

COUNCIL
14/10/2020

Item 7

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:

My Part 1 paper includes information that members should be aware of and may share with their constituents. Where possible matters are included here to assist you in your role.

The Strategic Insight and Influence briefing (appendix 1) is attached to provide you with background information on the broad range of activity and engagement being undertaken by the teams within the Society.

The Member Experience briefing (appendix 2) provides a brief overview of the work being undertaken within the Member Experience directorate.

My part 2 paper covers progress being made against delivery of our business plan which can be turned white after discussions and subsequently shared with members.

Recommendations / Conclusions:

This paper is for: information.

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.

Financial:	There are no financial implications arising from the paper.
Risk:	The plans in this report are covered by the Strategic and Operational Risk registers in place throughout the Law Society.
E D & I	ED&I implications are considered as part of all aspects of our work, and particularly in this paper to issues around the SQE and appointment of members. This links to our desire to create an inclusive and proactive culture within the Law Society.
Organisational Values	Details of the ongoing work to embed our organisational values are included within the paper.

The professional body for solicitors

Consultation	Executive Leadership Team.
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1. Policy Impact

1.1. CLAR

The Ministry of Justice (MoJ) announced its decision on the “accelerated items” within the Criminal Legal Aid Review. As a result of our lobbying, they have doubled the proposed fee our members will receive for work on cases that are “sent” to the Crown Court. They have also confirmed that the work on the review on the sustainability of criminal defence practice will be conducted by an independent person, again as we had long wanted. The MoJ also confirmed they will be undertaking a piece of work looking at concerns around the sustainability of civil legal aid work, also something we have been pushing for.

1.2. SQE

We have had significant engagement with the SRA and LSB in relation to the Solicitors Qualifying Examination. The SRA has changed its plans in relation to transitional arrangements, in line with our advice. The SRA has also committed to monitor and address the equality implications of the new system. In a written submission we asked the LSB reflect these commitments in the requirements they place on the SRA in approving the application.

1.3. Wills

After confidential discussions with TLS about the challenges facing practitioners seeking to execute wills, the Ministry of Justice announced that video witnessing would be valid for a period of two years, backdated to the end of January 2020.

2. Public Affairs

This quarter, we continued to focus our public affairs work on addressing the Covid-19 pandemic. From June to date, the Law Society and its campaigns were mentioned 97 times in Hansard and in social media accounts linked to parliamentarians on a range of issues. In June, the President gave evidence to the House of Lords’ EU Services Committee on UK-EU negotiations, and in July provided evidence to the Constitution Committee on the impact of Covid-19 on the courts. In the past three months, we have also met senior Government and parliamentary stakeholders, including the Lord Chancellor, the Justice Minister, Alex Chalk MP the professional services minister, and Nadhim Zahawi MP.

3. Member Services

3.1. Digital

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The first phase of new website was Beta launched at the end of February and My Law Society (My LS) Beta launched in June. Online traffic was built slowly, with promotion of particular topics such as Covid-19 moving traffic from old to new site and a link from the old website is shown to all visitors, encouraging them to try the new site. The My LS launch enabled gated content, including practice notes and In-house magazine (which require My LS lite registration). Verified MLS Legacy users were invited to move their accounts across, as part of our scaled user testing plan. This testing highlighted a significant data migration issue (from old CRM2011 to Dynamix365) which had to be fixed before we could launch the website and My LS. The site was launched on 2 July.

In July, we saw 2,367 member registrations and 2,298 lite user registrations. Whilst it is early days, the almost 50/50 split is an improvement on MLS member / lite registrations (40/60). Registrations are primarily driven by gated content.

Throughout Beta, we took feedback on board and made improvements to the user experience. We will continue to use feedback to drive iterative improvements to the site, alongside integration of other digital services.

3.2. Learning and Development

October will be a significant month for the new member learning and development offer. We will launch to around 50,000 members from three cohorts (in-house practitioners, compliance specialists and junior lawyers). Our bite-sized content will be available to purchase to these cohorts. We will also release this year's iteration of Conveyancing Quality Scheme (CQS). Aside from delivering enhanced training content via improved course and syllabi design, this year's CQS course will also deliver other key components to enhance member experience including single sign on, the first stage of integration with My LS, and an ecommerce solution.

4. Governance

4.1. Meeting

All governance meetings continue to be held virtually in response to Covid-19. This is expected to continue at least until the end of the current year (including the October Council meeting and AGM). Virtual meetings, assisted by guidance to support chairs and participants, continue to work very effectively. We have concluded that, for the coming year, Law Society committees and the Board will, by default, have a maximum of two face-to-face meetings, with the remainder being held virtually. In addition to the very significant cost benefits of this approach, we hope that it will encourage wider participation in Law Society governance by members who may have traditionally found it difficult to find time to travel to and from London and attend a day-long meeting at Chancery Lane.

4.2. Appointments

All appointments due this year as chairs and members of the policy advisory committees have been completed. For the first time, we ran a bespoke induction for new chairs as well as a short practical skills-based session, both of which were well received, and

The professional body for solicitors

separate inductions for new members which also received positive feedback. Following discussions with the PRAC chair and members, some further adjustments to the appointments process are in hand.

4.3. Bye Laws

There has continued to be a significant programme of General Regulation amendments, and draft Bye-Law amendments are due to come to the Annual General Meeting following the 14 October Council meeting.

5. Conclusion

You can see from the above that there has been a great deal of activity across the organisation during the past couple of months, and we will build upon this as we move into quarter 4. Further information is provided in the attached appendices.

6. Recommendations

This paper is for information and discussion.

Appendices

1. Chief Executive's Report to Council on Strategic Insight and Influence – Part 1
2. Chief Executive's Report to Council on Member Experience – Part 1

The professional body for solicitors

COUNCIL
14/10/2020

Chief Executive’s Report to Council on Strategic Insight and Influence – Part 1

Author: Louise Hanson

**Classification - Public
Freedom of Information**

Not applicable as this paper is public
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.

Financial:	There are no financial implications arising from the paper.
Risk:	This paper provides an update only on current activity.
E D & I	Inclusivity has been raised as an issue within the SQE. No other issues were raised in this paper.
Organisational Values	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.
Consultation	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 (SII) directorate during the period from July onwards.

