

Annual Report

2025/26





Foreword

By the Chair of the Bar Standards Board, Professor Christopher Bones

This Annual Report is published at a time where the organisation is facing the challenge of stabilising, strengthening and improving performance across our frontline services.

The Board is focused on establishing operational excellence and creating a regulatory system that operates effectively with the aim of reducing significantly the unit cost of our operational work in the coming years. We are clear in our goal: to regulate less, better.

The data here shows that we are changing and improving but there is more work to do. Our newly appointed Director General, Phil Golding, has just started in the role. He and his executive, with the support of the Board, will focus on strengthening our operations and improving how we use our resources to deliver the progress expected of us by the public, the profession, our wider stakeholders and our oversight regulator.

In the year ahead we will need to demonstrate that we are making strong progress in meeting the undertakings we have made to the Legal Services Board. We will also continue to work with the profession and others in response to the findings of the Harman Review into bullying, harassment and sexual harassment at the Bar.

We will address the challenges across our standards and authorisations operations including current backlogs and concerns around education and progression. The Board has established a new Education and Training Committee and are reviewing our overall approach to provide assurance about qualifying standards as well as addressing issues of accessibility and affordability of entry to the profession.

Over the next year, our focus will be resetting our regulatory performance, supporting a safer and more respectful professional culture, ensuring the barrister market is ready for the future and that those entering the profession are educated and trained to the highest standards in both the enduring core skills required of advocates and the use of new technologies that can enable them to be even better.

Professor Christopher Bones

Chair of the Bar Standards Board

Overview

By the Director General of the Bar Standards Board, Phil Golding



In the last year, we have seen the volume of reports about barristers increase by over a quarter (29%) which has impacted our efficiency and timeliness targets. Last summer we agreed to a set of voluntary undertakings with the Legal Services Board to improve operational performance.

We are therefore focused on operational delivery and 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. A key priority in the year ahead is to meet our targets and to eradicate our operational backlogs. This, in turn, will enable us to deliver improved budget management.

We will invest in people and resources, change our ways of working and continue to outsource some of our less complex investigations. This will help us build better processes and systems to handle and manage our operational capacity.

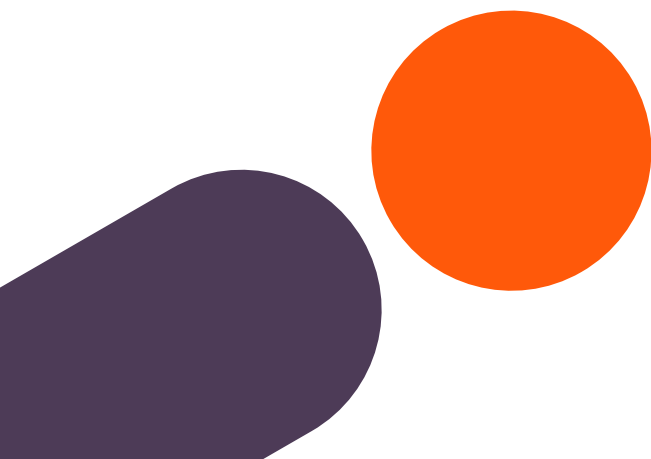
In the year ahead we will continue our work in collaboration with the Bar Council and the Conduct Commissioner as we support the cultural change challenge highlighted in the Harman Report on bullying and harassment at the Bar.

I want to thank our people for their hard work and expertise. We, of course, recognise there is more to do, but we are all committed to improving the service we provide over the coming year. I am also keen to strengthen relationships with the profession and our stakeholders so that we are a more collaborative and outward-facing organisation.

In conclusion, our priorities in the year ahead will be: performance; resources; relationships.

Phil Golding

Director General of the Bar Standards Board



Introduction

In performing its regulatory functions, the Bar Standards Board has Regulatory Objectives which are set out in the Legal Services Act 2007. These are:

protecting and promoting the public interest;

supporting the constitutional principle of the rule of law;

improving access to justice;

protecting and promoting the interests of consumers;

promoting competition;

encouraging an independent, strong, diverse and effective legal profession;

increasing public understanding of the citizen's legal rights and duties;

promoting and maintaining adherence to the professional principles. These are that barristers should act with independence and integrity, maintain proper standards of work, act in the best interests of their clients, comply with their duty to the court to act with independence in the interests of justice, and keep the affairs of their clients confidential; and

promoting the prevention and detection of economic crime.

