

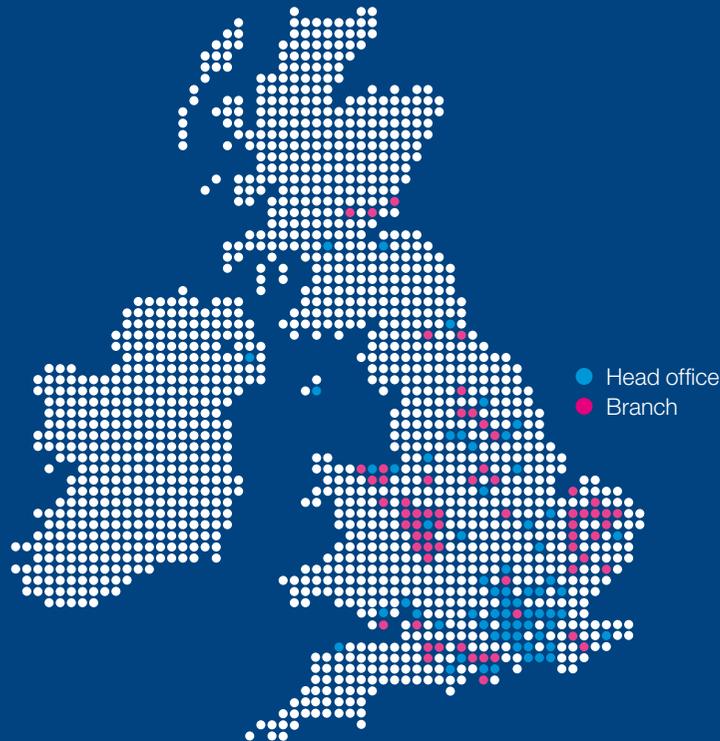
LawNet Annual Review 2015

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-BURY ST EDMUNDS-FELIXSTOWE-IPSWICH-NORWICH-THETFORD • BREEZE & WYLES SOLICITORS LIMITED BISHOP'S STORTFORD-ENFIELD-HERTFORD • BUCKLES SOLICITORS LLP NOTTINGHAM-PETERBOROUGH-STAMFORD • GEPP & SONS BRAINTREE-CHELMSFORD-COLCHESTER • GOTELEE SOLICITORS FELIXSTOWE-IPSWICH-HADLEIGH • MULLIS & PEAKE LLP ROMFORD • NICHOLSONS SOLICITORS LLP LOWESTOFT-NORWICH • SPIRE SOLICITORS LLP ATTLEBOROUGH-AYLSHAM-DEREHAM-DISS-NORWICH-THETFORD-WYMONDHAM • WARD GETHIN ARCHER LIMITED DEREHAM-ELY-HEACHAM-KINGS LYNN-SWAFFHAM-WATTON **EAST MIDLANDS** • ACTONS NOTTINGHAM • ANDREW & CO LLP LINCOLN-NEWARK • FIDLER & PEPPER SOLICITORS MANSFIELD-SUTTON-IN-ASHFIELD **ISLE OF MAN** • SIMCOCKS DOUGLAS-LONDON **LONDON** • BOWLING & CO SOLICITORS LONDON • GRANT SAW SOLICITORS LLP BLACKHEATH-LONDON • LAWRENCE STEPHENS SOLICITORS LONDON • PROTOPAPAS SOLICITORS LONDON • RIAA BARKER GILLETTE LLP LONDON **NORTH EAST** • HAY & KILNER NEWCASTLE UPON TYNE-WALLSEND • LATIMER HINKS DARLINGTON **NORTH WEST** • CULLIMORE DUTTON CHESTER • MLP LAW LLP ALTRINCHAM-LIVERPOOL-MANCHESTER **NORTHERN IRELAND** • CLEAVER FULTON RANKIN BELFAST **SCOTLAND** • MBM COMMERCIAL LLP EDINBURGH-LONDON • MILLER HENDRY CRIEFF-DUNDEE-PERTH • MILLER SAMUEL LLP GLASGOW **SOUTH** • BERRY & LAMBERTS MAIDSTONE-PADDOCK WOOD-SEVENOAKS-TONBRIDGE-TUNBRIDGE WELLS-WEST MALLING • BISCOES LAW LIMITED GOSPORT-PETERSFIELD-PORTCHESTER-PORTSMOUTH-WATERLOOVILLE-WICKHAM • CARTER BELLS SOLICITORS KINGSTON UPON THAMES • CLARKSON WRIGHT & JAKES LIMITED ORPINGTON • DARBYS SOLICITORS LLP ALTRINCHAM-OXFORD-THAME • GARDNER LEADER LLP MAIDENHEAD-NEWBURY-THATCHAM • HART BROWN COBHAM-CRANLEIGH-GODALMING-GUILDFORD-WIMBLEDON VILLAGE-WOKING • HOWELL JONES SOLICITORS BORDON-CANARY WHARF-CHEAM-KINGSTON UPON THAMES-LEATHERHEAD-LISS-RAYNES