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Pupillage & Tenancy Policy Document

1. Organisation of Pupillage

- 1.1. Chambers has a Pupillage Committee consisting of not less than 5 people. The Chair of the Pupillage Committee is a Silk in Chambers.
- 1.2. The Pupillage Committee meets on a regular basis, not less than 4 times a year and reports to the Management Committee ("ManCom") not less than twice a year.
- 1.3. Pupillage is subject to the Chambers' Equal Opportunities and Diversity Policy.

2. Aim of Pupillage

- 2.1. The aim of pupillage is to give each pupil top quality training for the profession of barrister and to enable them to become the best barrister they can be. We consider that this is done most effectively by providing pupils with experience of the whole range of Chambers' work, and by involving them in Chambers' everyday life.
- 2.2. Every pupil will be considered for tenancy towards the end of their 12-month pupillage and the aim of pupillage is to enable all candidates with the right underlying skill set to reach their potential.
- 2.3. Our aim is for each 12-month pupil to have four successive pupil supervisors. No pupil will have more than one pupil supervisor at any one time, but each pupil will be given the opportunity to work with other Members of Chambers ("MoCs") during pupillage. This system allows pupils to have exposure to as many MoCs as possible, as well as ensuring that pupils see a broad spectrum of Chambers' work.
- 2.4. In addition, each pupil is assigned to a junior tenant for the year (their "junior contact", generally under 5 years' call). The intention is that the pupil will arrange with the junior contact, throughout the first six months, to see work of a similar type to that which the pupil will be doing during the second six months, and that the junior contact will make themselves available to assist on an informal basis with any queries or concerns which the pupil may have.

3. Number and Type of Pupillages and Publishing Vacancies

- 3.1. We offer up to two 12 month funded pupillages each year.
- 3.2. For Chambers' work it is essential to have the ability to deal not only with complex financial disputes, often involving commercial issues and significant amounts of money, but also with child-related or other emotionally fraught and sensitive situations. We look for applicants with a strong academic record (save in exceptional circumstances we require a minimum 2:1 Law or non-Law degree) and good legal and analytical skills, and those who can demonstrate an ability to communicate sensitively with a wide range of people at a critical time in their lives.

- 3.3. We seek the widest possible spectrum of applications. Chambers believes that professional talent has no correlation to an individual's age, gender, ethnic background, sexual orientation, disability, or other characteristic.
- 3.4. Chambers is a member of the Pupillage Gateway scheme, and all pupillage applications are dealt with in accordance with the Pupillage Gateway scheme rules (established by the Bar Council).
- 3.5. Should a vacancy for a third six pupillage (exceptionally) arise, we would advertise the vacancy, including through the Pupillage Gateway (if the vacancy arises during the Pupillage Gateway season) or otherwise, on the Bar Council website, and in any other place decided upon by the Pupillage Committee. We would then hold a fair selection process.

4. Funding of Pupillage

- 4.1. Each pupil will receive a pupillage award (paid monthly) plus their own earnings in the second six months of pupillage. A pupil's earnings are taxable however they are not subject to Chambers' expenses for the duration of their 12-month pupillage.
- 4.2. We review the pupillage award each year and increase it as appropriate to ensure that we provide a suitable level of funding.

5. Pattern of Pupillage

- 5.1. Our 12-month pupillages start in September and are divided into four sections, each with a different pupil supervisor.
- 5.2. The junior contact will ensure that a pupil sees work at a more junior level than that of their pupil supervisor and will be a contact with whom the pupil can raise queries about Chambers or pupillage as appropriate. Pupils are encouraged to take the initiative to make enquiries of all junior MoCs to see whether they have suitable work from time to time which the pupil might attend to broaden their experience.
- 5.3. Tenancy decisions generally take place in July. Unsuccessful candidates for tenancy will receive assistance from Chambers to find a third six pupillage elsewhere, if they wish to do so.

6. Selection of Candidates for Pupillage

- 6.1. QEB is a member of the Pupillage Gateway, recruiting in line with the Pupillage Gateway timetable.
- 6.2. On receipt of the pupillage applications, copies of all application forms are placed before three MoCs (generally chosen from present or past Pupillage Committee members and those involved or previously involved in mini-pupillage) in order to produce a shortlist of candidates for interview. The Pupillage Committee has conducted an internal review of the equal opportunities practices and data relevant to pupil recruitment. It has concluded that anonymisation of pupillage applications can lead to a diminution, rather than an increase, in diversity of entrant. Chambers

has therefore made the decision based on this data that applications should not be anonymised, but that this practice will be kept under review to ensure fair and diverse recruitment.

- 6.3. It is not necessary for a candidate for pupillage to have undertaken a mini-pupillage at QEB in order to be considered for pupillage interview, but for those candidates who have spent time in Chambers as a mini-pupil, mini-pupillage reports are given to the short-listers for consideration as part of the selection process.
- 6.4. Without consulting with each other, the short-listers consider all the application forms and select those who they consider should be interviewed. The following codes are used by all short-listers in completing this process:
 - Y: This person should be interviewed.
 - Y? This person should probably be interviewed.
 - N? This person should probably not be interviewed.
 - N: This person should not be interviewed.
- 6.5. On receipt of the responses of the short-listers, approximately the top 20 candidates are selected for first round interview (with 2 reserves). Approximately the top 10 candidates from the first-round interview are invited to a second and final round interview.
- 6.6. Candidates who are selected for interview are informed by e-mail; unsuccessful candidates are also informed by e-mail. In relation to candidates to whom interviews are offered we take up to a maximum of 2 references per candidate prior to interview. Referees are asked to complete a standard form reference (related strictly to our selection criteria).
- 6.7. QEB considers interview training important for all interviewers.
- 6.8. For our first-round interview:
 - i. We have an interview panel of three, usually comprising junior barristers (including at least one who is on the Pupillage Committee)
 - ii. Each interview has a similar structure and lasts for approximately 15 minutes.
 - iii. About 10 minutes before the interview each candidate is provided with a problem question (the same for each candidate) about which we ask questions during the interview. These questions generally take approximately 5-7 minutes of the interview. We do not assume the candidate has read Law as a degree subject when preparing our problem.
 - iv. The rest of the interview aims to allow candidates to demonstrate the skills and qualities required of pupils through evidence-based questions, and questions generally arising from the candidate's application form or recent legal events.
 - v. Each candidate is given the opportunity to ask questions prior to the end of the interview.
- 6.9. Following the end of the first-round interviews the top approximately 10 candidates are invited to second round interviews. Candidates who are selected for interview are informed by e-mail; unsuccessful candidates are also informed by e-mail.

- 6.10. For our second-round interview:
- i. We have an interview panel of four, usually including the Head of Chambers, and at least one member of the Pupillage Committee.
 - ii. All interviewers are provided with the candidates' application forms (and mini-pupillage reports where applicable).
 - iii. Each interview has a similar structure and lasts for approximately 30 minutes.
 - iv. About 20 minutes before the interview each candidate is provided with a legal problem (the same for each candidate) about which we ask questions during the interview. These questions generally take approximately 15 minutes of the interview. We do not assume the candidate has read Law as a degree subject when preparing our legal problem.
 - v. The rest of the interview aims to allow candidates to demonstrate the skills and qualities required by our pupils (as detailed below) through evidence-based questions, and questions generally arising from the candidate's application form.
 - vi. Each candidate is given the opportunity to ask questions prior to the end of the interview.
 - vii. After each interview, and before the next interview commences, each interviewer completes an assessment form, marking the candidate on specific areas (self-presentation, intellectual qualities, temperament, interpersonal skills, motivation, and additional factors / potential) and providing comments as appropriate. No discussion of the candidate takes place prior to completion of the assessment form.
 - viii. After the form has been completed, marks are collated and a general discussion takes place including, in some instances, moderation of the collated marks to ensure consistency and fair reflection of the interviewers' individual and collective appraisal of the candidate.
- 6.11. At the end of the second-round interviews a list of candidates (in order of merit) is compiled and the top (up to 2) candidates are made offers. Some candidates are told that they are 'reserves' and may receive an offer if one of the candidates to whom an offer is made rejects the offer (the reserve list is compiled in order of merit and offers are made starting with the candidate at the top of this list). All other candidates are notified that their application has been unsuccessful. When all places have been filled, the remaining candidates on the reserve list are told that no more places are available.
- 6.12. Our offers are not made before the Pupillage Gateway deadline, and no candidate is asked to accept an offer before any Pupillage Gateway deadline.

