

# Reader/Tutor Guidelines

Edition 4 - March 2018



NEW SOUTH WALES  
BAR ASSOCIATION



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## A. Introduction

1. The Reading Program should be a mutually rewarding experience. Each tutor will have views about the best means of instructing readers and about matters requiring special attention. However, tutors must be satisfied that their readers understand certain matters before the tutor can certify them as fit to practise. For example, readers must understand their tax and other obligations as small business proprietors. In addition, there are matters about which tutors must be aware if they are to conduct themselves appropriately as tutors. For example, Legal Profession Uniform Conduct (Barristers) Rules 2015 Rule 123 embargoes certain behaviour which is unacceptable between barristers, and has particular significance for the position of trust in which tutors find themselves.
2. Different readers will have different requirements for supervision and guidance. The experience of reading has always varied according to the temperaments, personalities and inclinations of tutor and reader - most important is that there is effective and constructive instruction to achieve the twin aims of the Reading Program:
  - a. **Education and support:** to provide new barristers with an “apprenticeship” during which they have the benefit of the support and instruction necessary to assist them in starting a new career at the bar; and
  - b. **Quality assurance and public protection:** to supervise and assess new barristers during a period of restricted practice until they are certified by their tutor(s) as “fit” to practice without restriction.<sup>1</sup>
3. This guide sets out the regulatory regime of the Reading Program (in Part B), then addresses the importance of reader/tutor communication and other aspects of the reading program. Finally, as an appendix, there is a suggested program of instruction addressing court procedures, etiquette, practice management and other issues.
4. This document is intended to provide a useful guide to assist tutors and readers in establishing and developing their relationship – a key aspect of which is that it be flexible, shaped by the individuals involved to best meet the needs of the reader. Expectations of the relationship must be realistic, having regard to the capacity of those involved. But equally, the importance of the Reading Program demands that sufficient time be allowed for appropriate supervision and support of each reader.

## B. Regulation of Reading Program

### Summary of features of the Reading Program

5. The key features of the Reading Program, drawn from the regulatory regime set out below, are that a barrister must complete a readership for a period of 12 months from the commencement of their practice at the bar, during which time:
  - a. the reader must be supervised by one or two junior counsel of at least seven years’ call (subject to the discretionary approval of tutors between five and seven years’ call);
  - b. the reader is expected to develop their skills both independently of and together with their tutor(s);
  - c. in the first six months of the reading period, the reader must undertake the civil and criminal reading requirements for a period of ten days in relation to each;
  - d. until the civil and criminal reading requirements are met, the reader may only appear unled with the prior approval of their tutor; and
  - e. the reader is not to accept direct access briefs without their tutor’s written approval (subject to certain exceptions).
6. At the end of the reading year, tutors are expected (although not obliged) to certify the reader’s fitness to practice without restriction if that be the case.

### Section 50 of the Legal Profession Uniform Law (NSW)

7. Section 50 of the Legal Profession Uniform Law (NSW) (**Uniform Law**) provides as follows:
  - (1) It is a statutory condition of an Australian practising certificate granted in this jurisdiction, with a condition that the holder is authorised to engage in legal practice as or in the manner of a barrister only, that the holder must:
    - (a) undertake and complete to the satisfaction of the designated local regulatory authority a reading program (whether full-time or otherwise) specified in the Uniform Rules or otherwise approved by the designated local regulatory authority; and
    - (b) read for a period specified by the designated local regulatory authority with a barrister who is—
      - (i) of a class or description specified in the Uniform Rules) or otherwise approved by the designated local regulatory authority; and
      - (ii) chosen by the holder; and
    - (c) comply with any other requirements specified by the designated local regulatory authority for the purposes of this paragraph.

- (2) The designated local regulatory authority may impose a discretionary condition limiting the practising rights of a barrister referred to in subsection (1) until the statutory condition is complied with.
- (3) The statutory condition, once satisfied, does not have to be complied with again unless the designated local regulatory authority otherwise directs.
- (4) The designated local regulatory authority may exempt a person or class of persons from the statutory condition.
- (5) The exemption may be given unconditionally or subject to any conditions that the designated local regulatory authority thinks appropriate.

## Eligible Tutors: Bar Council Resolution of 25 February 2016

8. On 25 February 2016, Bar Council resolved as follows:

1. The specified class of barrister approved by the Bar Council (as the designated local regulatory authority), for the purpose of section 50(1)(b)(i) of the Legal Profession Uniform Law (NSW) (**Uniform Law**) ('**Potential Tutors**') is a barrister who:
    - a. is a full-time practising New South Wales barrister, but need not be a member of the New South Wales Bar Association;
    - b. has continuously held a New South Wales barristers' practising certificate or a practising certificate of another Australian jurisdiction<sup>2</sup> for not less than seven years, subject to 4. below;
    - c. has not been appointed senior counsel at the beginning of the reader's reading period;
    - d. has not had conditions imposed on his or her practising certificates pursuant to the Uniform Law or the Legal Profession Act 2004 within the past ten years (other than the standard conditions applying to readers, crown prosecutors, public defenders, parliamentary counsel and academics); and
    - e. is not within any of the following categories:
      - i. the subject of an adverse finding by the Administrative Decisions Tribunal, NSW Civil and Administrative Tribunal or Supreme Court (**competent court or tribunal**);
      - ii. had practising certificate cancelled or suspended;
      - iii. had a finding of professional misconduct or unsatisfactory professional conduct made by a competent court or tribunal;
      - iv. otherwise been the subject of action is within the definition of **disciplinary action** in s 148 of the Legal Profession Uniform Law Application Act 2014 (there for the purposes of Part 12 of that Act) or s 576 of the Legal Profession Act 2004 (there for the purposes of Part 4.10 of that Act);
      - v. been convicted of a **serious offence** as defined in the Uniform Law.
    - f. has attended a mandatory CPD session conducted by the Bar Association for Tutors.
  2. The Bar Council may dispense with, or relieve against, the requirements in 1d, e and f. in whole or in part.
  3. The Bar Council delegates to the Bar Council Executive the authority to act on behalf of the Bar Council, in respect of this power to dispense with, or relieve against, the requirements in 1d, e and f.
  4. The Bar Council delegates to the Executive Director the authority to act on behalf of the Bar Council, in consultation with the members of the Bar Council Executive, the Director, Professional Development and the Education Committee as the Executive Director believes appropriate, in respect of applications to be a tutor where the barrister has continuously held a NSW barristers' practising certificate or a practising certificate of another Australian jurisdiction<sup>2</sup> for more than five but less than seven years.
  5. A reader may have more than one tutor, in which event the reader must nominate one as the certifying tutor. A barrister can only be the certifying tutor for one reader in each Bar Practice Course and cannot be the certifying tutor for two readers undertaking consecutive Bar Practice Courses. A barrister can be a second, or non-certifying, tutor for no more than two readers at any one time.
  6. Noting the Practising Certificate Conditions for Readers, the Director, Professional Development will maintain a list of potential tutors for the information of potential readers.
9. The Bar Association facilitates regular CPD sessions so that tutors may satisfy the requirement in [1 f] of the Resolution. Further, the relevant sessions will be posted on the Bar Association website and may be viewed on-line in satisfaction of the requirement.

## **Requirements of readers: Bar Council Resolution of 25 February 2016**

### **- Bar Practice Course and readers' practising certificates**

10. On 25 February 2016, Bar Council resolved that conditions be attached to readers' practising certificates to the effect below, and adopted a Bar Practice Course policy which includes:

#### **Bar Practice Course Policy**

- 3) In order to complete satisfactorily the Bar Practice Course a reader must, to the satisfaction of the Course Director and Director, Professional Development:
  - a) Punctually attend all sessions in the Bar Practice Course unless exempted or excused by prior arrangement.
  - b) Satisfactorily prepare written material, as prescribed during the course.
  - c) Satisfactorily prepare and present applications before the court for each of the practical sessions.
  - d) Satisfactorily conduct a series of discrete short hearings.
  - e) Satisfactorily perform an examination in chief of a witness and a cross examination of a witness in the advocacy sessions.
  - f) Satisfactorily conduct conferences with witnesses for the purposes of the final trial.
  - g) Satisfactorily prepare and present a case for hearing at the final trial.
- 4) Where the reader has failed satisfactorily to complete the Bar Practice Course the reader will be required to:
  - a) Complete such further assessment or assessments as prescribed by the Course Director and Director, Professional Development; and/or
  - b) Undertake all, or part, of the next Bar Practice Course.
- 5) The Bar Council may dispense with, or relieve against, compliance with any of the foregoing requirements, in whole or in part, either before or after the occasion for compliance arises.
- 6) FURTHER RESOLVED that the Bar Council delegate to the Executive Director the authority to act on behalf of the Bar Council, in consultation with the members of the Bar Council Executive and the Education Committee as the Executive Director believes appropriate, in respect of the matters noted above.

#### **Practising Certificate Conditions for Readers**

##### **1. Reading Programme**

The holder of this certificate ('the Reader') must do the following:

- a. Read with at least one but not more than two barristers for not less than 12 months (the reading period). The Reader must choose each of these barristers from a list of potential tutors kept by Bar Council or a barrister who arranges to be added to that list of tutors (a barrister so chosen is a tutor). The reading period:
  - i) begins on the date this certificate is issued;
  - ii) may include the period of the Bar Practice Course; and
  - iii) ends when all tutors certify that the Holder is fit to practise without restriction;
- b. Complete the Bar Practice Course, to the satisfaction of Bar Council; or its delegate under the Bar Practice Course Policy
- c. Within six months of commencing the reading period:
  - i) participate with a leader in a total of at least 10 days of preparation, conferences and hearing(s) of criminal proceedings ('criminal reading') according to the requirements for criminal reading as approved by Bar Council; and
  - ii) participate with a leader in a total of at least 10 days of preparation, conferences and hearing(s) of civil proceedings ('civil reading') according to the requirements for civil reading as approved by Bar Council;
- d. Meet the requirements of the Bar Council's Continuing Professional Development program. For the purposes of these conditions a leader is defined as a barrister who is senior counsel or who has more than five years experience as a barrister and holds an unrestricted practising certificate.

