



The Law Society



Make more  
informed choices

**PRICE AND SERVICE  
TRANSPARENCY TOOLKIT**



# Introduction

Over the last decade the competitive nature of the legal services market has encouraged many firms to innovate in the services they provide and how they price their offerings.

The purpose of this toolkit is to stimulate thinking around how to provide the best possible cost and service information to clients, both before and after engagement.

The legal market is as wide as it is deep. The myriad of clients our members help have different needs and preferences, so there is no single right way of offering or providing legal services. It is for each of our members to decide, within the regulatory requirements, how best to meet the needs of their clients.

We hope that this document will help members who want to consider how to provide the best possible information and service to clients and potential clients. What constitutes best practice is not something the Law Society can state on an abstract basis, as each of our members are best placed to decide what is best. Where information given in this toolkit relates to legal or regulatory requirements, or stems from one of our practice notes, this will be made clear.

## What is price and service transparency?

At its simplest, price and service transparency means providing information at the right time in order to enable clients to make informed decisions about the nature of the legal service they require.

Price and service transparency is not about providing more information, as too much can cause confusion. The key is to provide the right information which allows those seeking legal services to assess the value of the service.

It is important to stress that price is not the sole arbiter of how potential clients make a decision. Most clients of legal services are interested in value and understand that something can be more expensive and good value, and conversely, cheap and poor value. The LexisNexis Bellwether report (2016)<sup>1</sup> found that clients' two highest priorities are that their solicitor has a clear understanding of their needs and that they are efficient. Research from YouGov<sup>2</sup> found that reputation is the most important factor in choosing a legal services provider – but price, convenience and speed are also important to the final choice.

## What do clients want?

When choosing a legal service provider clients look to understand what comprises the service provided and want as much clarity as possible about the fee that will be charged. At a broad level most clients want:

- help to resolve their issue as satisfactorily and speedily as possible,
- a clear idea of how much the service will cost,
- to understand what the fee does and does not cover,
- to have confidence that their solicitor has the right qualifications and experience to deal with their legal need, and
- a respectful relationship, where both the client and solicitor understand how best to communicate with each other.

<sup>1</sup> Pg29, <http://businessoflaw.lexisnexis.co.uk/download-the-bellwether-report-2016-the-riddle-of-perception/>

<sup>2</sup> Page 27, Legal Services Consumer Tracker 2016, YouGov [http://www.legalservicesconsumerpanel.org.uk/publications/research\\_and\\_reports/documents/LegalServiceBoardReportbyYouGovV4.pdf](http://www.legalservicesconsumerpanel.org.uk/publications/research_and_reports/documents/LegalServiceBoardReportbyYouGovV4.pdf)

# What to tell clients before engagement

Depending on the urgency and situation, potential clients will often want to know:

- whether you can help,
- what their options are,
- how much you will charge,
- what you will and will not do, and
- what happens at the major points in the process.

The challenge for firms is to decide how to best communicate this information.

## Promoting yourself online

A website will often be the first point of contact that new clients have with your business. Google estimates that two million online searches on legal subjects are made every day in the UK<sup>3</sup>. The Legal Services Consumer Panel found that one in four potential clients are actively comparing different legal services providers<sup>4</sup> by using the firms websites.

Website traffic can be measured using analytics tools such as Google analytics<sup>5</sup>. Analytics will allow you to measure site performance. Data that can help you to improve your website includes:

- number of visitors, by day, month or year and whether they are new or returning,
- which pages are most popular,
- how much time a user spends on the page,
- what website or social media channel users have come to your site from, and
- the kind of device they are using to look at your site.

When designing your website it is important to bear in mind that on every page you must provide:

- either the registered name and number of your practice if it is a limited liability partnership (LLP) or company, or

- if your practice is a partnership or a sole practice, the name under which it is licensed or authorised by the SRA and the number allocated to it by the same.

For more information on the regulatory requirements around what information you must include on your website please read our Practice Note on information on letterheads, emails and websites.<sup>6</sup>

The Law Society runs Find a Solicitor<sup>7</sup> (FAS) - which aims to include all SRA regulated law firms, individuals, and organisations that contain regulated individuals. FAS is used every day by thousands of people - including members of the public, solicitors and other lawyers, banks, mortgage lenders and estate agents - to search for solicitors or law firms. If you are a solicitor and you would like to amend your record to better explain the services you provide, you can do so via your My Law Society<sup>8</sup> account.

