

The Council of the Inns of Court

# **ANNUAL REPORT 2020**



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# Introduction

Welcome to the Annual Report of the Bar Tribunals and Adjudication Service ('BTAS').

BTAS is the body responsible for administering Disciplinary Tribunals, Fitness to Practise and other Hearings for barristers. It also organises Inns' Conduct Committee Hearings to consider the conduct of applicants to, and students of, the Inns of Court before they are called to the Bar.

This Report is composed of three parts, each prepared on behalf of the key committees that oversee aspects of our work. Additionally, a number of case studies are provided to illustrate the nature of the work that BTAS undertakes. The Report forms part of our commitment to openness and accountability in all we do and is intended to provide a summary of all key developments and data on our activities during the course of 2020.

In addition to a small and committed administrative team, well over a hundred individuals assist BTAS with its work, including serving as panellists or clerks at hearings, and acting on committees or working groups. Many of these do so on a pro-bono basis and their contribution is deserving of special recognition.

BTAS is a constituent part of the Council of the Inns of Court ('COIC'), a charity that exists to advance education in the sound administration of the law, including by promoting high standards of advocacy and enforcing professional standards of conduct. COIC supports the work of the four Inns of Court who provide the majority of COIC's funds.

If you would like any further information about BTAS please visit our website at <u>www.tbtas.org.uk</u>.

# The Strategic Advisory Board's Report

- 1. The Strategic Advisory Board provides BTAS with independent advice, information and support on its strategic and operational activities and risks.
- 2. Its membership is composed of lay and legally qualified professionals who are appointed because of their expertise in disciplinary and regulatory work, and includes representatives of both BTAS Disciplinary Pool Members and the Bar Standards Board (BSB). As at 31 December 2020, its membership was as follows:

Antony Townsend (lay Chair of the SAB) HHJ Jonathan Carroll (Chair of the Disciplinary Tribunal Service) Ian Clarke QC (Chair of the Inns' Conduct Committee) Lara Fielden (lay Board member of the BSB) Saima Hanif (legally qualified Disciplinary Pool panel member) Joan Martin (lay member of the Tribunal Appointments Body) Mark Neale (Director General of the BSB) Paul Robb (lay Disciplinary Pool panel member)

- 3. BTAS and its Pool of panel members are wholly independent of the BSB. Its relationship with the BSB is governed by a Service Agreement which defines the standards and performance expected by one party of the other. Both the SAB and the BSB monitor BTAS' performance against Key Performance Indicators (KPIs), which are set out in the Service Agreement.
- 4. During the course of the year, the SAB has regularly reviewed the performance of BTAS and is pleased to be able to record that, despite the challenges posed by the pandemic, the Service has continued to operate to a high standard and to maintain case progression: further details are shown

below. The SAB has also considered a number of issues which it will continue to pursue in the coming year. These include:

- The completion of the review of the Sanctions Guidance begun in 2020 with specific consideration of concerns raised regarding the sanctions imposed in sexual misconduct cases;
- Amendments to the publication policy regarding Tribunal outcomes;
- The progression of cases through Tribunal processes;
- A review of service levels (key performance indicators);
- Data on diversity in proceedings;
- The impact of the pandemic on proceedings, and what lessons can be learned for the future.
- 5. The SAB's Report covers hearings delivered by BTAS under the terms of its Service Agreement with the BSB, which are as follows:
  - Disciplinary Tribunals for barristers facing charges of professional misconduct by the Bar Standards Board. Tribunal Panels are made up of three persons (referred to elsewhere in this report as '3P DT'), or for the most serious cases five persons ('5P DT');
  - ii. **Interim Suspension Panels** ('ISP') which take place when the BSB believes that it is in the public interest that a barrister be immediately suspended in advance of a full hearing;
  - iii. **Fitness to Practise Hearings** ('FTP'), where the BSB has concerns about the capacity of a barrister to act on medical grounds; and,
  - iv. **Appeals against Administrative Sanctions** ('AAAS') imposed by the BSB on barristers for matters which are deemed not serious enough to amount to professional misconduct.
- 6. Where necessary BTAS also administers hearings to determine directions and interim applications; figures for these hearings are set out in the relevant sections of this report.
- 7. The impact of Covid-19 is dealt with at paragraphs 11 to 13.

### Case Study 1:

'A', a barrister, informed his client that he had – as requested - lodged an application in the courts and sought a date for the case to be heard. Over a number of months following this, 'A' sent a series of emails intended to reassure the client about the progress of the case.

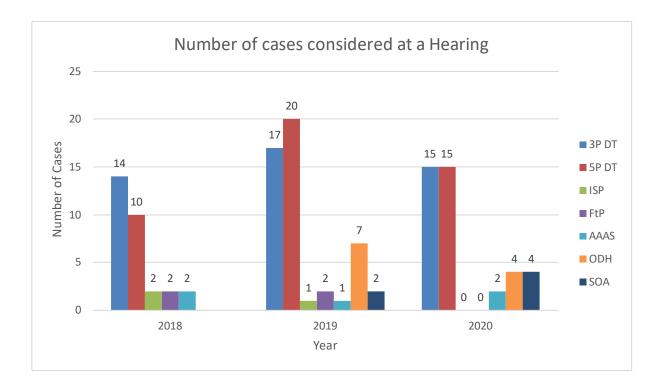
However, 'A' had not, in fact, issued any such proceedings, nor sought a hearing date. The emails 'A' had sent had given his client a misleading impression regarding the progress of the case for over a year.