PARK-SURBITON-WALTON-ON-THAMES • IBB SOLICITORS CHESHAM-UXBRIDGE • LAMB BROOKS LLP BASINGSTOKE • LEWIS & DICK CRAWLEY-EWELL • MATTHEW ARNOLD & BALDWIN LLP LONDON-WATFORD • MERCERS HENLEY ON THAMES • PARROTT & COALES LLP AYLESBURY • REYNOLDS PARRY JONES LLP HIGH WYCOMBE • RIX & KAY SOLICITORS LLP BRIGHTON & HOVE-SEAFOOD-SEVENOAKS-UCKFIELD • ROWBERRY MORRIS READING-RICHMOND-STAINES-TADLEY • SHARMAN LAW SOLICITORS LLP AMPHILL-BEDFORD • STEPHEN RIMMER LLP EASTBOURNE • VANDERPUMP & SYKES SOLICITORS LLP ENFIELD • VERISONA LAW PORTSMOUTH-WATERLOOVILLE • WARNER GOODMAN LLP FAREHAM-PORTSMOUTH-SOUTHAMPTON • WHITEHEAD MONCKTON CANTERBURY-MAIDSTONE-TENTERDEN **SOUTH WEST** • ALDRIDGE BROWNEE SOLICITORS LLP BOURNEMOUTH-HIGHCLIFFE-MOORDOWN-WINTON • METCALFES BRISTOL • MOGERS DREWETT LLP BATH-FROME-SHERBORNE-WELLS • TOLLER BEATTIE LLP BARNSTAPLE **WALES** • GAMLINS LAW LIMITED ABERGELE-DENBIGH-HOLYWELL-RHYL-RUTHIN • MERRILS EDE CARDIFF-PENARTH **WEST MIDLANDS** • BAND HATTON BUTTON LLP COVENTRY • FBC MANBY BOWDLER LLP BRIDGNORTH-SHREWSBURY-TELFORD-WILLENHALL-WOLVERHAMPTON • GRINDEYS LLP STOKE-ON-TRENT • MFG SOLICITORS LLP BIRMINGHAM-BROMSGROVE-CLEOBURY MORTIMER-KIDDERMINSTER-LUDLOW-TELFORD-WORCESTER • WACE MORGAN LIMITED NEWTOWN-SHREWSBURY **YORKSHIRE** • LUPTON FAWCETT DENISON TILL YORK-LEEDS-SHEFFIELD • EATON SMITH LLP HUDDERSFIELD • ELMHIRST PARKER LLP BARNSELY-SELBY-SHERBURN-IN-ELMET • OXLEY & COWARD SOLICITORS LLP ROTHERHAM • STAMP JACKSON & PROCTER LLP HULL • SYMES BAINS BROOMER GOOLE-HOWDEN-SCUNTHORPE

A warm Welcome

from Chris Marston

Your network has remained relevant because it has continually adapted to a changing legal and business landscape. While few would have envisaged ABSs and other new entrants when the network was formed in 1989, our mission has always been to equip our member firms to prosper and compete effectively in a crowded market.

