involve one of the following:

- Monitoring of the individual's overall compliance with their regulatory requirements. This would help the barrister concerned and the BSB to understand the extent of their non-compliance and any reasons for this. This form of supervision would be for a limited period of time.
- Explaining concerns to the individual and providing them with a period of time in which to confirm that they have taken appropriate measures to prevent future non-compliance. The Supervision Team will make the barrister aware of any relevant guidance or other resources that are available to assist them to address the concerns.

23. Barristers who do not cooperate with enhanced supervision may be referred to the Professional Conduct Department to consider whether enforcement action should be pursued.

## **THEMATIC REVIEWS**

24. The Supervision Team will also undertake a limited number of Thematic Reviews to cover specific high risk areas. Thematic Reviews will allow for assessment of compliance and risk management in relation to a particular regulatory requirement, area of work or business practice.
25. The specific areas chosen for thematic reviews will be primarily informed by the BSB's Risk Assessment Framework. Evidence gathered from the supervision of chambers, entities and individuals will also help to inform what areas might be selected for a Thematic Review.
26. Thematic Reviews might cover all chambers and entities (for example if it relates to a particular regulatory requirement with universal application) or to all chambers, entities or individual barristers undertaking work within a certain category. It might also involve a sample of chambers, entities or individuals within a certain category.
27. Evidence gathered through this facet of supervision may be fed into the supervision of chambers and entities as set out above.

## PART C – SUPERVISION PROGRAMME

### Chambers Key Processes

All chambers must ensure that they are compliant with the regulatory requirements set out in the BSB Handbook <https://www.barstandardsboard.org.uk/regulatory-requirements/bsb-handbook/>. This includes a requirement to have appropriate risk management procedures in place.

The BSB has identified a number of key processes that it expects competently administered chambers to be managing in order to ensure compliance with the BSB Handbook. These can be summarised into the following five key areas that we will focus on during our supervision visits.

#### 1. Governance & Administration of Chambers

##### 1.1 Risk management

###### Handbook Core Duties

CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

###### Handbook outcomes: Section C5

oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.

###### Key processes: rules rC76-78 & rC89

- Risk management.
- Insurance.

##### 1.2 Authorisations

###### Handbook Core Duties

- CD2: You must act in the best interests of each client
- CD7: You must provide a competent standard of work and service to each client
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

###### Handbook outcomes: section D2

- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.
- o30: Barristers undertaking public access or licensed access work have the necessary skills and experience required to work on that basis
- o31: Barristers undertaking public access or licensed access work maintain appropriate records in respect of such work
- o32: Clients only instruct via public access when it is in their interests to do so and they fully understand what is expected of them

###### Key processes: rules rC89, rC119-141 & rQ130-131

- Practising certificates.
- CPD.
- Registrations for Public Access work and Litigation.
- Procedures for public access and licensed access work.

## 1. Governance & Administration of Chambers

### 1.3 Outsourcing services critical to the delivery of legal services

#### Handbook Core Duties

- CD7: You must provide a competent standard of work and service to each client

#### Handbook outcomes: section D2

- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.
- oC25: Clients are clear about the extent to which your services are regulated and by whom, and who is responsible for providing those services.

#### Key Processes: rule rC86

- Contracts
- Performance management.

### 1.4 Viability

#### Handbook Core Duties

- CD2: You must act in the best interests of each client
- CD3: You must act with honesty and integrity
- CD7: You must provide a competent standard of work and service to each client
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

#### Handbook outcomes: sections C4 & C5

- oC22: The public have confidence in the proper regulation of persons regulated by the BSB
- oC23: The BSB has the information that it needs in order to be able to assess risks and regulate effectively and in accordance with the regulatory objectives
- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.

#### Key processes: rules rC72 & rC89

- Chambers administration.
- Staff competency.
- Arrangements for the orderly wind down of activities.

### 1.5 Duty to report

#### Handbook Core Duties

- CD2: You must act in the best interests of each client
- CD3: You must act with honesty and integrity

#### Handbook outcomes: section C4

oC22: The public have confidence in the proper regulation of persons regulated by the BSB  
oC23: The BSB has the information that it needs in order to be able to assess risks and regulate effectively and in accordance with the regulatory objectives

#### Key processes: rules rC66

- Serious misconduct by a barrister is reported to the BSB

## 2. Provision of services to clients

### 2.1 Terms of service

#### Core Duties

- CD5: You must not behave in a way which is likely to diminish the trust and confidence which the public places in you or the profession.
- CD7: You must provide a competent standard of work and service to each client

#### Handbook outcomes: section C3 & 5

- oC13: Clients know what to expect and understand the advice they are given
- oC14: Care is given to ensure that the interests of vulnerable clients are taken into account and their needs are met
- oC18: Clients are adequately informed as to the terms on which work is to be done
- oC20: Clients understand who is responsible for work done for them
- oC25: Clients are clear about the extent to which services are regulated and by whom, and who is responsible for providing those services

#### Key processes: rules rC15, rC19 & rC22:

Terms of service agreed in writing.