We continue to focus on the priorities established by Council in last year's business planning process. To that end we created plans to prioritise eight themes of work:

- Access to Justice and the Rule of Law
- Role of the Profession, Reputation
- Technology
- Civil Justice
- Regulation
- Brexit and the International Practice of Law
- Role of the Profession, AML
- Property

We have used these themes as headings to help Council identify how our activities are leading to outcomes on the agreed priorities. By the time Government announced their lockdown on 23 March, we had established a Covid-19 Steering Group to develop a strategy to deal with the business and member impacts of the pandemic. The focus for many of the existing policy themes shifted to reflect the impact of Covid-19 on that particular issue.

Policy

Access to Justice and Rule of Law

Covid-19

In light of our attempts to secure a package of financial support for legal aid providers, including a "Covid Monthly Payments" scheme, the Legal Aid Agency has agreed to a degree of flexibility in how it adjusts firms' payments following a drop in billing caused by the pandemic. However, we have been unable to secure the more comprehensive package we had hoped for.

The Government and the judiciary are looking at a range of measures to increase the capacity of courts to hear cases during the pandemic. We are supportive of Nightingale courts, of which a second tranche was announced in September, and the introduction of Perspex screens. We have lobbied for increased advice and representation to minimise the number of cases going to court, and to ensure that those that do are dealt with as efficiently as possible. We have been involved in working groups looking at the possibility of extended court hours, a measure we strongly oppose.

The Bar announced that it had obtained clarification from the Department of Transport that lawyers who were required to quarantine following return from certain countries could break quarantine to attend court hearings. We published a statement indicating that we opposed this measure, and urging lawyers to consider their own and other court users' safety. We have written to the Minister proposing measures to minimise the risks to court users from quarantining lawyers attending court.

We are working with HM Courts & Tribunals Service (HMCTS) to ensure an effective evaluation of the impact of measures introduced during the pandemic for remote, online and video working.

Covid-19 business support

Our business support work on the pandemic has focussed on ensuring that the government support measures offered to firms are easily accessible and meet firms' needs to manage cashflow, reduce costs and / or supplement income. In addition, we have focussed on engaging with government to ensure that barriers to conducting transactions and ongoing work are minimised to ease income pressures on firms.

On employment issues, we responded to proposals from the Department of Business, Energy & Industrial Strategy (BEIS) to better equip the employment tribunal for current and future challenges. BEIS sought feedback on issues, including extending the limitation period for employment tribunal claims to six months.

We have incorporated our outstanding policy asks in our Return, Restart and Recover campaign. This highlights that solicitors are ready to play their part in helping to drive the collective recovery from the pandemic and the impact it has had on our economy and communities. Our submission to HM Treasury (HMT) for its Spending Review outlines specific measures UK Government can take that would help the legal services sector. These measures include:

- pursuing a Nightingale-style intervention to boost capacity in our courts system; and
- restoring legal aid for early advice from a solicitor to help clear the backlog in the courts.

We also made preparations to support members in the event of a potential second wave and / or local lockdowns. As part of this, we have published a local lockdown blueprint, which is intended to help members and law firms navigate local or area-specific lockdowns.

Criminal and Civil legal aid

Following our lobbying, the Government has announced the restarting of the review of civil and criminal legal aid means tests. The review is due to report in Spring 2021, following which there will be a consultation on proposed changes.

The Government has also announced its decision following consultation on the “accelerated items” under the Criminal Legal Aid Review. Expressly as a result of our lobbying, the Government has doubled the fee to be paid for cases “sent” to the Crown Court. There will now be an independent review of sustainability, and an internal review of the payment structures. Separately, and again following our lobbying, the Ministry of Justice (MoJ) has announced a strand of work looking at the sustainability of civil and family legal aid.

The Legal Aid Agency (LAA) insisted on proceeding with its proposal to transfer the assessment of bills from the Courts to legal aid officials. This move is strongly opposed by our members, who consider it wrong that the LAA should be both the paymaster and the assessor, but the LAA did not consult on the decision, only on its implementation. We have issued protective judicial review proceedings and are seeking discussions with the MoJ / LAA to try to find a solution.

After we worked with a firm proposing a judicial review, the Government has withdrawn a controversial fixed fee for new immigration tribunal work arising from a major rule change, and agreed to instate hourly rate payments for an interim period while evidence is gathered of the work required. A consultation is expected in early 2021.

Wills

On 24 July, the Government announced a change to the law to allow video witnessing of wills, following conversations with the Law Society about the ways in which social distancing had brought challenges for members working in this area. Under the Wills Act 1837, it is not permitted to witness a will via video messaging as a witness must be physically present.

The Law Society argued that legislation should be introduced to give judges dispensing powers to recognise the deceased's intentions where strict formalities for making a valid will have not been followed, ensuring their estate is inherited as they intended. This, however, would require primary legislation, time for which is limited, and so the Government has decided to allow temporary remote witnessing.

The change will be made via a Statutory Instrument that was laid on 7 September, and will allow for wills witnessed in such a way to be deemed legal, as long as the quality of the sound and video is sufficient to see and hear what is happening at the time. There will be no change to the requirement for two witnesses. The measures will be backdated to 31 January 2020, the date of the first confirmed coronavirus case in the UK, and will be in force for two years, which is in line with other coronavirus legislation.

The Law Society will now focus on producing guidance for members.

Judicial review

The December 2019 Conservative Party Manifesto committed to reforming judicial review so that it is not "abused to conduct politics by another means or cause unnecessary delays". It was expected that this would be conducted as part of the proposed Constitution, Democracy and Rights Commission. However, it now appears that this Commission will not be going ahead, with key issues included in the manifesto (e.g. access to justice, the Human Rights Act and judicial review) instead reviewed through separate panels, although there is not absolute clarity on this yet.

An independent expert panel on judicial review has subsequently been announced, along with its terms of reference, and has published its call for evidence regarding judicial review. To inform our response to this, the Law Society hosted a virtual roundtable on 9 September with expert judicial review practitioners from across the solicitors profession, to discuss the issues raised in the Independent Review's terms of reference and call for evidence. The call for evidence is open for six weeks, closing on 19 October.

In addition, the Law Society is working with Professor Maurice Sunkin and the University of Essex to draw together a definitive evidence base on some of the issues raised in the call for evidence, which will also help to shape our response and our influencing work as any proposals from the review are enacted.

