



TRAINING COURSES & CONSULTING SERVICES 2009

BUILDING FUTURES



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WELCOME

Welcome to Kaplan Altior's 2009 training course and consulting services brochure.

As you will by now be aware, Kaplan Altior is now part of Kaplan, Inc, the world's largest diversified training company, currently servicing over 1 million students globally. In the UK, Kaplan's training business is a leading provider of professional education with over 50 years of experience. At Kaplan, our mission is to help individuals achieve their educational and career goals. We build futures, one success story at a time.

We are very excited about the legal training opportunities that Kaplan offers customers. Kaplan Altior will continue to offer the established, high quality training courses and consulting services associated with the altior brand, including the Professional Skills Course, Management Course Stage 1, Higher Rights of Audience and Qualified Lawyers Transfer Test. Kaplan can now offer an integrated legal learning experience, guiding you through the GDL and LPC at Kaplan Law School then PSC, QLTT and other courses with Kaplan Altior; and finally a wide range of CPD courses with Kaplan Hawksmere.

We are continuing to develop Kaplan Altior's core courses, including the PSC for trainee solicitors. We are delighted that we can now offer a greater range of PSC electives than ever before, a new and exciting Trainee Litigation Programme, and a constantly evolving in-house programme, which more and more firms are using as their preferred training option.

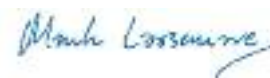
In response to a growing demand for more accessible and flexible learning solutions, we have developed an e-learning option, which will launch with an online Solicitors Accounts Rules course.

Finally, our sister company, Kaplan Hawksmere, has launched a diverse

range of CPD courses and an associated membership scheme specifically for the legal sector. Members will enjoy up to 50% off their chosen courses, and as an existing Kaplan Altior client, your firm may be eligible for a free membership card – please contact us for more details.

As always, all our current courses can be found on our website, so please visit www.altior.co.uk. To ensure you receive our latest news first, email us at replies@altior.co.uk (stating your full name, job title and firm name) asking to be added to our email marketing list. Alternatively, you can submit a similar request via the home page of our website. Please do not hesitate to contact us to discuss your training requirements or any queries you might have. We are happy to help in any way we can.

With best wishes,



Mark Loosemore
Managing Director

Kaplan Altior - Specialists in
Management, Advocacy & Skills
Training for Lawyers

SOLICITORS REGULATION AUTHORITY'S PROFESSIONAL SKILLS COURSE (PSC)

The Professional Skills Course is the compulsory course for trainee Solicitors. It must be completed satisfactorily during a training contract in order to qualify as a Solicitor.

The course consists of 3 Core Modules & Electives.

Core modules

Client Care and Professional Standards - 2 days.

Advocacy and Communication Skills - 3 days.

Financial & Business Skills (including 1¹/₂ hr exam) - 3 days.

Electives

In addition to the Core Modules, trainees (unless exempt) need to complete 24 hours of Electives of which at least 12 hours must be face to face tuition.

Assessment

Financial and Business Skills
- 1¹/₂ hr written examination.

Advocacy & Communication Skills
- assessment throughout the module.

Client Care & Professional Standards
- satisfactory attendance.

Electives
- satisfactory attendance and distance learning.

Certificates of Satisfactory Completion will be issued to trainees who satisfy the course requirements.

Higher Rights of Audience

Trainees who complete Stage 1 of the Development Route (Evidence, Procedure & Ethics) will satisfy the PSC Electives requirement. This is a great opportunity for trainees to learn how to handle a Civil or Criminal case-load, develop their career and enhance their value to their firm.

In-house courses

Please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk for further details.

Course details

We offer two types of course, Normal and Fast Track.

normal course

Trainees attend face to face tuition interspersed with periods of normal work within the office. The course is run at a large number of venues throughout the year, giving you complete flexibility.

fast track course

This is offered at various venues and covers the Core Modules in a continuous 8 working day period. Fast-Track courses are ideal for delegates who do not have to enter a training contract prior to admission and are exempt from Electives eg. Fellows of the Institute of Legal Executives (FILEX) and Magistrates' Court Clerks. However, all trainees may attend a Fast-Track course if their firms prefer this option.

SOLICITORS REGULATION AUTHORITY'S PROFESSIONAL SKILLS COURSE (PSC)

Locations & dates

normal course

Birmingham	24 March 2009 24 September 2009 27 October 2009
Brighton	17 November 2009
Bristol	13 October 2009
Cambridge	7 October 2009
Cardiff	23 April 2009 29 September 2009 10 November 2009
Leeds	10 February 2009 16 November 2009
Liverpool	17 March 2009 28 September 2009
London	20 January 2009 18 February 2009 21 April 2009 26 May 2009 6 October 2009 24 November 2009
Manchester	27 January 2009 4 March 2009 28 April 2009 30 September 2009 10 November 2009
Newcastle	15 January 2009
Nottingham	8 December 2009
Plymouth	3 November 2009
Reading	20 October 2009
Sheffield	31 March 2009 6 October 2009
Swansea	24 February 2009

Locations & dates

fast track course

Birmingham	27 Jan - 5 Feb 2009 4 August - 13 August 2009
Cardiff	25 March - 3 April 2009 28 July - 6 August 2009
Leeds	25 August - 4 September 2009
Leicester	28 July - 6 August 2009
London	6 January - 15 January 2009 31 March - 9 April 2009 1 July - 10 July 2009 21 July - 30 July 2009 11 August - 20 August 2009 1 September - 10 September 2009 22 September - 1 October 2009 3 November - 12 November 2009
Manchester	11 Aug - 20 Aug 2009 15 September - 24 September 2009
Preston	28 July - 6 August 2009
Stoke	21 July - 30 July 2009

Course fees

Core Modules only	£1045 + VAT
Core Modules plus Electives	£1345 + VAT
Electives only (24 hours)	£ 470 + VAT
Core plus Higher Rights (Evidence, Procedure & Ethics stage)	£1445 + VAT
Core plus Higher Rights (Both stages)	£2540 + VAT



Once again many thanks and may I say that I have enjoyed every day of your PSC course to date with all of the tutors being exceptional, making all of the subjects enjoyable and informative.



**Mike Gibbons, delegate
Professional Skills Course**

SOLICITORS REGULATION AUTHORITY'S PROFESSIONAL SKILLS COURSE (PSC) ELECTIVES

The Professional Skills Course is the compulsory course for trainee Solicitors. It must be completed satisfactorily during a training contract in order to qualify as a Solicitor.

Trainees need to complete 24 hours of Electives. If you are interested in other topics, either in-house or on our public courses, please contact us. Unless otherwise stated, each course comprises 6 hours face to face tuition and 6 hours distance learning. Those courses shown as am or pm comprise 3 hours face to face tuition and 3 hours distance learning.

Each trainee therefore only needs to attend 12 hours of face-to-face tuition in total. For full details and course dates, please see www.altior.co.uk.

Business Skills Electives:

- Handling Difficult People **(am)**
- Building Rapport with Clients **(pm)**
- Introduction to Presenting
- Effective Client Interviewing **(am)**
- Effective Meetings & Minutes **(pm)** **new**
- How To Bill Clients Effectively **(am)**
- The Future of Legal Services **(pm)**
- The Skills of Negotiation
- Time & Stress Management
- Introduction to Business Development & Networking **new**

Corporate & Commercial Electives:

- Commercial Awareness **(am)**
- Effective Business Writing **(pm)**
- Commercial Contract Drafting Skills
- Drafting Share Sale & Purchase Agreements
- Flotations: Essential Skills
- Understanding the City **new**
- Understanding Company Accounts
- Intellectual Property: Essential Skills **new**

Property & Planning Electives:

- Commercial Property: Essential Skills
- How to Conduct a Planning Appeal
- Practical Residential Conveyancing Skills
- Residential Conveyancing Update **new**

Employment Electives:

- How to Conduct an Unfair Dismissal Case
- Employment Contract Drafting Skills
- Employment Law Update **new**

Civil Litigation Electives:

- Civil Litigation Update
- Litigation Drafting Skills
- Personal Injury Litigation - Essential Skills
- How to Conduct a Clinical Negligence Case
- Evidence, Procedure & Ethics - civil or criminal (Higher Rights Stage 1) (12 hours face to face tuition, 12 hours distance learning & two hour written assessment)
- Advanced Draft Pleadings **(Civil)**
- Interim Applications **(Civil)**
- Case Management Strategies **(Civil)**
- Trial
- Cross Examination Techniques

Family & ADR Electives:

- ADR: Essential Skills
- Ancillary Relief: Essential Skills
- How to Conduct a Child Care Hearing
- Representing Children and Families in the Family Proceedings Court
- Family Law Update **new**

Crime Electives:

- Criminal Law Update
- Representing Young Offenders
- How to Conduct a Trial in the Magistrates' Court
- Criminal Sentencing Update & Refresher **new**
- Evidence, Procedure & Ethics - civil or criminal (Higher Rights Stage 1) (12 hours face to face tuition, 12 hours distance learning & two hour written assessment)

Private Client & Legal Aid Electives:

- Introduction to Legal Aid Work
- Will Drafting Skills **new**
- Estate Administration **new**
- Immigration & Asylum **new**



TRAINEE LITIGATION PROGRAMME

Unable to offer litigation seats in your firm?

Kaplan Altior is delighted to announce the launch in 2009 of its new Trainee Litigation Programme.

The 2 week programme is open to any trainee solicitor and attendance on it will satisfy The Solicitors Regulation Authority's requirements for training trainee solicitors in contentious work.

Building on the foundation of litigation knowledge gained on the LPC and the Advocacy and Communications module of the PSC, the programme will comprise one week of face-to-face litigation tuition, involving realistic case studies and practical learning scenarios, and one working week in a legal advice centre, acquiring actual litigation experience. Although the programme will primarily be run on a public basis, we are also happy to discuss 'in house' options for the face-to-face tuition element of the course.

The tuition element of the programme will be based around a commercial case study, and is designed to replicate the

kind of experience which a typical trainee from a commercial firm would face in a contentious seat. At the advice centre, delegates will work under the close supervision of a solicitor on a range of contentious matters. We envisage them having the opportunity to take instructions directly from clients, prepare the clients' case and, where possible, undertake advocacy.

The course will draw on Kaplan Altior's expertise as a leading provider of Higher Rights of Audience as well as other advocacy and litigation skills training. It will be led by our experienced team of trainers, all of whom have extensive practice experience.

If you would like further information about this programme, please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk.

THE QUALIFIED LAWYERS TRANSFER TEST (QLTT)

Introduction

The QLTT is the SRA approved Test which enables lawyers qualified in certain jurisdictions outside England and Wales and UK barristers to qualify as solicitors in England and Wales.

The Test covers four main subject areas (known as Heads). Before sitting the Test all candidates must apply to the SRA for a Certificate of Eligibility. This Certificate will state which Head(s) a candidate is required to undertake and any requirement for further training.

The Law Society's website (www.lawsociety.org.uk) contains a QLTT section which gives a full list of jurisdictions and lawyers who are eligible to transfer under the Qualified Lawyers Transfer Regulations.

The Four Heads of the QLTT are:

Head I: Property (Conveyancing and Wills & Probate)

3 hour written assessment.

Head II: Litigation (either Civil or Criminal)

3 hour written assessment.

Head III: Professional Conduct & Accounts

3 hour written assessment.

Head IV: Principles of Common Law

Oral assessment (approx 40 mins).

Distance learning

Our distance learning programme gives you the flexibility of studying on your own with the guidance of our specially designed study materials.

Written by practitioners to include sufficient content, guidance and support to enable candidates to study on their own, we provide distance learning programmes for all Heads of the Test.

