

Our Strategic Plan  
2020-23 and beyond...



Building a  
Brighter Future  
for Injured People

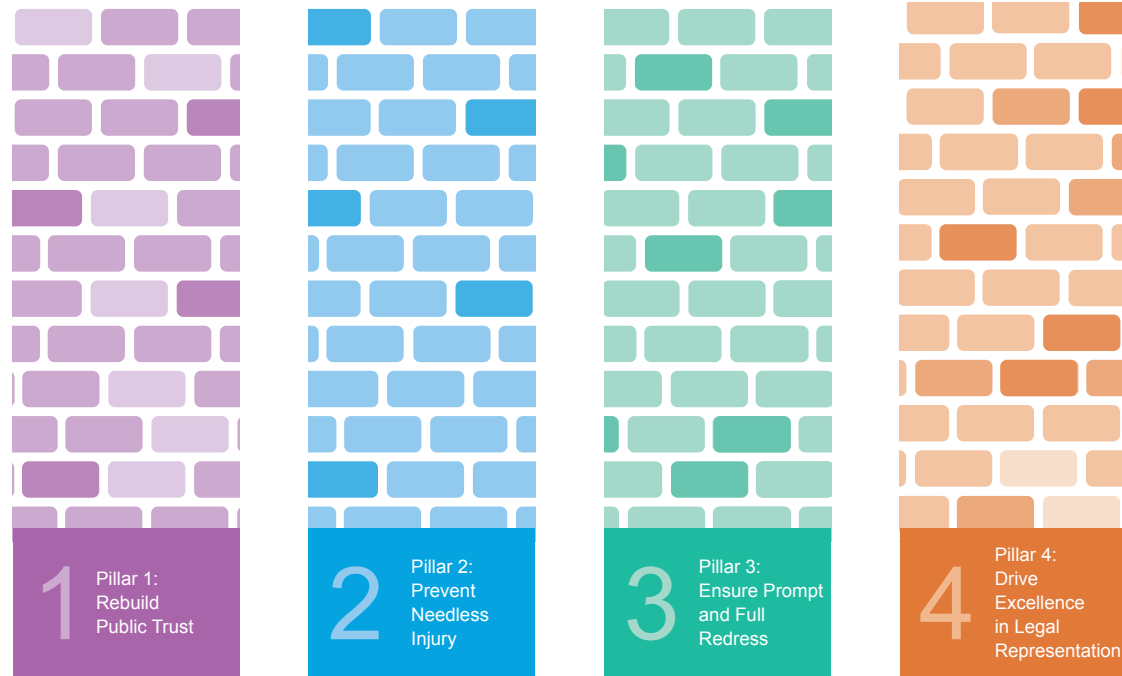
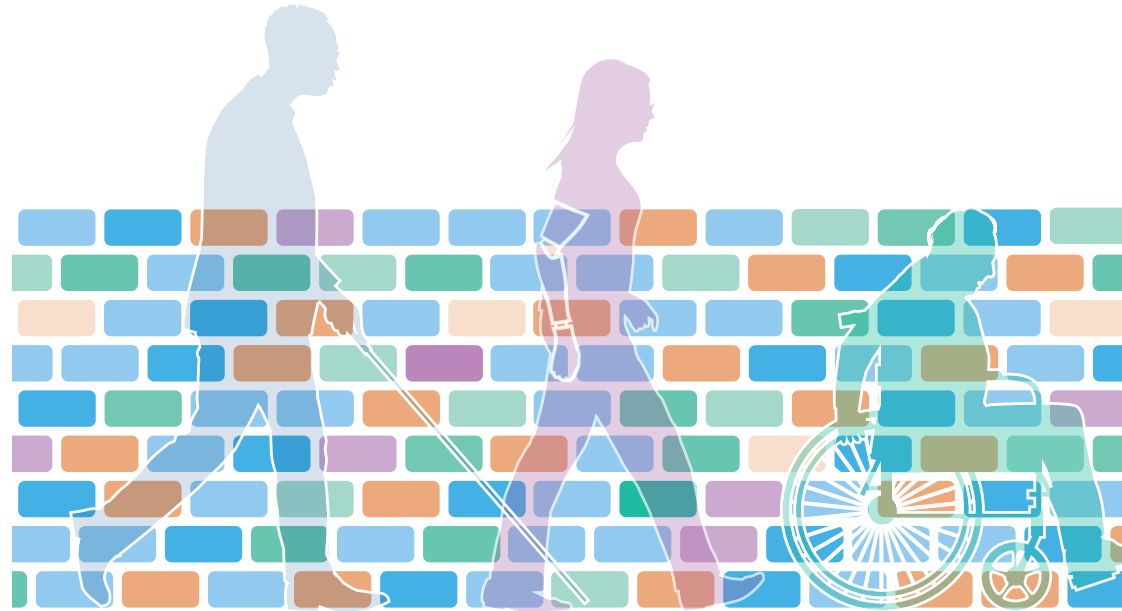
# Our Strategic Plan overview

