RED LION CHAMBERS

Recruitment Report

1. We have been asked to consider the issue of recruitment into Chambers. This report considers recruitment, both the basis for and the process of recruiting outside tenants, recruiting from pupillage into tenancy, and how to fulfil Chambers' commitment to achieving diversity, equity and inclusion. It addresses business need and also considers current recruitment. Its purpose is to form a useful basis for Chambers discussion.

2. We have considered the *Tenant Analysis and Future Recruitment (TAFR)* report prepared by the Heads of Chambers with input from the clerks and others, together with Mark Bennett's *Clerks note for GMC and AGM* (*CNAGM)* and the relevant extract of Chris Paxton's Chelmsford Report to the GMC (CPEx). Those papers are attached. All three papers identify an urgent need to recruit.

A. Overview of Chambers

3. The days when the Bar and Chambers were predominantly if not exclusively, white and, male and when Chambers was a set of criminal trial lawyers with heavy bias towards prosecution are long gone. We have grown, matured and diversified. We do a variety of work other than crime. Moreover, although Chambers certainly retains a high proportion of criminal work, crime itself now embraces investigative, preparatory and advisory work, in which areas some members principally or exclusively practice. It is probable that crime overall will continue to represent a preponderance of our work and it seems unlikely that current members would wish that to change in the near future. However, we can all recognise the increasingly diverse nature of Chambers practices.

4. A Work Completed Report for the last 2 full financial years of Chambers shows how our income for those years arose.

Item	Amount £
Publicly funded crime[1]	13,670,172
Other Crime[2]	5,096,628
Total Crime	**18,766,800**
Total non-Crime[3]	**12,787,728**
TOTAL	**31,554,528**

5. About 43.5% of turnover was generated by publicly funded criminal work and 16.15% by privately funded criminal and criminal advisory work. The balance was largely regulatory and enquiry work. Obviously Dobbs has had a disproportionate impact in not only increasing income from non-criminal work, but also in reducing the pool of available criminal practitioners and thus reducing criminal receipts.

6. The Heads of Chambers have analysed the changing balance in Chambers' structure and practices and the clerks in particular have identified a need to recruit in the call brackets below 14 years call. These issues are partly set out in Mark Bennett's *CNAGM* and the *TAFR*, which are attached. The immediate problem lies in crime and stems from the juxtaposition of the pandemic, its effect on the criminal courts, and the apparently temporary diminution in the available criminal practitioners in Chambers.[4] In effect we do

[1] Covers legal aid, VBHCC, CPS, SFO
[2] Includes all other crime including private criminal work, prosecuting for other agencies (e.g. FCA, DTI etc.), regulatory crime, and criminal advice / investigatory work.
[3] Includes family, civil, disciplinary, immigration, other non-criminal regulatory, inquest, civil enquiries, advisory.
[4] That diminution may well become permanent as it is thought that some will not return to criminal practice.

not have enough junior practitioners able or prepared to cover the volume of criminal work we have or which is going to be generated in the near future. It has created difficulties in clerking criminal work, some significant and such as may have a long term impact on Chambers ability to attract this work in the future. Similar difficulties are being reported with regulatory work.

B. Review of Criminal Work

7. To review the facts.

(a) Criminal workforce. There are fewer junior criminal practitioners operating in Chambers than our numbers suggest. The *TAFR* states[5] that of our 84 juniors, 27 were not currently available for traditional criminal work. These were members on sabbatical (1), academics (1), long secondments (1); operating from their own legal entities (2); associate members (2); shorter (3 or 6 month) secondments (2); maternity leave (4); international law practitioners (3); exclusively involved in advisory or investigatory work (2); members undertaking regulatory or civil work in whole or as part of a mixed practice, (10 of which at least two undertake no or minimal criminal work). Obviously, some, such as those currently on maternity leave or shorter secondments will return.

(b) **Fall in the proportion of juniors.** Historically, the proportion of junior members in Chambers is less than hitherto.[6] Unusually there are currently as many silks and members over 20 years call as there are juniors under 20 years call. (*TAFR* §§ 4).

(c) **Immediate shortage of criminal juniors.** Of the 46 or so juniors based in London, about 23 are largely or exclusively engaged in documentary review or inquiry work. Some have made it clear that they do not wish to return to crime. Some have not undertaken any criminal work for over 2 years, and when the review work ceases, may find it difficult to return to crime either at the level they expect and/or without reacquiring disused skills.

