



# BUSINESS PLAN

2021

*Education, representation and support for employed and  
unregistered barristers*

Bar Association for Commerce Finance and Industry

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## 1. BACKGROUND

### 1.1. INTRODUCTION

BACFI represents the interests of employed and unregistered barristers providing legal services in-house in commerce, finance and industry (the 'CFI Bar').

### 1.2. THE ORGANISATION

BACFI was founded in 1965 and merged in 2004 with the Employed and Non-Practising Barristers' Association (ENPBA). BACFI provides representation, education and support to barristers working in a commercial environment and works to promote 'one Bar' to ensure that the status and interests of our members are fully recognised and taken into account by the Bar Council and the Bar Standards Board (BSB).

In 2000, employed barristers were granted equal practising rights with the self-employed Bar and gained 14 elected seats on the Bar Council. BACFI is recognised as a Specialist Bar Association and, though it remains independent of the Bar Council, members sit on the Council and many of its committees. BACFI is also represented on the BSB and some of its committees.

Although it does not provide pupillages, BACFI also welcomes student members and members of the Inns of Court who are interested in a career outside chambers or in supporting the CFI Bar.

### 1.3. MAIN ACTIVITIES

BACFI provides representation to its members through its seats on the Bar Council, the BSB and their committees. Through its Professional Standards Sub-Committee, BACFI contributes on members' behalf to both BSB Bar Council and other relevant bodies' consultations.

BACFI provides education to its members through its programme of CPD seminars and networking events, which are held throughout the year.

BACFI provides support to its members by focusing on professional development and career opportunities.

## 2. STRATEGY

### 2.1. CORE VALUES & BELIEFS

- ❖ Our values are independence, integrity and inclusion:
  - ❖ We believe in one independent bar in which employed barristers have the same rights and opportunities as self-employed barristers
  - ❖ We believe that barristers should conduct themselves with integrity and observe the highest professional and ethical standards
  - ❖ We believe that training and supervision for barristers should be inclusive and designed to accommodate the needs of those working, or who wish to work, in-house
  - ❖ As a national professional association for employed barristers we strive to build a legal profession where people unite and take action to create lasting change. BACFI values diversity and celebrates the contributions of people of all backgrounds, regardless of their age, ethnicity, race, abilities, religion, socioeconomic status, culture, sex, sexual orientation, and gender identity or expression.
  - ❖ BACFI wishes to grow and diversify our membership to make sure we reflect the communities our clients serve. As part of this objective BACFI wishes to help create opportunities for barristers of all backgrounds to develop their careers to their full potential.
  - ❖ We're helping to create legal profession that is more open and inclusive, fair to all, builds goodwill, and benefits our members and the clients they work for. We want barristers with differing perspectives and ideas who will help BACFI take action to create lasting career opportunities for members of the employed bar.

### 2.2. VISION

BACFI should be the first organisation employed and unregistered barristers turn to when they need help with professional issues, their rights or their careers. BACFI should maintain its status as a well-respected Specialist Bar Association and should be the first organisation anyone thinks of when they think of the employed bar or unregistered barristers.

### 2.3. BACFI'S OBJECTIVES

BACFI's key objectives are to:

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Inform**, through provision of resources and training;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community;
- ❖ **Increase our impact**, through more members and greater reach; and
- ❖ **Provide value** for money

## 2.4. BACFI'S GUIDING POLICY

"BACFI is the leading organisation representing employed and unregistered barristers. It provides independent representation, education and support to employed and unregistered barristers working in commerce, finance and industry."

## 2.5. COHERENT ACTIONS

BACFI will take the following actions in order to achieve our objectives and fulfil our guiding policy:

- ❖ Engaging with members in person, online and through social media (eg LinkedIn)
- ❖ Providing up-to-date information to members on issues of interest to them
- ❖ Providing networking and other opportunities for exchange of ideas and information between members
- ❖ Organising relevant training events
- ❖ Responding to consultations that address issues relevant to our members
- ❖ Presenting at seminars and other events to raise awareness of issues facing the employed Bar and unregistered barristers
- ❖ Engaging with Bar Council, BSB, LSB and their committees,
- ❖ Engaging with the Inns of Court, COIC, the College of Advocacy and other relevant bodies
- ❖ Maintaining effective relations with key figures in the legal community
- ❖ Supporting the interests of employed and unregistered barristers generally throughout their careers, from student and junior barristers through to retirement

## 3. BACFI COMMITTEES

### 3.1. GENERAL COMMITTEE

BACFI will continue to be led by its General Committee. The General Committee will aim to meet on 9 occasions (almost once a month) in 2021. The General Committee will make decisions about BACFI's activities and will be ultimately responsible for any matters delegated to its members and sub-committees. See General Committee members in Appendix 1

The General Committee will regularly consider its membership and work to increase BACFI's impact.

The General Committee will discuss reports from its sub-committees to ensure the sub-committees are fulfilling their delegated functions in line with BACFI's strategy.

