



July 2025

the Messenger

Inside this issue...

16

Getting started with reverse mentoring



32

Talking Heads: What's your best concert?



50

ED&I Update: Black history series continues



The Law Society Admissions Ceremony comes to Manchester



Photo by Ray Farley Photography

As part of its bicentennial celebrations, The Law Society rode into town on Monday 16 June. Amongst the events on their schedule was an Admissions Ceremony for those newly-qualified solicitors who, quite rightly, wanted to mark their achievement at qualifying into the solicitors' profession.

It was only the second time that The Law Society had held an Admissions Ceremony in England outside of London, a fitting tribute to the quality and size of the Manchester legal profession.

And so it was that 42 newly-qualified solicitors, accompanied by proud parents and grandparents, smiling partners,

Continued on page 26

Members Preferred Partner Group



Legal Education Programme Sponsor



MIL AWARDS 2025

GOOD LUCK ON THE NIGHT!

Thursday 3rd July 2025 at The Kimpton Clocktower Hotel

For more information:

www.manchesterlegalawards.co.uk @MLAwards

Event host



Media partner



Marketing partner



Charity partner



Headline sponsor



Headline sponsor



Welcome drinks reception sponsor



Judging day sponsor





From the President

Fiona Ledden, President

Last month saw some amazing weather heat wise and I trust you have managed to keep cool!

The Manchester Legal Awards are just around the corner and I was so privileged to be part of the judging panel. I am looking forward to hosting the judges, along with our other VIP guests, at the President's table on the 3rd July and to seeing you at Kimpton Clocktower Hotel. It will be an extra special event and I look forward to being there and joining in the celebration. If you are reading on 4th July or later you can see the winners [here!](#)

I was delighted to attend the annual dinner for STEP (Society of Trust and Estates Practitioners) at Manchester Hall. It was great to be able to go as a representative of MLS and see everyone having an excellent time. The event culminated in a tribute to the film the Lion King, which was truly hilarious (if you know...).

I was really honoured to be at the national Law Society admissions ceremony on the 16th June at The Lowry in Salford Quays. This is the first time the event has been held in Manchester and was held in association with Manchester Law Society to mark the Law Society's Bicentenary year. The event went really well and I was delighted that one of my solicitors from the City Council was one of those being admitted. It was wonderful to see how diverse the group of 40+ very excited Lawyers were, around 70% women and a great mix of ethnicities - a real change from mine in 1986!

Watch this space as we are bringing back our own Manchester Law Society Newly

“

The Manchester Legal Awards are just around the corner and I was so privileged to be part of the judging panel”

Qualified Annual Ceremony for solicitors, barristers and CiLEX next year. This was always a really popular event pre covid and it will start again in 2026.

The President of the Law Society hosted a dinner with MLS Officers and invited guests in the evening when we had discussions about how we can work together to deal with issues causing concern to the profession. SRA were at the top of the list with an agreement that the regulatory body should focus on their key roles rather than widening their remit.

We also talked about the future of the profession and how AI will feature in a meaningful way as we move forward.

June ended with a session with the Legal Standards Board looking at issues and challenges for our legal profession going forward, a shout out to Fieldfisher for hosting us.

Keep well have a great July and remember in what is becoming a more hate filled world be kind and look out for others, see you next month.

Fiona



the Messenger

In this edition...

03 From the President

06 News from HQ

16 Mental Wellness

18 Professional Development

20 Regulation Update & News

26 Cover Story

28 Digital Marketing

30 Talking Heads



26



8



Manchester Law Society

Instituted 1838 Incorporated 1871

Manchester Law Society

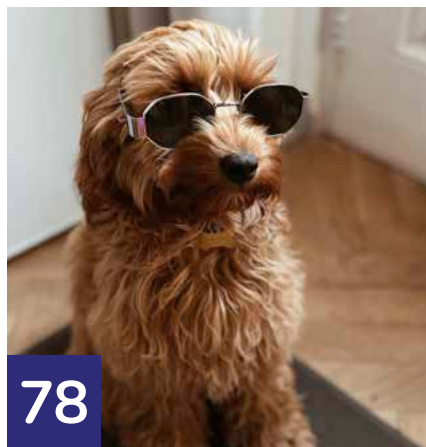
4th Floor, Arkwright House, Parsonage Gardens,
Manchester, M3 2LF

www.manchesterlawsociety.org.uk

Send your stories to: messenger@manchesterlawsociety.org.uk

Why not join the conversation
by following us on social media?





- 36 Member News
- 46 MLS Advantage
- 50 ED&I Update
- 52 Movers & Shakers

- 62 Management Matters
- 66 Legal Costs Update
- 78 Pet of the Month

Communications Committee

Fran Eccles-Bech
Manchester Law Society

Carla Jones
Manchester Law Society

Grace Lindsay
Manchester Law Society

Chandre May
Manchester Law Society

David Anderson
St John's Buildings

Julia Bednarczyk
Clyde & Co

Martyn Best
Document Direct

Emma Bowie
18 St John Street Chambers

Adam Entwistle
JMW Solicitors LLP

Mark Fitzgibbon
Hill Dickinson LLP

Michelle Garlick
Weightmans LLP

Arwa Graf
Manchester City Council

Hafsah Jahan
Trowers & Hamlin

Nick Johnson
Wealth Recovery Solicitors

Steve Kuncewicz
Glaisyers Solicitors LLP

Fiona Ledden
Manchester City Council

Jeff Lewis
Brabners LLP

Julie Mogan
Excello Law

Brigid O'Malley
McAlister Family Law Limited

Cheryl Palmer-Hughes
Stewarts Law LLP

Shane Smith
Slater & Gordon Lawyers

Molly Souter
McAlister Family Law Limited

Matthew Taylor
Eversheds Sutherland

Seraphina Wilkins-Tolliday
TLT LLP

All rights reserved, reproduction in whole or part without written permission from Manchester Law Society is not permitted.

Photographic material and manuscripts are supplied at owners' risk, neither the company nor its agents accept any liability for loss or damage.

The Society welcomes articles and letters from members on any topic and items should be sent to messenger@manchesterlawsociety.org.uk

The views and opinions expressed in The Messenger are those of the individual contributors and not of the Manchester Law Society



**Deadline for the
Aug 2025 edition
of The Messenger**

The Messenger is published by



Advertising enquiries:

Please contact Martyn Best:
Mobile: 07798 700500

Email: martyn.best@legalrss.co.uk

Design by Andy Bellis Creative



Join the International Committee and Shape Manchester's Global Future

We are pleased to invite legal professionals from all backgrounds to be part of an exciting new initiative, the Manchester Law Society International Committee, with the first meeting scheduled for Wednesday 17th September at 1pm.

The legal profession in Manchester has long been outward looking, innovative, and increasingly engaged in cross-border matters. From corporate deals to international family disputes, from immigration and human rights to commercial litigation with foreign parties, Manchester-based lawyers are regularly involved in work that spans borders. Yet until now, there has been no dedicated forum to bring these professionals together to collaborate, share ideas, and elevate Manchester's global legal profile.

That is the purpose of this new Committee.

Why an International Committee, and Why Now?

Manchester is the UK's second largest legal centre, home to a growing number of firms working with international clients, whether through cultural connections, language capabilities, or deep expertise in international legal frameworks. The city's legal sector is full of talent, yet Manchester's international profile often remains overshadowed by London.

The International Committee aims to challenge this narrative. Our belief is simple, **Manchester has all the ingredients to become a recognised global legal hub**, and it starts with building stronger international relationships, amplifying the excellent work



Marcin Durlak

already being done here, and creating platforms for connection and collaboration.

What Will the Committee Do?

At its core, the International Committee will focus on three main objectives:

- 1. Foster international relationships:** Connect Manchester-based legal professionals with lawyers, law societies, and institutions across the globe. This includes exploring twinning partnerships, exchange initiatives, delegation visits, and collaborative webinars or workshops.
- 2. Promote Manchester as a legal centre of excellence:** Champion Manchester's legal talent on the international stage. We want to ensure that Manchester is not only known for its football and industrial history, but also as a centre for complex, high quality, cross-border legal work.

3. Deliver a flagship event, the International Manchester Legal Conference: This will be a global legal gathering hosted here in Manchester. We aim to make this a regular feature in the international legal calendar, with high calibre speakers, practical sessions across disciplines, and meaningful networking opportunities for lawyers at all stages of their careers.

Who Should Join?

This is not a committee reserved for specialists. We welcome interest from anyone in the legal profession, solicitors, barristers, academics, in-house counsel, and professionals working in legal services, who:

- Has experience or interest in international legal work
- Advises international clients or entities
- Is dually qualified or involved in cross-jurisdictional matters
- Believes in promoting Manchester as a global city for legal services

You do not need to have an international caseload to be involved. Passion, curiosity, and a desire to contribute to Manchester's future on the international stage are more than enough.

What Can You Expect?

The Committee will be shaped by its members. At our first meeting in September, we will define key areas of focus, discuss early initiatives, and begin shaping the longer term vision. Whether your interest lies in organising international events, mentoring overseas-qualified lawyers, supporting student engagement,

or developing cross-border practice groups, there will be space for everyone to get involved.

We are also keen to ensure the committee reflects Manchester's diversity, by practice area, firm size, seniority, and background. This is a space for ideas and collaboration, not hierarchy.

Why It Matters

As the legal world becomes more interconnected, Manchester has a unique opportunity to lead with both substance and spirit. Our profession is filled with lawyers who are already working internationally, many of whom have deep ties to communities and markets across Europe, Asia, Africa, and the Americas. We also have world-class universities educating the next generation of globally minded legal professionals.

This initiative is about **coming together to connect the dots**, to ensure that what we are doing individually can be amplified collectively.

Get Involved

If you would like to be part of this exciting new chapter for Manchester's legal community, we would love to hear from you. The first Committee meeting will take place on **Wednesday 17th September at 1pm**, and we welcome anyone who is curious, committed, and interested in shaping what comes next.

To express your interest or to find out more, please email CarlaJones@manchesterlawsociety.org.uk 

Marcin Durlak
Chair, MLS International Committee



We're excited to launch applications for the 2026 Future Stars cohort!

What is the Future Stars Programme?

The Future Stars Programme is a unique initiative created to support individuals – especially those without existing connections in the legal world—on their journey into a legal career. Whether you're aiming to become a solicitor or a barrister, this programme is here to help you take those crucial first steps.

Each year, we select up to 10 aspiring legal professionals to join the programme. Participants receive:

- **One-to-one mentoring** from experienced legal professionals
- **Networking opportunities** with lawyers and legal experts in the region

- **Practical and financial support**, including help with travel expenses, workwear, and more


We believe it's the legal profession's responsibility to open doors for people from all backgrounds and ensure the delivery of legal services reflects the diversity of our society.

True to the founding values of the Manchester Law Society, the programme is open to individuals from the Manchester and Salford area—or those who are committed to qualifying and working in these communities.

Looking Back: The 2025 Cohort


Our inaugural 2025 cohort included a diverse group of future lawyers—from GCSE and A-Level students to those preparing for



their Training Contracts. Each participant was paired with a mentor and invited to events, conferences, and networking opportunities to help them grow and thrive. You can read about one participant's experience of a mini pupillage in the June edition of [The Messenger](#) .

How You Can Support the Programme

1. Spread the Word

Share details of the programme with your contacts at schools, colleges, and universities. While we're reaching out directly, personal recommendations make a big difference. Direct them to [our website](#)  for more information.

2. Become a Mentor


Although our current cohort is already

matched, we're always looking for mentors for future participants. Supporting someone on their legal journey can be incredibly rewarding.

3. Share Your Story

If mentoring isn't feasible, consider sharing your career journey or insights into your area of law. With such a wide-ranging profession, it's valuable for aspiring lawyers to see the many paths available.

Interested in Getting Involved?

We'd love to hear from you! Please email us at enquiries@manchesterlawsociety.org.uk  to express your interest or to find out more.

[Click for more info](#)

MANDERSTAM INTERNATIONAL GROUP

CONSULTING ENGINEERS IN PROCESS & INDUSTRIAL ENGINEERING



Founded in 1941

EXPERT WITNESSES FOR:

- Mechanical & Process Engineering
- Manufacturing Industries
- Oil & Gas Industries
- Petrochemicals & Chemicals
- Fertilizers & Pesticides
- Metallurgical Industries
- Safety & Environmental



www.mandersam.com



PLumley@Manderstam.com



020 7730 9224



020 7823 3056

10 Greycoat Place, Westminster, London, SW1P 1SB

manchesterlawsociety.org.uk



Criminal Policy Lawyer vacancy at JUSTICE

JUSTICE is looking to recruit a new Criminal Policy Lawyer to join their policy team. This is a permanent post although there are options for fixed term positions on request (minimum of 12 months), for example if someone is seeking a period of time off from practice but envisages returning. This provides an exciting opportunity for a practising lawyer with a strong research background keen to engage in high-level policy and law reform work.

JUSTICE are looking for a lawyer mainly interested in criminal justice, as well as in cross-cutting issues affecting the functioning of the justice system (current

cross-cutting projects include work on the state of the rule of law in the UK and AI, human rights and the law in the justice system).

If this is of interest to you find out more [here](#)

The deadline for applications is 13th July.



Joint letter from the Employment Tribunal Presidents

REJ Franey has requested we circulate [this letter](#) which has been issued jointly by the Employment Tribunal Presidents of Scotland and England & Wales, and circulated nationally.

It provides more information about the use of the email address intended solely for presentation of claims and responses in exceptional circumstances.

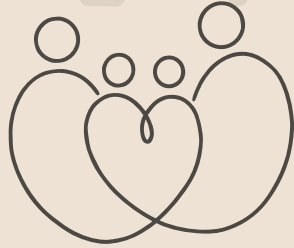
Please read the full letter [here](#)



**Courts and
Tribunals Judiciary**



FAMILY LAW



conference

WEDNESDAY 8TH OCTOBER 2025

MANCHESTER HALL, 36 BRIDGE STREET, M3 3BT

SESSIONS TO INCLUDE

PATHFINDER

**ALIENATING
BEHAVIOURS**

**COERCIVE CONTROL
IN DIVORCE CASES**

**FINANCIAL
REMEDY UPDATE**

FIND OUT MORE





Join Mitigo for a webinar you can't afford to miss: Legal Sector Under Cyber Siege: How to Avoid a Disaster

15 July 2025 | 12:00-12:30

As cyber incidents targeting the legal sector continue to escalate in both frequency and sophistication, it is essential that law firms not only understand the threat, but more importantly understand what can and must be done to identify and control cyber risk. This is not a task for your IT team - it demands specialist skill, sector-specific knowledge, and leadership-level attention.

This free webinar, held in association with Manchester Law Society, will give you the insight you need to avoid a cyber disaster.

Key Topics:

- Learn about the evolving cyber threats impacting law firms
- Understand who carries out these attacks and what they want
- Discover the types of cyber risks that could affect your firm
- Explore common cybersecurity mistakes made by legal practices

- Find out what steps you should take to protect your firm and client data
- Understand your legal and regulatory responsibilities

Speaker:

Kerrie Machin
Head of Business
Development



For the past 25 years, Kerrie has been assisting businesses in identifying their risk exposure. His straightforward, non-technical approach simplifies this complex topic, enabling Senior Business Leaders to make informed decisions about managing their cyber risk. This not only helps them sleep better at night but also allows them to focus on their core strengths.

[Book your place here!](#) @

MITIGO
CYBERSECURITY

Free Webinar:
Legal Sector Under Cyber Siege:
How to Avoid a Disaster

Tuesday 15th July
12:00-12:30

The Law Society's 21st Century Justice Project


On 23rd June the Law Society published its report on 21st Century Justice with a focus on making the civil justice system available to all who need to access it in a timely manner.

They outline practical reforms to level the playing field for those seeking justice and enable more people to access legal advice.

This project was launched in 2022 and in the intervening period the Law Society's team have explored ways to expand the access to civil justice through their members, expert advisory group and stakeholders.

Richard Atkinson, Law Society President and chair of the 21st Century Justice advisory group commented "An effective civil justice system is a vital public service that benefits us all. Our vision for a 21st century civil justice system is one which is accessible to everyone who needs it, when they need it, and which constructively and safely makes use of technology to support the public's needs. It is one in which solicitors feel proud of their vital role in delivering justice for the common good and are supported to respond to changing consumer behaviours. The practical reforms outlined in this report will level the playing field for those of us seeking justice and enable more people to access legal advice."



[Please read the full report here](#) 





Private Client Conference 2025: First Look at the Programme!

We are delighted to announce that our annual [Private Client Conference](#) will be returning this year on Thursday 18th September at Manchester Hall.

This year's conference is perhaps more important than ever, as this will be our first conference held following the 2024 Autumn budget. Last year's budget had a significant impact on the sector – there were legislative changes to inheritance tax, long residence and 'non-dom' status, pensions and more. These changes have caused Private Client lawyers to re-think how to best advise their clients. Our conference offers the opportunity to listen to our experienced speakers' guidance on how to navigate

Starting the day will be Paul Davies, Partner and Head of the Private Capital Team at Clarke Willmott's Manchester office. Paul will be outlining the recent changes to the 'non-dom' rules and reviewing the new 'foreign income and gains regime.' Paul will also consider the inheritance tax consequences of the new rules and reflect on how this legislation impacts both income and capital gains tax.

We will also be joined by Steven Appleton, Partner at Brabners and Head of their Manchester Private Client Team, who will focus on the budget's impact on business owners. In his session, Steven will explore how the recent changes impact Will planning, how this can affect your cases, and what alterations may now be required. Steven will also share some inheritance tax

planning opportunities and discuss funding inheritance tax on business property.

This will be followed by a session on pensions and tax planning (non-business owners), delivered by Nick Nesbitt, Financial Planner and Partner at Forvis Mazars. Nick will reflect on the planned changes and how they may impact clients, the long term changes to pension planning and the challenges for estate administration.

Closing out the conference will be a panel discussion from our speakers, joined by Rebecca Clarke, Partner at Clarke Willmott. The speakers will open the conversation to the room and invites the chance to ask YOUR burning questions directly to our expert speakers.