The Board of the BSB seeks to ensure that in performing its regulatory functions, all the BSB's activities focus on those key regulatory objectives. Those activities include:

prescribing the education and training requirements for becoming a barrister and for ensuring that barristers' skills are maintained throughout their careers;

authorising businesses that focus on advocacy, litigation, and specialist legal advice;

setting standards of conduct and taking action where it appears that they are not being met;

monitoring the service provided by barristers and the organisations the BSB authorises to ensure they meet the BSB's requirements;

assuring the public that everyone the BSB authorises to practise is competent to do so;

promoting equality, diversity and inclusion at the Bar; and

seeking to improve access to justice and supporting public legal education.

The BSB seeks to do this by taking a proportionate, risk-based approach to regulation. We monitor the market for barristers' services in order to identify the risks that could prevent the Regulatory Objectives from being met. We then focus our attention on those risks that we think pose the biggest threats to the public interest and take action to try to prevent those risks from occurring, or to reduce their impact.

Actions on Business Plan 2025-2026

Priority One:

The Bar Standards Board delivering in the public interest

We reauthorised Bar course providers against the four pillars of the authorisation framework to ensure providers met – high standards, flexibility, accessibility and affordability.

We delivered our central examinations in criminal and civil litigation and monitored the standards of assessments set and marked by the providers, as an essential guarantor of standards in Bar training.

We continued to process high numbers of applications from transferring lawyers and will streamline our approach to handling these applications in future. We monitored barristers' compliance with Continuing Professional Development obligations by conducting a random sample and taking enforcement action where necessary. We have continued to provide good practice case studies on our website.

We sustained our work to ensure that the Bar is alert to the risks of money laundering and has in place the necessary controls to identify and report on suspicious activity. We remain committed to taking forward enforcement action against barristers for misconduct arising from the Post Office scandal.

Priority Two:

Reforming the Bar Standards Board

In the summer we agreed to a set of voluntary undertakings with the Legal Services Board (LSB) to improve the timeliness and efficiency of our enforcement work to give assurance of our operational performance.

We continued to implement the recommendations of the independent end-to-end review of our enforcement policies and processes led by Fieldfisher. We consulted on changes to our enforcement regulations to make our processes more efficient and effective, enhancing transparency and reinforcing fairness.

We changed our approach in how we assess reports we receive about barristers' use of social media to avoid the application of time and resource on matters in which individuals have no direct interest or standing. This has enabled us to direct our resources more effectively to the increasing number and complexity of reports.

We implemented a knowledge management function, providing tools, systems and guidance to underpin consistent and high-quality regulatory decision-making.



Priority Three: Strategic issues and developments

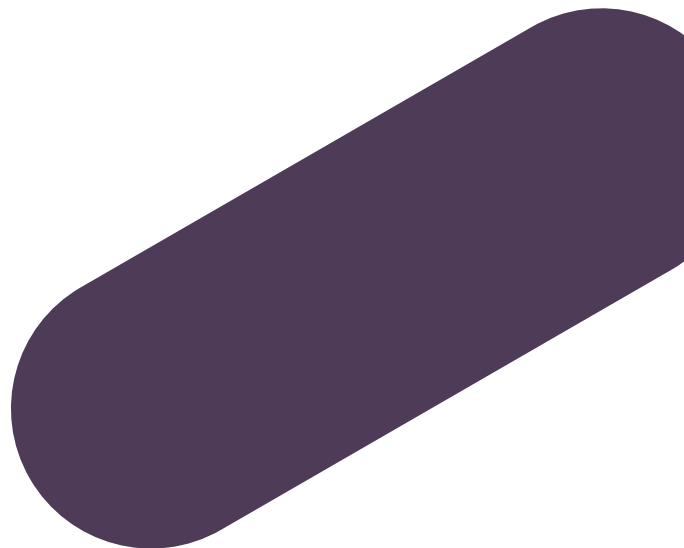
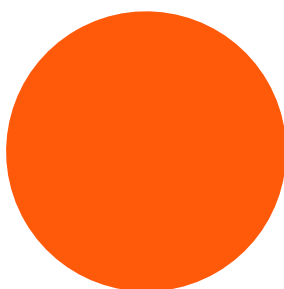
We welcomed the Independent Review of Bullying, Harassment and Sexual Harassment at the Bar and are working with the Bar Council and other stakeholders to help improve culture in the profession.