'A' was charged by the Bar Standards Board with acting dishonestly and in a way that was likely to diminish the trust and confidence which the public places in the profession.

The charges were found proven and the Tribunal imposed a sanction of disbarment.

## Number of Cases considered by BTAS Panels in 2020

8. The following chart sets out the total number of Tribunals and Hearings that took place in 2020. Data is also provided for the two previous years for the purposes of comparison:



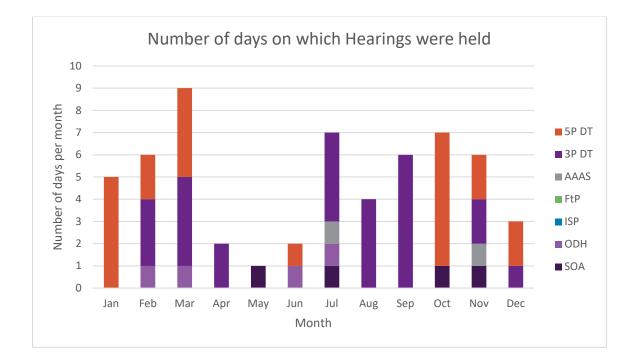
Key:	3P DT:	3-Person Disciplinary Tribunal
	5P DT:	5-Person Disciplinary Tribunal
	ISP:	Interim Suspension Panel
	FtP:	Fitness to Practise Panel
	AAAS:	Appeal against Administrative Sanctions
	ODH:	Oral Directions Hearing
	SOA:	Strike Out Application

- A total of 40 hearings took place at BTAS in 2020, as compared to 50 in 2019 and 30 in 2018 (though the 2018 figure does not include Oral Directions Hearings and Strike out Applications).
- 10. The majority of the decrease of 10 hearings from 2019 to 2020 is accounted for by five-person panels, down from 20 hearings to 15 hearings. The decision as to whether a three-person or five-person panel should be convened in each case is made by the Bar Standards Board

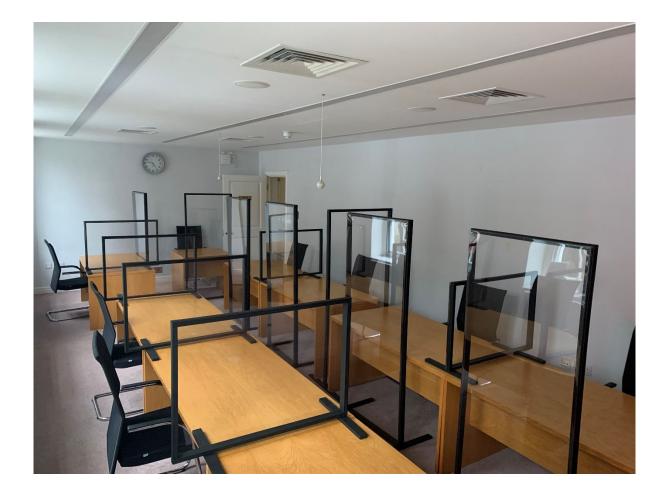
rather than BTAS, and so by implication the BSB must have identified that a lesser proportion of its cases in 2020 involved the most serious misconduct and so a greater proportion did not require the greater sanctioning powers (including disbarment) that would be available to a five-person panel.

## Number of Days on which Hearings were held in 2020 & COVID-19 Impact

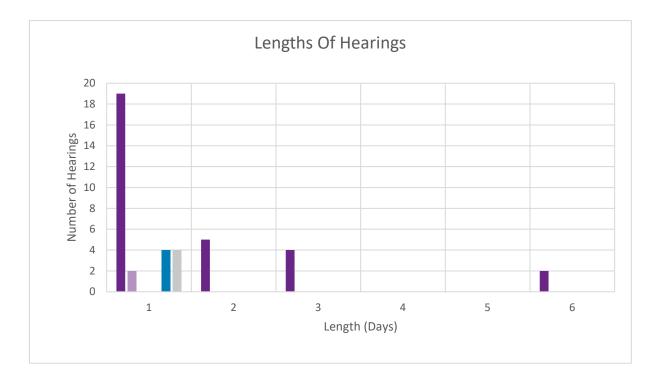
11.While many cases can be concluded within one day, others are more complex and are scheduled to take place over several days; others have to be adjourned and be concluded at another date. The following chart sets out the number of days (broken down by month) on which hearings took place in 2020:



- 12.Covid-19 began to impact BTAS services on 23 March 2020 as the country went into full lockdown:
  - March to September BTAS provided remote hearing facilities only;
  - October to December BTAS provided smaller 'in person' hearings and larger blended hearings and was therefore able to accommodate all matters.
- 13.During the first three quarters of 2020 (the fourth quarter's figures not being available at the time of writing) on average 76% of cases were completed withing six month of directions being finalised. That same figure for 2019 was 53% which suggests that Covid-19 did not, overall, impact the speed with which matters were dealt with.
- 14. From October 2020, safe working procedures were developed and the BTAS tribunal suite was equipped with screens and augmented audiovisual equipment to allow for in person hearings:



