



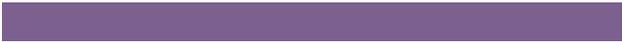
Report for evaluation of changes to continuing competence

Response results

December 2018

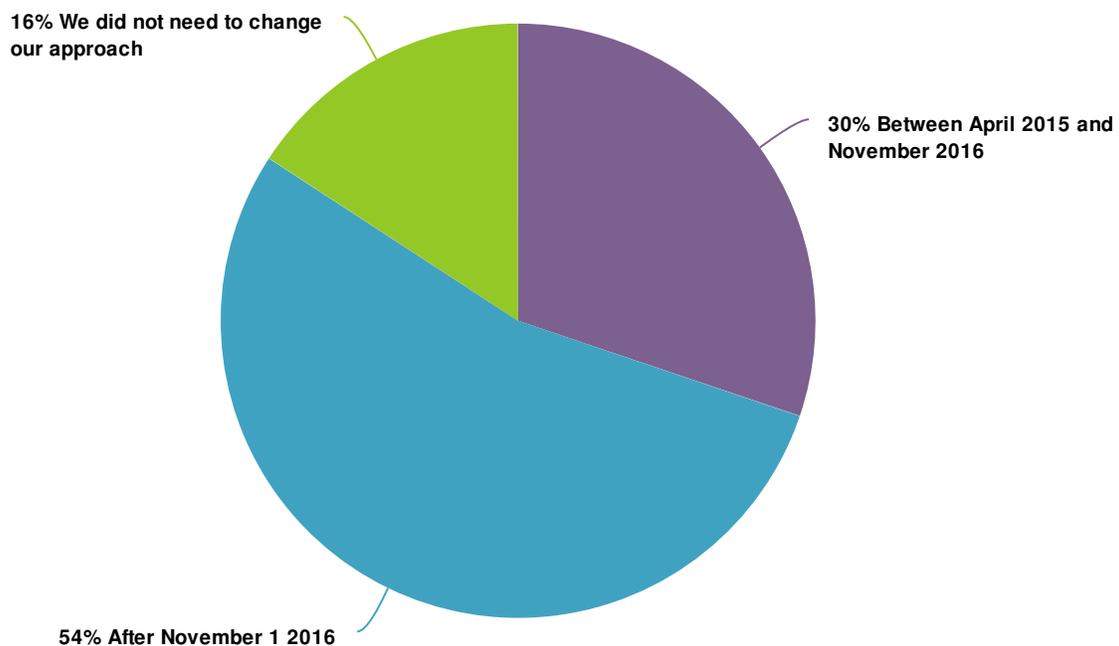
Report for Evaluation of changes to continuing competence

Response Counts

Completion Rate:	100%	
Complete		 463

Totals: 463

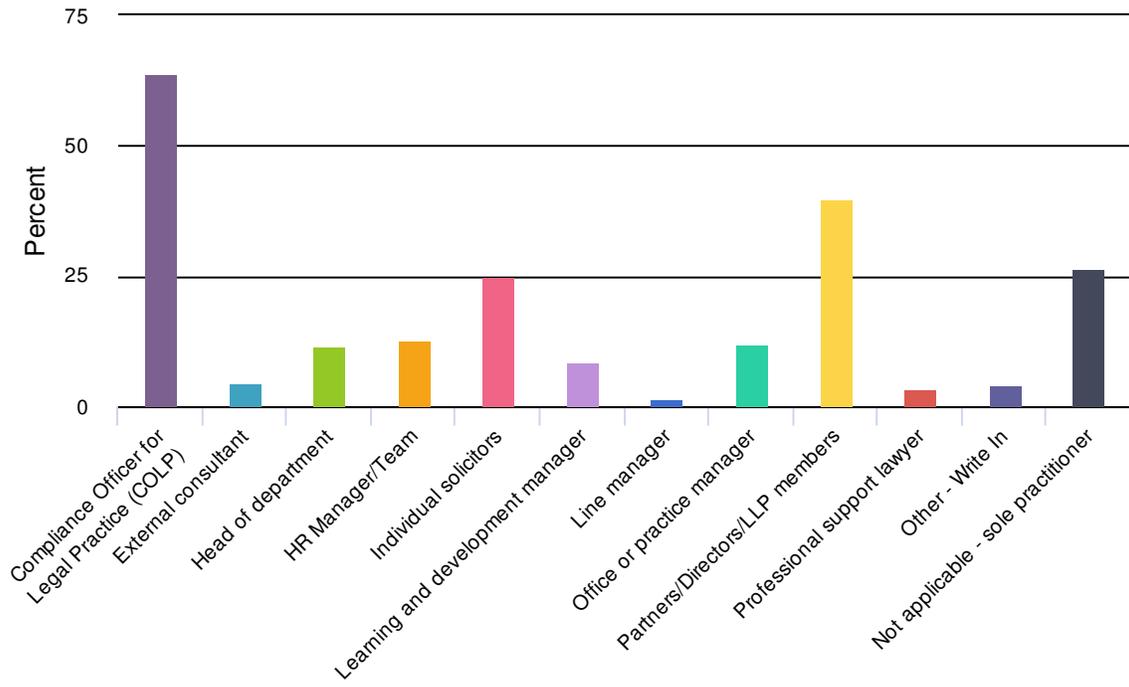
1. When did you adopt our new approach to continuing competence?



Value	Percent	Responses
Between April 2015 and November 2016	30.2%	140
After November 1 2016	54.0%	250
We did not need to change our approach	15.8%	73

Totals: 463

2. Who was involved in making the changes to your approach? (Please tick all that apply)

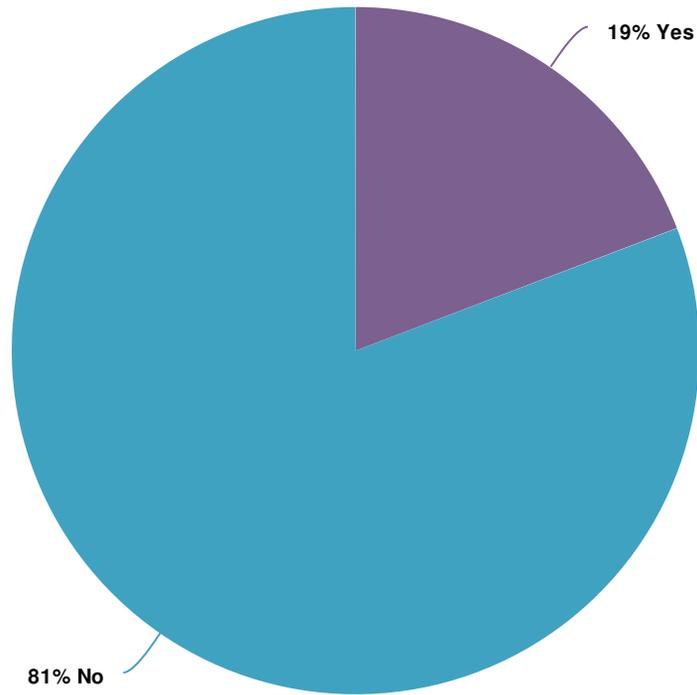


Value		Percent	Responses
Compliance Officer for Legal Practice (COLP)		63.8%	249
External consultant		4.6%	18
Head of department		11.5%	45
HR Manager/Team		12.8%	50
Individual solicitors		24.9%	97
Learning and development manager		8.5%	33
Line manager		1.3%	5
Office or practice manager		11.8%	46
Partners/Directors/LLP members		39.7%	155
Professional support lawyer		3.3%	13
Other - Write In		4.1%	16
Not applicable - sole practitioner		26.2%	102

