

COUNCIL  
03/10/2019

## Chief Executive's Report to Council – Part 1

Author: Paul Tennant, Chief Executive

**Classification - Public**  
**Freedom of Information**

Not applicable as this paper is public

### Summary:

I have taken a different approach to reporting for this cycle. My part one report has two appendices:

**Appendix 1 – Strategic Insight and Influence Directorate briefing**

**Appendix 2 – Member Experience Directorate briefing**

I hope by splitting out the report in such a way, Council are more able to get a clear view of the breadth of work going on in our Directorates. It also means that Council members are able to take the briefings as standalone documents to share with their constituents should they wish. I have again endeavoured to ensure that the majority of information is contained within my part 1 report.

My part 2 paper covers progress being made against delivering our business plan.

### Recommendations / Conclusions:

**This paper is for:** noting

**Assessments. This should be either a summary of what is in the paper (cross-referenced to the relevant paragraph), or, if the issues are very straightforward, a full statement of the relevant position.**

<b>Financial:</b>	There are no financial implications arising from the paper. Financial performance is included within the body of the report.
<b>Risk:</b>	The plans in this report are covered by the Strategic and Operational Risk registers in place throughout the Society.
<b>E D &amp; I</b>	ED&I implications are considered as part of all aspects of our work particularly around culture as creating an inclusive and proactive culture is an important outcomes for the Society.
<b>Organisational Values</b>	Details of the ongoing work to embed our organisational values are included within the paper.
<b>Consultation</b>	Executive Leadership Team

## **Executive Summary**

This report provides an overview of issues impacting on the Law Society and our members, along with our responses. The focus of our business plan for 2018/19 is around four organisational goals. Our goals set out what we are trying to accomplish through our activities and programmes. These are:

- Goal 1 - Promoting the profession, so that their value to purchasers, society and the economy is understood and their place in the wider legal market is maintained
- Goal 2 - Influencing for impact, so that the profession's voice is listened to in public and regulatory policy
- Goal 3 - Driving professional excellence, to help members deliver for their clients and be the best they can be
- Goal 4 - Enhancing member value through organisational efficiencies, growth and developing our people

**Appendix 1 – Strategic Insight and Influence Directorate briefing**

**Appendix 2 – Member Experience Directorate briefing**

COUNCIL  
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# Appendix 1 - Chief Executive’s Report to Council on Strategic Insight and Influence

Author: Brian Bannister

**Classification - Public Freedom of Information**

This paper contains commercially sensitive data and is restricted under paragraph 17j of the Code of Practice on Freedom of Information.

Circulation of this paper is restricted to members of Council.

**Summary:**

This paper provides an update on activities across the strategic insight and influence directorate, including an update on:

- brand and communications
- policy
- public affairs and campaigns
- futures and insight

**Recommendations / Conclusions:**

**This paper is for:** noting

**Assessments. This should be either a summary of what is in the paper (cross-referenced to the relevant paragraph), or, if the issues are very straightforward, a full statement of the relevant position.**

<b>Financial:</b>	None – this paper does not discuss spending
<b>Risk:</b>	None – this paper provides an update on current activity
<b>E D &amp; I</b>	No EDI issues were raised in this paper.
<b>Organisational Values</b>	This paper focuses on clarity and excellence to provide Council with a detailed update on how we are working to achieve success, including information on what we have been working on and how successful we have been.
<b>Consultation</b>	Senior members across the Public Affairs, Policy, Futures & Insight, and Brand & Communication teams.

## Introduction

This paper to Council provides an update on activities across the strategic insight and influence directorate during the period June – August 2019. This is a new format which brings together work across the entire directorate so that Council can see both unique contributions as well as how the teams work together to deliver outcomes on issues impacting the profession and the rule of law.

The paper provides a narrative on work across three main categories:

- Policy priority themes
- Brexit
- Ongoing TLS activities

The narrative provides description and analysis of our work, highlighting areas of work with significant developments.

Throughout our different workstreams we are considering the needs of the membership and how we can support the Common Core of our member offer to promote the profession and influence for impact. We are working to ensure we embed our values, principles and behaviours at the heart of everything we do.

