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12 October 2026

Angela Latta
Head, Performance and Oversight
Legal Services Board
2 Redman Place, London E20 1JQ

Dear Angela

SDT/SDTAL 2027 Budget Application: response to your letter of 7 October 2026

Thank you for your letter of 7 October, and to you, Richard, Lizzie, Habib and your colleagues for the challenge panel the day before. The discussion was searching and constructive, and we have acted on it at once.

Your letter asked for a response by today. In the five days since we received it, we have:

- revised the Reserves Policy to address each of the points in your letter and convened a Board meeting specifically for the purpose on Friday 9 October, outside the scheduled cycle, at which the Board approved the policy. A copy is enclosed. Our treatment of reserves can therefore be considered by your Board on 22 October against a policy that has full SDT Board approval;
- reflected the Carter-Ruck judgment in our numbers now, rather than waiting for a certainty that will not arrive before your Board meets;
- rebuilt the application as a set of growth options, from zero growth to the original request, and reduced our request by 5.06%;
- reconsidered, as you asked, which 2027 costs the reserves should bear, and moved one-off items out of the budget and into those reserves.

This letter is our response and answers each question in your letter in turn (sections 2 to 5), sets out where we have revised the application of 7 September 2026, and includes the information provided on 5 October, updated where necessary (Annex A). It should be read as an addendum to the application. The SDT Board approved the response, the revised budget and the revised Reserves Policy on 9 October 2026.

The original application was submitted on 7 September 2026. The High Court gave judgment in Carter-Ruck Solicitors & another v SRA two weeks later, on 21 September. The budget application could not reflect a judgment given after the application was submitted, and its assumptions were based on the SRA's own forecast of August 2026. We have chosen to respond to the judgment now rather than continue with figures it has overtaken.

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Confidentiality. The reserves figures and the budget options are commercially sensitive. We ask that they are treated as exempt from disclosure under the Freedom of Information Act 2000 while your Board's consideration is pending.

1. Our approach and the revised proposal

We recognise that the LSB Board needs to be able to explain and justify the Tribunal's budget, as well as approve it. We have therefore built the response on four principles:

1. **Carter-Ruck is now reflected in the numbers.** We have not waited for certainty that will not arrive before your Board meets. We have revised the 2027 sitting-day estimate and the costs that flow from it and will adjust again as the position becomes clear.

2. **Recurring and one-off costs are separated.** For this year we have amended the budget so that the profession funds the recurring cost of running the Tribunal but with one-off costs being met from reserves. Of course, this will need to be reviewed on a year-on-year basis depending on whether the Reserves Policy will be able to accommodate this approach in future.

3. **Every figure is traceable.** Each number reconciles to the application, our audited accounts or the information provided on 5 October. Where we have corrected an earlier figure, we say so.

4. **We have shown our working.** Each growth option sets out what it would mean in practice, with its risks and mitigations, so that your Board can see the choices we considered.

The revised proposal

We have reduced the 2027 budget request from £3,324,857 to £3,156,499, a reduction of £168,358 (5.06%). The revised request is 3.11% above the 2026 budget of £3,061,207. Against the application's own inflation assumption of 3.6%, it is a reduction in real terms: the 2026 budget uprated for inflation would be £3,171,410, and the revised request is £14,911 below it.

From the original application to the revised request	£	Section
Original application (225 sitting days)	3,324,857	
Carter-Ruck impact: sitting days reduced from 225 to 205	(54,537)	2
One-off items funded from reserves rather than the budget: additional hearing space, evidence platform discovery	(35,970)	4.5
Phasing recruitment of new staff	(77,851)	3
Revised request (205 sitting days)	**3,156,499**	

2. Impact of Carter-Ruck Solicitors & another v SRA [2026] EWHC 2416 (KB)

2.1 The judgment and the SRA's position

On 21 September 2026, Butcher J held that section 44B of the Solicitors Act 1974 does not allow the SRA to require production of documents covered by a client's unwaived legal professional privilege. As you know, the SRA is appealing this decision to the Supreme Court.
The SRA told the Tribunal on 23 September 2026 that:

- it will not ask the Tribunal to admit material obtained under the power the High Court held it does not have;
- it expects around nine months of uncertainty;
- it intends to keep cases moving, including by withdrawing or amending allegations;
- it is reviewing listed cases week by week.

