



BAR COUNCIL: ACTION PLAN IN RESPONSE TO RACE AT THE BAR REPORT 2021

ACTIONS [Based on Race at the Bar Report]	BAR COUNCIL ACTION PLAN	<u>Who will undertake this work and by when?</u>
ACCESS		
<p>1. <i>Target setting and evaluation. Targets for recruitment of barristers from different ethnic minority backgrounds are set and access programmes are properly evaluated against these.</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Create guidance for chambers on target setting for recruitment purposes b) Develop guidance for chambers on effective evaluation of access programmes and strategies c) Develop a resource bank showcasing examples of successful positive action programmes (and will actively promote this resource via a communications campaign and/or recognition award) 	<p>End March 22</p> <p>End April 22</p> <p>By March 23</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>2. <i>Mentoring/Network consolidation and collaboration. We should learn from the experience of, publicise/promote and support successful initiatives that focus on mentoring and interview preparation.</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Produce mentoring guidance [part of Accelerator Programme] b) Facilitate learning between Mentoring Schemes and Networks which support access 	<p>End March 22</p> <p>Review mid-22</p> <p><u>Lead: ED&I Team at BC</u></p>

<p>3. <i>Targeted financial support. Consider ways to provide financial support for further expansion of means tested scholarships and grants for students and pupils.</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Meet with CLs, SBAs & Inns to discuss options for targeted funding. b) Work with stakeholders to ensure there is a one stop shop facility for information on sources of funding for students. c) Help co-ordinate funded work experience placements for Black students (e.g., the 10K Black Interns programme) 	<p>Summer 22</p> <p>June 22</p> <p>Review Sept 22</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>4. <i>Website Bar literature/messaging should demonstrate an authentic commitment to race diversity and inclusion. i.e., a commitment to race, diversity, and inclusion more broadly, which is not only visual but demonstrable in specific actions and tangible commitments.</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Produce advice and guidance on appropriate language and imagery to promote diversity b) Work to support chambers in implementing 4 (a) – above - (including via the Fair Recruitment Guide and training). c) Review and amend its own literature and that of any programmes in which it is involved to ensure it represents good practice in inclusion. 	<p>By Jan 23</p> <p>Review guide in Oct 22</p> <p>Dec 22</p> <p><u>Lead: ED&I Team at BC</u></p>

<p>5. <i>Recruitment processes should be improved. Specifically:</i></p> <ul style="list-style-type: none"> a. <i>Information/Application pack messaging (Chambers that wish to be more diverse should be explicit about this in their pupillage recruitment strategy and communications)</i> b. <i>Application form weightings (should be reviewed to recognise overcoming adversity, opportunities available to candidates)</i> c. <i>Panel make-up (should be diverse as possible)</i> d. <i>Feedback (as much feedback as possible should be provided at each stage e.g., scoring data)</i> <p><i>[Bar Council to support chambers with the above by monitoring the impact of existing recruitment tools on diversity and providing additional advice and guidance to chambers where needed].</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Ensure appropriate and up to date advice is available via the Fair Recruitment guide and in Fair Recruitment training. b) Provide recruitment advice to chambers via the E&D helpline and EDO network. c) Research effectiveness of contextual recruitment systems (e.g., RARE) and provide advice to chambers on where to access these. d) Work with the BSB to ensure regulation supports recruitment good practice. 	<p>Review annually (Oct)</p> <p>Review annually (Oct)</p> <p>By Dec 23</p> <p>By Dec 23</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>6. <i>Research unsuccessful applicants from ethnic minority backgrounds. Further research should be undertaken to better understand why candidates from under-represented groups have not been shortlisted/selected for pupillage</i></p>	<p>Bar Council will undertake a survey of unsuccessful pupillage gateway applicants and run focus groups to follow up on the qualitative aspects of their experience and identify any lessons that can be learnt from their experience.</p>	<p>By Dec 22</p> <p><u>Lead: BC Research Team</u></p>

