

COUNCIL  
03/07/2019

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

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**Classification - Public  
Freedom of Information**

Not applicable as this paper is public

### Summary:

This report provides an update on issues impacting on the Law Society and our members, along with our responses. The focus of our business plan for 2018/19 is around our four organisational goals and our long-term targets to 2022. Our goals set out what we are trying to accomplish through our activities and programmes.

Given the short amount of time between reporting for May and July Council, both my part 1 and part 2 reports are shorter this month.

### 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.**

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|------------------------------|--|
| <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>                 | There are no risks arising from the content of this paper  |
| <b>E D &amp; I</b>           | There are no ED&I implications arising from this paper.  |
| <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

### 1. Updating our members on Council business

A report on May Council was featured in the Gazette in hard copy and on line. The report was also shared with Council members and local law societies. This process is now followed for each Council meeting to enable greater transparency. The report refers to white papers and summarises pink papers where the outcomes can be shared with constituents.

### 2. Diversity & Inclusion Charter

A briefing for Council was circulated following the presentation by Sara Chandler and Min Rodriguez at May Council. The Charter Pilot is underway and a variety of firms are being supported to complete the gender module of the Charter.

The Women in Law pledge, in partnership with the Bar Council and Cilex was launched at our International Symposium last month.

### 3. Solicitor Brand Campaign

The latest burst of advertising began this month, including:

#### Outdoor advertising on tube, rail, trams and railway stations

- London underground – for 2 weeks (starts 1 July)
- Rail 4-sheets/6-sheets and tram/metro/rail interiors for 4 weeks (starts 1 July and 8 July in different locations)
- Bus posters – for 6 weeks (starts 8 July)

#### Radio, Spotify, TV, social media and PR / press

- Spotify ads (**new for 2019**) – for 4 weeks from 1 July (aiming for 514,300 impressions across different formats (static, audio and video)).
- Radio ads (**new for 2019**) – for 4 weeks from 1 July.
- Sky TV ad – 1 July for 4 weeks targeting border England, Midlands, East, HTV Wales

#### Ongoing all year round from 1 November 2018 to 31 October 2019

- Social media advertising on Facebook and Twitter – continuous
- PR regional newspaper columns – continuous

### 4. Media

We continue to secure more broadcast and national media coverage. Just two highlights include hitting the front page of the FT with a story about our work on Artificial Intelligence and Christina Blacklaws appearing on the Today programme to talk about the recommendations from our year long project on ethics and algorithms.

Of particular note was coverage on BBC news, the Today programme and a wide range of other media of our relaunched legal aid desserts map.

## **5. Accreditations**

We have been developing new quality audit process to assist with CQS desk-based assessment and onsite visit processes, which will be rolled out as part of the CQS relaunch. The teams are currently undertaking training on the new processes. We also held our inaugural all accreditations assessor training day, supported by our legal team and our Chief Assessors; the training was designed to improve consistency across accreditations.

We have successfully completed the CQS roadshows, which were well received by the members. As part of the relaunch, we have recently met with lenders to provide them a progress report on the work we are carrying out on CQS. We have received positive feedback and they have welcomed the work we are undertaking.

## **6. Professional Development Centre (PDC)**

We submitted both CQS 2019 update courses for content quality assurance review. Risk, Compliance and Client Care passed and is going to production on Monday. The outcome of the review for Conveyancing Practice is pending. The PDC team are working with marketing to finalise the promotional collateral and we will also be launching a new CQS landing page that contains FAQs and videos to help improve the member experience when taking our courses.

## **7. Publications**

Work continues on the development of our new online bookshop.

## **8. Relationship Management**

The team have hosted roadshows across the country promoting our Criminal Justice Campaign and remain heavily involved in engaging with the profession on Brexit and on the Irish PC.

## **9. Gazette**

The Gazette has been the subject of the pilot service review of our membership services. The report was delivered to the Membership and Communications Committee on Tuesday 11 June. MCC agreed with the recommendations contained which were focused on ensuring that the Gazette is sufficiently linked up with the Shaping Our Future change programme and appropriately collaborating with other areas of the business to maximise content and commercial opportunities. We have also decided not to proceed with a Gazette app, on the basis that the new responsive website will meet the same need.

MCC were broadly supportive of the approach taken to the review while recognizing that there would be challenges around implementing the process across all business areas. They acknowledge that there are other ways in which we can assess and review the value of our services to members. The next service review will focus on our Support Centre and Practice Advice offer; it will be delivered to MCC in November.

## **10. Corporate income activity**

We have brought in an experienced interim Operational Director for six months to stabilise and improve sales and marketing operations. The Inside Sales team have been given new targets and training in an effort to generate new advertising and recruitment business and income.

We are undertaking a pricing review to ensure we are consistent with market rates; we anticipate changes to our pricing structures will also bring in additional income.

We have also completed a review of our partnerships offer. A new partnership framework is in place to prospect partnerships aligned to member offer object