

Oral History

Interview with Patrick Maddams, Sub-Treasurer

C: I'm sitting here in Patrick Maddams' the Sub-Treasurer's office in Inner Temple, on Wednesday 16 July 2016, and we're here really to ask you lots of questions about yourself and the Inn and your experiences here and so I think we'll just get started if that's all right

P: Yes that's fine thank you Caroline.

C: Great. So first of all the purpose of this is to provide an article for the Yearbook and to provide the material for Inner Temple's Oral History Project and the article is to focus on a day in your life at Inner Temple. I don't know if you've come across this book but I recently read a book called 'All Day Long: A Portrait of Britain At Work' and it was a horde of essays about what people actually do all day from train drivers to an orthodox rabbi. And that is essentially what I'd like you to try and do, and tell me what you essentially do all day at Inner Temple.

P: Thank you.

Well I'm not a train driver and I'm not a rabbi but perhaps I'm somewhere in between and thank you for giving me the opportunity to say a little about not just my job but about the role I fill because there's been a Sub-Treasurer around these parts for 500 years or more.

One of the great joys of an average day of my life is that it's never average. And I'll explain a little bit in a moment about the diversity of my role. So it is not specialist in that I come in and do the same thing every day as you might do if you were an accountant or a dentist and it's the variety of the role that particularly attracts me to the position but, if I may, can I just explain a little bit about the role and the job description of the Sub-Treasurer and translate that into a little bit of how it works day by day. Because the Sub-Treasurer is the full time senior manager of the inn responsible for all the day to day management of the staff and the finances and various other activities.

So I'm the senior full time person here at the Inn but in fact I'm responsible for what in organisational terms would be three quite distinct entities that all come under the single umbrella of what the Inner Temple does.

Approximately a third of my working life here is to do with educational matters and you will know better than perhaps even some of our listeners that the primary role of the Inner Temple is the Call and the admission and qualification of people who want to be barristers. The Inns of Court have been calling students to the Bar for over 400 years, we are the only organisations that can call students to the Bar so we have a statutory responsibility - if you want to be a barrister you have to join an Inn of Court and that's been the case for a long, long time. But today we define education rather more broadly so we have a very big outreach programme, as I think you might know, trying to encourage more of the brightest and best young people in Britain to come to the Bar whatever their background or financial need or diversity. There is no stereotype nowadays of where a barrister comes from - so social outreach is an important part. The training of course of the student members to become barristers, and you've just been through it, is absolutely crucial, supported by the half million pounds of scholarships that we are able to award. But the education continues particularly in your early years of practice, again, as you know in pupillage and in the early days of tenancy you have to complete mandatory training courses and those are offered by the Inn. And now we offer what you might call advanced advocacy courses on a range of subjects for people who are quite well established in their practices but who can still benefit from the training here. And one of the things that makes all of this special and for me a delight is that many of the people delivering that education are members and benchers of the Inn and are both barristers and judges and who give their time entirely pro bono. In fact I don't think I've ever asked a member of the Inn to do something for the Inn where they've said no. Sometimes they say yes before even asking what it is. ... That's a bit of a mistake actually in my case. I'll find something for them to do. ... So education. And I should mention the library as well. We have a world class library here, a lot of it on-line now. We have an academic fellows scheme to try and make our links with the universities even

closer. And I don't sit here all year round in this office. I do go around to the Bar schools and the universities and help them with all of that. So a third of my job is educational. And that's the bit most people see and it's what the Inns are known for. But of course we're sitting here in a wonderful and beautiful conservation area. Because secondly the Inn is a property management company and we have had the privilege of owning these buildings for 400 years. They were granted to us by Royal Charter in the year 1608, just over 400 years ago, and to all intents and purposes they're freehold but we can't sell them. So that's good news for you because if I was tempted to knock them down and build a sky-scraper, another Shard, I wouldn't be allowed to do so.

C: That'd be dreadful.

P: Well it would be ... but I must say the investment managers might say, mm, that'd be a good return on your money there. So we own and care for all of these buildings. And you work in one of them, Francis Taylor Building, and of course these are the buildings where the barristers have their offices, we call them chambers, 1800 barristers working in the buildings owned by the Inner Temple. So we have a job as property managers to maintain those chambers to a very high standard, make sure they're fit for purpose, and everything you need for your successful practices. But we have an obligation to do this within the challenges of being in the conservation area. I'm told we have more Grade I listed buildings in this estate than any other estate in London.

C: Oh really, wow.

P: Conservation architecture is a pleasure and a privilege – everybody comments how wonderful the buildings are. But it is challenging as well in a modern age so if you want to put in Wifi, or air-conditioned server rooms, or knock down a wall to make a conference room, you need a lot of planning permissions and agreements before you can do it.

