

# **Corporate Strategy 2020-2023: responses and feedback to our consultation**

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March 2020

## Executive summary

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1. In this report we explore the responses and consultation feedback we received about our draft Corporate Strategy for 2020 to 2023.
2. We have now finalised our Corporate Strategy. We have confirmed the three objectives that we consulted on, receiving broad support. We have made some small alterations to the supporting text in light of feedback received during the consultation process. We indicate through this report where we have made changes.
3. We identified a number of themes in the consultation responses and feedback. This included strong support for:
  - Our continued focus on ensuring high professional standards
  - The references throughout our corporate strategy to building stakeholder relationships and exploring opportunities for partnership working
  - Our focus on technology and innovation and the benefits advancements can bring for members of the public
  - The overarching focus across our three objectives towards improving access to justice.
4. We also received valuable feedback regarding additional areas of focus. These include:
  - The need to consider digital exclusion and other barriers that can limit the potential benefits of new technology for some people
  - Opportunities to help people better understand our regulatory expectations through the provision of guidance and information tools
  - Specific themes and subjects to inform our horizon scanning and other research and analysis initiatives, such as surveys with consumers and legal professionals.

## Background

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5. On 3 October 2019 we published our draft Corporate Strategy for 2020 to 2023, as part of a consultation process that ran until 23 January 2020.
6. Our consultation proposed a new strategic direction developed from our analysis of the legal sector in England and Wales, which included consideration of wider economic, social and environmental changes that might have some potential to impact the ways we regulate in the coming years.
7. Our three proposed objectives were to:
  - Set and maintain high professional standards for solicitors and law firms as the public would expect and make sure we provide an equally high level of operational service
  - Actively support the adoption of legal technology, and other innovation, that helps to meet the needs of the public, business community, regulated entities and the economy
  - Continually build our understanding of emerging opportunities and challenges for the users of legal services, the legal sector and our role in effectively regulating it.
8. Under each proposed objective we set out our intended outcome and described how we would be working to achieve our aims. We also built an overarching focus on improving access to justice into all three objectives.

## Who did we hear from?

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9. During the consultation period we promoted the consultation to our stakeholders in many different ways, including through our social media channels and our newsletters.
10. We received 17 responses from a wide range of our stakeholders, including consumer organisations, solicitors, and professional groups. There is a full list of respondents who agreed we could publish their details at annex one of this report.
11. We held a range of engagement events, including 9 focus groups and roundtable meetings with members of the public and organisations that represent 'harder to reach' communities. Through this work we spoke face-to-face with people from diverse communities, including young people who had experienced legal problems, small business owners, frontline advice providers and charities that

support disadvantaged groups, and consumer organisations from different parts of the country. At annex two you can find more details about these.

12. There has been a positive response to our decision to consult on the Strategy in this way and it has also afforded the opportunity to explore further areas of mutual interest with groups like Age UK. We explored themes emerging from the strategy at these events, including the opportunities that new technologies might present for different communities, and ways that we might speak out about issues that most impact the public. We heard:

- Strong levels of interest in the use of new technology to help people access legal support, alongside calls for us to also consider the needs of communities that can face digital exclusion
- Enthusiasm for our proposals to increasingly participate in debates and comment on different issues, particularly around access to justice
- Support for a strong focus on standards, with some event participants commenting that this gave them renewed confidence in solicitors and a level of reassurance in situations where they need professional help for a legal issue.

13. We also ran surveys to get snapshot views from solicitors and members of the public about our draft Corporate Strategy. The surveys were completed at a series of events, including by delegates at the Citizens Advice Conference in November 2019, and by attendees at our Compliance Officers Conference on 30 October 2019.

14. We are grateful to everyone who took the time to respond to our consultation or complete our consultation survey, and also to everyone who attended our events. We have reviewed all the comments we received and given each careful consideration.

## Our comments and next steps

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15. Our draft corporate strategy was well-received overall, and many contributors welcomed the opportunity to have their say about our strategic direction. Similarly, many people taking part in our events reported that they had enjoyed the experience and were also appreciative of the opportunity to put their views across to us.

