



# Bar Standards Board

## Appointment of Chair Information Pack for Candidates

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

BAR  
STANDARDS  
BOARD

REGULATING BARRISTERS

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# Welcome from our Director General

Chairing the Bar Standards Board offers you a unique opportunity to ensure that barristers now and in the future serve the public and the rule of law.

We have a clear vision of a profession which provides a range of good value and understandable legal services to the public, which is itself a reflection of the society it serves and serves diverse consumers equally and which upholds high ethical and professional standards.

To realise that vision, the Bar Standards Board must itself demonstrate high standards and efficiency in carrying out our core regulatory functions and be an exemplar of equality and diversity. As Chair, you will lead the Board in holding us to account for our performance in these respects.

You will also provide strategic leadership as we work with stakeholders and the profession itself to maintain high standards, to foster diversity and to exploit the opportunities that technology offers to open access to justice to consumers.

You will be a confident voice for the Bar Standards Board itself, exemplifying our values and promoting our independence as a self-confident and competent regulator.

We very much look forward to working with you!

Best wishes,



*Mark Neale*

Director General, Bar Standards Board

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# About The Bar Standards Board

We regulate barristers and their professional practice 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; and
- Promoting and maintaining adherence to the professional principles.

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.

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# About The Bar Standards Board (continued)

## Our Strategy 2022-2025

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 – promoting equality, diversity and inclusion at the Bar and at the BSB and 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 2022-23 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 lay people (non-barristers) and barristers. 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](http://www.barstandardsboard.org.uk)



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## Commitment to 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.

We aim to ensure meaningful compliance with our equality duties in every aspect of our work, to demonstrate best equalities and anti-discrimination practice, and to embed equality and fairness 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 want this diversity 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, ethnicity, heritage, gender, socioeconomic background or other differences.

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 – for example ensuring we have a sign language interpreter organised in advance if you’d like them and/or providing alternative adjustments which fall outside the scope of reasonable adjustments as defined by the Equality Act 2010
- 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 Bar Standards Board undertook an equality survey among its people towards the end of 2020 and, in the light of the survey, adopted an action plan to tackle issues of race in the workplace.

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# Bar Standards Board Chair Role and Responsibilities

The role of the Chair is to provide leadership to the Board in overseeing the delivery of independent, cost effective and appropriate regulation of the Bar in accordance with the objectives of the BSB and the requirements of the Legal Services Act 2007. The Chair will provide highly visible non-executive strategic leadership to the BSB. The role includes, but is not confined to, the following responsibilities:

## Strategy

- Lead the development of Board strategy, policy and planning, identifying and evaluating factors which are relevant to the BSB's regulatory activity.
- Ensure effective monitoring of performance and provide a balanced and fair assessment of successes and failures, and triggers for strategic change.

## External Relations

- Develop and maintain constructive relationships with the Ministry of Justice, government ministers, Legal Services Board, Consumer Panel, the Bar Council and the Inns of Court, Office of Legal Complaints, other regulators (such as the Chair of the Solicitors Regulation Authority), the senior Judiciary and other stakeholders in the UK.
- Achieve the confidence of the public, users of barristers' services and the profession in the Bar's regulatory arrangements.
- Engage with groups representing students, pupils and barristers from all backgrounds in order to demonstrate the BSB's commitment to equality and inclusion.
- Liaise with the Chair of the Bar on issues affecting the Board, ensuring the BSB's appropriate independence from the Bar Council.

## Standards

- 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.
- Champion the BSB's values of: fairness and respect; independence and integrity; and excellence and efficiency.
- Champion issues of equality, diversity and inclusion and positively promote the BSB's Equality Strategy both externally and internally.

# Bar Standards Board Chair Role and Responsibilities (continued)

## Internal Oversight

- Ensure the functional independence of the Board in accordance with the Legal Services Act 2007, ensuring that the BSB complies with relevant obligations and regulatory requirements including the Legal Services Board's Internal Governance Rules.
- Determine an annual programme of Board meetings with appropriate agendas and chair the Board's meetings, ensuring that business is conducted openly, efficiently and in a collegiate manner.
- Provide leadership in the decision-making process, ensuring that Board members make appropriate contributions to its work.
- Appraise and develop Board members and deal with their concerns.
- Ensure the appropriate separation between non-executive and executive functions of the organisation, its decision-making and delivery.
- Work closely with the Director General (chief executive officer) of the BSB to ensure that the executive is accountable for the organisation's performance and appraise the performance of the Director General.
- Ensure that the BSB exercises efficient and effective use of its resources for the advancement of its objectives, maintaining its long-term financial viability, and safeguarding its assets.



