

Future of Legal Services Commission **2023 Heatmap Survey Results**



4

pillars

People

Clients

Business

Rule of law

27

themes

Attention?

Readiness?

Significance?

Short term

(1 year)

Medium term

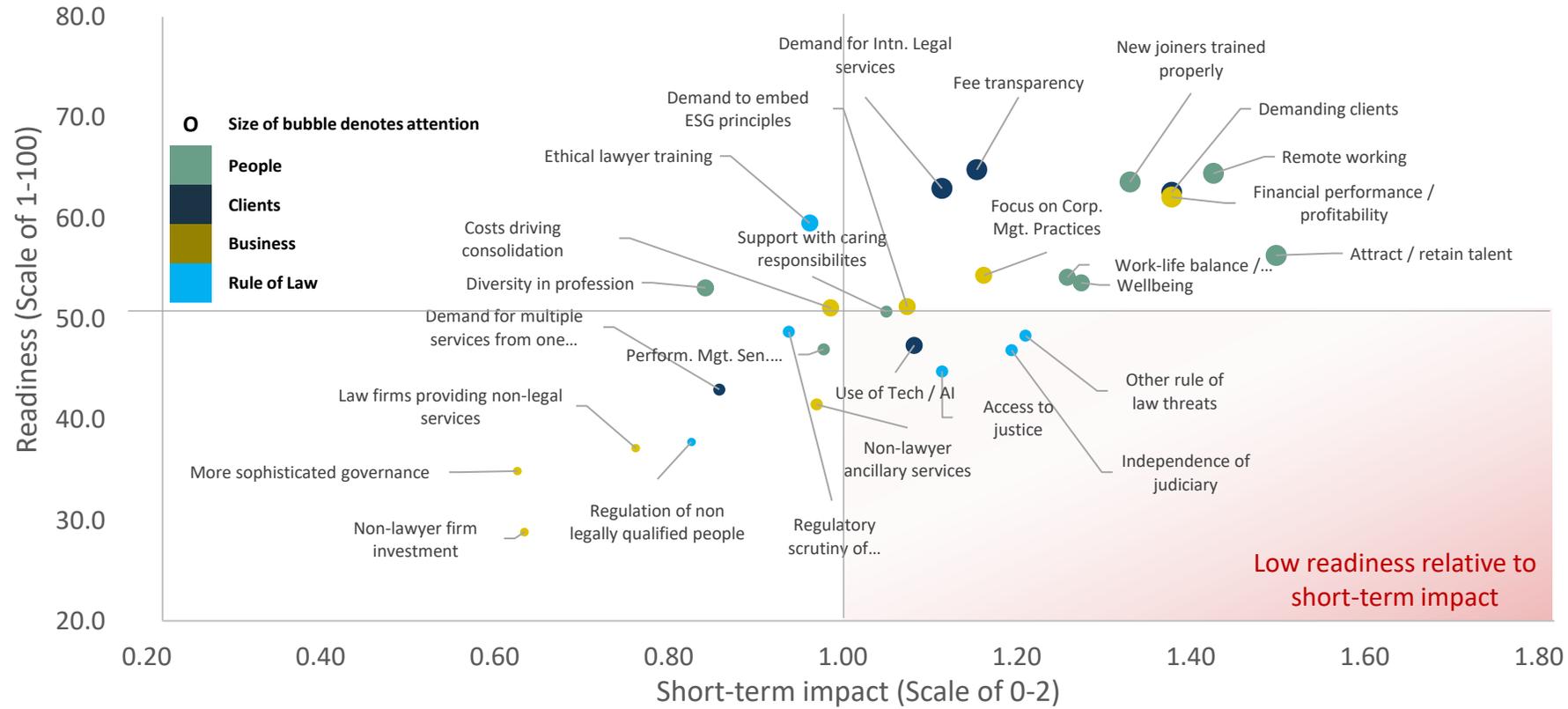
(5 years)

Long term

(10 years)

People	Clients	Business	Rule of Law
Drive to make legal profession more representative of the [diverse] communities it serves	Opportunities to use tech/AI in delivery of client services	Increased focus on corporate management practices	Access to justice for those without the necessary financial or other resources
Support professionals with caring responsibilities to achieve their careers expectations	More demanding client expectations	Increased focus on financial performance and profitability	Regulatory change, increased regulatory scrutiny of both professional and personal conduct
Concerns relating to the mental health and wellbeing of professionals	Increased demand for international legal services	Increased cost base/client demands driving consolidation in the legal sector	Regulation of participants in the legal sector that are not legally qualified
Increase focus on work/life balance and concerns about working hours	Increased demand for the provision of multiple services from a single provider	The provision by law firms of non-legal services	Enhanced requirements for ethical training for lawyers
Remote working (3+ days)	Increased demand for transparency on charges and invoicing	The provision of ancillary services by non-lawyers that are usually provided by lawyers	Challenges to the independence of the legal profession, including the judiciary
Active performance management of partners and other senior lawyers		Non-lawyer investment in law firms	Other threats to the rule of law
Attracting/retaining talent		More sophisticated governance structures	
New joiners to the profession being adequately trained/prepared		Increased demand to embed ESG principles in law firm/organisational practices	





[Interpretation]
Readiness to respond to the challenge drops the lower on the chart it is situated