(d) **Loss of members in the immediate future.** The *TAFR* estimates that we will lose up to a dozen members in the next 18 months to retirement, judicial or other appointments, decisions taken not to return to crime, and similar reasons. Since the *TAFR* was written, two practising criminal junior tenants (1 of 2015 call the other 2019 years call) have left Chambers to move north to be nearer their families. In addition 1 silk and 1 senior junior have been appointed to the Crown Court bench. The *TAFR's* authors continue to monitor the position and make enquiries and have not altered their original conclusions.

A confidential questionnaire has been completed by those engaged in the Dobbs review.[7] Of the 18 juniors, 16[8] had undertaken criminal trial work. 7 indicated that they wished to return to their pre-Dobbs practice; 9 did not. Of those 9, 5 wished to give up crime completely; 4 wished to retain a small proportion of criminal work (5% - 20%); all wished to move towards coronial, GLD, civil, enquiry, more regulatory work, and the like. Some accepted the need to continue with some crime while they adjusted and developed their new practice directions. If all achieved their goals, it would mean a removal of 7.65 criminal trial juniors from the current pool. There was no similar diminution in those engage wholly or partly in regulatory work.

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5 *TAFR* § 11

6 *TAFR* §4 *Table A –Breakdown of membership*

7 2 responses await confirmation. It is not anticipated that the results will change markedly.

8 Members were asked to express their workload as a percentage. 8 members expressed percentages between 50% and 95%. When totalled (600%), those translated as 6 full time members.

(e) **Reduction in number of future pupils/tenants.** We have not recruited pupils to commence pupillage in October 2022 and to complete pupillage in April 2024, and there were excellent reasons for that. But if we had done so, it is likely there would have been an additional 2 or 3 more working pupils and/or later tenants in Chambers than currently forecast.

8. These difficulties have been increasingly exacerbated in the post-COVID environment.

(f) **COVID Backlog.** As of 10 June 2021 the Crown Court backlog stood at 57,503, down from its highest of 58, 246 on 18 April 2021. Effectively it has dropped back to what it was in February 2021. It is not unreasonable to suppose that the excessive backlog will remain with us for at least 3 or more years.

(g) **Reduced pool of active criminal barristers.** The pool of available and active practitioners across the Bar is shrinking. There are multiple causes:

- Although there no figures are available some barristers will have left the Bar.
- Anecdotally, some practitioners have survived with secondments or contractual work which means they are currently not available for trial work. (We have experienced this ourselves).
- Recorders have been asked to increase their sitting days from 30 to 80 days a year. Some recorders have been asked to exceed this limit and sit 100 days.
- The MoJ are actively recruiting criminal judges.
- The CPS are actively seeking recruits from the criminal Bar, and have volunteered to pay Chambers rent on their salaries to make their offer more attractive. The CPS anticipate that they will need more practitioners in court to cover their work.
- Like us, a number of sets reduced their pupillage commitment during the pandemic. The precise figures are not known. However, the BSB have recently published figures stating that of UK/EU BTPC graduates of the 2019-2020 intake only 10% began pupillage in 2020-2021 compared with 23% in the previous year. Overall pupillage registrations were down 35% in 2020. [9]

(h) **Increase in volume of cases.**

a. As a result of the pandemic some criminal practitioners in Chambers have twice as many cases on their books as that at March 2020.

b. It has been reported that more cases are likely to come on stream as from September 2021, partly because of a return to normal working, and partly because some investigations slowed by COVID will be coming on stream.

c. More Crown Courts (including Nightingale courts) are being activated or renewed. Reading between the lines, Nightingale contracts appear to be for between 6 and 12 months.

d. Sitting days are no longer restricted, although quite how long this will continue is unknown.

(i) **Remote Hearings.** Remote hearings offer obvious advantages to work laden barristers. However, reports from courts do not encourage optimism. Some judges are firmly against

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[9] *Pupillage registrations were down 35% in 2020, and the impact of the pandemic will continue in 2021*: BSB: 3 Feb 21.

their use because of past failures and the additional time they appear to take, and demand personal appearances wherever possible. Some courts have insufficient staff to operate the system effectively. Remote hearings are not yet the panacea it was hoped they would be.

(j) **Listing.** Listing continues to cause problems. Cases which are fixed are cancelled a few days before trial without any preliminary warning. Matters are listed without even lip service to counsel's convenience. From the clerks' view point, listing is increasingly a lottery. In many courts, listing offices are woefully understaffed. Emails are not answered, and it usually impossible to speak to a listing officer. As a result, managing an individual barrister's availability and practice has become much more of a hit or miss affair. Efficient management is being severely hampered.

