

| Area 1 | Commitment to Quality Assurance | |
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| BARMARK Level one requirements | Quality Mark for the Bar Requirement | Comments |
| There is a quality-assurance statement setting out core values and aims, assurance statements for Chambers and a plan for five years ahead. | G2.2 | There is a requirement for a written quality assurance statement with procedures that should be in effective operation. See also the requirement at A2.1 for a business plan setting out key objectives, of which quality assurance will be one element. |
| All barristers and support staff are aware of the quality assurance policy and plan. | G2.2 | All barristers and support staff must have up to date access to quality manual/processes. See also guidance to A2.1 suggesting that the business plan be easily understood by all staff. This is not a requirement for all staff to have access to the whole business plan if some areas are confidential they can be kept so, as long as all staff have access to the quality assurance procedures relevant for their role. |
| The quality assurance plan is reviewed at management meetings. | G2.3 | Chambers should review all quality procedures annually. <i>Best practice would be to review more frequently as is suggested in the guidance to the standard.</i> |
| Responsibility for implementation and monitoring achievements has been allocated clearly. | G2.1 | There should be a named individual responsible for quality assurance. See also the requirement for documented responsibilities in the management structure at C2. |
| BARMARK Level 2 Requirements | Quality Mark for the Bar Requirement | Comments |
| The quality assurance system is clearly documented and procedures are in place. | G2.2 | See the definitions to G2.2 which suggest that the documented procedures would normally be found in an office manual. |
| Assessment of quality assurance standards is carried out regularly and feedback obtained from clients. | G2.3 and G2.4 | G2.3 requires regular assessment of quality procedures and G2.4 requires that feedback from clients be obtained and reviewed annually. See also the guidance to G2.4 regarding the development of service standards following client feedback. |
| Regular review leads to improvement and innovation. | No specific requirement for improvement | This is implied in purpose of G2. |

| Area 2 | Management and Organisation | |
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| BARMARK Level one requirements | Quality Mark for the Bar Requirement | Comments |
| Decision-making structure is defined in writing, including the responsibilities and authority of the Head of Chambers and individual barristers and support staff. | C2 | The requirements in C2 are more detailed about the specific areas to be covered i.e. recruitment, pupillage, and professional administration. |
| Arrangements for periodic meetings of Chambers, Management Committee and any other sub-committee are agreed and set out, together with reporting arrangements. | No requirement | |
| Broad policies, practices, responsibilities and authorities for Areas 3 to 9 of this document are set out and responsibilities allocated. | C2 | The purpose of C2 is to ensure that responsibilities are documented. |
| A forward plan has been agreed, indicating service aims and improvements and management and support-staff objectives. | A2.1 | This is a requirement for a business plan for the next 12 months detailing key objectives. |
| BARMARK Level 2 Requirement | Quality Mark for the Bar Requirement | Comments |
| Chambers' policies, plans and guidelines for their achievement have been developed and are accessible. | A2.1 | This requires policies and procedures to be accessible. See also the guidance to A2.1 suggesting that business plans should be easily understood by staff at all levels. |
| Effective communication has been established between the various elements of the management structure, with support staff and with external agencies. | No requirement | Effective communication would be evidenced in other aspects of the Quality Mark-see section C2 Management structure D People management, section Commitment to Quality. |
| Services are monitored and reviewed regularly. | A2.2 and G2.3 | A2.2 requires six monthly reviews of business plans and G2.3 requires annual review of quality procedures. |
| Reports are supplied to the Head of Chambers and/or Management Committee. | No requirement | |
| Yearly strategic plans are provided. | A2.1 | This requires key business objectives to be documented in detail for a 12 month period and in outline for the following year. |

| Area 3 | Client Care | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| At the outset of any retainer on any case, the client is informed as to the basis upon which fees will be charged. | F1.1 | Once instructed, information on fees and timescale for completion must be given at the outset of the case. |
| The client is advised of the time-scale within which the barrister expects to complete work upon instructions. | As above | As above. |
| Work is recorded to support fees charged. | F1.4 | There should be a system to ensure there is a record of work carried out to support the fees charged. |
| Potential or existing conflicts of interest are identified early and brought to the attention of lay and professional clients. | E1.2 and F1.2 | |
| Chambers has a clearly defined complaints procedure and agreed authority to resolve disputes, with a single point of contact and central recording. | G1 | There should be a written procedure to identify and deal with complaints and clients should be informed as to whom to complain and who has overall responsibility for the procedure. |
| Head of Chambers is registered under the Data Protection Act. | E1.1 | All members should be registered under the Data Protection Act. |
| BARMARK requirements Level 2 | Quality Mark for the Bar Requirement | Comments |
| Any marketing material sets out Chambers' policies, facilities and fee-charging system; feedback is obtained from clients. | No requirement | For marketing requirements see A2.1. For client feedback requirements see G2.4. |
| Clients are kept fully informed of progress. | E1.2, F1.2 and F1.3 | E1.2 requires a written procedure to monitor the progress of cases. F1.2 requires significant communications to be recorded and requires that clients are kept informed of any delay. F1.3 requires that professional clients should be informed of the outcome of the hearing where the client is not present and there is no client representative in attendance. |
| Clients are advised promptly of any factors likely to cause delay and the reasons for them. | F1.2 | Clients should be kept informed of any delays. |
| The progress of every complaint is monitored. | G1 | The progress of all complaints must be monitored. |
| Provision is made for independent assessment and conciliation of complaints. | G1 | The definitions of G1 state that details of the Bar Council complaints procedure should be provided. |
| Client-care procedures and related records are reviewed periodically and improvements made where necessary. | G2.3 and G2.4 | All quality procedures should be reviewed annually. |