Nicola Chadwick

Nicola Chadwick, Legal Director at Harrison Drury and Chair of the Manchester Law Society Private Client Committee, commented, "The conference is a great

opportunity to gain valuable insight into the actions other advisers are taking following the budget, and to engage in discussions with your peers about any post-budget issues you may have."

Our Private Client Conference is always one of our most well-attended and anticipated events in our legal education calendar, and we do hope you'll be able to join us for another insightful learning experience.

For more information about the conference, including how to book, please visit our [website](#)

MIL AWARDS 2025

THANK YOU TO ALL OUR SPONSORS

Event host



Manchester Law Society
Instituted 1838 Incorporated 1871

Media partner

TheBusinessDesk .com

Marketing partner

RMS

Charity partner



Headline sponsor

shieldpay

Headline sponsor

W William James Recruitment

Welcome drinks reception sponsor

Choose...
DOCUTECH
OFFICE SOLUTIONS

Judging day sponsor

SQUIRE PATTON BOGGS

Award sponsors

fletchers group

DOCUMENTDIRECT
efficiency in practice
B Certified B Corporation

ALLDOQ

Quantuma

KAIN KNIGHT
LEADING COSTS LAWYERS

STERLING
EVENT GROUP

Landmark
Information

SYTECH

HALL BROWN
FAMILY LAW

Manchester Metropolitan University

LEGALVISION

LEIGH DAY
LAWYERS AGAINST INJUSTICE

Weightmans

Lawshare

consortium
more than marketing
MIGHTY MOXIE
CONSULTING

For more information:
www.manchesterlegalawards.co.uk @MLAwards

Getting started with reverse mentoring: top tips and tools

Many legal organisations are working hard to improve inclusion and wellbeing – but knowing what really makes a difference can be difficult.

Reverse mentoring is one approach that offers a fresh, people-focused way to drive change. It helps senior staff hear directly from others, build trust, and better understand what it's like to work in their organisation.

What is reverse mentoring?

In reverse mentoring, junior staff or people from underrepresented backgrounds mentor more senior colleagues. It's a way to have honest conversations, share experiences, and make sure everyone's voice is heard - especially those often left out of important conversations and decisions.

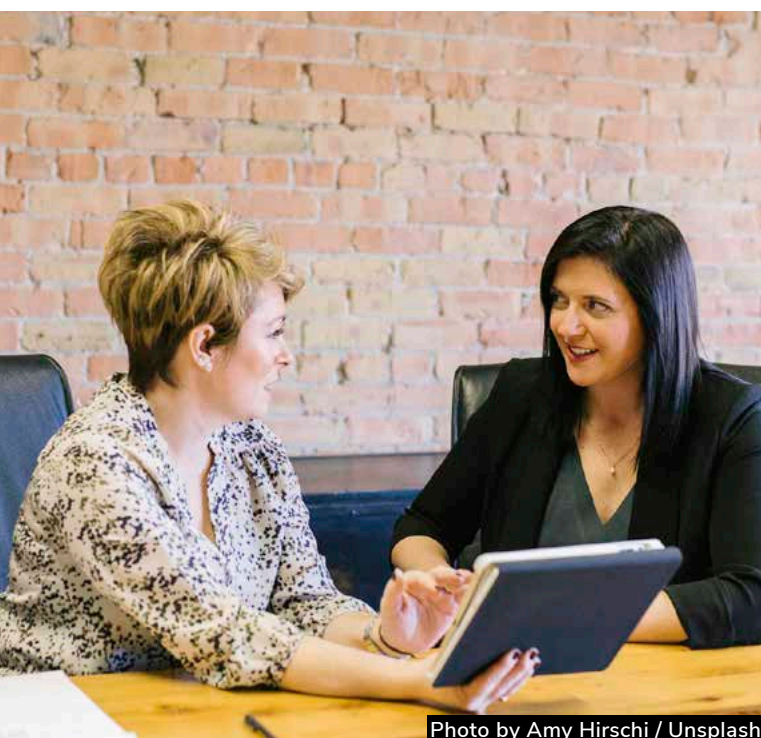


Photo by Amy Hirschi / Unsplash

“

Reverse mentoring is one approach that offers a fresh, people-focused way to drive change

This type of mentoring recognises personal experience as valuable knowledge. It helps leaders better understand their people and how the workplace affects them.

It's not always easy - but when done well, it's powerful.

Top tips for running a reverse mentoring scheme

If your legal organisation is thinking about reverse mentoring, here are six key things to keep in mind:

1. Take your time

Don't rush into it. Involve a mix of voices when planning your scheme so it reflects a range of experiences.

2. Seek diverse views

Go beyond the usual perspectives. Make space for underrepresented groups to help shape the programme from the start.

3. Build trust first

Relationships matter. Everyone involved needs to feel safe, respected, and supported before they share personal experiences.



4. Support your mentors and mentees

Offer practical help - time, quiet spaces, and guidance on how to structure meetings - to ensure the project supports mentors to feel confident and heard and mentees to listen.

5. Focus on action

Don't let good conversations go to waste. Make sure there's a clear process to turn insight into meaningful change.

6. Celebrate and share

Mark progress, reflect on what's been learned, and show this is just the beginning of longer-term culture change.

Need support? Try the new Reverse Mentoring Toolkit

To help legal workplaces run impactful and thoughtful reverse mentoring schemes, LawCare and the University of Leeds have created a free, practical Reverse Mentoring Toolkit.

The toolkit is packed with practical resources to help you design, launch, and sustain an impactful reverse mentoring programme. It will help you:

- Understand what reverse mentoring is - and what it isn't
- Create a safe, respectful space for honest conversations
- Support mentors and mentees throughout the process
- Turn insights into meaningful action
- Avoid common mistakes

Useful links

- Read more and download the toolkit today: www.lawcare.org.uk/reverse
- Explore more resources on the University of Leeds reverse mentoring project page: essl.leeds.ac.uk/directory-record/1234/partnerships-for-cultural-change-reverse-mentoring-in-higher-education-and-the-legal-profession

Who is the toolkit for?

The toolkit is for any legal organisation - whether a large law firm, small practice, in-house team, barristers' chambers, or legal education provider. You don't need a big HR team or budget to start a reverse mentoring programme. What you do need is a commitment to inclusion, an openness to listening, and a willingness to act on what you learn.

Whether you're just starting out or looking to refresh an existing initiative, the toolkit can help you build a programme that is thoughtful, sustainable, and genuinely inclusive.

"This toolkit is such a valuable resource, especially for HR, EDI teams, and senior leaders looking to build more inclusive, supportive workplaces. It provides clear, practical advice on how to set up and get the most out of reverse mentoring. By taking part, you're not only investing in your own growth, but you're also helping to shape a more inclusive, dynamic, and forwardthinking legal sector for the future." – Trish McLellan (Director of Engagement at LawCare)

Ready to get started?

Reverse mentoring isn't a tick-box or a quick fix - but it can be a powerful way to build trust, highlight what needs to change, and make your workplace fairer for everyone.

Having a difficult conversation

When delivering my 'Having Difficult Conversations' course I always ask what conversations do managers find most difficult to have. Here's what always appears in the top 5:

1. Body Odour
2. Performance conversations with a personal friend
3. Conversations with a female about dress code
4. A chat with someone who they know is quite volatile
5. Conversations with someone who isn't self-aware. They think they are great, but they really aren't!

Depending on your level of experience, you might find some of these scenarios difficult too. My opinion is that it doesn't matter what the scenario is, you always need to consider certain factors to help you feel comfortable, confident and assertive. Here's a few things to consider:

Your mindset

What's your relationship like with the other person. Is there high levels of trust? Are you at deception with this person? Do you speak to them like a parent most of the time?

Asking yourself these questions are important as it will impact your conversation. If you see them through the eyes of deception and you talk to them like a parent, there's a chance the conversation isn't going to go too well so it's worth spending time thinking about where your head is at.

Preparation questions

Grab a brew before your chat and ask yourself some open questions. Here's some examples:

- Who - Who do I need to involve? Who does this situation impact?
- Why - Why has this situation come about? Why haven't I dealt with it sooner?
- What - What questions might they ask? What questions might I ask?
- Where - Where am I going to have the chat?
- When - When am I going to have the chat? When did this instance first occur?
- How - How will they react? How will I react?

Asking yourself these questions can help to make feel more confident and assertive prior to the conversation.

The Chat

Explain the reason for the meeting and then hand it over to them for their version of events. Their response will dictate your next steps

"I've asked you for a meeting to have a chat about the dip in your stats over the past few weeks" "I'm interested to hear your thoughts on what's been happening" "I want to help you get back on track so share with me what's been happening"

Don't treat it as an interrogation. Treat it as a chat between two adults. All you want to do is help the other person through genuinely listening, displaying empathy, compassion and understanding.

Do you want to learn more about difficult conversations? Join me on my free webinar on the 18th July.

[Find out more here](#) 📍

Do you want to learn even more? Join me on my **one-day course** 📍 where I'll discuss the topic in more detail and share some strategies you can use straight away



x *PotentialUnearthed*
Personal Development

**AVOIDING
CONVERSATIONS?**

**ISSUES
ESCALATING?**

**SUGARCOATING
FEEDBACK?**

JOIN OUR

HAVING CHALLENGING CONVERSATIONS WEBINAR

FRIDAY 18TH JULY

13:00 - 14:00

ONLINE VIA TEAMS

COST TO ATTEND: FREE!

Book Now!

ALL SECTORS WELCOME!

**MLS
VIRTUAL
EVENTS**

20 Regulation Update & News

By **Andrea Cohen**, Compli, Weightmans



Welcome to the Compli monthly round-up of developments and updates from the regulatory sector, and an overview of recent disciplinary decisions.

SRA First-tier complaints rule changes consultation

Following a thematic review at the start of the year, involving visits to 25 firms and a survey of 750 firms, the SRA has launched a consultation on proposed changes to its rules to assist firms improve how they define and deal with complaints. These would include making changes to when complaints information must be provided, including at the conclusion of the matter as well as at the start; the way it is provided, and having a clear definition of what is a complaint. This will be linked with new guidance and increasing information collected about complaints by the SRA. The responses to the consultation should be submitted by 25 July 2025. Changes are expected later in the year, so watch this space.

Sanctions update:

- Improvements to GOV.UK sanctions content
- Further to a review and requests for clearer, better structured sanctions content, the following have been introduced:
- A new [sanctions hub page on GOV.UK](#) [Ⓔ] that signposts essential UK sanctions content
- an expanded [collection of industry guidance for the Russia sanctions regime](#) [Ⓔ]
- an improved [regimes guidance collection](#) [Ⓔ] page

Results from multiple jurisdictions can make it difficult to search for sanctions content. To help, a pre-filtered [sanction search of GOV.UK](#) [Ⓔ] has been created which can be accessed from the hub page, which lets you find all UK sanctions content by keyword, date and content type. New subheadings to all the statutory guidance, making it easier to find sections of interest. We understand further improvements to content are underway.

OFSI releases Legal Services Threat Assessment

The Office of Financial Sanctions Implementation (OFSI) has released its first Legal Services Threat Assessment, setting out the main sanctions compliance risks facing the legal sector. In the last 3 years, the legal sector accounted for 16% of suspected sanctions breach reports, (second only to financial services), with a significant number relating to licence conditions, e.g. exceeding value limits or failing to report in time, but the report considers that underreporting is 'highly likely'. The report also stated that there has been widespread misuse of complex structures and trusts to hide asset ownership by Russian designated persons. The SRA 'strongly encourage' firms to review client files, particularly those involving complex ownership or links to Russian DPs, improve internal controls and awareness around sanctions compliance, and report any suspected breaches promptly to OFSI. We anticipate this will be an area of interest to the SRA when reviewing files as part of an inspection/ investigation.



SRA anti-money laundering and sanctions data collection exercise

The SRA's annual AML and sanctions data collection exercise will open on 9 July and information must be provided by all regulated firms, not just those within scope of the AML regulations. The link will be sent to Compliance officers, so make sure someone with a mySRA account and a current relevant post and role recorded in mySRA has access if the COLP/COFA are out of the office, or knows to access the link on the [SRA website](#) [Ⓔ] as it's a regulatory requirement to complete the form. The SRA have helpfully provided a specimen questionnaire, and firms may want to start collating the information before the exercise goes live. Where appropriate, a firm will be able to submit a nil return.

SRA fines increase, interventions remain high, while SDT referrals fall

In its recently published financial statement, the SRA revealed that in the year to end October 2024 it issued 173 fines totalling £1.3m, compared to 73 the previous year, totalling around £400,000. As we've reported over the last few months, fines have increased considerably, particularly in relation to breaches of AML, and also a record fine of £4m to a former non-solicitor owner of an ABS, so next year's report will far exceed the 2024 figure. The following year could exceed that, with the introduction of the SRA's unlimited fining powers in cases of economic crime. The report also noted that the number of AML inspections and reviews doubled to 545.

There were fewer cases heard by the SDT, 78 compared to 99 in 2022/23, and this is

likely to continue with more firms 'accepting' fines, rather than incurring additional (and usually irrecoverable) costs of defending allegations before the SDT with the risk of a costs order for all or part of the SRA's costs. The SRA closed down 59 firms, a similar number to the previous year.

Axiom Ince update

The latest indications are that the collapse of Axiom Ince may result in payouts of £41m from the SRA Compensation Fund. In total, around £60m went missing from Axiom Ince. As a result of the claims arising from the Axiom Ince debacle, following closely on the back of other interventions, including Metamorph, the SRA tripled the contributions to the fund for solicitors (£30 to £90), and more than tripled the amount from firms (£660 to £2220) for the current financial year. Present proposals are to reduce contributions for 25/26, but not to the extent they were increased last year (down to £70 and £1950 respectively).

New practice notes and guidance

SRA guidance

The SRA has published the following since our previous update:

- [Publishing regulatory and disciplinary decisions](#) [Ⓔ]
- [Mergers, acquisitions and sales of law firms - Warning notice](#) [Ⓔ]

Continued on page 22



Law Society practice notes

[Climate change and property](#)

[Implementing whistleblowing arrangements](#)

Disciplinary and regulatory decisions

A number of decisions and judgments have been reported since our last publication, including:

AML fines

One firm has been fined nearly £64,000 for AML breaches, including failing to have PCPs in place or carry out client and matter risk assessments (CMRAs) dating back six years, with another firm fined almost £78,000 for failing to carry out CMRAs, CDD and source of funds checks on files reviewed, and seven other firms (at the date of writing) have been fined a total of £88,000. All fines are paid to HM Treasury.

Struck off for dishonesty

A solicitor who told a client she had been awarded £3800, rather than the settled figure of £8500 plus costs, and then transferred monies to a rehab company where his wife was sole signatory on one of the bank accounts, creating false invoices and correspondence, has been struck off and ordered to pay £25,000 costs. The firm had instructed the company in numerous personal injury matters, and over four years had paid £266,000 for different PI matters, but the solicitor was the only fee-earner to instruct it. The solicitor denied his wife had anything to do with the company, but payments made to the account were transferred the same day into her personal bank account.

Ban for solicitor who worked for three firms at once

A solicitor who claimed to work 100 hours per week, juggling three jobs in doing so, has been struck off. She was employed full time by one firm, contracting to work solely for them, but was also working two other roles as a locum and submitted timesheets claiming payment for the same hours on the same dates from both of those firms.

Suspension for solicitor who acted for both claimant and defendant

A solicitor, owner of a law firm and holder of all compliance roles, who, despite the obvious conflict of interest pointed out by a paralegal, acted for both sides in a litigation dispute over a debt, has received a six-month suspension. He acted for one client over a debt and obtained default judgment and then acted on behalf of the defendant in an application to set aside the judgment. At the same time, the first client instructed the firm to enforce the debt, and it instructed a debt collection firm which subsequently declined instructions, telling the solicitor that he was "clearly conflicted". It took a further two months for the firm to stop acting for both, and having said he would self-report to the SRA, he did not do so. The suspension will be followed by a three-year restriction order preventing him from acting as a COLP, COFA, manager or owner of a law firm.

Dishonest solicitor avoids strike-off

A solicitor who deleted five email chains from the case management system which related to matters that led to a client complaint has received a 12-month suspension and £25,000 costs, but avoided a permanent ban, the SDT determining this fell within the limited group of cases where suspension was deemed sufficient



Manchester Law Society
Incorporated 1838 Incorporated 1871

[Click for more info](#)

THE
EDWARDIAN
MANCHESTER
RADISSON COLLECTION HOTEL

Kindly sponsored by

slaterheelis
SOLICITORS Part of Lawfront

Pride

afternoon tea

In aid of



Saturday 23rd August 2025
12:00 to 17:00

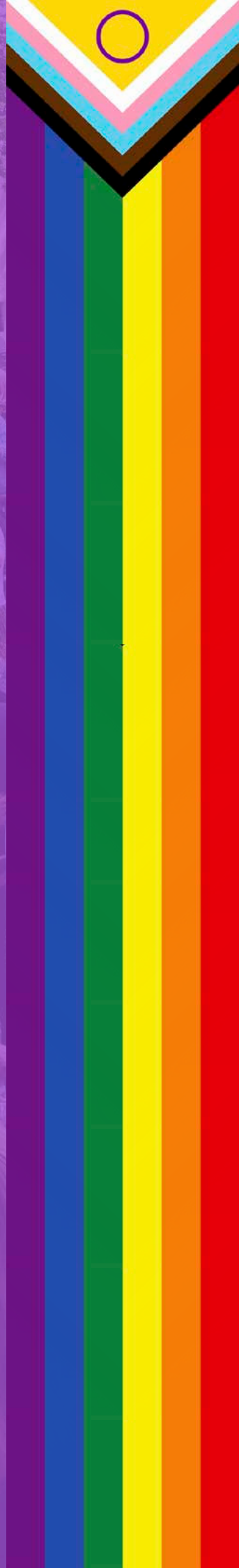


Peter Street Kitchen at The
Edwardian Manchester, A Radisson
Collection Hotel, Free Trade Hall,
Peter St, Manchester M2 5GP



£45.00 including VAT per guest

Find out more!





sanction, finding that while she had been dishonest and had lacked integrity, she was not a dishonest person, the dishonesty being limited in duration and a 'moment of madness'.

