
PROFESSIONAL DEVELOPMENT

JUNIOR LAWYER DEVELOPMENT PROGRAMME



*WE ARE ONE OF THE UK'S LONGEST-ESTABLISHED
SPECIALIST PROVIDERS OF LEGAL EDUCATION, WITH A
RICH HERITAGE AND A REPUTATION FOR INNOVATION
AND CONTEMPORARY TEACHING PRACTICES.*

**WE FOCUS ON DELIVERING
HIGH-QUALITY PROFESSIONAL
DEVELOPMENT TRAINING
TO ANYONE IN THE LEGAL
PROFESSION.**



GIVING YOUR JUNIOR LAWYERS THE LEADING EDGE

“ We’re lawyers. We like things nailed down and certain. However, the SQE means we’re in the middle of the biggest shake up in legal education in years. That’s not all – there are now many ways to qualify as a solicitor including the legal apprentice, LPC pathways, as well as the SQE.

The phasing out of the LPC-PSC route means that there is a real risk that junior lawyers are losing training and preparation in areas of law or core legal skills that will be encountered in practice. The new SQE pathway offers the breadth, but not the depth – which poses a problem. Put simply, newly qualified lawyers will come into the office with various gaps in their knowledge which will only emerge once they are practising and working direct with clients.

Our Junior Lawyer Development Programme is there to give legal businesses the training for junior lawyers that they need, when and how it suits the business. It’s available online and face to face, in different time formats - some as short as 1.5 hours. So you only need to buy the training modules you feel that your junior lawyers need.

You’ll find a vast choice of training modules available, with core information about what they cover, here in this brochure. But we can also tailor our offer to suit, and most legal businesses need a bespoke solution. Just contact us on the details below if you’d like a chat.

The team and I look forward to supporting the training needs in your law firm.

CHRIS BEANLAND
HEAD OF JUNIOR
LAWYER DEVELOPMENT
CHRIS.BEANLAND@LAW.AC.UK



“ We identified a specific training need for trainee and junior lawyers. The University of Law’s JLDP was able to quickly respond, adapt and meet our training requirement to excellent feedback.

WHITE & CASE LLP

JLDP

COURSE OVERVIEW

THE JLDP IS DESIGNED TO PREPARE JUNIOR LAWYERS FOR THE REAL-LIFE CHALLENGES OF THE WORKING WORLD BY ADDRESSING INDIVIDUAL TRAINING NEEDS AND SKILLS GAPS, AS IDENTIFIED BY FIRMS.

It covers technical legal knowledge to gain an understanding of a new area of law, or enables junior lawyers to brush up on something they already covered through previous study but which needs more depth to support client work.

It also covers core skills and knowledge such as drafting, advocacy and legal writing.

Finally, the JLDP helps with personal development by dealing with topics such as resilience, imposter syndrome and time management – which could be relevant to junior and senior lawyers alike.

WHY TRAIN WITH US?

- We have trained more practising lawyers in the UK than anyone else
- Our Professional Development team are highly experienced practitioners who have previously worked in law firms or in-house legal teams
- You can personalise the JLDP to suit you, picking only the modules you need or combining several to tailor-make your own training programme
- Modules are taught with real-world examples and are interactive in delivery



COURSE FEE STRUCTURE

TYPE	DURATION	COST	FILL RATE
One module only	1.5 Hours	£800	Min: 4 Max: 24* *Excluding Litigation - Max: 16
Half day	3 Hours	£1350	
Full day	6 Hours	£2400	

NB: Prices quoted exclude VAT and may be liable to change. Please visit our website or enquire for up-to-date information.

The prices above are per tutor, per session. If your organisation has insufficient delegates to make these fees viable, please see our public JLDP module guide on the website.

JLDP modules can be booked online individually or in cost-effective packages.

If several lawyers could benefit from JLDP modules in one organisation, it's probably better to choose a package of hours that that can be delivered online or on-site at our premises.

We work closely with organisations to ensure our cost-effective training solutions meet their individual needs and requirements. Our high standard of service and training receives consistently excellent feedback from both training managers and delegates.

TO DISCUSS HOW WE CAN MEET YOUR ORGANISATION'S TRAINING REQUIREMENTS

Please contact us direct:

P: +44 (0)1483 216663

E: inhoustraining@law.ac.uk

HOW TO BOOK

If you are interested in JLDP training for your organisation, **please visit law.ac.uk/study/jldp** and complete our enquiry form, selecting 'JLDP' in the options given. A member of our team will then be in touch.

Alternatively, you can email your interest or query to **inhoustraining@law.ac.uk**

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FLEXIBLE TRAINING

*TO SUIT THE NEEDS OF
YOUR ORGANISATION*





**OVER 140 MODULES
ARE AVAILABLE TO CHOOSE
FROM IN THE FOLLOWING AREAS:**

TECHNICAL LEGAL KNOWLEDGE

- Corporate Law
- Litigation Law
- Private Client Law
- Employment Law
- Banking and Finance Law
- Real Estate Law
- Tax Law

CORE LEGAL SKILLS AND KNOWLEDGE

- Writing and Drafting
- Oral Communication
- Finance and Financial Services
- Core Legal Knowledge
- The Law Firm and Your Role

BUSINESS AND COMMERCIAL SKILLS

- Leadership Skills
- Legal Technology
- Client Focused Technology

PERSONAL DEVELOPMENT SKILLS

- The Resilient Lawyer
- Time Management
- Managing Difficult Conversations
- Understanding and Managing Imposter Syndrome
- Managing your Mental Health

TECHNICAL LEGAL KNOWLEDGE

WHETHER YOU WANT TO GET TO GRIPS WITH A TOPIC YOU DIDN'T COVER ON THE SQE/LPC OR JUST REFRESH YOUR KNOWLEDGE IN RELATION TO A PARTICULAR DISCIPLINE, WE HAVE A WIDE RANGE OF COURSES THAT PROVIDE A PRACTICAL GROUNDING IN KEY AREAS OF LEGAL PRACTICE.

CORPORATE AND INSOLVENCY

SHARE CAPITAL AND DIRECTORS' DUTIES

This course takes delegates through the key corporate areas of directors' duties and share capital. The topics are separate and can be taken in exclusion of the other.

Directors' Duties (1.5 hours)

Anyone involved in corporate matters needs to understand the duties imposed on directors by law and how they impact on decision-making by directors. This module provides an overview of the law and practice in this area. It covers:

- Types of director
- General duties under the Companies Act 2006
- Statutory restrictions on the actions of directors
- The limitation periods for claims against directors
- Ratification of breaches of duty
- Claiming relief for breach of duty under s.1157 Companies Act 2006

Shareholder Remedies (1.5 hours)

This module looks at potential actions that shareholders may bring if they are dissatisfied with the way a company is run.

This course covers:

- Statutory and common law derivative actions
- Unfair prejudice claims under s.994 Companies Act 2006
- Claims to enforce personal rights of shareholders

Share Capital and Issuing shares (1.5 hours)

Most companies have share capital and raise capital by issuing shares. This module deals with the nature of share capital and the procedure by which companies raise capital by issuing shares. The course covers:

- Types of share and variation of class rights
- Allotment of shares
- Statutory pre-emption rights
- Rights to inspect the register of members
- Consolidation and sub-division of shares
- Transfer of shares

Maintenance of Capital (1.5 hours)

It is a fundamental principle of company law that share capital can only be returned to members in a manner permitted by the Companies Act 2006. This module provides an overview of different facets of the capital maintenance principle. The course covers:

- Distributions and the consequences of an unlawful distribution
- Financial assistance
- Buy-back of shares out of profit or capital
- Reductions of capital

CORPORATE INSOLVENCY

Restructuring/insolvency is not an area covered by many universities nor does it feature heavily on the LPC or SQE. This course provides delegates with a practical overview of key aspects of restructuring/insolvency encountered in the office. The course has four modules:

Claims against Directors of Insolvent Companies (1.5 hours)

- Wrongful trading
- Fraudulent trading
- Disqualification of directors
- Duties of directors of insolvent companies following the Sequana case
- Claims for breach of duty under the summary procedure under s. 212 Insolvency Act 1986

Transaction Avoidance (1.5 hours)

- Transactions at an undervalue
- Preferences
- Avoidance of floating charges under s. 245 Insolvency Act 1986
- Transactions defrauding creditors
- The anti-deprivation principle
- Dispositions of property after presentation of a winding up petition

