



The Law Society

Shaping Our Future Council Update

March 2018

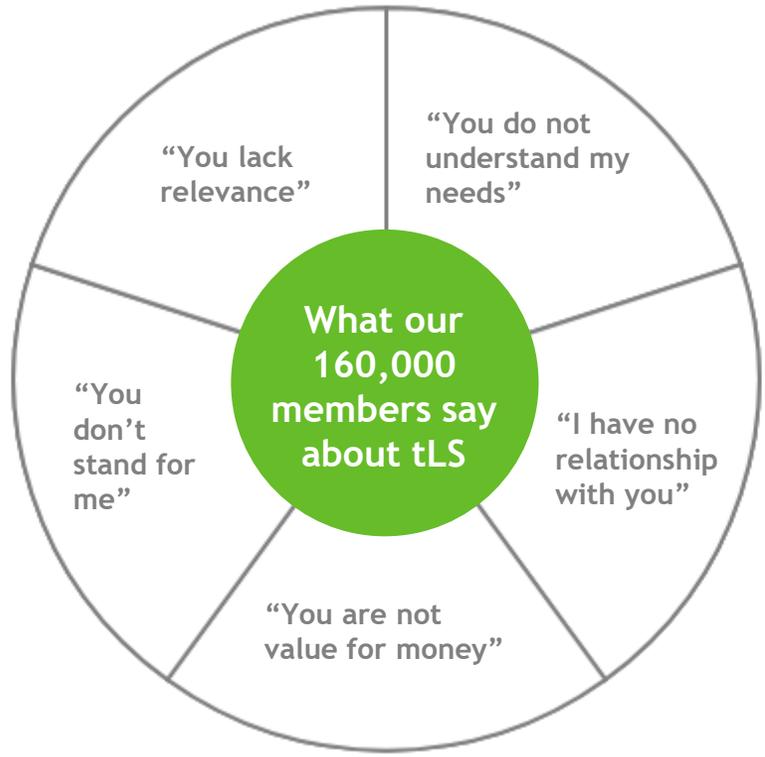
Steps to Shaping Our Future

Completed	<ol style="list-style-type: none">1. Environmental Analysis, Business Drivers & Member Feedback2. Purpose, Vision, Goals, Member Offer & Values3. 5-Year Corporate Plan & New Governance
Up to April '18	<ol style="list-style-type: none">4. Service Design5. Shaping Our Future Programme6. Policy Agenda & Member Offer - Education & Learning7. Net Funding Requirement (NFR) Principles
Up to July '18	<ol style="list-style-type: none">8. Finalise PC Fee & 2019/19 Planning Assumptions
26 Sep '18	<ol style="list-style-type: none">9. Updated Corporate Plan and Business Plans 2018/19



Step 1

Environmental Analysis, Business Drivers & Member Feedback



Why change?

Our Purpose ...

We exist to be the voice of Solicitors, to drive excellence in the profession and to safeguard the Rule of Law.

In the future ...

To deliver our purpose and create a sustainable business, the Law Society must modernise to meet the challenges facing the legal profession and support our members as they respond to the constantly changing operating environment.



Step 2 - What to change

Purpose, Vision, Goals, Member Offer & Values



Step 3 - How to change 5-Year Corporate Plan

To deliver our purpose by 2022 we will:

- Increase member satisfaction, year-on-year, by five percentage points; and
- Improving our operating efficiency, and increase commercial contributions which together will deliver a 40% more efficient organisation.

We have a plan for change - Shaping Our Future

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Step 4 Member grouping hypothesis

Revisiting past research and insights led us to conclude that there were three overall outcomes sought by solicitors; these are summarised below. Underpinning each of these is a foundational outcome, rooted in the representation and promotion aspect of the Society’s work; we’ve called this the ‘Common Core’. For clarity, each group is defined by the *combination* of the Common Core outcome and the group-specific outcome.

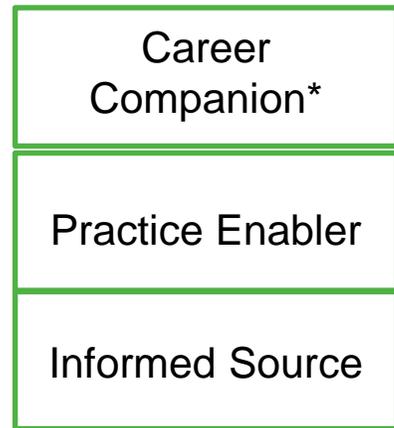
Outcome

I’m recognised and valued as a solicitor. My profession is valued for its contribution to society and the economy, and its voice is carried effectively to the audiences that matter



