



Ison Harrison

The Yorkshire Law Firm

An Employee Owned Business

5 Year Business Plan

2026 - 2030



Employee Owned
The Yorkshire Law Firm



ison harrison
solicitors

5 Year Vision Statement

Over the next 5 years we intend to consolidate and extend our position as The Yorkshire Law Firm, by:

1. Increasing turnover, both through organic growth and acquisition to over £50m;
2. Maintaining profitability levels of 25% or above;
3. Continuing to invest for the long term sustainability of the firm for the benefit of all;
4. Being agile and innovative in the services we offer and how we provide these to our clients;
5. Building on our unique EOB identity and culture and maintain high levels of annual profit distribution;
6. Providing a place of work which attracts, retains and develops our truly talented people, enabling them to achieve their full potential.

Index

1. A short history of the firm

1978-2000	Small beginnings
2000-2018	A strategy for survival : The Leeds Law Firm
2018-2025	Regional Growth : The Yorkshire Law Firm
2022	Becoming an Employee Owned Business
1978-2025	Growth Timeline

2. How we look today

- Our Operating Structure
- The Ison Harrison Way
- Our Mantra
- Our Mission
- Our Purpose
- Our Ison-8 Values

3. Becoming a Leading Regional Law Firm

- Our Position of Advantage
- Understanding our position of advantage
- Maximising our position of advantage
- Financial Freedom : Our Future Advantage

- Our Ambitions
- Regional Dominance
- The largest multi-site high street firm in Yorkshire
- Outstanding IT, processes and client experience

4. Conclusions

A short history of the firm

We all have a story of where we have come from, who we are and what makes us tick. Over the past 48 years Ison Harrison has grown from a one-man band operating out of a small office in Leeds to what is now a large regional law firm employing over 400 staff across 24 offices throughout Yorkshire.

When embarking on our 5 year business plan we felt it important to reflect on our story to ensure that we don't lose sight of where we have come from and the lessons that we have learnt on the way. What follows is our story. What happened, how and why?

Small beginnings

1978-2000 : S.C. Harrison & Ison Harrison

Stephen Harrison founded S.C.Harrison & Co in 1978. His idea was to operate as a small independent law firm advising businesses and private individuals alike. The firm remained a small practice until 10 years later in 1988 when Stephen acquired another small but much older and established law firm based in Garforth, called Ison Driver and Furness.

The new firm, Ison Harrison, operated out of 2 offices, one in Leeds and the other in Garforth at the same premises where we continue to trade today.

In 1993, Ruth Bunday & Co, a legal aid practice joined the fold and later in 1996 Philips Gillis in Crossgates joined resulting in 4 offices offering a range of legal services.

During the 1990's the practice pursued a business model of developing bulk conveyancing and personal injury departments by securing new clients through paid network referrals from a small number of work providers. Whilst the increase in work improved the firm's turnover, it had modest impact upon the profitability of the business and its long-term viability. The firm's strength was not to be found in the clients that it had paid for, but in those who were attracted as a result of its local and accessible profile and good reputation.

Local people became increasingly familiar with the extent of services the firm offered and competitors started to see the firm develop a business model for continued growth. The subsequent 25 years may have seen the culture and performance of the firm change almost beyond recognition: the essence of the firm's purpose and commitment to meet the needs of local people and businesses has not.

A strategy for survival

2010-2018 : The Leeds Law Firm

By the turn of the millennium there were a number of threats to the legal market, not least the removal of barriers to entry for new entrants into the market. Reforms were introduced to allow non-qualified individuals and businesses to own and run law firms, and there was much speculation about which particular entities would take the lawyers on, in the brave new world. 'Tesco-law' became a bi-word for who would be our new challengers. Deep-pocketed consolidators with excellent IT and existing databases of clients apparently threatened to take our clients through greater efficiencies, more consistent service delivery and lower prices.

It was in response to this threat that we invited everyone at the firm to get involved in a consultation on how we might best deal with the challenges. The result was to be referred to as 'The Leeds Law Firm' strategy. It seemed that despite our seemingly disparate areas of work, the one thing that we had in common was Leeds. Whether we were involved in criminal work, drafting a will, completing a commercial property transaction or advising on a family dispute, we were all acting for people from in or around Leeds. Tesco's could be many things, but could never develop a truly local identity.

