

REVIEW OF THE INSTITUTE OF ADVANCED
LEGAL STUDIES

May 2012

REVIEW OF THE INSTITUTE OF ADVANCED LEGAL STUDIES – MAY 2012

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1 Introduction and Background

The Institute of Advanced Legal Studies (IALS) is one of ten institutes that make up the School of Advanced Study. In May 2003 (confirmed in July 2006) the School Directorate set in place a rolling programme of institute reviews to serve the dual purpose of ensuring periodic scrutiny of the institutes' progress and activities and of providing an element of peer review which might replace the publicly recognised ratings of the Research Assessment Exercise (now the Research Excellence Framework). This review is the first since the review in 2005 chaired by Professor William Twining.

1.1 Terms of Reference

The School has generic terms of reference which are tailored to each individual review. The terms of reference for the review of the Institute of Advanced Legal Studies were as follows:

1. To review and report to the Dean and Chief Executive and through him/her to the School Board on:
 - A. The Institute's self-assessment of its achievements since 2005 and its academic and financial plans until 2012-13;
 - B. The work and objectives of the Institute in relation to:
 - (a) The national and international research promotion and facilitation role.
 - (b) The role of the Institute Library for research promotion and facilitation.
 - (c) The teaching activities of the Institute.
 - (d) Research grants, research students and quality/impact of research outputs.
 - (e) The balance of research promotion and facilitation, research and teaching activities of the Institute.
 - (f) The management of HEFCE Special Funding and other financial resources.
 - (g) The Institute's organisational structure including staffing.
 - (h) Opportunities for collaboration with other Institutes in the School.
 - (i) Trends and opportunities in the external environment.
2. To make recommendations on the organisation, activities and future strategic direction of the Institute, and the sustainability of its financial plans.

2 Format of the Review

The review of IALS was carried out by a panel consisting of:

Professor Martin Partington CBE, QC (Chair)(Emeritus Professor, University of Bristol)
Professor Martin Loughlin, (Head, Department of Law, LSE)
Professor Robert Bradgate, (Emeritus Professor, University of Sheffield)
Professor Warwick Gould, (Director of Institute of English Studies, School of Advanced Study)
Mr Murray Rosen, QC
Mrs Sarah Allan, Dean's Office, School of Advanced Study (Secretary)

The documentation listed in Appendix A was available to the Panel. The review also sought written evidence about the Institute and the Library from consultees listed in Appendix E.

The Panel met on two occasions.

On February 28 2012 the Panel met to discuss the terms of reference and approaches to the review and received a presentation on the Self Evaluation Document from the Director of the Institute, Professor Avrom Sherr and the Librarian and Associate Director, Mr Jules Winterton.

On April 25 2012, the Panel had a tour of the Institute and met with representatives of taught masters students, research students, library staff and academic staff.

This report was finalised and agreed on May 30 2012

3 The Institute's Self Evaluation Document (SED)

The Institute prepared a comprehensive SED. This demonstrated to the Panel that both the Institute and the Library are fulfilling their mission to provide research promotion and facilitation in law for national and international scholars and researchers.

From the SED, the Panel particularly noted the following points:

- The work of IALS is greatly facilitated by its purpose-built accommodation. This will be significantly enhanced by the refurbishment programme planned for the next few years.
- The Institute and Library are national, indeed international, resources. The library is acknowledged as the *de facto* national legal research library and has a formal agreement with the British Library recognising its national role; the Institute attracts researchers from the UK and around the world.
- The library has done pioneering work in the application of information technology to legal information. It has developed major gateways and databases that are freely available nationally and internationally.
- The numbers of people using the library increase year on year, with an average of 400 physical visits each day. It receives many millions of 'hits' on its on-line services annually. The quality of the library service is measured annually by a reader satisfaction survey that has consistently high ratings.
- The research training programme is growing. Over 1,200 attended sessions in 2010-11. IALS also host national training days.
- A series of 'roadshows' were undertaken in 2010-11 to nine UK universities. These showcased the services that IALS offers to research students, supervisors, faculty staff and potential masters students. This was an important part of fulfilling the national mission, demonstrating to institutions outside London that the electronic services provided by IALS are available to all.

- Fellowships are very important to IALS. They add to the staff who are available to teach and help to build the collegiality of the Institute. In 2011-12 there are 23 Associate Research Fellows, 23 Senior Associate Research Fellows and 18 Visiting Fellows.
- The events programme is very successful. 68 events were held in 2010-11 with almost 4,000 people attending.
- There are 71 students on taught masters programmes which offer innovative and interdisciplinary subjects which are not on offer elsewhere in the UK. IALS is proud of the fact that it can offer such 'niche' subjects and provide courses that are described as "bridging the gap between academe and the professions thus offering distinct added value to the wider national legal community".
- Research has been undertaken in the areas of human rights in HIV and AIDS, international financial regulation, international taxation law and practice, on-line dispute resolution, legislative drafting and law reform, European criminal law, professional competence in the legal profession and the delivery of legal services, the future of law in an age of austerity and change in professional legal education and training.

In addition to the points listed in the SED, the Panel was also given plans for a new academic centre, to be established in the Institute. The Centre (as yet without a name) would research, promote and develop concepts of legal information in the digital age including: the changing nature of the philosophy of knowledge in legal information; legal publishing; digital information, access to legal information; research skills training; information law; research services; as well as the training and support of law librarianship activity. The plans draw on the strengths of IALS library as an integral part of the Institute under Institute management and are facilitated by the withdrawal of University proposals to 'converge' IALS library further with Senate House Libraries. Work already being carried out by the IALS staff in the Library through book authorship; publication of digital information, research projects, research training, professional training, information sharing and sharing law related skills have an academic underpinning and overarching theme which would justify being an academic centre. The focus is also to change the image of the function of the IALS Library from being only a "service centre" into the recognition of an academic sub discipline of legal information for the "Wikipedia generation". The Centre would take part in training PhD students, and could in time offer diploma and masters programmes.

The issues which the Panel thought it should particularly address were:

- The place of the Library in the national and international legal world
- The Institute's teaching and research activities
- The physical state of the IALS building
- The funding of IALS
- The future plans for the IALS

4 The Library

The Panel agreed that the Library is an integral part of the Institute. It concurs with an earlier report which found the library to be the 'jewel in the crown' of the Institute. Many projects, particularly those relating to the digitisation of legal materials and making it available to researchers throughout the world, have come on-stream and flourished since the last review. This is due to the expertise of the library staff who are all professional legal librarians and highly technically proficient. There is a depth of information technology expertise within the library which means that the Institute is not dependent on the University of London Computer Centre (ULCC).

4.1 Feedback from Library Staff Interviews

As part of the review the Panel met with a group of the Library staff to seek their views on how they saw the Library and their own roles within it. All the staff had a strong sense of loyalty to the Library and to IALS as a whole. They were very enthusiastic about their work. When asked what they would change if they could, the following suggestions were made:

- Increase on-line training provision for UK academics
- Develop law librarianship as a post-graduate qualification
- Refurbish carrels to attract visiting fellows, particularly from US where standards are high
- Provide group study rooms which is often mentioned in reader feedback
- Provide more study spaces – at certain times of the year there is not enough room. (The planned refurbishment will address some of these aspirations)
- Investment in technology to allow the recording of events.
- Collection development. With budgets reducing, they would like to increase electronic resources (which would be helped by the relaxation of publishers' licensing tariffs). However, the print collection is still felt to be important and should be a national resource that other institutions can rely on.

The staff felt that the main barrier to being able to achieve the improvements they would like to see is lack of time due to vacant posts not being filled coupled with a decrease in funding over the past five years.

There are good relationships with the law librarians at the London colleges (several of whom are alumni of their graduate training scheme) and a formal meeting is held annually. They felt that the 'roadshows' held last year had been very successful and although they had needed a lot of time and preparation had produced increased reader registrations and use of services.

Staff particularly enjoyed providing research assistance to students, offering one to one appointments and taking a full part in the research training programme. The development of on-line training would be welcomed as a way of generating income and there are plans to work with colleagues in the Institute of Historical Research who have experience in this field. Improvements in audio-visual provision would be welcomed.

They also thought it important that there were active researchers working in the institute. This enabled library staff better to understand the needs of researchers which in turn helped them develop services that could be used in the wider legal research community.

The Panel were concerned that the staff felt constrained by workload and lack of time to pursue new initiatives. This was discussed with Mr Winterton who explained that much had already been done in terms of re-organisation and the automation of routine tasks in order to try and generate the capacity for new developments. Unfortunately in the present financial climate it was unlikely that more staff could be employed.

Discussion with teaching staff confirmed the view that a proactive library is needed by the Institute. The close linking of practice and education was felt to be very important to IALS, with the library being part of the wider mission of the institute. The role of the library as a hub for City law firms was also felt to be important.

5 The teaching activities of the Institute: taught masters' programmes

The teaching activities of the Institute fall under two broad headings: post-graduate taught courses, and teaching for the Ph.D. These activities were of interest to the Panel as the tuition fees received from them are a major source of income for the Institute. The Panel wanted to examine the role of teaching staff, given that the Institute had a small FT staff comprising only three people. They wanted to hear the experience of students in terms of teaching, monitoring and assessment and how academic quality is maintained across the courses.