In recent years the Excellence Mark has provided tangible evidence of LawNet firms' claims to superior client service, and members have used the findings of more than 1,400 mystery shops and 30,000 client satisfaction surveys to make improvements to the customer journey in their firms. The publication of our White Paper this year, setting out the learning points from two years of the Excellence Mark caught the imagination of the profession at large. There's no doubt that you, as LawNet firms, are regarded by your peers as being ahead of the curve.

As we move towards the SRA's new competency framework approach to CPD, the team at LawNet HQ has been building relationships with the regulator to ensure, through our focus groups, that LawNet firms are fully equipped to comply and to deliver relevant, valuable learning to audiences ranging from partners to junior lawyers and support staff.

We've had a great year for recruitment, with three new full member firms and only one associate member departure since last year's conference. However, the biggest threat to our network is the consolidation that we're seeing in the SME (£2m - £25m income) space and the plain fact is we need to recruit in order to stand still. The benefits we deliver to members are dependent on maintaining our buying power and our commitment to Quality.

Our 2015 Conference will be our biggest ever and our theme is of vital importance to all members. People are your greatest asset and their development, motivation, succession planning and understanding the needs and aspirations of millennials and Generation Y are critical to success.



Chris Marston
Chief Executive



NEW SERVICES launched in 2015

Athena Professional

Professional learning development
& consultancy services

Attfield James

Independent banking review service

Bold Legal Group

Conveyancing insight and updates

Burcher Jennings

Pricing skills workshop &
cost drafting services

Conscious Solutions

Digital marketing agency & website design

Converge Technology Specialists

Cloud, disaster recovery & IT services

CvMail

Recruitment applicant tracking system

Document Archiving

Storage solutions

Halo Financial

Monetary foreign exchange services

LawNet Overhead Review Programme

Procurement & cost management services

Legal Eye

Compliance and risk management
assistance

Legal RSS Feeds

Instant copy for websites

Mkryptor

Secure email encryption service

ProAnnexUs

a legal app

New look & refreshed services

The LawNet team have had a very busy year refreshing some existing services and launching no fewer than fourteen completely new services at varying degrees of exclusive & discounted rates.

More launches, reviews and changes are planned over the coming months - with many suggestions coming from member firms. If there is anything you feel LawNet HQ should be looking at, please get in touch.

NEW LOOK BUSINESS FIRST MAGAZINE



The much loved commercial magazine has been given a makeover.



The magazine now has a more life-style feel to it so readers will be able to flick through the publication, read snippets or view infographics - whilst at the same time being able to read the more in-depth articles.



Firms can still fully personalise the covers so it feels very much like their own publication.

NEW LOOK BENCHMARKING



LawNet has partnered with Francis Clark, a firm of accountants with considerable expertise in working with solicitors, to deliver the new look benchmarking survey.



As well as being easier to complete and submit online, Francis Clark are expanding the reporting to include comparisons with other surveys and its own data on the market place.



AML Support

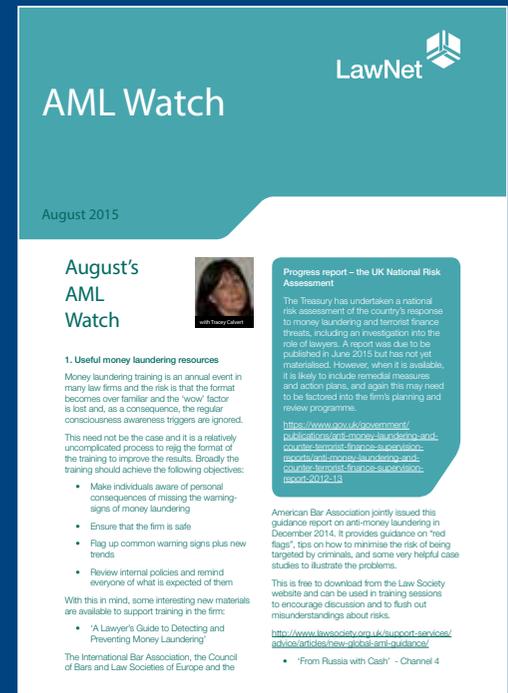
The SRA's thematic review of anti-money laundering compliance led to LawNet running a series of seminars, in association with Tower Legal, from introductory to MLRO level. In addition, we have recently launched a quarterly publication, AML Watch, in conjunction with regulatory specialist, Tracey Calvert, from Oakalls Consultancy.

