ISON HARRISON

5 YEAR BUSINESS PLAN

2013 – 2017
CONTENTS

A Introduction

2008 – 2012 A review

B Our Business Objectives

THE LEEDS LAW FIRM - CONTINUED SUCCESS AND GROWTH

1. Our Mantra: Always Changing – Always Improving
3. Our Risk Management: To operate a modern, profitable and compliant legal services business

C Our Business Values

1. Great Communication
2. Honest Endeavour
3. Respect for Others
4. Corporate Responsibilities
5. Accountability

D Review Intervals
A. INTRODUCTION

5 YEAR BUSINESS PLAN 2008-2012 – A REVIEW

At the beginning of 2008 we launched the firm’s first 5 Year Business Plan. The purpose of the Plan was to identify the objectives, values, and ambitions of the firm as well as set out a strategy for the firm over the coming years.

Our Business Objectives were:

Continued Success and Growth
1. Keep Changing – Keep Improving
2. Top 10 in Yorkshire
3. A Quality Service
4. A Consistent Service

Our Business Values were:

1. Good Communication
2. Honest Endeavour
3. Respect for Others
4. Corporate Responsibilities
5. Accountability

At the time of launching the Plan we had little idea of the challenges that would be experienced in neither the legal market nor the wider economy in general. The past 5 years have been extremely tough for businesses.

How has the firm performed against its Business Objectives?

Can our Business Values be seen in all decisions made by the firm during the past 5 years?

Are the Business Objectives and Values still applicable for the firm today?

The firm has had to navigate through to the deepest recession since the 1930’s, the heightening of competition within the legal sector with the opening up of the legal market to Alternative Business Structures, swingeing legal aid reforms and cuts, issues of regulation and compliance as well as succession planning.

Furthermore, as a medium sized ‘all service law’ firm based in Leeds we have had to deal with the sector specific challenges affecting each of the different sectors in which we operate as well as develop a profitable and robust business model to allow the firm to continue to survive and thrive. Not all firms have survived the myriad challenges. A number of other local similar
sized law firms have closed (Fox Hayes, Brooke North) whilst others have struggled and chosen to merge with larger firms (Lee & Priestley, Godloves).

The Firm has changed enormously over the past 5 years both as a consequence of the market forces referred to above and as a result of the efforts of those within the Firm. When, in 2008, we identified that the firm’s main Business objective was to ‘Keep Changing – Keep Improving’ little did we know how true that was going to be. Had we not embraced change to the changed economic environment then we would have doubtless failed as a business.

We feel that the firm now has a clear strategy and a place in the regional legal market that differentiates itself from many others.

We set out below the key areas where the firm has changed over the course of the last 5 years and hope that in each instance change has resulted in improvements in the way that we deliver legal services as well as how we operate as a business.
1. Ownership

In 2008 the firm’s equity partners who owned the firm were Stephen Harrison, Beverley Coates, Jo Trythall, Richard Timperley and Jonathan Wearing.

During 2008 and 2009 the firm successfully ensured an orderly succession such that the firm’s equity partners are now Richard Timperley, Jonathan Wearing and Dominic Mackenzie.

Succession planning is never finished. It is an ongoing challenge. The traditional partnership structure of the business is constantly reviewed and we are constantly looking for ways to introduce and involve new partners through internal career progression in the hope that future potential equity partners are identified.

In April 2008 Ison Harrison Limited was established to operate firm’s residential property, remortgage and commercial debt recovery work. The purpose of the restructuring was to allow the firm to have flexibility to work with business partners and take advantage of joint ventures after the implementation of the Legal services Act.


The firm technically operates as Ison Harrison, Ison Harrison Limited and Harrison Bundey.

However, irrespective of the legal entity since 2010 the Management Board has developed and rolled out a clear and simple strategy of being ‘The Leeds Law Firm’ and refers to itself as such. The strategy developed through consultation across the whole firm and demonstrates a clear commitment to size, breadth of legal service and the area in which we serve clients. It reflects the firm’s unusual diversity of clients.

We are now able to answer a greater variety of legal enquiries than any other local legal service provider, are more accessible than any other legal services provider and more able to provide a competent, professional and value for money service than any of our current competitors.

How has ‘The Leeds Law Firm’ strategy been working out in practice?

- Concentrating on maintaining and developing a local network of offices.