Due to Government and Parliament's disproportionate focus on Brexit, the number of opportunities to engage formally with Government, through responding to consultations or contributing to select committees, has diminished. We have ensured we have the necessary flexibility to anticipate and respond to government direction as change has been particularly fast-paced in recent months.

## Policy

We have continued to work on issues within the five priority policy themes agreed by Council, as well as delivering policy work across all practice areas. The paper highlights distinct activities on policy themes occurring within Wales.

With the Government's attention focused on Brexit, and prorogation of Parliament, we are concerned that Bills which are currently being debated may be no longer priority for the Government and not reintroduced.

## Access to Justice and Rule of Law

### Wales

TLS was noted in a Welsh Government report on financial inclusion for our Justice Week event in the Senedd.

The National Advice Network has been reconvened with the Chief Whip as Chair under the authority of the First Minister. Kay Powell has been re-appointed to the network and hosted a first meeting for a task and finish group on the membership, form and responsibilities of the proposed networks within the framework. TLS holds a specific role to represent private practice providers in the developments affecting information and advice services in Wales.

### Spending Review

We wrote to the Chief Secretary to the Treasury, welcoming the measures announced to increase numbers of police officers, funding for the prosecution and proposals for additional investment in prisons. We pointed out the need to invest in the entire criminal justice system, including defence fees which should be uprated in line with inflation. We also called for an independent economic review of the long-term viability of the criminal legal aid system, an end to remuneration cuts, and an assurance that sufficient funding will be provided to the Ministry of Justice to adopt the recommendations of the criminal legal aid fee review.

### Defence Solicitor Call Centre (DSCC)

There have been problems with the Defence Solicitor Call Centre (DSCC), including widespread and significant failures impacting on access to justice for clients in police detention. This follows the appointment of a new contractor to run the call centre. We raised our members' concerns at a meeting with the Legal Aid Agency (LAA) and urged them to resolve the situation, and highlighted to issue in the national and regional media. There has been some improvement since the LAA brought in additional staff from Capita, the previous contractor.

### Courts Bill

The Courts and Tribunals (Online Procedure) Bill was introduced into the House of Lords, in May 2019. This Bill would allow for the creation of an Online Procedure Rules Committee which will create online and digitised procedures in civil courts and tribunals.

One of our key recommendations for this Bill was 'a right to choose' option. We believe primary legislation should provide for litigants to have the right to choose whether they wish to proceed with an online procedure or with a traditional court procedure. The Bill was initially drafted in a way which would only provide for those initiating the litigation to choose whether it is processed online or not. This amendment was welcomed during the third and final hearing in the House of Lords. The Law Society had two remaining key recommendations for the Bill including a balanced rules committee and appropriate scrutiny, however these were both rejected.

During the Bill's progress the Law Society has been mentioned by name 18 times, and our arguments and concerns have been raised by several MPs and peers.

### **Securing accelerated areas of work in the criminal legal aid review**

As a result of our lobbying, the Ministry of Justice (MoJ) has announced areas of work they intend to bring forward for implementation under the Criminal Legal Aid Review. This is ahead of the review's current report date in late 2020.

The areas of work are among those we have raised with the MoJ as requiring urgent attention:

- unused material
- cracked trials in the Crown Court
- advocates payment for paper heavy cases
- early engagement by defence practitioners (i.e. pre-charge advice)
- payment for committals to the Crown Court.

### **Criminal justice campaign**

In January we launched our updated criminal justice campaign which draws together a number of problems facing the criminal justice system, arguing that the system is crumbling and that the Government needs to take urgent action.

As part of the campaign we have [developed an animation](#) highlighting a “nightmare journey” through the criminal justice system which has now received over 10,000 views – the most of any Law Society campaign animations.

We published a report – “Justice on Trial” – in June which highlights the problems across the whole criminal justice system. This resulted in extensive press coverage including on the Today programme, the Daily Mail, the Independent and in over 70 local news outlets.

As a result of our campaigning, lobbying and the lobbying of other representative groups, the MoJ has announced areas of work they intend to bring forward for accelerated implementation under the Criminal Legal Aid Review.

