

Annual Report

2020-2021

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

If you would like a version of this publication in hard copy, or 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

Who we are and what we do

We are responsible for:

- prescribing the education and training requirements for becoming a barrister;
- establishing continuing training requirements to ensure that barristers' skills are maintained throughout their careers;
- setting standards of conduct for barristers;
- authorising organisations that focus on advocacy, litigation, and specialist legal advice;
- monitoring the service provided by barristers and the organisations we authorise to ensure they meet our requirements; and
- considering reported concerns about barristers and the organisations we authorise and taking enforcement or other action where appropriate.

The Regulatory Objectives

Our objectives are laid down in the Legal Services Act 2007. Like the other legal services regulators, we are bound by these objectives in all our work. They are:

1. protecting and promoting the public interest;
2. supporting the constitutional principle of the rule of law;
3. improving access to justice;
4. protecting and promoting the interests of consumers;
5. promoting competition in the provision of services;
6. encouraging an independent, strong, diverse and effective legal profession;
7. increasing public understanding of citizens' legal rights and duties; and
8. promoting and maintaining adherence to the professional principles.

Risk-based regulation

We do all of this by taking a proportionate, risk-based approach to regulation. This means that we are constantly monitoring the market for barristers' services. We identify all the potential risks that could prevent the Regulatory Objectives from being met. When we have done this, we focus our attention on the risks that we think pose the biggest threats to the public interest. We then take action to try to prevent those risks from occurring, or to reduce their impact. The work that we do is governed by the Legal Services Act 2007 and other statutes.

Welcome to our Annual Report for 2020-21

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Our year in numbers: 2020-21

About us



(and a further **54,048** barristers without practising certificates who are also subject to our regulation)

as at 31 March 2021. You can read more about registered barristers and those without practising certificates on [our website](#)



Our Board

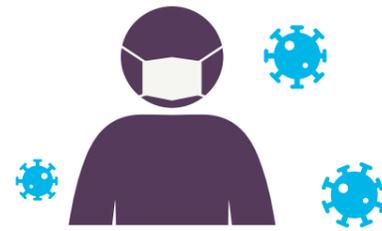


Chair

Up to 7 Lay members (including the Chair)



Up to 6 Barrister members



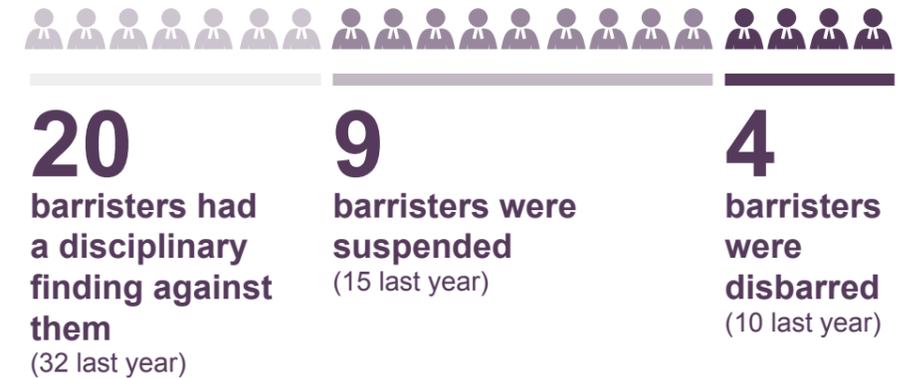
The Coronavirus had a large impact on our work during 2020-21



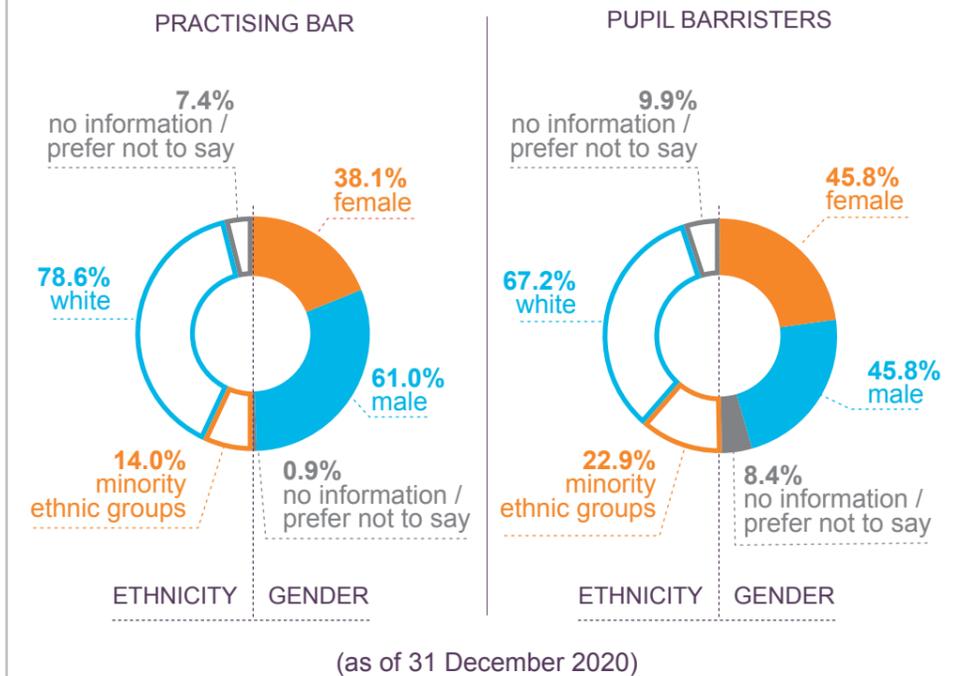
Bar training



Regulating barristers



Promoting diversity at the Bar



Foreword by the Chair of the Bar Standards Board

I am pleased to introduce our Annual Report for the year starting in April 2020 and ending in March 2021.

The BSB had to deal with a health emergency and the unprecedented national response to combat COVID-19. Many of our staff spent most of the year working from home which often meant having to balance work and caring responsibilities.

The effects of the pandemic were felt in many aspects of our work. This included trying to help students to complete their training courses by taking responsibility for the centralised Bar exams, which are usually delivered by Bar training providers. Although 75 per cent of these exams were successfully completed as computer-based assessments, too many students faced serious technical difficulties. We sincerely apologised and we commissioned an independent review into the problems they encountered. We will ensure that the lessons from this are learned.

The pandemic also meant having to administer more exam sittings and to process more applications for waivers and exemptions from our rules.

All the work we do as a public-interest regulator is determined by our statutory Regulatory Objectives. Most of our responsibilities are met by conducting what we refer to as “day-to-day” activities which account for most of our time. They include: overseeing the education and training requirements for becoming a barrister; monitoring the standards of conduct of barristers and taking action where necessary when the standards are not met; and assuring the public that everyone we authorise to practise is competent to do so.

We also conduct longer-term policy development work. Whilst some of this work had to be delayed in 2020-21 owing to the effects of the pandemic, progress was made in a number of important areas. It included: reinvigorating our efforts with the profession to promote equality and diversity at the Bar including the publication of an Anti-Racist Statement requiring action from all barristers’ practices; continuing our work to tackle bullying, discrimination and harassment at the Bar; and issuing a Regulatory Return questionnaire to assess risk within barristers’ practices and to understand better the levels of compliance with our rules.

Our financial position in 2020-21 was also affected by the pandemic. We sought to control our costs by freezing pay while responding to the new demands made on us by the emergency. We always aim to offer value-for-money to those who fund us, and this was especially important this year given the financial challenges faced by many barristers. Thanks to control of our costs and to higher than expected regulatory income, our year-end position shows a surplus. Fees for Bar students are set with the aim of ensuring that we recover our costs and the increase in regulatory income was largely due to a higher number of students than forecast. In the coming year, we will be assessing our current pricing model and making any necessary changes to ensure the training costs to barristers remain reasonable and appropriate.

Finally, I would like to thank my colleagues on the Board, our committee members, and all our staff for their hard work during what has been a particularly challenging year.

Baroness Blackstone
Chair of the Bar Standards Board



The story of our year from April 2020 to March 2021

In this section, we outline what we achieved during 2020-21. We have split this into four parts:

- Part 1 briefly outlines our current Strategic Plan, of which the year described in this report is the second of three;
- Part 2 describes the unexpected work we had to complete this year in response to the effects of the national response to COVID-19;
- Part 3 summarises our policy development work during the year, referring back to what we said we would do in our 2020-21 Business Plan; and
- Part 4 describes our day-to-day work to regulate the Bar by outlining the work of our departments.