We happily do that. And I'm very fortunate that in an earlier part of my career I served on the board of the Royal Institute of British Architects for six years so I know a little bit about the world of architects. And I know a lot of architects who give the Inn advice. But

property management in all of its guises is a big part of the work. And that includes our wonderful garden. And many people comment on the garden. We have a wonderful head gardener at the moment who's winning prizes so there's a certain amount of public interest. And all of this means that the public are coming into the estate rather more than they did. And I welcome this because I think the law in the 21st century needs to be transparent perhaps more than it was in the past. And part of that is just people coming in to see the Temple Church and the gardens. And we have open days and open square days. And so we are managing an estate that is seeing more – well I wouldn't say tourist traffic – but general public traffic. And of course if Thomas Heatherwick's Garden Bridge ever gets built just outside the Inn we'll see even more. But that's for another occasion. So my work is to do with education in all its guises, for legal advocates, running a successful property company and off the back of that we have quite a successful, what I would say, corporate events business so that when we don't really need buildings ourselves we now have permission of our governing body, on a selective basis, to offer them to clients, often law firms or legal institutions for their events, seminars, dinners, book launches. Only yesterday the Singapore High Commission celebrated its national day here, just because we have very good links with that jurisdiction. And that extra corporate income of course is very useful in making sure we have partners for the scholarships, in particular, and for the other things the Inns need to do. The third part of the job is really being the membership secretary. We have approximately 9000 active members of the inn. That's barristers and judges all over the world. Our total alumni is much bigger because some people have retired, some people have gone into other positions. We like to keep in touch with them all. And so the membership secretary is a very important part of our work. And it's growing substantially at the moment. One of the most pleasant aspects of that is being the Inn's ambassador. And so I receive many visiting delegations here during the year. And once a year with the Treasurer we do a big trip to South-East Asia where we go and visit our members there. But it's more people coming to see us than the other way round. There can be a tendency to think of the Inn as being very London-centric. Wonderful to come here, if you're able to come here,

but what about the person in Manchester? What about the person in Kuala Lumpur or Barbados? We want everyone to feel that they're connected to the Inn when they can't always get in here. So we've done a lot of work on our membership data-base and our alumni associations overseas. So that you really feel that if you've been called to the Bar by Inner Temple, you may no longer be a barrister, you may no longer live in London, but we still want you to feel that this is your Inn. So how does that translate down into a typical day? Well, I can't think of anything more recent than yesterday because today, it's only 2.30, and I've got the rest of the day to go. Yesterday, with a very senior group of benchers and the senior managers of the Inn, the day started with a meeting looking at a very major building project here. But, that's wearing two hats, because although it's a building project it would be substantially for educational use so there's a huge input from the library and education and training department. And it would be one of the biggest building projects we've ever done since this building was rebuilt after the Second World War in the early 1950s. And it is to see if we can create a modern, state of the art, education training facility that perhaps more replicates a good law school faculty just in terms of facilities, and various teaching things, ... I mean we can do a lot on-line, we can do a lot by video conferencing and streaming. But again, trying to build that building in a conservation area will not be inexpensive to do. So we were gathering together all the strands of it yesterday. The approvals from the conservation. How do you go about planning permission? How do we raise the funds? What would we use it for? And I have to say: how we would deal with a considerable period of disruption because it's never easy to put new buildings into conservation areas.

So that was the first couple of hours of my day. And we will see quite shortly whether or not we got the final decision to implement that scheme or not. Then, after that, we've just completed our five year planning round. Again a rather business-sounding term. But once a year, in the middle of each year, we raise our sights to the horizons, as we say, and try and map out where we think we would like the inn to be in five years' time. And the financial consequences of getting to that decision. And so we do a number of detailed five year plans,

with each of our major departments and we consolidate it all together into one great overview. And we're just in the final processes of doing that. And that included a risk assessment. Then lunchtime came the ambassadorial role, the part I love, because we were delighted to receive here, on his first visit to the Inner Temple, the new Indian High Commissioner - the Inn has very strong historic links with India. And if you just look over your shoulder you'll see the Inn's proud bust of Gandhi. I think on the label it says Mahatma Gandhi but we all know that when he came here as a student, at the tender age of 18, he was just plain old Mr Gandhi. But, of course, of all of our alumni Gandhi was the greatest in terms of fame and international reputation. And indeed what he did for the law in terms of the commitment, not always realised, that the law was better to war [?] and his complete devotion and explaining political non-violence. We all know, that Martin Luther King and Nelson Mandela and others sort of derive their inspiration [from him].

From our point of view, though, many British Asian families send their brightest sons and daughters to this Inn simply because it's Gandhi's Inn. And we're very proud of that. And so the High Commissioner wanted to come and see where Gandhi had studied. And we had a very interesting conversation both about Gandhi's time here, right through to all of the mutual legal issues between Great Britain and India at the moment. What would be the position via Brexit? What would be the effect on this very substantial amount of Indian investment that's coming into the United Kingdom? So a very contemporary discussion as well as a historic one. Then yesterday afternoon I was preparing some papers where I'd been asked to make some submissions on various issues to do with the law

And last evening, three events. First of all there was a meeting of the Inns Estates Committee which is the Committee that reviews all aspects of the Inn's estate. And I didn't specifically mention it earlier on but 80 per cent of the Inn's annual revenue comes from rents and so this is very important because the Inn receives no government funding. Nor do we want to receive any because we don't want the restrictions that go with it. I think it's important, in the separation of powers, there's a lot of talk about how the judiciary has to be separate

from government, very important, but one of the reasons we have an independent bar is because the four Inns of Court are able to finance themselves. So we can be very self-governing. We can determine how our funds are spent

C: Which is another very powerful symbol of independence from government.

P: Yes it is. It's a very powerful ... and it also means, heaven forbid, that we're not affected by, not directly by, cuts in funding because we never had it in the first place. I know there are knock-on effects with the company-funded bar and the criminal and family work.

So we had an Estates Committee meeting last night that was very well prepared. And we were looking at various maintenance programmes, looking at some architectural work that might be needed to do on the wonderful Temple Church.

