

# Business Plan 2013-14

The Bar Standards Board regulates  
barristers in England and Wales in  
the public interest



# Our values

## INTEGRITY

- ▶ We operate to the highest ethical standards
- ▶ We are honest, open and inspire trust
- ▶ We consider the social and environmental impact of our actions

## EXCELLENCE

- ▶ We are committed to quality
- ▶ We are creative, innovative and lead change
- ▶ We are responsive, accessible and accountable for our actions

## FAIRNESS

- ▶ We act responsibly, proportionately, and in the public interest
- ▶ We promote equality of opportunity and equal access to justice for all
- ▶ We value inclusion and diversity

## RESPECT

- ▶ We respect and support others
- ▶ We value expertise, learning and knowledge-sharing
- ▶ We foster a collaborative and developmental working environment

## VALUE FOR MONEY

- ▶ We are cost-effective and accountable for our use of resources
- ▶ We work efficiently with an entrepreneurial and commercial mindset
- ▶ We strive for clarity, simplicity and straightforwardness

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# What the BSB does

We regulate barristers in England and Wales in the public interest.

## We are responsible for:

- ▶ setting the education and training requirements for becoming a barrister;
- ▶ setting continuing training requirements to ensure that barristers' skills are maintained throughout their careers;
- ▶ setting standards of conduct for barristers;
- ▶ monitoring the service provided by barristers to assure quality;
- ▶ handling complaints against barristers and taking disciplinary or other action where appropriate.

## Standards

We set standards for barristers and provide a Code of Conduct that sets the rules for practice at the Bar. The Code is supported by detailed guidance addressing particular aspects of professional standards.

We also develop policy on professional conduct in areas such as chambers' complaints handling and direct public access to barristers.

## Quality assurance

Our aim is to assure, maintain and enhance standards across the profession through the development of measures for assessing the quality of both individual barristers and the chambers and entities in which they practice. This includes a scheme to monitor chambers' administration and working practices and a barristers' register.

## Education and training

We oversee the Academic, Vocational and Pupillage stages of training that must be completed in order to qualify as a barrister. We are responsible for monitoring and accrediting barristers' Continued Professional Development (CPD), which ensures that barristers maintain high standards throughout their careers.

We also look at individual applications from people wishing to qualify and/or to practise as barristers but who may be exempted from some or all of the normal training requirements.

## Professional conduct

We investigate professional conduct and take action against barristers who have breached our Code of Conduct.

# Key facts

**15,500+**

number of barristers  
we regulate

**300+**

complaints against barristers  
we receive from outside the  
BSB every year

**12**

sites to provide the Bar  
Professional Training Course  
for over 1,700 students annually

**100+**

candidates take the Bar  
Transfer Test (for transferring  
solicitors and overseas lawyers)

**400+**

pupils registered  
per year

**8,000+**

CPD courses were  
accredited last year

**80**

members of staff  
(76.4 full time equivalents)

**£5.4m**

our budget for this year

# Statement by the Chair and Director

The Bar Standards Board is the independent regulator of barristers. Our mission is to regulate the Bar in England and Wales so as to promote high standards of practice and safeguard clients, in the public interest. We have published our third Strategic Plan setting out our aims for the period 2013-16. This business plan sets out our activity in detail for 2013/14.

We are about to enter an important and exciting new phase in our development since we were established in 2006 as a public-interest regulator, independent of the profession, to meet new legislative requirements set out in the 2007 Legal Services Act. Our vision during 2013-16 is to become a more modern and efficient regulator, operating to externally agreed high standards, fulfilling our mission and upholding and promoting the regulatory objectives and professional principles set out in the Act. Barristers are at the heart of the justice system so the work we do is fundamentally important to the maintenance of the rule of law in England and Wales and contributes to the furthering of that principle more widely across the globe.

We have set ourselves five strategic aims for the period 2013-16 to underpin the achievement of our vision. We will:

- ▶ implement new specialist regulatory frameworks for advocacy services;
- ▶ promote greater public and professional understanding of what we do and why;
- ▶ set and maintain high standards of entry to, and practice for, the profession;
- ▶ take a more risk and evidence-based approach to what we do; and
- ▶ strive for “best practice” as an organisation for those whom we serve and those who work for us.

We have a talented and engaged lay-majority Board and a highly qualified and dedicated executive staff team to work together on delivering the strategic aims. We are committed to success. We are working at a time of unprecedented change and challenge. The market for legal services is evolving rapidly, with new business models and ways of delivering services to clients appearing all the time. We aim to ensure barristers can take advantage of a liberalised market to bring benefits to their clients. But the market environment is very tough, and nowhere more so than in relation to publicly-funded legal services, where the advice and representation barristers provide to the most vulnerable in society are at risk of reductions in both quality and availability. We intend to work extremely hard to maintain quality standards at such a difficult time, and to preserve the best of what the Bar has historically provided to society whilst enabling it to



modernise. We aim to support entry to the profession by the best qualified students and to monitor their education, as well as the lifelong education of barristers in practice. Despite the challenging environment, we believe that the reputation of the profession stands as high as ever.

