

Capacities and Capabilities Action Plan

The implementation of the new BSB Handbook will result in a substantial number of changes to processes and procedures around the BSB. In February 2013, the BSB Senior Management Team agreed to establish a new implementation project to manage the 'roll-out' of the new Handbook.

The Handbook Implementation Project Group was established on 4 March 2013; the project lead is the Head of Professional Practice. The Project Group includes representation from Professional Practice, Professional Conduct, Communications and IT. In addition, the Professional Practice team has close working links with the Education and Quality teams to ensure that each part of the BSB is aware of the milestones and requirements of the project. In support of this piece of work, the BSB is also recruiting an experienced Project Manager with overall responsibility for co-ordinating and project managing the implementation of the Handbook and the entity regulation regime.

The Handbook Implementation Project Group has divided this project into 5 main strands of work; education, new processes and procedures, internal communications, external communications and IT. Each strand has a lead person that is responsible for monitoring and reporting on the progress of that strand of work. The Project Group meets regularly to report on progress and achievement against the milestones and to review any risks or problems. An implementation plan spreadsheet has been included with the application.

The implementation plan spreadsheet has detailed information regarding the important stages of the project implementation. Some of the key tasks include:

- Provide relevant events and documents to inform the profession and education providers about the new Handbook. For example road shows, conferences and new leaflets;
- Work closely and provide training for all departments and committees in the BSB and Bar Council to ensure that they have ample time to prepare for any changes that the new Handbook will bring to their work and so that they are aware of their roles and responsibilities. For example provide training to each department, attend team meetings and involve these departments in the development of new processes and procedures;
- Provide training and keep BSB Board Members and Executives informed regarding the changes to the Handbook so that they are aware of their roles and responsibilities and have the capacity and capability to deliver to a satisfactory level against the standards framework;
- Conduct an organisation-wide guidance review in conjunction with the Bar Council to ensure existing guidance is amended and to determine what additional guidance needs to be created for the new Handbook;
- Ensure that a robust system is in place for the processing of litigation authorisation. This will include conducting a skills analysis of existing staff competences, developing a training plan for staff, developing new processes and procedures for the application process, and ensuring that the profession is aware of the changes;
- Ensure that the impact that the new Handbook has on education is carefully managed to guarantee that standards are maintained and students are not disadvantaged. This will include working closely with the BSB Education team, training providers and the Inns of

Court to involve them in the planning stages of the implementation and keep them well informed of the changes and the timescales involved in implementation of the Handbook;

- Work with the IT and Communications teams to commission and develop an online version of the Handbook so that it is user friendly. This will involve commissioning external IT specialist and launching a soft launch of the online Handbook to ensure thorough user testing;
- Work with IT to make relevant changes to the Core Database and Professional Conduct Database to reflect the changes in the Handbook.

The new Handbook involves structural and content changes to the Code of Conduct which will need to be applied to the work of the Professional Conduct Department (PCD) and the enforcement processes. Because of the extent to which the work of the PCD will be affected by the new Handbook, a separate project has been established which is running alongside the Handbook Implementation Project. A key staff member from PCD is a member of the Handbook Implementation Project Group and regularly reports on progress. The main aims of the PCD project are to:

- Ensure that the approach to enforcement action is line with the new Enforcement Strategy and to develop any relevant new policies to support the Strategy;
- Ensure that any changes in the new Handbook are accurately reflected in PCD policy and processes;
- Provide updated information for the public in light of changes and produce new information leaflets on topics arising from the project;
- Provide training for PCD staff, Professional Conduct Committee members, prosecution panel members and linked external bodies in relation to the contents of the new Handbook and the associated changes in policy and processes;
- Make sure that the PCD Handbook Implementation Project progresses in conjunction with the Handbook Implementation Project;
- Prepare operationally for the implementation of the Handbook by adapting administrative processes and ensuring the database can accommodate the changes; and,
- Put in place service agreements with departments outside the PCD to ensure effective working and referral of issues which require consideration of enforcement action.

In order to deliver the Handbook Implementation Project and the PCD Project, tasks have been scheduled over the coming months assuming an implementation 'go-live' date of January 2014. The Handbook Implementation Project spreadsheet also includes tasks designed to monitor the success of the implementation and to ensure that regular review occurs after the 'go-live' date.