Solicitor suspended for inappropriate touching

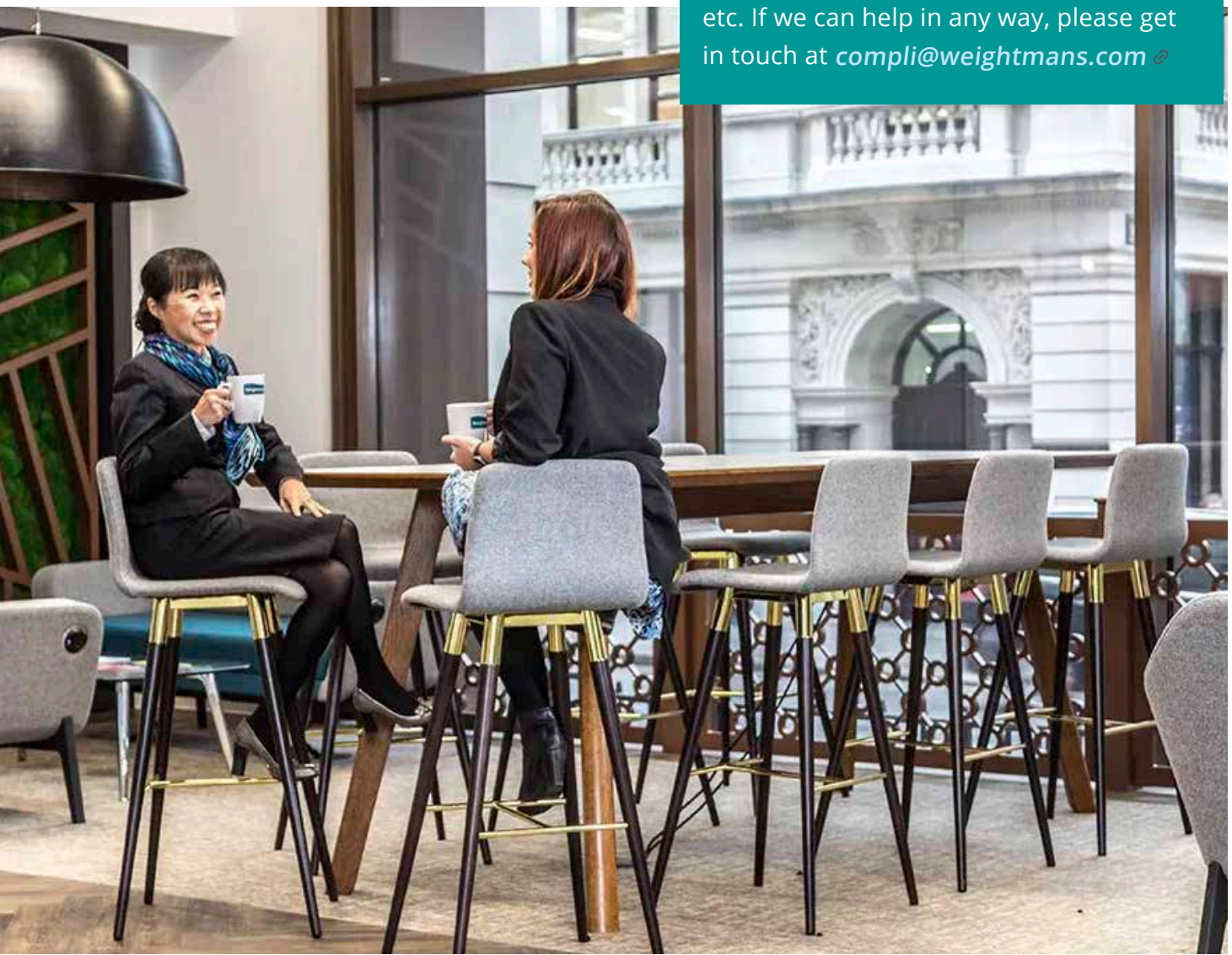
The SDT found that a solicitor inappropriately touched two colleagues at separate social events but cleared him of seven other allegations. It rejected his contention that, because the allegations arose outside the workplace, they did not raise a regulatory issue, finding the proved matters of non-consensual touching adversely affected the reputation of profession. He was suspended for 12 months and ordered to pay costs of £95,000.

Banned for faking signatures

A law firm employee has been barred from working for another law firm without SRA permission for forging a client's signature on a form by tracing it from another signed form. Two parcels of land had been sold but only one transfer form had been signed by the seller. The employee said she panicked as the matter was urgent and the fabricated document was withdrawn, the difference in signatures having been noticed by another fee earner.

How Compli can help...

The Compli Solicitor Regulatory and Professional Discipline Team can provide expertise and advice in with risk and compliance, AML, disciplinary assistance etc. If we can help in any way, please get in touch at compli@weightmans.com ✉





Manchester Law Society

Instituted 1838 Incorporated 1871

PROPERTY LAW CONFERENCE



THURSDAY 16TH OCTOBER



**MANCHESTER HALL
36 BRIDGE STREET, M3 3BT**

We are delighted to announce the Property Law Conference, taking place at Manchester Hall on Thursday 16th October.

This year's Property Law Conference will be split into two parts, so attendees can choose what best fits their specialisms and interests. The morning will cover commercial property law while the afternoon will focus on development.

More details to be announced shortly.

Find out more!

From p.1

The Law Society Admissions Ceremony comes to Manchester

supportive siblings and wide-eyed children gathered at the Lowry Theatre's Compass Room to mark the occasion. With an impressive circular shape and floor-to-ceiling windows giving panoramic views, it was very much a venue that suited the lustre of the occasion.

Gowned-up and sashed for the ceremony, it took many of the attendees back a few years to graduation ceremonies – although it would be surprising if many of the graduation ceremonies had taken place, as this ceremony did, against the backdrop of the set of 'Coronation Street'!

Proceedings were opened by The Law Society's President, Richard Atkinson. He spoke wisely and wittily about what the

“

And in those few minutes they marked the culmination of several years of blood, sweat and tears in order to qualify as solicitors

attendees had achieved, congratulating them on the hard work that they (and their families) had done to get to this stage. But he also spoke sagely about some of the obligations that lay ahead, warning them that solicitors had to protect their integrity, and that of the profession, at all costs. It



Photo by Ray Farley Photography



was not possible, he said, to have some (ie partial) integrity; a person either had integrity or they did not – there was no halfway house.

The newly-qualified solicitors then went up onto the stage to collect their certificates, to have a quick chat to the President, and to pose for photos. And in those few minutes they marked the culmination of several years of blood, sweat and tears in order to qualify as solicitors.

As a group photo was taken, I paused to reflect on the great progress made in terms of diversity since my own Admissions Ceremony several decades ago. No longer was the cohort of new solicitors a sea of male white faces, a transition from which the profession, and society as a whole, can only have benefited.

The ceremony closed with a few wise words from Fiona Ledden, President of Manchester Law Society, who welcomed the newly-qualified solicitors to the profession and expressed the hope that they would in due course involve themselves with the activities of the Manchester Law Society. Everyone



President Fiona Ledden speaking at the admissions ceremony by Ray Farley Photography

then adjourned for some more photos, to chat with friends and family, and to enjoy a wonderful afternoon tea.

Jeff Lewis
Partner, Brabners LLP
Law Society Council Member for Manchester



Photo by Ray Farley Photography



Sam Borrett

More Impressions, fewer clicks? Don't panic – It's AI Search in action

If your website's been showing up more in Google, but your clicks (visits to your website) are down – you're not imagining things. We're seeing this across the board, and the culprit is (surprise, surprise)... AI.

Google's rollout of AI Overviews – part of its new Search Generative Experience – is changing how people interact with search results. And while it's frustrating, it's not necessarily a disaster. Here's what's going on, what it means for law firms, and what to do next.

What's happening?

In short: your content is still being seen, but users might not be clicking through to your website as often.

Google's new AI-powered results summarise information from multiple websites and present it directly in the search results – often right at the top. It means users get a quick answer without needing to click a link. Great for the user. Not so great for your click-through rate.

You'll likely notice the shift first in Google Search Console. Impressions up. Clicks down. CTR falling. Traffic looks like it's taken a dip, even though your rankings haven't changed.

Why it's a big deal (but not the end of the world)

We've seen this kind of thing before. First it was featured snippets. Then 'People Also Ask'. Then zero-click searches. Now it's AI Overviews.

The landscape is evolving – again – and that means law firms need to think differently about how they structure and measure their content.

But here's the key: just because someone doesn't click your link doesn't mean your content isn't doing its job. If your firm's insight was used to inform an AI Overview, you're still part of the answer – and your brand gets exposure even without the click.

That said, clicks are still important. So how do we adapt?

What should law firms do?

Here's how to respond without hitting the panic button:

1. Review your content strategy

Focus on topics that require more depth than AI summaries can provide. Think less "what is a personal injury claim?" and more "what evidence do I need for a delayed cancer diagnosis claim?" The more specific and experience-led your content is, the better.

2. Embrace E.E.A.T

Google's algorithms reward content with Experience, Expertise, Authority and Trust. This is even more important now. Include real solicitor bios, case examples, and authored insights. This isn't the time to hide behind generic content.



3. Prioritise engagement over clicks

Start tracking what users do *after* they arrive. High bounce rates or low dwell time could mean your content isn't meeting expectations. But if you're still getting calls and enquiries from organic search, you're doing something right – even if the raw numbers are down.

4. Use data differently

Impressions alone won't tell you the whole story anymore. Look at rankings. Look at visibility. Look at what's changing week to week. We've built tools into the Digital Dashboard to help firms track this without getting lost in the weeds.

How we can help

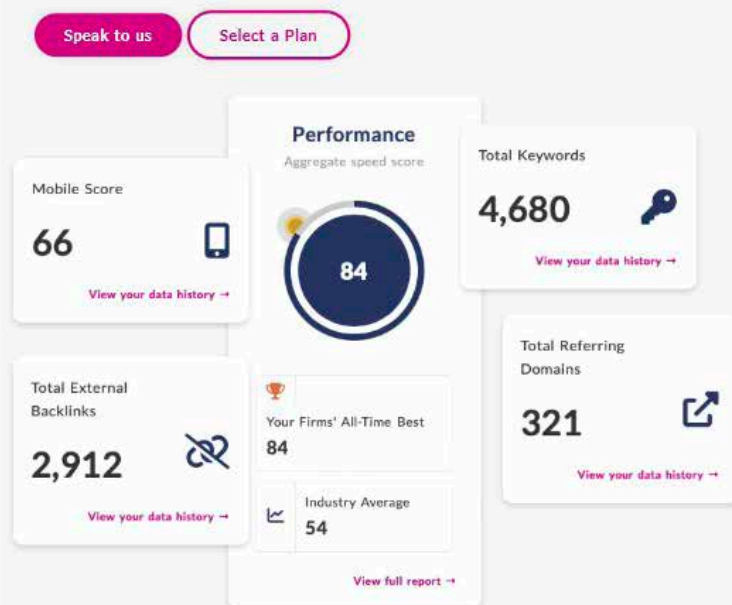
We're already helping firms adapt to this new search landscape through:

- Detailed visibility tracking – see how your site performs on specific topics, even if clicks drop.
- SEO content briefs – updated to reflect what still attracts clicks vs what gets absorbed by AI.
- Monthly to-do lists – for firms that want simple, actionable advice tailored to their website.

You don't need to rip up your whole content strategy. But you ***do*** need to stay informed and be willing to adjust course.

How does your website stack up against the competition?

With the Legmark Digital Dashboard we bring all your website data together in one place so you can see how you measure up against your competitors. Find out where you're leading, and where you can make gains to get ahead of the competition



Final thought

The goal hasn't changed. You want to get in front of people who need your legal expertise. AI is just another gatekeeper now – and like every other Google update, it rewards firms who focus on useful, well-structured, expert-led content.

It's not about chasing clicks. It's about showing up with the right answers, in the right way, at the right time.

If you want help figuring out how your site's doing – and what to do next – get in touch or check your free data [here](#).

With Oasis returning for their homecoming gigs in July, this month we are asking our *Talking Heads*:

What's the best (or worst) concert you've ever attended?

Jamie Patton

Managing Director,
Johnson Law Group

**Deacon Blue - Whitely
Bay Ice Rink April 1993**

They did a set that lasted more than 3 hours and they were brilliant. When they

started to play "Dignity" Ricky stopped singing and just let the crowd take it away. Then when they launched into Real Gone Kid the entire rink area turned into a bit of a mosh -pit



(which is not what you would have expected from a Deacon Blue concert).

Fantastic night.

Molly Giles

Barrister, Deans Court
Chambers

The best concert I have been to was **Paul McCartney in his 'On the Run' tour in Liverpool in 2011**. His voice was still magnificent and the



set list was huge, with encores that just kept coming; a testament to his love and respect for his fans. Being a massive Beatles

fan, to see him speak emotionally about John when he introduced "Here Today" was definitely a life highlight which I won't forget and it was one of the most authentic and beautiful renditions of a song I have heard.

Holly Shuttleworth

FCILEX, Forbes Solicitors

My boyfriend and I once booked to go to an ice hockey match in Canada. We were waiting outside in a queue and thought everyone didn't look too much like ice hockey fans - crop tops and shorts!

We waited in the queue a bit confused as it was past the start time for the match. We then started getting let in to the venue and our tickets didn't work but we were let in anyway. Once we went



in the venue we soon realised we had been queuing for a band gig and the ice hockey match was round the corner and we had missed half the game by the time we arrived!



Robert Danvers
Senior Associate,
Centrefield LLP

One of the most enjoyable concerts I've attended was one I had a hand in organising. Whilst at university in 2013 I was part of the team responsible for sourcing the entertainment

for our Summer Ball. We ended up booking Scouting For Girls and the Vengaboys as the headline acts (thereby confirming our impeccable music taste to all our peers). Both groups put on a great



show and were fantastic fun. After their set, Scouting for Girls even grabbed some headphones and joined the silent disco with all the students.

Janet O'Keefe
Office Manager, Olliers
Solicitors

Chuck Berry – 1991, Manchester Apollo. He spent an hour staring at the wall in the dressing room. Regrettably I didn't do something similar in my bedroom. An hour late, his guitar was completely out of

tune. Akin to avant-garde jazz. His bassist tried to tell him but he carried on with "Memphis Tennessee" (for the third time). Eventually he handed his guitar to the bassist to tune and recited a poem longer than "Bohemian Rhapsody". After muted applause,



his bassist gave him the guitar back. He promptly de-tuned it again so it sounded worse than the first time and played "Memphis Tennessee" yet again! Daughter Ingrid did a couple of forgettable dirges, who let's be fair we didn't come to see. 40 minutes later, gone – he didn't even do Johnny B Goode.

Alice Healy
Regulatory Associate, DWF
Law LLP

The best concert I have ever attended is **Elton John at the AO Arena in Manchester** as part of his Farewell Yellow Brick Road tour. I always knew he was a phenomenal singer and performer but hearing him sing live was even better than I had imagined and the atmosphere within

the AO Arena was incredible. A close second was seeing Adele Live at the O2 Arena in 2016. Again, hearing her sing live was just amazing, although hearing everyone else try and sing along to the big notes wasn't quite as good! Seeing Adele effortlessly switch from belting out emotional ballads to telling funny stories in between songs was also brilliant.



Stacy Fox
Director, AFG Law

"Bryan Adams concert - best ever whoop!"



What's the best (or worst) concert you've ever attended?

Madelaine Hailey
Senior Associate,
Hall Brown

This must be a trick question because I've found it impossible to come up with only one answer, although this may be due to my variable music tastes. I have



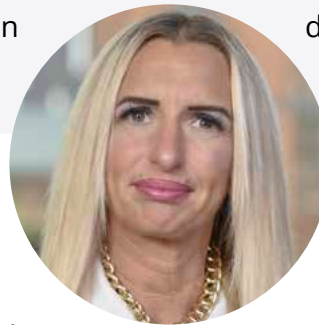
very fond memories of spending my early twenties risking my ongoing ability to hear, at a series of dangerously loud **Mogwai** gigs. Collectively, they are high up the list. Then in my thirties, I had the time of my life on my best friend's hen do watching the

Spice Girls at the Etihad. It was my first night out after having my son and we each dressed up as a member of the group (inevitable arguments ensued). Since then, I've largely been confined to rocking out at family friendly 'raves' but I recently got taken to my first **Bruce Springsteen** concert. I'm hoping it won't be the last.

Lindsay Orr
SHE/REG Legal Director,
Clyde & Co

With 2 of my 3 Kiddults attending at the Oasis concert at Heaton Park this July then I am taken back as highlight to having the fun and games of seeing Oasis at Glastonbury 1994. I had to be reminded of this occasion by my friend from law College as neither of us have the best

recollection. Rather more memorable had been photographs of our social group appearing in the telegraph whilst within another 24 hours one of our members having only just shaken off the dust from Glastonbury had to attend for presentation and photo shoot for the law Society's, Wig and Pen



Award with rather a different pose. Highlight recent concert has to be attendance as, "last minute invitee" to Robbie Williams at the Emirates/ Arsenal ground, Friday 6 June. I pride myself on being an excellent last minute invitee and wear this as a badge.

Rachel Fletcher
Managing Partner & Head
of Crime and Regulatory,
Slater Heelis

When it comes to my favourite gig, the choice is clear. I camped out on the steps of Wembley Stadium for two nights, eagerly awaiting the Michael Jackson concert. During



that time, I made some lifelong friends and ended up right at the barrier. Just thinking about it still gives me shivers of excitement!

Choosing the worst concert experience is a bit more challenging since a night out with music is

rarely a bad thing. However, one particular incident does come to mind. I was at The Stone Roses concert at Heaton Park a few years ago and, unfortunately, got a pint of urine thrown over me during the first song. Needless to say, enduring the rest of the concert while reeking was not the most pleasant experience. I expect a similar scenario when I see Oasis in July!

The deal's not done until the money moves. A payment platform you don't have to think twice about.

Shieldpay is the trusted solution for legal professionals managing client funds.

Whether you need a secure escrow solution or to make SRA-compliant payments without using your client account, our platform is designed for peace of mind.