Administration and Liquidation overview (1.5 hours)

- The statutory purposes of administration
- Court and out of court appointed administrators
- The moratorium
- Dealing with defective appointment of an administrator
- Trading v 'pre-packaged' administrations
- Powers and duties of administrators
- Challenging the actions of an administrator
- Types of liquidation
- The 'statutory waterfall' of payments
- Duties and powers of liquidators

Restructuring through a Restructuring Plan, Scheme of Arrangement or CVA (1.5 hours)

- What companies can take advantage of a restructuring plan or scheme?
- Types of restructuring plan/scheme
- Getting class composition right
- Cram down of creditors in a restructuring plan
- Factors the court takes into account in sanctioning a scheme/restructuring plan
- Types of debt compromised in a CVA
- Challenging a CVA for unfair prejudice or material irregularity

CORPORATE BORROWING AND TAKING SECURITY

This course provides delegates with an overview of key issues involved when acting for a lender or borrower in commercial lending. Whilst the modules are separate and can be taken as such, we recommend that the whole course is done so that delegates can appreciate the full range of issues involved. The course has four modules:

Overview of loans (1.5 hours)

- Debt v equity
- Loans v debt securities
- Types of loan (bilateral, syndicated, and sub-participated)
- Term loans v revolving credit facility v multi-option
- How is interest calculated (including LIBOR and SONIA)?
- An overview of withholding tax

Negotiation of loan terms (1.5 hours)

- Representations
- Warranties
- Covenants
- Events of default
- Key drafting and negotiating tips

Types of security (1.5 hours)

- Mortgages (legal and equitable)
- Assignments by way of security
- Fixed and floating charges
- Pledges
- Liens
- Working out which security is most appropriate for different assets

Perfection & priority of security (1.5 hours)

- Perfection of security by possession, registration, or notice
- Rules on priority of security
- Negative pledge clauses
- Subordination of debt

PRIVATE COMPANY ACQUISITIONS

Many junior lawyers will be involved in transactional work in either a corporate and/or a specialist role. This group of courses gives delegates an excellent insight into the structuring of mergers and acquisitions governed by English law, the transaction process, due diligence, and deal documentation (including preliminary agreements, share purchase agreements, contractual protections and the disclosure letter). Delegates will consider the lawyer's role by reference to case studies, enabling them to acquire a solid understanding of this key area of practice in a logical order. The course includes:

Structuring acquisitions and preliminary agreements (1.5 hours)

- Understanding the alternative structures of a transaction
 - shares and assets
- Factors that impact whether the deal is a share or asset purchase
- Overview of the transaction timetable
- Putting heads of terms in place, including exclusivity
- How to deal with confidentiality

Due diligence (1.5 hours)

- What is the purpose of due diligence?
- The importance of the scope of due diligence
- Buyer vs vendor due diligence
- Data rooms and due diligence questionnaires
- Due diligence reports

Warranties, indemnities and disclosure (1.5 hours)

- Understanding each party's approach to allocation of risk
- What are the functions of warranties?
- When to seek indemnities
- How contractual protections are included in the transaction documents
- Understanding the purpose, function and form of disclosure

The Share Purchase Agreement (1.5 hours)

- Overview of a share purchase agreement
- When does closing need to be conditional?
- Consideration structures
- Closing requirements

UNDERSTANDING CORPORATE TAX TRANSACTIONS

All lawyers working in a corporate environment (and even in a non-corporate environment) will have to have an appreciation of the tax consequences of not only acting through different business mediums but also the tax consequences of some of the more basic corporate transactions. This course gives delegates an understanding of how tax impinges on a number of transactions within the corporate department of a law firm. This course has four modules:

Business Mediums (1.5 hours)

Tax consequences of acting through:

- Sole trader
- Limited company (private and public)
- Partnership (traditional, limited and LLP)

Comparing different business mediums:

- Ease to set-up
- Ease to run
- Personal protection
- Scalability

Share Purchase: Tax Consequences for Buyer and Seller (1.5 hours)

Seller:

- SSE
- Share for share exchange
- Business Asset Disposal Relief
- Investor's Relief
- No capital allowances balancing charge
- No double tax charge

Buyer:

- Tax assets
- Trading losses

Preparing Company for Sale

- Intra-group transfers
- Outstanding loans
- Group and consortium relief

Asset Purchase: Tax Consequences for Seller and Buyer (1.5 hours)

Seller

- Allowable losses
- Balancing allowance

Buyer

- Corporation tax relief for intangible assets
- No transfer of tax liabilities
- Capital allowances
- Business asset roll-over relief
- Higher base cost
- Stamp duty and SDLT

Clauses in Sale of Business Agreement

- VAT
- Capital allowances

Tax Protection & Consideration (1.5 hours)

Role of tax deed

- Form
- Parties
- Scope
- Exclusions
- Financial and time limits
- Disclosure

Role of Tax Warranties

- Differences from tax deed
- Scope and purpose
- Disclosure

Consideration

- Reliefs (see above)
- Deferred consideration (ascertainable and unascertainable)
- Earn-outs

PUBLIC COMPANIES

This course gives an overview of the legislation and regulation affecting companies which are listed on the Main Market and Alternative Investment Market of the London Stock Exchange. The course has four modules:

Why List and Which Market (1.5 hours)

- Alternatives to an IPO
- Drivers for an IPO
- Which market
- Main types of listing
- Advantages and disadvantages of an IPO
- Putting company into a 'listable state'

Listing on Main Market (1.5 hours)

- Advisers required
- Role of the prospectus

- What goes into a prospectus?
- Listing Rules requirements

Listing on AIM (1.5 hours)

- Why AIM
- Advisers required
- Eligibility criteria
- When prospectus or Admissions Document is required
- Contents of Admissions Document

Listing: Continuing Obligations (1.5 hours)

- Corporate Governance - UK Corporate Governance Code
- Acquisitions and Disposals (Classification of transactions and Related party transactions)
- Secondary Issuances of Shares
 - Rights issues
 - Open offer
 - Placing
 - Acquisition issue
 - Vendor placing

LITIGATION

CIVIL LITIGATION

Case analysis (1.5 hours)

This is an opportunity for delegates to be introduced to the detail that junior lawyers need to consider when approaching a new set of facts. The module covers:

- The importance of case analysis
- Appreciation that case analysis cannot be viewed in isolation
- Applying an approved method of case analysis to a set of facts
- Identifying issues in a case

Case progression (1.5 hours)

At an early stage of the litigation it may be possible to conclude that some or all of the other side's points will remain unwinnable. If so, an early judgment can be sought by making an application to strike out or for a summary judgment. These interim remedies help the courts fulfil the overriding objective because bringing an early end to litigation means the saving of costs.

Costs management was one of the key concepts to emerge from Jackson LJ's Review of Civil Litigation Costs that led to the Jackson/civil litigation reforms. It is now a key feature of civil litigation on much of the multi-track. As a result, it is considered fundamental for any practitioner to understand those rules and powers, and to ensure that they comply fully with all directions set in order to act in their client's best interests. This module covers:

- Applying the rules governing striking out
- Applying the rules governing summary judgment
- Understanding the sanctions that can be applied by the court
- Recognising the role costs budgets play in a civil claim
- Knowing when and how costs budgets must be filed and served

Case management (1.5 hours)

In accordance with the overriding objective in CPR 1, judges are obliged to actively manage cases and deal with each case proportionately and appropriately in the light of other cases which require the courts' resources. Case management under the Civil Procedure Rules requires the court to control the litigation process by specific rules, a series of events during the life cycle of a case and by virtue of a general duty to play a supervisory role. This module covers:

- Understanding the rules, procedure, and objectives of case management by the courts
- Understanding the court sanctions for failure to comply with Directions
- Understanding the procedural rules governing the allocation of cases

MEDIATION AND SETTLEMENT

What is mediation/ADR? (1.5 hours)

This module provides delegates with an introduction to mediation/ADR. It covers:

- Types of ADR
- Advising a client on the Court's approach to ADR methods including mediation
- Explaining to a client the principles and practical aspects of the mediation process
- Explaining to a client when mediation may be suitable, and the advantages and disadvantages of the process
- Finding and choosing an appropriate mediator
- Ethical considerations and practical problems which can arise during the mediation
- Advantages and disadvantages of Mediation