## Providing price and service information

Depending on the type of service you are offering you may want to consider what level of detail it is appropriate to publicise prices. Publicising your services and your prices (or pricing structures) online can make that information easier for potential clients to access, though this should only be done if you can clearly communicate the price and service. In your communications with clients, whether they are online or in person, you need to bear in mind that:

- you must ensure that any publicity provided by your firm must not be misleading or inaccurate. (Outcome (O8.1) of the SRA Code of Conduct)
- publicity relating to your firm's charges must be clearly expressed, and must state whether disbursements and VAT are included in the quoted sum. (O8.2)
- you should avoid estimating charges at an unrealistically low level. (Indicative Behaviour (IB8.7) of the SRA Code of Conduct)
- you should not describe overheads of your firm (such as normal postage, telephone calls and charges arising in respect of client due diligence under the Money Laundering Regulations 2007) as disbursements. (IB8.8)

- you should not advertise an estimated or fixed fee without making it clear that additional charges may be payable, if that is the case. (IB8.9)

For more information on the regulatory requirements around the publishing of fees please read our Practice Note on publishing solicitors' charges<sup>9</sup>.

As each client will have differing circumstances it may not be possible to advertise prices that match every possible scenario. Some firms publicise their fee for a standard package, while explaining that the cost of the service may have to be adapted due to the situation faced by the client. They then invite potential clients to contact them to receive the most accurate possible fee estimate.

As part of a pre-engagement conversation, it may be useful to let the client know about the different pricing options and services that are appropriate to meet their legal needs, including the pros and cons of each option. This will enable the client to make an informed decision about what service is best for them and help you to better understand the client's expectations.

## Different pricing structures

There are a wide range of approaches to fees in the legal sector, which reflect the diverse provider and consumer base, and complexity and range of possible services. The main ones used are:

- hourly rates - the amount of money that is charged for every hour worked on an issue,
- fixed fees - a set amount paid for work or a service, that does not change with the time the work takes or the amount the service is used. Fixed-fees are often popular with individual clients because they give financial certainty<sup>10</sup>,
- volume purchase discounts - rewarding those who buy in bulk by providing a reduced price for each good or group of services,
- contingency fees - payment depends upon there being some recovery or award in the case. The payment is usually a percentage of the amount recovered,
- monthly/annual retainer - a fee paid in advance to someone in order to secure their services for use when required, and

- conditional fee agreements - a legal funding arrangement where a client only pays on the condition that they receive compensation. This arrangement is sometimes called "no-win no-fee".

If you wish to find out more information about different pricing strategies and consider which ones might work best, you may wish to start by contacting our Law Management Section<sup>11</sup>. There are also a number of private law management consultants, some of whom specialise in assessing the best pricing models for law firms.

## Telling clients about disbursements

Disbursement is a well understood term in the legal world but it may not be a familiar term to clients. Disbursements are defined by the Solicitors' Accounts Rules 2011 (SAR) as "any sum that you spend or are going to spend on behalf of your client or trust, including any VAT element<sup>12</sup>".

The SRA is clear that a firm's overheads are not considered to be disbursements<sup>13</sup>. The following should not be described as disbursements:

- annual subscription costs and transaction fees for using online solutions to manage business processes,
- telegraphic transfers,
- administration charges such as postage and photocopying,
- professional indemnity insurance, and
- the cost of undertaking client due diligence, including identification checks for anti-money laundering purposes.