Although we serve the public primarily, we are by law funded by the members of the profession we regulate: so we are accountable to the public and the profession. We therefore set high expectations of ourselves and monitor carefully our performance, reporting on it regularly and publicly. You can follow what we do, and engage with it, via our website [www.barstandardsboard.org.uk](http://www.barstandardsboard.org.uk). This business plan sets out the activity we will undertake and the resources we will deploy in the first year of our 2013-16 strategic plan.



**Baroness Ruth Deech QC (Hon)**  
Chair



**Dr Vanessa Davies**  
*Director (chief executive)*

# Our strategic aims and this year's programmes of work

The BSB has developed five strategic aims to encompass all of the work we intend to undertake over the next three years. The aims have been formulated to enable us to respond to the context outlined and make progress towards achieving our vision. Each aim supports one or more of the regulatory objectives.

We have also integrated into our aims how we are going to improve our performance against the Regulatory Standards Framework laid down by the Legal Services Board (LSB). That framework has four key pillars – outcomes-focussed regulation; risk assessment; supervision; enforcement – and requires a regulator to demonstrate sufficient capacity and capability to regulate in those key areas.

Achievement of the aims will also mean considering the extent of internal structural change necessary, including redefining staff and Board and committee roles if required.

Throughout the life of the plan we will continue to deliver our core regulatory activity, adjusting it over time to align with our strategic aims, which are summarised in the diagram opposite.

The full version of our strategic plan sets out the strategic aims and what we will be doing in each area of our operation to meet those aims in much greater detail. See it on our website [www.barstandardsboard.org.uk](http://www.barstandardsboard.org.uk).



# Strategic aim 1

## Implement our specialist regulatory regimes for advocacy services which operate in the public interest and in support of the regulatory objectives of the LSA 2007

### What this means:

- ▶ We will regulate in the public interest barristers and those who work for them to deliver advocacy services.
- ▶ These services uphold the rule of law and an advocate's duty to the court outweighs all other duties he or she has.
- ▶ We will seek to remove the restrictions on a barrister's right to conduct litigation.
- ▶ Barristers will be enabled to be instructed directly by members of the public more comprehensively.
- ▶ Barristers will be able to offer a complete "one stop" legal service to members of the public.
- ▶ We will target our regulatory activity towards risks on the basis of evidence and we will be cost-effective.

### Measuring our performance

KPI	Measures used
a) We will be a licensing authority under the LSA 2007	Yes / No
b) We will be regulating barrister-led / advocacy focussed entities	Number of entities / Alternative Business Structures (ABS) (measuring against expectations)
c) In a timely and financially sustainable way (both to regulator and regulated)	Level of cost recovery (measuring against cost model) Turnaround of applications

### Activity in 2013-14 for each key programme of work

	Time			
	Q1 ↗	Q2 ↗	Q3 ↗	Q4 ↗
Implementation of new Handbook and (non-ABS) entity regulation	Legal Services Board (LSB) approval anticipated end of Q1	Publicity and training begins	Education and Training requirements reviewed to ensure providers properly prepared for the new BSB Handbook (interim arrangements in place for the 2013/14 academic year)	Launch of new Handbook Jan 14
Entity regulation implemented	Skills analysis	Publicity and training begins	New systems and processes in place to authorise, supervise and enforce against entities	Licensing authority (ABS) approval from LSB  Go live (non-ABS entities)
Rules and guidance established to allow barristers to conduct litigation	LSB approval anticipated end of Q1	Publicity and training	Authorisation and supervision processes in place	Monitoring of impact of changes
Waivers system reviewed	Review commences	Review completed	Recommendations implemented	Monitoring of impact of changes
Development and operation of Quality Assurance Scheme for Advocates (QASA) (crime)	Finalise Scheme and seek LSB approval, Judicial training continues  Commence research into advocacy in the Youth Courts	Implementation of the communications strategy  Review Youth Court research	Implementation of the Scheme in phase 1  Develop approach to the quality assurance of advocacy in the Youth Courts	Implementation of the Scheme in phase 2  Agree approach to Youth Court quality assurance
Contribute to the Legal Services Act 2007 review	Contribution published			

# Strategic aim 2

## Promote greater public and professional understanding of and support for our role and mission

### What this means:

- ▶ Many members of the profession either have no particular view on how we carry out our role, or have a negative view, frequently based on ignorance or misunderstanding of our statutory and public interest role.
- ▶ We are concerned that the public may not consider us to be independent from the profession.
- ▶ The legal services regulatory architecture can be confusing as legal services are provided by various lawyers that are regulated by different bodies.
- ▶ We will aim to promote public understanding of citizens' legal rights and duties.