International Rule of Law and human rights

Our International Rule of Law work has continued during the Covid-19 crisis. We continued to coordinate substantive pro bono projects with Law Society member firms through the Lawyers at Risk core group, such as:

- i. The mass trials project, with Hogan Lovells (jointly with Reprieve, IBA Human rights Institute, and Guernica 37 International Chambers);

- ii. A report on Nepal to the UN Human Rights Council, with Stevens & Bolton (jointly with Nepalese organisation COCAP);
- iii. An Amicus brief to the Colombian Supreme Administrative Court, with Leigh Day; and
- iv. A project on UN Basic Principles on Role of Lawyers, with Slaughter & May.

We also prepared the nomination of five detained Egyptian lawyers for the CCBE Human Rights Award 2020, and submitted input to a strategy on Human Rights Defenders for the FCO (jointly with Amnesty International and others). We took part in multiple calls with the CCBE, Azeri Bar, and Azeri lawyers at risk. We submitted multiple intervention letters in different jurisdictions for lawyers at risk (including on Belarus and a joint statement with the Bar Council on Hong Kong), as well as co-organised a virtual seminar on detained lawyers in Turkey.

We spoke at an Advocates for International Development (A4ID) webinar on the rule of law in times of health crises, as well as at the American Bar Association Society of International Law (ABA-SIL) for the “Empowering Women in the Legal Profession programme”. We facilitated participation of International Women in Law members in a joint OECD/UNDP/UN Women webinar and UN multi-stakeholder hearing on gender equality.

Ongoing work includes overseeing the drafting of country briefs on gender equality in the legal profession, and discussions for creating a “Law Societies Global Compact Forum for SDG16” project with the World Bank. We continue our preparations for Women in Law webinars in Malawi, India and Guatemala, and we are researching and drafting a report on “Mechanism of support for women lawyers” with Bates Wells.

Justice in Wales

The Law Society’s Head of Wales has been working closely with Welsh Government to finalise the details of the Wales Law Council which was one of the recommendations of the Thomas Commission, which was delayed due to Covid-19.

We have been in frequent communication with the Justice Policy division of Welsh Government throughout the pandemic to ensure that where Government support has differed in the two jurisdictions, there has been an equitable solution for members based in Wales. We worked with the Minister for Economy and Transport to ensure that members in Wales were able to access business support grants (which were not available in England). We also worked closely with the Housing Division around the opening of the Welsh housing market post-lockdown.

We had several meetings with Welsh Government Ministers, including the Brexit Minister and Minister for Economy & Transport to report the concerns of Welsh members and the support that we feel is necessary to maintain access to justice and the rule of law.

An effective working relationship with HMCTS has been re-established as the Wales Committee will discuss how a Criminal Sub-Committee could be set up to deal with those Wales-related access to justice and criminal law issues.

During the Covid-19 outbreak there have been issues in the Court Service where HMCTS have followed the English lead despite the regulations in Wales being different. We now have a place on the Court Users committee and are able to ensure that our members’ views are heard. HMCTS are keen to introduce flexible hours in Cardiff and we have made the views of our members known in all discussions.

LawTech is moving apace, and we have been in discussions with Welsh Government about setting up and possibly hosting a LawTech Industry Group for Wales. We are also in discussion with Swansea University around their LawTech project. We also delivered seminars with Superfast Wales – the business support arm of Welsh Government – who designed a bespoke course for members in Wales around marketing and IT Support.

Role of the Profession

Judicial Diversity and Solicitor Judges

The Judicial Diversity Forum, of which we are a member, worked on publication of the “Combined Statistical Report” in September, looking at diversity both within the judiciary and in the profession that provides the pool of applicants for judicial appointment. We are continuing to press the Forum on the data and analysis we believe is needed to understand and address the reasons why diversity is not improving as quickly as we would like.

Covid-19

This quarter, we continued to focus our public affairs work on addressing the Covid-19 pandemic. From June to date, the Law Society and its campaigns were mentioned 97 times in Hansard and social media accounts linked to parliamentarians on a range of issues. In June, the President gave evidence to the Lords EU Services Committee on UK-EU negotiations and in July provided evidence to the Constitution Committee on the impact of Covid-19 on the courts. In the past three months, we have also met senior Government and parliamentary stakeholders, including the Lord Chancellor, the Justice Minister, Alex Chalk MP the professional services minister, and Nadhim Zahawi MP.

Economic Crime levy

HM Treasury has now published their consultation on the proposed economic crime levy. We successfully pushed the Government to delay the publication of the consultation (which was intended to be published in Spring 2020) due to the impact of Covid-19.

We have been working closely with members to develop our position, as well as the City of London Law Society, and in our response we:

- strongly oppose the imposition of a levy;
- argue that, if a levy is to be imposed, it should be based on the number of SARs a firm submits rather than being based on revenue;
- support small firms being excluded from the levy; and
- argue that if the levy is to be based on revenue, then it must be domestic AML-regulated activity revenue only.

We have continued to engage with officials and Ministers throughout to help make the case for our position and have been engaging with wider stakeholders such as the Law Society for Scotland, ICAEW and the SRA. The consultation is due to close in mid-October and the Government is likely to respond to the consultation by the end of the year.

Technology and the law

LawTech

In the past quarter, we have conducted the following work:

a. Ministerial roundtable on LawTech and Access to Justice

The President hosted a ministerial roundtable with the Justice Minister, Alex Chalk MP, on LawTech, access to justice and Covid-19, which was chaired by Stephanie Boyce. The Minister made the following points:

- He thanked the Law Society for leading this workstream and its contribution;
- He acknowledged that legal advice providers across the sector have shown great ingenuity and have unearthed new ways of doing things;
- Technology has contributed to ‘accelerate, entrench and enhance access to justice’;
- He indicated that there are lessons the Government and the sector can learn from other areas to increase access and collaboration;
- He stated that there is an element of fragmentation, that there is a need to make it coherent, and that technology can play a part in tackling this issue; and
- There is urgency in thinking about the future, but we must not neglect the present. We cannot lose sight of the challenges people are facing today.