### 2.2 Casework management

#### Core Duties

- CD7: You must provide a competent standard of work and service to each client

#### Handbook outcomes: section C3

Outcomes:

- oC10: Clients receive a competent standard of work and service.
- oC16: Instructions are not accepted, refused or returned in circumstances which adversely affect the administration of justice, access to justice or the best interests of the client.

#### Key processes: rules rC15 & rC18 & rC21 & 25-27

- Confirming barristers have time to deal with each case before accepting instructions.
- Procedures for returning instructions in accordance with the Handbook.

### 2.3 Client confidentiality & conflicts of interest

#### Core Duties

- CD6: You must keep the affairs of each client confidential

#### Handbook outcomes: section C3 & C5.3

- oC11: Clients best interests are protected and promoted by those acting for them
- oC12: BSB authorised persons do not accept instructions from clients where there is a conflict between their own interest and the clients' or where there is a conflict between one or more clients
- oC15 Clients have confidence in those who are instructed to act on their behalf
- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.

#### Key processes: rules rC15, rC21 & rC89

Policies and procedures for dealing with:

- Management of conflicts of interest in Chambers
- Protecting confidential information
- Compliance with Data Protection legislation

## 2. Provision of services to clients

### 2.4 Complaints

#### Core Duties

- CD7: You must provide a competent standard of work and service to each client

#### Handbook outcomes: section D1.1

- oC26: Clients know that they can make a complaint if dissatisfied, and know how to do so.
- oC27: Complaints are dealt with promptly and the client is kept informed about the process

#### Key processes: rules rC99 – 109

##### Policy and processes covering:

- How clients are informed of the complaints process.
- Handling complaints.
- Record keeping and confidentiality.
- Assessing and reporting on complaint resolution and trends.
- Learning from complaints.

## 3. Equality & diversity

### All areas

#### Handbook Core Duties

- CD5: You must not behave in a way which is likely to diminish the trust and confidence which the public places in you or the profession.
- CD8: You must not discriminate unlawfully against any person

#### Handbook section outcomes: D1.2 & D1.3

- oC28: Self-employed barristers, chambers and BSB authorised bodies run their practices without discrimination.
- oC29: Pupils are treated fairly and all vacancies for pupillages are advertised openly.

#### Qualification rules B5

### 3.1 Governance

#### Key processes: rules rC12 & rC110-112

- Equality and Diversity Officer appointed
- Diversity Data Officer appointed and registered with the BSB.
- Equality & Diversity policy and implementation plan in place.
- Policies and procedures in place for:
  - Anti-harassment
  - Parental leave
  - Flexible working
  - Reasonable adjustments
  - Diversity data
- Recruitment processes in place based on objective and fair criteria.
- Information is collected, monitored, acted on and published.



### 3. Equality & diversity

#### 3.2 Recruitment & funding of pupils

Key processes: rules rC110, rC113-118 & rQ61

- Recruitment processes.
- Pupillage panel members have received equalities/fair recruitment training.
- Vacancies advertised on Bar Council approved gateway websites in accordance with Handbook requirements.
- Adherence to BSB minimum remuneration requirements for pupils.

#### 3.3 Allocation of work to pupils & members

Key process: rules rC110-112

- Monitoring and allocation of work.

### 4. Pupillage

#### All areas

Handbook Core Duties

CD10 You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations

Qualification rules B5

#### 4.1 Registration

Key processes: rules rQ37 – 53 & rQ62-67

- Chambers registered as an Approved Training Organisation.
- Barristers registered as Pupil Supervisors.
- Registration of pupillage

#### 4.2 Quality of training

Key processes: rules rQ36 & rQ54

Procedures in place for:

- Ensuring pupils receive opportunity to develop skills and experience.
- Access to Supervisor.
- Peer review.
- Appraisals.
- Training records.

## 5. Financial management

### 5.1 Financial accounting, financial management

#### Handbook Core Duties

- CD3: You must act with honesty & integrity
- CD5: You must not behave in a way which is likely to diminish the trust & confidence which the public places in you or in the profession
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

#### Handbook section C5

##### Outcomes:

- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.

##### Key processes: rules r89

- Chambers are administered competently and efficiently.
- Staff are competent (experienced, trained).