Our distance learning programmes comprise:

- Specially written study manuals
- Self assessment questions and answers
- Case study scenarios, questions and answers
- Recommended text books (provided within the fee for the distance learning materials)

Revision courses

We recommend that the distance learning programme be supported by attendance on the one day revision course for each of the Heads you intend to undertake on the QLTT. The revision courses are designed to reinforce and consolidate the knowledge gained on the distance learning study programmes and will give assistance with examination technique.

Please contact us regarding venues and dates for revision courses.

THE QUALIFIED LAWYERS TRANSFER TEST (QLTT)

QLTT fees

The registration fee is £235 plus VAT.

Once we receive payment, we will provisionally book you on to the Head(s) that you need to sit, on a date and at a venue to suit you.

A further £80 plus VAT test fee (per test for Heads I – III) and/or £195 plus VAT test fee (for Head IV) will be required 28 days before your test(s). These fees secure your place on your relevant test(s).

You must pay a registration fee of £235 + VAT whether you sit one, two,

three or all four Heads with us. This entitles you to up to two attempts of the test for each Head.

Before you can sit any test for the third time, you must pay a further registration fee of £235 + VAT. This entitles you to a further two sittings for those Heads which you have yet to pass.

You must also pay a test fee of £80 + VAT per Head (and/or £195 + VAT for Head IV) each time you sit a test, including re-sits.

	Distance Learning Materials	Revision Course	Assessment
Head I Property (Conveyancing and Wills & Probate)	£250 (no VAT)	£225 (+ VAT)	£80 (+ VAT)
Head II Litigation (either Civil or Criminal)	£195 (no VAT)	£225 (+ VAT)	£80 (+ VAT)
Head III Professional Conduct & Accounts	£195 (no VAT)	£225 (+ VAT)	£80 (+ VAT)
Head IV Principles of Common Law	£195 (no VAT)	£225 (+ VAT)	£195 (+ VAT)

The following charges apply to the delivery of distance learning course materials:

Destination	Number of subjects			
	1	2	3	4
UK	£10	£15	£20	£25
Europe	£40	£50	£60	£70
RoW	£80	£90	£110	£120

Assessment locations & dates

Head I
Cardiff & London 23 February 2009
18 May 2009
20 July 2009
21 September 2009
23 November 2009

Head II
Cardiff & London 24 February 2009
19 May 2009
21 July 2009
22 September 2009
24 November 2009

Head II
Cardiff & London 25 February 2009
20 May 2009
22 July 2009
23 September 2009
25 November 2009

Head IV
Cardiff & London 26 February 2009
21 May 2009
23 July 2009
24 September 2009
26 November 2009

“

The revision day proved invaluable, very clear materials, easy to understand.

”

Deborah von Kohler
delegate, QLTT III

SOLICITORS REGULATION AUTHORITY'S MANAGEMENT COURSE: STAGE 1

This course is compulsory for all solicitors in their first three CPD years after admission.

Essential details

One day course.

7 CPD hours.

Trainers (to be drawn from):

John Loosemore

Mark Manley

Jon Goodman

Chris Street

Adèle Warchester

and Peter Warner.

(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member £265 + VAT

non-member £470 + VAT

Past Kaplan Altior PSC or QLTT delegates may claim a reduced fee of £225 + VAT.

Course fee includes lunch, refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Introduction

All solicitors have to attend this course before the end of their 3rd full CPD year after admission.

It is also suitable for solicitors and other fee earners to assist them towards satisfying the supervision skills requirements of the Legal Services Commission's Specialist Quality Mark standard (para D3.3).

Attendance will also count towards the management training requirements under the new Rule 5 for solicitors supervising and managing a practice or branch office.

The course will bring you the very latest practice management thinking and techniques.

It will equip you to make the maximum contribution to your firm: both as a fee earner and as a future partner.

In-house courses

Please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk for further details.

Topics to be covered

- Vital areas for management
- The qualities of a good manager
- Motivating yourself and your team
- Effective communication
- Performance management
- Creating effective working relationships
- The art of delegation and supervision
- Achieving excellence
- The science (and art) of management
- The need for strategic planning
- How to anticipate and plan for change
- Innovation: the secret of survival
- What solicitors need to know about a law firm's profit and loss account and balance sheet
- Managing for success
- How to manage your time
- Setting personal goals
- Working effectively under pressure
- Major time wasters
- Making yourself invaluable to your organisation

SOLICITORS REGULATION AUTHORITY'S MANAGEMENT COURSE: STAGE 1

Locations & dates

Birmingham	11 February 2009 30 June 2009 6 October 2009	Manchester	19 February 2009 9 June 2009 21 October 2009
Bournemouth	21 July 2009	Newcastle	15 October 2009
Brighton	30 April 2009	Norwich	11 June 2009
Bristol	29 January 2009 25 June 2009	Nottingham	5 November 2009
Cambridge	17 September 2009	Oxford	7 May 2009
Cardiff	26 February 2009 9 June 2009 8 October 2009	Plymouth	6 October 2009
Darlington	23 April 2009	Preston	1 September 2009
Derby	2 July 2009	Sheffield	19 March 2009
Hull	19 May 2009	Stoke on Trent	21 April 2009
Leeds	22 January 2009 30 September 2009	Swansea	9 July 2009
Leicester	12 May 2009		
Liverpool	11 March 2009 22 September 2009		
London	6 February 2009 5 March 2009 2 April 2009 14 May 2009 18 June 2009 16 July 2009 3 September 2009 29 September 2009 20 October 2009 3 December 2009		



We use Kaplan Altior for all our PSC and Management Course Stage 1 training requirements. They provide relevant, effective and value for money training and are a most professional and approachable organisation.



Dr Tony Harvey,
Director of Training & Risk
Management.
Brabners Chaffe Street LLP

SRA MANAGEMENT COURSE: STAGE 1 FOR IN-HOUSE LAWYERS

This course is compulsory for all solicitors in their first three CPD years after admission.

Essential details

One day course.

6 CPD hours.

Trainer: Mac Mackay
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£265 + VAT
non-member	£470 + VAT

Past Kaplan Altior PSC or QLTT delegates may claim a reduced fee of £225 + VAT.

Course fee includes lunch, refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Who can attend the programme?

All solicitors must attend Management Course Stage One between their date of admission and 31st October at the end of their third CPD year – and this programme meets the needs of in-house lawyers whether in the public sector or industry.

Who should attend?

- In-house lawyers, whether in the public sector or industry, before the end of their third CPD year.

Key benefits

By the end of this programme you will:

- Recognise the sole purpose of management
- Understand the internal client – and know how to manage their expectations
- Know how to manage external advisors
- Have uncovered the key communication skills for exerting influence
- Understand how you manage conflict and recognise strategies to deal with it
- Recognise your team player skills and what makes for a good team
- Understand your leadership style, its 'flex', and how to be a more successful manager
- Explore strategies to develop the talent of your people

Programme includes

- Management for the In-house Lawyer
 - What is Management?
 - The challenges facing the in-house advisor
 - Understanding the internal client
 - Building trust
 - Managing external advisors
- Fundamental people skills
 - Communication skills - how to win friends and influence people!
 - Managing conflict in the firm
- Managing people
 - Understanding your style - and how flexible are you?
 - Becoming a situational leader
 - How to develop the talents of your people – a case-study approach
- Team roles
 - Understanding team roles - and what is your preferred role?
 - Team player skills - an interactive simulation

Locations & dates

Birmingham 12 October 2009

London 26 June 2009
24 September 2009

Manchester 8 July 2009
12 November 2009

CONTINUING PROFESSIONAL DEVELOPMENT (CPD) GUIDE

CPD requirements for the legal profession are summarised below. Please contact us if you have a query on the detail of any of the requirements or if you need to clarify the suitability of any course for your specific CPD requirements.

Solicitors

CPD year:

1 November - 31 October

- Solicitors and registered European lawyers (REs), **working 32 hours or more a week** in England & Wales - CPD hours/points required per year: 16 hours.
25% of the 16 hours must consist of participation in accredited training courses.
- Solicitors and registered European lawyers (REs), **working less than 32 hours a week** in England & Wales - CPD hours/points required per year: reduced from 16 hours. The exact requirement will depend on how many hours you work; please contact the Solicitors Regulation Authority to discuss your needs.
- Kaplan Altior is accredited by the SRA to provide CPD training for solicitors. Please check your specific course for its unique CPD details.
- Solicitors in their first 3 years PQE are required by the Solicitors Regulation Authority to complete the Management Course Stage 1 training. **Please see page 10 for course details.**
- Solicitors (including those who have qualified via QLTT) who wish to be “qualified to supervise” under Rule 5 of the Solicitors’ Code of Conduct 2007, should **refer to pages 15 - 43** for courses which contribute towards the training requirement for Management Course Stage 2, and towards the new Rule 5 requirement.

Higher Court Advocates

CPD year:

1 November - 31 October

CPD hours/points required per year: 16.

In the first 5 years after obtaining the Higher Rights qualification, these 16 hours must include a minimum of 5 hours of advocacy training. **Delegates may wish to refer to courses on page 58.**

Barristers

CPD year:

1 January - 31 December

CPD hours/points required per year: 12 (for barristers who have completed their first three years of practice and completed the new practitioners programme).

www.altior.co.uk

www.barstandardsboard.org.uk/continuingprofessionaldevelopment

Please check your specific course for its unique CPD details.

Institute of Paralegals

CPD year:

1 October - 30 September

CPD hours/points required per year: 12

Institute of Legal Executives

CPD year:

1 January - 31 December

CPD hours/points required per year: 12

Advocates who qualify through the ILEX Advocacy Qualification Scheme will be required to undertake CPD each year in advocacy to renew their certificates. The first renewal will also require a submission of a portfolio showing the advocacy undertaken during the first 12 months.

Kaplan Altior courses are suitable for members and fellows of ILEX and members of the Institute of Paralegals

Courses

Kaplan Altior runs all the training shown in this brochure as 'public courses'. However, if an in-house training session is more suitable to your firm, we can tailor any course to fit in with your requirements more specifically. If the training you require is not shown, please don't hesitate to contact us - with a growing number of trainers working with us each year, we can often design a course especially for your firm to meet your needs exactly. Please see pages 48 - 49 for more details.

SOLICITORS REGULATION AUTHORITY'S MANAGEMENT COURSE: STAGE 2 COURSES

15	Time & Stress Management For Lawyers
16	What Every New Partner Needs to Know
17	How To Bring In New Partners & Succession Planning
18	Successful Staff Management
19	Successful Client Management
20	Successful Law Firm Leadership
21	Successful New Business Development
22	Successful Financial Management
23	Introduction To Business Development & Networking
24	Rule 5 Compliance: Risk Management
25	Rule 2 Compliance: Complaints Handling
26	Rule 6 Compliance: Equality & Diversity
27	E-Learning Compliance Courses
28	Anti-Money Laundering Update
29	Solicitors' Accounts Rules
30	Recruitment Interviewing Skills
31	Making Appraisals Work
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33	Supervising Trainee Solicitors
34	Handling Difficult People
35	Building Rapport With Clients
36	Effective Interviewing Skills
37	Effective Meetings & Minutes
38	Commercial Awareness
39	Effective Business Writing
40	How To Bill Clients Effectively
41	The Future Of Legal Services
42	Negotiation Skills For Lawyers
43	Introduction To Presenting

TIME & STRESS MANAGEMENT FOR LAWYERS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

One day course.