Attendees included 17 participants from the advice sector, including senior stakeholders from the access to justice foundation, Law Centres Network, Litigants in Persons Network, Legal Aid Practitioners Group and others. The Minister was particularly interested in knowing more about how technology could be used to ‘change the paradigm of delivering local legal advice’ and whether it could be used to roll out services beyond a specific geographical area. We will conduct a follow-up roundtable in November to explore this point.

b. New report on blockchain and distributed ledger technology

We have produced a [report](#) with the Tech London Advocates' Blockchain Legal and Regulatory Group (chaired by Mishcon), which sets out key issues for legal practitioners to be aware of when advising on distributed ledger technologies (DLT). The report includes a list of key recommendations relating to DLT, including commercial application, data governance, intellectual property, data protection measures and dispute resolution.

c. Updated practice note on cloud computing

As part of our Covid-19 work, we updated the [practice note](#) on cloud computing to reflect changes to remote work and data protection legislation.

Regulation

Solicitors Qualifying Examination

On 31 July, the SRA made its final application to the LSB for the approval of amendments to the regulatory arrangements related to the proposed introduction of the Solicitors Qualifying Examination (SQE). The Law Society has responded to this application, writing to the LSB setting out points that need to be addressed during the implementation of the SQE around equality, diversity and inclusion, particularly around disability access.

The letter also asks the LSB to set expectations around post-implementation reviews of the SQE, asking for reviews at one year to address any immediate issues and an interim independent review at two years, followed by a full independent review at five years. The areas the review should target are those highlighted by the independent Bridge Group report as potential issues. These include the potential disparity in achievement of BAME candidates, the potential for a negative impact on socio-economic mobility, and monitoring of the support, reasonable adjustments and accessibility of the assessments for disabled candidates.

The LSB have stated that a decision on the application will be made by the LSB Board and a decision is expected at the end of October.

Professional Indemnity Insurance

We have been working with colleagues in the Practice Advice Service, Relationship Management and Press teams to make members aware of the particular difficulties they may face during the October Professional Indemnity Insurance (PII) renewal, as a consequence of a hard market and the problems created by the pandemic, the lockdown, and the economic downturn. Much of the focus has been on placing stories in the legal press, including two articles by the PII Committee Chair in the Law Gazette which have also been featured in the Professional Update.

Legal Service Board strategy

The Legal Services Board (LSB) is developing a three-year strategy for the legal services sector for 2021-24. As part of the process they are engaging with stakeholders seeking views about the legal services landscape and what the LSB's priorities should be over the coming three years.

Over the summer we have been engaging with the LSB on the strategy development to influence their early thinking. In August, we submitted our response paper after consulting with PRAC and wider members. We said that a strategy for the whole sector presents a real opportunity to map out a road to recovery and the LSB should concentrate on how its work can support the sector at this challenging time rather than contemplating more regulatory changes. Given the current crisis and its impact on society, the economy and the rule of law, we recommended the strategy has a strong focus on:

- Protecting and promoting the public interest;
- Upholding the rule of law and maintaining a stable legal regime, in the interests of the wider public good and the economy as a whole;
- Improving access to justice;
- Promoting diversity within the sector;
- Promoting innovation in the legal sector; and
- Supporting sector recovery through proportionate, targeted and evidence-based regulation.

In parallel, we have also helped the LSB to facilitate direct engagement with our members to seek their input to the strategy development, including the Small Firms Division, the Equality, Diversity and Inclusion Committee the In-House Division and the Access to Justice Committee.

Following the stakeholder engagement, the LSB will be publishing a State of the Legal Sector report this autumn with a public consultation launched on both a draft strategy and LSB business plan for 2021-22 at the end of 2020.

CMA follow-up assessment of its 2016 market study into the legal services sector

On 9 September, the Competition and Markets Authority (CMA) announced its call for input into its assessment of the impact of the 2016 market study into the legal services sector in England and Wales. Responses are sought by 30 September. The scope of the review is:

- The ability of consumers to drive effective competition through making informed purchasing decisions; and
- The impact of redress, regulations and the regulatory framework on consumer protection and competition.

We have been engaging regularly with the CMA in the lead up to the publication of the call for input, as well as the SRA, and we have agreed to work closely with the SRA as we develop our response to the call for input to help ensure we are aligned where possible.

We have hosted a number of member workshops to help gather evidence about the impact of the reforms and to help refine our messaging to the CMA and are working with an expert regulatory consultancy, Fingleton, to help develop our submission to the CMA. We expect the CMA to publish the outcomes of their review by the end of the year.

Brexit and the International Practice of Law

Brexit

The UK-EU negotiations continue to see significant challenges due to disagreements on level playing field provisions. Combined with the EU's concerns around the Internal Market Bill, it is looking increasingly likely that the UK may leave the EU without a future partnership agreement. We are aware that negotiations continue on services and investment, but the negotiations have not been able to move to next level discussions as the EU has taken the decision that the negotiations cannot move to this more detailed level until further process is made on the issues mentioned above. We continue to liaise with officials on progress.

We have increased our communications with members on the potential consequences of the end of the transition period in recent weeks, and continue to recommend that solicitors and firms continue or begin now to prepare for the end of the transition period on 31 December 2020. Our communications will increase over the coming weeks and will cover the core issues for members such as practice rights, enforcement of cross-border judgments (UK judgments in the EU area and EU judgments in England and Wales), service of documents and taking of evidence on the basis of the Hague Conventions and what to take into account on data protection.

We have been liaising with the MoJ and BEIS on how we can support the profession. In terms of supporting members, we have:

- Launched a [dedicated webpage](#) to link to all of our guidance and support on preparing for the end of the transition;

- Published [guidance](#) on the what law firms need to do to prepare for the end of free movement and use of EU legal professional privilege. Further guidance will follow over the coming weeks including guides on the national regulations for legal services in ten key EU / EFTA jurisdictions;
- Published a [ten-step checklist](#) which has been sent in an all-member email;
- Met on a one-to-one basis with the largest firms to give guidance on their plans and responding to individual member queries; and
- Held a webinar panel on 9 September for Registered European Lawyers, with over 300 registrations and six further events happening between September and November.

More broadly, we are engaging with EU stakeholders, including business and consumer groups, to highlight the mutual benefits of the UK being able to continue in the Lugano Convention for EU businesses, consumers and legal certainty, as well as the benefits of there being no gap in recognition and enforcement of judgments at the end of the transition period.

We are encouraging EU stakeholders to either lobby for the EU to accede in private, or ideally, to sign a joint letter with UK stakeholders. We are setting up various events with other organisations in Brussels to inform EU stakeholders about the consequences of not having a solution for recognition and enforcement of judgments in civil and commercial matters.

