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PRIORITIES At the top of my list is the management of our staff. In recent years, with the improvement of the economy and the significant increase in business, retention of key staff has been essential. As part of our retention philosophy, we have invested significantly in staff training and technology. We maintain a focus on business development, profitability and cash flow. Despite a significant improvement in the economic environment, pressure remains on fees and pricing generally.

PRACTICE In the past year, we appointed Sally Alford as partner in our real estate department. There has been significant and continued growth in this area, with instructions coming from large institutional investors and banks, receivers, high-net-worth individuals and property developers.

STAFFING Solicitor retention and recruitment remains an issue and something we keep a constant eye on. However, it is not as significant an issue currently as it was a year or so ago. There have been salary increases in the firm and we have invested in

'There has been significant growth in real estate instructions'



technology, though this has not resulted in higher fees for clients.

USP We are a boutique, mid-market commercial law firm. We have a very low turnover of key professional staff and have been involved in significant and complex legal transactions and commercial litigation over the

years. As a result, our professional staff have a great deal of experience and expertise in their respective practice areas. Our clients have built strong relationships with the professional staff in our firm. When clients are introduced by a partner to the firm, that partner remains with that client into the future.