7. Qualification and Training of Pupil Supervisors

- 7.1. All pupil supervisors must be approved by and registered with their Inns and have undergone induction and/or refresher training. All pupil supervisors are also

monitored by the Pupillage Committee to ensure that they are providing an appropriate level of training for pupils.

- 7.2. All Members of Chambers are required to be trained by completing the BSB approved pupil supervisor course before they have attained 8 years' call, and to remain trained and qualified under BSB rules until they are more than 20 years' call. Eligible Members of Chambers are encouraged to take pupils as and when required during this period.

8. Allocation of Pupil Supervisors to Pupils

- 8.1. The allocation of pupil supervisors is undertaken with a view to providing pupils with experience of as broad a range as possible of Chambers' work.
- 8.2. Individual supervisor allocation is made by the Pupillage Committee.

9. Structure of Pupillage

- 9.1. We try to ensure a degree of flexibility to pupillage in Chambers. Each pupil will be based in the room of their supervisor, with a desk or space where that pupil may store their belongings. The pupil supervisor directs the day-to-day running of the pupillage. The pupils are strongly encouraged to keep a diary summarising the work they undertake.
- 9.2. The normal working day begins at 8.45-9am and ends around 6.15 pm, with a break for lunch in the middle of the day. Religious observance during the working day is facilitated if required.
- 9.3. During their first six months, pupils are asked to be physically present in chambers Monday-Friday each week, so that they can get maximum benefit from the training we offer and exposure to as many MoCs as possible. In the second six months, as pupils take on their own work (and pro bono work) the pupil supervisor will discuss requests for remote working with the pupil, as appropriate.
- 9.4. We provide pupils with stationery, but pupils should ensure that they have suitable technology of their own (laptop and iPad/tablet/second screen are necessary essentials – further details are provided to pupils before starting pupillage).
- 9.5. When appropriate, pupils are encouraged to go and see other work being undertaken by other MoCs (especially their junior contact), and to undertake paperwork for other tenants, subject to the direction of their pupil supervisor. Pupils in their second six will also have some of their own work.
- 9.6. Each pupil is also required to undertake his or her Inn's advocacy training programme, (for which Chambers will pay if the Inn requires payment).

10. Pro Bono work

- 10.1. We encourage pupils to undertake pro bono work during pupillage, whether it be for FRU, Advocate, a law centre or other voluntary organisation.
- 10.2. We will accommodate requirements to attend court, tribunals etc. and consider days spent doing such work to be a part of pupillage (within reason).

11. Bar Standards Board Professional Statement

11.1. As pupils go through pupillage, their pupil supervisors work through all areas of the BSB Professional Statement. We have an internal form ("BSB Professional Statement – Checklist") which is provided to each pupil supervisor and each pupil, so that this is done in a thorough way (pdf at Annex 1 to this Policy).

11.2. The link to the BSB information is:

<https://www.barstandardsboard.org.uk/training-qualification/the-professional-statement.html>

12. 'In-house' Training and Assessment of Pupils

12.1. Each pupil supervisor reviews their pupil's work regularly, providing oral feedback. In addition, at the mid-point and end of each section of pupillage, the pupil supervisors work through the "BSB Professional Statement – Checklist" with the pupil. This provides an opportunity to review the pupil's progress with their Professional Statement and to discuss gaps in work seen.

12.2. At the end of the periods of pupillage with the first, second and third pupil supervisors, each pupil supervisor prepares short narrative and grading reports on the progress of their pupil. The grading reports are only for the benefit of the pupil, and are not provided to Chambers for the tenancy meeting in July. The narrative reports are provided to the Pupillage Committee during the year, and to all MoCs for the tenancy meeting in July. The pupil's feedback on each narrative report is obtained, and the pupil is invited to respond in writing to the comments made. Copies of the forms are at Annexes 2 and 3 to this policy.

12.3. We arrange within chambers the following assessments:

- i. Informal advocacy training/assessments twice a year. Oral feedback is given after both, and a brief written report is prepared after the second advocacy training/assessment.
- ii. A formal advocacy assessment just before the end of the first six months of pupillage. This exercise also enables Chambers to certify to the Bar Council that the pupil is ready to do court work in their second six. This is followed by oral feedback, and a brief written report.
- iii. A conference exercise/assessment, which provides the pupils with an opportunity to demonstrate their client-handling skills and legal advice. This is followed by oral feedback, and a brief written report.
- iv. A written assessment which provides the pupils with an opportunity to demonstrate their legal skills and written ability. This is followed by oral feedback, and a brief written report.

The written feedback reports after each assessment are shown to each pupil, and are also provided to all MOCs for the tenancy meeting in July.

- 12.4. In assessing pupils, the Pupillage Committee is particularly concerned to establish whether progress is being made in the following areas:
- i. Do they present professionally as a potential practising member of the Bar?
 - ii. Are they able to analyse cases and reach sensible decisions as to advice, tactics and procedure?
 - iii. Are they demonstrating an ability to research the law and apply it to a specific issue or problem?
 - iv. Are their interpersonal skills within Chambers and with solicitors and clients satisfactory?
 - v. Do they remain motivated and committed to a career at the Bar?

13. Specific Points for Working Pupils

- 13.1. No pupil will be sent to court with rights of audience until they have been appropriately certified by the Bar Standards Board and the clerks have a copy of this documentation.
- 13.2. Pupils are encouraged to discuss their own work with any member of Chambers but especially with their supervisor and junior contact.
- 13.3. The clerks are instructed to notify the Chair of the Pupillage Committee of any difficulties encountered by a pupil with court work.

14. Allocation of Work and Monitoring Allocation of Work during the Second Six Months

- 14.1. The clerks distribute work equally (on an alphabetical rota system) between the pupils as and when it becomes available subject to specific requests by solicitors.
- 14.2. A pupil may raise, informally, with the Chair of the Pupillage Committee any concerns they have as to the fairness with which work is allocated. Such concerns will always be investigated, and an explanation of the situation given to the pupil by the Chair of the Pupillage Committee.

15. Maintaining Quality of Work by Pupils

- 15.1. Any issues raised by the clerks as to the quality of work done by pupils are discussed immediately with the pupil. Where appropriate, further advice and/or training is given to the pupil to ensure the maintenance of good quality service to clients.
- 15.2. If there are significant problems over the quality of work or issues in relation to the pupil's ability to carry it out satisfactorily, the pupil may be required to stop accepting instructions for work outside Chambers unless and until the Pupillage Committee is satisfied that the pupil is able to provide a good quality service. Further guidance will be given to the pupil if such a situation emerges. Where the pupil is unhappy about this decision, he or she may invoke the Chambers' Grievance Procedure for Pupils.