The SRA has not yet identified which of its cases it considers affected.

2.2 The Tribunal's preliminary review

The Tribunal has reviewed every substantive hearing listed to December 2026. The review was prepared independently of the SRA for listing and capacity purposes only. It expresses no view on the merits of any case. The review was thorough but necessarily limited. It was made from the Rule 12 Statements, although privileged material may appear anywhere in a bundle running to many hundreds of pages. Privilege also cannot always be identified on the face of a document, as it depends on who wrote it, why, and whether litigation was in contemplation at the time. On that basis, 4 of the 24 listed cases appear to have a live privilege issue, and a further 6 may need more active case management. Case management hearings will likely be used to establish the position in each case.

2.3 The Tribunal's assessment: a delay, not a lasting reduction

Our own assessment is that the judgment affects largely the timing and shape of hearings rather than whether cases are heard *per se*. We expect a delay in referrals and listings while the SRA works through its caseload, followed by a recovery. We do not expect a lasting reduction in the number of cases reaching the Tribunal as a result of this decision.

- **2026.** The Tribunal has sat for 210 days between 1 January and today, 12 October 2026, and has a further 76 days listed until the end of the year, to give a total of 286 days of possible sittings against a full-year forecast of 235 (and budget of 230). The days listed to the end of the year, however, will reduce as they are subject to applying the current attrition rate (approx. 36% at the end of June), and also may be affected by the expected delays caused by the Carter-Ruck decision. However, this gives an indication of how the projected figures from the SRA, of the cases it will refer and the hearing days it will need for those cases, do not tend to match the actual sitting days precisely in practice.

- **2027.** Twelve cases are listed from January 2027, and around 15 more are likely to be listed after case management hearings. New referrals since the judgment have fallen well below the roughly 20 the SRA had forecast for the rest of 2026, so the first half of 2027 will be lighter than the application assumed.

- **Deferral, not loss.** Cases that reach a hearing are likely to involve more privilege applications, amended Rule 12 Statements and Agreed Outcomes, so fewer cases will not necessarily mean proportionately fewer sitting days. Cases deferred now may be listed in the second half of 2027 or in 2028, whether or not the SRA's appeal succeeds.

The longer view. In the five years to 2025, the SRA referred between 84 and 153 cases a year to the Tribunal, around 105 on average, against SRA forecasts that were typically around 120. Referrals in 2026 had already fallen before the judgment: 37 by the end of August, against an original forecast of 120 and a revised SRA forecast of 60 to 65. The 2027 assumption of 95 referrals is therefore already below the historical level. The Tribunal's planning assumption for the medium term remains a return to around 100 to 120 referrals a year.

The judgment changes how the SRA may obtain and plead its evidence. It does not change the underlying incidence of misconduct in the profession, or the public interest in its being prosecuted. The Tribunal does not expect the judgment to mean that cases where misconduct has been identified will fall away, and we do not believe the profession or the public would regard that as an acceptable outcome. We say this not as a criticism of the SRA, which is working through a difficult judgment with care, but because it bears on how your Board should read the Tribunal's 2027 figures. A reduction in hearing activity in 2027 reflects a pause in the enforcement pipeline, not a reduction in the need for the Tribunal's capacity. A sustained fall in referrals beyond 2027 would raise a different question, about the effectiveness of enforcement, and that is a question for the regulatory system as a whole rather than for the Tribunal's budget.

2.4 Revised sitting days and costs

Taking this assessment into account, we have reduced the 2027 sitting-day estimate from 225 to 205 days. That reflects a delay in the first half of the year, not a lower level of activity throughout it. The reduction lowers the budget by £54,537. Around £2.6m of the cost base is fixed.

Because the fixed costs are spread over fewer days, the cost per court rises from £14,777 to £15,398, even though the total budget falls. That is why we would welcome working with the LSB in 2027 on a methodology that better reflects the Tribunal's efficiency as the increase in this cost per court number is beyond our control and therefore not accurately reflective as an efficiency measure.

