

Minutes of CLLS Training Committee Meeting
Monday 13 March 2023 – 9:30-11:00
Travers Smith, 2-3 Hosier Lane, London EC1A 9LQ and by Teams

Present (Committee members):

Patrick McCann (Chair) (PM)	Ben Perry (BP)
Richard Album (RA)	Dominic Sedghi (DS)
Peter Carrick (PC)	Rosie Warren-Cafferty (RWC)
Katie Dyer (KD)	Charlotte Wanendeya (CW)
Lindsay Gerrand (LG)	Rachel Wevill (RW)
James Harvey (JH)	Kirsty Wilkins (KW)
Joanna Hughes (JHu)	
Louisa Mendes da Costa (LMdC)	Camilla Brignall (clerk to the committee) (CB)
Frances Moore (FM)	

Apologies: Colin Shaw (**CS**), Greg Lascelles (**GL**), Laura Scarlett (**LS**), Julia Robinson (**JR**), Catherine Moss

The chairman opened the meeting.

1. Minutes of 7 December 2022

The minutes of the last meeting were approved.

2. Workshops

- **Lawyer, Tech Learning (24.01.23)** – FM stated that she didn't intend to run through the programme for the workshop as an overview of what had been planned was given during the December meeting. However, she confirmed that there had been lots of good feedback from the workshop (some challenging comments but mostly good). They are now finalising a written piece, by way of follow up to the session, which (due to the hard work of George at Project Associates) will be placed in two legal publications. That piece should "go live" that week. PM observed that this played well into our collective objective of being seen as "thought leaders" in the press.
- **D,E & I** – CW confirmed that the date was set (27.04.23) and that she and CS were making good progress with the planning. As discussed in previous meetings, the workshop will cover the following 4 subject areas and will span the journey from junior lawyer to senior lawyer:
 - Neurodiversity will start the journey (panel includes Richard Fisk of Addleshaw Goddard, Thomas Moran trainee at Clifford Chance, Jessica Ramy of Herbert Smith Freehills and Concetta Scrimshaw trainee at Pinsent Masons)
 - LGBT – 2 presenters from Linklaters (PM and Upasana Chauhan) on mentorship and mentoring)
 - Black Partners Panel – Leon Stephenson of Reed Smith, Jennie Dorsaint of Norton Rose, Chen Ikeogu of Trowers and Hamblins, Alexander Buckeridge-Hocking of Latham & Watkins) and Dean Lloyd of Watson Farley & Williams).
 - Menopause – interview session with Anna Cotgreave (Clifford Chance), Danielle Kingdon (Osborne Clarke) and Sara Redwood (Peppy Health).8 or 10 law firms are represented in the workshops which is amazing. There is quite a lot in this space so there is an opportunity to have more sessions.
- **Technical/legal training (tbc Oct 23)** – LS would like a volunteer to help her. There are two areas she aims to cover: 1) the SQE impact on legal training (not skills) and how are firms dealing with mixed LPC and SQE cohorts of trainees, and 2) how are firms meeting the training needs of mid-levels.

3. Summer reading list (vision, plan, reviewing progress, ask of committee members)

FM to work with RWC to curate a summer 2023 reading/watching/listening list recommending learning-related books, articles, podcasts, etc. Target audience is CLLS members and their teams but will also be published on the CLLS Training Committee website for wider consumption.

Could committee members please action the following **x2 things** and share back to RWC and FM:

- **This week:** Review the below suggestions for reading list topics. Send additional suggestions to RWC and FM.
- **Now and ongoing:** Discuss the summer reading initiative with their teams and ask them to share articles, podcasts, etc that they or their team members find/have found interesting, even if content covers topics different from those listed below. Again, send to RWC and FM so they can consider for inclusion on summer reading list.

Suggested topics for starters (includes some of the findings from LG and PC's insights sharing exercise - we may not cover all of these)

- **How to optimise working across the generations.** Multiple angles including differences in learning needs/styles, career aspirations, perspectives on return to in-person working, compatibility of the current working model across generations, etc.
- **Covid Generation** - do we need to do anything special with them - is there a skills/competence gap and how will this play out as this generation progress through firms? Impact on the generation behind them?
- **Engagement with L+D in a hybrid world.** Is it about getting people together or about pure learning? What should the focus be? Global scalability of programmes and how to ensure they are impactful.
- **Innovation/AI** - what are firms doing? How is it impacting lawyers/clients? What does the future look like?
- **Monitoring supervision.** Are the current loose arrangements working? How could/should we share supervision and risk?
- **The downturn and what it means for skills/legal knowledge training.** The role of L+D in a downturn, impact on budgets, increased demand for L+D when lawyers are twiddling their thumbs, how to exploit/manage this.
- **DEI.** Progress to date in the legal industry. What initiatives worked/didn't work. Where are the gaps. Next steps for the industry.
- **Role of coaching and mentoring in the legal industry** - different approaches across firms. What has worked/didn't work as well. Internal coach v external. Peer to peer coaching. Mentoring programs, including reverse mentoring.
- **Alternative career pathways.** The options for the senior lawyers that won't become partners - are we doing enough to tap this talent regardless of whether they remain in private practice? Reasons why lawyers at all levels are leaving the profession.
- **Work/life balance** - how are people thriving?
- **And there is still room for the classics!** Leadership, presentation skills, confidence, personal brand, client relations, etc.
- **understanding professionals and lawyers**
- **imposter syndrome/confidence**
- **strategic implementation (including planning)**
- **leadershift (how this is changing)**
- **business development**