Quality, Compliance & Risk Management

The world of compliance and risk management continues to grow in complexity bringing new challenges for all law firms. Money laundering and cyber security remain key concerns and pose significant risks for firms and clients alike. LawNet continues to support members with a range of solutions.

Practical Support

LQS, LawNet's unique ISO quality standard was updated during the year to ensure that it reflects the latest version of the overarching ISO 9001 standard as well as Lexcel 6. Our new partnership with compliance specialists Legal Eye provides members with access to expert "hands on" compliance and risk management assistance.



Cyber Security

Cyber security remains high on the agenda. Nearly 40 delegates from 20 different firms attended our successful first seminar, focussing on a range of cyber security issues delivered in partnership with Microsoft. Look out for our upcoming workshop on how to protect your firm against cyber threats. In addition to Microsoft, we are working closely with insurers QBE and other security specialists.

Learning

LawNet's learning programme continues to evolve ahead of the changes to CPD being introduced by the SRA in November 2016 with members benefiting from increasingly focused learning

Focusing on what matters

Focus group workshops are a new, popular feature of our events programme and enable members to get together to debate key issues in small, targeted groups. Topics covered this year include:

- CPD & the competency statement
- The new CPD assessment framework
- Pricing
- The Excellence Mark and improving client service
- Cybersecurity.

Look out for more sessions like this next year!

Enhancing your skills

As well as our wide ranging face to face legal update learning programme, we've also introduced a range of skills based training events. These have included:

- Negotiation skills
- Drafting & Legal writing skills
- Sales & networking skills for fee earners
- Discounted places on the University of Law's Professional Skills Course.

Targeted leadership training

A new approach to training for partners, directors and managers in LawNet firms now offers bespoke courses for those aspiring to, or new to, a management role and for senior leaders with responsibility for the strategic direction of the firm.



95%

of delegates rated our seminars as good or excellent



203

Number of CPD hours delivered



58

Number of speakers



61

Number of events

Better together

We're always looking for new ways to bring members together and to facilitate the sharing and networking that you tell us you value so much.

New Discussion Forums

This year saw the launch of the new Member Discussion Forums. Replacing the old group email system the forums bring many benefits:

- Online searchable record of previous discussions
- Access support from the network when you need it (and in exchange give support to others)
- Share experiences, ask for help and connect with other members in a secure environment
- Range of forums for key practice areas, business management and special interest topics.



“

One of the biggest benefits of being part of LawNet is being able to share ideas with colleagues around the country

”

Spencer Davis, BD & Marketing Director, Gepp & Sons Solicitors

LawNet HQ on the road

We launched a new account management programme this year and we've been busy travelling the length and breadth of the country trying to visit as many of you as possible.

From 1 to 1 meetings to whole firm inductions and everything in-between; we love getting out and meeting our members.

If we haven't managed to pop by your way yet and you'd like us to, just get in touch!

New look regional forums

35 firms made it along to one of our new look regional meetings this year. With a more informal agenda, these are a great opportunity to discuss topical issues with fellow LawNet members, learn about the latest initiatives from LawNet HQ, and contribute to the strategic thinking that will shape the network's future.

With a great dinner thrown in, what's not to like? If you couldn't make it to one of this year's events, look out for your invite in 2016!



