



LawNet Annual Review 2013/14

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Further, together

LawNet 

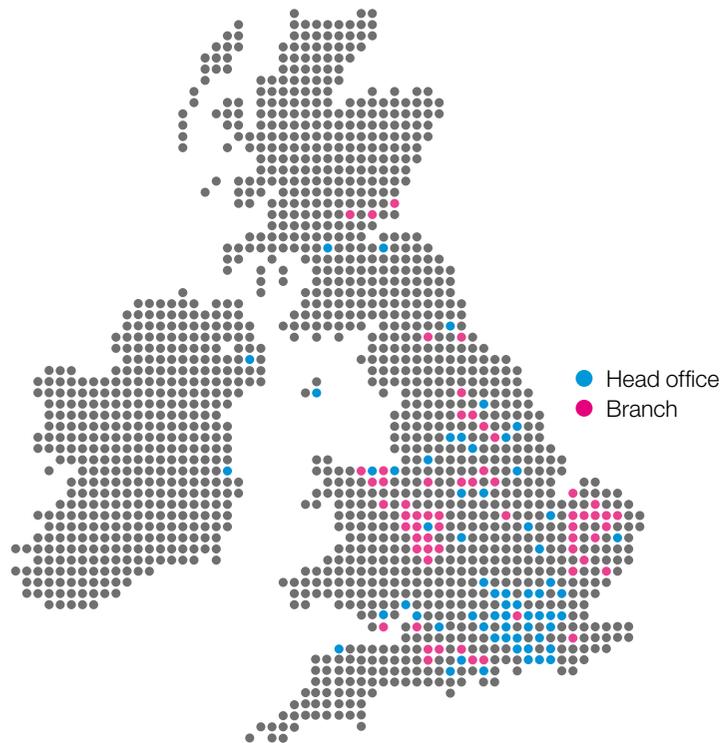
Celebrating
25 years
1989-2014

LawNet

Quality assured

LawNet was created in 1989 to set new standards in legal services. The Group now represents **over 60** independent law firms in the UK and Ireland, each offering a comprehensive yet personal service.

Membership is by invitation only. All member firms are ISO 9001 accredited and committed to an overall standard of excellence that is tested and monitored by LawNet. It all adds up to greater confidence and peace of mind for member clients – whatever their legal needs.