3 <http://www.legalfutures.co.uk/latest-news/google-2m-legal-searches-made-every-day-uk>

4 How consumers are choosing legal services, Legal Services Consumer Panel 2016 [http://www.legalservicesconsumerpanel.org.uk/publications/research\\_and\\_reports/documents/Howconsumersarechoosing.pdf](http://www.legalservicesconsumerpanel.org.uk/publications/research_and_reports/documents/Howconsumersarechoosing.pdf)

5 This particular tool is a market leader because it is detailed and free to install.

6 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/information-on-letterheads-emails-and-websites/>

7 <http://solicitors.lawsociety.org.uk/about>

8 <https://www.lawsociety.org.uk/log-in/>

9 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/publicising-solicitors-charges/>

10 48% of clients now pay for legal services via a fixed fee, with the number being higher in more commoditised areas such as conveyancing (68%). <https://research.legalservicesboard.org.uk/wp-content/media/Prices-of-Individual-Consumer-Legal-Services.pdf>

11 <http://communities.lawsociety.org.uk/law-management/about-us/contact-us/>

12 [http://www.sra.org.uk/solicitors/handbook/glossary/content.page#definition\\_D](http://www.sra.org.uk/solicitors/handbook/glossary/content.page#definition_D)

13 Indicative Behaviour (1.21) ensuring that disbursements included in your bill reflect the actual amount spent or to be spent on behalf of the client.

## Be clear about the regulatory protections clients receive by instructing a solicitor

Being part of a regulated profession means that your clients can be confident that you have a duty to act in their best interest and provide a proper service at all times. Your clients will also enjoy the protection of professional indemnity

insurance and the Solicitors' Compensation Fund. Many clients seek legal advice at a time of great anxiety and stress, and the regulatory protection given by being a solicitor can give them reassurance that their matter will be dealt with to a proper standard. You should inform potential clients of the protections attached to instructing a regulated legal professional.

# What to tell clients upon and during engagement

## Initial contact

Many clients will seek an initial contact with a practice to explore their legal options in a given situation.

This is a good opportunity to understand what services your client wants and to agree with the client the terms and conditions for providing your services. Effective communication during the initial client interview reduces the chances of disputes arising later in the process.

Most initial interviews should cover six areas;

- client's objectives,
- explaining your role,
- initial advice,
- general timeframes,
- how best to communicate with each other, and
- details of charges.

For more information about best practice and regulatory requirements around initial interviews please read the full Practice Note<sup>14</sup>. It includes advice on the checks needed, in conjunction with information provided in our Practice Note on anti-money laundering<sup>15</sup>, to be undertaken by solicitors before they can agree to act for a client.

You are free to decide whether or not to accept instructions in any matter, provided that in making that decision you do not discriminate unlawfully<sup>16</sup>. The SRA Code of Conduct<sup>17</sup> says that you should provide a service when:

- Outcome (O1.4) you have the resources, skills and procedures to carry out your clients' instructions.

You must also make an assessment that:

- Outcome (O1.5) the service you provide to clients is competent, can be delivered in a timely manner and takes account of your clients' needs and circumstances.

## Focus the client care letter on the most important information

The client care letter is a good opportunity to focus the client on the exact parameters of a retainer along with your terms of business. Chapter 1 of the SRA Code of Conduct states what information must be provided to clients in writing<sup>18</sup>. For information about regulatory requirements and best practice around client care please read our Practice Note on the matter<sup>19</sup>.

It may be useful to consider how best to present the information in the most accessible way. This may involve producing leaflets about specific aspects of how a case is managed, dividing the letter into a number of specific sections with clear headlines, and/or providing a summary sheet that tells the client the most important information on a single page.

Clients may find it useful to have the key information written down so they know what service they will receive. The first page of the client care letter may be a summary sheet, which presents in a clear and straightforward manner the main parts of the agreement. This technique is often used in the insurance industry.

Such a summary sheet could include:

- why the client has decided to engage the lawyer,
- the course of action the client has chosen,
- what work will (and won't) be carried out,
- the standards and timescales for the work, and
- the likely costs of the case based on the information within the letter.

## Confirming the cost of the service

The engagement stage gives you the opportunity to satisfy yourself that the client understands the options explained to them at pre-engagement. It gives you the opportunity to confirm to the client what has been agreed in relation to the service that will be provided and the fees<sup>20</sup>.

Our Practice Note on client care information<sup>21</sup> advises that all information on fees should be clear and easily accessible and in a form that is appropriate to the client's needs and circumstances. You should discuss with the client how they will pay and, if available, explain the consequences of being publicly funded in relation to costs. You should explain your fees and if or when they are likely to change. It is good practice to include:

- the basis for the fixed fee or the relevant hourly rates and an estimate of the time to be charged,
- whether rates may be increased during the period of the retainer,
- expected disbursements and likely timeframes for these being due,
- potential liability for others' costs, where relevant, and
- VAT liability.

