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Introduction

Introducing Business Wales' Legal Expert Sessions; two sessions that will explore the challenges of employment and sustainability in the legal sector. During each virtual session, our speakers will provide advice, support and share their own experiences to help you overcome these common challenges and build a more resilient business.

Bridging the Gap Between Recruitment & Retention

Retaining talented professionals and building a diverse, sustainable team is arguably one of the key challenges facing the Welsh legal sector in 2022. What can be done about the talent drain to Bristol and beyond? What more can businesses do to retain junior lawyers? Do great lawyers want to be managers? What's next for practitioners in the post pandemic world?

Our speakers will share their experiences of these issues, offering a candid account of how it's affected their firm, their clients' law firms and how they've started to overcome the challenges. This session aims to inspire as well as detail some of the approaches and support to help you create greater opportunities for your law firm and your people.

Our expert speakers, helping to bridge the gap between recruitment and retention include:

- Clive Thomas of Watkins & Gunn
- Victoria Hall of Try Making Sense
- Dan Mason of York Recruitment

Achieving Sustainability Through Effective Business Development

Business development, networks and referrals are key sustainability tools for legal professionals and their organisations. Yet how the legal sector in Wales builds relationships and generates work has changed, thanks to remote working, digitisation and the changing expectations of clients.

In our second Legal Expert Session, our experts will share how they have shaped their practices to meet the needs of modern clients and the next generation – transforming their practices with technology, digital marketing and more. They'll offer you the inside track on how they've made their legal businesses more sustainable and in turn, more attractive to clients. We will explore how legal entities can enhance their efficiency and extend their lifespan through digitalisation.

We'll also discuss how efficient, future-proof law firms attract talented lawyers – why and how you should engage them in the design of your legal business.

Speakers:

- Edward Friend of Carreg Law
- Kevin Harrington, Legal Consultant
- Paul Jones of CPM 21
- Chris Sweetman of Sweetmans and Partners

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Thought Leadership

Chris Sweetman

Redefining the legal workplace – how nurturing talent and cultivating culture can help future-proof your firm

As both a qualified commercial lawyer, and an experienced Leader, Facilitator and Executive Coach, Chris Sweetman, Director of Sweetmans and Partners, offers some thoughts on attracting and retaining talent, and how culture can support strategy.

Attracting new talent

Competition for talent has always existed, and it's only intensified over the last two years. Many firms now believe that recruitment and staff retention is becoming their main barrier to growth.

This was backed up by a [survey my firm ran last year in partnership with Legal News Wales](#), which revealed that 1 in 3 firms saw recruitment and retention as major obstacles to overcome.

This trend cuts both ways, of course, with nearly 1 in 5 seeing the opening -up of the recruitment market as a major positive of their pandemic experience.

The realisation that work is a thing you do not a place you go, has enabled all employers to spread the recruitment net more widely. Firms in larger cities have been able to attract more talent from the regions by offering people the opportunity to work from home for part of the week, but with the same salary you'd get if you were living in those cities.

More in-house roles and the rise in freelance lawyers, has also given talent at all levels more choice.



And although smaller firms may still be able to claim that they offer a better work-life balance, this argument isn't as compelling in a remote-working world. So, if you can't match the salaries of larger firms and the work-life balance case is harder to make, what can you do to attract and retain talent?

At a macro level, there's an opportunity for firms to work collectively to develop a sector-wide approach that all firms here can benefit from. But if we focus, for now, on steps that individual firms can take, I'd like to offer 3 ideas:

- **Highlight the potential for accelerated career development opportunities**

Lawyers in larger firms might work on client matters "with more zeros", but their roles are usually further removed from the client, or they'll work in a discreet area.

Smaller firms typically offer their junior lawyers more responsibility, and more client contact. This approach can accelerate career plans, which can appeal to those with fast-track ambitions.

From a firm's point of view, there's also the potential to charge out their junior lawyers at higher rates in recognition of their additional experience. Admittedly, this talent could leave further down the line. But there's always a chance of this anyway. And it could be reframed as a success story which itself can be as a selling point when recruiting.