6 CPD hours.

Trainer: Rob Parsons.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member £235 + VAT
non-member £470 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This one day course tackles two of the key issues that affect everyone's ability to function effectively and happily at work. Led by inspirational international speaker, Rob Parsons, this remains one of our most popular seminars. As our lives face greater and more demanding challenges we struggle to find time and face the concept of stress this inspirational course will guide us through this potentially debilitating state of affairs.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Anyone who feels this would be beneficial to their work

Key benefits

- A deeper understanding of these factors in life and work that cause you stress
- A great awareness of how to manage your time within a busy legal practice

Programme includes

Managing Time

- Why many people claim to be overloaded
- Making time for the important issues
- Playing to our strengths
- Hitting deadlines - the enemy within
- How to make fast... and good decisions
- Being successful and still having a life

Managing Stress

- What is stress?
- Making stress work for you
- Recognising the symptoms: in yourself and others
- Beating Burnout - planning for the long haul
- Knowing yourself - what puts you under pressure?
- How highly effective people operate

Locations & dates

Cardiff	13 May 2009
Birmingham	20 May 2009
Leeds	16 September 2009
London	30 October 2009
Manchester	22 October 2009

WHAT EVERY NEW PARTNER NEEDS TO KNOW

An essential guide to entering partnership or setting up on your own. This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: John Loosemore.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£225 + VAT
non-member	£300 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The days are gone when solicitors accepted partnerships without question, or set up their own firm without thorough preparation. This interactive course is an invaluable guide to potential new partners and those setting up from scratch. This course will save you your course fee many times over.

Who should attend

This course is essential for:

- associates
- salaried partners
- junior partners
- anyone setting up their own firm

It is also very relevant for existing partners.

Key benefits

The delegate will be fully equipped to determine whether partnership is right for them.

Programme includes

- How to evaluate a partnership offer
- How to appraise a start-up opportunity
- Negotiation with existing partners
- How to limit your liability
- Do we need a partnership deed?
- The importance of an “exit route”
- The regulatory framework
- Maximising the rewards
- How to value a law firm – tangible assets, work in progress, clients and goodwill
- Provision of working capital
- Age structure of the partnership
- How to understand the accounts of a law firm
- How to negotiate borrowing terms

Locations & dates

London	24 March 2009 10 November 2009
Manchester	9 June 2009

HOW TO BRING IN NEW PARTNERS & SUCCESSION PLANNING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: John Loosemore.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£225 + VAT
non-member	£300 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Key questions for partners are:

- How can I secure the future of the firm?
- How to negotiate an “exit route”?

This interactive course answers these questions. It is an essential, practical guide to structuring and developing a partnership. Ample time will be available for questions.

Who should attend

This course is essential for:

- partners
- sole practitioners
- anyone setting up their own firm

Key benefits

The delegate will be given an essential overview of how a firm works and what added value will be given to that firm for bringing in new partners.

Programme includes

- When to bring in new partners
- How to negotiate essential terms
- Spreading and limiting liability
- Management control - in whose hands?
- Profit shares
- How to value your firm
- Buying in to work in progress, goodwill & other assets
- Working capital or overdraft?
- How to negotiate banking terms
- Age structure
- Securing your “exit route”

Location & dates

London	10 February 2009 8 October 2009
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Manchester	5 November 2009
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SUCCESSFUL STAFF MANAGEMENT

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Stephanie Dale.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

An exclusive management master class to give you practical tips on how to manage your firm's most important assets - your people - more effectively. Numbers of delegates will be strictly limited to ensure that everyone obtains the maximum benefit from this interactive workshop.

Who should attend

Designed for partners, practice managers, senior solicitors and HR professionals.

Key benefits

The delegate will be better able to be an effective team leader and manager. The delegate will be better able to understand the difference between mentoring, coaching and delegation which will provide them with more time to develop and enhance their own career.

Programme includes

- What makes a good manager
- Developing coaching skills
- Effective management styles: the one-on-one relationship
- How to communicate to staff
- Creating team structures
- Recruiting and retaining staff
- How to give feedback and appraise effectively
- Learning how to motivate: it's not just about the money
- Managing the poor performer
- Setting challenging and achievable goals
- Learning to let go: the art of delegation and supervision
- How to make your staff feel valued

Locations & dates

London 25 March 2009
16 September 2009

Manchester 9 September 2009

SUCCESSFUL CLIENT MANAGEMENT

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Stephanie Dale.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

An essential management master class to address the critical law firm business management issue: how to manage relationships with your clients more successfully. Numbers of delegates will be strictly limited to ensure that everyone obtains the maximum benefit from this interactive workshop.

Who should attend

Designed for partners, practice managers, senior solicitors and business development professionals.

Key benefits

The delegate will be better able to determine how to successfully retain the client's business.

Programme includes

- Distinguishing yourself from your competitors
- Attracting new clients: projecting the right image
- Is it better to specialise or to be more general?
- Going the extra mile... how to make clients feel valued
- How to build and retain clients' confidence in the firm
- The balance between winning new clients and keeping existing clients
- What clients really want and need
- How to market to clients
- Creating the ideal client care programme
- Handling clients' complaints
- Managing the billing process
- Nurturing the client relationship to ensure loyalty

Locations & dates

London 25 March 2009
16 September 2009

Manchester 9 September 2009

SUCCESSFUL LAW FIRM LEADERSHIP

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Stephanie Dale.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This seminar analyses what is expected of today's law firm leader-managers and helps them to gain the knowledge and skills required.

Who should attend

Designed for partners, practice managers, senior solicitors and business development professionals.

Key benefits

The delegate will be better able to determine how successfully to lead their firm in a rapidly changing and challenging legal market-place.

Programme includes

- Different leadership styles
- Managing tasks, teams and individuals
- Employees' expectations of their leaders
- Giving and receiving feedback
- Motivating people
- Delegation

Location & dates

London

29 April 2009
27 October 2009

SUCCESSFUL NEW BUSINESS DEVELOPMENT

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Stephanie Dale.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes lunch, refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

In a competitive market, every firm is aware of the need to develop new business. Few firms can rely on sufficient numbers of clients simply walking through the door to make a reasonable profit. This practical seminar considers ways to gain new clients and to encourage existing ones to return to the firm.

Who should attend

Designed for partners, practice managers, senior solicitors and business development professionals.

Key benefits

The delegate will be better able to determine how successfully to retain clients' business.

Programme includes

- Assessing different techniques to generate more clients
- Showing staff how to identify business opportunities
- Gaining more business from improved cross-referring
- Knowing how to make the single biggest difference to gaining a new client
- Encouraging existing clients to recommend the firm to others

Location & dates

London

29 April 2009
27 October 2009

SUCCESSFUL FINANCIAL MANAGEMENT

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: John Loosemore.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£225 + VAT
non-member	£300 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

An exclusive management master class to show you how to manage your firm profitably. Numbers of delegates will be strictly limited to ensure that everyone obtains the maximum benefit from this interactive workshop.

Who should attend

Designed for Managing Partners, Practice Managers and Partners with management responsibilities.

Key benefits

This course will answer the key questions:

- How can your firm be managed profitably, without cutting corners or succumbing to the 'long hours' culture?
- What are the secrets of successful and creative leadership?
- How can law firm management be adapted to assess and manage risk?

Programme includes

- How to develop a modern partnership & management structure and ensure the succession of your firm
- What sort of firm are we....and where are we going?
- The role of Financial Director
- Work in progress and goodwill
- Agreeing fees with clients
- Billing and getting paid
- Targets for fees and chargeable hours
- Key law firm ratios
- Controlling cashflow
- Overdraft or term borrowing?
- How to reduce your tax bill
- What do your firm's accounts really say?

Locations & dates

London	4 March 2009 1 October 2009
Manchester	12 November 2009

INTRODUCTION TO BUSINESS DEVELOPMENT & NETWORKING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

One day course.

6 CPD hours.

Trainer: Katie Dignan.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£235 + VAT
non-member	£470 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This course will explain the basics of marketing and business development in a professional practice and will give delegates the chance to practice their networking skills. It is designed for trainees and other junior lawyers. The course can be tailored to individual firms' needs.

Who should attend

- Trainee Solicitors
- Other junior lawyers
- Other junior law firm staff

Key benefits

By the end of the course, delegates will:

- Understand the marketing and business development tools used by law firms
- Be able to plan and write good marketing text
- Be aware of the different methods which can be used to research clients and targets
- Understand how to build long-term relationships with clients
- Know how to network effectively
- Know how to market themselves and their firms

Programme includes

- How to use PR successfully and writing good articles
- An introduction to what clients want and how law firms can tailor their offerings
- Developing your CV
- The basics of good client relationship management (CRM)
- Building your personal network using good client research methods
- The importance of developing relationships with referrers
- Tools to help you network with confidence

Locations & dates

Cardiff	3 September 2009
Birmingham	14 October 2009 20 October 2009
Leeds	6 October 2009
London	5 February 2009 28 July 2009 5 October 2009
Manchester	20 April 2009 23 November 2009

RULE 5 COMPLIANCE: RISK MANAGEMENT

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Adèle Warchester.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The Solicitors' Code of Conduct has made risk management mandatory for every solicitors' practice. Is your firm doing enough? This seminar will focus on the management of operational risk and will offer practical advice and guidance on the tools needed to measure your risk and on implementing a risk management strategy. The presenter will share in an interactive way her personal experiences of implementing risk measures, explain the methods she used and benefits gained.

Who should attend

- Solicitors
- Complaints Managers
- Partners
- Heads of legal

Key benefits

By attending this seminar you will learn how to protect your firm from a breach of the Solicitor's Code of Conduct. Find out how to avoid serious risk and compliance problems.

Programme includes

- An overview of the Solicitors' Code of Conduct
- The Code's requirements on business and risk management
- Implementing a risk management strategy
- Creating a “risk culture”
- Risk management in practice
- Methods to evaluate operational risk
- Evidence needed to ensure compliance
- The benefits of risk management

Locations & dates

London	14 January 2009
Manchester	11 February 2009
Birmingham	11 March 2009

RULE 2 COMPLIANCE: COMPLAINTS HANDLING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Adèle Warchester.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member £165 + VAT
non-member £275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Complaints can have an adverse impact on your business. They often take up valuable fee earner time and can be expensive and difficult to resolve. Negative comments and poor publicity can also be costly to your firm's reputation. Solicitors have a professional obligation to deal with complaints effectively pursuant to Rule 2 of the Solicitor's Code of Conduct. By doing so, they should be able to minimise the cost and negative effects of complaints to the practice. Effective complaints handling is an integral part of your firm's risk management processes.

Who should attend

- Solicitors
- Complaints Managers
- Partners
- Heads of legal
- Compliance Officers/Heads of Compliance

Key benefits

By attending this seminar you will learn how to protect your firm from a breach of the Solicitor's Code of Conduct. Delegates will be better able to avoid complaints and avoid negligence complaints against their firm.

Programme includes

- Regulatory background to complaints handling.
- Why bother?
- Complaints avoidance.
- Principles of complaint management.
- The framework.
- Firm's policies and procedures.
- Monitoring and continual improvement.
- Writing it right.
- How not to do it!

Locations & dates

London	14 January 2009
Manchester	11 February 2009
Birmingham	11 March 2009

RULE 6 COMPLIANCE: EQUALITY & DIVERSITY

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Helen Boardman.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This course is a must for all fee-earners, practice managers, compliance chiefs and support staff. The SRA is committed to promoting equality and diversity. This is reflected in the fact that there is a specific rule dealing with this area in the new Code of Conduct. The Rule provides, among other things, that all firms must have a policy for preventing discrimination and promoting equality and diversity within their firm, so this is not an optional compliance area. All firms might soon be required to undergo training in this subject; but why wait? This course will guide you through the rule and the essence of the underlying legislation, and offer practical guidance on how to ensure compliance.

Who should attend

- Compliance Manager/Heads of Compliance
- Solicitors
- Complaints Managers
- Partners
- Practice managers and support staff

Key benefits

By attending this course you will be aware of the new equality and diversity provisions of the Code and become familiar with equality and diversity issues within law firms. You will learn how to help your firm comply with the Code and gain an understanding of what should be contained in your firm's Equality & Diversity policy. This will help you avoid potentially serious risk and compliance problems.