3. Please state whether your firm's approaches and processes for the following have 'improved', 'stayed the same' or 'declined' because of your changes

	Improved	Stayed the same	Declined	Responses
Communicating changes and developments to solicitors Count Row %	126 32.3%	253 64.9%	11 2.8%	390
Engaging individuals with aspects of any new approaches Count Row %	144 36.9%	233 59.7%	13 3.3%	390
Supporting solicitors to identify training needs Count Row %	169 43.3%	209 53.6%	12 3.1%	390
Recording the training and development needs of staff Count Row %	152 39.0%	219 56.2%	19 4.9%	390
Methods for delivering training Count Row %	157 40.3%	218 55.9%	15 3.8%	390
Identifying suitable external training provision Count Row %	109 27.9%	261 66.9%	20 5.1%	390
Totals Total Responses				390

4. In addition to the above, did your firm encounter any challenges or issues during implementation of your approach?

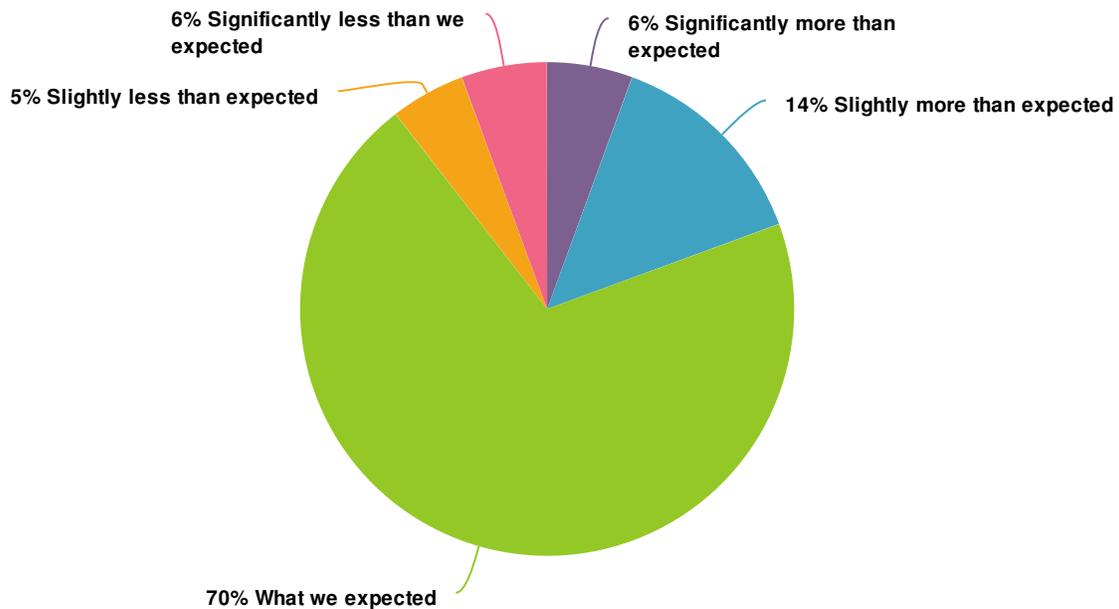


Value	Percent	Responses
Yes	19.2%	75
No	80.8%	315
		Totals: 390

5. If yes, what were these changes?



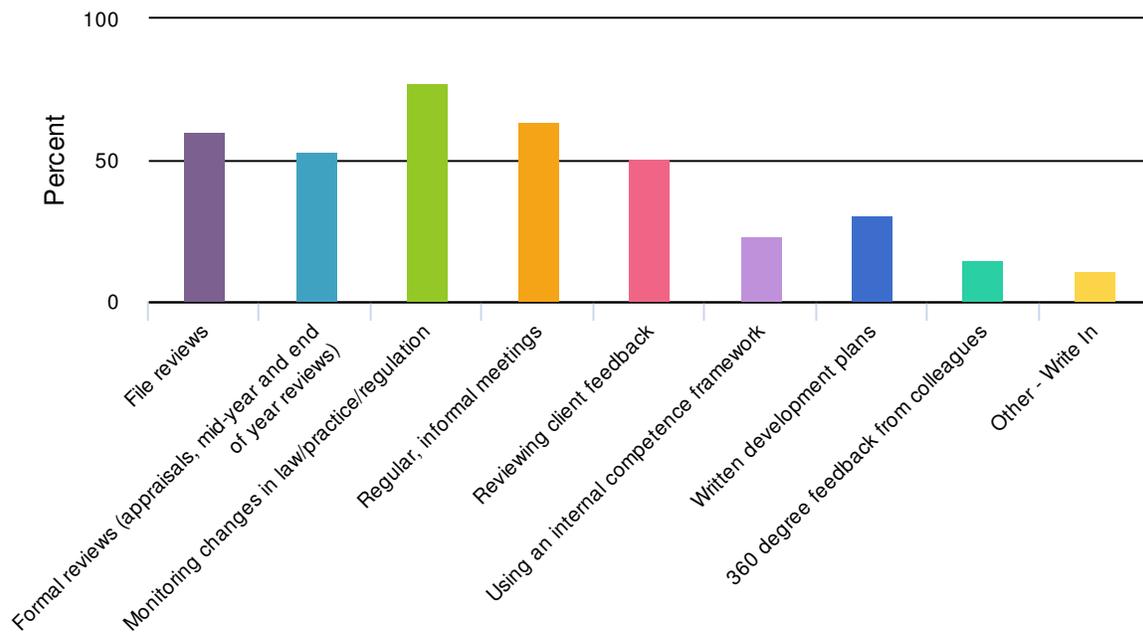
6. How much did it cost to implement these changes?



Value	Percent	Responses
Significantly more than expected	5.6%	22
Slightly more than expected	13.8%	54
What we expected	70.0%	273
Slightly less than expected	4.9%	19
Significantly less than we expected	5.6%	22