35

Firm meetings



7,984

Miles travelled



5

LawNet lunch sessions



4kg

Chocolate treats



1000+

Sandwiches

Keeping you up to date

We refreshed our member communications during the year too.

The LawNet Partner now receives a monthly update sharing insights and news about what the team at LawNet HQ has been up to during the previous month. New ideas and initiatives are revealed through this newsletter so you'll always have the first track on what we're working on.



Regular communications to members have also had a refresh with a new look and more targeted content. We'd love to know if there's anything else you'd like to hear about so drop us a line and let us know!



New arrivals for 2015

We're always delighted to welcome new members into the LawNet family. Here's a snapshot of the latest firms to join the network.



Whitehead Monckton can trace its roots back over 230 years and is now one of the largest law firms in Kent, with offices based in Canterbury, Maidstone and Tenterden.

Lexcel accredited, they provide a comprehensive range of services to both business and personal clients in practice areas including commercial transactions, property, employment, family, estate planning and wills and probate. They have developed sector expertise in the following sectors, rural business, charity law, property development and education.



Staff Details

Directors	7
Associate Directors	7
Solicitors & Consultants	25
Legal Executives	4
Other fee earners	2
Other staff	36

www.whitehead-monckton.co.uk

Offices at Canterbury, Maidstone, Tenterden



Howell Jones has multiple offices across Surrey, Hampshire and London employing over 90 members of staff.

They practice in a wide range of services focusing on Family and Divorce, Employment, Property, Wills, Litigation and Disputes, Medical Negligence, Personal Injury and Commercial Law.

They are committed to providing an excellent quality service, putting clients at the heart of their business and already hold Lexcel and other accreditations.



Staff Details

Partners	12
Fee-Earners	29
Support Staff	39

www.howell-jones.com

Offices at Bordon, Canary Wharf, Cheam, Leatherhead, Liss, Kingston upon Thames, Raynes Park, Surbiton and Tolworth, Walton on Thames



Biscoes has six offices in Portsmouth and the surrounding area, employing more than 80 fee earners and staff.

With Lexcel accreditation already, the firm provides legal services to individuals and small business, and the firm is well known for its family work, with specialists in fertility law drawing clients from London. The firm also has a growing reputation for its immigration and leaseholder expertise. Locally, it works with naval personnel through Forces Law, a specialist group providing free and subsidised services to the forces.