Programme includes

- Rule 6 of the Solicitors' Code of Conduct 2007
- A summary of the main requirements of the relevant legislation tackling age, disability, sex, race and other discrimination
- The SRA Guidance on the Rules
- Scenarios and case studies
- Guidelines for formulating an Equality and Diversity policy

Location & dates

London

1 June 2009
25 September 2009



E-LEARNING COMPLIANCE COURSES

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Introduction

During the first quarter of 2009, Kaplan Altior will launch the first of a series of e-learning programmes. Designed with all fee earners and support staff in mind, the courses will be particularly suitable for use on firm-wide training programmes and as part of induction programmes for new starters and lateral hires.

Format

Between 1 and 3 hours' duration, the modular courses will be practical, interactive and self-paced to ensure maximum benefit and convenience for learners. Assessment questions will be included to reinforce and measure learning and Training Managers will be able to monitor the progress and performance of each user.

Programme includes

The first course will take a practical look at the Solicitors Accounts Rules and is designed to enable all members of staff to understand the main requirements of the Rules and thus help ensure that the firm complies with them.

Later courses in the programme will include:

- Equality and diversity
- Complaints handling
- Risk management
- Other compliance courses

The next step...

For further information and to discuss your firm's particular needs, including the option of a bespoke module covering your own firm's internal policies and procedures, please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk.

ANTI-MONEY LAUNDERING UPDATE

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Andrew Haynes and Phil Lyons.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This course is a vital compliance course for fee earners and other members of staff who work on transactions in which money laundering may take place. In 2007, a new set of Money Laundering Regulations came into force. Money laundering regulations are constantly being amended and updated and it is vital that practitioners are aware of these changes. This course will examine the requirements of these regulations and the most recent case law to affect solicitors and their practice. Please remember that all law firms are under a duty to ensure their staff are trained on the new regime.

Who should attend

- Solicitors
- Complaints Managers
- Partners
- Heads of legal
- Compliance Officers/Heads of Compliance

Key benefits

Delegates will gain a full understanding of money laundering and the new regulations concerning solicitors.

Programme includes

- Statutory requirements & resulting criminal liability
- Money Laundering Regulations 2007
- Terrorism legislation
- The most recent Law Society Guidance
- Reporting suspicions and blowing the whistle
- Appropriate training for the firm
- The role of the MLRO
- Recent case law

Locations & dates

Birmingham	6 October 2009
Leeds	22 October 2009
London	20 April 2009 16 October 2009
Manchester	11 September 2009

SOLICITORS' ACCOUNTS RULES

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am or pm.

3 CPD hours.

Trainer: Roy Chandler.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£195 + VAT
non-member	£290 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Compliance with the Solicitors' Accounts Rules (SAR) is a frequent source of difficulty for many law firms. Failure to comply with SAR is a common cause for disciplinary action against solicitors. The penalties for non-compliance are serious but the financial benefits of knowing how to manage clients' money effectively within the rules are considerable. This seminar will show you not only how to comply with the rules but also how to increase your profitability in the light of them.

Who should attend

- Practice managers, book-keepers and cashiers
- Every solicitor in private practice, not simply partners
- Partners and sole practitioners
- Accountants who act for law firms

Key benefits

Delegates will gain an understanding of the Solicitors Accounts Rules.

Programme includes

- Do we need to review our terms of business with clients?
- How to deal with disbursements
- When can you transfer costs?
- Operating joint accounts with clients, non-clients and other firms
- The application of the rules to liquidators, trustees in bankruptcy, Court of Protection receivers and trustees of occupational pension schemes
- Who is liable for breaches of the rules?
- Accounting to clients for interest
- Do we need designated accounts?
- Dealing with Controlled Trust money
- How to maximise interest on client account
- The significance of clearance for interest and fate

Locations & dates

Birmingham 28 April 2009 - pm
21 September 2009 - pm

Cardiff 12 October 2009 - am

Leeds 20 January 2009 - am
14 July 2009 - am

London 13 January 2009 - pm
19 May 2009 - pm
7 July 2009 - pm
26 October 2009 - pm

Manchester 12 May 2009 - pm
22 September 2009 - pm

RECRUITMENT INTERVIEWING SKILLS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Gill Whensley.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Created especially, but not exclusively, for lawyers; this course will enable delegates to develop the skills needed to conduct effective recruitment interviews for employees at all levels.

Who should attend

- Lawyers of all levels, including in-house lawyers
- Other law firm staff

Key benefits

A greater understanding of how to successfully conduct and assess an employment interview.

Programme includes

- Key principles of recruitment interviewing
- Overview of employment legislation
- Overview of person and job specifications
- Questioning techniques including the behavioural model to gather accurate information about the candidate
- Understanding body language and non-verbal cues during interviews
- The process of good interviewing

Location & dates

Leeds	8 September 2009
London	18 February 2009 28 October 2009
Manchester	3 November 2009

MAKING APPRAISALS WORK

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Gill Whensley.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This interactive session will give participants an overview of the appraisal process and help them understand the objectives and benefits of performance reviews. It will enable them to prepare for, and effectively conduct, appraisals.

Who should attend

- Solicitors
- In-house Lawyers
- Other law firm staff
- Members of ILEX
- Fellows of ILEX

Key benefits

This course will include explaining how to set objectives and deal with poor performance and development needs.

Programme includes

- An overview of performance management
- Identifying the benefits of performance reviews
- Working with SMART objectives
- Clarifying performance expectations
- Planning, preparing for and conducting an effective review meeting
- Identifying poor performance and adopting the appropriate action
- Giving and receiving constructive feedback
- Case studies and practical exercises to develop the key skills

Location & dates

Leeds	8 September 2009
London	18 February 2009 28 October 2009
Manchester	3 November 2009

ESSENTIAL COACHING SKILLS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Jacky Lewis.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The course will introduce delegates to business coaching and familiarise them with the most essential skills involved. The course is led by an experienced trainer and coach and is particularly geared towards lawyers. It is an interactive workshop offering a balance of theory and practice. Coaching techniques are taught from the outset and delegates will practise by coaching each other in a supervised format.

Who should attend

- Lawyers
- In-house Lawyers
- Team managers and leaders
- Members of ILEX
- Fellows of ILEX

Key benefits

The delegate will have a greater understanding of the benefits of coaching and managing a successful team. This course will enable them to teach coaching principles to others.

Programme includes

- Unpacking coaching: what is it?
- Introduction to basic principles
- Good coaching; bad coaching
- Listening and communication styles for coaching
- Setting up a coaching relationship
- Maintaining the momentum
- Understanding the limitations of coaching
- Cementing change
- Knowing how and when to end
- Confidentiality issues

Location & dates

Leeds	11 November 2009
London	6 May 2009 22 October 2009
Manchester	9 October 2009

SUPERVISING TRAINEE SOLICITORS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Jacky Lewis.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£165 + VAT
non-member	£275 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

For a trainee solicitor to be at their most effective they need to be trained and supervised. This interactive course provides guidance and understanding to the principal and ensures the transition from student to solicitor.

Trainees need help and encouragement to absorb information and to assimilate into the culture of the firm as quickly as possible; principals are essential to this role. Whilst this course will touch on the SRA's guidelines for supervising trainees, it is primarily a skills-based course.

Who should attend

- Solicitors
- In-house Lawyers
- Principals
- Team managers

Key benefits

This course will provide the delegate with a greater understanding of the SRA's expectations with regards to training Trainee Solicitors.

Programme includes

- Clarifying the roles and responsibilities of the seat supervisor
- Listening and communication styles
- Monitoring accessibility, delegation and educative style
- Achieving the best supervisory balance for the trainee
- Developing a supportive antenna
- Ensuring the trainee becomes part of your team
- Managing seat changes
- Ensuring your trainee gets the most out of your seat
- Developing a productive trainee

Location & dates

Leeds 11 November 2009

London 6 May 2009
22 October 2009

Manchester 9 October 200

HANDLING DIFFICULT PEOPLE

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Jacky Lewis.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

In any job, we are at certain times all faced with difficult situations and/or people whom we perceive are being awkward, whether they are colleagues, other lawyers, suppliers or clients. This course will help you develop the skills necessary to deal with these circumstances effectively and achieve outcomes that you did not think were possible.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- HR Managers
- Members of ILEX
- Fellows of ILEX

Key benefits

A better awareness of how to handle difficult and awkward people within a working environment.

Programme includes

- Understanding how and why some people are difficult
- Listening and communication skills to use with difficult people
- Being well prepared when dealing with difficulty
- Increasing your effectiveness; remaining professional with difficult people
- Improving your level of self assurance in the face of difficulty
- Top tips for resolving conflict effectively

Locations & dates

Birmingham 2 September 2009

London 14 July 2009
1 October 2009

Manchester 7 September 2009

BUILDING RAPPORT WITH CLIENTS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Jacky Lewis.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

In difficult financial times it is vitally important we maintain a good working relationship with our clients. As such building a rapport with our clients is highly important. How well do you understand what they expect from you and will you deliver a service to them that meets or exceeds their expectations? This course will help you develop the skills necessary to build a rapport with your clients that will be the foundation of your relationship with them.

Who should attend

- Partners.
- Solicitors.
- In-house Lawyers.
- Anyone who want to develop a client relationship.
- Members of ILEX
- Fellows of ILEX

Key benefits

The delegate will be better able to build a strong relationship with their clients

Programme includes

- The skills needed to create rapport
- Presenting yourself more effectively
- Becoming a more accomplished listener and communicator
- Understanding the effect you have on others
- Putting more effective communication skills into practice
- Creating a lasting impression

Locations & dates

Birmingham	2 September 2009
London	14 July 2009 1 October 2009
Manchester	7 September 2009

EFFECTIVE CLIENT INTERVIEWING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainer: Richard Stone.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This interactive course will enable delegates to hold effective client interviews. It will help them understand how to prepare for an interview and how to structure them. It will also examine the key questioning and listening skills required in interviews as well as looking at how to build rapport with clients in these situations.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Members of ILEX
- Fellows of ILEX

Key benefits

By the end of the course, delegates will be able to:

- Conduct client interviews effectively and efficiently
- Understand the importance of preparing for an interview
- Know what questions to ask and how to listen effectively

Programme includes

- The purpose of interviews
- Knowing what is expected of a successful interviewer
- Preparing thoroughly for interviews and conducting them professionally
- How to structure an interview
- Questioning and listening techniques
- Giving advice at interviews
- How to create an excellent impression of yourself and your firm

Locations & dates

Birmingham	4 September 2009
Cardiff	11 September 2009
London	23 January 2009 6 October 2009
Manchester	16 March 2009 28 August 2009
Sheffield	16 November 2009

EFFECTIVE MEETINGS & MINUTES

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Richard Stone.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The course will help delegates hold effective client and internal meetings. It will highlight the importance of preparation, look at how to structure and control meetings; and examine the key questioning and listening techniques which are an integral part of successful meetings.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Team leaders
- Members of ILEX
- Fellows of ILEX

Key benefits

By the end of the course, delegates will be able to:

- Understand the importance of preparing for meetings
- Get the most out of attending meetings
- Hold meetings with confidence

Programme includes

- The importance of preparation
- Agendas
- Controlling the meeting
- Questioning and listening techniques
- The role of the chair
- Getting action

Locations & dates

Birmingham	4 September 2009
Cardiff	11 September 2009
London	23 January 2009 6 October 2009
Manchester	16 March 2009 28 August 2009
Sheffield	16 November 2009

COMMERCIAL AWARENESS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainers: Chris Sweetman and Chris Street.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The most successful lawyers are those who combine technical ability with an understanding of their client's business. This course will help lawyers give commercial advice in context.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Members of ILEX
- Fellows of ILEX

Key benefits

By the end of the course, delegates will be able to:

- Demonstrate a better understanding of business, particularly strategy, finance and key business concepts
- Understand what clients really want from their lawyers
- Give advice which is practical, commercial and contextualised

Programme includes

- What is business strategy and why is it important?
- P&L accounts, balance sheets, cashflow statements and other finance matters
- The 6 different types of client businesses and their typical metrics
- Break even, Economies of scale, Return on investment and Barriers to entry
- What clients want from their lawyers and how you can become a valued adviser

Locations & dates

Birmingham	5 February 2009 19 October 2009
Bristol	7 April 2009
Leeds	5 October 2009
London	23 March 2009 18 November 2009
Manchester	11 February 2009 25 September 2009

EFFECTIVE BUSINESS WRITING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Chris Sweetman and Chris Street.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This course adopts a modern and progressive approach to business writing. It will help delegates write to clients and colleagues using simple, concise and effective language.

