

# THE BAR STANDARDS BOARD

## DRAFT STRATEGIC PLAN 2016- 2019

### Foreword by Chairman of Bar Standards Board – (to follow)

#### ***About this document***

1. This document sets out the strategy and plans of the Bar Standards Board for the period 2016 – 19. It describes the context in which the organisation operates and explains our role. It gives information about the work which the Bar Standards Board will be doing during the period in question.

#### ***About the BSB and barristers***

2. The Bar Standards Board (BSB) regulates barristers and their professional practice and specialised legal services businesses in England and Wales, in the public interest. We do this in accordance with various statutes as well as our own rules and procedures. We work with a wide range of other organisations and individuals. These include organisations which represent or reflect the needs of those who use barristers' services, such as Citizens' Advice; and the Legal Ombudsman, which deals with consumer complaints about services from regulated legal professionals. We also work with the institutions of the justice system as a whole, such as the judiciary and Her Majesty's Courts and Tribunals Service; and with other legal services regulators who share our public interest purpose. Finally, we ensure we maintain a close understanding of the work of the profession through work within appropriate public-interest boundaries with bodies which represent the interests of barristers, such as the Bar Council, the specialist Bar Associations and the Inns of Court.
3. The BSB is independent of government, and aims to be independent of the legal professionals it regulates. We are funded by levies, mainly consisting of practising certificate or licence fees, paid solely by those subject to our regulation ("authorised persons".) The law requires that the BSB is funded in this way and not by tax-payers. We currently authorise around 15,500 practising barristers working in over 700 chambers and a number of other organisations such as the Crown Prosecution Service or Government Legal Service. We also authorise around 50 businesses providing specialist legal services known as "entities". By October 2017 we expect to be licensing Alternative Business Structures as well: legal service providers which do not have to be owned by lawyers alone.
4. The Board has 15 members who oversee the work of a staff team of around 80 people. In accordance with the Legal Services Act 2007 (LSA 2007), the work of the BSB and other regulators of the legal profession such as the Solicitors Regulation Authority is overseen by the Legal Services Board (LSB). The LSB is also funded by regulated members of the legal professions, but it must report to Parliament.

5. There are now many different people who work to provide legal services, in a market that is worth about £30 billion to the UK. Barristers specialise in providing advice and advocacy in the courts and tribunals in England and Wales. They are an integral and important part of the justice system and its administration. When people use the justice system – whether as a private individual or as a small or medium-sized enterprise (SME) or as a global multinational company – a great deal can be at stake: liberty, family or other human rights; property or sums of money. So, it is important for all of society that barristers act with integrity and honesty, are competent to do the job and put the interests of the justice system and the rule of law above everything else. We are there to help barristers do that and to reassure the public, independently of the barristers, that their interests are being well served. We also ensure that those barristers who are not currently practising do not act to undermine the trust and confidence that the public places in barristers.

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## Section One: The context in which the BSB works and its role

### *The law relating to the BSB as a regulator*

6. We regulate barristers and other authorised persons engaged in advocacy, litigation and specialised legal advisory work in England and Wales. Our role is laid down largely by the Legal Services Act 2007 (LSA07), which sets out objectives to:

- protect and promote the public interest;
- support the constitutional principle of the rule of law;
- improve access to justice;
- protect and promote the interests of consumers;
- promote competition in the provision of services;
- encourage an independent, strong, diverse and effective legal profession;
- increase public understanding of a citizen's legal rights and duties; and
- promote and maintain adherence by those it regulates to the professional principles: acting with independence and integrity; maintaining proper standards of work; acting in the best interests of clients; complying with the duty to the court to act with independence in the interest of justice; and keeping the affairs of clients confidential.

These objectives are shared with other front-line regulators of the legal profession as well as with the statutory oversight regulator, the Legal Services Board (LSB).

7. How we approach our role is also determined by other statutory requirements such as the Regulators' Code. This requires all regulators, for example, to adopt a "risk-based" approach to regulation and be targeted and proportionate in what they do. We also have a statutory duty to promote economic growth. We have specific duties as a public body under the Equality Act 2010.

### *What will be happening around the BSB in the 2016 -19 period and beyond*

8. Over the next ten years, barristers in England and Wales will face major challenges. These will arise, for example, from changing consumer demands and expectations, technological advances and global competition. There will also be statutory and other approaches to regulation in general that place both the public interest and the free rein of the market above the preservation of traditional practices and vested interests. There will be considerable government pressure to deregulate, but no reduction in the trend of ever greater transparency and public accountability, especially in the regulation of professionals.

