



The Law Society Skills Academy Programme Lead Appointment Brief

December 2018



Foreword from Paul Tennant – Law Society CEO



Thank you for your interest in The Law Society.

Our role

The Law Society has a rich history. We exist to be the voice of solicitors, to drive excellence in the profession and to safeguard the rule of law.

Our vision is for a valued profession delivering the highest quality legal services in the public interest and advancing the rule of law.

A changing world

We recognise the challenging and changing operating environment for the profession and for the legal sector and we are responding to become ever more relevant by meeting the changing needs of our members.

In recent years we have seen growth of the profession up 30% since 2007. The greatest growth has been outside private practice, with in house and business to business leading the field. It has been a mixed picture however, with challenges in conveyancing, welfare, personal injury and consumer.

More change is coming for the profession, as regulation impacts on competition and transparency and as technology changes the roles and skills the sector needs. Uncertainty over Brexit, London's position as a global financial centre and a political agenda driving down funding for the justice system are all challenges for the profession and for individuals and firms within it.

We are the professional body for solicitors and we need to lead and support the profession through these changes.

We are changing

To anticipate and respond to all of this, we are changing too. Over the last 12 months we have made good progress. This includes refreshing the purpose and vision of the organisation, establishing goals and objectives to deliver our five-year corporate plan, and significant governance and culture changes. We have initiated our 'shaping our future' programme, which contains three work streams focused on investing in technology, redefining our member offer and creating a vibrant workspace and engaged workforce.

What we are looking for

Building on the progress we have already made, we are now establishing the team we need to drive the delivery of our future change plans and help deliver our goals:

Promoting the profession, so that solicitors' value to purchasers, society and the economy is understood and their place in the wider legal market is maintained

Influencing for impact, so that the profession's voice is listened to in public and regulatory policy

Driving professional excellence, to help members deliver for their clients and be the best they can be

Enhancing member value through organisational efficiencies, growth and developing our people

The detailed role specification is included in this pack along with some background on our organisation and our change programme. You can find more on our website.

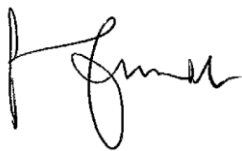
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Interested?

We have a rich history, a capable and committed workforce and a real ambition to promote the profession and to deal with the changes and challenges ahead.

If you are interested in joining the team, we would be delighted to hear from you.

Paul



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Our change programme

The building blocks are in place, we have embarked on Shaping Our Future, a significant transformation programme to improve our impact, our efficiency and our member experience. A brief visual summary is below.



We exist to be the voice of solicitors, to drive excellence in the profession and safeguard the rule of law. Our pride in this purpose never wavers. It's clear that the Law Society must modernise to become more relevant to our members and create a sustainable business that we can all continue to feel proud of. Shaping Our Future is our programme of change that will create the Future Law Society by 2022. Member Experience and WorkSmart, supported by IT Transformation, make up our modernisation.

- **Member Experience** will create a seamless, simple and personal experience for our members – no matter how, when or where they interact with us.
- **WorkSmart** will create a vibrant, professional and efficient working environment that allows us to work more flexibly, creatively and collaboratively together to deliver what our members say they need from us.
- **IT Transformation** will help us to embrace new technology and software to improve both the staff and member experience.

If we get this right, we feel confident we can improve how engaged we all feel, as well as member satisfaction by 5% year-on-year. There's a lot we need to change – embracing our culture code of clarity, trust, respect and excellence, will see us through it. In the new world, we can look forward to what we all say we want – being more closely connected to our members and each other, as one organisation. Shaping Our Future – Together, for our members

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Background

Originally founded in 1825, the Law Society ("the Society") is the independent professional body for solicitors in England and Wales and has over 160,000 members across the world. You will see images of our diverse profession throughout this brief. The Society's role is to represent, promote and support solicitors in England and Wales and internationally. It supports solicitors to develop their expertise and their businesses, wherever they work. It represents solicitors by speaking out for justice and on legal issues - and promotes the value of using a solicitor both at home and abroad. The Society also plays an important part in promoting justice for all, upholding individual rights and freedoms and helping to inform the public of their legal rights.