We have already raised our concerns about a number of the provisions on the Internal Market Bill publicly and in private with key ministers. We will be jointly briefing parliamentarians on our concerns. We have continued to brief on the Private International Law Bill as it passes through the Houses of Parliament. To date, we have been mentioned twice in the House of Lords and we have secured a commitment for England and Wales to ratify the 2000 Hague Convention on the International Protection of Adults in England and Wales after appropriate consultation with the Northern Ireland Executive.

We have responded to the Government's consultation on the departure from retained EU case law by UK courts and tribunals, expressing a view that the power to depart from retained case law should not be extended to UK courts and tribunals beyond the Supreme Court. The response was drafted with a wide participation of the membership, in particular from the top 50 law firms.

As the likelihood of a comprehensive agreement covering legal services decreases, we have focussed on preparing our members for a transition from one set of regulations, covering all of the EEA, to regimes in 31 jurisdictions with often very different practising rights and treatments of UK structures. In order to keep members informed of these changes we met with 23 of the Top 50 law firms between May and August, with nine further meetings scheduled for early September. We held a roundtable for firms with offices in Luxembourg. We have also engaged by distributing a detailed update on the Irish practising certificate issue to General Counsel, heads of risk and compliance and heads of Brexit at 90+ law firms, including all of the 50 largest firms on 7 August, and an analysis of practising rights in Switzerland on 9 July.

In addition to engaging with firms, we have reached out to individual members practising in Europe to alert them to upcoming changes in their practising rights and offering our help in making adjustments where possible. We began our outreach program in non-priority jurisdictions, where more of our members work independently and do not have the support of large firms and then moved on to reaching out to members in priority countries where disruption in practising rights will be greatest. Between June and August, we have proactively reached out to 436 individual members based in EU / EFTA jurisdictions. We are dealing on an individual basis with

a rising number of enquiries from members who are trying to understand how they can adapt to working as a solicitor in Europe after Brexit.

We have also been working to inform Registered European Lawyers practising in England and Wales of how regulatory changes after Brexit will affect them. We held a webinar for RELs with a panel of speakers from the Law Society, the SRA and the MoJ. We had over 300 registrations and more than 130 questions during Q&A. A recording of the webinar and answers to the submitted questions will be posted on the website for those RELs unable to attend the event.

We have directly engaged with counterpart bar associations, law societies and other stakeholders to identify regulatory barriers for our members and to identify ways to reduce the market access gaps for our members after Brexit. Between May and September, we met with 14 counterpart Bar Associations.

On other EU-related work, we responded to two EU consultations on EU competition law tools and the Digital Services Act.

As previously noted, the Law Society's overall view is that the UK legal text represents close to the best that legal services could seek to achieve through a free trade agreement, particularly noting the time constraints on negotiations. However, the full picture is not available as neither the UK nor the EU have published the schedules on legal services.

The Government has published a statutory instrument (SI) relating to lawyers practice rights, and BEIS has released a call for evidence on recognition of professional qualifications and regulation of professions. We are reviewing both the SI and call for evidence.

The Law Society has submitted evidence to the House of Commons Future Relationship Committee on mutual recognition of qualifications and intellectual property rights following a request from the Chair Hilary Benn MP.

Legal certainty

The Law Society responded to the Government's consultation on departure from retained EU case law by UK courts and tribunals, expressing a view that the power to depart from retained case law should not be extended to UK courts and tribunals beyond the Supreme Court.

Supporting members through guidance and information ahead of the end of transition period

In mid-August, the Law Society began to increase its communications to members and firms to advise them to continue or begin now to prepare for the end of the transition period on 31 December 2020. This will continue and increase over the coming weeks.

We have been liaising with the Ministry of Justice and Department for Business, Energy and Industrial Strategy on how we can support the profession. We are also undertaking a survey of smaller firms to understand what support they need.

In terms of supporting members, we have:

- Launched a dedicated webpage to link to all our guidance and support on preparing for the end of the transition period;

- Published guidance on the what law firms need to do to prepare for the end of freedom of movement; and
- Published a ten-step checklist for law firms to complete, which has been sent in an all member email.

All these materials will be promoted through the Law Society's communications channels, including relevant newsletters and social media.

Over the coming weeks and months, we will be:

- Publishing updated research on the regulatory framework for lawyers and law firms in each of the Law Society's ten priority EU / EFTA jurisdictions. Currently, the guidance for all 31 EU / EFTA jurisdictions is being shared confidentially with firms who have already engaged with the Law Society on their Brexit preparations and is available to other firms by request;
- Updating firms on any progress we have had in engaging with EU bars to find potential solutions to barriers to practising or establishing for solicitors and law firms in the ten priority jurisdictions, and proactively contacting solicitors in the remaining 21 EU / EFTA jurisdictions to offer assistance with their Brexit preparations;
- Undertaking one-to-one engagement with firms in England and Wales and with their Brussels offices, and hosting small roundtables for firms in specific jurisdictions;
- Responding to queries from individual members and EU lawyers / law firms who approach the Law Society for support via our dedicated [email address](#);
- Updating or redrafting our 'no deal' guidance notes, covering both a non-negotiated outcome and the completion of negotiations. We plan to publish guidance in 14 areas. This will then be published on the Law Society website and promoted to the membership;
- Hosting webinars on what the future relationship agreement / no future relationship agreement means for individual practice areas with expert members and staff, as well as representatives from Government. We currently have seven free webinars planned; and
- Continuing to work with European bars and law societies to mitigate the impact of leaving the EU.

Despite Covid-related disruption that has reduced our opportunities to interact with European Bars and Law Societies, the Law Society has made significant progress in the last few months. We have held bilateral meetings with 14 counterpart organisations in the EU between May and August to address the key concerns our members have around their practising rights in those jurisdictions.

We have prioritised jurisdictions according to three criteria: presence of members (individuals and firms) in that jurisdiction; market access gap between the EU regime and the third country regime; and the existence of a realistic prospect for change in the regulatory regime for third country lawyers. We have divided the 31 jurisdictions into:

- 10 priority countries: Germany, France, Ireland, Luxembourg, Belgium, Greece, Spain, Italy, the Netherlands and Switzerland; and
- 21 non-priority countries: the remaining 17 EU countries, Iceland, Norway and Liechtenstein.