Preparing for a mediation (1.5 hours)

This module covers:

- Preparatory steps for the solicitor, including pre-mediation meetings, exchanges and directions
- The Mediation Agreement
- Confidentiality
- Role of the solicitor during the Mediation

Settlement agreements and consent orders (1.5 hours)

This module introduces delegates to the key skills required when drafting a final settlement. At the end of a successful mediation or other method of ADR, it is vital that an agreement is drawn up to reflect what has been agreed. If the settlement is not clear or does not accurately cover all the points agreed on, this can and does lead to further litigation or dispute. The module covers:

- Drafting a final settlement agreement and consent order
- Recognising the need for precision, clarity and conciseness when drafting both a settlement agreement and a consent order

REAL ESTATE

COMMERCIAL PROPERTY SALE AND PURCHASE TRANSACTIONS

This course involves a tutor-led analysis of the issues to be aware of when acting on the sale or purchase of freehold commercial property, subject to occupational leases. The course has four modules:

Introduction to commercial property as an investment and preparing a pre-contract package (1.5 hours)

- Property as an investment asset
- The role of the seller's solicitor
- The role of the buyer's solicitor
- Preparing the pre-contract package – what to include

Contractual issues (1.5 hours)

- Standard Commercial Property Conditions (3rd edition)
- Key issues to be addressed in contract, including:
 - Arrears
 - Rent deposits

- Service contracts
- Gap (if any) between exchange and completion
- Additional issues where a client is selling a leasehold property

VAT issues and due diligence on occupational leases (1.5 hours)

- VAT
 - Basic position on sale of land
 - Option to tax
 - Ensuring treatment as a transfer of a going concern (TOGC)
- Buyer's due diligence on occupational leases – key provisions to consider

Post-exchange issues (1.5 hours)

- Damage to property occurring after exchange – risk and insurance
- Late completion – courses of action available to non-defaulting party

MANAGEMENT ISSUES

This session involves a tutor-led analysis of a range of issues which frequently arise in practice in relation to the ongoing management of a multi-let commercial property. The course has four modules:

Introduction to property management and jargon buster (1.5 hours)

- Property as an investment
- The role of the lease
- Key jargon
- The role of the solicitor in managing the Landlord's property
- Licences, variations, side letters

Alienation issues and costs (1.5 hours)

- Underletting
- Assignment
- Landlord's statutory duties

- Authorised guarantee agreements, guarantors, rent deposits
- Recovery of the landlord's costs – tenant solicitors' undertaking

Alterations and the LTA 1954 (1.5 hours)

- Tenant's alterations
- Part I LTA 1927
- How to document consent
- Security of tenure under Part II LTA 1954
- Traps to avoid when contacting out

Options for struggling tenants (1.5 hours)

- The landlord's perspective
- Tenant exercising a break clause
- Agreeing a surrender
- Tenant assigning/underletting
- Tenant seeking a rent concession

ESTATE PLANNING

We look at the principles of estate planning holistically and explore the financial and lifetime opportunities to assist clients to arrange their affairs, including the use of post death variations. The course has four modules:

Lifetime Gifting and Avoiding Pitfalls (1.5 hours)

- Chargeable transfers of value and Inheritance Tax
- Potentially Exempt Transfers
- Lifetime Chargeable Transfers
- Gifts with reservation of benefit
- Pre-owned Assets Tax
- The family home and deprivation of assets

Allowances, Exemptions and Reliefs (1.5 hours)

- Spouse and Charity Exemptions
- Normal Expenditure out of Income
- Small Gift relief
- Wedding and Civil Partnership gifts

- Annual Exemption
- Business Property Relief
- Agricultural Property Relief
- National Heritage Property Relief

Capital Taxes – Application and Mitigation (1.5 hours)

- Actual disposals
- Deemed disposals
- Principle Private Residence Relief
- Annual Exempt Amount
- Gilts & Chattels

Post-death Deeds of Variation (1.5 hours)

- Disclaimers and variations
- Purposes of post-death variations
- Requirements for a variation
- Inheritance Tax and Capital Gains Tax implications and practical application

WILLS AND ESTATE ADMINISTRATION

We consider practical points when drafting wills, avoiding partial intestacy and prevention of profession negligence. We also cover complex wills and the need for flexibility to meet clients' needs, including overseas implications. In addition, we look at estate administration of both intestate and testate estates including taxation, accounts and distribution. The course has four modules:

Will Drafting – the Basics (1.5 hours)

- Validity
- Key components (executors, guardians, legacies, residue)
- Attestation and execution
- Checklists, review and storage
- Revocation

Will Drafting – complex Wills (1.5 hours)

- Residence and domicile
- EU Succession Regulation (Brussels IV) and overseas assets
- Precatory trusts
- An introduction to Will trusts
- Letters of Wishes

Estate Administration – the Basics (1.5 hours)

- Intestacy and statutory trusts
- Duties of Personal Representatives
- Valuation of the Estate
- Calculating Inheritance Tax
- Obtaining a Grant of Representation

Estate Administration – complex estates (1.5 hours)

- Excluded Property
- Lifetime Chargeable Transfers and Cumulation
- Tapering Relief
- Calculating IHT and Application of the Estate Rate
- Estate Accounts
- Distribution

WILL TRUSTS AND TAX

These sessions explore the types of trusts which can be incorporated into wills and the various tax treatments which apply. The course has four modules:

Interests in Possession (1.5 hours)

- Qualifying Interests in Possession
- Immediate Post Death Interests
- Entitlement to income
- Advancements of capital and implications for the life tenant

The Relevant Property Regime (1.5 hours)

- Discretionary trusts
- Other trusts
- Taxation and the relevant property regime
- Application of anniversary charges

Privileged Trusts (1.5 hours)

- Trusts for bereaved minors
- 18-25 trusts
- Appointments and advancements
- Trustees' powers

Compliance and Taxation of Trusts (1.5 hours)

- Trust registration
- Anti-abuse legislation
- Income Tax
- Capital Gains Tax
- Hold-over relief

MENTAL CAPACITY

An ability to assess whether a client has capacity to give instructions is crucial in order to prevent claims both of professional negligence as well as probate claims. These courses consider how to help clients make provision for circumstances where they may lack capacity in the future and explore the options available, including the use of powers of attorney. The course has four modules:

Capacity Issues (1.5 hours)

- What is capacity?
- The Mental Capacity Act 2005
- Testamentary Capacity and Banks v Goodfellow
- Capacity checklist

Powers of Attorney (1.5 hours)

- Ordinary Powers of Attorney
- Enduring Powers of Attorney
- Lasting Powers of Attorney
- The role of the Office of the Public Guardian

The Court of Protection (1.5 hours)

- The role of the Court of Protection
- Deputyship applications
- Statutory Will applications

Personal Injury Trusts (1.5 hours)

- What they are and why they are useful
- Compliance issues
- Means-tested benefits and disregarded capital
- Types of trust

CONTENTIOUS PRIVATE CLIENT

We consider the various types of claim against both wills and trusts. The course has four modules:

Contentious Private Client (1.5 hours)

- Rules and Protocols
- Proprietary estoppel
- Caveats
- Larke v Nugus letters
- Sham trusts and asset tracing
- Mediation and ADR

Contentious Probate Claims (1.5 hours)

- Bringing a claim
- Lack of due execution
- Capacity
- Undue influence
- Fraud and forgery

- Knowledge and approval
- Revocation
- Forfeiture
- Orders
- Costs

Inheritance Act Claims (1.5 hours)

- Categories of applicant
- Matters which the Court will take into account
- Procedure
- Orders
- Prevention of claims

Trust Actions (1.5 hours)

- Removal of trustees
- Beneficiaries' right to information
- Breach of trust and fiduciary duty
- Rectification
- Rescission
- Limitation

EMPLOYMENT LAW

THE EMPLOYMENT CONTRACT

This course looks at key rights and obligations arising from being an employee or worker. The course provides delegates with the opportunity to apply the law to practical scenarios. The course has four modules:

Employment status and contract formation (1.5 hours)

- Who is an 'employee'
- Who is a 'worker'
- What evidence does a tribunal consider to determine status
- Limitations of contractual freedom in employment contracts
- s. 1 ERA 1996 requirements
- Terms capable of being implied into employment contracts
- Collective and workplace agreements
- Handbooks and company policies