The firm now operates out of 7 offices. A large city centre office employing circa 100 people, 2 satellite offices to the east of Leeds in
Garforth and Crossgates, 2 to the west of Leeds in Ilkley and Guiseley, one to the north in Chapeltown and one to the south in Morley.

In 2008 the firm was a well established legal practice in Leeds relying upon local clients and nationally referred clients. Whilst well known in the Leeds legal market the firm was not well known amongst the general population. The firm was limited to its Leeds City Centre office and the two offices to the east of Leeds in Garforth and Crossgates. We have concentrated on growing the firm’s local profile since 2009.

In 2009 the Chapeltown office operating as Harrison Bundey was formally brought within the ownership and management of the firm.

In 2010 the Ilkley office was opened

In 2011 the Guiseley office was opened

In 2012 the Morley office was opened.

The increased geographical presence of the firm in and around Leeds has been part and parcel of the firm’s ‘Leeds Law Firm’ business strategy to be physically accessible to clients in and around Leeds.

- **Concentrating on Client Profile**

  The firm has consciously looked to change the typical client profile and particularly source of client for the firm.

  A broad snapshot of the percentages of new matters opened by the firm over the past 5 years is set out below. The figures exclude the very high numbers of commercial debt recovery files opened each year which are generally in the region of 5000 - 6000 p.a.

![Total new matters excluding bulk commercial debt instructions](chart.png)
New client data

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of new matters (Excluding Debt)</td>
<td>7191</td>
<td>7254</td>
<td>8895</td>
<td>9447</td>
<td>10003</td>
</tr>
</tbody>
</table>

% by work/client type

<table>
<thead>
<tr>
<th>Category</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI &amp; Clin Neg</td>
<td>17.4</td>
<td>15.2</td>
<td>11.3</td>
<td>11.3</td>
<td>8.4</td>
</tr>
<tr>
<td>Panel</td>
<td>7.0</td>
<td>7.0</td>
<td>4.5</td>
<td>4.6</td>
<td>4.0</td>
</tr>
<tr>
<td>Non panel</td>
<td>10.4</td>
<td>8.2</td>
<td>6.8</td>
<td>6.7</td>
<td>4.4</td>
</tr>
<tr>
<td>Legal Aid</td>
<td>0</td>
<td>36.8</td>
<td>38.1</td>
<td>30.7</td>
<td>29.5</td>
</tr>
<tr>
<td>Commercial (Exc Debt)</td>
<td>14.9</td>
<td>9.2</td>
<td>9.8</td>
<td>8.5</td>
<td>8.0</td>
</tr>
<tr>
<td>Private</td>
<td>67.7</td>
<td>38.7</td>
<td>40.8</td>
<td>49.5</td>
<td>54.0</td>
</tr>
<tr>
<td>Panel</td>
<td>23.0</td>
<td>5.0</td>
<td>5.0</td>
<td>5.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Non panel</td>
<td>44.7</td>
<td>33.7</td>
<td>35.8</td>
<td>44.5</td>
<td>50.0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

It can be seen that the firm has moved away from panel referred work and concentrated on attracting clients from local contacts, old clients, recommendations, and attracting clients through its growing network of offices. Efforts have been put into attracting clients through the firm’s own websites and whilst internet referrals have increased they have
done so predominantly on the back of people specifically looking for us or searching for ‘Leeds law Firm / Law Firm in Leeds’.

The total number of clients that the firm acts for has increased year on year. At the same time the proportion of clients that the firm acts for under panel referral arrangements has significantly reduced (30% in 2008 to 8% in 2012).

The firm has substantially increased its share of the local legal services market. This has been as a consequence of broadening the client base of the firm as well as increasing the number of offices in and around the city. The re-merging with Harrison Bundey substantially increased the firm’s legal aid offering in the city. The strategy of increasing the geographical presence of the firm around the city by opening offices has markedly increased the number of privately paying clients that the firm acts for.

- **Concentration on diversity and breadth of legal offering**

The graph above shows the firm’s clear commitment to broadening both the number of legal services to clients. Not only has that enabled the firm to differentiate itself in a cluttered market but it has also assisted in the spreading of risk in terms of what was previously an over-reliance on insurance funded work. The firm’s turnover is now much more equal in contribution between those teams that earn fees from insurers (personal injury and clinical negligence) and those that are funded by commercial clients, legally aided clients and private clients.
• Concentrating on local market consolidation

Offices have not been opened on a whim. Each time a new office has been considered it has been with a view to increase the number of clients and instructions that we receive through an element of local market consolidation. We have greatly benefited from taking in work from other law firms who were either closing or closing specific departments or through merging with smaller firms have taken place.