Part 1: Our current Strategic Plan

As the regulator of the Bar in England and Wales, our strategic aims for the 2019-22 period reflect the key risks that we identified in the market for barristers' services and those provided by the specialised businesses we regulate. These aims have played a significant role in helping us to prioritise our resources during this strategic period.

Our strategic aims for 2019-22 are:

Delivering risk-based, targeted and effective regulation;

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

Advancing access to justice in a changing market.

These high-level aims remain relevant for the remainder of this strategic period despite the health emergency (even though our assessment of risks in the market for barristers' services has changed significantly in a number of areas in light of the events of the past year.)

Part 2: What we did in 2020-21 as a result of the pandemic

When our business year began in the early days of the first lockdown, most physical courtrooms were closed and remote hearings had yet to start in earnest. It was clear that the Bar of England and Wales was facing a difficult and uncertain time – not least because around 80 per cent of practising barristers are self-employed and were therefore dealing with the very real possibility of a significant loss of income.

It was also a challenging time for us as the regulator. This section of our Annual Report describes what we did in response to the national measures taken to respond to the health emergency. These included:

- analysing the risks to our Regulatory Objectives;
- maintaining Bar training and enabling Bar students to progress their careers; and
- ensuring that we maintained our services and cared for the well-being of our people.

Analysing risks to the Regulatory Objectives

The national response to COVID-19 posed significant risks to our Regulatory Objectives. As the situation developed during 2020-21, we closely monitored these risks and took action to mitigate them where we could and where we felt it necessary to do so.

The impact of remote technology on barristers' training needs and on the chambers where they work

The first national lockdown led to a sudden and unexpected increase in the use of new technology especially as many hearings began to be heard remotely in order that they might proceed in a way which complied with the COVID restrictions. The switch to remote hearings was much quicker and more widespread than had been anticipated before the pandemic and as a result, remote hearings are now likely to be a permanent and prominent feature of the justice system in the years ahead.

The challenge for barristers is to be able to represent their clients as effectively in a remote hearing as they can in a traditional courtroom setting. This is because the skills required to be effective as an advocate in remote court cases or in managing virtual conferences with clients can be different. Being able to communicate effectively and to represent clients, many of whom are vulnerable, brings with it different challenges and expectations.

Our Continuing Professional Development (CPD) scheme for established practitioners provides flexibility for barristers to manage, determine and complete their own CPD. So, during the year, we encouraged barristers to think about whether they would benefit from additional training in how to be effective in operating in an increasingly virtual world, and, if necessary, to complete the necessary CPD activities.

Another significant risk posed by barristers working remotely is a possible lack of support for pupils or junior barristers in chambers. This is because help and advice could be harder to access remotely compared with being able to find an experienced barrister to ask within a physical chambers' building. Shadowing experienced barristers in physical courtrooms has also been harder during the pandemic because of limits imposed on those able to attend hearings in person.

There are other possible impacts if chambers decide to move more permanently to hybrid or fully remote-working models. These include the well-being of barristers and the diminishing of benefits provided by the traditional collegiate and supportive cultures common amongst those who practise at the Bar. Such moves could therefore have unintended consequences for those who rely on the services provided by barristers in the future.

We have attempted to mitigate these risks by engaging with chambers to ensure they are addressing these issues and especially to ensure that proper support is provided to pupils and junior barristers.

The risk that the supply of pupillages could be interrupted

We engaged with more than 150 out of around 260 chambers and other organisations that provide pupillage to monitor the impact of COVID-19 on the profession and in particular its impact on pupillage availability. In February 2021, we published a report showing that pupillage registrations were down 35% in 2020.

There is likely to be a knock-on effect on pupillage availability into 2021-22 and possibly for a short while beyond that too. The pandemic, and particularly the first lockdown when the courts stopped operating, dented confidence within some practices about their ability to continue to offer pupillage places. But the Bar is aware of the critical role which pupils

play in ensuring a flow of fresh new talent into the profession. In our 2021-22 Business Plan, we committed ourselves to working alongside the profession to ensure there remain sufficient opportunities for students to progress to the work-based learning component of training following the effects of the pandemic.

Maintaining Bar training and enabling Bar students to progress in their careers

Bar training exams

The start of the first lockdown in March 2020 meant we had to postpone the Bar training exams due to be held in early April.

In May, we announced that the exams would take place in August. Our overriding priority throughout this period was to enable students to progress in their careers while maintaining the rigour of the exams in the public interest since these are the key assessments which determine whether someone is fit to practise as a barrister.

For the next few months, we worked alongside our supplier, Pearson VUE, to implement the new arrangements for the exams. They were computer-based exams which were sat either remotely via online proctoring or in-person at one of Pearson VUE's global network of test centres. This involved putting arrangements in place which would normally involve at least 12-18 months of planning and careful preparatory work.

Around 75% of exams were completed in August but very regrettably, many students experienced problems when trying to book their exams or when trying to sit them remotely. We issued an apology to everyone concerned and, thanks to the help of the Bar training providers, were able to provide candidates with an additional, previously unplanned, opportunity to take their exams in October.

We also commissioned an independent review into what happened in August so that we might learn valuable lessons for the future. The review was led by Professor Rebecca Huxley-Binns and its findings were [published in May 2021](#). At the same time, and in response to the report's recommendations, we published an [Action Plan](#) outlining the steps we would take to improve the management of the centralised assessments and our communication with Bar students in the future. At the time of publishing this Report, our implementation of the Action Plan is progressing as planned.

Waivers for starting pupillage

In May 2020, because of the cancellation of the April exams, we announced that we were temporarily waiving the usual requirement that only those who have been confirmed as having successfully passed the vocational component of Bar training may start the non-practising period of pupillage. Again, this was designed to enable as many students as possible to progress as planned to pupillage. At the same time, we published [new guidance for pupillage organisations](#) to help them decide what to do with pupils they had planned to take on before the pandemic struck, and to encourage them to proceed.

As of the end of March 2021, the new waiver scheme had been used 95 times. It was granted on a one-off basis to the 2019-20 cohort of students who were expecting to take their final BPTC or Bar Transfer Tests assessments in Spring 2020.

Ensuring that we maintained our services and cared for the well-being of our people

Like many businesses and organisations, the national response to the pandemic presented challenges to the BSB itself, not least because we saw some big increases in demand for the

services we provide as part of our “day-to-day” regulatory work. For example, 2020-21 saw significant increases in the volume of reports received about barristers and applications for waivers from our rules. (The reasons for these increases were not just due to COVID. Other reasons included the end of the transition period following the UK’s exit from the European Union, and multiple reports received in volume about high-profile barristers.)

Despite the challenges, the quality of our regulatory decision-making throughout 2020-21 remained high. This was confirmed by our Independent Reviewer. A separate “Regulatory Decision-Making” report for 2020-21 will be published later in 2021. This will provide more detail and analysis about these aspects of our work.

In the face of rising volumes and the effects of the pandemic, the time taken to reach some of our regulatory decisions took longer than we would have liked. This meant that some of our service level targets were not reached in 2020-21. Our Board and our Senior Management Team remain fully aware of this and continue to manage the situation closely. For example, we have added additional posts in key teams, invested in systems development and, where possible to do so, streamlined our processes.

When the pandemic struck, we were an organisation already well-placed for remote working as for several years most of our staff had been working flexibly and remotely for a few days per week. So, the move to full-time remote working was relatively straightforward. However, we immediately recognised the vital importance of staying in touch with our people and several internally focused well-being initiatives were launched during the year.

Along with the Bar Council, we announced that we would be seeking cost savings in response to the crisis by, amongst other things, implementing a pay freeze. We also welcomed the Bar Council’s decision to introduce greater flexibility to the way in which it collected the

annual Practising Certificate Fee from barristers in 2020 and again in 2021.

To further support our people and the profession, we also delayed and reprioritised some of our projects. This included the issue of our Regulatory Return questionnaire (see page 10) which had been due to be issued in March 2020 but was eventually issued in September. We also added some questions to the Return about the effects of the health emergency so that we could better understand its impact and the additional support barristers might need from us.

Part 3: Our policy development work during 2020-21

We completed a number of policy development activities during 2020-21. These were outlined, in advance, in [our 2020-21 Business Plan](#).