### Measuring our performance

KPI	Measures used
a) an increased percentage of the profession will have a positive view of the role and effectiveness of the BSB	Biennial Survey 2011 as baseline then 2013 and 2015 results
b) we will have established collaborative relationships with the public and consumers through our user network	Network established – Yes / No Qualitative feedback from/on the network Breadth/number of consultation responses Pattern of website usage Outcomes from research programmes

### Activity in 2013-14 for each key programme of work

	Time			
	Q1 ↗	Q2 ↗	Q3 ↗	Q4 ↗
Development and operation of risk-based supervision	Consult on new approach	Analyse consultation responses	Board approval sought Systems and governance developed Communication strategy implemented	Commence risk-based supervision in targeted areas – eg chambers complaints, equality and diversity
Publish more user-friendly information		Contribute editorial comment in relevant publications to raise the profile of enforcement	Internal interactive enforcement policy and guidance manual available Formal review of content included on the website (in advance of new code)	New leaflets published about the work of the Enforcement Department New online facilities in place for users to submit feedback Stakeholder engagement strategy developed and first year of activity completed New code published
Biennial Survey 2013	Commission	Survey	Analyse	Publish

# Strategic aim 3

## Set and maintain high standards of entry to and practice in a diverse profession

### What this means:

- ▶ Poor advocacy standards undermine the rule of law and limit access to justice.
- ▶ Inadequately trained barristers might not uphold the professional principles of
  - independence and integrity;
  - proper standards of work;
  - observing the best interests of the client and the duty to the court; and
  - maintaining client confidentiality.
- ▶ We will set and maintain high standards of entry to the profession through the minimum requirements we impose relating to education and training of barristers.
- ▶ We will continue to set and monitor high standards for qualified and practising legal professionals.
- ▶ We will carry out clear and consistent enforcement activity based on fair but robust decision making.
- ▶ Our disciplinary processes will continue to be transparent and both the public and the profession will continue to have confidence in them.
- ▶ Access to justice can be undermined if there is not sufficient diversity in the body of practitioners, which should reflect the diversity of the public they serve.

### Measuring our performance

KPI	Measures used
a) we will be supervising and enforcing on the basis of a new Code of Conduct / Handbook	Handbook – Yes / No
b) the regulated community, including Education and Training providers, will be achieving high levels of compliance, and delivering quality services to the public	<p>Number of internally raised complaints (Continuing Professional Development (CPD), Equality and Diversity (E&amp;D), etc)</p> <p>Chambers data (eg money laundering, first tier complaints etc)</p> <p>QASA proportions of barristers competent against standards – baseline to be set.</p> <p>Quality assess outcomes Bar Professional Training Course (BPTC)/CPD providers (no. of triggered visits)</p>

### Activity in 2013-14 for each key programme of work

	Time			
	Q1 ↗	Q2 ↗	Q3 ↗	Q4 ↗
Commence implementation of recommendations from the Legal Education and Training Review	Receive Legal Education and Training Review report		Respond to report	Plan established
Deliver Bar Course Aptitude Test 2013 cycle of candidates and evaluate the first year of operation	Delivery commences		Delivery complete	Evaluation commences
Commence implementation of new CPD regulations			Proposal and Plan agreed	Development commences
Review regulatory arrangements for probate and will writing in the light of final recommendations from the LSB (expected February 2013)	Provisionally establish Project Board	Delivery likely to commence		
Implement any recommendations from the review in 2012-13 of our regulatory arrangements in relation to immigration		Respond to LSB with outcome of review		
Consideration of changes to our regulatory arrangements for special bodies in the light of LSB guidance		Publication of LSB final guidance	Establish project to review current arrangements and consider application to LSB	Recommendation to Board by end of Q4
Development of new enforcement strategy		Enforcement strategy development work completed	Enforcement strategy published	New enforcement work commences

