



Pupillages at Legis Chambers
Policy and Practice

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1. Overview

Legis Chambers runs and implements an equal opportunities pupillage policy. This runs throughout the selection process to the training and finally to the selection of tenants. Chambers takes all steps to ensure that proper arrangements are made for dealing with pupils and pupillage and that the affairs of Chambers are conducted in a manner, which is fair and equitable for all pupils.

Chambers operates the following policy with regard to the conduct of pupillage:

2. Availability of Pupillage

We usually offer one to two pupillages per year, with a reasonable expectation of tenancy upon successful completion of pupillage.

3. Recruitment

We are committed to the principles of equality and inclusion and to ensuring an absence of direct or indirect discrimination on the grounds of any protected characteristic. Written applications for pupillage are redacted to exclude information of a sort that might lead to unconscious bias (name, date of birth etc.). We mark candidates by reference to transparent processes that test measurable, evidence-based competencies. Our process is set out in detail below.

4. Application Process

- a) We award our pupillages on merit following a two-stage process:
 - I. Written application
 - II. Final interview (one round)
- b) Questions and marking criteria may change year-on-year, but in any given year, all candidates are measured against identical criteria.
- c) Written applications are currently assessed against the following criteria:
 - I. Academic achievement
 - II. Work history (legal and non-legal, paid and voluntary), work experience (legal and non-legal), and non-employed positions of responsibility
 - III. Motivation for a career at Legis Chambers

IV. Written communication

- d) We divide applications between several members of chambers for assessment.
- e) Following moderation, we will normally seek to shortlist approximately eight candidates for each available pupillage for the final interview.
- f) While we pride ourselves on providing detailed feedback following interviews, we cannot provide feedback for unsuccessful written applications due to the administrative pressure involved.
- g) Final interviews usually last around 60 minutes and are conducted by a panel of three.
- h) Panels are as diverse as reasonably possible, and all panel members are offered regular, relevant, fair recruitment and selection training.
- i) Interviewees will be asked:
 - I. To conduct a mock court hearing.
 - II. The same or similar competency-based questions based on a separate case from a different area of law focusing on:
 - 1) Analytical Thinking
 - 2) Influencing/Advocacy Skills
 - 3) Working Under Pressure
 - 4) Communication
 - III. Competency-based questions focusing on:
 - 1) Drive and Resilience.
 - 2) Motivation for Legis Chambers and their chosen practice area.
- j) Unsuccessful interview candidates will be given written feedback upon request.
- k) Shortly following the completion of the process each year, the Pupillage Committee will meet and discuss potential areas for improvement, making any necessary amendments to the process for the following year as soon as possible.

5. The Pupillage Committee and Others

- a) Nazar Mohammad is Head of the Pupillage Committee. Alec Mustakim is Deputy Head. The rest of the committee currently comprises Abdur Razzaq-Siddiq. They may from time to time call upon other members of Chambers to assist in assessments or other decision-making processes. Sarah Yamout (Senior Practice Manager) provides administrative support. Together they are responsible for the smooth running of the pupillage process.
- b) The Pupillage Committee is responsible for development, oversight and update of chambers pupillage training programme and ensure the pupillage training programme and this policy is correctly followed by receiving regular reports from the Pupil supervisors.

6. Pupil Supervisors

- a) Pupil Supervisors play a vital role in their pupils' development, and for that reason, we try and match supervisors and pupils based on the type of practice the pupil wishes to build in future, with an eye on giving our pupils the best possible experience during pupillage.
- b) In order for a member of Chambers to act as a pupil supervisor, the member should have a minimum of 10 years post-call experience, and the member shall have received the required training as a pupil supervisor by attending a relevant course run by the Inns of Court or by such other method as shall be approved by the BSB.
- c) All pupil supervisors shall complete refresher training at least every 5 years since that initial training (or every three years if the supervisor has not supervised a pupil in that period). The member shall provide confirmation to the Pupillage Committee of the completion of such training or refresher training as applicable.
- d) Chambers shall take all reasonable steps to maintain at all times a pool of at least 3 members of Chambers who meet the requirements to act as a pupil supervisor. Further, the Pupillage Committee shall encourage members of Chambers who are approaching 10-years post-call experience to attend required training as a pupil supervisor.
- e) As supervisors, They need to:
 - I. Read and be familiar with the contents of Bar Qualification Manual and the Professional Statement.
 - II. Require their pupil to work through the structure of the pupillage, as set out in paragraph 8 below.
 - III. Ensure that the pupil undertakes the further compulsory education required by the Bar Standards Board.
 - IV. Encourage and arrange for the pupil to go to court with junior

members of chambers towards the end of the first six months so as to gain direct experience of the type of work the pupil will undertake in the second six months.