We published our Annual Diversity at the Bar report which shows improvements and areas that still need further focus. We published research that shows when comparing barristers with the same main area of practice and seniority by year of Call, female barristers and barristers from minority ethnic backgrounds still earn less on average than equivalent male and White barristers.

We consulted and introduced new rules to improve the handling by barristers and their chambers of “first tier” complaints.

We carried out research into technology adoption and use at the Bar, highlighting the challenges and opportunities barristers face in adopting technology. We have since published guidance to support barristers to safely adopt Artificial Intelligence and emerging technologies.

Our research with other legal regulators on digital exclusion found that while digitisation may increase efficiency for some, it risks excluding or marginalising those without the resources, skills, or confidence to access legal services online without support. We launched a dashboard to provide better public access to data about the Barrister profession and renewed our support for the Legal Choices website.



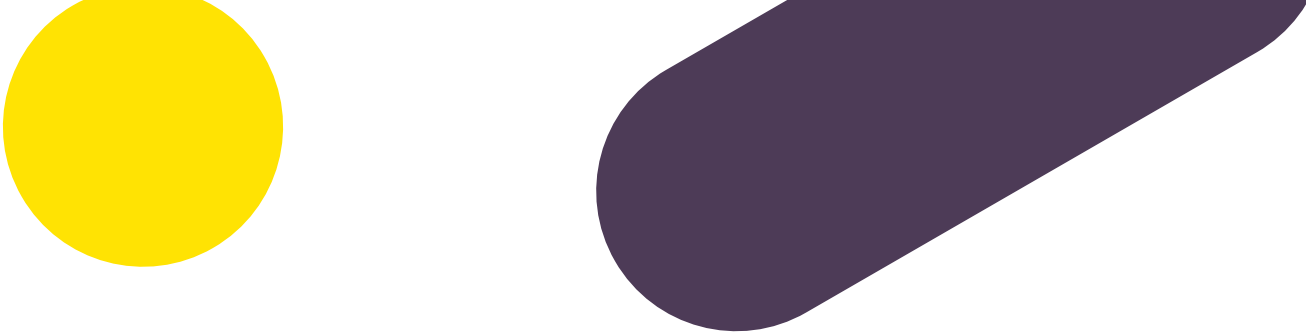
Casework delivery – 2025-26 Annual KPI performance

KPI	2025/26 volume	Target %	Target met	2025/26 performance	Improvement needed to meet target	Change on previous year	Previous year's performance
Quality							
CAT Quarterly Audit	111 reviews completed	95%	●	99.1%		↑	98.9%
CAT Requests for Review	44 reviews completed	95%	●	100.0%			100.0%
I&E Quarterly Audit	10 reviews completed	95%	●	100.0%			100.0%
I&E Requests for Review	7 reviews completed	95%	●	85.7%	9.3%	↓	100.0%
I&E Administrative Sanction Appeals		0%					
I&E DT Decision Appeals	6 appeals concluded	0%	●	0.0%			0.0%
Authorisations Quarterly Audit	50 reviews completed	95%	●	100.0%		↑	98.1%
Authorisations IDB Reviews	17 reviews completed	95%	●	94.1%	0.9%	↑	93.3%
Supervision Quarterly Audit	9 reviews completed	95%	●	100.0%			100.0%
Timeliness							
CAT General Enquiries	1046 queries closed	85%	●	98.2%		↑	97.2%
CAT Reports & Other	2464 reports closed	80%	●	65.8%	14.2%	↘	75.5%
I&E Investigations	111 investigations decided	80%	●	49.5%	30.5%	↘	56.5%
Authorisations Applications	1391 applications decided	80%	●	65.6%	14.4%	↑	55.0%
Service							
CAT Calls	8035 calls received	85%	●	89.4%		↑	85.5%
Authorisations Calls	8499 calls received	85%	●	68.5%	16.5%	↑	68.2%
All Teams Complaints	44 complaints closed	95%	●	95.5%		↑	83.3%
Productivity							
CAT General Enquiries Workload	7 open queries	85%	●	85.7%		↓	100.0%
CAT Reports & Other Workload	221 open reports	80%	●	88.7%		↑	79.2%
I&E Investigations Workload	178 open investigations	80%	●	74.7%	5.3%	↑	73.2%
Authorisations Applications Workload	1082 open applications	80%	●	30.2%	49.8%	↘	37.1%

