

## Ampa Expansion FAQs – December 2021

### People

**1) Does this mean I no longer work for Shakespeare Martineau?**

As our existing brands become standalone LLPs, the people working in those respective brands will move to work for those brands as separate entities. All business operations teams including Managed Legal Services (MLS), in all existing entities and brands, will move to work for Ampa Enterprises.

We anticipate all moves to brands will align with our new financial year (FY), with the move to Ampa Enterprises happening later in the next FY – we currently anticipate this will be early in 2023 (calendar year).

**2) Could my job be at risk?**

No redundancies are planned as part of these developments. The development changes are about empowering all areas of the business; freeing them up to specialise and diversify where relevant.

Ultimately, having a larger group will increase career development and promotion opportunities for both our legal and non-legal professionals. We will also continue to invest in the learning and development of all our people.

**3) What about people in the membership?**

Our Members became members of Ampa at the start of this financial year (FY) – but still very much represent their distinctive brands to clients and the market, as Partners of that brand. This will not change.

**4) Will I keep my continuous service?**

Your employment will be treated as continuous.

**5) Will I lose any of my benefits?**

No. We do plan to review our reward and benefits across the group in 2022 to enable more choice for you as individuals, and to maintain our commitment that our people will feel respected, rewarded and fulfilled.

**6) Will I need to move locations?**

No. Empowered working principles continue to apply across the whole group.

**7) Will my email address change?**

In time it will change depending on which brand you work for. We will also set up redirects so that you don't miss any emails sent to your old email address.

**8) Do I need to change my LinkedIn?**

No. We will create separate LinkedIn pages in time. For now there is no need to update your profile.

**9) Do I need to change my email footer?**

No. In time we will be creating a new email footer for each brand.

## Empowering our brands by creating standalone LLPs

### 10) What do you mean by a separate LLP?

We are creating separate legal entities to house the go-to-market or trading brand(s) – as a separate Limited Liability Partnership (LLP), the individual brand/entity is able to have more freedom (with clear accountability) to control the things that support its growth ambitions – for example that could be what regulation it operates under or what clients, markets or services it targets. The separate entity (LLP) will still be wholly-owned by the Ampa group and be aligned through the golden threads and tramlines of our group – also, as you know our Members all sit at the Ampa group level and operate with the best interests of the group as their priority.

This approach also creates enough distance between our brands / entities to avoid some of the conflicts that can arise in relation to clients, markets, services or matters.

### 11) When will the brands become standalone LLPs?

We aim for this to happen in line with our new financial year. However, we anticipate the move for business operations teams to Ampa Enterprises to come afterwards toward the end of next FY (2022/23).

### 12) Will each brand have their own boards?

Our organisational structure remains the same, with our group Main Board continuing to cover the Ampa group as a whole. Managing Directors (MD) and Super Team Leaders (or equivalent) already represent our brands in our organisational structure and so their board representation will continue as it is currently.

Mark Beesley will be the MD for new brand Reddens and will continue to be the MD representing Corclaim, Lime Solicitors and CSS. Alex Smith will continue to be the MD representing Marrons Planning. Victoria Tester is the MD representing Coadax. The respective areas that remain in Shakespeare Martineau will continue with their existing MD. Ben Buckton will continue as Chief Marketing and People Officer (CMPO), Karen Walker as Chief Transformation Officer (CTO) and Paul Bird as Chief Financial Officer (CFO) for Ampa (including Ampa Enterprises).

### 13) Why are we doing this?

This is the next phase of our House of Brands and growth strategy and is part of our ongoing commitment to unlock each brand's potential, and drive sustainable and profitable growth opportunities across the markets in which they operate. While also maintaining our commitment to creating growth opportunities and investing in the development of our people.

### 14) Is there more to come?

Yes – we look forward to bringing you more good news about the expansion of our Ampa group in the coming weeks and months!

### 15) Will all entities still be regulated?

Since May 2021, Ampa Holdings LLP has been regulated by the Solicitors Regulatory Authority (SRA), alongside Shakespeare Martineau LLP. The SRA has indicated it has no issues with our group structure and we expect these arrangements to apply and continue with respect to other legal entities joining the Ampa group.

As we progress with the implementation of the wider group structure, there will be certain entities that no longer carry out SRA regulated work and will not need to be SRA regulated going forward (e.g. Marrons Planning). On the flip side, other entities carrying out financial services regulated activity could benefit from seeking authorisation from the Financial Conduct Authority (FCA), providing the opportunity to expand their work.

**16) How do we manage the risks of making these changes?**

COLP (compliance officer for legal practice), COFA (compliance officer for finance and administration) and DPO (data protection officer) roles will sit at group level to oversee all entities to ensure there is consistency in approach to regulatory requirements. This will be supported by entity level deputies working as a team across the group.

Detailed financial due diligence will be carried out before any brand joins the group. This includes additional regulatory and insurance due diligence by our COLP, and specific tax and banking due diligence prior to completion of all mergers and acquisitions as well as appropriate warranties and indemnities being set in place.

**17) Will this impact progress/implementation of our WorkSmart projects?**

No. We have planned the implementation of merger and acquisition opportunities around our existing WorkSmart commitments.

**18) Will this change our terms of business?**

No. It will give us the opportunity to provide more innovative, more efficient, more cost-effective solutions but the core terms will remain the same.