- V. Keep under constant review the progress of their pupils and encourage improvement in any areas of perceived weakness.
- VI. Keep a written record of the pupil's progress which should be shown to and discussed with the pupil during the period of supervision.
- VII. Meet with the pupil and a member of the pupillage committee at least once every three months in order to discuss the pupil's progress.
- VIII. Contribute to the selection process if the pupil applies for a tenancy and should ensure that they have properly monitored the pupil's progress and are in a position to assist voting members as to the qualities of the pupil.
- IX. Ultimately, decide whether or not the pupil satisfies the Threshold Standard of the Professional Statement that justify the award of a Full Practising Certificate and whether or not to support their application of tenancy, and
- X. Remind pupils in good time to apply for a Provisional Practising Certificate and Full Practising Certificate.

7. Funding of Pupillage

- a) We currently offer an award of £19,800 for a twelve-month pupillage (paid monthly in arrear in twelve equal instalments of £1,650) in the form of:
 - I. A £9,900 grant for the first six months and;
 - II. Guaranteed earnings of £9,900 for the second six months.
- b) During the second six months, pupils will undertake their own paid work and receive payments. If in any month during their second six, pupils receive less than £1,650, chambers will fund the difference and ensure the minimum monthly payment of £1,650 is met. If pupils receive more than £1,650 in any month during their second six, they can keep whatever they receive during that month.
- c) At present, the grant pupils are given during the first six is considered to be a "scholarship" by HMRC for tax purposes, and therefore pupils do not need to pay income tax or National Insurance on it. During the second six, the grant is considered to be earned income, and pupils will be liable for both income tax and National Insurance. It is their responsibility to ensure that the correct amount of tax is paid at the appropriate time.

- d) The pupillage award is intended to cover pupils' travel expenses and compulsory courses/education during pupillage, so pupils will not ordinarily be reimbursed for these separately, save for any travel they are required to make outside of a 50-mile radius from London, which they can reclaim by completing a marketing/expense claim form, providing all the required information.
- e) The pupillage award is also intended to cover work carried out for other members of chambers during pupillage, and pupils will not be paid separately for any such work unless a particular member of chambers decides to do so in their discretion because the pupil has added particular value.
- f) If a pupillage finishes early for whatever reason (for instance, due to any reduction granted by BSB), funding will also cease at the end of the month when pupillage ceases.
- g) Costs for mandatory training during pupillage will be covered by chambers on top of the pupillage award mentioned above.

8. Structure of Pupillage

- a) Prior to the commencement of pupillage, pupils will be inducted into Chambers by the Head of the Pupillage Committee or other appropriate member of the Pupillage Committee. Pupils will be shown Chambers' premises, introduced to Chambers' structure and procedures, set up with IT and printing accounts as appropriate, Login details for web based legal research tools, and introduced to the practice managers and paralegals. During induction, Pupils will be required to sign the Pupillage Agreement (if this was not previously signed) and will be provided with copies of:
 - I. The Pupillage Training Programme;
 - II. Chambers Equality and Diversity Policy; and
 - III. This policy
- b) Pupils are provided with a fixed desk and a locker in chambers that will be theirs for the whole of pupillage. They are able to use the quiet room in chambers to use the telephone in a quieter area or discuss matters with members of Chambers.
- c) Pupils will be provided with a tablet as well as a laptop (optional) on loan for the duration of their pupillage. The use of the devices is not limited to be in chambers only but should be related to work/training Pupils will also have a desktop PC on their fixed desk.
- d) Also, prior to the commencement of pupillage, pupils are expected to go

through the requirements in the BSB Professional Statement and any specialist checklists with their supervisor, so that both have a clear idea of the sort of work the pupil will need to see and do over the course of the year.