| Area 4 | Financial Management | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Policy and arrangements for timely payments of bills, VAT, rent, salaries, financial liabilities, issue of fee notes, and effective pursuing of fees, credit control and petty cash. | C1 | Requires agreed statements of financial policies, procedures and authorities. |
| Annual budget for cash expenditure. | C1 | Written cash and capital budgets. |
| Capital expenditure budget. | C1 | Written cash and capital budgets. |
| Reconciliation of bank statements. | C1 | Record of bank statement reconciliation. |
| Projected monthly contributions from members. | C1 | Implied by need for monthly statements of income and expenditure. |
| Monthly statements of income, expenditure, fees paid and unpaid. | C1 | Monthly statements of income and expenditure. |
| BARMARK Level 2 requirements | Quality Mark for the Bar Requirement | Comments |
| Monthly statements of income, expenditure, fees paid and unpaid. | C1 | Monthly statements of income and expenditure. |
| Annual balance sheet. | C1 | Annual balance sheets. |
| Analysis of income and work billed, including average fee collection times. | C1 | Income and work billed analysis but no requirement for average fee collection times. |
| Monthly lists of aged debtors by work type and client. | C1 | Analysis and monitoring of aged debtor list. |
| Meetings to monitor finances, set targets, plan initiatives, review procedures. | C1 | Records of reviews of finances and procedures. |

| Area 5 | Personnel Management | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Procedures for induction, salary, expenses, sickness reporting, disciplinary and grievance. | D2 | Written procedures to provide induction for all new members, pupils and staff. |
| All personnel have a clear understanding of the duties and conduct expected of them. | D2 | This is specified in the purpose of D2 and induction procedures should be designed to ensure this. |
| Periodic staff meetings. | No requirement | |
| Procedures covering equal opportunities and non-discrimination law, health and safety requirements. | D1.1 | Equal opportunities policy in effective operation. No requirements for health and safety. |
| BARMARK Level 2 requirement | Quality Mark for the Bar Requirement | Comments |
| Annual work reviews are conducted. | D3 | Written procedure to appraise staff, assess pupils and review information received about members. |
| Training needs are identified. | D4.1 | D4.1 requires a written procedure to ensure that training requirements of all staff are identified and reviewed at least annually. |
| The effectiveness of Equal Opportunities is monitored. | No requirement to monitor | D1.1 specifies that there should be a policy in effective operation and D1.2 specifies the details of an open recruitment policy designed to ensure policy in effective operation. |
| Planning anticipates future staff levels. | A2.1 | Requires consideration of resources required to deliver business plan objectives. |

| Area 6 | Management of briefs, instructions and Clerking Services | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Organised fees system covering diaries, fees, aged debt, and solicitor details. | E1.1 and E1.2 | As BARMARK. |
| All briefs and instructions registered and date-stamped on arrival; receipt acknowledged. | E1.1 | As BARMARK. |
| Briefs submitted to and examined by Counsel within specified time-scales. | E1.1 | As BARMARK. |
| DPA procedures complied with. | No requirement | |
| Guidance available to junior members of Chambers as to the acceptance of work. | No requirement | |
| Procedure documented for dealing with potential clashes of professional commitments. | E1.2 | Written procedure for dealing with potential clashes of professional commitments. |
| Reassignment of a brief to counsel of equivalent seniority and expertise not made without consent of the professional client. | B1 | Requirement to record discussion and agreement with instructing solicitors before return/re-assignment. |
| A System for filing, storage and return of papers defined. | E1.2 | Written procedure for storage and return of papers. |
| Arrangements for the use of e-mail ensure that mailboxes are accessed regularly, data is sent free of viruses and confidentiality of information is preserved. | E1.1 | Within the definitions of E1.1 it is stated that anti-virus systems should be reviewed regularly. |
| Procedure documented for dealing with especially sensitive material. | E1.2 | A written procedure specifying how sensitive material is stored. |
| Professional indemnity insurance up to date. | C5 | Chambers should be able to provide a Bar Mutual Indemnity fund list for all members and practising certificates for all members. |
| BARMARK Level 2 | Quality Mark for the Bar Requirement | Comments |
| All messages, letters, faxes, telephone calls and other communications registered on receipt, brought promptly to the attention of the person concerned; acknowledgements recorded where appropriate. | No direct requirement | E1.1 requires the registration of briefs and instructions when they arrive and that briefs should be submitted and examined by counsel within specified timescale. |
| Anti-virus system reviewed regularly. | E1.1 | As BARMARK. |
| Progress of work monitored regularly. | E1.2 | A written procedure to monitor the progress of work. |
| If brief returned, every assistance provided by Chambers in finding counsel from another Chambers as necessary. | B1 | Requirement to agree and discuss with client before return/re-assignment. |
| Procedures and nominated staff for back-up copies of computer records and storage off-site. | E1.1 | Written procedure for daily backup of computer records and storage in secure off-site location. |
| Fees information analysis fed into organisation/forward plans. | No requirement | |
| Effectiveness of clerking procedures, including complaints handling, reviewed annually. | G2.3 | Requirement to review all quality procedures at least annually. |
| Regular meetings to review procedures, practices and plans. | G2.3 | Requirement to review all quality procedures at least annually. <i>Guidance is given suggesting more frequent reviews are undertaken.</i> |