The major problem appears to be lack of and inability to retain staff.[10] HMCTS pay at the lowest civil service rates. As a result, many of their staff promptly move on to other departments where at the same grade they can receive better pay. Despite a stated intention to recruit a further 1,600 staff, as of June 2021 there remains a 1,400 shortfall.[11]

9. The issues set out above are not unique to Chambers:

   a. We note that at least 2 or 3 other sets have been offering "fixed term" tenancies, i.e. junior tenancies for a fixed term usually of 2 years. [12]

   b. Cases have already been listed where counsel is part heard and no cover could be found. As a result irate judges have demanded the attendance of the chief clerk and Head of Chambers to provide an explanation.

Returns

10. The HoCs asked the clerks to start recording cases returned out of Chambers. The data is incomplete, but the following information has been collated as regards Crown Court work (Magistrates' Courts returns and work turned away have not been analysed):

Returns out of Chambers for Crown Court work for:

January 2021	2
February 2021	1
March 2021	3
April 2021	12
May 2021	12
June 2021	11
July 2021	9
August 2021	5
Total	55

[10] See Lord Burnett's observations to the Parliamentary Constitution Committee on 27 May 2021: *Lord Chief Justice gives evidence to Parliament's Constitution Committee* https://www.judiciary.uk/announcements/lord-chief-justice-gives-evidence-to-parliaments-constitution-committee/

[11] Ruth Cadbury: Hansard HoC Vol 696: 9 June 21: col. 1030: https://hansard.parliament.uk/Commons/2021-06-09/debates/56E70CD4-FE77-4824-AA18-0562CE707188/ProtectingThePublicAndJusticeForVictims

[12] E.g. Crucible 13 Oct 20 and Doughty Street;

Length and location of trials etc. returned out of Chambers

Days	London & South	East Anglia	Other / Unknown	Total
Hearings	2	3	3	8
2	3	3		6
3	5	7	1	13
4		3		3
5		3	1	4
6		1		1
7		1		1
10	3			3
15	1			1
20			1	1
30			1	1
40	1			1
"Trial"	4	3	4	11
Total	19	23	11	54

NB.
(1) "Trial" = length unknown
(2) The figures in the tables do not correlate precisely. Some data is incomplete.
(3) Some dates are given when the data is entered. Some relate to when the trial was listed. In some cases it is unclear what the date refers to.

11. The CPS have started to keep a watch list of Chambers involved in excessive returns. We understand that Chambers appeared in the top 5 sets in London in one week in July, and at our last quarterly CPS meeting in Essex we were told our return rate was the highest of any chambers they use. Some defence solicitors have also expressed concerns to members about our ability to cover their work.

Turning away Work

12. Unsurprisingly, Chambers has been turning away criminal work offered. Notable among these are 2 to 4 week trials in London and the South East for grievous bodily harm, conspiracy and kidnap, and in East Anglia and Gloucester a trials for slavery and a RASSO case. From 7 July 2021 Chambers has refused 115 CPS trials and 16 defence trials of varying lengths. The volume of work turned away is growing monthly.

13. Section 28 work which has commitment problems of its own. Many members of the Bar are currently refusing to undertake such work because of the continuity requirements imposed on defence and prosecution counsel.

Other areas of Practice.

14. The rapid adaption of tribunals to remote hearings and the absence of juries has not led to the same extremes of court closures, absence of work, build-up of a massive backlog as in Crown Court crime. However, the problems experienced are not unique to crime. There are members who work in more than one practice area. Additionally, we are struggling to service regulatory work being offered by the GMC and RCN. Recently the GMC raised serious concerns as to our inability to accept case work.

Individual Practices

15. It is worth restating that members are entitled to pursue whatever direction of professional work they choose. Not all practitioners undertake full or even part time criminal court work (see above). That is healthy for Chambers having regard to what has happened in criminal legal aid over the years, and the development of alternative practices or income streams makes sound sense. Members are always entitled to develop practices in those areas they wish. After all, the function of Chambers and its clerks is to provide a secure and stable administrative base from which members can develop professionally and to offer advice, guidance, and encouragement to every member in the pursuit of their choice of professional development. The *quid quo pro* of course is the recognition that Chambers itself is a separate entity which needs the active support of every member.