- e) When discussing the working arrangements for pupils, supervisors should explain that (a) one of the principles which underlies the provision of pupillage is flexibility; (b) that if a pupil considers that he/she requires alternative working arrangements to meet their personal needs, they should make a request for such arrangements; and (c) such a request will be considered by the supervisor (if necessary in conjunction with the Pupillage Committee) and accommodated where consistent with the provision of an effective pupillage.
- f) There is a compulsory Advocacy course which pupils must complete before they begin their Second Six. They should take steps at an early stage in the First Six to find a course on a convenient date and discuss it with their supervisor, who will give them plenty of time to prepare for and attend the course.
- g) Where pupils are required to attend a compulsory course or other event, such as a Qualifying Session within the meaning of Section 5B of the Bar Qualification Manual, during working hours, pupils shall notify their pupil supervisors of any such requirements in advance so that the pupil supervisor can make any necessary arrangements.
- h) Pupils can expect to spend the first three months of pupillage with their supervisor, before going on to spend time with other members of chambers in order to broaden the experience of different styles and levels of work. They can expect to be set work, to discuss cases, specific questions of fact and law, litigation tactics etc.
- i) Throughout pupillage, work will also be set by other members of chambers. Any member of Chambers other than the pupil supervisor who wishes a task to be undertaken by a pupil must first obtain the agreement of the pupil supervisor. Such tasks must be entirely work-related and should not include assistance with personal matters
- j) Chambers also assigns a "buddy" to assist the pupil to assist with their integration into Chambers. The "buddy" is usually a junior counsel in chambers who recently completed pupillage. The "buddy" should periodically take the pupil out to coffee/lunch to give the pupil an opportunity informally to ask questions about chambers.
- k) Towards the end of the First Six pupils will ordinarily spend more time with junior members of chambers so that they can see the type of work they are likely to be doing in the Second Six.
- l) From the start of Second Six, priority will then be given to the pupil's own

work, but around that work, they can still expect to spend time with their supervisor and other members of chambers, completing written work as before.

- m) All of this means that pupils will see a lot of potentially sensitive information in the course of their training, and for that reason, we expect our pupils to accept a strict obligation of confidentiality regarding information about all cases with which they are involved either with their pupil supervisor, other members of Chambers or on their own account.
- n) Chambers welcomes feedback from pupil to improve its pupillage programme. Informal feedback can be given to the pupil supervisors during the regular meetings, and their pupil supervisor should summarise the feedback in writing and send it to the Pupillage Committee for further discussion. In respect to serious issues, please refer to the complaint and grievance procedure in this policy.

9. Assessment

- a) Pupil Supervisors are in charge of monitoring their pupil's performance, and pupils should expect regular informal feedback. The progress of pupillage should be monitored against BSB Professional Statement. Pupils need to keep a diary of the work that they do and the competencies they have addressed by reference to the specialist checklists so that in ongoing and regular reviews with their supervisor any gaps in their experience and knowledge can be identified and addressed. Supervisors will either keep their own records or review and annotate their pupil's records.
- b) At least once every three months, a formal appraisal will be conducted, which a member of the Pupillage Committee will also attend. Pupil will be assessed and progress will be discussed against BSB Professional Statement, and written feedback given in the interim will be reviewed by the Pupillage Committee.
- c) Informal feedback and formal appraisal in line with the BSB Professional Statement.
- d) Supervisors will also periodically request feedback from practice managers, clients, other barristers who have come across the pupil in court, and judges who the pupil has appeared before.
- e) At the expiry of the non-practising six months, it will be a matter for the pupil supervisor whether they are prepared to sign off that their pupil has met the threshold requirements set by the BSB.

10. Compulsory tasks in first six

There are a number of courses and forms that pupils will be required to complete before they are allowed formally to start their second six:

- a) They must attend and successfully complete the Advocacy Training course. This is a requirement of the BSB. Since Chambers is on the Western Circuit, it participates in the Circuit training rather than courses provided by the Inns.
- b) Upon successfully completing the Advocacy Training course, pupils will be given a signed Advocacy Certificate. They will need to send a copy of this, along with a certificate from their Pupillage File signed by their Pupil Supervisor, to the Bar Standards Board before the second six starts in order to receive their Provisional Practising Certificate. Pupils will not be able to practise until the BSB confirms that they are entitled to do so.
- c) They will need to register with the Information Commissioner's Office in order to comply with data protection rules. Their website www.ico.gov.uk explains how to register. Pupils need to register their own name as the Data Controller Name.
- d) They will need to do GDPR training which we will pay for and provide. The Practice Manager will assist in completing GDPR documentation once they've completed the course.
- e) They will need to register to pay for Class 2 and Class 4 National Insurance contributions because they will be self-employed from the start of the second six. They can do this by downloading the correct form from www.hmrc.gov.uk.
- f) Pupils should ensure that they talk with the Practice Manager about registering for VAT in a timely manner. The correct forms are available at www.hmrc.gov.uk.