Clients will often appreciate being given regular information in relation to costs as they accrue.

Many of our members discuss with the client whether the potential outcome of their case is likely to justify the risk involved, particularly the risk of paying the costs incurred by someone else's fees. You should also bring to the client's attention the potential liabilities that you are aware of, including other payments the client may face.

Most often agreements around fees and service delivery are included in the client care letter, but it is possible in some transactions for cost and service delivery to change at different stages. When this happens it is important to communicate this to the client. Clients will often appreciate being given regular information in relation to costs as they accrue. It is worth considering whether there are certain points in the matter where a bill should be sent. This could either be at a regular point in time, such as monthly, or when a certain part of the case has been completed. Clients appreciate being given warning that a bill will be sent and offered the opportunity to discuss what has been charged for.

For more information about best practice and regulatory requirements relating to client care please read the full Practice Note. It includes advice on how clients can understand the information they are provided with, including how to best focus the client on the exact parameters of a retainer.

## Explain how to terminate a contract

You should clearly state how a client can terminate your retainer and the consequences of doing so. You should also outline the circumstances under which you can terminate the retainer. You should only cease to act for a client with good reason and with provision of reasonable notice. If the retainer is terminated without good reason then a solicitor may not be able to require the client to pay for work done up to this point.

14 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/initial-interviews/>

15 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/aml/>

16 To find out what constitutes unlawful discrimination please read Chapter 2 (Equality and diversity) of the SRA Code - <http://www.sra.org.uk/solicitors/handbook/code/part2/rule2/content.page>

17 <http://www.sra.org.uk/solicitors/handbook/code/part2/content.page>

18 <http://www.sra.org.uk/solicitors/handbook/code/part2/rule1/content.page>

19 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/client-care-letters/>

20 Between 20 - 25% of the complaints the Legal Ombudsman deals with are related to costs Pg 2, Costs and customer service in a changing legal services market <http://www.legalombudsman.org.uk/downloads/documents/publications/Costs-Report.pdf>

21 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/client-care-letters/>

## Writing to your client

Our Practice Note on client care<sup>22</sup> suggests some principles of effective communication with a client. You can:

- make sure the information you communicate is presented in a clear and straightforward manner. Complicated forms and overly legalistic language may act as a barrier to understanding,
- be alert to communication challenges that clients face, such as hearing difficulties, disability, learning difficulties, language barriers or other cross-cultural issues, and look at ways to overcome those challenges, and
- consider your client's background when deciding how to present information. For example, you may provide information in a language other than English, if you have a large client base from a particular ethnic group for whom English is a second language.

## Regulatory and legal duties that need to be considered before taking on a client

### Conflict of interest

You must not act where there is a conflict, or a significant risk of conflict, between you and your client. We have published a Practice Note to help our members consider whether there is a conflict of interest<sup>23</sup>. The note includes advice on:

- what is own interest conflict and client conflict?
- how do I assess if there is a conflict of interest?
- exceptions when you may act when there is a client conflict,
- acting for a buyer and seller,
- acting for clients who are the lender and borrower, and
- relations with third parties in a conveyancing transaction.

### Anti-money laundering checks

Your anti-money laundering obligations depend on whether you are providing clients with services which are regulated by the Money Laundering Regulations 2007. If this is the case, you must conduct client due diligence and monitor your client's retainer for warning signs of money laundering or terrorist financing.

For advice on whether you are providing services within the regulated sector and other anti-money laundering requirements, see our Anti-Money Laundering Practice Note<sup>24</sup>. The Practice Note also contains further advice on your counter terrorist financing obligations.

### Making a disclosure

If you suspect a client is engaged in money laundering or terrorist financing, and you fail to take appropriate steps, you may risk committing a principal money laundering or terrorism offence, or an offence of failing to disclose your suspicions to relevant authorities.

For further information on your legal options in these circumstances, see chapter 5 of our Anti-Money Laundering Practice Note.