# Strategic aim 4

## Become more evidence- and risk-based in all we do, taking into account also the globalised legal services market

### What this means:

- ▶ We are implementing a framework for regulatory standards which depends on identifying risk and using evidence on which to base all regulatory decisions.
- ▶ Our resources are derived from the fees which members of the profession earn from their clients.
- ▶ It is in the interests of consumers, members of the profession, and the general public, that our resources are targeted at the areas of the greatest risk to the public.
- ▶ We will develop a risk identification framework and ensure that regulatory decisions are made on the basis of evidence we have gathered, for example from our research or supervision activity.
- ▶ Barristers seek further to expand the range and value of services they deliver internationally and providers of legal education increasingly seek to operate in a global market – some have sought to have their courses overseas accredited by the BSB.
- ▶ Many non-EU citizen trainee barristers are called to the Bar in England and Wales by an Inn of Court, having completed the Bar Professional Training Course. They then return overseas to practise, often drawing on their England and Wales qualification to competitive advantage with consumers.
- ▶ We will consider in greater detail the impact of a globalised legal services and legal education market and whether we need to adopt specific approaches to the international activity of those we regulate.

### Measuring our performance

KPI	Measures used
a) we will have established systems, including research programmes, for collecting and managing information and evidence to support regulatory policy and decision making	Intranet and Document Management System (DMS) – Yes / No  Risk Assessment framework – Yes / No  Policy framework – Yes / No  Outcomes from research programmes
b) we will have attained a “satisfactory” rating against the LSB’s standards framework in this area	Satisfactory – Yes / No

### Activity in 2013-14 for each key programme of work

	Time			
	Q1 ↗	Q2 ↗	Q3 ↗	Q4 ↗
IT systems in place		New enforcement database implemented	Intranet and DMS implemented	Risk / supervision database implemented
Risk Assessment Framework			Framework developed and in place to start using	Refinement of framework
Evidence base			Identification of existing evidence available for use	Research programme developed to enhance evidence
Policy development framework			Policy development framework in place	

# Strategic aim 5

## Strive for “best practice” as an organisation for those who work for us and those whom we serve.

### What this means:

- ▶ We seek to operate to the highest standards as a regulator with the resources available to us.
- ▶ We will make improvements in our infrastructure and the standard of corporate services we receive.
- ▶ We will simplify our processes and be as “lean” as we reasonably can.
- ▶ We seek to make a step change in our culture and internal organisation to better reflect the values of integrity, excellence, fairness, respect and value for money.

### Measuring our performance

KPI	Measures used
a) we will have established a baseline for regulatory costs and steadied the rate of increase compared to the previous three years	Activity based costing – Yes / No  Benchmark against other regulators (establish a range)
b) we will have improved turn-around times in relation to case handling in complaints and qualifications / waivers	Set baseline / targets
c) the organisation will have a different, improved “feel” for users and staff	Staff survey improving year on year  Biennial Survey stats  Education providers feedback  User satisfaction survey (Professional Conduct Department, QASA, supervision, judges’ training)  Pupil survey

### Activity in 2013-14 for each key programme of work

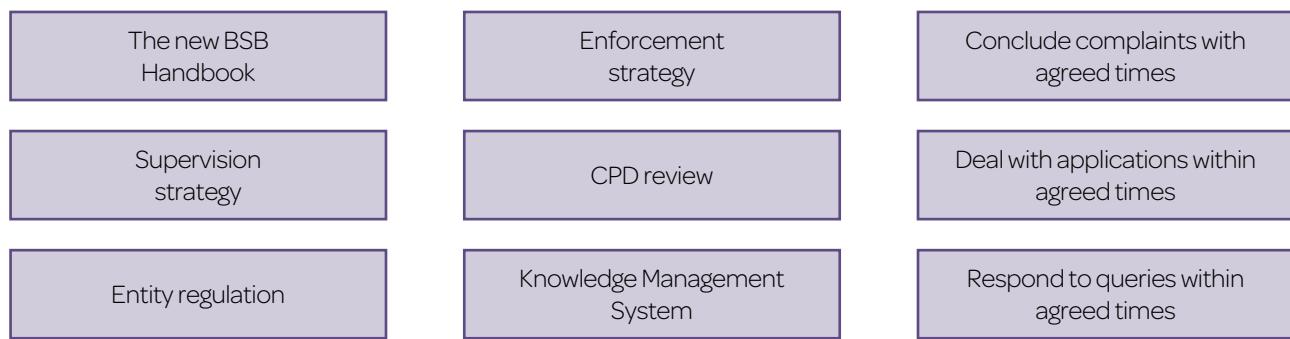
	Time			
	Q1 ↗	Q2 ↗	Q3 ↗	Q4 ↗
Contract management system reviewed	New Contract manager in post  Council of the Inns of Court (COIC) Service Agreement signed	Current system reviewed		Improvements implemented  First year of COIC Service Agreement evaluated
TRIP – the regulatory improvement programme		Discovery phase completed (process mapping)  Skills Audit completed  Learning and Development Plan agreed	Learning and Development Plan implemented  New organisational structures identified	Competency framework and revised appraisal system in place
Carry out a fees and charges review			Sign off BSB Fees and Charges Policy, Current BSB Fees and Charges Schedule finalised	

This page shows the 'dashboard' performance reporting that we will be using this year. We will give an overall picture of progress against each of our strategic aims, then an update on our key programmes of work and service standards, as well as our corporate resources and risks. This will be reported to our Planning, Resources and Performance Committee as well as to the Board.

