



REGULATING BARRISTERS

Bar Standards Board

Appointment of lay and barrister Board Members

Information pack for candidates

This information pack is available in Braille, large print or other formats. It can also be made available in Welsh.

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Letter of Welcome from Kathryn Stone OBE, Chair of the BSB

Dear Candidate

Thank you for your interest in becoming a member of the Bar Standards Board.

As you know, this is a very challenging time for the Bar as the profession responds to the challenges of pressures on public funding, changing consumer expectations and technological advances. The BSB's role is to regulate the Bar in the public interest, protecting consumers and improving access to justice while also encouraging an independent, strong, diverse and effective legal profession. The Bar Standards Board itself has embarked on an ambitious programme of reform to meet these challenges. We aim to be proactive and consumer-focused in our approach to regulation and to modernise the delivery of our regulatory functions.

We set the requirements for those training to become a barrister and for those already at the Bar; we set standards of conduct for barristers; we monitor the service barristers provide; and we consider any reported concerns and take enforcement or other action where appropriate. We try to ensure that our regulation is risk-based, proportionate and agile.

Our Board is made up of six lay members and five barristers. We are now looking to recruit two new lay Board members and one new barrister Board member who will complement the knowledge and experience of our existing Board members and who will work with the Board and executive to lead the organisation through these challenges. We particularly welcome applications from practising barristers from outside London, from the Employed Bar and from the Young Bar. We are seeking to recruit lay Board members who bring experience of consumer advocacy and who can promote consumer focus and who have had experience of leading major change in commercial environments.

All Board members must be able to contribute high-level strategic thinking and advice on our approach to delivering the BSB's regulatory objectives. You will bring a sound understanding of governance, and will bring a range of knowledge, skills and experience from your practice as a barrister, your experience of consumer advocacy or from commercial environments.

The BSB is a professional, dynamic and flexible organisation and one which hugely values diversity, equality, equity and inclusion. We are very keen to encourage and welcome applications to this role from underrepresented groups particularly from women, people from minoritised ethnic backgrounds, and people with disabilities as part of our commitment to the diversity and inclusivity of our Board.

We look forward to receiving your application.

Kathryn Stone, Chair, BSB.

Overview

The Bar Standards Board (BSB) is seeking to appoint two lay Board members and one barrister Board member (who must be a practising barrister).

Key Dates

- o Closing Date: 11.59pm on Sunday 29 September 2024
- o Appointments Panel interview: Tuesday 12 and Wednesday 13 November 2024

Remuneration £10,000 annually.

Time Commitment Up to two days per month.
Reasonable travel expenses will be reimbursed.

Scheduled Board meetings are held six times a year, on a Thursday, with one additional "Away day". The six routine Board meetings alternate between 2pm and 5pm start times. Additional Board meetings may be convened if required and there is also the opportunity to join informal Board seminars during the year, convened on current or emerging policy issues.

Board members may be invited to join one of the Board's four standing committees. Committees meet up to six times each year. Meetings are held from the late afternoon on weekdays.

Location Based in London. Board meetings are held at our offices on High Holborn.

Key Contacts For more information about the selection process, or for a confidential discussion with the BSB's Director General about the role, please contact *Inclusive Boards* at BSB@inclusiveboards.co.uk

About the Bar Standards Board

We regulate barristers and specialised legal services businesses 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;
- 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
- Handling reports and allegations against barristers and the organisations we authorise and taking enforcement or other action where appropriate.

The work that we do is governed by the Legal Services Act 2007 (the Act) as well as a number of other statutes.

Our objectives are laid down in the Legal Services Act. We share them with the other legal services regulators. They are:

- Protecting and promoting the public interest;
- Supporting the constitutional principle of the rule of law;
- Improving access to justice;
- Protecting and promoting the interests of consumers;
- Promoting competition in the provision of legal services;
- Encouraging an independent, strong, diverse and effective legal profession;
- Increasing public understanding of citizens' legal rights and duties;
- Promoting and maintaining adherence to the professional principles; and
- Promoting the prevention and detection of economic crime.

The professional principles are:

- That authorised persons should act with independence and integrity;
- That authorised persons should maintain proper standards of work;
- That authorised persons should act in the best interests of their clients;
- That persons who exercise before any court a right of audience, or conduct litigation in relation to proceedings in any court, by virtue of being authorised persons should comply with their duty to the court to act with independence in the interests of justice; and
- That the affairs of clients should be kept confidential.