11. Working Hours, Holidays and Absence from Work

- a) Pupil Supervisors will explain to pupils when they expect to see them in Chambers - usually between 9am and 6pm on weekdays. They can expect to work weekends and evenings on occasion and to travel to court and conferences wherever they are in the country.
- b) Pupils are entitled to 20 days holiday in addition to Bank Holidays during their pupillage, and they are actively encouraged to take advantage of that. The only thing we ask is that they split it equally (or nearly equally) between First and Second Six and agree the dates with their supervisor and clerks as far in advance as possible.
- c) In the event that pupils require a leave of absence from training, Chambers may in its absolute discretion consider whether it is appropriate to defer or extend the period of pupillage to enable the pupil to complete their training (with the duration of any permitted extension reflecting the period necessary to enable the pupil to demonstrate competence rather than the period of

absence); and Chambers will notify the BSB as required.

12. Fair distribution of work

- a) The Senior Practice Manager will monitor the distribution of work to pupils during Second Six by:
 - IV. Overseeing the distribution of work and taking all reasonable steps to ensure that each pupil is allocated work on an equal basis.
 - V. Monitoring the distribution of work by looking at the diary for each week and ensuring that each pupil has a fair distribution of work.
 - VI. Monitoring the income that each pupil has booked each month and thereby ensuring that all pupils are being allocated their fair share of work.
 - VII. Reporting to the Pupil Supervisor accordingly.
- b) Any pupil who feels that he or she is not getting a fair proportion of work attributed to pupils should feel free to discuss the matter with the senior clerk, their pupil supervisor, Head of Pupillage, or Head of Chambers.

13. Anti-Harassment

- a) Pupils should understand that harassment in any form will not be tolerated or condoned. They have every right to complain if it occurs. It is unlawful under the Equality Act 2010. It includes unwanted conduct related to sex, race, disability, gender re-assignment, religion or belief, sexual orientation or age, and examples may be:
 - I. Conduct which is unwanted by the recipient and perceived as hostile or threatening;
 - II. Conduct which gives rise to a hostile or threatening work environment;
 - III. Conduct which creates an atmosphere in which it is feared that rejection or submission will be used as a basis for decisions which have an impact on the recipient at work such as an allocation of work or tenancy decision.
 - IV. Physical or sexual assault;
 - V. Requests for sexual favours in return for career advancement.
 - VI. Unnecessary physical contact;

- VII. Exclusion from social networks and activities or other forms of isolation;
 - VIII. Bullying;
 - IX. Compromising suggestions or invitations;
 - X. Suggestive remarks or looks;
 - XI. Display of offensive materials, including on a computer screen;
 - XII. Tasteless jokes or verbal abuse, including any sent by email;
 - XIII. Offensive remarks or ridicule;
 - XIV. Dealing inappropriately or inadequately with complaints of harassment.
- b) Complaints of harassment should be made using the complaints and grievances procedure set out in section 14 below.

14. Complaint and Grievance Procedure

- a) The complaints and grievance policy is set out below. It is designed to give pupils an identifiable and structured means of airing any concerns they may have. This shall include any appeal regarding whether a pupil has met the requirements of the Threshold Standard and Competences described in the Professional Statement in order for their pupillage, or any part thereof, to be signed off.
- b) A pupil supervisor is the primary link between pupils and Chambers, and for this reason, the pupil supervisor is listed as the first resort in both the informal and formal stages of the grievance procedure. It is hoped that there will be a good working relationship between pupils and their pupil supervisors and that the vast majority of issues can be resolved between them.
- c) If their concern relates to their supervisor, they can instead speak to Nazar Mohammad (Head of the Pupillage Committee) or Sarah Yamout (Senior Practice Manager), who can be contacted by pupils at any time without raising the matter with their supervisor first. They will treat whatever is communicated to them by pupils in the utmost confidence and deal with this information in a sensitive and appropriate way, to resolve a problem or grievance.
- d) Informal stage: In the first instance, the pupil is encouraged to speak informally to:
 - 1) their pupil supervisor as a first resort; if not