9. The relentless pressure on barristers' costs is set to continue. Commercial and some areas of private law, to some extent, will be sheltered from the changes forced on the publicly funded Bar through reductions to legal aid. The present model for the administration of justice in criminal, family and immigration courts is becoming increasingly unsustainable. Government cannot afford the cost of legal aid and court

administration, and individuals cannot afford the cost of litigation. Barristers may find themselves squeezed out of the market by a declining case load, a surfeit of barristers and increasing competition from both other regulated legal professionals as well as unregulated service providers.

10. The impact on the Bar of this environment may be far-reaching, with direct consequences for the future of the judiciary who are largely recruited from the Bar. This environment may also threaten the status of the Bar of England and Wales as an attractive international model and a money-spinner for UK plc.
11. How the Bar fares will depend on the robustness and creativity of its response, the changes which government and the judiciary will bring into the administration of justice, and the speed with which consumers seek out alternative ways to address legal problems. We at the BSB, as the Bar's regulator, must act in this context to ensure that the public can continue to rely on the high standards of work and ethical behaviour historically associated with the Bar.
12. As the financial pressures bite on government, and political interest in "deregulation" grows, the chances increase that new legislation may be introduced which could radically affect the existing regulatory objectives of the BSB and the way we undertake our work. In the summer of 2015, we contributed to work setting out some of the issues which arise in considering how regulation has developed since the introduction of the LSA07. The Government announced in late 2015 a forthcoming consultation that will contemplate regulatory reform and in particular, how to develop further the independence of regulatory bodies from the historic representative bodies of the legal profession. The Competition and Markets Authority (CMA) launched in January 2016 a Market Study into legal services and their regulation, the outcome of which could be substantial further change. We will participate actively in – and aim to lead – policy thinking about the future "regulatory landscape" as we are uniquely placed to do so: we have a deep knowledge of the profession and of the justice system but operate independently of the Bar
13. We will publish a separate document in March 2016, which will set out a great deal more information about how we see the legal services market and the wider political context: This document will be the BSB's "*Risk Outlook and Market Overview*".

## Section Two: what the BSB aims to achieve

14. Against a background of intense financial pressures, we are committed to protecting the public and consumer interest and access to justice. We will do this while balancing those regulatory objectives against the sometimes competing objective of encouraging the independence, strength, diversity and effectiveness of the legal profession.
15. It is in the interests of the public, the rule of law and access to justice, that the specialist skills of independent advocates are maintained and made available to all who need them. That independence may be promoted through particular business models but is driven first and foremost by professional ethics and high standards of work. And it is in the interests of the Bar to have a strong regulator with deep knowledge of the profession yet maintaining complete public and political credibility.
16. In the decade ahead, we are faced with two main tasks. Firstly, we will need to reconcile the public interest and an understanding of how best to maintain the rule of law and improve access to justice, with an understanding of changing consumer needs and expectations. At the same time the BSB will need to monitor and support the ability of the Bar to adapt and prosper in an exacting and demanding environment.
17. Secondly, we will need to reconcile high professional standards for entry to and practice in the profession, with an increasingly strong drive from Government to reduce the costs of legal services and make them more accessible to more people, especially SMEs. Government will also want to reduce regulation and red tape, promote competition and innovation and encourage the emergence of disruptive new business models – and might intervene to bring those things about.
18. These are difficult things to hold in balance and reconcile. The outcome will turn on our ability to regulate advocacy to high professional and ethical standards in the public interest. It will also depend on the ability of the Bar to promote the continuing relevance of those high standards to the core principles and processes of justice in England and Wales - but without seeming to protect a closed shop for barristers or to deny consumers alternative options to pursue their legal arguments in a court of law.

### Risks to the regulatory objectives

19. We have given careful consideration to the things that will or may impede the achievement of the regulatory objectives over the next few years. There are many, but we will focus on three in our Strategy. We explain these in more detail, and how they will be managed in the public interest, in our *Risk Outlook*, *Risk Framework* and *Risk Index*.

#### ***The risk of failure by those the BSB regulates to meet consumer needs***

20. The right of consumers to be treated fairly by the law, wherever they sit in society, and their ability to obtain appropriate redress if they have not been treated fairly, is fundamental to maintaining a fair and democratic society. This is a right that applies to all consumers, whether individuals, SMEs, large international corporations or government bodies. There is evidence, including from research by the Legal Services Consumer Panel and others, that some consumers do not understand they are in a position to seek legal redress; some decide against trying to obtain it, because they think doing so is too complex or too costly – or both. They may believe they will not get a fair outcome. Those who do decide to use a legal professional to help them may get poor advice, or other forms of poor service. Where consumers are already vulnerable, the fear, stress and harm they may experience may be exacerbated.