- **Highlight the benefits of being close to an office and being able to work remotely**

Not all talent has fast-track ambitions however, and not all firms want to only attract these candidates. This is where other factors come in including support, supervision and training. Just over half of the firms in our survey said that ensuring effective supervision has been one of the biggest challenges of the pandemic.

This has been of particular concern for more junior lawyers who've missed out on the opportunity to learn from watching, and listening to, senior colleagues in action. If your firm can offer staff the option to work at a nearby office, the additional learning opportunities that this can provide can help differentiate your firm from those whose offices are less accessible.

And if you've identified that you do have a genuinely supportive and inclusive culture, that could help attract those who are looking for a sense of belonging after such a long time working remotely.

Living, and working, in the firm's geographical markets also makes it easier to build networks and raise one's profile – factors that are particularly important for lawyers in certain practice areas, especially those with partnership aspirations.

- **Build on existing wellbeing initiatives**

There has been lots of debate about the changing expectations of the generation of young lawyers who are more likely to take a holistic approach to work and their choice of employer.

Wellbeing is a key part of this, of course, over the last two years and [LawCare's recent 'Life in the Law'](#) report has helped underline this. Many of the firms we work with took fantastic steps to support the wellbeing of their people. And whilst some of the challenges around wellbeing are sector-wide and systemic, there's an opportunity for firms to build on the great work they've done to demonstrate a longer-term commitment to this area. The LawCare study found that workplaces that actively commit to supporting mental health, and enable people to thrive, are "better able to attract and retain a diverse, valued, and experienced workforce, giving them a competitive advantage". So the business case for doing so is strong.

How can we identify and nurture the firm's future leaders?

The abolition of the SRA's mandatory Management Courses has arguably left a gap at junior and associate level with firms having to shop around and make a conscious choice to invest in this area. This appears to be borne out in LawCare's Life in Law study where less than half of participants who worked in a position of management or supervisory capacity said they had received leadership, management, or supervisory training. Where training had been provided, 89.4% said it was helpful or very helpful.

A good starting point is to quantify what you're looking for in terms of future leaders. This can be done in a number of ways depending on the size of the firm and the leadership team.

This can range from simple steps such as documenting the non fee-earning aspects of a leader's role (e.g. in a job description), to more involved exercises, such as developing competency frameworks as part of career development plans. The next step would be a "gap analysis" exercise to raise self-awareness and ultimately support individual development plans. 360 feedback exercises (which are crucially development, rather than performance based) and appraisals are just some of the tools that can help here.

Those individual development plans can include a range of steps such as:

- Taking up Non-Executive Director roles to build experience and develop and observe key leadership skills and behaviours. If this can be done in target sectors or organisations, it can result in spin-off benefits in terms of marketing and business development.
- Management development programmes - these can be delivered in-house or on a consortium basis through organisations like **LawNet**, and by people with legal experience, to ensure they are tailored to your audience and the context in which they work. Building in non-directive forms of learning such as coaching and action learning can also quickly accelerate the capacity and capability of your rising stars, as well as their confidence.

- Delegating more responsibility and authority on management, as well as client, matters - as in client work, this can start with areas that are less controversial or lower stakes, and can involve limits on decision-making while people build up their confidence and while you build your trust in them. If there are opportunities to delegate tasks that involve a lot of your time or headspace then all the better as this can free you up to spend your time differently.

How can clarifying the firm's culture help us as a firm – both now and in the future?

Whilst culture has always been important to many law firms, recent events have brought it more sharply into focus.

The first was the pandemic, which required firms to spend more time thinking about 'how' they work, not just what they do.

Another thing that's pushed culture up the agenda is the **SRA's recent Workplace Culture Thematic Review**, and the associated guidance, which sets out the regulator's expectations on firms, which they 'may have regard to when exercising their regulatory functions'. PI insurers are also taking more of an interest in firms' culture as they see it as a way of reducing the number of possible claims.