16. Obviously, there are occasions when the right of individual election can conflict with the interests of Chambers and others. To take an extreme example: if over 2 years Chambers offers tenancies to 6 pupils in the belief and understanding that they will all develop criminal practices, but in the event, none wish to do so, of course Chambers should assist them as far as practicable to develop the practices they desire. But at the same time Chambers has an obligation to its other criminal members who anticipated a degree of support, cover and structural development which within the criminal sphere. In such circumstances, Chambers has a duty to consider recruiting additional criminal practitioners to maintain a healthy balance of interests.

17. Our current problems do not lie not merely in the crime, although these are currently more acute. The same difficulties lie across the board. There are very real consequences which will follow if we continue to be unable to service the work being offered to Chambers, or cover work we have already accepted. Solicitors have raised concerns with members and with the clerks. If we are unable to cover more junior / routine cases, then solicitors will take their work elsewhere. The smaller routine cases help us and our members to develop working realtionships with solicitors, which can in turn lead to the instruction of more serious and complex work. Moreover, if solicitors take their work out of Chambers there is a real risk that members may be forced to leave. Chambers has a duty to its members to protect their work flow and the future work flow of Chambers.

RECOMMENDATIONS:

A. RECRUITMENT

18. **Pupillage.** We usually recruit from our pupils. They go through an extremely selective screening process (about 1 in 80 or 100 are selected) and a fairly intense training programme in Chambers. Obviously that will continue. At best that will replace natural loss: at worst we will have to recruit from outside.

19. **The need for additional recruitment.** The matters set out above suggest that we need to recruit simply to stand still. However, the issues are more complex than that. Enquiry work and documentary review and investigative work may be regular and/or lucrative and/or convenient for members. But whether it is classified as regulatory or criminal, it also tends to be independent work which requires little if any cover from other members. Members who practice in traditional crime and advocacy however, do require cover. Accordingly, as Chambers diversifies away from its traditional areas of practice, a close eye needs to be kept upon the numbers of members practising in those fields to maintain viability.

20. A further consideration is future development. Most analysts believe that over the next 10 years AI will take over much of documentary analysis work, and although some analysts are always likely to be required, the numbers currently engaged in this field are likely to fall, possibly dramatically. It is perfectly acceptable for a member to decide to embark upon such work in the knowledge that it is an area of wort which may have a limited lifespan. As and when that proves to be the case, the member may move on and/or develop a different practice. However, it is not a prospect which Chambers as a whole can view with equanimity. Chambers has to look to the future and retain a strong and viable core of practitioners who want to operate in the more traditional manner. Preserving a viable core also helps preserves future options for members who may wish to practice outside it, either on a temporary or more permanent basis.

21. Accordingly there is a business case to recruit to maintain Chambers' strengths in the core areas of Chambers in both criminal and regulatory work. It is not a question of expansion. It is a question of trying to prevent future decline.

22. **Recruitment from outside Chambers** has often been on an *ad hoc* basis. Applicants approach Chambers and are interviewed and considered by the Tenancy Committee. That system has a number of serious disadvantages as regards the pool of candidates which tends to be small, self-selected and probably insufficiently diverse, and given our traditional reputation, may be biased towards crime. On the other hand it has the practical advantage of avoiding the sort of large annual administrative burden which flows from considering 300 or more pupillage applications at a time. However, the current shortfall in the numbers of criminal or advocacy tenants suggests that we must do more than recruit on an *ad hoc* basis. Accordingly, we recommend on this occasion at least that Chambers should recruit by advertising.

23. **Chambers should advertise vacancies:** we suggest that the following principles should apply:

    (i) Any advertisement should make it clear that Chambers encourages applicants from diverse backgrounds and those from under-represented groups

    (ii) All areas of Chambers practice should be stated and applications should be considered for all of them.

    (iii) All applicants should submit a curriculum vitae.

    (iv) All applicants should be asked to complete a confidential diversity form similar to that completed by pupils. Completion in whole or in part should not be mandatory. Confidentiality will be paramount. The confidential collation of the data will allow the EDC to monitor the process so to include the applicants whether successful or not, in terms of equality and diversity and report to Chambers.

    (v) The number of applicants may require an initial paper screening process to reduce the cohort to manageable numbers for interview.[13]

[13] It is now commonly expected that competencies are made available to any candidate applying in a formal process, so they know how they will be assessed. The competencies are used to carry out any sift process in accordance with Fair Recruitment. Such details can safely be left to the Tenancy Committee who can call upon the ETC for assistance if required.