4. SWSQF Update

PM shared a slide deck. This is the slide deck we send to potential funders. By way of reminder, the Committee has established a scheme to pay for people working in law centres and other socially responsible enterprises to go through SQE. Barbri give a very decent discount – without their cooperation we would not be able to run this programme. We go out through Young Legal Aid Lawyers to find candidates.

- **Cohort 1 Progress:** There are about 17 or 18 candidates who took the SQE1 in January. Results come out 14/03. The fund has a little bit left in reserve in case we need to pay for retakes. The committee is hoping that passes will exceed the 79% success rate of Barbri.
- **Cohort 2 applications and awards [and confirmation]:** PM, had 59 applicants 3 quarters were women, most work in advice centres, they come from across England and Wales, all those who made it to interview were interviewed and assessed by CLLS, Barbri and Young Legal Aid lawyers. Thank you to those involved. 48 were interviewed. Have funded 33. Hopefully we will be able to confirm one more. KW – interviewed 8 altogether, from a variety of places doing a variety of work. Many were very nervous! The applicants were all asked the same questions and that process went very smoothly. We scored them across the various range of questions and then split out the calls to tell them they were successful
- **Cohort 3:** funding process to start from April/May. Next stage to work on cohort 3, aiming for circa £100,000 of funding for the next year. PM senses that this will become a £0.5 million project every year. The Law Society have indicated this is a cause that they are committed to. The charity arm of the CLLS have committed to funding for a further 2 more years. PM would like to hand on leadership of the project after three years. Thank you to the team for doing groundwork (Diana and Chrissy). Chrissy should be asked to join the interview panel for next year

5. Solicitor Apprenticeship Initiative

JHu provided a quick update on City Century, including a slide of the 50 law firms who have shown an interest in collaborating. There are 6 firms in the spearhead group. There is a really good range of firms involved. We expect number to go down for actual “sign-up” but hopefully not a lot. A big part of what we are doing is the mentoring of law firms and running 13 webinars (JHu leading on and designing). Different law firms are leading on different work streams – strategy, business case, talent/outreach, learning provider, shape of 6 years/ type of NQ you want to deliver, pastoral care and networking, supervisor skills, internal development, comms for #CityCentury. There is a partner or Early Talent lead plus a “specialist” running the webinars (which also involve solicitor apprentices). It is envisaged that the launch to market will take place in June, the launch to schools in Sept/Oct.

6. Solicitors Company Aspiring Lawyer Essay Prize

LMdC is helping JR, there is an agreed essay title. PM commented that we had worked with the CLSC to update the criteria to reflect the introduction of the SQE and the apprentice route, so entry is now open to SAs in the last year before qualification and not just final year trainees plus there is no longer a requirement to have a distinction on the LPC. The prize is £1,000. PM commented that he was hoping to get two prizes for next year (one for SA one for trainees). The CLSC provides the money for the prize and had not budgeted for this in 2023.

7. Year Planner 2023

Looking for volunteers throughout the year to include:

- Westminster Policy Forum – 24 February 2023 – FM – was joined by a very impressive speaker from Manchester University and the chair of tech committee (CLLS) spoke about future skills, tech, adaptation
- Joint Conference of the Association of Professionally Responsible Lawyers & The Law Society of England & Wales - Rethinking Legal Education in the 21st Century World – BP – 27 April 2023 – BP had first panel call last Friday, Victoria Cromwell from Barbri was on it and the panel will include a Director of Talent plus 2 academics and member of the department of Justice. The panel is aimed at a US audience on “how things are done” in England and Wales. BP noted that as they were discussing the adoption of SQE, other people said that the US was moving away from that model (testing by MCQs)
- Legal Education Conference – 7 July 2023 – volunteers to speak and/or liaise with organiser – Patrick [PM ran through agenda and asked for volunteers for any sessions]

Ran through Planner month by month.

Continuing Competence briefing – no major changes.

Legal Ed Con – SA session is keynote – PM thinks it will involve a managing partner, interviewing PM as CEO of project plus an aspiring solicitor apprentice.