The IALS offers three taught masters programmes:

- LLM Advanced Legislative Studies
- LLM International Corporate Governance, Financial Regulation and Economic Law
- MA in Taxation (Law, Administration and Practice)

Each course has a designated course director with other teaching staff employed on a consultancy/contract basis. The course directors for the International Governance LLM and Taxation MA also have appointments in other institutions. The teaching staff is made up of a mixture of academic staff and practitioners.

The LLM in Advanced Legislative Studies is a well known and highly regarded programme that attracts high quality students from around the world. If not unique, it is certainly one of only a tiny number of courses available throughout the world on the art and science of legislative drafting. The Panel had no concerns with this programme.

The Panel had some concerns that the LLM in Corporate Governance might be seen as being in direct competition with the London colleges. The Institute felt that this was not the case as the students attracted to IALS were often of a different level from those taught in the colleges. Furthermore, many came to study from overseas, from countries where corruption is common. The course gave them the knowledge and skills to take back and apply them to improving legal transparency in their home countries. Many students were experienced practitioners in their own countries, where a legal degree was not necessarily required in the first instance. The Institute argued that this course was filling a 'niche' that is needed and would not wish to withdraw from providing such opportunities.

The MA in Taxation is a newer course. It was designed to give those working in financial businesses, but who were not necessarily lawyers, a better understanding of the legal contexts in which they were working.

5.1 Feedback from Taught Student Interviews

The Panel conducted interviews with representatives from the taught masters' programmes (regrettably no one from the MA in Taxation was able to attend). The Panel wanted to know how they had come to choose IALS for their studies, their satisfaction with their courses, levels of support and monitoring and what they might change.

- The students explained that they had chosen IALS because it is known as centre of excellence for legislative study.
- They felt that nowhere else in the UK has courses on the practice and science of drafting.
- The courses were supplying them with a good blend of legal and business knowledge.
- Their course choices had often been based on career opportunities.
- Overall they were very happy with the quality of instruction and felt there were good opportunities for personal and professional development.

- One student who had not studied law before and had ambitions to work in banking (and who knew of one other who had not studied law previously) felt that the students were given a thorough grounding in financial aspects of law.

The Panel asked the students if they felt that the balance of full-time to part-time teachers gave them a sufficient level of academic support in their studies. Overall they felt the balance was acceptable and fair. On one occasion a subject had had to be condensed from two weeks into one due to the lack of availability of the teacher. Although this had been stressful it had also been felt to be a good intensive way to study. They felt there was a good balance between practitioners and academics. It was felt to be an advantage having out-sourced staff who bring a fresh perspective.

The students did not report any difficulties with contacting staff who were considered willing to give extra time and were always available via email to answer queries or give extra time after lectures.

When asked if there was anything they would like to change about their courses the students raised a few concerns.

- Lack of elective modules which had been expected from the literature received. They had expected to be able to choose from 4 but in fact there was none.
- Practitioner lecturers were sometimes felt to not be open to students' views, when the students may have considerable working experience in the subject area under discussion.
- Feedback on assessments should be faster, especially early in the course. There are no set dates for return of assessments which usually take 4-5 weeks.
- More guidelines about where to start research on essay topics.

The Panel felt that these were not uncommon concerns amongst students of most institutions but raised them with the academic staff (see below).

The students were not aware of specific advisors for academic matters, but they do have a supervisor for the dissertation element. The dissertation title is given rather than chosen by the students. Pastoral responsibility is not made explicit although the course director is usually available for students who get into difficulties.

All students would recommend studying at IALS to others.

5.2 Feedback from staff interviews

The Panel asked whether, with such a small core full-time staff, staff should be concentrating on research rather than teaching as well. The staff felt that IALS' courses were niche offerings that could not be filled by other teaching departments (particularly drafting) in the London colleges. Having a resource like the library also added value.

It was felt that other colleges' LLM courses were for larger groups and that IALS students, having often been in full-time employment in the field, made them different from other students. The taught masters' courses were often taken by students who then went on to undertake doctoral studies in the Institute.

The Panel were concerned that admission standards should be maintained and were surprised that some students were admitted with no previous undergraduate experience of law. The Institute felt that this reflected the interdisciplinarity of their course offer and their approach to education. The Institute was willing to consider students that other colleges would not consider admitting. For the ALS course many

students were mature students and had worked as professional drafters, often in other countries where a law degree was not always needed to be a drafter. The taxation course had been deliberately designed as an MA course rather than an LLM to make it possible for students from other disciplines to study it.

The Panel asked the staff about the students' concern regarding the lack of elective modules. The course director explained that it is hoped to offer four modules each year but this is not always possible due to lack of staff. This is made clear in course materials which the students received at the beginning of the academic year.

With only three full time staff members (Profs Sherr, Xanthaki and Dr Stefanou) and with two courses being run with no full-time member of staff, the Panel asked if this was felt to be a problem and what issues and challenges this might raise. This was actually felt by staff to be an advantage, adding flexibility and access to expertise that students might not otherwise have and was a contributing factor to the uniqueness of the IALS' experience. Prof Bagheri (corporate governance) explained that as the person responsible for teaching he sources staff and allocates them to course elements. Associate fellows are also available. As far as academic and pastoral guidance is concerned he takes responsibility for the students with Prof Sherr as backup if things were to go awry but this had not occurred.

The Panel was interested to know what quality assurances were offered to students. Prof Sherr explained that the School had been audited by the QAA recently and the report had not found standards to be lacking. There is a student administrator based in the institute who is constantly available to students. Prof Xanthaki sits on the Academic Quality and Standards Committee of the School. The student/staff liaison committee meets once per term and the SAS union can feed comments into the AQSC. Evaluation forms are completed at the end of each programme which go to the Director who reports to the AQSC. The Dean would be involved in any cases of serious complaint. Completion rates for taught courses are attached as Appendix D.

6 The teaching activities of the Institute: research students

According to the SED, there are currently 45 PhD students studying a variety of topics. Only around 15 of these are currently working full time for a research degree. There are 11 first year students, 13 second year students, 14 third year students and 7 students writing up.

The Panel was impressed with the extent of the specialist research training offered to its Ph D students, in particular the course devised and delivered by Prof Lisa Webley. They were also impressed with the considerable assistance provided by the library staff.

Due to the high numbers of PhD students the Panel asked for completion rates for PhD students. These show that over the last ten years an average of 91.8% of research students have completed their degrees. Percentage completion rates vary from 85% to 98%. Completion rates since the last review in 2005 have been less stable, with an average completion rate of 89.6%. In the last academic year (2010-11) the rate dropped by 10% from the previous year to be 86%. However, as there are only 5-6 students likely to complete in each year, the smallest fluctuation in actual numbers would produce a large fluctuation in percentage. The numbers therefore need to be looked at over time.

The Panel noted that there is a ten year rule even for part-time students. The fact that many students are funded by their governments helped to keep completion rates high.

6.1 Feedback from PhD Student Interviews

PhD students had also chosen to study at IALS due to its reputation or to find a specific supervisor for their theses. One student, who had studied in Pakistan originally, had contacted an Australian university who had recommended IALS, specifically Prof Helen Xanthaki. Another student had studied in Paris and Dublin and had heard about IALS through BIICL. The Panel felt that provided evidence of the international reputation of the Institute.

The students appreciated the regular research training they received through IALS for subject specific training and SAS for general training. They also participated in a lecture series where students present their research and methodology.

Students felt welcome at events held at IALS, for which there was no charge, which was felt to be of benefit to their studies.

Students did not have any issues regarding their supervision, and although there are no second supervisors to cover for absent staff, they told the Panel that email contact can usually be maintained. One student's supervisor had left IALS but had been replaced. Where supervisors are from outside of the institute Professor Sherr acts as the supervisor of record and is available for dealing with any difficulties.

The students have created a doctoral community and have an office and monthly meetings mainly involving the 12-15 full time students. These include a Research Seminar Programme at which they present papers to each other on their work in progress.

The students highlighted two areas of concern when asked what they would change about their experience at IALS.

- Lack of financial support for conference attendance (although this is being developed). Other universities give funding to their students, to enable them to go to those conferences which give opportunities to present their ideas.
- Later opening of the library at weekends and Bank Holidays would be welcomed, in particular by overseas students who have come to study in London. This also will be the case from the next academic year.
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6.2 Feedback from Academic Staff Interviews

The staff confirmed that the PhD training programme is run in conjunction with the library and teaches specialist legal research methods. There is cross-over between the library and the institute in this provision which illustrates the symbiotic nature of their relationship. As the academic staff need the library's facilities, so the library staff are academic law librarians and need academic legal researchers to promote and facilitate their skills.

7 Financial management and sustainability

Reports on the accounts of the Institute and Library are attached as Appendix C.

The panel were happy that IALS is run with financial responsibility but took on board the Institute's concerns regarding the volatility of the School's Resource Allocation Model (RAM) funding model and the effect this has on strategic planning. However, IALS had recently been successful in obtaining funding from the RAM which has increased by 20% from 2011-12 to give £488,880 for 2012-13.