Who should attend

- Trainee solicitors
- Solicitors
- In-house Lawyers
- Other law firm staff
- Members of ILEX
- Fellows of ILEX

Key benefits

By the end of the course, delegates will be able to:

- Understand why business writing differs from academic writing
- Plan, structure and lay out their writing effectively
- Demonstrate their understanding of the rules of punctuation
- Write clearly and know which rules they can break
- Tailor what they write to their audience

Programme includes

- Why is business writing different from other types of writing?
- How to plan and structure your writing
- A recap on the main rules of punctuation
- Dispelling some writing myths
- Clarity, language and tone
- Accuracy and proof reading
- Internal communication

Locations & dates

Birmingham	5 February 2009 19 October 2009
Bristol	7 April 2009
Leeds	5 October 2009
London	23 March 2009 18 November 2009
Manchester	11 February 2009 25 September 2009

HOW TO BILL CLIENTS EFFECTIVELY

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - am.

3 CPD hours.

Trainers: John Loosemore and Rhian Jones.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member	£145 + VAT
non-member	£195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Satisfied clients who pay our bills (promptly) are the ‘raison d’etre’ of legal practice. Yet, many firms under bill and at the same time alienate the client - no mean feat!

How billing is handled (not necessarily the amount billed) is the major reason for complaints about service and loss of clients.

This seminar will introduce you to the options for billing your clients and consider how to bill well yet still retain satisfied clients.

Programme includes

- How to handle new instructions
- How and when to discuss fees with clients
- Beware the Pilbrow test
- Negotiating fee agreements successfully
- Hourly rate or value billing?
- Fees on account
- Interim and final billing
- Control of work in progress
- Under and over billing
- Conditional fees
- Success fees and caps
- Fee sharing
- Sharing risk with clients
- Contentious business agreements
- How to bill well without alienating the client
- Making sure you get paid
- How to become a key fee earner in your firm

Locations & dates

Birmingham	29 October 2009
Leeds	20 August 2009
London	17 September 2009
Manchester	3 June 2009

THE FUTURE OF LEGAL SERVICES

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

Half day course - pm.

3 CPD hours.

Trainer: Rhian Jones.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member £145 + VAT
non-member £195 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

The nature of law firms is evolving at an ever increasing pace. What shape will law firms take in the future? This course, aimed at junior fee-earners and support staff, looks at changes currently faced by lawyers with a particular emphasis on the Legal Services Act 2007 including, how these affect their work practices and how to introduce and implement change successfully.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Paralegals
- Support staff
- Members of ILEX
- Fellows of ILEX

Key benefits

Delegates who attend this course will have a better understanding of the future landscape for legal services and thus be prepared for change and be able to exploit the associated opportunities.

Programme includes

- Reasons for change
- Tesco Law
- Legal Services Act
- Knowledge management
- Client relationship management
- Digital dictation & outsourcing
- The internet, extranet, websites & virtual case & deal rooms
- Electronic discovery & virtual court rooms
- Referral fees
- Reluctance to change
- How to introduce change
- The future of the law office - virtual offices?

Locations & dates

Birmingham	29 October 2009
Leeds	20 August 2009
London	17 September 2009
Manchester	3 June 2009

NEGOTIATION SKILLS FOR LAWYERS

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

One day course.

6 CPD hours.

Trainers (to be drawn from):
Rhian Jones and Phil Lyons.
(for trainer details see pages 59 - 61)

Course fees per delegate:
KH member £235 + VAT
non-member £470 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

This practical workshop is for lawyers of all disciplines. It is particularly suitable for less experienced negotiators. The aim of the course is to ensure that you will feel more confident going into any negotiation and that you understand and develop the skills necessary to achieve the best possible results for your clients.

Who should attend

- Trainee Solicitors
- Solicitors
- In-house Lawyers
- Lawyers
- Members of ILEX
- Fellows of ILEX

Key benefits

This delegate will develop a better understanding of the skills involved in being a successful negotiator.

Programme includes

- How to become a more effective negotiator and achieve the best results for your clients
- The theory of negotiation and how to use it for your benefit
- Learn to appreciate the behavioural aspects of negotiation
- Recognise the strategies and tactics employed by successful negotiators - use them yourself!
- Develop the analytical skills to plan effectively for a negotiation
- Improve your presentation skills for a successful performance
- Learn techniques to control the progress of a negotiation to your advantage
- What to do if a stalemate is reached - how to resurrect the negotiation

Locations & dates

Birmingham	24 February 2009 15 September 2009
Cardiff	19 October 2009
Liverpool	6 July 2009
London	13 March 2009 29 May 2009 7 August 2009 16 October 2009
Manchester	20 February 2009 19 June 2009 14 October 2009
Newcastle	25 February 2009
Sheffield	19 May 2009

INTRODUCTION TO PRESENTING

This course counts towards the training requirements of the SRA for Management Course Stage 2 and Rule 5 for solicitors wishing to be “qualified to supervise.”

Essential details

One day course

6 CPD hours

Trainer: Katie Dignan.
(for trainer details see pages 59 - 61)

Course fees per delegate:

KH member £235 + VAT
non-member £470 + VAT

Course fee includes refreshments and materials.

For details on becoming a KH member, please see page 56 - 57 or contact us on 029 2045 1000.

Why you should attend this seminar

Making effective presentations is a vital and integral part of a solicitor's work - it can help you keep and win clients, and enable you to stand out within your organisation from an early stage. Yet many solicitors lack the confidence and some of the skills required to present successfully. This course will help you become more confident and proficient in making presentations to a range of audiences and in various situations

Who should attend

- Trainee Solicitors
- Solicitors (0 – 3 yr PQE)
- In-house Lawyers
- Anyone who feels they need more confidence in presenting

Key benefits

- This course will allow you to fulfill your potential when meeting new people
- It will improve your presentation skills

Programme includes

- Engaging with an audience
- Creating rapport and involving your audience
- Achieving a greater level of self confidence
- How to get your message across
- Ensuring that your audience has been inspired

Locations & dates

Liverpool	8 October 2009
London	24 April 2009 1 September 2009
Newcastle	29 June 2009

SUPPORT STAFF TRAINING

Successful businesses recognise that their most important asset is their people. In law firms, whilst fee earners are often well catered for in terms of professional development training, it is all too easy to overlook the needs of support staff.

Staff who are appropriately developed are more likely to be motivated, professional and add value to your business. Staff who are demotivated can be unprofessional, unproductive and worse still; disruptive to the smooth and profitable running of the business.

We have devised a range of courses and programmes for law firm support staff; which are designed to improve their effectiveness, efficiency and professionalism and, thus, overall contribution to your firm.

These courses can be run individually in house on an ad hoc basis or as part of a programme of training; which we can help you devise.

Whether you are looking for a one off session, or a more comprehensive programme, listed below are some of the support staff courses we offer:

- Developing Assertive Behaviour
- Concentration and Memory
- The Time Challenge - save time and do more!
- Training Others
- Delegation
- Coaching at Work
- The Effective Appraiser
- Getting the Best from Your Appraisal

- Ideas Generation and Brainstorming
- Managing Change
- Influencing at Work
- Be The Best - Front of House Skills
- Communication Skills
- The New Supervisor/Team Leader
- Managing Meetings and Minutes
- Leading a team
- Leadership - the basics
- Presentations for the Terrified!
- Managing Stress
- Understanding Equal Opportunity and Diversity
- Working with Partners
- Professional Writing Skills
- Taking Minutes
- Briefing Teams
- Setting Objectives and Managing Performance
- Telephone Skills
- Telephone Skills Practical Workshop (with use of Phonecoach call simulator)
- Proactive Debt recovery for support staff
- Dealing with Difficult People
- Conflict Management

Example support staff training programme

All support and secretarial staff should attend at least three from the five sessions listed below.

Each session lasts for 1.5 hours and is participative. A copy of the slides is provided and delegates are encouraged to write their own notes during the session including action plans at the end of each course. These action plans can then be reviewed with the appropriate supervisor/line manager and built into the annual appraisal review.

- How to use assertiveness at work
- How to communicate effectively
- How to overcome the stress spiral
- How to manage your time
- How to persuade and influence others

All senior secretaries should attend the 2 additional sessions below and they may also opt to attend up to three of the five sessions for support/junior secretaries:

- Managing performance
- Managing time, people and resources

Sample outlines:

How to persuade and influence others

- Understand what makes a good influencer
- Recognise the importance of building credibility
- Discuss nine influencing tactics and the strengths each can offer
- Practise combining some techniques

How to overcome the stress spiral

- Understand what happens when stress builds up
- How to get help
- Quick fixes and long term solutions
- Developing a positive outlook on stress

How to communicate effectively

- Develop a clearer understanding of communication
- Understand what makes a good communicator
- Develop an appreciation of non-verbal communication
- Learn how to listen and ask questions

How to use assertiveness at work

- Understand what we mean by assertiveness
- Understand what constitutes assertive behaviour
- Explore what stops us being assertive
- Be able to distinguish assertive from aggressive or passive behaviour

How to manage the time challenge

- Learn how time can be used more productively
- Learn how to set ourselves targets
- Develop tools for reducing the effect of interruptions
- Understand the benefits of planning and prioritising and how to do them

Managing people, time and stress to stay ahead

- Understand the causes, symptoms and consequences of stress for teams
- Consider how stress and pressure can be monitored and managed in teams
- Gain practical advice and tips for managing work/life balance in your team

Managing performance

- To develop skills and tools required for managing performance
- To learn how to tackle underperformance
- To practise structuring and delivering feedback both positive and negative
- To understand the benefits and challenges of the appraisal process

For further information

Please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk to discuss your requirements.

CONSULTING SERVICES

Introduction

For nearly 30 years, Kaplan Altior's consulting division has helped law firms and individuals to address a range of practice management and partnership issues. Our clients have included sole practitioners and small start-ups right through to large established national and international firms.

Our consultants, headed up by our chairman John Loosemore, are all former practising senior lawyers or other professionals with extensive experience of working with law firms.

Who do we advise?

- Senior partners
- Junior partners
- Salaried partners
- Other fee-earners
- Chief Executives
- Practice Managers
- Finance Directors...and others

How do we do it?

We recognise that no two law firms or set of circumstances are exactly the same. As a result, we offer a free initial no obligation discussion. This helps us to identify the particular issues affecting you and your firm, and to establish how we can help.

Compliance 'health-check'

As part of this new package, we will carry out a compliance audit to check through your firm's business and risk management systems, procedures and documentation to make sure they are compliant, for example, with Rule 5 of the Code of Conduct. We will then provide you with a written 'health-check' report, which will include our recommendations. We provide this package for an all-inclusive price agreed with you in advance.

In addition, we can write office procedures and practice manuals, and help you finalise and implement new procedures. As one of the UK's leading legal training providers, we can also provide experienced trainers to deliver compliance training courses to your colleagues to ensure your firm complies with all relevant staff training requirements.

The next step...