In light of the Government's announcement for increased funding for police, prisons and the probation in August, we have updated our messaging to stress the need for funding across the whole criminal justice system – this messaging has received wide coverage including in the Guardian and in local media. Prior to this (earlier in August) our campaign messaging was used in articles in the Daily Mail and the Sun.

We wrote a letter to the Chief Secretary to the Treasury calling for increased funding for the criminal justice system – this was covered in the Shropshire Star.

### **Legal aid deserts**

In April we launched a revamped version of our legal aid deserts campaign. We had coverage in over 70 local news outlets, as well as BBC Breakfast and the Today Programme. In June we held a parliamentary drop-in attended by 26 MPs which resulted in local press coverage and numerous mentions in Parliament.

In July, Leader of the Opposition Jeremy Corbyn mentioned legal aid deserts [in Prime Minister's Questions](#).

Sandy Martin MP raised legal aid deserts at Justice oral questions, used our briefing and our suggested supplementary to frame [his question](#).

More recently, we launched a “write to the Lord Chancellor” e-action calling for action on legal aid deserts and criminal justice – over 600 members have participated so far. On the media side, there was a mention of legal aid deserts in an article by Melanie Phillips in the Times, which was followed by a letter sent in by the Law Society press team.

### **Regional roadshows**

The Justice team presented free regional roadshows between May and June 2019. The roadshows focused on updating attendees on the MoJ’s criminal legal aid review fee structures, key criminal projects of the HMCTS court reform programme and the criminal justice campaign. The roadshows were designed to enhance member engagement with the Law Society and collect members’ views on the policy development of criminal legal aid fee structures and the HMCTS reform programme. A podcast was recorded in July to update members who were not able to attend the roadshows.

## **Role of the Profession**

### **Wales Commission on Justice**

Following the formal submission in February, the Welsh Government has published supplementary evidence going further on the jurisdiction than they had before. The Counsel General in Plenary questions said: “I would agree with the recommendation [TLS] made in their submission to the commission, which is that the Welsh Government should be proactive in developing a jurisdictional solution to the accommodation of Welsh law and the distinct needs of Wales. It goes on to talk about doing so without creating barriers and, clearly, we would wish to endorse that as well.”

Focus groups have been held with the Commission on Justice for rural practitioners and junior solicitors, with the report expected to be published in the Autumn.

The Wales Office co-hosted, with the Bar and CILEx, a dinner for Justices of the Supreme Court to commemorate their inaugural sitting in Wales.

## **Technology and the law**

### **Outcomes achieved**

From June to date, the following outcomes have been achieved:

- The former Lord Chancellor, Rt Hon David Gauke MP, announced investment of £2 million for legal technology.
- The EU’s group on artificial intelligence (EU AI) adopted the Law Society’s recommendations on algorithmic assessments.
- We launched our “Tech Talk” series with information, materials and events to upskill the profession on the basics of LawTech. This included:
  - **Pilot seminars on the introduction to LawTech:** the first events took place in London on 19 June, 26 June and 4 July. The events featured a presentation on the basics of LawTech, panel discussion and Q&A hosted by the incoming chair of PRAC: <https://www.lawsociety.org.uk/support-services/lawtech/techtalks/> . Over 50 people have attended the events.

- **Podcasts on the essentials of legal technology:** two podcasts were produced with experts from the Technology and the Law Committee on [introduction to LawTech](#) and [due diligence products](#). The podcasts have been played over 250 times.
- **Blogs** on topical issues, such as on [facial recognition and legal challenges](#). The blog has been read almost 100 times.

## Civil Justice

### Probate delays

As part of the HMCTS reform programme the probate service is becoming a digitally-enabled national service and will be handled by their new Courts and Tribunals Service Centres. This led to the closure of Birmingham District Probate Registry on 31 August with new paper applications sent by post being redirected to Newcastle Probate Registry. Simon Davis wrote to Susan Acland-Hood, CEO of HMCTS, to express our disappointment on hearing of this closure especially since we continue to receive numerous reports from solicitors and personal applicants across the country who are experiencing probate delays extending beyond the 6-8 week timeframe stated by HMCTS. We highlighted the impact delays are having on our members and their clients, including property transactions falling through, clients coming under financial pressure and notification that some members are losing clients which has resulted in firms' reputations being damaged. We are concerned that HMCTS are failing to communicate key information or provide meaningful updates which could help those waiting for grants of probate to mitigate problems caused by the delays. We will continue to engage with HMCTS to review the current situation, improve the probate service, reduce the backlogs and make the system better for the future.

