

ACL Training SP Framework

Cluster (or CLSB Outcome)	Competency	Level 1 Novice	Level 2 Beginner (with supervision)	Level 3 Competent (without supervision)
Practical Application of the law and Legal Practice	Identify and apply the relevant law to the matter.	Knowledge, Remembering	Understanding, Comprehension	Applying, Analysis
		<ol style="list-style-type: none"> 1. Describe the key organs of the state and rules governing the English and Welsh Legal System. 2. Identify the constituent elements of a contract. 3. Describe the principles of negligence. 4. Identify when there is an entitlement to recover costs. 5. Recognise some of the standard legal issues relevant to a costs matter. 	<ol style="list-style-type: none"> 1. Explain the fundamental principles underpinning the operation of the English and Welsh Legal System and distinguish between sources of law. 2. Demonstrate an understanding of contract law applicable to a client matter. 3. Explain the implications of a negligence claim against a firm or individual. 4. Explain how and why an entitlement to costs has arisen. 5. Demonstrate an ability to identify most legal issues in a costs matter and produce advice in relation to those. 	<ol style="list-style-type: none"> 1. Demonstrate a critical understanding of the English and Welsh Legal System and the sources of law. 2. Apply a critical understanding of contract law to a client matter. 3. Apply the principles of negligence to a particular matter and produce advice on the same. 4. Advise a client in relation to their entitlement to costs. 5. Identify the legal principles relevant in costs matters, apply those principles effectively to individual cases and produce advice.

	Identify and apply relevant legal procedure to a matter.	<ol style="list-style-type: none"> 1. Identify and describe key parts of the CPR. 2. Demonstrate an understanding of the costs assessment procedure in the civil courts. 3. Distinguish between client and office account. 	<ol style="list-style-type: none"> 1. Cite prescribed rules and rates and explain their legal standing 2. Demonstrate an understanding of the assessment procedure in special courts 3. Cite rules from the Solicitors Account Rules 	<ol style="list-style-type: none"> 1. Apply knowledge of the assessment procedure in the civil courts, the special courts and tribunals. 2. Apply prescribed rules and rates and produce advice on the same. 3. Use time recording and copies of ledgers to offer advice on matters.
	Draft process documents	<ol style="list-style-type: none"> 1. Describe the key documents associated with costs proceedings. 2. Identify the sources of the CPR that set out the form of a statement or bill of costs. 3. Select appropriate precedents to assist with drafting costs pleadings. 	<ol style="list-style-type: none"> 1. Draft pleadings from scratch using clear, accurate and succinct language. 2. Draft CPR compliant costs pleadings. 3. Draft bills and statements of costs that address most legal and factual issues arising in the case. 	<ol style="list-style-type: none"> 1. Construct pleadings that comply with the applicable rules that address all relevant legal and factual issues. 2. Draft costs pleadings that address all relevant legal and factual issues that comply with the applicable rules. 3. Draft CPR compliant budgets (and associated documents) that address all relevant legal and factual issues.
	Identify and deal with the issues arising in a matter.	<ol style="list-style-type: none"> 1. Identify arguments regarding the enforceability of a retainer. 2. Identify arguments over the quantification of costs. 	<ol style="list-style-type: none"> 1. Explain and offer advice on issues arising with the enforceability of a retainer. 2. Present a reasoned costs argument on the quantification of costs in a clear, logical, succinct and persuasive way 	<ol style="list-style-type: none"> 1. Explain and offer advice on issues arising in a costs matter to include issues in relation to the enforceability of a retainer and the quantification of costs. 2. Ability to prepare a cogent reply to opposing argument.
LBMS: Legal Research	Undertake legal research	<ol style="list-style-type: none"> 1. Describe legal research processes and procedures. 2. Describe different sources of law. 	<ol style="list-style-type: none"> 1. identify accurately from a client file the issue(s) which require researching. 2. Identify and retrieve up-to-date legal information, using paper and electronic sources. 	<ol style="list-style-type: none"> 1. Use relevant primary and secondary legal sources to create advice on points of law or procedure. 2. Implement strategies to ensure

