

# Learn the Business of Law



 **THE COLLEGE  
OF LAW**  
Queensland

## LEGAL PRACTICE MANAGEMENT 2017 COURSES

The College's Legal Practice Management Course meets the requirements of the Queensland Law Society for this purpose.



Call **07 3234 4555**



Email **cpd@collaw.edu.au**



Visit **collaw.edu.au/lpmc**

# ABOUT THE COLLEGE OF LAW

The College of Law is a national provider of legal education and training in Australia and New Zealand. We are the leading provider of practical legal training for admission to practise law with operations in the ACT, NSW, Victoria, Queensland, South Australia, Western Australia and New Zealand. We also offer the LLM (Applied Law) in a range of practice areas including Commercial Litigation, Commercial Transactions, Family Law, Property Law, Wills & Estates Law and In-house Practice.

## THE LEGAL PRACTICE MANAGEMENT COURSE

The College's Legal Practice Management Course builds on over 16 years' experience of running the equivalent program in NSW and in helping thousands of lawyers achieve their career goals of becoming a partner or establishing their own practice as a sole practitioner.

It also draws on our insights into legal practice gained from training law graduates for admission to practice using proven learning programs based on sound educational principles.

The course meets the requirements of the Queensland Law Society for the purpose of obtaining a Principal Practising Certificate and is fully accredited by the Law Society.

## FORMAT

The Legal Practice Management Course is built on sound training and educational principles and combines reading of relevant materials online followed by a three day workshop held at the College of Law Queensland in Brisbane CBD.

## ONLINE PRE-READINGS

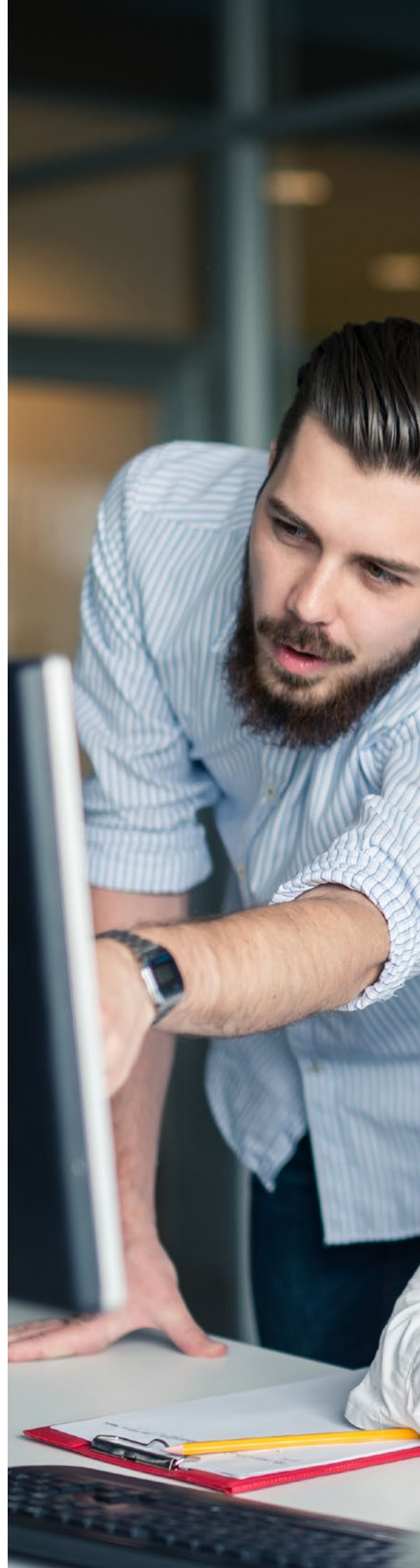
You will be given access to the College Learning Portal from the Course start date where you will access materials which form the basis of the assessments required to satisfactorily complete the course.



**You MUST complete the online component before you attend the workshop.**

## WORKSHOP

The Workshop is held over three days and covers nine key areas of practice.