Variation and employee rights (1.5 hours)

- Under what circumstances can a contract of employment be varied?
- Unlawful and lawful deductions from wages

- The position of 'retail employees' on deductions from wages
- Remedies for unlawful deduction of wages
- Rights under the Working Time Regulations 1998

'Family friendly' employment rights (1.5 hours)

- Maternity rights
- Adoption rights
- Time off for dependants rights
- Flexible working

TUPE (1.5 hours)

- When does TUPE apply?
- The automatic transfer principle
- Changing terms of employment
- Protection against dismissal
- Obligations to inform and consult
- Insolvency and TUPE
- Outsourcing
- Service change provision

DISPUTES IN THE WORKPLACE

Upon completion of the course delegates will be able to identify key employment law rights, claims and remedies arising out of common workplace disputes and have increased confidence in how to advise on and tackle those issues in practice. The course has four modules:

Discrimination (1) (1.5 hours)

- Who is protected from discrimination?
- Territorial scope of protection
- Protected characteristics

Discrimination (2) and Workplace Grievances (1.5 hours)

- Direct and indirect discrimination
- Harassment

- Victimisation
- The ACAS Code of Practice
- Dealing with grievances
- Dealing with disciplinary matters

Termination of Employment (1.5 hours)

- What is 'dismissal'?
- Reasons for dismissal (fair, potentially fair or inadmissible)
- Termination practicalities
- When is dismissal effective from?
- Complaints arising from dismissal

Settlement of Claims (1.5 hours)

- Claims that cannot be settled by a settlement agreement
- Statutory requirements for a settlement agreement
- What should go in the agreement?
- Negotiating the agreement Family Law

E-COMMERCE

E-COMMERCE: LAW IN PRACTICE (1.5 HOURS)

This module offers a practical introduction to specific regulations and good practice relating to e-commerce, with relevance to businesses ranging from distance selling to social media. The practical approach emphasises the variety of legal issues that a lawyer must consider when advising on an e-commerce business and starts with an exercise breaking down a scenario and analysing the different kinds of advice that will be necessary.

Specific regulations covered will include relevant parts of the current regulations on:

- E-Commerce and distance selling
- Consumer Contracts
- Privacy and Electronic Communications
- Promotion and advertising

Practical examples will include dealing with:

- Formation of contracts online
- Mailing lists
- Forums and other interactive forms of social media
- Domain names and requirements of establishing an internet presence

The examples will include some pointers on Data Protection law, though the detail of this is included in other modules.

There will also be reflection and discussion of current problems and issues encountered in practice.



CORE LEGAL SKILLS AND KNOWLEDGE

THERE ARE CERTAIN SKILLS THAT ARE REQUIRED ACROSS MANY DIFFERENT LEGAL DISCIPLINES. ALL LAWYERS NEED TO KNOW HOW TO DRAFT AND WRITE EFFECTIVELY. ALL LAWYERS NEGOTIATE IN ONE WAY OR ANOTHER. WE HAVE A RANGE OF COURSES THAT WILL HELP YOU HONE KEY SKILLS AND CONSOLIDATE CORE KNOWLEDGE.

WRITING AND DRAFTING SKILLS

DRAFTING COMMERCIAL CONTRACTS

Most non-contentious lawyers are required to draft contracts. Drafting is a skill that needs to be constantly practised. This course gives delegates a practical grounding in structuring and drafting commercial contracts. Delegates get the opportunity to draft clauses in a commercial contract in real time and to share their drafting with the rest of the group. The course has four modules:

Pre-drafting considerations (1.5 hours)

- Understanding the deal/transaction
- Asking the right questions to facilitate better drafting
- The first draft – one sided or even-handed?
- Practical use of a precedent

Structuring a commercial contract (1.5 hours)

- Are recitals necessary?
- Getting the definitions right
- The 'look and feel' of the document
- Use of headings
- Numbering
- The order of operative clauses (chronological or front loaded?)
- Use of worked examples or formulas
- Use of schedules

Principles of drafting (1.5 hours)

- Plain English – it's more difficult than you think
- The order of words is important
- Using short sentences and avoiding repetition
- Getting rid of 'legalese'
- Use of 'shall'
- 'And' and 'or'
- Internal and external consistency
- When is it appropriate to use abstract terms, e.g. 'reasonable'
- Use of pre-determiners. e.g. 'such'
- Drafting in the positive
- Separating parts of a verb or separating verb from subject or object
- Drafting conditional clauses
- Gender neutral drafting

Getting boilerplate right (1.5 hours)

- The importance of boilerplate
- Can any boilerplate clauses be omitted?
- Entire agreement clauses – a disaster waiting to happen
- Time periods and notice clauses
- Termination clauses
- Should time be of the essence?

DRAFTING COMMERCIAL LEASES

These modules take delegates through key drafting issues in commercial leases. Delegates get the opportunity for hands on drafting. The course has four modules:

Introduction and heads of terms (1.5 hours)

- Understanding landlord and tenant clients' key concerns
- Matters typically covered in – and omitted from – heads of terms
- The 'institutional lease'
- Impact of LTA 1954
- The first draft
- Negotiation tactics

Key terms: repair, service charge and break option

(1.5 hours)

- Who is responsible for repairs?
 - Typical provisions
 - Areas commonly subject to negotiation
- When will a tenant require services?
 - Typical provisions
 - Areas commonly subject to negotiation
- Why would tenant/landlord want a break option?

- Typical provisions
- Areas commonly subject to negotiation

Key terms: user, alterations and rent review

(1.5 hours)

- How and why might a landlord want to restrict the tenant's use?
 - Typical provisions (including using use classes)
 - Areas commonly subject to negotiation
- How are alterations typically restricted?
 - Typical provisions
 - Areas commonly subject to negotiation
 - Reinstatement at end of term
- When will a lease include provision for a rent review?
 - Typical provisions: the open market rent review
 - Areas commonly subject to negotiation

Key terms: insurance and alienation (1.5 hours)

- Why Landlord usually insures building
 - Typical provisions
 - Interaction with repair
 - Areas commonly subject to negotiation
- How might alienation be restricted?
 - Typical provisions

Areas commonly subject to negotiation

CIVIL LITIGATION DRAFTING

This course gives delegates a thorough practical run through of key issues involved in civil litigation drafting. The course has five modules:

Particulars of claim I: a practical overview (1.5 hours)

The foundation of all litigation is the Particulars of Claim. If they are drafted poorly or incorrectly it is, at best, professionally embarrassing and, at worst, negligent. It is vital that anyone involved in drafting or responding to Particulars of Claim is aware of the law and practice in this area. This module covers:

- Understanding the purpose of a Particulars of Claim and how to achieve it
- Understanding and applying the general procedural and evidential rules governing formalities and contents of Particulars of Claim, and sanctions for non-compliance
- Understanding the foundational structure of a Particulars of Claim and appreciating how to use this in future drafting
- Identifying the general principles of good drafting of Particulars of Claim

Particulars of claim II: the skill of drafting (1.5 hours)

When you are preparing legal documents you cannot write as you would in everyday practice. You must comply with the law, fulfil the intended purpose of the document and produce a document that is of a very high professional standard. Like all skills, drafting is honed through practice and all practitioners will benefit from the opportunity to practice this skill under the guidance of a dedicated and expert tutor. This course covers:

- Planning and draft a clear, precise and legally compliant Particulars of Claim
- Correctly using definitions within a Particulars of Claim
- Understanding the common errors made when drafting Particulars of Claim and how to avoid them, including appreciating the benefits and pitfalls of using precedents
- Understanding the critical importance of proofreading documents

Defences and counterclaims (1.5 hours)

There are strict requirements in the Civil Procedure Rules relating to the drafting and filing of a defence and counterclaim, and mistakes can be costly. A poorly drafted defence could lead to inadvertent admission of an allegation which the Defendant, in fact, denies and a poorly pleaded counterclaim could result in defeat for the Defendant.

There are also strict rules for the time limit for filing a defence, with serious consequences for failure to comply. It is important, therefore, that practitioners understand the fundamental rules and principles of drafting a defence and counterclaim.

