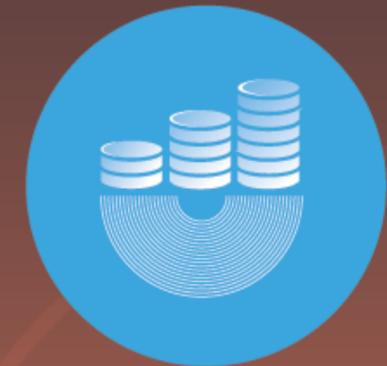


Business Plan 25/26



Our plan for 2025/26

We exist to serve our members, looking after their interests and those of the legal and justice systems within which they work. That purpose is constant but what we do to achieve it must move with the times.

In our corporate strategy for 2025-28 we have identified five key missions which address the current priorities of the solicitor profession. Those missions are: Technology, Conditions for growth, Justice and the rule of law, Responsible business, and Member experience.

We have also committed to continue development of the Law Society itself in two key aspects: the experience of working for or volunteering with the Law Society; and our ability to service members' needs through the alignment of people, process, technology and governance.

Using the framework of those missions and commitments and having consulted widely with the profession during 2025, we publish in this plan highlights of how we aim to deliver against each mission and commitment in the year to 31 October 2026.





Mission one

Technology

Technology, the practice of law and the experience of consumers.

We have set four strategic goals for this mission as follows:

1. Support firms in technology adoption
2. Cyber security support for members
3. AI regulation supporting legal practice
4. Ethical use of justice technology

Our key deliverables for this year:

1. AI practice note and toolkit

A comprehensive Artificial Intelligence practice note supported by a toolkit with risk checklists, policies, and templates to help solicitors adopt AI safely and confidently.

2. Cybersecurity guidance and resources

Quarterly cyber risk resources, updated cybersecurity webpages, and expanded collaboration with external experts to support firms of all sizes in managing cyber threats.

3. Digital assets and data protection guidance

New guidance on digital assets and updated resources on data protection and EU-UK adequacy, helping members stay compliant with evolving legislation.

4. AI learning and multimedia content

Practical learning content including interviews, social media clips, and academic articles offering insights into AI use in legal practice.

5. Policy influence on AI and Technology regulation

Active engagement with government on the AI Regulation Bill, Data (Use and Access) Act, and broader tech regulation to ensure solicitor interests are represented in law and policy.

6. Member-Government-Industry connections

Facilitation of member access to incubators, roundtables, and trust groups via partnerships with government departments, enabling members to shape and benefit from legal innovation.

7. Lexcel and accreditation updates

New guidance for Lexcel-accredited firms on risk-based AI use, and updates to the Lexcel Standard to include Cyber Essentials and cyber insurance best practices.

8. Events and sponsored content

Sponsored roadshows, launch events, and quarterly video series (e.g. with Legal Geek) to educate members on emerging technologies and their practical applications in legal work.



Mission two

Conditions for growth

Promoting growth of legal services with a focus on better regulation.

We have set four strategic goals for this mission as follows:

1. Growth of legal services
2. An improved Solicitor Qualifying Examination (SQE)
3. Better regulation for the profession
4. Support solicitors in Wales

Our key deliverables for this year:

1. SME support and resources

Launch of an SME manifesto and a 'help and resource' Hub offering practical guidance, policy asks, and business support for small firms and sole practitioners.

2. Regulatory influence and member protection

Advocate for better regulation that is proportionate, targeted and effective, ensuring that members are supported in managing key compliance risks and challenges.

3. International market access and promotion

Strategic engagement with UK and foreign governments to support legal services in trade negotiations, promote English law, and monitor international competition and reputation risks. Deliver high impact promotional events such as London International Disputes Week.

4. Cybersecurity and accreditation support

Enhanced support for CQS-accredited practices through onsite assessments, updated guidance and training, and influence on cybersecurity standards and consumer protection.

5. SQE research and member-facing products

Turn insights from September 2025 SQE research into practical tools and resources that support candidates.