16. We have made some small amendments to our strategy document in light of the feedback we received, which we explain below. The three objectives that we consulted on and the core content of the strategy received strong overall support. We have maintained our substantive position in the final version of our strategy, that we publish alongside this document.
17. Our draft strategy places a strong focus on collaboration and building relationships with our stakeholders, both existing and new, and each objective makes clear reference to this. We were pleased to see this was supported emphatically by many consultation respondents.
18. Further endorsement was provided by people taking part in our events, with one example being our joint workshop in January 2020 with Age UK London where many frontline advisers expressed interest in staying connected to us, and exploring different ways to work together in the future to help us meet our objectives.
19. Stakeholder engagement and relationship building will therefore continue to be central to how we work. In the *'How we work'* section of our corporate strategy we have emphasised our commitment in this regard, and in-line with the views of consultation respondents we have now made a clear reference to the importance of seeking out and building new stakeholder relationships where they align to our objectives.
20. The focus of proposal one on maintaining high standards was also welcomed by the majority of our consultation respondents, particularly by solicitors and bodies that represent them. Our focus on standards was also welcomed by many participants at our events, with some recommending that we should commit to paying closer attention to the ways in which solicitors deliver their services to members of the public. We heard calls for us to further develop the compliance support that we provide, particularly through the use of targeted information and guidance resources for those we regulate.
21. In light of this feedback we have included a reference under proposal one, as part of *'How we will achieve our aims'*, to confirm that we have an on-going commitment to provide clarity about our regulatory expectations and find the best ways to communicate this to solicitors, the organisations they work for, and the people that use their services. This builds on the work we have done already to produce guidance and information to support people in developing their understanding of the new Standards and Regulations. We will continue to learn from the feedback we receive, tailoring our support to individual needs where necessary.
22. We also heard that the profession wanted us to be clear under objective one that public protection and setting and enforcing high professional standards was

our core work and that we would resource appropriately. This reflects the importance of this objective and we have included accordingly.

23. Many of the responses we received referred to opportunities for collaboration and specific areas of interest. We consider collaboration to be essential to our work and will make decisions on areas of joint working based on where this will have the biggest impact on delivering our objectives.

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25. In the remainder of this report we will summarise some of the feedback we received for each of our consultation questions and set out our response to some of the individual points made.

## Comments and feedback for question one

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26. Our first question was:

**“Do you have any comments on the key factors in the legal services market and wider environment that we have identified in the Corporate Strategy? Are there any additional factors we should consider?”**

27. In our draft Corporate Strategy we, described the primary factors we had taken into account when we started to plan our new strategic priorities. They include economic changes that can impact access to justice, technology and innovation, and social changes within communities.

28. Many agreed that the areas we had identified were the right ones, and that the factors that we had referred to as the basis for developing our new strategic position were correct.

29. Some of the consultation respondents agreed that we were right to include a focus on changing domestic policies and international relationships, and there was consensus overall that this area should be a priority in our strategy. One law firm felt that we should respond to this area of uncertainty and change by focusing our attention on making sure that standards remain high, and that public trust in lawyers is maintained even if the political landscape shifts. The Law Society and others also emphasised the overriding importance of public protection, and the setting and maintaining of high professional standards. The Legal Ombudsman argued in favour of high, well-implemented standards. They also cautioned against any initiatives that might unnecessarily increase regulatory burden for legal professionals.

30. Some respondents, including regional law societies, concluded that we had identified the right areas, but requested clarification of the ways in which we might

measure the achievement of our strategic aims and objectives. We agree that this is important. Our Corporate Strategy is the overarching document that underpins our more detailed business planning process. We will consult on our more detailed work programme covering the first year of the strategy later this year.