This module covers:

- Understanding the time limits for filing a Defence and Counterclaim
- Understanding and applying the general procedural and evidential rules governing formalities and contents of a Defence and Counterclaim, and sanctions for non-compliance
- Identifying the general principles of good drafting of Defences
- Understanding when and how to plead the defence of "set-off" in a Defence and Counterclaim
- Planning and drafting a clear, precise and legally compliant Defence

Requests for further information (1.5 hours)

If, in the course of litigation, a party fails to state its case with sufficient clarity and detail in its pleadings (i.e. its statements of case), or to set out its evidence clearly and comprehensively in its witness statements; or if that party's correspondence is unclear, or suggests that further matters might be of relevance, the other side might encounter difficulty in presenting its own case, or understanding the case it will have to meet. The CPR therefore enables further information of these matters to be sought, and if necessary ordered by the court, in order to remove the possibility of this prejudice. A litigator ought therefore to know what to ask for, and how and when and in what form to ask for it. This module covers:

- Explaining the principles of requests for further information and responses thereto
- Drafting a Request for Further Information

Grounds of appeal (1.5 hours)

An application to appeal must be made promptly: in some cases junior lawyers will be expected to decide whether to appeal, and on what grounds, immediately after the court has made its decision. As a junior lawyer, you will need to be extremely familiar with the principles and procedures involved in obtaining permission to appeal and in bringing an appeal. This module covers:

- Advising your client on the prospects of a successful appeal against an adverse decision, and the procedures applicable.
- Advising generally on appeals.
- Draft grounds of appeal in a straightforward case.

Drafting IP Licences: Introduction (1.5 hours)

An introduction to the drafting of intellectual property licences and the broader context of intellectual asset management

- Key features of IP relevant to the drafting process
- Varieties of agreements and reviews in which IP licences are featured
- Interests of different stakeholders and implications for drafting
- Key stages in the process of drafting
- Introduction to likely key terms of agreements and contentious points
- Related information not protected by IP
- Strategic issues affecting negotiation and drafting

Drafting IP Licences: Core issues, clauses and techniques (1.5 hours)

Building on the introductory module, this module explores

techniques and key clauses in intellectual property licences in both stand-alone licence agreements and other commercial agreements containing licences of IP.

- Structure and key concepts for drafting
- The importance and potential problems with definitions
- Grant of the licence: scope and duration
- Royalty and other payment clauses
- Warranties and indemnities
- Obligations of licensor and licensee
- Changing perspectives during lifetime of an agreement
- Some common traps and pitfalls to avoid
- Further exploration of the process of drafting and negotiation, including an exercise illustrating the importance of correctly reflecting the results of research into an agreement

Drafting IP Licences: Contentious issues and common problems (1.5 hours)

The context of drafting IP licences often involves a balance of power between the parties and therefore a need for negotiation where both sides are likely to have to make concessions from the starting positions and standard documents. This module explores the likely areas of contentious and offers reflections on the stances that can be taken and implications for detailed drafting and explores further some traps and pitfalls to avoid.

- Scoping the licence
- Background and foreground IP
- Deliverables and work product in service agreements involving IP
- Common issues with framework agreements
- A deeper dive into warranties and indemnities on IP
- Implications for agreements of the control and escalation of disputes
- Discussion of points and challenges encountered in practice

EFFECTIVE WRITTEN COMMUNICATION

It is vital that lawyers can write in a manner that can easily be understood by clients, colleagues, and other lawyers. This course covers key aspects of communicating effectively in writing and gives attendees the chance to apply principles in practice. This course has four modules:

Grammar, punctuation, and syntax (1.5 hours)

This module provides a short refresher on basic principles with practical examples rooted in a legal context. The module covers:

- A simple introductory task on words that are easily confused, e.g. enquiry/inquiry, affect/effect, disinterested/uninterested, practice/practise
- A quick quiz to test correct use of the apostrophe
- Commas (including the Oxford comma): why is the comma so important in legal writing?
- Appropriate use of colons and semicolons
- Dashes and hyphens
- Subject/verb agreement (especially in the context of organisations)
- Using modifiers (taking 'only' as an example)
- Incomplete comparisons
- Common errors, e.g. fewer/less, more/over, each/every
- Correct use of prepositions
- A discussion on how the 'rules' of grammar have changed over the years, e.g. a split infinitive is now acceptable

Writing in plain English (1.5 hours)

It is vital that correspondence in-house or to clients is concise, accurate and easy to read. This module provides practical tips and examples to help delegates communicate in plain English. The module covers:

- The importance of correspondence being physically easy to read and examples of correspondence that is difficult to read
- Avoiding 'legalese'
- Avoiding, tautologies, circumlocutions and clichés.
- Corporate jargon
- Use of acronyms
- Communicating in an active voice
- Using verbs, not nouns

Writing emails, letters, memos, and attendance notes (1.5 hours)

This module covers the key points to bear in mind when constructing e-mails, letters, memos, and attendance notes. The module covers:

- What is the appropriate degree of formality required?
- Knowing your audience (in-house/the other side/clients)
- How to apologise in correspondence
- How to say 'no' to a request
- Is humour ever acceptable?
- Is there any difference between a letter and an e-mail?
- The importance of attendance notes
- What should a properly drafted attendance note contain?
- How should correspondence be signed off?

Writing persuasively (1.5 hours)

As lawyers we often have to write persuasively. For example, we may have to justify to the other side why they should accept the amendments to a document we have requested. This module explores how to write in a more persuasive fashion. The module covers:

- Argument first then conclusion or the other way around?
- How aggressive should correspondence be?
- Should I ever appeal to emotion?
- Examples of unpersuasive language
- In what order should points be made?
- How can I minimise the weakness in my argument?
- Does the passive voice have any role in persuasion?

ORAL COMMUNICATION SKILLS

ADVOCACY SKILLS

We provide a comprehensive range of courses for you to hone your advocacy skills.

Submission advocacy (3 hours)

This module addresses the way to approach making applications to judges. As most civil cases settle before trial, much of the advocacy that junior lawyers practising in civil cases undertake involves making or resisting applications in front of a judge, e.g. for an interim injunction. In crime too, junior lawyers will make applications before or at trial to a judge, albeit to a lesser extent. The module covers:

- Understanding the matters to be considered prior to making an interim application
- Understanding what documents ought to be prepared in advance of an interim hearing, and completion of the same, including the skeleton argument
- Determining the tests/thresholds/factors to be applied in a given application
- Analysing the available evidence to advise as to whether such test/threshold is/is not satisfied
- Making persuasive submissions
- Anticipate and deal with counter arguments and judicial interventions

Written advocacy (1.5 hours)

Advocacy is the art of persuasion through communication. The increased use of written advocacy is not the death of oral advocacy. A carefully drafted written submission can, when skilfully used at the oral hearing, enhance the impact of argument.

Skeleton arguments are now required on all civil appeals, all administrative court proceedings, at trial in civil cases (opening and closing speeches) and for interlocutory applications. They are often required as a result of orders made at directions hearings, even in criminal cases. Skeleton arguments are expected for any case involving substantial argument at first instance, and are desirable in every case where substantial argument is anticipated.

This session will include but is not limited to the following areas:

- Formalities
- Content
- Use
- Relationship with witness statements/affidavits

Examination in Chief (3 hours)

Witness handling is one of the key skills any practitioner must master, and examination-in-chief is a deceptively difficult skill. This session will provide delegates with guidance on examination-in-chief and introduce some of the rules governing this key area. It will address the formulation of appropriate

non-leading questions, and all delegates will get an opportunity to conduct a simple examination-in-chief, focussing on asking the correct type of questions. The importance of case analysis will be revisited. The course covers:

- Understanding the techniques for conducting a persuasive examination-in-chief of a witness
- Practising an examination-in-chief
- Appreciating how it feels to be a witness during examination-in-chief
- Understanding the perspective of the Judge during the examination of witnesses

Cross-Examination (3 hours)

This session will provide delegates with guidance on cross-examination and introduce some of the rules governing this key area. The session will address preparing for and conducting cross-examination, with a focus on the fundamental skills of questioning techniques that control the evidence the witness gives, building to specific points, putting your case, and challenging disputed evidence. The session will also cover the delivery and content of opening and closing speeches by way of presentation. This module covers:

- Understanding the techniques for conducting a persuasive cross-examination and re-examination of a witness
- Practising a cross-examination
- Appreciating how it feels to be a witness during cross-examination
- Understand the perspective of the Judge during the examination of witnesses
- Preparing opening and closing speeches

Case analysis and case theory (1.5 hours)

Whether you're representing a client in court for the first time or the fiftieth, it's important that you know how to prepare for a case before proceedings begin. Carrying out a careful case analysis and developing a case theory helps structure your arguments and how you present your client's case. It keeps you on track like a road map for the whole hearing or trial.