6. Justice and policy engagement in Wales

Continued delivery of the Reimagining Justice in Wales strategy, including policy papers on legal deserts and procurement, and engagement with Welsh political stakeholders and media.

7. Employment and economic crime guidance

Respond to consultations on the Employment Rights Act and Companies House reform, providing members with clear advice on new duties and compliance requirements.

8. Legal Practice and policy reform

Influence reforms in house buying, leasehold, conveyancing protocols, and the Building Safety Act, providing updated guidance and practical advice for conveyancers.



Mission three

Justice and the rule of law

Promoting access to justice and the rule of law in the UK and around the world.

We have set four strategic goals for this mission as follows:

1. Rights and the rule of law
2. Access to justice
3. Bridging the justice gap

Our key deliverables for this year:

1. Legal aid and justice system reform

Influence government policy on civil and criminal legal aid, including reforms related to its long-term sustainability. Work collaboratively on innovative solutions to access to justice and court modernisation and influence the MOJs innovation programme to address court backlogs and prison capacity.

2. Solicitors Act and litigation reform

Influence reforms to the Solicitors Act, Fixed Recoverable Costs, and key litigation funding mechanisms such as CFAs, DBAs, and third-party funding.

4. Wills, probate and rule of law advocacy

Respond to significant policy proposals around wills and probate and deliver research on the economic importance of the rule of law, including roundtables and stakeholder engagement.

5. Human rights and lawyer protection

Use our leading voice to build understanding of and commitment to the rule of law and domestic and international human rights frameworks. Develop strategies to support solicitors facing threats and advocate for international legal protections such as the Council of Europe Convention.

6. International rule of law and market access

Deliver programmes supporting lawyers at risk, engage in international trade dialogues, and promote English law globally through events, briefings, and stakeholder partnerships.

7. Consultation and legislative influence

Provide consistent input into consultations, bill briefings, and parliamentary evidence to influence legislation and policy across justice, regulation, and economic crime.

8. Support for the immigration legal sector

Deliver the MOJ immigration contract to increase capacity in the immigration market, improve exam preparation, and support access to justice through enhanced solicitor readiness.



Mission four

Responsible business

Supporting the profession on all aspects of responsible business.

We have set four strategic goals for this mission as follows:

1. Wellbeing support for solicitors
2. Equality, Diversity and Inclusion (EDI)
3. Solicitors and carbon reduction
4. Strong and practical ethics

Our key deliverables for this year:

1. Career development and mentoring resources

Gather evidence and insights to inform how we develop resources on career development, mentoring, and sponsorship programmes to support diverse talent across the profession.

2. Accessible EDI resource hub

Launch a user-friendly EDI hub on the Law Society website offering tailored guidance and support for firms, in-house teams, and individuals to embed inclusive practices.

3. Disability and flexible working support

Deliver updated Reasonable Adjustments guidance, new resources on disability training, and practical tools to help firms implement flexible working effectively.

4. Wellbeing support and strategic messaging

Refresh and consolidate wellbeing content, onboard more wellbeing-focused partners, and deliver roundtables and strategic messaging to support mental health across the profession.

5. Climate Change and Net Zero Guidance

Publish a national survey on Legal Sector Progress on Net Zero, update guidance on climate-related legal risks, and develop new materials for in-house solicitors and biodiversity-related practice.

6. Support for examination candidates

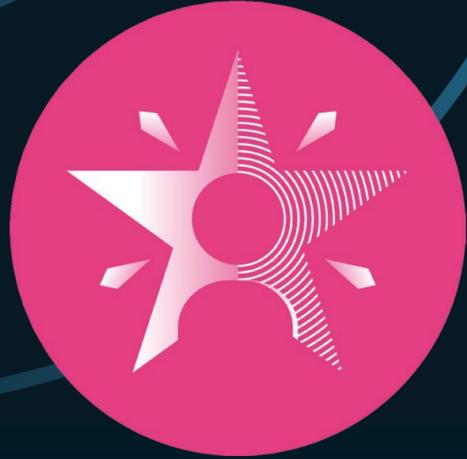
Provide targeted wellbeing resources and signposting for candidates preparing for exams and accreditations, helping them manage stress and build resilience.