In 2010 the strategy of 'The Leeds Law Firm' was launched. At the time the firm had 4 offices, acted for around 5000 new clients a year (most but not all local) and had a turnover of around £5m. The strategy recognised that to survive we needed to grow in size, breadth and profile whilst taking advantage of being local and accessible.

To be The Leeds Law Firm we recognised that...

- Size mattered – we needed to be large enough to carry the mantle of being 'The Leeds Law Firm'.
- Breadth mattered – we needed to offer a broad range of services to meet the needs of those living and working in Leeds.
- Location mattered - we needed to be accessible, visible and rooted in the local communities in and around Leeds.

As a firm we became focused on identifying potential areas in and around Leeds within which we might open a new office and attract new clients. We looked out for new areas of law to advise upon so that we could broaden our offering. Each time we grew a little we looked for ways in which we could take advantage of increased economies of scale to further improve efficiencies, competitiveness, and profitability.

Funding growth through cashflow whilst paying down the firm's indebtedness to banks and lenders was never going to be easy and that may explain why so few firms across the country adopted a similar strategy. However, such an approach exemplifies good business practice, and it didn't take long before we discovered that the strategy was not only a good one for growth but was also good for cashflow.

This is what we discovered each time we opened a new office:

- Each new office was able to perform well enough to cover the costs of the initial outlay and running costs by the end of year 1 and moved into profitability by year 2.
- Each new office created a sense of excitement and confidence for those working at the firm, and positive publicity to those who might have been attracted to apply for a role with us. Retention and recruitment of staff both became easier. Opening offices was positive news.
- Each new office provided an opportunity for someone within the firm to be promoted to Branch Manager. Career progression became easier to achieve.
- We not only became better at identifying opportunities, but also became more efficient at the logistics of fitting out and opening a new office.
- A number of smaller firms approached us to enquire about the possibility of being acquired and we were able to agree terms with several.
- Each office attracted new clients with each shop sign acting as an interactive billboard for potential clients to enquire whether we could help them.
- As the firm's profile and visibility increased in and around Leeds so did its online profile. Trading as 'The Leeds Law Firm' gave us an online credibility which was supported by our offline activity in opening branches where people searching for us tended to live or relate to. Potential clients saw how large we were, how accessible we were and what a broad offering of services we provided.

Regional Growth

2018-2025 : The Yorkshire Law Firm

After 8 years of running The Leeds Law Firm strategy the firm had increased the number of offices in the region from 4 to 12, doubling turnover in the process to £10m. We now acted for over 15,000 clients a year.

The focus, energy, simplicity and discipline of the strategy had served the firm well but was starting to show limitations. Some of the newer offices (Huddersfield, Castleford and Pontefract) didn't benefit from the association with Leeds and it was becoming increasingly apparent that we may have outgrown the strategy.

After much consultation we elected to take on the challenge of becoming 'The Yorkshire Law Firm'. Being 'The Leeds Law Firm' had clearly been a good move for us and there were obvious risks in moving away from a model that had proved so successful. However, given its limitations we felt that the risks were outweighed by the advantages. Something had to change if we were to continue to grow.

- As a brand, 'Yorkshire' is a very strong one and we intended to benefit from it. Yorkshire people are often seen as 'straight forward', 'no nonsense', 'honest', 'grounded' and 'careful with their money'. These are our values and it made sense to wear the Yorkshire badge with pride.
- Yorkshire is a very big County with a large population. There are more people in Yorkshire than in Scotland and the County won more medals at the 2012 Olympics than Australia or Canada! There would be plenty more clients for us to act for. The move could encourage significant growth.
- The Yorkshire Law Firm would be more attractive to clients living outside the county than The Leeds Law Firm would. Again, size mattered.

Marketing campaigns helped raise the firm's new profile, new offices became easier to open and establish and we enjoyed greater economies of scale each time one opened. Internal systems became more sophisticated, and it became easier to recruit and retain staff through an increase in energy and optimism around the firm. Other law firms in the region regularly approached us to enquire whether we would be interested in acquiring them. We acquired specialist criminal and personal injury practices, Cohen Cramer in 2024 and Skipton based Armstong Luty and Savage Crangle in 2025. Each year the firm's client base got deeper, broader and larger.

By the end of 2025 we achieved a turnover of £36m generated by 440 people across 24 branches.