### Our strategic aims



### Our key projects and service standards



### Our corporate resources and risks



# Equality analysis statement

**The BSB is committed to improving diversity in the profession and internal workforce and ensuring that equality considerations are factored into the delivery of BSB functions. We will be monitoring Bar and BSB staff diversity data.**

We have a number of general and specific legal equality duties arising from the Equality Act 2010. We must also comply with regulatory objectives as set out in the Legal Services Act 2007, notably regulatory objective 6 which requires the encouragement of a diverse legal profession.

We believe that the promotion of equality and diversity is morally the right thing to do and helps to combat social injustice. It is unfair for a person to experience disadvantage on the basis of a protected characteristic, and all our staff and stakeholders are entitled to expect that they will be treated fairly.

A profession which is representative of the people it serves is more likely to meet the diverse needs of clients, thereby working more effectively and creating a positive public image. The BSB will work more efficiently if we maintain an inclusive workplace free from discrimination.

We will work to:

- ▶ Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- ▶ Advance equality of opportunity between people who share a protected characteristic and those who do not.
- ▶ Foster good relations between people who share a protected characteristic and those who do not. The protected characteristics are: age, disability, gender reassignment, pregnancy and maternity, race, sex, sexual orientation, religion or belief and marriage and civil partnership.

We carry out equality impact analyses of all projects, policies and initiatives. We provide equality training for staff, Committee and Board members. We collect and examine equality data both on the profession and those that use the BSB's services. We engage with equality stakeholders as they are a key resource of ideas and provide essential feedback on the BSB's work. This assists us with fostering good relations between groups.

# Governance

**The Board shapes the BSB's strategy and has ultimate responsibility for what the BSB does and for carrying out all regulatory functions of the Bar Council. The Board ensures that:**

- appropriate risk management and effective internal control systems are in place
- the necessary management information systems exist to assess the BSB's performance and progress in meeting its objectives, including the evaluation of operational effectiveness and efficiency, compliance with laws and regulations and the reliability of management and financial information.

Our Board is made up of 15 people, a combination of lay people and barristers.

**Chair:**

Baroness Ruth Deech QC (Hon)

**Vice-Chair:**

Ms Patricia Robertson QC

**Barrister Members:**

Ms Sarah Clarke  
Ms Justine Davidge  
Mr Simon Lofthouse QC  
Mr Matthew Nicklin QC  
Mr Sam Stein QC

**Lay Members:**

Ms Rolande Anderson  
Mr Rob Behrens  
Dr Malcolm Cohen  
Ms Paula Diggle  
Mr Tim Robinson  
Professor Andrew Sanders  
Mr Richard Thompson  
Dr Anne Wright

Our Board runs its work through eight committees:

- ▶ Education and Training Committee
- ▶ Equality and Diversity Committee
- ▶ Governance, Risk & Audit Committee
- ▶ Planning, Resources & Performance Committee
- ▶ Professional Conduct Committee
- ▶ Qualifications Committee
- ▶ Quality Assurance Committee
- ▶ Standards Committee

The Planning Resources & Performance Committee is responsible for work relating to development of strategic direction and plans for the BSB. It advises the Board on developments to the planning resource setting and performance monitoring processes. It also considers whether financial and operational resources are properly and effectively allocated and efficiently managed across the BSB.

The Governance, Risk & Audit Committee is responsible for ensuring the Board's corporate governance standards and internal controls are maintained. The Committee keeps under review and advises the Board on all matters relating to the internal risk management framework and the BSB's internal audit function.