It was understood that the Institute feels little incentive to build up its Reserves, as any operating surpluses are held by the University on the Institute's behalf. Existing Institute Reserves (i.e., those accumulated beyond the standard requirement of Income & Expenditure Reserves), are not freely available for use by the Institute for the purpose of strategic development, but may only be used for highly specific purposes, subject to School (and University?) approval. This makes forward investment planning, balancing perturbations caused by the RAM, and the handling of grants, and even recurrent external income, very difficult. Long-term initiatives that could generate investment—an alumni fund-raising programme for example—become difficult to envisage when it is perceived that the University does not allow the Institute (the focus of alumni loyalty) to utilise the Reserves which they have accumulated from their individual activities.

8 Feedback from External Consultation

The Panel sought external comments about the Institute from a wide range of stakeholders. Letters were sent on behalf of the Panel to the Heads of the London law schools (including those law schools which were not part of the University of London). Letters were also sent to other academic and professional representative organisations (for list please see Appendix E).

The Panel received a small number of responses; from City University, University College, King's College and Queen Mary.

The smallness of the number of responses makes it hard to judge the extent to which the points made are representative of the legal research community taken as a whole. From the responses, the following points could be drawn:

1. The core business of the Institute was perceived to be research promotion, in particular through the resource represented by the library. The maintenance and development of the library resource was regarded as vital.
2. The work of the library in supporting LLM students attached to the other London colleges was praised.
3. The wide range of events and seminars promoted by the Institute was also praised.
4. Research undertaken by Institute academic staff, although of value, was not seen as a central activity.
5. Respondents thought that the Institute's teaching programme should be seen as a subsidiary activity.
6. One response expressed the view that income generation from the renting out of rooms to the colleges was not seen as being central to its role in the legal academy. On the other hand, another thought the provision of teaching and study space for post graduate students was part of its core mission.
7. The respondents were happy that the Institute was well run and managed.

All these matters were taken into account by the Panel.

9 Conclusions and Recommendations

The issues which the Panel thought at the outset it should particularly address were:

- The place of the Library in the national and international legal world
- The Institute's teaching and research activities
- The physical state of the IALS building
- The funding of IALS
- The future plans for the IALS

These issues were reflected in the discussion held by the Panel with staff and students and in the responses from consultees.

Our conclusions and recommendations are as follows:

1. The Panel noted that the main mission of the School is to utilise its HEFCE special funding to provide research facilitation and promotion for the nation.
2. In pursuit of this mission, the Institute Library remains the 'jewel in the crown'. It has developed significantly in the years since the last review, particularly in relation to its use of IT to deliver legal research resources not just in London and the UK but to the world. The Panel recognises the financial constraints within which all HE institutions have to cope at the present. The Panel, however, **recommends** that the School does all it can to preserve this extremely important and valued international resource.
3. The Panel accepted the statements of library staff that it was important for there to be active researchers and post-graduate students working in the Institute, whose requirements enabled the library to understand better the services they needed to be supplying to the research community.
4. The Panel was very impressed with the 'outreach' activity of the Library in taking roadshows to other HE institutions. The Panel thought this made an important contribution to the Institute's core mission of research promotion and facilitation, and **recommends** that within the resources available, these initiatives be continued.
5. Although the teaching activities of the Institute were regarded by one or two consultees as not being part of the Institute's core mission, the Panel is satisfied that the courses offered are appropriate for the Institute. In particular, it did not think that the courses offered at the Institute were in conflict with other courses offered in the London Colleges.
6. It particularly commends the LL M in Advanced Legislative Drafting and the research training offered both by the Institute and the School to Ph D students.
7. The Panel did have some concerns about the financial viability of some of the taught Master's courses, but was assured by the Director that they did make an important and positive financial contribution to the resources available to the Institute. The Panel nevertheless **recommends** that there should be very careful and continuous monitoring of the respective costs and income of its taught programmes to ensure that they do indeed generate a financial surplus for the Institute.

8. The Panel also had some concerns about the quality assurance arrangements made by the Institute for their students. The Panel noted that, while the students who met the Panel, were generally satisfied with the support and supervision they were receiving, it concluded that it was important that the Institute was able to demonstrate best practice. The Panel noted that the School had recently passed a QAA audit, in the light of which the School had created an action plan which itself had become a standing item on the School Board agenda. The Panel commends this initiative and **recommends** that the Institute participate positively in the implementation of the action plan to eliminate any aspects of its procedures which might fall below acceptable standards, for example on time limits for the return of student essays.
9. In relation to the question of the provision of appropriate course handbooks, these offer a comprehensive account of the programmes to which they relate. However, in order that students are encouraged to take proper account of the information they contain, the Panel **recommends** that even more emphasis is given to students that they contain important information and should be read carefully.
10. The Panel noted the fluctuations in the completion rates for Ph.Ds. It is obviously important that Ph. D students are properly supported to the conclusion of their researches. While the Panel suspects that some degree of fluctuation may be inevitable, it **recommends** that the Institute should undertake an analysis of recent completion rates, in order to understand better the reasons for these fluctuations. This analysis should be reported to the Dean of the School.
11. As regards the research activities of Institute staff, while some feedback from the external community regarded the role of IALS in undertaking research as peripheral to its core mission, the Panel did not regard this research as inappropriate. (It was noted that Institute Researchers were not permitted to be entered for the RAE/REF). The value of there being active researchers in the Institute for the development of library services has been noted above. The Panel did not agree with the suggestion made by one external consultee that the Institute might be run by someone who was not an academic lawyer.
12. Following its tour of the building, the Panel is extremely pleased to note that, at last, long overdue improvements to the state of the building now seem to be a realistic possibility. The Panel accepts that investment, particular in new carrel and office space in the library will be very important to attract outstanding foreign visitors to the Institute. Changes to the heating system should also make the building more comfortable, avoiding the excessive summer heat and winter cold that currently prevails. The Panel **recommends** that the Institute and the School take every step to ensure that the resources required for these essential improvements are provided by the University.
13. The Panel was surprised to learn how poorly equipped were the Institute's teaching and lecture rooms. The Panel accepted the argument that a relatively modest investment would be required to enable lectures to be recorded which in turn could be made available on-line to wider audiences. Given the nature of many of the lectures and other events delivered at the Institution which had wide legal and social importance, the Panel thought that a relatively easy opportunity for the Institute to improve its public profile, for example by the live streaming of events, was being lost. The Panel **recommends** that renewed efforts are made by the Institute to secure the investment required, possibly with support from the School and University. (We were informed that a bid to the Dean's Development Fund had been unsuccessful.)
14. As regards the funding of the Institute and the Library, the Panel accepted the argument that the way the RAM worked did not make long-term strategic planning easy. In particular, the fact that it could

not build reserves that might facilitate important investments, did make the financial management of the Institute a considerable challenge. While the Panel accepted that all the constituent Institutes of the School might make similar arguments, and the School was no doubt having to make difficult judgements about the allocation of resources, the Panel concluded that it was important that the factors regarded as important for the RAM were ones that contributed best to the core mission of the Institute. The results of some of the “esteem” indicators used in the RAM did not seem concurrent with the needs of the academic community the Institute serves.

15. The allocation of central charges for space, network support and other services by the University of London is also something that the Institute finds to be at times perverse.
16. The Panel **recommends** that consideration should be given to setting up an arms-length charitable trust for fund raising, which would ring-fence money and resources for the development of the Institute and Library.
17. As regards the future plans of the Institute and library, the Panel noted the broad aims set out in the SED, which stated that the future of IALS is to act “as the cross-roads for UK legal researchers, bringing together legal scholars from all sectors and engaging with all the representative bodies involved in legal education and legal studies.” The Panel also saw the Strategic Planning document, March 2012, which set out in more detail the Institute’s plans to 2012. The Panel was particularly impressed with the idea for the creation of a new Academic Centre within the Institute which would bring together the academic and library/information work of both library and institute staff. It **recommends** that this proposal should be pursued with vigour. In other respects, the Panel concluded that the plans set out by the Institute were practical and sensible extensions of its current activity. Innovations reflected the ideas of a wide number of both research and library staff.
18. The Panel was impressed, from its meetings with library and research staff, that there was a strong personal commitment to the Institute even if in some cases contracts were for very small percentages of their overall workload. Many staff had historical links to the institute and had studied there themselves. There was a strong feeling of collegiality and belonging to a community of scholars the hub of which was the library.

