Bar Standards Board Voluntary Undertakings - progress tracker

Updated on: 8 October 2026

	Progress	**Date**
<u>Voluntary Undertaking 1</u> The Bar Standards Board will deliver the Reform Programme (comprising three sub-programmes: Consumer Focused, Proactive Regulation; Modernising Delivery; and People and Culture) by March 2028 and ensure that the programme is resourced to the level necessary to deliver its outputs and realise its outcomes without detracting from the day-to-day delivery of regulatory functions. The Reform Programme will deliver the following outcomes and improvements in the public interest: • proactive, consumer-focused regulation anchored on a much deeper, intelligence-based understanding of the market the BSB regulates; • modernised delivery for operational excellence: enabling the BSB to make good its public protection responsibilities and deliver its regulatory functions quickly, efficiently and responsively, with no loss of quality; and • engaged, agile and committed people, including through a re-organisation designed to clarify accountabilities, to empower the BSB's people and to increase its efficiency.	**ON TRACK** The Reform Programme has been incorporated into our Business Plan and the voluntary undertakings are part of the key deliverables of the plan.	**27 May 2026**

Voluntary Undertaking 2:

The BSB will deliver a fair, timely and efficient enforcement process, building on progress already made and with no detriment to existing standards of decision-making. This is within a framework that support regulatory decision-making including referral and resolution through the tribunal process in order to protect the public, uphold confidence in the regulation of the profession and act as an effective deterrent to serious misconduct. To this end, the BSB will:

- re-design the end-to-end enforcement process to improve efficiency and effectiveness;
- make consequential changes to the Enforcement Regulations to give effect to this re-design and to other desirable improvements; and
- overhaul the supporting IT systems to enable the changes.

The BSB will demonstrate its progress in delivering the Modernising Delivery programme set out in its programme management documents, and in particular the Tracker of Enforcement Review recommendations.

		Progress	**Date**
Baseline indicators:	In 2023/24, the year preceding the mobilisation of the Reform Programme, the Bar Standards Board met 8 of 20 key performance indicators on its balanced scorecard.	n/a	
Mid-point milestones and indicators:	To facilitate modernisation and improved operational performance, the Bar Standards Board has by July 2025: • completed the re-design of the end-to-end enforcement process (May 2025);	COMPLETE	**27th May 2026**

			27th May
	• mobilised and approved the project to overhaul IT systems (June 2025).	COMPLETE	**27th May 2026**
	And will: • analyse responses to the consultation on in-principle changes to the enforcement regulations by January 2026;	COMPLETE	**27th May 2026**
	• adopt, with the agreement of BTAS, an end-to-end target for the duration of enforcement cases which go the full distance to a tribunal hearing from 2026/27;	COMPLETE • See updated position set out in paper sent to LSB on 2 October 2026 • Framework developed: end-to-end disciplinary tribunal SLA of 215 days (excluding hearing due to issues with Judge availability). BTAS engaged and aligned. • First year will be 'proof of concept' given scale of changes taking place	**October 2026**
	• launch a consultation on detailed drafting changes by June 2026.	COMPLETE	**27th May 2026**

	As a result of these changes the BSB will: • meet all the key performance indicators in the current balanced scorecard by the end of 2025/26, including that 80% of reports of misconduct are assessed within 8 weeks and 80% of resulting investigations are completed within 38 weeks[1].	• Mid-point indicator was to achieve timeliness target by October 2026. We are now meeting this with assessments as of April 2026. • In our presentation for the 29 January Board-to-Board meeting, we set out the following glide path to achieving the timeliness KPI in investigations: i) I&E with external support we will be closing more investigations then open by October 2026. Update: we have closed around as many investigations as we have opened. We are on track to close more than opened in Q3. o Reports into CAT remain at the same level as last year, indicating that the spike we saw last year is now the 'new normal'. o At the end of 2025, we outsourced 35 cases to Capsticks. They have progressed these investigations at a slower rate than expected. 60% of cases remain live and we expect	**October 2026**

[1] Two weeks longer where reports or investigations span the two week Christmas/New Year closure

		that these will be concluded at the end of the year. ii) Blake Morgan, our appointed outsourcing partner, has been allocated 32 investigations so far and has been meeting the agreed SLAs. We will be allocating them 25 lower complexity investigations from this quarter. iii) ON TRACK: Live investigation workload will be reduced to a sustainable level of around 100 cases, by December 2027. iv) ON TRACK: We are on track to achieve the I&E timeliness KPI target by March 2028. • At our meeting on 12 October, we will share our live performance dashboard.	
	• meet all the key performance targets in the current scorecard by the end of 2026/27.	SEE ABOVE	
End-point indicators:	1. To facilitate modernisation and continuing improved operational performance, the Bar Standards Board will:	ON TRACK	**27th May 2026**