If deferred cases arrive later in 2027 and activity exceeds 205 days, the additional days will be funded from the Sitting Days Reserve. That is the purpose of the reserve, and it means no supplementary funding request. We will reforecast sitting days at the end of Q1 2027 and again at the half-year, and report both reforecasts to the LSB.

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3. Efficiencies and budget options

3.1 Efficiencies already achieved

- **Recurring costs held almost flat.** Business-as-usual (BAU) costs in the original application rose by 0.95% on the 2026 budget, against assumed inflation of 3.6%. Inflation was also under-provided for in 2026, and the Tribunal's budgets have not kept pace with inflation for several years. The difference has been absorbed.

- **More effective use of sitting days.** The revised listing procedure reduced hearing attrition from 59.3% at 30 June 2025 to 36% at 30 June 2026, and adjournment applications fell from 31 to 21. Where possible, lay applications are listed alongside existing sittings. 54% of hearings are held remotely, which reduces member expenses.

- **Contracts.** CaseLines was renewed for one year at the price available under a longer-term arrangement, while alternatives, including off-the-shelf products, are explored.

- **Lean staffing.** The Tribunal has just 13 permanent staff (11.37 FTE).

- **Recruitment managed in-house.** The member recruitment campaign will be run with the Master of the Rolls' office, without an executive search agency.

3.2 Growth options

As you asked, we have modelled the budget from zero growth up to the original application, in the steps our cost structure allows. Each step removes or defers a specific item, so the tiers fall at about 2%, 3% (the revised request) and 4% rather than at exact round percentages. All options assume 205 sitting days. The last column shows the gap between each option and the revised request.

Option	2027 budget (£)	Growth on 2026	Cost per court	Against revised request	What it means
Zero growth	3,061,207	0.0%	£14,933	−£95,292	£110,203 below the 2026 budget in real terms. Requires a pay freeze for staff and members and a delay to member recruitment (section 3.3).
2% growth	3,136,499	2.46%	£15,300	−£20,000	As the revised request, with laptop renewal also funded from the General Reserve.
Revised request	3,156,499	3.11%	£15,398	–	Recommended. A real-terms reduction. Recurring costs funded; one-off items funded from

Option	2027 budget (£)	Growth on 2026	Cost per court	Against revised request	What it means
					reserves; new posts reduced from three to two and phased.
4% growth	3,192,469	4.29%	£15,573	+£35,970	As the revised request, but with the hearing space and discovery work funded through the budget rather than from reserves. Not proposed.
Original application at 205 days	3,270,320	6.83%	£15,953	+£113,821	For reference.

3.3 What each option would mean for the Tribunal

The Tribunal's cost base is about 82% fixed. Premises, systems, insurance and the core staff needed to list, hear and determine cases do not fall with case volumes. Once Carter-Ruck is applied, the only material variables are the new posts, the one-off items, and the inflation uplift for staff and members. The steps below start from the original application and show what comes out of the budget at each level, and what that would mean for the Tribunal.

Original application, restated at 205 sitting days (£3,270,320, 6.83% above 2026)

- **What it funds.** [redacted] two full-time junior roles and a part-time finance assistant, the member recruitment campaign, laptop renewal, the additional hearing space and the evidence platform discovery work, all through the budget. Only the Carter-Ruck reduction in sitting days (£54,537) has been applied.

- **Why we have moved from it.** The LSB asked us to challenge ourselves on efficiencies and on the use of reserves. Everything below this line is the result.

About 4% growth (£3,192,469, 4.29% above 2026): £77,851 below the original

- **What comes out.** Recruitment of junior staff is reduced to one role and phased into 2028.

- **What it means.** The Tribunal runs 2027 on its current administrative capacity, with senior staff continuing to carry out administrative tasks. The finance assistant is retained. Every one-off item is still funded through the budget, so this option does not yet use reserves in the way your Board suggested.

Revised request (£3,156,499, 3.11% above 2026): £113,821 below the original. Recommended.

- **What comes out.** The additional hearing space (£19,170) and the evidence platform discovery work (£16,800) are funded from reserves rather than the budget, as your Board suggested.

