



Pride in the Profession



The Law Society





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Pride in the Profession

Promoting the work of the Solicitor Profession

When I became the 172nd Law Society president in July 2016, I was determined to promote the profession and use my presidency to celebrate our members, their achievements, and examples of best practice. As part of this work I launched the Pride in the Profession campaign last year aimed at promoting the vital role solicitors of England and Wales play for the economy, justice system, and communities.

The past 11 months have strengthened my confidence in our profession that makes this jurisdiction one of the most respected in the world for its transparency, certainty, flexibility, and for the independence and integrity of its members.

Everywhere I go, across England and Wales and beyond, I meet solicitors working hard to deliver valuable and valued advice and representation to their clients. Now that my presidency is coming to an end, I want to proudly affirm once again that our profession is independent, strong, diverse, and effective.

The Pride in the Profession campaign celebrates the achievements of our profession in three main areas. The first is our contribution to the economy. England and Wales is the leading global centre for legal services. The profession contributed

£32 billion to the economy in 2015, had a trade export surplus of £3.4 billion, and employed and trained 380,000 people.

The second is the profession's contribution to the justice system. Solicitors have established and maintain a network of over 9,000 firms across England and Wales, securing access to the justice system. City firms have extended the network beyond domestic borders providing a global reach. Our special relationship with the justice system, whether we work in-house or in private practice, is enshrined in our obligation to promote every aspect of justice as officers of the court and to steward client confidentiality under legal professional privilege.

The final area is the profession's role in the community. Latest statistics suggest that solicitors undertook not less than 2.5 million hours worth of pro bono in 2015. The total value of which was estimated at £592 million. In addition, solicitors use their time and expertise to make a difference in their local communities as trustees and chairs of charities, governors of schools, and leading public legal education initiatives.

The profession's commitment to excellence is celebrated every year at the Law Society Excellence Awards, where we bring together the best and brightest to recognise and acknowledge exceptional solicitors, teams and organisations across England and Wales. The four case studies included in this report are a small selection of our member's contribution in the areas of our campaign. I very much hope that by drawing attention to them, we will be drawing attention to the values of the profession, encouraging all to take real pride in what we do. A truly dynamic profession.

The report includes a final section on what the Law Society is doing to promote and support solicitors with their work and through their careers. I also want to draw attention to the set of models on pro bono that we developed, with the aim of helping practitioners and firms to develop their own pro bono offer according to their own resources and capacity.



I encourage all solicitors to take pride in the work we do, demonstrate value to our clients and speak up for our profession.

Thank you.

Robert Bourns
Law Society president

Case studies

Excellence in Client Service



emgsolicitors
Legal support for life

We are an outstanding team of talented lawyers who work together to support our clients. Our culture is all about co-operation and as we have experts in every area, there is continuity and a joined up approach which ensures our client always comes first.

Excellence in Diversity and Inclusion



**Government
Legal Department**

BEIS Legal was delighted to win the Law Society Excellence Award for diversity and inclusion. With the Government Legal Department (GLD) of which we are now part, lawyers have been visible and proactive in driving forward a range of initiatives to increase diversity and foster an inclusive culture.



Excellence in Pro Bono

Excellence in Technology



For over 50 years the defining principle of the Jackson Canter Group has been to make a difference to people's lives through the practice of law. Our commitment to support those who would not otherwise have access to justice led us to set up the Jackson Canter Foundation to support disadvantaged groups under the pillars of justice, social and education.

Our ongoing business process redesign integrates workflows which combine law and technology with case management software. This enables efficient, secure access to justice for clients of modest means who may no longer be eligible for legal aid as a result of government changes following the implementation of Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) 2012.



Excellence in Client Service

Company: EMG Solicitors Limited

“ We are an outstanding team of talented lawyers who work together to support our clients. Our culture is all about co-operation and as we have experts in every area, there is continuity and a joined up approach which ensures our client always comes first.

Initiatives and actions taken

Most of our work at EMG Solicitors relates to professional deputyships and trusteeships, particularly for clients who have sustained a brain injury.

Our directors, Emma Gaudern and Jemma Morland, are Court of Protection lawyers. In 2014 on forming EMG, they implemented and developed a working model for clients, where client service is key.