15.Whilst initial feedback on remote hearings and blended hearings has been positive, further work will need to be undertaken on the perceived quality and appropriateness of such hearings and their use in the long term. 16.In 2020 40 hearings took place on a total of 58 days, representing an average of 1.45 days per hearing. In 2019 the average figure was 1.25 days per hearing. It is important to bear in mind however that this is an average figure, so the information on the length of individual hearings is as follows:



## Panel Outcomes in 2020

17. The table below sets out information on the outcomes of all final Tribunals hearings that took place during 2020. Note that two matter were ongoing from 2020 to 2021 and are not included:

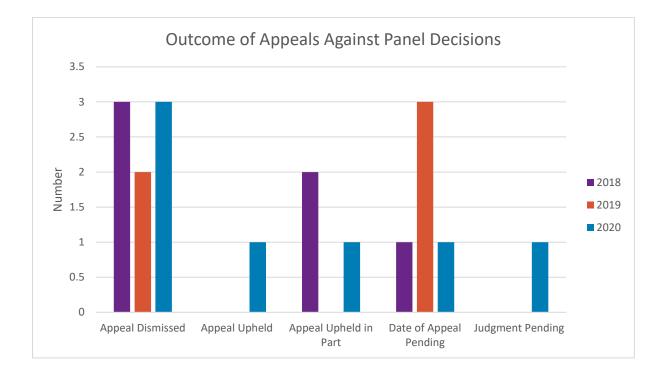
Outcome	3 Person Tribunal	5 Person Tribunal	AAAS
Appeal Upheld			1
Appeal Upheld in Part			1
BSB Withdrew Charges	1		
Charges Dismissed	3	3	
Disbarred		4	
Fined £1000/ Not to be issued with PC for 2 Years / Costs to BSB - £600		1	
Reprimanded	2		
Reprimanded / Fined £400 / Contribution of Costs to BSB £60	1		
Reprimanded / Fined £500 / Costs to BSB £1200	1		
Reprimanded / Fined £750	1		
Reprimanded / Fined £1000	2	1	
Reprimanded / Fined £3000		1	
2 Months Suspension	1		
3 Months Suspension	1		
3 Months Suspension / Fined £1000	1		
4 Months Suspension / Reprimanded	1		
6 Months Suspension / Costs to BSB £1200		1	
3 Years Suspension / Fined £1500		1	
3 Years Suspension / Costs to BSB £600		1	

- 18.In 2020, 4 (13%) of the 30 hearings set out above resulted in the respondent's disbarment. This compares with 32% in 2019 and 10% in 2018. As only five-person Disciplinary Tribunals can impose a sanction of disbarment, this equates to 31% of such hearings resulting in an outcome of disbarment. This compares with 65% in 2019 and 30% in 2018.
- 19.One Appeal Against Administrative Sanctions application was upheld and one upheld in part. There were no Fitness to Practise or Interim

Suspension hearings in 2020. In addition to the hearings above there four Oral Directions Hearings and four Strike Out Applications.

## Outcomes of appeals in 2020 against the decisions of Disciplinary Tribunals

20.Barristers have the right of appeal in the Administrative Court against the decisions and sanctions imposed by Disciplinary Tribunals. The chart below sets out the outcomes or progress of appeal hearings that were extant in 2020 (although the Tribunals in question may have taken place in previous years). Numbers for the last two years are provided for the purposes of comparison:



21.BTAS carefully considers the outcomes of all appeals, and particularly those where the actions or decisions of a Tribunal may have been called into question, with a view to further improving the training, guidance and resources available to those who serve as members of Disciplinary Tribunals. As at 31 December 2020, of the appeals in the system during the year, three had been dismissed, one had yet to be heard and judgment was pending in another matter.

- 22.One appeal was upheld and the sanctions of 3 months suspension and a 9 months' prohibition on accepting or carrying out public access instructions was quashed. No criticism was made of the tribunal, on the contrary their decision making was affirmed. The appeal was successful because of technical jurisdictional points (not raised at the original hearing and not part of the grounds of the appeal) discovered by the BSB in preparation for the appeal and which the BSB conceded meant the appeal had to succeed.
- 23.One appeal was successful in part. This matter was not reported. Suffice to say that the successful aspect of the appeal was based on fresh evidence not put before the tribunal.
- 24.Details of appeals relating to the outcomes of BTAS Tribunals appear on the <u>BTAS website</u>.