31. Other respondents had considered how we might broaden our consideration and understanding of consumers and their experiences in the legal market. One consumer organisation suggested that we sharpen our focus on vulnerable consumers in the coming years and they recommended we focus our efforts on building the right relationships with stakeholders to support this.
32. LawWorks supported our overarching commitment to focus on improving access to justice through our three strategic objectives, but recommended that our focus on this area should include closer consideration of unmet legal needs and link this more clearly to the achievement of the Legal Services Act 2007's regulatory objective to improve access to justice.
33. Access to justice, and specifically to good quality legal representation, was a recurrent theme during discussions with members of the public and consumer groups attending our consultation events. At our roundtable event in Birmingham, frontline consumer groups suggested that our focus ought to be on practical ways to make it easier for the public to access unbundled legal service packages from solicitors, and to also raise public awareness that some firms are already offering those types of arrangements.
34. We agree that we need to continue to work proactively to play our part in improving access to justice and helping to reduce unmet legal need, and that through this work we should pay particular attention to initiatives that might benefit vulnerable communities in particular.
35. By featuring access to justice as our overarching theme running through our Corporate Strategy we think we will be well-positioned in the coming years to do this. Initiatives such as allowing solicitors greater flexibility about where and how they can work, our price and service transparency requirements and improvements made to the joint regulator Legal Choices website have got us off to a good start. We are committed to progress in this direction. In our next work programme, we will set out in more detail our proposed initiatives to explore these issues. We will likely review the role that we play in providing public legal education, including how this may target vulnerable consumers. We will also continue to review and develop the ways in which we can help people get good information up front to help them choose the right legal services provider.
36. We look forward to discussing this more closely with partner organisations in the sector as we continue to progress our work in this area.

## Comments and feedback for question two

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37. Our second question was:

**“Do you agree with our proposed new strategic objectives? If not, what should our priorities be over the next three years?”**

38. We were pleased that the majority of consultation respondents agreed with our three new strategic objectives. During our consultation events we also received strong support for the three areas of strategic focus. Similarly, to feedback received under question one, we had further support from consumer groups and other respondents for building the underlying theme of improving access to justice into all three strategic objectives.
39. Some professional representative groups strongly agreed with our first objective, focusing on high standards, and broadly agreed on our second, around technology / innovation. However, they argued that our third proposed objective (to anticipate and respond to change) might in practice divert our resources and our attention away from our core regulatory functions.
40. We will continue to expend most of our resource on work to maintain high professional standards and high standards of operational delivery, to make sure that we do this well. And our focus for the third objective will be areas that are directly relevant to our regulatory objectives and functions. For example, this might include drawing on our regulatory data and experience to inform wider policy discussion around the delivery of legal services to help vulnerable people enforce their rights. And it might involve working with other regulators to understand and address emerging risks that may impact on the delivery of quality services by those we regulate.
41. Other responses we received from solicitors and representative bodies expressed overall agreement, but with recommendations that we also place a strategic priority on support for members of the profession to help them approach and manage compliance issues. It was argued that this focus would benefit the public and the profession alike, by making sure solicitors (and particularly people joining the profession) are well-equipped to properly manage different situations, including money laundering duties and fraud prevention.
42. This feedback was helpful, and earlier we highlighted the change we have now made to make sure that our strategic focus includes opportunities to articulate our regulatory expectations so that solicitors and law firms might understand their compliance more clearly. We are already receiving positive feedback in relation to the guidance materials we have published in support of the new Standards and Regulations, as well as our Risk Outlook. This is an iterative process, we will keep these materials under review and consider ways in which they be updated



and improved when needed, in discussion with our stakeholders. We will continue to keep these materials under review and to add to them as necessary, learning from experience of what tools people find the most the helpful.

43. Some of the consultation respondents highlighted the importance of strong partnership working, with the conclusion being that this should be a strategic priority for us in the coming years. One solicitor provided an example of relationships we might build with high street banks to try and standardise processes for legal charges. Feedback from our consultation events with consumer groups also saw strong impetus for the SRA to forge new relationships and take forward more partnership-working initiatives around the delivery of consumer information.
44. We agree that stakeholder relationships and partnership work are integral to how we work and will continue to be a priority in terms of how we approach each of the strategic objectives. This includes where we have a direct regulatory role and also where we can share our learnings with others to help them develop solutions that will help consumers and strengthen the legal services sector.
45. Here are some of the comments and observations we received in response to the specific objectives.