Our Strategy for 2022 - 25

Our 2022 – 25 strategy sets out the way in which we will regulate during those three years. This document sets out our high level strategic priorities and the five key strategic aims for the BSB over this period:

- Efficiency – delivering our core regulatory operations quickly, economically and to a high standard.
- Standards – ensuring that barristers provide a high quality and responsive service throughout their careers.
- Equality and Diversity – promoting equality, diversity and inclusion at the Bar, at the BSB and supporting the profession’s ability to serve diverse consumers.
- Access – promoting consumer understanding of legal services and choice and good value in using those services (covering both the supply of, and demand for, barristers’ services).
- Independence – strengthening the BSB’s independence, capability, self-confidence and credibility.

You can read more about our strategy and more detailed information about our planned activities during the 2024-25 business year, [here](#).

Our governance

We have robust governance in place to oversee our work, led by our Board. The Bar Standards Board is currently made up of 11 members, a combination of six lay people, one of whom is the Chair, and five barristers, one of whom is the Vice Chair. It must have a lay majority.

For more information on the work of BSB, please go to our main website at: www.barstandardsboard.org.uk

Commitment to Equality Diversity and Inclusion

As the regulator of the Bar of England and Wales, we have a statutory regulatory objective to “encourage an independent, strong, diverse and effective legal profession” (the Legal Services Act 2007). We also have obligations under the Equality Act 2010 and a Public Sector Equality Duty.

We aim to ensure meaningful compliance with our equality duties in every aspect of our work; to demonstrate best practice and to embed equality, fairness and inclusion into the day-to-day running of our organisation.

We want the Bar to be as fully diverse as the society it serves, and we strive for diverse representation to be reflected across all areas of our organisation, including on our Board. We welcome applications from anyone regardless of age, experience, sexuality, religion, beliefs, disability or neurodiversity, ethnicity, race, gender, gender identity, marital status and socioeconomic background.

The Bar Standards Board is deeply committed to inclusive working practices, so during the application process we commit to:

- Paying for care and childcare if required whilst you attend interviews.
- Paying travel costs for interviews held in person.
- Making any reasonable or (where possible) alternative adjustments – please see our [Reasonable Adjustment policy](#) for further information.
- Providing documents in accessible formats readily available to download.

If there is anything else you are concerned about or think we could provide, please let us know.

The Bar Standards Board [website](#) has a number of web pages dedicated to [equality and diversity](#) which set out our strategy and provide links to research and analysis published by the Bar Standards Board.

In addition, the Bar Standards Board as an organisation recognises that it must itself be an exemplar of good practice in terms of inclusion and equality. To this end, the BSB conducts annual People surveys to engage with our workforce and has an internal People/DEI team which supports our staff with DEI training, wellbeing, mental health and employee resource groups. We actively support the Disability Confident Scheme and we are proud to be a Disability Confident Committed employer.

In May 2024, the Bar Standards Board launched its [Anti-Racist Strategy](#) covering the period 2024-2027. This new Strategy sets our internal commitment to anti-racism in how the BSB operates with its people, outlining how we intend to lead by example by setting and meeting high standards in our own approach.

Eligibility for Appointment

It is crucial for the integrity of the system that those appointed as Board members are of sufficient standing, integrity and judgement to inspire public confidence in the regulatory arrangements and hold the respect of the profession. Candidates must be able to demonstrate that they can commit the time for this role.

Only candidates considered to be lay are able to apply for the post of lay Board member of the BSB. The definition of lay as given in the Legal Services Act is a person who has never:

- Been called to the Bar or been admitted to the solicitors' Roll in England and Wales.
- Been an authorised person in relation to an activity which is a reserved legal activity.
- Been a person authorised, by a person designated under section 5(1) of the Compensation Act 2006, to provide services which are regulated claims management services (within the meaning of that Act).
- Been an advocate or solicitor in Scotland.
- Been a member of the Bar of Northern Ireland or a solicitor of Northern Ireland.

Only candidates who are practising barristers are able to apply for the post of barrister Board member of the BSB i.e. those who are authorised to practise by the Bar Standards Board.

Members of the Bar Council or any of its representative committees may not hold office as a member of the BSB Board. A person who has been responsible for a representative function is not ineligible for appointment, but in considering whether to appoint any such person, the selection panel will take account of their responsibility for a representative function, when that responsibility ended and any implications for the observance of the principle of regulatory independence.

Judges and tribunal chairs are not eligible for appointment as Board members, but lay magistrates and those who sit as lay members of tribunals are welcome to apply. Members of Panels and those with a formal role in the COIC Bar Tribunals and Adjudication Service (BTAS) cannot concurrently hold office as a member of the BSB Board. Board members cannot hold concurrent appointment to the BSB's Independent Decision-Making Body.

The successful candidates are expected to join the BSB from 1 January 2025. Induction training and briefing will be provided as early as possible, depending on availability of the appointee.

Job Description

All Bar Standards Board members must demonstrate a certain set of core qualities, as set out below.