This relies heavily on great teamwork and a culture of co-operation. Each client has a senior and a junior solicitor, as well as a legal executive, supporting them. This means any problem a client faces can be dealt with quickly and competently by someone who is familiar with their case. Our model also ensures our clients receive the best value for money for the services we provide, as work is delegated to an appropriate level. Our clients are given 24 hour contact details for team members, who are available 365 days of the year.



Reasons for taking these actions

We developed our model because EMG wants to build lasting relationships with our clients as well as helping them build a new life following their injury. Our strapline is 'legal support for life'.

Our team work tirelessly to ensure our clients receive sound advice and help wherever they are and whenever it is needed. We act as professional deputies and professional trustees for 70 clients and aim to grow this work by 15% per annum. We aim to become the leading team nationally for court of protection work and to achieve this objective, we must always put the client first.

Issues addressed

Some of our clients suffer from addiction and others have developed aggressive tendencies due to the nature of their injuries. Many experience challenges in communicating effectively.

We handle all our clients' issues sensitively, and our team understand how to work with clients who experience a variety of difficulties. All our staff receive continuous and regular training in how to deal with the issues relevant to our clients and we work together to decide on best practice and methods for handling different types of situations.

We protect staff by having protocols to ensure difficult situations are handled carefully. Our team meets monthly to discuss our clients, what is working well and what we can do to resolve any problems we may have experienced with some of the more challenging behaviours of our clients.

Benefits to the organisation

We rarely lose clients because they are generally happy with our service. Many of our new instructions come from referrals from existing clients and contacts. Client satisfaction means we have been able to grow our business from our inception in 2014 with a good but modest first year turnover to a tripled turnover last year. Increasing our income has meant we could reinvest in employing more staff and new systems for our business which continues to benefit our clients.

Our staff's commitment to the firm and our clients has never failed. To provide such a high level of service places demands on our team and we recognise this by offering flexibility in terms of hours and place of work and a quarterly bonus structure.

This culture means we have very happy employees who will always want to give 100% to fulfilling our clients' needs.

Evidence of impact

The fact that we have retained so many of our deputyship matters demonstrates the level of client satisfaction. Excerpts from some of the regular testimonials and letters of thanks we have received from clients are set out below:

'... I have been with EMG for a long time. And they are always there for you doesn't matter what time of day it is or if it's the weekend...I'm glad I have them behind me...'

'...they help me to look after my money and point me in the right direction and help me to make the right choices in life...'

'I would have no hesitation in giving this firm 100% for level of service. They are professional and friendly whenever I contact them... They work as a team, so whoever you speak to is able to help, you do not get passed about and each member of the team is very knowledgeable.'



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Excellence in Diversity & Inclusion

Company: BEIS Legal (now part of the Government Legal Department) formerly Department for Business Innovation and Skills Legal Team

“ BEIS Legal was delighted to win the Law Society Excellence Award for Diversity and Inclusion. With the Government Legal Department (GLD) of which we are now part, lawyers have been visible and proactive in embedding diversity across Government. GLD’s comprehensive set of six diversity networks provide a forum for staff to influence positive change, and provide mutual support.

Incentives and actions taken

We have rolled out an innovative mutual mentoring scheme for senior leaders and diverse staff, driven forward a template to support the development of Black, Asian and Minority Ethnic staff (BAME), and expanded legal internships for students from under represented backgrounds.

GLD leads the way on gender equality and flexible working, including part-time working, job shares, condensed hours, informal flexible working patterns and working from home.

However, like other organisations, we face the challenge of embedding diversity throughout the workplace, and tackling



the underrepresentation of those from BAME backgrounds in senior ranks.

Mutual mentoring and breaking down barriers

We participated in a pilot for mutual mentoring, pairing managers with junior staff (disabled and BAME) and spearheaded its wider roll out. Mutual mentoring has been instrumental in tackling unconscious bias and has been a catalyst for cultural change. One mentor said: **'I have been reminded that somebody's curiosity might be someone else's insecurity. I now actively consider my response to different languages or conversation styles.'** The scheme has ensured that managers consider issues from different perspectives and do not work in silos. Participants in the mutual mentoring scheme reported that they were now more comfortable discussing diversity with their staff, and are consciously considering the way that they interact with those around them. A mentee commented: **'I am much more**

confident to approach senior managers with issues of concern which may be outside their comfort zone, with some degree of assurance that I will be listened to and get a response.' Our senior leaders have also benefitted from the scheme, one commented: **'Having a good reverse mentor has made me feel empowered to have the conversation.'**

We have also used staff panels made up from individuals from our diversity networks to support the interview process during recruitment of senior managers.