Below, we reproduce the policy commitments we made in the 2020-21 Business Plan and report the progress we made against them during the year. As previously stated, several of our policy development projects were delayed due to COVID. (Some of these delays were anticipated in advance as our Business Plan was published in April 2020 and therefore already reflected our early pandemic-thinking about how projects might need to be delayed.)

These activities are recorded against the relevant strategic aim and in the same order in which they appeared in the Business Plan. We also indicate below which of our Regulatory Objectives are invoked by each activity.

Our business planning cycle is based on a financial year – so quarter one (Q1) started in April 2020 and quarter four (Q4) ended in March 2021.

You can read more about our strategic aims, and the key risks which we identified, in [our 2019-22 Strategic Plan](#).

Strategic Aim 1

Delivering risk-based, effective and targeted regulation

KEY POINTS

- New Bar training courses start for the first time in September
- Regulatory Returns issued to around 350 chambers, BSB entities and sole practitioners to assess risk across the Bar and levels of compliance with our rules
- Compliance with the Legal Services Board's new "internal governance rules" and taking control of our own Human Resources strategy

Review of the BSB Handbook

In our Business Plan, we said we would agree our approach to reviewing the BSB Handbook – the document which contains the rules about how barristers must behave and work, including their Code of Conduct - to make sure that it remains fit for purpose, relevant and accessible. We met the milestone of agreeing the approach in Q1. The approach involves focusing only on the Code of Conduct, and we have since begun its review.

As noted in our Business Plan for 2021-22, we will be fitting the work required to conduct the review around our other priorities this year. This is mostly due to the effects of the pandemic. We are unlikely to conduct a consultation about how the Code of Conduct might evolve in the 2021-22 business year but are aiming to do so in the following business year (2022-23). Our thinking about how best to update the Code is very much along the lines of it being an "evolution" rather than a "revolution".

Regulatory Objectives: 1, 2, 3, 4, 5, 6, 7, 8
(See Key on page 2)

Publishing information about our regulatory decision making

We said we would publish [our first Regulatory Decision Making report](#) in Q3 which we did when we published it in November 2020. The report provides an overview of the wide range of decisions we took in relation to our regulatory operations, and legal and enforcement work from April 2019 to March 2020. This includes areas such as investigations and disciplinary action, the supervision of chambers, and the authorisation of education and training providers.

We will now publish these reports annually with one covering the same period as this Annual Report (April 2020 to March 2021) due in Q3 of the current business year.

Regulatory Objectives: 1, 2, 3, 4, 5, 6, 7, 8

Regulatory Return to gather information about compliance with, and the impact of, our regulation

Regulatory Returns were issued to around 350 chambers, BSB entities and sole practitioners in September 2020. This was later than the originally planned date of March. The Regulatory Return is a way for us to assess risk across the Bar and levels of compliance with our rules. It is an exercise we last undertook in 2015-16 when it was known as the "Supervision Return".

In the 2020 Return, we asked a range of questions including views on the risks that the profession faces, information about the processes and controls in key areas of practice, and some questions on specific topics that are currently a priority in our strategic plan, such as dealing with allegations of harassment. Sole practitioners received a shorter, tailored version of the questionnaire.

Recipients were asked to respond to five questions relating specifically to the impact of COVID-19 by January 2021 and the remaining questions by March 2021. This was an opportunity for those selected to explain how effectively they were managing potential risks, how they ensure compliance with the BSB Handbook, and how high standards of practice are maintained. The Return enables us to recognise good practice and to target our resources at those chambers, entities, individuals or areas that would benefit from supervisory attention. Those managing risk effectively can expect a low level of supervision.

In due course, we will publish our analysis of the responses received.

Regulatory Objectives: 1, 3, 4, 5, 6, 8

Modernising regulatory decision-making

Our work to evaluate the effectiveness of the changes we introduced in October 2019 to modernise our regulatory decision-making was reprioritised due to both the effects of the health emergency and delays in rolling out the full extent of the changes.

The reforms included the establishment of a [new Independent Decision-making Body](#) (IDB) which was created to take independent enforcement and other regulatory decisions. A new [Independent Reviewer](#) role was also created to carry out requests for the review of individual decisions, as well as periodic audits of cases to give assurance that our regulatory decision-making is operating fairly and effectively and in line with agreed policies and procedures.

As part of the changes, all incoming queries and information sent to us began to be assessed centrally. This single point of initial contact was designed to make [sending information to the BSB](#) easier for members of the public and barristers. It also helps us to assess risks more consistently and to ensure that they are always addressed appropriately, thereby enhancing our risk-based approach to regulation.

The evaluation of these changes is due to be completed during 2021-22.

Regulatory Objectives: 1, 2, 4, 6, 8

Future Bar Training – development of new exams

2020 was a significant year in the implementation of our recent reforms to Bar training, because, in September, students began studying on the new vocational component training courses. The new courses replaced the old Bar Professional Training Course. There are [nine providers of vocational Bar training](#) authorised by us to deliver the new courses.

The new courses require students to sit a new centralised assessment - an assessment set and marked by us - in Civil Litigation. Having piloted the new assessment and issued a mock exam paper earlier in the year, the first new Civil assessment took place successfully in December.

The new approach to Bar training also requires those who complete the new course and who go on to undertake the work-based learning component to sit a new centralised assessment in Professional Ethics during their pupillage. The first such assessment will be in 2022. As we said we would do in our 2020-21 Business Plan, we started work on piloting this new work-based learning assessment during Q4 of 2020-21 and we are on track to deliver this new assessment in 2022.

Regulatory Objectives: 1, 3, 4, 5, 6, 8

Future Bar Training – evaluation

In 2020-21, we said we would continue our longitudinal study to assess the impact of our reforms to Bar training and to evaluate how effective they had been against the stated objectives of the Future Bar Training programme. This work proceeded as planned during the year.

This evaluation began in late 2019 and will run for at least four years. It involves evaluating both the implementation of the reforms, as well as the extent to which the reforms have succeeded in meeting their objectives. The study uses a case-study strategy, following the learning and professional development journeys of trainee barristers.

Regulatory Objectives: 1, 3, 5, 6, 8

Compliance with the Legal Services Board’s Internal Governance Rules

Our oversight regulator, the Legal Services Board (LSB), imposes [internal governance rules](#) on all the frontline legal services regulators including the BSB. One of the most important aims of these rules is to ensure regulatory independence from the professions we regulate and from their representative bodies, in our case the Bar Council. New rules came into force in 2020.

One consequence of the new rules was that during the year, we were able to assume control of our own strategy and management of Human Resources and people development. (It was previously shared with the Bar Council.) This enables us to shape a culture appropriate for a regulator and to implement bespoke policies on the recruitment, retention, and development of our people.

In accordance with the timescales outlined in our Business Plan, the LSB confirmed our certificate of compliance with the new rules in July 2020. Additionally, a new version of the BSB Handbook came into force on 1

September in part to reflect our new internal governance rules.

Regulatory Objectives: 1, 2, 3, 4, 5, 6, 7, 8

Review of our approach to conduct arising from barristers’ non-professional activities

We had planned to conduct a review of how we deal with conduct by barristers outside their immediate professional practice and the extent to which this might constitute professional misconduct and lead to possible enforcement action.

Our work in this area did not take place in 2020-21 as planned. This was due to the impact of the pandemic but also due to the scope of the review being extended. We plan to consult later in 2021-22 on the factors that should be taken into account when determining the extent of regulatory intervention in barristers’ non-professional lives.

Regulatory Objectives: 1, 4, 6, 8

Moving to paperless working

Our plan to move to a paperless way of working during 2020-21 happened effectively by default almost overnight when our staff had to start working remotely from home at the start of the first national lockdown.

Our review therefore looked at ways to build on this and to consider what further actions may be necessary to formalise the arrangements and officially become a paperless office. This review was completed within the year although the final report had not been delivered to the Board before the end of March 2021.

Regulatory Objectives: 1

Recovering costs from disciplinary tribunal proceedings

Our project to investigate options to recover the costs we incur when preparing cases of potential professional misconduct before disciplinary tribunals was deprioritised. This was partly due to the pandemic but also because work, at an organisation level, on recording staff time spent on activities was underway. Such work was integral to considering the options for recovering costs and therefore will be completed before the project to recover costs begins.