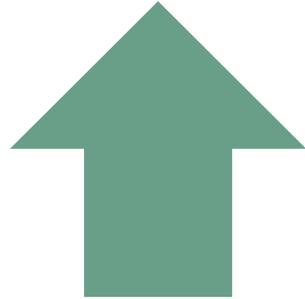
[Interpretation]
The further to the right the challenge is situated, the higher its impact

Highest impact themes

Rank	Short Term (1 year)	Medium Term (5 years)	Long Term (10 years)
1 st	Attract / retain talent	Attract / retain talent	Technology / AI
2 nd	Remote working	Technology / AI	Attract / retain talent
3 rd	Financials	Work-life balance / hours	Mental health / wellbeing
4 th	More demanding clients	Mental health / wellbeing	More demanding clients
5 th	Adequately train new joiners	More demanding clients	Work-life balance / hours

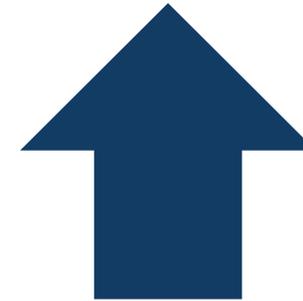
Biggest risers (into top ten)

Short → Medium term



Technology / AI
Embed ESG principles
Work / life balance / hours

Medium → Long term



Diversity
Support carers

Readiness lacking

Talent



Talent challenges dominate throughout

Scale of the challenges are recognised, but readiness to respond is limited

AI/Tech



Fastest growing impact area

Readiness needs to significantly ramp up to effectively respond

Responsible Business



Impact will match financials by medium term

Attention is moderate, but readiness lags significantly behind

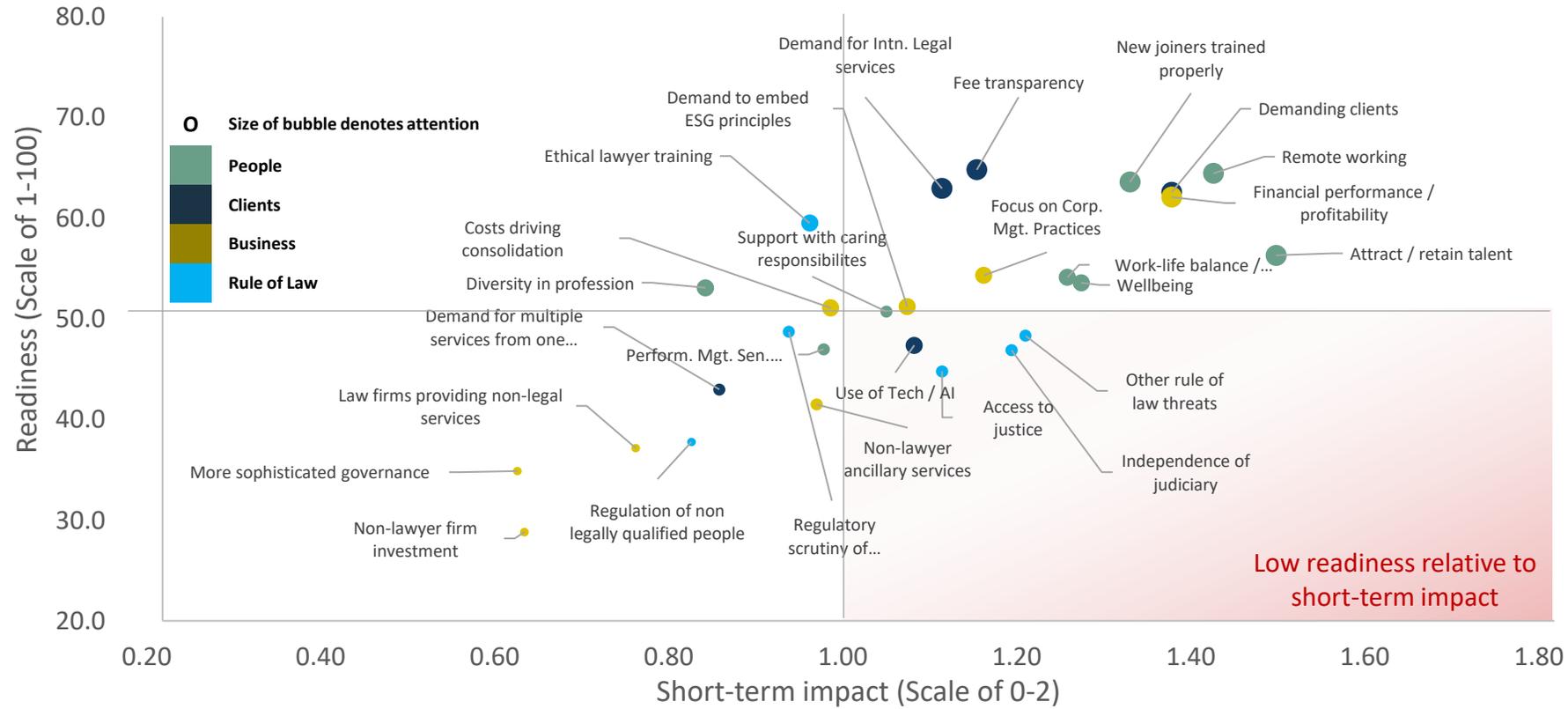
Associated talent challenges also require increased attention, including wellbeing, D&I and carer support

Rule of law



Strong recognition that rule of law challenges require a proactive industry response

Little action and readiness evident



[Interpretation]
Readiness to respond to the challenge drops the lower on the chart it is situated



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Scaling the organisational response to challenges