##### **2. Practice rights during and prior to satisfactorily completing the Bar Practice Course**

The Reader has no right of practice during the period of the Bar Practice Course. Prior to completing the Bar Practice Course to the satisfaction of Bar Council or its delegate under the Bar Practice Course policy:

- a. the Reader must not appear in any court or tribunal except if led by a barrister who holds a current practising certificate without readers restrictions; and
- b. the Reader may undertake opinion work for a solicitor, with the prior consent in writing of a tutor.

### **3. Reading with Tutor**

During the reading period, the Reader must do the following:

- a. Attend on the tutor(s), appear as an observer with the tutor(s) and comply with the reasonable directions of the tutor(s);
- b. Study diligently:
  - i) the art of advocacy;
  - ii) the general work and practice as a barrister, including drafting documents, advising clients and dealing with solicitors, clients, witnesses and the public; and
  - iii) the proper conduct and ethics of a barrister;
- c. Study under the tutor(s), including reading and discussing briefs with the tutor.

### **4. Practice rights after satisfactorily completing the Bar Practice Course but prior to the completion of both criminal and civil reading requirements**

After completing the Bar Practice Course to the satisfaction of Bar Council or its delegate under the Bar Practice Policy but prior to satisfactory completion of both the criminal and civil reading requirements:

- a. within six months of commencing reading the Reader may not appear in any court or tribunal except:
  - i) if led by a barrister who holds a current practising certificate without readers' restrictions, or
  - ii) with a tutor's approval for each such appearance.
- b. where the Reader has failed satisfactorily to complete their criminal and civil reading within six months of commencing reading (as required by condition 1(c)) the Reader:
  - i) must apply to the Director, Professional Development for a formal extension of the Holder's civil and criminal reading period, and
  - ii) may appear in any court or tribunal only with a tutor's prior written approval for each such appearance; or
  - iii) if led by a barrister who holds a current practising certificate without readers' restrictions.

### **5. Practice rights after satisfactory completion of both the Bar Practice Course and criminal and civil reading requirements**

After receipt of certification of the completion of both the Bar Practice Course and the criminal and civil reading requirements to the satisfaction of Bar Council, the Reader may appear in any court or tribunal without being led and, subject to condition 6, without a tutor's approval for the particular appearance.

### **6. Direct client access restriction before completing the reading period**

The Reader must not during the reading period accept a brief from a person other than a solicitor without a tutor's written approval for the particular brief. Exception: This restriction does not apply if the Reader held an unrestricted solicitor's practising certificate immediately before being issued with this certificate, or in cases where the Reader is participating in the Duty Barrister Schemes conducted in the Local Court or the District Court.



## Certification by tutors – Certification Form

11. At the end of the reading year, the reader's tutor, or if there are two tutors the "certifying tutor" (see [2] of Bar Council Resolution of 25 February 2016, quoted above) must complete a form to certify that the reader is fit to practice. The form requires the tutor to:
  - a. indicate the frequency of contact during the reading year and, inter alia, the quality of the reader's chambers work, court preparation skills, and knowledge of the law; and
  - b. detail the level and type of instruction and supervision provided over the course of the year.The Certification Form provides an important indicator of the nature and scope of the supervision and instruction required of tutors – because the tutor must, at the end of the year, be in a position to certify that the reader is 'fit to practice as a barrister without restriction' or that additional reading should be undertaken.
12. The secondary tutor must also certify that there is nothing (if that is the case), to his or her knowledge, disentitling the reader from practising without restriction.
13. The forms of certification adopted in December 2016 appear as **Appendix 1** to these Guidelines.

## Bar Council's Expectation of Tutors (compare former NSW Barristers' Rule 112)

### To Monitor and Supervise

14. Bar Council has a continuing expectation that tutors will (as was required under former NSW Barristers' Rule 112) assist their readers with all reasonable skill and diligence to comply with all the requirements imposed by conditions attached to the reader's practising certificate. In particular:
  - a. to instruct the reader in:
    - i. the art of advocacy;
    - ii. barristers' work;
    - iii. the proper conduct of a barrister's practice; and
    - iv. the ethical standards required of a barrister, including the *Legal Profession Uniform Conduct (Barristers) Rules 2015 (Bar Rules)*;
  - b. to set aside sufficient time to meet and speak with the reader regularly;
  - c. to make arrangements for the reader to attend the barrister in chambers to be shown and to assist in chamber work from time to time;
  - d. to make arrangements for the reader to appear with the barrister in court as an observer;
  - e. to ensure that the reader is attending to all necessary or appropriate courses of instruction arranged by the Bar Association; and
  - f. to introduce the reader to the barrister's colleagues.
15. This can only be put in place by frequent and regular contact as set out from [31] below.

### To certify

16. What is required is set out at [11] above.
17. Both sets of certification require the tutor to be sufficiently familiar with the skills and knowledge of the reader, including as to the reader's written and oral advocacy, through monitoring and supervising the reader to enable certification. The certification is less onerous for the secondary tutor than for the certifying tutor. However, this should not be reflected in the level of contact maintained between the reader and the secondary tutor. The secondary tutor is encouraged to have a supporting or mentoring relationship with his or her secondary tutor equally as important as the reader's relationship with the certifying tutor. On this basis the guidelines and commentary set out below may apply equally to both certifying and secondary tutors.
18. In either case, it is inappropriate for a tutor to rely wholly or mainly on another person's assessment of the reader's capabilities. Further, it is inappropriate for a tutor to refuse to certify a reader because the tutor has had insufficient contact with the reader. If the reader refuses to engage in the reader/ tutor relationship, the tutor ought to consider ceasing the relationship at an early stage to allow another tutor to take over the role. If this is the case, the tutor ought to consider discussing the issues with the reader and a senior member of the Bar under the heading "*What if things go wrong?*" at paragraphs [57] to [62] below.

### To participate actively in the Bar Practice Course

19. The Bar Practice Course itself is an intensive period of advocacy instruction that is a critical first step in a reader's career at the Bar.
20. It is expected that tutors will be involved from the beginning of the reading year and participate in the Bar Practice Course, that is:
  - a. attend the Bar Practice Course advocacy sessions, in particular, the applications to local, district, supreme and federal judicial officers to assess their readers' oral advocacy skills; and



- b. review their readers' final advice on evidence and prospects in advance of the mock trial held on the final Saturday of the Bar Practice Course.
- 21. Tutors should also attend the session prior to the commencement of the Bar Practice Course where the Director of the course identifies what is required of the readers over the term of the course.
- 22. Apart from assisting the Bar Association with assessing the capacities of readers to practise with the usual reader restrictions, the assessment of readers' oral and written advocacy at this early stage ought to provide a good base level comparator for later assessment.
- 23. It may be useful at the early stage to liaise with the Director of the Bar Practice Course and the Director, Professional Development about any issues encountered with a reader. Certainly, a tutor should expect contact from the Director of the Bar Practice Course and the Director, Professional Development if problems emerge in the Bar Practice Course in relation to a particular reader.
- 24. In addition, tutors ought to be mindful of the following:
  - a. **The need for professionalism and objectivity:** the certification process requires that tutors maintain their objectivity and maintain a professional relationship while monitoring their readers' progress. If the tutor's objectivity is impugned for any reason, the tutor (and reader) ought to consider ceasing the relationship as well as how this may best be achieved without jeopardising the readers' certification at the end of the year. The section below entitled "What if things go wrong?" contains a list of senior members of the Bar who have agreed to act as a point of contact to discuss any issues if they arise.
  - b. **The need for 'non-legal monitoring' in addition to legal monitoring:** Part of the role of the tutor is to impart, to the reader, the best traditions of the bar so that they may be maintained by future generations of barristers; for example, the open door rule. In addition, a reader must be aware of the customs and courtesies that enhance not only the reputation of the reader, but the reputation of the bar. If the tutor becomes aware of the reader behaving in ways which may discredit the reader in the eyes of his or her peers or judicial officers, it is the role of the tutor to bring the matter, tactfully and promptly, to the attention of the reader.
- 25. It is recommended that the certifying and secondary tutors establish contact with each other early in the reading year so that any problems may be promptly addressed if they arise. Further, consistency in addressing a particular problem may result in the reader being more receptive to constructive feedback.
- 26. Tutors ought to be aware that senior practitioners and judicial officers will expect the tutor take all reasonable steps to resolve problems and issues arising in the reader's professional interactions during the reading year. This expectation may arise even after the end of the reading year. This reflects the significance with which the role of the tutor is viewed by senior members of the profession.

#### **To Support and "Mentor"**

- 27. While not a 'mentor' in the strict sense in which that word is sometimes used, tutoring does contain elements of mentoring. Readers will expect a certain level of professional and personal support and guidance as they navigate the commencement of their career at the bar. Tutors will need to manage this while keeping in mind the professionalism and objectivity required to provide the certification at the end of the reading year.
- 28. The strength of the relationship is such that, in many cases, it lasts past the reading year so that the tutor does tend to take on the role of a 'mentor'. This is encouraged.