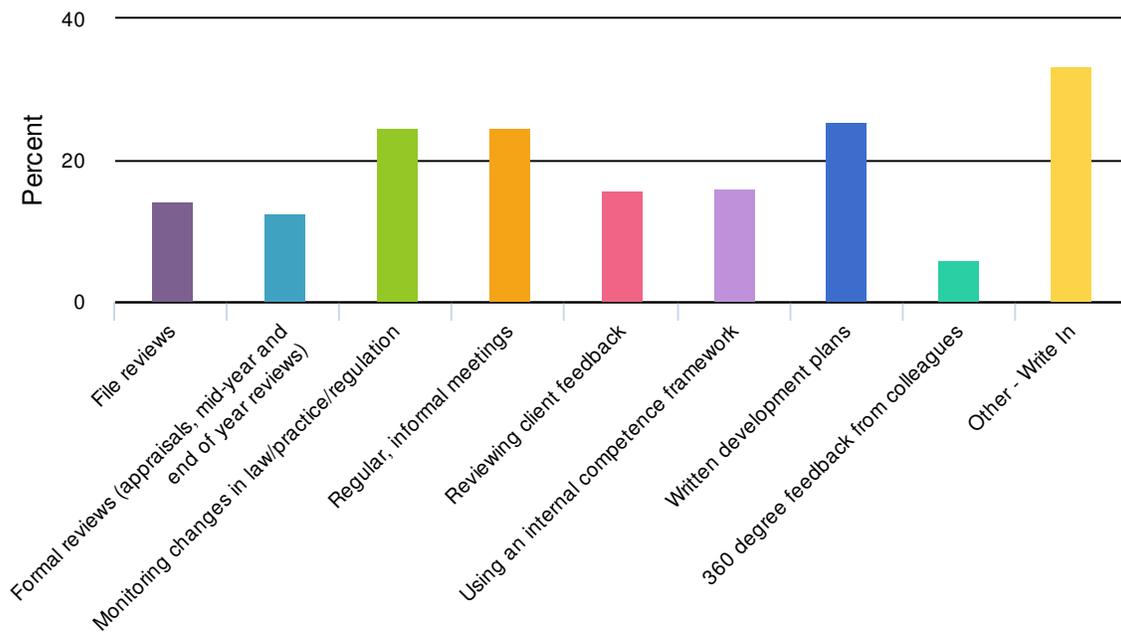
Totals: 390

7. What approaches does your firm use to identify the training needs of solicitors? (Please tick all that apply)



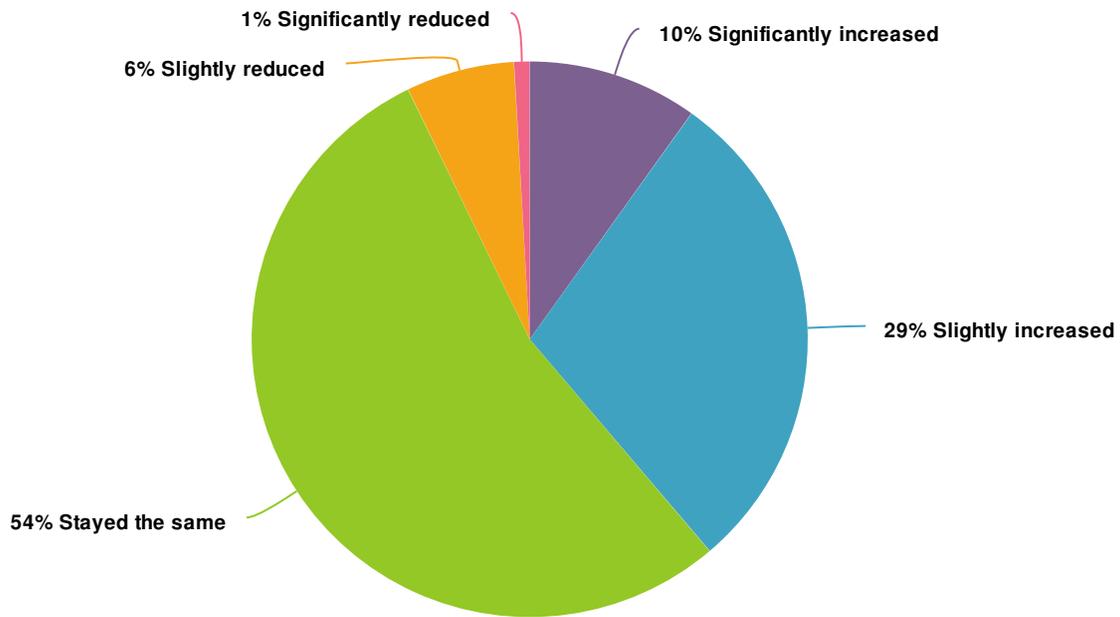
Value	Percent	Responses
File reviews	60.3%	279
Formal reviews (appraisals, mid-year and end of year reviews)	53.6%	248
Monitoring changes in law/practice/regulation	77.3%	358
Regular, informal meetings	63.7%	295
Reviewing client feedback	50.5%	234
Using an internal competence framework	23.1%	107
Written development plans	31.1%	144
360 degree feedback from colleagues	15.3%	71
Other - Write In	11.0%	51

8. Which, if any of these approaches, were introduced in response to the SRA's reforms to continuing competence? (Please tick all that apply)



Value	Percent	Responses
File reviews	14.3%	66
Formal reviews (appraisals, mid-year and end of year reviews)	12.7%	59
Monitoring changes in law/practice/regulation	24.6%	114
Regular, informal meetings	24.6%	114
Reviewing client feedback	15.8%	73
Using an internal competence framework	16.2%	75
Written development plans	25.5%	118
360 degree feedback from colleagues	6.0%	28
Other - Write In	33.5%	155

9. Compared with before the changes to CPD, has the level of internal resources needed to identify training and development needs:

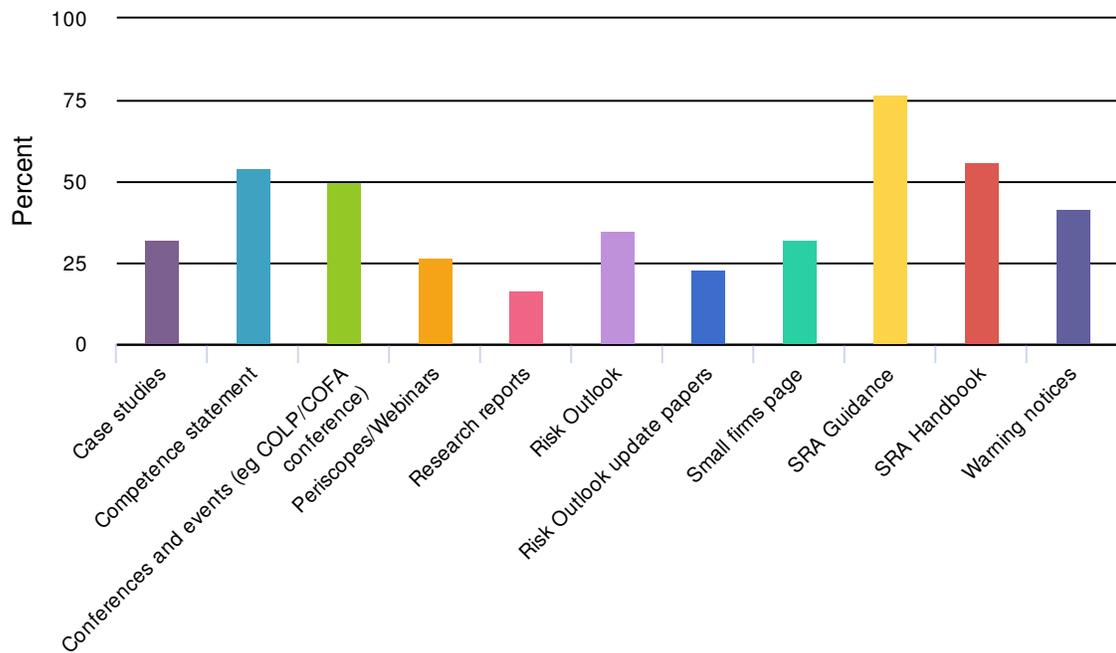


Value	Percent	Responses
Significantly increased	9.9%	46
Slightly increased	28.9%	134
Stayed the same	54.0%	250
Slightly reduced	6.3%	29
Significantly reduced	0.9%	4
		Totals: 463

10. [OLD VERSION] Do you use any of the following SRA information sources to identify training and development requirements of staff?