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# Person Specification

The BSB requires an outstanding and inclusive leader as its next Chair. Candidates must be able to demonstrate high achievement in their field through professional experience, which may include voluntary or pro bono work. In addition to chairing skills and a track record of executive and non-executive leadership, they will demonstrate a commitment to the work of the BSB and a sound understanding of its mission to deliver independent, cost effective and appropriate regulation of the Bar in accordance with the objectives of the BSB and the requirements of the Legal Services Act 2007.

The role of the Chair requires that the individual meets the experience, knowledge skills and competencies described further below.

## **Experience, Knowledge and Skills**

The BSB welcomes a diverse range of experiences and approaches, and does not give preferential treatment to people with academic or professional qualifications.

- Outstanding judgement and an understanding of the issues relevant to regulating the Bar and its relationship with consumers, society and the economy, and the ability to exercise sound judgement on these issues.
- Significant leadership experience gained as Chair at board level in an appropriately complex organisation in for example: professional services, education, government, medical, business, industry, public or charity sectors, and ideally with experience gained in more than one sector.
- Sound understanding of the role of a non-executive chair and the relationship between chair and chief executive; and the authority and credibility to be a critical friend to the Director General and senior staff.
- A proven commitment to equality, diversity and inclusion and a track record of delivery.
- Experience of building productive relationships with diverse stakeholders and operating with high levels of public scrutiny and accountability.
- Ability to operate across boundaries and in different settings and evidence of a high level of political awareness.



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# Person Specification (continued)

## Competencies

### *Strategic Thinking*

- Ability to think strategically, synthesise complex information, weigh up options, measure risks and build consensus amongst board members.
- Ability to influence policy at the highest level.
- Ability to cope effectively with complexity and lead change; deal with ambiguity and retain a balanced view despite conflicting demands.

### *Leadership*

- Excellent interpersonal, communication and presentation skills to represent the BSB in a range of settings, many of them high profile and the ability to have immediate impact.
- Skills necessary to chair, lead and develop a high performing board with a diverse membership.
- Collaborative in style, leads by example encouraging fellow board members to contribute and to feel engaged and valued.
- Ability to influence multiple stakeholders, possessing well-tuned political judgement.

### *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.
- Champions high ethical standards, leading on issues of equality, diversity and inclusion.

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# Person Specification (continued)

## *Analysis and Judgement*

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

## *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.
- Demonstrates an understanding of the importance of promoting equal opportunities for all, treating people fairly whilst responding sensitively to differences.



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## Eligibility for Appointment

It is crucial for the integrity of the system that the person appointed as Chair is of sufficient integrity, standing 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 Chair 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.

Judges and tribunal chairs are not eligible for appointment as Chair, 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 candidate is expected to join the BSB from 1 September 2022. Induction training and briefing will be provided as early as possible, depending on availability of the appointee.

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# Additional Information

## Terms of appointment

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

## Remuneration

£90,000 annually. Reasonable travel expenses will also be reimbursed within the conditions of the Bar Council's travel and expenses policy.

## Time Commitment

Approximately 112 days per year. Scheduled Board meetings are held at least six times a year, usually on a Thursday starting at 5pm, with one additional "Away day". Additional Board meetings may however 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. Additionally, there is a requirement to attend the meetings of the Bar Council which are held on a Saturday morning approximately every six weeks.

## Location

Based in London. The Chair is provided with an office and administrative assistance. Board meetings are held at our offices on High Holborn.

## 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 the 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.

# 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](mailto:BSB@inclusiveboards.co.uk) or call 0207 267 8369

**Please submit your application through Inclusive Boards website [www.inclusiveboards.co.uk/opportunities](http://www.inclusiveboards.co.uk/opportunities) or email the documents to [BSB@inclusiveboards.co.uk](mailto:BSB@inclusiveboards.co.uk) by 23.59 05/06/2022.**

- Preliminary interviews ongoing virtually with Inclusive Boards up to and including the end of w/c 17/06/2022
- Final Panel interviews with the Bar Standards Board 27/07/2022

The selection panel will consist of four members:

- Joe Montgomery CB (independent lay member and Chair of the Panel);
- Andrew Mitchell QC (Vice Chair of the BSB);
- Steven Haines (lay member of the BSB);
- Lady Justice Simler DBE (nominee of the Lord Chief Justice).

## 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](mailto: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](mailto: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 [RForbes@barstandardsboard.org.uk](mailto:RForbes@barstandardsboard.org.uk), who will deal with them in accordance with the BSB's service complaints policy. This can be found [here](#).