+
or
+
or
+

Member Groups



Outcome

I make optimal career pathway choices, learning and developing continuously through them
Delivering for my clients and employer by complying with regulation, staying on top of best practice, proactively anticipating change
I am up-to-date with what’s going on in the sector

* Sub-groups: Pre-Qual, Early & Mid, Senior & Retiring



Step 4 Service Design



Collaborative Working

- The development of the model has involved engagement with both **staff and Council Members** (*throughout*)
- We have sought the views of our elected Governance by creating a **Member Representative group** (*September 2017 to present*)
- We have used the **Design Consultancy**, consisting of key staff, to help us “unpack” and understand that outcomes of the **Member Offer** (*January 2018*)



Service Design

- Based on two **workshops** with staff on each Service Area
- We have run **35 Service Design Workshops** involving business units across the business. (*January-March 2018*)
- These Service Design Workshops have involved approximately **70 members of our staff**
- We are working with our **support services** to understand what will be required from them to support the business in the future (*March 2018*)



Focused Engagement

- We worked with SMT to understand the demand, activities, outputs and volumes of their business areas (*October/ November 2017*)
- We have collaborated with key stakeholders to create the **Member Offer** (*July/August 2017*)
- We have followed up the Service Design sessions with **individual or groups** of staff, to gain better understanding of key issues raised during the Workshops (*January-March 2018*)
- These engagements will continue through the TOM build



Financial Analysis

- We have created a **Financial Modelling Tool** that allows us to test various financial scenarios (*November 2017*)
- We have been working with service areas to **model future financials**



Business Analysis

- We have worked with business areas to understand the **volumes, inputs and outputs** of each business area
- We have involved our **Member Representative group** (and also Council) in looking at the **Impact and Credibility** of our Areas of practice (*September 2017 to present*)
- We have used the outputs of past **Research** (ie Value Prop, Member Surveys) to shape our thinking and decisions
- We have used key **data** (such as Area of practice populations, demand, volumes) to gain **insight**

Step 4

What the Service Design Workshops tell us

Member Experience

- We need to enhance the core offer to reach more members
- We must generate resources to invest in the member experience
- We need better mechanisms to allow us to continually listen to our members and give us insight into member needs

Personalisation

- We must make the most of technology to improve the personalisation of our services to make us relevant to members
- Our members want us to know who they are, where they are, and what they do
- We can increase membership satisfaction and reduce costs through better use of technologies



Step 4

What the Service Design Workshops tell us

Design

- To reduce repetition, complexity, 'bureaucracy', cost, hand-off's and increased management burden, we need a new business flow that starts and ends with our Members

How we work together

- To become truly member-centric, our ways of working need to allow all our staff to "get on with the job" and work collaboratively together as one organisation removing silo's
- Making best use of Council expertise to gain their insight is key to improving our core Member Offer



Step 5

Shaping Our Future Programme

WorkSmart

IT Transformation

**The Future
Law Society**

WorkSmart

Property Strategy

Operational savings of £780K per annum generated through a rationalisation of 113 and vacation of 114 office space. Further, there are potential options to generate additional income from 114 which we will be exploring with Board and Council.

The vision and principles

Creating an office environment that promotes flexibility, collaboration and innovation

Moving to a trust-based work Environment. Embedding this as a core management competence

Improving the effectiveness of services to members

Improving the work/life balance for staff

Reducing the environmental footprint of our working practices

Reducing office running costs

Maximising the use of technology

People
Empowered Employees

Work Smart
Delivery

Place
Shared Spaces

Technology
Better Connected

Dynamic working: staff have more choice about where, and when, they work subject to member and business considerations

Empowerment: everybody is assumed to be capable of agile working without referring to people, roles or location

Flexibility first: flexibility is the norm, not the exception

Staff engagement: opportunities for better work/life balance as staff are trusted to fulfil tasks according to their needs and most effective workstyle

Continuous improvement: work processes are reviewed on an ongoing basis to ensure they remain fit for purpose

Shared spaces: spaces designed for activities, not for individuals, and not on the basis of seniority

Better connected: technology is harnessed to aid collaboration and connectivity virtually anywhere, regardless of location and time

Reduced carbon footprint: work has less impact on the environment

Reduced costs: lower running costs across the organisation

IT Transformation

Completed

- Office 2016 ✓
- Office 365 ✓
- OneDrive ✓
- Windows 10 ✓
- Remote access ✓
- Data Strategy ✓
- Data Sharing with SRA ✓

