



Law management e-alert

The e-newsletter of the Law Management Section

Issue 17 – November 2006

Contents

Welcome to the 17th issue of *Law management e-alert* – the electronic newsletter of the Law Management Section. This issue features the following articles:

News

[Defending legal aid](#)
[Supporting solicitors](#)
[Money laundering](#)
[Law Society notices](#)
[Email guidelines](#)
[Protecting privacy of solicitors' clients](#)
[Health and safety statistics for 2005/06](#)
[Disability and gender equality framework](#)
[Personal coaching in law firms](#)
[Regulation of electronic communication](#)
[Guidance on distance selling regulations](#)
[Solicitors' Race Equity Awards](#)
[In-house legal teams set to expand](#)
[Public receptive to Legal Services Bill](#)
[Trainee solicitors' minimum salary – consultation](#)
[Companies House warning](#)
[Changes to maternity entitlements and responsibilities](#)
[Information security breaches survey 2006](#)
[Drafting error in age regulations](#)
[Small firms merge to stave off threats](#)

Infocus

[A happy lawyer is good for business](#)

Upcoming events

[LMS Legal HR Forum 2006](#)
[LMS Lexcel Quality Forum 2006](#)
[LMS Business Development Forum 2007](#)
[LMS Legal IT Forum 2007](#)
[LMS Regional Legal Services Reforms Seminars 2007](#)
[Information security and effective practice management](#)
[New Code of Conduct seminars](#)
[Managing for change 2006](#)
[Stress recognition and management seminars](#)

Contact details

News

Defending legal aid

The Law Society has written to the Lord Chancellor setting out a formula that could make the Carter reforms work.

The key elements are:

- An immediate increase in all rates of 5 per cent.
- The value of the ongoing legal aid budget should not fall below the £2.1 billion actually spent on legal aid in 2005/06 – a raise in the value of the package currently being offered by £100 million.
- To avoid future erosion there should be an annual increase in line with inflation in each of the years of transition (2007/08, 2008/09 and 2009/10).
- Civil and family reforms should be postponed by at least 12 months to allow a proper assessment of the impact. The timetable for criminal legal aid reforms should be revised to avoid significant disruption or even failure of supply.
- More than the £10 million already committed to aid the transition process is needed to enable firms to make the necessary adjustments.
- There should also be a clear commitment that any savings generated by the reforms will be redistributed within the system.

[Details](#)

[▲ Back to top](#)

Supporting solicitors

More than 1,460 practitioners completed the Law Society's recent survey about what regulatory issues are the most important to solicitors.

Each issue was rated from one to 10, with one as not important and 10 as very important. The rank order is as follows, with average scores out of 10.

- Money laundering: 7.65
- Regulation of will writers: 7.43
- Redemption statements and undertakings: 7.09
- Quality assurance of legal aid practitioners: 6.66
- Conflict rules: 6.57
- Referral fees: 5.93
- Regulation of in-house solicitors: 4.59
- Qualified Lawyer Transfer Regulations (QLTR): 3.78

It is now up to the Law Society to deliver robust campaigns highlighting practitioner concerns. It is clear that money laundering, the regulation of will writing and undertakings on redemption statements are of greatest significance to a large number of practitioners. Consequently, it is with these issues that campaigning will begin shortly.

[Details](#)

[▲ Back to top](#)

Money laundering

Money laundering advice – important change

The Law Society Regulation Board, which will become known as the Solicitors' Regulation Authority from 2007, has brought the provision of money laundering advice and guidance within the ambit of the Professional Ethics helpline, instead of it being offered by a separate service. All solicitors requiring money laundering guidance should now refer to the Professional Ethics helpline on 0870 606 2577. The Law Society provides several services dedicated to assisting solicitors with their anti-money laundering compliance duties:

- A dedicated anti-money laundering online resource and free electronic newsletter. For details, visit www.moneylaundering.lawsociety.org.uk
- An online discussion forum for Money Laundering Reporting Officers (MLROs) and employees with anti-money laundering compliance responsibilities within solicitors' firms. For more information, email antimoneylaundering@lawsociety.org.uk
- Regional group meetings for MLROs. For more information, contact your local Law Society office or email antimoneylaundering@lawsociety.org.uk to register (please note that the City of London MLRO group is closed to new members).

