



BUSINESS PLAN

2026

*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 which includes but is not limited to those working in-house, working in alternative business structures, employed in law firms and the public sector.

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 an employed capacity 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 also welcomes student members and members of the Inns of Court who are interested in a career outside chambers or in supporting the Employed Bar.

1.3. MAIN ACTIVITIES

BACFI provides representation to its members through its seats on the Bar Council and its 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 all 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 employed and unregistered barristers working, or who wish to work, employed in commerce, finance and industry whether in the public, private or third sector
 - ❖ 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 a 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".

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 (e.g. 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 10 occasions in 2026. 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 was set up in 2025 and is made up of several members of the General Committee and other BACFI members.

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.

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

The sub-committee will also liaise with the Bar Council and BSB on relevant matters which arise and continue dialogue on issues such as pupillage, KC appointments, ethics for those working in-house and the 3 Year Rule. Meetings with the BC and BSB will take place on an ad hoc basis and be reported back to the general committee.

3.3. EVENTS ORGANISATION

In 2026 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 2026 and 2027 as they evolve.

4. ACTIVITIES

4.1. CONSULTATIONS

During 2026, BACFI will aim to respond to consultations that are deemed by the 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 2026 we will again provide online events along with in person events. 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 2026, 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 2026, BACFI will participate in relevant conferences and events (such as the Bar Council Pupillage Fair), 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 2026, BACFI will continue to improve its online presence.

Events will be advertised through social media. BACFI LinkedIn presence has been updated so that all posts can be seen by all users of LinkedIn. We will continue to work towards upgrading the BACFI website during 2026 with a view to making it more accessible on phones and tablets. We will also continue to 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' being at the forefront, 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. We will continue to meet with both the Bar Council and BSB regularly to discuss issues regarding Employed Pupillages and AETO provider applications.
- ❖ BACFI will continue to push for career progression at the Employed Bar to become aligned with that of the self-employed Bar, particularly with regard to KC and judicial appointments.
- ❖ BACFI will liaise with the BSB on any amendments proposed for the Handbook.
- ❖ BACFI will input into the Bar Council's and 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
January	Agreeing a budget for 2026 Outreach with the Inns, Bar Council, EBC, etc. Identify employed barristers who are not currently BACFI members and outreach to them including possible corporate members.	Review proposed consultations for Q1 Planning responses to consultations for Q1.	Preparing a draft schedule of events for the year Meet with BC Chair – 26 January
February	Continue to identify employed barristers and contact them regarding becoming members.		Events for H1 finalised and H2 events in latter stages of planning Consider speaker for AGM and Denning 18 February – event looking at the car finance scandal with Gough Square Chambers (online) 24 February – President’s dinner
March	Review objectives to consider to what extent BACFI met its objectives in Q1 Produce Quarterly Update	Review proposed consultations for Q2	Joint event with SEAL – 10 March, Lady Hale speaking 19 March – meeting with BSB 26 March – Walking Tour
April	Outreach with the Inns, Bar Council, EBC, etc.	Planning responses to consultations for Q2	Wine tasting event – 23 April, Bedales
May			Employed Bar Garden Party – 18 May Meet with BSB – 19 th May
June	Review / revision of Action Plan and performance against objectives	Review proposed consultations for Q3	Finalising Denning 2026 and events for the second half of the year

	Review objectives to consider to what extent BACFI met its objectives in Q2 Produce Quarterly Update		Review events to consider to what extent BACFI met its objectives in H1 Meet with BSB – 8 th June
July	Outreach with the Inns, Bar Council, EBC, etc.	Planning responses to consultations for Q3	
September	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	Walking Tour – 17 th September Hypnotherapy webinar – 22 nd September
October	Review of 2026 events Review of Professional standards activities in 2026 Review business plan Outreach with the Inns, Bar Council, EBC, etc.	Planning responses to consultations for Q4 Consider areas for focus in 2027	Student evening – 6 th October Meet with EBC for update Attend Bar Council Pupillage Fair – 17 October Attend Warwick Law Fair?
November	Finalising plans for AGM Draft business plan and Action Plan for 2027		12 November - AGM 18 November - PO scandal update webinar 24 November - Denning Lecture
December	Review objectives to consider to what extent BACFI met its objectives in Q4 Produce Quarterly Update Outreach with the Inns, Bar Council, EBC, etc.		Review events to consider to what extent BACFI met its objectives in H2 Initial planning for 2027 events

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 2026 will be agreed at the beginning of 2026 and approved by the General Committee.

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

2025 Accounts will be completed by BACFI's accountants and approved by the General Committee.

Appendix 1: General committee members

Sara George (Chair)

James Kitching (Hon. Treasurer and Junior Vice Chair)

Sharon Blackman OBE

David Bunting

Patrick Rappo

Laurence Fry

Alexandria Carr

Lorinda Long

Stephen Potts

Ryan Porter

Dan Byrne

Shahmeem Purdasy

Rebecca Dix

Hannah Smith

Sara Lawson KC

Gaynor Wood (Senior Vice Chair)