An Employee Owned Business

2022 : Conversion to an EOB

On 1 January 2022 we became the 10th law firm in the Country to become an Employee Owned Business and one of only three to be 100% employee owned.

The firm is now owned by a Trust which requires the business to be run ethically, for the benefit of all employees and in a way that delivers a breadth and level of service that is second to none. An enthusiastic and committed Board of Directors runs the firm on a day to day basis and an EO Council, made up of representatives from across the firm helps shape decisions and bolster our unique culture.

As one of the first 100% Employee-Owned Law firms in the Country we have a genuine point of difference in a competitive market and we have maximised the advantages that being employee owned brings. As an Employee Owned Business we have found that we already benefit from greater employee engagement, loyalty and commitment and as a consequence improved financial performance.

Whilst turnover and profits have soared, employees have benefited from private healthcare, higher pension contributions and of course the annual profit distributions. All eligible employees (those that have been at the firm for more than a year) have benefited from individual profit distributions of £3,600, £4,000, £4,000 and £5000 in each of the 4 years since becoming an EOB.



The Ison Harrison Way

Our Mantra

ALWAYS CHANGING, ALWAYS IMPROVING

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

Our Purpose

WHATEVER YOU NEED, WHENEVER AND WHEREVER YOU NEED IT

Ison Harrison is a 100% employee-owned law firm putting our people and clients at the heart of what we do.

We always provide a professional, expert service with a friendly approach that you can trust.

We offer the widest range of legal services delivered via our growing network of branch offices to both individuals and businesses from Yorkshire and beyond.

Our Mission

We are committed to creating a large, accessible, energetic and successful law firm that puts our people and our clients at the heart of everything we do.

As a law firm we aim to offer the widest range of legal services across the greatest number of locations across Yorkshire at a fair price. Our diverse range of services means that we are always there for clients at key points in their lives, helping them move home, overcoming family problems, resolving disputes, attending court, bringing a claim, preparing for old age or dealing with losing a loved one.

We are local, friendly, affordable, consistent and supportive. We pride ourselves on taking the time to listen and understand what matters most to people, so that we can provide straightforward, and practical advice to help them achieve the right result, whatever their circumstances.

We are a 100% employee-owned business. Everyone at the firm is recognised for the contribution they make to the firm's success, and as stakeholders in the firm are directly invested in its success and future.

Our Ison-8 Values

Hover over each value for further information.



A Leading Regional Law Firm

Our 5 Year Plan 2026 – 2030

Our Position of Advantage

We start the next 5 years in a better financial, cultural and strategic position than the firm has ever been in. However, in order to take advantage of our relative strengths and weaknesses we need to understand them and put them in the context of an ever-changing legal market.

Understanding our position of advantage

EOB structure

As a 100% Employee Owned Business, we are rare and therefore have a very clear and defined point of difference. Clients and colleagues are attracted to the fact that we are an EOB, and it has proved to be a real strength of the firm.

Cultural

We have strong, clear and universally accepted values. The values that have developed over the course of the past 25 years are now so engrained within those who work at the firm that recruitment, retention, supervision and accountability are one of the firm's key strengths.

Regional dominance

We have a strong, clear and well-respected profile across Yorkshire and beyond. With a turnover of £33m and headcount of 400 across 24 offices we are one of the pre-eminent general practice law firms in the County. This level of regional dominance brings with it a level of credibility that attracts new clients and new colleagues alike.

Economies of scale

We have become a large high street law firm with multiple branch offices dotted around Yorkshire. Compared to the vast majority of our competitors we are now able to leverage economies of scale in a way that is unattainable to them. All of our HR, accounts, IT, regulatory, marketing and business support functions are carried out centrally and as a result we have seen that we can service more clients and deliver a higher level of fee-income and profit than our competitors. Economies of scale are a huge advantage.

Breadth of service

We continue to be the broadest offering of legal services in the County. Whether it be publicly funded criminal or care work, privately funded family or conveyancing work, conditional fee funded personal injury work or company funded commercial work, we offer more services than any other firm in the County. This strength in breadth is a huge advantage for the firm's profile and cashflow.

Financial position

We are in an enviable financial position which means that we are able to invest for further growth through cash reserves. We have a track record of success and growth which lends a credibility to attracting new clients and colleagues. We do not rely upon any bank funding, overdrafts, loans or other credit arrangements.



Maximising our position of advantage

Keeping the momentum going – the Yorkshire Law Firm business model.