APPENDIX A
DOCUMENTATION AVAILABLE TO THE PANEL

Material from the Institute

- Latest Strategic plan
- Annual reports since the last Institute review
- Newsletter, seminar and conference brochures, programmes etc
- Minutes of the Advisory Council since the last Institute review
- List of current members of staff
- List of current Advisory Council members
- List of current Institute committees and membership
- List of current fellows
- Details of and information about associated bodies/projects
- Student numbers for the last three years with completion rates
- List of /PhD students for the last three years
- Institute and Library accounts since the last Institute review
- Institute and Library revised estimates for 2011-12 and first estimates for 2012-13

Material from the Dean's Office

- School statistics and related resource allocations (RAM) since the last Review
- Financial report (to be produced by Finance Division)

APPENDIX B
SELF EVALUATION DOCUMENT

IALS Review - The SED

This SED is intended as an introduction to the Institute of Advanced Legal Studies. It contains a brief snapshot of each of the following in turn:

- History and Present
- Governance, personalia and politics
- Income and Expenditure
- Glittering Prizes
- The Library – A National Treasure
- On line access & On line Tools
- Events and Fellowships
- Teaching and Training
- Research Examples and Influential Impact
- The Future of the Institute - our 20 20 Vision

The History and the Present

The idea of an Institute was first promoted in 1895 by Lord Russell of Killowen LCJ, and recommended by the Lord Chancellor's Committee on Legal Education Chaired by Lord Atkin in 1934. The Institute was founded in 1946 in the North West corner of Russell Square (25 – 26). It was conceived and funded as the National Academic Legal Research Institute, to be part of the University of London – but serving all universities nationally and internationally

IALS moved into its purpose-built accommodation in Russell Square in 1976, arranged over eight floors. It has acquired a special national and international status in relation to its collections and associated expertise and resources in foreign, comparative and international law. The Institute attracts national and international scholars, formalised into systems of associate and visiting fellowships growing alongside the expansion of academic research in law and the proliferation of national and international legal regimes. Its mission is to provide “Research Promotion and Facilitation” in law for national and international scholars and researchers. Leveraging its HEFCE funding, IALS generates 58 per cent of its budget through research grants, tuition fees and library activities.

The Institute plays a leading national and international role in the provision of legal research information at a time when many universities and others are unable to maintain broad research collections. A long-standing agreement with the British Library (BL) recognising the Institute library's national role has recently been renewed.

The Institute has been a pioneer in the application of information technology to legal information and produces and makes freely available major gateways and databases for online information resources in legal research internationally. The Institute intends to build upon its research and operational expertise, connecting resources across the country in order to provide the legal research materials of the future free to the sector while preserving unique holdings of printed material.

The IALS library also provides comprehensive library support for the college-based LLM programmes of the University of London on a full cost-recovery basis. The Institute sells information services, including a document delivery service and library access to clients outside the HE sector on a cost-plus basis. Surpluses are reinvested in RPF activities.

The Institute's wide-ranging programme of dissemination events draws international participants from all parts of the research community in universities, legal practice, the justice system, the civil service and government.

Over 100 postgraduate and research students now study at the Institute, enhancing the collegial atmosphere of the national legal research institute and assisting in the development and selection of appropriate current resources.

Governance and Personalia

The **Management Committee** of the Institute is currently made up as follows:

Professor Avrom Sherr

Director and Woolf Professor of Legal Education

Jules Winterton

Associate Director and Librarian

Margaret Wilson

Institute Manager

Professor Helen Xanthaki

Professor of Law and Legislative Studies

David Gee

Deputy Librarian and Academic Services Manager

The Advisory Council

The Institute Advisory Council is Chaired by Lord Hope, the Deputy Chief Justice of the Supreme Court, and is made up of representatives of the national and local legal academic communities and members of the profession and judiciary. A full list of the current members can be found in the Annual Report 2010-11.

Staffing

Core academic staff: 8.85 FTE

Institute Library staff: 24.65 FTE

Professional staff: 7.05 FTE

Headcount of all staff: 48

An Introduction to the Politics

The Institute of Advanced Legal Studies is subject to a three dimensional set of creative tensions: The national mission vs. the London position; the legal research mission vs. the School of Advanced Study's joint mission; and the Institute's position nestled within SAS

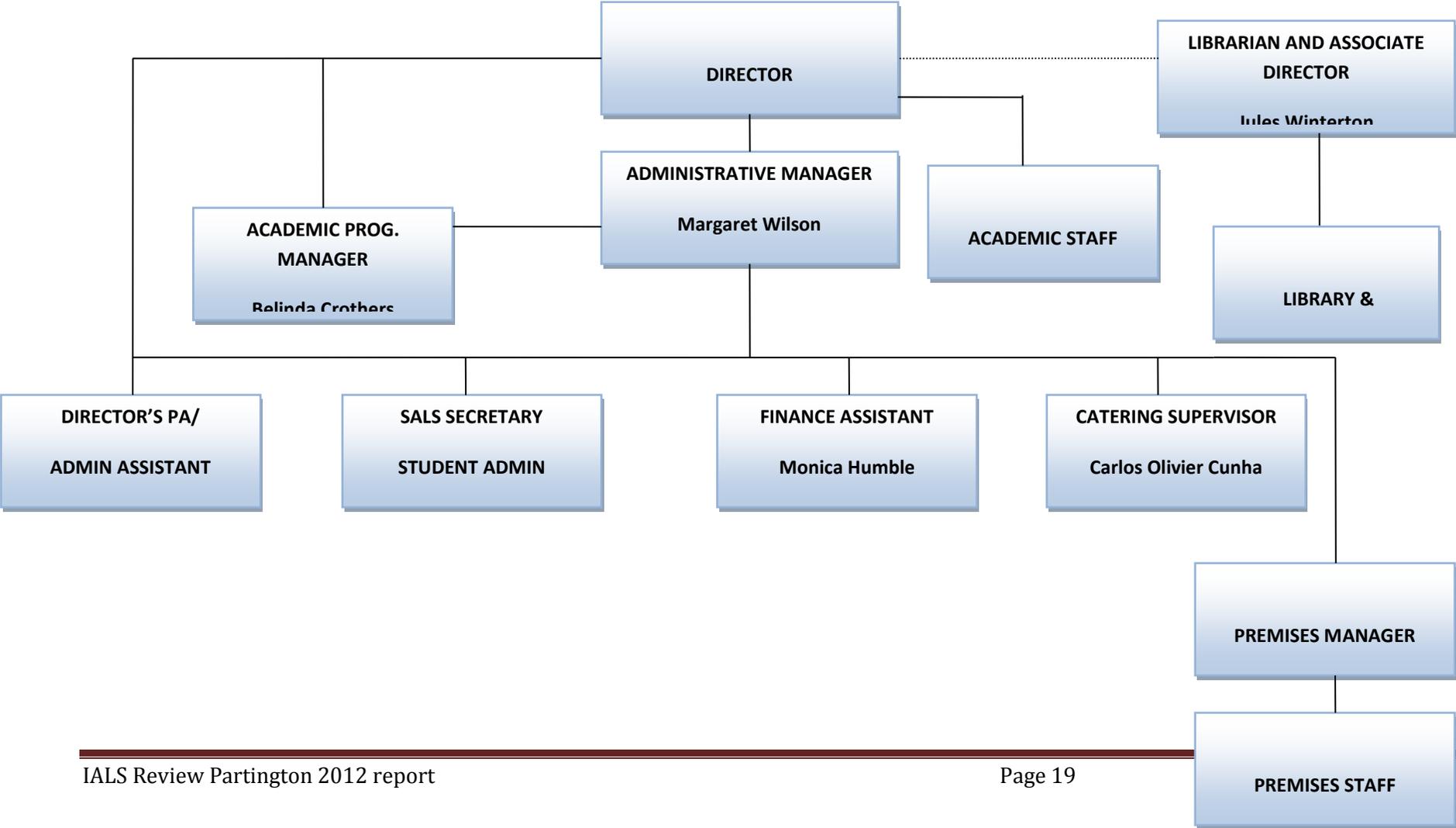
as opposed to a separate relationship it might otherwise have with the University of London. Each of these dimensions demands some acts of balancing and each might detract a little from the main objectives of the Institute in serving its national and international academic legal constituency.

The Institute is situated in the heart of London University's Bloomsbury district and since its inception has serviced the local legal research community of the London Colleges, including the postgraduate students of the London College LL.Ms. However, its mission, for which one third of its funding is given, is to provide legal research facilitation and promotion for the academic legal research community of the nation. The Institute balances this tension by charging the London Colleges and others for LL.M usage of the Library and all specific costs this engenders, whilst concentrating on its HEFCE funded mission of being a national and international legal resource for scholars.

Secondly the Institute is balanced between its mission to the legal research community and its involvement as a part of the School of Advanced Study in a grouping of institutes within the humanities and social science fields. Whereas the Institute's natural position for all of its activities might be closer to its legal research community, its behaviour has to conform to some extent to a norm of activities within which all of the Institutes of the School of Advanced Study compete under a Resource Allocation Model. This RAM has in the past produced some perverse results for the Institute, but the Institute's performance more recently seems to be closer to the reality of our relative positioning among the other institutes of the School.