- Call us today for a **FREE** initial telephone consultation
- Or email or write to us with details of the issues you would like to discuss
- All in complete confidence and without obligation
- We will tell you whether we think we can help and how
- We normally charge a fixed or capped fee, agreed with you up front, with no hidden extras
- Special discounts for sole practitioners, small firms and individual lawyers
- Special discounts for anyone who has attended any of our management courses

What areas do we cover?

Compliance and Professional Regulation

- Solicitors Code of Conduct including Rule 5 business and risk management
- Anti-Money Laundering Regulations

Partnership Negotiations, Succession Planning, Start-Ups and Mergers

- Law firm valuations
- Preparing a profitable exit route for yourself from the firm
- On what terms you should bring in new partners
- Evaluating an offer to join a partnership or other structure
- Setting up your own firm

Financial Management

- Improving profitability and cash flow
- Review of your accounts e.g. to see if you are dealing properly with WIP
- Review of your banking terms e.g. to see if you can restructure your borrowing and save money
- Amalgamations and take-overs

Strategy, Leadership and Change Management

- Business and other strategic plans
- Business and operational structures
- Managing change/major projects

Marketing and Business Development

- Marketing or business development strategy or tactical plan
- Writing tenders and winning new business
- Client relationship management programmes

Learning and Development

- Recruitment interviewing and selection
- Training Needs Analysis
- Competency Frameworks
- Personal Development Plans

Coaching and Mentoring

- In any of the areas shown

If you need expert advice on any law firm management or partnership issue, please telephone us on 029 2045 1000 or email us at info@altior.co.uk

IN-HOUSE & BESPOKE TRAINING

Introduction

For almost 30 years, Kaplan Altior has been well regarded for its offering of public courses.

Increasingly, we have also worked in partnership with individual law firms; both in the UK and abroad, to develop and deliver in house learning and professional development which reflects their particular needs and adds value to their business.

Who do we train?

We work with fee earners and support staff at every stage of their career and development, and are happy to develop one off trainings as well as coherent and comprehensive programmes, which reflect business strategy and offer a measurable return on investment.

How do we do it?

We work hard to build long term relationships with our clients. This enables us to establish an understanding of their unique culture and how training interventions fit into their overall learning and development strategy.

How are we different?

- When you call to enquire about in house training, you will speak directly with our Business Development Director, or Managing Director, both of whom are solicitors
- We treat every project differently and will work closely with you to understand your needs, to ensure that the training we provide is exactly right for you. Our approach is hands on, in depth and direct
- We are happy to tailor existing courses to meet your requirements or to write new courses specific to your needs; and will always agree a tailoring / writing fee with you in advance of any work being undertaken
- Our fees are competitive and, in most cases, inclusive of all trainer and other Kaplan Altior expenses. You only pay the fee plus VAT and there are no hidden extras
- Our Business Development Director will remain involved throughout the project, and you will also be given the name and full contact details of a course manager at Kaplan Altior who will look after you and the administration of the project until its conclusion
- We will take feedback from you and discuss ways in which we might continue to improve our service to you in the future
- Finally, and unusually, we will always be honest with you if we feel unable to assist

For further information

Please contact Barbara Anderson on 029 2045 1000 or email barbara@altior.co.uk to discuss your requirements.

What type of training can we deliver?

Any of the courses contained in this brochure can be delivered in house, including:

- SRA Professional Skills Course
- SRA Management Course stage 1
- Higher Rights of Audience stage 2 Advocacy Skills training
- Anti Money Laundering Update
- Solicitors' Accounts Rules
- Supervising Trainee Solicitors
- Recruitment Interviewing Skills
- Making Appraisals Work
- Essential Coaching Skills

In addition, the following courses represent a selection of our in house offering, not detailed elsewhere in this brochure.

IN-HOUSE & BESPOKE TRAINING

Trainee and Newly Qualified Solicitors

- Personal Impact
- Essential Presenting Skills
- Self Assurance / Confidence Building
- Stress Management
- Concentration and Memory

Junior / Mid Level Associates

- Networking and Following Up Contacts
- Tendering and Pitching for Work
- Presenting for Maximum Impact
- Speaking in Public
- Developing your Practice
- Managing Time and Workload for Lawyers
- Managing People and Teams
- Mentoring Skills

Senior Associates, Partners and Directors

- Successful Business Development
- Creating a Winning Bid
- Successful Pitches
- Managing Key Client Accounts
- Business Strategy in the light of the Legal Services Act
- Developing a successful professional services brand
- Defend and grow key accounts in the current economic climate
- Interviewing Prospective Trainees
- Interviewing Prospective Fee-earners
- Leading and Developing your Team
- Performance Management
- Essential Appraisal Skills
- Rule 5 Compliance - File Auditing
- Professional Conduct Update
- How to Write an Office Procedures Manual

Support Staff

Please refer to pages 44 and 45 for a full selection of courses.

- Dealing with Difficult People
- Managing your Partners / Fee Earners
- Time (and stress) Management
- Business Writing Skills
- Developing Excellence in Front of House Staff
- Team Leader Skills (for support staff with a team)
- Effective Complaints Handling
- Converting Enquiries into Clients
- Proactive Debt Recovery for Secretaries and Paralegals

Please note that the categories opposite are only a guide. In practice, most courses can be adapted to reflect the experience and level of expertise of the delegates.

Course not listed?

Please ask if you are interested in any training not listed here. We have many other courses already developed, and can work with you to develop a new course.

Coaching

As well as offering group training, we can cover many of the topics listed here (and others) by means of one-on-one coaching. This is an effective intervention in various circumstances; including where the coachee is facing particular changes or challenges in the workplace or the firm simply wants to support them to achieve their full potential. The coaching is normally delivered in multiple 1-2 hour sessions to ensure best results.



Kaplan Altior invested a lot of time with us to help understand our needs. We found the Kaplan Altior speakers to be knowledgeable and experienced in their areas of expertise.



Margaret Dunmore
Senior Professional
Development & Training Office
Shearman & Sterling
(London) LLP

HIGHER RIGHTS OF AUDIENCE -TRAINING & ASSESSMENT

Essential details

Stage 1: 24 CPD hours
Stage 2: 18 CPD hours

The course is led by a team of Solicitor Advocates and Barristers with many years' practising and advocacy experience. The team of tutors includes Nadim Bashir, Roy Morgan, Andrew Shanahan, Alan Taylor, Chris Reeves-Croft and Peter Tyers-Smith. (for trainer details see pages 59 - 61)

Course fees:

Development route

Evidence, Procedure & Ethics
£750 + VAT

Advocacy
(training & assessment)
£1295 + VAT

Evidence, Procedure, Ethics & Advocacy
(all training & assessment)
£1995 + VAT

Past Kaplan Altior PSC and QLTT delegates and trainee solicitors may claim a discount of 10% against these Development Route fees.

Accreditation route

Advocacy
(training & assessment)
£1295 + VAT

Past Kaplan Altior EPE delegates may claim a discount of 10% against the above fee.

Advocacy

(assessment only)
£395 + VAT

Introduction

What are the benefits to becoming a Higher Court Advocate?

- Provide a "one stop" litigation service to your clients
- Enhance your professional status
- Increase your fee income
- Develop your case preparation and advocacy skills
- Our course is SRA accredited for CPD purposes

How to become qualified

There are currently 3 different routes which lead to qualification as a Higher Court Advocate.

Please see the following details.

Routes to qualification

1. development route

This is available to both trainee solicitors and qualified solicitors. It consists of 3 stages and leads to the "All Proceedings Qualification".

Trainee solicitors can undertake Stage 1 of the Development Route to satisfy their PSC elective requirement in full. There is no need to pass the Stage 1 written assessment to satisfy the PSC elective requirement.

stage 1 - evidence, procedure & ethics

This is the **academic stage** of the training and comprises 2 consecutive days of face to face training and also 2 days of tutor-guided distance learning.

This is followed by a 2 hour written assessment with an additional 15 minutes reading time. You choose to specialise in either **criminal** or **civil** proceedings, but some time is spent discussing your non-specialist subject and the assessment will reflect this.

stage 2 - advocacy skills

This comprises practical training in either **civil** or **criminal** advocacy (as chosen by the delegate) over 3 consecutive days. The training is based on a case study and prepares the delegates for an assessment on the fourth day. Delegates will be assessed on a trial strategy plan, legal submission and cross examination of a witness.

stage 3 - portfolio of experience

This must be compiled by candidates to evidence experience of either civil or criminal proceedings, and then submitted to the SRA. Please contact the SRA for further details.

Kaplan Altior can offer assistance on how to compile your Portfolio - please enquire for further details.

2. accreditation route

This is available only to solicitors with at least 3 years PQE. They must demonstrate to the SRA that they have sufficient knowledge and experience in the Higher Courts to exempt them from having to undertake training and assessment in Evidence, Procedure and Ethics. Before commencing the course,

HIGHER RIGHTS OF AUDIENCE -TRAINING & ASSESSMENT

a solicitor must obtain a Certificate of Eligibility from the SRA to demonstrate this. For further details, please contact the SRA.

The SRA has confirmed that solicitors with 3 years' post qualification experience may still take the 'accreditation route' until 31 December 2009.

Delegates must still undergo the advocacy assessment and, as with stage 2 of the development route, they choose between a **civil** and a **criminal** based assessment.

Unlike the development route, delegates do not need to attend the advocacy training but, as it is designed to help delegates pass the assessment, we strongly recommend candidates do so.

3. exemption route

Solicitors with many years' experience of practice may be exempt from all training and assessment requirements. For further details, please contact the SRA.

Locations & dates

Stage 1:

Evidence, Procedure and Ethics (Civil & Criminal)

Birmingham	2, 3 & 6 April 2009
Cardiff	12, 13 & 18 November 2009
Leeds	10, 11 & 14 December 2009
London	19, 20 & 25 February 2009 14, 15 & 22 May 2009 22, 23 & 26 October 2009
Manchester	16, 17 April & 1 May 2009 16, 17 & 20 July 2009

Stage 2:

Advocacy Skills (Civil & Criminal)

Birmingham	9 - 12 June 2009
Cardiff	13 - 16 October 2009
Leeds	19 - 22 May 2009
London	21 - 24 April 2009 30 June - 3 July 2009 27 - 30 October 2009 1 - 4 December 2009*
Manchester	3 - 6 February 2009 17 - 20 November 2009

* criminal only

“

I have found the courses excellent, the Kaplan Altior staff very helpful and the trainer on this course was very knowledgeable.

”

Sibylle Cheruvier
Delegate
Higher Rights of Audience -
Advocacy (Criminal)

COMPLAINTS HANDLING IN CHAMBERS

Essential details

Two half day courses.

3 CPD hours per course.

Trainers: Peter Warner and Jonathan Maskew.
(for trainer details see pages 59 - 61)

Course fees per delegate per half day course.
£165 + VAT.

Sole Practitioners may claim a discounted fee of £145 + VAT per delegate per half day course.

Introduction

Kaplan Altior is delighted to have become the only national training provider authorised by the Bar Standards Board to deliver this important new training course on Complaints Handling in Chambers.

This training course is one of a range of measures by the Bar Standards Board to improve the effectiveness of complaints handling by Chambers. The other measures include a new mandatory complaints protocol, a revised Code of Conduct (incorporating the protocol), strengthened guidance on complying with the requirements, and model complaints handling procedures. These requirements came into force on 1 May 2008.

The course has been designed by Kaplan Altior in consultation with the Bar Standards Board. Its main aim is to help delegates ensure that they handle complaints in accordance with the revised regulatory framework. The course will also look at best practice for complaints handling, as well as equipping delegates with the key interpersonal skills which are required to deal effectively with, and resolve, complaints.

Who should attend?