Developing a logical and effective case theory requires advanced skills of analysis and critical thinking. These can be difficult to master in any case but especially challenging if it involves:

- a lot of evidence
- complex issues of evidence, law or procedure
- gaps in the evidence
- a particularly contentious or longstanding dispute
- instructions which are difficult because, for example, they lack clarity

This module covers:

- Identifying the legal issues on which the court would or might have to make a finding
- Conducting a factual analysis in relation to the issues

Trial preparation (1.5 hours)

In most civil cases the most important evidence will be witness evidence, usually in the form of witness statements. In this session delegates will consider who has the burden of proof in civil proceedings and how they can produce witness evidence in support of their claims. In addition delegates will consider how witness evidence can be used at trial and, in particular, how a party can admit a witness statement as evidence at trial in circumstances where the party who made the statement

is not available to give oral evidence (hearsay evidence).

This module covers:

- Understanding and apply the rules governing the preparation of and service of witness statements, summaries, depositions and affidavits in civil cases
- Understanding and apply the rules on the use of evidence in a civil trial
- Advising on the use of hearsay evidence at trial

NEGOTIATION SKILLS

Negotiation takes place from the moment a trainee enters the office. It may be about when a holiday can be taken or the order in which work is to be done for different supervisors. Before long legal professionals will be negotiating with the other side on contentious or non-contentious matters. This course looks at some of the key strategies that can be employed when negotiating and gives delegates a safe space to practise negotiation skills. The course has four modules:

Preparing for negotiation (1.5 hours)

- Are there any situations when negotiation is unlikely or very limited in nature?
- Working out BATNA and deal-breakers
- Gathering information about the other side
- Protecting yourself against the dishonest negotiator
- Should I make the first offer?
- Being realistic about what can be achieved
- Is there a difference between contentious and non-contentious negotiations?

Recognizing yourself and dealing with others (1.5 hours)

- A quick personality quiz
- Dealing with other personality types
- Dealing with the 'mad man' negotiator
- Does anger have a role in negotiations?
- Recognizing your own biases

Negotiation in practice (1.5 hours)

- Body language and voice
- Eye contact
- Framing offers
- Open and closed ended questions
- Asking 'why' is important
- Aggregation and disaggregation of gains/losses
- Justification is important

Mock negotiation (1.5 hours)

Delegates will get the chance to put the lessons learned on the course into practice. We will conduct up to two negotiations in pairs and will contrast outcomes with the group.

THE LAW FIRM AND YOUR ROLE

It's vital that junior lawyers understand the standards expected of them by the SRA and the firm, both in and out of the office. This course has five modules:

Introduction to professional standards (1.5 hours)

- Introduction to the regulatory framework under which we operate
- Are any of the old Codes of Conduct still relevant?
- Integrity, honesty and maintaining public trust: what does it mean both in and out of the office?
- CSR and pro-bono
- Climate and ESG

Managing conflicts of interest and maintaining confidentiality (1.5 hours)

- Own interest conflicts
- Client conflicts
- The 'substantial common interest' exception
- Competing for the same objective exception
- Maintaining confidentiality
- Appropriate use of information barriers

Duties to the court and third parties (1.5 hours)

- Duties to the court
- The rule in Ex Parte James
- What should I do if I receive privileged material from the other side?
- What are my obligations to the other side?
- Undertakings
- How does the Harcus Sinclair case affect undertakings?

Ethical dilemmas (1.5 hours)

- Reasons to refuse to act or cease to act for clients
- Bullying behaviour
- Obligations on reporting the misconduct of others
- Discovering a colleague has issues with addiction
- Acting for clients with whose business you disagree

Law firm profitability – your role (1.5 hours)

This course deals with the KPIs for law firms and how individuals can contribute to profitability. The course covers:

- PEP
- Utilisation rates and the importance of time recording
- Recovery rates – how small things make a big difference
- Gearing
- Lock up and how to improve it

Money laundering (1.5 hours)

Money laundering and law firm' approach to their obligations are near or at the top of the SRA list of concerns. This course explains the techniques used to launder money and the way law firms and lawyers can be used by launderers to achieve their aims. The course then moves on to identify how lawyers and law firms meet their obligations under law. The course covers:

- What is money laundering?
- The Proceeds of Crime Act 2002
- What should raise a suspicion of money laundering?
- The Money Laundering Regulations 2017
- What are my obligations under the regulations?
- The role of the AML
- Risk based assessment

KEY FINANCIAL KNOWLEDGE AND SKILLS

FINANCIAL PRODUCTS, SERVICES AND REGULATION (3 HOURS)

Almost all junior lawyers are going to encounter financial services products. It is vital that they understand how these products work and any regulatory obligations imposed on lawyers in relation to them. This course has two modules:

Financial products and services (3 hours)

- Overview of insurance products (warranty & indemnity, defective title, D&O, ATE, Key -person, annuities)
- Bonds and gilts
- Equities
- Pooled investment funds (unit trusts, investment trusts, OEICs, ETFs and Trackers)
- Pensions
- Derivative products
- In each case to identify when and how these products crop up in practice at the firm – e.g. buying bulk annuities for DB

pension scheme in surplus to transfer risk from the scheme to an insurer

Regulation of financial products and services (3 hours)

- The role of the FPC/PRA/FCA
- The PRA/FCA handbook
- Recent examples of FCA enforcement actions
- s.19 FSMA – regulated activity
- The Regulated Activities Order (investments/activities/exclusions)
- The s. 327 FSMA exemption
- The Conduct of Business Rules
- What does the SRA Code of Conduct have to say about financial services?
- Compliance officers
- A high-level overview of financial promotions
- Introductions and referrals

UNDERSTANDING ACCOUNTS

There are many legal disciplines that require a familiarity with accounts. M&A, restructuring, and banking lawyers all need to know their way around accounts. This course introduces key accounting concepts and principles to delegates and provides examples that delegates are likely to encounter in a legal context. The course has four modules:

Accounting rules and standards (1.5 hours)

- The functions of an auditor
- The limits of an audit
- What does 'true and fair view' mean? (lessons from *Macquarie v Glencore*)
- UK GAAP v IFRS – what should companies choose?
- UK GAAP v IFRS – terminology
- UK GAAP v IFRS – substantive differences (conceptual/stock/leases/intangible assets/dividends)
- Do accounting standards have legal force?
- When can a company depart from accounting standards?
- Accounting standards in practice (accounts warranties/earn outs/financial covenants/events of default)

The income statement, statement of financial position and cash flow statement (1.5 hours)

- What is revenue?
- Direct costs
- Indirect costs
- Operating profit
- Tangible v intangible assets
- Valuation of assets
- Goodwill
- Contingent liabilities
- The cash flow statement

Weaknesses of accounts (1.5 hours)

- Creative accounting
- Off balance sheet financing
- Subjectivity in revenue recognition
- Exceptional items

Financial interpretation (1.5 hours)

- The role and limits of financial ratios
- Profitability ratios (ROCE/margin/return on sales/asset turnover)
- Gearing and interest cover
- Liquidity ratios (including debtor and creditor day ratios)
- Efficiency ratios (stock or WIP days)
- Investment ratios (PE/EPS/ROE/dividend cover)

UNDERSTANDING THE CITY

This course provides an introduction to the City of London and who does what. The course has four modules:

The City as a financial centre (1.5 hours)

- A short history
- The main players in the City

Overview of regulation (1.5 hours)

- The role of the Bank of England
- The FPC, PRA and FCA

- The Takeover Panel, CMA and LSE
- The National Crime Agency

Raising finance (1.5 hours)

- Equity markets and players
- Debt markets and players

Asset management and derivatives (1.5 hours)

- Introduction to funds
- Functions of derivatives
- Types of derivatives
- Derivative like products e.g. repos

CORE TECHNICAL KNOWLEDGE

CONTRACT LAW IN PRACTICE

Contract underpins much of what lawyers do. An understanding of the key principles is vital for nearly all lawyers. This course provides a refresher on basic contractual principles. It puts those principles into a practical context that lawyers can relate to in the office. The course has four modules:

Formation of contract (1.5 hours)

- Use of and limitations of 'subject to contract'
- Are 'agreements to agree' always unenforceable?
- What if all terms have not been agreed?
- Is practical benefit capable of being consideration?
- Analysing 'battle of the forms'

Terms of a contract and contractual construction

(1.5 hours)

- Endeavours clauses
- Exclusion clauses
- Implied terms
- How do courts approach construction of a contract

Termination of contracts, damages and remedies

(1.5 hours)

- Common law rights to terminate
- Express contractual rights to terminate
- How do common law rights and express rights interact?
- The measure of damages for breach
- Remoteness and mitigation
- Specific performance and injunction

Vitiating factors (1.5 hours)

- Misrepresentation
- Mistake
- Duress
- Undue influence

Is it enforceable?