21. Our role is to:

- Regulate barristers to ensure that the consumers they engage with are given an adequate and appropriate service;
- Adopt a regulatory approach that enables legal service providers and especially barristers to adjust their service to consumers of any kind;
- Provide information that aids consumers in navigating the legal services market and the legal system more widely, whether or not they decide to use a barrister.

22. We will better develop our understanding of how consumers interact with the legal market and the legal system, by engaging directly with consumers. We will encourage the profession to develop its understanding of the consumers it serves and ensure their service meets the standards expected. This includes accommodating consumers who are particularly vulnerable, and communicating well with consumers from different cultures and backgrounds.

### ***The risk of lack of diversity, and discriminatory practice and culture at the Bar***

23. Three hallmarks of a fair and democratic society are valuing individual and group differences, promoting equality of opportunity and eliminating discrimination. Those who provide legal services are instrumental in maintaining a fair and democratic society and using the legal system to hold people to account under the rule of law. For society to continue to legitimise the legal system, it needs to reflect the changing make-up of society. Most judges in England and Wales were once barristers and so it is especially important that the Bar is diverse and its practices are non-discriminatory and culturally aware and sensitive. The public will not have confidence in the profession otherwise.

24. Our role is to:

- Uphold our obligations under the LSA 2007 and the Equality Act 2010, promoting diversity in the profession and eliminating unlawful discrimination, advancing equality of opportunity and fostering good relations between different groups;

- Collect and make available high-quality data on diversity in and around the profession, to ensure good evidence of the problems and support the social and business case for improvement where necessary;
  - Adopt a regulatory approach that strikes the right balance between enabling and enforcing compliance in this area by members of the profession.
25. We will speak out publicly on these issues, but also engage with the profession and diversity groups to encourage shared action. We will consistently identify and address the equality impacts of our work and target our resources where we can be most effective. We will encourage the profession to recognise that there are problems, not to tolerate poor practice and to work with us to take practical steps to improve skills in relating well to people from all cultures, walks of life and backgrounds. We will promote good practice where we find it as a model for others.

***The risk of commercial pressures on legal services providers***

26. A significant proportion of those we regulate have historically depended on publicly funded work. Cuts in government spending in this area have been deep. In contrast, the economic recovery from the 2008 recession has largely continued and many practitioners, especially in commercial or private work, are thriving financially. Commercial pressures do not of themselves constitute a regulatory issue unless they compromise the regulatory objectives. It is not the role of the regulator to safeguard the commercial interests of those we regulate. We want to see a strong and healthy market for legal services that meets the needs of those who rely upon it. We want to safeguard consumers against the potential consequences of commercial pressures in individual practices, or the system as a whole, where those consequences are not in the interests of consumers or of justice more broadly.
27. Pressures in the market do have the potential to stimulate competition and innovation as providers find more efficient and attractive ways to stay competitive and do business. An example of this is the growth in the number of public access barristers who can meet the needs of consumers without using intermediaries such as solicitors.
28. So, we believe that competition can help to bring positive benefits to consumers. However, commercial pressures may also adversely affect access to legal services and can sometimes threaten professional independence and integrity if not carefully managed. Quality may suffer where financial margins are low, and clients may suffer detriment if legal providers go out of business.
29. Providers may consider diversification into new areas of work, but this needs to be undertaken with sufficient diligence to ensure that appropriate changes to procedures are made and that the levels of competence of those involved in delivery of new services, who may be trading off reputation in other areas, are appropriately maintained.
30. Commercial pressures are not evenly distributed across the market, either geographically or across areas of law. This can cause significant challenges to the

continued provision of high quality services, which may impact on consumers in those areas, threatening access to justice. Where consumer interests need safeguarding, we may need to step in.

31. Our role is to:

- Collect and disseminate evidence about the market and how it is changing, taking account of the varied experiences of different sectors within the Bar;
- Regulate where necessary, balancing carefully the need for quality with freedom to innovate and allowing the market flexibility to adapt;
- Understand what constitutes effective intervention at market level;
- Safeguard consumer interests in specific cases where they may need protection from poor quality or disrupted provision of services in acute situations.