We've also noticed a trend among clients for seeing culture as a means of supporting their strategy and business plans. This has involved bringing the values to life through a set of behaviours that are key to delivering the strategy, and then investing in the ones that are seen less frequently. Bringing values to life in this way also helps avoid suggestions that values are "just words on a wall". As an Exec member from one of our clients recently said, "Our behaviours, as a senior team, have to match the rhetoric."

Other clients have also found their values to be a useful tool during the pandemic to navigate complex decisions at such an ambiguous time. Their values have acted as a useful lens to inform their approach in certain situations. Clarifying culture through values and behaviours can also be a useful succession-planning exercise for departing partners who are keen to leave their firm with a lasting legacy.

It can also support with recruitment and retention, especially among candidates for whom culture is important.

The SRA's Culture Review found that firms who are striving to create a positive culture report a number of benefits. These include improved employee retention, a more diverse, productive, and motivated workforce, and a better client experience. So, again, there are clear business benefits of investing the time to cultivate a strong and clear culture.

Conclusion

The pandemic has clearly posed significant challenges. But it's also presented new opportunities and has helped firms accelerate many of their longer-term plans. The opportunity now is for firms to build on their successes and create an exciting vision for the future for both new recruits and existing colleagues.

Chris is a Director at Sweetmans and Partners, a Cardiff based B-Corp company that works in partnership with clients to build the capacity and capability of leaders, teams and organisations. Chris has worked in, and around, the financial, legal and professional services sector for over 20 years.

Qualified to postgraduate level in both Executive Coaching and Mentoring; and in Strategic Leadership, he began his career at the Competition Directorate of the European Commission in Brussels, before training and qualifying as a commercial lawyer with Blake Morgan.

Whilst in practice, Chris discovered a passion for people and business development. Following several senior roles in the field of training and consulting, he fulfilled a long-held ambition to set up Sweetmans and Partners.

For more information and to speak to a relevant advisor contact Business Wales. Call 03000 6 03000 or visit www.businesswales.gov.wales/



Thought Leadership

Dan Mason

Candidates want it all – and the Welsh legal sector needs to deliver

Dan Mason is the Executive Consultant at York Recruitment, specialising in the legal sector.

The pandemic brought a realisation to the legal sector that a work-life balance, and a successful career in law is possible, and not mutually exclusive.

I think it's fair to say that prior to Covid, the majority of practitioners wouldn't have necessarily believed this to be true. But there has been a very real shift, and it's something we're watching play out in real time right now.

One thing that is crystal clear at this moment in time is that candidates are very much in control in a post-Covid market, and this is evident at every stage of the recruitment process. Previously candidates wouldn't have asked for inflated salaries, flexible or hybrid working arrangements, and better benefits, however because they are now being presented with multiple options and offers, they have the ability to up the ante, so to speak. It's a candidates' market.



What are candidates looking for?

In a 2022 legal market, candidates want it all. And they're beginning to get it too. Right now legal salaries in Wales are higher than ever, and it's because the demand for experienced legal professionals is intense. It's simple economics – supply and demand.

Candidates are also demanding a flexible approach to where and how they work. Previously the legal sector operated with a very 'in office' culture. However, firms were forced to adapt and a WFH mentality, that would have previously taken a decade(s) to cultivate (if ever), quickly became the norm and, vitally, proved entirely functional, if not more effective.

Legal practitioners that had previously spent 12+ hours a day in their offices were suddenly gifted more time at home. And so for many, there was no going back to 2019.

This is evidenced in a recent social media poll in which our candidates confirmed that just 6% prefer an all office working approach, 10% prefer solely working from home and 84% prefer a hybrid approach.

In addition to fundamentals like salary and ways of working, other key factors influencing candidates decisions include considerations over the quality of work they will be doing, realistic chargeable hours and the requirement for supportive firms that provide excellent benefits.

Ultimately in this current market, if employers cannot provide all of the above, employees will look elsewhere.

Are firms responding positively to the evolution of the market?

Welsh firms are certainly responding to the new reality. They have to. Although these responses aren't always focused around salary, though these have certainly gone up.