### Influencing the Synod of the Church of England

On 8 July, Richard Miller gave a presentation about access to justice to a fringe event at the Synod of the Church of England in York. His talk has been published in Archbishop Cranmer blog ["Why is the Government riding roughshod over the rights of the poor?"](#)

## Regulation

### SRA Standards and Regulations

On 25 November the new SRA Standards and Regulations will come into force which will enable solicitors to work, and to offer services to the public, in ways outside of the current models. In advance of these changes, the Law Society has published two practice notes on the two new models of practice – freelance solicitors and solicitors offering legal services to the public from unregulated entities.

### The Mayson review

In 2018, University College London (UCL) launched an independent review of legal services regulation led by Professor Stephen Mayson. In February 2019 we contributed to the initial stage of the review.

In March the review moved to the second stage and Professor Mayson published two new working papers:

- regulatory focus, considering what and whom to regulate
- regulatory structure, considering how regulation would work

On 24 July 2019, following extensive engagement with Council, we submitted our response to these two papers. Having considered the strengths and weaknesses of the regulatory models outlined in the two new working papers, our response highlighted uncertainty as to whether these would lead to a simpler and more coherent alternative or lead to greater regulatory uncertainty and undermine the rule of law, the administration of justice and the UK's attractiveness as a world-leading jurisdiction. Our response highlighted that the legal services sector is a complex, fundamental part of our society. Careful consideration must be given to competing factors that need to be finely balanced to ensure that one does not override the others in a detrimental way or bring about unintended consequences.

Our response argued that any reforms would have to be carefully weighed to ensure that intended benefits substantially outweigh any potential for negative impact and would deliver measurable, positive outcomes. In this context, key features of the current regulatory framework and landmarks of our jurisdiction must be retained in any future regulatory framework for legal services, including:

- reserved activities
- professional titles
- independence of the legal profession

Our response argued that these are necessary to underpin the rule of law and provide confidence in the justice system. We understand that Professor Mayson is due to publish an interim report in early Autumn.

### **Government's Economic Crime Plan 2019-2022**

On 12 July the Government published their Economic Crime Plan, a three-year agenda for economic crime reform. The plan, which is the product of collaboration between the public and private sectors, identifies seven priority areas for reform and is accompanied by 52 specific actions.

Although some elements of the plan are specific to the financial services sector, the Law Society has a particular interest in improving the level and accuracy of information from the government about threats facing our sector and in improving the SARs regime. SARs reform, like many of the planned activities, build on streams of work that were already in train, including:

- Transparency of ownership measures such as the changes required by the 5<sup>th</sup> Money Laundering Directive and Companies House reform; and
- Consideration of enhanced information sharing gateways between private sector actors.

Crucially, many of the proposed reforms are to be underpinned by discussions regarding a "sustainable resource model" for economic crime activity. Those discussions will consider what financial and human resources might be required of the private sector to implement the plan. That will include a proposal to levy the anti-money laundering regulated sector to fund SARs reform. Both the quantum of the levy and the model for the calculation of contributions between sectors will be of significant interest for members.

### **Solicitors Disciplinary Tribunal (SDT)**

On 29 July the LSB approved the SDT's application for changes to its rules. The main change is to the standard of proof to misconduct proceedings. This will change to the civil standard of proof (on the balance of probabilities) instead of the criminal standard (beyond reasonable doubt) from 25 November 2019. The Law Society had opposed this change in its consultation response to the SDT. Following the rules changes we will monitor the situation

to see whether there is an increase in the number and the types of cases referred to the SDT by the SRA and the outcomes of those cases.

### **Professional Indemnity Insurance**

In June, the LSB approved a rule change application, the main effect of which was to transfer the SRA's existing professional indemnity insurance (PII) and Compensation Fund rules into the new handbook. The Law Society supported these "changes", as they provide a welcome continuity of both client protections and the high professional standards that people expect of solicitors.