#### **What if a tutor is thinking of not certifying or recommending the imposition of conditions?**

- 29. Provided that the tutor has maintained frequent contact with the reader and has come to the considered view that the reader ought not practice unrestricted non-certification, or certification subject to certain conditions, may be appropriate.
- 30. However, it may be unfair to the reader to refuse to certify them without first giving the reader the opportunity to rectify the behaviour in question. Therefore, it is recommended that the tutor undertake the following course of action before deciding not to certify the reader:
  - a. consult the other tutor: the problem may not be as large as first appears or may be capable of being addressed by both tutors;
  - b. consult the list of former tutors at paragraph [62] below: these senior counsel may have useful suggestions or insights into the problem;
  - c. consult the Director of the Bar Practice Course and the Director, Professional Development (in appropriate cases in conjunction with the senior counsel the tutor has spoken to);
  - d. consider an action plan: the issue may be addressed by the production of further written work, by additional oral advocacy practice or by attending court with you to demonstrate how the reader might perform more effectively; and
  - e. meet with the reader as soon as possible: state clearly and tactfully the issues and discuss how to address them including by way of the action plan if appropriate. Make a note of the discussion.

## C. Communication Between Reader/Tutor

### A discussion at the outset

31. Tutors and readers need to discuss their mutual expectations of the relationship from the outset. Areas that should be discussed include:
  - a. The reader's previous litigation/advocacy experience;
  - b. Expected regularity of contact by email and telephone and expected regularity of meetings and convenient meeting arrangements (see [37.d] below);
  - c. Any particular concerns the reader may have, or areas in which the reader feels he or she requires further development;
  - d. Having regard to (c) above, suggestions by the tutor for further development of the reader's skills;
  - e. Expectations in relation to assessment and feedback, including whether and how the tutor will assess the readers performance in court;
  - f. Expectations as to work to be received from the Tutor, or those on the Tutor's Floor, along with expectations as to payment (see also further below);
  - g. Expectations as to behaviour/conduct in the course of practice, especially by reference to Bar Rule 123 (concerning the prohibition against engaging in conduct which constitutes discrimination, sexual harassment or workplace bullying) and, to the NSW Bar Association's Best Practice Guidelines;
  - h. The times that the tutor is most likely to be available to confer with the reader, including whether the tutor prefers not to be disturbed in the period immediately before going to court;
  - i. Should the reader feel free to join a conference already under way;
  - j. Whether the tutor will make a point of inviting the reader to court and conferences; and
  - k. The approach the tutor will take in the context of the other tutor, including how they will work with that other tutor.
32. Some further matters that tutors and readers may wish to discuss on first contact include the following:
  - a. the certification process, including the different roles of the certifying tutor and the secondary tutor;
  - b. the importance of preparing properly for the Bar Examination, not only to ensure that the Examination is passed, but also to ensure mastery of the subject-matter for when the reader begins to practise (see also <http://www.nswbar.asn.au/coming-to-the-bar/bar-exams>);
  - c. the importance of the Bar Practice Course (and the prohibition on working on matters while the Course is being conducted) (see also <http://www.nswbar.asn.au/coming-to-the-bar/bar-practice-course> and <http://www.nswbar.asn.au/coming-to-the-bar/bar-practice-course/policy>);
  - d. the likely delay in being paid after commencing work at the Bar, and the need to have savings, an overdraft, or some other means supporting oneself after commencement. Tutors should emphasise the importance of adherence to the rule that a reader not accept briefs during the term of the Bar Practice Course. As indicated at <http://www.nswbar.asn.au/coming-to-the-bar>:

Usually, there will be little or no income in the first three to six months of practice, but expenses must be paid. Even if a new barrister is lucky enough to obtain work and send out fee notices, payment might not arrive for some time. Readers will need sufficient capital so that they can gain experience in court with his or her tutor, undertake devilling (researching) and observing proceedings in court without payment; and
  - e. the benefit of identifying not only tutors, but also readers' accommodation during the first year at the Bar. As indicated at <http://www.nswbar.asn.au/coming-to-the-bar/readership>:

There is no rule prohibiting practise from home. However, new barristers are strongly advised to obtain accommodation within chambers. The philosophy of the reading period is based on a close tutor/reader relationship, which is greatly facilitated by the proximity of chambers to courts. Furthermore, barristers continually assist one another at all stages of their careers and a new barrister cannot afford to let this valuable, indeed essential (yet free) help pass by.
33. A reader, particularly one with little or no previous experience, may expect to be given more time than the tutor has ever contemplated providing. Or, a new tutor may not appreciate how much time effective tutelage involves. This mismatch in expectations should be considered and resolved at the earliest possible time.
34. Again, in some cases the nature of the tutor's practice may not allow for the provision of instruction in a particular field of interest to the reader - another mismatch in expectations. In such cases tutors may be able to (and should) arrange for the reader to attend court with another barrister practising in that area.
35. These sorts of potential problem areas are more readily addressed if the reader has two tutors, which is recommended. If a reader

does have two tutors it is suggested that the tutors also discuss with each other the role that each expects it will play. It may be that in some cases an introductory meeting between the reader and both tutors is appropriate.

36. A key feature of the introductory meeting should be to outline the expectations of each of the tutors and reader. For the reader, this may include areas of practice that the reader is interested in developing, and any special concerns the reader has in relation to the development of his or her written or advocacy skills. For the tutor, this may include matters of ethics or professional practice that the tutor considers should form part of the reader's instruction. Raising these matters from the outset encourages the parties to develop a program for the readers' instruction that meets these expectations.
37. Other matters upon which the reader may be seeking guidance at an early stage include:
  - a. Small business requirements, including having appropriate record systems to issue and track invoices, funds received and expenses incurred;
  - b. Financial arrangements, such as disclosure and billing requirements;
  - c. Relationships with colleagues and others;
  - d. The importance of maintaining work/life balance, personal relationships and outside interests, and taking some leave;
  - e. Ongoing continuing professional development requirements pursuant to the *Bar Rules*;
  - f. The requirements imposed by the *Professional Standards Act 1994 (NSW)*; and
  - g. Identifying and making the most of opportunities to develop their profile and market their services.
38. A tutor may wish to consider whether his or her practice allows time to instruct effectively more than one reader at a time.
  - (a) **Small Business Requirements**
39. The extent to which tutors need to discuss small business requirements with readers will depend on the background and experience of the reader. For those many readers with little or no prior small business experience, matters that might be discussed include the following:
  - a. the need to obtain an Australian Business Number;
  - b. the need to complete business activity statements and make regular (typically quarterly) payments to the Australian Tax Office (ATO) in respect of both GST and PAYG instalments as well as the importance of contacting the ATO before payment falls due, if an extension of time to pay is needed;
  - c. the importance of setting aside sufficient money to make to payments to the ATO, ideally by setting aside money in a separate account whenever the reader receives a payment;
  - d. the importance of having a system (computerised or otherwise) to issue and track invoices, funds received, and expenses incurred;
  - e. the benefits of having an accountant or bookkeeper to assist with the above;
  - f. the benefits of obtaining appropriate financial planning advice, including about matters such as income protection insurance and trauma insurance;
  - g. the likely costs of practice, including matters such as accommodation, clerking fees, and professional indemnity insurance; and
  - h. (as indicated at [32.d] above) the benefits of having an overdraft or some other means of dealing with irregular cash flow.

#### **(b) Financial Arrangements**

##### *Disclosure and Billing matters*

40. A tutor will be expected to explain to a reader the requirements of the *Uniform Law* and the *Legal Profession Uniform General Rules 2015* in relation to fee disclosures and the form of invoices.<sup>3</sup> It is usual for a tutor to share with the reader the form of fee disclosure letter and invoice usually issued by the tutor.
41. The Bar Association has published a billing checklist and precedents that may be considered and these are updated on a regular basis. They are available at: <http://www.nswbar.asn.au/for-members/costs-and-billing>. The reading material for the Bar Practice Course includes a detailed paper on Barristers Fees (see timetable p 26) to: [www.nswbar.asn.au/docs/professional/prof\\_dev/BPC/course\\_files/Brabazon\\_SC\\_Barristers\\_Fees\\_2016\\_updated.pdf](http://www.nswbar.asn.au/docs/professional/prof_dev/BPC/course_files/Brabazon_SC_Barristers_Fees_2016_updated.pdf).

##### *Devilling*

42. This is discussed from [87] below. It is essential that tutors and readers establish guidelines for payment (if any) in relation to devilling.

##### *Other financial arrangements*

43. Again, the extent to which tutors need to discuss other financial matters with readers will depend on the background and experi-

ence of the reader. Matters that might be discussed include the following:

- a. (as indicated at [32.d] above) delays that may occur in receiving payment from solicitors;
- b. the benefits, in some circumstances, on insisting that solicitors have money in trust to cover a reader's fees;
- c. the fee recovery assistance provided by the Bar Association (see <http://www.nswbar.asn.au/for-members/fee-recovery>);
- d. the necessity to set aside funds for and to meet tax commitments in full and on time; and
- e. the importance of meeting other financial obligations, such as any accommodation costs or clerk fees, in a timely fashion.

**(c) Relationships with colleagues and others - Behaviour at the Bar**

44. Matters that might be discussed in this connection might include the following:

- a. the importance of dealing with honesty, integrity and politeness with colleagues and the Court;
- b. the importance of maintaining a professional reputation as a trustworthy person;
- c. sexual harassment, bullying and discrimination will not be tolerated at the NSW Bar. Bar Rule 123 and the NSW Bar Association's Best Practice Guidelines are discussed from [102].

**(d) Managing work/life**

45. While being available to undertake work is particularly important during the reading year, it is important that practising barristers maintain work/life balance, personal relationships and outside interests, and also that they take some leave. The tutor should discuss these issues with the reader, to assist the reader to develop a strategy to manage the commitments of the reading year with personal commitments.