#### Case Study 2:

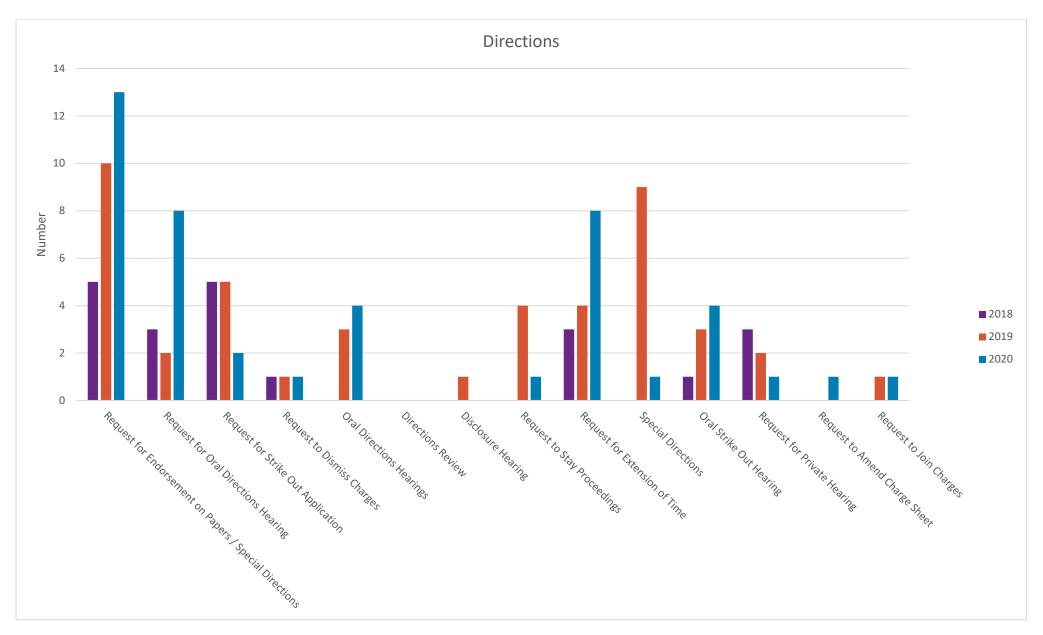
During a meeting 'B', a barrister, shouted at a solicitor in an aggressive manner and briefly prevented them from leaving the room in which the meeting was taking place by holding the door. Immediately after this had taken place, 'B' approached their lay client and informed them that 'B' was withdrawing from the case. This caused the client considerable distress.

'B' was charged by the Bar Standards Board with acting in a way that was likely to diminish the trust and confidence which the public places in the profession.

'B' admitted the charges, showed genuine remorse and provided details of exceptional mitigating circumstances. The Tribunal reprimanded 'B' and imposed a fine of £750.

## Directions

25.In addition to the hearings themselves, BTAS is also responsible for arranging the giving of Directions by appointed Judges or QCs, establishing the procedures and timetable for Hearings to both parties where necessary. More than one Direction may be given in a single matter. The following chart sets out data on the number and type of Directions given in 2020, with figures for the last two years provided for the purposes of comparison:



## **Disciplinary Tribunal Panel Costs 2020**

26.Panel Members and Clerks were entitled to claim reasonable expenses, and fees, for their attendance at hearings. Full information about the fees and reimbursement of travel and subsistence expenses for Panellists can be found in the Expenses Policy on the BTAS website. In the interests of transparency and openness, information on payments to Members and Clerks of the Panel in 2020 were as follows:

#### **Hearings Costs**

Fees to Lay members for attendance at hearings	£24,150
Fees to Clerks for attendance at hearings	£11,120
Fees to Barristers for attendance at hearings	£16680
Fees to QC Chairs for attendance at hearings	£16,020
Expenses to Lay members for attendance at hearings	£1,903
Expenses to Clerks for attendance at hearings	£652
Expenses to Barrister members for attendance at hearings	£2,373
Expenses to QC Chairs for attendance at hearings	£0
Expenses to Judicial Chairs for attendance at hearings	£130

27.In addition to these fee and expense payments, BTAS also incurs

standard operational expenditure such as staff costs, training costs, rent and IT infrastructure etc. In total BTAS's annual expenditure was approximately £500,000, which is funded in entirety by grants from the Inns of Court. Covid-19 caused some costs to go down (such as travel expenses) but other costs to go up (such as installing screens and audio visual equipment).

## **Policy and Other Developments**

28.It is anticipated that the main matters that will need reviewing and developing in 2021 and 2022 (under the supervision of the Strategic Advisory Board) will include:

- i. Remote hearings post Covid-19;
- ii. Case management systems post Covid 19;
- iii. The BTAS Sanctions Guidance;
- iv. The frequency and content of panel training.

## The Inns' Conduct Committee Report

- 1. Inns' Conduct Committee (ICC) is the body responsible for considering applications for admission to and Call by an Inn of Court where there is any matter which might affect whether the applicant is a 'fit and proper' person to become a practising barrister. It is also responsible for considering disciplinary cases involving student members of an Inn of Court which call in to question whether the student is fit and proper to practise and hearing appeals by student members against disciplinary decisions of their Inn with regard to more minor matters.
- 2. Applicants wishing to join an Inn of Court must disclose information about themselves, as required in their Admission Declaration. This includes information about criminal convictions, bankruptcy proceedings and disciplinary matters. Student members of an Inn are also subject to obligations to disclose matters to their Inn, including as required in their Call Declaration and by the Bar Training Rules. Where a relevant matter is disclosed (or comes to light), the Inns must refer it to the ICC for consideration. An ICC 'Screening Panel' considers whether the matter referred needs to be considered by an ICC 'Hearing Panel'. All ICC Panels include lay and legal members.
- 3. During 2019 the BSB developed new 'Bar Qualification Rules' and 'Guidelines for determining if a person is fit and proper to become a practising barrister' which superseded the 'ICC Statement of Principles and Guidelines'. The new BSB Guidelines broadly adopted the content and format of the old ICC's Guidelines. To align with the new BSB Rules and Guidelines the ICC developed the ICC: 'Practice and Procedure Rules 2020'; 'Standing Orders 2020'; 'Disputed Facts Protocol 2020'; and referral forms.
- 4. Covid-19 had limited impact on the hearings. All matters were dealt with via remote hearings. It was only necessary to adjourn (for a short period) two hearings to allow for remote hearing facilities to be set up. These two hearings were scheduled to take place of the first day of the March lockdown which was the day after the announcement of the lockdown.