And then in the evening the Singapore High Commission, another jurisdiction with which we have strong links, very happily decided to celebrate its ... Singapore's National Day. Not at the High Commission building but at the Inner Temple. And I've never seen so many diplomatic cars here in all my life. We were talking about ... one of the things I was doing at half past four is trying to work out where we were going to put these 50 diplomatic cars. And I was sitting here with the porter and a map trying to think whether we could squeeze them all in.

C: And did you manage it?

P: We did just about. Yes. And it must be austerity because I noticed two ambassadors arrived in the same car.

C: Oh really. Times are hard.

P: Things are hard when you have to share your diplomatic car, aren't they? And of course the chance to have 40, 45 high commissioners and ambassadors here was fantastic. And we were thrilled that the Singapore High Commission wanted to hold their event here. It is because we have very good links with the Singapore jurisdiction. And in particular because this year the choir of the Temple Church are

going on tour to Singapore and they'll be there in approximately two weeks' time. And so the choir came and sang to all the delegates last night. And perhaps therefore we might have a little bit of a word about that, only because, as I mentioned, I could have been an architect but I wasn't. I could have been a musician but I wasn't but I have a great love of the music in the Temple Church. And the Inn is very happy that I really lead as the Inn's representative partly because I go to church here every Sunday and I hear the music and I ... I've just been to an organ recital today. A Wednesday recital.

Anyway, that was the second one and the third one was, we try and support our members who themselves set up charities and do charitable work. And there is a wonderful barrister in this Inn called Fiona Darreck [?] ... who

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... set up a charity to represent the rights of indigenous people who are affected by big environmental projects, hydro-electric power, river diversions. And her charity is doing a lot of work in Lesotho where a big hydro-electric dam is displacing people. And she had a reception here and we were very happy for her to come along and bring all her friends and supporters. So I like to go along to those as well.

C: So a number of very eclectic events.

P: Yes, well horses for courses. It suits me. I suspect there are other people who like to really develop their careers by becoming more and more expert in one area. But if you like variety this is the job to have.

C: And you were mentioning to me earlier that you sort of felt like the role of the sub-treasurer might have changed a bit over time.

P: Yes well the earliest record of the sub-treasurer, it's actually way back in Canterbury Tales. Although I think there what we call the Sub-Treasurer was known as the Manciple. You may recall the Manciple's story. And in Chaucer he's described as being 'the servant of thirty and four men learned in the law yet could he outwit them all'. Perhaps things haven't changed very much over the years and perhaps that explains why my nickname here, and I think it's a derogatory one, is Sir Humphrey, you know from the great Yes

Minister series where, you know, the wily Sir Humphrey is always trying to outdo his minister's wishes.

So yes the role has evolved substantially over time. Because I suspect, and I'm not an expert in the history of legal education, that probably until the 19th Century most of what you learned was actually in pupillage and tenancy in your master's chambers. And you came to the Inn to do your dinners and to sit in silence while a book of the law was read at you, a bit like a monastery really. I don't think we offered much in the way of training, certainly not judging by what Gandhi said about the place. In fact he did more of his law lectures at UCL than he ever did here. But he had to do his bar exam through the Inn.

But if you look at our social history across the 20th Century then the Inns replicate, I think, the huge changes in the social structure and nature of our society as the law extends to protect and defend more and more people. It started off pretty much protecting property-owners and owners of ships' cargoes didn't it, originally. And particularly after the Second World War with the arrival of the welfare state - Clement Attlee of course, a very distinguished Benchers here, really oversaw all of that. The Universal Declaration of Human Rights, at the end of the war, it is said, drafted by Eleanor Roosevelt on our kitchen table. And then, of course, right at the very beginning of the great European project, becoming a signatory and indeed drafting much of the European Convention of Human Rights, again this great ambition to put in place the institutions that would prevent world war ever happening again. I make no comment on Brexit except, I think, that's been overlooked probably because we have had a period of stability. And then of course the rapid rise of the economy. And we all know that probably more barristers now work in the commercial, chancery and public law sectors than they do in the traditional areas of crime and family. And that just reflects the fact that we're still the fifth or sixth economic nation in the world. And our commercial law is the rival of many and is copied. Just in that context Sir Martin Moore-Bick, a very distinguished senior member of the Court of Appeal, and our Treasurer two years ago, and I are going to Brunei later this year, an Islamic small oil-dependent state, at the invitation of the Chief Justice to support their new commercial

court. And they're quite open about the fact that the oil will run out one day. And therefore they are going to have to rely on foreign investment to build up an infra-structure. And international companies want to know that their disputes can be resolved, if at all possible, locally, with laws that they understand. And we're pre-eminent in that world. And so that's just a small example of the way commercial law and indeed now arbitrations and other forms of dispute resolution have taken. And that's all been reflected in the way we train barristers. I know you have been through a process that sounded very tough to get pupillage and tenancy but we probably have three times as many barristers now than we had just 20 to 25 years ago. So there's been a big expansion. We have, I think, 13,000 barristers and so forth with practising certificates – all members of Inns of Court. And professionalism has become very important. And, whether we like it or not, compliance with regulation has become very important. And one of the newest trends in all of this which I'm confident will not lead to any diminishing in the identity of the individual Inns is that we're collaborating together more than we ever have before. Because so many of our interests are mutual. And we now have a New Council at the Inns of Court which is like an association of the four Inns. It's properly financed. It's got a board of trustees. It undertakes advocacy training. It runs the tribunal service that hears complaints against barristers. And so I think that's reflected in the Sub-Treasurer's role. It's well within the living memory of some of our Benchers, people who were called to the bar 30 years ago, that there was no education and training department at all. The Sub-Treasurer was it. And it was his secretary who used to go round Oxford and Cambridge, and Durham and Bristol, doing the student recruitment as part of her job. And, well, I am the first Sub-Treasurer since the Second World War who has not come here from a military background. Someone wittily said that I'm the person who has now made the Bar a demilitarised zone.