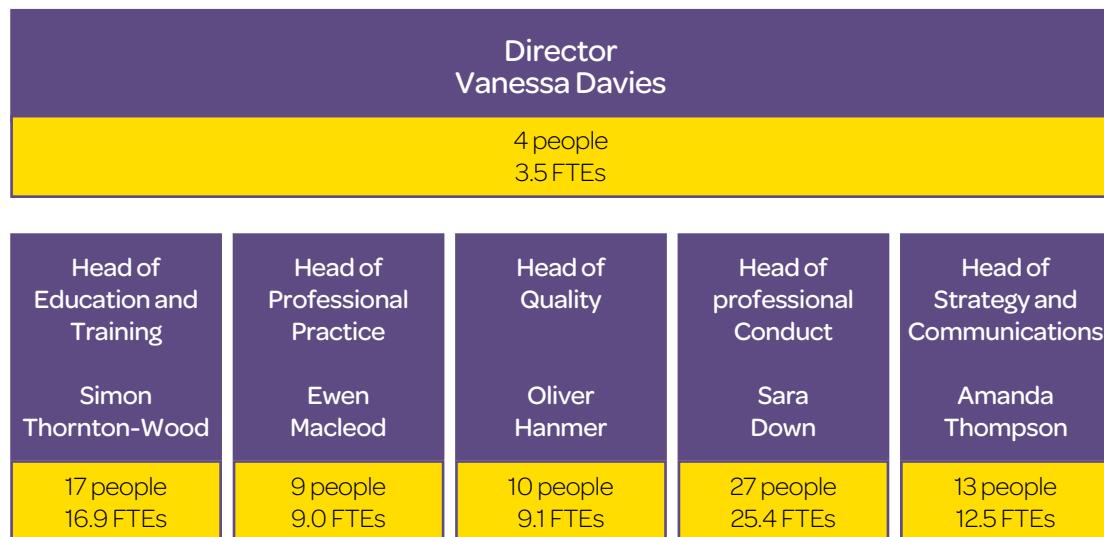
# Organisational chart

This shows the number of staff working at the BSB (headcount) and the number of full time positions that equates to (full time equivalents or FTEs).

Each figure includes the member of the management team named above the figures (eg headcount of 4 includes the Director).

There are two Equality and Diversity staff who report to the Bar Standards Board although the budget for these people (and the costs associated with the activities they undertake) sit in the Central Services budget. They are excluded from the staff numbers below.

In total we have 80 people and 76.4 full time equivalent positions.



# Our budget

**Our budget year runs from 1 April 2013 to 31 March 2014 and the budget that the BSB controls directly for this period is £5,355k, which is an increase of nearly 30% on last year's budget. This is offset by an expected increase of 25% in income compared to last year's figures.**

**2013-14 Expenditure  
£5,355k**

**2013-14 Income  
£1,755k**

## The Practising Certificate Fee (PCF)

The Bar Council approved our budget for this period along with the overall 6% increase in the Practising Certificate Fee and associated levies.

Core PCF: this funds a proportion of the Bar Council and its three directorates (Representation & Policy; the BSB; and Central Services)

LSB/OLC levy: this is the amount levied on the Bar by the Legal Services Board (LSB) to cover the costs of the Board, and of the Office for Legal Complaints (OLC).

Pensions levy: This is the amount required to cover the relevant year's contribution to the Defined Benefit Pension Scheme.

## Rationale

The Bar Council and the Bar Standards Board are acutely aware that the practising Bar faces a number of challenges, most notably for those engaged in publicly funded work.

However we face substantial financial challenges over the next few years.

Having eaten significantly into reserves last year (£430k), the Bar Council has decided that this year there needs to be a balanced budget.

The Council of the Inns of Court have reduced the Inns' subvention by £380k.

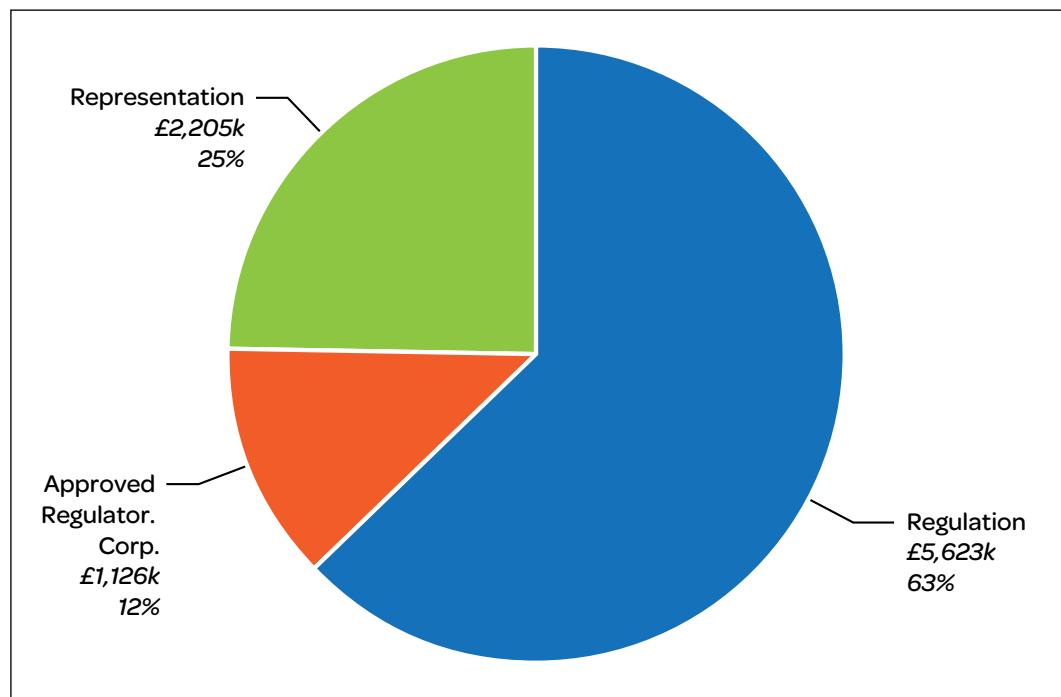
There is also a need to plug the funding gap in the pension scheme (£185k).

