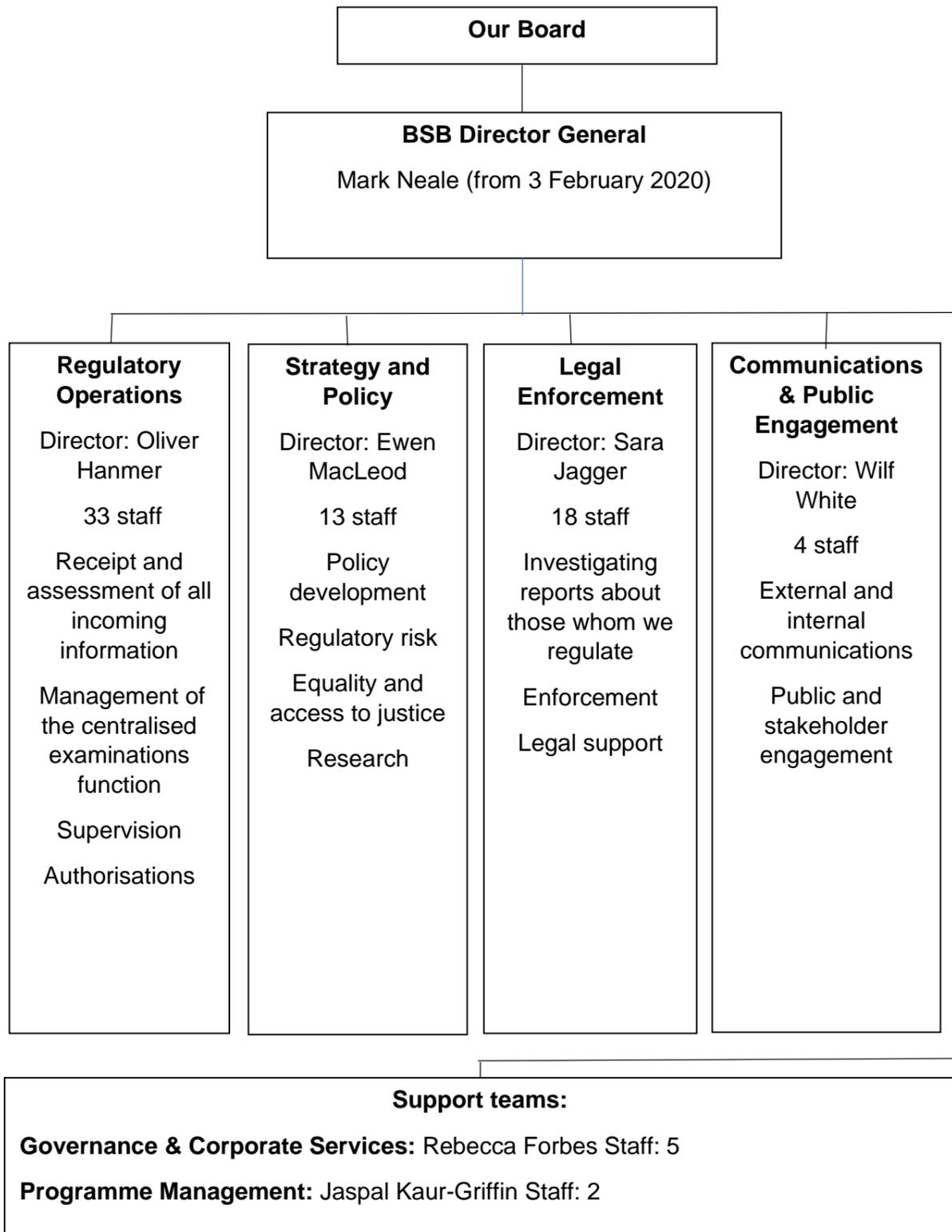


We organise our work into a number of departments. To modernise our regulatory-decision making and to implement our [Regulatory Operations programme](#), for example, by introducing our new Contact and Assessment Team, we undertook a significant restructuring during 2019-20. The information in this report describes and illustrates our new structure which came into being on 15 October 2019.

### Our organisational structure



Additionally, we share the following support services with the Bar Council: Facilities, Finance, Information Services, Records and the Project Management Office.

### 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 (CPD).

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 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 new Contact and Assessment Team (CAT) which is the central point of contact for anyone getting in touch with us, including anyone contacting us with reports about 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 striving 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 arising from such decisions.

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 referrals to disciplinary action are, in the main, taken by panels of our Independent Decision-making Body, and that body also has the power to decide less serious allegations of professional misconduct under a consensual process known as Determination by Consent.

The department is responsible for preparing and presenting cases of allegations 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 allegations made by the BSB are proved 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 in the best practice associated with the setup, running and closing down of major programmes and projects in support of regulatory change. The team aims to provide assurance on programme and project progress and delivery