

Research Specification: 2018 Survey of Innovation in Legal Services

Purpose

The Legal Services Board (LSB) is seeking to update the 2015 survey of innovation in legal services, jointly funded by the Solicitors Regulation Authority and the LSB.¹ The purpose of this research is to undertake a large scale representative survey exploring innovation in legal services that enables robust comparisons with the first wave to assess change over time. This research tender is for the fieldwork only; we will carry out survey design, analysis and report writing in-house.

Background

The LSB has been set up to reform and modernise the legal services market in the interests of consumers, enhancing quality, ensuring value for money and improving access to justice across England and Wales. The LSB seeks to achieve this through pursuing its regulatory objectives² and providing regulatory oversight for the nine active approved frontline regulators³.

The LSB undertakes periodic assessments to evaluate whether these regulatory objectives are being delivered, and more specifically whether the outcomes associated with these regulatory objectives can be seen in the sector. Understanding whether there is greater innovation in legal services is an important part of the LSB's overall evaluation strategy.

The Legal Services Act was intended to promote innovation in legal services. The LSB/SRA 2015 survey⁴ provided an important stock take on the extent to which this ambition is being realised. Based on seven standard measures of innovative activity, the survey provided the first statistical evidence of the level and types of innovation in the sector, and the key enablers of and barriers to change. It was a telephone survey of 1,500 legal services providers. Just over one quarter of all respondents had introduced a 'service innovation' - new or improved services - in the 2013-2015 period. Less than 8% had introduced 'radical service innovation' - services that are new to the market and introduced before competitors. Overall the level of innovation in the sector was found to be broadly unchanged since a previous study in 2009.

The 2015 survey also found that unregulated providers were the most innovative group of providers, both in service innovation and radical service innovation. Alternative Business Structures (ABS) were 13-15% more likely to have introduced new legal services than other types of solicitor firm. Solicitors were, on average, more innovative than other regulated providers. Innovation was reported as lowest in barristers' chambers.

Regulatory and legislative change were found to be the main enablers of and barriers to innovation. Overall regulation was viewed as broadly neutral to positive for innovation. Regulations on client accounts and complaints were viewed as having a negative impact on

¹ The 2018 survey will be solely funded by the LSB.

² http://www.opsi.gov.uk/acts/acts2007/ukpga_20070029_en_2#pt1

³ The Law Society, General Council of the Bar, Council for Licensed Conveyancers, The Chartered Institute of Legal Executives, The Chartered Institute of Patent Attorneys, The Chartered Institute of Trade Mark Attorneys, Association of Law Costs Draftsmen, Master of the Faculties, and the Institute of Chartered Accountants for England & Wales. Two other ARs are not currently regulating legal services: Association of Certified and Chartered Accountants, Institute of Chartered Accountants of Scotland.

⁴ All relevant documents including the 2015 survey data can be found here:

<https://research.legalservicesboard.org.uk/reports/measuring-the-impacts-of-reform/>

innovation. Three years have now passed since the fieldwork for the 2015 survey was completed.

Aims and Objectives

The main aim of this research is to re-run the 2015 survey of innovation in legal services. This project will help the LSB to monitor changes in the market that have arisen as a result of changes to regulation. Therefore a key part of the project for the LSB will be ensuring sufficient consistency with the 2015 survey to enable reliable and accurate assessments of change – or lack of change – over time, and the potential reasons for this.

The survey should produce a dataset representative of the English and Welsh population of the legal sector, with a target sample size of 1,500 respondents. However we encourage bidders to provide a budget breakdown for smaller and larger sample sizes. This research tender is for survey testing and fieldwork only, we will carry out survey design, analysis and report writing in-house. A copy of the draft survey is included in Annex B.

We may make some minor changes to the previous survey, by removing and adding questions and amending others, but overall we anticipate the survey length to be about the same as last time – an average of 22 minutes. This will need to be tested prior to the main stage field work.

Issues and scope

The main issue to consider is how to ensure comparability with 2015 survey so as to identify statistically significant changes, and the underlying drivers of change.

To ensure consistency we expect bidders to draw the sample mainly from the Experian data base. In 2015, the sample was sourced mainly from Experian using SIC 2007 Codes 69.1 Legal activities, 69.10/2 Solicitors and 69.10/9 Activities of patent and copyright agents & other legal activities not elsewhere classified. This includes regulated and unregulated providers. The cost of using the Experian database should be included in the bidder's project budget. As in 2015, the LSB will be able to provide a sample for ABS – which have grown in number since 2015. In terms of sampling, the final sample should be weighted in the same way as 2015 to enable robust comparisons.⁵

We expect the survey to be carried out via the telephone. Working with the LSB, the researchers will need to ensure that the survey will achieve robust results with a sufficient sample for statistical analysis – particularly by key variables such as ABS status, regulatory status, etc. Our experience is that legal services providers have become harder to recruit for quantitative surveys so tenders should set out how this challenge can best be overcome.

The output of this research will be a dataset (with no report) in MS Excel and SPSS format that can be used by the LSB. The successful company would be expected to work with the LSB research team to deal with any problems with the dataset and ensure it is fit for purpose and accurately labelled.