Join the firms that choose Shieldpay when it matters most.

Payments that Matter™



Book a call today:

 shieldpay.com

 sales@shieldpay.com



What's the best (or worst) concert you've ever attended?

Charlotte O'Mara
Music & Media Partner,
gunnercooke LLP

One of the best and most memorable concerts I have

been to was the first one I went to – David Bowie's performance in Manchester during his legendary Glass Spider Tour. The moment Bowie descended from

above to the stage below I was hooked.

The show was spell-binding with surreal costumes and an electrifying set combined with his great music – Bowie at his creative peak – theatrical brilliance and musical genius. I remember the pounding of the music through the ground and through the crowd. We were all transfixed by him.

What has stayed with me the most is the atmosphere – the first time I had experienced that. Afterwards, I thought all concerts would be like this.....! A high bar to set!



Photo by Christina Radevich on Unsplash

Messenger Deadlines for 2025

 **Messenger**

Don't miss your chance to promote your news to the Manchester legal community. You can submit your news any time to Messenger@manchesterlawsociety.org.uk but if you have something time sensitive you want to get in a particular issue here are the deadline dates for 2025.

August 2025 18/07/2025

September 2025 22/08/2025

October 2025 19/09/2025

November 2025 24/10/2025

December 2025 21/11/2025

January 2026 12/12/2025





x *PotentialUnearthed*
Personal Development

HAVING CHALLENGING CONVERSATIONS AND MANAGING CONFLICT TRAINING DAY



TUESDAY 30TH SEPTEMBER
09:00 - 17:00



MANCHESTER HALL
32 BRIDGE STREET
MANCHESTER, M3 8BT



MLS MEMBERS £200.00 PLUS VAT
NON MEMBERS £250.00 PLUS VAT



Mike Ode
Potential Unearthed

FIND OUT MORE





It's goodbye to David Abbott after 44 years of service at Olliers Solicitors

Olliers Solicitors marked the end of an era last month as they celebrated the retirement of David Abbott, who departs after an impressive 44 years of service.

David joined Olliers in the early 1980s as an articled clerk – back in the days before fax machines and email. He qualified as a solicitor in March 1985 and soon after became a partner, cementing his place as a key figure in the firm's development.

Over the years, David's legal career encompassed both matrimonial and criminal law. He earned a reputation as a skilled and tenacious lawyer, representing clients in Magistrates' and Crown Courts with dedication and integrity. He became a duty solicitor and was highly regarded for his advocacy skills and courtroom successes.

In addition to his legal expertise, David played a significant role in mentoring younger colleagues. Many at Olliers, including longstanding team members, credit him as a generous guide and a source of encouragement in their early careers.

In more recent years, David served as Head of Wellness, bringing the same care and dedication to the firm's wellbeing initiatives. His thoughtfully planned countryside walks became a much-loved staple, encouraging team members to spend time away from their desks in the fresh air.

David's presence at Olliers will be sorely missed – not just in the courtroom or as a mentor – but also as a quiz-night ace with an unrivalled knowledge of 1980s pop music. As the firm's second-longest-serving member, Janet O'Keefe, noted in a heartfelt



“

David's presence at Olliers will be sorely missed – not just in the courtroom or as a mentor – but also as a quiz-night ace

farewell speech, his humour, reliability, and unwavering support have left a lasting legacy.

David now looks forward to a well-earned retirement filled with new adventures – and hopefully plenty more walks. The entire team at Olliers extends their deepest thanks and warmest wishes. Thank you, David, for everything.

New leader looks forward to Anthony Collins' continued expansion in Manchester

As the new leader of [Anthony Collins'](#) Manchester office, Suzanne Gregson, wants to develop the firm's workplace culture so that it stands out in the marketplace, and build on the firm's strong reputation in the legal market.

An experienced housing litigation partner, Suzanne believes that fostering a collaborative and connected workplace culture will enable Manchester-based colleagues to deliver their best work for clients.

"An office is only as strong as its culture," says Suzanne. "Since opening the Manchester office in 2019, we have expanded significantly, and we have grown our client base organically. We have always had a strong team spirit in Manchester, but I want to develop a workplace culture that attracts people internally and externally – a place where they can come together to collaborate, socialise, learn and work."

Suzanne takes over from Jonathan Cox, who has moved into a new post driving forward new business in the social housing sector.

Suzanne said "I want to build on the great work Jonathan has already done and continue to develop a people-focused culture in our Manchester office. We will do this by increasing opportunities for Manchester-based colleagues to connect with colleagues in other teams."

Suzanne has also been working alongside Andrew Keith (COO) and Louise Ducker (Office Services manager) to find a new office for the Manchester-based team to expand into. She is hoping to have an update on this in the near future.

“

An office is only as strong as its culture,”

Suzanne said "Along with my fellow Manchester partners, Tom Starkey and Lucy Worrall, I am really looking forward to creating a space to support our growth plan, a place that colleagues enjoy spending time and working alongside each other, a place that is inspiring and where individual employees can develop their knowledge and skills. I believe it's important for individual employees to strike the right balance when it comes to hybrid working, as there are huge benefits to working in the office, as well as at home."





Fletchers Solicitors' Solicitor publishes new book on stroke claims for clinical negligence lawyers

Fletchers is pleased to announce the publication of a new specialist legal text authored by Iain Dodd, Head of the Brain Injury Department and Partner at Fletchers.

The book, "A Practical Guide to Stroke Claims in Clinical Negligence," offers an in-depth exploration of one of the most complex areas in clinical negligence.

Drawing on over 15 years of experience handling high-value and life-changing stroke claims, Iain has produced a practical and comprehensive guide designed for clinical negligence practitioners and those involved in stroke litigation.

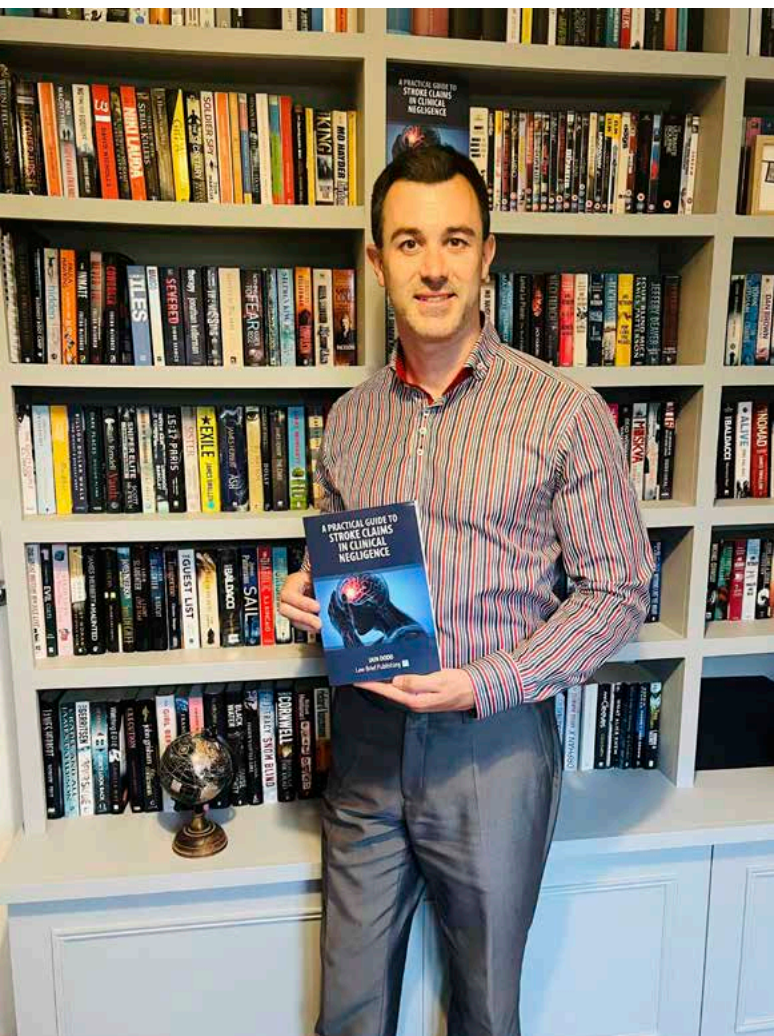
The book addresses core legal concepts and challenges faced by lawyers handling stroke litigation, along with solutions and general practical points.

Key topics include:

- **Causation:** Analysing the medical and legal nuances in establishing a link between breach of duty and injury.
- **Breach of Duty:** Common issues with the standard of care across primary and secondary care settings.
- **Expert Evidence:** Selecting and instructing the right experts to support liability and quantum.
- **Quantum:** Accurately assessing damages in stroke cases, including issues with care needs, rehabilitation and various other heads of loss.

Speaking about the publication, Iain said: "Stroke cases can be especially complex and often devastating to the individual and those close to them. My aim with this book is to help equip practitioners with clear, practical guidance to navigate these claims effectively and proportionately. Fundamentally, with a focus on sharing knowledge and hopefully developing further understanding and awareness of stroke to help improve outcomes."

The book has already attracted attention from legal educators and professionals as a timely and much-needed resource, particularly in light of the rising number of stroke-related claims and the increasing demands placed on NHS services.



Iain Dodd is a solicitor and a Partner at Fletchers Solicitors specialising in catastrophic injury claims arising from clinical negligence, where he also leads the Brain Injury Unit. Iain has extensive experience dealing with claims exceeding £1million arising from brain injuries, spinal cord injuries, birth injuries and amputations, along with other complex claims.

Peter Rigby, Managing Director of Clinical Negligence at Fletchers said: "This publication reflects not only Iain's expertise, but also Fletchers' wider commitment to thought leadership and raising the standards in clinical negligence."

The book is available now through Law Brief Publishing and can be purchased [here](#) for £49.99.

Myerson Wins Team of the Year (Cheshire) at the 2025 North West Rainmaker Awards

Myerson [Ⓢ] has been named "Team of the Year (Cheshire)" at the 2025 North West Rainmaker Awards, held on Thursday 19th June at the Hilton Deansgate, Manchester.

Hosted by [TheBusinessDesk.com](#) [Ⓢ], the [Rainmaker Awards](#) [Ⓢ] celebrate the standout individuals, teams and transactions shaping the North West's corporate finance landscape, with a focus on mergers & acquisitions, private equity and advisory excellence. Winners were selected by over 50 senior professionals from across the region.

Myerson was shortlisted alongside Aaron & Partners, DTM Legal, JS. Accountants & Business Advisors, and SJC, and recognised for its strong regional presence, consistent growth and quality of service.

The firm's [Corporate team](#) [Ⓢ] played a key role in securing the award, advising on a range of high-value transactions including mergers, acquisitions and Employee Ownership Trusts (EOTs). In 2024, the team completed several EOT transactions, including in the legal sector - among them Myerson's own transition to employee



ownership - building recognised expertise in this specialist area.

Akeel Latif [Ⓢ], Head of Corporate at Myerson comments: "This award recognises the trust placed in us by our clients and partners in the sector. It's a testament to the expertise of our growing Corporate team and the strength we bring as a firm when delivering strategic, partner-led advice."

The firm congratulates all finalists and thanks TheBusinessDesk.com and the Rainmaker community for this recognition.



Brabners expands offering with strategic investment in The Sustainability Academy

Brabners has completed a groundbreaking strategic investment, acquiring a 30% stake in The Sustainability Academy in a move designed to extend its client offering as well as accelerate its growth ambitions.

The Sustainability Academy, founded in 2020 by Sara Wilcock and Gary Carney, delivers online training and consultancy to organisations seeking to define, achieve and report on their sustainability goals, by equipping them with the knowledge and tools required to take meaningful action on environmental, social and governance (ESG) issues. The Academy's training is based on the framework of the UN Sustainable Development Goals and provides IEMA-accredited programmes and bespoke ESG leadership development. Clients include household names such as Peel L&P and the Royal Air Force Cadets.

The investment marks another significant milestone for Brabners as it continues to extend its offering into complementary non-legal services. The businesses will now also form a close partnership aimed at working with Brabners clients – to help them integrate sustainability into their strategy, operations and regulatory reporting.

The Sustainability Academy has also joined Brabners' growing True North network, which brings together more than 430 businesses, business leaders and other organisations, who have come together to play their part in unlocking the true potential of the Northern economy.

Robert White, CEO of Brabners, said: "Our position as a leading independent law firm enables us to make exciting investment decisions such as this, as well as to build meaningful partnerships with organisations



that are aligned with our mission to make the difference for our clients, our people and the communities we serve.

“We are delighted to announce our partnership with The Sustainability Academy and this important milestone for our firm, as part of our strategy to extend our offering into complementary non-legal services, as a route towards strengthening our relationships with clients even further and opening up new routes to market for specialist, scalable services.”

Nik White, managing partner at Brabners, said: “What makes this opportunity even more compelling is that it aligns perfectly with our purpose, our values and our status as a B Corp. The Sustainability Academy is a business we know well and trust, with a proven track record in delivering real impact by working alongside sustainability directors and ESG-conscious leadership teams. By investing now, we are able to support the Sustainability Academy team to scale, and to

position the business and our partnership at the heart of the sustainability agenda – which will only become more important for our clients in the years ahead.”

Sara Wilcock, co-founder of The Sustainability Academy, said: “As a client of the firm, Brabners has supported our business since day one and so to now welcome them as an investor and strategic partner is a huge vote of confidence in our business. This partnership gives us the opportunity to grow faster, reach more organisations and to continue to develop high-impact training and consultancy at pace that – ultimately – helps businesses turn sustainability goals into impactful action.

Gary Carney, co-founder of The Sustainability Academy, added: “Aligning our mission with a purpose led organisation like Brabners will allow us to increase the impact we make. We are looking forward to building our relationship as a partner in action as we continue to grow and scale both businesses.”

MLS Member Benefit: Chamber Space Access



Greater Manchester Chamber of Commerce HQ is based at Elliot House, Deansgate, right in the heart of Manchester City Centre. Over the course of the pandemic, the Chamber doubled the size of the Members’ Lounge and added a hot-desking facility, so why not pop in, grab a free coffee and network? As members of Manchester Law Society, you’re welcome to use the facilities there, just notify a member of staff on

arrival. The Chamber also has a suite of 16 meetings rooms at Elliot House from conference facilities, boardrooms through to gallery rooms – and members of the Chamber get 20% off.

To find out more, visit:

www.chamberspace.co.uk If you’re interest in Membership, the Members’ Lounge or Chamber Space, then feel free to get in touch with the team on benefits@gmchamber.co.uk



UK's approach to consumer credit regulation and alternative dispute resolution arrangements make it an outlier among OECD jurisdictions

The [Finance & Leasing Association](#) (FLA) – in conjunction with [Eversheds Sutherland](#) – has today published at its Annual Insights Conference new independent research that examines the degree to which the UK's approach to consumer credit regulation and alternative dispute resolution arrangements (ADR) make it an outlier when compared with other OECD jurisdictions.

The global law firm was commissioned to analyse the legal and regulatory systems for consumer credit in France, Germany, Italy, Poland, due to their comparable scale to the UK, and New York State (USA) because of its licensing and supervisory regime for unsecured consumer credit.

The comparison of **regulatory regimes** revealed that the UK is an outlier in a number of areas. **Only the UK** has:

- a multi-faceted regime comprised of law and regulation, regulatory rules and guidance, regulatory principles and outcomes-focused regulation.
- a private right of redress for breach of regulatory rules (FSMA s138D).
- provisions for unfair relationships claims specifically relating to consumer credit (Consumer Credit Act (CCA) s140A).
- Furthermore, outside of acting without authorisation or breaching usury laws, the UK and Italy are alone in having unenforceability sanctions for specific breaches of consumer credit law and regulation. While the other assessed

jurisdictions have a consumer protection objective, outside of the UK the research suggests that very few regulators required consumer remediation or redress on the same scale as the FCA.

The comparison of **ADR arrangements** showed that:

- The UK is an outlier because ombudsmen in all other assessed jurisdictions are required to apply the law in their decisions.
- In the UK, the Financial Ombudsman Service (FOS) decides complaints on what it considers to be fair and reasonable in all circumstances of the case. This includes law and regulation and good industry practice at the time of the customer complaint. However, the FOS can depart from these, meaning that complaints may be upheld even where firms have complied with law and regulation. There is criticism that this can lead to subjective and inconsistent decisions.
- The UK is alone in requiring firms to apply previous FOS decisions –the mechanism which turns the FOS into a quasi-regulator. None of the other assessed jurisdictions require firms to apply ADR decisions to other similar complaints. Evershed's analysis states; "A reason for this could be that, in most of the other jurisdictions where ombudsmen are required to apply the law, the ombudsmen have less discretion....the position may be more certain, clearer, and more consistent

for both complainants and respondent firms.”

- Inconsistency in FOS decisions can be a factor driving complaints and claims management activities – including the mass use of templated and unsubstantiated claims.
- This material monetisation of the complaints process by claims firms is not seen in the other assessed jurisdictions. The analysis states “It could be that clearer rules and non-binding decisions in other assessed jurisdictions, make it less feasible for claims management firms...to monetise the financial services complaints industry.”

Commenting on the findings, Stephen Haddrill, Director General of the FLA said:

“Until this point, we have not had authoritative and independent research to enable us to clearly compare the UK’s regulatory and ADR arrangements to those in similar markets.

“The findings show a UK system of overlapping and contradictory requirements that complicate compliance and hinder innovation, all totally at odds with the growth agenda.

“There is a reason why the UK is the only country in the study targeted by claims management companies and claimant law firms. Inconsistent decision-making by FOS, along with its quasi-regulatory approach, have monetised the complaints process.

“Reform of both the CCA and the FOS are underway, but fundamental change is required if we are to reinstate certainty and clarity for firms, and prompt complaint resolution for customers.”



Chris Busby

Chris Busby, UK Head of the Financial Services, Disputes and Investigations Group at Eversheds Sutherland, and one of the authors of the report comments:

“We are thrilled to have led on this important piece of work which comes at a critical juncture, underscoring the importance of our findings.

“This research highlights the UK’s unique position in several respects and suggests that the regulatory framework in the UK regarding consumer credit is more restrictive compared to other jurisdictions.

