



## **Bar Standards Board**

# **Appointment of 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.*

# Contents

Letter of Welcome from Kathryn Stone OBE, Chair of the BSB.....	3
Overview.....	4
About the Bar Standards Board.....	5
Eligibility for Appointment.....	7
Job Description.....	8
Competencies Required of Barrister Board Members.....	10
Terms of Appointment.....	11
How to Apply.....	11
Handling Your Application.....	12



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

Dear Candidate

Thank you for your interest in becoming a barrister 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, the continuing impact of the pandemic, 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.

To do that 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.

We are looking for practising barristers who will complement the knowledge and experience of our lay Board members and who will work with the Board and executive to lead the organisation through these challenges. You 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. Our Board is made up of six lay members and five barristers and we are keen to reflect both the diversity of the UK and the diversity of practice at the Bar. So I do hope we will receive applications from a wide range of backgrounds.

The BSB is a professional, dynamic and flexible organisation and one which hugely values diversity. We are very keen to encourage and welcome applications to this role from women, people from Black and Asian 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 barrister Board members. **Only practising barristers are eligible to apply, ie those who are authorised to practise by the Bar Standards Board.**

### Key Dates

- Closing Date: 9am on Monday 3 October 2022
- Appointments Panel interview: week commencing 31 October 2022

**Remuneration** £9,240 annually

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

Scheduled Board meetings are held 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.

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.

**Application Process** Applications must only be submitted through the BSB’s dedicated email address:  
[BSBapplications@BarStandardsBoard.org.uk](mailto:BSBapplications@BarStandardsBoard.org.uk)

**Key Contacts** For more information about the selection process, please contact the BSB’s Head of Governance and Corporate Services, Rebecca Forbes, on  
[RForbes@BarStandardsBoard.org.uk](mailto:RForbes@BarStandardsBoard.org.uk)

For a confidential discussion with the BSB’s Director General about the role, please contact his Executive Assistant, Jeanette Fordyce-Harvey on 0207 611 1422 or [JFordyce-Harvey@BarStandardsBoard.org.uk](mailto:JFordyce-Harvey@BarStandardsBoard.org.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; 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.

## **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 – 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 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](http://www.barstandardsboard.org.uk)

## **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 who are practising barristers are able to apply for the post of barrister Board member of the BSB.**

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.

Full time judges and tribunal chairs are not eligible for appointment as Board members. 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. For clarity, part time Judges and Tribunal members are eligible.

We are looking for one candidate to join the Board immediately and a second candidate to take up appointment with effect from 1 January 2023. Induction training and briefing will be provided prior to taking up post.

## **Diversity and Equality of Opportunity**

We aim to recruit talented candidates and value diversity in background, skills and experience. We are committed to providing equality of opportunity for all applicants. Reasonable adjustments will be made at interview and in post for any individual who requires them.

## Job Description

### *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 regulatory 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 2007.

### *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 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;
- Play a collective role in accepting 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 and monitoring 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 delivery;
- 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; and
- Keep under review and be well-informed about trends at the Bar.

#### Upholding the standards of the BSB

- Ensure that the Board conducts itself in accordance with the Seven Principles of Public Life. Members must, at all times, meet these standards in their personal conduct;
- Comply with the Conflict of Interest policies of the BSB; 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, implementing effective financial controls, and safeguarding its assets.

#### 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 barrister Board members

All Bar Standards Board members must demonstrate a certain set of core competences and qualities, as set out below. Alongside these general requirements, the Board looks to barrister Board members to bring to bear specific experience and skills relevant to our role.

## 1. Essential experience, knowledge and skills

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

### 2. 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.

### 3. Team work 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; and
- Able to act as an ambassador for the Bar Standards Board at events, including taking a lead or contributory speaker role when required.

### 4. 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.
- Championing of high ethical standards, leading on issues of equality, diversity and inclusion.

### 5. Analysis and Judgement

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

## **6. Integrity and Respect**

- Highest possible standards of ethics and personal integrity;
- Behaving at all times in a fair, balanced and non-discriminatory manner;
- Supportive yet challenging – sets and demands high standards; and
- Demonstrating 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 barrister Board member 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.