EAST • ASHTON KCJ CAMBRIDGE-FELIXSTOWE-BURY ST EDMUNDS-THETFORD-NORWICH-IPSWICH • BREEZE & WYLES SOLICITORS LLP BISHOP'S STORTFORD-ENFIELD-HERTFORD-CHESHUNT • BUCKLES SOLICITORS LLP PETERBOROUGH-STAMFORD • GEPP & SONS CHELMSFORD-COLCHESTER-BRAINTREE • GOTELEE IPSWICH-HADLEIGH • MULLIS & PEAKE LLP ROMFORD-CHADWELL HEATH • NICHOLSONS SOLICITORS LLP LOWESTOFT • SPIRE SOLICITORS LLP NORWICH-DISS-AYLSHAM-WATTON-WYMONDHAM-ATTEBOROUGH-LONG STRATTON-DEREHAM • WARD GETHIN ARCHER LTD KINGS LYNN-SWAFFHAM-DEREHAM-WATTON-ELY-HEACHAM EAST MIDLANDS • ACTONS NOTTINGHAM • ANDREW & CO LLP LINCOLN-NEWARK • FIDLER & PEPPER SOLICITORS SUTTON-IN-ASHFIELD-MANSFIELD-KIRKBY-IN-ASHFIELD • ROBINSONS SOLICITORS DERBY-ILKESTON IRELAND • MACCARTHY & ASSOCIATES DUBLIN ISLE OF MAN • SIMCOCKS DOUGLAS LONDON • BARKER GILLETTE LLP LONDON • GRANT SAW SOLICITORS LLP LONDON • LAWRENCE STEPHENS SOLICITORS LONDON NORTH EAST • HAY & KILNER NEWCASTLE UPON TYNE-WALLSEND NORTH WEST • CULLIMORE DUTTON CHESTER • MYERS LISTER PRICE SOLICITORS LLP ALTRINCHAM NORTHERN IRELAND • CLEAVER FULTON RANKIN LIMITED BELFAST SCOTLAND • MBM COMMERCIAL LLP EDINBURGH • MILLER HENDRY PERTH-DUNDEE-CRIEFF • MILLER SAMUEL LLP GLASGOW SOUTH • BERRY & BERRY LLP TUNBRIDGE WELLS-TONBRIDGE-MAIDSTONE-WEST MALLING • CARTER BELLS SOLICITORS KINGSTON UPON THAMES • CLARKSON WRIGHT & JAKES LTD ORPINGTON • DARBYS SOLICITORS LLP OXFORD-THAME-ALTRINCHAM-COLCHESTER • GARDNER LEADER LLP NEWBURY-THATCHAM • HART BROWN GUILDFORD-GODALMING-CRANLEIGH-COBHAM-WIMBLEDON VILLAGE-WOKING • IBB SOLICITORS UXBRIDGE-CESHAM • LAMB BROOKS LLP BASINGSTOKE • LEWIS & DICK EWELL-CRAWLEY • MATTHEW ARNOLD & BALDWIN LLP WATFORD-MILTON KEYNES-LONDON • MERCERS HENLEY ON THAMES • PARROTT & COALES LLP AYLESBURY • REYNOLDS PARRY JONES LLP HIGH WYCOMBE • RIX & KAY SOLICITORS LLP UCKFIELD-SEVENOAKS-BRIGHTON & HOVE-SEAFORD • ROWBERRY MORRIS READING-STAINES-RICHMOND-TADLEY • STEPHEN RIMMER LLP EASTBOURNE • VANDERPUMP & SYKES SOLICITORS LLP ENFIELD • WARNER GOODMAN LLP FAREHAM-PORTSMOUTH-SOUTHAMPTON SOUTH WEST • ALDRIDGE BROWNLEE SOLICITORS LLP BOURNEMOUTH-CHRISTCHURCH • METCALFES BRISTOL • MOGERS DREWETT LLP BATH-SHERBORNE-WELLS-FROME MARKET • TOLLER BEATTIE LLP BARNSTAPLE WALES • DOUGLAS-JONES MERCER SWANSEA • GAMLINS LAW LIMITED RHYL-RUTHIN-ABERGELE-DENBIGH-HOLYWELL • MERRILS EDE CARDIFF-PENARTH WEST MIDLANDS • BAND HATTON BUTTON LLP COVENTRY • FBC MANBY BOWDLER LLP WOLVERHAMPTON-BRIDGNORTH-WILLENHALL-TELFORD-SHREWSBURY • GRINDEYS LLP STOKE-ON-TRENT-STONE • MFG SOLICITORS LLP KIDDERMINSTER-BROMSGROVE-WORCESTER-TELFORD-CLEOBURY MORTIMER-QUINTON-LUDLOW • WACE MORGAN LLP SHREWSBURY YORKSHIRE • LUPTON FAWCETT DENISON TILL YORK-LEEDS-SHEFFIELD • EATON SMITH LLP HUDDERSFIELD • ELMHIRST PARKER LLP BARNSELY-SHERBURN-IN-ELMET-SELBY • LATIMER HINKS DARLINGTON • OXLEY & COWARD SOLICITORS LLP ROTHERHAM • STAMP JACKSON & PROCTER LLP HULL • SYMES BAINS BROOMER SCUNTHORPE-GOOLE-HOWDEN

A warm Welcome

from Chris Marston

It is a real privilege to come into this role at a time when the network is in rude health and celebrating its 25th anniversary. LawNet owes a debt of gratitude to my predecessor, John Thomas, for that. This review gives a flavour of our activities and achievements over the past year.