“As ongoing reviews into consumer credit, including buy-now-pay-later schemes, and the Financial Ombudsman Service continue to take shape, we hope this study will serve as a useful resource.”



Manchester City fans call for club to scrap “discriminatory” season ticket policy

Trade Union Blues have urged Manchester City Football Club to rethink a recently introduced minimum-game season policy, which they believe is the first of its kind in the country and unlawfully penalises fans unable to attend every single match.

This comes after the club introduced restrictions on season ticket holders, requiring them to utilise their season ticket for 16 of the 19 home games next season. Of these, season ticket holders must personally attend at least ten matches.

Under the newly introduced policy, fans would have to pass six tickets back to the club or forward them to eligible Manchester City members only.

In a letter sent to the club by lawyers at [Leigh Day](#), Trade Union Blues argue the minimum-game policy unfairly penalises those who, due to unavoidable personal circumstances or protected characteristics, cannot attend the necessary quota of matches required.

The policy would leave potentially thousands of fans at risk of having their season ticket revoked, including those that are elderly, disabled, pregnant, have religious or cultural obligations, have caring responsibilities or who work shift patterns. Trade Union Blues argue this is discriminatory and in breach of the 2010 Equality Act.

Trade Union Blues, a supporters' group formed by trade union members, have criticised the absence of any clear guidance on exemptions or reasonable adjustments, arguing that loyal fans are being forced out due to rigid rules that fail to accommodate

individual needs or circumstances. They highlight the club's policy appears to be at odds with the Premier League's own Equality, Diversity and Inclusion Standard, for which Manchester City has been awarded the highest 'advanced' level.

The new rules also apply to the 'Flexi-Gold' option - billed as a “pay-as-you-go” ticket, which requires supporters to attend a minimum of 10 games to remain eligible for future season ticket access.

While the club has since backtracked on some elements of this scheme – allowing Flexi-Gold users who attend 16 or more games to upgrade to a full season ticket – the upfront £120 cost and lack of flexibility has continued to attract criticism.

Trade Union Blues say the policy change has already discouraged renewals, with some lifelong fans priced out or forced to downgrade to Flexi-Gold after decades of attendance. They say the club is prioritising profit over loyalty, aiming to drive up income from individual matchday sales rather than retain devoted supporters.

Their legal letter notes that, despite many fans contacting the club for clarification or mitigation, there does not appear to be any formal review procedure or support structure in place. In several cases, fans were simply advised to purchase a Flexi-Gold ticket, which is often more expensive and less secure than their original season ticket.

Trade Union Blues have asked the club to respond within 14 days and requested a meeting with club representatives and stakeholders to resolve the matter and



Ryan Bradshaw

develop a more inclusive, legally compliant policy. The legal action is supported by [Law for Change](#).

Trade Union Blues Secretary Chris Neville said: "This policy doesn't reward loyalty - it punishes people for being human. Illness, pregnancy, disability, caring responsibilities or working shifts should now cost you your season ticket. Many of our members have followed City through thick and thin and now face exclusion because of inflexible criteria that takes no account of individual circumstances.

"The club talks about inclusion and community, but this policy does the exact opposite - it's divisive and discriminatory. We're urging the club to sit down with fans, rethink this damaging policy, and create a fairer, more inclusive approach."

Helen Powell said: "As a lifelong City fan and long-time season ticket holder, I was incredibly disappointed when I reached out to the club at the end of the 23/24 season to let them know I was pregnant, due in November and as my ticket is in the South Stand, I would not be able to attend a large number of games in the following season - and if it would be possible to defer. I was told this would not be possible and would need to transfer my ticket for each game to meet requirements. Had

this ten game personal attendance policy been in place I would have lost my ticket, as would many parents, particularly those carrying and feeding children, this policy disproportionately impacts women and mothers, as well as carers, those doing shift work and others with commitments beyond football, especially with multiple games being moved short notice. I am incredibly disappointed in this policy and the club."

Ryan Bradshaw, human rights partner at Leigh Day said: "The updated policy introduced by Manchester City applies a blanket requirement for personal attendance which significantly disadvantages a number of protected groups under the Equality Act. There is no indication that any meaningful mitigation procedures are in place. It disadvantages those working class fans who are required to work shift patterns or precariously and may be unable to attend games for fear of losing their jobs.

"As a service provider, Manchester City is legally obliged to avoid discriminating against protected groups. The failure to account for these legal obligations undermines the values of equality, diversity and inclusion that the club publicly claims to uphold. Beyond all of this the club has a moral duty to ensure they continue to maintain their link with loyal supporters who have followed City through thick and thin."

A spokesperson for Law for Change added: "Law for Change is very happy to be funding this important challenge to an ill-thought-through policy at Manchester City Football Club. It seems apparent that this policy will disproportionately impact certain groups, and we therefore hope that this action will prompt the club to reconsider its decision. We thank the team at Leigh Day for bringing this important case to our attention."

MLS Advantage



More **added value** for members of the Manchester Law Society

SEARCHFLOW

SearchFlow is one of the UK's largest providers of legal due diligence data for residential and commercial property transactions, having supported over 5,000,000 instructions with more than 26,000,000 searches.

SearchFlow provides confidence and certainty, to any law firm that wants to embrace and benefit from this transformation journey. This is achieved, each day, by delivering concrete due diligence, advanced technology, intelligent data, unparalleled market experience, serious financial investment, and access to exceptional people.

By partnering with SearchFlow, the UK's property law professionals are able to deliver smarter, safer, and faster property transactions to their customers.

SearchFlow is a Landmark Information Group business, which is headquartered in the UK and is part of Daily Mail and General Trust plc (DMGT).

www.searchflow.co.uk 

Follow on Twitter @SearchFlow

LEGALRSS

LEGAL NEWS – up-to-date legal news and court judgments for your website and smartphone.

Legal RSS provides uniquely created, timely, well-written news on the latest court judgments. This can be used on your website and will ensure that your news section is up to date, current, and topical. In engaging with existing and prospective clients this will help your firm maintain and enhance its reputation as being expert in its field, plain-talking, on the ball and client-centred – key attributes for driving practice growth and profitability. This will also help you keep your website up to date with articles designed to drive in instructions and client acquisition. We cover over 60 different areas of the law, and our service can be seamlessly fed onto your website, or you can personalise each article with your own comment and key fee earner contacts. Legal RSS also provides a smartphone app which you can download for free to keep up to date whilst on the move, and we can also provide a bespoke firm version of our app.

martyn.best@legalrss.co.uk 

www.legalrss.co.uk 

Compli provides regulatory and compliance advice and assistance to law firms and



Manchester Law Society

Instituted 1838 Incorporated 1871

What is MLS Advantage?

MLS Advantage partners are able to identify and advise on core issues facing your business and using their experience, expertise and market knowledge can bring you the right solutions for these issues.

We know that our members recognise the value that technology, outsourcing and

business services can deliver to the client experience as well as business processes and operational efficiency.

Our MLS Advantage partners all offer special packages to Manchester Law Society members.

Why not contact one of them today?

Compli



others in the legal sector. Whether you are a partnership, limited company, ABS or sole practitioner, our flexible, tailor-made service is designed to support you in meeting the evolving regulatory, compliance and risk challenges you face. This is underpinned by incisive commercial advice on business management and structure, all delivered by specialist teams with outstanding experience in their disciplines. Confidentiality, legal professional privilege and peace of mind is assured.

Michelle Garlick: 0161 233 7330
michelle.garlick@weightmans.com 
www.weightmans.com 

Choose... DOCUTECH OFFICE SOLUTIONS

Docutech Office Solutions is the Manchester Law Society's preferred supplier for MFPs, Copiers, Printers, managed print services, secure electronic data storage and electronic signatures. We pride ourselves in great prices, focusing on cost and emission reduction, improving your efficiency whilst maintaining a second to none service.

Before recommending any of our products we make it our business to understand your business allowing us to supply the right solution to your specific needs, whether it be from our vast range of hardware, software, technical services, or a combination of everything.

0844 259 6155
info@docutechsolutions.co.uk 
www.docutechsolutions.co.uk 

Continued on page 48



We know you want to be the best law firm you can be, and we can help you.

Here's a few ways we do that:

- Improving your client service by enabling you to send your letters, contract and response out much quicker.
- Reducing your overheads so that you can become more profitable.
- Helping you achieve the greater flexibility by hybrid working has been giving us in recent times.
- Helping optimise your head count, and your HR and infrastructure.

What do we offer you:

- A very deep understanding of your typing, transcription, document production and e-bundle needs.
- Free digital dictation software to reduce your hardware and software costs.
- A 24/7 typing service that matches your needs and your peaks and troughs in your own work levels.
- Outstanding customer service and responsiveness.
- The comfort of cyber and data security supported by our accreditations to ISO27001, ISO9001, AND ISO22310, and the endorsements of the Manchester Law Society, LawNet, Lawshare and the Cheshire & North Wales Law Society.

Martyn Best: 0345 340 3031

Martyn.Best@documentdirect.co.uk

www.documentdirect.co.uk



Mitigo provides cybersecurity and cyber risk management services to members. Mitigo will give you visibility of your cyber risks, and secure you against attacks and business disruption. Cybersecurity is not the job of IT support: it requires independent advice from cyber risk management specialists.

Without adequate protection in place, victims face ransomware attacks, serious disruption, email account takeover, theft of confidential information, financial loss, as well as reputational damage, and potential for regulator actions and fines.

Mitigo's support has been designed for law firms to offer proportionate and affordable security. After assessing your risks, Mitigo will take care of the three areas needed to keep your business safe. Services include:

- Technology
 - People competence
 - Governance framework
- Mitigo also provides an emergency cyber breach response, which includes:
- Emergency incident response and containment
 - Forensics and investigation
 - Assistance with reporting obligations

0161 883 3083

mls@mitigogroup.com

www.mitigogroup.com



How we help law firms

Trusted by a growing number of law firms across all practice areas and sizes, Shieldpay is the UK's leading ThirdParty-Managed Account and Digital Corporate Escrow provider. Shieldpay's multi-award winning platform streamlines KYC/AML, client money processes and gives you full transparency on the status of funds at all times. Shieldpay is authorised and regulated by the FCA, funds held by Shieldpay are safeguarded and held with tier 1 banks. Shieldpay is able to process transactions of any size and hold funds in escrow for whatever period of time required.

Benefits delivered to law firms include: TPMA's will not be appropriate for every firm, but TPMA's can be a great option for firms looking to reduce their risk exposure to handling client money and in the case of specific transactions or arrangements, including:

- Full client money services
- Card and merchant services
- Corporate escrow arrangements
- Commercial rent deposits
- Trust and guardianship accounts
- Retention amounts

John Donigan: 07966 213957

jdonigan@shieldpay.com

www.shieldpay.com



As part of the UK's largest property and land data business, Landmark Information supports the entire value chain of the property industry.

With more than 25 years' experience, we provide real estate lawyers and property conveyancing professionals with accurate and relevant land and property data. We work closely with property lawyers to provide a dedicated personal approach, supporting the transaction risk and due diligence process. Our data, reports, software and services are in line with the Law Society and SRA requirements. They include environmental reports for both residential and commercial transactions such as, RiskView Residential, Argyll's SiteSolutions Combined, Landmark Flood, Landmark Planning, Landmark Coal and RiskHorizon for ESG due diligence.

www.landmark.co.uk or follow Landmark on Twitter: twitter.com/LandmarkUK



Reframing West African history: a hidden legacy of power and prestige

Sophia Azam, Senior Solicitor at Hudgell Solicitors and member of our ED&I Committee, continues her series on Black history. This month, Sophia focuses on Mansa Musa, who ruled Mali from 1312 – 1337.

Thanks to the booming gold trade, Mali grew in both wealth and influence, reaching a high point illustrated by the famous pilgrimage of Mansa Musa. He became Emperor of Mali in 1312 following the abdication of his elder brother, Mansa Abu Bakr.

They Came Before Columbus

We owe much of what we know about Mansa Musa to the writings of al-Umari, who gathered his information from the Emir of Cairo. The Emir had hosted Mansa Musa

during his three-month stay in Cairo, during which a friendship blossomed. Musa shared much about his homeland, his people, and how he came to rule after his brother's departure.

According to Mansa Musa: "The ruler before me did not believe it was impossible to reach the extremity of the ocean that encircles the Earth," referring to the Atlantic Ocean. "He prepared two hundred boats filled with men and additional boats loaded with gold, water, and provisions for several years. He ordered the chief admiral not to return unless they had exhausted their supplies. They departed, and after a long absence, only one boat returned. Abu Bakr then readied two thousand boats for his second attempt, with a thousand more for provisions. He made me regent during his absence and set off on the ocean, never to be seen again."

The sheer splendour of Mansa Musa's pilgrimage and his entourage is captured in the account of Ibn Battuta, the Moroccan traveller, who notes: "After completing his pilgrimage to Makkah, the ruler Mansa Musa disembarked in Alexandria and stayed at the garden of Siraj ad-Deen ibn al-Kuwayk, a leading businessman of the city. The place, known as Birkat al-Habash (the Pond of the Abyssinians), just outside Cairo, was where the ruler took up residence."

The *Tarikh al-Fattash*, a historical chronicle,



gives even greater detail: “The ruler Kankan Musa was the first among Mali’s emperors to fully dominate the Kingdom of Songhai. He was a pious and just leader, the likes of which had not been seen before in the kingdoms of the Sudan. He made the pilgrimage to the sacred house accompanied by a vast entourage. His soldiers numbered 60,000 men. When he rode, five hundred servants carrying staffs of pure gold marched ahead of him, each with 500 mithqals (2.1kg) of gold on their heads.”

Aside from his deep piety and erudition, what left a lasting impression on observers was Mansa Musa’s extraordinary generosity. It is said that despite carrying around 18 tons of gold, worth over £1 billion in today’s money, he spent so freely that he had to borrow money to complete his return journey to Mali.

This extravagant display of wealth caused a 50-year deflation of the gold market in Egypt and drew Europe’s attention firmly towards Mali.

A testament to this interest is found in the *Catalan Atlas* of 1375, a European map of the known world created by the Mallorcan cartographer Abraham Cresques. Mansa Musa is depicted seated on a throne, holding a golden orb, with a caption stating: “This Moorish ruler is named Musse Melly, lord of Guinea. This king is the richest and most distinguished ruler of this whole region on account of the great quantity of gold that is found in his lands.”

The *Catalan Atlas* illustrates not only European fascination with global commerce but also West Africa’s significant role within these trading networks.

Following his return from pilgrimage, Mansa Musa expanded his rule by bringing the

Kingdom of Songhai under Mali’s dominion. He marched on Timbuktu, conquering it and becoming the first ruler to successfully seize the city.

While Mansa Musa’s immense wealth often takes centre stage, his real legacy lies in his patronage of education and scholarship. His sponsorship of the Grand Mosque of Timbuktu, helped establish Timbuktu as one of the world’s foremost centres of learning. When we discuss historic centres of education, we often highlight Qarawiyyin University in Morocco and Al-Azhar University in Egypt. However, we must also recognise Sankore University, which at its peak hosted 25,000 students and boasted a library of 700,000 manuscripts, making it Africa’s largest library since the destruction of the Library of Alexandria in 391AD.

The university offered a diverse curriculum that went far beyond religious instruction, covering fields such as science, mathematics, philosophy, astronomy, medicine, and even occult sciences. Recent studies of its manuscripts revealed that the level of mathematics taught at Sankore 600 years ago matched the second-year mathematics curriculum at Sorbonne University in Paris.

It is important to remember that all three of these ancient universities are located in Africa.

Although Sankore University endures as a lasting symbol of Mali’s golden age, Mansa Musa’s reign also marked the empire’s zenith. Musa, the fifth Emperor of Mali, was followed by his son and successor Maghan Keita, but soon after their reigns, the opulence and power that defined Mali would begin to fade into the realm of legend.

Read Sophia’s previous article [here](#) 



Fletchers appoints Director of Business Development to drive strategic growth

Fletchers Group has appointed Michelle Beat as Director of Business Development.

Michelle joins Fletchers with over 25 years of experience in legal sector marketing and business development, most recently as Business Development Director at Irwin Mitchell. She has a proven track record of delivering client-focused growth strategies and building high-performing teams.

In her new role, Michelle will be instrumental in leading Fletchers' continued expansion – driving marketing strategy, establishing new partnerships, and strengthening the company's position as a market leader in serious injury and clinical negligence law.

Her appointment comes at a time of significant growth for Fletchers, which is pursuing an ambitious business strategy through acquisitions, strategic partnerships, ongoing investment in its people, and the expansion of its UK network of offices.

"We're delighted to welcome Michelle to the team to support us through the next phase of growth," said Adrian Denson, Chief Legal Officer. "Attracting someone of Michelle's calibre underlines how far Fletchers has come over the past few years, and the strength of our reputation in the sector, which has enabled us to attract a raft of high performing individuals.

"Michelle's expertise in delivering impactful, sustainable business strategies and her deep understanding of client needs will be invaluable in helping us reach new milestones and deliver even greater value to those we represent."

During her time at Irwin Mitchell, Michelle led numerous successful initiatives



Michelle Beat

to drive market growth, strengthen client relationships, and build strategic partnerships - contributing to significant revenue growth across a range of practice areas.

Commenting on her new role, Michelle said: "I'm thrilled to join Fletchers, a business with such a strong reputation for legal excellence and client advocacy and I'm proud to join a team so deeply committed to helping clients rebuild their lives after serious life-changing injuries.

"I look forward to working closely with Adey and the wider leadership team to build on Fletchers' success, and work towards their goal of ensuring that clients have the best possible life after injury. I am looking forward to collaborating with the team to strengthen our relationships within the legal and medical communities and expand our portfolio of partnerships with charities and other key organisations."

Fletchers continues to invest in talent and innovation to meet the evolving needs of clients affected by serious injury. Earlier this year, the company acquired North West personal injury firm Scott Rees, and recently announced the launch of a new office in Newcastle to better serve clients and partners in the North East.

Kuits continues growth with new Partner promotions

Kuits is proud to announce a series of promotions across the firm, highlighting the exceptional talent and dedication of team members. These promotions reflect Kuits' commitment to investing in its people and recognising their contributions to the continued success of the firm.