It is vital that any agreement negotiated and drafted by lawyers is, at the end of the day, enforceable. This area is not covered extensively in the SQE and this course is often the first time delegates have had the chance to consider these topics in a training context. This course has three modules:

Capacity and authority (2 hours)

- The importance of understanding whether parties have capacity to enter into an agreement and/or authority to execute an agreement on behalf of another
- What checks should be made in respect of the capacity of companies and individuals to enter contracts?
- What evidence should be obtained as to the authority of directors to bind a company into a contract?
- Should the savings provisions in the Companies Act be relied on in the absence of checks as to capacity or authority?
- Drafting board minutes to evince authority and compliance with directors' duties

Form and execution of documents (2 hours)

- Contracts that require a particular form
- What does 'in writing', 'under hand' and 'signed' mean?
- The distinction between simple contracts and deeds
- Delivery of deeds
- Execution requirements for both contracts and deeds by different contracting parties, including corporate bodies and attorneys

Signing and closing (2 hours)

- Different methods of signing documents including virtual signings (with reference to the Mercury case)
- Electronic signatures - best practice and guidance
- Solving last-minute problems before closing

Data Protection in the UK: principles and practice

(1.5 hours)

An introduction from the ground up on current data protection law in the UK starting with a clear presentation of the framework of law to gain an understanding of the key concepts, rights and obligations, and an overview of the key challenges and risks to businesses.

- Introduction: historical and legal background
- The current framework of legislation
- Meaning of special terms in data protection
- Core obligations and principles
- Lawful basis for processing data
- Technical issues relating to the security and integrity of data
- Responding to data subject access requests
- Including data protection obligations in contracts
- Illustrative examples and overview of current key challenges

Data Protection: Current problems, challenges and developments in the law (1.5 hours)

- Building on the introductory module, exploring in more detail specific current challenges and developments, including:
- Problems with validity of consent
- Public interest, official authority and legitimate interest as the lawful basis for processing data
- International transfers of data
- Application of data protection law to automated processing and artificial intelligence
- Further reflection on data subject access requests and appropriate technical and organisational measures
- Risk assessments
- Discussion and Q&A on current problems encountered in practice
- Reflection on likely developments in data protection law

E-Commerce: law in practice (1.5 hours)

This module offers a practical introduction to specific regulations and good practice relating to e-commerce, with relevance to businesses ranging from distance selling to social media. The practical approach emphasises the variety of legal issues that a lawyer must consider when advising on an e-commerce business and starts with an exercise breaking down a scenario and analysing the different kinds of advice that will be necessary. Specific regulations covered will include relevant parts of the current regulations on:

- E-Commerce and distance selling
- Consumer Contracts
- Privacy and Electronic Communications
- Promotion and advertising

Practical examples will include dealing with:

- Formation of contracts online
- Mailing lists
- Forums and other interactive forms of social media
- Domain names and requirements of establishing an internet presence

The examples will include some pointers on Data Protection law, though the detail of this is included in other modules. There will also be reflection and discussion of current problems and issues encountered in practice.

BUSINESS AND COMMERCIAL SKILLS

BEING A SUCCESSFUL LAWYER ISN'T JUST ABOUT KNOWING THE LAW. YOU HAVE TO DEVELOP YOUR UNDERSTANDING OF BUSINESS AND COMMERCIAL ASPECTS OF THE JOB. WHETHER THAT'S HOW TECHNOLOGY AFFECTS THE WAY YOU WORK OR HOW TO EFFECTIVELY NETWORK, WE HAVE A RANGE OF COURSES TO HELP YOU FURTHER YOUR CAREER.

LEGAL LINKS: MASTERING NETWORKING

Networking is a tool widely spoken of but rarely mastered. This course will arm you with the basic networking skills crucial for your success in the legal field, and will introduce you to advanced techniques to help you build an effective professional network.

The course has four modules:

The benefits of legal links (1.5 hours)

- Understanding the significance of networking in the legal profession
- Exploring the fundamentals of building a professional network
- Identifying key networking opportunities for junior lawyers
- Realising the value of networking in your own career development

Personal branding and self-promotion (1.5 hours)

- Crafting a personal brand as a junior lawyer
- Effective self-promotion strategies within the legal community
- Leveraging social media for professional visibility and relationship building
- What about The Code?

Navigating face-to-face legal events and conferences (1.5 hours)

- Maximising opportunities at legal events and conferences
- Strategies for effective engagement and networking
- Overcoming common challenges in networking at industry gatherings
- Building lasting connections within the legal community

Online networking and webinars (1.5 hours)

- The rise of the online community
- The webinar overwhelm - how do I choose?
- Harnessing the power of online events for legal networking
- Strategies for cultivating meaningful connections in the digital space

MAKING A DIFFERENCE: REDEFINING INFLUENCE

This course will provide you with the essential skills required to make a lasting impact in your legal career. It encompasses a broad spectrum, from developing genuine relationships to designing a career in alignment with your personal goals, all with the aim of increasing your impact and influence on the profession. The course has four modules:

Relationships, communication & connection (1.5 hours)

- Developing genuine connections and relationships as a lawyer
- Techniques for active listening and fostering understanding
- Overcoming common communication challenges in the legal setting
- Integrating effective participation in the workplace

Body language and non-verbal communication (1.5 hours)

- Understanding the impact of body language in professional interactions
- Utilising non-verbal cues for enhanced persuasion
- Projecting confidence and trust through body language
- Navigating virtual communication and its nuances

Relationship enhancement: persuasion and feedback (1.5 hours)

- Understanding the psychology of persuasion in legal contexts
- Leveraging persuasion tools for negotiation
- Tailoring persuasive communication to different audiences and scenarios
- Providing feedback while keeping the relationship intact

Aligning personal goals and values with professional life (1.5 hours)

- Establishing personal goals and values in alignment with the legal profession
- Balancing those goals while maintaining a fulfilling legal career
- Integrating ESG considerations into your career decision making process
- Legal career design

PRESENTING WITH IMPACT

This practical and interactive one-day course will give you the tools and techniques you need to plan, create and deliver impactful presentations. It will look at presenting in person, as well as to camera, and will explore how to prepare for formal speeches, as well as more informal conversations. The course has three modules:

How to plan and structure a presentation (1.5 hours)

- This module takes an in-depth look at planning and structuring an effective presentation. The module includes:
- Steps to take when planning a presentation
- Research your audience
- Identify your purpose
- Know your venue
- How to structure your content
- The design process
- Creating a beginning, middle and end
- The importance of a strong start and a powerful conclusion
- Creating helpful visual aids
- Planning for questions
- Structuring impromptu conversations

How to deliver a presentation with confidence (1.5 hours)

- This module looks at how to speak with confidence when delivering a presentation. The module includes:
- Creating a great first impression
- Managing nerves
- Knowing how to use and control your body
- Maximising your voice
- How to rehearse

Presenting in Practice (3 hours)

This module sees delegates working together in small groups to plan, structure and deliver a short presentation on a topic of their choice. In addition to formal speaking opportunities, delegates practise responding to impromptu questions and experience delivering feedback to peers. Delegates need to have attended modules 1 and 2 to participate in this module.

Automation and AI in Law (3 hours)

This course deals with AI and its impact on your role.