16. Payment for Work, and Chambers Expenses

- 16.1. The clerks negotiate pupils' fees with solicitors. All fees are collected by the clerks and pupils' fees are negotiated and 'chased' in the same way as tenants' fees.
- 16.2. Pupils do not pay any expenses to Chambers throughout their 12-month pupillage.

17. Obligations on Conclusion of Pupillage

- 17.1. At the end of pupillage, pupils are required to lodge with the Pupillage Secretary a fully completed copy of the "BSB Professional Statement – Checklist", signed by all relevant supervisors.

18. Decisions as to Tenancy and Squatting

- 18.1. Chambers recruits based on merit and availability of work, unconstrained by quotas or physical space within Chambers.
- 18.2. The decision whether to offer a tenancy to a pupil is taken by the Head of Chambers following a full meeting of the MoCs. This meeting normally takes place in July.
- 18.3. Prior to the full tenancy meeting, the Head of Chambers, the Pupillage Committee, and the pupil supervisors meet with a view to agreeing a non-binding recommendation to make to MoCs at the full tenancy meeting. Also prior to the full tenancy meeting, the pupil supervisors' written reports, and reports on assessments, are circulated to all MoCs.
- 18.4. The Tenancy Selection procedure is set out below.
- 18.5. Sometimes Chambers wishes to see more of a pupil before deciding. In those circumstances, the pupil concerned may be offered a further period of pupillage.
- 18.6. If a pupil is not recruited as a tenant in Chambers, then they should leave on the last day of pupillage unless permission to remain in Chambers has been requested (from the Head of Chambers) and granted. In normal circumstances, permission for one month will be given. If appropriate, and exceptionally, further periods of up to three months may be granted upon application to the Head of Chambers.

19. Post-Decision Assistance

- 19.1. Where a pupil has not been recruited by Chambers, the Pupillage Committee will aid by way of advice and any practical help which it can reasonably give to seek to ensure that every pupil is able to continue with a career as a practising barrister.
- 19.2. As a result of QEB's reputation we have a good record of being able to help pupils find third six pupillages in alternative Chambers.

20. Pupil Supervisors' Obligations

- 20.1. Before pupils start in Chambers, their pupil supervisor will contact them to introduce themselves. If the pupil supervisor will not be in Chambers on the morning

- their pupil starts, they will arrange for a “relief” pupil supervisor for that day, in consultation with the Senior Clerk, and inform the pupil of the arrangements made.
- 20.2. At the beginning of pupillage, pupil supervisors will discuss with the pupil what the pupil supervisor expects in terms of working hours, going to court, travel expenses etc., introduce the pupil to the clerks and other MoCs, explain how to access relevant research materials (and at least initially assist them in where to start research projects), ensure that the pupil has all necessary computer equipment properly set up and knows how to access the chambers diary (Lex). They will also encourage the pupil to offer feedback about pupillage, as and when points arise.
- 20.3. The BSB Professional Statement will be discussed generally with the pupil at an early stage and, during pupillage, encouragement will be given on a regular basis to the pupil to ensure they keep records targeted to the competences captured by the Professional Statement. Throughout pupillage, pupil supervisors will keep checking that the pupil is on track to fulfil the BSB threshold standards and competences, and will discuss with pupils any gaps and suggest means of remedying them (e.g. by attending court with other MoCs).
- 20.4. The “BSB Professional Statement – Checklist” (our own form – annexed) will be completed by all pupil supervisors at the mid-point and end of each of the first three sections of pupillage (and any points remaining will be covered by the fourth pupil supervisor).
- 20.5. Regular appraisal and feedback of pupils’ work is essential.
- 20.6. Pupils are asked to keep a detailed diary of work done (partly to assist in completion of their Professional Statement). Pupil supervisors will encourage pupils to keep this diary from the outset of pupillage and will check from time to time that such a diary is being completed.
- 20.7. At the end of the first three sections of pupillage, all pupil supervisors are asked to provide short written and grading reports on their pupil, in order that the pupil’s progress can be properly monitored. These reports will be discussed with the pupil and their feedback obtained. Proforma reports are at Annexes B and C (below). The grading reports are only for the benefit of the pupil, and are not provided to Chambers for the tenancy meeting in July. The narrative reports are provided to the Pupillage Committee during the year, and to all MoCs for the tenancy meeting in July.
- 20.8. As the Head of Chambers must certify that pupils are ready to go into court before they get their Provisional Practising Certificate, there will be a formal advocacy exercise for all pupils in late February / early March of each year. Pupil supervisors should ensure that their pupil knows of the date of this.
- 20.9. Pupil supervisors should ensure that pupils have the appropriate amount of chambers’ time to prepare for each of the ‘in-house’ assessments.
- 20.10. At the end of the first six months and again at the end of the second six months a pupil supervisor is required to certify the satisfactory completion of that period of pupillage. Copies of the forms can be obtained from the Pupillage Secretary. The pupil

supervisor must ensure that the form is completed and must give a copy to the Pupillage Secretary.

- 20.11. Pupil supervisors should encourage pupils to spend time in court with their junior contact, and should actively liaise with the junior contact about the pupil regularly.
- 20.12. Pupil supervisors should liaise with junior contacts to organise informal advocacy training for pupils (at least once) during the pupillage year. Junior contacts will provide the pupil with a copy of a set of papers for a hearing which they are booked to do. The pupil will prepare the case and make submissions to the pupil supervisor and junior contact, receiving feedback. The pupil will then, wherever possible, attend court with the junior contact to see the case in practice.
- 20.13. Pupil supervisors will ensure that pupils arrange to complete the Inns of Court advocacy courses.
- 20.14. Pupil supervisors should tell pupils of the date of the tenancy decision meeting as soon as it is fixed. Pupils should also be told that they can leave Chambers before the meeting starts and that they need not come into Chambers the next day if they do not wish to. Pupils are encouraged to ask the clerks in advance to book a day of holiday into their diary for the day after the meeting to ensure they do not have Court commitments. The tenancy meeting decision will be notified to them by telephone; pupil supervisors should ensure that the Head of Chambers has an up-to-date phone number for each pupil.
- 20.15. If a pupil is not taken on by Chambers, pupil supervisors assist and advise their pupil on future applications as appropriate and insofar as they are reasonably able to do so.

21. Tenancy Selection Procedure

- 21.1. New tenants are crucial to the future of Chambers, and Chambers regards the selection and recruitment of new tenants as a crucial part of its future development and long-term viability.
- 21.2. Chambers is concerned properly to implement our Equal Opportunities and Diversity Policy, and to reflect the Bar Council's / Bar Standards Board's guidelines.
- 21.3. It is the general policy of Chambers to offer a tenancy only to pupils who have completed at least six months pupillage within Chambers. This policy will be departed from only in exceptional circumstances.
- 21.4. The decision whether to offer a tenancy to a pupil is reached following a Chambers meeting ("the tenancy meeting") held once per year, usually in July.
- 21.5. Each pupil within Chambers will be deemed to be an applicant for tenancy unless otherwise stated by Chambers at the time of offer of pupillage or by the pupil in writing at any time prior to the tenancy meeting.