**Objective one – setting and maintaining high standards for the profession and ourselves**

46. We heard strong support from consumer groups and members of the public for this strategic objective. Feedback from our focus group with the UK Asian Women's Centre highlighted areas of confusion experienced by some people when they experience legal problems and may need help from a solicitor. These experiences were echoed by many advice providers at our conference with Age UK London.
47. Some of the discussions at these events highlighted people's view that we must set standards at the right level to make sure solicitors behave and work in a consistent way. And to make sure people can understand what to expect from a solicitor. During the consultation events we would often discuss the 'Legal Choices' website with participants as one of the channels available to help people get the most relevant and up to date information they might need about lawyers and legal situations. There was broad support for this.
48. One of the consumer groups responding to the consultation recommended that we improve our insights and use of data about consumer behaviours and impacts, to understand how well law firms and solicitors are meeting the required standards. We are working hard through our external engagement and research work to make sure that we are able to access these insights and use them to inform our work.

49. Some of the professional representative bodies agreed strongly with this objective and as mentioned above, wanted us to be clear that this was fundamental for effective regulation and would be properly resourced. One regional law society felt that the achievement of high professional standards should be the yardstick for measuring the effectiveness of regulatory reform initiatives, and other groups reiterated their requests for more SRA guidance resources to support solicitors to maximise their efforts in meeting the required standards.
50. Some professional representative bodies requested greater transparency from us in terms of regulatory expectations sitting behind some of the required areas of compliance, including approaches towards monitoring and measuring law firm diversity. The Junior Lawyers Division (JLD) felt that this area was particularly important in light of their concerns that the incoming SQE might disadvantage candidates from lower socio-economic groups, or black, asian or minority ethnic (BAME) groups. The JLD also raised concerns about the lack of protections for junior lawyers in our regulatory framework.
51. We are grateful for this feedback. We are having ongoing discussions with the JLD, and other stakeholders, about the SQE. The introduction of the SQE will be one of our major areas of focus during the next three years and we already have a comprehensive programme of engagement in place to involve stakeholders as we get closer to implementation. We were pleased to see the JLD welcoming our commitment to continue this engagement.

### **Objective two – technology and innovation**

52. This proposed strategic objective attracted a number of comments, and lively debate during our consultation events.
53. Many consultation respondents and people we met during our events were positive about our focus on this area and had suggestions for what our work might look like. The Legal Services Consumer Panel supported the objective and expressed particular interest in how technology could be maximised to help address the access to justice gap. When we spoke to finalists in the Legal Access Challenge we heard suggestions that we might focus our attention on opportunities to draw together some of the tech solutions that focus on specific legal issues, so that members of the public can find out about them (and then access them) from one single source of information.
54. Consumer groups attending our roundtable events made similar suggestions and there was discussion around the need for advice services to be kept up to date about new legal technology solutions, as a way of making sure they only recommend legitimate apps and services to people and avoid potential scams. We will consider exploring opportunities to work with advice services and other

stakeholders as the Legal Access Challenge moves ahead, and through other activities we may undertake under this strategic objective.