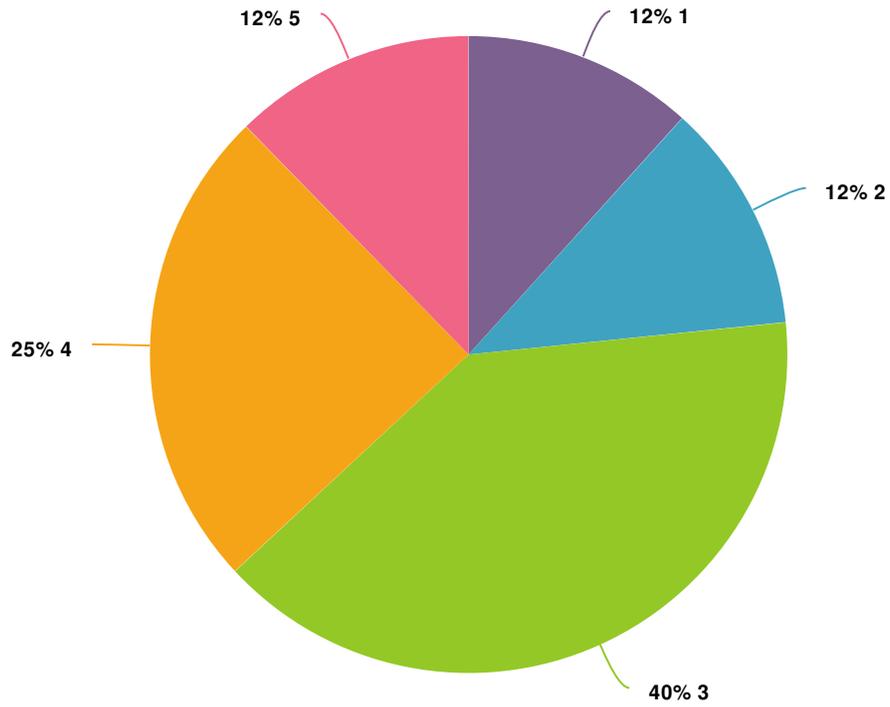
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11. Do you use any of the following SRA information sources to identify training and development requirements of staff? (Please tick all that apply)



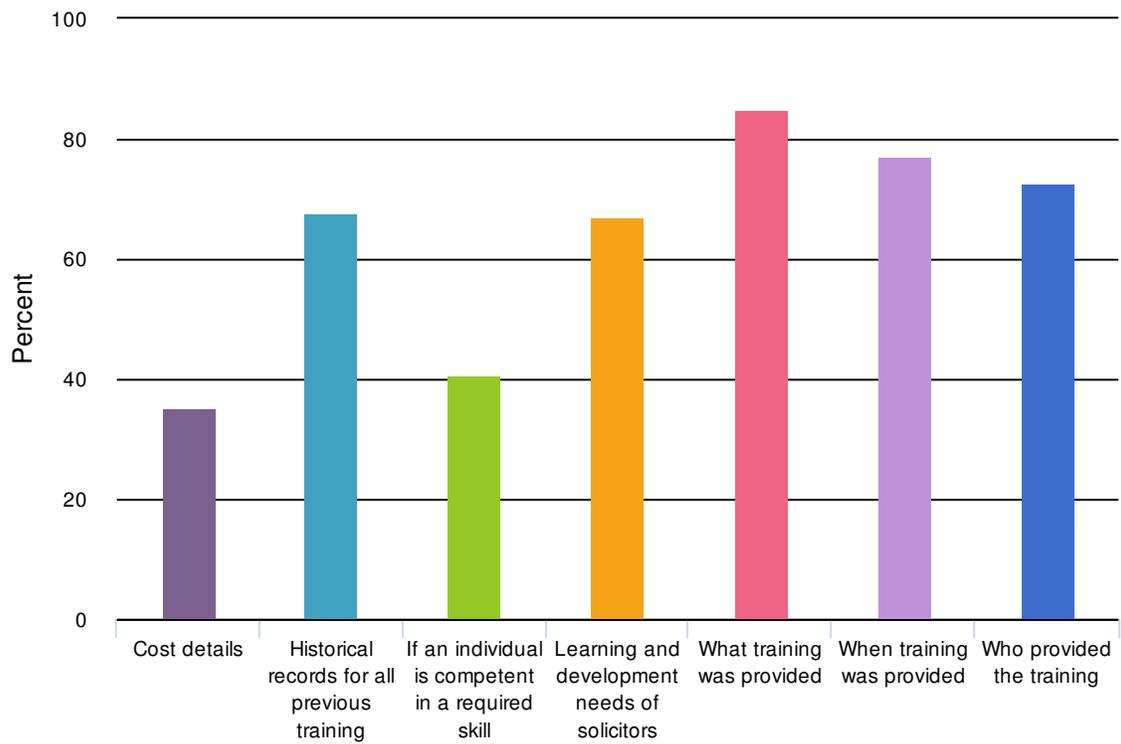
Value		Percent	Responses
Case studies		32.2%	149
Competence statement		54.4%	252
Conferences and events (eg COLP/COFA conference)		50.1%	232
Periscopes/Webinars		26.8%	124
Research reports		16.8%	78
Risk Outlook		35.2%	163
Risk Outlook update papers		23.1%	107
Small firms page		32.2%	149
SRA Guidance		76.9%	356
SRA Handbook		55.7%	258
Warning notices		41.7%	193

12. On a scale of 1-5 (where 1 is 'not useful' and 5 is 'very useful'), how useful is the competence statement as a tool for identifying the training needs of your solicitors?



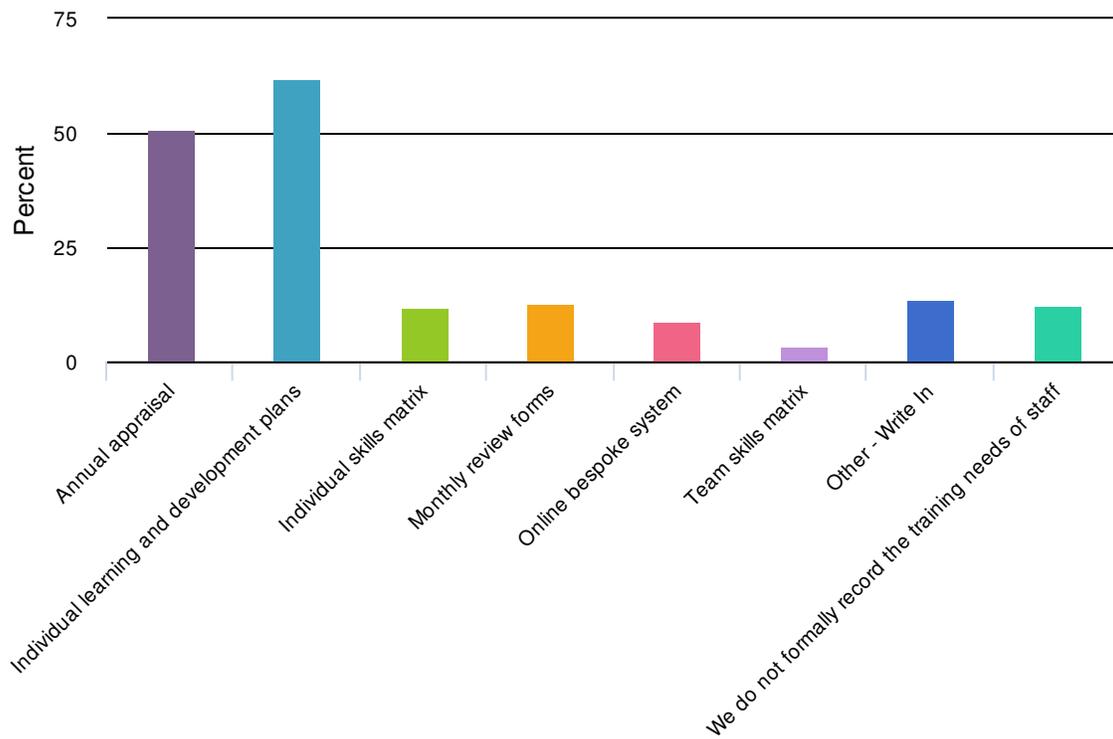
Value	Percent	Responses
1	11.7%	54
2	11.7%	54
3	39.7%	184
4	24.6%	114
5	12.3%	57
		Totals: 463