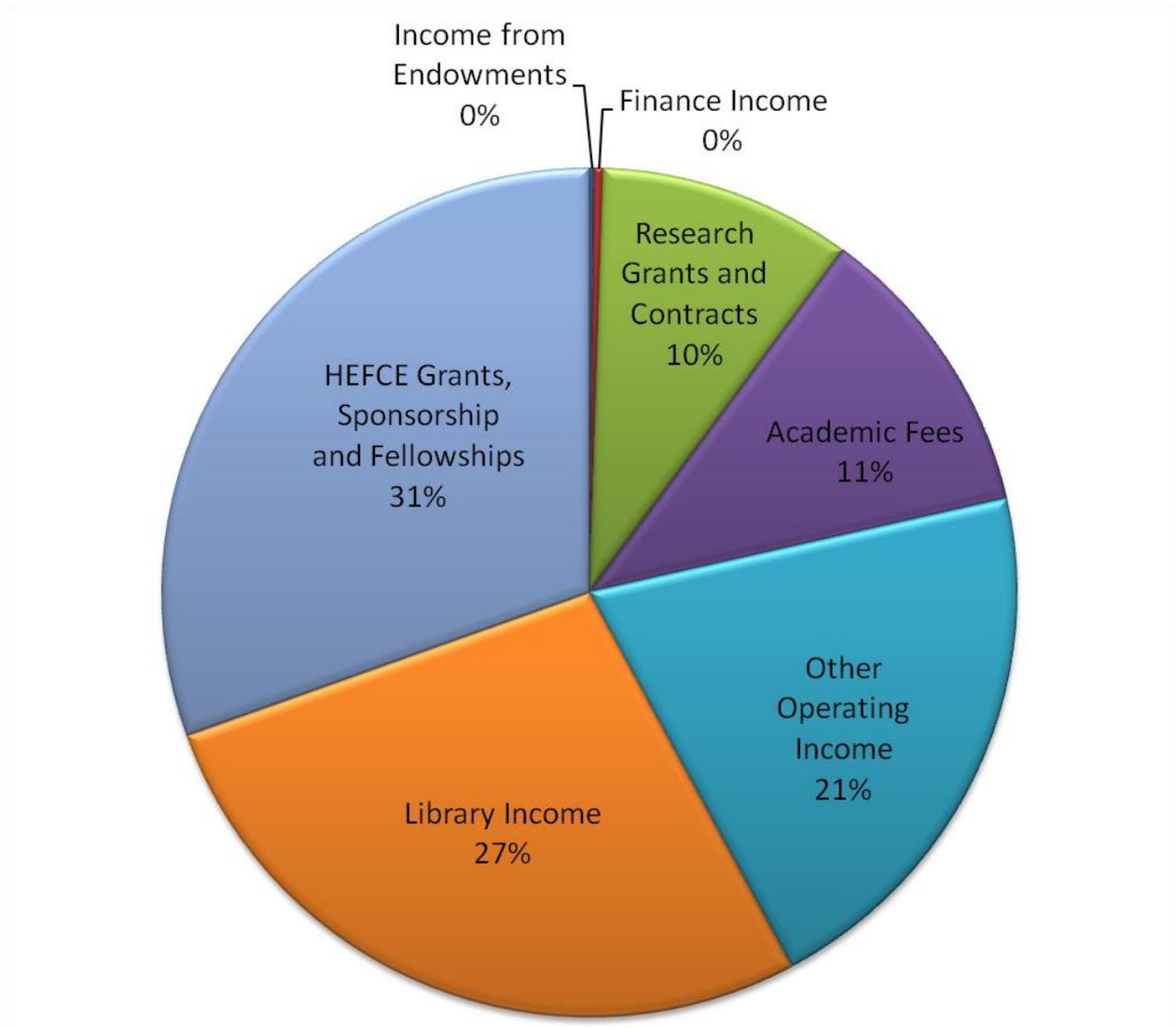
Thirdly, the Institute, within the School, remains a part of the University of London, but without a singular voice for its own activities within the Central University. All communication goes through the School of Advanced Study and all financial and management decisions have to be taken in a consortium. Whereas the Institute might have stood more firmly against some of the University's decisions relating to space charges, managing of our IT system, and other central charges levied on the Institute, IALS has to conform to the needs of the School of Advanced Study and its own positioning in the complex jigsaw of higher education funding.

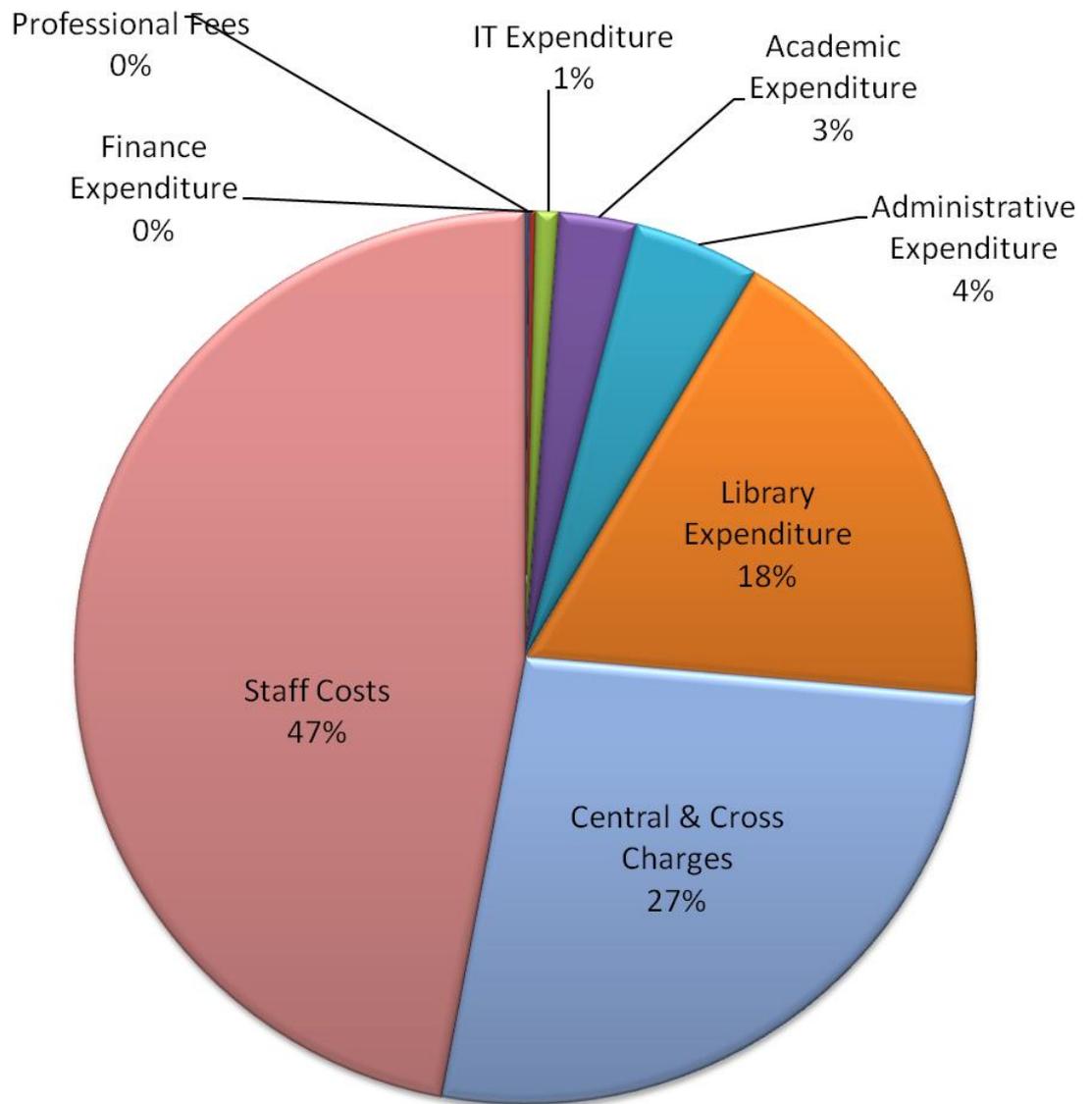
INSTITUTE OF ADVANCED LEGAL STUDIES, SCHOOL OF ADVANCED STUDY, UNIVERSITY OF LONDON



Income and Expenditure for both Library and Institute

Income and Expenditure: Circa £3.3million





Glittering Prizes

The Institute and its Library have recently won the following awards:

The Library: The Halsbury's Award for the Best Academic Law Library 2009 from Lexis-Nexis.

Jules Winterton: Librarian of the Year Award 2010; President, International Association of Law Libraries, 2004-2011

Steve Whittle: Wallace Bream Memorial Award 2010, one of the 'unsung innovators of the UK law librarianship'

The Library as National Treasure

The IALS Library is de facto the UK's national legal research library. It is one of the world's outstanding legal research libraries and one of the few comparable with the great law libraries in the USA. It has a formal agreement with the BL, which recognises its national role, describing its collections as *a major national resource in support of academic research in their field* and the library as a whole as *a key specialist collection in the fields of foreign, international and comparative law whose holdings complement our own in these areas*.

Professors Twining and Paterson in their 2005 Review of IALS noted that *the library is one of the few which is equipped to support research into the law on a global scale*.

The library is at the heart of all of the Institute's activities, meriting its description in the Review of IALS by Professor Sir Roy Goode as the "jewel in the Institute's crown".

The library's prime constituency is the national academic research sector with which it engages extensively and which is represented on its library committee.

The Committee of Heads of University Law Schools considers the Institute

a key part of the legal research infrastructure in the United Kingdom. In particular, its library forms an important national resource in support of legal research which is widely used by members of law schools in the UK.

The 2005 Review of the Institute points out that law libraries at many UK universities are relying more on the Institute as their own collections of foreign, comparative and international law are curtailed.