46. Matters that might be discussed in this connection might include:

- a. the availability of Bar Care (see <http://www.barcare.org/>); and
- b. the information provided by the Bar Association in relation to childcare (see <http://www.nswbar.asn.au/for-members/childcare> or call Ting Lim at the Bar Association).

47. If at any time the tutor suspects that the reader is not coping adequately with the pressure of life at the Bar or issues in the reader's personal life, the tutor should raise this with the reader and, as appropriate, recommend to the reader the professional assistance available at Bar Care.

**A timetable to meet regularly**

48. Tutors ought be accessible at mutually convenient times. The form of such communication may be by telephone and/or email but reasonably frequent meetings are essential.
49. Some tutors require that, unless they are out of chambers, the reader should attend at the tutor's chambers at a specified time each day. Others would regard that as a counsel of perfection and, in any event, as something not necessarily to be welcomed by the reader. But the danger is that unless regular meetings are held, the demands of everyday practice may tend to overtake the tutor's responsibilities. Accordingly, meetings at designated times each week will serve to concentrate both minds on the responsibilities of both parties.

**A time each day when the reader can consult the tutor**

50. Independently of the regular timetabled meetings, tutors may be willing for readers to raise discrete matters with them at any time, regardless of other pressures.
51. Often, however, pressures are such that, despite the best intentions, readers may be deterred from interrupting the tutor's work. The most convenient course may be for the tutor to nominate a time - perhaps at the very beginning and/or end of the day - when the reader is to be at liberty to approach the tutor for assistance.
52. There may be times when a reader requires special attention on an urgent basis - for example, when an ethical issue arises during a hearing. It is recommended that the tutor and reader discuss the tutor's availability to advise on such occasions, and where the reader may turn if the tutor is not available.

**Establish a procedure for the reader to read briefs**

53. It is expected that readers will attend upon their tutors to discuss briefs, attend conferences and accompany them to court.
54. If readers are to obtain the maximum benefit from conferences and attendance at court, they must be familiar with the nature of the particular case and have an opportunity to consider the legal, evidentiary and tactical questions that arise. For this reason, tutors ought make available to their reader the central documents comprising the brief (i.e. pleadings, submissions, evidence) for the reader to read.

**Frank and direct communication**

55. Communication difficulties can be minimised by tutors being open and direct with readers and, in particular, by explaining what



to expect. For example, it may be appropriate for tutors to offer forthright criticism of their reader's paperwork or of the reader's approach to a particular problem. Tutors should make it clear that such criticism is intended to be helpful, and readers should accept it in that spirit.

56. If there are matters of concern to tutors - even on apparently trivial issues - they should not hesitate to raise them with the reader. Similarly, readers are encouraged to broach their own concerns about their work or professional relationship to tutors. Unresolved irritants are likely to worsen.

#### **What if things go wrong?**

57. Difficulties may arise for many reasons; for example, the reader and tutor may have a personality clash, or a tutor may take a long interstate brief with the consequence that the tutor not able to assess adequately the reader's capacity nor provide effective tutelage. It is not expected that readers or tutors will complete the year if the experience will be unproductive or distressing to either party.
58. Should either party regard the difficulties in the tutor/reader relationship as substantial, the following avenues may be pursued to resolve these difficulties:
1. Raise the issue directly with the reader/tutor;
  2. Raise the issue with the reader's second tutor for their advice and/or conciliation;
  3. Raise the issue with the clerk for their advice and/or conciliation;
  4. Raise the issue with the Head of Chambers or a senior member of the floor for their advice and/or conciliation; or
  5. If either the reader or the tutor's floor has adopted the NSW Bar Association's Best Practice Guidelines (see section H), engage the procedures set out in the Model Grievance Best Practice Guideline.
59. In the event that the steps recommended at [58] above are unsuccessful to resolve the difficulties, the reader and/or tutor may contact the Director, Professional Development of the NSW Bar Association. In exceptional circumstances, the Director, Professional Development may allow a reader to be reallocated to a new tutor nominated by the reader, who must be prepared to assume the role. If the tutor to be replaced is the reader's certifying tutor, the proposed new tutor must be able to act as the reader's certifying tutor.
60. If an issue arises during the course of the year which means that the tutor/reader relationship ought not to continue and the reader be reallocated to a new tutor, it is important that the issue be addressed immediately and not at the end of the year. **Any change in tutor should occur in the first three months of the reading year.** It is only fair to both reader and tutor that the reader have the opportunity to have another tutor and that the tutor not feel pressured to certify the reader, if to do so would compromise the tutor's integrity.
61. A barrister breaching Bar Rule 123 (relating to discrimination, harassment and bullying) may be found to have engaged in professional misconduct (section 298(b) of the *Uniform Law*). Importantly, where a reader or tutor is from a floor that has implemented the NSW Bar Association's Best Practice Guidelines, failure to follow those Guidelines can result in a breach of these Rules. In this context, it is important to note that the Guidelines prohibit discrimination, harassment and bullying in relation to employee, contractors, casuals, volunteers, students and/or trainees, whether engaged by the Floor or directly by Barristers on the Floor, as well as at Bar Association events and social functions. Situations involving allegations that could constitute discrimination, harassment and bullying require careful consideration that may warrant the advice of a senior barrister with expertise in discrimination, harassment and bullying.
62. If a situation should arise that may compromise the relationship, in addition to the avenues listed above, the following senior counsel have agreed to be available to discuss the matter confidentially, so that the issue may be resolved promptly:
- |                        |                        |                          |
|------------------------|------------------------|--------------------------|
| a. Liz Cheeseman SC;   | g. Robert Hollo SC;    | m. Dermot Ryan SC;       |
| b. Hament Dhanji SC;   | h. Trish McDonald SC;  | n. Kristina Stern SC;    |
| c. Kate Eastman SC;    | i. Kylie Nomchong SC;  | o. Ingmar Taylor SC;     |
| d. Michael Fordham SC; | j. Kelly Rees SC;      | p. Graham Turnbull SC;   |
| e. Dean Jordan SC;     | k. Kate Richardson SC; | q. Kate Williams SC; and |
| f. Pat Griffin SC;     | l. Eugene Romaniuk SC; | r. Neil Williams SC.     |

## D. Attending Court & Civil/Criminal Reading

63. An essential part of the Reading Program is that the reader attend court. This allows the reader invaluable opportunities to observe court craft, procedure and etiquette, and is reflected in the requirements for civil and criminal reading.
64. The reader's attendance at court should not necessarily be confined to the required period of civil or criminal reading. The reader should be encouraged to attend court with the tutor or with other barristers whenever the reader's practice permits.
65. Over the year, the reader will also attend court alone - mainly for directions and interlocutory hearings. Guidance from tutors is particularly valuable so the reader may prepare and appear effectively. Although the demands of practice may not always permit it, readers should aim to gather all necessary information about their appearances early so that discussions with tutors are fruitful, and not rushed. Any Court attendance requires preparation, but as a reader it requires more - and earlier - preparation; a reader can never be over-prepared.

### Attending court with tutor

66. The benefit to readers of attending court with tutors (which should be encouraged, if not mandatory, at every opportunity) will be increased greatly if the reader understands in advance not only the legal and factual issues in the case, but what the tutor proposes to do, and why. That is, the purpose of the hearing, the issues in dispute, and, where applicable, the approach the tutor plans to take with each witness, whether in chief or in cross-examination.
67. For the reader to understand and contribute to this discussion - as well as to then understand the way the dispute plays out in court - it is essential that the reader have had an opportunity to read the relevant papers in the matter - refer to [53]- [54] above.
68. The more the reader has read about the matter, and the more in-depth this discussion, the more the reader is likely to gain from the experience in court. Explanation after the event - although useful - is unlikely to teach the reader as much as contemporaneously following the proceedings with the benefit of prior discussions and an understanding of the strategy and tactics involved.
69. When attending court, tutors should, with the instructing solicitor's permission, announce their reader's appearance as a junior and encourage the reader to take an active role as such i.e. take detailed notes of proceedings, maintain the list of exhibits, locate documents or authorities as appropriate.
70. It may not always be possible for the reader to appear at the bar table. Where the reader is attending as an observer at the back of court, the tutor should ensure to make contact with the reader, explain the proceedings and take any questions.
71. Tutors can use civil and criminal reading as an opportunity to provide instructions on the role of an effective junior counsel.

### Civil and Criminal reading

72. The necessary requirements for civil and criminal reading are set out above. However, the value of attendance at court is significantly enhanced when the reader is fully immersed in the controversy, has read the necessary documents before attending court, and is able to discuss it afterwards. The reader will also benefit from attendance at conferences during adjournments and after court, where the instructing solicitor and client permit. Readers are encouraged to seek out such an arrangement for each day of their civil and criminal reading.
73. For those tutors and readers whose practice is largely in the civil jurisdiction, arrangements ought be made for criminal reading with appropriate counsel, and a reader would be wise to undertake this reading as early as possible in the reading year so that it does not conflict with offers of paid work which will come. It is suggested such criminal reading include one or two short trials or summary hearings; little will be learned from sitting through part of a long trial. It is generally preferable to do some of the reading with the prosecution and some with defence counsel. A reader should note all procedural matters, however trivial for example, when does the Crown announce his/her appearance and what does he/she say? When does the defence announce his/her appearance? During jury empanelment, what does the defence say about assisting the accused with their challenges, and when? Note also anything that the judge says at the beginning of the trial, and that the Crown says in opening, on issues of general application for example as to onus and standard of proof, function of the opening, role of the judge and jury.
74. Similar notes should be taken in the course of attendance at a civil proceeding, in particular, how did the plaintiff open the case? What did the defendant say in opening? How did the court deal with the evidence - in particular any objections?