Since the earliest times the mission for LawNet was to create a value proposition for member firms and to help them compete and prosper against tough competition. That hasn't got any easier in the last 25 years, but we believe that the wide range of services and benefits we offer to members sharpens their competitive edge. And we know how much members value the interactions they have with their peers in other member firms.

Our network has been around for a quarter of a century. That is a remarkable achievement worthy of celebration, but we must not rest on our laurels. LawNet has remained relevant and vibrant through the addition of new members and the contribution they make to the organisation. Accordingly we have plans to grow our membership, especially in those areas where we have little representation. Sharing the benefits of LawNet membership to a wider group is in the interests of all members as it increases our buying power and influence.

I'll be on the road meeting as many members as possible in the coming months and I look forward to hearing your views.



Chris Marston
Chief Executive



Marking out excellence

Supporting and recognising high standards of client service from our members

All law firms face the same core challenge: to deliver a consistently high level of service to all clients.

In its first year the Excellence Mark has enabled LawNet members to demonstrate commitment to the highest levels of service. We're delighted at the response we've had from you, with positive feedback about the help it's providing. The Mark has also helped identify key areas for focus and improvement, as well as giving valuable insight into how firms are embracing the challenge.

“

There is only one boss. The customer. And he can fire everybody in the company from the chairman on down simply by spending his money somewhere else

”

Sam Walton, founder, Walmart

Mystery shopping

Through mystery shopping experiences we can provide each firm with an individual report on their service offering, and identify interesting trends across the group. Shopper Anonymous conducted nearly 600 experiences on our behalf over the year, including 'walk ins', telephone calls, and more recently web enquiries or 'out of hours' calls.

At the end of 2013 we shared a report of the group's results with all firms, together with suggested improvements.



Keeping you up to date

Our monthly Excellence Mark Update includes articles from *Shopper Anonymous* and *Law League*, sharing trends, insight and expert tips on how member firms can improve service standards. View back copies at www.lawnetmembercentre.co.uk



62%

overall average walk-in score over the year



200+

hours of customer service training delivered



600

mystery shops completed



50%

overall average phone call score



2,000

interactions with staff members



“

It's the customer who pays the wages

”

Henry Ford

Measuring satisfaction

Data from over 12,000 online client satisfaction surveys, completed and logged with the Law League system, demonstrates the excellence of LawNet firms when it comes to client experience.

Highest scores were for treatment of clients – you are helpful, polite and courteous, understanding their needs and explaining things in a simple, clear and understandable manner.

Considering their entire experience, LawNet firms' customers gave an overall satisfaction

rating of 96% – well ahead of the 80% national benchmark.

Although LawNet firms collectively scored lowest on keeping clients up to date on the progress of their matter, the 93% satisfaction rating is significantly ahead of the 67% national benchmark.

Across all performance areas you collectively benchmark higher than non-LawNet firms, with aggregate scores at 96% versus 77% respectively.

Law League
performance + compliance, measured

Client Satisfaction Survey Results

■ LawNet firms using Law League
■ Other UK Law firms

Legal Rep / Knowledge & Experience



Understanding Needs



Clear Communications



Speed of Response



Progress



Treatment



Ongoing Cost Info



Overall satisfaction



STRENGTHS

- Professional approach
- Treatment of clients
- Friendly and approachable
- Fulfilling the brief
- Understanding clients' needs

AREAS FOR FOCUS

- On-going communication
- Updating on costs
- Timescales of matters
- Following up enquiries
- Speed of response to enquiries

“

Customer service is not a department, it's everyone's job

”

Serving our members

From preferential rates to library discounts and employee health cash-back schemes, LawNet offers a vast array of member services. And we continue to add new benefits.

As a members-owned network, LawNet does not seek to make profits from the 60 plus service and partner arrangements we have in place. We approach the market collectively, using the combined fee-income of nearly £275 million to

negotiate excellent preferential rates that firms would not otherwise achieve.