In Progress

- Unified communications & telephony
- Decommissioning the legacy estate
- Digital strategy - future website and other services
- Setting up a TLS IT function
- Collaboration tools e.g. SharePoint
- Data Governance

IT Transformation

Outcomes

The first delivery of Wave 1 was a shared project between SRA and TLS that enabled each organisation to develop its own independent technology. This has now completed and starts to address:

- Infrastructure that was out of support - frequent outages, and risk and maintenance issues
- Multiple and outdated Office versions - compatibility/productivity issues
- Conflicting needs and priorities between TLS and SRA
- Foundation for future separation
- Reduced the application estate from 760 to 101

Data Quality

Data sharing principles have been reviewed with SRA & confirmed that the collection via the PC Fee process is both exempt of GDPR (as regulatory need) but more importantly that a unique individual member email will be a mandatory collection from November 2018 which represents a significant improvement in the quality of the core data held in TLS.

IT Transformation

Intended Benefits

- Enablement of the Member Offer and new revenue streams, through modern, more cost-effective, and agile platforms
- A seamless member experience across all touchpoints, including personalisation founded on reliable, secure data that informs and supports TLS service and operational teams
- Ability for members and staff to self-serve, with automation of processes and workflow that provide traceable and trackable changes
- Reduced reputational risk through compliance with the latest security standards and data protection legislation
- Provision of secure, stable and reliable technology platforms, managed by experienced staff and 3rd parties