### Satisfactory completion of civil and criminal reading

75. Readers must complete 10 days of civil and criminal reading in the first six months of practice. Further details regarding this are contained in the letter to readers that is sent out after successful completion of the Bar Practice Course. Tutors are copied into this email to remind them of their obligations. Readers will need their tutor's permission for each court or tribunal appearance where they appear without a leader until they have completed all of reading and lodged all forms with the Association. Once a reader has completed all reading and sent the forms back to the Professional Development Department, the reader no longer needs a tutor's permission for each unled appearance. The Department will send tutors the forms for certification at the end of the twelve months readership that the reader is fit to practice without any restrictions being required.

76. If readers are given extensions to their reading period, both tutors will be copied into that email so they are aware that their reader is behind with their reading and has been granted an exemption. This email contains the statement, 'Just a reminder that you require your tutor(s) permission for each court or tribunal appearance where you appear without a leader until you have completed all of your reading and lodged all forms with the association'. This will remind the reader and tutors of their obligations and prompt tutors to encourage their readers to complete their reading period.
77. The certifying tutor and secondary tutor forms require tutors to complete an evaluation of reader's work in all cases.
78. The forms of certification adopted in December 2016 appear as **Appendix 2** to these Guidelines.

### **The readers' court craft**

79. By the end of the reading year, tutors should have a good idea of their readers' progress and abilities with regard to chamber work. However, without having actually seen their court appearances, tutors will have no idea of the readers' practical advocacy skills. Even those readers who have previous experience in advocacy will benefit enormously from practical advice and encouragement from their tutor occasionally accompanying them to court.
80. For those readers with little or no previous court experience, the tutors' obligation in this regard becomes obvious. Just as the reader must see the tutor in court in order to learn from him or her, mere discussion of the readers' court appearances before or afterwards cannot replace the benefit of the tutor's first hand observations.

### **Preparing for any court appearance**

81. Although the demands of practice may not always permit it, readers should aim to gather all necessary information about their appearances early so that discussions with tutors are not immediately before the event. Preferably, this should be days in advance, so that arrangements can be made to meet and discuss the matters with tutors. A harried call from a mobile phone in a crowded elevator is unlikely to avert an impending disaster, assuming that you are able to speak to the person you are calling. Any Court attendance requires preparation, but as a reader it requires more and earlier preparation: a reader can never be over-prepared.

### **Directions Hearings**

82. A particularly common form of work for readers is appearing at directions hearings. To ensure the reader is able to suitably represent the client's interests and assist the court, readers are encouraged obtain the following information from the solicitor or barrister asking him/her to appear:

- |  |   |
|--|---|
| 1. Who do we appear for?   | 12. When was the matter last in court and what orders were made?  |
| 2. Who appears on the other side?  | 13. Has there been compliance by both sides with the orders?  |
| 3. What is the case about?   | 14. If there has been non-compliance, what was it and why? Is either side complaining about non-compliance?   |
| 4. What orders do we seek?   | 15. How many times has the matter previously been listed for directions?  |
| 5. What orders does the other side seek?   | 16. Is there a history of default? If so, be prepared for criticism from the court and possibly unwillingness to make consent orders. Court may also require evidence of explanation for default this time? |
| 6. What is in dispute in relation to the orders?   | 17. Is affidavit material required? If so, has it been served? Is it admissible?  |
| 7. What court/list is it in? Is there a relevant practice note or unwritten practice of that list/judge? |   |
| 8. Does the court have power to make the orders we seek? (ie does the Registrar?)                        |   |
| 9. Check the relevant practice note.   |   |
| 10. Check the court list to confirm where is the matter listed.  |   |
| 11. If you are attending to take a hearing date, be sure to know:  |   |
| a. How long the hearing is estimated to take?  |   |
| b. How many witnesses for your side – who are the experts and what is expertise?                         |   |
| c. Available dates for counsel, solicitor, and witnesses.  |   |

83. Directions hearings can be important to the outcome of proceedings, particularly if the proceedings have reached a stage where there is a history of non-compliance with Court orders, or a dispute as to orders concerning evidence, particulars or pleadings. Often a tutor can provide valuable guidance about the approach to be taken to a particular directions hearing, particularly if the reader is able to advise their tutor of the above-listed considerations, so the tutor can detect the likely approach a Court will take, the nature of the arguments likely to be raised by the opposing party, and the most effective approach to achieve the client's objective.

## E. Junior Work and Devilling

### Preparation of drafts of pleadings, affidavits or advices

84. A critical part of reading is instruction and practice in the settling of pleadings, affidavits and other litigious documents, in the preparation of written advices, and in 'devilling' generally. It may not be practicable for the reader to prepare a draft in every case, but subject to this limitation it is desirable for the reader to prepare a first draft of some of the pleadings, affidavits and advices which the tutor is briefed to settle or give. Encouragement to undertake legal research in the preparation of advices and in preparation for the tutor's court appearances should be the order of the day.
85. The fact that both tutor and reader are contemporaneously concentrating on the same matters means that the reader's draft can be most efficiently assessed by the tutor. It is one thing for readers to be told how to draft something as a theoretical exercise: it is quite another for them to compare their own draft in connection with a current brief with the work of their tutor on the same matter, and to have the benefit of their tutor's comments on the draft. It may be of assistance for readers to maintain diary notes of work exercises undertaken together with a summary of their tutor's comments.
86. Review and correction of a reader's draft should be accompanied by discussion of it. The reader will benefit from the comparison of his or her work with the tutor's where the tutor explains why changes are made and the tutor's approach to the legal problem at hand.

### Devilling: establish guidelines for payment (if any)

87. Sometimes there are different expectations, as between tutors and readers, as to when, if at all, payment will be made for work performed by readers (i.e. devilling). This can create tension in the relationship. It is imperative that tutors discuss with their readers at the outset whether the devilling work will be paid for and, if so, the basis and timing of payment.
88. No rigid rule can be laid down. Readers are not unpaid legal or research assistants. On the other hand, readers must not expect to be paid for all the work that they undertake for their tutors. Whatever approach is adopted, it is better that reader and tutor understand and accept the ground rules at the outset.
89. In respect of some work which the tutor gives the reader to do, he or she could do it more satisfactorily and in half the time. The work is often given for the reader's benefit, not for that of the tutors. An expectation of payment for all work undertaken will only lead to a 'drying up' of the opportunities to learn from doing work.
90. Often a balance may be struck; that is, instances where the reader will not charge of all of the time taken to complete the work, but nevertheless, it is important that the reader be remunerated for work that is of value. What is essential is clear communication between tutor and reader to avoid confusion or disappointed expectations.
91. In this connection, two points should be noted. First, Bar Rules 12 and 113:
  - a. Rule 12 provides:

A barrister must be a sole practitioner, and must not:

    - (a) practise in partnership with any person;
    - (b) practise as the employer of any legal practitioner who acts as a legal practitioner in the course of that employment;
    - (c) practise as the employee of any person;
    - (d) be a director of an incorporated legal practice; or
    - (e) practise by or through an unincorporated legal practice.
  - b. Rule 113 provides:

A barrister does not breach rule 12 by carrying out a specific task of research or chamber work given to the barrister by another barrister, or by giving such a task to another barrister, so long as:

    - (a) the barrister who was briefed to do the work takes full personal responsibility for the work,
    - (b) the work is delivered under the name of the barrister who was briefed,
    - (c) the arrangement between the barristers does not go beyond an ordinary devilling or reading arrangement and in particular does not involve any standing retainer or employment terms, and
    - (d) the arrangement between the barristers does not provide and is not intended to enable the barrister giving the task to make a profit from the other barrister's work, over and above reasonable remuneration for supervision of and responsibility for the other barrister's work.



92. Second, pursuant to section 175 of the Uniform Law, where a barrister is retained by solicitors to act on behalf of a client, the barrister is required to disclose to the solicitors (among other things) the basis on which legal costs will be calculated. In addition, clause 111B(2) of the former Legal Profession Regulation 2005 (NSW) provided that the following particulars are to be included in an itemised bill given by a barrister:
- (a) short details of each item of work carried out on behalf of the client, including the method by which it was carried out (whether by letter, telephone, perusal, drafting, conference, teleconference or otherwise) if not otherwise apparent,
  - (b) the date on which each item of work was carried out,
  - (c) the amount charged for each item of work or for items of work carried out on a particular day, and particulars of the basis for calculating the amount charged.

### **Challenges of junior work**

93. Traditionally, readers are warned that income in the first year or two may not be high because of the nature of the work available. New barristers are naturally anxious to begin to earn a good income at the earliest possible opportunity.
94. Tutors ought have a frank discussion with their readers as to the likely opportunities, which will arise during the year for the reader to be briefed as the tutor's junior.
95. Tutors ought also keep a general eye on the nature of work the reader is undertaking to ensure it is at an appropriate level. By way of example, a reader may be particularly vulnerable to the lucrative offer of a brief to undertake the task of document discovery. This may take up months, if not all, of the reading year. While it is cost effective for a firm to employ a junior barrister rather than a solicitor for this task, this type of work is not, in the long term, helpful in developing advocacy skills or a practice. It may preclude opportunities for a variety of court experiences and can result in lack of contact between tutor and reader.
96. It is suggested that the tutor raise with their reader at an early opportunity common challenges which arise in undertaking junior work – particularly for readers, including but not limited to:
- a. how to deal with last minute 'flick' briefs eg District Court strike out application;
  - b. settling disputes and drafting consent orders;
  - c. undertaking pro bono work and/or duty barrister work;
  - d. the care required in undertaking direct access work;
  - e. dealing with absent solicitors in witness conferences / at court;
  - f. juggling multiple mentions in different courts; and
  - g. chasing payment.