The General Committee will discuss reports from Bar Council and Bar committees attended by BACFI members.

The General Committee will monitor BACFI's performance (both financial and non-financial) and the performance of the sub-committees in achieving their objectives.

### 3.2. PROFESSIONAL STANDARDS SUB-COMMITTEE

The Professional Standards Sub-Committee will be made up of a Chair (who will be a member of the General Committee) and three or four members who may or may not be members of the General Committee.

The General Committee will delegate responsibility for monitoring consultation exercises conducted by the BSB, Bar Council and other bodies that are relevant to BACFI's members and to the aims and objectives of BACFI.

Where appropriate, BACFI will contribute to the Bar Council's responses to consultations. However, BACFI will respond to consultations directly where (i) the Bar Council is not responding to a consultation and BACFI wishes to respond; (ii) BACFI wishes to take a different position to the position taken by the Bar Council; or (iii) BACFI does not wish to take a different position to the Bar Council but wishes to respond directly to a consultation because of its particular relevance to BACFI's objectives.

The administrator will maintain a register of consultations and the Chair of Professional Standards Sub-Committee will report to the General Committee on its activities and consultations.

Meetings will take place on an ad hoc basis as and when required to enable it to fulfil its delegated responsibilities.

The objective of this sub-committee will be to ensure BACFI is kept informed of consultations such that it is able to respond to consultations relevant to BACFI's membership.

### 3.3. EVENTS ORGANISATION

In 2021 consideration and selection of appropriate events will be dealt with by the General Committee.

The General Committee will delegate the responsibility for executing and managing BACFI's programme of events to the BACFI Administrator and the relevant BACFI General Committee member who is tasked with organising and participating in each event for the year.

The BACFI Administrator and the relevant BACFI General Committee member who is tasked with organising and participating in each event for the year will report to the General Committee on the development and delivery of the events programmes for 2021 and 2022 as they evolve.

## 4. ACTIVITIES

### 4.1. CONSULTATIONS

During 2021, BACFI will aim to respond to 90% of consultations that are deemed by Professional Standards Sub-Committee and the General Committee to be of relevance to BACFI's members. BACFI will make responses directly to the consulting body or indirectly by contributing to the Bar Council's response (as deemed appropriate). Responding to relevant consultations will enable BACFI to fulfil our objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Increase our impact.**

## 4.2. EVENTS

In 2020 we began to offer online events for the first time due to Covid-19. In 2021 we will again provide online events with view to some events taking place in person in the latter half of the year, conditions permitting. We will continue to provide online events going forward as this makes events much more inclusive. Events will address the issues agreed upon by the General Committee and as suggested by member surveys. An annual calendar of events for the forthcoming year will be created and advertised on the BACFI website. By organising relevant events, BACFI will fulfil our objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Inform** through provision of resources and training;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community; and
- ❖ **Increase our impact.**

## 4.3. ENGAGEMENT WITH PROFESSIONAL BODIES

In 2021, BACFI will continue to engage with professional bodies, including the Bar Council, the BSB, the Inns of Court and other bodies and update its members on these engagements and relevant developments.

BACFI will engage with professional bodies both formally—through its members’ seats on bodies and their committees—and, informally, by maintaining a dialogue with the BSB, the Employed Bar Committee, the Young Bar Committee, COIC, the College of Advocacy, and other relevant bodies, committees and associations. Engagement with professional bodies will enable BACFI to fulfil our objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community; and
- ❖ **Increase our impact.**

## 4.4. PARTICIPATION AT RELEVANT EVENTS

In 2021, BACFI participate in relevant conferences and events, where such events are relevant to BACFI’s members (or potential members), and/or where participation will help BACFI to achieve one or more of its objectives. Participation at these events will enable BACFI to fulfil its objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Inform** through provision of resources and training;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community; and
- ❖ **Increase our impact.**

#### 4.5. ONLINE PRESENCE

In 2021, BACFI will improve its online presence.

Events will be advertised through social media (eg LinkedIn) and members will be encouraged to participate in relevant social media. We will also provide recordings of our online events which will be accessible to all. By improving its online presence, BACFI will fulfil our objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Inform** through provision of resources and training;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community; and
- ❖ **Increase our impact.**

#### 4.6. ENGAGEMENT ON SPECIFIC ISSUES

BACFI will aim to engage with the Bar Council, BSB, the Inns of Court and other relevant bodies in relation to issues of specific relevance to BACFI members. In particular:

- ❖ BACFI, through the General Committee, will raise awareness about the issues for BACFI members with the '3-Year Rule' with the aim of effecting change to this rule for the benefit of BACFI members.
- ❖ BACFI will continue to liaise with the BSB regarding Future Bar Training.
- ❖ BACFI will liaise with the BSB on the proposed updated Handbook.
- ❖ BACFI will input into the BSB's equality and diversity initiatives.

BACFI will seek to engage on any other specific issues relevant to its membership.