As a complement to financial remuneration we're also seeing firms introducing policies and benefits to attract the best talent, including CSR days, mental health days, reviewing holidays to include Christmas lockdown, mental health helplines and free gym membership or onsite gyms.

Some of the larger firms are also offering increased maternity pay (up to 16 weeks full pay and 16 weeks half pay), increased paternity pay, paid sabbaticals after a certain amount of service, higher pension contributions and the opportunity to buy and sell holidays. Although in reality these types of benefits are still in the minority in Wales and are more abundant over the bridge in the larger Bristol based firms.

In fact, we're seeing Bristol based firms increasingly featured in the media for their proactive energies in addressing work life balance. It's something Welsh firms are acutely aware of and doing everything they can to counteract the allure.

How are law firms approaching diversity and inclusion in order to attract talent?

Without a doubt there has been an increase in awareness regarding issues of diversity and inclusion in the legal sector, and an eagerness from many firms to start on this vital journey. This is incredibly welcome in an industry not known for its broad demographic of practitioners, largely due to its high barriers to entry.

But I should also make clear that there is still a long way to go. And a real opportunity for legal businesses who get it right.

Firms that are proactively working on their diversity and inclusion policies are employing a range of strategies to make inroads. These include:

- **Disability confident scheme** – Law firms are signing up to the Disability Confident scheme, which supports employers to make the most of the talents disabled people can bring to the workplace.
- **Business Wales Equality Pledge** – The Business Wales Equality Pledge helps Welsh businesses take pro-active steps towards creating an inclusive, fair and diverse workplace, demonstrating their commitment to their employees and the wider community, while offering accessible products and services to all.
- **Equality, diversity and inclusion statements on job adverts** – more and more candidates are looking for evidence of a company's approach to diversity and inclusion from right at the very top of the entry funnel – the job advert.
- **Gender equality and parity** – we're seeing many law firms doing work and training to remove unconscious bias in their recruitment process. As well as things like providing far more favourable terms for mums returning to the workplace for example.
- **Redacted CVs** – more firms are making a move towards fairer recruitment practices and mitigating unconscious bias by utilising redacted CVs during shortlisting stages.

For more information and advice on the type of strategies outlined here, [Yolk hosts a podcast called Diversity Champions](#) in which we discuss our client's EDI strategies, particularly in relation to talent attraction and retention, and offer top tips for organisations starting their journey.

Where are practitioners going when they leave firms in Wales?

Ultimately despite the best efforts of Welsh law firms to recruit and retain talent, a significant number of practitioners are still leaving Wales to explore opportunities further afield. Many end up in Bristol, thanks to higher salary levels over the bridge, and of course a large number are lured to London with the promise of salaries that are inflating at unprecedented rates.

And whereas previously candidates would have had to either tolerate pretty harsh daily commutes to Bristol, or relocate entirely if the job was further afield, now with the widespread adoption of WFH policies, practitioners can remain living in Wales, and only commute to their English offices once or twice a week – something that is viewed as being an acceptable amount of upheaval for a much larger salary. For example, a commercial lawyer (whether this is contracts, corporate, real estate, employment etc) can look to any UK Top 200 law firm for a new role, and get up to a £20-£25k pay rise and only have to go to the office a couple of days a week, at most.

Naturally this is causing an exceptional headache for Welsh firms struggling to compete with English salaries. And it's causing real on the ground issues, with some business critical vacancies remaining open for upwards of six months.



So, what's the solution?

Firstly, the flexible working approach is now an absolute no-brainer. Candidates do not want to work for a firm where office working is mandated. That ship has sailed. Flexibility is key.

Secondly, if as an employer you can increase the salary – do it. If the salary gap begins to close, then the pull of being at a local firm; one which you can visit easily when required, and develop and nurture relationships with your colleagues and senior management team, means that more talent is likely to be retained in Wales.

As an extension of this it's important to remember that the majority of candidates still want to have a connection and a bond with the people they work with, and work for, and this is undoubtedly more easily achieved when you regularly and consistently spend time together in-person. Do not underestimate how vital a sense of belonging is for employee wellbeing.