Tender Evaluation Criteria

All projects commissioned by the LSB are subject to our standard terms of contract, available on our website. Tenders will be evaluated on best value for money and will be assessed on the basis of:

⁵ For an explanation of the weighting used please see Annex 4 <https://research.legalservicesboard.org.uk/wp-content/media/Innovation-Annexes.pdf>

- a) Overall cost. Please include costed options for different sample sizes and criteria for inclusion in the survey. As with previous surveys we are looking to achieve sufficient sample sizes for each of the three key groups – barristers’ chambers, solicitors, and other legal services providers. This should include the cost of using the Experian database.
- b) The extent to which tenders are clearly written, concise, and meet the specified objectives, present a sound methodology, ensure a robust approach to including respondents, identifying any potential problems, and proposing suitable solutions;
- c) The extent to which tenders address outputs and ensure that these are in line with requirements and the required timing of the project. A detailed timeline should be provided.
- d) Proposed team composition, expertise and management and the organisation’s diversity policy. Please include a copy of your organisation’s diversity policy with your bid.

Deliverables

Output

The output for this research should be Excel and SPSS data files of the anonymised results of the survey, suitable for analysis. The LSB will retain ownership of the data which must be delivered in a publishable format.

Project plan

Tenders should include a project plan and time schedule for the work that identifies the main tasks and key milestones that will be used to monitor progress. The plan should be accompanied by a resource profile, giving a breakdown of the resources in person days allocated to each task. We would also expect tenders to include a clear analysis of the potential risks, and how it is proposed to mitigate them during the project. This should include how you intend to mitigate the risk of high survey refusal rates.

Duration

The research should commence in early January 2017. Tenders should set out dates for completing key milestones such as survey testing, coding, fieldwork, and data cleansing. The final dataset must be submitted by late March 2017.

Legal Services Board Contact Details

Tenders with any queries relating to the research specification should contact: Robert Cross on 020 7271 0091/ Steve Brooker on 020 7271 0074/steve.brooker@legalservicesboard.org.uk

Tenders must be submitted by 5pm on 12 December 2017 to Chidinma Alufuo
(chidinma.alufuo@legalservicesboard.org.uk)

Please sign and return the non-collusive tendering agreement with your tender (see Annex A).

Interviews with shortlisted companies will take place on the 14 December and 18 December 2017.

Annex B:

**Legal Services Innovation Survey Questionnaire
2015**

SAMPLE GROUPS

Y1 Solicitors

Y2 Others

Y3 Barristers' Chambers

SECTION A – INTRO/SCREENERS

IF Y1/Y2

Could I please speak to <NAMED CONTACT> or the member of the senior management team, or someone else, with responsibility for the development of new services and how these are delivered?

IF Y3

Could I please speak to the Senior Clerk, Practice Manager, Head of Chambers or someone else with responsibility for the development of new services and how these are delivered?

Good morning/afternoon, my name is ... and I am calling from OMB Research, an independent market research agency. At the request of the <Y1 Solicitors Regulation Authority/<Y2 or Y3 Legal Services Board >, we have been commissioned to undertake a survey of providers of legal services.

The research will take around 15-20 minutes, depending on your answers. Is it convenient to speak to you now or would you prefer to make an appointment for another time?

EXPLAIN IF NECESSARY

We're conducting this study to look at how providers of legal services go about developing or improving their services and how they deliver them and what influences these activities.

It doesn't matter if your < Y1 OR Y2 organisation / Y3 chambers > doesn't do any new service development, we're still interested in your views.

ADD IF NECESSARY

The research is being conducted under the Code of Practice of the Market Research Society, which means that all of the answers you give are strictly confidential and anonymous. Participation in this survey is voluntary.

The aggregated results from this study will be included in a report that will be available later this year

Your organisation was selected at random from a list of UK businesses held by a commercial list broker.

ASK ALL

A1 Can I just ask that you are one of the people best qualified to talk about the development of new services or how you deliver these at < **ORGANISATION NAME** >?

INTERVIEWER NOTE: REFERRALS CAN BE TAKEN TO ANYONE IN THE < Y1 OR Y2 ORGANISATION / Y3 CHAMBERS > THAT THE CONTACT FEELS IS BETTER PLACED TO ANSWER QUESTIONS ON THE AREAS OUTLINED.

Yes	1
No – taken referral and being transferred	2
No – taken referral and arranged call back	3
No – refused referral	4 - CLOSE

READ OUT TO ALL

We'd like to start by getting information on the background to your < Y1 OR Y2 organisation / Y3 chambers > and the markets in which you operate. < IF Y3 Please answer the following questions based on the chambers as a whole, so including all barristers and staff that operate within your chambers.>

ASK ALL

A3a How long ago was your < Y1 OR Y2 organisation / Y3 chambers > established?

READ OUT AS NECESSARY

Within the last year	1
Over 1, up to 2 years ago	2
Over 2, up to 3 years ago	3
Over 3, up to 4 years ago	4
Over 4, up to 5 years ago	5
Over 5, up to 10 years ago	6
Over 10, up to 20 years ago	7
Over 20 years ago	8
(Not yet trading)	9 - CLOSE
(Don't know)	10
(Refused)	11

ASK ALL

C1a Please can you tell me how many people are currently employed in your < Y1 OR Y2 organisation / Y3 chambers > IN TOTAL? Please just give me your best estimate and include ALL partners, managing partners <IF Y3 , barristers> and directors.