# WORKSHOP SCHEDULE AND OUTCOMES

## DAY 1

### WELCOME AND INTRODUCTION

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#### PRACTICE STRUCTURES

At the end of this unit you will be able to:

- ▶ compare and contrast the different possible legal practice structures.
  - ▶ evaluate the capacity of the different structures to meet work-type, client, staffing and the practicing goals and needs of principals.
  - ▶ analyse how various components of particular practice structures should best be set up and implemented.
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#### FINANCIAL MANAGEMENT

At the end of this unit you will be able to:

- ▶ explore criteria to evaluate new business.
  - ▶ discuss the budgeting process and different methods of building a budget.
  - ▶ evaluate time recording as a profit lever.
  - ▶ compare different pricing strategies and calculate their impact on profitability.
  - ▶ analyse how leverage and growth will impact on the practice's financial performance.
  - ▶ understand the impact of WIP and review WIP reports for recoverability.
  - ▶ optimise WIP and debtor conversion in various areas of law and examine how both profit and cash are affected.
  - ▶ develop 'rules' to account for and minimise doubtful debts and write offs.
  - ▶ relate cash flow to profit distribution and drawings.
  - ▶ estimate the costs of running a file, including how to scope initially.
  - ▶ calculate the 'cost to finish' if something triggers further costs, including how to talk to a client about that.
  - ▶ analyse the costs of production of legal services.
  - ▶ manipulate different financial scenarios to predict profitability.
  - ▶ plan key 'profit improvement' strategies that can be effectively implemented.
  - ▶ calculate the practice's net profitability and project the impact of changes to revenue.
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#### TRUST ACCOUNTING

At the end of this unit you will be able to:

- ▶ outline the provisions governing the responsibilities of principal lawyers regarding trust monies.
- ▶ identify ways in which trust account provisions can inadvertently be breached and strategies to prevent these breaches.
- ▶ analyse current practices with respect to the maintenance of trust and office account records.
- ▶ implement any necessary policies and procedures to rectify poor practices.

# WORKSHOP SCHEDULE AND OUTCOMES

## DAY 2

### CLIENT DEVELOPMENT

At the end of this unit you will be able to:

- ▶ examine components of client relationships and build the necessary skills and behaviours to manage clients for future work opportunities.
- ▶ identify why existing clients are good prospects to grow revenue.
- ▶ outline how clients become pre-disposed to using the practice again.
- ▶ employ behaviours likely to encourage 'repeat business'.
- ▶ analyse the elements of professional relationship building.
- ▶ identify a variety of client maintenance tactics including upskilling.
- ▶ create and commit to an existing-client marketing plan, including measuring and reflecting on the success of your efforts.

### MANAGING SELF

At the end of this unit you will be able to:

- ▶ examine the reasons and environmental elements for your current behaviour.
- ▶ identify what you need to do to be your best self.
- ▶ prioritise the essential 'hats' that you, as the principal of a practice, have to wear.
- ▶ explore how to adopt and reinforce 'habits of excellence'.
- ▶ outline a plan for self-managing.

### RISK

At the end of this unit you will be able to:

- ▶ examine your practice's current approaches to diagnosing internal and external risk.
- ▶ analyse your practice's current approaches to and systems for managing internal and external risk.
- ▶ identify where you or the practice might be vulnerable to business and professional risks.
- ▶ generate options and solutions for strengthening the practice's defences against risk, including service failures and professional liability.
- ▶ evaluate the effectiveness of newly implemented policies or procedures to protect against risk.
- ▶ 'map' practice strategies, policies and procedures against legislation to ensure compliance.

## DAY 3

### TRUST ACCOUNTING OPEN-BOOK WRITTEN ASSESSMENT

#### MANAGING PEOPLE

At the end of this unit you will be able to:

- ▶ analyse the elements of practice teams and effective working environments.
- ▶ discuss the value and importance of leadership and collaboration.
- ▶ explore what makes teams work, including maximising open and honest communication.
- ▶ analyse the reasons real collaboration is difficult to achieve and what to do about it.
- ▶ recognise how you 'fit in' and can boost your contribution to your team and practice group.
- ▶ identify the elements of effective workplace relationships.
- ▶ examine ways to create productive environments as either a contributor or leader of a team.
- ▶ outline techniques and create plans for effective 'influencing'.