Kuits welcomes three outstanding individuals to the partnership. Sam Jackson, Tasoula Addison, and David Chambers have been promoted to Partner, marking a significant milestone in their careers. Each of them has demonstrated remarkable expertise, leadership, and dedication to their respective practice areas, and their elevation will undoubtedly strengthen Kuits' position as a leading firm.

Robert Levy, Executive Partner at Kuits, commented, "Our newly promoted Partners have consistently demonstrated their dedication to excellence and their commitment to our clients. Their promotions are well-deserved, and I am looking forward to seeing the continued

positive impact they will have on our firm."

Clair Moran, Danielle Davies, and Ayesha Griffin have been promoted to Senior Associate. Their consistent excellence, client focus, and commitment to delivering high-quality legal services have earned them this recognition. Anna Moores and Melanie French have been promoted to Associate having shown outstanding promise and a deep commitment to their professional growth. Their promotions highlight Kuits' dedication to nurturing the next generation of legal talent.

Steve Eccleston, Managing Partner at Kuits, commented, "All of these promotions are a testament to the hard work, commitment, and exceptional skill of our team members. At Kuits, we are proud to support the growth and development of our people, and I am confident that those promoted will continue to make a significant impact in driving the firm forward. I feel both lucky and proud to work in a firm with people of their talent and drive, who also display a kind, collaborative spirit in everything they do."





Ward Hadaway promotes four in Manchester office including new partner

Ward Hadaway has promoted four members of its Manchester team, including a partner appointment, as part of its latest firmwide promotions round, which saw 22 lawyers progress across its offices. The moves support the firm's push for national expansion.

Oliver Bagnall has been promoted to partner in the Housing team. Two lawyers have become managing associates, with a further promotion to director level. The roles span Housing, Matrimonial and Corporate Recovery and Insolvency.

Liz Bottrill, Executive Partner in Ward Hadaway's Manchester office, said: "I'm really pleased to see further progression and development in our Manchester team. These promotions show that whether people join as trainees or later in their careers, Ward Hadaway is a place where they can thrive and take on new challenges. It's a great time to be part of the firm."

The promotions come as Ward Hadaway pushes ahead with its national expansion strategy, including the opening of a new office in Birmingham this month and its recently announced merger plans with Teesside firm The Endeavour Partnership. Both moves mark significant steps in strengthening the firm's footprint across the UK and creating fresh opportunities for its teams and clients.

Oliver Bagnall, who steps up as a partner in the Housing team in Manchester, said: "Ward Hadaway has been a brilliant place to develop my career and I'm looking forward to the next chapter as a partner. The firm's supportive culture and focus on delivering for clients set it apart and I'm proud to be part of its future direction."

Ward Hadaway continues to invest in building deep sector expertise, ensuring its teams are well placed to meet the complex challenges faced by clients.



(L-R) David Burrows, Rachael Longman, Liz Bottrill, Laura Hartley-Williams and Oliver Bagnall



Manchester Law Society

Instituted 1838 Incorporated 1871

PRIVATE CLIENT CONFERENCE 2025

PRACTICAL POINTERS SINCE THE 2024 BUDGET

18 SEP

09:30 - 15:00

MANCHESTER HALL
32 BRIDGE STREET
M3 3BT

TOPICS INCLUDE:

LONG RESIDENCE AND DOMICILE CHANGES
PLANNING POST BUDGET FOR BUSINESS OWNERS
PLANNING OPPORTUNITIES WITH PENSIONS

LEARN MORE





Johnson Law Group Appoints Andy Jiang as Accounts Manager in Manchester Office

Johnson Law Group[®] has announced the appointment of Andy Jiang as Accounts Manager at its Manchester office, bringing a strong blend of legal sector compliance, finance and fintech expertise to the growing team.

Andy began his career after earning a degree in Accounting and Finance and has since built a solid track record across a range of sectors. His experience includes corporate finance, year-end reporting, and

Andy Jiang



“

Master the numbers, stay adaptable, and leverage technology to lead the way – Andy Jiang

audit, and includes several senior roles within the legal industry — including Deputy COFA and Head of Finance positions at leading firms.

“Master the numbers, stay adaptable, and leverage technology to lead the way,” says Andy. “I’m excited to be joining a forward-thinking firm like Johnson Law Group and look forward to supporting the team as it continues to grow.”

His appointment reflects Johnson Law Group’s continued investment in experienced professionals to support the firm’s ambitious growth plans, which has already seen the company open a second office in London earlier this year.

Jamie Patton, Managing Director at Johnson Law Group, added: “We’re very pleased to welcome Andy to the team. His broad experience across finance, compliance, and legal technology makes him a strong addition to the firm. As we continue to grow, having someone with Andy’s expertise will be invaluable in supporting our wider strategic goals.”

New senior construction appointment at Gateley Legal

Gateley Legal® has strengthened its national construction offering with the hire of legal director Richard Allan at its Manchester office.

Allan joins from Irwin Mitchell and brings 19 years of experience advising on complex construction and engineering project disputes spanning a wide range of market sectors. He has acted for and advised numerous leading UK and international owners, contractors, consultants, funders and administrators on projects in the UK, mainland Europe, USA, Russia and the Middle East.

He also brings specialist experience resolving disputes within the energy sector including nuclear, combined heat and power, oil and lithium. More recently, Allan has been focusing on fire safety and cladding claims, acting for freeholders, owners and contractors.

In his role at Gateley Legal, Allan will bolster the national construction team's offering to support clients, including housebuilders and developers, with a broad range of construction matters including fire safety.

On his appointment, Allan commented: "It's great to join Gateley Legal's construction team. Its national offering is widely recognised within the market and provides a comprehensive service for clients alongside the consultancy businesses within the wider Group which sets them apart within the industry."

Emlyn Hudson, partner and national head of construction at Gateley Legal, said: "We're pleased to have Richard join our team in Manchester. He brings a wealth of valuable experience spanning a wide range of industry sectors which will really bolster our offering for clients."

(L-R) Richard Allan and Emlyn Hudson





Ward Hadaway appoints Richard Bradbury as Real Estate Partner

Richard Bradbury



Ward Hadaway® has strengthened its Real Estate team with the appointment of Richard Bradbury as Partner.

Richard brings over a decade of experience advising investor and occupier clients on a wide range of commercial property matters, including acquisitions, disposals, landlord and tenant work, real estate finance, development and corporate support.

He joins Ward Hadaway during a period of continued expansion with the firm investing in senior talent to support client demand across key sectors such as industrial, office, retail, leisure, healthcare and pension fund property.

Series of promotions for Hugh Jones Solicitors

Hugh Jones Solicitors® has promoted several team members across key departments, including two new directors. Kirsty Morley and Rachel Duxbury have both become directors of the Hugh Jones Trust Corporation and will support the firm in making deputyship decisions.

Four team members have also been promoted to associate: Lashay Williams and Samantha Brocklehurst in the private client team, Laura Hassett in the Court of Protection department, and Lucy Gallagher in the case worker team.

Shanice Mulla has qualified as a Court of Protection solicitor, while Katie Barnett and Megan Jones both become trainee solicitors in the same team.

Speaking of her new position, Kirsty Morley

said, "I'm thrilled to become a director. I've been with the firm for eight years, and I'm passionate about empowering clients to improve their quality of life. In my new role, I'm looking forward to helping shape the future of Hugh Jones Solicitors and working closely with the team to continue protecting the interests of society's most vulnerable and their families."

Managing director, Liz Hughes, added: "We're proud to recognise the achievements of our team through a series of well-deserved promotions. From director appointments to solicitor qualifications and associate promotions, these milestones reflect the exceptional talent we have across the firm. All those being promoted have demonstrated a strong commitment to our clients and our values, and I'm excited to see them continue to grow and contribute to our future success."

Ward Hadaway's Real Estate team is consistently ranked in the top tier by independent legal guides and works with a wide range of clients across the UK, from private businesses and institutional investors to public sector organisations and individuals.

Kevin Weston, Head of Real Estate at Ward Hadaway, said: "Richard is a great addition to our team. His broad technical knowledge, commercial insight and proven ability to work across complex transactions make him an excellent fit for our growing client base. We're pleased to welcome him at such a positive time for the firm, and we're confident his experience will add real value to our clients."

Manchester is a key growth area for the firm, with the Real Estate team advising on a number of high-profile projects across

the region. Richard's appointment reflects Ward Hadaway's ongoing commitment to investing in the North West market and enhancing the strength and depth of its commercial property expertise locally.

Richard will be based in the firm's Manchester office, working closely with clients across the region to support their real estate strategies and ensure deals are progressed efficiently and effectively.

Richard said: "I am delighted to join Ward Hadaway as a Partner and I am excited to contribute to the expertise and stellar service which the Real Estate team and the wider firm have become renowned for. The firm already has a great reputation for the service it delivers for clients and I'm looking forward to playing my part at a time of exciting growth."





Trowers continues growth strategy in Manchester

Trowers & Hamblins continues its growth strategy with the addition of three new Manchester Senior Associates, Vicki Palmer, Ian Nash, and Holly Hill. The trio will strengthen the firm's real estate and corporate offering, bringing a variety of skills and experience across a variety of key sectors.

Vicki joins the Real Estate practice as a skilled commercial property lawyer, with a wealth of experience working in public and private sectors on innovative real estate joint ventures, including both corporate and contractual partnerships.

With seven years of experience, Ian joins the Corporate and Commercial team from Aldar Properties, based in Abu Dhabi. Having worked both nationally and internationally, he has significant experience in advanced commercial property law, banking and capital markets and mergers and acquisitions.

Qualified since 2018, Holly is joining the Real Estate team with extensive experience and knowledge in landlord & tenant disputes, dilapidation claims, restrictive covenants and more.

These hirings follow on from the addition of Property Litigation Partner, Dan Banks, in 2024. The Manchester team continues to play an integral part in the firm's expansion plans across key sectors, including corporate, energy and sustainability, cross-border disputes and real estate, all complimented by the firm's ASEAN strategy.

Suzanne Benson, Head of Manchester, said: "We are delighted to welcome Vicki, Ian, and Holly. Their experience and knowledge reinforces our strategy for growth across their individual practice areas whilst also improving the breadth and depth of our office-wide expertise.

With a significant presence in Manchester, we offer businesses, organisations and communities a powerful combination of detailed local knowledge and the broad perspective and resources of an international law firm. Bringing new talent to our Manchester teams allows us to continue developing opportunities and building relationships both nationally and across the North West."

(L-R) Ian Nash, Vicki Palmer and Holly Hill



Brabners adds to partnership in record round of promotions

Brabners [®] has announced a record number of promotions including the addition of another partner in its Manchester office, following another year of purpose-led growth.

A total of 41 lawyers have been promoted across the firm, which continues to be recognised as the UK's 'Best Law Firm to Work For' by Best Companies. This includes private client lawyer Rachel James, who has become part of the firm's now almost 100-strong partnership.

Rachel, who joined Brabners 11 years ago, advises high net worth individuals on complex wills, tax planning, estate administration and succession strategies. Based in Brabners' Barbirolli Square office in Manchester, she specialises in working with private clients and intermediaries, and has played a key role in strengthening the firm's relationships within these networks.

She has played a key role in the launch and success of Brabners Personal – the firm's specialised service dedicated to supporting business owners and high net worth individuals, providing them with expertise from across Brabners' family, estate planning and wealth protection, probate, employment, litigation and charity teams, amongst others.

Alongside the additions to the firm's partnership, a total of 20 colleagues have been promoted to associate, 10 to senior associate and nine to legal director – bookending an eighth consecutive year of growth for the firm.

The announcement comes amid a period of sustained momentum for Brabners. The



Rachel James

B Corp-certified firm recently announced a groundbreaking strategic investment, acquiring a 30% stake in The Sustainability Academy in a move designed to extend its client offering as well as accelerate its growth ambitions. This move builds on the recent launch of Brabners Protect – a dedicated health and safety consultancy designed to help organisations better manage workplace risk. Together, these initiatives reflect the firm's ambition to innovate around client needs and integrate added-value services at scale.

Nik White, managing partner at Brabners, said: "Our continued growth as a purpose-led law firm wouldn't be possible without the talent and dedication of our brilliant colleagues. This latest round of promotions – our largest ever – reflects our ambition to invest in developing clear career pathways and supporting our colleagues' progression while building a more innovative and diverse business.

"This desire to continue evolving as a business is reflected by our partnership, and we're delighted to be joined by Rachel after all they've contributed to the firm in recent years."

Management Matters

By **Bill Kirby**, director of Professional Choice Consultancy



This month

- **Stocktake and Action Plan**
- **Integrity and Communication with Clients**
- **Management Actions and the right skills**

Action list to consider during the impending break

At this moment in the calendar many directors, owners of law firms and significant suppliers will be having a break – it is a great opportunity however for you to consider whilst holidaying some really important issues that are facing law firms.

Cash flow, profitability, compliance and regulation, fines and insurance challenges, credibility and image – so many firms at the moment are under pressure from clients, banks, insurers, asset base, resourcing – the management team needs to face up. So many managers and owners of law firms are just not facing realities in terms of their roles, ambitions and contributions – away from management, best contributions or a return for previous contributions.

Owner and Manager Stocktake.

The management/ownership team of all law firms need to be very honest with one another in terms of how much longer they want to be there, open chat about the best roles, timeframe and methodology for potential departure, plus of course additional time and skill they could offer the business for the benefits that it needs. There can then be an operational plan agreed in terms of departure, role changes, training.

3 Year Strategy Review

Obviously connected to the stocktake. The firm really needs a clear strategy going from where it is now – work types, locations, scale and to where it wants to be over the next three years and how quickly.

Multi-function, individual or corporate, client development, benefit from for example selling a high value Will base or how to enhance its value. There needs to be a business development commitment to enhance revenue and gross profit in the chosen areas and the right resourcing plan to be able to deliver the opportunities for development and then of course the resources to do the actual work.

The management team needs to be bought in to the plan and the activities required to achieve it. Know who is going, who is staying. There also has to be clear agreement of any investment required – cash, people, timing.

Clear management reviews on a monthly basis with the right BI/MI, perpetual forecasting for the first year and a new three-year plan on an annual basis.

Staffing and Recruitment

Again, becoming increasingly difficult for many firms with limited availability of key skills – more and more firms have the growing benefits and necessity of outsourcing – telephone answering, web connectivity, document production, more demands for accountants with skills shortfalls in compliance areas and bank relationships – plus a growth in lawyers outsourced to ensure the ability to meet



the breadth of client needs. This can be on a project or time basis. Getting the right financial advice can involve the right person for just a couple of days a month – well worth it for working capital management alone.

It is essential for every role for firms to have not only a job profile for each role – accountability and performance but also the candidate profile with necessary communication skills, intellectual skills, management skills, emotional and motivation.

All needed at time of recruitment but also reviews, appraisals and people's development to help in house performance and of course client and prospect relationships.

Compliance and Regulation

There is unfortunately so much evidence at this point in time of firms failing to meet fundamental regulations. There are being many fines issued for failed AML basics and private client basic accounts management. The fact there is a COLP/COFA does not on its own answer the necessary challenges. The validation of input and information is essential and has to be part of the business process. Firms need to step up to this challenge for cost saving and credibility – use their authorisation properly plus enhance their PMS/CMS with some very simple AI or added value solutions.

Client Relationship and the Business Image

Too many firms do not have a clear client relationship policy – forgetting at the

moment the finding of some new clients.

The clearest example is with Private Clients, who at some point may have generated a Will with the firm. The status of the Will base in many cases is awful and this needs sorting and digitising. Firms are not updating their clients in terms of changes in circumstance so why not update your Will. At risk clients and lost revenue for the firm (many think they are doing ok anyway). There will be a shock here over the next few months. That Will Bank could also be worth a fortune if there was a desire to see the Bank or the whole business.

Advising people who want to have a new Will (50% of population without) is more than a document production exercise and in many cases, there needs to be more consideration and advice about family, business ownership and financial planning – for example, equity release.

There should also be a cross-selling policy and operation within firms. Other services being offered by other teams in the firm, networking opportunities and the firm's brand.

There are so many clients of law firms who are dissatisfied with communication from the firm in terms of live activities and other opportunities (40% plus). There are some great and simple added value solutions for this but there needs to be the right commitment to it.

Smiling at clients – there have been some recent incidents where folks have visited their law firms, not to have been greeted

Continued on page 64



From p.63

well and a desire not to go there again. Whether staff are answering phone calls or seeing attendances. All the staff need the right briefing.

Brand and Marketing

It is essential that the firm as a whole and for each department has a Product Marketing Plan. Services, benefits to clients, target audience and route to market – this can save a fortune by being a focussed plan and very effective.

The brand of the firm through the website/ PR/Networking is very important. Potential clients are looking for skills, performance, empathy and communication. Not how important the key guys in the firm are.

Inbound Enquiry Handling

A key issue that has to be addressed. If we have got the firms image right and the marketing so enquiries come in by phone or on line they need handling well – again a technology upgrade can assist but it is mainly a people thing.

For many firms, if they get 500 enquiries a month, they are only achieving a 20% success rate and at £500 per quote it is worth £50,000. Dealt with properly and achieving 65% it is worth £162,500. Assuming of course we have the excited staff to handle it. All part of the essential business plan. I wonder what the 80% that don't want to deal with the firm have to say about the firm's image.

IT – the essential assist

Over the last few years there have been many changes in the ownership of PMS and CMS suppliers. One of the main problems

has been the lack of clarity from the existing suppliers in terms of the development of their products and the availability of added value solutions. There are also new kids on the block from Singapore and Australia – often with the added value already available.

Firms should be demanding clarity in terms of product development in terms of meeting essential business requirement (MI/BI, cash flow forecast, client management, client communication, on boarding, compliance and regulation achievement and so on). Firms should be demanding clarity from their PMS/CMS suppliers about what is happening and when and where can added value essentials be aware today. They do exist but there is evidence of some improving communications but not enough. A few naughty changes in T&Cs being offered.

Big scare at the moment is also that of **data security** – so a very careful check of IT suppliers and hosted cloud suppliers is essential. Plus, make sure staff are aware of their responsibility and necessary actions. Secure portals rather than e-mail are becoming important.