INTERVIEWER NOTE: RESPONDENTS SHOULD EXCLUDE MANAGEMENT CONSULTANTS BUT PLEASE INCLUDE CONSULTANTS/SOLICITORS/BARRISTERS UNDER CONTRACT

IF DON'T KNOW AT C1A

C1a2 If you had to estimate, approximately how many people are employed in your < Y1 OR Y2 organisation / Y3 chambers > IN TOTAL?

READ OUT

0-1	1
2-4	2
5-10	3
11-19	4
20-49	5
50-99	6
100-199	7
200-249	8
250-499	9
500 or more	10
(Don't know)	11
(Refused)	12

ASK IF Y1 OR Y3 AND C1A > 1 OR C1A2 = 2-12

C1a3 And how many of your < IF FIGURE GIVEN AT C1A <INSERT C1A> / IF C1A2 = 2-10 <INSERT BAND FROM C1A2 > employees are <IF Y1 Solicitors / IF Y3 barristers>?

IF DON'T KNOW AT C1A3

C1a4 If you had to estimate, approximately how many of your employees are <IF Y1 Solicitors / IF Y3 barristers>?

0-1	1
2-4	2
5-10	3
11-19	4
20-49	5
50-99	6
100-199	7
200-249	8
250-499	9
500 or more	10
(Don't know)	11
(Refused)	12

ASK ALL (EXCEPT ESTABLISHED IN LAST 3 YEARS A3A=1-3)

C1b And approximately how many people were employed IN TOTAL by your < Y1 OR Y2 organisation / Y3 chambers > three years ago?

AS NECESSARY: Please just give me your best estimate of the number of employees you had in 2012.

AS NECESSARY: Please include ALL partners, managing partners <IF Y3 , barristers> and directors.

INTERVIEWER NOTE: RESPONDENTS SHOULD NOT INCLUDE CONSULTANTS THAT ARE NOT EMPLOYED ON A PERMANENT BASIS

IF DON'T KNOW AT C1B

C1b2 If you had to estimate, approximately how many people were employed IN TOTAL by your < Y1 OR Y2 organisation / Y3 chambers > three years ago?

READ OUT

0-1	1
2-4	2

5-10	3
11-19	4
20-49	5
50-99	6
100-199	7
200-249	8
250-499	9
500 or more	10
(Don't know)	11
(Refused)	12

ASK Y1 & Y2

A7a What does your organisation mainly operate as...?

AS NECESSARY: For example, are you a Solicitors, notaries organisation, licensed conveyancers, etc?

PROBE AS NECESSARY – DO NOT NEED TO READ OUT THE FULL LIST - SINGLE CODE

Solicitors organisation (including sole practitioner)	1
Barristers Chambers	2
Notaries organisation	3
Licensed conveyancers organisation	4
Patent and/or trademark attorney organisation	5
Costs Lawyers organisation	6
Accountancy organisation	7
Financial advice and professional services	8
Immigration organisation (OISC regulated)	9
Claims management company (accident and injury)	10
Claims management company (other)	11
Will writing organisation	12
Document Production organisation	13
Community legal advice centre	14
Citizens Advice Bureau	15
Trade union	16
General legal advice organisation	17
Legal services infrastructure organisation - Network referral provider/ Umbrella organisation	18
Other (Please Specify)	95

ASK ALL

A7b What is the main legal activity carried out by your < Y1 OR Y2 organisation / Y3 chambers >?

AS NECESSARY: By 'main' I mean the activity that accounts for the largest share of turnover or income?

PROBE AS PER PRECODES

SINGLE CODE

Arbitration and alternative dispute resolution	1	
Commercial/Corporate work for listed companies	2	
Commercial/Corporate work for non-listed companies		3
Consumer problems	4	
Intellectual Property	5	
Landlord & Tenant	6	
Property/Conveyancing – residential	7	
Property/Conveyancing – commercial		8
Planning	9	
Criminal	10	
Wills trusts and tax planning	11	
Probate and estate administration	12	
Debt collection		13
Bankruptcy/Insolvency		14
Personal injury		15
Litigation – other	16	
Discrimination/ Civil liberties/Human rights	17	
Family and Matrimonial		18
Children	19	
Immigration	20	
Employment	21	
Mental Health	22	
Social Welfare	23	
Public administrative law	24	
Non-Litigation Other	25	
Other (Please Specify)		95

SECTION B – BUSINESS PROFILE

ASK Y2 UNLESS SOLICITORS OR BARRISTERS (A7A NOT 1 OR 2)

B5D Are you regulated by any of the following...?

READ OUT – SINGLE CODE PREFERRED BUT MULTI ALLOWED

Council for Licensed Conveyancers	1
The Intellectual Property Regulation Board	2
ILEX Professional Standards	3
The Costs Lawyers Standards Boards	4
The Bar Standards Board	5
Or, None of these	6
(Don't know)	95

ASK ALL

B5.1 Would you describe your ownership structure as...

READ OUT. SINGLE CODE

Owned by lawyers	1
Owned by non-lawyers	2
Owned by lawyers and non-lawyers	3
(None of these)	4
(Don't know)	5
(Refused)	6

ASK ALL

B5.3 Does your < Y1 OR Y2 organisation / Y3 chambers > operate from...?