Below is a summary of the firm’s consolidation activity:

2008 – Morley Mitchell – significant levels of personal injury and conveyancing work taken on through the firm entering administration.

2009 – Alison Herbert & Co – significant levels of personal injury work taken on through the firm entering administration.

2010 – Opening of Ilkley office

2010 – Merger with Susan Cuthbertson & Co (Ilkley)

2010 – Merger with Bowmans Family Law (Leeds)

2011 – Purchase of will bank from Christopher J Greaves (Rothwell)

2011 – Opening of Guiseley office

2011 – Purchase of will bank from Atkinson Dacre (Otley) and Clapham Turnbull Edwards (Guiseley)

2012 – Opening of Morley office

2012 – Merger with Shaw Gillis (Morley)

All of this activity has allowed the firm to both maintain and build its client base and turnover whilst at the same time reducing its reliance on third party referrers. The firm is now one of the largest legal aid and private client practices in the city as well as maintaining strong reputations in personal injury litigation and commercial work.

The firm has decided not to aggressively grow the level of personal injury and clinical negligence work undertaken at the firm due to increasingly high levels of investment required in order to acquire such work and the impending uncertainty in the sector which is likely to have a detrimental impact upon the profitability of the work.

The firm now holds over 26,000 wills for people the vast majority of whom live in and around Leeds. Despite a reduction in work levels
across the legal sector as a whole, the number of local clients that the firm now acts for has never been higher

- **Concentrating the mind**

Ever since we adopted ‘The Leeds Law Firm’ strategy decision-making has become easier, growth opportunities have become more obvious and structured and the firm’s reason for being has been more clearly defined. It has concentrated the mind. People inside and outside the firm know what we are here for, what we are trying to achieve and what they can increasingly expect from us.

3. **Financial Management**

Another area of change and improvement relate to the firm’s financial management. The firm has very sound financial management principles as set out in the Office Procedures Manual. Financial performance reviews are now undertaken by the finance partner and each head of department on a monthly basis. Levels of new instructions, billing levels, bad debt, outstanding bills and disbursement levels are constantly monitored within such meetings.

The firm has accurate cash-flow forecasting models and billing predictions and the firm’s bank is fully aware of the financial status of the firm at any given time. The firm always operates within it’s facility with the bank works to ensure an ever-strengthening set of accounts year on year.

4. **Financial Performance**

During 2008 the economic climate and legal services market changed enormously. The downturn caused by the credit crunch had an immediate impact on the level of property work (both residential and commercial) undertaken at the firm. Until 2008 the firm had experienced year on year increases in turnover for each year that it had traded. The credit crunch and downturn had an immediate and significant impact on the firm’s growth projections. Turnover of private client and commercial worked dropped significantly in both 2008 and 2009 but thanks to the re-merger with Harrison Bundey was more than offset by increases in turnover in legally aided funded work.

Through hard work and the implementation of the Leeds Law Firm strategy the firm has been able to grow in breadth and turnover in each of the years since 2008. This fee-income performance must be seen in context. Only 45% of medium sized law firms have reported an increase in fee-income over the last 2 years (Natwest survey 2012). What has equally important has been
the fact that such growth has been achieved without the need to for the firm to
acquire additional borrowing.

Profitability has been maintained at very stable levels throughout the period of
the 5 year business plan.

The steady financial performance of the business has not just been achieved
through periods of expansion and growth. It has also been achieved by
teams being able to adjust quickly to reduced work and income levels. The
downturn in 2008 resulted in a huge reduction in conveyancing instructions
which in turn resulted in reductions in personnel within the effected teams. In
2012 the firm experienced similar reductions in work within the personal injury
and criminal departments which also meant that staffing levels needed to be
reduced in order to remain competitive and commercial.

As far as size is concerned employee numbers also present a very stable
picture. In 2008 the firm employed approximately 150 people. Whilst the firm
and size of teams within the firm have fluctuated quite significantly over the
course of the last 5 years the actual number employed within the firm now
continues to be in the region of 150.

5. Regulatory compliance

The firm has pushed forward with its ambition to achieve Lexcel accreditation
with a number of initiatives being rolled out to continually improve, ensure and
demonstrate compliance not only with Lexcel standards but with OFR.