13. What information does your firm record about the training needs of solicitors? (Please tick all that apply)



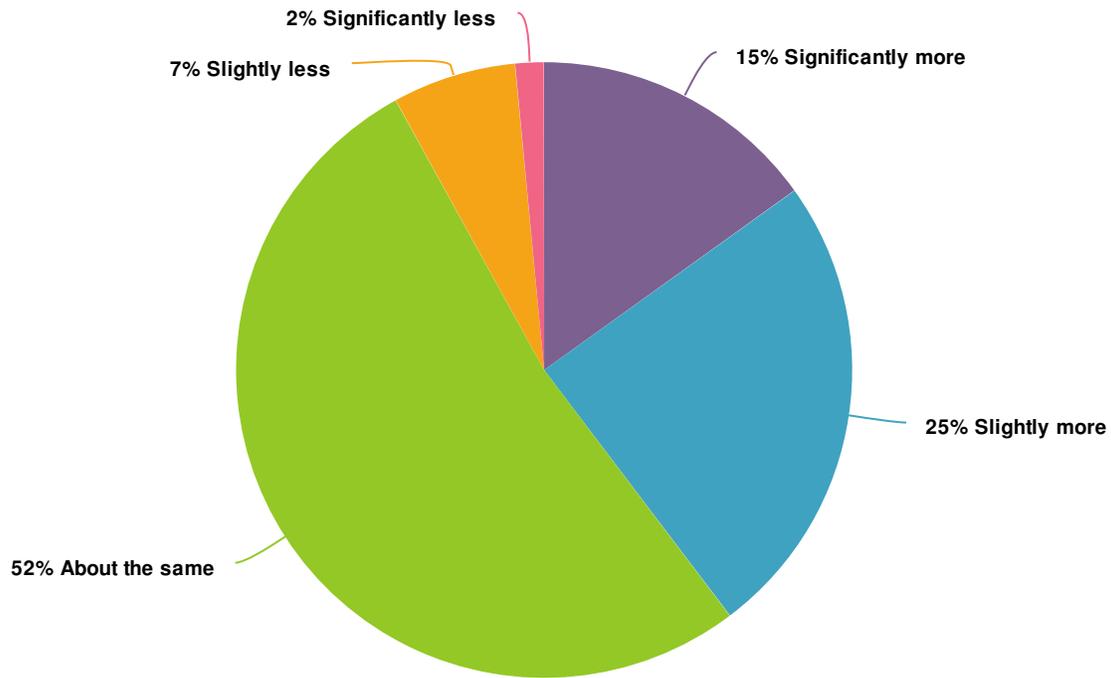
Value	Percent	Responses
Cost details	35.2%	163
Historical records for all previous training	67.6%	313
If an individual is competent in a required skill	40.8%	189
Learning and development needs of solicitors	67.0%	310
What training was provided	84.7%	392
When training was provided	77.1%	357
Who provided the training	72.6%	336

14. How does your firm record the training needs of solicitors? (Please tick all that apply)



Value		Percent	Responses
Annual appraisal		51.0%	236
Individual learning and development plans		61.8%	286
Individual skills matrix		11.7%	54
Monthly review forms		12.7%	59
Online bespoke system		9.1%	42
Team skills matrix		3.2%	15
Other - Write In		13.4%	62
We do not formally record the training needs of staff		12.5%	58

15. Compared with the previous approach of hours-based (16 hours of mandatory CPD), how much training do your solicitors now undertake each year?



Value	Percent	Responses
Significantly more	15.1%	70
Slightly more	24.6%	114
About the same	52.3%	242
Slightly less	6.5%	30
Significantly less	1.5%	7
		Totals: 463

16. We introduced Competence and Threshold Statements in 2015 and they now form an important part of continuing competence and identifying training and development needs. Please estimate what proportion of your training and development were in the following competences before we introduced our changes to continuing competence in 2015

Item	Average	Min	Max	StdDev	Sum	Total Responses
Ethics, professionalism and judgement	20.5	0.0	80.0	14.5	8,714.0	426
Technical legal practice	56.6	0.0	100.0	27.2	25,513.0	451
Working with other people	15.9	0.0	100.0	18.6	6,077.5	383
Managing themselves and their own work	15.2	0.0	100.0	13.4	5,995.5	395

17. Please estimate what proportion of your training and development were in the following competences after we introduced our changes to continuing competence in 2015

Item	Average	Min	Max	StdDev	Sum	Total Responses
Ethics, professionalism and judgement	22.8	0.0	80.0	14.0	9,947.0	437
Technical legal practice	52.0	0.0	100.0	25.0	23,597.0	454
Working with other people	15.7	0.0	100.0	16.6	6,232.5	398
Managing themselves and their own work	15.9	0.0	100.0	13.6	6,523.5	411

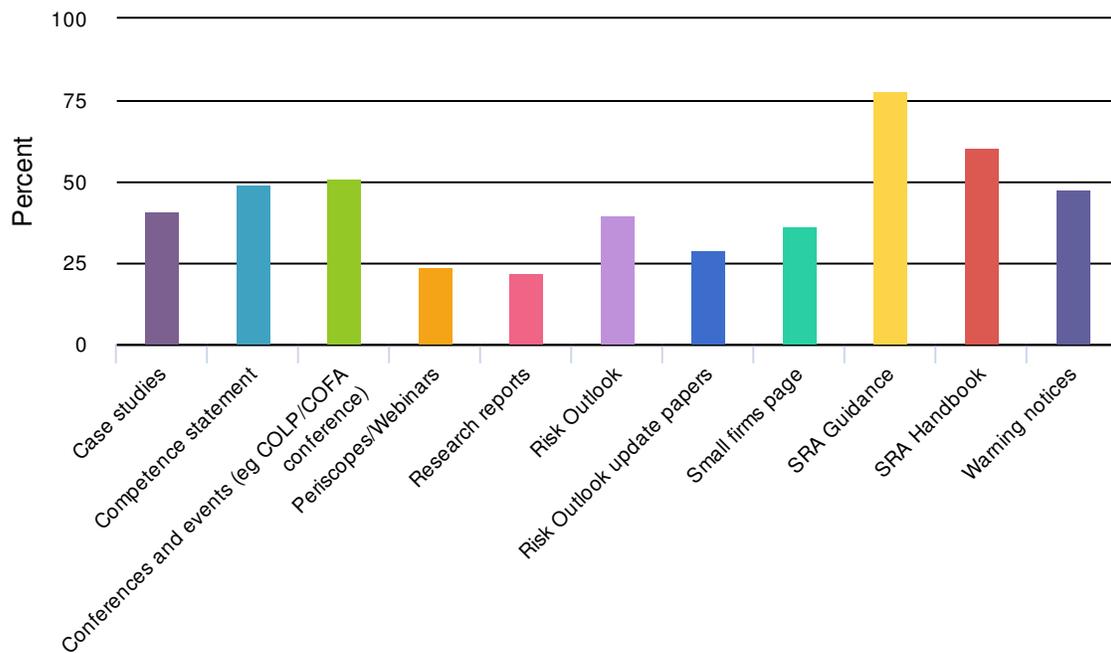
18. How often do you use the following methods to deliver internal training?