The BSB's budget has increased by £1,223k, mainly because of the pressures of implementing the Regulatory Standards Framework. This increase has been offset by an increase in non-PCF income of £432k.

## Your Practising Certificate Fee (excluding LSB, other levies and Members' Services Fee)

PCF rates	Last year's rate (£) 2012/13	This year's rate (£) 2013/14
<b>Self-Employed</b>		
QC, 20 years' call	1,238	1,304
Junior, 15 years' call	841	887
Junior, 10 years' call	434	461
Junior, 6 years' call	232	247
Junior, 4 years' call	88	95
Junior, 2 years' call	84	89
<b>Employed</b>		
QC, 20 years' call	930	979
15 years' call	652	689
10 years' call	362	384
6 years' call	196	209
4 years' call	88	95
2 years' call	84	89

## Breakdown of the practising certificate fee



However, this does not reflect the full cost of the BSB. We also rely upon Central Services in order to carry out our work and we use a share of the premises at 289-293 High Holborn. The Central Services' budget, which includes premises costs, is accounted for separately; £2,800k of this budget is apportioned to the BSB and our share of the cost of the premises is £678k. In total, the Bar Standards Board accounts for £8,155k of the total Bar Council costs.

### What does your PCF get spent on?

The Bar Standards Board has direct control of a budget of £5,355k for 2013-14. Those funds will be spent on each of the areas shown below:

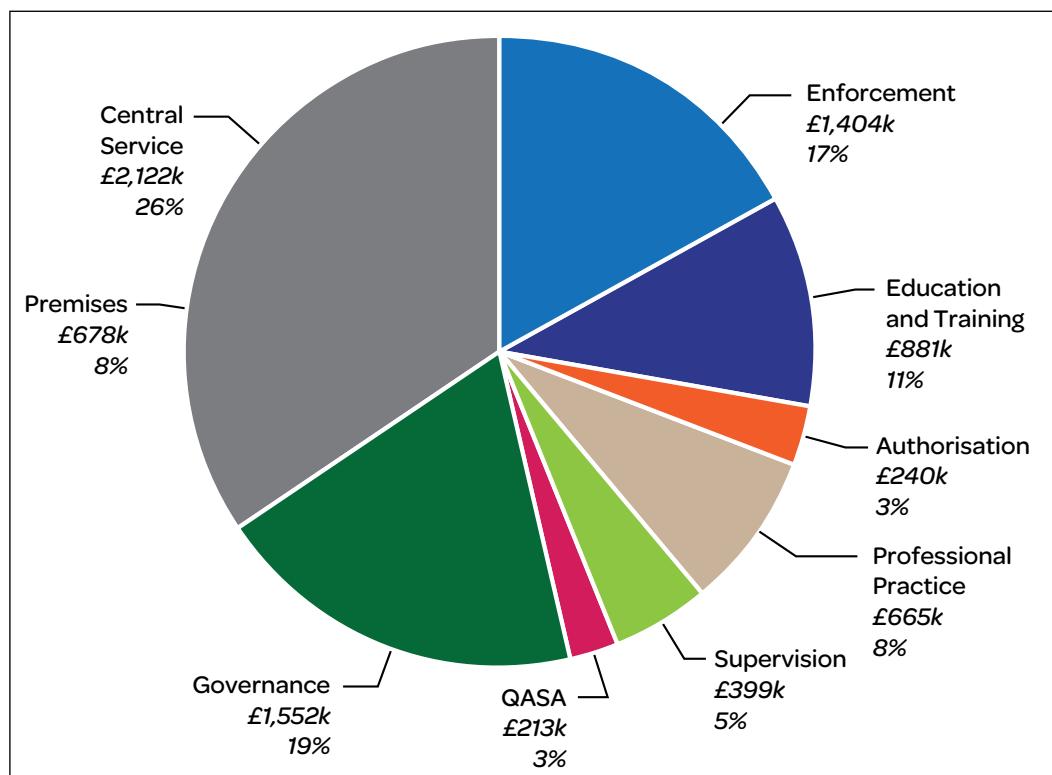
#### What will your money get spent on?