READ OUT. SINGLE CODE

A single site	1
Multi-sites – based just in your region	2
Multi-sites – national	3

Multi-sites – International	4
A wider network of < Y1 OR Y2 organisations / Y3 chambers > in England and Wales	5
A wider network of < Y1 OR Y2 organisations / Y3 chambers > outside of England and Wales	6
Other (Specify)	7
(Don't know)	8
(Refused)	9

B6 DELETED

ASK ALL

B8 Approximately what proportion of your current clients are based outside of England and Wales?

READ OUT AS NECESSARY. SINGLE CODE

None	1
1% to 5%	2
6 - 10%	3
11 - 15%	4
16 – 20%	5
21 - 50%	6
More than 50%	7
(Don't know)	8
(Refused)	9

B9 DELETED

ASK ALL

B9.1 Which of the following best describes the nature of the competition you face?

READ OUT. SINGLE CODE.

We mainly compete with other local < Y1 OR Y2 organisations / Y3 chambers >	1
We compete with < Y1 OR Y2 organisations / Y3 chambers > throughout the region	2
We compete with < Y1 OR Y2 organisations / Y3 chambers > throughout England and Wales	3
We compete with < Y1 OR Y2 organisations / Y3 chambers > internationally	4
(We have no competitors)	5
(Don't know)	6
(Refused)	7

SECTION C – INNOVATION & BUSINESS PERFORMANCE

ASK ALL

C4a < IF Y1/Y2 Please can you tell me what your turnover was in the last financial year? >

< IF Y3 Please can you tell me what the total fee income of the chambers was in the last financial year? >

AS NECESSARY: **Please just give me your best estimate.**

INTERVIEWER NOTE: It is really important to get a figure here, even if it's just their best estimate

Write in amount (£ ALLOW ZERO)

(Don't know)

(Refused)

CATI TO VALIDATE AMOUNT ENTERED USING BANDED RANGES

IF DON'T KNOW OR REFUSED AT C4A

C4a2 < IF Y1/Y2 If you had to estimate your turnover, into which of the following bands would you put it?>

< IF Y3 If you had to estimate the chambers' total fee income, into which of the following bands would you put it?>

READ OUT AS NECESSARY

More than £0 but less than £50,000	1
£50,000 but less than £100,000	2
£100,000 but less than £200,000	3
£200,000 but less than £500,000	4
£500,000 but less than £1 million	5

£1 million but less than £2 million	6
£2 million but less than £10 million	7
£10million but less than £25million	8
£25million but less than £50million	9
£50million but less than £250million	10
£250million but less than £500million	11
£500million or more	12
(Not yet trading/do not have any sales/£0)	13
(Don't know)	14
(Refused)	15

ASK ALL EXCEPT THOSE ESTABLISHED IN LAST 3 YEARS (A3A=1-3)

C4b < IF Y1/Y2 And approximately what was your turnover three years ago? >

< IF Y3 And approximately what was the total fee income of the chambers three years ago? >

AS NECESSARY: Please just give me your best estimate of your < IF Y1/Y2 turnover/ IF Y3 total fee income> in the financial year ending in 2012.

INTERVIEWER NOTE: It is really important to get a figure here, even if it's just their best estimate

Write in amount (£ - ALLOW ZERO)

(Don't know)

(Refused)

CATI TO VALIDATE AMOUNT ENTERED USING BANDED RANGES

IF DON'T KNOW OR REFUSED AT C4B

C4b2 If you had to estimate your < IF Y1/Y2 turnover/ IF Y3 total fee income> three years ago, into which of the following bands would you put it?

READ OUT AS NECESSARY

More than £0 but less than £50,000	1
£50,000 but less than £100,000	2
£100,000 but less than £200,000	3
£200,000 but less than £500,000	4
£500,000 but less than £1 million	5
£1 million but less than £2 million	6
£2 million but less than £10 million	7
£10million but less than £25million	8
£25million but less than £50million	9
£50million but less than £250million	10
£250million but less than £500million	11

£500million or more	12
(Not yet trading/do not have any sales/£0)	13
(Don't know)	14
(Refused)	15

ASK ALL

Now we would like to ask you a series of questions about the development of new and improved services in your < Y1 OR Y2 organisation / Y3 chambers >. We ask you to make a distinction between the development of new or improved services and the delivery of services.

For now, please answer the following questions in regards to the development of services – in other words the generation and implementation of a new service. We will ask separately later about how you deliver those services to clients.

ASK ALL

C6a <IF A3A=4-11 Over the last three years/IF A3A=1-3 Since you were established> have you introduced any new or significantly improved services to clients?

AS NECESSARY: By new or significantly improved I mean you are providing a service to clients that you weren't previously offering

- | | |
|--------------|---|
| Yes | 1 |
| No | 2 |
| (Don't know) | 3 |
| (Refused) | 4 |

C6a1. DELETED

RANDOMISE 1 IN 3 AND ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A = 1)

C6a2 Can you please describe briefly the main new or improved service you have developed <IF A3A=4-11 over the last three years/IF A3A=1-3 since you were established>?

