



# Professional Practice Solutions

Got big plans for your future?  
How about gigantic ones.



# Why KPMG?

How we can help

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**KPMG’s Professional Practice Solutions team can help you to tackle the simultaneous challenges you face.**



**Head of Professional Practice Solutions**

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## Audit & Assurance Services



**David Neale**

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The audit world is changing at pace. Firms like yours rightly expect more value and feedback from the audit. KPMG has invested in the latest data analytics tools to ensure you get that value, as well as real feedback on your systems and controls and insight on how you compare with peers.

## Cyber Risk



**Martin Tyley**

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We believe that cyber security should be about what you can do (not what you can't) to contain cyber threats. In today's technology-driven environment, legal firms' data assets include sensitive client data. How well do you understand the threats to the data that you hold and how robust is your cyber risk strategy?

## Mergers & Acquisitions



**Gary Hinton**

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Most legal practices have either contemplated or consummated a merger or acquisition (M&A) in recent times. KPMG's experienced M&A practitioners have worked both pre and post-transaction on law firm deals throughout the UK but also across North America, Europe, the Middle East, Asia and Australia. We've got the know-how to help clients ensure that the transaction delivers against its original objectives.

## SAR (Solicitors' Accounts Rules)



**Matt Britton**

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It's an exciting time in regulation. Requirements have recently changed, meaning there's no need to submit overseas accountants' reports from 1 November 2015. In 2017, we welcomed a new set of Accounts Rules. KPMG ensures that you are ready for change before it happens.

## Pensions



**Laura Amin**

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Pensions make up a significant chunk of rewards and costs for any legal practice. To manage pension costs and cash flow successfully, firms must reassess regularly their investment strategy and fund performance. Is it time to check that your scheme delivers the value you expect?

## Procurement



**Gerard Voogt**

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Your clients' procurement functions exercise significant influence over how work is awarded. Under pressure, legal firms risk making sub-optimal pricing decisions and even losing contracts. KPMG's commercial team helps clients to negotiate tenders successfully, without compromising margins.

## Learning Academy



**Neil Wilson**

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For most legal practices, training, development and knowledge-sharing are now on-line, with a greater focus on risk management in regulated environments. For a consistent and efficient approach to delivery and reporting, log into one of KPMG's learning modules.

## People & HR Solutions



**Andrew Craig**

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Investments in people are essential to any professional practice but how do you decide what these should be & manage the costs effectively? How do you retain your top talent? Does your people agenda focus on diversity & agility & keeping you ahead of your competition?

Ever increasing market and client needs; regulatory change; and the digital revolution add to the upheaval that the legal sector is experiencing right now. These external factors prompt introspection. Law firms are examining how their businesses are organised, how their services are delivered and how they can make best use of technology. The focus on improving productivity and increasing profitability should be relentless.

KPMG's Professional Practice Solutions team can help you to tackle the simultaneous challenges you face. We have brought together professionals from across our firm, with relevant insight and experience in the legal sector, as well as other professional markets. Most recently, we boosted our team with the appointment of legal sector specialist Chris Bull as our Professional Practices Ambassador. Chris brings an expert, external voice to our team, connecting us even more closely with the market.

So, if profitable growth is your objective, let us help you get the most from your pricing structure, operating model and supporting systems, and the best from your people too. Alternatively, restructuring or merger might deliver the growth you want. Whatever your ambitions, we'll ensure that you have your risks covered. We will draw on our people with information and regulatory risk know-how, and provide comfort in a risk-based audit and tax service.

Our UK team is backed by the KPMG international network. We are accustomed to coordinating and delivering a fully integrated international service wherever in the world your business takes you and whatever challenges you encounter.

There are more challenges ahead. But there are great and diverse opportunities for law firms that tackle the issues and seize the initiative.

## Strategy & Transformation



**Neill Whittaker**  
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Successful commercial strategies consider the most attractive ways to grow revenue and improve margins; they identify business models and vehicles to generate value quickly; they ensure operating models and cost structures are aligned with strategy and are scalable. Some don't. Does yours?

## Governance, Risk & Compliance



**Gareth Slater**  
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The Solicitors Regulation Authority (SRA) makes risk recognition and management central to its Code of Conduct. But are you aware of the fast-evolving nature of the emerging risks you face? Are all risks properly understood within the firm and are you managing them as effectively as you might? Do you understand how internal audit can be used not only to support compliance but also support performance improvement?

## Tax services



**Jane Crotty**  
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Changes to the tax environment in the UK and internationally have not let up. Legal firms need to be alert to tax risk and promote tax transparency. How up-to-date is your tax strategy? Are you using technology to drive greater value from your tax compliance?

## IT & CIO Advisory



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The current rapid pace of change threatens to overwhelm even the most competent IT organisation. IT now needs to advance the business, not just support it. We help clients navigate the complexity of today's dynamic IT environment by helping improve business performance, transforming service delivery and enabling digital opportunities while addressing issues of risk, governance and data security.

## Operational Performance



**Phil Murden**  
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Good business is about monetising intellectual capital. Given the diverse nature of the specialisms contained within a firm, can you track the financial drivers of profitability? Is your management information really fit-for-purpose? Our team will help you embed tailored best practice behaviours to improve visibility, sustainably drive cashflow, and 'grip' problem areas.

## Professional Practice Solutions co-ordinator



**Laura Croker**  
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Laura co-ordinates our firm-wide Professional Practice Solutions team, so if you have an urgent need for support or are unsure about any of our specialist areas, she is your go-to person to make things happen for you.

## Professional Practice Business Development



**Joe Faulkner**  
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Law firms grapple with many of the same challenges that KPMG does. Joe acts as a conduit for our legal clients to access the full breadth of our expertise so they can learn from our experiences of such challenges. He can introduce and align KPMG's sector, practice and regional leads to their counterparts in law firms in order to drive mutual opportunities for growth.

Many law firms struggle with setting a market facing strategy alongside the enhancement of operational performance. Some do not consider themselves to be performing at maximum capabilities – we share our insights and work alongside these firms to face their challenges and explore solutions.

# Contact the Core Team



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