## The Vision

A society without needless injury, but when people are injured they receive the justice they need to rebuild their lives.

## The Task

Our task is to deliver a brighter future for needlessly injured people by building our four new pillars of activity on the strong foundations of our organisation.



2020

2023



We are APIL, the voice of  
needlessly injured people  
In all we do we are committed  
to injured people



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## Welcome to our new strategic plan.

In creating this plan, we have tried to focus on the big challenges facing people injured due to the negligence of others as they try to rebuild their lives. We hope that it marks a new era, not just for APIL, but for the whole sector of personal injury law. We have learned from and built upon thirty years of successful campaigning as the organisation which united the claimant PI sector to share best practice, learn together and campaign effectively for the good of the millions of people injured needlessly every year.

This is not a long complex plan destined to gather dust on office shelves. This is a living document which will evolve through learning and review and which sets out a clear road map for how we will use our energy and resources to deliver maximum impact for our beneficiaries.

Our strategy does not focus on what we will do, but rather what impact our actions will have. We are ambitious in the changes we want to see in the world as a result of our work. We stand true to the objectives APIL has held for thirty years, but we have looked at the organisation with fresh eyes.



### objectives

#### **Our Articles of Association set the following objectives:**

- to promote full and just compensation for all types of personal injury
- to promote and develop expertise in the practice of personal injury law
- to promote wider redress for personal injury in the legal system
- to campaign for improvements in personal injury law
- to promote safety and alert the public to hazards wherever they arise
- to provide a communication network for our members

Many PI lawyers have practiced for several years in a hostile environment where misconceptions have been bred from misinformation and, in some cases, poor standards. This has led to deeply entrenched public views that too many claimants are fraudsters and too many PI lawyers are greedy ambulance chasers. A government focus on whiplash has undermined the work of the sector and public support. The 'compensation culture' has never really existed. It is a misconception.

Despite this our members have continued, day in and day out, to help millions of people get their lives back on track following an injury. They have fought for justice with their clients at the forefront of everything they do. And yet, public perceptions remain poor.

We want our members to feel proud of and be recognised for what they do for injured people and society.

As an organisation, APIL has always promoted the prevention of injury on the basis that prevention has to be better than cure. Despite the obviousness of this viewpoint, it remains the case that Government has failed to focus on prevention and instead been preoccupied with intervention based on the perception that fraud and legal fees are the problems they need to deal with. The focus should, of course, be on ensuring that needlessly injured people receive the compensation they need. The starting point is wrong and as a result the impact of regulatory intervention has generally been misguided, long-winded and racked full of unintended consequences for injured people.

The challenge of addressing these issues is significant and a long-term view and true grit determination is required to secure change.

**Mike Benner**  
Chief Executive

## Introduction - a fresh approach





## Our Impact Statement

By 2030 we want to see a significant reduction in needless injuries and a system which delivers full and prompt redress to enable needlessly injured people to rebuild their lives.