**19) What does this mean for our clients? Do I need to tell them or do anything differently?**

Since launching Ampa, we have regularly communicated to the market the benefits this has for our clients with several articles on our websites and in the media you can refer to if needed.

You do not need to do anything differently or inform your clients of any changes, as these will be planned and communicated centrally with all the relevant information. Should you need to tell your clients anything, your Super Team Leader will let you know and you will have access to any client or market announcements made.

## **Ampa Enterprises**

**20) Which services will sit within Ampa Enterprises?**

We are working to the principles that any central service (strategic or shared) which is required by more than one entity (and is not bespoke to just one area) would typically sit within Ampa Enterprises to deliver economies of scale, best practise, and shared benefits group-wide, to support and drive growth.

We envisage that the following business operations teams (currently sitting within existing entities/brands) will move into Ampa Enterprises, but will continue exploring this as we progress into the next FY through collaboration sessions with leaders across these teams:

- Client service teams
- Facilities teams
- Finance teams
- IT teams

- Managed central services (MCS)
- Managed legal services (MLS)
- Marketing & business development teams
- Member services teams
- People, talent & culture
- Risk teams

**21) When will these services move into Ampa Enterprises?**

We aim for this to happen formally in our next financial year (FY22/23); however we will begin referring to our collective business operations team as Ampa Enterprises moving forward.

We will run an Ampa Enterprises town hall in January to outline more information on the principles and approach, for all business operations people to attend.

**22) Why do we need to set up Ampa Enterprises?**

A key part of the House of Brands strategy is to benefit from economies of scale and improve operational efficiencies, while also driving growth across all areas of the group. By creating Ampa Enterprises, and subsequently managing all non-legal teams / non-client advisory teams / services / employees from within one entity (rather than several), we can ensure resource capacity is managed effectively, best practise approaches are applied consistently, and economies of scale are achieved via suppliers and internal support services.

This approach ensures we are able to offer career opportunities and development for all business operations roles across all brands/entities.

**23) How are we planning to make this happen?**

We will be working in collaboration with leaders across business operations as we progress plans for Ampa Enterprises. We will also work with each entity to align operational processes (where applicable) so that processes do not have to change when teams come together.

**24) Some operations roles need to work closely with fee earners and understand our clients and specific processes – how will this be managed if they are centralised?**

Each entity will still receive designated support for tasks/services that require specific knowledge about a client or client process. Moving into Ampa Enterprises means that people will be part of a wider team of similar skills with line management from someone sitting in Ampa Enterprises.

**Corclaim, Reddens and Marrons Planning**

**25) When will this change take effect?**

We anticipate that this will take effect in line with our new financial year, but you will start to see Reddens branding appear before then.

**26) Why are we doing this?**

As our CEO Sarah Walker-Smith has talked about, until now we have been a multi-brand LLP. This can cause some limitations on the services we can provide, due to either regulation or other factors.

By becoming separate LLPs Corclaim, Reddens and Marrons Planning can grow without restrictions. Corclaim can build on its successful growth, focusing on uninsured loss recovery and costs, to become specialists in the market. Reddens will focus on debt and asset recovery, becoming regulated by the FCA and extending its services to include those of a debt collection agency. As a separate LLP, the Marrons Planning team will continue to build on their extensive services.

This means the brands can broaden their reach to include other law firms (inside and outside of Ampa).

**27) Does this mean we are no longer employed by Shakespeare Martineau?**

Corclaim, Reddens and Marrons Planning will become standalone LLPs. Those of you remaining with Corclaim and Marrons Planning will be employed by Corclaim or Marrons Planning. Those of you working on debt and asset recovery will move to work in the Reddens brand.

Your employment will be treated as continuous and so your T&Cs and payday will remain the same; in practical terms only the name of your employer will change. If you have any questions about this please get in touch with your People Partner, Kate Lindon (Corclaim & Reddens) or Trish Capewell (Marrons Planning).

**28) What about people in the membership?**

Our Members have now become members of Ampa – but still very much represent their distinctive brands to clients and the market, as Partners of that brand. This will not change.

**29) Could my job be at risk?**

We have ambitious plans that will ultimately increase career development and promotion opportunities for our people.

**30) Will these brands open their own office? Will I need to move locations?**

No. Just as with our other brands, empowered working principles will continue to apply for those people representing Reddens, Corclaim and Marrons Planning.

**31) Will Corclaim, Marrons Planning and Reddens have their own boards?**

Our organisational structure remains the same, with our group Main Board continuing to cover the Ampa group as a whole. Mark Beesley will continue to represent Corclaim and Reddens as their MD. Alex Smith will continue to represent Marrons Planning as their MD.

**32) Will this change our terms of business?**

No. It will give us the opportunity to provide more innovative, more efficient, more cost-effective solutions but the core terms will remain the same.

**33) What does this mean for our clients? Do I need to tell them or do anything differently?**

There is no immediate action for you to take. Jayne Gardner and Eddie Flanagan are already talking to clients and receiving positive feedback.

**34) What will happen to the existing Corclaim websites?**

There are currently four Corclaim websites. This is not efficient from a search engine optimisation (SEO) point of view or in terms of the time it takes to maintain four sites. It

is also confusing for clients. Therefore, we will move to having one site for Corclaim and one site for Reddens (to include improved online payments) – you will have a preview before launch.

**35) What happens to any professional associations with Corclaim?**

Those for ULR and costs will remain the same. Debt and asset recovery professional associations will transfer to Reddens.