↑ Performance increased compared to previous period
 ↘ Performance decreased by 10 percentage points or less compared to previous period
 ↓ Performance decreased by more than 10 percentage points compared to previous period

No arrow – Performance the same as for the previous period; or there is no applicable data for one of the comparable periods

● KPI met or exceeded
 ● Performance within 10 percentage points of target
 ● Performance more than 10 percentage points lower than target



Our performance and impact

Overall, we saw improvements in operational performance across the majority of our key performance indicators. There were improvements across all in quality and service, but more improvements are required in some areas of timeliness and productivity. More detailed statistics are available in our [Regulatory Casework Statistical Report](#).

Contact and assessment

The Contact and Assessment Team deals with concerns raised in respect of those that we regulate and answers general enquiries raised by our stakeholders. We assess reports of concerns raised during an initial assessment to determine whether there is sufficient evidence of a potential breach of the BSB Handbook and whether that potential breach is sufficiently serious enough to warrant a referral to our Investigation and/or Supervision Teams

In 2025/26, we received 3,439 reports and general enquiries, compared to 2,614 in 2024/25. Of these, 2,464 reports in total were assessed, a 31% increase on 2024/25. We assessed 1,047 cases which related to conduct while acting in proceedings, an increase from 651 in 2024/25. We assessed 279 cases which related to conduct on social media, an increase from 132 in 2024/25. Most of these reports related to the Israel and Palestine conflict (192) or gender rights (43). As part of our Audits, 111 cases were reviewed by the Independent Reviewer, down from 185 in 2024/25. Following a request for a review, 44 cases were reviewed by the Independent Reviewer, up from 6 in 2024/25.

Enforcement

Our enforcement work aims to protect the public and to deter ethical or professional failures by taking action against barristers guilty of serious misconduct.

In 2025/26 we assessed 2,464 reports, compared to 1,880 in 2024/25 and concluded 114 investigations, compared to 94 in 2024/25. We scored highly for the quality of decisions in both respects in independent quality audits. Of the 114 investigations decided, 49% were closed after investigation and 51% were referred for disciplinary action. For those closed after investigation, the outcomes were: 13 administrative sanctions, 27 dismissed and 16 withdrawn.

Of the 28 cases heard at Tribunal, 23 were found proved and the outcomes were: 9 disbarments, 5 suspensions, 7 fines and 4 reprimands. (each case may result in more than one sanction).

Cases of bullying and harassment

We received 58 reports in 2025/26, compared to 53 in 2024/25 and began 21 investigations compared to 12 the previous year. Two barristers were sanctioned as a result of enforcement action in bullying and harassment cases and Supervision worked with six chambers to improve policies and processes. In the year ahead we will continue our work in collaboration with the Bar Council and the Conduct Commissioner as we support the cultural change challenge highlighted in the Harman Report on bullying and harassment at the Bar.

Independent Decision-Making Body

The Independent Decision-Making Body (IDB) takes decisions on enforcement cases referred to it after investigation. It also reviews authorisation decisions and decisions by the Inns' Conduct Committee. Decisions and reviews are undertaken by five person panels with a lay majority.

Of the 95 enforcement cases heard by the IDB, 61 were referred for disciplinary action, 4 cases had administrative sanctions imposed and 14 cases saw allegations dismissed. In the previous year these figures were 41, 11 and 8 respectively. The remaining cases were put back for further enquiries, or reconsiderations of earlier decisions.