We have a business model that works, which demonstrates ambition and growth and is understood and accepted by all within the firm. Further growth through further developing the firm's brilliant branch network is integral to maintaining momentum.

New geographical markets

Yorkshire is very large with over 5 million residents and we have yet to establish ourselves in many of the major towns and cities in the County. As The Yorkshire Law Firm we should use our position of advantage to grow into those areas where we don't have a presence and secure access to a whole new market of potential clients and colleagues. We will consider any growth opportunities that arise beyond Yorkshire, and where they will enhance the breadth and quality of our offering and the general profile of the firm we shall pursue them.

New legal services

Whilst we offer the broadest range of services in the County our familiarity with legal aid, conditional fee work, privately paying work and commercial work puts us in a position of advantage in terms of bolting on new departments offering new areas of law.

Acquisition of other practices

The firm is in a strong position to be able to acquire smaller practices so as to increase short term turnover and long-term security and profitability to the benefit of both parties. Many at the firm now have experience in helping to acquire and integrate smaller practices into the firm and as such opportunities to grow through acquisition should always be considered.

Financial performance

If successful in maximising our position of advantage we shall increase our turnover further, leverage economies of scale and deliver an even better financial performance for all eligible employees in the firm.

Financial Freedom: Our Future Advantage

When the firm transitioned to become an Employee Owned Business at the beginning of 2022 a Trust was established to purchase and own the shares on behalf of all eligible employees.

An agreement was reached between the original owners and the Trust for the Trustees to pay off the purchase price on a staged basis out of monies generated through future profits.

Whilst the expectation was that the deferred payments would be paid over a period of 10 years, given the strong financial performance of the business over the first few years it is likely that the timeframe for discharging the debt and therefore achieving 'Financial Freedom' will be significantly shortened.

Once the debt is discharged, the Board of Directors and Trustees will be able to take advantage of the firm's debt-free status by increasing investments in growth as well as increasing the amount available for profit distribution.

Once Financial Freedom has been achieved the firm should find itself at an even greater advantage in terms of attracting and retaining new clients and colleagues.



Our Ambitions:

The target in our last 5 Year Business plan (2023-2028) was to try to achieve a turnover of £28m by 2028. We actually hit that target by 2024 and due to our keen focus on profitability as well as growth we were able to deliver much higher levels of profit distributions to employees than had initially been anticipated (£5,000 per employee in 2025). It was as a result of the speed of the firm's growth after becoming an EOB that it was necessary for the Board to revisit the firm's 5-year business-plan 3 years early and consider what the future could look like for a firm that has such momentum and purpose.

We clearly continue to want to continue to grow in size and breadth and return high levels of profit distribution to employees, but what will further growth look like? Have our ambitions changed?

1. To become the largest multi-site high street firm in Yorkshire

Biggest is not always best, but growing a large regional business through cashflow has already delivered great benefits and The Yorkshire Law Firm model has plenty of further growth in it yet.

Further growth over the period of this 5-year business plan will look like:

- Largest by turnover : **£50 million by 2030**
- Largest by number of branches : **30 by 2030**
- Largest number of new clients : **30,000 per year by 2030**
- Largest by profitability : **maintain a minimum profit margin of 25%**
- Largest by accreditations : highest number of Law Society accreditations of any firm in Yorkshire – **15 by 2030**
- Largest by offering : Broadest offering of legal services
- Largest employee profit distribution of any Employee Owned law firm in the country

2. To be the best law firm to work for in Yorkshire...and beyond.

We are already a super firm to work for but how do we continue to change and improve as employers?

- To encourage and allow Trustees and EO Council to drive the HR agenda
- To feature in 'The Times Best Places to Work' in the next 5 years
- To feature as a winner of an E.O.A. award
- Improve recruitment and retention of staff
- Improve staff engagement and diversity in the workplace
- Improve encouragement and supervision from managers aligned with transparent career pathways for all
- Maintain high levels of annual individual profit shares (minimum expectations of £4,000 per eligible employee per annum)
- To be the best law firm to work for in the UK

3. To deliver the best quality of advice and service in Yorkshire...and beyond.

Over the past 25 years we have successfully managed to compete with our competitors through culture, breadth of service, a good business model, re-investment of retained profits and economies of scale. We have delivered a very good and consistent service but we have never professed to be the quickest or cheapest law firm nor have we aimed to be. We have focussed on 'client experience' rather than chase cold service delivery matrix. Of course we need to be efficient and competitive, but we believe that how a client feels about the service they are receiving is more important. Do they feel that it is value for money? Do they feel that they can always get hold of their lawyer on the phone. Do they feel reassured by visiting their lawyer? Do they feel heard and supported? Do they feel like their lawyer has their back?