				knowledge remains up to date and relevant.
Communication skills NOS: Establish communication with clients for advice and guidance	Seek appropriate information through communication.	1. Describe and demonstrate effective questioning and listening techniques. 2. Structure an effective interview that provides clients with the appropriate time and assistance to express their requirements, including preparation and follow up activities. 3. Identify the major sources of information, and routes to access that information, in a client interview.	1. Understand how to conduct an effective interview using appropriate planning, preparation to enable you to identify client objectives. 2. Identify any situations where immediate action is required to assist clients 3. Conduct the appropriate interaction with clients and others to establish a professional relationship whilst providing assurance to clients of the confidentiality of the information being obtained from them	1. Choose appropriate questioning techniques and demonstrate how to conduct an interview which elicits relevant information, client concerns, anticipates client concerns and has clear outcomes. 2. Determine appropriate steps to minimise the effect of any difficulties with communication 3. Structure written enquiries to elicit specific information, with clarity, focus and utilising the correct technical language.
	Represent a client / user through effective communication and other skills.	1. Describe how effective communication works. 2. Recognise the suitability of various written and verbal communication approaches to legal situations and practice. 3. Accurately record interviews, advice given orally, decisions made by clients and any follow up steps. 4. Confirm a client's instructions in writing, where appropriate, that demonstrate professional practice, politeness and respect. 5. Explain the underpinning skills required of a good advocate	1. Identify the interests of the client / user. 2. Identify the appropriate communication media and skills for a number of client interactions. 3. Research relevant facts and legal principles. 4. Use suitable language in communications on behalf of a client that demonstrate professional practice, politeness and respect. 5. Assist and advocate prior to a hearing and at court	1. Demonstrate appropriate use of communication skills in a range of situations to represent client interests. 2. Develop and present structured and reasoned arguments. 3. Present communication in a clear, logical, unambiguous, succinct and persuasive way, using appropriate media and underpinning authority, without supervision. 4. Undertake advocacy in chambers without supervision 5. Demonstrate a clear grasp of and commitment to abide by associated ethical requirements

	Negotiate or mediate solutions to client matter	<ol style="list-style-type: none"> 1. Describe the reason for a negotiated route in a particular matter 2. Define the basis of an effective negotiation. 3. Describe the importance of preparing for negotiations 4. Describe how conflict may arise 	<ol style="list-style-type: none"> 1. Explain the process of negotiation to a client or user. 2. Identify all parties interests, objectives and limits. 3. Identify tools for implementing a negotiation strategy 5. Explain how conflict might be resolved through the mediation process 	<ol style="list-style-type: none"> 1. Determine the core client issues and concerns in a specific negotiation. 2. Persuasively present options for compromise / resolution. 3. Apply knowledge of strategic tools and respond effectively to options presented. 4. Advise others on the role of a mediator
	Address all issues in communication.	<ol style="list-style-type: none"> 1. Identify the major issues likely to arise due to poor communications. 2. Identify situations when a client may not fully understand legal advice 	<ol style="list-style-type: none"> 1. Demonstrate an understanding of the importance of communication in the Cost Lawyer role in light of professional conduct rules 2. Recognise the impact of effective communication and the consequences of failing to comply with professional conduct rules with minimal from a supervisor 3. Recognise when the issues of mental capacity may need to be addressed. 	<ol style="list-style-type: none"> 1. Apply the relevant law, legal procedure and professional conduct rules, appropriately and accurately in communication without supervision 2. Explain factual, legal and evidential issues, arising as a result of communication no input from a supervisor 3. Explain the steps that must be taken to ensure a lay client understands the advice they have been given