The firm has been audited on several occasions during the past 5 years and
has performed extremely well. Audits by the SRA, LSC, HMRC, SAR and IIP
have resulted in very positive reports with very few findings if any of
compliance issues.

The firm has chosen not to apply for Lexcel accreditation, but to simply
operate within the criteria laid out by the kite-mark.

6. Business Plan Review

Whilst ‘Continued Success and Growth’ was the Overriding Objective within
the 5 Year Business Plan were a number of Business Objectives and Values
that the firm was to adhere to and which would be a frame of reference for all
decisions affecting the firm.
We believe that most of the Objectives and Values have stood the test of time. However, during this review we have seen fit to alter a couple of the objectives to reflect the clear strategy that the firm has adopted. We do not propose to change the firm’s Business Values and hope that such values have been seen in all of the decisions made by the firm over what has been a very testing period for law firms.

In reviewing the 5 year Business Plan we have considered where the firm presently has great strengths as well as those areas where improvement continues to be necessary for us to compete at the highest level and to continue to grow as a business.

Those factors which we identified as being likely to present particular opportunities and challenges to the firm, and indeed law firms in general, over the course of the last 5 years remain today and are highlighted.

Planning even one year ahead is along time in the current economic and legal services environment. Planning 5 years ahead is increasingly seen as crystal ball gazing and overly optimistic. At several junctures over the course of the past 5 years the Firm’s Business Objectives and Values have been tested. We do not believe that they have not been found wanting. It is hoped that the same will be said of what we set out to achieve this new 5 Year Business Plan.

Management Board
December 2012
B  OUR BUSINESS OBJECTIVES

1.  Our CONTINUED SUCCESS AND GROWTH

1.  Our Mantra : Always Changing – Always Improving

- Continued success and growth will not just be achieved through honest endeavour, strong management or a commitment to client care. The firm must continue to take pride in its ability to adapt to change and innovate. Changes should be clear but flexible and be embraced with speed, positivity and enthusiasm.

- We shall continue to look at opportunities and embrace changes now facilitated by the Legal Services Act.


- We wish to be the first and obvious port of call for local people and businesses looking for straightforward, efficient, accessible and value for money legal advice – whatever their legal issue.

- We recognise that in order to succeed as The Leeds Law Firm :

  Service matters

  - Clients expect an accessible service. We aim to be accessible for clients communicating with them face to face, by telephone, letter, e-mail, portal, or however else they wish. We shall use accessible language.
  - Clients expect a quality service - The firm is committed to be market leaders as far as the quality of advice and service that it provides to clients.
  - Clients expect a consistent service. Reputations are built on consistency. The firm is committed to consistency in the quality of advice and service that it provides to clients irrespective of whom they deal with or which department or office is involved.
  - Clients expect a value for money service. Our charges shall be fair, transparent and very competitive.
  - Clients expect a quick service. Speed of response matters. We shall promptly return calls and reply to correspondence.
Size matters

- We shall remain a substantial regional legal services provider in terms of size by reference to turnover, numbers of clients and employees
- We recognise that we benefit from the size that we are – big enough to operate efficiently and with adequate support, small enough to avoid a ‘big firm culture’ and maintain a flat management structure

Breadth matters

- We shall continue to offer the broadest range of legal services in the region
- We shall remain committed to operating within the insurance, private, legal aid and commercial sectors
- We shall look for opportunities to expand the breadth of legal services that we are able to provide.

Geography matters

- We shall continue to look for ways to be increasingly accessible to local clients and deliver our service proximate to where they live and work.
- We are committed to maintaining a central city centre office as well as potentially growing our network of satellite offices.

3. Our Risk Management: To operate a modern, profitable and compliant legal services business

- The firm shall be run profitably, commercially and in accordance with within proper financial risk management principles
- The firm shall ensure that all decisions are made in the interests of the business as well as for clients. All decisions must be legally, morally and commercially sound.
- Our clients, our employees and indeed our regulators benefit from our commitment to operate a well managed business on commercial principles
In achieving our objectives we must always focus on our clients, our colleagues, the financial management of the firm and our corporate responsibilities.

Our Clients

We will:
- Know and understand the sectors in which we offer services.
- Provide the best possible quality of advice to all clients.
- Provide the best possible customer service to all clients.
- Continue to grow in presence / profile regionally and nationally.
- Strive to increase the number of our clients.
- Strive to increase the number of instructions.