[Details](#)

SOCA hotline for solicitors

The Serious Organised Crime Agency (SOCA) has launched a special hotline for solicitors and other professionals who are concerned that the confidentiality of their money laundering reports may have been breached. The hotline will enable lawyers to report confidentiality breaches by law enforcement agencies, and will be used by SOCA as a measure of the number of breaches that are taking place. The number is 0800 234 6657.

[Details](#)

SARs: data sharing across public sector databases

The Home Office is consulting on an ambitious plan to match suspicious activity reports (SARs) submitted to the Serious Organised Crime Agency (SOCA) against data in a range of other departments' databases, in particular, HM Revenue and Customs, Department for Works and Pensions and the Passport Service. This is in a Green Paper. The aim is to further develop the intelligence value of money laundering reports. The proposal is laudable for its efforts to reduce criminal activity, but sounds alarm bells about the privacy of individuals' data. The Law Society has campaigned to draw this to the attention of the authorities and the Lander Review acknowledged the need to monitor incidences of breaches.

[Details](#)

Third directive on money laundering

The European Commission has adopted technical measures implementing the third directive on the prevention of money laundering and terrorist financing. The directive was adopted in October 2005 (IP/05/682) and is to be implemented at the latest in December 2007. The measures are based on extensive stakeholder consultation and address the following:

- a definition of what should be understood by the term "politically exposed person";
- technical criteria allowing the extension of situations in which the procedures for customer due diligence may be simplified; and
- technical criteria allowing member states to exclude from the scope of the application of the directive those persons/entities conducting financial activities on an occasional or very limited basis.

[Details](#)

[▲ Back to top](#)

Law Society notices

Changes for qualified foreign lawyers

On 30 September 2006, the Law Society Regulation Board stopped granting extensions to the three-year eligibility certificate given to foreign lawyers who apply to transfer to the roll in England and Wales under the qualified lawyer transfer regulations.

From October 2006, foreign lawyers who have not completed the transfer process within the three-year eligibility period must apply for a new certificate. Foreign lawyers have to obtain an eligibility certificate either to take the qualified lawyer transfer test or to gain experience in legal practice in England and Wales. About 2,000 lawyers make applications to transfer each year.

Until now, on application, the Law Society had extended the certification period by three years on each request. Some certificates have been extended on as many as four occasions, amounting to 12 years since the original certificate was granted. The Regulation Board considers that this presents a real risk its standards are not being met.

[Details](#)

Practising certificate renewal

Those uncertain as to whether they require a practising certificate should visit the website at www.pc.lawsociety.org.uk and click on the "Do I need a practising certificate?" link. This will provide guidance to those in private practice, those employed by a non-solicitor organisation, and those returning to practice, thinking of taking a break from practice, or practising overseas.

This notice first appeared in the *Gazette* (www.lawgazette.co.uk).

[▲ Back to top](#)

Email guidelines

Most firms print emails and file a copy in their paper records, although by doing so, evidence contained in the email header is lost. Electronic storage solutions are increasingly becoming available that retain the whole email – and firms should consider actively monitoring the availability of such systems, because greater use of electronic communications will continue to expand by both firms and their clients, and the cost of storing emails on paper will outweigh the cost of storing email correspondence in its native format. Firms tend to use them to back-up paper files and only a few firms are wholly electronic.

Firms should take a pragmatic and risk-based approach to records of emails. That is, significant and substantive emails (including emails that are subject to statutory retention periods) should be stored in a suitably managed electronic storage system or printed and stored, but those that are ephemeral can be left to expire from electronic storage in the ordinary course of events.

Where some correspondence about a matter is stored electronically and the rest is on paper, firms should ensure that none of the material will be overlooked if responsibility for a matter is transferred (perhaps temporarily). Firms should also be confident that they know what information their systems record. If not, an audit may be appropriate.

In the longer-term, firms should be aware that electronic storage media can become inaccessible for a variety of reasons, including the obsolescence of, or changes to, equipment and software. The National Archive's Digital Preservation Guidance Notes provide advice on specific topics related to the preservation and management of electronic records (www.nationalarchives.gov.uk).

[Details](#)

[▲ Back to top](#)

Protecting privacy of solicitors' clients

The Department for Constitutional Affairs (DCA) has agreed that problems caused by the retrospective effect of new rules to open up court files need to be rectified.

In a case brought by the Law Society, the High Court declared that the old rules should continue to apply to statements filed before 2 October 2006 until the DCA introduces amendments into the new rules.