## F. Program of Instruction

97. Many tutors take the view that there are certain texts and materials that every new barrister should be reading during the year of reading, regardless of previous studies of the subject. A tutor might compile a list of leading authorities on basic topics (such as certain rules of evidence, the setting aside of subpoenas, legal professional privilege), which should be read. The list of authorities and topics will doubtless depend on the views and fields of practice of the tutor and the reader.
98. Such readings may provide the basis for a program of instruction, of particular value in the first few months of the reading year. An example of such a program of instruction appears as **Appendix 3** to these Guidelines, although of course, ultimately the tutor and reader must together determine whether it is essential or desirable that they follow this or a similar program of instruction, having regard to the aims of the reading program.
99. The topics and issues covered in the program of instruction may also serve as a guideline or checklist for discussion and monitoring during the reading year for those tutors or readers who may prefer a less structured arrangement.

## G. Behaviour at the Bar

100. All barristers are expected to treat their colleagues at the bar with professionalism, dignity and courtesy.
101. If for some reason that expectation is not being met within the reader/tutor relationship, the relationship may deteriorate. It is best to raise any issues early before they escalate and affect the long-term relationship between reader and tutor. As discussed above at [58], there are a variety of avenues available to both a reader and tutor to address any issues that may arise in the relationship. The path chosen will largely depend on the nature and circumstances of the issue.
102. Readers and tutors are reminded that Rule 123 of the *Bar Rules* provides that a barrister must not, in the course of practice, engage in conduct which constitutes discrimination, sexual harassment or workplace bullying. A breach of these rules may constitute unsatisfactory professional conduct or professional misconduct (section 298 of the *Uniform Law*).
103. For the purposes of the Bar Rules:
  - ‘discrimination’ is “discrimination as defined under the applicable state, territory or federal anti-discrimination or human rights legislation and includes all forms of unlawful discrimination”. This includes all forms of discrimination under the New South Wales *Anti-Discrimination Act 1977* and *Federal Racial Discrimination Act 1975*, *Sex Discrimination Act 1984*, *Disability Discrimination Act 1992*, *Age Discrimination Act 2004*, the *Australian Human Rights Commission Act 1986* and the *Fair Work Act 2009*. This includes discrimination on the grounds of pregnancy, sex, family responsibilities, disability and/or carers’ responsibilities.
  - ‘sexual harassment’ is “sexual harassment as defined under the applicable state, territory or federal anti-discrimination or human rights legislation”. This includes all forms of discrimination under the New South Wales *Anti-Discrimination Act 1977* and *Federal Racial Discrimination Act 1975*, *Sex Discrimination Act 1984*, *Disability Discrimination Act 1992*, *Age Discrimination Act 2004*, the *Australian Human Rights Commission Act 1986* and the *Fair Work Act 2009*.
  - ‘Workplace bullying’ is defined as “unreasonable behaviour that could reasonably be expected to intimidate, degrade, humiliate, isolate, alienate, or cause serious offence to a person working in a workplace”.
104. Some chambers have adopted the NSW Bar Association’s Best Practice Guidelines to assist in achieving compliance with Rule 123. The Guidelines are as follows (available at <http://www.nswbar.asn.au/for-members/bpg>):
  - (a) Model Harassment, Discrimination, Vilification and Victimisation Best Practice Guideline;
  - (b) Model Bullying Best Practice Guideline;
  - (c) Model Parental and Other Extended Leave Best Practice Guideline;
  - (d) Model Grievance Handling Procedure.
105. These Best Practice Guidelines apply to readers as well as members of those chambers that have adopted them. They also apply to floor employees, contractors, casuals, volunteers, students and/or trainees, whether engaged by the Floor or directly by Barristers on the Floor, as well as clients and “other visitors” to the Floor<sup>4</sup>. The NSW Bar Association encourages chambers to adopt the Guidelines. A list of chambers that have to date adopted the Guidelines can be found on the NSW Bar Association’s website (also at <http://www.nswbar.asn.au/for-members/bpg>).
106. It is important to note the following matters in relation to the Guidelines.
  - a. The Guidelines create very specific obligations, including the obligation to ensure compliance with the Guidelines<sup>5</sup>.
  - b. Failure to properly adhere to the Guidelines may result in a finding that Rule 123 has been breached and may amount to professional misconduct and/or unsatisfactory professional conduct<sup>6</sup>.
  - c. If the reader or tutor is part of a Floor that has adopted the Guidelines, the Guidelines will apply to their relationship, even if

the other person is from a different floor.

- d. There are positive obligations on readers and/or tutors as member/s of the Floor adopting the Guidelines to inform people coming onto the floor about the Guidelines; provide appropriate training and information about the operation and effect of the Guidelines; and regularly remind people about the Guidelines<sup>7</sup>.
  - e. The Guidelines state that discrimination, harassment and workplace bullying “will not be tolerated”<sup>8</sup> and that “members and licensees of this Floor, and workers engaged by and on this Floor, have a responsibility to help maintain a workplace free from all forms of” discrimination, harassment and workplace bullying. The effect of these provisions in the Guidelines is to make individuals (including readers and tutors) liable for taking reasonable steps to prevent others from engaging in discrimination, harassment and workplace bullying.<sup>10</sup>
  - f. In particular, the Grievance Guidelines require barristers in chambers adopting the Guidelines to be “proactive” in addressing issues when they arise and “not rely on a complaint being made”<sup>11</sup>. Further they must not victimise someone making a complaint<sup>12</sup>. This means that complainants ought not be punished if they make a complaint and those subject to the Guidelines cannot sit on their hands when they see bullying occurring - even if no complaint is made.
107. Regardless of whether a floor has adopted the NSW Bar Association’s Best Practice Guidelines, if a reader or tutor experiences discrimination, sexual harassment or workplace bullying, they are encouraged to raise the matter informally via a pathway set out at [58] above or formally with the NSW Bar Association to have the matter resolved.
108. It is also important to note that the *Work Health and Safety Act 2011 (NSW)* (WHSA), also applies to Barristers’ workplaces. That law requires that “reasonably practicable” steps be taken to address identified risks to health and safety<sup>13</sup>. In this context, instances of discrimination, harassment and bullying, once raised, are ‘risks’ within the meaning of the WHSA<sup>14</sup>. As such, it is important that the WHSA is taken into account when dealing with complaints of this kind, as well as more obvious instances of risks to work, health and safety (such as trip risks, fire drills and the like).

## H. Conclusion

109. At the end of the twelve month reading period, and if all other requirements of reading have been satisfactorily completed, tutors are required to complete a form of certification.
110. The role of the tutor in the reader’s first year at the Bar is a significant and unique one. While readers will have different and individual requirements for supervision and guidance, the key objectives of tutorship are to advance the aims of the reading program, namely:
- a. education and support; and
  - b. quality assurance and public protection.
111. This places a serious responsibility on those who are prepared to accept the role of tutor. Tutors must recognise and accept the responsibility they assume when they agree to take on readers. But long experience at the Bar has demonstrated that the relationship of tutor and reader is usually a mutually rewarding one that is sustained following the conclusion of the reading period.
112. The issues that arise during the reading year will be many and varied. It is not possible to anticipate in these Guidelines all the aspects in relation to monitoring, guidance and certification that tutors may encounter. However, in recognition of the importance of the relationship, regular and transparent communication and dealing with problems and difficulties at an early stage will facilitate the reader’s successful introduction to the Bar.
113. Finally, tutors and readers should also be aware that if things go wrong, or look as if they may go wrong, during the readership year, help is readily available and they should discuss the issues and seek the advice of senior members of the profession.
114. It is hoped that these guidelines will assist readers and tutors establish and maintain a productive relationship which ultimately enables the tutor to comfortably certify their reader as qualified to practice as a barrister without restriction.

## Appendix 1: Declarations of fitness to practise

### (1) by Certifying Tutor

#### Declaration of Reader's Fitness to Practise - Certifying Tutor

Certifying tutor:

Chambers:

Reader's name:

Date reading commenced:

Second tutor (if applicable):

Frequency of personal contact between tutor and reader:

Frequency of contact between certifying tutor  
and reader's second tutor (if applicable):

#### Evaluation of Reader's Work

##### Chamber work (pleadings, advices on evidence, affidavits, etc)

Have you regularly viewed chamber work undertaken  
by your reader?

Yes

☐

No

☐

If Yes, please state frequency:

Which of the following best describes the reader's  
chamber work you have viewed?

Unsatisfactory

☐

Satisfactory

☐

Good

☐

Excellent

☐

In your opinion, is there any area of chamber work in which  
your reader ought properly to acquire greater skill?

Yes

☐

No

☐

If Yes, please specify:

##### Appearances in Court

Which Court(s) would you say your reader has most frequently  
appeared in?

What has been the nature of the work undertaken  
(eg mentions, own substantive work, junior work)?

How many days has your reader spent in attending Court with  
you (whether as your junior or simply accompanying) and  
reading your briefs in those matters?

Which of the following best describes your reader's preparation  
skills?

Unsatisfactory

☐

Satisfactory

☐

Good

☐

Excellent

☐

##### Knowledge of Law

Which of the following best describes your reader's legal  
knowledge and research abilities?