## Letting your clients know how they can help

Occasionally the initial estimated price may increase because of the changing demands of a case<sup>25</sup>. If a client gets a higher than expected bill they are less likely to be content with the service provided - even if the bill is entirely reasonable - unless they have been informed of any options they may have had to minimise any rise. It is worth thinking about how to approach the conversation before you contact your client, to make sure that you express yourself in such a way that offers the client options.

22 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/client-care-letters/>

23 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/conflict-of-interests/>

24 <http://www.lawsociety.org.uk/support-services/advice/practice-notes/aml/>

25 If there is an issue with client behaviour Richard Burcher in his blog "Fees - Are Clients part of the Problem or Part of the Solution?" - offers some useful advice. <http://www.validatum.com/articles/fees-are-clients-part-of-the-problem-or-part-of-the-solution>

# After engagement: understanding clients' experiences

In many industries companies regularly survey their clients to make sure that they understand how their clients - and potential clients - perceive value. If this is something you are interested in there are a variety of ways to collect such information.

## Encourage clients to give you feedback

Feedback can be an extremely helpful way to improve services offered, and continue to better address client needs. There are a variety of ways of gathering feedback, including:

- asking new clients why they chose you, and existing clients what you could do better,
- carrying out client satisfaction surveys. Keep the questions brief and specific, and you could consider offering an incentive for returning the form,
- contacting clients who have stopped using you and find out the reason. Assign a skilled person to this task, otherwise clients tend to give easy answers, such as “you are too expensive”, which may hide the real reasons,
- keeping a record of client feedback to help you identify problem areas,
- track client communication on social media sites, and
- using analytical software to discover which of your web pages are most popular.

You are likely to gain more feedback if it is quick and convenient for the client to provide their view.

## Learning from positive feedback and complaints

As explained above, it is important to consider how to capture feedback. It is very easy to forget to note the positive feedback that you may receive, but it is important to do this to make sure you build a balanced picture.

There may be occasions when a client is unhappy. It is best if clients with a concern feel able to contact you. The earlier you deal with an issue the better the opportunity to rectify the matter. Complaints are a vital indicator of what needs to be improved, and responding to them quickly and effectively can help you to gain a competitive advantage.

For more information about best practice and regulatory requirements around handling complaints please read our Practice Note on the matter<sup>26</sup>.

Since 1 October 2015, solicitors have been required to include information about an approved alternative dispute resolution (ADR) entity in final letters to complainants following a first-tier complaint. We have published a Practice Note specifically on this subject to help our members meet this requirement<sup>27</sup>.

## Responding to online reviews

It is becoming more common for clients to place feedback online, which anyone who searches for your firm may come across. In general, online reviews are having a greater influence on the attitudes of potential consumers towards businesses. Research from BrightLocal's Local Consumer Review Survey (2015) found that 80% will trust reviews as much as personal recommendations and that 72% of those who read positive reviews will then visit the business's website or premises<sup>28</sup>.

Many firms are already aware of the growth in importance of social media. Recent Legal Services Board research found that 44% of businesses delivering legal services now use social media, mainly in the context of marketing and sales<sup>29</sup>. Online reviews - whether they are positive or negative - can be a useful way to gather feedback about the service you provide.

<sup>26</sup> <http://www.lawsociety.org.uk/support-services/advice/practice-notes/handling-complaints/>

<sup>27</sup> <http://www.lawsociety.org.uk/support-services/advice/articles/changes-to-client-care-information-and-leo-time-limit/>

<sup>28</sup> <https://www.brightlocal.com/learn/local-consumer-review-survey/>

<sup>29</sup> Page 9, LSB Market Evaluation, 2016 <https://research.legalservicesboard.org.uk/wp-content/media/2015-2016-FINAL-Market-Evaluation-Main-report1.pdf>

Some firms have decided that the best way to deal with this growing trend is to develop a social media strategy for handling online reviews. This enables the firm to respond to such reviews in a consistent way.