Evidence-led solutions

We have run campaigns to improve the collection of data on diversity characteristics. This data is being used to prioritise action in diversity and inclusion action plans.

The percentage of people who tell us their diversity details increased from 23% to a remarkable 89% following a campaign highlighting the importance of data in identifying and addressing particular issues. This will provide the data to continue to make effective plans on diversity.

Social mobility

GLD champions social mobility through a legal internship scheme for university students

from underrepresented backgrounds, working with leading players – the Law Society, the Social Mobility Foundation, BLD Foundation and others. Our students are exposed to the full range of government legal work, including both government litigation and advisory work. One intern said that the experience was **‘truly invaluable and I believe I’ve found my home in terms of career aspirations.’** Another said: **‘The internship was by far the best I have experienced.’** In 2016 the scheme offered summer placements to 30 students and will continue in 2017.

Health and wellbeing

In a recent innovation we have worked to improve health and wellbeing in the workplace. GLD has trained 16 GLD staff, from a range of grades, backgrounds and sites as Mental Health First Aiders (MHFA). This initiative will provide a first line intervention service for colleagues suffering from workplace stress or other mental health related issues.

Benefits to the organisation

GLD has set high standards which we want to replicate in all areas, promoting people from BAME backgrounds underrepresented in the civil service and the legal profession and providing support to staff through the MHFA scheme. Through these initiatives we can work to recruit and retain the very best in-house legal team, irrespective of background.

For GLD the benefits of these policies are clear, helping all our staff fulfil their potential, making better management decisions, placing diversity at the forefront of all our decision-making and, with support and challenge from our networks, offering the most inclusive working environment we can. This way, GLD can continue to attract

the best lawyers and deliver a high quality legal service to government.

MAKING A DIFFERENCE

THE JACKSON CANTER GROUP

Quality Selections
Jackson Canter

Bromley Jackson Canter
The Concorde



Lee Selectors

Liverpool
Manchester
jacksoncanter.co.uk

Birkenhead
Heswall
West Kirby
www.lees.co.uk

44/45

welcome



Excellence in Pro Bono

Company: Jackson Canter Ltd

“ For over 50 years the defining principle of the Jackson Canter Group has been to make a difference to people’s lives through the practice of law.

Our commitment to support those who would not otherwise have access to justice led us to set up the Jackson Canter Foundation to support disadvantaged groups under the pillars of justice, social and education.

Initiatives and actions taken

The Jackson Canter Foundation aims to support disadvantaged groups within the community under three pillars: justice, social and education.

The Foundation will support four different charities each year and in the last 12 months we have donated 2% of our profits to charity. The Foundation has already donated £45,000 to the four charities we are supporting: North West Legal Support Trust, Hope+ Foodbank (Liverpool), Manchester Central Foodbank and The Reader Organisation.

Our donation to the North West Legal Services Trust is a good example of our commitment to pro bono, helping fund Manchester Free Legal Help at the Civil Justice Centre. This was at a time when, like many similar projects across the country, it was under threat due to a lack of funding.



Reasons for taking these actions

We strive to make a difference to individuals, businesses and society through the practice of law. We have a diverse practice and see this as a strength we can use to benefit those members of our communities who are less fortunate or disadvantaged. Legal aid including work for prisoners, those suffering from mental illness, welfare claimants and asylum seekers is core to our ethos regardless of profitability. We also have a strong commitment to Court of Protection work where sometimes pro bono work is essential to clients.

As legal aid funding declines, we believe that legal practices have a duty to ensure that justice is done. We established the Jackson Canter Foundation to show what could and should be done by practices. Embarking on pro bono work where justice is at stake, funding access to justice charities and other charities committed to fairness in society is central to this commitment.

Issues addressed

We do not need to emphasise the importance to our society of the Hillsborough inquest. The work we did pro bono contributed to keeping the flame alive when it seemed justice would never be achieved.

The Jackson Canter Foundation is about much more than just donating funds: we actively donate our time and legal expertise.

