



# certificate in practice management

Management training for busy lawyers and practice managers  
Over 60 hours of specialist management training and learning opportunities

Successfully piloted in 2015, the Certificate in Practice Management combines face-to-face training with online learning and materials to provide an accessible and affordable management training programme for busy lawyers and practice managers

The pressures on small and medium sized law firms and legal advice agencies have never been greater: limited resources; rising competition; lack of legal aid funding; greater client need and expectation; changing technology - the list goes on and on. Managing a practice (or a team) in the current environment is no easy task and there is a lack of cost-effective and tailored management training available to hard pressed lawyers and practice managers.

To meet this need, the Legal Aid Practitioners Group succeeded in a competition run by the UK Commission for Employment and Skills to develop and pilot the LAPG Certificate in Practice Management.

The Certificate covers

- strategy & business planning
- financial management
- recruitment
- performance management
- marketing
- risk management

It is designed around the Law Society Lexcel standard and the Specialist Quality Mark. It

deals with managing a legal aid contract and working with the Legal Aid Agency. The course helps fee earners to maintain or attain LAA supervisor status.

The full programme delivers over 60 hours of training and learning opportunities.

*'I would recommend the CPM to other people, especially people who are relatively new to management.'*

*'I really enjoyed it, I thought it was great.'*  
(Manager with over 10 years' experience)

Almost 90% of employers involved in the 2015 programme said they noticed that their colleague had increased confidence after the course and 100% said their management skills had improved.

**New from 2016** we have also introduced additional elements for not-for-profit (NFP) agencies.

These new subjects include fundraising, charging for services and innovation.

[www.lapg.co.uk/courses](http://www.lapg.co.uk/courses)

£1400 for LAPG Members    £1600 for Non-Members

(Flexible payment terms available)

For more information or to book please email:  
[chris.minnoch@lapg.co.uk](mailto:chris.minnoch@lapg.co.uk)

## The Course Structure - London - January to April 2017

The next course commences on 13 January 2017 and combines face-to-face sessions (all in London) with online learning:

### Session 1: Financial Management - 13 January 2017

During this session we introduce the course and set out the key learning objectives. The session then focuses on understanding the financial implications of running a legal practice and on understanding accounts, setting budgets, cash flow and forecasting.

### Session 2: Business Planning and Risk Management - 24 February 2017

Matthew Howgate and Vicky Ling concentrate on the key areas of business planning and risk management and on creating management information and dashboards to review performance and track key metrics.

### Session 3: Legal Aid Contracting and Developing Profile - 24 March 2017

Jo Edwards leads on marketing and raising awareness of your practice, projects and services, with a particular emphasis on online profile. A senior manager from the LAA will focus on effective LAA contract management and the role of Contract Managers. Vicky Ling and Matthew Howgate will then lead sessions focusing on managing crime and civil contracts respectively.

### Session 4: Managing People - 21 April 2017

Led by Matt Howgate and Vicky Ling this session focuses on the challenges of managing staff and covers areas like setting targets, supervision, giving effective feedback, recruitment, bullying and inappropriate behaviour and equality and diversity.

**NfP Session: Date TBC** - focusing on fundraising and income generation

### Over-arching Themes

There are also a number of themes covered throughout the course including:

- leadership
- risk management
- working with the Legal Aid Agency
- compliance
- data security
- equality and diversity

### Tutors may include:



**Carol Storer**



**Vicky Ling**



**Matthew Howgate**



**Andrew Otterburn**



**Jo Edwards**



**David Gilmore**