By engaging on specific issues, BACFI will fulfil our objectives to

- ❖ **Represent** the interests of our members and the employed bar;
- ❖ **Lead** on key issues;
- ❖ **Develop and maintain** effective relations and networks with the wider legal community; and
- ❖ **Increase our impact.**



## 5. ACTION PLAN

Month	Key activities for General Committee	Key activities for Professional Standards SC	Key activities for Events
<b>January</b>	<p>Agreeing a budget for 2021</p> <p>Update to members on Bar Council activities and other relevant issues</p> <p>Outreach with the Inns, Bar Council, EBC, etc.</p> <p>Identify employed barristers who are not currently BACFI members and outreach to them</p>	<p>Review proposed consultations for Q1</p> <p>Planning responses to consultations for Q1.</p>	<p>Preparing a draft schedule of events for the year</p> <p>27 January: E&amp;D seminar in conjunction with the EBC of the Bar Council</p>
<b>February</b>	<p>Update to members on Bar Council activities and other relevant issues</p>		<p>Events for H1 finalised and H2 events in latter stages of planning</p> <p>Consider possible speaker for Denning 2021</p> <p>Consider speaker for AGM</p> <p>4 February: IR 35 Seminar</p>
<b>March</b>	<p>Update to members on Bar Council activities and other relevant issues</p> <p>Review objectives to consider to what extent BACFI met its objectives in Q1</p> <p>Produce Quarterly Update</p>	<p>Review proposed consultations for Q2</p>	<p>Ethics event in conjunction with Temple Employed Bar Forum</p>
<b>April</b>	<p>Update to members on Bar Council activities and other relevant issues</p> <p>Outreach with the Inns, Bar Council, EBC, etc.</p>	<p>Planning responses to consultations for Q2</p>	

	Identify employed barristers who are not currently BACFI members and outreach to them		
<b>May</b>	Update to members on Bar Council activities and other relevant issues		19 May: E & D Webinar with EBC
<b>June</b>	Review / revision of Action Plan and performance against objectives Update to members on Bar Council activities and other relevant issues Review objectives to consider to what extent BACFI met its objectives in Q2 Produce Quarterly Update	Review proposed consultations for Q3	Finalising Denning 2021 and events for the second half of the year Review events to consider to what extent BACFI met its objectives in H1 16 June: Garden Party
<b>July</b>	Update to members on Bar Council activities and other relevant issues Identify employed barristers who are not currently BACFI members and outreach to them Outreach with the Inns, Bar Council, EBC, etc.	Planning responses to consultations for Q3	Event at Gough Square Chambers?
<b>September</b>	Plan speaker for AGM Review objectives to consider to what extent BACFI met its objectives in Q3 Update to members on Bar Council activities and other relevant issues Produce Quarterly Update	Review proposed consultations for Q4	Prepare review of 2021 events 24 September: 55 <sup>th</sup> anniversary dinner at the House of Lords
<b>October</b>	Review of 2021 events Review of Professional standards activities in 2021 Review business plan for 2010 Update to members on Bar Council activities and other relevant issues	Planning responses to consultations for Q4 Consider areas for focus in 2022 Draft suggestions for Professional standards for 2022 business plan	Rough planning of 2022 events 23 October :Student evening

	<p>Outreach with the Inns, Bar Council, EBC, etc. Identify employed barristers who are not currently BACFI members and outreach to them</p>		
<b>November</b>	<p>Finalising plans for AGM Draft business plan and Action Plan for 2022 Update to members on Bar Council activities and other relevant issues</p>		<p>3 November: E&amp;D webinar with EBC 24 November: AGM</p>
<b>December</b>	<p>Review objectives to consider to what extent BACFI met its objectives in Q4 Produce Quarterly Update Update to members on Bar Council activities and other relevant issues Outreach with the Inns, Bar Council, EBC, etc. Identify employed barristers who are not currently BACFI members and outreach to them</p>		<p>Review events to consider to what extent BACFI met its objectives in H2 Initial planning for 2022 events 8 December: Denning Lecture</p>

## FINANCIAL PLANNING

BACFI's financial affairs are managed by the Hon. Treasurer on behalf under the oversight of the General Committee. The Hon. Treasurer will keep BACFI's management accounts up-to-date and report on financial management at General Committee meetings.

A budget for 2021 will be agreed at the beginning of 2021 and approved by the General Committee.

Any off-budget expenditure must be approved by the Hon. Treasurer and the BACFI Chairman.

2020 Accounts will be completed by BACFI's accountants and approved by the General Committee.

The General Committee

2021

Appendix 1: General committee members

Ian Brookes-Howells (Chairman)

Patrick Rappo (Senior Vice Chairman)

Grant Warnsby (Junior Vice Chairman)

Laurence Fry (Junior Vice Chair)

James Kitching (Hon. Treasurer)

Alexandria Carr

Rebecca Dix

Lorinda Long

Stephen Potts

Sonia Hayes

Gaynor Wood

Ryan Porter

Dan Byrne

Sara George

Charlotte Pope-Williams

Sharon Blackman