	Always (or Very Often)	Most of the time (or Often)	Sometimes	Rarely	Never	Responses
E-learning - bespoke courses Count Row %	67 14.5%	136 29.4%	154 33.3%	47 10.2%	59 12.7%	463
Informal training/On the job training Count Row %	155 33.5%	166 35.9%	96 20.7%	19 4.1%	27 5.8%	463
Mentoring and coaching Count Row %	93 20.1%	131 28.3%	126 27.2%	38 8.2%	75 16.2%	463
Observation of others Count Row %	79 17.1%	121 26.1%	150 32.4%	52 11.2%	61 13.2%	463
Peer to peer informal learning Count Row %	86 18.6%	152 32.8%	143 30.9%	32 6.9%	50 10.8%	463
Research, reading and discussion Count Row %	152 32.8%	196 42.3%	99 21.4%	12 2.6%	4 0.9%	463
Secondments to other departments Count Row %	6 1.3%	16 3.5%	73 15.8%	124 26.8%	244 52.7%	463
Shared learning Count Row %	64 13.8%	118 25.5%	138 29.8%	65 14.0%	78 16.8%	463
Totals Total Responses						463

19. How often do you use the following methods to deliver external training?

	Always (or Very Often)	Most of the time (or Often)	Sometimes	Rarely	Never	Responses
Learning and development networks Count Row %	45 9.7%	96 20.7%	159 34.3%	90 19.4%	73 15.8%	463
Conferences and events Count Row %	106 22.9%	161 34.8%	148 32.0%	28 6.0%	20 4.3%	463
Study towards a professional qualifications/certification Count Row %	32 6.9%	75 16.2%	186 40.2%	72 15.6%	98 21.2%	463
Training courses on specific topics or areas of law Count Row %	144 31.1%	185 40.0%	104 22.5%	12 2.6%	18 3.9%	463
E-learning eg webinars, online courses Count Row %	103 22.2%	169 36.5%	136 29.4%	30 6.5%	25 5.4%	463
Social media learning platforms Count Row %	30 6.5%	57 12.3%	98 21.2%	127 27.4%	151 32.6%	463
Totals Total Responses						463

20. Do you use any of the following SRA information sources to help deliver training to staff?(Please tick all that apply)



Value		Percent	Responses
Case studies		41.3%	191
Competence statement		49.2%	228
Conferences and events (eg COLP/COFA conference)		51.0%	236
Periscopes/Webinars		23.8%	110
Research reports		22.0%	102
Risk Outlook		40.0%	185
Risk Outlook update papers		29.2%	135
Small firms page		36.5%	169
SRA Guidance		78.0%	361
SRA Handbook		60.9%	282
Warning notices		47.5%	220

21. Firms are required to make an annual declaration to the SRA, that their solicitors have met their training and development needs. How does your firm make sure that its solicitors have identified and addressed their learning and development needs so that an annual declaration can be made to the SRA?



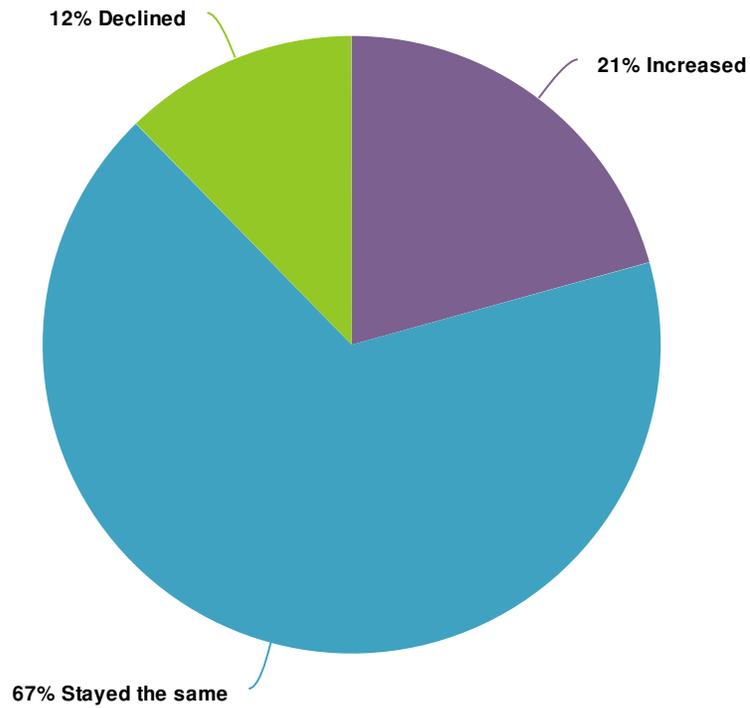
22. To what extent do you agree with the following statements: The SRA's changes to continuing competence have:

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Responses
Provided greater flexibility in how your firm and individual solicitors meet training and development requirements Count Row %	158 34.1%	198 42.8%	73 15.8%	18 3.9%	16 3.5%	463
Increased the number of providers offering training to your firm and solicitors Count Row %	44 9.5%	108 23.3%	216 46.7%	69 14.9%	26 5.6%	463
Increased choice/availability of training courses in relevant areas of competence Count Row %	65 14.0%	149 32.2%	170 36.7%	56 12.1%	23 5.0%	463
Totals Total Responses						463

23. Since the SRA's changes, how would you rate the quality of training provision in each of the following areas:

	Improved	Stayed the same	Declined	Responses
Ethics, professionalism and judgement Count Row %	160 34.6%	295 63.7%	8 1.7%	463
Technical legal practice Count Row %	124 26.8%	320 69.1%	19 4.1%	463
Managing client relationships Count Row %	120 25.9%	336 72.6%	7 1.5%	463
Totals Total Responses				463

24. Has the relevance of external training provision to your firm and solicitors...



Value		Percent	Responses
Increased		20.7%	96
Stayed the same		67.0%	310
Declined		12.3%	57
			Totals: 463

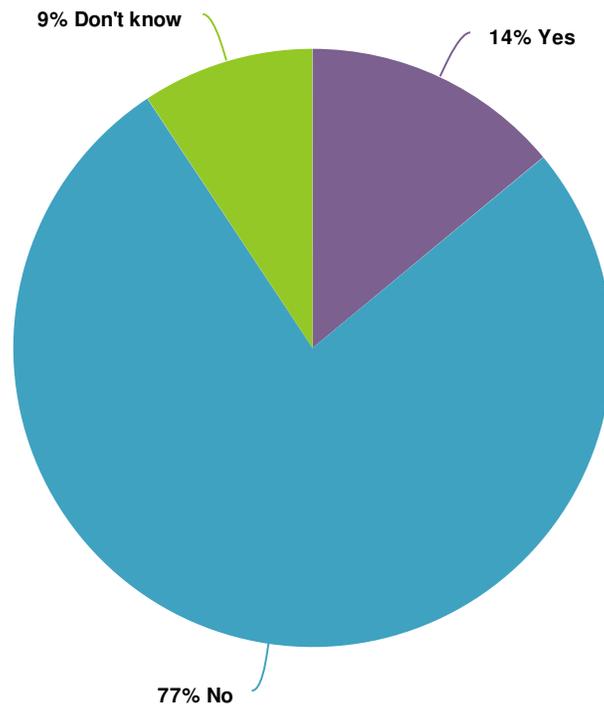
25. To what extent do you agree with the following statements....