PROBE AS NECESSARY

ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A=1)

C6b Thinking again about the new service development activity that you've undertaken <IF A3A=4-11 over the last three years/IF A3A=1-3 since you were established>, were any of these services new to your market, by which I mean you introduced them before your competitors?

AS NECESSARY: Are you the first < Y1 OR Y2 organisation / Y3 chambers > to introduce this service?

Yes 1

No 2

(Don't know) 3

(Refused) 4

ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A = 1)

C8 Roughly what percentage of your current turnover comes from services that you have introduced or improved < **IF A3A=4-11** over the last three years/**IF A3A=1-3** since you were established >?

Write in percentage (allow zero)

(Refused)

(Don't know)

ASK IF DON'T KNOW OR REFUSED AT C8

C8a If you had to estimate, would you say that this percentage is...?

READ OUT. SINGLE CODE.

Zero	1
1-9 per cent	2
10-19 per cent	3
20-29 per cent	4
30-49 per cent	5
50-69 per cent	6
70 per cent or more	7
(Don't know)	8
(Refused)	9

ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A = 1)

G8 And focusing just on the last three years, how much influence have the following factors had in driving your service development activity?

READ OUT – ROTATE

REMIND AS NECESSARY: **How much influence has this had in driving your service development activity?**

- A. Changing or increasing demand for new services**
- B. Changing regulation relating to legal services**
- C. Legislative changes relating to legal services**
- D. The intensity of competition**

E. DELETED

F. The availability of finance for development

G. Recruitment of new staff or talent by your < Y1 OR Y2 organisation / Y3 chambers >

H. Changes in the strategy or leadership of your < Y1 OR Y2 organisation / Y3 chambers >

I. The availability of new technology or ICT developments

J. DELETED

Significant influence 1

Some influence 2

No influence 3

(Don't know) 4

ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A = 1)

C7 Thinking about the new service development activity that you've undertaken <IF A3A=4-11 over the last three years/IF A3A=1-3 since you were established>, has this...?

READ OUT. RANDOMISE.

- A. Extended the range of services you offer**
- B. Improved the speed of delivery of your services**
- C. Reduced the costs of delivery of the services you provide**
- D. Improved the quality of the services you offer**
- E. Enabled you to attract new clients**
- F. Increased your revenue from existing clients**
- G. Involved tailoring services to meet individual client needs**

- Yes 1
- No 2
- (Don't know) 3
- (Refused) 4

C24a. DELETED

ASK IF INTRODUCED NEW/IMPROVED SERVICES (C6A = 1)

F9a Does the < Y1 OR Y2 organisation / Y3 chambers > carry out risk assessment procedures before introducing new or improved services?

- Yes 1
- No 2
- (Don't know) 3

ASK ALL

So far we have discussed the development of new and improved services. Now I'd like to move on to focus on how you deliver your services to clients.

ASK ALL

C11 <IF A3A=4-11 **Over the last three years**/IF A3A=1-3 **Since you were established**>
have you made any significant changes to the way you deliver services in your < Y1
OR Y2 organisation / Y3 chambers >?

Yes 1

No 2

(Don't know) 3

(Refused) 4

RANDOMISE 1 IN 3 AND ASK IF CHANGED DELIVERY OF SERVICES (C11 = 1)

C11_1a Can you please describe briefly the main change you have made <IF A3A=4-11
over the last three years/IF A3A=1-3 since you were established> to how you deliver
legal services?

PROBE AS NECESSARY

C11_1 DELETED

ASK IF CHANGED DELIVERY OF SERVICES (C11 = 1)

G11_2 And focusing again just on the last three years, how much influence have the following factors had in shaping how you deliver your services?

READ OUT – RANDOMISE

REMIND AS NECESSARY: **How much influence has this had in shaping how you deliver your services?**

- A. Changing or increasing demand for new services**
- B. Changing regulation relating to legal services**
- C. Legislative changes relating to legal services**
- D. The intensity of competition**
- E. DELETED**
- F. The availability of finance for development**
- G. Recruitment of new staff or talent by your < Y1 OR Y2 organisation / Y3 chambers >**
- H. Changes in the strategy or leadership of your < Y1 OR Y2 organisation / Y3 chambers >**
- I. The availability of new technology or ICT developments**
- J. DELETED**

Significant influence 1

Some influence 2

No influence 3

(Don't know) 4

ASK IF CHANGED DELIVERY OF SERVICES (C11=1)

C11a Thinking about developments you have made in how you deliver services <IF A3A=4-11 over the last three years/IF A3A=1-3 since you were established>, were any of these new to your market, by which I mean you introduced them before your competitors?

Yes 1

No 2

(Don't know) 3

ASK IF CHANGED DELIVERY OF SERVICES (C11 = 1)

C11b. And have these changes in the way you deliver services helped your business to...?

READ OUT. RANDOMISE

- A. Reduce the costs of service delivery**
- B. Reduce the time taken to deliver services**
- C. Increase the quality or reliability of the services you deliver**
- D. DELETED**
- E. Be more responsive to clients needs**
- F. Increase profitability**
- G. DELETED**
- H. Make strategy decisions or changes**
- I. DELETED**

Yes	1
No	2
(Don't know)	3
(Refused)	4

D15b DELETED

ASK ALL

C15 Have you done any of the following <IF A3A=4-11 in the last three years/IF A3A=1-3 since you were established>?