Of the cases referred by the IDB for disciplinary action, 36 cases were sent to a 5-person Disciplinary Tribunal, 23 cases to a 3-person Disciplinary Tribunal and 2 were referred for the Determination by Consent (DBC) process. The panel also disposed of 4 cases via the DBC process, following earlier referrals.

The 31 reviews considered by the IDB in the period comprised of 21 executive decisions on applications and 10 Inn's Conduct Committee (ICC) decisions. Of the 21 executive decision cases heard, the outcomes saw 6 cases with the decision affirmed (upheld), 10 cases with the decision affirmed (amended), 1 case with the IDB substituting the executive decision with another decision and 2 cases referred back for further information. The final review was rejected as it was out of time. Of the 10 ICC cases heard, the outcomes saw 6 decisions affirmed and 3 decisions substituted with another decision by the IDB panel, with the final case adjourned.

Supervision

The Supervision team supervises barristers, chambers, BSB entities and Bar course and pupillage providers. In undertaking our supervision activity, we adopt a risk-based approach and seek to foster a constructive relationship with those we regulate and other stakeholders and to achieve appropriate outcomes, resulting in less enforcement action and better protection and promotion of consumers' interests.

In 2025/26 the Supervision Team followed up 174 reports referred to it by the Contact and Assessment Team, including those received directly, compared to 157 in 2024/25. Reports responded to by Supervision covered a range of themes focused on chambers' complaints handling, compliance with the price, service and redress transparency rules, barristers' competence, and standards of vocational and pupillage training. We initiated 28 thematic reviews, compared to 79 in 2024/25. These related to testing barristers' and entities' compliance with the Money Laundering Regulations.

Authorisations

The Authorisations Team takes decisions relating to exemptions and waivers from the training requirements and authorises entities, education and training providers, individuals to conduct litigation, public access, and the authorisation of organisations and individuals to instruct barristers directly under the Licensed Access scheme.

In 2025/26 we decided 1,391 individual applications for authorisation in different categories. We authorised 178 specialised legal services businesses, including renewals in 2025/26, compared to 163 in 2024/25.

Pupillage

We have authorised 301 pupillage training providers across 313 locations as of 31 August 2026. We registered 633 new pupillages, and signed off 616 pupillages in 2025/26, compared to 630 and 593 respectively in 2024/25. We responded to 12 separate reports, compared to 13 in the previous year, in relation to standards of training.

Vocational training providers

We authorise 10 providers across 21 locations. No new providers or sites have been authorised in the past year. In the year to August 2026, we received 5 reports about 4 vocational training providers. These resulted in appropriate actions being put in place.

Centralised examinations

We set central examinations for Bar Training students in criminal and civil litigation. Since their inception in 2020, the Bar Training centralised assessments have been sat 34,253 times in total including 8,095 times in the 2025/2026 financial year. This includes all first sit, and resit attempts by Bar Training students, Bar Training Resit Programme candidates, Bar Transfer Test candidates and continuing BPTC candidates. We set, deliver and mark the Professional Ethics exam for pupils. The first pupillage Ethics exam was held in April 2022, since then it has been sat 2,217 times in total, including 730 times in 2025/26.

We continued to publish a Chair's report for both the Litigation assessments and Ethics assessments which details the quality assurance processes undertaken, as well as how the passing standard has been set with reference to the threshold competencies the exams seek to measure.

Each year, we publish a report on key statistics relating to vocational Bar training for prospective students that they can use to help inform them about their choice of provider and their chances of success in obtaining pupillage.

Anti-money laundering

We review relevant chambers, BSB entities and barristers to determine their individual risk profiles. We also conducted spot checks to ensure that barristers comply with their obligation to conduct practice risk assessments and conduct customer due diligence. Our latest activity report is on our [website](#).

Our governance

We are governed by a Board made up of a combination of lay people and barristers. It has six lay members (including the Chair) and five barrister members. During 2025-26 three members ended their terms and were replaced by new members. Professor Christopher Bones joined the Board replacing Kathryn Stone, and Irena Sabic KC and Stephen Thornton ended their terms.

The Board met nine times during 2025-26: there were six ordinary meetings, two special meetings and one Away Day. We also held four Board seminars which allowed members to explore aspects of the BSB’s work in greater depth. Ordinary Board meetings are partly held in public and we invite members of the legal Press to attend all public sessions. Board meetings during 2025-26 continued to be held on a hybrid basis to enable members to join online if necessary.