Where it is within your power to respond to online comments, you may wish to consider doing so. How you do this will affect the overall reputation of you/your practice - potential clients may gain an impression of your firm by how you respond, or whether you respond at all. A negative review followed by an appropriate, sympathetic response is likely to create a positive opinion of your firm. As when dealing with standard complaints, you should listen, ask if you may establish the facts privately in one-to-one communication<sup>30</sup>, and then agree what to do about the problems raised.

When responding to public criticisms you must bear in mind your regulatory obligations, especially:

- Principle 4. act in the best interests of each client, including observing your duty of client care,
- Principle 6. behave in a way that maintains the trust the public places in you and in the provision of legal services, and
- Outcome 1.11: client's complaints are dealt with promptly, fairly, openly and effectively.

If a former client has publicly criticised how you managed their case it may be best to sympathise with how they feel and offer to resolve the matter off-line. For example, you could respond to the comment "I am sorry that you feel this way. At Law Firm LLP we pride ourselves in doing the best for our clients. We would like to discuss the specifics of your case and the service we provided, so our Head of Operations, John Smith, will be contacting you."

If you are unsure as to who is making the criticism, as the comment has been left anonymously, you can respond as above, but ask the commenter to contact you.

It is unlikely to be constructive to have a discussion in public about the merits of the complaint. You must take into account your ongoing duty of confidentiality to your client and whether posting comments or opinions about a former client, a case or a matter might breach your ongoing obligations on client care and confidentiality under Principle 4. You should also consider more broadly how you or your practice's image may be affected by any comment you make and the potential impact this may have on your professional standing under Principle 6.

The offer to take matters off-line, and follow-up action, should be consistent with your firm's internal complaints policy and your obligations concerning complaint handling under the Code.

If a comment is from a 'troll'<sup>31</sup> or someone who is aggressive or abusive, you may wish to consider if there is any value in responding.

Our Practice Note on protecting your online reputation<sup>32</sup> provides more information on the matters raised in this section.

## Criticism websites

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There are numerous websites at any one time that seek to hold to scrutiny the alleged failings of solicitors and other legal professionals. Most are focused on individual firms, but some target solicitors generally. If negative feedback has been left on such a website you should carefully consider whether it is of benefit to engage with such site. If you feel that such a site has unfairly criticised you please contact our Practice Advice Service<sup>33</sup>.

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<sup>30</sup> Also described as "off-line".

<sup>31</sup> Someone who posts inflammatory, extraneous, or off-topic messages in an online community.

<sup>32</sup> <http://www.lawsociety.org.uk/support-services/advice/practice-notes/protecting-your-online-reputation/>

<sup>33</sup> <http://www.lawsociety.org.uk/support-services/help-for-solicitors/practice-advice-service/>

# More information

## Professional conduct

The following sections of the SRA Code are particularly relevant to the issues discussed in this toolkit:

- Chapter 1 on client care,
- Chapter 4 on confidentiality and disclosure,
- Chapter 7 on management of your business, and
- Chapter 8 on publicity.

## Relevant Practice Notes

- Anti-Money Laundering - [http://www.lawsociety.org.uk/support-services/advice/practice-notes/aml/Client care information](http://www.lawsociety.org.uk/support-services/advice/practice-notes/aml/Client%20care%20information) - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/client-care-letters/>
- Client care information - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/client-care-letters/>
- Conflict of interest - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/conflict-of-interests/>
- Handling complaints - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/handling-complaints/>
- Information on letterheads, emails and websites - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/information-on-letterheads-emails-and-websites/>
- Protecting your online reputation - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/protecting-your-online-reputation/>
- Publicising solicitors' charges - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/publicising-solicitors-charges/>
- Social media - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/social-media/>

- Telegraphic transfer fees - <http://www.lawsociety.org.uk/support-services/advice/practice-notes/telegraphic-transfer-fees/>

## Practice Advice Service

Our Practice Advice Service (PAS) offers support and advice on all areas of legal practice and procedure, including:

- anti-money laundering,
- conveyancing,
- private client,
- litigation, and
- solicitors' costs.

Enquiries are dealt with by a Law Society team of experienced solicitors. Please note we cannot provide legal advice. You can contact PAS by either telephoning 020 7320 5675 or emailing [practiceadvice@lawsociety.org.uk](mailto:practiceadvice@lawsociety.org.uk).



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