Regulatory Objectives: 1, 4, 8

Risk based regulation

We delivered the commitments we made in the Business Plan and used our analysis of regulatory risk to prioritise our work during the pandemic. This was an important way of ensuring that we focused on those areas of work that had the greatest impact on our Regulatory Objectives during a difficult time.

Our regulatory risk processes were audited with an independent report being received in August. The report found that our “overall internal control environment is sound in almost every operational aspect”. This was a validation that our approach to regulatory risk has matured and is embedded in our work across the organisation.

The improvements which we have implemented to our organisational risk monitoring mean that there is now a regular programme of focused analysis into different risk areas and summary reports are sent to our Senior Management Team, our Governance, Risk and Audit committee and the Board on our key regulatory risks.

Our next Regulatory Risk Outlook is due to be published by the end of 2021-22.

Regulatory Objectives: 1, 2, 3, 4, 5, 6, 7, 8

Anti-money laundering regulations

We are responsible for the supervision of barristers and BSB entities under the [Money Laundering Regulations](#). All barristers must declare at Authorisation to Practise (when they renew their practising certificate annually), whether they engage in work that falls within the scope of the Regulations.

This area continues to receive considerable national focus and we engaged extensively with government, the Office for Professional Body Anti-Money Laundering Supervision, law enforcement, other regulators and other stakeholders in this period to identify emerging risks and contribute to the latest [national risk assessment](#), which was published in December. We also responded to specific requests for information from the National Crime Agency.

We collaborated with other regulators to [update our joint legal sector guidance](#), which we published in January. We also published a new section that provides tailored guidance for barristers and advocates. This has been submitted for approval to HM Treasury.

During the year, we conducted random spot checks of compliance with the obligation of relevant barristers to conduct a risk assessment of their practice where it engages the Money Laundering Regulations.

Regulatory Objectives: 1, 2, 4, 8

Strategic Aim 2

Encouraging an independent, strong, diverse and effective legal profession

KEY POINTS

- New Anti-Racist Statement strengthens our commitment to anti-racism and sets actions for barristers' chambers and BSB-regulated entities to implement
- Launch of first reverse-mentoring scheme at the Bar
- Launch of comprehensive "Assuring Competence Programme" to maintain and, where necessary, raise professional standards at the Bar

Regulatory approach to allegations of bullying and harassment, and discrimination at the Bar

We published a research report in October. The aim of the study was to explore the impacts and possible drivers of bullying, discrimination and harassment, and the enablers and barriers to reporting it, as well as to identify any unmet support needs.

A summary of the key findings from the report – and a link to the report itself - are available on [our website](#).

We are strongly committed to working alongside stakeholders to deliver robust improvements to our regulatory approach in tackling bullying, discrimination and harassment at the Bar. This work is ongoing and forms an important component of what we are undertaking in 2021-22.

Regulatory Objectives: 1, 3, 4, 6, 8

Research Publications

We published the two regular research publications which we publish every year in accordance with the milestones set out in the Business Plan.

In June 2020, we published our sixth annual edition of [our statistical information relating to student performance on the Bar Professional Training Course](#). As the report has shown in previous years, training for the Bar remains highly competitive.

In January 2021, we published [our annual report on diversity at the Bar](#). It showed that the profession became increasingly diverse in 2020 and that a greater proportion of barristers disclosed their demographic data. The key findings included:

- At 60.9 per cent, men still outnumber women at 38.2 per cent of the practising Bar. The percentage of women at the Bar overall increased by 0.2 percentage points during the last year (or 0.4%); and
- The percentage of practising barristers from minority ethnic groups overall increased by 0.5 percentage points (or 3.7%) to 14.1 per cent, slightly exceeding the estimate of 13.3 per cent of the working age population in England and Wales. Different minority ethnic groups have varied levels of representation at the Bar.

A full summary of the findings and a link to the report itself is available on [our website](#).

Regulatory Objectives: 1, 3, 4, 6, 8

Professional Indemnity Insurance

We had intended to introduce a rule change for single-person BSB-authorized entities regarding Professional Indemnity Insurance, but this did not happen during 2020-21 due to other priorities caused by the pandemic. This will be looked at again in 2021-22.

Regulatory Objectives: 1, 4, 5

Equality and Diversity strategy

As we said we would do, we published our new [Equality and Diversity Strategy](#) early in Q1. This incorporated some updated equality objectives and a corresponding action plan to increase diversity at the Bar and to improve access to justice.

Promoting race equality was a strong theme in the work we undertook during 2020-21.

In September 2020, our Race Equality Taskforce launched a [new reverse mentoring scheme](#) in which Bar students and pupil barristers from minority ethnic backgrounds mentor senior barristers from White backgrounds.

The scheme, which is designed to provide an insight into people's experiences of racism by pairing individuals who might not otherwise come together, aims to address barriers to race equality and foster a more inclusive culture at the Bar.

The scheme was developed by our [Race Equality Taskforce](#), a group of barristers from different ethnic backgrounds who advise us on the development of strategy, policy and activity to improve race equality within the profession.

The Taskforce also helped us develop our [anti-racist statement](#) which we published in November. It aims to reduce race inequality at the Bar of England and Wales.

The first part of the anti-racist statement explains what steps we are taking as the regulator and as an employer to evaluate and strengthen our own commitment to anti-racism. It outlines how we intend to lead by example by setting, and meeting, high standards in our own approach.

The second part of the statement sets four anti-racist actions for barristers' chambers and BSB-regulated entities to implement. These actions have been framed in terms of the requirements set by the Equality Rules of the BSB Handbook and suggest how practitioners, chambers and entities can embed an anti-racist approach in their work to fulfil those requirements. The four actions are to:

- complete a race equality audit to identify the barriers to race equality within a practice;
- design and implement positive action measures, where the audit shows that there is an underrepresentation of, or adverse impact on, people from minority ethnic backgrounds;
- undertake comprehensive anti-racist training for all barristers and staff; and
- produce and publish an anti-racist statement for members of chambers and the public.

The published statement provides more information and advice for barristers' practices about these actions and how to complete them.

Regulatory Objectives: 1, 4, 5

Assuring standards at the Bar

One of our primary roles as the regulator is to set the standards that we expect of barristers and to ensure that those entering the profession meet those standards and continue to do so throughout their careers. Doing so enables us to give assurance to members of the public that they have access to barristers who are competent to practise.

In many ways, this is what we are doing when we undertake our day-to-day regulatory activities (see Part 4 below).

In our Business Plan for 2020-21, we also set out a number of policy development activities designed to improve our evidence base about professional standards at the Bar and to encourage barristers to take greater responsibility for improving standards. We completed some of these tasks as planned - for example, participating in data collection and evidence gathering on standards, and scoping our joint approach with the Solicitors Regulation Authority to the regulation of advocacy in the Coroners' Courts. However, some of the more detailed work we had intended to complete this year had to be put back because of the effects of the pandemic – especially those involving input from a profession understandably focused on dealing with the unprecedented challenges posed by COVID.

We have now grouped all our policy development work in this area into one programme which we are calling our “Assuring Competence” programme. This is a priority for us in 2021-22 and for the next few years. It includes:

- continuing our work to raise standards at the Bar by reviewing how we can improve flows of evidence from the judiciary and others about areas of concern, and how we can improve feedback to individual barristers from a range of stakeholders to inform their self-reflection and continuing professional development;
- implementing our joint work with the Solicitors Regulation Authority in relation to advocacy within the Coroners' Courts including publishing expected competences and a toolkit of resources for barristers (and other legal professionals) who undertake this work; and
- scoping our work in relation to our regulation of barristers in their early years of practice to assure their competence and their continuing professional development – work which amongst other things may result in future years in changes to Continuing Professional Development for newly qualified practitioners.

Regulatory Objectives: 1, 2, 3, 4, 5, 6, 8

Strategic Aim 3

Advancing access to justice in a changing market

KEY POINTS

- Implemented key aspects of our Public Legal Education strategy to support individuals and businesses with legal problems by working with trusted intermediary organisations
- Continued spot-checking and working with the profession to ensure full compliance with the recently introduced Bar transparency rules
- Commitment to collaborate with other regulators to launch a pilot using customer feedback on Digital Comparison Tools websites.

In our Business Plan, we also said we would seek to develop further partnerships with similar experts in reaching those with poor legal knowledge. We did this by agreeing to sponsor a project with Refugee Action to look at the barriers to making complaints that clients face when seeking immigration advice.