And the range of services we offer to our members is expanding.

New services this year...

Law League

performance & compliance, measured

SRA Diversity Data Collection (with Law League):

Helping you comply with new diversity data collection about the make-up of your workforce. Access a free and simple online survey to send to your staff.



VinciWorks Essential Risk Management Package:

In partnership with QBE and VinciWorks, we're providing discounted access to a range of online compliance courses, designed to help you deliver the right staff training – which is key to building robust risk management processes.



NGM Tax Law:

Corporate tax support can be used on a consultancy basis or incorporated into your own practice. NGM offer a free preliminary telephone consultation, advising on specific tax-related matters.

Wilmington Group publication discounts:

Take advantage of 20% off new subscription rates to the *Solicitors Journal* – dedicated to analysing the latest legal developments and the impact they will have on you. Or subscribe to *Private Client Adviser* (PCA) at a 20% discount. It comprehensively covers new and important developments in private client practice, offering clear and practical advice.



Utilitrack Telecoms:

With analysis of your current communications Utilitrack will ensure your needs are being met and you aren't paying for services no longer needed. There are no up-front charges for the initial advice and analysis of your current phone bill(s).



Compliance Watch:

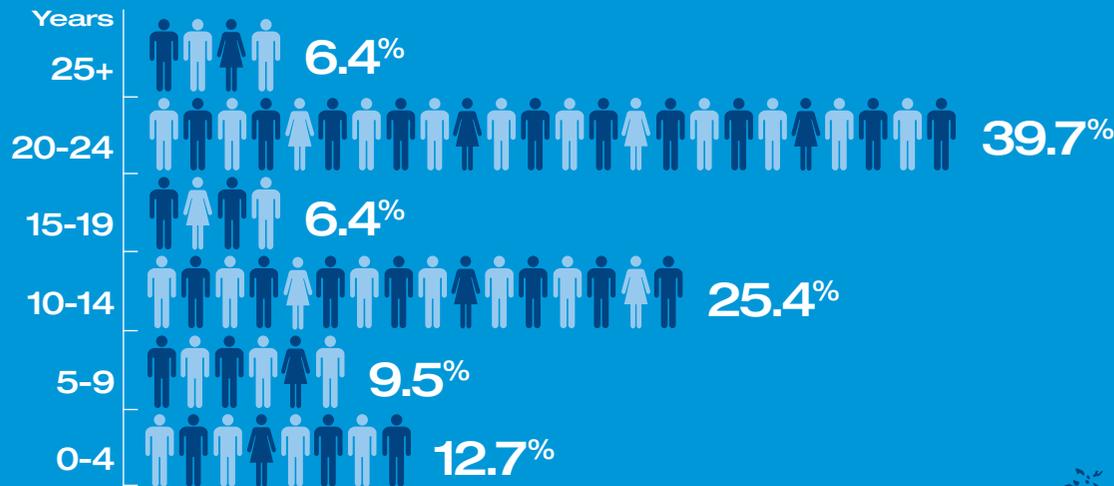
Our free monthly newsletter keeps you abreast of the latest compliance issues and deadlines – with information from experienced regulatory compliance specialist Tracey Calvert.

A membership built to last

LawNet enjoys an active and loyal membership. Nearly 80% of our members having been with us for 10 years or more which is a ringing endorsement for the value and return on investment firms get from their membership.

25 years of LawNet membership

 Number of firms



Spread across the UK our members vary in size, location and specialisms but are bound together by a commitment to excellence and quality of service.

We're particularly delighted that 4 of the founding firms of the network are still members: Aldridge Brownlee Solicitors, fbc Manby Bowdler, Hay & Kilner and Andrew & Co.

We're actively growing the membership and look forward to bringing new firms who meet our entry standards into the network. If anyone would like to recommend a potential new member please do contact us.

Thank you to you all for your continued support.