<p>7. <i>Careers Resources should be developed to amplify messaging to schools and colleges. Use of media (e.g., films 'Becoming a Barrister' etc.) should be considered where asking barristers to visit educational settings is too resource intensive. Those educational settings attended by barristers should be targeted based on the diversity of their students.</i></p>	<p>Bar Council will</p> <ul style="list-style-type: none"> a) Work with stakeholders to create short films to demystify careers at the Bar for students and make these resources available for everyone across the bar to use b) Review its own existing outreach programmes to ensure resources are targeted towards institutions with diverse students. 	<p>By June 23</p> <p>End April 22</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>RETENTION</p>		
<p>8. <i>Target setting and evaluation. Targets for the retention and development of barristers from ethnic minority backgrounds are set and programmes are properly evaluated against these.</i></p>	<p>Bar Council will create guidance for Chambers on:</p> <ul style="list-style-type: none"> a) Target setting for retention purposes. b) Data collection on retention c) Effective evaluation of retention programmes and strategies. <p>Bar Council will</p> <ul style="list-style-type: none"> d) Explore ways to collect and analyse data on retention for the Bar as whole 	<p>March 22 (See 1a)</p> <p>Dec 22</p> <p>April 22 (See 1b)</p> <p>Dec 22</p> <p><u>Lead: ED&I Team at BC/BC Research Team</u></p>
<p>9. <i>Barristers income should be monitored at a chambers level by ethnicity and information used to support practice management.</i></p>	<p>The Bar Council will:</p> <ul style="list-style-type: none"> a) Promote income monitoring by ethnicity in chambers (using our Toolkit). b) Monitor income by ethnicity across the profession. 	<p>Review Dec 22</p> <p>Autumn 22</p> <p><u>Lead: ED&I Team at BC/BC Research Team</u></p>

<p>10. <i>Bar Council should establish a methodology and toolkit to support monitoring work allocation/income by race and training/guidance for clerks.</i></p>	<p>The Bar Council has already produced income monitoring Toolkits here (Sex) and here (Race). Bar Council will now:</p> <ul style="list-style-type: none"> a) Monitor and regularly revise these toolkits to ensure they are fit for purpose (based on feedback) b) Hold drop-in sessions for EDOs/Chambers to advise on use of toolkits c) Meet with the IBC/LPMA to discuss ways to support clerks in this area; explore options for training of clerks and monitoring uptake of training 	<p>Next review Oct 22</p> <p>Next Drop-in May 22</p> <p>March 22</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>11. <i>Action plans should be developed to address inequalities in income/work distribution by race in chambers and by clients of the Bar</i></p>	<p>The Bar Council will provide guidance to chambers in addressing any inequalities identified in income via its helplines, workshops, training, and bespoke consultancy offer.</p>	<p>From Feb 22</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>12. <i>Practice Management & Development. The Bar Council should work with chambers to develop practice management resources that recognise the discrimination faced by ethnic minority barristers. We should promote the development of practice management and training for practice managers. We should recognise progress made.</i></p>	<p>Bar Council will ensure planned resources on practice management (via its Accelerator Programme) incorporate good practice in supporting under-represented barristers and barristers who may have faced discrimination.</p>	<p>From Feb 22</p> <p><u>Lead: ED&I Team at BC</u></p>
<p>13. <i>Bar Council should encourage the establishment of support and nurturing programmes for (i) New Practitioners; and (ii) Senior Juniors from Black/Mixed Black backgrounds. Programmes should be designed to help participants build and sustain a successful practice. Increased opportunities for mentoring and shadowing are part of this.</i></p>	<p>The Bar Council will meet with SBAs to discuss the establishment of talent programmes for black barristers in each practice area.</p>	<p>By June 22</p> <p><u>Lead: ED&I Team at BC</u></p>

<p>14. <i>Improving diversity in clerks' rooms should be made a priority.</i></p>	<p>The Bar Council will meet with the IBC to discuss this report and any support it can provide in implementing this recommendation.</p>	<p>By April 22 <u>Lead: ED&I Team at BC</u></p>
<p>PROGRESSION</p>		
<p>15. <i>Target setting and evaluation. Targets for career development of barristers from ethnic minority backgrounds are set and progression programmes are properly evaluated against these.</i></p>	<p>The Bar Council will:</p> <p>a) Set the targets for representation based on ethnicity /diversity on its own committees and leadership positions (e.g., Committee Chairs/Vice Chairs/barrister representatives on external working groups etc.)</p> <p>Create guidance for Chambers on:</p> <p>b) Target setting for progression purposes. c) Effective evaluation of progression programmes and strategies</p>	<p>End May 22 March 22 (See 1&2a) April 22 <u>Lead: ED&I Team at BC</u></p>
<p>16. <i>We should develop formal structured sponsorship programs with the core purpose of achieving career-oriented results for Black/Mixed Black barristers.</i></p>	<p>The Bar Council will meet with SBAs to discuss the establishment of sponsorship programmes for black barristers in each practice area. Sponsorship can be understood as a form of intermediated impression management, where sponsors act as brand managers and publicists for the people they are sponsoring. *</p> <p>* https://hbr.org/2021/10/whats-the-difference-between-a-mentor-and-a-sponsor</p>	<p>By June 22 <u>Lead: ED&I Team at BC</u></p>
<p>17. <i>The Bar should campaign for targets to be considered for Panels, Silk and JAC appointments for barristers from ethnic minority backgrounds.</i></p>	<p>The Bar Council will:</p> <p>a) Meet with the QCA, JAC, CPS and AG/SFO to advocate for the establishment of targets. b) Publish data on Panel membership diversity to support target setting by relevant organisations.</p>	<p>By June 22 <u>Lead: ED&I Team at BC</u> Autumn 22 <u>Lead: BC Research Team</u></p>