The LSB also approved the introduction of new rules governing the lower PII requirements for freelance solicitors, and further loosened the rules relating to solicitors offering non-reserved legal services from unregulated entities.

Freelance solicitors providing reserved legal services will be required to purchase 'adequate and appropriate' PII. The Law Society raised concerns about the SRA's failure to provide a workable definition of 'adequate and appropriate' PII, and this was recognised by the LSB, whose rule change approval included a requirement for the SRA to produce guidance on the matter prior to the new rules' introduction on 25 November 2019.

In 2018, the SRA consulted on far more radical reforms to the minimum terms and conditions (MTCs) for solicitors' PII and the Compensation Fund. They are yet to decide if they will pursue these further changes but have indicated that they are considering further consultation on the Compensation Fund. Any changes to the MTCs would be vigorously opposed by the Law Society, although we have previously exhibited a willingness to work with the SRA to ensure that the Compensation Fund is sustainable and fairly funded.

## **Brexit**

Due to the possibility of leaving without a deal on 31 October, we have continued to promote our nine guidance notes on steps solicitors could take in such a scenario (on civil co-operation, consumer law, criminal justice, data protection, family law, intellectual property, VAT, and providing legal services in the EU). We have stepped up our communications of these notes from 2 September – this will include emails to members, inclusion in newsletters and a series of events across the jurisdiction.

We continue to encourage the Government and Parliament to avoid a no deal due to the impact it will have on legal services and we have written to relevant Cabinet Ministers in the new administration to express our concerns.

To influence the new administration, on 1 August we published a report on the Law Society's asks for the UK-EU future relationship for legal services which set out the need for an association style agreement with the EU. The report was covered in the [Financial Times](#), [Politico](#), [City AM](#), [Legal Futures](#) and the [Times](#).

We shared this report with ministers, officials and parliamentarians. This included the Chair of the Justice Select Committee, Bob Neill MP, who asked a question to the Department for Exiting the EU quoting the Law Society's research on the economic impact of a no deal and asked what steps Government are taking to prepare this industry. We also met with a director and deputy director at the Department for Exiting the EU and engaged with officials at the MoJ.

We continue to engage with relevant EU bars and law societies on what steps could be taken in a no deal situation and shared changes with our members. We are working with the SRA to secure data sharing arrangements with EU regulators.

We will shortly be publishing a report promoting England and Wales as jurisdiction of choice.

### **Wales**

The Welsh Government held a joint meeting for key stakeholders with BEIS in Cardiff. The impact on legal practitioners in Wales of a contraction of the level of work available in the City of London as a consequence of Brexit was highlighted.

In response to a question in the Senedd the Welsh Government Brexit Minister & Counsel General said “if we were to leave the EU with no deal that would put the question of civil judicial co-operation within the EU under serious pressure and the Law Society ... have been advising lawyers about the steps they can take in that particular context”.

### **Brussels**

On 1 August a report on the UK – EU future partnership – legal services sector was published. This report was drafted by the Brussels Office, International Department and Public Affairs. It was noted well in the press: FT, Politico, CityAM. It was more recently noted in the Parliamentary questions for the PM Johnson.

## **Ongoing TLS activities**

### **Media and communications**

Much of our media and communications work is highlighted throughout the paper, detailing our reach and impact on specific topics.

As part of our commitment to informing members, we launched a new online bookshop and Communities websites in August.

### **Updating Council and elected and appointed members**

Each week we send out the President’s Update to Council members and other elected and appointed members. Our new e-mail system, which allows us to monitor open rates for the e-mail, showed an average open rate of 35% in August. The e-mail includes our top ten lines to take which is updated weekly on key issues to enable Council members to speak with authority on the Society’s position on topical issues.

### **Council members’ website exercise**

The chair of MCC sought Council’s help in undertaking a brief exercise to support the design of the information architecture for the new website. 24 council members completed the exercise and the finding from the Council user test informed the development of the information architecture, both the structure and the labelling of the sections.