One of the charities we support is Hope+ Foodbank which is sponsored by the two Liverpool Cathedrals and inner city faith communities. Many of the people the foodbank supports are asylum seekers who face incredible obstacles in establishing their right to remain in the UK (which our asylum team handle) whilst surviving in the harsh and complex subsistence regime. Hope+ Foodbank plays a vital role in providing food support and advice on welfare issues to those caught in the welfare benefit system, and our Welfare Rights team are on-hand to provide support on a pro bono basis.

Benefits to our organisation

Our recent employee satisfaction survey showed that 91 % believe the practice makes a difference through its work, 86% are proud to be part of the practice and 82% believe that the firm contributes to our local community.

We have a staff committee who make recommendations to the Board on who the Jackson Canter Foundation should support. Members are active in raising funds for the Foundation in addition to the percentage of profits provided by the firm. The firm has encouraged staff to volunteer for the charities we support and a more formal volunteering scheme linked to the Foundation is now under consideration.

The reputation of the practice is greatly enhanced by the recognition of the work that we do and our commitment to making a difference. This has helped in the recruitment of talented and dedicated employees who share the same beliefs.

Evidence of impact on client or others

Making a difference to people's lives through the practice of law is what we stand for. The evidence of our staff survey, the statements of people that we have recruited on why they have come to us, and the awards we have won (Liverpool Large Firm Award 2015 and Liverpool Echo CSR Business Award 2015) demonstrate that our message is transcending the legal industry.

Ultimately our impact is on the people we help. In her autobiography, Anne Williams (mother of Kevin William one of the 96 victims of the Hillsborough disaster) wrote, **'He (Elkan Abrahamson) immediately said he would take the case on and proved to be a revelation. Nothing was too much trouble and he wouldn't hear of any charges.'**

Helping people is in our DNA. The Jackson Canter Foundation will see the practice evolve our investment in pro bono work to ensure we continue to make a difference.



Excellence in Technology

Company: Fisher Jones Greenwood LLP

“ We are continuing with our business process redesign project, integrating newly-designed workflows which combine law and technology with existing case management software. This enables efficient, secure access to justice for clients who have modest means who may have fallen out of scope of legal aid as a result of government changes imposed after the implementation of the Legal Aid, Sentencing and Punishment of Offenders Act (LASPO) 2012.

Initiatives and actions taken

LASPO significantly reduced the amount of help available to clients of more limited means. We needed to find a new, cost-effective and efficient solution to enable us to continue to provide access to justice for these clients.

Key to this success was the use of integrated technology. We created a series of workflows, initially for family work, which was fully integrated with our case management system, allowing our paralegals to carry our work under supervision.

Our paralegals take instructions and information from the client which is directly input to the system and then linked with



workflow. As a result there is no duplication and limited paperwork. We are continuing to develop workflows across all areas. Using technology such as Skype, GoToMeeting and video conferencing means travel time and expenses are minimised. We are also developing an information video, signed in British Sign Language (BSL), for our website so deaf people can have access to justice.

Reasons for taking these actions

Though we are a commercial enterprise, we take our responsibility to the wider community very seriously. Our firm was created to provide access to justice for all, and we used to undertake a significant amount of legal aid work: in 2010 this was 21 % of our fee income but it has now dropped to 11 %.

We needed to replace the loss of income as well but we also wanted to ensure we did as much as possible to develop a way to fill the gap in service for clients with modest or limited means.

Though legal aid funding was not available the need for the service was still there.

We have a large and experienced team who needed work that we had a duty of care to provide. As well as having the social challenges of most growing towns, we are an army town which creates a greater need for cost-effective legal services. Our commitment to the RAD Quality Mark will enable us to become more accessible to wider groups of unrepresented individuals.

Issues addressed

The immediate impact of LASPO meant our firm would lose a significant amount of income which could have had a negative effect on our employment levels. By being creative and finding a more efficient way to provide services to our clients we have replaced that income.

We did not need to make redundancies or stop providing legal aid in areas that were still in scope. The societal issues remain, and we are in a position to provide services to these clients at a much lower cost enabling them to have access to justice.

Our business continuity remains robust as a result. As more junior members of staff are undertaking work (under close supervision) our long term succession as a firm is also

strengthened. The use of Skype and video-conferencing for meetings and client due diligence has also reduced our carbon footprint and affirms our environmental sustainability policy. Going through this process has given us a renewed focus on streamlining all our current processes.