- 21.6. It is the normal policy of Chambers to recruit those pupils as tenants who are adjudged to have attained a sufficiently high standard during their pupillage. There is no fixed number of tenancies for which pupils compete.
- 21.7. The overall considerations in tenancy selection are, *inter alia*:
- i. whether the individual applicant will be a successful barrister within Chambers;
 - ii. the comparative ability of the applicants; and
 - iii. the availability of work for new tenants both immediately and in the foreseeable future.
- 21.8. The criteria which will be applied in assessing candidates for tenancy are *inter alia*:
- i. an analytical mind;
 - ii. an ability to express ideas clearly and persuasively, both orally and in writing;
 - iii. an ability to think under pressure; a commitment to hard work;
 - iv. an ability to apply sound judgment in relation to instructions, litigation, and proposed litigation;
 - v. an organised approach to practice; and
 - vi. a capacity to understand and show understanding of the needs and problems of those for whom and with whom they work.
- 21.9. Pupils will be assessed based on their entire performance during pupillage.
- 21.10. Account will be taken of the pupil supervisors' written reports, reports (oral and written) about work/assessments in which the pupil has participated during the year, and any comments from solicitors for whom the pupil has worked.
- 21.11. The final decision whether to offer a tenancy is taken by the Head of Chambers following the tenancy meeting. The decision is communicated to the applicant by the Head of Chambers.
- 21.12. Where a pupil is not invited to become a tenant, every reasonable effort will be made to assist that individual to find a third six pupillage elsewhere.

22. Grievance and Disciplinary Issues for Pupils

- 22.1. Pupillage at QEB should be an enjoyable, as well as an educative, process. The possibility remains, however, that differences of opinion, or even grievances, may arise between pupils and MoCs or the clerks, or vice versa, and that pupil may find these difficult to deal with satisfactorily.
- 22.2. Chambers recognises that it is very difficult for pupils to raise issues that are troubling them and, further, that any pupil wishing to do so would be bound to feel in a very vulnerable position. It is also clear that, for any pupil, being involved in (the unlikely event of) disciplinary proceedings within Chambers is worrying.
- 22.3. Our aim is to ensure that any such matters can be raised and dealt with quickly but properly and with a minimum of fuss. Of course, in the event of disciplinary

matters against pupils, it may be that a full and detailed process cannot be avoided, but it is to be hoped that this would be very much a last resort.

22.4. Generally, it is Chambers' position that a pupil can, at any time, ask for a full and formal disciplinary hearing (whether they are the complainant, or the person being complained about). Chambers, generally, would only seek a full hearing when the matter is incapable of any other resolution.

22.5. Clearly, some matters will require a full and formal procedure. Allegations against pupils of dishonesty, harassment or other gross misconduct would be examples of this. Other matters, such as inappropriate behaviour or rudeness can be dealt with more informally.

22.6. In general terms, the following procedures will be adopted.

23. Grievance Procedure

23.1. In the first instance if a pupil finds themselves in the situation of having a grievance or complaint, they should as a rule speak first to their own pupil supervisor. If for any reason this is not possible, or does not resolve the difficulty/grievance, the pupil should speak to the Head of Chambers at the first available opportunity.

23.2. If the pupil prefers, they may ask for an informal discussion with the Chair or any member of the Pupillage Committee. This process is entirely informal but may be preferred by some pupils as a means of dealing, more discreetly, with a problem that may be capable of easy resolution.

23.3. If the pupil chooses to speak to the Head of Chambers and, after speaking to the Head of Chambers, considers that the difficulty/grievance is still not resolved and should be taken further, the pupil may, within seven days after discussing the matter with the Head of Chambers, request that a formal meeting be convened, as soon as reasonably practicable, to consider the matter. Such a request may be made orally but should, if possible, be in writing, to the Head of Chambers.

23.4. The requested formal meeting will be chaired by the Head of Chambers unless the pupil requests otherwise at the time of the request for a formal meeting. In that event it will be chaired by a Judge (current or retired) nominated by the Chambers ManCom. The pupil may be accompanied at the meeting by a barrister of their choice, and the meeting will be attended by the Head of Chambers (whether or not they are chairing the meeting). Other attendance at the meeting will be at the discretion of the Chair after consultation with the pupil.

24. Complaints about Pupils

24.1. Where possible, any problem regarding a pupil and their conduct should be resolved by informal discussion with the pupil supervisor or, if appropriate, informal interview with the Chair of the Pupillage Committee (accompanied, if thought necessary, by another member or employee of Chambers). If, at any time, the pupil

wishes to have the matter dealt with more formally, any informal discussion will cease, and the matter will be dealt with formally.

- 24.2. Where there has been a complaint which is to be dealt with formally, the Pupillage Committee shall decide which of the following processes to use: (i) Minuted Interview; or (ii) Full Hearing.

25. Minuted Interview

- 25.1. This is suitable for all but the most serious of complaints.
- 25.2. The pupil shall have an interview (with at least one member of the Pupillage Committee and one other member of Chambers) at which the nature of the complaint against the pupil will be outlined to them. They may make any notes they choose (and may be accompanied by a fellow pupil, pupil supervisor or junior contact). If the pupil feels able to discuss the complaint there and then, this will take place; however, the pupil shall have an absolute right to time to prepare for the rest of the interview and, if requested, the interview will be adjourned for a reasonable time (in all the circumstances) for such preparation.
- 25.3. During the interview (where the pupil can be accompanied as described above), the complaint having been set out (again, if there has been an interval) by the Chair of the Pupillage Committee, or by their nominee for the interview, the pupil will have an uninterrupted opportunity to explain their position. There may then be a discussion as to issues which arise and, at the end of the discussion, the pupil will be asked to leave the room whilst the interview panel discuss the position.
- 25.4. When such discussion has concluded, the pupil will be asked to rejoin the interview and will be told the view of the panel. If, applying the balance of probabilities to any issue of fact, they uphold the complaint then they will advise the pupil as to future conduct and/or further training which should be undertaken. They have the power to prohibit further court work for a working pupil until such training is undertaken and the pupil is passed fit to take such work.
- 25.5. Should the panel consider that the matter is more serious than first thought, they shall have the power to refer the matter to the full Pupillage Committee for formal hearing.
- 25.6. If the pupil is unhappy with the decisions of the panel, then the pupil may refer the matter to the full Pupillage Committee for formal hearing in accordance with the provisions set out below under “Full Hearing”.
- 25.7. The “full” Pupillage Committee for these purposes shall not include the member who conducted the Minuted Interview.
- 25.8. The interview and decision shall be minuted and copies provided to the pupil and to the Pupillage Committee.

26. Full Hearing

- 26.1. The aim of this hearing will be to decide whether, on a balance of probabilities, the complaint against the pupil is made out and, if so, the appropriate sanction (if any). A complaint includes any allegation that the pupil's fitness to be a pupil in Chambers may be impaired, whether by reason of conduct, competence, or health.
- 26.2. For the purposes of the hearing, the Committee shall appoint one of its number to chair the proceedings. Within 14 days of the complaint or, in the case of a full hearing following a minuted interview, within 14 days of the reference of the complaint to the Committee, that person shall write to the pupil setting out the complaint. Any letters or statements made by any person shall be copied and given to the pupil.
- 26.3. At the hearing, the pupil may be accompanied by a fellow pupil, pupil supervisor or junior contact. Although this hearing is formal, the feeling of there being an adversarial trial is to be avoided.
- 26.4. The Chair of the hearing shall outline the complaint and refer to any material supportive of that complaint. If any person is required to attend to give live "evidence" by the Committee or by the pupil then such person(s) must be given 3 days' notice of the hearing. Such people may be questioned by the pupil and by the Committee.
- 26.5. At the end of all the evidence, the pupil shall have an opportunity to make submissions. They will then be asked to withdraw whilst a decision is made as to whether the complaint is upheld.
- 26.6. If the complaint is upheld, the pupil shall have an opportunity to make submissions in mitigation. The pupil will then withdraw whilst the Committee consider what, if anything, should be done.
- 26.7. The Committee shall have the power to do whatever, in their opinion, is right to protect Chambers, whilst attempting not to do permanent unnecessary damage to the career prospects of the pupil. In an extreme case the Committee is empowered to suspend the pupil and to refer the matter to the pupil's Inn or to the Bar Council.
- 26.8. The pupil will be told of the decision as to sanction as soon as possible (although the Committee may adjourn this decision pending further investigation). The decision shall be confirmed in writing within 24 hours of its being communicated to the pupil.
- 26.9. The pupil shall be entitled to appeal to the Chambers' ManCom against any decision of the Pupillage Committee at or in relation to a full hearing. This should be done in writing within 7 days of the written decision and should set out the decision appealed against, and the grounds for appealing this decision.
- 26.10. ManCom shall re-hear the matter and either uphold the earlier decision, amend it or overrule it. Their decision shall be final.