Step 5

Shaping Our Future Programme

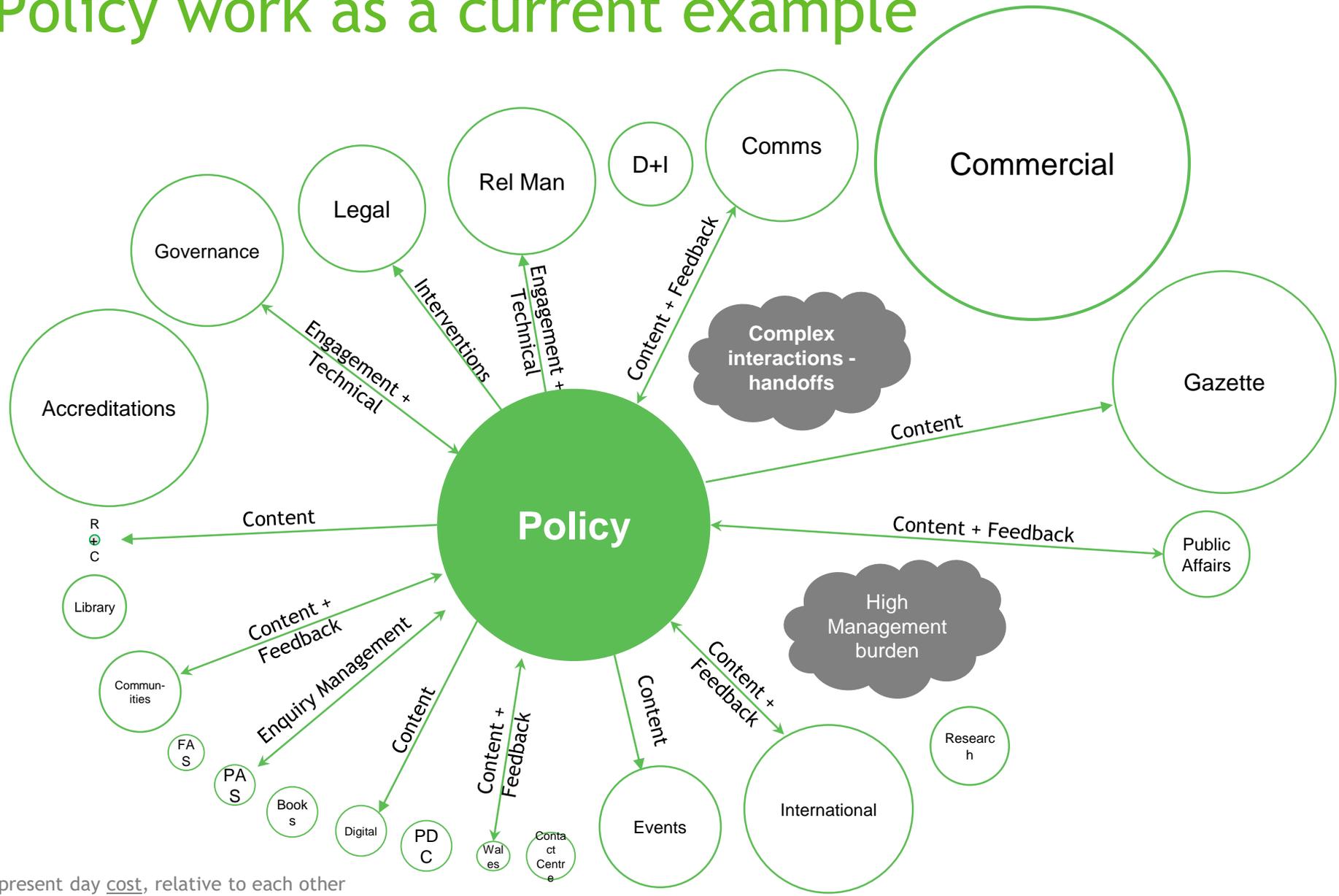
WorkSmart

IT Transformation

**The Future
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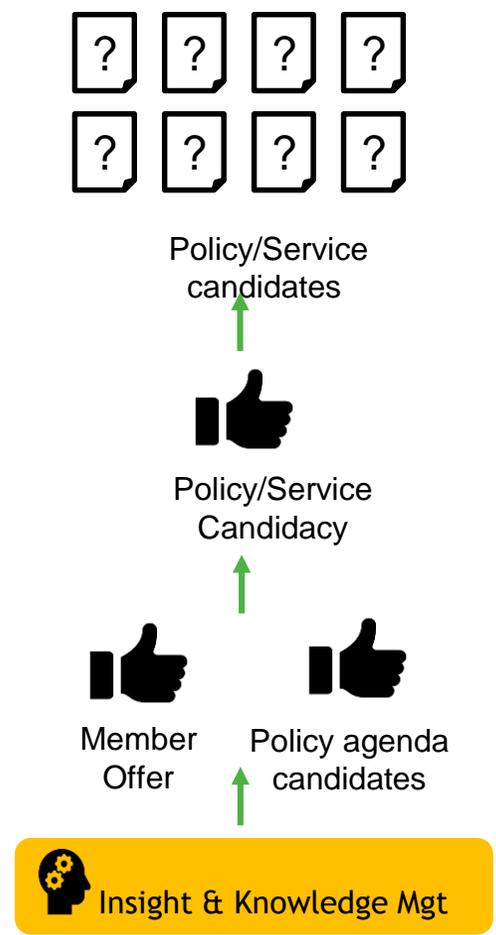
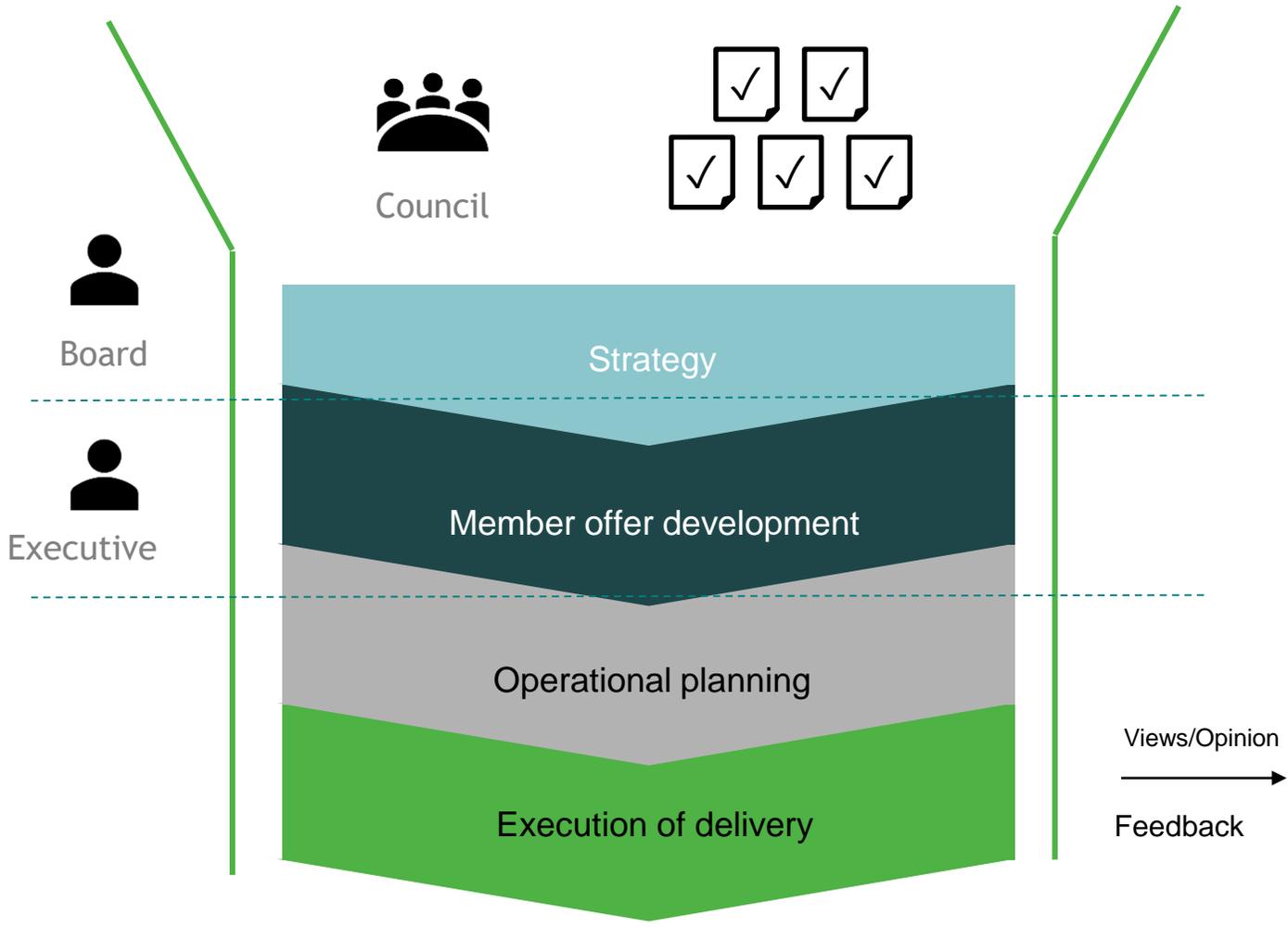
Policy work as a current example