During 2025-26 our Board members were:

Chair:	Barrister members:	Lay members:
Kathryn Stone OBE (from 1 April 2025 – 31 August 2025) with Professor Chirstopher Bones appointed Chair effective from 1 September 2025.	Mr Jeff Chapman KC	Ms Gisela Abbam FRSA
	Ms Ruby Hamid	Mr Emir Feisal JP
	Ms Irena Sabic KC (until 12 December 2025)	Ms Tracey Markham
	Professor Leslie Thomas KC	Ms Ruth Pickering
Vice Chair:		Mr Stephen Thornton CBE (until 31 December 2025)
Mr Andrew Mitchell KC		

Accountability and how we manage risk

Under the Legal Services Act 2007, the Legal Services Board is responsible for overseeing the approved regulators for legal services in England and Wales. The approved regulator for barristers is the General Council of the Bar (GCB), which is also the representative body for the Bar.

The Act requires the separation of regulatory and representative activities, so the GCB has established the Bar Standards Board to exercise its regulatory functions independently. We have a protocol in place with the GCB to ensure that the exercise of the regulatory functions is not prejudiced by the Bar Council's representative functions.

Our Board managed its work with the help of four sub-committees during this reporting period:

The **Governance, Risk and Audit Committee** is responsible for ensuring that our corporate governance standards and internal controls are maintained. The Committee keeps all our risk management framework and internal audit arrangements under review and advises the Board accordingly. The corporate risk register is reviewed at least quarterly by our Senior Leadership Team and the GRA Committee. In addition, the GRA Committee conducts regular in-depth risk reviews throughout the year and considers Internal Audit reports.

The **Performance and Strategic Planning Committee** leads work in relation to the development of the BSB's strategic direction and plans and the allocation of resources to deliver the strategic and business plans. It oversees performance against relevant service levels and considers whether financial and operational resources are properly and effectively allocated and efficiently managed across the organisation.

The **Nomination Committee** advises the Board on fair, inclusive and transparent approaches to recruitment to the Board and senior executive roles and oversees, on behalf of the Board, some aspects of the recruitment process.

The **Remuneration Committee** makes recommendations to the Board on the remuneration and terms of engagement of BSB staff, its non-executive members and advisers. It also considers appeals by the Director General and his direct reports against decisions relating to dismissal, disciplinary sanction, grievance, promotion or demotion.

During this reporting period an annual internal audit report was provided by RSM UK Risk Assurance Services LLP. We note the opinion of partial assurance. We are making progress and have agreed actions to address this.

Our income and expenditure and Cost Transparency Metrics

The Bar Standards Board (BSB) is firmly committed to the principle of transparency and publishes financial and other transparency metrics as part of the Annual Report and Business Plan in accordance with the recommendations of the Legal Services Board's (LSB) Cost of Regulation Project. We combine our Cost Transparency Metrics, with the figures here in our annual report so that all our financial reporting can be found in one place.

We pay close attention to how we spend our money:

Our budgets are set annually, and our budget envelopes are informed by our business plans;

The budget is divided up into departmental budgets which our directors manage;

Each month we receive detailed management accounts which enable us to keep a close eye on our business;

Each quarter we think about what we might need to spend in the future and produce forecasts;

We tightly monitor our largest area of spend which is our staffing costs;

We make sure that our resources are directed at our key priorities; and

Our financial performance is scrutinised by the Board and its Performance and Strategic Planning Committee (PSP).

Income

Practising Certificate Fees (PCF)

Barristers are only legally entitled to undertake reserved legal activities if they are authorised to do so by the BSB. To be authorised they must hold a current Practising Certificate renewed annually via a process known as Authorisation to Practise, which includes payment of a Practising Certificate Fee (PCF). The PCF funds the expenditure that falls within the

‘permitted purposes’ as defined by the Legal Services Board (LSB). The PCF is shared between the Bar Standards Board who deliver the regulatory functions, the Bar Council who deliver non-regulatory permitted activities, and levies for the Legal Services Board and the Legal Ombudsman (LeO).