[Details](#)

[Download the sealed order](#) (PDF, 269kb)

[▲ Back to top](#)

Health and safety statistics for 2005/06

The Health and Safety Commission (HSC) has published the latest statistics on work-related ill health, workplace injury and enforcement in Great Britain.

Health and safety statistics 2005/06 presents the top-level statistics, including reports on progress against the targets set in the *Revitalising health and safety* strategy.

Copies are free and can be ordered from the Statistics Branch, Health and Safety Executive, 4S.3 Redgrave Court, Bootle, Merseyside L20 3QZ (telephone 0151 951 4697/3392, fax 0151 951 4703).

[Details](#)

[▲ Back to top](#)

Disability and gender equality framework

In light of the requirement that all public authorities publish a disability equality scheme by 4 December 2006 and a gender equality scheme by 6 April 2007, the Health and Safety Commission and Health and Safety Executive will be launching an overarching framework in December.

The document will detail how they will meet requirements to promote disability and gender equality. These schemes have been integrated, and a race equality scheme will be incorporated into the framework in 2007.

[Details](#)

[▲ Back to top](#)

Personal coaching in law firms

A survey by OvationXL, a leading coaching consultancy, revealed that around 70 per cent of law firms surveyed were not evaluating the financial return from their substantial investment in coaching.

While those firms surveyed indicated a strong commitment to staff training and development (currently around £488 per person in the private sector), they also identified that almost one in eight solicitors were not performing as well as they could. All firms were reasonably well equipped to identify their top performers and their value to the business, but the true figure for underperformance was generally not known.

There are many quantifiable measures that can be used to evaluate the human side of the business, and in particular, coaching programmes.

[Details](#)

[▲ Back to top](#)

Regulation of electronic communication

A strategic study on the regulation of electronic communication in the European Union has recently been published by the European Commission. The study identifies remaining obstacles to the completion of the internal market, harmonisation mechanisms and consumer protection, and possible ways to improve competition and efficiency in electronic communications networks and services.

[Details](#)

[▲ Back to top](#)

Guidance on distance selling regulations

The Office of Fair Trading (OFT) has issued joint guidance with the Department of Trade and Industry (DTI) on the Distance Selling Regulations (DSRs) for businesses. The DSRs provide consumers with additional rights when buying most goods and services where there is no face-to-face contact with the seller.

[Details](#)

[▲ Back to top](#)

Solicitors' Race Equity Awards

The outstanding achievements of eight law firms and legal departments in promoting equality and diversity have been recognised by the Law Society and the Commission for Racial Equality.

Fiona Woolf, Law Society President, said: "These awards are part of the Law Society's commitment to promoting excellence in legal services. The winners have made the promotion of race equality an integral part of their business and legal practice. Over recent years, the solicitors' profession has taken significant steps on equality issues but there is still much more that can and must be done."

[Details](#)

[▲ Back to top](#)

In-house legal teams set to expand

The next 12 months could lead to a loss in the amount of work received by UK legal firms from in-house legal departments, as almost 60 per cent of the FTSE 350 in-house legal teams surveyed by Grant Thornton's Forensic and Investigation Services practice plan on increasing the size of their own internal departments.

The future for in-house legal teams looks to focus on the prevention of dispute resolution, strategy, risk reviews and non-contentious legal issues, leaving the door open for external firms to provide specialist services for international and contentious legal work. The key sectors planning to expand over the next 12 months are construction, followed by banking and insurance.

[Details](#)

[▲ Back to top](#)

Public receptive to Legal Services Bill

New legal service providers will be welcomed by consumers, with the advent of the Legal Services Bill, according to a recent survey conducted by Capita Legal Services. Almost half of all respondents indicated they would be willing to take advice from new providers, particularly in regards to divorce, residential property conveyancing and will writing.

This paves the way for financial institutions and supermarkets to take up a percentage of the estimated £11-12 billion a year market among individuals and £2-3 billion among SMEs. Banks, building societies and insurers dominate the top 10 preferred firms to deliver legal services after deregulation, taking seven out of 10 spots, with the Citizens Advice Bureau in the number one spot, and rounding up the top ten was Tesco and the AA.

“Known expertise in the legal area in question” was considered to be of paramount importance when selecting legal service providers, as well as security of information, however, respondents indicated that email and the telephone were acceptable, and even preferable alternatives to face-to-face meetings.