Percentage of firms by turnover



LawNet members geographical spread

Ireland, Scotland & IOM	9.5%	6
North West	11.1%	7
North East	3.2%	2
West Midlands	9.5%	6
East Midlands	20.6%	13
Wales	4.8%	3
South West	6.3%	4
South East	34.9%	22

Number of firms total: 63

Learning together

LawNet's learning and development programme continues to evolve. Our goal is to ensure that you receive relevant training on the issues that concern you most – so your feedback and input is very highly valued.

Our face to face learning programme is designed to be wide ranging and interactive. Whether it is a legal update, a compliance issue or guidance on how to win new clients, we strive to make sure you receive training that meets your needs. To do this, we now work more closely than ever with the presenters who deliver our courses to ensure that they understand the network and what you look for in our events. Almost all delegates rate our events as good or excellent.

LawNet courses offer a unique blend of learning and networking and one of the most powerful aspects of our events is the willingness of our members to share knowledge and information with each other in a non-competitive environment.

“
Third time on this. Always interesting
and thought-provoking
”

Sharing knowledge

At a LawNet event you don't just learn from the presenter, you learn from your fellow members and getting to know your peers encourages the exchange of information and knowledge beyond the training room.

With the proposed move away from a CPD system based on the completion of a set amount of learning hours, we're also developing our learning solutions to ensure that they remain at the cutting edge.

At LawNet, we want to deliver learning and knowledge sharing in different ways and have

recently introduced LawNet webinars and focus groups to our learning programme.

As the legal sector continues to develop, we also recognise the need to provide access to courses covering key legal skills such as drafting and negotiation. To facilitate this, we're forging key partnerships with the leading learning providers to ensure that our firms can access high quality, relevant learning to address their identified needs.

We'll also be looking to introduce systems to help you demonstrate compliance with CPD requirements on an ongoing basis.

“

Really helpful talk from a great speaker

”



“

Enjoyable, informative and interactive... a very practical and helpful training seminar

”



1,102
delegates



46
free events



57
speakers of whom
22 were new



172
CPD hours



Don't miss the chance to join in

Look out for our Events Calendar, published in January and July, or check our website or Twitter for details of forthcoming events.

Learning & Events Programme		LawNet 25th
January 2014		
1	CPD Seminar: The New CPD System	FREE!
2	CPD Seminar: The New CPD System	FREE!
3	CPD Seminar: The New CPD System	FREE!
4	CPD Seminar: The New CPD System	FREE!
5	CPD Seminar: The New CPD System	FREE!
6	CPD Seminar: The New CPD System	FREE!
7	CPD Seminar: The New CPD System	FREE!
8	CPD Seminar: The New CPD System	FREE!
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27	CPD Seminar: The New CPD System	FREE!
28	CPD Seminar: The New CPD System	FREE!
29	CPD Seminar: The New CPD System	FREE!
30	CPD Seminar: The New CPD System	FREE!
31	CPD Seminar: The New CPD System	FREE!

Getting connected

Reaching out, sharing news, and connecting with you

LawNet Member Centre

A valuable resource for our members, the LawNet member website now features over 200 pages of content, and it continues to grow. Here you can access our full portfolio of services, find out about our training events or connect with your peers on our member-only forums.

Connect now to find out more about the services available:
www.LawNetMemberCentre.co.uk



LawNet Blog



The LawNet blog remains a hive of activity.

To date, we have published over 120 posts and featured almost half of our member firms on 'In the chair'.

If your firm would like to take the hot seat, we'd be delighted to hear from you.

Getting social

Over the last year our social network has expanded, with growing engagement across all social platforms. Follow us on Twitter and LinkedIn and explore our YouTube and Flickr channels for regular LawNet updates.