But you can imagine 30 or 40 years ago if you had a Sub-Treasurer who had been a career officer in the army all his life you did not want to be a student in trouble up in front of him on a charge. Things were rather different in those days. And some of the other interviews that you and your colleagues have undertaken, they've spoken about what

it was like to go in front of the Sub-Treasurer 30 years ago such that they still get a certain shiver whenever they come back into the office to see me now. It's almost as if they're expecting a whipping or something like that

C: Do you have any sort of residual disciplinary role?

P: No. Again the Inns have created a collective body that deal with it. And actually when you think about it, if there is a disciplinary matter, it's rather good that the people who are going to decide are not members of the Inn. It makes it more equal. And I just think that's a good thing. So there is a disciplinary panel both for students and barristers. It's run by the council of the Inns of Court. What I do do is, and it's very quaint, offer people advice. This is when you're not quite formally reprimanded but you've just about got away with it by the skin of your teeth. You are offered advice from the Sub-Treasurer. As to what that advice is that, of course, I must keep confidential – at least for the time being.

C: Is that offer generally taken up?

P: Well somebody once said to me they'd rather have paid a £300 fine than had a word of advice from me. And it's just the .. it's difficult, you know, to pay a fine is anonymous isn't it but to go in front of one of your own members of ... [indistinct]

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because you've done something that's inappropriate, as I said, it's not led to a disciplinary hearing. And students can quite unintentionally find themselves doing things that they didn't deliberately set out to do. I'm always reminding people that when you're studying with us you must call yourself a student member. But it's easy to say you're a student barrister and that might lead to an appearance that you're qualified in an area that you're not. Now that's not a hanging office. And it probably wasn't done deliberately. But once or twice students have found themselves having a complaint made against them because the complainant has said they, you know, held themselves out as a barrister when they didn't. And it is genuine advice. At the end of the day all of us here are here to help you succeed in your career at

the Bar. We can't do it for you but we're here to help you every step of the way. So a word of advice is really useful because if you did get on that bus without an Oyster card, or with somebody else's, and you were unfortunate to have the inspector on, well, better just to remind yourself now that our standards of ethics are probably higher than most other professional bodies. Well, they have to be because we're lawyers. Our standards have to be of the highest. And so a little reminder now might just keep you out of trouble.

C: Well I hope I'm never in need of any advice here. One other thing I wanted to ask you about, you explained very clearly about your three different roles and I wanted to ask firstly if there's any one of those roles that you like the most. And whether you ever experienced any sort of tension between carrying out your duties in relation to those three roles.

P: There are elements of all three that I particularly enjoy. If I can take the top 15 per cent of three and put them into a single bubble rather than one more than the other. Because every aspect has its more mundane administrative side. The five percent dealing with the difficulty and the 15 per cent crème de la crème at the top. Do they come into conflict? Potentially, yes they do. And, as it would in any organisation that's vibrant, confident and expanding. Because it creates a competition for funds. I can only use barristers for so many hours of the day. I can only give so many scholarships. But I'm delighted that we're in a position where people are always competing for the resources. Wouldn't it be awful if nobody wanted them because we weren't doing anything new or different?

C: Yes, yeah, I think people certainly want the scholarships at the end of the day.

P: Well they certainly want the scholarships. And the new initiative, of course, and again I was just reviewing it this morning, we've come to the end of a three year trial whereby the Inns themselves are offering matched pupillage funding. We've never ever done that before. We've concentrated always on the student scholarships. But because of the collapse in pupillages in the Criminal Bar we set up a scheme. And I'm delighted to say that between the four Inns we're

now accounting for ten percent of the scholarships, of all pupillages available: forty out of about 400. Well that's quite an achievement. So that's a competition on funds. Obviously our social out-reach programme is new and has developed a momentum. So, but, at the end of the day, we have an Executive Committee here at the Inn. And above that the council, or the Benchers here, known as Bench Tables, so if I can resolve it I know where I can get it resolved for me. And that works very well. The Inn has traditionally had a strong cultural element to its membership activities. Four hundred years ago we were commissioning very expensive masques and revels, with a Shakespeare equivalent, writing them for us. And they'd go on for days and days and days. And that is still going on today. And this year we have commissioned an opera that marks the 350th anniversary of the Great Fire of London. Why? Because it burned out here. Why did it burn out here? Because even then we were richer than most other people and our buildings were made of bricks and not timber. It was a firewall. And it's nice to celebrate that in that way. I often say to the head gardener and the organist in the church that she is very lucky and he's very unfortunate because I know nothing about gardening. I have lived in apartments for so long I couldn't plant a daffodil which means in terms of her planting schemes in the garden I have nothing to say except they are beautiful.

C: And they are.

P: And they are. But don't ask me about whether this matches with that or whether this rotation is appropriate in this month of the year. Unfortunately for the organist I was a school organist. I'm a member of the Royal College of Organists, I love church music and almost every Sunday I say, well, why do we have this hymn and not that hymn? He must think I'm a great interferer. But I love the music here. And I'm very naturally attracted to it and actually I hope the organist, Roger Sayer just sort of takes me as an eccentric but supportive amateur.

C: I think one of the special things to me about Inner Temple is the collegiate environment and that is created by activities outside of the law going on Inner Temple, so music events, or theatre, opera, all of those to me contribute to a sense of this being more than just a place

for work because even if you're meddling in music I suspect that's a good thing for the overall ...