7. Inclusive culture and leadership engagement

Convene senior leaders through a dedicated EDI programme and spotlight diverse leaders through a communications campaign. Publish tools and resources to measure, build and maintain inclusive cultures, run a survey to understand experiences of LGBTQ+ solicitors and publish resources and materials on allyship.

8. Support on professional ethics

Promote the in-house ethical framework and scope a new project on ethics in private practice.



Mission five

Member experience and value

Championing our profession and member experience.

We have set four strategic goals for this mission as follows:

1. Help members to Get Involved
2. Promote the profession
3. Increase benefits from membership
4. Target the member offer

Our key deliverables for this year:

1. Judicial careers and advocacy support

Advocate for and influence solicitor judicial diversity and appointments promoting the judiciary as a career path and increasing the number of solicitor judges.

2. Pro Bono advocacy and resources

Promote the value of solicitor pro bono work and provide a practical support package to help members deliver impactful pro bono services.

3. Improved member experience and communications

Enhance the member journey across the Law Society's digital estate, implement a new email delivery system, and deliver targeted content to key member segments to improve engagement and value.

4. Events and member networking

Deliver an annual events programme, including premium and benefit events, Admissions ceremonies, and strategic engagement opportunities with large firms and in-house teams.

5. Stakeholder engagement and sector intelligence

Coordinate engagement with key city partners, large law firms, and in-house teams, while providing sector intelligence and horizon scanning to inform member-facing work.

6. Grants and funding strategy

Launch a new grants strategy and model to support member initiatives, including improved funding processes and technology solutions for future management.

7. Solicitor brand and membership advocacy

Deliver a solicitor brand advocacy strategy and integrated communications campaign to raise awareness of the value of the profession and the benefits of using a solicitor.

Our permanent commitments

In addition to delivering the five missions, we will be developing the Law Society in two key areas - the experience of working for, or volunteering with, our organisation, and our ability to service solicitors needs, by aligning people, processes, technology and governance.





Permanent commitment one

Ways of working

Making the Law Society a great place to work and to volunteer.

We have set three strategic goals for this mission as follows:

1. Strengthen our workplace culture
2. Promote learning and innovation
3. Working with our strategic partners

Our key deliverables for this year:

1. **Develop ways of working**
Define the scope of work and agreed priorities for our 'ways of working' programme to enhance and improve effectiveness.
2. **Refresh our values**
Gather insight and perspectives to support a comprehensive review and enhancement of our organisational values.
3. **Inclusive and impactful EDI**
Develop our new EDI strategy, to foster practices that are equitable, inclusive and impactful.
4. **Organisational capabilities and development**
Define priority organisational capabilities to deliver our corporate strategy and support internal development and progression. Pilot organisational succession planning process and criteria to align, strengthen and retain organisational capabilities.
5. **Modernised intranet**
Develop a new SharePoint intranet to make it easier to find and share what matters.





Permanent commitment two

Continuously developing our services

Continuously developing our capabilities to serve our members.

We have set five strategic goals for this mission as follows:

1. New commercial products
2. Member data strategy
3. Technology investment to serve members
4. Project delivery and continuous improvement
5. Efficient decisions and oversight

Our key deliverables for this year:

1. Stronger member insight for smarter services

Launch a member needs survey with large law firms to understand their learning and development priorities, using the insights to shape and grow our member offering.

2. Commercial growth through strategic partnerships

Create a B2B engagement strategy to support large law firms and in house sectors with training needs, driving revenue and building strategic content partnerships.

3. Smarter pricing and product development

Review and refine pricing models for training, accreditations and Forms, to ensure competitiveness and flexibility for members.

4. Optimised learning portfolio

Conduct a strategic review of our learning and development content to archive outdated materials and improve the relevance and impact of our member-facing resources.

5. Revenue growth through publications and accreditation

Grow our digital publications offer with new features and a future-facing strategy, while exploring commercial opportunities in accreditation and exam expertise.