- Heads of Chambers
- Complaints Officers (if different)
- Equality & Diversity Officers
- All other barristers
- Clerks and Practice Managers
- All other Chambers Staff

Initially, the course is not compulsory; but the Bar Standards Board strongly encourages Chambers to send at least one barrister and one staff member on the this course annually. It is conceivable that attendance will be compulsory in future.

What are the benefits of attending?

- Ensure you are aware of your obligations under the new mandatory Protocol, revised Code of Conduct, guidance and the model procedures - including the extra requirements applicable to Heads of Chambers and those involved in Chambers administration
- Will help those Barristers responsible for complaints demonstrate that they have ensured that all staff who deal with complaints have been adequately trained (a requirement under the new Guidance and something which the Bar Standards Board will monitor)
- Develop your knowledge of how to operate effective complaints handling procedures
- Appreciate the preventative measures to take in order to minimise complaints

COMPLAINTS HANDLING IN CHAMBERS

- Demonstrate your commitment to dealing conscientiously with complaints
- Enhance your understanding of the Bar Standards Board's compliance and monitoring role
- Be aware of and be prepared for increased monitoring activity by the Board
- Learn and practise the key skills you need to handle complaints effectively
- Build your confidence in dealing with people who submit a complaint
- Obtain 3 or 6 CPD hours

Structure and format of the course

The course will comprise a mixture of trainer-led learning, facilitated discussion and participative exercises based around realistic scenarios. Delegates will be encouraged to contribute and share their own ideas and experiences.

It cannot be emphasised enough that all chambers staff, not just barristers and senior personnel, will benefit from this course. It is vital that anyone who might be confronted by a complainant either in person or on the telephone is aware of the regulatory background and has the key complaints handling skills.

Programme includes

- What is a Complaint?
- The New Regulatory Framework.
- Best Practice for Handling Complaints.
- Developing and Reviewing Complaints Procedures.
- Implementing the new requirements in practice.
- Record Keeping for Complaints.
- Compensation and Redress.
- Role of The Bar Standards Board in Complaints.
- Developing Complaints Handling Skills, including:
 - How to handle a complaint
 - Key communication skills for complaints handling
 - Negotiation skills in the context of complaints
 - Conflict resolution skills
 - How to handle difficult people who are making a complaint

The two half day courses are structured as follows:

morning session

Focused on the new regulatory framework, the implementation of the requirements and best practice in complaints handling.

afternoon session

Focused on complaints handling skills.

Delegates are welcome to book onto either or both of these sessions, depending on their level of involvement with complaints handling.

Locations & dates

London

tbc

Please check www.altior.co.uk for the latest news on locations and dates.

If you would like to register your interest in any further courses and venues, or would like to suggest any other towns/cities where you would like to see Kaplan Altior run the course, please let us know.

In-house

If you would like us to run this course for you on an 'in-house' basis at your Chambers, please contact us for further details.

BAR
STANDARDS
BOARD

REGULATING BARRISTERS

ILEX ADVOCACY QUALIFICATION SCHEME

Essential details

This is a six-day course, split into two blocks of three days over a period of three weeks. The advocacy assessment will be on the final day but delegates will also need to pass a short written evidence assessment during the course.

cost: £1595 + VAT per delegate.

trainers: Andrew Shanahan, Richard Stone and Karen Spooner.
(for trainer details see pages 58-60)

Introduction

This is the ILEX advocacy skills training course under the exciting new ILEX Advocacy Qualification Scheme.

Fellows and Members of ILEX must attend and successfully complete the course in the relevant practice area if they wish to obtain Extended Rights of Audience in either family, criminal or civil proceedings.

It will be possible to obtain extended rights of audience in more than one subject. Fellows wishing to do so should first successfully complete the course and obtain an Advocacy Certificate in their specialist area of work. You can later apply to ILEX to add further Certificates in other subjects. ILEX will decide what further training and assessments you are required to complete.

Who can attend the course?

- Fellows of ILEX
- Members of ILEX (i.e. those who have completed the ILEX Professional Qualification), but see below

In each case, before you can attend the course, you must first obtain a Certificate of Eligibility from ILEX. Please visit altior.co.uk/ilex_advocacy for details on how to apply for a Certificate of Eligibility. Kaplan Altior will accept your course booking before you have obtained a Certificate of Eligibility but this will be entirely at your own risk.

If you are a Member of ILEX, you can attend the course and take the assessments, but you can only be granted an Advocacy Certificate once you have been admitted as a Fellow.

What are the benefits?

If you successfully complete the course in your chosen specialist subject (family, criminal or civil proceedings) you can gain:

- An Advocacy Certificate and the right to use the title “Legal Executive Advocate”
- Extended Rights of Audience in your chosen practice area, including:
 - **Family:** to appear in court in all County Court family proceedings
 - **Criminal:** to appear in the adult Magistrates’ Court and the Youth Court
 - **Civil:** to appear in the County Court in all actions except family proceedings

Details of the extended rights can be found at altior.co.uk/ilex_advocacy

- Improved advocacy and case preparation skills following an intensive and interactive course led by experienced advocacy trainers
- Greater self-confidence in your advocacy ability
- A career-enhancing qualification, which sets you apart from other Fellows and opens up new work opportunities; which will be particularly important under the new Legal Services Act regime

ILEX ADVOCACY QUALIFICATION SCHEME

Programme includes

Each course is intended to assist delegates to develop the range of skills and knowledge required to pass the assessments and become a successful advocate in their practice area.

The family, criminal and civil courses will each include materials and training relevant only to the specialist area of work, but they are all likely to cover some common topics including:

- Interviewing skills
- Oral presentations
- Case analysis
- Interim applications/submissions
- Drafting
- Trial advocacy
- Negotiation
- Evidence and procedure
- Professional ethics

Format

The training course will run over six days. Around halfway through the course, delegates will need to sit a short written evidence assessment relevant to their particular specialism. On the final day, they will also need to undertake an advocacy assessment based on clear criteria that will be explained to them during the course.

Delegates will choose to specialise in one of the following:

- Family Proceedings
- Criminal Proceedings
- Civil Proceedings

Groups will be strictly limited in size to ensure training remains interactive and each delegate receives adequate feedback and assistance from the trainer. Delegates will follow practical case-studies, learn in trainer-guided sessions and take part in role-play exercises to ensure they have every chance to develop their advocacy skills and associated knowledge in their chosen subject before the assessments.

Delegates will be provided with relevant course materials.

Locations & dates

Criminal

London 24 - 26 March 2009
& 6 - 8 April 2009

Family

London 6 - 8 April 2009
& 15 - 17 April 2009

Please enquire for details of our Civil courses.

If there is a venue where you would like to see Kaplan Altior run a course, please let us know.

Please visit altior.co.uk/ilex_advocacy or call Kaplan Altior on 029 2045 1000 for the latest information on venues and dates.



KAPLAN HAWKSMERE LEGAL CPD

The Legal and Professional Development programmes to meet your CPD requirements.

Kaplan Altior's sister company Kaplan Hawksmere has been offering legal training for over 20 years; providing high quality seminars and conferences accredited by the Solicitors' Regulation Authority and the Bar Standards Board. This year they have launched a large number of additional CPD programmes so that, together, we now offer over 160 legal and professional development programmes. With the introduction of these additional CPD programmes Kaplan is one of the biggest providers of legal training in the UK. Whatever your requirements, we will have a course to suit your needs.

Cut your training costs by up to 50%

Thousands of companies and firms across the UK are already enjoying the benefits of our training, and the new **Kaplan Hawksmere legal membership** will give you another reason to talk to us about your training needs. The legal memberships entitle you to reductions of up to 50% on any legal professional development seminar or conference and a firm membership also entitles you to 10% off any in-house legal and professional development programme (except PSC).

There are four options available:

- 12 month Legal Firm Membership £595 plus VAT
- 12 month Individual Legal Membership: £200 plus VAT
- Trainee membership: Free of charge
- SPG membership: Free of charge

For the full range of legal CPD courses, visit www.khcpd.co.uk. Alternatively email enquires@khcpd.co.uk or call the Kaplan Hawksmere customer services team on 0845 833 3212 and they will be happy to help.

The courses shown here are now available as part of the Kaplan Hawksmere offering. Details of these and many more can be found at www.khcpd.co.uk.

Company Commercial

- Commercial and Company Law Update Conference
- Commercial Contract Drafting Skills
- Competition Law and the In-House Lawyer Conference
- Corporate Acquisitions and Disposals Conference

Intellectual Property

- Annual Intellectual Property Update 2009 Conference
- Intellectual Property: Essential Skills
- Current Legal Issues in IT and Software Conference
- International Intellectual Property Law

Litigation

- A Guide to Running a Successful County Court action
- ADR: Essential Skills
- Advocacy for Civil Practitioners
- Arbitration – Practice and Procedure

Personal Injury

- Dealing with Dishonest and Fraudulent Claims
- How to Conduct a Clinical Negligence Hearing
- Paralegals in Personal Injury
- New Ogden VI

Property

- Business Tenancies
- Commercial Landlord and Tenant
- Commercial Property: Essential Skills
- Commercial Property 2009 Update

Employment

- Employment Law Aspects of Mergers, Acquisitions and Outsourcing Conference
- Employment Contract Drafting Skills
- How to Conduct an Unfair Dismissal Case
- Employment Law Introduction

Family

- Advanced Child Care and Adoption Law 2009
- Advocacy in Family Cases: A Beginner's Practical Guide
- Ancillary Relief: Essential Skills
- Family Law Update 2009

Private Client

- Contentious Probate
- Inheritance Tax Planning in Wills
- Will Drafting Skills
- Wills and Probate

Criminal

- Criminal Law Update 2009
- Criminal Sentencing Update and Refresher
- How to Conduct a Trial in the Magistrates' Court
- Representing Young Offenders

Finance & Tax - for solicitors in practice

- Commercial Awareness
- Current Issues in Property Taxation Conference
- Finance for Non-Financial Managers
- Personal Tax Refresher

Management & Personal Development

- Assertiveness for Maximum Impact for Business
- Building Rapport with Clients
- Successfully Implementing Business Strategy
- Clear Legal Writing

Compliance

- Anti-Money Laundering Update
- Rule 2 Compliance - Complaints Handling
- Rule 5 Compliance - Risk Management
- Rule 6 Compliance - Equality and Diversity

Senior Management

- How to Bring in New Partners and Succession Planning
- Successful Client Management
- Successful Financial Management
- Successful Law Firm Leadership

5 ONE DAY ADVOCACY COURSES

A flexible approach to advocacy training.

Essential details

One day modules.

6 CPD hours per module.

Trainers: Rhian Jones
and Chris Reeves-Croft.
(for trainer details see pages 59 - 61)

Course fees per delegate per module:
£250 + VAT
or £995 + VAT for all 5 modules

Introduction

This programme is designed for solicitors who wish to improve their advocacy skills. It will help solicitors increase their confidence as advocates and gain better case management and trial skills. Delegates will work in small groups ensuring that each session is enjoyable as well as informative.

The **entire programme consists of 5 one day modules** and will be based on a commercial breach of contract case study. Delegates can choose between completing one or more modules as each will stand alone as a day's course. However, if all 5 modules are completed, you will be awarded a **Diploma in Advocacy**, a qualification which will add 'gravitas' to your CV and professional experience.

Although the modules concentrate on Civil Advocacy, modules 4 and 5 are of particular interest to Criminal and Tribunal Advocates as the techniques discussed are relevant to all forms of Advocacy.

The course is of particular relevance to:

- Higher Rights advocates
- Experienced advocates
- Returners and refreshers

Modules

Case Management Strategies - planning the attack and the course of the litigation.

London 1 June 2009

Advanced Draft Pleadings - to comply with the spirit of the Civil Procedure Rules.

London 29 June 2009

Interim Applications - Legal Submissions and Case Management Conferences.