P: And we have a very beautiful music programme. A couple of years ago the Inn was left a legacy and its terms of reference were very wide. And this was when Martin Stephen Tomlinson was our Treasurer, two years ago, and we've never had a decent piano here. And indeed it would be quite inappropriate for the Inn to spend its own resources on a piano, I mean, there are 99 more things you could do than buy a piano but here was this legacy. So we decided that we would buy a grand piano so that we could have more lovely music here in the Inner Temple. I think I said elsewhere that the committee we set up to buy this piano was rather larger than the committee that appoints the Lord Chief Justice. Somebody said well that just reflects the importance of both. But it was lovely. Because there are many Benchers here who are expert pianists. And a little committee was set up and we invited Bosendorfer, Steinway and Yamaha to come and make their bids to us. And we eventually bought a Steinway so we now have some lovely music here that we didn't have before.

You were trying to prod me on something about tensions and difficulties. I suppose the biggest one, and this is where I'm going to be candid, and if I lose my job next week it'll be because of this statement: one of the biggest challenges here has been to build up and motivate a very professional team of managers who are not just administrators. So our Director of Properties is a qualified chartered surveyor. Our Director of Finance was the head of finance for Siemens Europe. These are very professional people and I encourage them to build up the professionalism of their own teams. I'm not particularly a micro-manager and I want them to feel so far as possible to feel that their departments are theirs. And we've been very successful in that. The way Fiona Fulton, our Director of Education, built up this team doing social outreach is another example. So we have a more professional team. But we are a membership organisation and the members take a very keen interest in all aspects of the way that the Inn is run. So all of our committees are chaired by a Bencher of the inn. They'll be made up of Benchers of the Inn. There'll be the Estates Committee, that, I mentioned the other day, the Finance

Committee, the Scholarships Committee. And that does sometimes create a tension between the professionalism of the staff versus the keenness of the members to actively participate.

And I think this was best illustrated when a member of this inn actually articulated the very thing I said. 'Patrick, you're dealing 50 per cent of your life with members of the Inn, very senior members of the Ministry of Justice, the Bar Council, and yet at the same time you're responsible for carpenters, electricians, cooks, maintenance people'. You know, and he said, 'So Patrick do you regard yourself as upstairs or downstairs?' And he caught me on a bad day because my reply was, 'I am the bloody stairs.' So that's my role. I am the stairs between the Benchers and the staff.

C: That means you're trying to please everyone all of the time.

P: Yes and if I've done it unsatisfactorily on both sides then I'm happy with that because I hope over my ten years here that I have been able to demonstrate to the Benchers that they can have complete trust in the professionalism of the staff. Now the Benchers also have many areas of professional expertise and we value them greatly for that. But my staff are motivated if they're given a fair degree of management autonomy. And that they shouldn't try to micro-manage. At the same time I've had to reinforce to this new more professional staff that we're not a PLC company, that Patrick Maddams is not the Chief Executive in the sense that his word is final. And you've got to take into account the membership nature of the organisation that perhaps you wouldn't need to do if you were in a company or indeed in a law firm.

C: The peculiar nature of the organisation is that none of them are afraid of coming forward and saying what they think.

P: Oh no. Now I appreciate that that creates genuine challenges because barristers are, you know, of course, essentially self-employed. They do not work within an environment that has a corporate structure. But the way we manage the Inn is actually quite corporate. It may not seem it when you walk here but we're quite, sort of, corporately structured. And at the same time the Directors of the Inn, my senior colleagues and their staff, have just had to learn

sometimes that to take six months to get a decision, when in a business you'd do it in a week, nevertheless at the Inn will get you a better decision. And it will get you more buy-in. And that's just the nature of a membership organisation. And sometimes it swings one way a little bit and sometimes it swings the other way a little bit. But I think the current happy atmosphere of the Inner Temple in a profession that isn't always happy, we have a very low staff turnover here, we have a very low level of sick people ... actually like coming in to work here. As I say, I've never had to ask a barrister to come in and do a job at five o'clock and they've said no. So I think that culture sort of demonstrates that we've more or less got it right. Many Benchers have said and this is, you know, just as it is, that they find that the management and the administration of the inn has never been better. And conversely I hear stories that the micro-management of the Benchers is not as intense as it used to be. And that's probably because they trust us to get on with the job.

But we have a good reporting system. We have an executive committee that meets every month which is a board of management. We have the council of the benchers, the Bench Table, that meets seven or eight times a years. I'm secretary to both of those groups so I'm there to report and pick up any distress signals very early on. And you can deal with them without difficulty early on.

So the corporate governance works very well for the strange sort of beastie that we are.

C: Yes. I suppose we're about a month away from the Rio Olympics and I'm just remembering you telling me about the Inn's involvement with the last Olympics in London, so if you could explain a bit about what happened.