Budgets controlled directly by the BSB	£k
Disciplinary/Enforcement	1,404
Education and Training – BPTC, CPD, Pupillage	881
Education and Training - Qualifications and waivers	240
Professional Practice	665
Quality/Supervision	399
QASA	213
Governance* / Management (Executive, Strategy and Communications, Research)	1,552
<b>Total BSB Budget</b>	<b>5,355</b>

\*Original Budget – Governance was £1,333k, structural changes have transferred the Research team from Central Services to Governance. Estimated amendments to the budget are shown here.

#### Budgets not directly controlled by the BSB

Premises	678
Central Service Support	2,122
<b>Total cost of regulation</b>	<b>8,155</b>



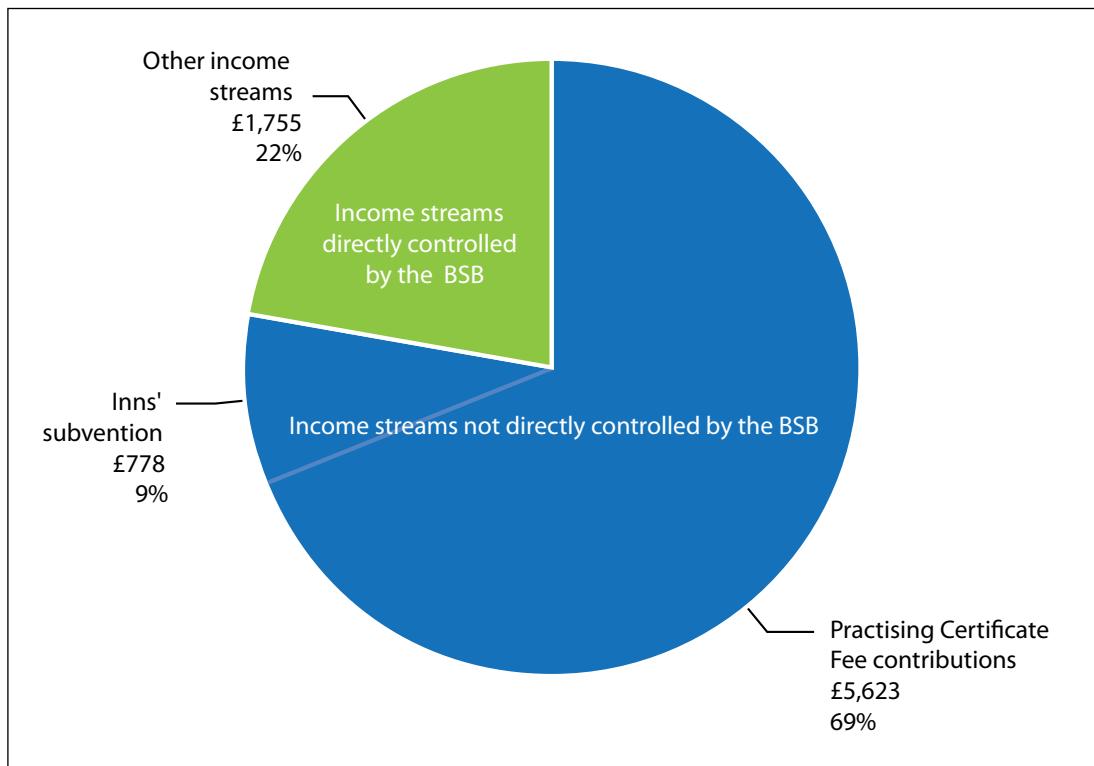
The PCF is not the only income stream for the Bar Standards Board. Directly controlled income streams include the bar transfer test and CPD accreditations.

### Where will the Bar Standards Board get its income from?

<i>Income streams directly controlled by the BSB</i>	<i>£k</i>
Fines & Cost Recov.	No target set
BPTC Candidate Fees	606
CPD Accreditation	150
BPTC Online	137
Bar Transfer Test	17
Qualifications Committee Applications	170
Academic Stage	65
Bar Exam	3
Entity Regulation: Licencing fees	60
Entity Regulation: Annual fees	60
QASA: Initial accreditation	452
QASA: Progression applications	35
<b>Total BSB generated income</b>	<b>1,755</b>

### *Income streams not directly controlled by the BSB*

Practising Certificate Fee contributions	5,623
Inns' subvention	778
<b>Total</b>	<b>8,155</b>



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.

**Write to us:**

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