### Within the life of our plan our ambitions are:

1

Most people will recognise and value the contribution of PI lawyers in our society in rebuilding the lives of injured people

2

To stamp out misconceptions such as 'the compensation culture' and 'ambulance chasers' and build positive perceptions

3

There will be widespread support for a national strategy for injury prevention

4

The wellbeing of injured people will be at the centre of relevant government policy

5

APIL members will be recognised as providing the best in legal representation for needlessly injured people

6

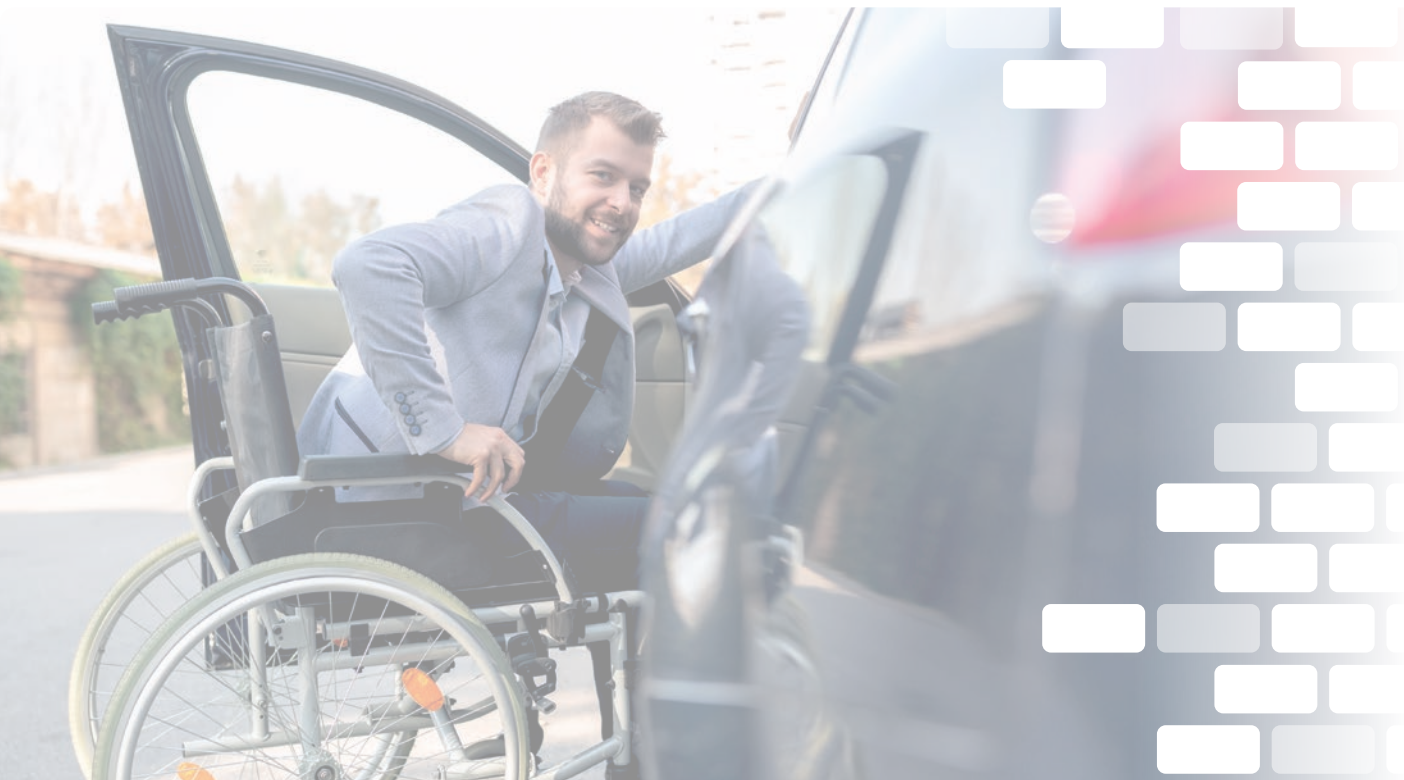
APIL will have the highest standards in governance and management

## What makes APIL unique

We want to build a larger and more diverse community of lawyers committed to injured people. We strive to do our best for our members so that they are happy, engaged advocates of our Association, committed to excellence through ongoing professional development.