#### WORKFLOW SYSTEMS

At the end of this unit you will be able to:

- ▶ analyse the causes and negative impact of under-delegation in law practices.
- ▶ explore different methods of mapping processes.
- ▶ develop a clear vision of how to work on activities at an appropriate level.
- ▶ identify activities that cause inefficiency, error and delay, and that can be stripped.
- ▶ outline ways to cost-effectively improve the client experience.
- ▶ evaluate the utility and suitability of automated management systems.

#### ETHICS AND PROFESSIONAL STANDARDS

At the end of this unit you will be able to:

- ▶ outline the legislation and regulations governing ethical practice.
- ▶ specify the duties and responsibilities of principal and senior practitioners with respect to ethics and professional standards.
- ▶ identify ethical and responsibility issues that could potentially arise in your practice.
- ▶ examine best practice approaches to analysing and resolving ethical issues.
- ▶ list sources of ethical assistance and advice in determining appropriate courses of action.

#### WORKSHOP CONCLUSION

# PRESENTERS



## **PRACTICE STRUCTURES AND FINANCIAL MANAGEMENT**

**Dennis Eagles**, *Grant Thornton*

Dennis has over 20 years experience in providing strategies to help clients plan for their long term financial futures. He is a Chartered Accountant and financial adviser, specialising in superannuation, taxation, estate and retirement planning. He is currently Partner – Private Advisory at Grant Thornton.



## **TRUST ACCOUNTING**

**Leanne Trouton**, *The College of Law Queensland*

Leanne has experience in private practice focusing on banking and finance and commercial/insurance litigation. She also has an extensive background in teaching business law, commercial law, corporate/associations law, property and trust accounting.



## **CLIENT DEVELOPMENT**

**Mel Kettle**, *Mel Kettle Consulting*

Mel is a strategic communication specialist, working with organisations to develop communication solutions that will improve productivity, stakeholder relationships and efficiency. She brings to the role over 20 years experience across the public, private and academic sectors in the areas of communication and networking to develop strong client engagement.



## **MANAGEMENT OF SELF**

**Mary Hockaday**, *Mary Hockaday Consulting*

Mary has over 20 years experience in professional services (legal and accounting) roles. She provides specialist consultant HR and practice management solutions for professional services firms, not-for-profits (NFPs), SMEs and other industry organisations. She is Director of Education, Learning & Development for the Australasian Legal Practice Management Association (ALPMA).



## **MANAGING PEOPLE**

**Jacqueline Lynagh**, *Learning & Teaching Specialist*

Jacqui is a former practice manager of two successful boutique Brisbane law firms. Alongside her management career, Jacqui has worked in the legal education field for over ten years in a variety of roles at the at the College of Law and currently at UQ's TC Beirne School of Law.



## **RISK**

**Leisa Flatley**, *The College of Law*

Leisa has extensive experience in the insurance industry with Lexon insurance and Suncorp insurance. In her role at Lexon, Lisa was responsible for developing and delivering professional indemnity and risk training in the legal field. She is currently an adjunct lecturer with The College of Law.