Our Colleagues and Team Management

We will
- Focus on teamwork and team integration.
- Recruit to maintain appropriate staffing ratios at team level to maintain service standards.
- Retain and continue to train colleagues.
- Where possible promote from within.
- Further develop managers’ skills.
- Retain open approach to information and management.
- Improve availability and use of key performance indicators.
- Review clear annual team business plans each quarter.
- Continue to develop case management systems and I.T. service and delivery.

Our Finances

We will
- Increase turnover.
- Increase profitability.
- Target salaries to 40% of turnover.
- Target investment in I.T. and employees.
- Reduce outstanding bills and debts.
- Maintain diversity of cost centres.
- Achieve equal balance / split of contribution to profit of
  - Commercial work.
  - Personal injury and clinical negligence work.
  - Private client and residential property work.
  - Legal aid work

Our Corporate Responsibilities

We will:
- Support of local charities.
- Support those within the firm in CSR activities
C OUR BUSINESS VALUES

Our business values reflect how we operate as a business. Each decision made in the interests of achieving the overall business objective of continued success and growth will be consistent with the following business values:

1. Great Communication
2. Honest Endeavour
3. Respect for Others
4. Corporate Responsibilities
5. Accountability

1. Great Communication

Great communication allows confidence in the firm’s management and in our quality of service to grow.

What do we mean by good communication?

For Colleagues it means

- Providing strong leadership – clearly defined team aims and objectives.
- Ensuring clear lines of management and communication are maintained.
- The principal of no secrets – regular manager’s briefings and team meetings.
- Treating all colleagues with respect and courtesy.
- Support through coaching, mentoring and training.
- Frequent appraisals – 1-2-1s.
- Manager’s briefings.
- Technical growth through training.
- Listening and acting on new ideas.
- Emphasising the importance of commitment to the team and developing policies to assist in team building and rewarding.
For Clients it means

- Understanding what a client actually wants
- Visiting clients
- Agreeing clear terms of instruction and establishing expectations.
- Maintaining consistency of service delivery.
- Treating all clients with respect and courtesy.
- Recognising that client care / customer service is of paramount importance.
- A commitment to friendly, informative and prompt telephone and e-mail communication.
- A commitment to prompt and informative correspondence in plain English.
- A commitment to consistent and reliable service delivery.
- Smart teamwork.
- A commitment to continuously improving standards of client care / customer service.

To the Outside World it means

- Showing strong leadership and management style.
- Sharing clearly defined team aims and objectives – a clear strategy.
- Developing a strong and consistent brand of the firm together with an associated reputation.
- Maintaining consistent growth in the firm’s profile – both regionally and nationally.
- Maintaining a reputation for fair play, quality people and open culture.
2. Honest Endeavour

The continued success and growth of the practice is the firm’s main business objective.

We believe that the further success and growth shall be achieved through honest endeavour.

Honest endeavour applies to all areas of the business.

Our Delivery of Services

Through honest endeavour we aspire to succeed in delivering:

- High quality service delivery to clients.
- High quality support and services to colleagues.
- High quality legal advice.
- Securing repeat business and recommendations.

Our Marketing

Through honest endeavour we aspire to succeed in successfully:

- Reflecting the firm’s values and qualities in the firm’s brand
- Increasing cross referrals.
- Increasing market share – commercial.
- Increasing market share – private client.

Our Financial Management

Through honest endeavour we aspire to succeed in successfully:

- Focussing on key performance indicators at team and firm level
- Agreeing, setting, communicating and monitoring team and firm targets.
- Improving risk analysis and reduce claims reporting.

Our Personnel Policies

Through honest endeavour we aspire to succeed in successfully:

- Attracting high quality applicants for vacancies.
- Developing managers - their management tools and skills.
- Increasing staff retention.
- Continuing to improve effectiveness in consultation, setting, communicating and monitoring H.R. policies.
- Providing high quality training – externally and internally for legal training, and internally for case management and I.T. support.
- Promoting from within.
3. **Respect for Others**

We value our colleagues and the teams in which we work. We believe in mutual respect and celebrate the diversity of talents that we bring to work.

We celebrate equality and diversity of colleagues, clients, and service providers.

We believe that it is important to ensure that colleagues achieve an appropriate work-life balance. This benefits both colleagues and clients.

An appropriate work-life balance has a positive impact on the enthusiasm and motivation of colleagues to their work and their team. Clients benefit from a positive attitude, heightened levels of service in both speed and quality, and client care in general. We believe that happy colleagues result in happy clients — an appropriate work-life balance clearly contributes to this.