[Details](#)

[More about the legal services reforms](#)

[▲ Back to top](#)

Trainee solicitors' minimum salary – consultation

The Law Society Regulation Board is seeking views on the desirability of a continuing role in the regulation of trainee solicitor salaries. The key issues on which the board is seeking views are:

- the perceived purpose of the prescribed minimum salary for trainees;
- the impact of the removal, or retention, of this requirement on the supply of training contracts; and
- whether the board should have a continuing role in the setting of trainee salary levels.

The board invites interested parties to express their views by participating in an online consultation. The consultation closes on **19 January**.

[Details](#)

[▲ Back to top](#)

Companies House warning

Companies House has drawn attention to a significant problem for solicitors and others in connection with the filing of documents (such as statutory accounts) by post at Companies House. Mail without the correct postage is not delivered to Companies House. It is held for 21 days at the delivery office in case it is collected by Companies House (which is unlikely), and then returned to the sender, but only if a return address is clearly shown on the outside of the item (the delivery office is not allowed to open the item). If there is no return address, the item is sent to a dead letter agency in Belfast. Unless the agency is able to identify the sender or the addressee collects the mail from Belfast (which Companies House does not) it will in due course be destroyed.

This will have significant implications where there are statutory deadlines for the submission of documents to Companies House and could lead to companies incurring penalties and/or being struck off the register. Those submitting the documents will be unaware that they have not reached Companies House unless and until they carry out a search against the relevant company at Companies House.

[▲ Back to top](#)

Changes to maternity entitlements and responsibilities

Following amendments to legislation, guidance has been updated to reflect maternity entitlements and responsibilities as they apply to pregnant employees and new mothers whose expected week of childbirth begins on or after 1 April 2007. The guidance covers statutory maternity leave and pay entitlements and responsibilities, planning ahead, returning to work, notice periods and health and safety.

[Details](#)

[▲ Back to top](#)

Information security breaches survey 2006

The Department of Trade and Industry (DTI) has published its eighth information security breaches survey. Key findings included:

- 97 per cent of UK businesses have an Internet connection (88 per cent being broadband);
- 80 per cent have a website;
- 40 per cent of businesses spend less than one per cent of their budget on information security; and
- average expenditure on IT security, as a percentage of the IT budget, was seven per cent for those who carried out risk assessments, but only four per cent for those that did not.

The DTI recommends that firms carry out risk assessments in order to justify expenditure and make it effective, and concluded that: "it seems likely... that those that have not assessed the risks are under-investing in their security".

[Details](#)

[▲ Back to top](#)

Drafting error in age regulations

The Law Society's employment law committee has reported a drafting error in the Employment Equality (Age) Regulations, which came into force in October.

Whereas discrimination claims are normally allowed an unlimited period of Advisory, Conciliation and Arbitration Service (Acas) conciliation, the drafting error states that age discrimination claims will be confined to just a 13-week fixed period.

However, a spokesperson for the committee said that until the regulations are amended, Acas will use its discretionary powers to treat age discrimination cases like all other discrimination cases.

This notice first appeared in the *Gazette* (www.lawgazette.co.uk).

[▲ Back to top](#)

Small firms merge to stave off threats

One in seven smaller firms see merging as a way of coping with future competitive threats to their practices – challenges that firms think will overwhelmingly come from outside the profession, according to a report out this week. More than half of small firms questioned said household name retailers, banks and other service providers pose the biggest threat to their business in the next five years.

In a survey by Central Law Training of 122 firms with between four and 12 partners, 14 per cent said they have considered merging to protect their position.

Almost one in five firms said they may "join a national network", with another 19 per cent saying they have looked at "refocusing on niche and higher-margin areas of practice".

When asked to pinpoint the single most important threat to smaller firms, 57 per cent of those surveyed said retailers, banks and other service providers. Firms also said they see retailers as much more likely to come into their market than financial companies.

The firms almost unanimously predicted that running a small to medium-sized firm is going to be more difficult in the next five years.

This article first appeared in the *Gazette* (www.lawgazette.co.uk).

[▲ Back to top](#)

Infocus

A happy lawyer is good for business

“Happiness is the meaning of life and the purpose of life, the whole aim and the end of human existence”. Aristotle said that 2000 years ago and he was right, so how can it be that lawyers are so unhappy? Two recent studies in North America and the UK confirm that lawyers are amongst the unhappiest of professionals. The 2004 annual report by Law Care, an organisation that provides advice to lawyers, found that in 2004 it helped record numbers of people (up 26 per cent) with problems such as depression, stress, anxiety and alcoholism.