<p>Client relations</p> <p>NOS: Support clients to make use of the advice and guidance service</p> <p>NOS: Provide legal advice to clients</p> <p>NOS: Provide continuing support to clients</p>	<p>Take accurate instructions relating to a legal matter from clients or service users.</p>	<ol style="list-style-type: none"> 1. Capture initial enquiries. 2. Record client meetings on appropriate software. 3. Maintain and locate client files and records in accordance to legislative requirements. 	<ol style="list-style-type: none"> 1. Take accurate instructions relating to a legal matter from clients or service users. 2. Draft standard correspondence, attendance notes and file notes 3. Demonstrate knowledge and understanding of effective methods of eliciting information. 	<ol style="list-style-type: none"> 1. Clarify and articulate client instructions. Interpret client needs and construct client instructions 2. Ability to utilise methods to take accurate instructions from the client 3. Question client and validate instructions and requirements throughout a matter ensuring changing service requirements are responded to appropriately
	<p>Identify and understand a client's or service user's position.</p>	<ol style="list-style-type: none"> 1. Describe client's position. 	<ol style="list-style-type: none"> 1. Identify through effective communication the client's/service user's position including financial, professional and personal priorities 	<ol style="list-style-type: none"> 1. Demonstrate an understanding of the client's/service user's position. 2. Describe and clarify client's position to the client. 3. Apply this understanding to the matter to ensure appropriate representation of the client.
	<p>Evaluate the risks, costs and benefits of alternative courses of action.</p>	<ol style="list-style-type: none"> 1. State to client risks, costs and benefits associated with a course of action. 	<ol style="list-style-type: none"> 1. Identify risk associated with a client position and instruction. 2. Explain costs and potential benefits. 	<ol style="list-style-type: none"> 1. Prepare a risk, cost / benefit analysis on client course(s) of action. 2. Identify a range of options open to the client. 3. Provide clients with a clear basis for charges and other costs.

	Provide clear legal advice to clients or service users.	<ol style="list-style-type: none"> 1. Recognise the relevant legal aspects of a client's position. 2. Explore with clients the reasons for their advice requirements 3. Recall major elements of law and procedure relevant to the client matter. 4. Identify situations when it may be necessary to seek specialist advice from another professional 	<ol style="list-style-type: none"> 1. Relate correct legal practices relevant to client position. 2. Explain legal situation and any other information to the client. 3. Present legal advice and check clients' understanding of the Information check that clients' understanding is consistent with information you have provided 4. Explain the importance of acquiring advice from a specialist 	<ol style="list-style-type: none"> 1. Advise the client/service user on the matter in which instructed, including any action which will be taken in representation. 2. Design an action plan with clients and agree roles and responsibilities for progressing actions 3. Refer clients to additional or alternative sources of relevant information 4. Prepare instructions to a specialist adviser
	Take action to deal with instructions received.	<ol style="list-style-type: none"> 1. Recognise the nature of the client instructions and Identify the right person to refer to. 	<ol style="list-style-type: none"> 1. Evaluate the information provided in relation to the law and legal procedure 2. Identify the appropriate course of action to be taken in response to a client instruction. Provide evidence of action taken. 	<ol style="list-style-type: none"> 1. Determine the correct course action based on the client instruction and fuller understanding of the client situation. 2. Take action to deal with instructions received and progress actions on behalf of clients in line with agreed timescales 3. Establish support required to carry out action.

	<p>Manage a client's or service user's expectations.</p>	<ol style="list-style-type: none"> 1. Understand policy process and approach to working with clients. 2. Understand relevant legal process and law relevant to service provided. 3. Clearly communicate policy, process and approach to working with clients and service users. 	<ol style="list-style-type: none"> 1. Identify the needs, objectives and priorities of the client/service user and provide them appropriate time and assistance to express their requirements 2. Understand client expectations by encouraging clients to clarify their requirements and circumstances 3. Demonstrate expected level of client care and case management. 4. Providing information to clients in a way they can understand, including appropriate and accurate information about the service and information on the advantages and disadvantages of using the service 	<ol style="list-style-type: none"> 1. Manage a client's or service user's expectations in light of their needs, objectives and priorities by using the information provided to assist clients decide whether their requirements could be met by the service 2. Build and maintaining client relationships by agreeing the way the service will be used and providing a clear explanation of the actions that are necessary to fulfil clients' requirements 3. Understand that it is not always possible to meet client expectations and needs Responding appropriately to clients concerns and complaints
<p>Management of workload</p> <p>NOS: Manage legal advice cases NOS: Manage case files</p>	<p>Plan workloads to deliver a professional legal service to clients or service users.</p>	<ol style="list-style-type: none"> 1. Describe planning and estimating tools and techniques applicable to opening, progressing and closing a single matter. 2. Explain the importance and the context for workload planning in the role. 3. Open client case files in line with organisational requirements 	<ol style="list-style-type: none"> 1. Understand workload requirements and deadlines and explain to clients the organisational systems and procedures for managing cases 2. Clarify instructions for scope and agree with clients the potential case outcomes and milestones 3. Construct plans to manage workload and plan and prioritise own daily workloads. 4. Allocate resources efficiently. 	<ol style="list-style-type: none"> 1. Meet deadlines set by law, the courts and clients. 2. Identify situations when additional help may be required and obtain support. 3. Estimate resource requirements and brief other individuals required to progress cases with details and responsibilities.