Staff Details

Directors	7
Fee-Earners	27
Support Staff	45
Trainees	3

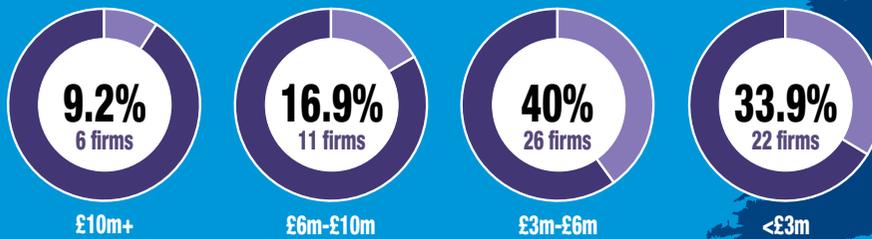
www.biscoes-law.co.uk

Offices at Gosport, Petersfield, Portchester, Portsmouth, Waterlooville, Wickham

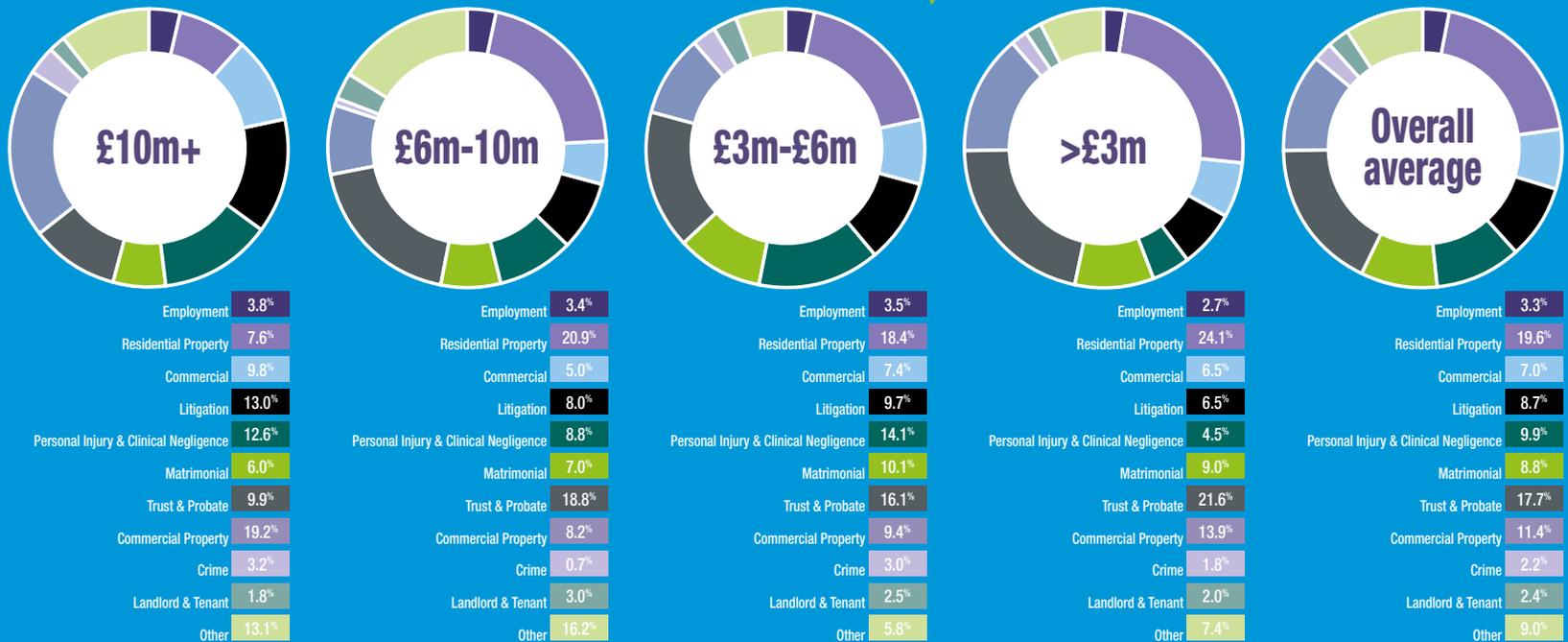
Inside the network

No two LawNet firms are the same.
Your individuality is what makes LawNet so special.
Firms vary in size, turnover and work split.

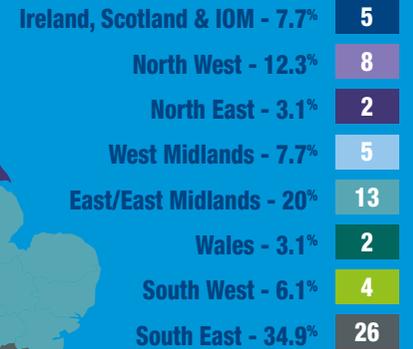
Percentage of firms by turnover



Percentage work split by turnover band



LawNet members geographical spread



Number of firms total: 65

If you want to know more about the areas your fellow LawNet members specialise in, visit www.lawnetmembercentre.co.uk where you can find further details. A handy reference should you ever need to refer a piece of work on to another member or find a firm who works in similar areas to you.



Performance benchmarking
drives improvement

Marking Excellence

The Excellence Mark is now in its third year and LawNet firms have embraced the challenge of mastering the client experience and developing consistent service standards.

Measuring Satisfaction

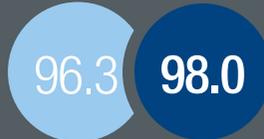
Over 30,000 satisfaction surveys have been completed to date and LawNet firms continue to outperform the competition in the client satisfaction stakes.