27. Matters Not Addressed by this Document

27.1. Any issues not covered by this document will be resolved by the Pupillage Committee.

ANNEX 1 – “BSB PROFESSIONAL STATEMENT – CHECKLIST” (ATTACHED)

ANNEX 2: NARRATIVE REPORT ON PUPIL

This assessment requires assessments under each heading, setting out whether and if so, how the pupil is exceeding, meeting or not meeting expectations in that area. Specific examples, drawn from work done during the relevant period, must be included.

Name of Pupil:
Name of Pupil Supervisor:
Date:

A. Overall approach to work (an organised practice, commitment to hard work, ability to stay calm under pressure, initiative)
1. Summary
2. Example(s) of achievement(s)
3. Example(s) of area(s) for improvement

B. Analysis (Demonstrates sound factual and legal analysis, legal research skills, ability to apply sound judgment)
1. Summary
2. Example(s) of achievement(s)
3. Example(s) of area(s) for improvement

C. Presentation (Expresses ideas clearly and persuasively, both orally and in writing)
1. Summary
2. Example(s) of achievement(s)
3. Example(s) of area(s) for improvement

D. Interaction and Communication (Demonstrates a capacity to show understanding of others' need and problems, and interacts appropriately with others, including professional and lay clients)
1. Summary
2. Example(s) of achievement(s)
3. Example(s) of area(s) for improvement

E. Summary (Including any further appropriate examples)
Pupil's Comments:
Signed by Pupil Supervisor: _____ Date: _____
Signed by Pupil: _____ Date: _____

ANNEXE C: GRADED REPORT ON PUPIL

Name of Pupil:	
Name of Pupil Supervisor:	
Date:	
Notes:	
• The following report, which supplements your written report, is intended to give a graded indication of how your pupil supervisor perceives you to be performing in the designated categories (which are the same as the categories in your written report). • The aim is to indicate the level of your performance on a scale which will enable you to identify your areas of strength and those areas that require specific and focussed improvement. • It is not appropriate to aggregate your grades in any way; their value is in providing a guide to specific areas of strength and weakness. These grades will not form a part of the overall assessment by Chambers of your application to become a tenant, but are intended to assist your pupil supervisor to provide constructive feedback, and to assist you to address areas of improvement as your pupillage progresses. • The grades describe performance as follows and are applicable to the stage of pupillage at which they are given (i.e., you are <i>currently</i> considered to be exceeding expectations/satisfactory/etc.):	
1 – Exceptional 2 – Very good 3 – Good 4 – Satisfactory 5 – Not performing well enough / cause for concern	

A	Approach to work	Organised practice	
		Commitment to hard work	
		Initiative	
B	Analysis	Factual analysis	
		Legal analysis & research	
		Sound judgment	
C	Presentation	Oral presentation	
		Written presentation	
		Professionalism (personal presentation)	
D	Interaction/communication	Understanding needs/problems (empathy)	

		Interaction - solicitors	
		Interaction - lay clients	
E	Output	Calm under pressure	
		Speed of working	
		IT skills	

Signed [Supervisor]: on: [date] Signed [Pupil]: on: [date]
--

QEB Periodic Review Form & Professional Statement

Pupil information			
	Pupil:		
Date of commencing pupillage			
1st Pupil Supervisor			
Dates of 1st rotation	From:	To:	
2nd Pupil Supervisor			
Dates of 2nd rotation	From:	To:	
3rd Pupil Supervisor			
Dates of 3rd rotation	From:	To:	
4th Pupil Supervisor			
Dates of 4th rotation	From:	To:	
Junior Contact:			

N.B. It is intended that all core competencies in the Professional Statement shall be completed by the end of the 3rd rotation. In the event that any remain outstanding, these shall be completed by the 4th supervisor

Periodic Review Form	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Date of review						
Time spent with others in QEB?						
Liaison with junior contact?						
Paperwork done						
(a) Asset Schedule / Net Effect						
(b) Chronology						
(c) Statement of Issues						
(d) Questionnaires						
(e) Affidavits						
(f) Pleadings						
(g) Opinions						
(h) Orders						
(i) Petitions/Answers/Replies						
Junior Work						
(a) ChA 1989 directions						
(b) ChA 1989 first hearing dispute resolution						
(c) ChA 1989 final hearing						
(d) ChA 1989 fact-finding hearing						
(e) Nol-mol/Occupation order						
(f) Public Law						
(g) Low value financial remedy						
(h) Pro Bono work						
Summary						
What cases discussed?						
To-do list for next half-rotation						
Last half-rotation to-do list done?						
Problems (if any)						
Pupil's comments						

Professional Statement

Barristers' distinctive characteristics

Legal Knowledge, skills and attributes

1.1 Uphold the reputation of the Bar and observe their duty to the court in the administration of justice

They will recognise and abide by their paramount duty in this regard including where this may require them to act against their own or their client's best interests.

Barristers should:

- Thoroughly recall and comprehend the Core Duties and their interrelationship.
- Ensure that their conduct consistently justifies their clients' and colleagues' trust in them and the public's trust in the profession by:
 - applying the Core Duties and in particular the paramount duty to the court in the administration of justice;
 - complying with regulatory requirements set down by the Bar Standards Board, including the Code of Conduct [1.16]; and
 - demonstrating a thorough comprehension of the Professional Statement for Barristers.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.2 Have a knowledge and understanding of the key concepts and principles of public and private law

They will have a good understanding of the general principles of law underpinning the legal system of England and Wales, including the implications of EU law, and be able to apply this as necessary.

Barristers should:

- Be able to recall and comprehend and accurately apply to factual situations the principles of law and rules of procedure and practice specified by the Bar Standards Board.
- Be able to keep up to date with significant changes to these principles and rules.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.3 Have knowledge and understanding of the law and procedure relevant to their area(s) of practice

They will have a good understanding of, and be up-to-date with recent cases and developments in, the area(s) of law in which they practise. They will have a good understanding of the rules of practice and procedure operating in courts relevant to their area(s) of practice. For example, the rules relating to jurisdiction, evidence, disposals, financial orders and costs. They will understand the processes by which disputes can be resolved outside court, such as arbitration and mediation

Barristers should:

- Be able to recall and comprehend the core law and rules of procedure and practice relevant to their area of practice.
- Know the legal texts, journals, materials, documents and research tools relevant to their area of practice.
- Accurately apply to the matters they are dealing with the law and rules of procedure and practice relevant to their area of practice.
- Keep their knowledge and skills in their specific area of practice up-to-date.
- Comprehend and be able to identify and advise clients of situations where alternative forms of dispute resolution may be appropriate to their given circumstances.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.4 Have an awareness of the wide range of organisations supporting the administration of justice

They will understand that the system for administration of justice comprises more than the judicial system alone and will have an awareness of the other elements wherever they are relevant to their work. They will also have an awareness of the sources of advice and funding available to clients, their additional responsibilities in cases that are not self-funded, and the implications of the same on the conduct of a case