This very human need is something Welsh firms would do well to harness. And if the salaries can be elevated to go some way to meeting the financial expectations of the market, then the Welsh legal sector should begin to establish for itself a new equilibrium that is currently a little out of kilter.

Dan Mason is the Executive Consultant at Yolk Recruitment, specialising in the legal sector. He is a former qualified solicitor and former speechwriter to the Shadow Minister for Business and Enterprise at the National Assembly for Wales.



Dan Mason,
Executive Consultant at Yolk Recruitment.



Case Studies

Capital Law

Improving social mobility across the legal sector

It's often accepted that product development and generating revenue must be the sole focus for any Clare Good, a commercial disputes lawyer at Cardiff based Capital Law, is advocating for greater social mobility across the legal industry in Wales. Speaking about her own accessibility challenges on entering the sector, Clare shares her thoughts and personal experiences on why the lack of diversity in the industry is stalling wider progression and how she aims to help challenge the status quo.

What challenges did you experience when trying to enter the legal sector?

"Historically, legal practitioners are more likely to come from privileged backgrounds, rather than working class. Generally speaking, the higher levels of law are dominated by upper class, white lawyers.

"I started my legal career via what some may call a 'non-traditional' route. I initially went to university to study journalism, only to realise after taking a media law course, that I wanted to become a lawyer instead. Not long after, I applied to the University of Law in Bristol to do my Graduate Diploma in Law (GDL) and thereafter my LLM LPC (a combined Master of Laws level qualification with an enhanced Legal Practice course).

"Fortunately, I was successful in getting a place and received a scholarship to support my studies. This made a huge difference as funding lengthy legal studies is not something that would have been possible for me at that stage in my life. It was an incredibly busy time for me, and because of my financial situation, at one point I was working as a paralegal for a local law firm during the week and coordinating children's parties on the evenings and weekend just to get by. I basically had no other option but to burn myself out to pay for a qualification for a career I wouldn't even know if I liked until I entered the field years later."

Do you think the legal sector has an accessible career path?

"I think the legal sector lacks diversity due to the combined factors that make pursuing a career as a practitioner difficult for those who don't have affluent, middle to upper class, white backgrounds.

"Whether it's attending a 'minor' school, going to a 'non-elite' university, not being able to continue into higher education at all due to financial circumstances, or training at the 'wrong' firm, these all add up to barriers that permanently impact accessibility across the sector at large.



How does social mobility impact business development?

"Throughout my legal studies, I never really thought about the next step of a training contract because I was so focused on my financial situation and working two jobs to sustain myself. I applied for training contracts across Bristol, Cardiff and London not really knowing if I would even be considered because I didn't attend a prestigious university, or because of the lack of my family history in the sector. However, much to my surprise, and after years of trying, I received a training contract at a regional Cardiff based firm.

"Once I was 'in' the sector, I knew I needed to do whatever I could do to help impose change – to help those who want to study law but feel alienated from doing so, and because diversity also massively benefits the sector itself.

"To have greater representation, from all walks of life, across the legal spectrum, eliminates that 'one way of working' and 'one way of thinking' approach that the sector has been guilty of at times.

"Naturally, involving people with different perspectives and diverse experiences is beneficial when you're representing a wide variety of people and clients.

"This is what clients are looking for more and more these days before they hire a law firm. Ultimately people want to work with a legal team who feel relatable, and who have insight and empathy for their lived experiences."

Are there organisations practitioners can go to for support?

"**LEDLET**, an organisation specifically supporting young people in Wales looking to go into law, has a specific financial fund to provide amazing mentor experiences and actively looks for Welsh legal students from non-traditional pathways to support them in their education journey. There is also the **Social Mobility Foundation** who provide mentoring schemes.

"My firm, Capital Law, is also active in this arena I am pleased to say and has effective diversity and inclusion policies and a committee, which I sit on.

"I also work with **The Law Society** as its Social Mobility Ambassador for Wales to amplify awareness of social mobility schemes pertaining to the legal sector, specifically via my role with Cardiff and District Law Society. The Law Society has a unique scholarship programme – **the Diversity Access Scheme** – which is designed to address these barriers to the profession.