READ OUT. RANDOMISE

A. Implemented a new or significantly changed corporate strategy

B. Implemented any advanced management techniques such as knowledge management systems, Investors in People, etc

C. Implemented major changes to your organisational structure

(AS NECESSARY: Such as the introduction of team-working or outsourcing of major business functions)

D. Implemented changes in marketing strategies or channels

Yes 1

No 2

(Don't know) 3

ASK ALL

D4a Has your < Y1 OR Y2 organisation / Y3 chambers > invested in any new or improved IT infrastructure or equipment over the last year?

AS NECESSARY: This can include any investment in new or improved IT i.e. from a new PC to an upgraded network

Yes 1

No 2

(Don't know) 3

ASK ALL

C99 Does your < Y1 OR Y2 organisation / Y3 chambers > either offer, or plan to offer in the next 12 months, online legal services to your clients?

AS NECESSARY: By online legal services we mean providing a charged service online rather than communicating with clients via email

Yes, currently provide online services	1
Yes, plan to offer online services during next 12 months	2
No	3
(Don't know)	4
(Refused)	5

C16 DELETED

SECTION D – KNOWLEDGE GATHERING

READ OUT IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

Now I'd like to ask you some questions about how your < Y1 OR Y2 organisation / Y3 chambers > comes up with or obtains the ideas and information needed to develop new or improved services or ways of delivering services.

ASK IF (C1A > 1 OR C1A2 = 2-12) AND INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

D14 Who in the < Y1 OR Y2 organisation / Y3 chambers > is involved in obtaining the ideas and information needed to develop new or improved services or how you deliver them? Is it...? READ OUT. CODE ALL THAT APPLY

Managing partner	1
Partners and senior fee earners	2
Associates and junior fee earners	3
Executives/senior managers (non-fee earning)	4
Para-legal staff	5
Administrative staff	6
Marketing staff / bid managers	7
(Don't know)	8
(None of these)	9

ASK IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

D16a Do you ever get the ideas and information needed to develop new or improved services or how to deliver them from any external organisations, such as clients, competitors or consultants?

Yes	1
No	2
(Don't know)	3

ASK IF USE EXTERNAL SOURCES (CODE 1 AT D16a)

D16 Which of the following external organisations have you used as a source for ideas and information...?

READ OUT. RANDOMISE ORDER

PROMPT AS NECESSARY: **Have you used any of the following as a source of the ideas and information needed for developing new or improved services or how you deliver them?**

So firstly...?

- A. Suppliers**
- B. Clients**
- C. Competitors**
- D. Business or management consultants**
- E. Universities**
- F. DELETED**
- G. Professional and trade associations**
- H. SHOW IF B5.3 = 5-6 Other companies in the group**
- I. Regulatory bodies**
- J. Accountants**
- K. Technology providers**

Yes 1
No 2
(Don't know) 4

ASK IF GET IDEAS FROM EXTERNAL SOURCES (D16A=1)

D2 Roughly what proportion of your new services typically come from ideas that initially came from outside your < Y1 OR Y2 organisation / Y3 chambers >?

READ OUT AS NECESSARY. SINGLE CODE.

AS NECESSARY: Such as ideas from clients, competitors, suppliers, consultants, etc

None	1	
1-9 per cent	2	
10-19 per cent		3
20-29 per cent	4	
30-49 per cent		5
50-69 per cent		6
70 per cent or more	7	
(Don't know)	8	
(Refused)	9	

ASK ALL

D5a Over the last year, to help develop new services, improve existing ones or to improve the way you deliver services, has your < Y1 OR Y2 organisation / Y3 chambers >...?

- A. Carried out any in-house research**
- B. Commissioned any external research**
- C. DELETED**

Yes 1
No 2
(Don't know) 3
(Refused) 4

IF YES AT ANY D5a

D5b Roughly how much have you spent on this research activity over the last year? Please include expenditure on salaries, wages and staff time as well as equipment and any 'bought in' research services.

ADD AS NECESSARY: Please just give me your best estimate in £

INTERVIEWER NOTE: IF RANGE IS GIVEN PLEASE ENTER THE MIDPOINT

Write in figure in £ (allow zero)

(Refused)

(Don't know)

IF DK/REF AT D5B

D5c Please could you estimate how much you have spent on this research activity over the last year?

READ OUT AS NECESSARY

ADD AS NECESSARY: Please include expenditure on salaries, wages and staff time as well as equipment and any 'bought in' research services.

Up to £1,000	1
£1,001 to £5,000	2
£5,001 to £10,000	3
£10,001 to £20,000	4
£20,001 to £50,000	5
More than £50,000	6
(Don't know)	7
(Refused)	8

ASK IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

D17j Have you obtained the ideas and information needed to develop new or improved services or how you deliver them from any of the following?

READ OUT. CODE ALL THAT APPLY. RANDOMISE - KEEP 1 AND 10 TOGETHER

Internal staff knowledge	1
Written or documented sources from within your < Y1 OR Y2 organisation / Y3 chambers >	10
Professional journals	2
Legislation	3
Your representative body	4
CPD and training (AS NECESSARY: CPD is Continuing Professional Development)	5
Internet based research	6
New staff coming in from other sectors	7
Your regulator	11
(None of these)	8
(Don't know)	9

SECTION E – SERVICE AND DELIVERY DEVELOPMENT

ASK IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

I'd now like to move on to how your < Y1 OR Y2 organisation / Y3 chambers > **actually develops** new or improved services or makes changes to how you deliver your services. So here we're asking about how the idea for something new is actually turned into a new service or method of delivery.