We seek to ensure that a work-life balance is maintained by:

- Knowing our colleagues.
- Emphasis on approachable managers and regular communication.
- Regular 1-2-1s where workloads, stress levels and performance are monitored.
- Not encouraging work being taken home.
- Encouraging colleagues to take their full entitlement to annual leave.
- Flexibility of management by empowering managers to individually manage the members of their teams (working hours, making up time etc).
- Focus on rewards and recognition so as to be ahead of our competitors.
4. Corporate Responsibilities

As a business we do not exist in isolation. We are committed to running our business responsibly.

The Environment

We believe in delivering the best service that we can to our clients / customers in a way that takes into account the effect on the environment.

Our Locality

We actively support local charitable projects.

Our focus is first and foremost in Yorkshire. Colleagues are encouraged to involve the firm in local charitable projects.

Pro bono work

We have for many years been involved in pro bono work for existing and new clients. We look to assist wherever possible and recognise this as being one of the firm’s corporate responsibilities.

We always have regard to the importance of the work to the client, any potential greater public interest and the commerciality of committing to undertake the work.
4. **Accountability**

Continuing to improve the quantity quality and consistency of our work and service is the main thrust of the 5 year Business Plan. The quality and consistency of our methods of communication are the benchmarks on which our client’s measure us.

In aiming to achieve our objectives we must recognise the importance of individual and corporate accountability. Accountability means that we should have high expectations of ourselves as well as our colleagues in working towards the firm’s and our team’s objectives.

We should expect and welcome feedback and support measures to improve quality and service on an individual and corporate level.

As a **firm** we are accountable to the Solicitor’s Regulatory Authority for breaches of professional conduct.

As a **firm** we are accountable to our clients for the quality of advice and service that they receive.

As a **management board** we are accountable to our colleagues, managers and teams for the decisions made that affect the firm.

As a **team** we are accountable to our clients, our colleagues and our line manager for the quality of advice and service that we deliver.

As an **individual** we are accountable to our clients, our colleagues, our team and our line manager for the quality of advice and service that we deliver and for our attitude and approach to the team in which we work.

Examples of how we value the principle of accountability include:

- Management board - annual anonymous staff surveys and reports.
- Teams – internal and external audits.
- Team leaders – monthly performance reviews, 1-2-1s involving input from team members.
- Team members – regular caseload reviews, file quality reviews, 1-2-1s involving input from other team members.
- Team leaders and members – client feedback questionnaires.
- Team leaders and members – complaints procedure.
- Team leaders and members – disciplinary procedure.
- Team members - grievance procedure
D REVIEW INTERVALS

- The 5 Year Business Plan shall be considered when preparing the annual team business plans
- Full reviews in 2015 and 2017
G CONCLUSIONS

Our Business Objectives identified to help us achieve continued success and growth are:

- Live by our mantra: Always Changing – Always Improving
- To be The Leeds Law Firm by offering the broadest range of legal services to people and businesses in and around Leeds. We need to constantly look for ways to improve our service, our accessibility, and our breadth and market share in an increasingly competitive legal sector.
- To operate a modern, profitable and compliant legal services business. Not only do we need to deliver what clients want we need to do so in a way that is profitable, compliant and allows those who work at the firm to manage a healthy work / life balance. Proper risk management principles within the business directly benefit clients and colleagues and indirectly help the firm to grow in reputation.

Our Business Values which underpin the culture of the firm and each decision made to achieve our objectives can be summarised by the following:

- Great Communication
- Honest Endeavour
- Respect for Others
- Corporate Responsibilities
- Accountability

We aspire to be the firm of choice for:

- Local clients who want excellent service and high quality advice;
- Employees who want career progression, to feel valued and treated with respect; and
- Business partners who want consistency of approach and delivery of service levels.

We believe that we shall see continued success and growth through our ability to anticipate and react positively to changing demands and markets. The Legal Services Act has already seen many firms who have failed to embrace change are struggling. Ison Harrison will not be one of those firms.
Over the course of the next 5 years we shall strive to deliver higher and higher levels of service and advice in those areas where we specialise. By doing so we hope to evolve into a true regional market leader within each of the business sectors in which we operate.

Our commitment and enthusiasm to continually look for areas to improve our delivery of service will ensure that the firm is well placed to meet the opportunities and challenges facing the legal services sector in the years ahead.