Benefits to our organisation

Development of workflows involved staff at all levels including trainees, paralegals and partners, and we also consulted external stakeholders including Essex University. Collaborative working and knowledge-sharing, together with the expertise across the organisation, had a positive effect on the way we work. The feel-good factor and morale boost was also necessary during a time of uncertainty. Staff knew that we were doing everything we could to preserve jobs.

Our risk management has also been greatly improved as a result of undertaking this process as well as other technological systems reviews. Career satisfaction is high as junior members of staff are being given more challenging work and have been involved in more innovative projects. Our online portal for commercial clients, MyFJG, has proved to be a useful tool giving free access to commercial templates for commercial clients which helps us retain them as fee paying clients.

Evidence of impact on client or others

Our staff enjoy the challenges of working at different levels and are encouraged to be creative and innovative. Our IT systems are secure and data protection compliant. We are also in the process of achieving the Cyber Essentials Mark to underpin this.

We are also innovative with our fee structures enabling: fixed fees, unbundled services and structured fee payments. We are able to offer

clients (who would in the past have been eligible for legal aid) a significant reduction in costs for the services they need.

The systems we currently have, and those that we are working towards, such as RAD Quality Mark enable us to be accessible to a huge range of people of varied and differing needs.

What is the Law Society doing to promote solicitors?

One profession with shared values

1. Promoting access to justice and pro bono

The Law Society supports pro bono as part of our campaign to provide access to justice. We work to celebrate and promote the advice that practitioners, firms, academics, volunteers and students give to the public across England and Wales. We also work to enhance the recognition of the considerable contribution to justice that the legal profession makes through pro bono. However, it is important to reiterate that pro bono is not a substitute for a properly funded legal aid system and must be part of an overarching strategy for access to justice, to include consideration of all aspects of reforms to courts and procedures, as well as public funding and public legal education.

We promote pro bono by giving visibility to the variety of such advice, whether informal

time spent by individual solicitors in practice or more formal schemes in advice centres or other access points. We also have practical tools for practitioners to develop their own pro bono schemes and show their public commitment to access to justice through pro bono work. Our pro bono support comprises of:

Pro Bono Charter: a statement of commitment that firms, in-house teams, and ABSs are invited to endorse to improve access to justice for those individuals and organisations with legal needs who are ineligible for legal aid and unable to afford to pay for legal services. To date, there are 32 firms that are founding signatories¹. Please see Annex 1 for further details.

The Pro Bono Manual and toolkit: a guide on how to develop a law firm's pro bono programme to enhance and support the provision of pro bono services. We also have a

¹ <https://www.lawsociety.org.uk/support-services/practice-management/pro-bono/pro-bono-charter/charter-signatories/>

toolkit with top tips, case studies and contact information aimed at assisting law firms wishing to establish, develop, or expand their pro bono practices. The Manual² and toolkit³ can be downloaded from the Law Society's webpage.

The Models of pro bono delivery:

demonstrating the different ways pro bono is currently undertaken by firms, in-house solicitors, academics and students, advice centres and the third sector in England and Wales. The models show the variety of methods of delivering pro bono, arrangements for supervision, infrastructure for delivery and sources of funding that others might consider and tailor for their individual practice. Please see Annex 2 for further details.

The Law Society also co-hosts National Pro Bono Week to promote the range and impact of voluntary free legal advice provided by the profession to the public every year. Along with the Bar Council and the Chartered Institute of Legal Executives (CILEx), we host a range of events throughout England and Wales to celebrate pro bono and help raise awareness of the legal advice available for those in need.

We support LawWorks (the solicitor's pro bono group), a charity which connects volunteer lawyers with people and groups in need of legal advice who are not eligible for legal aid and who cannot afford to pay. The Law Society is proud to be a major funder of LawWorks, enabling vulnerable people access pro bono services.

2. Promoting diverse career pathways and social mobility

The solicitor profession has become more diverse, dynamic, and accessible. Practitioners have a myriad of career paths to consider and achieving partnership in a law firm is not the only route for success. Nowadays solicitors are government ministers, CEOs of major corporations and members of the judiciary. We are proud that Sir Gary Hickinbottom became the second solicitor to be appointed to the Court of Appeal.

We are working with the judiciary, solicitors and their firms to increase the number of solicitors judges. Through our Solicitor Judges Division⁴ we have a sustained programme of activity to encourage practitioners of diverse experience and backgrounds to apply for judicial posts and we support them throughout the process. See our website for further details.