In the 10 priority jurisdictions, we have directly engaged with bar associations, law societies and other stakeholders, seeking to reduce the market access gap around specific priority issues in each of them. For the 21 non-priority jurisdictions our focus has been primarily on assisting individual members.

In the priority jurisdictions, recent successes include:

- Working alongside a group of UK and US firms in Paris to lobby the French government to grandfather the rights of UK LLPs established in France. In early June, the French Parliament passed legislation empowering the French government to take, by decree, regulatory measures to preserve the rights of UK LLPs established in France. The French government should be publishing an ordinance in Autumn 2020 to enact this legislation;
- Working with the Belgian bars to lobbying the Belgian government for the removal of the nationality requirement to qualify as a Belgian lawyer, and that the Dutch speaking Belgian Bar have extended requalification for UK lawyers;
- Confirmation that solicitors will be able to practise under home title and advise on English law and international law on a permanent basis in the Netherlands after the end of the Brexit transition period; and
- Clarified the issue of FIFO enforcement during a meeting with the Spanish Bar. They confirmed that, post-Brexit, UK solicitors will be able to continue practising UK law and international law under their home title in Spain.

International market access

We have continued to deliver a series of high-level strategy roundtables on key markets, including China, Africa and the Middle East. Over 40 of the Largest 50 law firms participated (see below). We also secured Her Majesty's Trade Commissioner for each market, as well as senior officers of the Department of International Trade (DIT) and MoJ. Discussions focussed on identifying existing barriers to market for legal services. Working groups made up of representatives of the largest 50 firms have been set up to continue this line of engagement, facilitated by the International Department. Reforms in China and Saudi Arabia are expected in the next six months which we intend to engage with our counterparts on.

In addition, the MoJ is consulting members on ASEAN, CIS, Latin American markets to understand the level of commercial interest for UK law firms. We have supported the MoJ by providing written responses, distributing surveys and carrying out interviews with members operating in these regions.

On trade, we continue to engage with the DIT and MoJ, as well as our counterparts, ahead of the next round of UK Free Trade Negotiations with the USA and Australia, in order to raise the value of bringing legal services into these discussions.

Market access has improved for members in Japan. In August, the Japanese parliament (the *Diet*) passed legislation reducing the three years overseas experience rule to two years for foreign legal consultants, which was a welcome outcome for members operating in Japan. A UK-Japan FTA was finalised on 10 September 2020. DIT commented that this was a good opportunity to highlight the legal services market access barriers in Japan.

We have delivered three webinars in partnership with international organisations and member firms focusing on the impact of COVID-19 on legal services in the UK, India and CIS targeting local lawyers and businesses raising the profile of the profession in these jurisdictions.

We have published two articles in the Law Society Gazette relating to trade and legal services. We have interviewed the HM Ambassador to Malaysia on the benefits of liberalisation in legal

services in Malaysia, and this has been promoted to local members and local lawyers through social media channels and the British Chamber of Commerce in Malaysia.

Africa roundtable for top 50 firms (May 2020)

We held a strategy roundtable with 30 partners from Top 50 firms. Her Majesty's Trade Commissioner for Africa and Deputy Trade Commissioner also joined to participate and appreciate the market access barriers in Africa. The roundtable will inform our two-year strategy across Africa and we will continue to work with the DIT to remove market access barriers that impede business opportunities for members in Africa.

Ukraine roundtable (May 2020)

We held a bilateral roundtable with the Ukrainian National Bar Association (UNBA) and their President. Vice President David Greene attended to continue to develop good relations and to discuss best practice during the Covid-19 pandemic. The UNBA is an important relationship for us to maintain as our members increase their engagement in Ukraine and we continue to ensure market access in this area.

Middle East roundtable for top 50 firms (September 2020)

We held a Middle East Legal Services roundtable with 38 partners from Top 50 firms. Her Majesty's Trade Commissioner for the Middle East co-chaired it, along with several members of government. We will work closely with the DIT to address issues raised by members.

English Law Day in the Ukraine Webinar Series (July 2020)

We held a three-part webinar series. There were 239 registrations for the series that featured panels on transactions, disputes and private client matters.

Global Legal Centre

In August, we relaunched our Global Legal Centre campaign to highlight the way in which the business and property courts in England and Wales have remained open and kept the wheels of justice turning for international businesses throughout the pandemic. The campaign launch included:

- A press release on new statistics regarding the operation of the Business and Property Court which we obtained from the judiciary, and included quotes from the Chancellor of the High Court, Sir Geoffrey Vos and firms who led on high profile virtual hearings. The press release can be found [here](#) and was covered in [Global Legal Post](#), [Gazette](#), [Inside Conveyancing](#), [Property Week](#), [Connect East Midlands](#) and the [Commercial Property Hub](#);
- The launch of a paid social media campaign to target leaders in international businesses based in the UK ([watch and share the animation here](#)). A separate social media campaign will target international businesses in some of our target markets in Russia, CIS countries and Ukraine from early October (as noted above);
- A three-part virtual English law day in Ukraine which received over 200 registrations;
- The launch of a [new web page](#) to explain to international audiences how the courts and legal profession in England and Wales has supported international businesses during the pandemic; and
- The launch of a Russian translation of our jurisdiction of choice report.

We have also continued to liaise with the MOJ as they look to restart their own *Legal Services are GREAT* campaign.

Ongoing TLS activities

Brand and communications

The solicitor brand campaign (which is being delivered via our social media platforms) continues to show high levels of impressions, engagements and video views. Over the last three months we have had:

- Over 2.7m impressions (the number of times our content was displayed);
- 117,664 people engaging / interacting (liking, sharing, replying) with our posts; and
- Over 205,000 views of our videos on Facebook and Twitter.

We are also exploring using Instagram as well as Twitter to engage with members via our weekly #solicitorchats, where we ask members to respond to five topical questions. Their responses help us to develop new content around the six key areas of law (wills and probate, buying / renting a home, family law, starting a business, personal injury and criminal law) for use on our social media platforms.

Media

Between 1 November 2019 and 8 September 2020, the Law Society media relations teams organised 201 broadcasts on issues as diverse as rule of law, consumer issues around Covid-19, access to justice, Brexit and HS2.

