

Set A - Pre-partnership training/assessment (up to three years prior to assumption)

Practice Rules

Ensure that the individual understand the practice rules, understands how to adhere to them, and understands how to put systems in place to ensure that all for whom he or she has responsibility understands and adhere to them – in particular to:

- Ensure awareness of the terms and conditions of the Master Policy and operation of effective risk management processes
- Demonstrate and communicate knowledge of and adherence to the Accounts Rules as they relate to all areas of practice under his or her control as partner
- Ensure adherence to the Standards of Conduct laid down by the LSS
- Ensure adherence to anti money laundering regulations and that effective procedures are in place for all areas of practice under his or her control as partner

Client Service

Demonstrate good practice in client service so as to minimise the risk of complaints, and ensure that the complaints regime in Scotland is known and understood by all for whom he or she has responsibility:

- Monitor client communication to ensure good practice and consistent standards of client service
- Support the role of the Client Relations Partner and ensure adherence to internal complaints procedures
- Communicate the role of the SLCC and its complaint handling processes

Ethical Standards

Demonstrate and lead adherence to all ethical standards:

- Apply and monitor processes to anticipate, prevent and resolve conflicts of interest
- Demonstrate and promote an understanding of the regulatory objectives and professional principles set down in terms of the Legal Services (Scotland) Act 2010, having regard to access to justice and equality and diversity
- Ensure adherence to all practice rules relating to client confidentiality
- Anticipate areas of potential ethical difficulty in all areas of practice under his or her control as partner and ensure processes are in place to minimise and resolve these

Business, Finance and Partnership

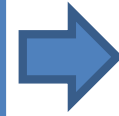
Understand the financial and tax requirements for businesses and partnerships; and the main financial imperatives in running a business:

- Demonstrate an understanding of business accounts, financial management, pensions and tax
- Appreciate the critical nature of capital, cash flow and profits to a business
- Demonstrate knowledge of tax and accountancy matters affecting legal businesses and their proprietors

Cashroom partners [Set C] (inc. those likely to be, such as sole practs.)

Demonstrate a detailed understanding of, and experience of the practical application of:

- All requirements of the accounts rules sufficient to allow immediate compliance with all aspects, to the standard of someone managing the full finances of the business
- The LSS inspection regime and requirements
- Anti-money laundering requirements to the standard of the individual with final sign-off



Online assessment



Assumption as Partner



Set B - Post-partnership course/self-reflection (up to one year after assumption)

Leadership and people management

Understand and demonstrate the main principles of effective leadership and management of people:

- Understand and support the work of designated supervisory partners
- Contribute to and maintain a positive ethos within the partnership and a good working environment for all staff
- Demonstrate ability to apply techniques to anticipate and resolve human resource issues and conflicts

Business development

Apply modern business development techniques and understand the partner's role in attracting new business:

- Understand and fulfil expectations of a partner's responsibility to bring in business and to increase turnover in the areas of practice for which he or she is responsible
- Understand and apply influencing and persuasion techniques in order to create a positive business development environment
- Understand the implication of modern business methods, including the use of technology and social media, in the pursuit of positive business development

Business models and partnership

Understand different business models and their associated risks, including partnership agreements and degrees of liability for partners:

- Demonstrate knowledge and understanding of different legal business models
- Able to interpret partnership agreements and understand their implications personally and for the business
- Understand the degrees of joint and several liability that applies to partnership models

Strategic planning

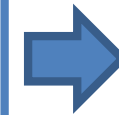
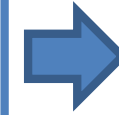
Understand the processes involved in creating, implementing and reviewing business and strategic plans for legal businesses:

- Understand the purpose of business and strategic planning, and be able to apply good business planning practice
- Appreciate a partner's role in contributing to the business and strategic planning process and in implementing and reviewing business plans

Running a business

Demonstrate knowledge, understanding and ability of the main requirements involved in running a business:

- Know the statutory framework and requirements for running a business on own account or in partnership with others, including corporate governance
- Understand and apply risk management techniques applicable to running a business
- Ensure awareness of sources of help, guidance and support for those involved in running a business



Documented self-reflection



Completion of regulatory requirements

Identical for all

(CPD requirement to resit every 3/5 years)

Proportionate to initial partnership roles

(CPD requirement to consider every 3 years)

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(up to three years prior to assumption)

Practice Rules

Client Service

Ethical Standards

***Business, Finance and
Partnership***

Cashroom partners (Set C)

Identical for all
(CPD requirement to resit every 3/5 years)

Set B - Post-partnership course/self-reflection
(up to one year after assumption)

***Leadership and people
management***

Business development

***Business models and
partnership***

Strategic planning

Running a business

Proportionate to initial partnership roles
(CPD requirement to consider every 3 years)

Online assessment

Assumption as Partner

Documented self-reflection

Completion of regulatory requirements