- **What it keeps.** The recurring cost base, [redacted] the finance assistant from January, laptop renewal and the member recruitment campaign. A 5.06% reduction on the original application, and £14,911 below the 2026 budget in real terms.

- **What it means.** The Tribunal has the capacity it needs for 2027, with the finance single point of failure addressed. The residual risk is that deferred cases arrive in late 2027 and days exceed 205. That risk is met by the Sitting Days Reserve, which is within its 70-to-80-day target, and by the reforecasts at Q1 and the half-year.

About 2% growth (£3,136,499, 2.46% above 2026): £20,000 below the revised request

- **What comes out.** Laptop renewal (£20,000) is funded from the General Reserve rather than the budget.

- **What it means.** The Tribunal has not proposed this option as laptop replacement is a business as usual funding request that should be met from the annual budget.

Zero growth (£3,061,207): £75,292 below the about-2% option, and £110,203 below 2026 in real terms

- [redacted]

- **Member recruitment delayed.** The campaign is delayed to save £15,335 in 2027, postponing the succession and diversity benefits it is intended to deliver, in a year when one member retires and the membership needs refreshing.

- **Laptops from reserves.** As per the about-2% option.

- **No slack.** The reserves would already be funding the one-off items and laptop renewal, and the general reserve is below three months. A zero-growth budget would leave no way to absorb an in-year pressure, such as an increase in insurance or a building cost, except by delaying hearing activity or returning to the Law Society for additional funding.

- **Risk to delivery.** A pay freeze, no additional capacity and no slack would put the Tribunal's ability to list and hear cases promptly at risk, at a time when the SRA expects cases to become longer and more complex and when deferred Carter-Ruck cases may arrive later in the year.

3.4 Staffing

- **Reduced and phased.** The application provided for two full-time junior roles and a part-time finance assistant. The Board has reduced this to one junior role, recruited on a phased basis from 2028, and the part-time finance assistant. This reduces 2027 salary costs by around £77,851 against the application.

- **Finance resilience.** The finance assistant is retained from January. Finance currently depends on a single Financial Controller, a business continuity risk the Board does not consider it can carry.

- **Review point.** The junior role will be reviewed at mid-2027 against the sitting-day reforecast, case volumes, hearing length and complexity before recruitment proceeds. A fixed-term contract will be used where appropriate.

4. Reserves

4.1 Approval of the revised Reserves Policy (question 1)

The SDT Board approved the revised Reserves Policy on 9 October 2026, at a meeting convened outside the scheduled cycle so that your Board can consider our treatment of reserves against a fully approved policy. A copy is enclosed. The policy:

- sets the general reserve at not less than three months, and not more than six months, of budgeted operating expenditure, rather than at a fixed sum. A fixed £750,000 had fallen below three months, which was inconsistent with the policy's own principle;

- sets the Sitting Days Reserve at 70 to 80 sitting days at the budgeted variable cost per day reduced from 100 days to reflect the lower sitting-day estimate for 2027. As section 2.3 explains, the Tribunal expects a delay rather than a lasting fall in activity, so if deferred cases arrive later in 2027 the reserve will be drawn on and the overall reserve levels will be reviewed in line with the annual policy review;

- creates the Fixed Asset Replacement Reserve;

- defines which reserves count when assessing any surplus for return to the Law Society (the cash-backed reserves only);

- requires Board approval of the policy each year before the budget application is submitted.

4.2 Reserves by category: updated position (question 2)

The reserves position has moved since the schedule we provided on 5 October, and the table below updates it. The SDT Board approved transfers from the Sitting Days Reserve of £116,118 to the general reserve and £170,000 to the new Fixed Asset Replacement Reserve, both in 2026. The forecast 2026 movements are then:

- 23 sitting days above the 2026 budget, funded from the Sitting Days Reserve (est. £56,927);
- £117,106 (maximum estimate) to be taken, if necessary, from the general reserve; members' fees payable under the Tribunal's existing arrangements for hearings cancelled, or concluded at short notice.
- estimated operational savings of £38,151, credited back to the general reserve.