How the Society works

Solicitors pay their annual practising certificate fee to the Solicitors Regulation Authority. The Law Society receives around 30 per cent of this fee to support, represent and promote the profession. Its other funding comes from commercial activities.

The Law Society Council governs its work, with Council members elected to represent members from England and Wales, including different demographic groups and parts of the profession. The Law Society harnesses the knowledge of Council members and around 300 volunteer board and committee members to deliver the advice, support and services members want. The Law Society continually listens and responds to its members, so it can be sure it is meeting their needs.

Our work for members

The Law Society helps its current and future members by:

- providing support, advice and guidance on areas of practice and management, tailored to members' individual needs.
- supporting equality, diversity and inclusion within the legal profession, enabling and encouraging the best people to join regardless of their background.
- campaigning on legal issues of importance to our members and the public.
- acting as the approved regulator for solicitors, ensuring regulation is fair and proportionate while protecting the public.

Values

The Law Society's culture code is a guiding set of principles and values about who it is and who it aspires to be. It defines the Law Society's culture. **The Law Society values clarity, trust, respect and excellence.** These values guide what it says and how it acts with members, suppliers and stakeholders. Everyone working at the Law Society agrees to respect and demonstrate these principles through their day-to-day decision making and behaviour. The Law Society recognises, celebrates and rewards people who demonstrate its culture. Individuals within the Society will hold each other to account by speaking up when seeing behaviour that doesn't support this culture.

People

Staff at the Law Society are here to make sure that solicitors across England and Wales are represented effectively. There are offices in London, Brussels and Wales covering everything from legal policy, communications, products and services, and business development, to those dealing with the Society's relationship with the government, parliament and overseas bars.

The Society has a network of relationship managers based throughout England and Wales. The team has specific responsibility for making sure that members have access to all Law Society news, products and services, regardless of where members are based. Products and services meet the needs of the modern legal profession and the Law Society focuses on making sure that solicitors have the right tools to deliver world-class legal services.

Learn more about:

The senior team, our achievements last year in our business review, what we offer to our members in Your professional body – The value of your membership.

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The role

Skills Academy Programme Lead

KEY ACCOUNTABILITIES

- Responsible for leading the development and implementation of a cohesive framework and protocol for Academy and its services that includes positioning and tone of voice, learning standards, quality assurance, pricing strategy, learning/product development cycle and approach to testing, packaging of awards and accreditations and their benefits for members.
- Responsible for overseeing the piloting and roll-out (if successful) of new face-to-face and online learning and career development activities.
- Responsible for overseeing development of a new online platform for learning, its member experience and integration with key IT systems, such as CRM and website.
- Manage suppliers to enable objectives to be successfully met within project timescales.
- Achieve income targets for roll out of successful learning in year 2.
- Lead a project team to support the Academy's development.
- Work alongside the Operations Director for Education, Learning and Events and their teams to deliver an integrated approach to the development and delivery of future learning which considers current educational learning activities.
- Work closely with teams across the Society, particularly the programme team, Shaping the Future Law Society transformation team, IT and Digital, Policy and Public Affairs, Communications and Marketing, Procurement and Legal to ensure that all areas of the Society are engaged and contribute to the successful development of the Academy and its services.
- Ensure compliance with all statutory, regulatory and best practice obligations affecting the Law Society's professional services.
- Manage the work of programme staff (e.g. programme planner and business analyst) and suppliers.
- Contribute to team effort by accomplishing related results as needed.
- Build and maintain key relationships with other senior colleagues and key stakeholders in The Law Society.
- Reporting within the shaping our Future programme governance.