Member Communications and website

Website & My Law Society

The first phase of the new website, Beta, was launched at the end of February and My Law Society (My LS) Beta launched in June. Online traffic was built slowly, with promotion of particular topics such as Covid-19 moving traffic from the old to the new site and a link from the old website is shown to all visitors, encouraging them to try the new site. The My LS launch enabled gated content, including practice notes and In-house magazine (which require My LS lite registration). Verified MLS Legacy users were invited to move their accounts across, as part of our scaled user testing plan. This testing highlighted a significant data migration issue (from old CRM2011 to Dynamix365), which had to be fixed before we could launch the website and My LS. The site was launched on 2 July.

In July, we saw 2,367 member registrations and 2,298 lite user registrations. In August, those figures were 1,269 members and 1,436 lite. Whilst it is early days, the almost 50/50 split is an improvement on MLS member / lite registrations (40/60). Registrations are primarily driven by gated content.

Throughout Beta, we took feedback on board and made improvements to the user experience. We will continue to use feedback to drive iterative improvement to the site, alongside integration of other digital services.

Futures and Insight

Futures and Insight Update

The results of this year's Annual Member Survey were shared with Council in July. In late June, we went out with a Pulse survey, to gauge the satisfaction of members with our activities on their behalf during the pandemic. The results are very positive.

Overall satisfaction with the Law Society's response to the crisis has been stronger than in the member survey at start of 2020, with 58% of respondents providing a rating of at least 7 out of 10 (compared with 46% from the member survey). This signifies an increase in satisfaction of 12%. Satisfaction was broadly similar across small and large firms. The firms and in-house departments that responded collectively account for 13% of the profession (20,000 PC holders). The overall perception of the Law Society since the start of the crisis was reported as improved by 32% of respondents, with only 9% indicating a deterioration. In addition, 60% of large firms reported a more positive perception, which is significant as members from larger firms have historically exhibited lower satisfaction levels with the Law Society (based on previous survey results).

We have commissioned research to investigate the career experiences of Black, Asian, and minority ethnic (BAME) solicitors working in the legal profession. The study will set out the current state of play and context, looking at the evidence around diversity gaps and the potential contributing factors. The analysis will also summarise how government, regulatory bodies, legal firms, universities and support organisations are uniting to make BAME diversity and inclusion happen in legal firms and the support that is currently available. The review will be informed by a series of virtual roundtables during the summer to ensure recommendations for action are practical and will lead to genuine change.

Future Worlds 2050 has completed the desk research phase examining the multiple factors / drivers of change impacting society and the provision of legal services over the next 30 years. We are now completing phase two, which consists of carrying out 50 interviews with leading experts to build a plausible picture of the world in 2050 and, within that world, question the changing role of the law, of legal services and modes of service delivery. This will enable us to explore the associated implications in the shorter term for our members and for the Law Society to inform a strategic approach to preparing for change.

Publications

We have been partnering in a Global Legal Tech project that seeks to assess the state of the legal tech industry across the world. Reports on Australia, Asia and New Zealand have been [published](#). Africa and Europe will be next, with the UK, North and South America coming later. We will have the single global report in October 2020. As part of our Horizon Scanning series, we have published a report on [Digital Transformation](#), which provides an overview of the future of digital business. A report entitled "Diversity Profile of the Solicitors Profession in 2019" will

provide detailed analysis of diversity across the profession and our Annual Statistics Report for 2019, which summarises key data trends in the profession, will both be published in September.

Part 1, Appendix 2 – Chief Executive’s Report to Council on Member Experience

Author: Louise Hanson

Classification - Public

Freedom of Information

Not applicable as this paper is public

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.

Financial:	There are no financial implications arising from the paper.
Risk:	This paper provides an update only on current activity.
E D & I	ED&I considerations form part of all our reviews of products and services, as we aim to make these accessible to all our members. We have elaborated on specific activity below.
Organisational Values	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.
Consultation	Senior members of staff across the Member Experience directorate.

Introduction

The Covid-19 pandemic impacted our ability to deliver certain services and the income associated with those services. However, across the board, the teams have adapted, seizing opportunities to work differently, support members in alternative ways, and reduce costs.

Member Experience Transformation programme

The final stage of transitioning the Member Experience (MX) Transformation Programme to business as usual has begun with the establishment of an MX Steering Group. This is an internal, cross-departmental group, which will oversee the final foundational pieces of work required to enable us to start delivering on the MX strategy. Steering group priorities include:

- Reviewing and finalising the member offer – core and segmented by member areas of interest;
- MX content, communications and engagement strategies and plans – to improve membership engagement with and awareness of the offer and Law Society (TLS) activities;
- The process for member product and service approval, development and review – to ensure member appetite / traction as well as commercial viability;
- A single member view and data strategy to support targeted engagement;
- The development, implementation and review of a member-centric organisation; and
- Confirming the MX transformation roadmap and transition to business as usual – project lifecycles, resources and timelines.

TLS website

- Our new website went live on 2 July, and the old site was switched off.
- The new 'cookie' policy has seen our ability to measure visitors to the website reduced, and so headline figures for the number of visitors to the website look significantly lower than for the old site. We have a solution to improve how we measure visitors that does not rely on cookies, and we will start using this approach from late September.

Member engagement

Lessons from Covid-19

- The insight gathered by speaking directly to members throughout the pandemic has been crucial to our ability to respond quickly, appropriately and effectively. We are taking the lessons learned from this experience and exploring new ways to connect with members.
- Throughout Covid-19, we surveyed sections of the membership about their specific challenges and needs for support. Senior representatives from firms and in-house departments were asked questions covering our COVID support and influencing activities, engagement channels, overall satisfaction and perceived performance during the crisis.

- We conducted a follow-up ‘pulse’ survey with those who we had invited to participate in the Covid surveys. In total 646 members completed the pulse survey, with the response rate highest amongst the largest firms. The headline results included:
 - Overall perception of TLS and our performance both increased;
 - Satisfaction was broadly similar across small and large firms;
 - Members found our most useful content was designed to support them with compliance with SRA rules, changes to policy / legislation, and help them to return to the office; and
 - Our most useful influencing work was to ensure timely guidance from the SRA, ensuring solicitors were included in protections (e.g. given key worker status) and the removal of barriers to business (wet signatures, stamp duty processes etc).
- The pulse survey reinforced what we already know: that those members who are most engaged are the most satisfied.
- Findings from the Covid surveys and the pulse survey are informing our engagement plans.