"There are certainly schemes out there, but it can be hard to reach the people they are aimed at. I wish I had known about them when I was attempting to get into the sector."

What does the industry need to do to make the legal sector more accessible?

Clare recommends:

- Creating diverse routes into the workplace by:
 - Making use of apprenticeship and mentoring schemes
 - Paid internships and work experience placements
- Look beyond the 'status quo areas':
 - Widen the range of universities you recruit from and liaise directly with lecturers to source the best talent
 - Work directly with young professional organisations and groups to share the opportunities available
- Keep and nurture talent:
 - Monitor socio-economic pay gaps – both gender and ethnicity
 - Create an inclusive and welcoming culture that celebrates diversity and different perspectives

For more information and to speak to a relevant advisor contact Business Wales. Call 03000 6 03000 or visit www.businesswales.gov.wales/



Case Studies

Watkins & Gunn

Setting a precedent for inclusion and evolution in Wales' legal sector

The pandemic has affected businesses operating in many industries, and the legal sector is no exception. Here, Clive Thomas, managing director of Watkins and Gunn solicitors explains how his, and many firms across Wales, have responded to ensure an innovative, inclusive, and prosperous future for those who choose to forge a career in the Welsh legal sector.

What challenges did the pandemic create for the legal sector?

"The pandemic created a lot of issues for the legal sector. Overnight, we had to enable all our staff to be able to work effectively from home during lockdown, and then in a hybrid fashion as the restrictions relaxed. Like many firms, we implemented a lot of sticking plaster solutions to solve the problems created by the pandemic. Now, the challenge is to develop more resilient solutions that are fit for a world that's embraced a more digital economy, where many clients want to continue engaging with us remotely. And Business Wales are really helping us to explore how new technology and ways of working can help us do that."

How can the Welsh legal sector become more inclusive?

"Diversity in the law is a real issue. Wales is a diverse nation, but sadly it's not currently reflected in the law. This is being addressed by lawyers and Cardiff Law Society have launched a committee and mentoring scheme to help encourage more people to pursue opportunities in law. It's unbelievably important that everyone can see and identify with role models in our profession.

[Click here to watch Case Study Video](#)

"Social mobility is another crucial aspect in making sure that we're securing the best talent in the legal sector in Wales. You can't allow a situation where the only people applying to your firm is someone who's dad knows someone in a law firm from a golf club. We must make sure that it really is an open field for all Wales' best talents to aspire to."

If salaries are higher in England, how are you selling careers with a firm in Wales?

"I think there's no lack of talent in Wales. However, it's incredibly competitive for firms looking to secure a relatively senior lawyer in many departments. That is causing salaries offers to increase, which is a real issue for law firms as they come out of the pandemic.

"The priority has become to keep and develop Welsh talent, while also attracting those who may have gone to England or further afield. Hybrid and remote working means location matters less as to where people can work. So, if someone isn't particularly engaged in their firm and their focus is purely on salary, why wouldn't they move to work from home for another firm offering more money?"

"We think the important difference is to ensure our team is engaged, that they feel their work is important, and how proud you are to work with them. It's vital that our team see that our firm's values match their own. So, we've worked with our team to define **Watkins & Gunn's values**. Being part of a firm that's forward thinking, inclusive, responsible, supportive, and working with people you trust; all these things are so much more important than just salary. If it were just about salary then yes, we risk losing much of the good talent in Wales."

What are you doing to retain talent?

"An important part of retaining and attracting staff is development and training. Staff that join you want to make sure that they can be their best within their role, and they're not going to achieve that unless they're supported.

"It's also vital that staff can see a clear career path within your firm. We've turned our attention to developing very transparent and fair pathways through our firm. There's no place for the old-fashioned tap on the shoulder to say that you should apply for a particular position. If someone feels that they're fit for a role, nothing should prevent them from applying.

"You must go the extra mile to make sure people realise how much you value them and the work that they do.

