

Role profile: Policy Manager [Grade J]

Role purpose

To lead key elements of the development of the SRA's policy, and/or education and training agenda and - working with a wide range of external and internal stakeholders - of its delivery and implementation.

Outcomes

- Leads on the development, delivery and implementation of key policies likely to have a material impact on the market for legal services and/or legal education in England and Wales
- Leads and controls complex, innovative and high stakes policy development projects, applying robust project management techniques
- Applies a clear understanding of the SRA's regulatory purpose and approach, the range of available regulatory tools, the importance of an evidence base and the values of equality, diversity and inclusion to deliver effective policy outcomes.
- Leads on the development and conduct of rigorous impact assessments, including equality impact assessments, of policy proposals
- Maintains knowledge of current thinking and best practice within the wider regulatory, legal services, UK and International professional education and training and public policy environments.
- Reflecting a broad-based interest in public policy, makes a senior-level contribution to the discussion and debate which informs the development of the SRA's regulatory policy and/or education and training agenda, internally.
- Participates with confidence and credibility in external debate, for example by representing the SRA's position at conferences and other events.
- Initiates and establishes influential relationships with key internal stakeholders which reflect a sound understanding of their roles, objectives and, where relevant, operational realities.
- Initiates and establishes influential relationships at the most senior level with key external stakeholders which reflect a sound understanding of their agenda.
- Represents the organisation with authority and credibility at most senior level with internal and external stakeholders; participates in and

leads policy debate with authority and credibility

- Evaluates and monitors the effectiveness of regulatory activity, including education and training requirements.
- Develops approaches to research and evidence gathering in support of policy development
- Produces, supervises the production of and presents a wide range of well-written reports, consultation papers, policy documents, committee and board papers.
- Leads the provision of specialist advice, support and briefings on complex regulatory and/or educational policy issues to team members, internally within the SRA and externally.
- Promotes a responsive and high performance culture and adopts clear processes and service standards for measuring and managing the performance of teams and individuals.
- Provides support, specialist knowledge and constructive challenge to team members beyond their immediate area of work.
- Applies a sound understanding of the operational consequences of policy proposals
- Applies specialist knowledge and sound judgement in reviewing the work of Policy Associates and provides clear and constructive feedback / critique
- Takes responsibility for creating a working environment that encourages equality, diversity and inclusion

Additional outcome(s) for specific roles

- [For Quality and Standards focused role] Leads the delivery of an outcomes-based approach to the quality assurance of the SRA's education and training framework

Knowledge, Skills and Experience

Essential

- Relevant degree or equivalent experience
- Relevant, substantial, senior level experience in one or more of: regulation, consumer policy, economics, legal services market, education and training (including assessment)
- Substantial experience of leading policy development and delivery in a similar or related environment
- Demonstrable ability to apply regulation to the legal services market and/or to professional legal education and a deep understanding of the wide range of regulatory tools which deliver effective policy.
- Senior level experience of leading project teams and of using robust project management techniques to deliver and implement policy
- Strong decision maker, able to think independently and to produce well-argued, well-evidenced and practical solutions to complex policy issues
- Outstanding interpersonal and influencing skills, with an existing, senior level network of relevant stakeholders
- Confident, authoritative and credible communicator, able to engage effectively both internally and externally and to present information to a wide range of audiences
- Demonstrable ability to produce well-argued, well-researched, authoritative reports, consultation papers, policy documents, committee and board papers.
- Experience of leading, coaching and developing individuals.
- A deep understanding of and strong commitment to, equality and diversity, both as a colleague and regulator