## **WORKFLOW SYSTEMS**

**Ron Spiteri**, *TXM Lean Solutions*

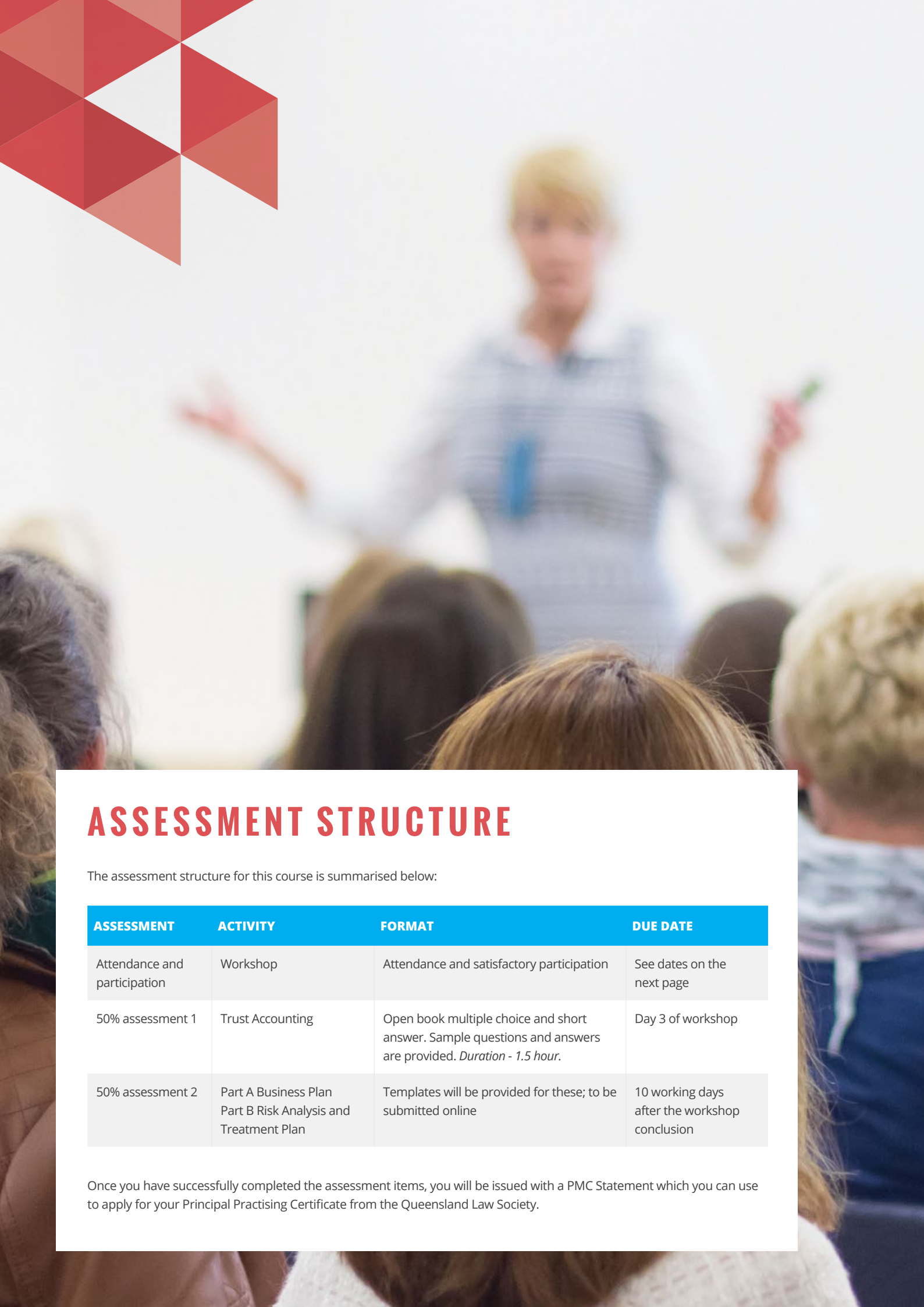
Ron is a senior leader with a strong engineering, project management, and business management background. He is experienced in a variety of contemporary leadership and project management techniques as well as HR / IR process management and has achieved master-level competence in Lean concepts.



## **ETHICS AND PROFESSIONAL STANDARDS**

**Nola Pearce**, *Carter Newell*

Nola is Chair of the Queensland Law Society Ethics Committee. She is a Special Counsel at Carter Newell in their Litigation and Dispute Resolution Team. In this role she handles civil claims arising in negligence, contract and under relevant legislation, and also prosecutions and conduct enquiries for the regulation and discipline of the various professions.