## **Futures and Insight (including Research)**

Within the established research programme for 2018/19, we have commissioned KPMG to undertake analysis of the wider economic value of the legal services sector to the UK. The

study will provide an assessment of the direct, indirect, and induced contributions the legal services sector makes to the UK economy, using the most recent macroeconomic data available. We are expecting the draft report at the end of September.

Fieldwork on the PC holders survey is now complete and reporting will be available by early October on skills, wellbeing, earnings and diversity – alongside evaluation of online methods versus telephone research with members. Insights from the survey will inform development of the Law Society's career services, and policy on education, technology and diversity.

A draft final report of the Legal Needs Survey (detailed investigation of how individuals in England & Wales handle a range of legal issues) has been shared with senior stakeholders including the President. Comments will feed back into the report published jointly by the Law Society and LSB, and our own communications. The PR and marketing team will work on a mini-campaign to promote the research to members.

The Annual Statistics Report is now available internally and will be published shortly on the website. The Member Feedback survey has been commissioned alongside large firm stakeholder research which will provide in-depth analysis of the top 50 firms' perceptions of and priorities for the Law Society. Separately we have commissioned a series of case studies into member firms' experiences of using leading and emergent lawtech products. When published the case studies will inform and promote digital readiness across all segments of the market.

## Ongoing policy activities

### Engaging with the new administration

Following Boris Johnson entering 10 Downing Street, the Law Society published a vision for law and justice which set out our priorities and recommendations for the solicitor profession. Our vision for the new Government focused on:

- maintain the attractiveness of the UK as a global legal centre post-Brexit
- ensure access to justice for all
- fix our broken criminal justice system
- lead the way on legal technology
- attract the best talent to the legal profession

This has been shared with the Prime Minister and other relevant members of his new Cabinet.

### Divorce Bill

The Divorce Bill was introduced into the House of Commons on 12 June. The Law Society is broadly supportive of the Bill's plan to introduce no fault divorce and has recommendations on how to improve the Bill. The Law Society has briefed MPs as the Divorce Bill goes through the House of Commons. TLS has been mentioned 6 times and a member of the Family Law Committee, David Hodson, gave evidence to the Public Bill Committee. We are concerned this Bill may fall due to the prorogation of Parliament, but it may be reintroduced in the next parliamentary session.

### Family Law consultations

There have been an increase in consultations impacting family law, with matters under consideration including an extensive range of proposals from the Law Commission to update the laws on surrogacy, and the interim reports by the two judicial working groups looking at reforms to public and private law proceedings respectively. In August, we made a

submission to the MoJ's call for evidence on assessing the risk of harm to children and parents in private law children cases, and to the Costs Working Group consultation on the future of the costs regime in financial remedy proceedings.

### **Visa applications**

We have been working with the Immigration Law Practitioners' Association to raise practitioners' concerns about the current workings of the visa application system with the Home Office. Alongside the UK Council on International Student Affairs, we will meet with civil servants to highlight the anticipated increase in student applications, and to ask how the system will be enabled to meet this demand.

## **International activities**

### **Brussels**

The Brussels Office is currently reviewing the EU priorities and assessing which of those priorities are going to be important for the Law Society to monitor and lobby on in different UK – EU relationship scenarios. The Brussels Office will submit the first papers to the EU Committee in September. In July the Brussels Office co-hosted an event with European Centre for Public Affairs (ECPA) and Society of European Affairs Professionals (SEAP) titled, "What's next on European Parliament's agenda".

### **International Women and Law roundtables**

We have hosted 35 International Women and the Law roundtables in 20 countries with over 700 participants. Most of these have been held as part of foreign trips and two more roundtables are planned for this year.

We published "Advocating for Change: Transforming The Future Of The Legal Profession Through Greater Gender Equality" (International Women And The Law Report) of the findings from the International Women's Roundtables, which was launched on 19 June with a panel discussion and a reception.

This report follows our previous report 'Influencing for Impact: The Need for Gender Equality in the Legal Profession', which summarised the findings from the women's roundtables that formed part of the Women in Leadership in Law project. The report sets out additional findings of men-only roundtables held across England and Wales from November 2018 to March 2019.