Unsatisfactory

☐

Satisfactory

☐

Good

☐

Excellent

☐

Any other comments



## Recommendation

Please indicate one of the following recommendations:

I certify my reader is fit to practise as a barrister without restriction

☐

Additional reading should be undertaken as follows:

☐

\_\_\_\_\_

Certifying tutor's signature

\_\_\_\_\_

Date

Please return the completed form to:

Professional Development Department  
NSW Bar Association  
B/174 Phillip Street  
DX 1204 Sydney

## (2) by Second Tutor

### Declaration of Reader's Fitness to Practise - Second Tutor

Tutor:

Chambers:

Reader's name:

Date reading commenced:

Certifying tutor:

Frequency of personal contact between tutor and reader:

Frequency of contact between second tutor and reader's certifying tutor:

## Evaluation of Reader's Work

### Chamber work (pleadings, advices on evidence, affidavits, etc)

Have you regularly viewed chamber work undertaken by your reader? Yes ☐ No ☐

If Yes, please state frequency: \_\_\_\_\_

Which of the following best describes the reader's chamber work you have viewed?	Unsatisfactory	<input type="checkbox"/>	Satisfactory	<input type="checkbox"/>
	Good	<input type="checkbox"/>	Excellent	<input type="checkbox"/>

In your opinion, is there any area of chamber work in which your reader ought properly to acquire greater skill?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
--	-----	--------------------------	----	--------------------------

If Yes, please specify: \_\_\_\_\_

### Appearances in Court

Which Court(s) would you say your reader has most frequently appeared in? \_\_\_\_\_

What has been the nature of the work undertaken (eg mentions, own substantive work, junior work)? \_\_\_\_\_

How many days has your reader spent in attending Court with you (whether as your junior or simply accompanying) and reading your briefs in those matters? \_\_\_\_\_

Which of the following best describes your reader's preparation skills?	Unsatisfactory	<input type="checkbox"/>	Satisfactory	<input type="checkbox"/>
	Good	<input type="checkbox"/>	Excellent	<input type="checkbox"/>

### Knowledge of Law

Which of the following best describes your reader's legal knowledge and research abilities?	Unsatisfactory	<input type="checkbox"/>	Satisfactory	<input type="checkbox"/>
	Good	<input type="checkbox"/>	Excellent	<input type="checkbox"/>

Any other comments

\_\_\_\_\_

## Recommendation

Please indicate one of the following recommendations:

I certify that I do not know of anything that would disentitle my reader to a practising certificate without readers' conditions ☐

Additional reading should be undertaken as follows: ☐

Second tutor's signature	Date
_____	_____

Please return the completed form to:

Professional Development Department  
NSW Bar Association  
B/174 Phillip Street  
DX 1204 Sydney

## Appendix 2: Criminal and Civil Reading forms

### Civil and Criminal Guidelines and Form

#### Notes for Supervising Barristers

A reader is required to attend court with you and participate in the associated preparation and conferences. Readers should be familiar with the brief before the start of proceedings and should be available before and after the hearing (at a mutually convenient time) to discuss the matter.

A supervising barrister is defined as a barrister who is senior counsel or who has more than five years' experience as a barrister and holds an unrestricted practising certificate.

#### The 10 days of Civil Reading must comprise:

- A reader must complete a **minimum of five days** reading in first instance matters before a judge. The following matters are excluded: directions, motions, and interlocutory matters relating to practice and procedure; and
- **A maximum of two days** for preparation of matters which proceed to hearing (which you attend); and
- **A maximum of three days** in any of the following matters:
  - Appeals, including leave or special leave;
  - Substantive proceedings in a tribunal, arbitration, coronial inquiry or other statutory inquiry or hearing.

#### The 10 days of Criminal Reading must comprise:

- A reader must complete a **minimum of five days** in District / Supreme Court trials. The following matters are excluded: Un defended matters in the Local / Children's Court;; Mentions and call overs; and
- **A maximum of three days** in any of the following:
  - Committal proceedings
  - Court of Criminal Appeal
  - District Court all grounds appeal
  - District Court conviction and severity appeals
  - Sentencing
  - Defended matters in the Local and Children's Court
  - Contested matters in any other court
  - Special leave applications
  - Preparation of matters which proceed to hearing (which you attend).

## Verification of Reading Form

### Readers

#### Chamber work (pleadings, advices on evidence, affidavits, etc)

Court: \_\_\_\_\_ Criminal ☐ Civil ☐  
Date(s): \_\_\_\_\_ No. of Days: \_\_\_\_\_  
Name of case: \_\_\_\_\_  
Type of matter: \_\_\_\_\_

I certify the reader attended court; participated in the associated preparation and conference; was familiar with the brief and was available before and after the hearing to discuss the matter:

Signature (and print): \_\_\_\_\_

Court: \_\_\_\_\_ Criminal ☐ Civil ☐  
Date(s): \_\_\_\_\_ No. of Days: \_\_\_\_\_  
Name of case: \_\_\_\_\_  
Type of matter: \_\_\_\_\_

I certify the reader attended court; participated in the associated preparation and conference; was familiar with the brief and was available before and after the hearing to discuss the matter:

Signature (and print): \_\_\_\_\_

Signature of Reader: \_\_\_\_\_



## Appendix 3: Suggested Early Reading Program of Instruction

### Introduction:

1. The program set out below is intended as a resource for those who may appreciate a pro-forma structure for the reading year. The program sets out the range of issues to be addressed at regular meetings, covering:
  - a. aspects of practice organization and management (eg how to deal with solicitors and barristers, and how to handle conferences);
  - b. “traps for young players” (eg the need to consider all possible causes of action when pleading, the need to identify the evidence to call/tender, the issues you need to cover in cross examination); and
  - c. practical skills and several legal issues that can arise in any kind of proceeding, such as the rule in *Jones v Dunkel*.
2. The topics and issues which are covered in the program may also serve as a guide or a checklist for discussion and monitoring during the reading year for those tutors or readers who may prefer a less structured arrangement.
3. This program envisages that the tutor and reader will have regular meetings of about 30 minutes. Arranging these meetings is the reader’s responsibility. Either may vary the time at short notice if exigencies require, but if it is postponed, the reader must make arrangements for another meeting. The frequency of the meetings is a matter for agreement between reader and tutor, but a predetermined schedule (e.g. weekly, fortnightly) is highly recommended.
4. Once this program of instruction is completed, the frequency of meetings is to be determined between readers and tutors, with the readers continuing to bear the responsibility for making arrangements.

### Background Reading/Watching:

5. Before starting the reading year, you should endeavour to read:
  - “Advocacy” lecture delivered by Murray Gleeson QC in (1998) 17 *Aust Bar Rev* 9-13;
  - *Evidence and Advocacy by A Wells* (1987) Law Book Company;
  - *Making Your Case: The Art of Persuading Judges* by Antonin Scalia and Bryan A. Garner (2008);
  - *Effective Written Advocacy* by Andrew Goodman (2nd ed) Wildy Simmonds and Hill Publishing.
6. Watch the Staircase: [www.docurama.com/docurama/staircase-the/](http://www.docurama.com/docurama/staircase-the/) (particularly those in criminal practice)

## Meeting 1

### (a) Finances and Fees Books

Keep a separate account through which ALL income is banked, and nothing but income; establish a practice of putting money aside to meet tax liability; keep a file of receipts for all deductible expenses; retain an accountant early. Determine how you will keep track of time spent on work, invoices rendered and when paid. This may include the application of one of the various practice management software applications available for barristers such as SILQ, Bar Books, and Verdict.

### (b) Fee disclosure

Timely provision of fee agreements; content of fee agreements;

### (c) Directions hearings / mentions

Preparing for and attending directions hearings and mentions – see [82] of the Guide (above) for list of key information to obtain before any directions hearing.

### (d) Behaviour in Chambers

Bar Rule 123 and (if appropriate) the Best Practice Guidelines.

## Meeting 2

### (a) Relations with solicitors

- Role is to be helpful eg draft the schedule to the subpoena yourself rather than directing a sole practitioner to “issue a subpoena for x documents”; communications in court; reporting on outcome of hearing;
- Don't take more than one brief for a day unless you have a sound basis for being confident that they won't be called on at the same time in different courts.
- Getting on panels – eg Legal Aid; Crown Solicitors Office; Commonwealth DPP.

### (b) *Dealing with Legal Aid* - including costs and offences under the *Legal Aid Commission Act 1979* (NSW)

### (c) Interlocutory hearings/Notices of Motion

What is the underlying dispute? What interlocutory orders are sought (injunction, stay, etc)? What is the other side's position? What evidence has been served? Is it admissible? Is it sufficient to support the application? Identify key authorities. Draft short written submissions (to hand up, or as speaking notes).

## Meeting 3

### (a) Relations with other barristers and attending court

- Clarify whether discussions are “counsel to counsel” before quoting in writing or to a court (and refer to Bar Rule 122); if uncertain whether you have properly understood an agreed matter that you are relating to the court, acknowledge your uncertainty, eg by saying “my friend will correct me if I have misunderstood this”.
- Always deliver devilling and drafts on time, or warn as soon as it is apparent you will be late; when brought in as junior, master the paper before spending much time on the law.
- NEVER be late for court; check the list first thing in the morning.

### (b) Rule in *Browne v Dunn*

- Read and discuss Cross on Evidence, especially *Ghazal v GIO* (1992) 29 NSWLR 336 at 344 – 345; *State of New South Wales v Hunt* (2014) 86 NSWLR 226 at [32] – [35].
- Consider - what is the rule? Is it a rule of law? What are the consequences of not complying? What are the different ways of complying?
- Undesirability of “I put it to you that ....”, preferability of other forms such as “could it be that ...”.
- Need to identify matters to put to opposing witnesses before going to court, and to check before sitting down that you have complied.

## Meeting 4

### (a) Conferences with clients and witnesses

Have a solicitor present when advising a client on prospects, taking instructions on a significant issue in the litigation, especially eg settlement, inconsistencies in a prior account, or when seeing a client or witness in custody. Use the pre-trial conference to ask non leading questions to elicit the client's or witness' account (rather than reciting the affidavit or statement back to the witness).

Criminal: Meeting a client in custody: AVL, gaol, court cells; obligations and best practice when taking instructions on a plea.