APIL is unique as the majority of our members are lawyers, but our focus is on supporting needlessly injured people.

As a unique voice for injured people it is essential that, as the beneficiaries of our campaigning work, they have a say in what we do and how we do it. Therefore in 2021 we will bring forward a special resolution to enable laypersons to join the Executive Committee alongside lawyers.



## Our Strategic Model

### Our Strategic Model

Our approach is to recognise our long-term challenges and face up to them with a ten-year vision and mission supported by four key pillars of activity. Each pillar has a series of aims for the three years to 2023 at which time they will be reviewed and replaced by further aims. These three-year aims will be delivered by annual objectives which are in turn supported by detailed operational plans. The plan is supported by our 'strategic enablers' or the fifth pillar which sets out what we need to do to be successful in delivering our plan.

Like all good strategic plans, each strand of it is there because it will help deliver our mission and as such, the various elements, such as the four pillars are not mutually exclusive. Driving excellence in legal representation, for example, is an integral part of building stronger public trust. Likewise, attracting and retaining members helps ensure we have the people and resources we need to perform.

The APIL Executive Committee, our Board of Directors, will manage performance, evaluate and review through a new model of performance management. We will set the highest standards of governance and live by the Good Governance Code.

#### How our world is changing

We launch our plan while the covid -19 pandemic continues to grip the world. 2020 is likely to be one of the most extraordinary years in many of our lives and as such is likely to have an impact on how we work and plan for the future. It also creates an opportunity for a forward-looking organisation like APIL to drive change for the good of society and injured people. The renewed focus on public safety and public health creates the back-drop to secure changes to Government policy which might have seemed like wishful thinking only a few months ago. We will campaign to focus the Government's attention on preventing needless injury and put the needs of injured people high up the policy agenda. This marks a new start for intervention in our marketplace which has been plagued by misinformation and misconceptions.

#### 30 years of campaigning

APIL has been involved in almost every battle, if not all, on behalf of injured people and bereaved families for 30 years. Through relentless reforms, APIL has never backed down in doing what it can to give injured people a voice and protect their rights. The respect the organisation has cultivated for its measured approach has meant there has been representation of injured people through reforms from the abolition of legal aid to the introduction of MedCo. It also played a part in battling away three threats of an increase in the small claims court limit. In proactive campaigns, where the association wants to see reform, let it never be said that it is not tenacious. The level of bereavement damages in England and Wales has increased four times and APIL has been instrumental in pushing the Government for all the increases, as well as and achieving increases in Northern Ireland. As early as 1992 APIL has fought hard for regular reviews of the discount rate for personal injury claims across all UK jurisdictions, even issuing a judicial review against the Lord Chancellor in 2011 resulting in consultations and eventual reviews in 2019 and

2020. APIL's influence through its campaign on 'corporate killing' which led into the Corporate Manslaughter and Corporate Homicide Act 2007. In 2003, APIL worked on the Courts Act as it passed through the House of Lords, allowing courts to impose periodical payments. Previously, defendants had to agree, which they rarely did. After years and years of campaigning and consultation, the Government finally introduced a fund of last resort for mesothelioma claims, for those who cannot find their former employers' insurers. APIL has a zero-tolerance approach to any reports which imply the so-called "compensation culture" is anything other than a myth and is quick to correct them. An analysis by APIL has found an 85 per cent reduction in references in the press since 2009. A round up of APIL's work over the last 30 years would not be complete without mention of its accreditation scheme through which APIL has driven professional excellence and commitment to ongoing learning. The quality mark enables injured people to identify personal injury specialists with the experience and expertise they need.





## Purpose

We are clear about our purpose and our place in the world and this is reflected in our vision and mission statements.

