THE CRIMINAL BAR ASSOCIATION

GOVERNANCE PAPER

Officer and Executive Induction Guide

1. Welcome

1.1 This Guide is for new Officers, members of the Executive Committee and Subcommittee Chairs of the Criminal Bar Association ("the Association").

1.2 The work of the Association is, in the first instance, that of an unpaid voluntary professional body which depends on the willing contribution of its members. The role you have taken on matters: the Association represents the interests of the criminal Bar in England and Wales, supports its members, and contributes to the development of criminal practice and the administration of justice. We are pleased to have you with us.

1.3 The purpose of this Guide is to orient you to the constitutional and operational architecture of the Association, the documents that govern its work, the practical arrangements that support its activities, and the obligations that come with your role.

2. Constitutional Architecture

2.1 The Association is governed by its Constitution, which is the principal instrument setting out the structure, purpose and operation of the Association. The Constitution is adopted by the Voting Members and may be amended only in accordance with Part 14 of the Constitution.

2.2 The principal Parts of the Constitution are:

(a) Part 1 — Status, Purpose and Objects;

(b) Part 2 — Definitions;

(c) Part 3 — Membership;

(d) Part 4 — Officers;

(e) Part 5 — Administration and Operations (the Administrator and Director of Communications);

(f) Part 6 — Executive Committee;

(g) Part 7 — General Meetings, Voting and Ballots;

(h) Part 8 — Elections;

(i) Part 9 — Subcommittees and Working Groups;

(j) Part 10 — Finance, Banking and Contracts;

(k) Part 11 — External Engagement and Appointments;

(l) Part 12 — Conflicts of Interest and Conduct;

(m) Part 13 — Records, Property and Intellectual Property;

(n) Part 14 — Amendment of the Constitution;

(o) Part 15 — Dissolution;

(p) Part 16 — General Provisions.

2.3 You should familiarise yourself with the Constitution at the outset of your tenure. In particular, you should read carefully the Parts most relevant to your role.

3. Governance Documents

3.1 The Constitution sits at the apex of a structured set of governance documents. The principal supporting documents are:

(a) the Terms of Reference, which describe the Officers, the Executive Committee, the Subcommittees, the Administrator and the Director of Communications;

(b) the Code of Conduct, which sets out the standards of behaviour expected of those acting on behalf of the Association;

(c) the Standing Orders, which govern the practical conduct of meetings;

(d) the Election Procedures, which govern elections;

(e) the Complaints, Conduct and Behaviour Policy;

(f) the Information Governance Policy;

(g) the Communications Policy;

(h) the Wellbeing Framework and the CBA Wellbeing Protocol;

(i) the Hardship and Bursary Framework;

(j) the Subcommittee Operations Handbook;

(k) the Financial Procedures;

(l) the Sponsorship and External Funding Protocol;

(m) this Induction Guide.

3.2 You should be familiar with each document, particularly with those most relevant to your role. The Administrator can provide copies and can answer any preliminary questions.

4. Your Role

Officers

4.1 The Officers are the Chair, Vice Chair, Treasurer, Secretary and Assistant Secretary. The Officers are responsible for the leadership, oversight and day-to-day administration of the Association, in accordance with the Terms of Reference.

4.2 Each Office carries particular responsibilities, set out in the Terms of Reference. The Treasurer's responsibilities are amplified in the Financial Procedures.

4.3 The Officers act collectively in respect of matters of significance and individually in respect of matters within their respective remits. The Officers approve public statements made in the name of the Association.

Executive committee members

4.4 The Executive Committee is the governing body of the Association, in accordance with Part 6 of the Constitution. It consists of the Officers, twelve elected members, two members from each Circuit, the Chairs of the Subcommittees, members of the Bar Council elected as endorsed candidates of the Association, up to five co-opted members, and certain non- voting ex officio members.

4.5 You are expected to:

(a) prioritise attendance at Executive Committee meetings. Failure to attend three consecutive meetings, absent exceptional circumstances, may lead to removal from the Executive Committee (clause 6.13(a) of the Constitution);

(b) contribute actively to at least one Working Group or consultation response per annum (clause 6.13(b));

(c) declare any conflicts of interest in accordance with Part 12 of the Constitution and the Complaints, Conduct and Behaviour Policy;

(d) maintain confidentiality in respect of the deliberations of the Executive Committee.

4.6 On joining the Executive Committee you are required to sign a confirmation that you have read the Constitution. The Secretary keeps a record of confirmations, in accordance with clause 6.14. A pro forma is set out in the Schedule to this Guide.