5. During 2020 the ICC settled a letter of understanding with the BSB recording the fact that when dealing with uncalled pupil disciplinary matters (which are very rare) the ICC takes in to account the context of the alleged conduct and has regard to the Bar Tribunal Sanctions Guidance. The letter was required because of the delay in Calling those who would otherwise have been qualified to be Called. The delay was caused by Covid-19 restrictions.

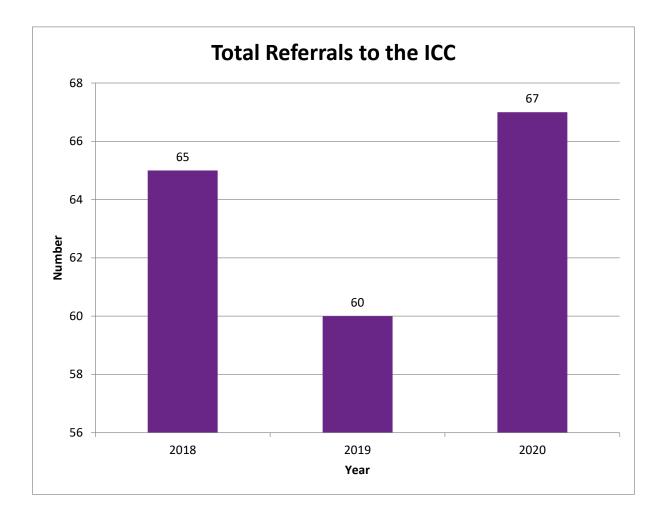
## Membership of the Inns' Conduct Committee

6. As at 31 December 2020, the membership of the Inns' Conduct Committee was as follows:

Ian Clarke QC (Chair) Colin Wilby (Vice-Chair – Lay) Claire Lindley (Vice Chair – Barrister) Siobhan Heron (Barrister member) Helen Carter-Shaw (Lay member) Howard Freeman (Lay member) John Hamilton (Barrister member) Jennifer Jones (Barrister member) Catherine Taskis (Barrister member)

7. During 2020 the Inns' Conduct Committee ensured that all of its members had recently undertaken equality and diversity training.

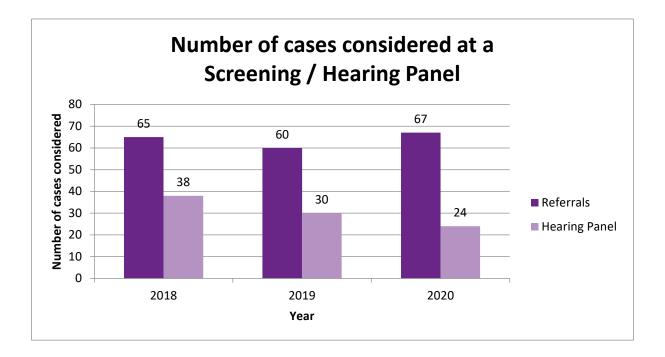
## **Referrals to the ICC**



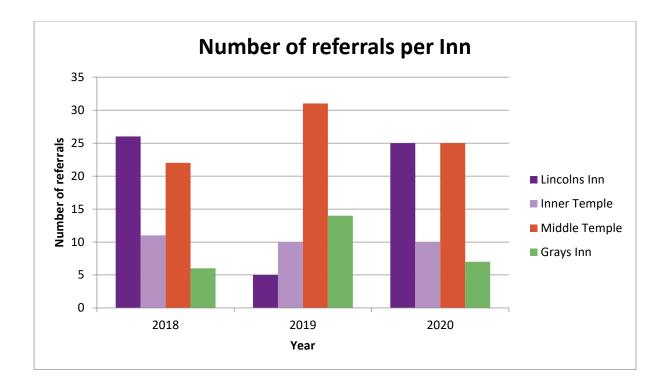
8. During 2020, a total of 67 individuals were referred to the ICC by the four Inns of Court:

9. Whilst this represents a 11% increase in referrals year-on-year, it can be seen that the number of referrals in the last three years have stayed between 60 and 70.

10.In 2019, 50% of those cases referred to the ICC were passed on to a Hearing Panel. In 2020 that figure was 36%. The ICC has considered whether there were any discernible underlying factors giving rise to the lower proportion of cases referred to a Hearing Panel. None were identified save that it may be that as the Screening Panels have become more experienced they feel able to deal with more matters without the need for a hearing.



11. The proportion of referrals, according to the Inn of Court that made them, is set out below. All of the Inns' 2020 referral rates have returned to a level closer to their 2018 referral rates.