Paradoxically, in 2005, record number of students (13,504) signed up to study law, while LPC numbers rose by 9 per cent, with 7,912 students eligible to sit their final exam. According to the Law Society annual statistical report 2005, that year also saw the numbers of solicitors on the roll top 100,000. So the law as a career does not seem to be putting people off. Research shows that once these students qualify they can expect salary levels in the city of £50,000. Research also shows that lawyer attrition levels are rising and City firms are beginning to introduce different career structures for associates not destined to become partners in an attempt to get the attrition rates down. So what happens to people once they qualify to make them so unhappy? The law is a stressful profession. Long hours are the norm, and coupled with the lack of time to exercise, eat properly and ill health, stress, burn out and depression ensues. However, stress and depression are symptomatic of unhappiness and not causative.

Why bother about happiness?

Because it matters – not just on financial and productivity levels but perhaps most importantly on emotional and social levels. A 2005 study concluded that, overall, happy and contented individuals are more satisfied with their family life, romantic relationships, friends, health, education and job, leisure activities and even housing and transportation, compared to their less happy peers. The research concluded that happiness, therefore, leads to successful outcomes (see *Psychological Bulletin*, Vol 131 (6), 803-855, 2005).

This illustrates what many people believe anecdotally, that people do not go to work just for the money and status. Those are simply not enough. People strive for what Abraham Maslow called self-actualisation, an instinctual need to make the most of your own unique abilities and to strive to be the best you can be.

Why are lawyers so unhappy?

In a recent study, Professor Martin Seligman identified three possible reasons for lawyer unhappiness:

1. pessimism;
2. low decision latitude; and
3. win–loss game.

Pessimistic lawyers do better than optimistic lawyers. To see troubles before they arise, to foresee every potential disaster are traits that are valued in a lawyer. However, such pessimistic traits then overflow into other areas of a lawyer's life and pessimism in any other realm of life is not good.

Low decision latitude refers to the number of choices a lawyer believes he or she has. It can be a particular problem for junior lawyers who have limited choices available to them in high-stress environments. Often in the first few years of practice, lawyers are isolated away from clients, with only limited contact with their superiors. A heavy workload combines to make the lawyer feel that the choices they have are limited if they are to progress towards partnership.

The adversarial nature of the English legal system opens up a win–loss game at every turn. The win–loss mentality is systemic and becomes ingrained in the people that work within it. Added to this is the need to bill incessantly to improve the bottom line. This creates an atmosphere where the pursuit of the common good is side tracked. The compensation and blame culture prevails and it attracts lawyers to it. The failure to take personal responsibility creates a culture where win–lose proponents prosper. Professor Seligman believes the win–loss personality trait is the deepest cause of lawyer unhappiness.

So what can be done to turn around lawyer unhappiness?

Firstly, firms need to make a commitment to improving the happiness of their lawyers. Happiness is a subjective value that can be objectively measured. People view happiness in different ways. Professor Seligman suggests that it is important to understand a person's strengths and to develop those strengths rather than make them work on weaknesses. To counter pessimism, he suggests using adaptive pessimism together with optimism in other areas of life. Getting rid of once and for all thoughts like "I'll never make partner" is helpful in cultivating flexible optimism and can have positive effects on lawyer morale.

Pressure is an inevitable consequence of practising law. Giving lawyers, particularly newly qualified lawyers, more decision latitude can make them feel more satisfied. Give them more control over their working day. Reduce repetitive tasks. Allow newly qualified lawyers to see the whole picture by meeting clients, to be mentored by more senior lawyers and get them involved in pitches to clients. Make them feel part of the bigger picture rather than a cog within it.

The win-loss scenario is systemic and there is no easy answer. The 1998 Civil Procedure Rules introduced more mediation and cooperation among parties and this can only help in bringing together more win-win scenarios. Mediation and cooperation are not a long-term solution, although they will help. A potential longer-term solution is to identify the "signature strengths" of your lawyers. Each lawyer you employ will be intelligent and have high verbal and reasoning skills. But each lawyer comes with unused strengths that have not been developed such as emotional intelligence, leadership, enthusiasm and social intelligence. Take time to develop each person's signature strength each week. When people feel that they use their particular strength they feel respected, morale increases. As Professor Seligman points out: "there is a clear correlation between positive emotion at work and high productivity."