### **Turkey**

The Law Society led an international coalition of 14 bar associations and organisations focusing on the legal profession to submit a report for the universal periodic review of Turkey to the United Nations Human Rights Council. The report denounces the erosion of judicial and prosecutorial independence in Turkey. It also highlights the arrest, detention, and conviction of more than a thousand lawyers after the failed coup in 2016, as well as lack of access to justice for Turkish citizens nationally and internationally. Law Society President, Simon Davis, said we will "do whatever we can to help restore meaningful access to justice for all in Turkey". Our joint submission to the UN was reported in the [Gazette](#), [Guardian](#), [Times](#) and by the [BBC World Service](#). The UN Special Rapporteur on the Independence of Judges and Lawyers welcomed the report, describing it as "very good". Turkish lawyers and partner organisations also expressed their gratitude to the Law Society for coordinating the submission of the report.

## Appendix 2 - Chief Executive’s Report to Council on Member Experience

Author: Louise Hanson

**Classification - Public Freedom of Information**

This paper contains commercially sensitive data and is restricted under paragraph 17j of the Code of Practice on Freedom of Information.

Circulation of this paper is restricted to members of Council.

**Summary:**

This paper provides an update on activities across the Member Experience directorate

**Recommendations / Conclusions:**

**This paper is for:** noting

**Assessments. This should be either a summary of what is in the paper (cross-referenced to the relevant paragraph), or, if the issues are very straightforward, a full statement of the relevant position.**

<b>Financial:</b>	None
<b>Risk:</b>	None – this paper provides a backwards look only
<b>E D &amp; I</b>	None
<b>Organisational Values</b>	This paper focuses on clarity and excellence to provide Council with a detailed update on how we are working to achieve success, including information on what we have been working on and how successful we have been.
<b>Consultation</b>	Senior members of staff across the member experience directorate

## Introduction

This paper to Council provides an update on activities across the member experience directorate during the period June – August 2019.

### Member Experience Transformation programme

- The three main areas of member experience are continuing to make good progress in laying foundations for future phases of the programme
  - The new website design is now complete and is progressing against a phased implementation schedule for the launch of the new My Law Society website in early 2020.
  - The new customer relationship management (CRM) system is on track to move all existing business users onto the new platform and provide the required capability to integrate to the new website and learning management systems.
  - The learning and development stream is making good progress and we are expecting to launch a new learning management system in February.

### Accreditations

- Q3 has been exceptionally busy, with more CQS accreditations being awarded than in any month since December 2017.
- We introduced a formal induction process for assessors and held a Chief Assessor roundtable and an assessor training event focusing on consistency and risk management. We received excellent feedback on the assessor training and recommend holding similar events annually.

### Publications

- Our new online bookshop went live at the end of July, after several months of delays. We have implemented a comprehensive marketing and promotional plan to drive purchasers to the new site. While we are unlikely to make up the lost income for this year, future performance should not be affected.
- We remain unclear when the SRA will publish the final version of the new Standards & Regulations. This uncertainty has compromised our delivery timetable for several titles as we cannot risk publishing information that may change up to the implementation of the new rules on 25 November.

### Learning & Development

- We are slightly behind schedule due to an ambitious initial business case and some significant challenges in recruitment; we have now successfully appointed a programme lead and are making progress.
- We have appointed a partner to take forward the development of our new E-Learning platform, working towards a launch in February.
- We have offered a number of pilot workshops on wellbeing and career development. Take up has been very low, despite members consistently tell us that they want support in these areas. We will review how we might offer this content differently in future.

## Events

- We remain ahead of our financial targets (23% ahead of budget) and 1% ahead of reforecast 2), despite having delivered fewer events to fewer delegates than originally planned. We have undertaken a review of our events offer and have made recommendations with the aim of delivering fewer, better defined and targeted events with greater reach.
- The Excellence Awards achieved 765 nominations which is an increase of 20%. We are now focusing on table sales and efforts to secure sponsor support.

## PDC

- We continue to exceed delegate numbers due to higher than anticipated uptake of our CQS training course.

## Practice Advice

- The PAS will celebrate 30 years of service to members in late September.