The size of the circles denotes their present day cost, relative to each other



Policy work with a member-centric business flow



- Career
- Common
- Informed Source
- Practice Enabler



A member-centric business flow



- ✓ Market Research
- ✓ Knowledge Management
- ✓ Insight Making

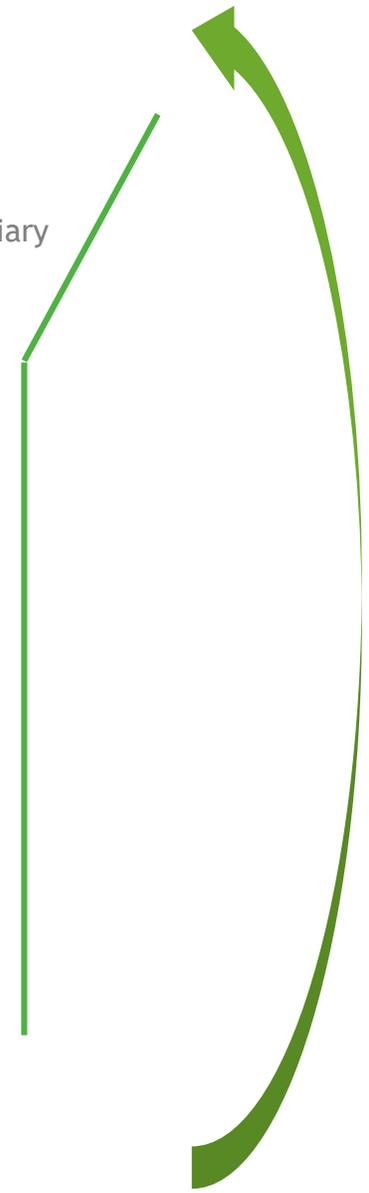
- ✓ Strategic Insight
- ✓ Strategic Planning
- ✓ Direction

- ✓ Marketing
- ✓ Content Commission
- ✓ Content Production

- ✓ Contract & Supplier Mgt
- ✓ Channel Mgt
- ✓ Monitor & Evaluate

- ✓ Content Distribution
- ✓ Engagement
- ✓ Lobbying
- ✓ Insight Making

Insight & Knowledge Mgt





The Law Society

We're on our way with lots of change taking place already, but we now need another significant step-change towards working more efficiently & effectively

Next steps to reach the Future Law Society

Up to April '18	6. Policy Agenda & Member Offer - Education & Learning 7. Net Funding Requirement (NFR) Principles
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26 Sep '18	9. Updated Corporate Plan and Business Plans 2018/19



The Law Society

Member offer reference group

- Lubna Shuja
- Sushila Abraham
- Michael Garson
- Fraser Whitehead
- Nwabueze Nwokolo
- David Greene
- Mark Evans
- Peter Wright
- Jonathan Stephens
- Steve Kuncewicz
- Nick Gurney-Champion
- Nick Emmerson
- Simon Harker