The character of the library, providing immediate access to collections almost entirely held onsite with exceptional levels of research support, gives it a service advantage and a competitive edge in Research Promotion and Facilitation, particularly to researchers from UK universities visiting for short periods. The numbers registering to use the library each year continue to increase. In 2010–11 there was a dramatic increase in the numbers of teachers of law and legal research

staff including a 37 per cent increase from the University of London, a 79 per cent increase from other UK universities, and an 84 per cent increase from overseas universities. There was also an increase of 13 per cent in research students from other universities in the UK. The library receives an average of 400 physical visits each day. Of the 1.2 million page views of the IALS website, offsite page views of free electronic information resources created by the Institute stand at over one million annually (over 95 per cent of this usage is from outside London); page views of commercial databases are over 2.7 million annually. There are over 25 million page views of BAILII (www.bailii.org), a free database of British and Irish law based in IALS Library, included among the *Guardian's* top 100 UK websites, and funded through charitable donations.

An annual reader satisfaction survey consistently achieves extremely high ratings. In recognition of the excellence of its library services and collections, IALS Library was awarded the national Best Legal Information Service Award by the British and Irish Association of Law Librarians (BIALL) in 2009 and in 2008 a national Customer Relations Initiative Award 'in recognition of its quality, speed, efficiency, and willingness to meet customer needs and expectations'.

The library contains collections of international stature and a unique assembly of materials for comparative legal research collected consistently over time for present and future research requirements including unique material, especially that from early legislation of British colonies and other possessions. The BL has commented that

The British Library regularly refers researchers to the Institute for access to material which is not held by the Library itself.'

The print collection is about 300,000 volumes and there are over 2,750 current serials. There is a wide range of specialist legal materials held in electronic form not represented in these volume counts.

The library concentrates on foreign, comparative and international law although it has strong collections from all jurisdictions of the UK. Details, including the collection development and retention policy, are available at <http://ials.sas.ac.uk/library/collect.htm>. It differs from almost all libraries serving undergraduate teaching, professional training and the practice of domestic law since their main strengths lie in the law of England and Wales and the European Union. Our collections cover a broad period of time because the literature of law has a long life; older materials retain their value over considerable periods and fully up-to-date materials are also required.

The library attracts gifts in recognition of its special national role. The Institute holds in trust several thousand late 17th-century volumes from the FCO's Commonwealth Law Library, which holds the accumulated legislation from the earliest years of British colonies and possessions. Collections of foreign law have been received from colleges of UoL, grants from funding bodies such as the Nuffield Foundation and from the BL, gifts from government departments and from private libraries of academics, practitioners and judges. The Records of Legal Education Archives are mainly at-risk archives rescued with the aid of a Leverhulme Grant.

The library operates in close co-ordination with other activities of the Institute and provides national leadership in law library collaboration. It led FLAG, a three-year JISC-funded Collaborative Collection Management Project (<http://ials.sas.ac.uk/library/flag/flag.htm>) and chairs the FLARE Group which sustains that national work, <http://ials.sas.ac.uk/flare/flare.htm> with the Bodleian Law Library, the Squire Law Library, SOAS and the BL. There is ongoing co-ordination with law libraries nationally and internationally with peer libraries such as the Max Planck Institute for International and Comparative Private Law in Hamburg. The IALS Library, on behalf of the Society of Legal Scholars, maintains the Standards for University Law Libraries in the United Kingdom for the SLS Libraries Committee which it chairs and operates a national survey of academic law libraries. Apart from the academic legal research community, we also serve the civil service, judiciary and legal profession.

The IALS Library is recognised as a natural and important partner in any major legal information project in the UK and internationally, generating funds and activities to supplement its special funding. The library maintains a portfolio of award-winning free-to-internet online services and research tools, resulting from library initiatives and partnerships. It is actively involved in large-scale digitisation of materials, in particular with the non-profit consortium of major US legal research libraries, LLMC Digital (www.llmc-digital.org/Default.aspx).

The library provides research training in the use of materials, particularly specialist online databases and internet resources; over 1,200 readers attended either group or one-to-one sessions in 2010–11. Library staff participate in intensive legal research methods courses and in national training days for MPhil and PhD law students. The IALS Library has organised a series of ‘roadshows’ giving presentations at nine UK universities in 2010–11 (Essex, Liverpool, Brunel, Nottingham Trent, Birmingham, Queen’s University Belfast, East Anglia, Greenwich and Southampton) in collaboration with the local University law departments

Second, IALS has played a leading role in extending and developing the range of digital resources for the legal and academic profession as will be shown in the next section. Working closely with its constituency, IALS has developed and promoted sustainable public access to reliable legal research materials on the web to facilitate legal research and public understanding and to promote justice and the rule of law. BAILLII software developed by IALS for the British and Irish Legal Information Institute provides the most comprehensive, free-to-user service for law for the UK and Ireland. Additionally, the IALS website includes a portfolio of award-winning national services and research tools including full-text, free-to internet services, a quality-controlled national gateway to law on the internet, specialist indexes to complex legal materials, local projects and major international partnerships which digitise full-text material, and a series of online training courses, subject and research guides, and the catalogue of one of the world’s finest legal research libraries.

Our speciality - Online access & Online Tools

- 10,485,859 hits in 2010/2011
- 2,694,272 views in 2010/2011
- 595,777 visitors in 2010/2011
- From over 100 countries
- 1 hit every 3 seconds
- 68 visitors every hour
- Existing Online Resources
 - [BAILII British and Irish Legal Information Institute](#) (25,229,887 views 2010/2011)
 - [caLIM Current Awareness for Legal Information](#)
 - [CLRT Current Legal Research Topics database](#)
 - [Eagle-i Internet resource Portal for law](#)
 - [FLAG Foreign Law Guide](#)
 - [Flare Index to Treaties](#)
 - [Foreign Official Government Gazettes database](#)
 - [IALS collections on SAS-Space](#)
 - [IALS Facebook](#)
 - [IALS Research and Subject guides](#)
 - [IALS SKILLS Source + Know-How in Legal Literacy Skills](#)
 - [Internet for Law – interactive online tutorial](#)
- New Online Tools in 2010-2011
 - [Amicus Curiae online journal](#)
 - [IALS Digital Collections](#)
 - [IALS LawCAST online lectures](#)
 - [Legislative Drafters blog](#)

IALS is at the forefront of innovative legal information delivery. It has created, developed and promoted sustainable public access to reliable legal research materials on the internet. The Institute delivers specialist and niche web services, maximising access to information to facilitate legal research and public understanding and to promote justice and the rule of law. The IALS website (www.ials.sas.ac.uk) includes a portfolio of award-winning national services including full-text free-to-internet services, a national gateway to law on the internet, specialist indexes to complex legal materials, local projects and major international partnerships to digitise full-text material, online training courses, subject and research guides, and the catalogue to one of the world's finest legal research

libraries. Its website page views stand at 2,700,000 annually with 75 per cent of usage from outside London. Recently the state government of New South Wales contacted IALS for copies of early NSW legislation which IALS has digitised. Initiatives are based on close engagement with national academic legal research communities. Each project offers unique information designed to address the requirements of legal researchers on a national and international level. Projects are enriched by the combined subject and information expertise of IALS staff to exploit the varied forms of legal literature from multiple jurisdictions – IALS has the largest number of legal information professionals of any university law library in the UK.

IALS is often the lead institution in collaborative projects and is seen as a natural and important partner in any major legal information project in the UK and internationally and has led several key initiatives. The fact that the Institute which is not a competitor to HEI law schools and is in some sense owned by all law schools gives it an advantage in this respect. The ability to deploy closely combined legal information, systems and academic expertise dedicated to the discipline is a valuable asset as legal information work becomes more intertwined with academic legal research.

Some key databases are:

British and Irish Legal Information Institute (BAILII) (www.bailii.org)

A sophisticated searchable database of online primary legal resources, updated daily direct from the judge's chambers, and included among the *Guardian*' stop 100 UK websites. BAILII is very heavily used and averages 785,400 page views per week by 40,000 users. At least 152 UK academic institutions link to BAILII. It has made a huge contribution to freeing the law for students, educators and the general public, and is increasingly important to universities in difficult financial climates as an alternative to expensive commercial databases.

Enhanced by the JISC-funded collection of leading cases, OpenLaw, BAILII contributes significantly to legal research and education. In supporting all legal researchers and demonstrating its value to citizens, the service also reinforces the wider impact of academic research. The innovative funding model uses charitable status to generate funds to cover all its costs and supplement the provision of infrastructure and expertise by the Institute. An international family of legal information institutes, the Free Access to Law Movement, gives it global reach and influence in information policy matters. There are plans for a service covering the law of all European countries. IALS is the London contact point for the Commonwealth Legal Information Institute (CommonLII) and hosts a CommonLII academic fellowship. In this context IALS participates in the work of the Hague Conference on Private International Law and the European Union towards a new convention on access to foreign law.

FLARE Index to Treaties (<http://ials.sas.ac.uk/treatyindex.htm>)

A searchable database of information on over 2,000 of the most significant multilateral treaties concluded from 1353 onwards and significant bilateral treaties between 1353 and 1815, with links to full-text where available. This research tool has established cross-sector interest and importance and IALS has received helpful

feedback from international academic lawyers citing the Index in new editions of their works. The service derives from the Flare Group partnership between major research libraries holding legal materials: the Bodleian Law Library, the Squire Law Library, the BL and SOAS Library. These institutions formed the core of the FLAG collaborative collection management project funded by JISC through the Research Support Libraries Programme.