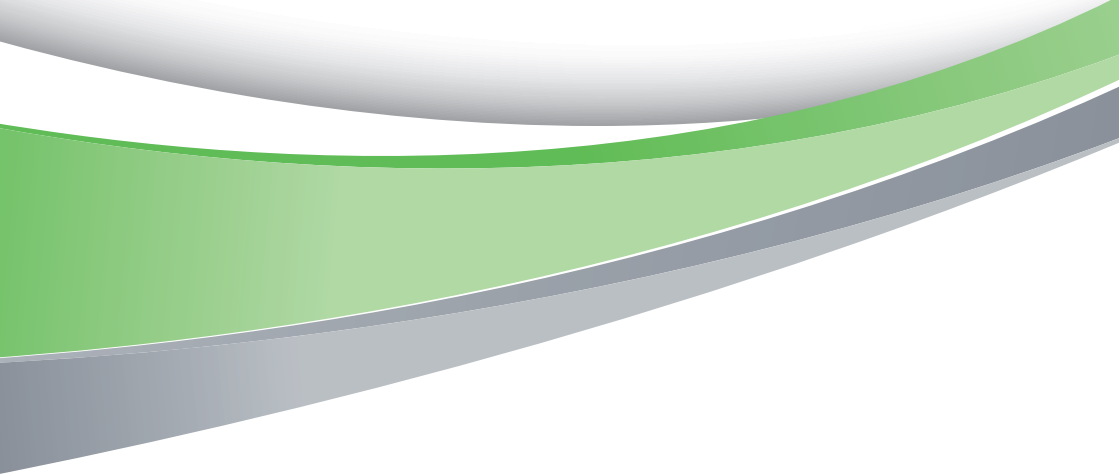
When we hold a mirror up to our profession, the reflection should be that of the society and communities we represent. Background, ethnicity, sexual orientation and gender are no barriers to a career in the law. We encourage social mobility through our Mentoring Programme⁵, which supports career progression for solicitors from underrepresented groups, and complements the work of our social mobility ambassadors. We are actively promoting role models from non-traditional backgrounds who have achieved their ambitions accessing the profession and are willing to support young people coming through.

2 <http://www.lawsociety.org.uk/support-services/practice-management/pro-bono/pro-bono-manual/>

3 <https://www.lawsociety.org.uk/Support-services/Practice-management/Pro-bono/pro-bono-toolkit/>

4 <http://www.lawsociety.org.uk/law-careers/solicitor-judges-division/>

5 <http://www.lawsociety.org.uk/support-services/practice-management/Diversity-inclusion/mentoring-programme/>



To encourage new entrants into the profession we promote the Law Society Diversity Access Scheme⁶ (DAS). DAS is a scholarship that aims to increase social diversity in the legal profession by supporting promising entrants from disadvantaged backgrounds or those who face exceptional obstacles to qualification.

3. Promoting the integrity of the jurisdiction and our role in upholding the rule of law

Public legal education is necessary to support individuals make informed choices about their rights, responsibilities, and remedies. Our members provide public legal education to the community, giving people the confidence and skills to recognise when they need legal support, and to know where to get it.

We have published guidance on developing a public legal education programme. This guide is designed for partners, corporate social responsibility professionals, and anyone involved with the pro bono and corporate responsibility work carried out by a firm. It can be used by all sizes and types of firms, from local high street firms to global city firms, looking to start or develop their contribution to public legal

education. Please see our website for details. We believe that the project is scalable across England and Wales, making a significant contribution to the overall access to justice strategy.

On a more global scale, we are running our Global Legal Centre campaign to promote the benefits of choosing the law of England and Wales for contracts and as the jurisdiction of choice. Over 200 international firms from over 40 jurisdictions have chosen to base themselves in the UK, and our law is the most commonly used law in international business and dispute resolution.

In the context of Brexit, we are also promoting the contribution of the profession to the wider economy, engaging with Government to ensure the profession retains continued mutual access for lawyers to practise law and base themselves in the UK and EU member states in any future agreement between the UK.

6 <http://www.lawsociety.org.uk/law-careers/becoming-a-solicitor/equality-and-diversity/diversity-access-scheme/>

Annex 1. Pro Bono Charter

Statement of commitment to the Pro Bono Charter

We believe that a commitment to access to justice is at the heart of the legal profession and that pro bono work, as one method of achieving this, is an integral part of the working lives of solicitors.