### Our Ten Year Vision

Our vision is of a society without needless injury, but when people are injured they receive the justice they need to rebuild their lives.

### Our Ten Year Mission

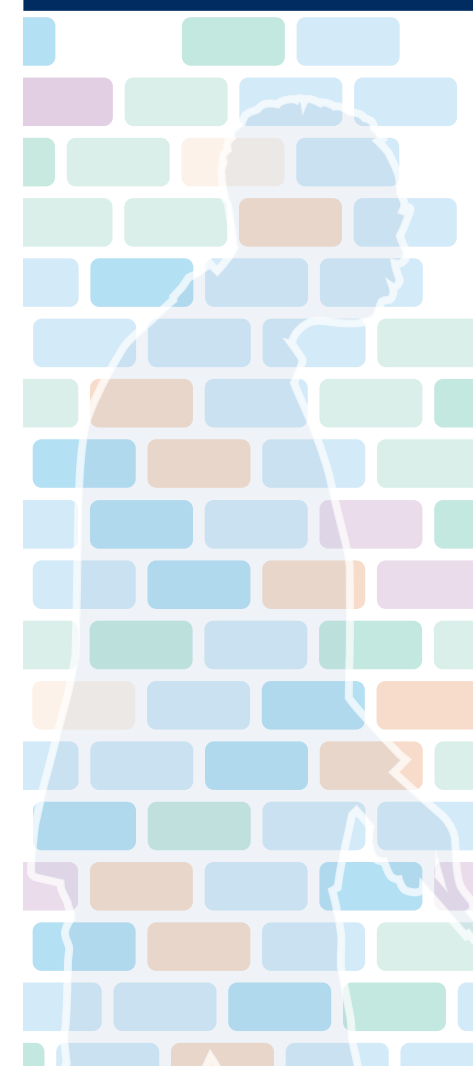
We aim to lead the way as the trusted voice of all needlessly injured people by:

- Driving excellence in legal representation
- Campaigning to ensure prompt and full redress
- Working to prevent injury caused by the negligence of others

### Four pillars of activity



## Purpose



## Pillar 1 - Rebuild Public Trust

### Pillar 1: Rebuild Public Trust

Misconceptions about the role and contribution of personal injury lawyers have resulted in low public trust and confidence in the sector. This poor public perception has fuelled misguided Government intervention to the detriment of genuinely injured people and the lawyers which support them, weakening access to justice without delivering meaningful gains for consumers such as lower insurance premiums. The result has led to knee-jerk Government policy being shaped by populist, uninformed and prejudicial views. Even the image of claimants themselves has been damaged by the view that fraudulent claims increase insurance premiums. Too many injured people have felt ashamed to make a claim at a time when they needed help to recover from an injury.

“The ‘compensation culture’  
has never really existed.  
It is a misconception.”

#### Aim 1a

##### LAUNCH A LONG-TERM CAMPAIGN TO REBUILD PUBLIC TRUST

We will deliver a hard-hitting sustainable campaigning programme to unite the sector to stamp out misconceptions and rebuild trust, belief and confidence in PI law. We will engage with and build the support of stakeholders and provide the tools they need to back the campaign.

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Secure firm-level support for APIL's strategy for the sector
- Develop and build backing and practical support at firm level for a generic integrated campaign to rebuild public trust in PI law
- Secure support for the campaign amongst the wider sector



**Aim 1b**

PROMOTE OUR MEMBERS AS EXPERTS AT THE CENTRE OF SUCCESSFUL RECOVERY

We will engage with members and their firms to share stories and case studies of their work to promote our public trust campaign.

**objectives**

**A taste of the objectives we will work towards in 2020-21**

- Develop a plan to proactively champion our members and promote positively their contribution to society
- Promote a holistic approach to rehabilitation with PI lawyers at the centre
- Encourage members to focus on rehabilitation as well as compensation
- Work to encourage charity engagement by APIL members
- Scope a new awards programme to celebrate the contribution of our members to rebuilding the lives of injured people
- Develop an on-line resource to direct injured people and their families to a wide range of non-legal resources

**Aim 1c**

BE THE MOST POWERFUL AND INFLUENTIAL VOICE FOR INJURED PEOPLE IN ALL ARENAS

Our strategy will provide the values and confidence to speak out for injured people, call out bad behaviour in our sector and be at the forefront of representation at all levels.