P: Well it's a lovely story that actually starts off with the Inn owning a vacant building that was riddled with asbestos. It was a bit of a liability. And you will know I'm talking about Sergeant's Inn, just on the other side of your own building. This was a building the inn had acquired some years ago. It as a 1950s building. And at the time the inn acquired it it was fully tenanted. So it was a good investment. But then the tenants left and the Inn realised that that to get new tenants

we would have to refurbish it. And it's a big building and it was going to be very, very expensive. And the Inn had many deliberations as to whether it should incur the cost of refurbishing this building. But round about the time I arrived at Inner Temple a proposal came forward that perhaps we shouldn't refurbish it for barristers' chambers, we should think more laterally. And think what else we could do. And the revolutionary idea came up: well it's not a very interesting building, it's of limited use, it's going to be expensive to refurbish, but it's in a location to die for. I mean this is the way architects think. And so was born the idea that in fact we should refurbish it and convert it into a hotel. And this idea gained momentum. And one of the driving factors was that back in 2010 London was very worried it was going to be short of hotel rooms for the Olympic Games and we didn't have enough hotels. And the consequence of that was that hotel owners were licking their chops at putting their prices up, and up. And so we came to the conclusion, and it was a risk, that we wouldn't ourselves convert it, but we would seek to refurbish it as a hotel. Now we are property managers we are not hotel operators so we were not going to go into the business of hotel management. But we, fortunately, we were introduced to a Scottish firm actually from Edinburgh that specialises in the conversion of 1950s buildings into hotels. They don't knock them down and start again. And they would take a franchise, a lease on the building, and they would pay for its refurbishment and in return for a 99 year lease they would run it. By the way they would pay a very handsome premium to the inn for the pleasure of doing this for 99 years. So that we did. And have you been into ...

C: Yes I've been in for drinks there.

P: Well I'm delighted to hear that because it is now a very popular hotel. It has a very high occupancy rate. Because it's located within an Inn of Court it's one of the few hotels in London that doesn't have double glazing because there's no traffic pollution or noise pollution. In fact they've still got the same old sash windows there. So it's a, sort of, it's rather quaint in a way. Having said that you will know that it's also a piece of modern architecture because part of the refurbishment was to do the new façade. And I suppose, both having

an interest in architecture and keen to preserve the conservation area, I've often thought it would be nice to have one piece of modern architecture just to show we are able to be contemporary. And the hotel is it. So that was the arrangement. And obviously the company that is now going to manage it had to get it ready for the Olympic Games. This was going to be its launch actually. And knowing that we had a hotel, an empty hotel, on the site and knowing that in August the Inner Temple is very, very quiet and we thought, well, I wonder if an organisation might like to come and take us over for the four weeks of the Olympic Games. An international organisation that wanted to have a London base for its corporate entertaining, for promoting its tourism, for all of the things people do when they go the Olympic Games. So we marketed ourselves as a package: who would like to hire the Inner Temple for three weeks with a brand new 160-bed hotel, with our wonderful hall, with our garden, with our squares, and our wonderful catering team here? And we're not very far from the Olympic Park itself. And the Embankment had one of those Olympic-only lanes on it. But, of course, what we didn't know was how do you go and market that. I mean we didn't have a clue about the international Olympic Committee or who might want it. And this is a new feature now of the Inner Temple now – we do things far more in partnership than we used to do. And we found an organisation that specialises in international sports sponsorship. And we basically said, would you like to actually process for us and find for us an Olympic organisation that would like to come here. And we'll give you a commission. And anyway we produced a very glossy brochure back in 2010. And this was distributed to all of these Olympic organisations that I've never heard of. And indeed we had a lot of bids. Indeed some people flew over from their countries of origin to come and have a look. And without going through the tendering process we ended up in the very happy position of being the home for the Belgian National Olympic committee here. They don't have a great Olympic team. Cycling is their biggest thing but of course being very near to London, and with the Eurostar, they got a great allocation of tickets. And a very high number of Belgians came here. And what they would do is they'd get a ticket and they would go to some of the events at the Olympic Games and the ticket included lunch or dinner

here. And indeed, if you wanted it, a room in the hotel. And on the opening day of the Olympic Games their cycling team arrived here having cycled from Brussels. There's a fabulous shot of them crossing Tower Bridge and they arrived here to be greeted by the Crown Prince and the Prime Minister of Belgium. So for three weeks we became Belgium House. And we saw more Belgians here than we've ever seen in our life. I keep in touch with many of them: the chairman of the Belgian National Olympic Committee, of course, he hasn't got that job any more but I still see him. And the Inn made a very handsome surplus. The Belgians took all 160 bedrooms in the hotel for three weeks. So you couldn't have got the hotel off to a better start. And the best thing of all was that, perhaps not surprisingly, one of the big sponsors of the Belgian Olympic team was Stella Artois. And not only did we have lots and lots of Stella Artois here but they had a few dozen cases at the end they hadn't used which they left behind.

And I think that's just a lovely story of the way the Inn can really utilise its own assets and ambience in conjunction with somebody else. During August it didn't really disrupt any of the barristers here because the courts all close. And I think the final touch was that our Royal Patron, Princess Anne, is a member of the International Olympic Committee, the top governing body, and she decided that she wanted to entertain all of her committee members while they were in London and she brought them here. Absolutely wonderful

C: Yeah that's a great story. ...

P: Yes it was a very happy occasion. Now you can only do that once in a blue moon. I keep my eye out for big conferences that take place in August. We couldn't at any other time of the year. But perhaps another one will come along. Perhaps we'll get the world cup after Qatar gets it but I'll be long retired by then.

C: I wonder if you could put yourself in the position of 'fantasy architect' at Inner Temple ...