Pro bono legal work is always only an adjunct to, and not a substitute for, a proper system of publicly funded legal services. Pro bono acts as an adjunct to state funded services, which provides an exceptionally important contribution to society, helping many vulnerable people, families on lower incomes, charities, and international communities, whose legal needs would otherwise be left unmet.

We recognise that at all stages throughout their career, solicitors have the capacity to use their professional expertise to help those with legal needs and we will strive to encourage a commitment to pro bono throughout the solicitor profession.

Accordingly, we will:

- Strive to achieve best practice in our pro bono work, for individuals and organisations, who require legal advice in order to access justice but who cannot afford it.
- Support the development of best practice in pro bono by collecting and sharing examples of practical activities that contribute to an increase in the effectiveness of pro bono delivery and result in more solicitors getting involved in such work and signing this Statement of Commitment.

- Take responsibility for meeting our Pro Bono Charter commitments.
- Work together to develop and adopt future protocols and best practice guidance that support the practical implementation of the aims of this Pro Bono Charter.
- Contribute our data to a joint biennial report based on a monitoring exercise to measure the impact of this Pro Bono Charter and its protocols in improving best pro bono practice and increasing the amount of pro bono delivery.

As a minimum sign of commitment to pro bono, we agree that we have (or are developing):

- A pro bono policy.
- An identified person or committee responsible for pro bono work.
- Endorsed the Joint Pro Bono Protocol.

Annex 2. Models of pro bono delivery

These pro bono models were developed by a working group of practitioners in 2016. The models focus on the method of delivery from the perspective of those who contribute to, coordinate, and fund pro bono work. They illustrate the diversity of pro bono provision across England and Wales and are by no means exhaustive or prescriptive.

Model 1 – Firm/Practitioner led

Ways of delivering pro bono

- Firms partner with an advice centre, frontline agency or a third sector organisation to provide advice through legal advice clinics.
- Advice clinics are held face to face or by telephone, letter, Skype or similar. Some firms offer one - off initial advice but other firms offer end-to-end advice, including representation where appropriate.
- Supervising advice clinics which are led by advice centres, universities, or third sector organisations.
- Supporting a third sector organisation (e.g. charity, NGO or local community centre) with legal support for their day to day operations such as commercial contracts, property law (e.g. leases), employment, governance, tax advice.
- Taking referrals directly from frontline agencies.
- Seconding trainees to advice centres or third sector organisations.

- Providing advice centres or third sector organisations with access to the firm's meeting space and hosting their events.
- Partnering with third sector organisations for public education projects.
- Holding signature projects with third sector organisations in the public interest.
- Providing direct advice free of charge within the usual business of a law firm for people outside the scope of legal aid in specific subjects, such as family law.

Arrangements for supervision

The supervision varies depending on the way pro bono is delivered.

- If clinics are held by a firm, supervision is ordinarily done internally by the relevant departments. However, if the advice falls outside the scope of the areas of expertise of the firm, it partners with other organisations for training, guidance, and supervision.
- If advice is provided on an area of law outside the specialism of the firm, supervision is conducted by a lawyer employed by the firm (e.g. on social welfare) and specialised training is provided to the solicitor who volunteers in advance.

Infrastructure/support for delivery

Large firms have dedicated staff such as:

- A pro bono manager.
- Some firms have a pro bono lawyer (e.g. specialising in social welfare).
- Solicitors who volunteer in the firm. Some firms have a rota of volunteers which combines different areas of law.
- Some partners and fee earners participate in pro bono projects.
- Some of the larger firms count all pro bono hours as billable hours.
- Some of the larger firms facilitate training in areas that will support the pro bono work of their partner organisation.

Type of advice

- Initial advice and specialist advice (although some firms just provide end to end specialist advice).

Referrals for secondary advice

- Frontline agencies, advice centres and charities refer people to firms for secondary advice.