**objectives**

**A taste of the objectives we will work towards in 2020-21**

- Engage with members and their firms to provide stories and information for APIL to promote
- Position APIL as the 'trusted and independent organisation committed to injured people'
- Continue to stamp out myths about the 'compensation culture' to help ensure people have a balanced view based on facts
- Devise a campaign to ban cold calling for PI claims
- Put in place an initiative to identify forthcoming issues facing the PI sector

**success**

**What success might look like by 2023**

We will have:

- Launched the first phase of a hard-hitting and effective campaign
- United the sector in changing public perceptions
- Built positive press and social media
- Built strong support to ban cold calling
- Built widespread support from legal firms and the wider sector
- APIL's public profile will increase and be positively received
- More people will have improved perceptions of PI lawyers
- A significant number of people will be aware of our campaign



## Pillar 2 - Prevent Needless Injury

### Pillar 2: Prevent Needless Injury

Despite progress in the prevention of needless injury in the UK, our view is that more could be done by prioritising injury prevention through a renewed focus on public health. Injury prevention policy is far-reaching and there are many stakeholders. APIL's specific interest is in stamping out needless injury, i.e. injury caused by the negligence of others. We will champion this aspect of injury prevention and work with others towards a cross-sector national strategy to improve upon the current disjointed approach.

#### Aim 2a

LEAD THE SECTOR TOWARDS A NATIONAL STRATEGY FOR THE PREVENTION OF INJURY

#### Aim 2b

BUILD PUBLIC SUPPORT AND AWARENESS TO PREVENT NEEDLESS INJURY

We believe that public support for a safer society will be higher than ever before.

#### objectives

**A taste of the objectives we will work towards in 2020-21**

- Investigate, develop and build stakeholder support for a national strategy to reduce needless injury in the workplace, hospitals and on the roads
- Build the profile on Injury Prevention Week
- Position APIL as a credible voice for injury prevention

#### success

**What success might look like by 2023**

- Developed partnerships with a range of key stakeholders towards a national strategy
- Increased public support for a greater focus on the prevention of needless injury





## Pillar 3: Ensure Prompt and Full Redress

APIL campaigns effectively through evidence-based, policy-driven submissions and public affairs activity taking both reactive and proactive stances as necessary. We will always identify and respond to arising threats and opportunities but we will also proactively focus on major campaigns such as bereavement damages, asbestos-related diseases while also making our views known on issues such as reforms to the small claims track limit, the discount rate and future costs reforms.

### Aim 3a

ADVANCE THE RIGHTS OF, AND ACCESS TO JUSTICE FOR, INJURED PEOPLE

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Minimise the negative impact on injured people of increases to the small claims track limit
- Develop a plan to maximise recent legal and political developments for the benefit of bereaved families
- Influence the setting of the discount rate across all domestic jurisdictions
- Identify and respond to arising threats to the rights of injured people
- Campaign to ensure insurance is fit for purpose in helping injured people obtain redress
- Campaign for full and proper redress for asbestos-related diseases
- Minimise any negative impact on injured people of future costs reforms (inc fixed costs for clinical negligence; a scheme for birth injuries; compensation for historical child abuse)

### Aim 3b

DRIVE IMPROVEMENTS TO THE REHABILITATION OF INJURED PEOPLE

Our members are often at the centre of successful rehabilitation for injured people and we will draw on their experiences to build a more cohesive approach.