ASK IF (C1A > 1 OR C1A2 = 2-12) AND INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

E9 Who in the < Y1 OR Y2 organisation / Y3 chambers > is involved in the process of actually developing new or improved services or how they are delivered? Is it...?

READ OUT. CODE ALL THAT APPLY

Managing partner	1
Partners and senior fee earners	2
Associates and junior fee earners	3
Executives/senior managers (non-fee earning)	4
Para-legal staff	5
Administrative staff	6
Marketing staff / bid managers	7
(Don't know)	8
(None of these)	9

ASK IF (C1A > 1 OR C1A2 = 2-12) AND INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

E11a Does your < Y1 OR Y2 organisation / Y3 chambers > set up teams to develop new or improved services or ways of delivering them?

Yes	1
No	2
(Don't know)	3

ASK IF SET UP TEAMS (CODE 1 AT E11A)

E11b Thinking about these teams, do you agree or disagree with the following statements?

READ OUT RANDOMISE

A. Team-working plays a major role in the development of new services and how we deliver them

B. Our development teams are cross-functional and involve people from different parts of the < Y1 OR Y2 organisation / Y3 chambers >

C. Teams operate very independently and are left to get on with solving the problem

D. Our < Y1 OR Y2 organisation / Y3 chambers > invests in training in team working

E. Our teams often involve clients or suppliers

Agree 1

Neither agree nor disagree 2

Disagree 3

(Don't know) 4

ASK IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

E13a Does your < Y1 OR Y2 organisation / Y3 chambers > involve any external organisations in the actual development of new services or how you deliver them?

Yes 1

No 2

(Don't know) 3

ASK IF USE EXTERNAL SOURCES (CODE 1 AT E13a)

E13b Which of the following external organisations have you used to help you develop your new or improved services or how you deliver them?

So firstly...? READ OUT. RANDOMISE ORDER

A. Suppliers

B. Clients

C. Competitors

D. Business or management consultants

E. Universities

F. DELETED

G. Professional and trade associations

H. SHOW IF B5.3 = 5-6 Other companies in the group

I. Regulatory bodies

J. Accountants

K. Technology providers

Yes 1

No 2

(Don't know) 4

SECTION F – MARKETING NEW PRODUCTS & SERVICES

ASK ALL

I'd now like to move on to how your < Y1 OR Y2 organisation / Y3 chambers > goes about generating revenue from your services.

ASK ALL

F2 Thinking about how your < Y1 OR Y2 organisation / Y3 chambers > works with your clients, do you...?

READ OUT. CODE ALL THAT APPLY. RANDOMISE.

Involve clients in service evaluation	1
Monitor client feedback to shape new service development	2
DELETED	3
Hold regular client review meetings on new services	4
DELETED	5
(None of these)	6
(Don't know)	7

ASK ALL

F3a Has your < Y1 OR Y2 organisation / Y3 chambers > invested in improving your reputation and branding over the last year, including spending on advertising, PR, etc?

Yes	1
No	2
(Don't know)	3

IF YES AT F3a

F3b Roughly how much have you spent on improving your reputation and branding over the last year?

ADD AS NECESSARY: Please just give me your best estimate in £

INTERVIEWER NOTE: IF RANGE IS GIVEN PLEASE ENTER THE MIDPOINT

Write in figure in £ (allow zero)

(Refused)

(Don't know)

IF DK/REF AT F3B

F3c Please could you estimate how much have you spent on reputation and branding over the last year?

READ OUT AS NECESSARY

Up to £1,000	1
£1,001 to £5,000	2
£5,001 to £10,000	3
£10,001 to £20,000	4
£20,001 to £50,000	5
More than £50,000	6
(Don't know)	7
(Refused)	8

ASK IF (C1A > 1 OR C1A2 = 2-12) AND INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6A OR CODE 1 AT C11)

F9 Who in the < Y1 OR Y2 organisation / Y3 chambers > is involved in marketing new or improved services?

Managing partner	1
Partners and senior fee earners	2
Associates and junior fee earners	3
Executives/senior managers (non-fee earning)	4
Para-legal staff	5
Administrative staff	6
Marketing staff / bid managers	7
(Don't know)	8
(None of these)	9

ASK IF INTRODUCED NEW SERVICES OR DELIVERY APPROACHES (CODE 1 AT C6a OR CODE 1 AT C11)

F12 Does your < Y1 OR Y2 organisation / Y3 chambers > work with any external organisations to help you in marketing your new or improved services?

Yes	1
No	2
(Don't know)	3

ASK IF USE EXTERNAL SOURCES (CODE 1 AT F12)

F13 Which of the following external organisations have you used to help you to market your new or improved services...?