Clear Communications



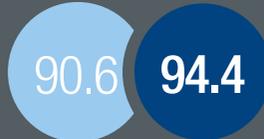
Treatment



Speed of Response



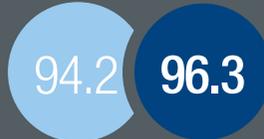
On-going Cost Information



Progress



Overall Satisfaction



Mystery Shopping

The 2015 Mystery Shopping programme has seen firms benefit from increased flexibility. Everyone can now create a bespoke programme of mystery shopping experiences and training to suit their needs.

Whilst this year's mystery shopping is still ongoing, we can compare performances from the first two years of the programme and it's great to see everyone's hard work paying off with improved scores in nearly all areas.



	2013	2014
Walk In		
Outside	85%	88%
Inside	95%	97%
Arrival	70%	75%
Speaking to an Expert	62%	66%
Follow up	10%	14%
Overall	60%	69%
Phone Call		
Initial contact	64%	69%
Speaking to fee earner	64%	69%
Follow up	16%	12%
Overall	50%	59%

Law League, Conscious Solutions & client satisfaction surveys

With Conscious Solutions' recent acquisition of Law League, which provides the client satisfaction survey system firms use as part of the Excellence Mark, you can expect to see some changes to the service.

Talks have already begun about using infographics to visually display your client satisfaction responses on your website. Watch this space for further developments!



Spreading the word

In May 2015 we launched our first ever White Paper: “LawNet Mark of Excellence – Lessons for law firms: The client experience”

The first two years of the Excellence Mark produced the largest-ever consumer-facing research base in the legal sector.

The white paper, analysing the results of that research, gave us the perfect opportunity to raise the profile of the network. It received a very positive response in the market with most of the key trade publications featuring the story, and we had lots of great comments about work you are all doing to advance client service standards in your firms.

Those news pieces created lots of noise on Twitter with some great retweets of the articles. Many of our service partners have been promoting the research on their websites, in newsletters and through social media.



As a result of all that noise the Legal Ombudsman then commissioned an article from us to go out in their newsletter.



Chris has also been out presenting the results at multiple events where audiences have been impressed by the commitment of our network to improving client service standards.



Our message has spread far and wide – we were even contacted by the Victorian Legal Services Board, in Australia, who included a link to the White Paper in their newsletter!



SOLICITORS
JOURNAL

The Law Society
Gazette

legalfutures



Scafell Pike

Wet, foggy & finally sunny

On American Independence day 73 people from the network undertook this year's challenge event which promised fantastic views from England's highest peak, Scafell Pike.

So when participants woke up to heavy drizzle and poor visibility there was more than an initial disappointment in the air! However as the start time got nearer the adrenalin started to kick in and everybody was soon in cheerful mood.

For the first time we had two routes – a slightly easier and less strenuous route for novice peak walkers (which still involved climbing several peaks, including Scafell Pike, and walking over 20km) and a harder, longer route for those who classed themselves as experienced trekkers! This worked well with all bar a few completing their own personal challenge. The 5 brave souls undertaking the harder route set a really quick pace and so, for an “extra bit of fun” they said, did an additional 2 peaks in Allen Crag & Glaramara!!

Luckily around midday the sky cleared to reveal breathtaking views....although some declared at this point that they were afraid of heights and were now beginning to realise how high and steep some of the drops were!

A very welcome BBQ and glorious sunshine greeted all participants as they finished the route – not long followed by a well earned drink (or two) in the hostel bar!

Well done to all who took part!



Challenge “Interesting” Facts

Great Gable

There is a plaque set on the summit rock commemorating those members of the Fell & Rock Climbing Club who died in World War I; an annual memorial service is held here on Remembrance Sunday.

The detached pinnacle of Napes Needle on Great Gable was first climbed by the “Father of rock climbing” – Walter Parry Haskett Smith in 1886. The ascent (today graded difficult) was undertaken without the aid of ropes or protective devices.

Ascent of the Needle was not included on the challenge route this year!