2) Nazar Mohammad or Sarah Yamout

e) Formal stage:

- - I. The pupil should inform the pupil supervisor, or if the pupil feels unable to take the matter to the pupil supervisor, he should inform Nazar Mohammad or Sarah Yamout
 - II. whoever is the first person to be informed will take a full note of the exact nature of the complaint.
 - III. Within ten days of receipt of the complaint, Nazar Mohammad and Sarah Yamout will meet for the purpose of considering the grievance and possible resolution.
 - IV. As soon as possible after the meeting, the pupil will be informed of the decision made and any action that it has resolved to take in respect of the grievance. The notification will be made personally and may be confirmed in writing to the pupil. If the pupil requires written notification, it will be given.
- f) Legis Chambers undertakes that pupils will not be victimised as a result of a complaint made in good faith either in their treatment as pupils or in any tenancy decision that may be made. Pupil supervisors are willing to provide advice to pupils and provide references but are under no obligation to place or negotiate a place for the pupil elsewhere.
- g) Chambers is committed to the provision of equality and the creation of diversity within our organisation. It is Chambers' intention that every individual should be accorded equal dignity and respect and be judged on merit and ability alone, free from judgements or treatment based on prejudice or assumptions of collective characteristics. For further detail, see Chambers' equality and diversity policy.

15. Credentials Checking

- a) Chambers will exercise appropriate due diligence in checking credentials and reporting any fraudulent and/or dishonest activity to the BSB and Inns of Court as appropriate.
- b) No later than one month before the commencement of Pupillage, the Senior Practice Manager will request the following information from Pupils, which must be satisfactorily provided before the commencement of Pupillage:
 - I. The official certificates/transcripts of the university examinations referred to in the Pupil's Pupillage application form.
 - II. The official transcript of any examination taken or notified between

the acceptance of Pupillage and its commencement.

- III. Clear documentary evidence of the Pupil's satisfactory completion of the vocational component of Bar Training (known as the Bar Professional Training Course until September 2020) within the last 5 years, or that they have obtained dispensation from the BSB to complete the Pupillage outside of the usual 5 years.
 - IV. Clear documentary evidence that the Pupil is a member of an Inn of Court.
 - V. Clear documentary evidence that the Pupil's nationality or immigration status allows them to undertake the Pupillage.
- c) The Senior Practice Manager will also check that Pupils have been Called to the Bar, or that they have registered with their Inn of Court to be Called to the Bar before the practising period of Pupillage ("second six"). If Pupils have not been Called they can use the term "Pupil", but are not permitted to use the title "Pupil Barrister" until they have been Called.

16. Disciplinary Policy

- a) Chambers considers the followings to constitute pupil misconduct:
- I. Committing a breach of the BSB Handbook;
 - II. Committing a breach of Chambers' policies or procedures applicable to pupils;
 - III. Being convicted of a criminal offence (other than an offence under any road traffic legislation in the UK or elsewhere for which a fine or non-custodial penalty is imposed).
- b) Informal stage
- I. We hope that if concerns are raised about a pupil's behaviour, they can be resolved informally. Concerns may be raised by or with a member of chambers or staff and, unless the matter is serious, they will normally seek to resolve the problem directly with the pupil at an early stage.
 - II. Any matters which are more serious or have not been properly addressed by the pupil should be referred to the Pupillage Committee, who will investigate by interviewing the concerned parties (the pupil, members of staff or practitioners, solicitors, witnesses to any incident, and any aggrieved person).
 - III. When completed, the Pupillage Committee, after consultation with

the Pupil Supervisor, must make a decision on whether to implement the formal procedure. A written record of the investigation and the outcome will be kept.