Band	Thousands	Thousands
Metric	2024-25	2025-26
Total PCF Reported	£22,080	£25,328

In 2025-26 Practising Certificate Fees were set as follows:

Band	Income Band	2025-26 Fees
1	£0 – £40,000	£119
2	£40,001 – £60,000	£316
3	£60,001 – £90,000	£635
4	£90,001 – £150,000	£1,154
5	£150,001 – £240,000	£1,753
6	£240,001 – £350,000	£2,377
7	£350,001 – £500,000	£2,540
8	£500,001 – £750,000	£3,213
9	£750,001 – £1,000,000	£3,399
10	£1,000,001 – £1,500,000	£3,855
11	£1,500,001 and above	£4,080

Allocation of PCF between Bar Council, the BSB, LSB and LeO

Legal Services
Board levy – 2%

£497k

Legal Ombudsman
levy – 3%

£724k

Bar Council
– 23%

£5,807k

BSB
– 72%

£18,300k

	2024-25	2025-26
Portion of PCF funding 'non-regulatory permitted purposes'	31%	28%
Total Permitted Purposes reserves	£5,579k	£5,008k

Apart from the PCF, some of our income comes from charges we make for specific services we provide to individuals and organisations. These income streams include the fees from Bar training providers, and the Bar Transfer Test.

Income Area	2024-25	2025-26
Education and Training	£1,776k	£2,262k
Authorisations and Waivers	£530k	£752k
Examinations	£9k	£11k
Entity Regulation	£107k	£89k
Professional Conduct (Fines & Cost Recovery)	£130k	£106k
Total BSB Generated Income	£2,552k	£3,220k

As with previous years, income from fees for Bar training remained the most significant proportion of the BSB controlled income during 2025-26. Overall, the BSB exceeded its (non-PCF) income target by £223k (7%).

Total Income for the BSB	2024-25	2025-26
PCF Contributions	£15,335k	£18,300k
Income from GCB Resources Group	£546k	£452k
Planned Contributions from Reserves	£0	£0
Total income not directly controlled by BSB	£15,901k	£18,752k
Total BSB Generated Income	£2,552k	£3,220k
Total regulatory income	£18,453k	£21,972k

BSB Income

£2,262k

Education and Training – 11%

£752k

Authorisations & Waivers – 3%

£11k

Examinations – 0%

£89k

Entity Regulation – 0.5%

£106k

Professional Conduct (Fines & Cost Recovery) – 0.5%

£3,220k

BSB generated income – 15%

£18,300k

Income not directly controlled by the BSB – 85%

Expenditure

BSB directly controlled expenditure was £14,420k against a budget of £14,590k, a £170k underspend (1%). The full cost of regulation includes an allocation of shared costs (IT, Finance, HR and Premises costs) from the Bar Council Resources Group. The Resources Group expenditure budget is managed separately, outside the direct control of the BSB, and is apportioned to the organisation.

Department	2024-25	2025-26
Regulatory Standards	£3,355k	£3,860k
Regulatory Enforcement	£3,374k	£3,481k
Legal and Information Management	£725k	£1,271k
Strategy, Policy & Insight	£1,438k	£1,628k
Planning, Programme and Engagement	£906k	£1,872k
DG's office and Governance	£1,450k	£1,769k
People and Culture	£608k	£539k
Total Direct BSB Expenditure	£11,855k	£14,420k
Resources Group allocation & adjustments	£6,338k	£7,433k
Total cost of regulation	£18,193k	£21,853k
Average cost of regulator for each authorised individual	£835	£979

Direct BSB Expenditure in 2025-26

£3,860k

Regulatory Standards
– 27%

£3,481k

Regulatory
Enforcement – 24%

£1,271k

Legal and Information
Management – 9%

£1,628k

Strategy, Policy
& Insight – 11%

£1,872k

Planning, Programme
and Engagement
– 13%

£1,769k

DG's office and
Governance – 12%

£539k

People and
Culture – 4%

FOOTNOTE: The average cost of the regulator for each authorised individual is calculated by dividing total BSB PCF income (£18,300k in 2025-26) by the number of practising barristers at 31 March 2026 (18,693).