## ASSESSMENT STRUCTURE

The assessment structure for this course is summarised below:

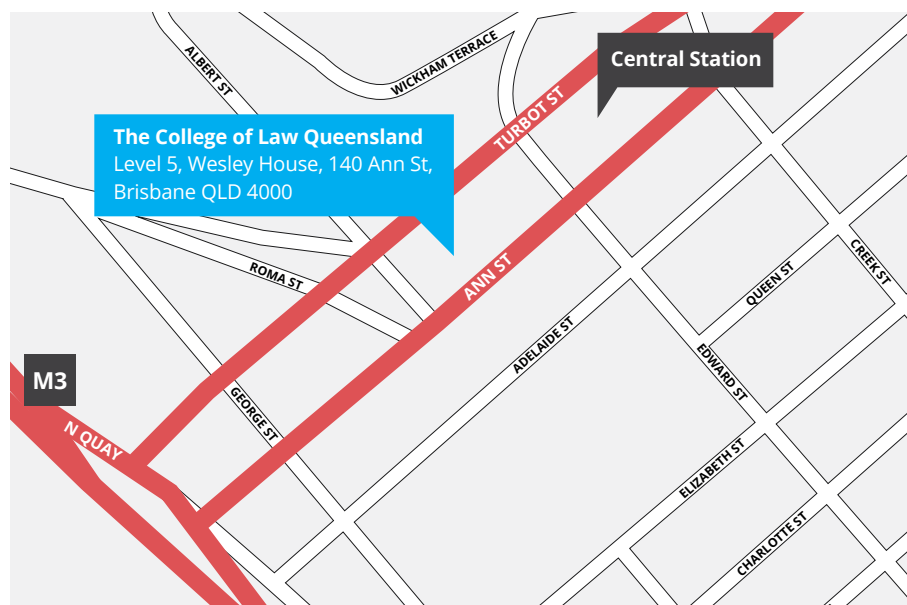
ASSESSMENT	ACTIVITY	FORMAT	DUE DATE
Attendance and participation	Workshop	Attendance and satisfactory participation	See dates on the next page
50% assessment 1	Trust Accounting	Open book multiple choice and short answer. Sample questions and answers are provided. <i>Duration - 1.5 hour.</i>	Day 3 of workshop
50% assessment 2	Part A Business Plan Part B Risk Analysis and Treatment Plan	Templates will be provided for these; to be submitted online	10 working days after the workshop conclusion

Once you have successfully completed the assessment items, you will be issued with a PMC Statement which you can use to apply for your Principal Practising Certificate from the Queensland Law Society.

# LOCATION, PRICE AND DATES

## LOCATION

The workshop will be held at The College of Law Queensland in Brisbane.



## PRICE

Members price: <b>\$1,980</b> (Save \$220 If you are a College of Law alumni or Queensland Law Society member)	Full price: <b>\$2,200</b>
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## DATES

START DATE	WORKSHOP DATES	WORKSHIP TIMES	SUBMISSION DUE	COMPLETION DATE
6 February 2017	23-25 February 2017	8:30am to 5:00pm	13 March 2017	24 March 2017
1 May 2017	18-20 May 2017	8:30am to 5:00pm	5 June 2017	9 June 2017
17 July 2017	3-5 August 2017	8:30am to 5:00pm	21 August 2017	1 September 2017
30 October 2017	23-25 November 2017	8:30am to 5:00pm	4 December 2017	22 December 2017

For more information contact us on **07 3234 4555** or [cpd@collaw.edu.au](mailto:cpd@collaw.edu.au).  
Register online at [www.collaw.edu.au/lpmc](http://www.collaw.edu.au/lpmc)

The information provided in this Handbook was correct at the time of printing - December 2016.  
Please check our website at [collaw.edu.au/lpmc](http://collaw.edu.au/lpmc) for the most up-to-date information.





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