Bill Kirby is a director of professionalchoiceconsultancy.com offering advice to firms on business issue from strategy, planning, business development, the effective use of IT applications and IT hosting for compliance, business continuity and DR. He can be contacted at billkirby@professionalchoiceconsultancy.com and [LinkedIn](#)

The numbers speak volumes

A SNAPSHOT OF THE WORK **SEARCHFLOW'S CONCIERGE PORTFOLIO TEAM** HAS HANDLED OVER THE YEARS

Trusted by

200+

property law departments
for complex or multiple
instructions



Delivered

68K+

property instructions,
as part of **3,310+ projects**

 **59%**
RESIDENTIAL

 **41%**
COMMERCIAL

Returned

360K+

searches

45K+ searches via our
HMLR integration



Reduced the number of emails
to our customers' inboxes by

213K+

Legal Costs Update



By **Nick McDonnell** (left) and **Colin Campbell** (right)

Here, in **Kain Knight Costs Lawyers'** regular monthly legal costs update, we focus on those cases which we believe are likely to have a practical relevance for its members. We welcome feedback and if there is an area, topic or case you would like us to address, please let us know.

A busy month for the Court of Appeal, with two judgments delivered and one reserved. Following a two day hearing in **Commercial and Interregional Card Claims Ltd v Mastercard**, the court indicated that it would hope to deliver its decision by the end of July in seven linked appeals from the Competition Appeal Tribunal, about whether various funding arrangements were unenforceable. The cases all raise issues stemming from **PACCAR v CAT** [2023] UKSC 28 in which it was held that litigation funding agreements pursuant to which the payment to the funder is calculated as a percentage of the damages award, are unenforceable insofar as they relate to opt out collective proceedings.

Meanwhile in Shorts **International Ltd v Google LLC** [2025] EWCA Civ 653 - following the dismissal in the Intellectual Property Enterprise Court (IPEC) of a trade mark infringement claim against Google, Shorts had applied for a costs-capping order for its appeal under CPR 52.19. Google cross-appealed for £200,000 for security for costs. Lewison LJ held the IPEC had been established to facilitate access to justice by small and medium sized enterprises, and that that tipped the balance. The recoverable costs of the appeal and the cross-appeal were to be limited £60,000, but to be paid as security for costs.

Secondly, in **Tescher v Direct Accident Management Ltd** [2025] EWCA Civ 733, Birss LJ considered the issue that if a credit hire case fails, when and in what circumstances should the non-party credit hire company be made liable for the defendant's costs? In two conjoined appeals, the claimants had lost their personal injury actions which included large claims for credit hire, but the effect of the QOCS scheme meant that costs orders made against them could not be enforced. The court held that as a matter of reality – practical and economic – the credit hire company was the real beneficiary of the litigation for the damages in respect of charges for credit hire. The fact that payment of the sums obtained in a successful claim to the credit hire company benefited the claimants by extinguishing their debt to that company, did not alter this reality. It followed that the just outcome was that non-party costs orders should be made against the credit hire companies for the costs ordered to be paid by the claimants, all of whom had QOCS protection and thus would pay nothing personally.

Next costs in the CAT. The pioneering case of **Merricks v Mastercard Inc** [2025] CAT 28 is finally drawing to a close, at least until the battle of the costs begins. Roth J approved the settlement agreement reached between Mastercard and the class

representative (CR), and opposed by the litigation funder (LF), which argued that the £200m payment was too low. Of that sum, £100m was ringfenced for class members, and of the other £100m, £45,567,946.28 was ringfenced for the LF, with the remaining £54,432,053.72 available to give the LF its return, subject to any further sums that needed to be distributed if take-up by the class members exceeded 5%. The former senior costs judge was also appointed to prepare a report as to the reasonableness of the CR and LF's costs on a solicitor and own client basis, and also those fees of the experts. The CAT will then determine the costs in the light of the report.

Still in the CAT, **Christine Riefa Class Representative Limited v Apple Inc. & Others** [2025] CAT 34 is a case in which the Tribunal refused the application of the PCR for a collective proceedings order. Dealing with "consequential", the CAT awarded Apple and Amazon their costs, and pending assessment, requested costs schedules before ordering payments on account. Amazon claimed £3,368,812.94 (solicitors £2,472,337.91, counsel £302,758.75, experts £629,784.36.) Apple sought £2,697,523.58 (solicitors £1,798,418.69, counsel £586,592.94, experts £311,071.96). Bacon J commented that the hourly rates for Amazon's solicitors were "very high" with the Grade A at £1,254.78 (Guideline Hourly Rates £512–£566). By contrast, those of Apple were below the GHR except for the A at £803. A 30% uplift was appropriate. For the experts, for the purpose of the interim payments, £250,000 per party was allowed. No reductions were made for counsel! After

adjustments, 65% was ordered, resulting in £1,695,797.16 for Apple and £1,405,834.41 for Amazon.

Okuashvili v Ivanishvili ²⁰ [2025] EWHC 1267 (Ch) concerns issue-based costs orders. To reflect the relative success or failures at trial, all parties requested that the costs of the action be issue-based under CPR 44.2(6)(f). Rajah J held that none of the issues upon which one party or another had failed were discrete and could be isolated. The fact that along the way the claimants had scored some hits did not detract from the outcome or justify an issue-based order. For interim payments, they were payable in a sum that erred on the side of caution, so that they would not exceed the costs recovered on an assessment.

In **Lloyds Developments Ltd v Accor Hotel Services Ltd** [2025] EWHC 1238 (TCC), Constable J gave guidance about the effectiveness of the security for costs to be given by way of an After-the-Event insurance policy. The parties had agreed (Lloyds being in administration) that security for costs should continue to be provided, £2m having already been ordered. Lloyds submitted that £617,336 should be provided by an ATE policy. Accor contended for a further £1,162,336. Constable J held that the suggested policy did not provide equal protection as a payment into Court. Lloyds was given 10 days to refine the policy to meet two areas of judicial concern, with any dispute on the refinements to be dealt with by way of written submissions. The total security ordered for the policy to secure was £882,336.

Continued on page 68

From p.67

Next **Aina Khan Law Ltd v The Legal Ombudsman** [LEO][2025] EWHC 1319 (Admin). This is a rare case for these columns which concerns the judicial review of a LEO's decision that the claimant law firm should repay its client £51,192, representing £35,500 for failing to update her on the escalating costs of her divorce proceedings, and £15,692 for having failed to assess her litigation capacity adequately. David Pievsky KC upheld the LEO's finding that the solicitors had failed to tell the client that the initial budget had been exceeded until long after the event, which had amounted to poor service. However, the decision about the client's capacity had been irrational because it had conflated mental illness with a lack of capacity: the fact that she had been referred to a psychiatrist did not in itself indicate capacity issues. That aspect of the award was quashed, with the solicitors being awarded 40% of their costs of the JR.

Next Part 36. In **H & P Advisory Ltd v Barrick Gold (Holdings) Ltd (Re Consequential Matters)** [2025] EWHC 1330 (Ch), the Claimants failed on their substantive contractual case, but demonstrated that they were entitled to a restitutionary quantum meruit of US\$2m. The Defendants had made a Part 36 offer on 5 May 2023 to pay US\$2m plus US\$230,000 interest accrued to date. That meant that the Claimant had failed to beat the offer albeit "by a whisker" according to the judge, who held that there was nothing unjust

about the consequences of CPR 36.17(4) applying. The defendant was ordered to pay 50% of the claimant's costs up to 26 May 2023 being the date of expiry of the relevant period under the rule, with the claimant to pay the defendant's costs thereafter.

Finally, Qualified One Way Costs Shifting. In **Samrai v Kalia** [2025] EWHC 1449 (KB), Martin Spencer J was asked to disapply the QOCS rules against various claimants whose action had failed on the grounds that the claims were not "in the round" for personal injury. The judge held that the personal injury claim was an important aspect. However, the fact that the personal injury aspects and the other aspects could be distinguished, as clearly shown by the fact that claims were brought by three of the claimants without there being any personal injury aspect at all. In addition, monies paid pursuant to loans for purchase of cars, travel expenses, monetary donations to the temple and to third parties for services to participate in temple events, all said to result from the Defendant's undue influence, could be separated out and came within the exception provided by rule 44.16(2)(b). It followed that the defendant, which had spent about £2m in costs, could enforce its costs order.

As always, these are a selection of the principal recent cases which are likely to be of use to practitioners and if any further information is required, please contact either Nick McDonnell or Colin Campbell at Nick.McDonnell@kain-knight.co.uk or Colin.Campbell@kain-knight.co.uk

ARE YOUR SONS
& DAUGHTERS...

...READY FOR
NEW YORK?

CAMP
NEW
YORK

APPLY NOW FOR SUMMER 2025

Let **CAMP NEW YORK** help them prepare for New York in 2025, and have:

- A summer camp placement in the New York State area
- Minimum \$2,000 salary
- A life enhancing experience – and great for their CV
- Preferred age range 18–28 years
- Full guidance and support from some of the best professionals in the business



WATCH THE VIDEO!

CLICK HERE TO APPLY NOW
CAMPNEWYORK.ORG



The Role of Direct Employee Share Ownership in Market Economics and Political Structures

David Craddock is a recognised authority in the UK and worldwide on employee share schemes, share valuation and employee share ownership economics and is the author of *Tolley's Guide to Employee Share Schemes*.

Starting the Analysis with The Legacy Position

From the USA: Through his “Binary Economics” Louis Kelso contended: (1) Labour and capital are equally fundamental and, therefore, “binary” factors of production. (2) Technology makes capital more productive than labour. (3) Capital cannot work without labour and, therefore, labour should receive, as well as traditional earnings, “The Wages of Capital” in the form of dividends and capital gains. (4) Direct employee share ownership enables unity and “Identity of Interest” between shareholders and employees around the totem of the developing share value. Through “The Share Economy” Martin Weitzman explained potential macroeconomic and microeconomic benefits that emerge from variable levels of income linked to profit-sharing

and, by implication, therefore, direct employee share ownership.

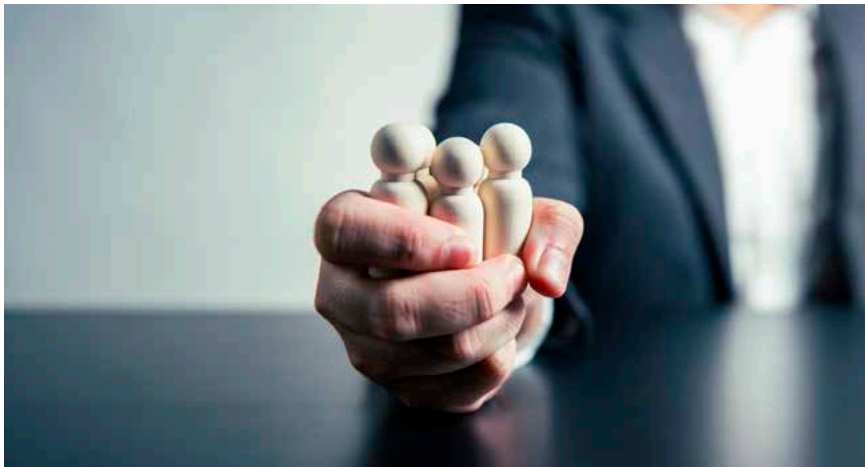
From Europe: The social market economy is a species which is different-in-kind from the outdated concept of the mixed economy, and has the capacity, as a natural fit, to work in harness with direct employee share ownership.

In this article, David Craddock describes and analyses the contribution that direct employee share ownership can make towards efficient market economics and stable political structures. David seeks to progress with his new and refreshing in-depth analysis the pivotal role that employee share scheme economics has the potential to play in world economics, explaining principles that apply equally in the developing world as in the developed world.

The Totalitarian System of Government Discredited

With hindsight it seems curious to think that any credibility at all could have been attached to the words of a politician and political observer as respected as Anthony Crosland when in “Socialism Now”, published in 1974, he wrote: “I see no reason to alter the revisionist thesis that government can generally impose its will (provided it has one) on the private corporation.” Indeed, in one of the New Fabian Essays in 1950 Crosland had commented with pride: “Britain has in all essentials ceased to be a capitalist economy.”

The flaw in Crosland’s thinking lies not in an inability to identify poorly constructed political infrastructures but in failing to appreciate the unchanging nature of the human condition in its



in exactly the same way as a mature, responsible and flexible market in a political system that encourages free enterprise.

The Compatibility with the Social Market Economic Model

Employee share ownership has a natural compatibility with the social market economic model in its fusion of **individual** self-interest with the wider **social** awareness. This is because employee share ownership is ingenious in promoting **individual** self-sufficiency and self-reliance at the same time as assisting **collective** social cohesion through improved industrial relations and a growing national economy. A social market economy displays a similar ingenuity where the prefix “social” ascribes a social function to the market economy as the basis for its justification. However, the social market economy continues to exist and indeed is sustained, like employee share ownership, by meeting both **personal** and **social** needs, and in that lies the compatibility – the mirroring feature!

Employee share ownership in harness with a social market economy represents a meaningful

social need for that combination of freedom, incentive, and reward. The lessons of history that Crosland had failed to learn are threefold: (1) Subjugation of private initiative and endeavour to state control has the effect of stifling the natural human instinct that gives rise to that private resolve. (2) Enforced state control can only be sustained through colossal artificial infrastructures and only then over the comparatively short-term. (3) Ultimately the positive and natural instinct of human beings will rise up in defiance and with positive and constructive endeavour.

Direct Employee Share Ownership: Mirroring the Market Economics Model

Enter then direct employee share ownership, unobtrusively and with support across the whole political spectrum in the UK, as a natural fit to the developing market economy. (1) **Direct Employee Share Ownership as a Discovery Mechanism:** As an economic model of supreme adaptability, employee share ownership has asserted itself as a discovery mechanism for human resource management in its capacity to motivate and reward and realise individual and corporate potential. The intrinsically personal nature

of motivation requires policy initiatives that can be finely tuned to meet individual personal needs and discover the human potential of the employees. (2) **Direct Employee Share Ownership as a Self-Regulatory Mechanism:** With its self-regulatory capacity, direct employee share ownership is different-in-kind from the imposition imperative of totalitarian socialism or, for that matter, any other system of totalitarian government that is centralised and dictatorial and requires complete subservience to the state and, furthermore, encourages dependence on the state. The key is to recognise that direct employee share ownership, as a **discovery mechanism** and as a **self-regulator**, acts



and credible socially aware alternative to old-fashioned out-dated redistributionist policies. There are two flaws to traditional redistributionist theory. The first flaw is that by dispensing gifts that are not related to effort and contribution the tendency on the part of the donee is a failure to attach value. The second flaw is that by discouraging the individual who aspires to be a millionaire you are also discouraging the individual who aspires to a fraction of that amount.

Direct employee share ownership teaches personal responsibility in not only encouraging personal contribution and in celebrating personal reward, but also in encouraging team (corporate and social) contribution and in celebrating team (corporate or social) reward and in being aware of the corporate or social need and, therefore, if properly encouraged, the wider civic responsibility.

The Alternative Democracy through Direct Employee Share Ownership

A social market must, by definition, be inclusive. Dangers arise when

political structures and national institutions do not support that inclusiveness. Like the economic gifts that follow from economic redistributionist policies, the free nature of the vote as an unearned dispensation of political gratuity to all can attract a devaluation by virtue of its free nature. The problem with a certain perception of general election votes is that they are votes without a responsibility or an influence that is neither tangible nor measurable. Concerningly, if not exercised, they can give a political party a mandate to rule without the authority of a majority of the electorate.

The observation and, yes, the conclusion, must be that, contrary to Crosland's dictum of 1974, the reverse is now more accurate, namely, that the private corporation can now more easily impose its will on the government rather than the other way round. This presents the electoral opportunity for direct employee share ownership in that if it is the corporate world in which true government lies and if it is the corporate world that dominates

people's lives then employee votes are best registered in proportion to personal shareholdings in the corporate world, whether shareholdings obtained through employee share ownership schemes or, alternatively, through the privatisation issues. Employee share ownership can provide, therefore, its own political infrastructure to support itself within companies and to support the social market economy that it has a natural propensity to serve.

The Potential Contribution to a Vibrant National and International Economy

The key to understanding the economics that supports the alternative democracy is that direct employee share ownership represents an economic variable which, like the other macroeconomic variables of inflation rates, interest rates, employment levels, exchange rates and balance of payments, has the potential to act as a support mechanism for the wider economic and social goals of productive national economies and stable social environments, if only it is embraced by governments truly as an economic variable of significance and influence. Reference then the social market economy for which economic productivity and social stability are the twin objectives. The potential is to achieve an economic tripod for direct employee share ownership of: (1) higher employment levels and the avoidance of redundancies, (2) lower prices through the taming of the inflationary spiral and (3) enhanced productivity through motivational and incentivised working.





The Share Economy by Professor Martin Weitzman

Professor Weitzman in his book, “The Share Economy”, published in 1984, postulated the causal hypothesis that the use of variable profit-sharing, and, by implication wider direct employee share ownership, implies that all involved in business will have fluctuating income levels over a given business cycle. This hypothesis is predicated on appreciating the advantages of flexible labour costs. The consequences of sustaining this position are: (1) The positive effect on employment levels is that if there is a flexibility in the wage cost bill, then there is less pressure on the part of management to authorise redundancies. (2) The positive effect on price levels is that by smoothing out the business cycle, or the trade cycle as it is referred to at the macroeconomic level, there is less need for governments to introduce heavy demand stimulation into the economy. The consequences are that, as well as avoiding short-term unemployment, inflationary

pressures will be kept in check by the lack of an imperative to use fiscal and monetary measures to stimulate the economy. Any policy directive that has the capacity to maintain employment levels and reduce inflation must be given serious thought and consideration. If the bigger and more successful businesses are able to offer reward to employees without settling significant pay rises, then this will set a standard for all companies, including smaller companies and, of course, less successful companies.