Reserve	5 Oct schedule, 31 Dec 2026	Revised, 31 Dec 2026	31 Dec 2027, after one-off draws	Purpose
General (free)	£788k	£710k	£710k	Protects against operational disruption, core-system failure, premises risk and legal or regulatory change. It stands at 2.7 months of budgeted expenditure, below the three-month floor. No draw is proposed.
Sitting Days (designated)	£297k	£213k	£194k	Funds hearing activity above the budget without a supplementary request. About 78 days at the end of 2026 and 71 days at the end of 2027.
Fixed Asset Replacement (designated, new)	£170k	£170k	£153k	Funds the replacement of significant assets (section 4.4).
Fixed Asset/Future Depreciation	£523k	£523k	£385k	An accounting classification equal to the net book value of fixed assets. It is not cash.

All three cash-backed reserves are at or below the levels set by the policy. On the current figures, therefore, there is no surplus to return to the Law Society.

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4.3 The Sitting Days Reserve (question 3)

- **Basis.** At approx. £2,730 per day (including member expenses), 70 to 80 days is about £191,000 to £218,000. At the end of 2026 the reserve will cover about 78 days, and after the 2027 hearing-space draw about 71, both within the target range. This will further reduce if the Tribunal sits for more than the estimated 205 days.

- **Why the reserve is needed.** Sitting days are driven by SRA referrals, case complexity and Agreed Outcomes, none of which the Tribunal controls. In 2026, the Tribunal is drawing on the reserve for 23 days above budget. Reducing the 2027 estimate to 205 days makes the reserve more important, not less, because it is what protects the Tribunal if deferred cases arrive later than expected. Members are fee-paid so additional days are met from the existing pool of 47 members without extra fixed cost, and the clerking team and hearing rooms can accommodate them.

4.4 The Fixed Asset Replacement Reserve (question 4)

- **Timing.** The £170,000 transfer will be made in 2026. It moves funds from the Sitting Days Reserve and involves no new funding. No further transfers between reserves are currently planned for 2027. Appendix A of the application placed the transfer to the general reserve in 2027. This response supersedes it.

- **Rationale.** Major asset replacement has previously required supplementary funding (2022–23). The reserve allows the Tribunal to plan for predictable capital needs without a separate call on the profession. The Tribunal is, therefore, taking proactive steps to minimise the likelihood of any additional emergency funding requests in future. This means that over time we will need to steadily increase this reserve, but the £170k is a starting point.

- **Recognising the full cost of assets in the year of purchase.** Capital expenditure is funded, through the budget or from this reserve, in the year in which it is incurred. In the statutory accounts it is then depreciated over the asset's useful life. The fixed asset itself then becomes a non-cash item (along with the associated depreciation in that asset) and not included in the budget application or the cost per court, so the profession does not fund the same asset twice.

4.5 Using reserves for the additional 2027 spending (question 5)

We have reconsidered this, as you asked. The one-off 2027 items will be funded from reserves rather than the budget, which reduces the request by £35,970:

- additional hearing space for the Post Office-related hearings (£19,170 inc VAT), from the Sitting Days Reserve, drawn only if the space is needed;

- evidence management platform discovery (£16,800 inc VAT), from the Fixed Asset Replacement Reserve.

The general reserve will not be used for planned expenditure while it is below three months of operating expenditure.

5. Member recruitment for 2027

5.1 Member numbers

The Tribunal has 47 members (29 solicitor and 18 lay). The 2027 campaign is about refresh, succession and resilience, not a significant increase in numbers. Long, complex hearings tie up panels for extended periods and increase the risk of conflicts of interest for members, so the Tribunal needs depth across both solicitor and lay members.

5.2 Tenure policy and diversity

In its questions ahead of the challenge panel, the LSB noted that five members were at or beyond the maximum term under the previous policy. The Tenure of Office Policy was reviewed in July 2026, and the four-term limit was removed with effect from 6 July 2026. No maximum term now applies, and those members were reappointed on the basis set out below. A copy of the current policy is enclosed.

The Tribunal's Policy Committee, which approved the change, was concerned that the previous policy would have required a number of highly experienced members to leave the Tribunal well before the retirement age of 75, while they remained willing and able to serve. That would have meant losing valuable expertise and institutional knowledge at a time when the Tribunal's cases are becoming longer, more complex and more high-profile. Regular turnover remains important to refreshing the membership, but the Policy Committee concluded that a fixed term limit was no longer the most appropriate way to achieve it.