Sources of funding

- Firms own budget.
-

Model 2 – Advice Centre led (local branches)

Ways of delivering pro bono

- Partnering with law firms, universities, or in-house teams for:
 - Legal advice clinics for initial advice.
 - Form filling clinics. For example, assisting disabled people in making initial applications for benefits.
- Partnering with a third sector organisation for outreach programmes and advice. This includes projects with community based organisations such as food banks and homeless shelters.
- End to end casework on specialist areas, mainly for welfare benefit cases and immigration.
- Delivering specialist projects in partnership with third sector organisations.
- Training volunteers. Some advice centres train volunteers, solicitors and students on the main areas of law that they will come across in their clinics.

Arrangements for supervision

- Usually provided by an advice centre supervisor or an advice centre specialist.

- Through LawWorks for certain specialist projects (supervision and referrals).
- Volunteer supervisors for those advice centres that do not have this function in-house.

Infrastructure/support for delivery

- Volunteers from firms and chambers.
- Advice clinic staff organise the clinics, manage conflicts, review the advice, fund Professional Indemnity Insurance, and provide client feedback/evaluations.
- Paid legal advisors for specialised case work.

Type of advice

Primary advice.

Referrals for secondary advice

Signpost to other organisations or referrals.

Sources of funding

- Donations from law firms.
- Local authorities grant.
- Charitable grants e.g. Comic Relief.
- Big Lottery Fund.
- Fundraising activities.

Model 3 – University led

Ways of delivering pro bono

- Partnering with an advice centre, frontline agency or a third sector organisation to provide initial advice through legal advice clinics for local people. Advice is given by law students, many of whom have completed courses with Citizens Advice or similar organisations.
- Providing direct advice for people through clinics. This can be done in the university or in a community-based setting. For example, a university runs a legal clinic at a GP surgery and another in a library.

- End to end casework on certain areas. For example, a university provides advice in welfare and housing matters including representing clients in writing but not in person or in tribunals. They may also have a relationship with local legal aid providers to support those who cannot get legal aid for their case.

Arrangements for supervision

- Supervision through the law centre or partner.
- Qualified solicitor at the university provides supervision.
- Local firm provides supervision.

Infrastructure/support for delivery

- One solicitor.
- Two caseworks.
- Administration manager.
- Research fellow.

Type of advice

Primarily initial advice.

Referrals for secondary advice

Signpost or refer secondary advice to law firms or advice centres.

Sources of funding

University funding (as part of the curriculum).

Model 4 – Third Sector led (e.g. a charity that does not provide advice)

Ways of delivering pro bono

Partnering with law firms, universities, advice centres or in-house teams for:

- Legal advice clinics for initial advice for their members/supporters. For example, two London food banks host legal surgeries for clients offered by solicitors. Clients can drop-in when they are visiting the food bank or make an appointment.
- Training for their members. A charity partnered with local solicitors to provide training for litigants in person and Mackenzie friends.
- Participating in support group meetings. A charity invites two family lawyers to their monthly meetings for self-help groups.
- One to one support for their members who require legal advice. This is done through the charity's helpline, online platforms or via Skype.

Arrangements for supervision

Supervision is provided by practitioners in the advice centre, university or firm.

Infrastructure/support for delivery

- Volunteers from firms and chambers.
- Advice clinic staff organise the clinics, manage conflicts, review the advice, fund Professional Indemnity Insurance, and conduct client feedback/evaluations.
- Paid legal advisors for specialised case work.
- Charity staff responsible for partnerships.

Type of advice

Mainly primary advice.

Referrals for secondary advice

Signpost to other organisations or referrals.

Sources of funding

- Self-funded as part of the organisation's budget.
 - No direct financial contribution to third parties, but volunteer time and physical space for clinics may be provided by a number of organisations.
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Model 5 - In-House Team

Ways of delivering pro bono

- Initial advice clinics are organised in conjunction with a law firm and delivered at a charity (e.g. three party partnership).
- Volunteers from the in-house team partner up with solicitors from the law firm, and clinics are delivered in pairs to ensure that Professional Indemnity cover is in place.
- Individuals are referred to clinics by a partner charity.

Arrangements for supervision

Clinics are delivered in pairs: for example one in-house team member volunteer and one law firm solicitor are present in all advice sessions.

Infrastructure/support for delivery

One member of staff in the in-house team to coordinate the clinics and manage the volunteer pool.

Type of advice

- This model undertakes unreserved activities only.
- Initial advice is provided on a variety of areas, such as debt (where a partnership exists with an organisation regulated to give debt advice), family, and immigration.

Referrals for secondary advice

The law firm takes on some cases where further work is needed.





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