Subcommittee chairs

4.7 Subcommittee Chairs lead the work of their Subcommittee and represent it on the Executive Committee. The role and expectations of Subcommittee Chairs are set out in the Subcommittee Operations Handbook.

5. The Administrator and the Director of Communications

5.1 The Administrator is the principal operational and systems coordinator of the Association. The Administrator reports to the Chair and Vice Chair, in accordance with clause 5.4 of the Constitution. 5.2 You will work closely with the Administrator. Practical matters — from arranging meetings, to handling membership administration, to the operation of the Association's digital systems — fall within the Administrator's remit.

5.3 The Director of Communications, where appointed, supports the communications, publications, podcast, media and public engagement work of the Association, and reports to the Chair and Vice Chair in accordance with clause 5.5 of the Constitution.

5.4 Both roles are continuing operational appointments and are not subject to annual rotation, in accordance with clause 5.2 of the Constitution. They provide the institutional memory and operational continuity of the Association across changes of leadership.

6. Digital Systems and Access

6.1 The Association operates digital systems for governance, communications, member services, financial administration and records. Access to these systems is allocated by reference to operational need and to membership category, in accordance with the Information Governance Policy.

6.2 On taking up your role:

(a) the Administrator will arrange for you to be granted such access as is appropriate to the role;

(b) you will be asked to acknowledge in writing that you have read and understood the Information Governance Policy;

(c) you should ensure that any device or account you use to access the Association's systems is appropriately secured.

6.3 On the conclusion of your role, your access will be removed promptly. You should ensure that any Association documents in your possession are returned or transferred to the Administrator.

7. Confidentiality

7.1 You shall maintain appropriate confidentiality in respect of:

(a) the deliberations of the Executive Committee, Subcommittees and Working Groups;

(b) the personal and financial circumstances of any member, complainant, applicant or witness;

(c) communications between Officers, members and contractors of the Association which are confidential in nature;

(d) documents and material marked or reasonably understood to be confidential.

7.2 Confidentiality obligations continue after the cessation of office.

8. Operational Expectations

8.1 You are expected to:

(a) engage with the work of the Association in good faith and in the best interests of the Association;

(b) observe the Code of Conduct;

(c) declare conflicts of interest;

(d) respond promptly to communications from the Officers, the Administrator and your colleagues;

(e) attend meetings in accordance with clause 6.13 of the Constitution;

(f) represent the Association externally with the standing it deserves.

8.2 The Association recognises that its work depends on volunteers. The Officers shall have regard to the working pressures placed upon those who serve in an unpaid capacity, in accordance with the Wellbeing Framework. If the demands of your role become unsustainable, the Wellbeing Committee Chair, the Chair of the Association or the Administrator are appropriate first points of contact.

9. Practical Matters

9.1 A short list of practical matters at the start of your tenure:

(a) sign and return the confirmation that you have read the Constitution (Officer and Executive Committee members);

(b) arrange access to the Association's systems with the Administrator;

(c) review the Code of Conduct, the Information Governance Policy and the Standing Orders;

(d) familiarise yourself with the diary of meetings for the year ahead;

(e) introduce yourself to the Officers and the Administrator;

(f) declare any conflicts of interest you can identify at the outset.

10. Useful Contacts

10.1 The Administrator is your first practical point of contact. The Administrator can:

(a) provide copies of governance documents;

(b) arrange access to the Association's digital systems;

(c) set up meetings;

(d) introduce you to colleagues across the Association;

(e) answer practical questions about the operation of the Association.

10.2 For matters of substance, the Chair, the Vice Chair and the Secretary are appropriate points of contact. The Treasurer is the appropriate point of contact for financial

matters; the Director of Communications, where appointed, for communications matters.

11. Constitutional Confirmation

11.1 In accordance with clause 6.14 of the Constitution, on joining the Executive Committee, a new member shall sign a confirmation that they have read the Constitution. A pro forma confirmation is set out below.

Schedule — constitutional confirmation

I, [name], having been appointed to the Executive Committee of the Criminal Bar Association as [role], confirm that I have read the Constitution of the Association, that I will observe the Code of Conduct, and that I will discharge my responsibilities in good faith and in the best interests of the Association.

Signed: Date:

Name (printed):

Role:

12. Review

12.1 This Guide shall be reviewed by the Secretary, in conjunction with the Officers, not less frequently than every three years.

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