Expectations of a Board member

Board members must be able to provide high-level strategic thinking, advice and leadership on the development and implementation of policy relating to the work of the BSB. If appointed to a committee, members must take an active part in the committee's work.

Board members are expected to uphold the Seven Principles of Public Life, being:

- Selflessness - Holders of public office should act solely in terms of the public interest.
- Integrity - Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- Objectivity - Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- Accountability - Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- Openness - Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- Honesty - Holders of public office should be truthful.
- Leadership - Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Board members must act in the best interests of the BSB and in accordance with its statutory responsibilities. Their primary role is to ensure that the BSB fulfils its statutory objectives as laid down by the Legal Services Act.

Contribution to the business of the BSB

Board members will:

- Play an appropriate part in ensuring that the necessary business of the Board is carried out efficiently, effectively, and in a manner appropriate for the proper conduct of business;
- Make rational and constructive contributions to debate and make knowledge and expertise available to the Board as required;
- Ensure that the Board acts in accordance with its instruments of governance and with the BSB's internal rules and regulations;
- Accept collective responsibility for the decisions reached by the Board;
- Ensure that the Board exercises control over the strategic direction of the BSB through an effective planning process and that the performance of the BSB is

adequately assessed against its statutory and any other defined and approved objectives;

- Establish constructive and supportive but challenging working relationships with the BSB's staff, and recognise and respect the proper separation between governance and executive management; and
- Give formal approval to key financial documents of the BSB, such as budgets and annual accounts, keeping in mind the long-term sustainability of the BSB.

Upholding the standards of the BSB

- Ensure that the Board conducts itself in accordance with the highest standards of behaviour in public life, embracing selflessness, integrity, objectivity, accountability, openness, honesty and leadership. Members must, at all times, meet these standards in their personal conduct;
- Make a full and timely disclosure of personal interests in accordance with the procedures approved by the Board; and
- Ensure that the Board exercises efficient and effective use of the resources of the BSB for the advancement of its objectives, maintaining its long-term financial viability, and safeguarding its assets. Guarantee that proper mechanisms exist to ensure financial control and for the prevention of fraud.

Personal

- Members will have a commitment to the justice system, to equality and inclusion and to the values, aims and the objectives of the BSB;
- Members will act fairly and impartially in the interests of the BSB as a whole, using independent judgement and maintaining confidentiality as appropriate;
- Members are expected to attend all meetings of the Board and of Committees of which they are a member, or to give timely apologies if absence is unavoidable; and
- Members must participate in procedures established by the Board for the regular appraisal and/or review of the performance of individual members.

Competencies required of lay and barrister Board members

All Bar Standards Board members, lay and barrister, must demonstrate a certain set of core competencies and qualities, as set out below. In addition, an interest in and commitment to protecting the integrity of the justice system is essential.

Alongside these general requirements, the Board looks to lay Board members to bring specific experience and skills relevant to our role. In the case of these appointments of lay members, the Board is especially keen to appoint someone with experience of consumer advocacy and who can promote consumer focus and someone with strong commercial expertise (ideally that would include change management in a commercial context as well as risk and finance at a strategic level).

1. Essential experience, knowledge and skills:

Lay members:

Candidates may be able to demonstrate expertise in their field through a postgraduate or professional qualification, or through professional experience (which may include voluntary or pro bono work). The BSB welcomes a diverse range of experiences and approaches, and does not give preferential treatment to people with postgraduate or professional qualifications. Candidates should be able to demonstrate:

- A record of operating at board level or equivalent in an appropriately complex organisation;
- Experience of building productive relationships with diverse stakeholders and operating with high levels of public scrutiny and accountability;
- Evidence of a strong intellect and understanding of the issues that are relevant to regulating the Bar and its relationship with consumers, society and the economy, and the ability to exercise sound judgement on these issues;
- An appreciation of the regulatory environment within which the BSB operates; and
- An understanding of the distinction between governance and management.

Essential experience, knowledge and skills:

Barrister members:

Candidates will be practising barristers. They should demonstrate:

- Experience of building productive relationships at the Bar;
- Evidence of a strong intellect and understanding of the issues that are relevant to regulating the Bar and its relationship with clients, society and the economy, and the ability to exercise sound judgement on these issues;
- An appreciation of the regulatory environment within which the BSB operates; and
- An understanding of what is required to be an effective non-executive board member.

Essential competences (for lay and barrister members)

1. Strategic Thinking

- Ability to think strategically, synthesise complex information, weigh up options, measure risks and work constructively with other board members;
- Ability to influence policy at the highest level; and
- Ability to cope effectively with complexity; take an independent view; deal with ambiguity and retain a balanced view despite conflicting demands.