(vi) All applicants invited to interview should be informed of the nature of the interview process, and it should be explained that in the event that the Committee was forced to choose between two applicants who were viewed to be of equal ability or potential ability, applicants who are under-represented whether the result of a disadvantaged background or otherwise would be favoured on the basis of their greater achievement to date.

(vii) All applicants called for interview should be allowed before the interview to read details of Chambers rent structure (and if approved by Chambers) that of the option of Provisional Tenancies. We also suggest that applicants be provided with details of Chambers current refurbishment programme and the proposed new facilities.

(viii) The selection process should be conducted in the normal manner by the Tenancy Committee. Having regard to the potential volume of applicants, consideration should be given to adopting or adapting some of the administrative systems used by the ETC for pupillage applications. Assistance can be provided by operations and administrative staff.

24. **Numbers and bands.** From the structural analysis set out above, Chambers there is a case for recruiting in the 3-14 year call band. It is obviously important to recruit the right individuals: simply making make up numbers is never an option. Accordingly, we should not set the Tenancy Committee a target on numbers. The Tenancy Committee already applies a rigorous process and uses its best judgment in respect of potential recruits and it has full regard to Chambers objectives and the paramount need to recruit members who they believe will be a positive future asset.

25. Although the focus is on the 3-14 call band, we do not believe that applicants of more senior call should be automatically excluded. We have always welcomed outstanding applicants of whatever call if their practice fits into Chambers work.

26. **Current Pupils.** Any recruitment should and indeed must have no effect on an application made for tenancies by the current cohort of pupils. The usual criteria will apply. Current pupils should be informed of what is happening and that the recruitment will have no impact if they decide to apply in due course. In any event, in the immediate and near future there will obviously be an overabundance of work!

Future Criminal Work.

27. We anticipate that the Bar will see a plethora of criminal work during the next 3 years or so. It will provide an unusual opportunity for younger members to establish themselves in crime and gain advocacy experience. However, it will not last. Eventually the backlog will be reduced to a normal or “manageable” volumes and criminal case loads will diminish. This will be problem for the criminal Bar as a whole. Members and sets which have established themselves or maintained a high reputation in the preceding 3 years will continue to thrive. Those that have not, may or will not. That future presents Chambers with a real opportunity to cement its reputation in crime while at the same time continuing to diversify and strengthen other areas or practice. We must seize the opportunities the current situation offers and recruit good practitioners now. If we can do so, neither Chambers nor its members we will have anything to fear when work returns to its more normal volumes. Reputations established and experience achieved over the next 3 years will help Chambers and individuals to withstand what will be an inevitable winnowing

process. What we cannot afford is complacency, either now or in the future. We do not believe that doing nothing is a viable or realistic option.

Future Non-Criminal Work

28. The Regulatory Practice and International Practice Groups should meet and consult with Nick Parkinson to determine Chambers regulatory needs to assist in recruitment in these areas. Tenancy Committees formed to deal with non-criminal applicants will of course include members who specialise in the applicant's practice areas, although the core standards of recruitment will always apply however the Tenancy Committee is constituted.

B. Provisional Tenancies

29. We have experienced exceptional candidates who apply to Chambers with strong references supporting their application. They may have specialised in non-traditional work, such as working in white collar fraud, or they may come from the Employed Bar, or a prestigious firm of criminal solicitors. But whatever their attraction, they may lack the degree of advocacy experience commensurate with their call.

30. If these candidates otherwise meet an excellence threshold it would be unfortunate if Chambers refused their application for lack of proof of advocacy skills which a Tenancy Committee believes they might well possess. Offering such applicants a provisional tenancy mitigates any risks to Chambers, and secures potentially outstanding candidates who would otherwise be recruited by our competitors. Diversity of background makes us a stronger set, and the ability to offer provisional tenancies can encourage diversity of applicants.

31. Accordingly we recommend that the Tenancy Committee be empowered to offer candidates provisional tenancies. This would require a constitutional amendment supported two thirds of members (§5 and §127).

32. Some sets have started offering Fixed Term tenancies (FFT), usually for 2 years. The practitioner is expected to leave at the end of that term, although they no doubt hope that any subsequent application for a normal tenancy would be regarded favourably. Some of us dislike that idea: it has hints of the old abuse of pupils kept hanging on only to provide cover for full members.

33. A provisional tenancy would be offered at the absolute discretion of the Tenancy Committee. The less advocacy experience the applicant has, the more likely it would be that a provisional tenancy would be offered. The usual term would be for two years, but could be for such other term as the Committee determines.