32. We will ensure we continue to be knowledgeable about the operating context for members of the profession and stay abreast of market developments. We will focus on the risk to the regulatory objectives, as distinct from commercial concerns for any particular provider.

33. In support of our economic growth duty, we will work with the profession to support and strengthen barristers' abilities to face commercial pressures— whilst being sure to resist becoming more closely identified with the interests of those we regulate rather than those of the public the regulator has a duty to protect. We will aim to encourage the profession to approach the changing business climate with eyes open, planning for what lies ahead rather than relying on maintaining the status quo. We will help the profession retain core values through good times and bad, because this is in the public interest. We will ensure future education and training requirements for barristers enable them to adapt and thrive in response to new commercial opportunities and threats.



## Section Three: how the BSB will deliver its plans

### *What has been achieved in the decade since the BSB was set up*

34. The BSB was established in 2006 and we have been working since then to transform how we operate, in order to become a modern and efficient regulator, achieving externally agreed high standards and best regulatory practice wherever possible. Under our last Strategic Plan, we made substantial progress against five related aims:
- To implement new specialist regulatory frameworks for advocacy services;
  - To promote greater public and professional understanding of what we do and why;
  - To set and maintain high standards of entry to and practice within the profession;
  - To take a more risk and evidence-based approach to regulation; and,
  - To strive for “best practice” as an organisation for those we serve and those who work for it.
35. Underpinning the achievement of those aims was the adoption of the Regulatory Standards Framework laid down by the LSB. In short, this meant adopting a risk and evidence-based regulatory approach, focussing on outcomes for the public interest. We moved to using supervision of practice by barristers as a primary means of encouraging compliance with rules, and to using enforcement measures as a last resort. We invested heavily in our skills and capacity to regulate in this way, including ensuring our independence from the profession and adopting governance structures and practices which support this way of regulating.
36. [You can read about the progress in achieving these aims in our own Annual Reports and in the assessments made by the LSB of our performance \(latest report expected end March / early April\).](#) Notable features of the transformation of the BSB have been:
- The introduction in January 2014 of a new Code of Conduct and Handbook for barristers, which adopted a more outcomes-focussed approach. The new Handbook abolished many out-dated, heavily prescribed rules which had been constraining unhelpfully and needlessly how barristers worked – such as with whom they could work closely, and what work they could do;
  - Introduction of rules to help consumers make “first –tier” complaints about for poor service;
  - Extension of the scope of equality and diversity rules and the regulatory work to underpin them;
  - The introduction in 2015 of a regulatory framework for entities: as well as regulating individual professionals, we now authorise companies or partnerships owned and run by barristers and other legal professionals, offering advocacy and specialist advice services to consumers;
  - Establishment of a risk-based supervision regime for barristers’ work;

- Modernisation of our disciplinary processes and the creation of the arms' length Bar Tribunals and Adjudication Service (BTAS);
- Improvements to the education and training system, including introduction of centralised examinations to ensure consistent exit standards, and modernisation of regulation of CPD for barristers;
- A research programme to provide necessary evidence: for example, the Legal Education and Training Review in 2013 which has resulted in a substantial reform programme, initiated in 2015; the Youth Courts Advocacy Review which will lead to setting of new standards and potentially accreditation for advocates working with young people in the justice system;
- Establishment of effective working relationships with regulators of legal services across England and Wales and internationally;
- Investment in training and development for our staff to ensure they have the skills needed by a modern regulator, and in investing in infrastructure e.g. IT systems to support our work
- Transformation of internal governance to enhance independence; moving to a lay-majority Board, with a lay Chair
- Focus on value for money and transparency by careful budgeting and cost control, firm stewardship of funds and clear reporting to the profession and public.

37. Of course “business as usual” for a regulator of professionals continued – setting standards for entry to the profession, supervising education and training, authorising barristers to practise annually and dealing with breaches of the Code of Conduct and Handbook through administrative sanctions or disciplinary action.

### ***The BSB's work between 2016 and 2019***

38. We will organise our work, to respond to the context and risks set out in Sections One and Two of this document, into three **Programmes**. Each Programme comprises a balance of reform and change as well as continuing regulatory “business as usual”. Annual Business Plans, published on our website, will set out further details of activity and the resources that will be used to deliver the work.

### **Programme One: Regulating in the public interest**

39. We want to help the public better understand the fast-changing and complex market for legal services, so that consumers of those services can make informed and have better understanding of their legal rights and duties as citizens.