### (b) *Rule in Jones v Dunkel*

- Read and discuss *Payne v Parker* [1976] 1 NSWLR 191, 201–202; *Fabre v Arenales* (1992) 27 NSWLR 437; *Kuhl v Zurich Financial Services Australia Ltd* (2011) 243 CLR 361 at [63] - [64].
- Consider - What is the rule? What are its limits? Inference must already be available; must be a basis for expecting that the party would call the witness; witness' absence must be unexplained.

## Meeting 5

Preparing a case.

- Check the beginning and end of the observations on receipt of a brief - identify and diarise any deadlines. Appoint a conference about 2 - 3 weeks after receipt of the brief to discuss with solicitor.
- Prepare a rough chronology when reading the brief, and keep a work list of things to follow up. If settling a pleading, prepare an advice on evidence at the same time to cross check that you have not pleaded matters that are impossible to prove. If preparing a judicial review application, do a first draft of submissions at the same time, and follow up with solicitor any evidence that you refer to that isn't yet on.
- Keep a folder for documents you are likely to need in court and essential documents such as pleadings and submissions. Keep documents you need to tender, or cases and legislation you need to hand up, in plastic sleeves, and check that it is empty before you sit down.
- Prepare a one page list of each fact you need to prove, and where that evidence is.
- Specific considerations in preparing for a jury trial.

## Meeting 6

Civil practice: fraud etc

- (a) *Criminal convictions in civil proceedings*. Read and discuss *Saffron v Commissioner of Taxation* (1991) 30 FCR 578; *General Medical Council v Spackman* [1943] AC 627 (applied in *Australian Communications and Media Authority v Today FM (Sydney) Pty Ltd* (2015) 255 CLR 352 at [48]-[50]).
- (b) *Allegations of criminal or other serious misconduct in civil proceedings*. Read and discuss *Briginshaw v Briginshaw* (1938) 60 CLR 336 at 368; *Neat Holdings Pty Ltd v Karajan Holdings Pty Ltd* (1992) 67 ALJR 170 at 170 – 171.
- (c) *Alleging and pleading fraud*. The requirements of UCPR 15.3 and 15.4; Bar Rules 64 – 66; *Forrest v Australian Securities and Investments Commission* (2012) 247 486 at [25] – [26].

Criminal practice: charges

- (a) *Assessing merit; advising on plea*.
- (b) *Requesting/furnishing further and better particulars of charge* - *Kirk v Industrial Relations Commission (NSW)* (2010) 239 CLR 531.
- (c) *Representations to the DPP/CDPP* - charge bargaining; noting limitations on Crown submissions on penalty - *Barbaro v The Queen* (2014) 253 CLR 58.
- (d) *Duplicity/ Indictments* - *Johnson v Miller* (1937) 59 CLR 467.
- (e) *Separate trial applications* - including tendency/concoction *Hughes v The Queen* (2017) 344 ALR 187.

## Meeting 7

- (a) Examination in Chief
  - How to ask the questions in chief.
  - Identify the witness' strong points of recollection in conference. Use those in evidence as a framework, and "back fill" the details around them.
  - When it may be appropriate to seek opponent's agreement to lead some aspects of examination in chief (i.e. where uncontroversial, or in criminal matters or inquiries to avoid witness revealing sensitive inadmissible information or breaching suppression orders in open court).
- (b) Objections
  - Preparing lists of objections and arguing objections.

## Meeting 8

- (a) Cross-examination
  - Read the "unarmed combat" chapter in Colman, *Cross Examination a Practical Handbook* (Juta and Co, Capetown, 1973)
  - Review the cross-examination chapter from a good advocacy textbook before beginning preparation of a major cross-examination.
  - How to prepare for cross examination, including "laying the groundwork" to effectively cross examine on documents.
- (b) Re-examination
  - Limits of re-examination.
  - Effective re-examination.

## Meeting 9

### Civil practice

- (a) *Appeals* – de novo/rehearing/question of law/*House v R* error
- (b) *Points not taken below*. Read and discuss *Water Board v Moustakas* (1998) 180 CLR 491; *University of Wollongong v Metwally* (No.2) (1985) 60 ALR 68.
- (c) Credit on appeal - *Fox v Percy* (2003) 21 CLR 118.

### Criminal practice

- (a) *Appeals to the District Court*. Consider requirements of *Crimes* (Appeals and Review) Act.
- (b) Re-hearings. Read and discuss *Charara v The Queen* (2006) 162 A Crim R 39; *Gianoutsos v Glykis* (2006) 162 A Crim R 64.
- (c) Appeal to the Court of Criminal Appeal. Consider requirements of the Criminal Appeal Act; on conviction - *Baini v The Queen* (2012) 246 CLR 469; on sentence – *Kentwell v The Queen* (2014) 252 CLR 601.
- (d) Preparing advice on merits of appeal.

## Meeting 10

(a) Legal professional privilege.

Identify the basis upon which privilege may apply to documents produced prior to the final hearing. Explain the difference between joint privilege and common interest privilege, and the scope of each.

(b) Other privileges.

- When and how does the privilege against self-incrimination arise, and what is the procedure for a certificate to be issued? (s.128 *Evidence Act*).
- Sexual assault communication privilege (ss 295-306 *Criminal Procedure Act*, including seeking leave to issue subpoena).
- When can material of settlement negotiations be relied upon in court? (s.131 *Evidence Act*).

(c) Issuing and setting aside subpoenas.

- Discuss relevant practice notes of courts relevant to reader's practice.
- Proposed access orders; procedure to raise objections to access (e.g. legal professional privilege and public interest immunity); confidentiality regimes
- Grounds for setting aside a subpoena: legitimate forensic purpose; abuse of process; "fishing", burdensome or oppressive. See *National Employers' Mutual General Association v Waind and Hill* [1978] 1 NSWLR 372; *ICAP Australia Pty Ltd v BGC Partners (Australia) Pty Ltd* [2009] NSWCA 307;

## Meeting 11

### Civil practice

(a) Costs.

- How to make an offer of compromise under the UCPR.
- How to make a *Calderbank* offer.
- Costs arguments.

(b) Stay of proceedings

- Sections 67 and 135 of CPA, UCPR r 51.44. Read and discuss *Bryant v Commonwealth Bank of Australia* (1996) 134 ALR 460 (stay pending application for special leave).

### Criminal practice

(a) Costs.

- Costs in criminal cases: *Criminal Procedure Act*; *Costs in Criminal Cases Act*; *Suitors Fund Act*.
- Costs when client legally aided.

(b) Stay of proceedings

- Where proceedings an abuse of process - *Jago v District Court of New South Wales* (1989) 168 CLR 23
- Pending sentence appeal: *Crimes (Appeal and Review) Act* cf. *Criminal Appeal Act*

## Meeting 12

(a) Appearing as a junior

- Role in preparation and during hearing.
- "Assume your leader walks under a bus" rule – preparing for the unexpected

(b) Discussion of readers' progress in relation to advocacy and court craft

- Practical advice and encouragement based on the tutor's observation and assessment of the reader in Court.
- What aspects of advocacy can be improved and what steps can the reader take to enhance their skills?

(c) General professional responsibilities

- Compliance with ss.56 - 60 of the *Civil Procedure Act*, including in a case which has gone off the rails.
- *Bar Rules* 79 (guilty client) and 83 – 95 (prosecutors duties)



1	Which are to be inferred from the regulations set out in Part B	7	As per Clause 21 of the Discrimination Guidelines and Clause 24 of the Bullying Guideline.	14	Although, obviously not all risks will fall within the definition of discrimination, harassment and bullying.	Reader/Tutor Guidelines - Edition 3 - June 2017 - 2 -
2	As amended 7 July 2016.					Appendix 1: Declarations of Fitness to Practice - (1) by Certifying Tutor - 28
3	Note also the Legal Profession Uniform Law Application Act 2014 (NSW) and the Legal Profession Uniform Law Application Regulation 2015 (NSW).	8	Clause 11 of the Discrimination Guidelines and Clause 14 of the Bullying Guideline.			Appendix 1: Declarations of Fitness to Practice – (2) by Second Tutor - 30
4	See Clause 1 of the “Model Harassment, Discrimination, Vilification and Victimisation Best Practice Guideline” (Discrimination Guidelines) found at < <a href="http://www.nswbar.asn.au/docs/webdocs/bpg_harassment_210820152.pdf">http://www.nswbar.asn.au/docs/webdocs/bpg_harassment_210820152.pdf</a> > and Clause 1 “Model Bullying Best Practice Guideline” (Bullying Guideline) at < <a href="http://www.nswbar.asn.au/docs/webdocs/bpg_bullying_21082015.pdf">http://www.nswbar.asn.au/docs/webdocs/bpg_bullying_21082015.pdf</a> >.	9	Clause 12 of the Discrimination Guidelines and Clause 15 of the Bullying Guideline.			Appendix 2 – Criminal and Civil Reading forms - 32 -
5	See Clause 14 of the Discrimination Guidelines and Clause 17 of the Bullying Guideline.	10	See in particular Clause 14a of the Grievance Guideline in relation to the appointment and identification of a Floor Contact Person (found at <a href="http://www.nswbar.asn.au/docs/webdocs/bpg_grievance_21082015.pdf">http://www.nswbar.asn.au/docs/webdocs/bpg_grievance_21082015.pdf</a> ).			Appendix 3: Suggested Early Reading Program of Instruction
6	See Clause 8 of the Discrimination Guidelines and Clause 10 of the Bullying Guideline.	11	Clause 20 of the Grievance Guideline.			
		12	Clause 21 of the Grievance Guideline.			
		13	See section 17 of the WHSA, which is expressed in terms of either eliminating risks, or where that is not possible reducing risks as far as is “reasonably practicable”.			





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