Law firms have to act before lawyer happiness reaches epidemic proportions and depression, stress and ill health become the norm. By taking proactive action law firms can increase the social and emotional well-being and happiness of their lawyers which in turn helps to increase productivity and increases the bottom line. What law firm wouldn't want that?

By Simon Price of Price Pd, a learning and development practice specialising in skills training and coaching to lawyers (www.pricepd.co.uk).

[▲ Back to top](#)

Upcoming events

LMS Legal HR Forum 2006

Tuesday, 21 November
Hilton Paddington, London
CPD: 5.5 hours
Cost: from £120 + VAT

This event will feature presentations on the strategic importance of HR as a fundamental element of business planning and tackle the thorny problems facing the profession today, such as age discrimination, stress, retention and data protection.

The programme features an impressive line-up of speakers and will cover a wide range of topics, including an employment law update, providing invaluable insight into the solutions to adopt and practical guidance as to how to introduce change. It is designed for practice managers, managing partners, senior partners overseeing HR and dedicated HR professionals.

This event has sold out. Plans are underway to re-run the event on Thursday, 1 February 2007.

[Details/book online](#)

[▲ Back to top](#)

LMS Lexcel Quality Forum 2006

Wednesday, 22 November
Renaissance Manchester Hotel
CPD: 6 hours
Cost: from £150 + VAT

The format for this conference is designed to cater for all types of practices and legal departments, regardless of whether or not they have already decided to obtain Lexcel accreditation – the Law Society's practice management quality mark.



Delegates can choose two of six breakout sessions. Plenary sessions include:

- Lessons in risk management for professional partnerships from the world's toughest yacht race: Tony Summers, Legal Risk
- Law Society Code of Conduct 2004 – the new practice rules: Derek Mitchell, The Law Society
- Linking profitability and Lexcel: Andrew Otterburn, Otterburn Legal Consulting
- New Lexcel standards and revisions: Chantal Haynes, Lexcel Executive, The Law Society
- New risks: Roy Slocombe, Quality Assurance Manager, QBE Insurance
- Panel session

[Details/book online](#)

[▲ Back to top](#)

LMS Legal Business Development Forum 2007

Wednesday, 24 January
London
CPD: 5.5 hours

The second, annual *LMS Legal Business Development Forum* will focus on business growth and profitability. It is designed for managing partners, practice managers, partners and directors responsible for business development, and dedicated business development professionals.

Adopting a forward-looking and positive approach, this CPD accredited conference will focus on practical issues as well as the latest thinking in relation to marketing, business development and the achievement of profitable growth. It will assist delegates in bridging the gap between objectives and implementation.

Delegates will be able to tailor the conference to their requirements by selecting two of six parallel workshops from three separate streams – private client, commercial and general.

Plenary sessions will focus on strategies to grow profitably, achieve business development focus and move forward post-Clementi. Delegates will also gain an in-house lawyer's perspective and have the opportunity to speak to experts in the area as part of a panel discussion, a session which was highly rated last year.

[Details/register your interest](#)

[▲ Back to top](#)

LMS Legal IT Forum 2007

Thursday, 22 February
The Law Society, London
CPD: 3.25 hours

This event will focus on offshore outsourcing and security issues across international boundaries. It is designed for managing partners, practice managers, partners and directors responsible for IT, and dedicated IT professionals.

Adopting a forward-looking approach, this CPD accredited conference will feature experts in the field providing a general overview of relevant issues as well as best practice and specific problems and solutions for law firms – particularly large City firms operating in the international arena.

Speakers include:

- Antony Townsend, Chief Executive, Regulation Board, The Law Society
- Andrew Rose, Chair, Legal Security Forum and Global IT Risk Manager, Clifford Chance

The event will also provide an ideal networking opportunity and will be supported by a wine reception and exhibition of related products and services.

[Details/register your interest](#)

[▲ Back to top](#)

LMS Regional Legal Services Reforms Seminars 2007

From 6 March
Various locations
CPD: 2 hours
Cost: from £60 + VAT

These regional seminars will explore various aspects of the legal services reforms following the release of the Legal Services Bill.

Facilitated by solicitor and consultant Simon Young, member of the Law Society Council and LMS Executive Committee, they will explore:

- the Legal Services Board;
- the Office for Legal Complaints; and
- Alternative Business Structures.