40. We will nurture a deeper dialogue with the profession *and* consumers so that what we propose and what we do can be demonstrably evidence-based and risk-focused.

41. We will continue to strengthen our real and perceived independence from the profession, so that we can articulate and defend our judgements on the basis of independent and unbiased assessments of the evidence of where risks to the public interest lie.

42. Our work within this programme will include:

- Increasing the extent of consumer facing work, ensuring that the perspective of the consumer (and especially the most vulnerable) is more central in regulatory policy making and actions;
- Establishing a programme of public legal education: informing consumers about the complex legal services market, what they can expect from barristers and others we regulate;
- Participating more actively in policy work at a national and international level on the rule of law and access to justice and in relevant national strategic debates on the justice system, in order to promote the Regulatory Objectives laid down by statute;
- Increasing the extent and depth of our communications and engagement work with the public and the profession;
- Ensuring risk based regulation is proportionate and based on public interest and other regulatory objectives, and aligning regulatory decision making to those more clearly;
- Working with practitioners on first tier complaints handling and new Alternative Dispute Resolution requirements;
- Continuing to enforce rules in order to maintain the trust and confidence of the public in the profession, and doing that justly, swiftly and proportionately;
- Considering, with other regulators, what common approaches might usefully be adopted to disciplinary processes, in the public interest; and,
- Making appropriate use of new statutory powers to prevent harm to the public and damage to the reputation of the profession when things go wrong, including considering the financial protections available to consumers of barristers' services.

### **Programme Two: Supporting barristers and those the BSB regulates to face the future**

43. We will assist the Bar in preserving its professional identity for the benefit of the public in a legal world where regulatory constraints will apply primarily to the reserved activities, such as advocacy in the higher courts and litigation. This is particularly necessary where the forces of unregulated competition will be increasingly felt in other areas of a barrister's work and competence. For example, the public needs to understand the difference between a fully qualified, regulated and insured barrister and a "paid McKenzie Friend."

44. We will seek to lead the profession to embrace willingly closer cooperation with solicitors and other legal professionals, where that may offer advantages for the public.

45. We will ensure our regulatory frameworks do not pose unnecessary barriers to entering the market and we will reform legal education and training to support the advocates of the future.

46. Our work within this programme will include:

- Fully establishing ourselves as a licensing authority for ABS and supporting barristers to choose this, or other new business models, if they wish to do so;
- Fostering innovation in delivery of legal services for the benefit of consumers and wider society ;
- Adapting regulatory requirements to respond to increasing use of technology by consumers and practitioners, including technology-driven reforms to the courts and tribunals system;
- Making sure the way it regulates keeps up with globalisation, for barristers working overseas, and for foreign lawyers working in England and Wales;
- Reducing regulatory burdens on practitioners wherever possible so that they can remain competitive and pass the benefits on to users of legal services;
- Seeking where possible to regulate in a collaborative and constructive way, reserving enforcement action for persistent, or the most serious, instances of misconduct;
- Reviewing the way barristers make use of professional indemnity insurance, to protect consumers and support barristers' practices;
- Reviewing the regulatory provisions for particular types of practice, prioritising those with a high impact on vulnerable consumers - such as crime, immigration and youth courts work – and assuring the public of high standards in those areas, including through the use of specific compulsory accreditation schemes where necessary and proportionate; and supporting barristers and those the BSB regulates to maintain high standards of work in those areas in particular;
- Designing a new system of education and training for barristers and managing a transition to it;
- Improving the supervision of work-based training for barristers, both prior to full qualification and throughout a barrister's working life;
- Improving diversity in access to the profession and progression in it.

### **Programme Three: a strong and sustainable regulator**

47. The BSB will continue to position itself as the regulator of legal services which have advocacy, specialist legal advice and litigation at their core. There is a distinct public interest in us doing this because of the close relationship of these services to the upholding of the rule of law and access to justice.

48. We will actively promote regulatory governance arrangements which are constitutionally and financially independent of government and of the profession it regulates, whilst at the same time ensuring that the BSB maintains credibility with government, politicians, the profession and its institutions. We will maintain and extend our accountability to the public.

49. The BSB will continue to aspire to core values: fairness, integrity, respect, excellence and value for money. The regulator will maintain its strong track-record of transparency, accountability and good stewardship of resources by setting out clear and meaningful measures of success.

50. We will continue to foster an environment of continuous improvement drawing on our risk-based approach; and to invest in the skills of our staff to work as an effective community of practice in legal services regulation.