8. Thought Leadership pieces

Volunteers – within the next month can we get expressions of interest for pieces? RD suggested optimising working with Gen Z (with KD)

9. LinkedIn update

DS provided a brief update on where we have got to and the procedure for posting. The goal is to post at least one LinkedIn post every week (broadly speaking we are achieving that, in fact, we have probably exceeded the target). In terms of process, PM, JR and DS decide what would be useful topics and DS maintains a schedule with placeholders for relevant posts. This has worked very well but we have come to the end of the planned posts, so we need to think about topics for next few months.

The weekly posts go up under the name of the training committee, but PM, JR and DS are also keen for members of the committee to put their own musings up (in their own name). Everyone can post on the page (in their own name, as opposed to under the Committee name), so the hope is that, at least once a month, someone from the Committee will be able to put up some pertinent musings. PM stated he was really “into” members monthly musings and that if everyone did one per year it should work. Ideas for musings were invited:

- KD – lawyer to lawyer coaching for May;
- FM/RWC – books/resources for June/July;
- CW – what incoming trainees are looking at from their employer (already “in the bank”)
- PC – global scalability for lawyers – consistent learning around the globe.
- RA – generational culture (Gen Z)
- RW – tracking the development of your lawyer (meeting lawyers looking at their intersectionality and journey – sequence it with CW’s and reference it through to the DE&I webinar)
- RA - how trainees are learning in the hybrid world (August).
- JH – will give it some thought and come back – topic tbc.
- KW – will give it some thought and come back – topic tbc.
- PM – collaborative skills (how to bring people with you) (May/September)

DS reminded the Committee to bear in mind the 3,000-character limit and the limit on the number of tags. Committee members were also advised to “ask before you tag” (especially senior people). The Committee discussed getting a social media expert to one of the meetings to talk about optimising social media presence.

10. Superpower session

Each committee member was asked to give 30 seconds on “what superpower can I contribute to the Training Committee’s strategy this calendar year”. The superpowers were as follows:

- **PM:** Having a vision and following it through – energy. Can think strategically, is well connected and known in the legal sector L&D market which means that he can get sector-change stuff done. Also has increasing credibility with CLLS leadership.
- **JR:** multiple perspectives (lawyer and L&D in US and UK founded firms, so small offices and large; legal educator experience at BPP, accredited coach currently doing post-grad research for MSc in Coaching Psychology), good listener, enjoys helping people make connections.
- **RA:** Scope of role gives an insight on workplace culture, a global view, seeing different things (RC mentioned he could do a piece on how one manages all that stuff)

- **PC:** dealing with the global nature of his role and consistency
- **KD:** is an expert in managing different roles, is a woman of action and enthusiasm and does what she says she will
- **LG:** sits outside of L&D (in legal delivery) specialises in increasing the efficiency of lawyers and how they deliver the law.
- **JH:** doesn't have a pure L&D perspective, has the perspective of a partner. Brings the lens of working in a US firm in London (with their own foibles and peculiarities) to the work of the Committee
- **JHu:** in addition to having an obsession with solicitor apprentices, JHu is not aligned to any one firm, interested in connections outside the legal firm, plus is a social media superpower
- **LMdC:** enthusiastic, is a do-er, her superpower is connecting, collaborating and joining the dots.
- **FM:** does lots of coaching across the business so can add good insight into what people in their firm are thinking – also has network of other coaches across law firms
- **CM:** CM has the Corporate team's 'buyer's' view on L&D and the needs of the lawyers and lawyers-to-be in a national firm. She is also the next global head of Corporate Commercial for Multilaw and discussing the different approach to training lawyers around the world, together with facilitating training in cross-border transactions, forms part of her brief
- **BP:**
- **DS:**
- **LS:** Resilience, whatever change or curveball life brings, LS keeps going and keeps smiling.
- **RWC:** Has spent a lot of time working with senior associates and new partners helping them to embed themselves in (and also exit) the law. RWC has been conducting in-depth exit interviews, comparing what happens in E&W as opposed to what is happening in the States. There are some interesting themes developing!
- **CW:** only person in the Committee from a provider (has been in legal education for 30 years) knows DNA of students, is energetic, positive and can see the good work of the Committee (which is what she is passionate about).
- **RW:** superpower is vulnerability, is doing the Meyler Campbell coaching at the moment and is not afraid of being in front of a camera. Has been doing an outreach piece with a grammar school in Croydon.
- **KW:** providing full-service L&D with a tiny no of people, always volunteers and always does it.

11. Interactions with other committees and organisations- what has come in?

PM is talking to The Law Society quite a lot. He is also Interacting with the leadership at CLLS and CLSC. If there is anything we need from CLS please let PM know.

12. AOB

- SRA Continuing Competence Seminar on 7 March 2023 – FM attended and provided a quick update
- Former colleague of PM now seeking an L&D position – good coach, trainer learner, L&D type person – any opportunities?

13. Close and Confirmation of next meeting

The next meeting will take place on Wednesday 21st June at 4pm (followed by drinks) venue tbc – date in diaries. Clyde & Co. have subsequently volunteered to host.

The chairman closed the meeting.