#### Case Study 3:

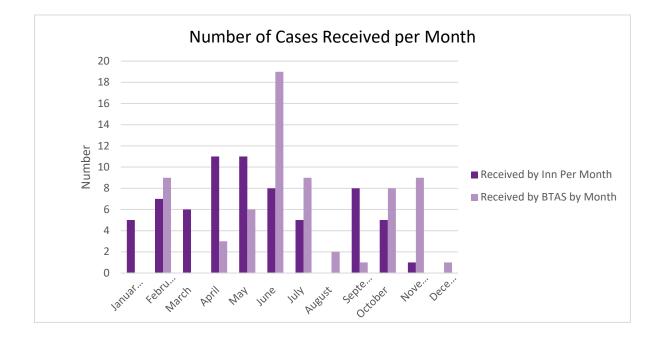
'C', a student, had been convicted of criminal offences for a battery committed two years ago (which resulted in a Caution) and found guilty one year ago of two charges of assault by beating.

'C' claimed that they had been wrongly convicted and that they had intended to appeal the convictions but had not done so. 'C' expressed no remorse, apology or assurance that something like this would not happen again.

The Panel concluded that a serious matter had been proved against 'C', that merited the student being expelled from their Inn.

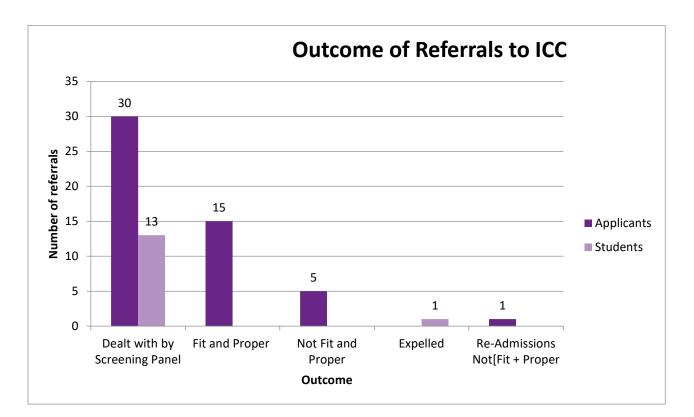
'C' subsequently appealed this decision to the Bar Standards Board. The appeal was dismissed; and the ICC's decision upheld.

12. The following graph shows the number of ICC cases received per month by the Inns of Court, in comparison to when they were subsequently passed on by the Inns to BTAS. As in previous years the Inns experience a peak of activity in April and May, which is then echoed at BTAS in June and to a lesser extent July as cases are forwarded to it in time to meet the deadline for students to be Called to the Bar.

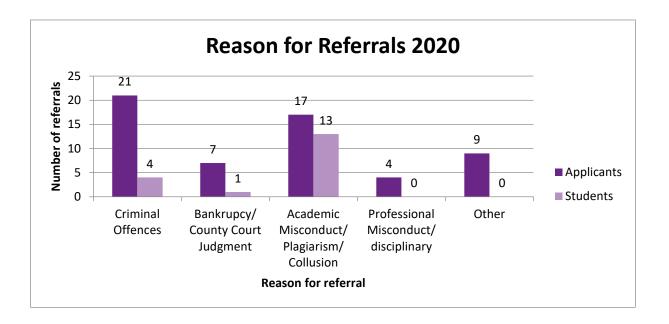


13. The ICC monitors how long it takes between a matter being brought to an Inn's attention and it being referred to the ICC. In the vast majority of cases this occurs within ten weeks, though in three matters this took in excess of 25 weeks. cSet out below are the detailed outcomes of the **67** cases dealt with by the ICC in 2020 and **4** matters referred in 2019 and heard in 2020 (which do not appear in the table that follows).

- (1) **51** were 2020 **applicants** to join an Inn. As to these:
  - (a) The Screening Panel found in **30** instances that a referral to a Hearing Panel was not required in order to determine whether the Applicant was 'fit and proper' to become a practising barrister. Each of these Applicants was returned to the Inn to which they had applied, to be admitted as a member.
  - (b) **21** were referred to an ICC Hearing Panel:
    - (i) **15** individuals were found to be 'fit and proper'. Accordingly, they would be admitted as a member of the Inn to which they had applied.
    - (ii) 5 individuals were found not to be 'fit and proper'. Accordingly, the referring Inn was instructed not to admit them as a member.
    - (iii) 1 individual was found to not be 'fit and proper' to be readmitted as members of an Inn, having previously been disbarred (either voluntarily or following a Disciplinary Tribunal).
- (2) **16** were student members of an Inn. Of these:
  - (a) In **13** instances, the Screening Panel found that it was not necessary to refer the person to a Hearing Panel. The Inn was so informed.
  - (b) **3** individuals were referred to an ICC Hearing Panel for determination.
    - (i) In 1 instance the student was reprimanded and had their Call to the Bar delayed;
    - (ii) In **1** instance the student was expelled;
    - (iii) **1** matter is due to be heard in 2021.
- (3) Of the **4** matters referred in 2019 and heard by a Hearing Panel in 2020 (which do not appear in the table below):
  - (a) 2 applicants were found fit and proper;
  - (b) 1 student was expelled;
  - (c) 1 applicant for readmission was found not fit and proper.