Eagle-i Internet Portal for Law Project (www.ials.sas.ac.uk/eagle-i.htm)

This is the successor to the award-winning JISC national Intute and SOSIG law gateways for which IALS was the contracted editor for many years. It provides description and evaluation of selected high quality legal information sources on the web. By agreement IALS has harvested and enhanced law records rescued from Intute, helping to ensure the continued availability of quality- driven facilities.

Current Legal Research Topics database (<http://ials.sas.ac.uk/library/clrt/clrt.htm>)

Details the current topics of research by research students of law at UK universities, aiding the identification of research lacunae, collaborative opportunities, and expertise in supervision. It also facilitates PhD students to disseminate information about their work in progress.

IALS offers training in the use of e-resources with over 1,000 people trained in its purpose- designed training suite in 2010–11. In 2011 demonstrations of IALS legal databases featured in a series of IALS ‘roadshow’ visits to universities across the UK to raise awareness of IALS online legal research tools and show how they can support research, assist with checking references, writing papers and preparing teaching materials. IALS develops online training packages in legal research and legal information literacy, see the IALS SKILLS database (<http://ials.sas.ac.uk/library/skills/skills.htm>). The latest edition and 2011 update of the Internet for Law interactive tutorial for the UK’s Virtual Training Suite (www.vtstutorials.co.uk/tutorial/law) was authored at IALS, which is working with commercial hosts to make it available to mobile technology.

Events and Fellowships

Fellowships 2010-11

154 Foreign visitors, 7 Visiting Fellows, 42 Associate Fellows

Events 2010-11

68 Events lasting over 244 hours with 3824 attendees

IALS has formal collaborative agreements with sister institutes in Nigeria and Ghana. IALS Associate Director, Jules Winterton, advised on the establishment of the Ghana Institute of Advanced Legal Studies (GIALS) and spoke at its launch. In 2010, a Knowledge Transfer Grant from SAS helped to fund a month-long placement at IALS for Akua Aforo, the Law Librarian at GIALS and has hosted two Commonwealth Professional Fellowships.

Teaching and Training

PhD Programme - 43 Students

Masters Programmes – 71 Students:

- LLM Advanced Legislative Studies (+Distance Learning option)
- LLM International Corporate Governance, Financial Regulation and Economic Law
- MA in Taxation (Law, Administration and Practice)

Over 100 postgraduate and research students now study at the Institute benefiting from and contributing to the Institute's leadership, research agenda formulation, and ultimately research facilitation in niche areas of law, thus adding to the Institute's distinctly accommodating research ethos and reinforcing the collegial atmosphere of the national legal research institute. The selection of subjects is undertaken on the basis of the innovative and interdisciplinary nature of the area to be studied, the lack of similar programmes of study in London and the UK, and the availability of personnel and library resources in the field at the IALS. Cooperation with London based government and professional units in the selected fields provide unique programmes of study which bridge the gap between academe and the professions thus offering distinct added value to the wider national legal community.

The VLE is a tool featuring heavily in postgraduate programmes at the IALS where it now provides the main platform for study and research at the new LLM in Advanced Legislative Studies, and especially the LLM in ALS via Distance Learning.

Training in Online resources and research methods – over 1,200 people were trained in one to one and group sessions during 2010/11.

National Research Methods Training Days organised by IALS for MPhil / PhD law students across the UK

Date	MPhil / PhD from University of London	MPhil / PhD from other universities	Total
24 November 2010	26	39	65
14 May 2011	16	33	49
Total	42	72	114

Research Methods Training -MPhil/PhD

The IALS offers an annual 2 week legal research programme, and regular Graduate Research Methodology Seminars in law reform and legislative drafting.

Legislative Drafting Programmes

A major initiative is the Sir William Dale Centre for Legislative Studies at the IALS, the only UK unit bringing together lawyers, political scientists, linguists, economists, and philosophers undertaking research and offering training and study in legislative studies and legislative drafting both as a process and as a product. The Centre makes full use of London and its concentration of policy making units and government organisations. The Law Commission, Parliamentary Counsel's Office, the Commonwealth Secretariat, and the Home Office co-host dedicated annual study visits and workshops with the Sir William Dale Centre at the IALS. Training is offered in the form of PhD supervision, LLM programmes, and professional training in drafting via the Summer Course in Legislative Drafting and tailor made short courses.

The Centre also disseminates advanced research through guest issues in journals such as the Commonwealth Law Bulletin, the Statute Law Review and in constitutionality at ICON, journals, conference proceedings, editions and monograph series. Some of these publications are undertaken in cooperation with international academic networks, such as the European Journal of Law Reform published by the IALS, the University of Basel, and Indiana Law School.

Research Examples and Influential Impact

Within its agenda of bridging research between the academy, the profession, judiciary, civil service and industry the Institute produces its own high impact research, and contributes to the generation and development of high impact research of others. High impact research at the IALS has addressed niche areas of human rights in HIV and AIDS, international financial regulation, international and European interdisciplinary taxation law and practice, on-line dispute resolution, legislative drafting and law reform, European criminal law, professional competence in the legal profession and the delivery of legal services, the future of law in an age of austerity, and change in Professional Legal Education and Training. A small academic staff is enhanced and supported by the system of Visiting Fellows and Associate Research Fellows to the Institute. The institute's wide-ranging programme of dissemination events draws international participants from all parts of the research community in universities, in legal practice, the justice system and government.

The work of the Sir William Dale Centre in the area of legislative drafting and law reform has led to the recognition of legislative studies as an academic sub-discipline of interdisciplinary nature [law, politics, economics, linguistics etc], has provided phronesis as a theoretical basis for the new sub-discipline, and applied this legal basis to drafting conventions and practices that have sometimes been applied blindly and with doubtful effectiveness in the past.

The Annual International Financial Crime Symposium, held together with Jesus College Cambridge leads the world in producing relevant, purposive research into a growing area of international and national concern.

Annual W. G Hart Workshops since 1966 have led and sometimes dominated new areas of research including in recent years *Sovereignty in Question; Comparative Aspects on Constitutions: Theory and Practice; Law Reform and Financial Markets; Theory and Practice of Harmonisation; Access to Justice* and *The Retreat of the State: Challenges to Law and Lawyers*.

Research into Quality and Competence in Publicly Funded legal work is used to measure the professional competence of all publicly funded lawyers and not for profit legal advice workers. Work on On-line Dispute Resolution has opened a new area of enquiry at an important moment of financial crisis in justice delivery. “When Science Meets Law” revolutionised the approach to education and training for Patent Agents and Trade Mark Attorneys. The “Willing Blindness” Report on Complaints Handling Procedures, at the Office for the Supervision of Solicitors brought about major change in the system of complaints against lawyers. The LETR current research on behalf of the Solicitors Regulation Authority, the Bar Standards Board and Institute of Legal Executives will produce new approaches to the regulation of legal education and training for 2020.

Professor Kern Alexander, Senior Research Fellow is Specialist Adviser and Counsel to the Parliamentary Joint Select Committee on the Draft Financial Services Bill from September 2011 until early January 2012.

The European Criminal Record as a means of combating organised crime in Europe was introduced by Dr. Stefanou through two European Commission funded studies involving 25 national researchers from all member states of the European Union, and resulting in two EU legislative instruments adopting and referring directly to the IALS studies. The European Parliament commissioned study on the reform of OLAF [the Anti-Fraud Office of the European Commission] resulted in dedicated public hearings on its results at COCOBU [the Committee for Budgetary Control of the European Parliament], in two European Parliament Resolutions on the reform of OLAF citing the IALS study, and in ongoing draft EU instruments based on the study. The European Commission commissioned study on the infiltration of legal entities by terrorism and organised crime resulted in a relevant EU Framework Decision citing directly the IALS work. . The work of the Sir William Dale Centre on Better Regulation and Smart Regulation at the EU level led to the formation of a research agenda on the effectiveness of EU legislation, which was presented in a dedicated public hearing before the Committee of Legal Affairs of the European Parliament whose conclusions were adopted in two Resolutions of the European Parliament in 2011.

- LETR 2011-2012
Legal Education and Training Review, funded by SRA, BSB and ILEX
With Warwick, NTU and Northumbria, c. £100K for IALS
To produce a revision of LET for the future
- Peer Review 2002 -
 - Evaluation of quality of work of Publicly Funded lawyer in England and Wales; Scheme developed in IALS, run by IALS to impact the quality of service received by real clients

- £1,400,000 funding to date, work ongoing.
- EMCOD
 - Design and evaluation of tool to measure access to justice, using Online Dispute Resolution
 - International collaboration
- The European Criminal Record
 - Proposed by IALS faculty in an EU funded study in 2001
 - Established in 2008 following a Framework Decision by the Council of the EU.
 -
- Prevention of the infiltration of legal entities by terrorism and organised crime
 - Study undertaken by IALS staff and recommending law reform
 - EU Directive passed in 2009.
- Reform of OLAF
 - The IALS was chosen by the European Parliament’s Budgetary Control Committee to produce its major Report on the Future of the EU’s Anti-Fraud Office (OLAF)
 - Proposals adopted in EP Resolutions
 - Draft EU Framework Decision in process.
- EU Smart Regulation
 - IALS staff addressing the European Parliament’s Legal Affairs Committee
 - Two EP Resolutions adopted in 2011.