A focus for the next 5 years will be not just to deliver the best quality of advice and service of any legal service provider in the Yorkshire but the best client experience in the UK. Our focus will be on the following:

New enquiries:

We will listen, advise and act.

We will focus on the client experience and build trusted relationships as quickly as we can. To do so clients need to be able to speak to us whenever the need arises. New enquiries must be dealt with immediately, politely and efficiently

- To deliver the best client experience in the UK : not just the quality of advice and service
- We must give equal weight to providing the best quality of advice as well as the best quality of service
- Triaging of enquiries must be fast and effective
- Cross referrals must be fast and effective
- A brilliant branch network needs to deliver a service that is:
 - Local
 - Accessible
 - Consistent
 - Broad - full range of services
 - Friendly
 - Value for money
 - Efficient

Client Experience:

- **Clients want to be understood.**
We aim to ensure that we know our clients. We need to understand their circumstances, understand what their concerns are, and understand what they want to achieve.
- **Clients want an element of certainty.**
We cannot deliver certainty of outcome or timing. We can however ensure that we explain and stick to timetables and case plans, agree fixed fees and costs estimates.
- **Clients expect accessibility.**
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 great communication.**
We want to be known as the firm that always returns client's calls and e-mails, great at managing a client's expectations, and always keeping their clients up to date.
- **Clients expect knowledge and experience.**
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 quick service.**
Speed of response matters. We shall promptly return calls and reply to correspondence.
- **Clients expect a value for money service.**
Our charges shall be fair, transparent and competitive.
- **Clients expect courtesy and respect.**
Everyone does.
- **Clients expect consistency.**
Every time.

4. To have outstanding IT, data management and support

“It’s the data stupid!”

Legal service businesses deal in the handling of people, knowledge, money and data and the interaction between all four elements. The way in which we handle our clients’ data and operate our IT systems is both the greatest challenge as well as the greatest opportunity that the firm faces.

Challenges

- **Cyber threats**
 - Impact upon the ability for one or more people to be able to continue to work
 - Impact upon service delivery and performance
 - Impact upon financial performance
 - Impact upon access to client and office funds
 - Cause data protection breaches
 - Casuse damage to the firm’s brand and reputation
- **Negligent / poorly supervised work**
 - Impacts upon claim payments
 - Impacts upon future insurance premiums
 - Impacts upon reputation
 - Impacts upon attracting further clients and referrals
 - Impacts upon recruitment and retention
 - Impacts upon regulatory breaches
- **AI**
 - Impacts upon demand for and financial viability of continuing to undertake work of a particular kind
 - Impacts upon necessary skill sets within the firm
 - Impacts upon recruitment and retention

Opportunities

All the opportunities that arise for the firm with regards to IT and data management relate to the relative size and economies of scale that can be leveraged as compared to many of our competitors.

- **Case management system**
Install and develop a better case management system than our competitors.
- **Supervision**
Ensure sophisticated supervision and authorisation levels across the firm assisted by IT.
- **Cyber threat**
Ensure that cyber risks are minimised through strong security software, strong data management policies, adequate resources and cloud based storage.
- **IT performance**
Ensure downtime is minimised through adequate hardware, software, procedures and resources.
- **Ongoing data management**
Maximise opportunities to keep in contact with our clients and ensure the efficient storage and subsequent destruction of their data.
- **AI**
Ensure that we drive cost efficiencies and improved customer service through the safe applications of AI in all areas of the business.
- **Confidence**
Embrace the concept of 'we don't know what we don't know' and be constantly looking for ways to improve our offering and service to clients.

Conclusions

We used to be focused on Leeds and then extended our focus to the whole of Yorkshire. However, it's never really been about geography. The true focus of the firm has always been upon People, both employees and clients alike. As an Employee-Owned Business we now attract and retain some of the country's most talented and enthusiastic people, not because of the work that we do, but how they are treated. Similarly, we attract thousands of returning and new clients each year, not because we are providing legal services that others don't provide but because of the firm's reputation, accessibility and values. When clients approach us they can feel the sense of community that exists at the firm and find it both welcoming and reassuring. Everyone at the firm wants our clients to have the best experience that anyone could ever have from their lawyer.