	• adopt new enforcement regulations by January 2027 subject to approval under the Legal Services Act 2007;		
	• implement updated IT systems by the end of 2026.	(27May 2026) The end date for our Systems Review project has been extended to June 2027. A significant part of the project is complete. The remainder was reprioritised and replanned to enable operational teams to focus on meeting KPIs and voluntary undertakings. Update: we have revisited the deliverables of the project considering proportionality of time and cost, which are impacted by the age and highly bespoke nature of our systems. We have taken the decision to remove two deliverables: Risk Assessment Framework and KPI requirements, pending a CRM rewrite and rebuild that our shared services are working on. We have identified and implemented mitigations in relation to the Risk Assessment Framework. The closure date for the project will be revised as a result and is likely to close between February and May 2027.	**October 2026**

	2. As a result of these changes, the Bar Standards Board will meet all the targets in the current balanced scorecard across 2027/28 and will, in addition, meet the pre-2024/25 investigations timeliness target of completing 80% of investigations within 25 weeks[2] from 2027/28.	• See update set out in paper sent to LSB on 2 October 2026	**October 2026**
	3. The BSB will commission in 2027/28 an independent evaluation of its modernising delivery reforms to assess the productivity, timeliness and service delivery gains and identify scope for further incremental improvement, including through further investment in technology.	ON TRACK • We are currently designing options for a new target operating model, which will be open to review in Q4 this year. The principles are being shared with our Board this summer.	**27th May 2026**
	4. This will include a survey of BSB people to ensure that the desired cultural and process improvements are contributing to continuous improvement and an evaluation of: • the effectiveness of collaboration between teams in the BSB that contribute to the enforcement process;	ON TRACK • We have done a significant amount of work on performance and leadership management; capability and capacity and continuous improvement. We are putting in place a leadership development plan.	**27th May 2026**

[2] 27 weeks where investigations span the two week Christmas//New Year closure

	• the effectiveness of collaboration between the Bar Standards Board and Bar Tribunal and Adjudication Service; • the awareness of the role and function of the BSB by those who report matters to it.	• Next steps: we will be looking at a more robust performance culture through a structured programme around trust and inspiration. • BTAS: see above, joint working plan with COIC in place • Website: simplification first stage complete. This work is continuing.	

Voluntary Undertaking 3:

The BSB will strengthen its knowledge management so that regulatory decision-makers have ready access to up-to-date policies and processes.

		Progress	Date
Baseline indicators:	The Fieldfisher report noted that "the BSB assessment and enforcement teams struggle to find and apply knowledge and know-how in the most effective way[3]" and recommended that the BSB "build a 'best-in-class' knowledge management environment"[4].	n/a	
Mid-point indicators:	The BSB will have introduced a knowledge hub from May 2026.	COMPLETE	
End-point indicators:	The BSB will: 1. commission in 2027/28 an independent evaluation of its modernising delivery reforms. This will include an assessment of the effectiveness of its knowledge management function, including the extent to which the criteria set by Fieldfisher [see 3.2.4 of the Fieldfisher Report] have been met; and	ON TRACK • See above	**27th May 2026**
	2. act on the outcome of the evaluation where necessary to deliver improvements.	NOTED	**27th May 2026**

[3] Final-Report-publication-format-April-2024-11559042415-2.pdf page 44, section 3.2.1
[4] Final-Report-publication-format-April-2024-11559042415-2.pdf page 6, paragraph 2

Voluntary undertaking 4:

The BSB will ensure that its website provides clear and accessible information that enables consumers to understand the Bar Standards Board's responsibilities and what it can help with.

		Progress	**Date**
Baseline indicators:	Fieldfisher Enforcement Review (April 2024) recommended improvements to ensure the website provides clear, accessible, and high-quality information for consumers.	n/a	
Mid-point milestones:	The Bar Standards Board will audit all consumer content with implementation of quick wins to improve content relevance, accuracy, targeting, and accessibility within the current platform and development capability by December 2025.	COMPLETE	**27th May 2026**
End-point indicators:	1. The Bar Standards Board will finalise improvements to all consumer content to ensure relevance, accuracy, experience, and accessibility within the current platform and development capability by April 2026.	COMPLETE	**27th May 2026**
	2. As a result of these changes, the BSB will receive a lower proportion of reports from consumers which, on assessment, re judged not to warrant a regulatory response	COMPLETE	**27th May 2026**
	3. The Bar Standards Board will:	COMPLETE	**27th May 2026**

	• commission an independent audit by consumer specialists to confirm that the website meets the needs of consumers; and		
	• act on the outcome of the audit where necessary to deliver improvements		