55. We heard a range of views about public confidence in accessing solicitors and legal advice in new ways. During our focus groups with young people we heard views about the general use of technology, and a generally strong public appetite to try out new ways of accessing legal information and support, including free initial advice.
56. However, we also heard from people who greeted legal tech solutions with more trepidation for a range of reasons. During our conference with Age UK London we heard from frontline advisers who felt that wider societal barriers might limit the impact of technology – with examples being situations where older people cannot afford their own home broadband service, or where somebody struggles to place their trust in technology that they don't truly understand.
57. LawWorks cautioned against an over-reliance on legal technology solutions as ways to fully meet the needs of the public, given the risk of digital exclusion that can impact different groups and communities. We heard calls for a focus on working more closely with the advice sector and pro bono providers to make sure that technology solutions are not just limited to helping people access and use a legal service and can instead help to improve access to justice more broadly.
58. We would like to clarify that we see technology as having the potential to help people access legal services, support access to justice and support the legal system more widely. We do not see it as a single solution or panacea. We are keen to understand more about digital exclusion and how we might work with partner organisations to make sure that legal technology solutions benefit the public as broadly as possible and have a positive impact towards improving access to justice. As part of this we want to make sure that people who are at risk of digital exclusion can still benefit from new legal technology if grassroots organisations, community groups and frontline advice services may use it on their behalf or support them to use it. We have a programme of engagement activity with charities and organisations in these sectors, and we will continue to develop this further in the coming period.
59. Some of the professional representative bodies we heard from welcomed the intent and spirit of this objective but questioned how far it fits with our overall regulatory remit. We also heard calls for stronger promotion of our 'SRA Innovate' programme, and in particular to promote this to smaller law firms. One consumer organisation also felt that we should be doing more to help traditional law firms to innovate and keep pace with new technology.
60. We consider that this objective aligns squarely with our regulatory remit. It directly supports the ways in which we progress the Legal Services Act 2007's objectives – including the objective to improve access to justice, the objective to

promote competition in the provision of services and to promote the consumer interest. Development of legal technology continues apace and we as a regulator must be equipped to respond. We agree that we should continue to promote our 'SRA Innovate' programme including in relation to helping the vulnerable. We will do further work to promote SRA Innovate directly to smaller law firms alongside the wider firm population.

### **Objective three – anticipating and responding to change**

61. During our consultation events we heard from members of the public who had very little awareness of our work or our organisation. However, during discussions they sometimes went on to express an interest in hearing more from us, and in seeing us becoming a stronger voice about this issues and barriers they face when they need to use solicitors. For these reasons we received strong levels of support for our third proposed objective.
62. The Legal Ombudsman endorsed this objective and expressed particular interest in our commitment to speak up about our perspectives on the limitations of existing regulatory frameworks. The Legal Services Consumer Panel recommended that we focus on consumer engagement and research as our approach towards building our understanding of the challenges faced by legal service users.
63. Some of the professional representative groups were unconvinced by our intentions under this proposed objective, and they expressed their concerns about the possibility of this objective creating distraction from other areas of our regulatory approach. They called instead for a stronger focus on high professional standards, accompanied by closer engagement with firms and solicitors.
64. We are committed to maintaining and further improving our engagement with firms and solicitors that we regulate, and our first proposed objective will support us to continue with our focus on high standards. As mentioned earlier, this will remain our core function and we will continue to resource it appropriately.
65. We believe that this new objective will support us to understand more clearly the risks and the core issues facing members of the public and legal professionals alike, and to then work to respond to those issues more effectively. In delivering this objective we will work closely to complement a range of voices in the sector, including the Law Society and other expert commentators. Our purpose is to add value where there are challenges or shortfalls in the current framework rather than duplicate or distract from the role of others.

## Comments and feedback for question three

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66. Our third question was:

**“Do you have any comments on our proposed way of achieving each objective (as set out under each objective on “How we will achieve our aims”)?”**

67. A number of consultation respondents welcomed the proposed strategy as a high-level overview of our emerging priorities and areas of focus; however we also received comments requesting further detail and clarification about our intended activities and outcomes, and what they might look like in practice.

68. Some respondents picked up on our commitments regarding stakeholder engagement and increased exploration of partnership working, as one of the approaches that we intend to take towards meeting our new strategic objectives. A number of suggestions were made in this regard, including recommendations that we should increase our engagement and collaboration with other regulators such as the Financial Conduct Authority, and that we should use these channels to investigate cross-regulatory issues such as claims management work, or the use of technology in the financial services sector.

69. Law Works felt that our approach towards achieving our third objective could be well-shaped by a strong focus on issues that influence access to justice, including the encouragement of pro bono work in the context of corporate social responsibility, and the use of tools and resources that support public legal education and earlier resolution of legal problems.