### 5.2 Referral fees

#### Handbook Core Duties

- CD2: You must act in the best interests of each client
- CD3: You must act with honesty & integrity
- CD4: You must maintain your independence
- CD5: You must not behave in a way which is likely to diminish the trust & confidence which the public places in you or in the profession
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

#### Handbook section C2

##### Outcomes:

oC5: Those regulated by the BSB maintain standards of honesty, integrity & independence, and are seen as so doing

oC7: The proper administration of justice, access to justice and the best interests of clients are served

oC9: Those regulated by the BSB and clients understand the obligations of honesty, integrity and independence

##### Key processes: rule rC10

- Referral fees must not be paid or received

## 5. Financial management

### 5.3 Handling client money

#### Handbook Core Duties

- CD3: You must act with honesty & integrity
- CD5: You must not behave in a way which is likely to diminish the trust & confidence which the public places in you or in the profession
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

#### Handbook section C5

##### Outcomes:

- oC24: Your practice is run competently in a way that achieves compliance with the Core Duties and your other obligations under this Handbook. Your employees, pupils and trainees understand, and do, what is required of them in order that you meet your obligations under this Handbook.

##### Key processes: rules rC73-75

- Barristers & Chambers are prohibited from holding client money.
- Client money held and processed via an FCA-authorized third party payment service.
- Due diligence performed on third party payment systems.

### 5.4 Money laundering

#### Handbook Core Duties

- CD3: You must act with honesty & integrity
- CD5: You must not behave in a way which is likely to diminish the trust & confidence which the public places in you or in the profession
- CD10: You must take reasonable steps to manage your practice, or carry out your role within your practice, competently and in such a way as to achieve compliance with your legal and regulatory obligations.

##### Key processes:

Adherence to Money Laundering regulations 2007

## PART D – INFORMATION GATHERING POLICY



### **Supervision Department information gathering policy**

The Supervision Team's remit involves gathering information about chambers from multiple sources. This could include surveys or supervision returns, telephone calls, visits to chambers or written questions.

#### Co-operation

Chambers and individual barristers are subject to CD9: this requires you to be open and cooperative with your regulators. We expect that most requests for information will take place in the context of such cooperation.

Sometimes however, we may need to invoke the BSB's powers under rC70 of the BSB Handbook, whereby the BSB can request to inspect premises and records and there is a duty to comply with such a request. You will be informed in writing if we are relying on this power.

#### The purpose of information gathering

The purpose of all information gathering from the Supervision Team is to assist the Supervision Team in the performance of its supervisory functions. Where information gathering identifies non-compliance, the Supervision Team's goal will be to ensure that the issue is addressed in a manner which should prevent recurrence.

Information gathering by the Supervision Team is not a part of the Professional Conduct Department's (PCD) investigation functions. However, if we acquire information that suggests potential serious misconduct, this information may be passed on to the PCD. It will be for the PCD to decide whether to pursue an investigation. We will inform you if a referral to the PCD takes place.

#### Supervision visits

All chambers should expect to be visited by the Supervision Team from time to time. Some visits will be triggered by a random selection of chambers. Other visits may be part of our thematic review programme. For example we might wish to visit a particular chambers because it undertakes a certain kind of work and we want to find out more about this as part of a consultative process.

Our visits may also be triggered by specific concerns about a chambers or individual barrister. For example, a complaint could be referred to us for investigation by the Professional Conduct Committee under rE2.11 and rE27 of the BSB Handbook. Alternatively we might select a chambers for a supervision visit because of our risk assessment.

A typical chambers supervision visit would involve a scheduled meeting between one or more members of the Supervision Team and the Head of Chambers and/or the Chambers' Regulatory Contact. Sometimes, we may ask additional individuals with specialist skills or expertise to accompany the Supervision Team on visits. Equally, we may request that additional members of chambers are available for the visit.

In most cases, we will ask before arranging a supervision visit. Where possible, we will indicate in advance our areas of interest.

We expect that most visits will be arranged and undertaken in the spirit of cooperation. However, if required the BSB will be able to invoke its power under rC70 of the BSB Handbook to inspect premises and records. This power might be needed from the start of a supervision visit or it may be invoked during or after a visit. The decision to use this power, and the timing of its use, will depend on our assessment of the potential seriousness and urgency of the situation. We will inform you in writing if our powers under rC70 are being invoked (but not necessarily in advance).

Depending on the purpose of the supervision visit, we would usually expect to provide a follow-up written report to the chambers or individual concerned, addressing such matters as we consider appropriate.

Where we make suggestions for improvement in such a report, we would usually expect chambers and individual barristers to cooperate with us in addressing those suggestions. We may also engage in follow-up supervision visits.