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	Responses
The introduction of our competence and threshold statements have made it easier for your solicitors to maintain their skills and competences Count Row %	72 15.6%	182 39.3%	142 30.7%	41 8.9%	26 5.6%	463
The technical legal competence of your solicitors has declined because of our changes to continuing competence Count Row %	10 2.2%	37 8.0%	130 28.1%	202 43.6%	84 18.1%	463
Solicitors can more easily identify their future training and development needs Count Row %	65 14.0%	207 44.7%	129 27.9%	44 9.5%	18 3.9%	463
Overall, the competence of your solicitors has improved because of our changes Count Row %	46 9.9%	136 29.4%	201 43.4%	55 11.9%	25 5.4%	463
Totals Total Responses						463

26. What other benefits has your firm seen because of our changes to continuing competence?



27. Have our changes to continuing competence resulted in any negative impacts for your firm?

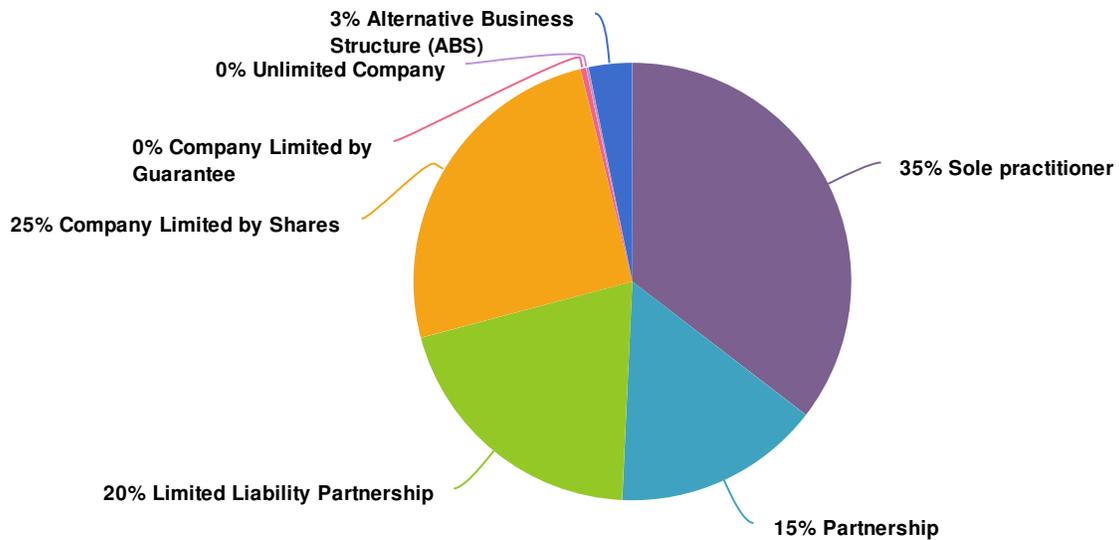


Value		Percent	Responses
Yes		14.0%	65
No		76.7%	355
Don't know		9.3%	43
			Totals: 463

28. If yes, please describe them



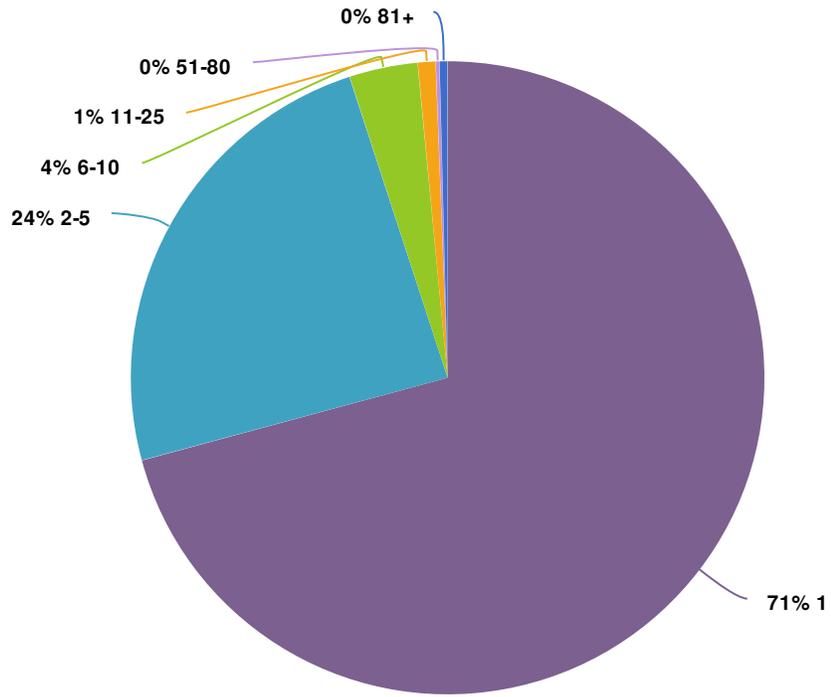
29. What is your firm constitution type?



Value	Percent	Responses
Sole practitioner	35.4%	164
Partnership	15.3%	71
Limited Liability Partnership	20.1%	93
Company Limited by Shares	25.3%	117
Company Limited by Guarantee	0.4%	2
Unlimited Company	0.2%	1
Alternative Business Structure (ABS)	3.2%	15

Totals: 463

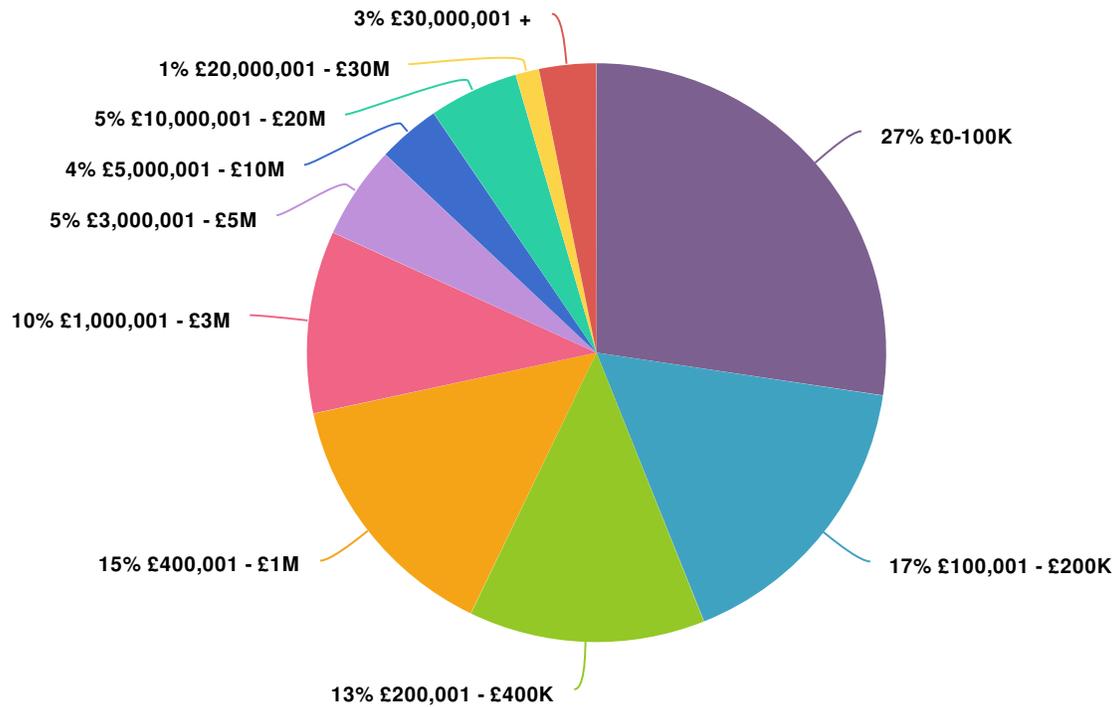
30. Including your head office, how many offices does your firm have in England and Wales?