Our own website was used by 606,784 unique users during 2020-21 (up from 347,991 users the year before) and 44,564 people visited our webpage for members of the public about finding and using a barrister with a further 21,975 unique visits to our online Barristers' Register.

Regulatory Objectives: 1, 2, 3, 4, 7

Public Legal Education

In our Business Plan, we said we would continue our partnerships with Law for Life and Support through Court to inform the public about their legal rights and duties and how to represent yourself in court if you cannot get legal help, the important role played by barristers in the justice system and how they are regulated, and to provide practical information on how to engage the services of a suitably authorised barrister.

Such partnerships are how we have determined we can best meet our Regulatory Objective to “increase public understanding of the citizen’s legal rights and duties”. Well-established and trusted intermediaries like Law for Life are better able to engage with legal consumers – individuals and businesses – than we are on our own. This is why we are investing in, and working with, such organisations to help with Public Legal Education. The approach was recently endorsed by Amanda Finlay CBE, the Chair of Law for Life, [in her blog](#).

Evaluation of the impact of new transparency rules

On 1 July 2019, an updated edition of the BSB Handbook introduced new [Bar transparency rules](#). The rules are designed to improve the information available to the public before they engage the services of a barrister.

The rules require all self-employed barristers, chambers and BSB-regulated entities to publish specified information about their services, including which types of legal service they provide, their most commonly used pricing models (such as fixed fee or hourly rate) and details of their clients’ rights of redress. Public Access barristers providing certain types of services directly to the public are also required to publish additional price and service information.

We gave barristers until January 2020 to comply with the new rules, after which we began spot-checking with our focus initially on ensuring compliance rather than pursuing disciplinary sanctions. This supervisory work

continued during 2020-21 as we monitored compliance with the rules.

We did this by undertaking a “spot check” exercise looking at practices’ compliance with the rules. We also undertook another “web sweep” exercise where we assess the profession’s compliance. We now have data about this from exercises in 2016, 2019 and 2020 from which it is evident that since the introduction of the rules in 2019, many more barristers’ practices are making price information available to the public. 75% of those assessed during our spot-check review in 2020 were found to be either compliant or partially compliant with the rules.

In addition, we have followed up with those whom we have found not to be compliant and where our Supervision Team is engaged in supervisory activity for other purposes, we are using this as an opportunity to check websites for compliance with the transparency rules. Corrective action is being set where needed.

The Regulatory Return issued in September asked the profession about the impact of the rules, and during 2021-22, we will be looking in more detail at the impact on the public as well as on the profession.

During 2020-21, we agreed that we would collaborate with other regulators to launch a pilot using customer feedback on Digital Comparison Tools websites. As a result of the pandemic, consumers are increasingly looking online for services and providers delivering legal services remotely. Information available to consumers online should therefore evolve to meet this new demand and Digital Comparison Tools are a potential source of information that could be valuable to consumers. We shall be participating in the employment law pilot with the Solicitors Regulation Authority.

Alongside this initiative, we have also commissioned independent qualitative research on what consumers expect from barristers for the purposes of the review of the Code of Conduct. This includes questions to understand how direct access consumers choose barristers and the answers received should help us better understand what matters most to consumers.

Regulatory Objectives: 1, 3, 4, 5, 7

Part 4: Our teams and their work

The majority of our work concerns the key day-to-day activity that we undertake to regulate the Bar in England and Wales. It accounts for most of our time and resources. It spans all our Regulatory Objectives.

The following is a list of this work split into each of our three strategic aims.

Strategic Aim 1

Delivering risk-based, effective and targeted regulation

- Authorising organisations that provide the vocational and work-based learning components of Bar training and managing our relationship with them;
- Authorising business entities (legal services businesses owned and managed by lawyers or owned and managed by lawyers and non-lawyers);
- Managing the centralised examinations function;
- Assessing and authorising applications for waivers and exemptions, and applications from transferring qualified lawyers;
- Assessing all the incoming information we receive to determine whether regulatory action is required to address risks to the Regulatory Objectives;
- Proactively supervising those whom we regulate, including considering the information we receive about them;
- Investigating allegations of breaches of the professional obligations within the BSB Handbook and taking enforcement action where necessary;
- Reporting data and statistics on regulatory decision making;
- Fulfilling our duties under the Anti-Money Laundering and Terrorist Funding Regulations;
- Monitoring and reporting on our performance as a regulator to ensure that we are efficient and effective;
- Communicating and engaging with stakeholders; and
- Regularly reviewing, and reporting to the Board about, our evidence of changing risk in the market. We use this to understand how to prioritise our work as a regulator and to look for ways to continuously improve.

Strategic Aim 2

Encouraging an independent, strong, diverse and effective legal profession

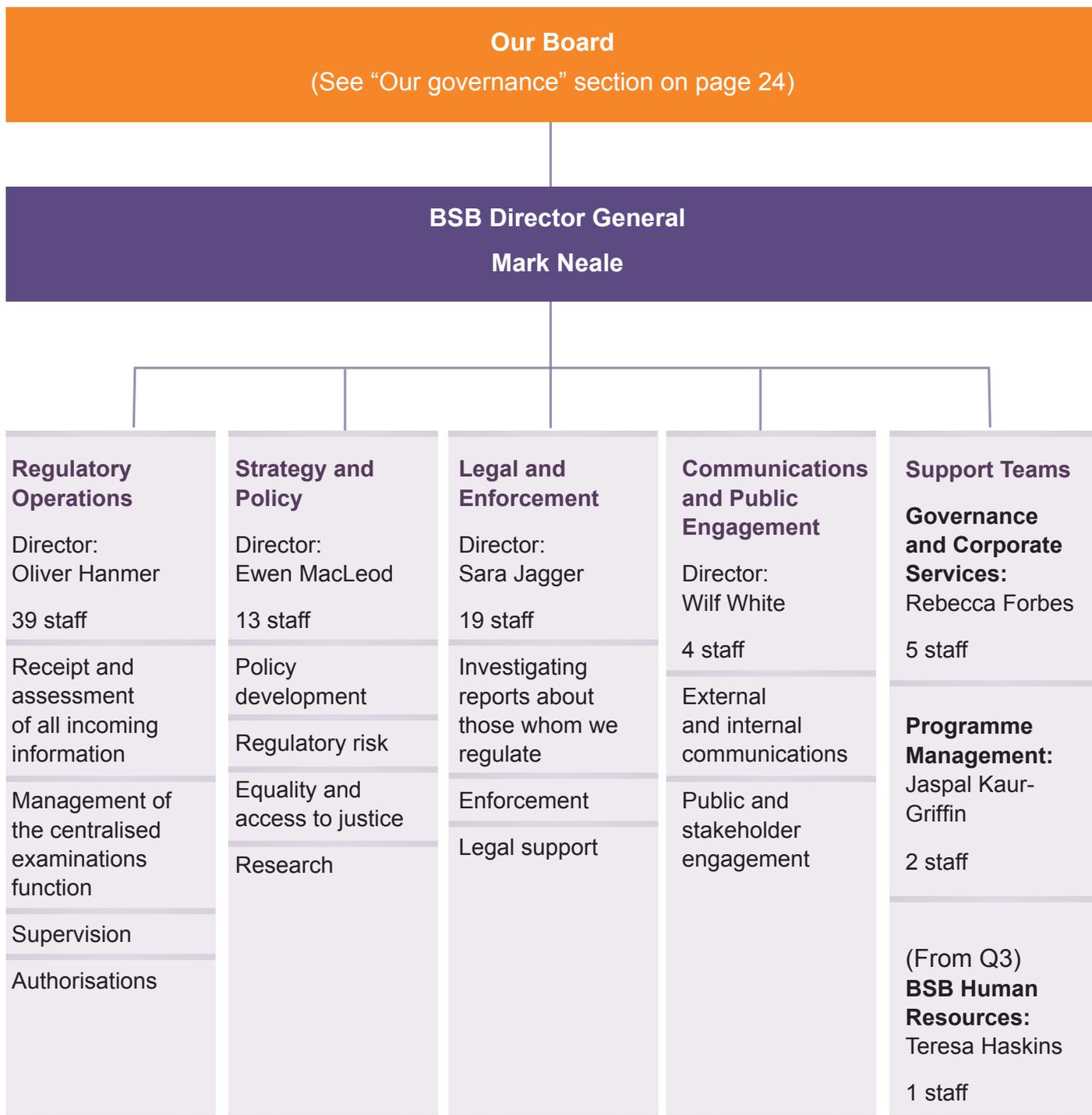
- Collecting and publishing diversity data for the profession;
- Supervising barristers' practices;
- Working with others to understand the factors that influence diversity within the profession;
- Undertaking research activity to improve understanding of the legal services market and the impact on the market of BSB regulation; and
- Monitoring barristers' Continuing Professional Development.