People

	2024-25	2025-26
Headcount	126 (121.8 FTE)	154 (149 FTE)

Remuneration of the Board and Executive

	2024-25	2025-26
Chair of the Board total remuneration	£120,332	£119,150
Vice Chair total remuneration	£41,515	£41,515
Director General total remuneration	£181,105	£188,350

The median staff salary at the BSB in 2025-26 was £55,527, the ratio between this and the Director General (salary: £188k) was 1: 3.39. As well as the Director General, the Bar Standards Board has seven Senior Managers paid in a salary band which in 2025-26 was between £100k and £140k.

	2024-25	2025-26
Staff costs	£7,951,513	£9,719,138
Board costs	£260,597	£275,730

Overall staff related costs were £10,863k (1% underspend). We ended the year with staff turnover of 14.2%. Any salary savings achieved from vacancies were offset by recruitment related expenses and temporary cover for business-critical roles.

Board Remuneration and Expenses in 2024-25

Name	Salary / Fees	Pension	Allowance	Total	Expenses incurred in relation to BSB business
Ms Kathryn Stone OBE	£47,474	£3,775	£0	£51,249	£5,894
Professor Christopher Bones	£65,839	£0,000	£0	£67,901	£1,990
Mr Andrew Mitchell KC	£41,515	£0	£0	£41,515	£0
Ms Gisela Abbam	£10,000	£0	£0	£10,000	£0
Mr Jeff Chapman KC	£10,000	£0	£0	£10,000	£0
Mr Emir Feisal JP	£10,000	£0	£0	£10,000	£72
Ms Ruby Hamid	£10,000	£0	£0	£10,000	£0
Ms Tracey Markham	£14,583	£0	£0	£14,583	£0
Ms Ruth Pickering	£11,250	£0	£0	£11,250	£0
Ms Irene Sabic KC	£7,029	£0	£0	£7,029	£0
Professor Leslie Thomas KC	£10,000	£0	£0	£10,000	£0
Mr Stephen Thornton CBE	£11,250	£0	£0	£11,250	£1,386

Non-staff costs

Total non-staff expenditure was £3,557k (1% underspend).

Further reading

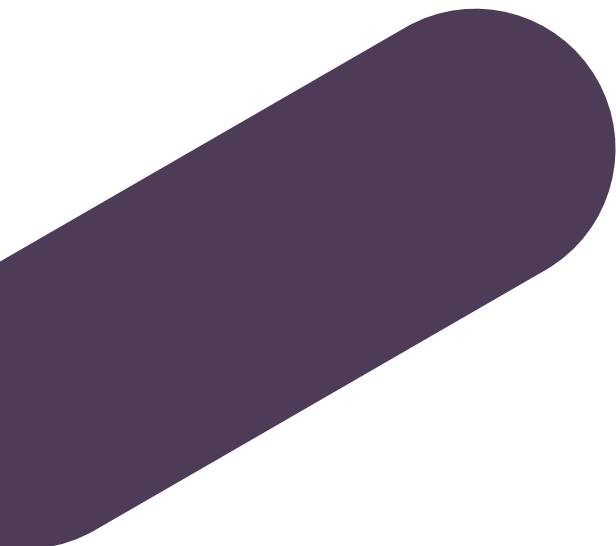
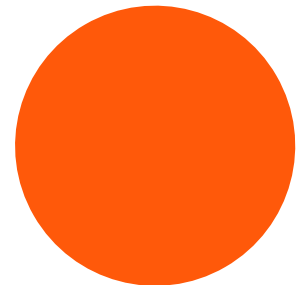
To understand more about our work please visit the following pages on our website:

This Annual Report is designed to be in read in conjunction with our Business Plan for 2025-26.

More detailed statistics about our regulatory casework are available in our [Regulatory Casework Statistical Report](#).

More information about our work around equality and diversity can be found there.

Our organisational values describe the way in which we conduct all our work including the activities described in this Plan.



Contacting us

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

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

Contact us:

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If you would like a version of this publication in an alternative format, please contact the Equality and Access to Justice (E&AJ) Team by telephone on 020 7611 1305 or: equality@barstandardsboard.org.uk

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