READ OUT. RANDOMISE ORDER

A. Suppliers

B. Competitors

C. Market research companies

C. Advertising agencies

E. Professional and trade associations

F. Regulatory bodies

H. SHOW IF B5.3 = 5-6 Other companies in the group

Yes 1

No 2

(Don't know) 4

ASK ALL

F10a. Do you use any form of intellectual property protection, such as trademarks, patents, confidentiality agreements, etc?

Yes 1

No 2

(Don't know) 3

ASK IF YES (CODE 1) AT F10a

**F10. Which of the following types of intellectual property protection does your < Y1
OR Y2 organisation / Y3 chambers > hold?**

READ OUT - CODE ALL THAT APPLY - RANDOMISE

- 1. Registration of new designs**
- 2. Trademarks**
- 3. Patent protection**
- 4. Copyrights**
- 5. Confidentiality agreements**
- 6. Employee non-disclosure agreements**
- 7. (Don't know)**

SECTION G – ORGANISATION CULTURE

ASK ALL

We're now going to ask a few general questions about the culture and leadership of your < Y1 OR Y2 organisation / Y3 chambers >.

ASK IF (C1A > 1 OR C1A2 = 2-12)

G99 Thinking about the development of new services and delivery approaches in your < Y1 OR Y2 organisation / Y3 chambers >, do you have:

READ OUT - RANDOMISE - KEEP B AND F TOGETHER

- A. Written strategies or policies to support the introduction of new ideas**
- B. A culture that supports the introduction of new ideas**
- C. DELETED**
- D. Structured processes to support the introduction of new ideas**
- E. Rewards or incentives for valuable new ideas**
- F. A leadership team that supports new ideas**

Yes 1
No 2
(Don't know) 3

ASK IF (C1A > 1 OR C1A2 = 2-12)

G3 And thinking about any future development of your workforce, how important is it to your < Y1 OR Y2 organisation / Y3 chambers > that....

READ OUT RANDOMISE

- A. You recruit people from non-legal backgrounds**
- B. You recruit people with a legal background**
- C. You train staff on legal competence and compliance with regulations**
- D. You train staff on how to develop ideas for new services**

Very important	1
Fairly important	2
Not important	3
(Don't know)	4
(Refused)	5

ASK ALL

G4A Has your < Y1 OR Y2 organisation / Y3 chambers used social media at all over the last year?

Yes	1
No	2
(Don't know)	3

ASK IF USE SOCIAL MEDIA (CODE 1 AT G4)

G4B Does your < Y1 OR Y2 organisation / Y3 chambers > use social media to do any of the following...?

A. Provide legal services to clients

B. Advertise services to potential clients

C. Provide legal updates and other types of free information

D. Interact with other < Y1 OR Y2 organisations / Y3 chambers > and share information

E. Interact with other commercial partners such as introducers

Yes 1

No 2

(Don't know) 3

SECTION H – EXTERNAL ENVIRONMENT

ASK ALL

Q49 I'm now going to read out a list of possible barriers that may have constrained your new service development <IF A3A=4-11 over the last three years/IF A3A=1-3 since you were established>.

Please tell me whether each of the following has been a significant constraint, a small constraint or no constraint at all.

READ OUT RANDOMISE – KEEP B&C TOGETHER, G&H TOGETHER

DELETED

Attitudinal barriers to change in your business

Attitudinal barriers to change among your clients

Lack of necessary finance

Limited market opportunities for new services

DELETED

Regulatory factors

Legislative factors

Lack of collaborators for developing new service

Lack of expertise or capacity in your business

DELETED

DELETED

DELETED

No constraint at all 1

A small constraint 2

A significant constraint 3

(Don't know) 6

RANDOMISE 1 IN 3 AND ASK ALL

Q49a Could you tell me, in your own words, what the main constraint on the development of new services or delivery methods has been <IF A3A=4-11 in the last three years/IF A3A=1-3 since you were established>?

PROBE AS NECESSARY

ASK ALL

G1 Please can you tell me whether any of the following factors have had a positive or negative impact on your ability to develop your services or how you provide them...?

RANDOMISE - KEEP G AND H TOGETHER

- a. Requirements relating to client confidentiality and data protection
- b. Dealing with client complaints
- c. Compliance with money laundering regulations
- d. Complying with information requests from a regulator
- e. Managing client money
- f. Professional indemnity insurance requirements
- g. Changes in legislation related to the legal services you deliver
- h. Changes in legislation related to new structures and/or ownership
- i. Keeping up with new regulations

Negative	1
Neither positive or negative	3
Positive	6
(Don't know)	7

RANDOMISE 1 IN 3 AND ASK ALL

C25 Finally, thinking about the legal services you provide and how you provide them, what major changes, if any, do you anticipate occurring in the next few years?

AS NECESSARY: What are the big ideas in the provision and delivery of legal services?

PROBE FULLY & RECORD IN DETAIL

SECTION I – WRAP UP

READ OUT TO ALL

That’s the end of the interview, thank you very much for your time. Before you go I just need to check a couple of things.

ASK ALL

H1 So firstly would you be willing to take part in any future research on this topic conducted on behalf of the <Y1 Solicitors Regulation Authority/<Y2 or Y3 Legal Services Board >?

AS NECESSARY: If you agree and are contacted you can always refuse if it's not convenient or you are no longer willing to participate

- Yes 1
- No 2
- (Don't know) 3
- (Refused) 4

STANDARD THANK & CLOSE