As a business we want to be the best of breed in Yorkshire. For us this means the biggest, broadest, most accessible, and most commercially successful law-firm in the region. We are still a distance away off from being able to claim this accolade, but due to our EOB ownership model, the myriad advantages that we have over other firms and the strength and the focus and ambitions of the firm's Trustees, Directors and EO Council, we have every reason to feel that we can achieve it one day - perhaps within the term of this 5-Year Business Plan.

We have a strong culture and business model it but it is always important to keep it simple as far as our focus on client care is concerned. Success will continue so long as we endeavour to deliver an excellent client experience and support each other in our efforts to do so.

How will we quantify success?

We want to achieve increases in the number of our branches, turnover and profitability. Greater levels of employee engagement can help drive an improved client experience and inevitably result in increased levels of profit to the firm. We want to deliver strong and consistent profit distributions and attract and retain talented colleagues. We want to become known as the firm to join and remain at for the duration of someone's working life because of a true sense of belonging as well as their work being rewarding and fun.

Our next chapter will involve a collective drive to improve the levels of customer service that we deliver, staff engagement and data management. We shall not only look to increase the depth and breadth of the firm through the opening of new offices in the region, but with the assistance of IT, we will also strive to deliver higher and higher levels of service in each of those areas where we specialise. Our commitment and enthusiasm to look for ways to improve upon the services that we offer will ensure that the firm is well placed to meet the opportunities and challenges facing the legal services sector in the years ahead. As always, we will need to continue to live by our mantra which has served us so well:

...Always Changing – Always Improving

Appendix 1:

Our Operating Structure

Ison Harrison Employee Ownership Trust

100% of the shares in Ison Harrison Limited are owned by Ison Harrison Employee Ownership Trust which owns the shares for the benefit of all eligible employees.



Trustees

The stewardship of the Employee ownership Trust comes under a Board of Trustees, currently:

- Jonathan Wearing : Founding Director and Managing Director
- Dominic Mackenzie : Founding Director
- Sarah Laughey : Director
- Robert Camp : Independent Trustee
- Rebecca Austin : Employee Representative Trustee
- David Lynas : Employee Representative Trustee

The names of the Trustees are reviewed annually.



Ison Harrison Limited

The firm is run by a Board of Directors appointed by the Trustees, currently:

- Jonathan Wearing (Managing Director)
- Dominic Mackenzie
- Richard Coulthard
- Sarah Laughey
- Jenny Bland
- Gareth Naylor
- James Thompson
- Natalie White

The Yorkshire Law Firm is a trading name of Ison Harrison Limited.



Senior Management Team, Department Heads and Branch Managers

There are over 30 individuals in the firm who are either Department Heads or Branch Managers and together they sit on the firm's Senior Management Team.

Partners and Associates

The Board of Directors recognises and promotes key individuals to Partner or Associate status by reference to criteria which is reviewed and published annually on the firm's intranet.

EO Council

The firm established an EO Council in 2024 to :

- Perpetuate the Ison Harrison culture and values ethos amongst current and new staff.
- Consider and action ideas from the Board and the Ideas Hub that would help the firm be a better and more profitable place to work for all employees.
- Be the eyes and ears for the Trustees & Board Directors to ensure high levels of employee engagement.

Branch Network

The firm operates a hub and spokes model for its 24 offices. Duke House in Leeds is the hub where all central service functions are delivered (accounts, IT, HR, marketing, business support etc) and each of the branch offices delivers legal services, currently including residential conveyancing, family law and wills and probate services. All other work is directed towards the relevant departments based in Leeds.

Regulatory information

The firm, all Trustees and Directors are approved and authorised by the SRA. The firm, all Trustees and Directors are approved and authorised by the SRA.

Jonathan Wearing is the Managing Director and Chair of the Board of Trustees.

Natalie White is the firm's Compliance Officer for Financial Administration

Emma Mason is the firm's Compliance Officer for Legal Practice

The firm is regulated by the SRA (SRA ID 484936), is Lexcel accredited and has 11 Law Society accreditations.

Appendix 2: Growth Timeline

1978 – 2025