<p>18. <i>Panel, Silk and Judicial Career Pathways for barristers from under-represented ethnic minority backgrounds should be developed.</i></p>	<p>The Bar Council will ask relevant bodies to create clear and transparent career pathway information to assist barristers in developing their careers (securing Panel, Silk, or judicial appointment) and actively promote these pathways through relevant information sessions.</p>	<p>By June 22 <u>Lead: ED&I Team at BC</u></p>
<p>19. <i>Leadership Career Pathways for barristers from under-represented ethnic minority backgrounds should be developed.</i></p>	<p>The Bar Council will:</p> <ul style="list-style-type: none"> a) Create clear and transparent career pathway information on becoming a leader at the Bar (e.g., Head of Chambers, SBA Chair, Bar Council representative, Circuit Leader, Bar based network leader). b) Review and continue to offer a Leadership Programme targeting under-represented groups. 	<p>End June 22 End July 22 <u>Lead: ED&I Team at BC</u></p>
<p>CULTURE</p>		
<p>20. <i>We should help signpost and support race-based Networks for barristers.</i></p>	<p>Bar Council will offer in-kind (including communications) and some financial support to help Networks get established and promote their activities.</p>	<p>From April 22 <u>Lead: ED&I Team at BC</u></p>
<p>21. <i>E&D (including race awareness) training. Barristers/Staff and those working with the Bar should undertake regular training on Racism/Anti-Racism. Any barrister taking on a leadership role (in their chambers; SBA/Circuits; Silk or Judicial appointment) should undertake enhanced Equality & Diversity training.</i></p>	<p>The Bar Council has already developed a race awareness training product and trained a panel to deliver this guide. Bar Council will now:</p> <ul style="list-style-type: none"> a) Promote this (and other E&D) training b) Work with the BSB and Bar to ensure the content of this/other E&D training is fit for purpose/identify any other training gaps in this area and the regulatory context supports this. 	<p>From Nov 21 Review March 22 <u>Lead: ED&I Team at BC</u></p>

<p>22. <i>Supportive Work Environments. Chambers and Bar based organisations should adopt zero tolerance approach to bullying, harassment or discrimination with effective sanctions, leaders standing up for colleagues etc. and create more inclusive cultures that acknowledge and support difference (social events, marketing, celebrate diverse cultures; take responsibility to proactively understand of the needs/lived experience of those with different backgrounds).</i></p>	<p>Bar Council will:</p> <ul style="list-style-type: none"> a) Continue to monitor and report incidents of bullying via research (Barristers Working Lives) and Talk to Spot b) Continue to offer training and guidance to chambers on dealing with Bullying and Harassment c) Explore options for Bystander training, and campaigns and initiatives on calling out inappropriate behaviours (including those run by others across the Bar e.g. All Rise) d) Celebrate key dates for groups across the Bar via its Communications channels e.g., BarTalk, Twitter, Instagram e) Create simple guidance/tips for chambers on creating inclusive cultures 	<p>Review April 22</p> <p>From Feb 22</p> <p>From April 22</p> <p>From Feb 22</p> <p>May 22</p> <p><u>Lead: ED&I Team at BC/BC Communications</u></p>
<p>23. <i>Leadership, Representation & Visibility. A targeted and strategic approach should be taken to encourage Black and ethnic minority practitioners to stand/take up leadership positions across the Bar.</i></p>	<p>See 19 (a) above</p> <p>The Bar Council will also:</p> <ul style="list-style-type: none"> a) Review communications for BC elections (including e.g., its election video and information) and develop a targeted strategy for reaching out to under-represented groups at an early stage. b) Provide targeted mentoring and leadership training for these roles to Black and ethnic minority barristers (including via the Bar Council Leadership Programme). 	<p>By Sept 22</p> <p><u>Lead: BC Exec Office</u></p> <p>From July 22</p> <p><u>Lead: BC Exec Office/ED&I Team</u></p>