| Area 7 | Premises and Facilities | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Regular meetings to review procedures, practices and plans. | No requirement | |
| Premises accessible, meet all legal requirements and safe and secure. | No requirement | |
| Basic records of supplies kept. | No requirement | |
| Purchasing policy, procedures and authorities available. | No requirement | |
| Adequate library facilities available. | C3 | Requirement to demonstrate ready access to library facilities appropriate to areas of practice. |
| Arrangements for the organisation, control and review of measures required under the Health and Safety at Work Regulations, including First Aid. | No requirement | |
| BARMARK Level 2 | Quality Mark for the Bar Requirement | Comments |
| Use of resources monitored by the Management Committee or Head of Chambers as appropriate. | No requirement | |
| Planning anticipates resource requirements, implications and constraints. | A2.1 | Business plan should describe resources and skills necessary to deliver the strategy for the future. |
| Premises, facilities and resources are reviewed in the light of changing service delivery. | No requirement | |
| Crisis contingency measures specified. | No requirement | |

| Area 8 | Pupillage Administration | |
|---|--------------------------------------|---|
| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Number and type of pupillages offered, finance, selection procedures set out. | No requirement | |
| Role and duties of pupilmasters/mistresses and pupils set out. | No requirement | |
| Recruitment policy and procedures for pupils and tenants clearly defined. | No requirement | |
| Method of fair distribution of work for pupils established. | D4.1 | Written procedure to ensure fair distribution of work as part of the planning and reviewing of pupil training |
| BARMARK Level 2 | Quality Mark for the Bar Requirement | Comments |
| Objective assessments of pupils' progress at intervals. | D3 | Written procedure to assess progress of pupils in accordance with Bar Council requirements. |
| Regular review of distribution of work to pupils. | D4.1 | |
| Policy and procedure to pupils not taken on as tenants. | No requirement | See guidance given at D1.2, which states that auditors will look for evidence of compliance with Code of Conduct, Equality Code and Pupillage Guidelines when selecting pupils. |
| Recruitment and pupillage management review. | No requirement | |

| Area 9 | Equal Opportunities | |
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| BARMARK Level 1 requirements | Quality Mark for the Bar Requirement | Comments |
| Recruitment and pupillage management review. | A1 and D1 | A1 requires a policy to cover access to service and D1.1 a policy to cover fair treatment of members, pupils and staff. These can be evidenced by the same policy. |
| Recruitment conforms to anti-discrimination legislation and Equal Opportunities policy. | D1.2 | Requirement for an open recruitment process to evaluate skills, knowledge and experience of those applying for the post. |
| Job vacancies publicised appropriately. | No requirement | <i>Within the guidance for D1.2, it is stated that the criteria used for selection must be clear.</i> |
| Arrangements made for areas such as gender, ethnicity, and disability to be monitored. | No requirement | |
| Review of facilities and services in respect of minority users, both staff and clients. | No requirement | |
| Plan for promoting awareness of and compliance with policy. | No requirement | |
| BARMARK Level 2 | Quality Mark for the Bar Requirement | Comments |
| Training and promotional materials support Equal Opportunities. | No requirement | |
| Forward plans and practice development include the promotion of Equal Opportunities. | No requirement | |
| Equal Opportunities training. | No requirement | <i>Within the guidance to D1.1, it is suggested that regular training on Equal Opportunities issues should be considered</i> |
| Facilities available for disabled persons. | No requirement | |
| Monitoring information collated. | No requirement | |
| Equal Opportunities policy and practices reviewed annually. | G2.3 | Requires review of all policies and procedures at least annually. |