The revised policy keeps mandatory retirement at 75, the judicial retirement age, and brings the Tribunal into line with other judicial and quasi-judicial bodies that use an age-based retirement model. Reappointment is not automatic. It depends on a strengthened appraisal process, which assesses each member's fitness to continue, sitting record and contribution objectively, against the Appointments Protocol, the Code of Conduct and the member competency framework now being introduced.

The change does not remove the need for recruitment or diminish the Tribunal's commitment to diversity. The Tribunal considers that diversity is best supported by proactive recruitment and outreach, not by the automatic loss of experienced members who remain able and willing to serve. The 2027 recruitment campaign is run with the Master of the Rolls' office, with targeted outreach to diverse professional networks (Annex A). It is an important opportunity to broaden the membership so that it continues to reflect the diverse make-up of the profession. The aim is an appropriate balance between experienced members and newer appointees, giving both continuity and renewal.

Natural turnover will continue. [redacted]. Around one-third of the current membership is aged 65 or over. Recruitment and succession planning therefore remain essential, notwithstanding the policy change.

6. Our commitments

- Reforecast 2027 sitting days at the end of Q1 and at the half-year, and report each reforecast to the LSB.
- Work with the LSB in 2027 on a better cost-per-court methodology.
- Include a full options analysis, built from the ground up, in the 2028 application.
- Have the Board approve the Reserves Policy before each budget application is submitted.
- The reporting chart and months of general reserve cover will be included in future applications.

I hope this gives your Board what it needs to consider the application on 22 October. Emma, Hans and I would be happy to talk through any part of it before then.

Yours sincerely

A Kellett

Alison Kellett
President and Chair, Solicitors Disciplinary Tribunal

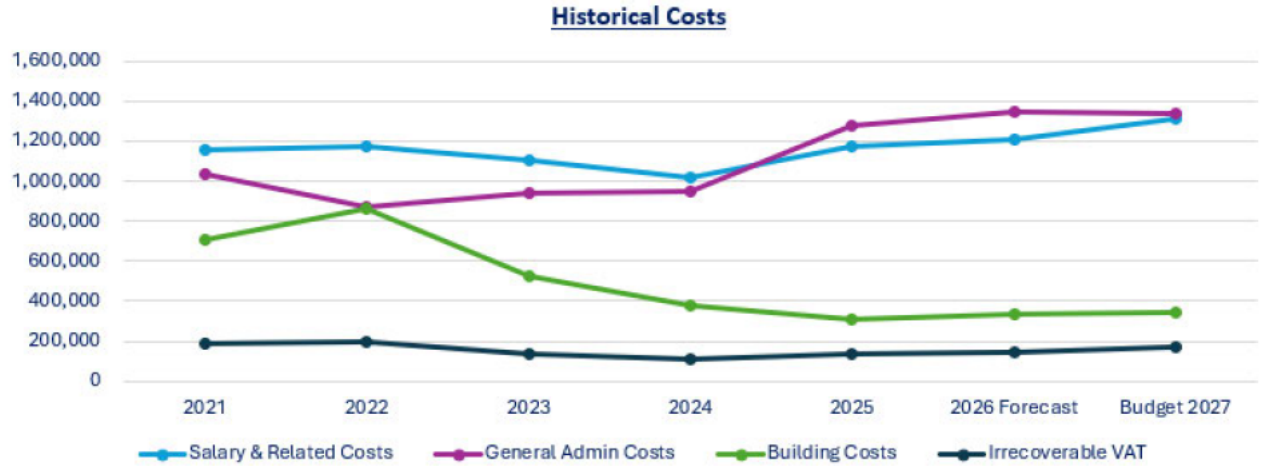
Enclosures: SDTAL Reserves Policy (approved 9 October 2026); Tenure of Office (Retirement) Policy (6 July 2026)

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Annex A: Information provided on 5 October 2026
(tables now updated to reflect revised budget request)
A1. Total costs, sitting days and cost per court (revised Table 7)