YouTube

1200+

Total views

17

Videos



Twitter

1,065

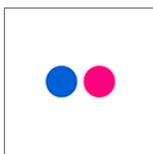
Tweets

650

followers

246

mentions - since last review



Flickr

2,035+

Photos uploaded

100,000+

Total views across all photos



LinkedIn

235

Company followers

373

Group members

In the press

We raise the profile of LawNet through regular coverage in professional publications, including: *The Solicitors Journal*, *Managing Partner Magazine*, *Law Society Gazette*, *Young Lawyer*, *PM Forum* and *Legal Futures*.

If you'd like to contribute to articles about LawNet, please get in touch.



The latest news from LawNet

Our monthly newsletter helps keep you up to date with all things LawNet.

We've shared over 400 firm-related news articles with the network.

And readership is on the rise, with over 28,000 links clicked to date.



“Excellent, the speakers were interesting and inspiring”

Celebrating your success at the LawNet Conference and Awards 2013

At the 2013 conference delegates experienced an inspirational and thought provoking day focussing on the topical theme of client service excellence.

Every year, at the LawNet Awards we celebrate success, innovation and creativity and the conference setting provides an opportunity to meet up with old friends, discuss business and make new contacts.

“*I particularly enjoyed Andrew McMillan’s talk, it was very relevant and brings home that we are competing in a market where customer service is a key part*

”



LawNet Mark of Excellence Award.
Winners: FBC Manby Bowdler Solicitors



Excellence in Risk Management & Compliance Award.
Winners: Vanderpump & Sykes Solicitors



Law Firm of the Year (up to 15 partners).
Winners: Mogers Solicitors LLP



Law Firm of the Year (16+ Partners)
Winners: Matthew Arnold & Baldwin LLP



Best Use of Technology.
Winners: Fidler & Pepper Solicitors



Best Use of Social Media.
Winners: Ashton KCJ



Young Lawyer of the Year.
Winner Judith Rountree, Gardner Leader LLP

A blistering challenge

– Networking in the sun

On 13th July, 79 walkers from 12 LawNet firms set off to hike Borrowdale – a Challenge Event that would see them tackle 17 miles and several peaks.

After the appalling wet and windy conditions our intrepid trekkers confronted in 2012, event organiser George Coombes didn't think the weather could bite quite as hard again. But this time they faced another extreme: the hottest day for seven years.

With temperatures soaring to 32°C it became clear that what this challenge required was water, and lots of it. Some participants reported that they drank more than 12 pints each during the trek.

As the conditions began to take their toll many were forced to drop out. Ultimately, around a dozen walkers completed the gruelling challenge, including LawNet's own George Coombes and Graham Ford.

Facts and figures

32°C

Walkers struggled with **soaring temperatures** on the hottest day for seven years.

1728

Slate mining was first recorded in Honister in 1728 – it's now England's last working slate mine.

1879

The **challengers** made use of the old Honister Tramway. Its Yew Crag section dates from 1879.

6500ft

The **combined height** of the peaks our walkers climbed, including Robinson and the aptly named High Spy.

86

Gallons of water. Our 79 walkers drank over the weekend. Fluid levels were further supplemented in the evening with a variety of liquid refreshments available at the hostel bar.

Buttermere

Melvyn Bragg's historical novel, *The Maid of Buttermere* tells the story of local beauty Mary Robinson (a shepherdess and the daughter of the landlord of the Fish Inn, Buttermere) – where several Challenge Teams either retired or paused for a welcome drink.



Highs and lows

2142ft High Spy 1830ft Maiden Moor
200ft Littletown 2418ft Robinson
329ft Buttermere 1167ft Honister Pass summit

LawNet figures

Income & expenditure

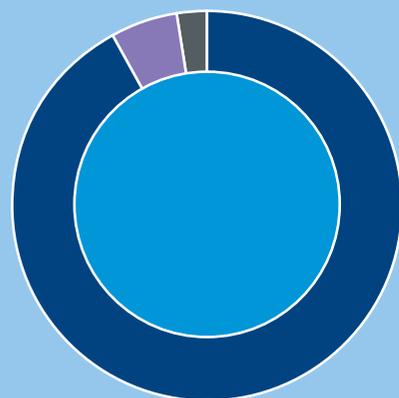
LawNet is focused on ensuring that the income it receives from members is used effectively each year to provide a wide range of services to support firms' business aims and development.