The Future of the Institute

The Institute will ensure it continues to act as the ‘cross-roads’ for UK legal researchers, bringing together legal scholars from all sectors and engaging with all the representative bodies involved in legal education and legal studies.

Research training in legal research will be extended in scope and scale to meet increasing needs. A developing programme of specialist events across the UK will be organised for PhD students and over 1,000 researchers annually will be trained in the IALS specialist digital training suite. Self-directed online training packages are being developed to reach an even wider community. The Institute will act as the catalyst for content created or repackaged within the Institute and its host environment together with partners.

Building on the Institute’s core strengths, the Library will curate, archive and disseminate the intellectual work of the Institute, its host environment and its partners for example, the Archives of Legal Education, including the records of the Society of Legal Scholars. In particular it will extend and develop its leadership in electronic legal information projects, including the hosting of BAILII, and will be a partner in the creation of a European Legal Information Institute. The Institute will

participate in a major digitisation project over the next five years with a non-profit consortium of major US legal research libraries.

IALS intends to continue to provide an environment in which specialist postgraduate degrees can be developed and to continue to maintain a cadre of research students through joint supervision with academic staff associated with the Institute.

UoL intends to upgrade the Institute's building over the next five years, refurbishing and remodelling the space to accommodate modern research methods and the growing numbers of visiting researchers. There will be more open learning spaces and group study rooms for researchers and students, upgrade of library carrel space, and more attractive and welcoming public areas.

Our 20 20 Vision includes

- More linking of Academics, Professions, Government and Industry
- Inter-Institutional International Research Centre
- Specific Research, Excellence, Bridging Gaps, Practical Impact
- Leadership in Electronic Legal Information Projects, Gateways and Free Law
- Unique International Legal Research Collections and Services

Facilitation of Group Research with:

- Group research and discussion rooms
- Full internet Library resource and service

Facilitating Visiting Fellows & Scholars' Research

- State of the art carrel accommodation
- Specialist research librarian assistance

Facilitating Meetings, Seminars, Conferences, Events

- Refurbished venue accommodation
- The global intellectual crossroads

APPENDIX C
SUMMARY ACCOUNTS

Institute of Advanced Legal Studies Summary Accounts & 2011/12 Q1 Forecast

	Accounts 2005/06	Accounts 2006/07	Accounts 2007/08	Accounts 2008/09	Accounts 2009/10	Accounts 2010/11	Total Q1 Forecast 2011/12
	£	£	£	£	£	£	£
Income							
Funding Council Grants	215,552	246,475	265,453	332,992	318,631	400,488	411,462
Academic Fees (Tuition Fees)	146,620	179,498	155,442	359,704	357,031	483,785	575,082
Research Grants and Contracts	119,655	362,125	490,831	425,965	377,158	296,553	272,124
Other Operating Income	516,074	460,118	275,645	357,175	257,456	362,190	420,938
Endowment Income and Interest	39,808	8,172	5,852	11,804	5,899	6,284	4,800
Total Income	1,037,710	1,256,387	1,193,223	1,487,641	1,316,175	1,549,299	1,684,406
Expenditure							
Staff Costs	773,968	752,204	791,889	804,076	868,343	810,386	812,604
Other Operating Expenses	720,800	495,270	617,898	698,850	632,946	771,601	845,578
Total Expenditure	1,494,768	1,247,474	1,409,787	1,502,925	1,501,288	1,581,987	1,658,182
Operating Surplus/(Deficit)	(457,059)	8,913	(216,564)	(15,285)	(185,113)	(32,688)	26,224

	Reserves 2005/06	Reserves 2006/07	Reserves 2007/08	Reserves 2008/09	Reserves 2009/10	Reserves 2010/11
Brought Forward from previous years	1,058,226	683,453	721,843	433,139	361,604	176,492
Transfers from / (to) I&E	(457,059)	8,913	(216,564)	(15,285)	(185,113)	(32,688)
Other income direct to Reserves	88,194	61,045				
Expenditure direct from Reserves	(5,908)	(31,568)	(72,140)	(56,250)		
	<u>683,453</u>	<u>721,843</u>	<u>433,139</u>	<u>361,604</u>	<u>176,492</u>	<u>143,804</u>

Institute of Advanced Legal Studies Library Summary Accounts & 2011/12 Q2 Forecast

	Accounts 2005/06	Accounts 2006/07	Accounts 2007/08	Accounts 2008/09	Accounts 2009/10	Accounts 2010/11	Total Q2 Forecast 2011/12
	£	£	£	£	£	£	£
Income							
Funding Council Grants	1,120,615	1,120,615	1,120,615	1,007,665	1,170,560	1,153,002	1,124,778
Other Operating Income	760,833	837,807	880,333	1,026,794	1,072,845	1,129,323	1,447,113
Endowment Income and Interest	0	3,500	3,500	3,500	3,500	3,500	3,500
Total Income	1,881,448	1,961,922	2,004,448	2,037,959	2,246,905	2,285,825	2,575,391
Expenditure							
Staff Costs	885,282	813,564	879,574	928,385	928,095	879,325	916,710
Other Operating Expenses	908,403	1,113,882	1,280,606	1,327,703	1,363,658	1,376,750	1,590,275
Total Expenditure	1,793,685	1,927,445	2,160,180	2,256,088	2,291,752	2,256,076	2,506,985
Operating Surplus/(Deficit)	87,762	34,477	(155,731)	(218,130)	(44,847)	29,749	68,406

	Reserves 2005/06	Reserves 2006/07	Reserves 2007/08	Reserves 2008/09	Reserves 2009/10	Reserves 2010/11
Reserves						
Brought Forward from previous years	N/A	87,762	122,239	-33,492	-251,622	-296,469
Transfers from / (to) I&E	87,762	34,477	-155,731	-218,130	-44,847	29,749
	87,762	122,239	-33,492	-251,622	-296,469	-266,720

APPENDIX D – COMPLETION RATES



INSTITUTE OF ADVANCED LEGAL STUDIES
 School of Advanced Study | University of London

COMPLETION RATES - POSTGRADUATE TAUGHT PROGRAMMES

	LLM in Advanced Legislative Studies	LLM in Advanced Legislative Studies via Distance Learning	LLM in International Corporate Governance, Financial Regulations and Economic Law	MA in Taxation (Law, Administration and Practice)	Postgraduate Diploma in Taxation
2010/2011	100%	100%	100%	100%	100%
2009/2010	100%	100%	100%	100%	
2008/2009	75%		100%	100%	
2007/2008	91%				
2006/2007	87%				
2005/2006	79%				



INSTITUTE OF ADVANCED LEGAL STUDIES
School of Advanced Study | University of London

COMPLETION RATES – RESEARCH STUDENTS 1987 to 2011

2010/2011	86%
2009/2010	96%
2008/2009	93%
2007/2008	85%
2006/2007	92%
2005/2006	86%
2004/2005	95%
2003/2004	91%
2002/2003	95%
2001/2002	98%
2000/2001	93%
1999/2000	84%

APPENDIX E – EXTERNAL CONSULTATION

IALS Review – External Consultation

The following letter was sent out to consultees:

Dear

REVIEW OF THE INSTITUTE OF ADVANCED LEGAL STUDIES

The School of Advanced Study conducts a rolling programme of review of its member Institutes which is designed to scrutinise the Institute's progress and activities and to provide an element of peer review. The review panels are made up of professional and academic members external to the institutes. We are currently conducting a review of the Institute of Advanced Legal Studies (IALS) and I am writing to you as the leader of a law school that has an interest in the activities of the Institute.

We would be interested in your views on how you perceive the work and objectives of the Institute in relation to:

- The balance of research promotion and facilitation, research and teaching activities of the Institute
- The role of the Institute's Library for research facilitation and promotion
- The teaching activities of the Institute
- Engagement with trends and opportunities with external organisations
- The management and organisation of the Institute
-

We would also welcome any comments you would like to make on the contribution that you feel IALS makes to legal study and how you are able to development relationships with the Institute.

The review panel will be meeting in mid April and would be grateful to receive your comments for its consideration.

Please send your responses via email to sarah.allan@sas.ac.uk or by post to Sarah Allan, Executive Assistant to the Dean and Chief Executive, School of Advanced Study, Room 215, Senate House, Malet Street, London, WC1E 7HU.

I do hope you feel able to contribute to the review.

Yours sincerely

SARAH ALLAN
Executive Assistant to the Dean & Chief Executive

Consultees:

London Law Schools

LSE
UCL
Kings College
Queen Mary
City
Westminster
College of Law
Brunel
St Mary's Twickenham
University of West London
University of East London
London South Bank
BPP
London Met
Middlesex
University of Greenwich
University of Kingston

Academic Organisations

Society of Legal Scholars
Socio-Legal Studies Association
Committee of heads of University Law Schools

Professional Organisations

Head of the Government Legal Service
Chairman of the Bar Council
President of the Legal Society