Barristers should:

- Be aware of the wide range of organisations supporting the administration of justice and their respective roles.
- Be able to identify and advise clients of alternative sources of advice and funding available to them, as appropriate.
- Understand the implications for the conduct of the case and the additional responsibilities owed in circumstances where the client is publicly funded or otherwise not self-funded.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.5 Apply effective analytical and evaluative skills to their work

They will identify the relevant facts of a matter and apply their legal and procedural knowledge to those facts to analyse the issues. They will acquire an understanding of their client's circumstances, needs, objectives, priorities and constraints. They will use that analysis and understanding to evaluate the available options and communicate them to their client

Barristers should:

- Identify all necessary information and seek clarification of instructions using appropriate communication skills.
- Rigorously assess facts and evaluate key issues and risks.
- Exercise appropriate numeracy skills.
- Ensure that the analysis of financial and other statistical information has been competently carried out.
- Analyse other relevant information, including expert and medical reports.
- Identify inconsistencies and gaps in information.
- Methodically evaluate the quality and reliability of the information.
- Use reliable sources of information to make effective judgements.
- Employ effective research skills [1.12].
- Identify relevant legal principles.
- Accurately apply legal principles to factual issues to devise the most appropriate solution taking into account the client's circumstances, needs, objectives, priorities and any constraints.
- Reach reasoned decisions supported by relevant evidence.
- Be able to explain and justify their analysis and evaluation.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.6 Provide clear, concise and accurate advice in writing and orally and take responsibility for it

Advice in writing will include written opinions and advising by email. Oral advice will include conducting conferences and advising by telephone. This will also include advising on the need and preparation for trial where an earlier disposal of the case does not occur, and the ability to convey unpalatable advice where necessary

Barristers should:

- When giving advice take into account the client's circumstances and objectives.
- Ensure that advice is informed by appropriate analysis, synthesis and evaluation and where appropriate identifies and evaluates the consequences of different options.
- Address and present all relevant legal and factual issues in communicating their advice.
- Exercise good communication skills [1.9].

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.7 Negotiate effectively

They will be able to recognise the strengths and weaknesses of the client's case and that of all other parties and to seek an outcome by negotiation which is in the best interests of the client

Barristers should:

- Identify in so far as possible all parties' interests, objectives and limits.
- Develop and formulate best options for meeting the client's objectives.
- Present options for resolution cogently.
- Recognise, evaluate and respond to options presented by the other side.
- Develop appropriate compromises consistent with the client's instructions.
- Bring the negotiation to an appropriate conclusion.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.8 Exercise good English language skills

They will have an effective command of the language and be able to use it appropriately, accurately and fluently so as to handle complex and detailed argumentation. They will use correct English grammar, spelling and punctuation

Barristers should:

- Use correct and appropriate vocabulary, English grammar, spelling and punctuation in all communications.
- Speak fluent English.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.9 Exercise good communication skills, through any appropriate medium and with any audience as required in their work

They will be able to choose the appropriate medium of communication, taking into account the message and the audience. They will be aware of and responsive to what others are communicating to them, whether in writing, verbally or non-verbally. They will be able to write with clarity and precision. They will be articulate and able to speak with fluency. They will be able to adapt their language and communication to suit their audience, which may be clients, colleagues and others, from any background

Barristers should:

- Identify the audience and respond appropriately to those from diverse backgrounds and to the needs and sensitivities created by individual circumstances [3.3].
- Select the appropriate medium of communication taking into account the message and the audience.
- Adapt language and non-verbal communication taking into account the message and the audience.
- Use appropriate listening and questioning techniques when obtaining information.
- Analyse written information.
- Request and provide clarification of meaning when appropriate.
- Recognise and respond appropriately to communications from others (whether in writing, verbal or non-verbal).
- Exercise good English language skills [1.8].
- Write with clarity, accuracy and precision.
- Speak articulately and fluently.
- Present arguments cogently and succinctly.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.10 Make sound judgements in their work

They will ensure their judgements are independent, based on a good understanding of the relevant law and evaluation of relevant facts and information, and that any advice they give or decisions they make are reasoned and supported by evidence

Barristers should:

- Apply effective analytical and evaluative skills to their work [1.5].
- Ensure that they act independently so that their judgements are not influenced by external pressures.
- Take responsibility for their decisions.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.11 Ensure they are fully prepared

They will be familiar with the facts and law applicable to any matter on which they are working, as well as their client's circumstances and goals, so as to be able to supply their client with a good standard of work

Barristers should:

- Ensure that they are fully prepared in order to act in the best interests of the client [3.1] and provide a competent standard of work and service to the client [CD7]

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.12 Employ effective research skills

Using either paper or electronic media, they will be able to recognise and identify relevant legal issues as well as recognise the need to research areas beyond the law that are relevant to their work. They will undertake any research accurately and efficiently. This will involve assessing the quality and relevance of sources, interpreting and evaluating the results of the research and presenting those results clearly and accurately

Barristers should:

- Accurately identify the legal and non-legal issues.
- Recognise when legal and non-legal research is required.
- Use appropriate methods and resources (paper, electronic or other media and/or relevant experts) and ensure that legal sources are up- to-date.
- Assess the quality and relevance of all sources.
- Interpret and evaluate the results of all research.
- Apply effective analytical and evaluative skills to their work [1.5].
- Apply the research to the issues identified in order to draw conclusions.
- Evaluate and present the results clearly and accurately

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

Advocacy

1.13 Draft court and other legal documents which are clear, concise, accurate and written so as to reflect fairly the arguments advanced by both sides

They will be able to draft standard court documents. For example, claim forms, statements of case, witness statements, applications, indictments, orders and appeal documents. They will be able to draft these documents in clear language which focuses on the issues relevant to the case

Barristers should:

- Draft accurate and legally effective documents (whether contentious or non-contentious).
- Utilise precedents where appropriate and also be able to draft without them.
- Address all relevant legal and factual issues.
- Comply with appropriate formalities.
- Exercise good English language skills [1.8].
- Exercise good communication skills [1.9].

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.14 Draft skeleton arguments which present the relevant facts, law and arguments in a clear, concise and well-structured manner

They will be able to draft skeleton arguments that have clarity of purpose, are of an appropriate length and which comply with any applicable rules. Their arguments will identify the issues and will cite authorities and external materials in an appropriate manner

Barristers should:

- Have a thorough knowledge of the Rules and Practice Directions and other protocols relevant to their area of practice which relate to the drafting of skeleton arguments.
- Draft skeleton arguments which comply with those Rules and Practice Directions and protocols.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.15 Have persuasive oral advocacy skills

They will be able to communicate their client's case effectively. They will be able to deliver coherent, well-structured and concise submissions and cite legal authorities and materials appropriately. They will be able to engage appropriately with and maintain an awareness of others in any forum where they represent clients.