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Build partnerships with the wider rehabilitation sector
- Promote the Serious Injury Guide
- Review the Rehabilitation Guide



#### success

##### What success might look like by 2023

- We will have:
- Minimised the damaging impact of increases to the small claims track limit
  - Built support for reform of bereavement damages
  - Positively influenced the discount rate in the UK
  - Built strong support for full redress for victims of asbestos-related diseases
  - Minimised negative impact of future costs reforms

## Pillar 3 - Ensure Prompt and Full Redress

## Pillar 4 - Drive Excellence in Legal Representation

### Pillar 4: Drive Excellence in Legal Representation

APIL is a diverse community of PI lawyers committed to injured people. We want our members to be recognised as providing the best in legal representation for needlessly injured people. We acknowledge that the sector has at times been beset with problems due to the inappropriate behaviour of some operators and that this has impacted on the reputation of PI lawyers across the board.

Not only do we want to have the very best people with the highest standards in our organisation, we also want to attract a diverse range of members at different stages of their lives and professional development. We want to provide a community where members can thrive through networking, engagement and the very best training. We want to build a larger and more diverse community of people committed to injured people.

Our membership vision is to for all our members to be happy and engaged advocates for our Association. For this reason, our strategic focus is on developing the membership experience to bring the very best benefits for all our members and a journey of engagement to help them in their careers.

When things do go wrong, we will act to ensure our strict Code of Conduct and Consumer Charter are upheld. In so doing, we will ensure that injured people always get the very best service from APIL members.



‘Our membership vision is for all members to be happy and engaged advocates for our Association’

#### Aim 4a

GROW OUR MEMBERSHIP AND SUPPORTER BASE

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Deliver the best membership experience
- Increase engagement with our members
- Review our membership offer and benefits and re-launch
- Review the associate member category
- Scope the development of a new supporter category to widen our appeal to stakeholders
- Increase expert witness support through associate membership
- Develop a targeted benefits suite for barristers
- Secure support and commitment at firm level
- Ensure members have access to the support they need

## Aim 4b

### BUILD OUR DELIVERY OF MARKET-LEADING TRAINING

Our members are often at the centre of successful rehabilitation for injured people and we will draw on their experiences to build a more cohesive approach

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Develop and increase APIL's webinar offering
- Review our costs to ensure we can offer the right courses at the right price
- Develop training programme for students and paralegals
- Launch a training offer for lawyers to increase understanding of the needs of injured people and the management of the rehabilitation process
- Improve the accessibility to our training without reducing our income
- Keep our members informed of emerging trends in personal injury

## Aim 4c

### ENSURE HIGH STANDARDS IN LEGAL REPRESENTATION

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Uphold APIL's Code of Conduct and Consumer Charter
- Promote effectively the APIL Code of Conduct

## Aim 4d

### PROMOTE AND DEVELOP OUR ACCREDITATION PROGRAMME

#### objectives

##### A taste of the objectives we will work towards in 2020-21

- Promote the public enquiries line as trusted and independent
- Develop a plan to increase the use of the public enquiries service, engaging with other stakeholders
- Consider the development of additional specialist quality marks
- Liaise with members in Scotland and Northern Ireland to complete the standards for other jurisdictions
- Promote rehabilitation in our accreditation schemes

#### success

##### What success might look like by 2023

We will have:

- Increased significantly the public recognition of APIL members as providing the best in legal representation
- We will have increased the number of members and the percentage of members compared with those eligible to join to create a larger and more diverse community
- We will have expanded and increased significantly our associate membership
- All our members will feel happy and engaged with APIL
- Built upon our programme of training as the market leader
- Increased the percentage of members who are accredited

## Pillar 4 - Drive Excellence in Legal Representation

## How we will deliver our strategy

### Our enabling objectives

APIL's previous successes, its diverse portfolio of income generating activities, its engagement with members, group and committee structure and a committed team of professional experts ensures we have the foundations required to succeed in our ambitious plans.

2020 has brought new challenges to our sector and organisation which will require careful management to ensure we can keep our plan on track.

To deliver our challenging plans we will:

- Improve our effectiveness
- Deliver financial sustainability
- Value and develop our people

#### Our critical success factors

What do we have to get right to deliver our ambitious strategy?