2. Teamwork and external credibility

- Excellent interpersonal, communication and presentation skills with a collaborative style;
- Ability to contribute to a high performing board with a diverse membership;
- Experience of stakeholder management; and
- Able to act as an ambassador for the Bar Standards Board at events, including taking a lead or contributory speaker role when required.

3. Equality and diversity

- Strong understanding of and demonstrable commitment to equality, diversity and inclusion;
- Ability to engage with a range of diverse stakeholders and board members;
- Ability to think strategically about equality, diversity and inclusion implications at an organisational level; and
- Champions high ethical standards, leading on issues of equality, diversity and inclusion.

4. Analysis and Judgement

- Intellect to assimilate complex information, arriving at objective decisions;
- Record of addressing difficult issues with consistency, diplomacy and tenacity; and
- Demonstrates the ability to think independently, stating and supporting personal decisions in front of colleagues, whilst also being open to challenge.

5. Integrity and Respect

- Highest possible standards of ethics and personal integrity;
- Behaves at all times in a fair, balanced and non-discriminatory manner;
- Supportive yet challenging – sets and demands high standards; and
- Demonstrates an understanding of the importance of promoting equal opportunities for all, treating people fairly whilst responding sensitively to differences.

Terms of Appointment

An appointment to the role of lay or barrister Board member is made for a fixed period of up to four years and may be renewed for a further term of up to four years, subject to satisfactory performance in the role and it being in the interests of the BSB to do so.

Board members are remunerated at £10,000 per annum for a time commitment of approximately two days per month. Reasonable expenses will be reimbursed in accordance with our travel and expenses policy.

Standards of Public Life

Each Board member must ensure that during the period of their tenure they are committed to and conduct themselves in accordance with the Seven Principles of Public Life.

Conflicts of interest

Any actual or perceived conflicts of interest will be fully explored at preliminary interview and by the Panel at the final interview stage, as will any matters which could diminish public trust and confidence in the regulator (see also Handling your Application section below).

How to Apply

The recruitment process is being undertaken by *Inclusive Boards* on behalf of The Bar Standards Board. If you wish to apply for this position, please supply the following:

- A detailed CV setting out your career history, with responsibilities and achievements.
- A cover letter demonstrating by examples the essential experience, knowledge, and skills and 5 competencies described in the person specification as well as your motivations for applying. Please note, the following word limits apply.
 - Experience, Knowledge and Skills (maximum 500 words)
 - Motivations (maximum 300 words)
 - Competencies (maximum 300 words per competency)
- A template can be downloaded [\[here\]](#)
- A completed supporting details form that can be downloaded [\[here\]](#)
- [Diversity monitoring form](#) - your data will be stored separately from your application and will at no time be connected to you or your application.

If you have any questions or would like to arrange a call to discuss the role please email BSB@inclusiveboards.co.uk or call 0207 267 8369

Please submit your application through *Inclusive Boards* website www.inclusiveboards.co.uk/opportunities or email the documents to BSB@inclusiveboards.co.uk by 23.59 29/09/2024.

- Preliminary interviews ongoing virtually with *Inclusive Boards* up to and including the end of w/c 7 October 2024
- Final Panel interviews with the Bar Standards Board on Tuesday 12 or Wednesday 13 November

The selection panel will consist of four members:

- Kathryn Stone OBE (Chair of the BSB);
- Gisela Abbam (lay Board member);
- Simon Lewis (barrister Board member); and
- Paula McDonald CBE (independent lay member).

Handling your application

- We will process your application as quickly as possible and will keep you informed at key stages.
- We will acknowledge receipt of your application electronically and check it for completeness and eligibility. If you do not receive an acknowledgment, please check your spam and then contact BSB@inclusiveboards.co.uk.

Dealing with your concerns

- If you have a complaint about the way that your application has been handled, please email BSB@inclusiveboards.co.uk in the first instance. If you are dissatisfied with the response given, then your query will be escalated to a Senior Consultant.
- If you wish to raise your concerns with the BSB, you must do so in writing within 28 days of receiving notification of the outcome of the relevant stage of the process. You should address your concerns to the BSB's Head of Governance and Corporate Services, Rebecca Forbes, who will deal with them in accordance with the BSB's service complaints policy. This can be found [here](#).

Conflicts of Interest

If you are offered and accept appointment, you should note particularly the requirement to declare any conflict of interest that arises in the course of BSB business and to declare any relevant business interests, positions of authority or other connections with organisations relevant to the business of the BSB. Similarly, any matters affecting or concerning you which could diminish public trust and confidence in the regulator must also be disclosed. This is an ongoing requirement throughout the term of the appointment.

Should you have any questions about this, please contact Rebecca Forbes, BSB's Head of Governance and Corporate Services, on RForbes@BarStandardsBoard.org.uk