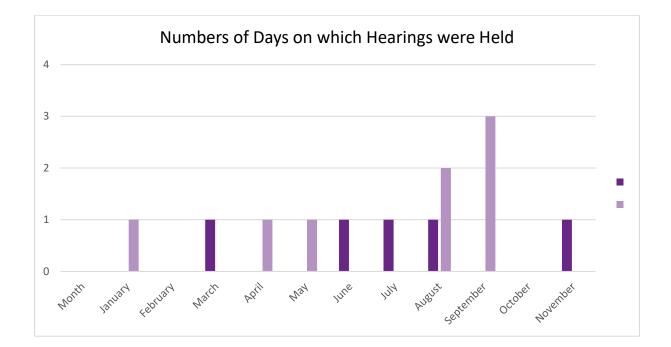


15. The Table below gives a break-down of referrals to the ICC by subjectmatter, in relation to applicants and students (note that some matters are referred for more than one reason):



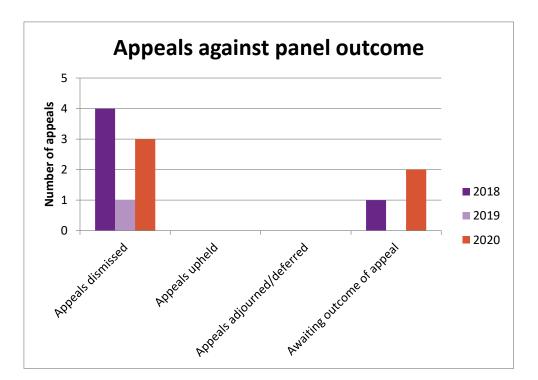
16. It is evident that a large proportion of the ICC's time in 2020, as in 2019, was spent considering cases of criminal convictions and academic misconduct. With regard to academic misconduct, it should be understood that many of these cases involved two or even three students colluding on a piece of academic work (which they were meant to complete independently). Such cases would be counted in the above graph according to the number of students involved, rather than the number of incidents themselves.

17. The following chart sets out the number of Screening Panels and Hearing Panels which took place each month. Over the course of 2020, there were 5 Screening Panels and 8 Panel Hearings. For efficiency purposes, both Screening Panels and Hearing Panels usually consider more than one individual referral. Covid-19 had limited impact with all matters being dealt with by remote hearing and only two matters (in March) needed to be adjourned at short notice to a later month.



## **Applications for review of ICC decisions**

- 18. An applicant or student who is dissatisfied with the outcome of a referral to the ICC may apply to the BSB for a review of the ICC decision. Applications for review have been dealt with on the basis of consideration of documents submitted to it by the BSB's Authorisations Department.
- 19. In 2020 five applications for review was submitted to the BSB. This compares with one in 2019 and five in 2018. As at the date of this report, three of those five applications had been dismissed; two remain under consideration.



## **Developments**

- 20. It is anticipated that the matters that will need reviewing /developing in 2021 and 2022 will include:
  - Online/remote hearings. Covid-19 meant that all Screening Panels and Hearings were held remotely. In 2021 Panels and Hearings will be held remotely by default. Applicants/students will be allowed to make representations as to why a remote hearing would not be appropriate;
  - The ICC website, bringing all ICC resources in to one 'repository'. It had been the intention that this repository would be introduced in 2020. Covid-19 meant that this work was put back until 2021;
  - III. Processes for reporting ICC outcomes to the BSB along with a 'Self Evaluation Report' will be introduced in 2021;
  - IV. Introducing panellist training in information security (given the increase in remote hearings);
  - V. Continued engagement with the BSB to develop their Guidelines.

#### Case Study 4:

'D', an applicant to an Inn, was referred to an ICC Hearing Panel due to two criminal convictions that took place over ten years ago. The first conviction was for failing to notify a change in circumstances in relation to benefit payments, the second for possessing a controlled drug or substance thought to be a drug with the intent to supply.

'D' explained to the Panel that, following the convictions, they had relocated to start a new life and enrolled at university. 'D' provided excellent testimonials from senior lecturers of the university, which also confirmed 'D's commitment to a voluntary scheme assisting litigants in person with practical advice.

The Panel agreed that 'D' had put the criminal convictions behind them. 'D' understood the full gravity of the offences and had showed remorse and contrition. The Panel were reassured that 'D' was very unlikely to reoffend and concluded that 'D' was a fit and proper person to be admitted to an Inn and become a practising barrister.

# The Tribunal Appointments Body's Report

- 1. The Tribunal Appointments Body ('the TAB') is the independent body responsible for appointing barrister, lay and QC members of the Disciplinary Tribunal Pool; and barristers to act as clerks at hearings. It is also responsible for ensuring that those appointed are fit and proper to act, both at the time they were appointed and throughout the entirety of their term of office.
- 2. Members and clerks of the Disciplinary Tribunal Pool serve at Hearing Panels for barristers convened to hear Disciplinary Tribunals (both three and five-person Panels), Interim Suspension Panels, Fitness to Practise Hearing Panels and Appeals Against Administrative Sanctions (imposed by the Bar Standards Board). They also hear cases considered in accordance with the Rules of the Inns' Conduct Committee (ICC) to determine whether prospective barristers are fit and proper persons to undertake this role.
- 3. As at 31 December 2020 the membership of the Tribunal Appointments Body was:

Inn	Members
Chair	Lady Justice Simler
Lincoln's Inn Member 1	Margia Mostafa
Lincoln's Inn Member 2	Keith Morton QC
Middle Temple Member 1	Hugh Jackson
Middle Temple Member 2	Brie Stevens-Hoare QC
Inner Temple Member 1	Caroline Willbourne
Inner Temple Member 2	Ian Stern QC
Gray's Inn Member 1	Marie Spenwyn

Gray's Inn Member 2	Tim Ward QC
Lay Representative 1	Joan Martin
Lay Representative 2	Dean Riggall

4. The TAB's 2020 operating costs (for panellist training) amounted to £450. These costs will increase in 2021 when two TAB members will be recruited and will increase substantially in 2022 when the triannual Panellist and Clerk recruitment exercise will take place.