We must:

1. Measure public perceptions reliably
2. Engage the long-term support of firms of all sizes
3. Engage our members in our activities and campaigns
4. Ensure our financial viability
5. Maintain our management expertise
6. Have effective communications and marketing plans
7. Secure wider sector engagement on injury prevention
8. Improve our identity as an organisation committed to injured people
9. Ensure effective reputation management
10. Recruit more members

#### 1. IMPROVE OUR EFFECTIVENESS

We will:

- Build partnerships that add value
- Manage organisational performance
- Engage firms in our strategy delivery
- Improve and review our governance
- Ensure effective communication
- Be the leading research body in personal injury
- Be proactive in policy development
- Be dynamic, consistent and effective in our communications
- Campaign effectively in all jurisdictions
- Understand and adapt to our market
- Ensure APIL is represented on key committees and groups

#### 2. DELIVER FINANCIAL SUSTAINABILITY

We will:

- Develop additional sources of profitable income
- Manage our reserves
- Invest responsibly in our strategy

##### Managing the money

“We have introduced a reserves policy to ensure we have an appropriate operational reserve and a process in place to invest other funds in our campaigning activity.”

#### 3. VALUE AND DEVELOP OUR PEOPLE

We will:

- Ensure ownership of staff values and strategy
- Retain and attract the best staff
- Manage performance and development of staff, officers and Executive Committee members
- Ensure injured people are represented in our decision making
- Promote diversity in our organisation





### Including consumers in our decision-making

In 2021 we will bring forward proposals to amend our Articles of Association to enable laypersons to sit alongside our lawyer members on the Executive Committee, our Board of Directors.

This is to ensure that people with direct experience of dealing with injury due to negligence and the impact it can have on peoples' lives will be represented at Board level to add to our credibility as the 'voice of injured people'

### Promoting diversity

We are a diverse community, but we must do more to ensure that we champion diversity at all levels of APIL. In September 2020 we formed a Diversity Sub-Group to review our approach and recommend a policy and positive plan of delivery to the Executive Committee

### Our People Values

The partnership between our committed and highly experienced staff team and our active members is the lifeblood of our organisation. We work effectively together, for example, in developing policy, training programmes, networking, events and research.

Our staff live by our values which were devised by the team in 2020.

- We support and help each other
- We take time to get to know each other
- We prefer to talk...
- We aim to share our learning experiences
- We are part of a single community
- We accept joint responsibility
- We respect each other
- We work through challenging issues before they become problems
- We understand APIL's purpose
- We value each other's contribution

### The highest standards in governance and management

APIL has adopted the Code of Good Governance to provide a framework beneath our Articles of Association and ensure we are committed to strong governance. The Code has six principles; organisational purpose, leadership, integrity, decision making, risk and control, Board effectiveness and diversity. An action plan is in place to deliver each principle.

To ensure we manage performance towards our plan we have introduced a detailed performance management model to enable senior staff and the Executive to track progress and provide support and advice as required.

How we will deliver our strategy

## A word from our President

### And finally... a word from our President, Sam Elsby

'It feels very appropriate that in our thirtieth year, with a strong history behind us, we launch this plan to re-energise our Association and set its vision and strategy for the coming years. I hope you will welcome our steps to face up to big challenges while also being realistic about what we can achieve. Likewise we remain committed to delivering the best services for our members. On big issues such as rebuilding public trust and securing a national strategy for injury prevention, APIL can only lead, facilitate and encourage. We need to pool our resources as a sector, build common purpose and work together to get the best outcomes for injured people.

I hope you will join us on this journey.'

## Have your say

We hope you enjoyed reading our plan and feel inspired by it. If you would like to share your views, make suggestions or anything else please send an email to [chief.exec@apil.org.uk](mailto:chief.exec@apil.org.uk). For more information about our activities please visit [apil.org.uk](http://apil.org.uk).

Published by APIL,  
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APIL is a not for profit campaign group,  
dedicated to securing justice for injured people



Have your say





Building a  
Brighter Future  
for Injured People