6. Enhanced Data management for greater insight

Implementation of a data platform and improved data management practices that results in high quality, integrated data. This will enable richer analysis to underpin our strategic choices.

7. Technology roadmap for smarter delivery

Develop an evidence-based technology and AI roadmap to guide future organisational planning and ensure our platforms and services meet evolving member and business needs.

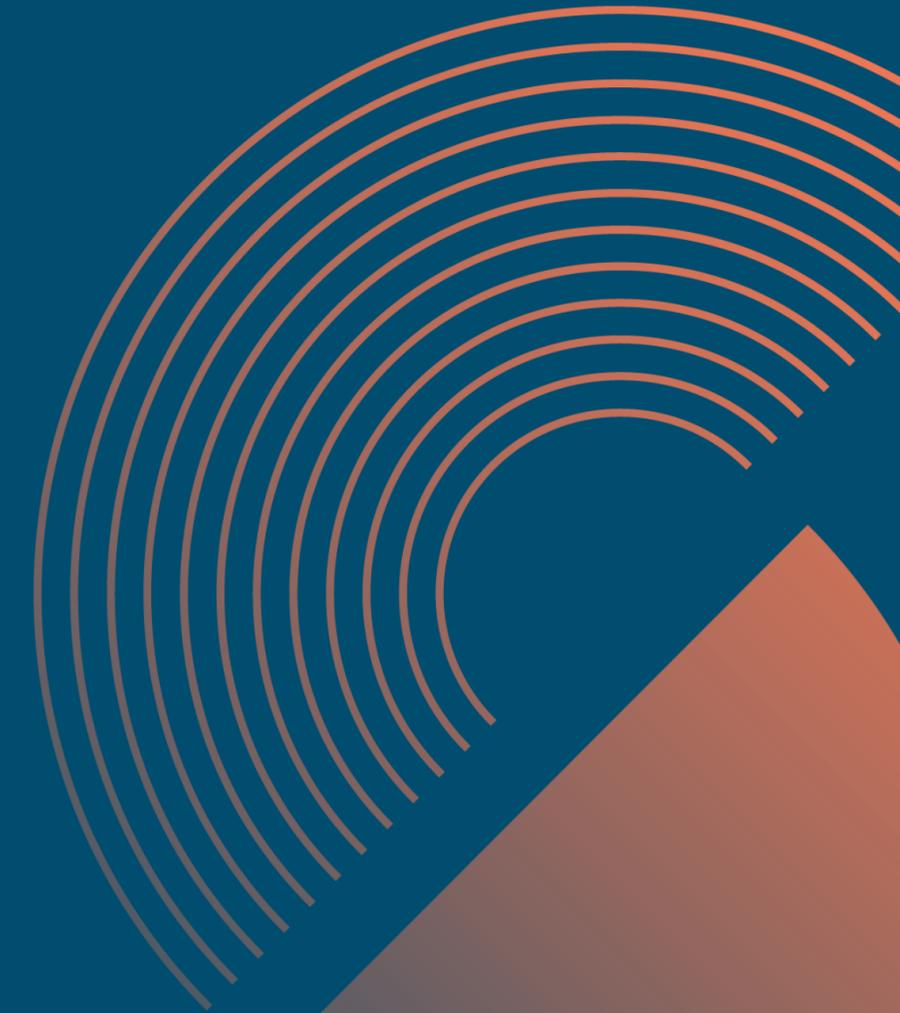
8. New principles for effective decision making

Consolidate results and recommendations from governance reviews conducted during the period of the 2022-25 plan and agree through governance bodies new principles for effective decision making

Working with our members

During 2025-26 we will work with solicitors through our established representative structures, including our Council and committees, as well as establishing new routes to participation including our Get Involved programme, giving our expert solicitors a more immediate way to contribute to the projects and topics of most interest to them, at times and ways which fit around their busy professional lives.

Our policy and law reform work will continue across a range of practice areas, with a focus on the five missions and wider participation through our established committees and our Get Involved programme.





The Law
Society