Highlights this year include ongoing investment in the LawNet Excellence Mark package of support and development of the LawNet website members' area - lawnetmembercentre.co.uk - which includes online event booking and group forums.

Other regular key investments for members include the on-going provision of all specialist group training & networking events at no additional cost; membership of Eurojuris for all firms; free copies of Business First for all firms and the annual financial benchmarking survey.

Income

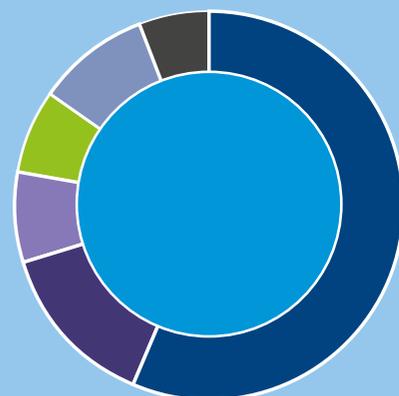
Where our money comes from



- Membership fees (92.09%)
- Sponsorship (2.37%)
- Training (5.54%)

Expenditure

How we use it to help our firms



- Central costs (57.7%)
- Training (14.36%)
- Publications (7.6%)
- Quality Standard & Services (7.17%)
- Delivery of Services (9.49%)
- Marketing, PR & Website (5.94%)

LawNet Income & Expenditure 1.6.2013 to 31.5.2014

Income

Membership Fees

Totals

£1,018,157

Training

Annual Conference	£44,882
Other training income	£8,075
Training Cancellation Charges	£3,325

Training Total

£61,282

Sponsorship

£26,175

TOTAL

£1,105,614

Expenditure

Central costs & administration

including premises, employment & IT £599,198

Training, Events & Networking

Annual Conference	£65,476
Training Events	£54,754
LawNet Challenge	£1,168
Supper Evenings	£5,802
Regional Group Meetings	£2,812
Lunch with LawNet	£570

Training, Events & Networking Total

£130,582

Publications

Business First & Right Focus £79,440

LawNet Quality Standard & Services

£74,904

LawNet Marketing, PR & Website

£62,112

Delivery of Services

(including EmployNet, Benchmarking, Eurojuris, Press Releases, Mark of Excellence) £99,165

TOTAL

£1,045,401

Board members

The LawNet Board is made up of members from across the network. As your representatives they work closely with the team at LawNet to protect members' interests and help shape the direction of the organisation.



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Chairman
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Working on your behalf

The LawNet team works hard to ensure that members have access to a wide range of services and initiatives to help them stay ahead of their competition, reduce costs, improve efficiencies and profitability.

We're always open to suggestions about how else we can help so feel free to drop us a line or pick up the phone... we'd love to hear from you.

Membership benefits

- Radically reduce your PII premium with the legal market's biggest group scheme
 - Cut costs through exclusive discounted services geared for firms like you
 - Raise your standing with internationally recognised accreditation
 - Benefit from exclusive partnering and panel arrangements
 - Secure business referrals from cross-profession alliances
 - Improve performance through benchmarking
- Invest in your people through bespoke specialist training
 - Experience big firm style strategic marketing and management
 - Share knowledge and learn in a non-competing environment
 - Have your voice heard in shaping future network strategy and services
 - Stand out in the market and deliver measurable, high quality client service through the LawNet Mark of Excellence accreditation and support package.



Formed in 1989, LawNet is the network for leading independent law firms in the UK and Ireland. It is also a member of Eurojuris, which links lawyers in 50 different countries internationally, providing opportunities to build relationships for offshore work and cross border referrals.

lawnet.co.uk

Further, together



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