The seminars will take place from 5.30–7.30pm (registration from 5pm) as follows:

Date	Location
6 March	Cardiff
7 March	London
13 March	Manchester
14 March	Birmingham

[Details/book online](#)

[▲ Back to top](#)

Information security and effective practice management

From 23 November
various locations
CPD: 2 hours
Cost: £50 + VAT

This event is part of the Law Society's 2006 best practice programme and will introduce you to the vitally important new Law Society information security guidelines.

Delegates will learn how to develop policies and procedures for managing and securing data, safely, legally and securely; how to construct a set of protocols for use within your own practice; and the link between guidelines, best practice and high-quality practice management as set out in the IT component of the Lexcel standard.

The remaining events will take place from 4.30-6.30pm (registration from 4pm) as follows:

Date	Location
23 November	Manchester
29 November	Solihull
5 December	Llandudno
11 December	London

Speakers include Rupert Kendrick, solicitor and director, Web4Law Ltd; Chantal Haynes, Lexcel Executive, The Law Society; and Tim Hill, E-business Policy Adviser, The Law Society.

[Details](#)

[▲ Back to top](#)

New Code of Conduct seminars

From 21 November

Various locations

CPD: 2 hours

Cost: £80 + VAT

A radically simpler and clearer set of professional conduct rules for solicitors will come into force during the first half of 2007. The rules bring together all the previous sources of professional conduct into a single code. Written in plain English to benefit both solicitors and clients, they include a set of core duties, such as integrity, independence and the best interests of clients, which form the framework for the rest of the rules.

The seminars will outline:

- the core duties and how they affect you and your practice;
- the responsibilities and obligations of every solicitor; and
- key changes on client relations, conflict of interest, client confidentiality, supervision and management.

The remaining events will be held from 4.30-6.30pm (registration from 4pm) as follows:

Date	Location
21 November	Worcester
28 November	Cambridge
4 December	Newcastle
6 December	Liverpool
13 December	Leicester
16 January	Leicester
17 January	Wakefield
22 January	Bristol
23 January	Cardiff
6 February	Ipswich
15 February	Plymouth
19 February	Teesside
27 February	London
27 February	York
1 March	Llandudno

The events will be led by Dr Heather Stewart MBA, Solicitor; and Simon Young, Law Society Council member for the Law Management Section.

[Details](#)

[▲ Back to top](#)

Managing for change 2006

Wednesday, 29 November
Manchester
CPD: 7 hours
Cost: £150 + VAT

Chaired by Andrew Otterburn of Otterburn Legal Consulting, held in conjunction with the Law Management Section and sponsored by Barclays, the event will feature:

Plenary sessions:

- The Legal Services Bill – threat or opportunity?
- Adapting and responding to change – post-Clementi
- Cutting edge thinking on client service

Parallel sessions:

- Mergers and acquisitions – processes and pitfalls
- Fundamentals of law firm management
- People are your business – attracting and retaining talent
- Developing an international strategy
- The new rules
- Key strategies to maximise profitability

[Details](#)

[▲ Back to top](#)

Stress recognition and management seminars

From 11 January
Various locations
CPD: 2 hours
Cost: £50 + VAT

These seminars are recommended for all practitioners to enable them to have a useful toolkit to draw upon when faced with stress at work, the stress of a colleague or an employee. The seminars include a comprehensive presentation, video and some interactive exercises covering areas including what is stress, the causes and signs of stress, coping techniques, time management and 10 essential tips to manage stress.

The remaining events will be held from 4.30-6.30pm (registration from 4pm) as follows:

Location	Date
Birmingham	11 January
Bristol	23 January
Exeter	24 January
Manchester	6 February
North Wales	7 February
Leicester	13 February
Cardiff	15 February
Cambridge	1 March
Newcastle	13 March
Wakefield	14 March

Speakers are Hilary Tilby, Chief Executive of LawCare, and Ann Charlton, LawCare Coordinator for England and Wales.

[Details](#)

[▲ Back to top](#)

Contact details

Has your email address changed?

In order for us to keep you updated with regular information about LMS, and to send you further *Law management e-alerts*, we need to be regularly updated of email address changes.

If your email address is wrong, has changed, or is going to be altered in the future, please let us know via the contact details below so we can update our database.

We are always interested in hearing your views and ideas on how the Section could most help you and serve your interests. If you have any queries or feedback regarding the Law Management Section, or would like to inform us of a third party management event, please contact us.

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[▲ Back to top](#)