	2022 Actual	2023 Actual	2024 Actual	2025 Actual	2026 Forecast	2027 Budget
Sitting days	174	213	209	275	235	205
Total costs	£3,100,156	£2,712,030	£2,450,126	£2,896,078	£3,035,254	£3,156,499
Cost per court	£17,791	£12,244*	£11,697	£10,531	£12,916	£15,398

* 2023 included office move costs. It should be noted that the 2026 forecast figure combines 140 actual days (January to June) and 95 estimated days (July to December), but the budgeted number was 230. Based on current expectations (number of listed days to end of year less attrition rate) the current forecast is around 253. Cost per court is total costs divided by sitting days. The numbers may also vary reflective of rounding figures in the detailed methodology.



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A2. Expenditure by MoU category

CATEGORY	2021 ACTUAL	2022 ACTUAL	2023 ACTUAL	2024 ACTUAL	2025 ACTUAL	2026 FULL-YEAR FORECAST	2027 BUDGET Revised application
Salary & Related Costs	1,154,511	1,170,656	1,107,723	1,020,007	1,170,876	1,212,225	1,309,013
General Admin Costs	1,038,149	874,899	943,124	945,116	1,280,314	1,342,651	1,336,202
Building Costs	706,902	858,122	525,687	376,238	310,299	336,825	344,217
Irrecoverable VAT	191,423	196,479	135,496	108,765	134,589	143,554	167,068
TOTAL Expenditure	**3,090,985**	**3,100,156**	**2,712,030**	**2,450,126**	**2,896,078**	**3,035,254**	**3,156,499**

A3. Reserves movements – updated from table provided on 5 October (as explained by section 4.2)

Reserve (£000s)		31 Dec 24	2025 mvt	31 Dec 25	2026 mvt	31 Dec 26 FC	2027 mvt	
General/free		491	182	673	37	710[1]	–	
Sitting Days		595	(39)	556	(362)	194	–	
Fixed Asset/Depreciation		796	(135)	661	(138)	523	(138)	
Fixed Asset Replacement		–	–	–	170	170	-17	
Total		**1,882**	**8**	**1,890**	**(293)**	**1,597**	**(155)**	

In relation to the information provided on 5 October, the figures have been updated with the information in section 4.2. The 2026 movements proposed in the email of 5 October were:

- creation of the Fixed Asset Replacement Reserve, with a £170,000 transfer from the Sitting Days Reserve;
- a £77,000 transfer from the Sitting Days Reserve to the general reserve (now £116,118);
- an estimated £12,000 draw on the Sitting Days Reserve for five days above budget (now 23 days, £56,927), offset by around £38,000 of operational savings;
- an increase in the general reserve ceiling from £750,000 to £800,000 (now replaced by a floor of three months of budgeted expenditure).

These figures exclude IFRS 16 adjustments. The 3.09 months given on 5 October should have read 3.05 months. The revised position is in section 4.2.

[1] This is the floor to reflect the maximum amount which may need to be used to cover additional members' fees.

A4. Member recruitment campaign

- The campaign is run jointly by the SDT and the Master of the Rolls, managed in-house, with no executive search or recruitment agency. It is supported by the Tribunal's external communications consultant.

- The advertising budget is modelled on previous campaigns, updated for inflation and contingency. In 2021, adverts were placed in nine national publications and some regional counterparts. Outreach went to the Black Solicitors Network, InterLaw Diversity Forum, Solicitors Association of Higher Court Advocates, Commercial Litigators Forum, London Solicitors Litigation Association, Women in the Law, Association of Women Solicitors, Legal Women UK, Association of Asian Women Lawyers, FreeBar, Midlands Asian Lawyers Association, Society of Asian Lawyers and CILEX.

- The rest of the provision covers the cost of running the exercise: advertising, sift and interview panels, and the shadowing programme for new members.

A5. Other points

- **Additional hearing space.** None was required in 2026. The need arises from high-profile 2027 hearings, including further tranches of Post Office-related cases.

- **Reading time.** Members are not paid separately for any reading time.

- **Lay applications.** The budget assumes 40 lay applications and 12 sitting days. These are listed alongside existing sittings wherever possible.

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