The Economic Basis for the Tax-Advantaged (Tax-Approved) Employee Share Schemes

**The Quiet Revolution becomes
The Dynamic Revolution:** Up to the introduction of the tax-approved legislation in the U.K., the development of direct employee share ownership had been known in academic circles as “The Quiet Revolution”. The introduction of the profit-sharing employee share scheme in 1978 under the guidance of the Labour Government, supported by the Liberal Party,

heralded the renewed interest in direct employee share ownership with substantial legislation following under the Conservatives Government led by Margaret Thatcher.

**The Impact of Cooperative
Working and Improved Industrial
Relations:** The theoretical position upon which the all-employee tax-approved employee share schemes are based is that in time more co-operative working patterns and the breakdown of barriers between management and the workforce will raise income levels for all. With income levels rising on the basis of more co-operative working there is less pressure to introduce legislation that constrains productivity.

**The Key to Business Prosperity
and National Prosperity:** If direct employee share ownership can at the same time increase productivity, at least maintain and preferably increase employment levels and increase incomes in a way that is not inflationary then direct employee share ownership offers the key to national economic prosperity.

The Contribution to Enable Capitalism to Become a Benevolent Economic Model

Direct employee share ownership gives to the economic philosophy of capitalism a method of combining welfarism with wealth creation. This is achieved through its capacity to unite opposites, resolve contradictions, and blend apparent incompatibilities into a sustainable and holistic model. In its practical manifestation, direct employee share ownership uses capitalist principles to cross the boundaries between the factors of production (labour and capital) in a way that releases the full potential of the capitalist system whilst, at the same time, operating its checks and balances through a refined appreciation of the capitalist “invisible hand” working to distribute goods and services with a fairer reward to all. Direct employee share ownership does this by encouraging social

accountability in that it makes the market accountable to society in the form of the shareholders who as consumers are guaranteed a right of exit. Put simply, if the consumer is not satisfied with the products of a company, and the consumer is also a shareholder in that company, then the consumer/shareholder will withdraw not only their trade but also their business finance.

The Concept of the Social Market: The Competition Element

Lower unemployment, lower prices, and enhanced productivity represent objectives in the pursuit of welfare as much as in the pursuit of wealth. It is anomalous and short-sighted to consider that one is mutually exclusive from the other. The social market economy as a concept represented initially a reaction against monopoly power in the days of

post-Second World War Germany. As a precaution against a future Hitler in the political or in the business sense, the recognition of the social market as an organising principle in economic and social life was embraced by the Christian Democrats in 1949 and received endorsement by the Social Democrats in 1959. The aim of this venture was described by Jeremy Leaman in his book “The Political Economy of West Germany 1945 to 1985”, as “the deproletarianisation and decentralisation of the German economy”. If “deproletarianisation” means “inclusiveness” and “decentralisation” means “individual empowerment”, then the natural evolution of the U.K. economy since 1979 has embraced these concepts with direct employee share ownership being both a major contributor and a major benefactor. The archetypal “chicken and egg” makes it difficult to determine which has come first but suffice to say that direct





employee share ownership and the developing market economy have developed alongside each other as complimentary evolutions to the benefit of the nation.

An advanced and sophisticated understanding of competition in the social market sense was postulated by Franz Bohm, the German politician and economist, when he declared: "Competition is the greatest and most congenial means of reducing power in history. You only need to invoke it and it does the rest of the work by itself." This gives a new refreshing meaning to competition. Rather than being a crude Darwinist mechanism for the survival of the fittest, competition can, therefore, work to avoid the emergence of totalitarian leaders who on the face of it appear to have achieved their position by a brutal competitive streak aimed ruthlessly at dismantling their opposition. To achieve these more benevolent objectives through competition requires

a subtle understanding of the human condition and the hand of government to introduce and encourage the mechanisms that are compatible with this understanding. Direct employee share ownership has its checks and balances as an economic equivalent to the checks and balances that were so keenly identified by Walter Bagehot in the political sphere as the safety valves and protections for "The English Constitution", published in 1867. It is these economic checks and balances that enable direct employee share ownership to take the brutality out of competition and introduce the more sophisticated "invisible hand" of welfare and social accountability.

The Concept of the Social Market: The Cooperation Element

Referring again to Jeremy Leaman's book on the post-war development of West Germany, he identified the key objective

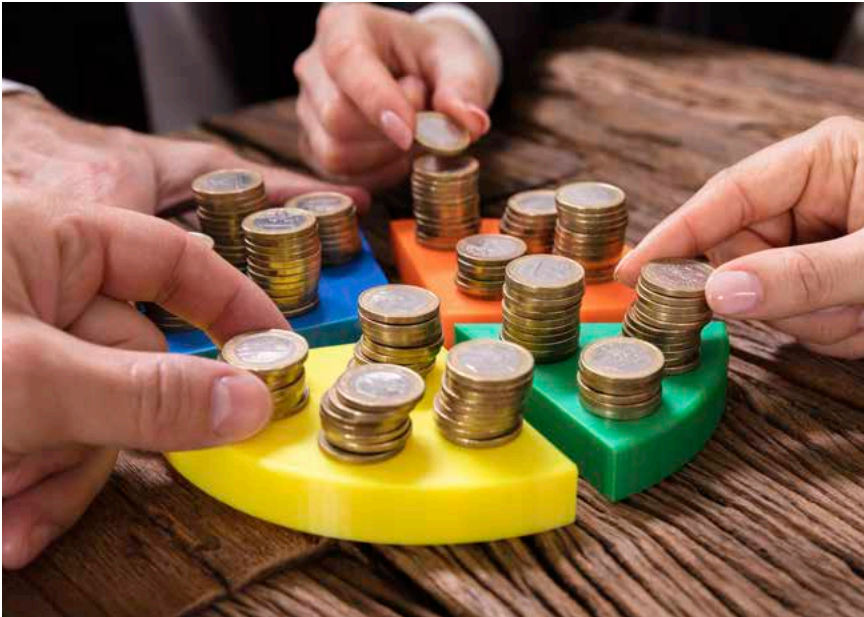
of the Dusseldorf Principles of the Christian Democrats to: "... involve representatives of the workforce at factory level and in national supervision of economic life in order to achieve the essential trust of all strata."

How does direct employee share ownership fit into this dynamic? Direct employee share ownership does, of course, work most effectively when introduced with other compatible human resource policies, including meaningful industrial relations policies. Employee involvement and participation through works councils and employee contribution to the organisation of work conditions assist direct employee share ownership just as direct employee share ownership assists these policies of shop floor participation in achieving the enhanced productivity that results from better industrial relations and stronger business identity. The underlying point is that direct employee share ownership contributes to both competition and cooperation, i.e. the competitive nature of the business and the spirit of cooperation among the workforce for the improvements in productivity.

Understanding the Operation of the Social Market

The social market is the operation of the market economy in a form which is conducive to social progress as much as it is to economic development. There is no pretending that any model represents the expression of a perfect ideology and the social market, like any other economic model, has its limitations. The "Father of Economics", Adam Smith, in his work "The Wealth of Nations", first published in 1776,





recognised that the individual is: "...led by an "invisible hand" to promote an end which was no part of his intention. By pursuing his own interests, he frequently promotes that of the society more effectually than when he really intends to promote it". As already mentioned, direct employee share ownership assumes the role of the "invisible hand", not as a means of manipulation by one political group or faction, but as a generally accepted method of bringing out the best in human beings. Furthermore, in putting ownership in many hands, as indeed do the wider share ownership initiatives of privatisation, direct employee share ownership, by definition, decentralises power, encourages this multiplicity of power sharers to work together and ascribes to the market the role of a continuous referendum on the services and products of companies and, indeed, on their way of doing business both internally with their employees and externally with the outside world.

When debating whether direct employee share ownership is based on Platonic altruism or

enlightened self-interest in the mode of Aristotle, the verdict would have to come down in favour of Aristotle as, indeed, it would for the social market economy. The subtlety is that the social market economy makes the pursuit of individual desires or plans or schemes the instrument for satisfying through exchange in the marketplace the desires or plans of others. It encourages an interdependence that makes the dominance of one over the other a less likely occurrence and interprets market awareness as incorporating social consequences as much as economic consequences. The social market economy is, by definition, a trading mechanism through which are traded all the factors of production, namely labour, capital, land, information, and technology, as well as products and services. Direct employee share ownership gives to employee share scheme participators a stake in all these factors of production through the ownership of the shares. Furthermore, the shares themselves are tradable through the same conceptual market mechanism arrangement.

The market economy in its social market form represents an adequate system and probably the fairest system for supplying products and services to society. It dispels the notion that market economics has by necessity to be overtly individualistic or brutally competitive. It does this by requiring social accountability through its "invisible hands", one of which and potentially the most powerful of which, through its impact on the human condition, is direct employee share ownership.

In its social market form, the economy recognises the limits of the market but, at the same time, rejects the notion of "the mixed economy" as an uneasy compromise between privatisation and nationalisation. It rejects nationalisation as being a bogus and fraudulent claim for people's ownership, recognising that monopoly power whether through nationalisation or privatisation is equally tyrannical and a bureaucratic dictatorship. The social market, assisted by employee share ownership, is a species which is different in kind from the now outdated concept of "the mixed economy".

The economy in its social market form recognises also that the market mechanism has triumphed over attacks from centralised totalitarianism and is the system of economic organisation most compatible with a true appreciation of the human condition in a way that encourages the best in human beings. Nevertheless, as a non-ideological philosophy, it takes "a hands-up approach" to accepting the possibility of market failure but, at the same time, develops the means of compensating for such failure. In its more refined welfare-orientated



approach, it will always seek to secure acceptable social conditions for exchange in the marketplace.

A Final Word: The Mindset of Entrepreneurship through Direct Employee Share Ownership

The objective is for the employees to have the mindset of the entrepreneur through the motivation and incentive engendered through participation in direct employee share ownership. Capitalism has its Latin roots in the word “head” and can be regarded, therefore, from its original meaning as a system that requires mental application, and, in particular creativity. Within that creativity is the freedom to express and contribute, all predicated on the spirit of learning within a culture of learning. In that sense, it is a discovery mechanism in a world that is unpredictable and full of surprises, requiring, therefore, resilience to apply the new information obtained from the learning in the interest of the business. Direct employee share ownership best operates in a business environment that offers training and development and, as a share programme, is properly implemented, properly communicated and properly developed with care and precision,



and contributes to the spirit of creativity and learning which provide the engine for the economic growth of the business and the economy as a whole.

DAVID CRADDOCK, MA(Oxon)
David Craddock Consultancy Services

David Craddock, the Founder and CEO of David Craddock Consultancy Services and David Craddock International, has been advising on employee share schemes and share valuation for over 40 years. He advises on every aspect of the implementation process, working personally with the client at each stage, and offers solutions and expertise on all the technical questions that require clarification during the entire consultation. David is also a member of the Steering Committee of The ESOP Centre, the Educational Director and Fellow of The ESOP Institute, and the Technical Secretary and Senior Adviser to the Share Valuation Team that meets regularly with HMRC to discuss the interaction between employee share schemes and share valuation.



David Craddock welcomes an opportunity to discuss your Employee Share Schemes Initiative with you. Please feel free to contact David at:

T: 01782 519925 | M: 07831 572615
E-mail: d.craddock@dcconsultancyservices.com
Visit: www.davidcraddock.com

DAVID CRADDOCK CONSULTANCY SERVICES

*** Expertise and Experience ***

Specialist in Employee Share Ownership, Cash Profit-Sharing and Reward Management, Share Valuation, Management Buyouts, Employee Ownership Trusts (EOTs) & Investment Education



Pet of the Month

Name: Sotiria Michail

Organisation: Orega

Pet Name: Biscuit

Pet Nickname: Bicky or Biscotaki
(Greek version of her name)

What kind of pet do you have?
Cavapoo

Is your pet: Female

How old is your pet: 8 months

Favourite Toy: Squeaky little cow
teddy bear

Favourite Activity: Napping

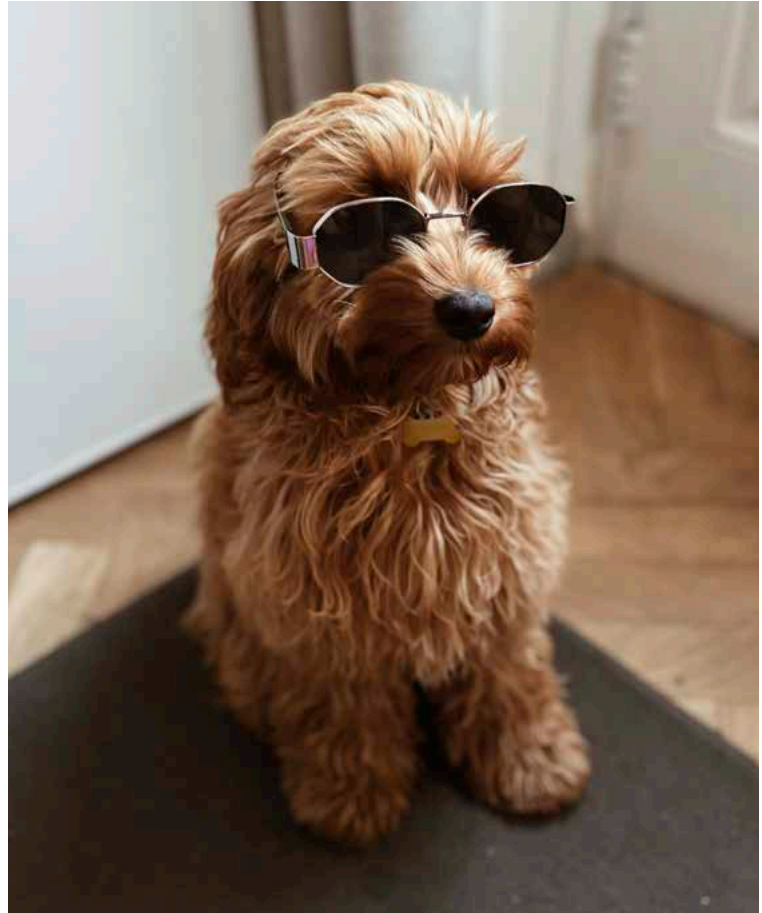
Favourite Treat: Cheese and
Peanut Butter (not together)

**What would your pet say, if they
could speak, to the following -**

My perfect day would be - running in
the park and eating anything I can

My favourite thing my parents do - take me for long walkies and cuddles on the couch

Please make sure to follow Biscuit on Instagram! [@thedailybiscuit_](#)



Is your pet the perfect poser?

Whether you have a cute cat, delightful dog, fabulous fish, gorgeous guinea pig, happy horse, brilliant bird, smart spider, luscious lizard – you get the picture – whatever animal you own we want to see and hear about them!

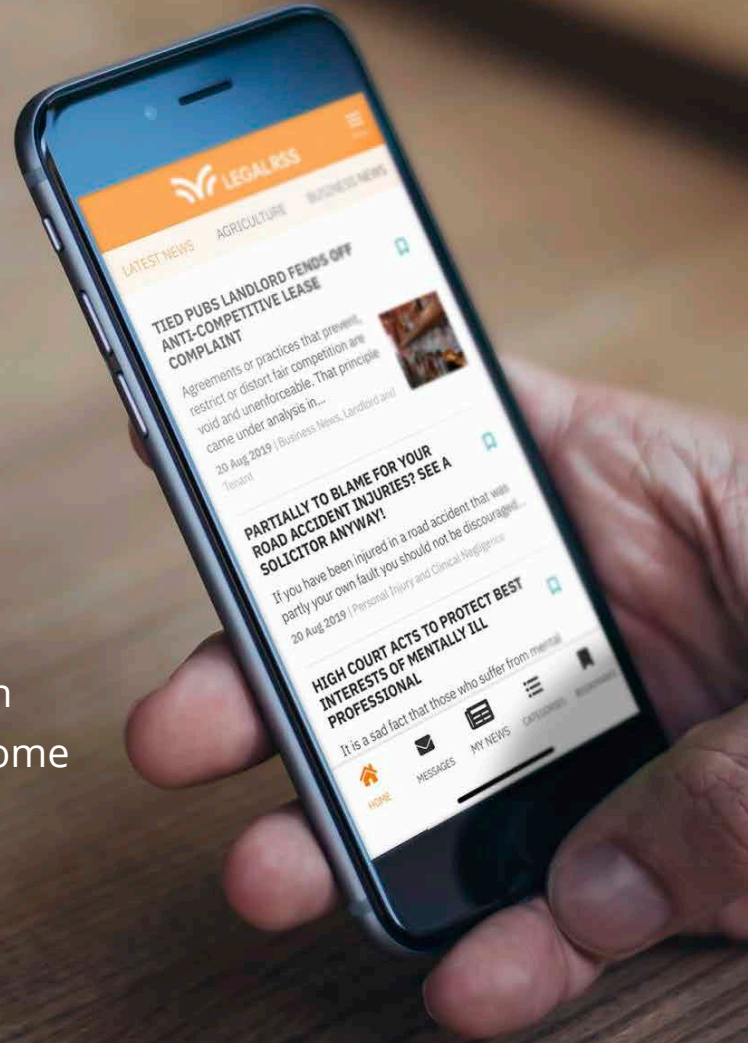
Each month we'll pick a couple of 'Pets of the Month' for the next edition so keep a look out to see if your pet has made it, modelling in *The Messenger* magazine!

You can download a copy of the questions [here](#) then send your answers and photo to Messenger@manchesterlawsociety.org.uk



Legal news content for your website, social media, and your smartphone

LegalRSS supports your client acquisition and retention efforts and helps you become a better and more profitable practice.



Keep up to date with the latest developments in the legal sector by downloading our **free** smartphone app today.



**If you have any questions about LegalRSS,
we'd love to hear from you.**

[CONTACT US](#)

Are **you** missing out?

Networking and referrals with over 4,600 members

An industry sounding board

Lobbying – have your voice heard

Support your local profession and join a committee

Individual and corporate memberships available

Training, development and social events throughout the year

News and insightful updates delivered directly to your inbox and MLS App

Valuable discounts from legal suppliers

Help, advice and support

Out of city members welcomed

Manchester Legal Awards

Promote your successes in our monthly magazine

Together we can make a difference!

Be part of the most vibrant local Law Society in the UK.

For more information on membership visit:

www.manchesterlawsociety.org.uk



Manchester Law Society
Instituted 1838 Incorporated 1871