



BUSINESS PLAN

2019

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

Bar Association for Commerce Finance and Industry

TABLE OF CONTENTS

1. Background	3
1.1. Introduction	3
1.2. The Organisation	3
1.3. Main activities	3
2. Strategy	4
2.1. Core values	4
2.2. Vision	4
2.3. BACFI's objectives	4
2.4. BACFI's guiding policy	4
2.5. Coherent actions	4
3. BACFI committees	5
3.1. General Committee	5
3.2. Professional issues sub-committee (PISC)	5
3.3. Event organisation	6
4. Activities	6
4.1. Consultations	6
4.2. Events	6
4.3. Engagement with professional bodies	7
4.4. Participation at Bar Conference and other relevant events	7
4.5. Online presence	7
4.6. Engagement on specific issues	8
5. Action plan	9
Financial planning	12

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 Issues Sub-Committee (PISC), BACFI contributes on members' behalf to both BSB and Bar Council 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

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
- ❖ 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 (almost once a month) in 2018. 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 ISSUES SUB-COMMITTEE (PISC)

PISC 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 to PISC 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.

PISC will maintain a register of consultations and the Chair of PISC will report to the General Committee on its activities and consultations.

PISC will meet on an ad hoc basis as and when required to enable it to fulfil its delegated responsibilities.

The objective of PISC 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 2019 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 program 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 2019 and 2020 as they evolve.

4. ACTIVITIES

4.1. CONSULTATIONS

During 2019, BACFI will aim to respond to 90% of consultations that are deemed by PISC 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 by PISC and the General Committee). 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

Due to the alterations in CPD requirements and the impact that this had had on turnout for events, BACFI will aim to hold a smaller number of more targeted events during 2019. Events will address the issues agreed upon by the GC 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 2019, BACFI will continue to engage with professional bodies, including the Bar Council, the BSB 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 2019, BACFI will assist with the Bar Council's Legal Outreach Partnership Group. BACFI will also participate in other 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 2019, BACFI will improve its online presence.

Events will be advertised through social media and members will be encouraged to participate in social media. 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 and other relevant bodies in relation to issues of specific relevance to BACFI members. In particular:

- ❖ BACFI, through PISC and 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 BAFI members.
- ❖ BACFI will continue to liaise with the BSB regarding Future Bar Training and the Professional Statement.

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 PISC	Key activities for Events
January	<ul style="list-style-type: none"> ❖ Finalising meeting dates for the General Committee ❖ Agreeing a budget for 2019 ❖ 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 	<ul style="list-style-type: none"> ❖ Review proposed consultations for Q1 ❖ Planning responses to consultations for Q1: LSB business plan 	<ul style="list-style-type: none"> ❖ Preparing a draft schedule of events for the year ❖ 23 January: Personal Risk, Liabilities and Penalties at Stephenson Harwood
February	<ul style="list-style-type: none"> ❖ Update to members on Bar Council activities and other relevant issues 	<ul style="list-style-type: none"> ❖ LSB business plan consultation closing date 27 February 	<ul style="list-style-type: none"> ❖ Events for H1 finalised and H2 events in latter stages of planning ❖ Consider possible speaker for Denning 2020 ❖ Consider speaker for AGM ❖ 21 February: Legal Department of the Future at Pinsent Masons
March	<ul style="list-style-type: none"> ❖ Update to members on Bar Council activities and other relevant issues ❖ Review objectives to consider to what extent BACFI met its objectives in Q1 ❖ Produce Quarterly Update 	<ul style="list-style-type: none"> ❖ Review proposed consultations for Q2 	<ul style="list-style-type: none"> ❖ Student evening
April	<ul style="list-style-type: none"> ❖ Update to members on Bar Council activities and other relevant issues ❖ Outreach with the Inns, Bar Council, EBC, etc. 	<ul style="list-style-type: none"> ❖ Planning responses to consultations for Q2 	<ul style="list-style-type: none"> ❖ Early April: Oil and Gas seminar

	<ul style="list-style-type: none"> ❖ Identify employed barristers who are not currently BACFI members and outreach to them 		
May	<ul style="list-style-type: none"> ❖ Update to members on Bar Council activities and other relevant issues 	<ul style="list-style-type: none"> ❖ 	<ul style="list-style-type: none"> ❖ 22 May: Financial Services seminar at Peters and Peters
June	<ul style="list-style-type: none"> ❖ 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 	<ul style="list-style-type: none"> ❖ Review proposed consultations for Q3 	<ul style="list-style-type: none"> ❖ Finalising Denning 2019 and events for the second half of the year ❖ Review events to consider to what extent BACFI met its objectives in H1 ❖ 12 June: Garden Party at Middle Temple ❖ 21 June: President's Lunch
July	<ul style="list-style-type: none"> ❖ 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. 	<ul style="list-style-type: none"> ❖ Planning responses to consultations for Q3 	
September	<ul style="list-style-type: none"> ❖ 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 	<ul style="list-style-type: none"> ❖ Review proposed consultations for Q4 	<ul style="list-style-type: none"> ❖ Prepare review of 2019 events
October	<ul style="list-style-type: none"> ❖ Review of 2019 events ❖ Review of PISC activities in 2019 ❖ Review business plan for 2019 ❖ Update to members on Bar Council activities and other relevant issues 	<ul style="list-style-type: none"> ❖ Planning responses to consultations for Q4 ❖ Consider areas for focus in 2020 ❖ Draft suggestions for PISC for 2020 business plan 	<ul style="list-style-type: none"> ❖ Rough planning of 2020 events ❖ Initial planning for Denning 2020 ❖ 17 October: seminar at ACCA ❖ Student evening

	<ul style="list-style-type: none"> ❖ Outreach with the Inns, Bar Council, EBC, etc. ❖ Identify employed barristers who are not currently BACFI members and outreach to them 		
November	<ul style="list-style-type: none"> ❖ Finalising plans for AGM ❖ Draft business plan and Action Plan for 2020 ❖ Update to members on Bar Council activities and other relevant issues 		<ul style="list-style-type: none"> ❖ 27 November: AGM
December	<ul style="list-style-type: none"> ❖ 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 		<ul style="list-style-type: none"> ❖ Review events to consider to what extent BACFI met its objectives in H2 ❖ Initial planning for 2020 events <ul style="list-style-type: none"> ❖ 4 December: Denning Lecture

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 2019 will be agreed at the beginning of 2019 and approved by the General Committee.

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

2018 Accounts will be completed by BACFI's accountants and approved by the General Committee.

The General Committee

2019

Appendix 1: General committee members

Patrick Rappo (Chairman)

Simon Broomfield (Senior Vice Chairman and Hon. Secretary)

Grant Warnsby (Junior Vice Chairman)

James Kitching (Hon. Treasurer)

Ian Brookes-Howells

Alexandria Carr

Sarah Cawley-Wilkinson

Rebecca Dix

Jamie Hunt

Hussain Khan

Lorinda Long

Stephen Potts

Lucinda Orr

Christiane Valansot

Laurence Fry

Sonia Hayes