Relationship Management

The Relationship Management team continues to focus on broadening and deepening engagement with the largest 125 law firms, 100 in-house departments and local law societies, and conducted 248 meetings with these stakeholders in Q3. The team also conducted 48 meetings with smaller local law societies, 35 meetings with council members and 74 meetings with other members and stakeholders. The team is using CRM to capture intelligence from member interactions, with approximately 1,000 CRM entries made over Q3. Throughout the quarter, the team supported the execution of topical virtual roundtables and briefings to the membership, including on Covid-19 and on return-to-work.

Online Communities

We are in the process of finalising the launch of our pilot digital community designed to connect small firm members to one another and to TLS. The pilot will test the concept of digital communities in real time with a live issue, specifically support for small firms as the country re-opens post-Covid.

The digital community aims to increase awareness of content and resources available to small firms to aid their return, restart and / or recovery. By encouraging feedback and discussions, the community also aims to increase our understanding of the support small firms need post-Covid so that we can respond to those needs.

Members working in small firms will access the online community via the main TLS website once they have logged in through their My Law Society (MyLS) account. There are currently 1,300 small firm members who have registered for a MyLS account on the new TLS website, this group will be targeted in the first instance to join and engage with the online community. The group will also be promoted via the Small Firms Division newsletter, the Tech Conference and a bespoke webinar to promote the group, all of which will take place in September. The pilot will be rolled-out to more small firm members and officially launched in October.

Events

- May 2020 saw the start of our online events, following the Covid-related cancellation of face-to-face events earlier in the year. Between May and July, we held our first ever virtual conference (the annual JLD conference), 32 webinars and nine podcasts. During this period, our virtual conference and webinars attracted 4,700 delegate bookings and a live viewing conversion rate of 65%. The online events have been well received with a 4.4 (out of 5) delegate satisfaction rate and, where comparable, our geographical reach has increased by 50% (i.e. we are reaching delegates in approximately 50% more locations). Our largest webinar was aimed at Money Laundering Reporting Officers. It attracted 456 registered delegates, significantly more than the 307 delegates who registered across six geographical locations for the comparable face-to-face events in 2019.
- The Excellence Awards judging sessions took place over the summer months and the shortlist was announced on Monday 7 September. This year the ceremony will take place online over three short events.
- We do not plan to run any face-to-face TLS events for the rest of 2020. This is, in part, because we are unclear about what social distancing rules will be in place but also because we do not anticipate an appetite from members to attend group gatherings.

Learning & Development

- We have utilised our Professional Development Centre to provide digital alternatives to face-to-face events. The team quickly adopted a new platform and improved faculty training, enhancing the technical and interactive components to deliver a better product for members. A communications plan will launch in September to inform members what they need to do ahead of the PDC being switched off in November, when the membership learning & development (L&D) offer moves to the new Law Society Learning platform.
- We are continuing to release and test the beta version of our new Law Society Learning platform to an increasing number of users, including the launch of a new fully digital individual accreditation. We have deferred our major release (to 27,000 members from our key beta cohorts: in-house, compliance, and junior lawyers) to ensure that single sign-on is operational and we can provide the best possible member experience.

Accreditations

- We have implemented the agreed discounts across our Conveyancing Quality Scheme, Criminal Litigation Accreditation Scheme and Lexcel firms. These have been well-received, and we've had positive feedback from members. We continue to work with members to grant extensions where required on a case-by-case basis.
- We have worked with training and assessment providers to move to remote formats and are also working on moving from face-to-face accreditation interviews to a remote format.

Gazette

- The Gazette's print issue resumed on 7 September after the traditional August break. The Daily update and web offers have continued as normal. Traffic to lawgazette.co.uk continues to break records. Last month was our strongest July to date, seeing record page views and user numbers.

Publications

- Since reopening the bookshop earlier than anticipated on 18 May, we have published four titles. Our most successful titles are the print edition of the SRA Standards and Regulations and a custom version for universities. Another successful new title has been the Stamp Duty Land Tax Handbook. This had been delayed by the warehouse closure and the content was affected by emergency changes announced by the government. We took account of these changes by including in an addendum.

Diversity and Inclusion

- We have focussed on supporting members with Covid-19 and in response to the Black Lives Matter (BLM) movement, ensuring that diversity has been considered in our Covid communications and support, and hosting a series of roundtables with City firms in response to the BLM movement, under the banner of Achieving Change Together (ACT).
- Research into the experiences of black, Asian and minority ethnic (BAME) lawyers, which was commissioned in 2019, is scheduled for release in October 2020. The research will look at issues such as retention, progression and recruitment from the BAME perspective. It, along with the insights gained from the ACT roundtables on the experiences of black lawyers, will inform our future work on advancing race equality within the profession.
- The work with Legally Disabled has continued with virtual meetings and roundtables held to further discuss the research launched in January 2020. A second survey into disabled people's experiences of remote working during lockdown has recently closed and results will be launched autumn 2020.
- The appointment of new Social Mobility Ambassadors (SMA) and the awarding of grants under our Diversity Access Scheme (DAS) were successfully completed this year with only minor delays. These are our main social mobility initiatives, with DAS offering ten students funding to complete their LPC, and the SMA scheme appointing solicitors across the regions as role models for social mobility within the profession. We will be working this year with our SMAs to build clearer role profiles and support for them to maximise their impact

Corporate Income

- Covid-19 has had a significant impact on income, but the teams have worked to mitigate this wherever possible. We are currently tracking 1.7% ahead of Forecast 2 (conducted in April).

- The impact of Covid on the market continues to be felt, particularly in recruitment advertising (where the market remains down by more than 70% when compared with last year). However, following a targeted and aggressive sales strategy, we are now third in the market, only behind *The Lawyer* and *Totally Legal*.
- Our sponsorship revenues will continue to suffer until we have a digital events platform which is able to facilitate conference-level functionality. The team are looking ahead to engage at client planning time and at successful hybrid solutions to minimise risk going forward into the new fiscal year.
- We continue to develop a strong partnership portfolio driven by member insight with Barclays, Dell, Tylney, ETI Cloud currently in the onboarding process. Partnership income has significantly exceeded forecast since March.
- Forms income continues to grow off the back of recovering misuse of licensing obligations and dedicated account management effort.