51. The BSB's work within this programme will include:

- Externally facing activity to foster public and political confidence and credibility in the BSB's independence as a regulator, particularly with regard to possible changes to the LSA07;
- negotiating a revised internal governance settlement with the Approved Regulator under the current LSA07 (the Bar Council) and working on further legislative reform to protect and promote the independence of legal services regulatory bodies from both Government and the representative bodies for the profession.
- Demonstrating accountability to the public and profession through transparency in our assurance processes, performance monitoring and reporting;
- Continuing to work to the regulatory standards framework and what is considered to be best practice – including a second phase of internal governance reform focusing on the clear separation of regulatory policy making from decisions on individual cases
- Establishment of an advisory pool of external experts to ensure that the BSB always has access to the best possible expertise and advice in support of its work
- Restructuring the organisation internally to bring greater coherence to the delivery of our strategy and future regulatory approaches;
- Developing staff well-being, performance management, retention and career progression and succession;
- Developing capacity and capability including further refinement of regulatory tools such as the policy development framework, research and evidence base and knowledge management;
- Investing in better Information Management and technology to promote more agile and smarter working;
- enhancing efficiency and financial sustainability, including for example moving out of our current premises when our lease expires
- Closer cooperation with other regulators where this is appropriate and in the interests of the public.

### **Financial forecasts for the 3-5 year period**

52. We have worked hard over the past few years to “flat line” or reduce operating expenditure and have always lived within our agreed budgets. Changes to regulatory approaches will put more pressure on our cost base in the 2016-19 period and we will have decreasing reliance on regulatory income outside the practising certificate fee. We are a “full service” regulator by statutory necessity, but have a relatively small regulatory population on whom we can call for funds. We will

therefore seek economies of scale through, for example, working more with other organisations where we can.

53. We use only 65% of the funds raised from the profession in order to regulate it, the remaining 35% being used by the Bar Council. A further levy on the profession is made by the LSB. Our capacity to reduce the burden of regulatory costs on the profession is thus both constrained and to an extent driven by strategies and work not owned by the BSB. The public purse makes no contribution to our funds, and we think that is important so that our regulation can be independent of Government. We also think our financial relationship with the representative body of the Bar should be made clearer and ultimately there should be separation so that both we the regulator and the Bar Council as representative body for barristers can carry out our respective roles more transparently and powerfully, in the public interest.
54. Our direct operating costs for 2016/17 will be £5.213m and we will employ 78 full-time equivalent people. This represents a 5% reduction over the previous year. The total cost of regulation is £8.173m, which includes the BSB's share of the overheads and corporate provisions of the Bar Council (£2.96m). Our three-year plan sees the maintenance of this baseline and whilst we will always strive for value for money, efficiency and cost reduction where we can, we think it would be irresponsible to promise further operating cost reductions given the context and uncertainty we have outlined earlier in this strategy.

### **Success measures**

55. We will develop and publish an assurance framework which allows us to evaluate how well we are managing the three thematic risks of failure to meet consumer demand, lack of diversity at the Bar, and commercial pressures on the profession. We will use the framework to evaluate the extent to which we are regulating in the public interest, supporting those we regulate to face the future and are a strong and sustainable regulator. Our guiding lights in measuring our success will be transparency and accountability.
56. We will continue to set realistic but challenging targets and performance indicators for the delivery on time and to budget of our projects and for our service standards associated with, for example, case handling. We will continue to report on these in a transparent and accessible way. Over the life of the plan we will aim to develop measures of success in relation to the *quality* of our regulatory decision making in a way that we have not previously done.
57. As long as the LSB requires our periodic assessment against their standards framework, we will aim to perform at least satisfactorily in relation to those standards, and this will also be a direct measure of our success

## How you can engage with and contact the BSB

58. We welcome feedback on everything we do as a regulator. There are many ways in which we engage with the public and the profession, from open meetings to webinars and social media. Our website always has up-to-date information about these opportunities.

To share your views on this draft strategy, please email us at [contactus@barstandardsboard.org.uk](mailto:contactus@barstandardsboard.org.uk) on or before midday on **Friday 12 February**.

Alternatively, you may wish to attend one of our two open sessions at the BSB offices in High Holborn and provide your feedback then. The sessions take place at 5pm on **Tuesday 26 January** and **Monday 1 February**. To reserve your place at a session please email [contactus@barstandardsboard.org.uk](mailto:contactus@barstandardsboard.org.uk)

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