	<p>Manage workloads and progress matters</p>	<ol style="list-style-type: none"> 1. Understand own role and business requirements. 2. Understand likely client requirements. 3. Understand legal requirements of matter 4. Able to do simple routine tasks. Requires close supervision on task by task basis. 	<ol style="list-style-type: none"> 1. Apply relevant processes and procedures to progress matters expeditiously, dealing with effectively straightforward cases and transactions. 2. Plan and prioritise own daily workloads and maintain case files to ensure they are accurate and up to date in line with organisational requirements 3. Understand timelines, resource requirements and budgets. 4. Close transaction or case. 5. Can complete straightforward tasks to an acceptable standard. Can use own judgment but required supervision for overall case or transaction. 	<ol style="list-style-type: none"> 1. Manage workloads to ensure no unnecessary delays in the progress of legal matters. 2. Monitor plans and targets and inform clients about progress against milestones and outcomes in line with organisational requirements 3. Manage all files and tasks concurrently with no real supervision. 4. Monitor and chase payment of costs. 5. Maintain communication with all parties. 6. Generally, completes tasks with own judgment, including occasional unfamiliar tasks with a range of problems and choices. Recognises when support is required. Complex tasks may lack refinement.
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	<p>Apply understanding, critical thinking and analysis to solve problems</p>	<ol style="list-style-type: none"> 1. Access a range of critical thinking skills and models. 2. Tends to see actions in isolation. 3. Works within given procedures. 	<ol style="list-style-type: none"> 1. Identify situations requiring analysis and critical thinking. 2. Recognise inconsistencies and gaps in information. 3. Recognising key source of information. 4. See actions as a series of steps. 5. Uses experience to check information provided. 	<ol style="list-style-type: none"> 1. Assessing information to identify key issues and risks. 2. Using multiple sources of information to make effective judgments. 3. Reaching reasoned decisions supported by relevant evidence and rationale. 4. Uses experience to check information provided and to form judgments about possible courses of action. 5. Understands the significance of actions in the context of the objectives of the transaction or case strategy.
	<p>Maintain files and accurate records in accordance with procedures.</p>	<ol style="list-style-type: none"> 1. Understanding file management processes and systems to opening, progressing and closing a single matter. 2. Knowledge of how files are maintained within business systems, including case management system and accounting packages 3. Describe data protection issues and procedures. 4. Define accurate record keeping procedures and documents used within this process 	<ol style="list-style-type: none"> 1. Effectively utilise information systems. 2. Ensure financial transactions are processed in accordance with rules and procedures. 3. Understand business systems including databases and billing software. 4. Complying with confidentiality, security, data protection and file retention and destruction requirements. 5. Maintain accurate records. 	<ol style="list-style-type: none"> 1. Make effective use of the information system, including storing and retrieving data. 2. Maintain case files to ensure they are accurate and up to date in line with organisational requirements 3. Utilise the appropriate maintenance and update procedures for business systems. 4. Apply record keeping procedures.