London 4 August 2009

Cross-examination techniques - including expert and vulnerable witnesses.

London 9 October 2009

Trial - including opening and closing speeches and skeleton arguments.

London 16 November 2009

TRAINERS



John Loosemore, founder of Kaplan Altior, has spoken to thousands of lawyers and advised many law firms both in the UK and abroad and advises many firms on practice management issues. He founded and built a large legal practice which he ran for many years and has been at the forefront of the debate on the future role of lawyers. He is the co-author of *“Accounting for Success”* (Oxford University Press, 3rd Edition 2002) which explains the mysteries of accounts to lawyers.



Mark Loosemore, Managing Director of Kaplan Altior, is a solicitor with a number of years of company/commercial experience at city firm, Bird & Bird. He went on to be Group Commercial Director at the Welsh Rugby Union. More recently, Mark was Legal & Business Affairs Director at leading new media/sports business, Perform Group.



Rob Parsons is an international speaker on management and family issues. During the past 10 years over 350,000 people have attended his seminars across the world. He is the author of several best sellers, including *“The Sixty Minute Father”* and *“The Heart of Success”*, which reached No. 2 in the Times Business Books Best Seller list. He was formerly a managing partner in a large law firm and co-founded LPS (now Kaplan Altior) with John Loosemore. His most recent book is *“Teenagers! What Every Parent Has to Know”*.



Mark Manley is a partner in Brabners Chaffe Street specialising in media law, defamation, breach of confidence and commercial litigation cases. He lectures widely and has given consultancy advice on financial services and management to many law firms. He sits as a Deputy District Judge on the northern circuit

and is an accredited mediator with CEDR Solve and ADR Group.



Ruth Khan is a solicitor and an Kaplan Altior Development Director. She practised as a commercial litigator for several years. She is the Course Director for Higher Rights and QLTT, and tutors Client Care, Professional Standards and Advocacy on the Professional Skills Course.



Jon Goodman has extensive practising experience as a solicitor including 10 years as a managing partner. He specialised for over 20 years in civil and criminal litigation before concentrating on business and employment law. He is now an Employment Tribunal Chairman (part-time) and lectures widely to lawyers.



Chris Sweetman is a solicitor and Kaplan Altior Training Director. Previously, he was a senior lecturer on the LPC and, before that, a company/commercial lawyer with Morgan Cole. He has also spent time on secondment in a commercial role with the Head of Acquisitions at PHS Group, and as an in-house lawyer at RAC, the National Assembly for Wales and the Competition Directorate of the European Commission.



Roy Morgan is a Solicitor Advocate, experienced Duty Solicitor and a member of the L.S.C. Serious Fraud Panel. He heads Morgans, the joint top criminal law firm in Wales (Legal 500) and was Sole Practitioner of the Year (Wales) 2003. He is also an assessor for the Duty Solicitor and Police Station Advisors schemes and Chair of L.A.P.G.



Roy Chandler is a chartered accountant specialising in the relationship between law and accountancy. He tutors extensively, particularly on Solicitors’ Accounts, and

is a professor at Cardiff Business School. He is co-author of *“Accounting for Success”* (Oxford University Press, 3rd Edition 2002), the essential guide to accounts for lawyers.



Angela Devereux specialised as a practising solicitor, in litigation and advocacy and now tutors widely in advocacy. She is an accredited Inns of Court advocacy trainer and a former leader of the Bar Vocational Course. She is now Director of the Professional Development Unit at Cardiff Law School and is also a member of the Lord Chancellor’s Standing Conference on Legal Education.



Karen Spooner is a former Justices’ Clerk and Magistrates’ Training Officer. She is qualified as a Barrister and has an Advanced Diploma in Professional Training and Development. She is now a self-employed trainer and consultant, and legal adviser to magistrates in court.



Rhian Jones is a solicitor with several years practising experience with Morgan Cole in their Commercial Dispute Resolution team. She has substantial experience in the fields of commercial litigation, personal injury and family law.



Olwen Edwards is a solicitor who has given Financial Services consultancy advice to law firms. She was also an independent financial advisor in a major national firm of accountants and actuaries, advising on employee benefits for blue chip clients.



Jacky Lewis teaches a wide range of topics, including communication and listening skills, conflict resolution and people management. She has a special interest in the mentoring and development of legal trainees. She is an accredited mediator.

TRAINERS



Elsbeth Anderson joined the legal profession in 1983, specialising in litigation and then in negotiating commercial contracts. Having left the City, she lectured at Newcastle University and then returned to the City to focus on teaching and training. She has worked as a Professional Support Lawyer, a training and know-how manager and latterly as a training consultant designing and delivering a range of



Alan Taylor is a barrister practising on the North Eastern Circuit. He is a member of Park Court Chambers in Leeds, and specialises in Criminal Law and Family Law. He was formerly Senior Lecturer in Law at the Inns of Court School of Law and is the author of *"Principles of Evidence"* (Cavendish Publishing, 2nd edition 2000).



Adèle Warchester, who qualified as a solicitor in 1977, is the former risk manager, client care and managing partner of Donns LLP. She has extensive experience of private practice and implementing quality management systems and now advises firms on all aspects of quality, professional compliance and risk management.



Richard Stone is a Solicitor and has specialised in Criminal Law for over 10 years. Formerly a Partner with a firm in Manchester, he is now a freelance Duty Solicitor and Court Advocate. He is an experienced legal trainer and trains extensively on a number of criminal law, advocacy and client care courses.



Dr Andrew Haynes is Head of the Institute of Finance Law at The University of Wolverhampton. He has lectured widely on all aspects of finance law and is the co-author of the recent Butterworths' publication *"Risk Based Compliance"*.



Andrew Shanahan is the Managing Partner of Shanahan, Wormald & Davis Solicitors. He is a Solicitor Advocate and experienced Duty Solicitor. He is also an experienced lecturer and assessor for the Duty Solicitor and Police Station Advisors Schemes.



Katie Dignan has more than a decade of experience in developing new business for international professional services firms. Prior to starting her own business in 2007, she ran the bids team and business development coaching programme at Pinsent Masons for five years. She started her working life as a journalist, before moving into business development for a global consulting engineering firm, Herbert Smith and then Andersen.



Sarah Jones practised extensively as a barrister in the Civil Courts for 10 years. She left the Bar and formed her own limited company. She is an accredited Inns of Court advocacy trainer and an ADR Group Accredited Mediator. She also tutors on the Bar Vocational Course at Cardiff University.



Michala Meiselles specialises in Civil and Commercial Litigation and European Law and Policy. She is a member of the International Human Rights Committee and the Human Rights Lawyers Association and was formerly on the National Committees of the TSG and YSG.



Barry Clarke is a consultant with Russell Jones & Walker and the current national chairman of the Employment Lawyers Association. He holds two part time judicial appointments (as Employment Tribunal chairman and Immigration Judge) and is an ACAS arbitrator.legal and business training initiatives.



Peter Warner is a solicitor admitted to practice in 1985. Since leaving private practice in early 1992 Peter has been engaged in management consulting and training, working exclusively with the legal profession specialising in Risk, Quality Management and Client Care. He was formerly a partner in private practice specialising in property work and has also worked as a risk manager for a professional indemnity insurer. He has an MBA and is a Member of the Institute of Management Consultants (MIMC).



Chris Reeves-Croft is a barrister of over 15 years call and has represented clients in courts at all levels including the Court of Appeal. Chris has also had substantial involvement in advocacy and litigation training over the last several years. He has designed and delivered a range of courses and was, for a number of years, a training manager at a UK Top 20 law firm. Chris continues to divide his time between practice at the Bar and training.



Peter Tyers-Smith is a Solicitor Advocate (All Proceedings) and a barrister who deals primarily with Commercial and Chancery litigation. He has conducted a number of appeals in the High Court and Court of Appeal.



Stephen Harnes is a barrister with considerable experience, notably in Criminal Advocacy. Most recently he has appeared full time in Crown Court as a CPS Higher Court Advocate, and is now also a part time Immigration Judge.



Nadim Bashir is a barrister practising on the North Eastern Circuit. He is a member of Park Court Chambers in Leeds and specialises in Crime and Civil work. He is an experienced trainer and a member of the Personal Injury Bar Association.

TRAINERS



Stephanie Dale, MBA, is a Chartered Marketeer, author of *“Profitable Conveyancing ~ a practical guide for residential conveyancers”* (Law Society Publishing 2005) and author of numerous articles in the legal property press. She is a legal marketing consultant and an authorised Law Society Trainer.



Remi Aiyela is a solicitor, barrister and accredited mediator specialising in private client work. She is a member of the Society of Trusts and Estate Practitioners (STEP).



Carl Woolf is a Solicitor-Advocate (Criminal), a Partner in Meldrum Solicitors LLP and a Committee Member of the Solicitors Association of Higher Court Advocates. He is also a member of the Lord Chancellors Judicial Selection Advisory Committee. An experienced Trainer, he has lectured to Prosecution and Defence Solicitors, Barristers and Police Officers. Carl specialises in Advocacy Training, and still appears daily in the Magistrates and Crown Court conducting trials.

Jason M Hadden is a Solicitor Advocate who has practised for over 10 years, concentrating in civil and commercial litigation together with human rights law.

Mac Mackay specialises in advising professional people on marketing, as well as management skills, leadership and improved performance, and client care, with experience of people at all levels.

In addition, the following people are important members of our team of trainers and assessors:

Dr Kerry Beynon
Helen Boardman
Katie Clarke

Janine Collins
Mike Connelly
Ruth Davies
Dominic de Saulles
David Dixon
Richard Gardiner
Sally Green
Kathryn Gurney
Alistair Guthrie
Martin Hyman
Malcolm Knott
Sarah Lion-Cachet
Chris Lewis
Phil Lyons
Jonathan Maskew
Sally Stanley-Jones
Chris Street
Stephen Walmsley
Gill Whensley
Alan Wilkinson
and Mike Winston.

BOOKING FORM

We would like to book on the following course(s)

Name(s) of delegate(s) (please use block letters), please continue on a separate sheet, if required.

title	first name	surname	SRA no. (if known)	position in firm
course title	Higher Rights Course (civil or criminal)		venue & date	fee

title	first name	surname	SRA no. (if known)	position in firm
course title	Higher Rights Course (civil or criminal)		venue & date	fee

title	first name	surname	SRA no. (if known)	position in firm
course title	Higher Rights Course (civil or criminal)		venue & date	fee

Please complete the details below

your purchase order number (if applicable)	
contact name	
name & address of firm	
dx no	dx exchange
tel no	
mobile no	
fax no	
e-mail*	
training contact for firm	
training contact's email	
have you previously attended one of our courses? YES <input type="checkbox"/> NO <input type="checkbox"/>	

Total course fees £

VAT at 15% £

Total (inc VAT) £

We wish to make a booking for the above delegate(s) and enclose a cheque for £ made payable to Kaplan Altior.

Please call us if you wish to make a debit/credit card payment.

* Please only include an email address if it is a suitable address (i.e reliable and regularly checked, not temporary) for us to send important course and other information to.



Kaplan Altior will endeavour to accommodate delegates with disabilities, specific learning difficulties or with medical conditions which affect their studies or the sitting of examinations. Please discuss your needs with us asap.

All bookings are subject to our terms and conditions: Please ask us for a copy or visit the relevant course page on our website

Details and prices correct at date of print - January 2009.

Return this form to: Kaplan Altior, 136 Newport Road, Cardiff, CF24 1DJ. dx: 33035 Cardiff 1
tel: 029 2045 1000 fax: 029 2045 9900 e-mail: info@altior.co.uk www.altior.co.uk

We will **not** pass your details to any third parties but we may use this information to contact you about future Kaplan Altior courses and special offers. Please put a cross in the box if you do **not** wish to be contacted.



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