The roles of barrister Board member are remunerated at £9,240 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.

## **Conflicts of interest**

Any actual or perceived conflicts of interest will be explored by the selection panel at the interview, as will any matters which could diminish public trust and confidence in the regulator.

## **How to Apply**

All applications must be made to: [BSBapplications@BarStandardsBoard.org.uk](mailto:BSBapplications@BarStandardsBoard.org.uk) by the deadline of **9am on Monday 3 October 2022**. Late applications will not be accepted.

To apply please submit the following:

- A Supporting Details form;
- A supporting statement, addressing the essential competencies outlined above, of maximum two pages of A4 font size 11;
- A CV of maximum two pages of A4 font size 11; and
- An Equal Opportunities monitoring form (not compulsory).

The BSB operates the Disability Confident Scheme. Candidates with a disability who meet the essential criteria for this role will be guaranteed an interview under this scheme.

## **Reasonable Adjustments**

Candidates with a disability who require reasonable adjustments should contact Jeanette Fordyce-Harvey on 0207 611 1422. Candidates with a disability who meet the essential criteria for this role will be guaranteed an interview under the “Disability Confident” scheme.

## Handling Your Application

We will process your application as quickly as possible and will keep you informed at key stages.

### ***After the closing date for applications:***

- we will acknowledge receipt of your application electronically and check it for completeness and eligibility. If you do not receive an acknowledgment within one working day, please contact Jeanette Fordyce-Harvey on 0207 611 1422.
- your application will be assessed against the essential competencies of the post. It is important that you complete your response to the essential competencies in as much detail as possible within the page limit constraints. Your response to each competency and the experience criterion should provide specific and detailed examples that demonstrate how you meet each criterion (including what you personally contributed to achieve a specific result). Your CV will be used to provide the selection panel with further context.
- the selection process will be evidence-based.

### ***Interview and Selection Process***

- The selection panel will comprise:  
  
Kathryn Stone OBE (Chair of the BSB);  
Andrew Mitchell QC (barrister and Vice Chair of the BSB);  
Alison Alden OBE (lay Board member); and  
An independent lay member (yet to be appointed).
- By 21 October, the panel will have decided which candidates will be invited for interview, taking account of the evidence provided in your application. You will be notified by email about the outcome of your application.
- If invited to interview, you will be contacted to confirm the interview arrangements. The interviews are scheduled to take place in the week of 31 October at the BSB's offices in London.
- If invited to interview, the panel will question you about your experience and expertise and ask specific questions to determine to what extent you meet the specified competencies.
- The panel will also be informed of any declarations you have made in your application that require further exploration. Any such declarations will be treated in confidence and do not preclude further consideration of your application or appointment. Due diligence checks will also be conducted, and you may be questioned further by the panel on the information found (this may include Twitter, Facebook, blogs, Individual Insolvency Register, Disqualified Directors Register, Professional Registers and Google News).
- If, in the view of the panel you have demonstrated the competencies required and are one of the preferred candidates, the panel will recommend your appointment to the Board.
- If you are successful, you will receive a letter inviting you to serve as a barrister member of the BSB.

## **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](mailto:RForbes@BarStandardsBoard.org.uk)

## **Equal Opportunities**

The BSB recognises the benefits of having a diverse community of staff and officers and is committed to being an inclusive organisation where everyone is treated with respect, dignity and where there is equal opportunity for all.

The BSB will take all reasonable steps to make appropriate adjustments to meet the needs of candidates (and those appointed) who have disabilities.

## **Travel Expenses for Applicants**

The BSB will reimburse reasonable travel by the most economical cost proportionate to the length of the journey. You must be prepared to justify your choice of travel arrangements.

Note that expense claims must be submitted within six weeks of the date of interview.

## **Dealing with Your Concerns**

If you have a complaint about the way your application has been handled and 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, at [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](#).

## **Equality and diversity monitoring information**

This information is not used in the selection process. It is not seen by the panel assessing your application. The BSB will use this information only to monitor the diversity of candidates we attract and appoint. Once the recruitment campaign has concluded, and we have collated the data, we will delete all individual forms.