That means regularly checking in with them to make sure that they're not overworking, particularly when working from home, because they're outside your eyeline you don't know what hours they're putting in. Regular one-to-ones, WhatsApp conversations, keeping in touch via Teams; all these contact points are important for regular temperature checks to understand how your staff are coping."

How are you assisting to train young talent?

"At a more junior level, a wealth of Welsh talent is available for us to access. So, we've made it a focus to bring on young talent and grow it organically within the firm. We believe this is the best way forward to ensure that we thrive post-pandemic and develop our future directors.

"Trainee solicitors, sign a fixed two-year trainee contract to work with us, and we've got a number of those across the practice. Recently, there have been changes to the professional qualifications and routes for those entering the legal profession. Traditionally, those looking to become solicitors will have taken the Legal Practice Course as their route into practice. However, a new route, the Solicitor Qualifying Examination, is being phased in to become the new centralised way to qualify. Each route works slightly differently, and at Watkins & Gunn we're working to help new members of the team progress via whichever path they are taking.

"We also look to encourage our team to obtain individual accreditations in their specialist areas of law. That assistance is extended to members of our wider support team to ensure everyone in the firm is helped to progress.

"Looking further into the future, we do where possible look to help students with work experience. That's been more difficult with the pandemic requiring remote working, but as restrictions ease and end we'll reignite those efforts."

For more information and support regarding human resources, training, Superfast Business Wales IT support, or to speak to an advisor on any other topic, contact Business Wales. Call 03000 6 03000 or visit www.businesswales.gov.wales/



Here are some key points and a summary with links and further reading:

Key contacts and links:

- Business Wales Support:
[Supporting businesses in Wales](#)
- LawCare, the mental wellbeing charity for the legal community:
www.lawcare.org.uk
- Legal Services Board:
www.legalservicesboard.org.uk
- Solicitors Regulation Authority:
www.sra.org.uk
- The Law Society:
www.lawsociety.org.uk

Further Business Wales support for your business:

- Business Wales equality and diversity:
Diversity (gov.wales)
- Developing senior staff such as
with ILM Level 7:
**[Developing senior executive coaches
- ILM 7 - Academi Wales \(gov.wales\)](#)**
- Starting a business:
[Starting up and Business Planning \(gov.wales\)](#)
- Superfast Business Wales digital
marketing support:
**[Free online courses - Superfast Business
Wales \(gov.wales\)](#)**
- Writing a business plan:
[Business Plan \(gov.wales\)](#)

For more information on the Business Wales Equality Pledge, which helps Welsh businesses take pro-active steps towards creating an inclusive, fair and diverse workplace, visit **www.businesswales.gov.wales/equality-pledge**

For more information on the Green Growth Pledge, which helps Welsh businesses take pro-active steps towards improving their sustainability, demonstrating their positive impact on the people and places around them, visit **www.businesswales.gov.wales/green-growth-pledge**

Cyber essentials:

- Cyber Essentials plus
[New Cyber Essentials scheme | Business Wales \(gov.wales\)](#)

Software to explore:

- ActionStep:
[Actionstep - Legal Practice Management Software](#)
- CLIO:
[Clio | The #1 Legal Practice Management Software](#)
- An article of Microsoft 365 for the legal sector:
[Law Firms We Hear You! Introducing Microsoft 365 for the legal sector | - Microsoft Tech Community](#)
- The Legal Practice Productivity Solution LEAP
[Legal Practice Productivity Solution | LEAP Legal Software](#)

Further support to employ staff:

- Community Employability Programmes
[Community Employability Programmes | Business Wales Skills Gateway \(gov.wales\)](#)
- Developing senior staff such as with ILM Level 7:
[Developing senior executive coaches - ILM 7 - Academi Wales \(gov.wales\)](#)
- Jobs Growth Wales, Business Wales Skills Gateway:
[Jobs Growth Wales+ \(gov.wales\)](#)
- Personal Learning Accounts
[Personal Learning Accounts | Careers Wales \(gov.wales\)](#)
- ReAct Apprenticeships
[Apprenticeships](#)
- Traineeships
[Traineeships | \(gov.wales\)](#)