70. We welcome all of these comments and ideas. We will consult on a new work programme during 2020 which will set out our approach towards the delivery and achievement of our strategic priorities in greater detail.

## Comments and feedback for question four

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71. Our fourth question was:

**“What specific areas of focus would you like to see us develop under each objective?”**

72. Some of the respondents to our consultation reiterated their earlier support for our overarching commitment to improve access to justice through all three of our proposed strategic objectives, and we also heard further calls for this particular focus to feed more explicitly into the delivery of the Legal Services Act 2007’s access to justice objective.

73. We also received comments and feedback on the three objectives individually.

### **Objective one**

74. A law firm suggested that we should back-up our focus on high standards to include more guidance for firms, in areas including money laundering, monitoring diversity data, and the rollout of the SQE. The Law Society similarly felt that these areas of compliance and others needed to be clearly articulated and explained, and it highlighted specialist Committees and other opportunities to engage with legal representative stakeholders as one of the ways that guidance and support resources could be created to achieve this.

75. The Law Society also emphasised the importance of diversity monitoring - particularly in respect of monitoring any emerging diversity impacts of our recent and on-going reforms. As well as the need for focus on the quality and consistency of our decision making in line with our enforcement strategy. We are committed to doing both.

76. We highlighted earlier in this report that we will continuously review our support materials in discussion with stakeholders. We will target guidance on areas where it is needed, while avoiding unnecessary prescription that can reduce flexibility, innovation and detract from the application of professional judgement.

77. The Legal Ombudsman said that they were keen to continue and develop our collaboration preparing for the new Standards and Regulations last year to monitoring the impact of new ways of practicing such as freelance solicitors are having in practice. This suggestion was echoed by the Legal Services Consumer Panel. We agree, and we will be happy to discuss this in more depth with the Legal Ombudsman as part of our on-going joint working in this area.

### **Objective 2**

78. We received some interesting and helpful suggestions for potential areas of focus that relate to technology and innovation.

79. An individual respondent highlighted the importance of focussing on the regulatory sandbox as a safe zone for innovation, and the Law Society repeated calls for stronger promotion of the 'SRA Innovate' programme. We agree that we should continue to develop and promote our innovation programme.

80. LawWorks suggested areas of focus under this objective might include subjects such as the provision of greater clarity over special bodies, prohibitions on in-house solicitors, and our approach towards regulatory waivers. We were grateful for these suggestions and we will be pleased to discuss them further.

81. The Law Society also suggested that we explore definitions for unmet need under this objective, and that we engage with them more generally to make sure that this objective does not duplicate with work elsewhere and fits with the ambit of the regulator. We will review and reflect on new evidence relating to unmet need. And we welcome the suggestions to engage further regarding the extent to which this objective should take shape. As we explained earlier in this report, our view is that this objective is central to our strategic direction, and will continue to be increasingly so, and that it directly supports our regulatory remit, particularly in respect of the achievement of the Legal Services Act 2007's regulatory objectives.
82. The Legal Ombudsman expressed an interest in the role played by new legal technology developments and how they might support improvements in access to redress and better services standards, and a further suggestion to explore the impacts of technology towards diversity and situational vulnerability. We welcome these suggestions, and we look forward to discussing them in more detail with the Legal Ombudsman.

### **Objective 3**

83. Our third proposed objective included an intended stronger focus on horizon scanning, and one law firm felt that this could be used to help improve regulatory guidance resources. The Law Society agreed and suggested it could also focus on issues impacting the profession, such as barriers that people can face when they are trying to leave the profession. Work in this area is already underway.
84. The Legal Ombudsman welcomed our proposed focus and confirmed an interest in possible future collaboration through joint research and other projects, as well as potential discussions with the SRA about the use of 'own initiative' powers as a way of tackling poor practices in the legal sector. We would welcome the opportunity to partner again with the Legal Ombudsman in the future.
85. Other specific areas of focus included one solicitor recommending we consider the growing use of artificial intelligence in the legal sector, and developing information connected to this that we feel law firms and solicitors need to be aware of. The Law Society felt that we should also continue to work collaboratively on Brexit and other evolving international issues. We agree with both suggestions.