P: There are a couple of things I don't hesitate to say. The first is I think the days of cars in London are numbered. And although we have these fabulous buildings and gas lamps and beautiful sash-windows,

there is this huge spread of black tarmac. And I think it takes away from the ambience of the place. At the very least I think we should be resurfacing it. And we have plans to do so in a more expensive resin [bonded?] way [56.41]... so that it doesn't just look like a cheap NCP car park. And I'm sorry to my colleagues it does at the moment, because it was laid 20 years ago and it's started to crack up. But more importantly, I think, as the number of cars diminishes and I'm talking about the number of people that drive in here, then I think we can start to reclaim parts of the car park. Whether we go back to the orchards that were there in the 19th Century or the bowling greens in the 18th Century or we create a modern St Pauls-type piazza I don't know. But I think there's a real opportunity there. Because it's a very large space. There are no buildings on it and we could just make it more attractive. I've mentioned this. I've had bids for tennis courts, swimming pools, yoga classes and all sorts of things so we'll have no shortage of ideas. But I think generally more and more barristers are working at home and that's a good thing particularly for lady members of the Bar, makes it a bit easier with family life. More and more research is done on the internet. You've now got the congestion charge. You've now got the cycle super-highway. Great for cyclists bad for cars. And, by the way, we've expanded the number of cycle-racks here. I just see more and more people cycling to work. And actually I think driving in London is starting to become anti-social, just like smoking, it eventually became anti-social, didn't it? And of course it wouldn't cost a lot of money. We're not talking about building new buildings. Lots of creative young architects and urban designers around. And we might do something really lovely at least with part of the car park. Perhaps we'll always have to keep a residual part of ... and the other thing I would say is we have this beautiful and historic garden here. But it is listed. It's very rare for a garden to be listed. And that actually means that you, more or less, can't change the planting beds, you can't move the trees. Andrea Brunsendorf our wonderful gardener has transformed it with plantings but the shape of it has had to stay the way it is. So if we could just fantasise for a moment: what you could do with a garden still as a garden would just be wonderful.

A few years ago, with that in mind, we sponsored a competition at an architectural school that said, look, if constraints were no problem, what would you do with the garden. They were young. They were wacky. The sort of things that would send the Benchers into orbit with rage. But they were coming up with things like thinking spaces. I mean we keep the garden as a quiet place for barristers, you know, if you have thinking spaces. How do we attract bees and butterflies back into the ... all sorts of wacky ideas like that. And I know that if we had less constraint on the actual morphology of the garden, we have got the head gardener who could do even more wonderful things than she's doing at the moment. So I think our public spaces are the ones that, if I can fantasise about new architecture ... would, is how you would, you'd transform the public spaces. We commissioned a public sculpture a few years ago for Hare Court. It's beautiful. Well, let's have, you know, one or two more. Let's have a Gandhi Peace Garden or something like that.

C: We haven't spoken much about your international trips Where have you really enjoyed going?

P: Well they've all been very enjoyable. They are mainly to countries where we have alumni associations, as you know, a number of students study with us from overseas jurisdictions. But if I have to name one it was in the year when Master Vivien Robinson was Treasurer and that was 2009 and we went to Malaysia. And, if you know your geography, Malaysia is divided into peninsular Malaysia and what they call east Malaysia which are these two very large states on the island of Borneo, Sabah and Sarawak. And would you believe it the Chief Judge of Sarawak, I think, Master Robinson had been his pupil master 30 or 40 years ago, or his mentor, or something like that. And so when we went to Sarawak there was a car on the tarmac, I was beginning to feel like Obama, you know, because the Chief Judge had the car on the tarmac and was giving us the most wonderful treatment. And at long last, 40 years later, Master Robinson had come to see his old spondee who was now the chief judge. And of course there was a wonderful tour. And he's very proud of being a Sarawakian, or whatever, I think that's the name, and we did quite a tour around Sarawak, visiting the courts— and they are still essentially the old

colonial courts that were there when it was British Borneo – meeting justices, and barristers. And on the final day we were taken into the jungle to an iban long-house because there are still very traditional communities in the forests and you probably know these are these very long houses on stilts. And you have 30 families all under this one long roof. And there's a communal area that runs down the whole side, like a communal garden, or the equivalent thereof. And we were treated with great deference by the Chief of this iban long-house because, in traditional culture, the Chief of the long-house is the local magistrate. So he was very honoured that lawyers from London were coming to acknowledge him. Now, you wear a wig and a gown ... you should see what he wears. Feathers and a blow-pipe and a grass skirt. And he started off by chopping the necks off three chickens in our honour. Well I don't know if I enjoyed that but it was certainly the most unusual trick. He then had the lady dancers do this incredible sort of bird like dancing. And we were offered a drink and it's called 'twak' and it was some local drink. Well I tell you potcheen, or illegal whisky, would be tame compared to this stuff. They can all drink it by the slug-load. After three of these Master Robinson and I were getting decidedly unsteady on our feet when we were invited to participate with the young men of the village in the blow-pipe dart competition, you know. With the reassurance that these were the original darts, the ones that kill you and that head-hunters use. And I must say when Master Robinson got up to blow it I've never seen so many people hit the deck so fast in all my life. Because goodness only knows who he was going to hit. So I think in the story of our travels the iban long-house will long remain in my memory.

It had a full 'gamenad' orchestra of the local kids [? 1:05:16) from the houses. So there was the rule of law in about as extreme a place as you could ever hope to find.

C: is there a favourite dish that you could recommend in hall?

P: I'm sure other people have referred to the fact that we have the most wonderful chef here. And if he hasn't been interviewed for your series you should certainly interview him because I think the popularity of our menus, be it the large lunches or the intimate dinners, goes down to Martin Cheeseman, year after year he is so

inventive with his menus. And this is going to sound very boring but the best fish and chips in town on a Friday are here. And you will know because you have to queue up to get them. So I've had very, very many meals here but I would undoubtedly say that fish and chips on Friday are just absolutely the best. He buys the fish directly. He doesn't use markets. All the batters are made fresh. The only complaint, if I may say, about fish and chips and I've said it to the chef many times, is he never serves baked beans. And if I can have one achievement in my ten years, the one thing I'd change, that was never allowed, was baked beans. Because I think they go rather nicely. Do you? Do you like baked beans?