Scafell Pike

(originally one of the Pikes of Scafell)

This is the highest ground in England reaching an elevation of 978 metres (3,209ft) above sea level. The mountain was donated to the National Trust by Lord Leconfield in 1919.

The name of the peak today - Scafell Pike – originated as an error on an Ordnance Survey. It is part of a group of four peaks that includes Scafell (964 metres), Ill Crag and Broad Crag.

Average annual rainfall in the area is around 2.5 metres (100 inches) – much of which fell on the morning of the challenge!

Celebrating 25 years of success at the LawNet Conference and Awards 2014

Record numbers of delegates, partners & sponsors joined us to celebrate our 25th Anniversary at the Conference in 2014.

Innovation was the theme of the day and delegates enjoyed a range of presentations designed to encourage them to think and act differently.



LawNet Mark of Excellence Award
Winners: Hay & Kilner



Best Innovation
Winners: Andrew & Co LLP



Most Active LawNet Firm
Winners: IBB Solicitors



Team of the Year
Winners: FBC Manby Bowdler LLP



Best Digital Presence
Winners: Ashton KCJ



Best Community Contribution
Winners: Cleaver Fulton Rankin



Young Lawyer of the Year
Winners: Ben Ward, Ashton KCJ,
Lorna Barry, Parrott & Coales LLP (not pictured)



Law Firm of the Year
Winners: Warner Goodman LLP

LawNet figures

Income & expenditure

LawNet HQ 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.

Regular investments for members include the on-going funding of the Excellence Mark elements, free learning & networking events, membership of Eurojuris International for all firms, free copies of Business First and the annual financial benchmarking survey.

Thanks to a record conference, with more sponsorship and attendees than ever before; and several new firms joining the network, we ended this financial year with a healthy surplus. With no large projects imminently on the horizon requiring investment your Board made the decision to rebate £100,000 on a pro-rata basis to all full members.

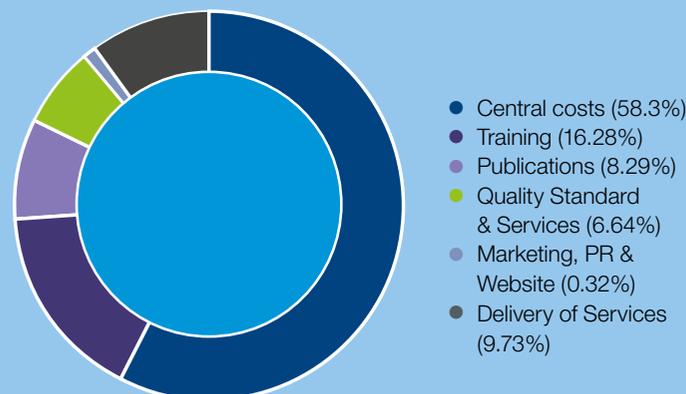
Income

Where our money comes from



Expenditure

How we use it to help our firms



LawNet Income & Expenditure 1.6.2014 to 31.5.2015

Income

	Totals
Membership Fees	£974,695
Less membership rebates	-£100,000
Training	
Annual Conference	£56,309
Other training income	£8,665
Training Cancellation Charges	£2,550
Training Total	£67,524
Sponsorship	£52,035
TOTAL	£994,254

Expenditure

Central costs & administration including premises, employment & IT	£566,022
Training	
Annual Conference	£88,756
Events	£58,085
LawNet Challenge	£3,021
Supper Evenings	£3,996
Regional Group Meetings	£2,883
Lunch with LawNet	£173
Training, Events & Networking Total	£156,914
Publications	
Business First & Right Focus	£79,935
LawNet Quality Standard & Services	£64,033
LawNet Marketing, PR & Website	£3,119
Delivery of Services	£93,804
(including EmployNet, Benchmarking, Eurojuris, Press Releases, Mark of Excellence)	
TOTAL	£963,827

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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Finance

Working on your behalf

The team at LawNet HQ 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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