Business Awareness	<i>Demonstrate an understanding of the business environment of a legal practice or organisation.</i>	<ol style="list-style-type: none"> 1. Describe the business environment. 2. Establish the business structure. 	<ol style="list-style-type: none"> 1. Demonstrate an understanding of the business and legal environment and the impact upon business practice. 2. Discuss a range of alternative business models. 	<ol style="list-style-type: none"> 1. Examine the aims and objectives of the business and how these are achieved. 2. Determine how to promote the aims and objective of the business.
	<i>Evaluate the risks, costs and benefits of alternative courses of action to the business.</i>	<ol style="list-style-type: none"> 1. Have knowledge of risk, cost and benefits analysis tools and techniques. 	<ol style="list-style-type: none"> 1. Apply risk cost and benefit analysis techniques to the business or client. 2. Consider alternative approaches that could be adopted. 	<ol style="list-style-type: none"> 1. Evaluate the risks, costs and benefits of a specific client or work package to the business. 2. Determine alternative approaches and their risk, cost benefit profiles.
Professional Conduct	<i>Apply the rules of professional conduct appropriately to relevant situations</i>	<ol style="list-style-type: none"> 1. Knowledge and understanding of the most recent CLSB Code of Conduct, Practising Rules and any other applicable conduct rules. 	<ol style="list-style-type: none"> 1. Identify appropriate conduct for the matter. 2. Understand that a Cost Lawyer may only act when competent to do so, and what constitutes competence. 3. Understanding the ethical framework within which Cost Lawyers should operate. 	<ol style="list-style-type: none"> 1. Identify appropriate rules which apply to the matter, including any ethical matters 2. Apply the rules of professional conduct appropriately to relevant situations. 3. Demonstrate an ability to comply with the CLSB professional conduct and measures to ensure continual compliance
	<i>Provide appropriate information to clients and service users.</i>	<ol style="list-style-type: none"> 1. Knowledge and understanding of the information which must be supplied to clients 	<ol style="list-style-type: none"> 1. Ensure the correct information and in the relevant format is supplied to clients. 2. Understanding of the implication of correct information provision and data protection. 	<ol style="list-style-type: none"> 1. Apply information management processes and procedures.

	Understand the need to avoid discrimination and promote equality and diversity	<ol style="list-style-type: none"> 1. Identify legalisation relevant to the Cost Lawyer practice. 	<ol style="list-style-type: none"> 1. Understand relevant and up to date discrimination and equality legislation 	<ol style="list-style-type: none"> 1. Demonstrate legal and ethical equal opportunity practice in dealing with staff, clients and others. 2. Ability to identify issues of culture, disability and diversity
Self-awareness and development	Evaluate your professional skills and legal knowledge.	<ol style="list-style-type: none"> 1. Describe the role and responsibilities of a Cost Lawyer. 2. Identify the knowledge and skill required of a Cost Lawyer. 	<ol style="list-style-type: none"> 1. Understand the competency required of a cost lawyer to be effective and professional 2. Explain the expectation and levels of performance required by a Cost Lawyer. 3. Describe how performance in professional and legal terms is assessed and evaluated. 	<ol style="list-style-type: none"> 1. Set performance standards for your role as a Cost Lawyer. 2. Set professional standards for your role as a Cost Lawyer. 3. Reflect on learning from practice and from others. 4. Seek and utilise feedback.
	Understand the limitations of your professional skills and knowledge.	<ol style="list-style-type: none"> 1. Identify the relevant professional qualifications required to become a Costs Lawyer and ongoing professional development requirements. 2. Define minimum performance standards for a Cost Lawyer. 3. Identify and disclose when a work-related task is beyond your current ability. 	<ol style="list-style-type: none"> 1. Describe a range of assessment tools and techniques which can be used for self-analysis, or by others, to establish levels of performance. 2. Maintain up to date understanding of relevant law, policy and practice. 3. Recognise when mistakes made, or risks identified in practice. 	<ol style="list-style-type: none"> 1. Identify gaps in your knowledge and implications of those of those gaps. 2. Evaluate your performance levels utilising a service of evaluation and feedback tools and techniques. 3. Adapt practice to address developments in legal practice, policy and procedure.
Working with others	Establish effective working relationships with others involved in a legal matter.	<ol style="list-style-type: none"> 1. Define the roles and responsibilities of those involved in legal practice. 2. Treat others with courtesy and respect. 	<ol style="list-style-type: none"> 1. Understand the role a team plays in dealing with the legal matter. 2. Establish what constitutes good/effective working relationships. 	<ol style="list-style-type: none"> 1. Establish effective communication channels. 2. Delegate work appropriately. 3. Maintain effective workflow. 4. Develop professional working relationships.

	<p>Demonstrate ability to select and provide appropriate information to others as required by the law.</p>	<p>1. Understand the needs of others involved in a matter to have information shared with them.</p> <p>2. Understand the law relating to the disclosure of information in a client matter.</p>	<p>1. Keep colleagues informed of progress of work including timelines, risks and problems.</p> <p>2. Operate within the legal data protection framework when providing information in a matter.</p>	<p>1. Evaluate data and extrapolate relevant information from it.</p> <p>2. Produce any required information in a timely manner.</p> <p>3. Ensure all information provision complies with the relevant legal framework.</p>
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