The course covers:

- Artificial Intelligence and Automation in law
 - General discussion of legal innovation through automation
 - Establishing terminology
 - Principles of legal automation of skills
- Discussion of how AI develops over time and what aspects need to be considered while choosing legal technology tools.
 - Distinction between different types of AI-augmented technology
 - Suitability of types of technology to specific legal tasks
- Overview of Legal Tech
 - Includes discussion of specific tools available on the legal tech market
- Discussion of practical scenarios involving Legal Tech and Artificial Intelligence
 - Checking for understanding
 - Discussion of types of Artificial Intelligence and how these map to specific legal issues industry is facing
- The commercial motivation behind the use of Legal Tech and Artificial Intelligence
 - What incentivises law firms?
 - Why clients care?

Blockchain and Smart contracts in law (3 hours)

This course looks at how blockchain and smart contracts affect our role. The course covers:

- Interrelationship between Artificial Intelligence and Blockchain technology
 - Blockchain as a solution helping to secure storage of data and transfer of value
- The Concept of Transformational / Disruptive technology
- Identifying weaknesses of the current centralized system
 - Leading to the discussion of the rationale behind adoption of blockchain solutions
- Blockchain technology functionalities and the need for disintermediation
- Applied Blockchain: Focus on the Legal Services Industry
 - An exploration of how cryptographically represented data and value is securely transferred and stored on the Blockchain
 - Consideration of current use cases
 - Potential effect of Blockchain technology on the legal services industry
 - Types of Blockchains and suitability for the legal services industry
- Blockchain applications: focus on Smart Contracts and Smart Documents
 - Types of smart contracts
 - Comparison between traditional natural language contracts and smart contracts
 - Consideration of legal issues associated with smart contract technology
 - Discussion of practical scenarios

Client Use of AI Technology (3 hours)

This course looks at AI from the client's perspective. It enables lawyers to understand how clients use AI in their businesses.

The course covers:

- The difference between the Sustaining and Disruptive Technologies?
 - Pace of innovation
 - Commercialization of disruptive technologies
 - Discussion of Engine A / Engine B strategies
- Evolution of AI and latest approaches used by the market
- Use Case Discussion: AI and Machine Learning in Retail
- Use of Unsupervised Machine Learning in Customer Segmentation and Marketing
- Discussion of Artificial Neural Networks (ANNs), Deep Learning and the 'Black Box Dilemma'
- Use Case: Use of Generative AI by Retail client
 - Legal and regulatory risks
 - Mitigating strategies

Blockchain Use by Law Firm Clients (3 hours)

This course looks at how clients use Blockchain.

The course covers:

- Is Blockchain a Suitable Solution?
 - Discussion of requirements for adoption of blockchain technology
- Essential cryptography in blockchain: hashing, block architecture, asymmetric cryptography
 - How Blockchain architecture contributes to security of data and digitized value

- Maturing Tokenomics and process of tokenization of assets;
- Smart contracts as means of digitization of trust: types and enforceability
- Use case: self-sovereign identities and pharmacogenomics.
- Use case: parametric insurance contracts using smart contract functionality of blockchain technology
- Use Case: Tokenization of Real Estate assets

Creative Problem Solving in the age of Automation (3 hours)

- Ideas Are the new Currency. Creative Problem Solving as a Component of Successful Business Innovation in the 21st Century
- Thinking Inside the Box: Knowing How Your Brain Works
 - Brain as pattern-making machine
 - Cognitive bias and Heuristics
 - Legal services industry predisposition towards analytical mode of thinking and pattern behaviour
- Convergent v Divergent Thinking
 - Brief discussion of neurological perspective
 - Discussion and examples of creative thinking strategies
- Creativity on Demand: Lateral Thinking
 - Discussion of strategies
 - Team exercises

Emotional Intelligence in the Age of Automation (3 hours)

- Concept of Emotional Intelligence and Its importance in the Modern Problem-Solving
- One Brain – 2 Systems: Conscious v Unconscious Decision-Making
- Harnessing Your Own Emotional Intelligence
 - Experiential exercise
 - 4-stage Technique of Acceptance
 - Self-Motivation: Why It Is Hard?
 - Reframing Exercise and the Three Chairmen Practice.
- Understanding the Emotions of Others
 - Discussion of how emotional intelligence makes working in a team more manageable and efficient
 - Anger management as path to Zen problem-solving

Design Thinking in Law (3 hours)

- Understanding the need for client-centric approach in innovative legal service design
- Considering how creative problem solving and developed emotional intelligence can help create alternative client-facing service delivery models
- Discussion of how design thinking and process design strategies can facilitate the process of innovation within law firms
- An understanding of design thinking as a mindset, process and set of tools
 - Deep dive into step-by-step stages of Design Thinking process
- Approaching problems using design thinking methodology

PERSONAL DEVELOPMENT SKILLS

WORKING IN THE LAW IS NOT EASY. IT INVOLVES LONG HOURS, HARD WORK, DEADLINES AND DEALING WITH ALL KINDS OF DIFFERENT PERSONALITIES. WE HAVE DEVELOPED COURSES TO HELP JUNIOR LAWYERS TO NAVIGATE THEIR WAY THROUGH THEIR FIRST YEARS IN THE OFFICE.

GETTING THE BEST FROM YOURSELF

This course deals with some key initial hurdles lawyers may have to overcome when first entering the office. Each course is a self-contained module.

Time management (1.5 hours)

A short quiz to start to draw out the key issues, which commonly are: Planning and Prioritisation, Dealing with Interruptions, Procrastination, and Time Management in Action.

Planning and Prioritisation (25 mins)

- The Eisenhower/Covey/Action-Priority Matrices (with legal rather than management examples)
- Effective use of lists
- Delegation

Dealing with Interruptions

- A short introduction asking what/who interrupts your perfectly planned day
- How do interruptions affect productivity?
- Identifying interruptions we can and can't control
- The importance of any SLA/retainer

Procrastination

- Why do people procrastinate?
- Examples of workplace procrastination
- Poor delegation and procrastination
- Tips for avoiding procrastination

Time Management in Action

- The importance of a structured day
- Circadian rhythms - working out when you are at your most productive
- Ultradian rhythms - the importance of breaks (including the 'Pomodoro Technique')
- Does multi-tasking make you more productive?
- Rest, sleep and exercise

How to manage difficult conversations (1.5 hours)

- What makes a conversation difficult?
- The importance of defining the issue
- Planning but recognising things rarely ever go to plan
- Starting the conversation
- Tone and body language
- Dealing with hostility
- Concluding the conversation

Managing your mental health (1.5 hours)

- Some statistics on mental health
- Causes of mental health issues
- Spotting mental health issues in the workplace
- Evidence based ways of improving mental health
- Supporting colleagues with mental health issues

Understanding and Managing Imposter Syndrome (1.5 hours)

This short course takes a practical look at imposter syndrome. It explains what imposter syndrome is and its potential causes. It then goes on to explore the different forms imposter syndrome can take and how it typically shows up among lawyers. It ends by providing delegates with the tools and strategies they need to successfully manage the symptoms of imposter syndrome when they arise in the workplace.

THE RESILIENT LAWYER

This course will explain the basics of resilience, help you understand how becoming more resilient will empower you to succeed as a lawyer, and give you tools to use when you encounter everyday challenges in the workplace. The course covers:

The roots of resilience (1.5 hours)

This module explores the nature of resilience and where resilience comes from. The module includes:

- What is resilience?
- Where does resilience come from – nature or nurture?
- Stress triggers in children and adults
- Your 'resilience ball'

Self-awareness (1.5 hours)

- This module encourages delegates to reflect on their personality traits, strengths and weaknesses. It does so by exploring the colour energies model. The module includes:
- A behaviour preferences quiz
- The colours model and where you fit
- Strengths and weaknesses of each colour energy.
- Stressors for each colour energy
- Recognising how stress shows up in different personality traits

The working environment (1.5 hours)

This module deals with possible causes of workplace stress and gives practical tips on how to minimise this stress.

The module includes:

- Law firm characteristics
- Causes of stress at work
- How to minimise the effects of workplace stress
- How to manage your boss
- How to receive feedback

Resilience toolkit (1.5 hours)

This module provides delegates with practical strategies on how to develop and maintain resilience. The module includes:

- Patterns of resilient people
- The impact of sleep, diet and exercise
- Tools for emotional control
- Promoting positive self-belief
- Effective goal setting
- The importance of connection, adaptability, and finding balance



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