## **Comments and feedback for question five**

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86. Our fifth and final question was:

**“Have we missed anything significant or included anything that we shouldn’t be focusing on?”**

87. One respondent felt that we had missed out a focus on environmental sustainability, arguing that nothing is more important and emphasising that we have a unique opportunity to make sure that solicitors and law firms operate in sustainable ways. We agree that this is an important point and have reflected on this issue in finalising our strategy. We are bound by the Regulatory Objectives and are therefore limited in terms of what we can require of those we regulate. However, we have added a reference to sustainability under our first strategic objective to reflect the work we do internally at the SRA to improve in this area.
88. A number of stakeholders reiterated their view here that we should prioritise stakeholder engagement and build new relationships, as one of the primary ways that we deliver our third objective and remain live to emerging issues in the legal sector. One respondent flagged up the incoming Civil Liability Act as an area that we might usefully start discussions about with consumer groups and other interested parties. We were glad to hear value being placed on this theme of our corporate strategy, and we will be seeking more engagement opportunities like this in the future.
89. LawWorks and LegalBeagles suggested that we consider a stronger focus (or even a fourth strategic objective) focused on public legal education(PLE). We agree that PLE is an important area.. During our engagement events with consumer groups these suggestions were echoed, with participants suggesting specific areas of legal education to focus on. As part of the development of our next work programme we will consider more opportunities to build up our work on PLE..



## Annex one: list of respondents

Name	Respondent Type
<b>Publish the response with my/our name</b>	
<b><i>Responses from organisations</i></b>	
Criminal Law Solicitors' Association	Representative industry group
Junior Lawyers Division (JLD)	Representative industry group
Law Works	Other
Legal Beagles Group	Other
Legal Ombudsman	Other
Legal Services Consumer Panel	Representative consumer group
Liverpool Law Society	Law Society
The Association of Consumer Support Organisations (ACSO)	Representative industry group
The Law Society	Law Society
Yorkshire Union of Law Societies	Law Society
<b><i>Responses from individuals</i></b>	
Nigel Jacklin	Other
Qasim Nawaz	Other
<b>Publish the response anonymously</b>	
<b><i>Responses from individuals</i></b>	
ID - 053	Other
ID - 076	Solicitor
ID - 090	Solicitor
ID - 094	Solicitor
<b><i>Responses from organisations</i></b>	
ID - 086	Law firm or other legal services provider
<b>Publish my/our name but not the response</b>	
<b><i>Responses from individuals</i></b>	
Maria Ruiz de Velasco	Solicitor

## Annex two: consultation events and surveys

### Consultation events

Date	Description
18 November 2019	Focus group with older people delivered with the UK Asian Women's Centre
22 November 2019	Roundtable meeting with London-based consumer groups and advice services
6 December 2019	Discussion meeting with the Solicitors Sole Practitioner Group
11 December 2019	Focus group with young people delivered with Just For Kids Law
13 December 2019	Roundtable meeting with Midlands-based consumer groups and advice services
13 December 2019	Focus group with young people delivered with St Basils Youth Voice community
14 January 2020	Roundtable meeting with small and medium size business owners and representative bodies
16 January 2020	Roundtable meeting with Legal Access Challenge finalist organisations
23 January 2020	Consultation workshop with advice services and other charities delivered with Age UK London

### Consultation surveys

A total of 431 surveys were completed by 382 members of the profession, and 49 consumer representatives, asking questions our strategic priorities.

<b>Date</b>	<b>Description</b>
8 October 2019	London Law Expo
10 October 2019	Advice UK Annual Conference
30 October 2019	SRA Compliance Officers Conference
8 November 2019	LawNet Annual Conference
18 / 19 November 2019	Citizens Advice Annual Conference