Strategic Aim 3

Advancing access to justice in a changing market

- Providing information to the public about barristers and legal services;
- Working with our stakeholders and other regulators and agencies to understand some of the barriers to accessing justice. This includes the reduced availability of Legal Aid, and the increased prevalence of remote hearings and other consequences of the health emergency;
- Sharing information and contributing to research on barriers to access to justice;
- Continuing to implement our public legal education strategy to increase public understanding of their legal rights and duties and the legal services offered by barristers, in partnership with consumer organisations; and
- Providing ongoing assurance of professional competence.

Our organisational structure and staffing



Additionally, we share the following support services with the Bar Council: Facilities, Finance, Information Services, Records, the Project Management Office, and those centralised Human Resources services not provided by the dedicated BSB function.

More about the work of our teams

Regulatory Operations

Our Regulatory Operations Department brings together all our assessment, supervision and authorisation functions.

Its aim is to assure, maintain and enhance standards across the profession through the development of measures for assessing the adherence to the standards set out in the BSB Handbook of both the individuals we regulate and the chambers and entities in which they practise. This includes a risk-based approach to supervision, the authorisation of new entities and the regulation of Continuing Professional Development.

The Department oversees the academic, vocational, and pupillage / work-based learning components of training that must be completed in order to qualify as a barrister. It sets and marks centralised examinations for prospective barristers. It also decides on individual applications from people wishing to qualify and/or practise as barristers but who would like to be exempted from some or all of the normal training requirements.

The Department also contains our Contact and Assessment Team which is the central point of contact for anyone getting in touch with us, including anyone contacting us with concerns about barristers.

Strategy and Policy

Our Strategy and Policy Department is responsible for collecting evidence about the effectiveness of our rules and policies, assessing regulatory risk, and, where necessary, changing existing rules or introducing new ones.

The Department gathers evidence about what is happening in the market and the impact that our actions are having by conducting research (either by itself or with others) and by collaborating with stakeholders who have an interest in our work. Where necessary, it uses this knowledge to set or revise standards and introduce rules and guidance for barristers and entities. These rules are contained in the BSB Handbook. It develops policy on the educational pathways into the profession, and on the conduct of practice in areas such as chambers' complaints handling and direct public access to barristers. Another important area is equality and diversity, where the Department is responsible for setting and seeking to achieve the objectives within our Equality Strategy.

Legal and Enforcement

Our Legal and Enforcement Department is responsible for ensuring that the professional obligations set out in the BSB Handbook are adhered to and, if necessary, taking enforcement action where those obligations have not been met. It also provides legal support services across the organisation in relation to regulatory decision-making, including handling any litigation.

The department carries out investigations of potential breaches of the Handbook. Where an investigation reveals sufficient evidence, and the conduct poses a risk to the Regulatory Objectives, enforcement action will be taken in accordance with the processes described on [our website](#).

Decisions on what action, if any, to take can be made by staff and the BSB's Independent Decision-Making Body. Staff decision-making is limited to dismissing allegations or imposing non-disciplinary administration warnings or fines (up to £1,000 for individual barristers). Our Independent Decision-making Body, sitting as five person panels, has wider powers: they

can also refer cases of professional misconduct to a Disciplinary Tribunal and have the power to decide less serious charges of professional misconduct, with the barrister's consent, under the Determination by Consent procedure.

The department is responsible for preparing and presenting charges of professional misconduct to independent tribunals, convened and administered by an independent organisation called the Bar Tribunals and Adjudication Service (BTAS). In doing so, the BSB is assisted by our [Tribunal Representation Panel](#) which provides representation at tribunals and other hearings. It is for the independent tribunal to decide whether the charges brought by the BSB are proven and to determine any sanction.

The Legal and Enforcement department also deals with concerns about barristers' fitness to practise for health reasons, and with interim suspensions from practice pending conclusion of disciplinary proceedings where the alleged misconduct poses a serious risk to the public.

Communications and Public Engagement

Our Communications and Public Engagement Department is responsible for all our internal and external communications including our publications, website, social media activity and media relations. It helps our other teams to engage with the profession and other stakeholders to make sure that we discuss our policy development plans in an open and consultative way. The Department helps make sure we fulfil our transparency and accountability functions, and our obligations to promote public legal education.

Governance and Corporate Services

The Governance and Corporate Services team supports strategic and business planning and budgeting. It coordinates performance reporting and monitoring of our corporate risks. The team ensures that we act in accordance with good governance practice, and also provides administrative support for the Chair, Vice Chair and Director General.

Programme Management

The Programme Management team provides guidance and ensures that best practice is followed in the setup, running and closure of all our major programmes and projects so that the maximum benefits can be realised. It provides project management training to officers in other teams.

BSB Human Resources

Our dedicated Human Resources function is responsible for setting and delivering our people strategy and for guiding the leadership team in defining and developing the BSB's culture as an independent regulator. It also provides a wide range of operational human resources services to BSB managers and staff, assisted by administrative and transactional support from the Bar Council shared HR service.

Our governance

We are governed by a Board made up of a combination of lay people and barristers. It has a lay majority and a lay chair.

The Board met 11 times during the year: there were five ordinary meetings, five special meetings and one Away Day. Ordinary Board meetings are held in public and we invite members of the legal press to attend all public sessions. All our Board meetings during 2020-21 were held remotely except the Board Away Day (a hybrid meeting where some members were physically present and others joined online).

During 2020-21, the following people sat on our Board:

Chair: Baroness Tessa Blackstone

Vice-Chair: Ms Naomi Ellenbogen QC (*until 1 November 2020*)

Mr Andrew Mitchell QC (*from 1 January 2021*)

Barrister members:

Andrew Mitchell QC (*until 31 December 2020 when he became Vice-Chair*)

Ms Elizabeth Prochaska

Ms Irena Sabic

Mr Adam Solomon QC

Professor Leslie Thomas QC

Lay members:

Ms Alison Allden OBE

Ms Lara Fielden

Mr Steven Haines

Ms Nicola Sawford

Ms Kathryn Stone OBE

Mr Stephen Thornton CBE

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 professional body's representative functions.

We independently control our allocated resources, and our operations are monitored by the Strategic Planning & Resources Committee and then reported to the Board. The Committee also helps develop our strategic and business plans.

The Governance, Risk and Audit (GRA) Committee is responsible for ensuring the maintenance of good governance standards and internal control processes and advises the Board on the corporate and regulatory risk management framework. The Director General and senior managers are responsible for the areas of risk that relate to their departments. The corporate risk register is reviewed at least quarterly by our Senior Management Team and the GRA Committee. In addition, the GRA Committee conducts regular in-depth risk reviews throughout the year, and considers Internal Audit reports.

As a consequence of the changed governance arrangements under the new Internal Governance Rules set by our oversight regulator, we have established a separate Remuneration Panel so that the BSB independently determines the remuneration and terms of engagement for its staff and non-executives. The Panel makes recommendations to the Board which takes final decisions on these matters.

Managing risks to our Regulatory Objectives

We have a series of controls in place to mitigate the eight regulatory risks we announced in our 2019 Risk Index.

Much of the day-to-day work we undertake, particularly in our Legal and Enforcement and Regulatory Operations Departments, involves using preventative or reactive controls to enforce our rules – predominantly this responds to risks 1-4 in the table below. In addition to that day-to-day work, we also have a series of key programmes of activity and these are also targeted at the key regulatory risks – primarily, but not solely, on risks 5-8 below. For example, Future Bar Training, our Equality & Access to Justice strategy and our response to Public Legal Education represent important interventions aimed at managing these risks.

Details of the specific activity is set out in more detail elsewhere in the report, but it is useful to take time to reflect upon our eight regulatory risks and the specific actions we have been and are undertaking to help to mitigate them especially during such a turbulent time for the Bar. This can be found on the next two pages of this Annual Report.