When delivering submissions and questioning witnesses, they will be able to communicate audibly, using both pace and language that are appropriate to the tribunal. They will be able to handle witnesses in accordance with the rules of the court. They will ask questions which assist the court, focus on the real issues in the case and avoid the irrelevant. They will listen to the answers and demonstrate appropriate conduct towards the witness

Barristers should:

- Thoroughly recall and comprehend and accurately apply to the matters they are dealing with the law and procedure relevant to advocacy.
- Apply effective analytical and evaluative skills to their work [1.5].
- Identify strengths and weaknesses from different parties' perspectives.
- Prepare how they will effectively communicate the argument.
- Manage facts to support the argument or position.
- Present orally a reasoned argument in a clear, logical, succinct and persuasive way.
- Use and cite legal authority appropriately.
- Comply with all relevant formalities.
- Recognise the role of different types of witness and use appropriate techniques for witness handling having particular regard to vulnerable witnesses.
- Listen and respond effectively to questions and opposing arguments.
- Deploy advocacy skills efficiently and effectively, in compliance with the Core Duties, so far as possible, notwithstanding that they may be required to act at short notice or under other legitimate pressure.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

Professional Standards

1.16 Comply with regulatory requirements set down by the Bar Standards Board, including the Code of Conduct

They will clearly understand a barrister's Core Duties and apply them in all aspects of their work

Barristers should:

- Identify the most recent Code of Conduct and other applicable rules and regulations relevant to their practice and the conduct of any matters they are dealing with.
- Recognise potential ethical situations and identify ethical issues.
- Be aware of and make effective use of relevant guidance, advice and support regarding ethical issues.
- Behave ethically and consistently act in accordance with the Code of Conduct and other applicable rules and regulations.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.17 Know how to conduct themselves appropriately in court

They will know and use the required dress, accepted forms of address, formalities of proceedings and established conventions and customs in each forum where they represent clients.

Barristers should:

- Use the required dress, accepted forms of address, observe formalities of proceedings and follow established conventions and customs in each forum where they represent clients.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

1.18 Only accept work which they believe they are competent to undertake

They will be able to assess the level of their own knowledge, skills and attributes, to enable them to make an informed judgement on the acceptance of work and have the resilience to decline to act where necessary.

Barristers should:

- Recognise and operate within the limits of their competence.
- Explain clearly the limits of their competence and knowledge to relevant others.
- Consult relevant others, where appropriate.
- Make an informed judgement on the level of knowledge, skills and attributes required in a particular case.
- Decline to act where the Code of Conduct requires them to do so.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

Personal values and standards

Values, characteristics and behaviours

2.1 Act with the utmost integrity and independence at all times, in the interests of justice, representing clients with courage, perseverance and fearlessness

They will be aware of and recognise the explicit and implicit pressures to behave in any other way and resist those pressures even where to do so may be against their personal interests

Barristers should:

- Identify situations where their integrity and/or independence may be put at risk.
- Act with integrity including:
 - Identifying and avoiding personal bias;
 - Maintaining their independence from external pressures; and
 - Identifying potential conflicts of interest, being open about conflicts of interest, declaring conflicts of interest formally and being prepared to exclude themselves from acting.
- Uphold the reputation of the Bar and observe their duty to the court in the administration of justice [1.1].
- Comply with regulatory requirements set down by the Bar Standards Board, including the Code of Conduct [1.16].
- Take responsibility for their actions and decisions.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
	<i>Mid-point (c. mid-Oct)</i>	<i>End</i>	<i>Mid-point (c. mid-Jan)</i>	<i>End</i>	<i>Mid-point (c. mid-Apr)</i>	<i>End</i>
Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

2.2 Be honest in their dealings with others

They will ensure that they do not communicate in any way anything that they know or ought to know is untrue, incomplete, inaccurate, or likely to be misleading

Barristers should:

- Comply with regulatory requirements set down by the Bar Standards Board, including the Code of Conduct [1.16].
- Ensure that they are honest about the limits of their knowledge, their experience, qualifications and professional status.
- Ensure that to the best of their knowledge and belief any information they give is accurate, true and not likely to mislead.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
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Any comments as to areas of development or improvement, or areas to focus on in next half-rotation?						
Satisfied meets threshold for newly-qualified barrister?						
Evidence?						

2.3 Be aware and active in the pursuit of equality and respect for diversity, not tolerating unlawful discrimination, in themselves or others.

They will understand the law on equality and the need to value differences between members of society and apply that understanding in the workplace through taking positive steps to confront and tackle discrimination, whether in themselves, in others or in the structures of that workplace

Barristers should:

- Actively observe and uphold the law on equality, diversity and discrimination.
- Be alert to the potential for unconscious bias.
- Take active steps to act fairly and inclusively and show respect to others.
- Identify situations where there is a risk of breach of the law on equality and diversity.
- Promote diversity in the workplace and where appropriate challenge others if their behaviour does not comply with the spirit of the law relating to equality, diversity and discrimination.

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Evidence?						

2.4 Ensure their work does not incur unnecessary fees

They will establish with a client at the outset of any matter the basis for charging fees and then follow those arrangements in a cost-effective manner. They will only undertake work which they believe promotes their client's interests.

Barristers should:

- Ensure that, where fees are chargeable, the basis for charging fees is established with the client at the outset of any matter.
- Follow those arrangements in an efficient and cost effective manner, ensuring that any necessary changes to the arrangements are agreed with the client.
- Undertake work that promotes the client's best interests.
- Progress matters expeditiously.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
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Evidence?						

2.5 Adopt a reflective approach to their work, enabling them to correct errors and admit if they have made mistakes

They will continually assess their weaknesses, limitations or knowledge gaps, analysing them accurately and honestly. They will acknowledge these to others if appropriate, and learn from the reflective process

Barristers should:

- Recognise limitations of personal knowledge and skills and act to resolve the situation.
- Take appropriate action when experiencing difficulties with work that is beyond their professional competence and disclose as appropriate.
- Identify their errors of judgement, omissions and mistakes and take appropriate action.
- Ask for and make effective use of feedback, guidance, advice and support.
- Take appropriate action to manage personal difficulties that might otherwise affect their work.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
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2.6 Ensure they practise with adaptability and flexibility, by being self-aware and self-directed, recognising and acting upon the continual need to maintain and develop their knowledge and skills

They will be able to plan and develop their career by identifying their strengths and preferences and the risks and opportunities of the environment in which they work. They will be able to assess their legal knowledge and skills and their working environment regularly, then eliminate any perceived knowledge or skills shortfall, ensuring their abilities remain relevant for the work they wish to undertake

Barristers should:

- Take responsibility for planning and undertaking personal development and learning.
- Identify strengths and areas for development and take positive steps to address them.
- Reflect on and learn from their own and others performance and achievements.
- Maintain and develop relevant knowledge and skills.
- Regularly take part in activities that maintain and develop their competence and performance.

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Evidence?						

Working with others

At work

3.1 Understand and exercise their duty to act in the best interests of their client

They will apply this core barrister's duty in every case except where it conflicts with their duty to the court in the administration of justice

Barristers should:

- Provide a competent standard of work and service to each client [CD7].
- Identify the client's best interests in accordance with the client's lawful instructions.
- Recognise and evaluate any conflict between the client's best interests and their duty to the court, their obligation to act with honesty and integrity and to maintain their independence.
- Ensure that subject to c) above they do not act contrary to the client's lawful instructions.
- Act in accordance with the Code of Conduct and other applicable rules and regulations.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
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3.2 Understand and apply principles of team working where appropriate

They will have an understanding of how teams work and the benefits of team working and be able to use their individual knowledge and skills to work collaboratively with others towards a common goal.

They will be able to play an active role in supporting a team-working ethos, work co-operatively with others and willingly give help and support to colleagues, know when to offer assistance and advice and do so when required

Barristers should:

- Work collaboratively with others, respecting their skills and contributions.
- Comprehend how their behaviour may affect others within and outside teams.
- Reflect on own strengths and weaknesses as a team member.
- Understand the division of responsibilities within the team.
- Understand the relationships between counsel, pupil, clerk and solicitor.
- Delegate to and supervise others effectively.
- Establish and maintain effective professional relations with others. c) Reflect on and learn from their own and others performance and achievements.

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Evidence?						