c) Formal stage

- I. If no resolution is found under the informal procedure, or the Pupillage Committee considers that the matter is sufficiently serious, they may move to the formal stage.
- II. The pupil and the Pupil Supervisor will be notified by the Pupillage Committee that this procedure is being implemented.
- III. The Pupillage Committee will discuss the matter with the pupil and the Pupil Supervisor and may undertake other investigations.
- IV. If the Pupillage Committee is satisfied that there is a problem, it may seek to resolve it without involving the Management Committee provided that they have the agreement of the pupil to undertake any course of action specified.
- V. A note of all meetings will be made by the Pupillage Committee and kept on file.
- VI. If a pupil is unhappy with the outcome of a matter dealt with in this way, they may appeal in writing to the Management Committee, who will consider the matter and decide upon the appeal. A written account of the appeal and the decision of the Management Committee will be made and kept on file.
- VII. The Management Committee panel will consider the matter afresh and, if satisfied that remedial action is required, may again seek to resolve the matter by agreement. If this proves impossible, the panel may choose to specify other necessary actions.
- VIII. The panel will decide on an appropriate penalty or course of action. Options include:
 - IX. seeking a formal apology
 - X. an oral or a written warning (it must be made clear what action will follow if the warning is not heeded)
 - XI. requiring the pupil to take specified steps to resolve the matter or face a specific penalty
 - XII. extending the period of pupillage
 - XIII. making a recommendation to Chambers to terminate pupillage

XIV. Notification of the disciplinary decision will be communicated in writing.

d) Appeals

I. If a pupil wishes to appeal against a disciplinary decision, they must do so in writing to the Pupillage Committee within five days of being notified of the outcome of the disciplinary hearing.

II. At the appeal, any disciplinary penalty imposed will be reviewed but it cannot be increased. The decision of the appeal panel will be final and will be notified in writing.

e) If the pupil's misconduct triggers an obligation to make a report to the BSB under Part 2-C4 of the BSB Handbook, the pupil supervisor shall make a written report of the relevant misconduct to the BSB in accordance with the BSB Handbook.

17. Applications for Tenancy at the Conclusion of Pupillage

a) No applicant for a pupillage or pupil should assume that a tenancy will be available at the expiry of the pupillage. That said, we recruit our pupils based on business needs identified in advance, so pupils that come up to standard and comply with their professional obligations can usually expect to be offered a tenancy.

b) No later than six weeks before the expiry of pupillage pupils should consult with their pupil supervisor to establish if they have their support in the making of an application for tenancy.

c) If so, their pupil supervisor will then collate feedback, written reports, written comments from practice managers and others, discuss the application and make a recommendation to Chambers as to whether or not to offer the pupil a tenancy.

d) If the pupil supervisor is not yet able to support an application for tenancy, it may be possible to agree that the pupillage should be extended by up to six months in the first instance (commonly known as "third six"). However, pupillage cannot be extended without the agreement of the Pupillage Committee.

e) If such an extension is agreed it will be reviewed by the pupil supervisor in conjunction with the Pupillage Committee at the end of an agreed period (no longer than six months) and may be further extended by up to six months. If a further extension is not agreed, the pupillage will terminate forthwith. Pupils who are invited to remain in Chambers beyond the expiry of their 12 months' pupillage in any capacity will be required to make a contribution to

Chambers expenses and will receive no further funding from Chambers, unless alternative arrangements are made on an individual basis.

- f) If the pupil supervisor and members of the relevant department do support an application for tenancy, the pupil supervisor will invite the pupil to submit a written application to the Head of Chambers for consideration.
- g) If Head of Chambers rejects the application for tenancy the reasons will be communicated to the pupil by the pupil supervisor and appropriate advice given. Alternatively, Chambers may offer tenants the option to squat. The pupil may be required to leave Chambers forthwith at the expiry of 12 months' pupillage.
- h) Where they are not offered a tenancy, pupils will be supported in their further progress by their supervisor, Head of Pupillage. This may include the provision of a reference, helping them obtain a place in another chambers, or an offer to remain in chambers while they make alternative arrangements.

18. Reasonable Adjustments

- a) Where pupils require reasonable adjustments in order to remove or reduce substantial disadvantage caused by a disability of any kind, Chambers will provide them and will in no circumstances pass on the cost.
- b) Such adjustments might include:
 - I. Provision of information in alternative formats.
 - II. Provision of auxiliary aids (e.g. induction loops).
 - III. Provision of accessible conference room facilities
- c) Pupils with specific requirements should make a request to their pupil supervisor, the Senior Practice Manager or Head of Chambers for reasonable adjustment decisions. All requests will be considered on a case by case basis with the advice and assistance of Chambers' Senior Practice Manager. Where it is not possible to make the adjustment requested viable alternatives will be discussed with the pupil.