Risk No.	Risk Description	Controls in place or planned
1	<p>Failure to provide a proper standard of service</p> <p>The risk that a member of the regulated community fails to provide a proper standard of client care or quality of work to clients.</p>	<p>Our primary controls of the first four risks consist of our published rules and guidance and the business as usual activity undertaken by our Supervision and Enforcement Teams to monitor compliance and to act on breaches. In addition:</p> <ul style="list-style-type: none"> • we monitor a range of sources of information bearing on barristers' conduct and competence, including: complaints to the Legal Ombudsman and data breaches reported to the Information Commissioner which may have compromised client confidentiality; • we maintain rules on continuing competence which require barristers to reflect on their practice and to undertake continuing professional development to maintain their skills and competence; • we aim to reduce disincentives to report discrimination, harassment, bullying or victimisation having extended a trial waiver scheme that enables representative bodies of the Bar and chambers to provide support to people who may have suffered discrimination or harassment without the obligation to report it to us; • we seek to manage risks to fair recruitment through announced reforms to the advertisement and recruitment process for pupillages, requiring chambers and other organisations which provide pupillage to recruit pupils in line with the Pupillage Gateway timetable in order to make pupillage recruitment fairer and more consistent and to draw up written agreements between pupils and their chambers or other pupillage provider; • we control the risk that consumers will find it difficult to find good value barristers to advise or represent them by monitoring compliance with our transparency rules.
2	<p>Unethical conduct</p> <p>The risk that the conduct of a member of the regulated community falls below the ethical standards expected of them.</p>	
3	<p>Lack of professional competence</p> <p>The risk that a member of the regulated community lacks the levels of competence expected of them or is otherwise unfit to provide a proper standard of client care or quality of work.</p>	
4	<p>Failure in the management of an individual practice or chambers</p> <p>The risk that ineffective or inadequate practice management gives rise to regulatory concerns.</p>	

Table continues overleaf

Risk No.	Risk Description	Controls in place or planned
5	<p>Failure in training provision</p> <p>Training is not available or is not of a sufficiently high standard to prepare barristers for practice.</p>	<p>We control risks to the health, independence and diversity of the market through the programmes of activity outlined in this report and have focused particularly on how the current health crisis might impact the Bar over the longer term and affect its ability to represent and respond to the public's legal needs.</p>
6	<p>Profession fails to reflect the diversity of society</p> <p>Low levels of public confidence in an under-representative profession.</p>	<p>Specifically:</p> <ul style="list-style-type: none"> • we aim to maintain standards of initial training, while lowering costs, through our Future Bar Training reforms: as of March 2021, nine providers had been approved to provide the vocational component of Bar training from September 2020 with a wide range of course provision and lower fees;
7	<p>Access to justice failures</p> <p>Consumers do not have access to, or do not have the confidence in, the profession.</p>	
8	<p>Commercial and other external pressures are detrimental to the consumer and / or the public interest</p> <p>Technological innovation, reform of Court Services or changes in the wider provision of legal services, have a detrimental effect on consumers and / or the public.</p>	<ul style="list-style-type: none"> • we seek to manage risks to the diversity of the profession through our new Equality and Diversity Strategy, published in April 2020, which will be the focus for our efforts to promote equality and improve the diversity of the Bar; • we try to reduce the risk that consumers may struggle to access justice through partnerships with organisations which are trusted by, and support, consumers who face legal difficulties.

Our income and expenditure

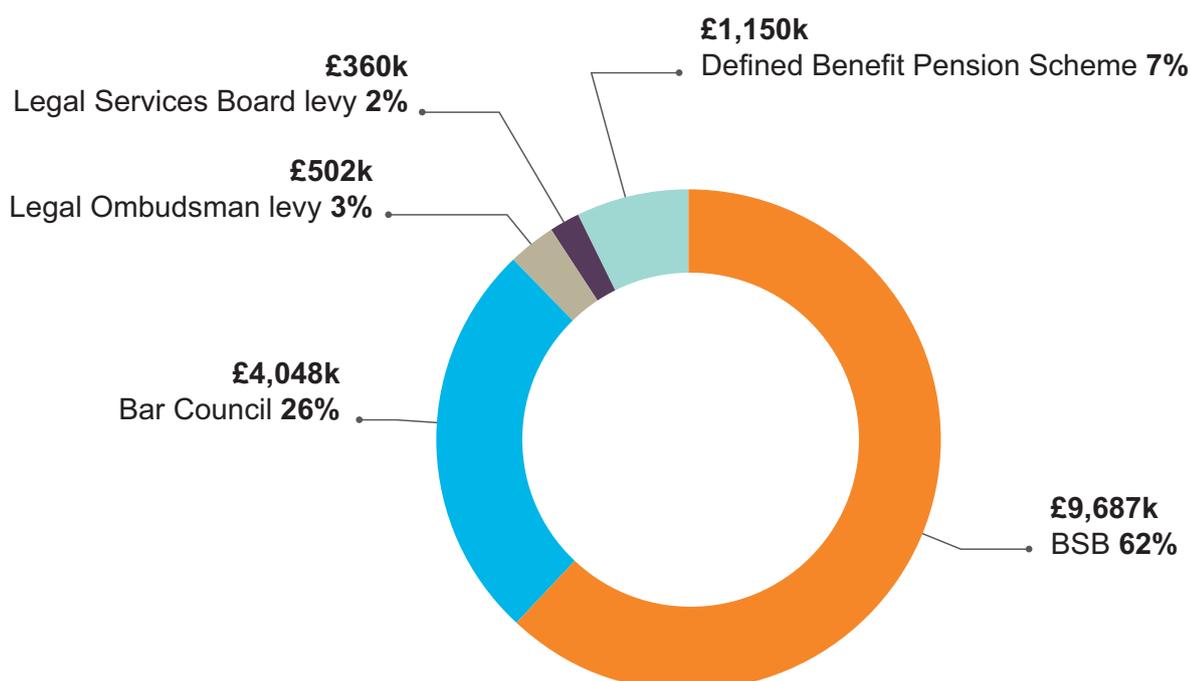
Income

Every practising barrister has to renew their practising certificate annually and is required to pay a Practising Certificate Fee (PCF). In 2020-21, the fees set were based on a barrister’s income and were as follows:

Band	Income Band	2020-21 Fees
1	£0 - £30,000	£100
2	£30,001 - £60,000	£246
3	£60,001 - £90,000	£494
4	£90,001 - £150,000	£899
5	£150,001 - £240,000	£1,365
6	£240,001 - £500,000	£1,850
7	£500,001 - £1,000,000	£2,500
8	£1,000,001 and above	£3,000

A proportion of the PCF is spent by the BSB on regulation and a proportion is spent by the Bar Council on some of its functions (as permitted under s51 of The Legal Services Act). The PCF also pays for the Bar’s share of the costs to run the Legal Services Board and the Legal Ombudsman.

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



Non-operating activities include the PCF contributions towards the defined benefit pension scheme (£917k for the BSB).