Value	Percent	Responses
1	70.8%	328
2-5	24.2%	112
6-10	3.5%	16
11-25	0.9%	4
51-80	0.2%	1
81+	0.4%	2

Totals: 463

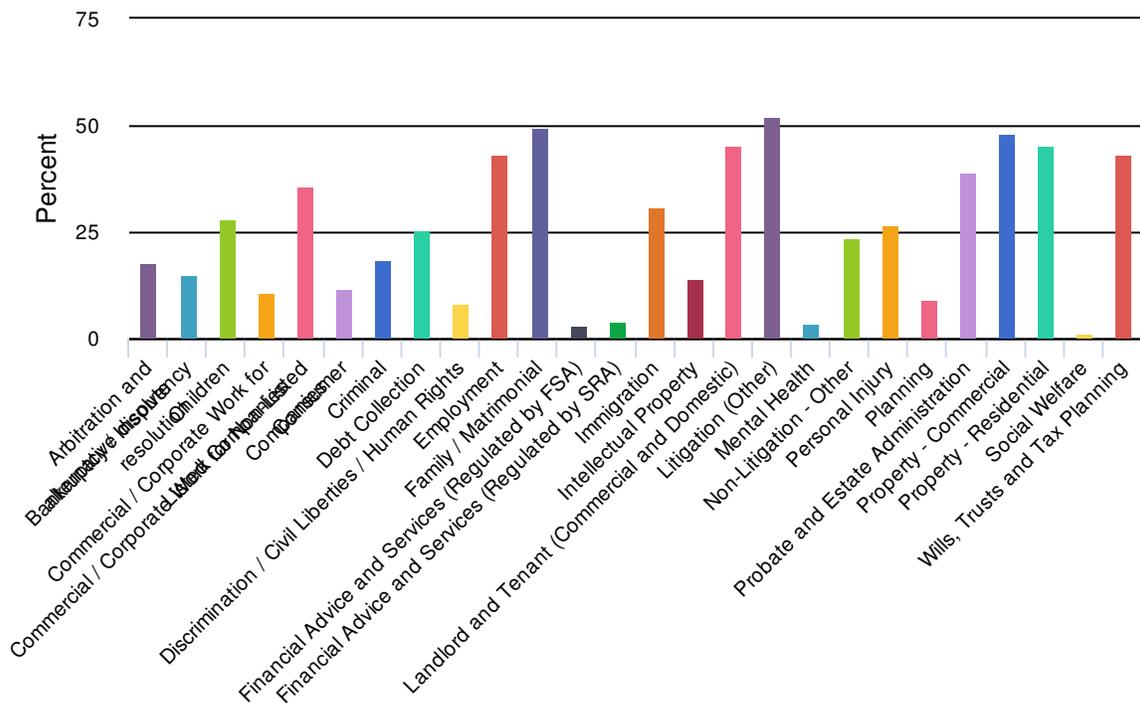
31. What is your firm's approximate annual turnover?



Value	Percent	Responses
£0-100K	27.4%	127
£100,001 - £200K	16.6%	77
£200,001 - £400K	13.2%	61
£400,001 - £1M	14.5%	67
£1,000,001 - £3M	10.2%	47
£3,000,001 - £5M	5.2%	24
£5,000,001 - £10M	3.5%	16
£10,000,001 - £20M	5.0%	23
£20,000,001 - £30M	1.3%	6
£30,000,001 +	3.2%	15

Totals: 463

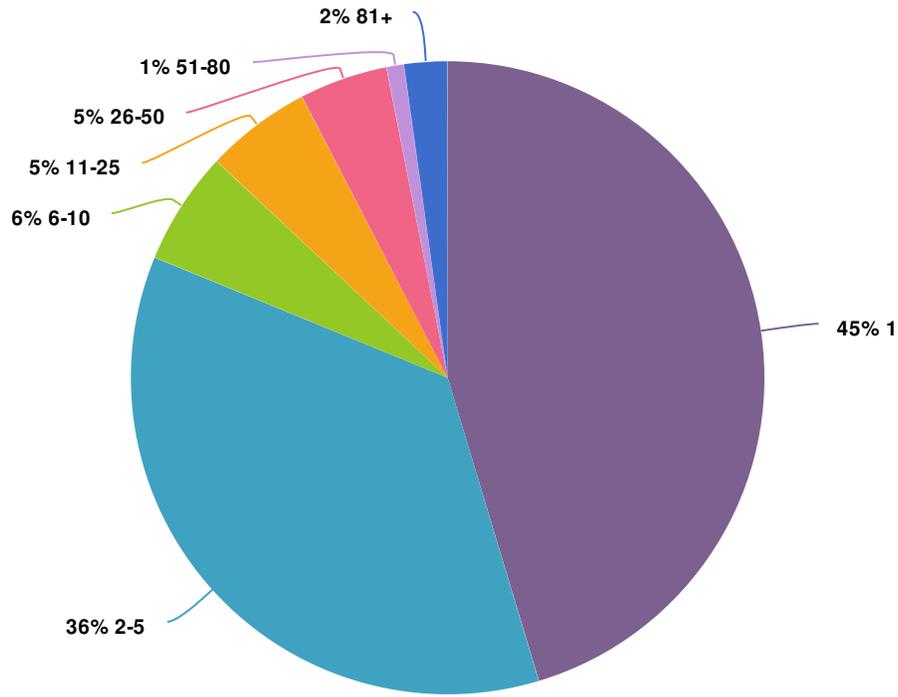
32. What areas of law does your firm practice in? (Please tick all that apply)



Value	Percent	Responses
Arbitration and alternative dispute resolution	17.9%	83
Bankruptcy / Insolvency	14.9%	69
Children	28.3%	131
Commercial / Corporate Work for Listed Companies	11.0%	51
Commercial / Corporate Work for Non-Listed Companies	36.1%	167
Consumer	11.7%	54
Criminal	18.8%	87
Debt Collection	25.5%	118
Discrimination / Civil Liberties / Human Rights	8.4%	39
Employment	43.0%	199
Family / Matrimonial	49.5%	229
Financial Advice and Services (Regulated by FSA)	3.2%	15
Financial Advice and Services (Regulated by SRA)	4.3%	20

Value		Percent	Responses
Immigration		31.1%	144
Intellectual Property		14.0%	65
Landlord and Tenant (Commercial and Domestic)		45.4%	210
Litigation (Other)		52.1%	241
Mental Health		3.5%	16
Non-Litigation - Other		23.8%	110
Personal Injury		27.0%	125
Planning		9.3%	43
Probate and Estate Administration		38.9%	180
Property - Commercial		48.4%	224
Property - Residential		45.4%	210
Wills, Trusts and Tax Planning		43.4%	201
Social Welfare		1.5%	7

33. Approximately, how many partners are employed at your firm?



Value	Percent	Responses
1	45.4%	210
2-5	35.9%	166
6-10	5.8%	27
11-25	5.4%	25
26-50	4.5%	21
51-80	0.9%	4
81+	2.2%	10

Totals: 463