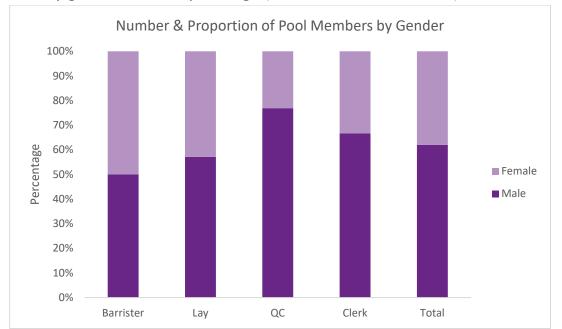
#### Pool Members and Clerks in 2020

5. As at 31 December 2020, the membership of the Disciplinary Tribunal Pool was as follows:

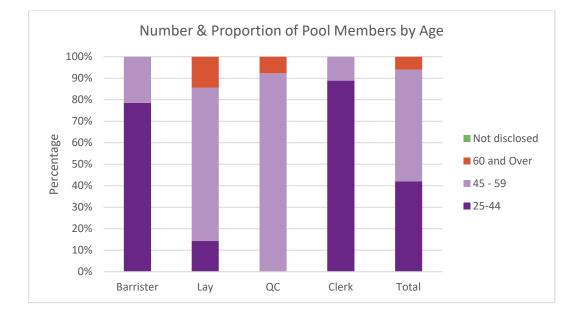
Role	31 December 2020
Barrister	14
Lay	14
QC	13
Clerk	9

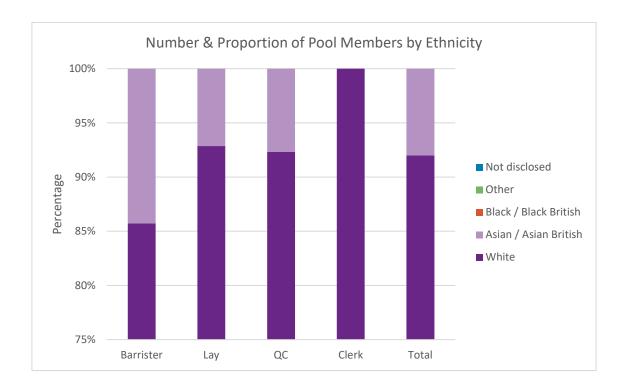
 Full details of the current membership of the Disciplinary Pool are available at <u>http://www.tbtas.org.uk/about-us/who-we-are/panel-members/</u>.

## **Composition of the Pool in 2020**



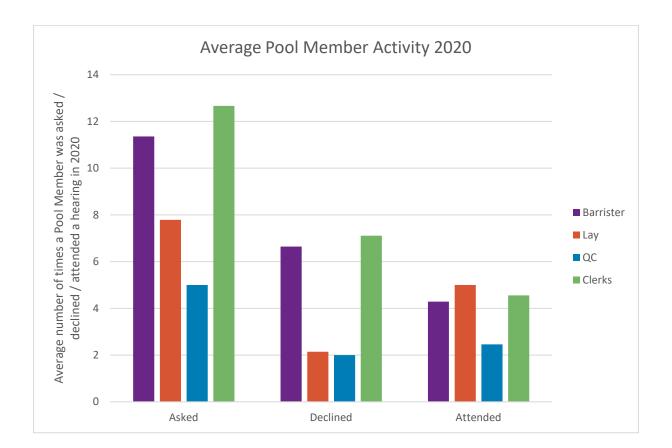
7. The following charts sets out information about the composition of the Pool by gender, ethnicity and age (as at 31 December 2020):





## Panellist Activity in 2020

8. During 2020 there were only 30 disciplinary hearings for barristers (not including oral directions and interim applications), and eight days of ICC hearings for prospective barristers. That meant the number of Tribunals on which the average Pool member had the opportunity to serve in the year was inevitably low. This is set out in the chart below:



9. As in previous reports, as well as the number of hearings attended, the chart also sets out the average number of times members were asked to serve on a Tribunal, or declined a request to serve on Tribunals. For the avoidance of any confusion, please note that the number of hearings 'attended' is not necessarily the number 'asked' minus the number 'declined' - inevitably some hearings (which members of the Pool had agreed to attend) were adjourned or did not take place for other reasons.

10. While the TAB's priority is ensuring that the Pool is large enough that sufficient members will always be available to serve on a Tribunal whenever one needs to be convened, it is always mindful that Pool members should, if possible, sit sufficiently often to maintain familiarity and expertise in the role. The TAB would ideally like to see the average number of hearings attended by a Pool member each year increase to about 5.0. In 2018 this number was 3.0 and in 2019 it was 4.0 and again in 2020 it was 4.0.