3.3 Respond appropriately to those from diverse backgrounds and to the needs and sensitivities created by individual circumstances

They will be aware of the potentially differing needs of people from a range of backgrounds, life experiences, or those who have characteristics which are protected under the Equality Act 2010. They will be receptive and responsive to how those needs might be met through making adjustments to their own practices

Barristers should:

- Be aware and active in the pursuit of equality and respect for diversity [2.3].
- Provide information in a way that others can understand taking into account their personal circumstances and any particular vulnerability.
- Recognise and respond effectively to others' particular needs, objectives, priorities and constraints.
- Recognise and take reasonable steps to meet the particular needs of clients including those who are disabled or vulnerable.

	1st Supervisor		2nd Supervisor		3rd Supervisor	
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Evidence?						

3.4 Treat all people with respect and courtesy, regardless of their background or circumstances

They will be aware of the diversity of people they may encounter and use that awareness to modify their behaviour where necessary so as to demonstrate respect and convey courtesy to all. They will know how and where to demonstrate empathy, and act accordingly. In their own workplace, they will treat senior, junior and support colleagues with respect and courtesy, recognising where an adversarial approach is not suitable

Barristers should:

- Demonstrate suitable professional practice, politeness and respect in communications and personal interactions with others.
- Recognise people's differences and modify their behaviour where appropriate to take account of those differences.

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3.5 Where appropriate, keep clients, whether lay or professional, informed of case progress in a clear and timely manner and manage their expectations

They will be able to identify situations where keeping the client informed is their responsibility and in those circumstances they will be able to establish with their clients a suitable structure, including timescales, for communicating significant developments in their case and communicate those effectively. This will include telling the client about options as their case develops, possible outcomes and associated risks

Barristers should:

- Identify the level of their responsibility to consult with and to communicate case progress to a particular client.
- Inform clients in a timely manner of key facts and issues including key dates, risks, progress towards objectives and costs.
- Identify and evaluate possible courses of action and their consequences and assist clients in reaching a decision.
- Manage clients' expectations including in relation to options, the range of possible outcomes, risks and timescales.
- Respond appropriately to clients' concerns and complaints.

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Evidence?						

Lay individuals

3.6 Demonstrate a good awareness of their additional responsibilities in cases involving direct access and litigants in person

They will understand and apply the relevant elements of the Code of Conduct for barristers in this regard and the need to maintain a balance between their duty not to take unfair advantage and their duty to the court. They will recognise and appreciate the potential lack of understanding where clients or opponents have an inadequate knowledge of the law and procedure compared with those whose cases are conducted through qualified legal advisors and the effect this may have on the handling of a matter

Barristers should:

- Adapt their communication and handling of the matter to ensure that public access clients are fully informed of the actions which are being taken on their behalf and the purpose and possible consequences of those actions.
- Recognise and appreciate the position of opponents not represented by qualified legal advisors (litigants in person).
- Understand the professional duties to the litigant in person, the court and their own client, which arise when appearing against the litigant in person, and the potential effect on the handling of the matter.
- Act in accordance with the Code of Conduct and other rules and regulations applicable to public access clients or litigants in person.

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Management of practice

Personal practice management

4.1 Possess a strong understanding of the specific implications of being a self-employed barrister

They will be able to supervise the day-to-day management of their practice by clerks and other employees and accept overall responsibility for all delegated work

Barristers should:

- a) Demonstrate a thorough understanding of the scope of practice rules relevant to a self-employed barrister.
- b) Demonstrate a thorough understanding of the context in which they work (including commercial, organisational and financial) and their place in it.c) Recognise and evaluate any conflict between the client's best interests and their duty to the court, their obligation to act with honesty and integrity and to maintain their independence.

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Evidence?						

4.2 Possess sufficient understanding of organisational and management skills to be able to maintain an effective and efficient practice

They will have an awareness of skills such as time and project management, planning, record keeping, using IT effectively and personal development. They will analyse their own needs for such skills then acquire and apply them to a good standard where necessary. They will have a basic understanding of risk analysis so as to be able to apply it to their work. The employed barrister in particular will ensure they understand the governance structure of the organisation in which they work and achieve a balance between their obligations to that organisation and their professional duties.

Barristers should:

- a) Be competent in all aspects of their work, including organisation, management of practice and risk.

Competent organisation includes:

- i. Keeping accurate records (including financial records and time- recording) and files, electronic or hard copy;
- ii. Allocating time efficiently;
- iii. Prioritising;
- iv. Diarising;
- v. Observing deadlines;
- vi. Using resources (including IT systems) effectively; and
- vii. Being fully prepared.

Competent management includes:

- i. Planning;
- ii. Putting in place human and non-human resources;
- iii. Coordinating;
- iv. Leading or directing;
- v. Checking progress against plans to accomplish the goal or target; and
- vi. Financial management.

Competent risk management includes:

- i. Identifying, evaluating and measuring the probability and severity of risks to their practice; and
- ii. Proactively deciding what to do about risks and acting appropriately.

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4.3 Plan their personal workload and absences so as to ensure they deliver on all work commitments they have made

They will ensure their workload is manageable. They will have a basic understanding of business continuity so as to be able to deal with unplanned circumstances. They will be sufficiently organised to ensure absences are planned so as to enable them to honour commitments

Barristers should:

- a) Clarify instructions so as to agree the scope and objectives of the work.
- b) Make an informed judgement on the time required to prepare a matter.
- c) Take account of their availability and that of other resources.
- d) Decline to act where there is insufficient time and opportunity to prepare.
- e) Prioritise and plan workload to meet commitments.
- f) Meet timescales, resource requirements and budgets.
- g) Monitor and keep relevant others informed of progress and availability.
- h) Deal effectively with unplanned circumstances and re-prioritise as necessary.

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Evidence?						

At workplace level

4.4 Understand the organisational systems or structures within which they work and which support their delivery of a professional service

They will contribute to the efficient operation of their workplace where appropriate through such actions as the sharing of work when necessary, the developing of the business, and the creation of effective support systems

Barristers should:

- a) Contribute to efficient operation of the workplace including:
 - i. Sharing work when necessary;
 - ii. Creating effective support systems; and
 - iii. Working effectively within governance structures.
- b) Understand the basis on which legal services are provided (contractual or otherwise) including, where appropriate, how to calculate and manage costs, bill clients and the operation of internal budgets for legal advice.

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Evidence?						

Professional compliance and work

4.5 Maintain the confidentiality of their clients' affairs, adopting secure technology where appropriate

They will be aware of and be able to use either electronic or hard copy information management systems so as to ensure the confidentiality and security of their client's information as well as comply with current file storage and destruction regulations

Barristers should:

- a) Identify how they will act in accordance with the Code of Conduct and other rules and regulations applicable to maintaining the confidentiality and security of information relating to third parties including that of their current and former clients.
- b) Comply with relevant data protection requirements.

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Evidence?						

4.6 Exercise good time-keeping in face-to-face or telephone encounters

They should attend meetings, conferences and court appearances punctually and fully prepared unless prevented by matters beyond their control

Barristers should:

- a) Attend all appointments punctually and as fully prepared as possible in the circumstances.

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Evidence?						

4.7 Where necessary, be diligent in keeping good records and files of cases

They will be able to identify situations where keeping records and files is their responsibility and in those circumstances they will ensure that the records they keep may be understood by others as well as themselves, are organised, accurate, contain sufficient details to portray a true record and are up-to-date

Barristers should:

- a) Identify when compiling and keeping records and files is their responsibility.
b) Prepare and compile appropriate records at the same time or as soon as possible after the events that they are recording.
c) Ensure records are clear, accurate and legible and contain sufficient detail for their purpose.
d) Organise records so that they are retrievable by themselves and other authorised persons as appropriate.

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