34. During the period of Provisional Tenancy, that tenant would enjoy all the rights and obligations of full tenants, including full voting rights and the right to sit on or be elected to Chambers Committees.

35. After the expiry of the provisional period, the Tenancy Committee would convene and decide whether the provisional tenant should become a full tenant. Obviously members of Chambers and the clerks would be invited to provide their views. The only criteria would be performance to date and demonstration of realised and future potential.

36. Where no positive recommendation is made, a provisional tenant shall be asked to leave Chambers as soon as possible, but shall be entitled to remain in Chambers for up to 3 months from the date of the decision while they seek a tenancy or employment elsewhere. During that period provisional tenants shall continue to enjoy the rights and obligations of full tenants save that they will not be entitled to sit on Chambers Committees, attend Chambers meetings or vote on Chambers matters.

37. The period of 3 months may be extended by further increments of three months by the Head of the Tenancy Committee acting in conjunction with the Head(s) of Chambers, but any extended period may be terminated immediately at their sole discretion.

38. Pupils applying for tenancies could also be offered Provisional Tenancies, but again, such matters must ultimately be left to the discretion of the Tenancy Committee.

C. Secondments.

39. We recommend that no tenant should be permitted to undertake more than one period of secondment (strictly defined) of more than 6 months within their first 2 years of practice without the consent of the GMC.

40. We are advocates. Tenancies are usually offered on the basis that the applicant wishes to be an advocate. Advocacy is a skill that requires practice in the early years (and honing throughout ones career). Lack of advocacy for any extended period does not help its development. However, obvious advantages, other than financial, can accrue from secondments. For that reason we think a prohibition on secondments in the first two years of practice would be wrong. However, we also believe that it is inappropriate for pupils to go straight from pupillage to secondment after secondment without developing advocacy skills.

41. Secondment here requires careful definition. In our view it should employment by a Government Department or agency, firm of solicitors or other body for a period of between 3 and 6 months. The operative word is “employment”. For example, an individual who is offered a brief to undertake enquiry work for 3, 6 or 12 months is not on secondment. In the event of a dispute as to whether a period of employment is or is not a secondment, the matter shall be resolved by the Executive Committee of Chambers together with the Chambers Practice Director.

D. Future Trends

42. Our recruitment needs should reflect the strategic direction of Chambers. If the practice areas that members of Chambers are working within are shifting away from the publicly funded Bar, then the recruitment strategy will need to shift accordingly. Moreover, if junior members are not attracted to publicly funded bar, whether criminal or civil, it is important to know why. Clearly, some reasons may be external. However, if there are aspects where Chambers can improve, we should look to do so.

43. Accordingly, we suggest that the practice needs and aspirations of members and their vision of their practices in 5 – 10 years’ time, should be monitored. We could gather data from all members of Chambers on their 5-10 year practice plans. What practice do they wish to have? How does the publicly funded criminal Bar feature in this? Prosecution vs defence work? Regulatory work? Crime+? We need this data in order to inform the recruitment strategy. The recruitment strategy is currently determining business need by

what Chambers has done historically, not necessarily where we wish our future to be as a Chambers. This data can then be fed into the recruitment strategy to know how best to support the work that members are doing and want to do.

44. We suggest that a short report be prepared every 2 years (or more frequently if required) anonymised and input then sought from the clerks. That should then be circulated among the Practice Groups for further input and comment. Once the reports are finalised and the comments collated, a final report would be presented to members, ideally at the AGM for discussion if required. This data will inform the recruitment strategy, so that it can better address the future direction of Chambers.

Conclusions

45. In summary we recommend:

    a. Chambers should advertise that we have vacancies in crime and regulatory work, particularly in the 3 to 14 year call band.

    b. Chambers should recruit practitioners to fulfil our needs across all practice areas, not simply crime, although acknowledging that the problems of crime are particularly pressing;

    c. The actual recruitment process will be undertaken by the Tenancy Committee in the usual way with assistance from Chambers staff, the ETC and the EDC where required.

    d. Chambers should amend its Constitution to permit the Tenancy Committee to grant provisional tenancies at that Committee's discretion.

    e. No tenant should be permitted to undertake more than one period of secondment (strictly defined) of more than 6 months within their first 2 years of practice without the consent of the GMC.

    f. Chambers should institute a means of actively monitoring trends particularly within the junior end of Chambers as to their aspirations and what can be done to support their needs and practices, with annual or other reports back to Chambers, possibly at AGM.