C: I do like baked beans but not as a complement to fish and chips.

P: Well he said 'over his dead body' because he said he's got standards. And mine clearly fall short of his standards. So I'm afraid for me it has to be baked beans on toast at home at the moment.

C: I wondered if you could describe what the pictures are in this room.

P: Well perhaps I could reinterpret your question even wider. I have spent more time in this room in the last ten years than any other in my life. It is my working office, of course. But we're sitting at a meeting table – so many meetings take place here. And when I receive VIP guests many of them come here to begin with so it's a very happy room. It was quite bare when I arrived so the paraphernalia you see around you has been what I've acquired over the years. The chap who's staring down at us with the gold chain is the Lord Baron of the Exchequer and I have to apologise I'm not quite sure what that role is. I think it was slightly different to the Lord Chancellor. But he must have been a member of this Inn because we have that gold chain, we have a similar one, as one of our grand possessions. And it's now on display in the display cabinets in the hall. So when you're next passing you'll go and see the chain. Sadly it's not a chain that I can wear. It looks very impressive. But there are one or two more modern things. Just by the door you see an 19th Century etching of a building that was never built here. In the 1860s the Inn ran a competition for a new building here and in those days architects had to draw because

there was no photography. And so you had to show what the building would look like. And to my mind it's a sort of cross between the British Museum and St Pancras Station. Sadly it was never built but I think it's such a lovely picture. It was given to me by an architectural friend to remind me that one of the great skills of architecture is drawing. You would have to draw for your client what you thought the building would look like and then hopefully build what you had drawn. There behind us is an 18th Century print of the Inner and Middle Temple as it was in the 18th Century. And you see there are no cars there are there. Lovely garden. Rather more trees and woodlands.

[1:10:24]

The rather curious sea-shell is a young contemporary artist's attempt to describe the law of silence. A sort of philosophical reflection on what the law should be.

There you see a musical instrument from the long-house in Sawarak which was given to me as a gift. Of course they actually play those instruments there. You're sitting in front of the bust of Gandhi whom we mentioned. I should mention the lovely model boat. Why is that here? Well we have a number of members of the Inn from Mauritius. And Mauritius is a tiny island in the middle of nowhere, surrounded by the Indian Ocean. So they're great sea-farers. And there's a long tradition of model boat-building. And indeed every home in Mauritius will have a model boat as a sort of talisman that, heaven forbid, if there was a volcano, you'd need the ship. So they're very important. But that's a very up-end market model of a ship. It's actually based on a real British ship. It's based on a drawing of a ship and that was the last ever Royal Yacht Britannia to be under sail because the next one after that was the first steam-ship one. So that was a gift from our members in Mauritius.

I should tell you that every three years we have our paintings and valuables valued by Bonhams, I think, for insurance purposes. And they come round and they look at the desks and the pictures and the bust of Gandhi. And last time they were around they spotted the ship. And they said well that's not on our inventory. And I said, well, it was only given last year as a gift. Anyway, it's only a ship. A mere ship,

they said, we have an expert on model boat-building. And they came back and told me it was worth £8000. Isn't it beautiful?

And behind you there's a large display cabinet and it's full of memorabilia. And I've acquired them all since I started at the inn. Especially in Asia there's a tradition of giving small gifts. And it's both a custom and a courtesy. And it's very much symbolic in Asia I've come to learn this, that you're given a gift, and it might be quite a small one, but it's really what's behind it in terms of, you're welcome, you're our hosts [guests?], we will look after you. And sometimes, I think, in the west we give lavish gifts but we don't think about the meaning behind them. Well you can see them all up there from all sorts of countries and legal organisations. And they're all a bit humbly-jumbly. There are even stamps, from two countries that have stamps, you know, when they have a new court or something they ... actually I think it was when Master Thorley was Treasurer, he went into Bhutan partly because the King of Bhutan was an Honorary Bencher of this Inn. He's a young man. And he's highly regarded in his own country and in south-east Asia generally as a very modern constitutional monarch. And Master Thorley went and had a number of audiences with the king and the Chief Justice. And at the end the king presented Master Thorley with a gift. And it was a book of stamps with Master Thorley's picture on it and for the next three months all Bhutanese stamps had Master Thorley's picture on them

C: Was he embarrassed or pleased by this?

P: Well I think in equal measure. I mean he was really touched by it but he needn't have been too embarrassed because I think 95 per cent of the stamps in Bhutan are used within Bhutan. I don't think he was going to get pilloried by somebody else. But these gestures are important in law. And I've come to realise even in court, courtesy here, these little gestures of respect between barristers, respect between the barristers and the judge, that young barristers should respect the court staff... I always say, as you may recall, to the students here, 'we will treat you with courtesy and I expect you to treat my staff with courtesy.' They may only be junior people but everyone is entitled to that. I think that's one of the special features of the bar, is courtesy. So yes you might be given something quite little

or you might be given some funny old musical instrument from Sabah. Or an eight thousand pound ship. And I've tried to remember that, that when you give a gift it's the courtesy behind it. Anyway there they are. Whether my successor will want to keep them or not well time will tell.

C: Thank you very much and I think we'll finish there.

P: Thank you very much.