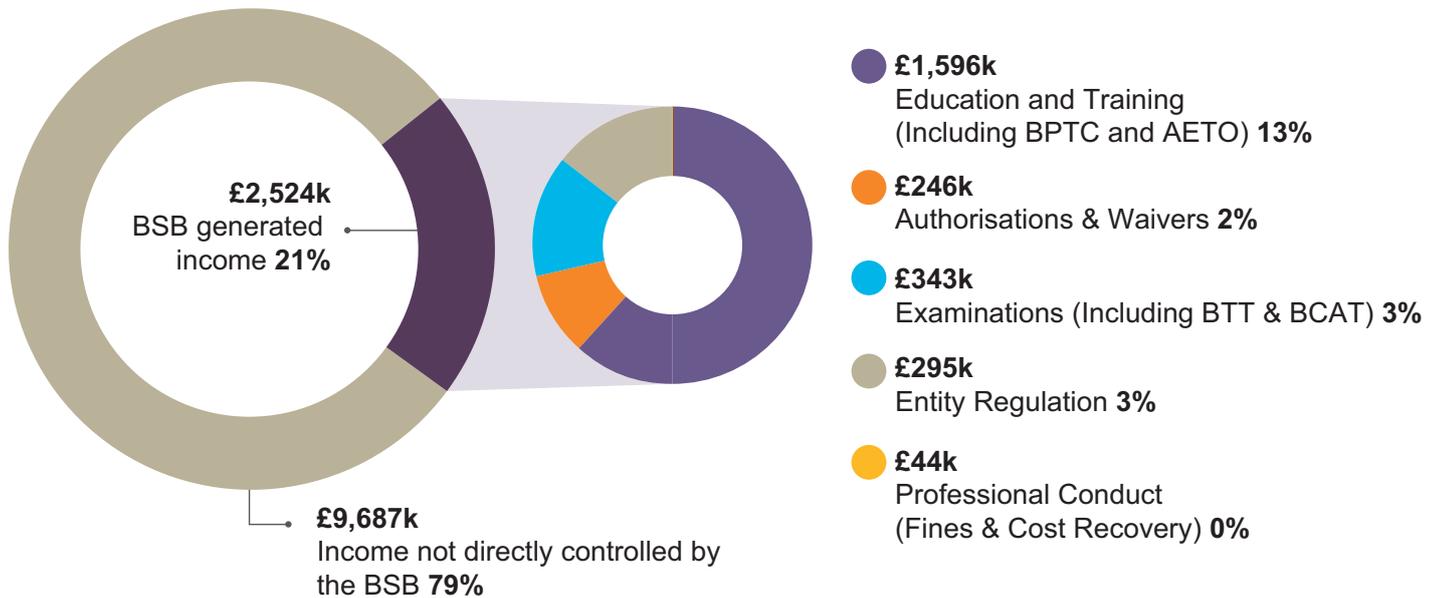
Apart from the PCF, some of our income comes from charges we make for specific services we provide to individuals and organisations. We describe that kind of income as “income streams other than the PCF”. These income streams include the fees from Bar Training (BT) providers, and the Bar Transfer Test (BTT).

Income Area	£ thousands
Education and Training	1,596
Authorisations and Waivers	246
Examinations (Including BTT & BCAT)	343
Entity Regulation	295
Professional Conduct (Fines & Cost Recovery)	44
Total BSB Generated Income	2,524

As with previous years, income from fees for Bar training remained the most significant proportion of the BSB controlled income during 2020-21. The forecast income for Bar training was set at £950,000 based upon expectations modelled on the 2019-20 uptake, however due to a number of factors we generated an additional £812,845 of income as student numbers increased. These factors are overwhelmingly impacted by the Covid-19 pandemic, and the additional time available for students in training to become barristers. The increase in income collected was substantially offset by the additional expenditure incurred by the BSB in delivering the centralised assessments in August 2020 as well as putting on additional exam sittings in October and December 2020. Work is already underway in assessing the pricing model for Bar Training, with any changes expected to be rolled out from 2022-23 onwards. Overall, the BSB exceeded its (non-PCF) income target by £1,076,384 (+74%).

Total Income for the BSB	£ thousands
PCF Contributions	9,687
Planned Contributions from Reserves	0
Total income not directly controlled by the BSB	9,687
Total BSB Generated Income	2,524
Total regulatory income	12,211

BSB Income



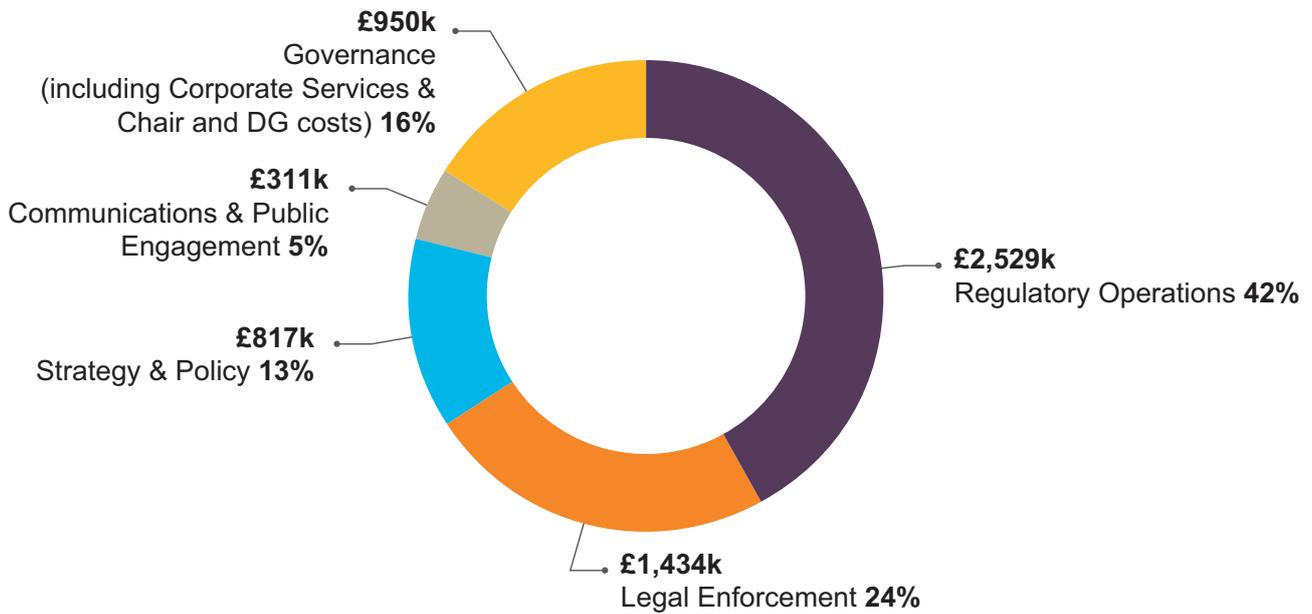
Expenditure

BSB directly controlled expenditure was £6,041,599 against a budget of £6,250,031, a £208,432 (less than 3%) underspend. During 2020-21, both staff and non-staff costs were not as high as expected. The biggest factor was again the Covid-19 pandemic, resulting in no staff salary increase during 2020-21, savings on executive salaries following voluntary pay reductions taken, and a reduction in expenses incurred because of remote working. More staff vacancies than anticipated, along with fewer permanent staff members for extended periods during the year, also contributed to salary cost savings. Non-staff expenditure was impacted by the lack of travel, printing and energy costs resulting from the multiple Covid-19 lockdowns and reduced office capacity.

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	£ thousands
Regulatory Operations	2,529
Legal Enforcement	1,434
Strategy and Policy	817
Communications and Public Engagement	311
Governance (Including Corporate Services & Chair and DG costs)	950
Total Direct BSB Expenditure	6,041
Resources Group allocation & adjustments	4,150
Total cost of regulation	10,191

Direct BSB Expenditure



Staff related costs

Overall staff related costs were £4,485,071 (less than 1% underspent). We ended the year with staff turnover of 12%. Any salary savings achieved from vacancies were offset by recruitment related expenses and temporary cover for business critical roles.

Non-staff costs

Total non-staff expenditure was £1,556,528 (a £206,384 or more than 11% underspend).

Monitoring Expenditure

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 our Strategic Planning and Resources Committee (SPR).

Our remuneration and expenses

Name	Salary / Fees	Pension	Allowance	Total	Expenses incurred in relation to BSB business
Mark Neale	£140,000	£0	£1,300	£141,300	£0
Baroness Tessa Blackstone	£84,000	£0	£650	£84,650	£0
Ms Naomi Ellenbogen QC <i>(until 1 November 2020)</i>	£19,520	£1,171	£152	£20,843	£0
Mr Andrew Mitchell QC	£16,564	£0	£325	£16,889	£0
Ms Alison Alden OBE	£9,240	£0	£0	£9,240	£0
Ms Lara Fielden	£9,240	£0	£0	£9,240	£0
Mr Steven Haines	£9,240	£0	£0	£9,240	£0
Ms Elizabeth Prochaska	£9,240	£0	£0	£9,240	£0
Ms Irena Sabic	£9,240	£0	£0	£9,240	£0
Ms Nicola Sawford	£9,240	£0	£0	£9,240	£0
Mr Adam Solomon QC	£9,240	£0	£0	£9,240	£0
Ms Kathryn Stone OBE	£9,240	£0	£0	£9,240	£0
Professor Leslie Thomas QC	£9,240	£0	£0	£9,240	£0
Mr Stephen Thornton CBE	£9,240	£0	£0	£9,240	£0

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.

Write to us:

Bar Standards Board

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London WC1V 7HZ DX: 240 LDE

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