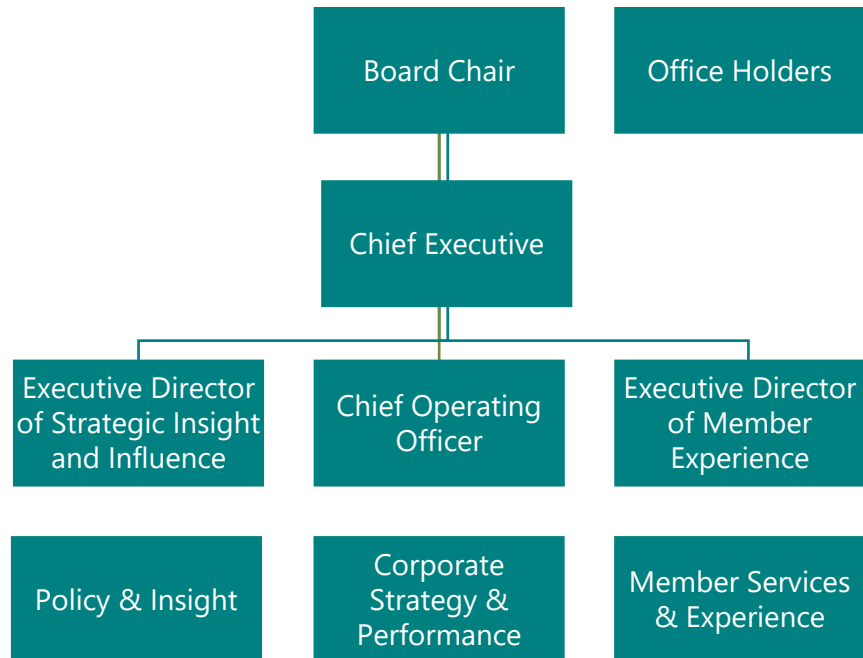
KEY LEADERSHIP BEHAVIOURS

- To model the highest levels of the Law Society's Culture Code (clarity, trust, respect and excellence) and its associated behaviours, to provide a clear example for all Law Society colleagues.

FUNCTIONAL RESPONSIBILITIES

- The programme lead will be responsible for ensuring the delivery of the business case for the Society's new Learning and Development vision for our members, currently described as the "Law Society Skills Academy". This Academy will include a range of formal and informal learning opportunities and a new set of recognition opportunities (Certificate, Diploma etc), supported by a new online platform.
- The role holder will work closely across the organisation, particularly with a programme team to ensure integration and a design that fits into the Shaping the Future Law Society's operating model. The programme lead will report directly to the Operations Director for Membership Experience.

ORGANISATIONAL CHART



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Person specification

The successful candidate will be responsible for leading the implementation of a cohesive framework and protocol for Education and Learning and will bring:

KNOWLEDGE, SKILLS AND EXPERIENCE

ESSENTIAL

- Extensive experience of working at a senior level within Learning and Development or in the higher education sector;
- Proven track record in the development of a framework for learning for an organisation, that includes identification of learning and career pathways.
- Proven experience of delivery of educational and learning activities within a commercial context.
- Significant consumer facing product and business development expertise;
- Knowledge of best practice, trends and innovative approaches to learning and development and career development;
- Experience of digital learning methodologies and platforms;
- Expertise in managing external suppliers and agencies;
- Good understanding of quality assurance approach in a learning environment;
- Ability to build strong collaborative relationships between different functions across organisations;
- Facilitates significant change and leads high performing teams in a changing environment;
- Experience of managing programme or service budgets;
- Data management: -
 - Managing and developing budgets (financial management);
 - Good analytical and problem-solving skills;
 - Predicts trends and operational requirements to ensure sufficient resources are in place to meet operational and project demands;
- Ability to thrive in a cross functional programme environment with multiple stakeholders;
- Ability to negotiate and influence internal and external stakeholders
- Strong communication, networking, interpersonal & presentation skills
- Educated to degree level as a minimum, or equivalent qualification/experience

DESIRABLE

- Experience of working with or in the legal sector;
- Previous leadership experience within a membership organisation;
- Experience of working with partners to deliver training programmes;



Terms of appointment

The role will be based at the Law Society's head office in Central London.

Salary up to £70,000 plus 3% flex after 3 months and comprehensive benefits



- **Annual Leave**
25 days paid annual leave. Pro-rated for part-time employees.
- **Pension (DC Scheme)**
Employees can join the scheme at any point in the year, however can only join salary sacrifice on 1 January and 1 July each year. The Society will pay 2x their contributions up to 3.5% of your notional base pay, 1.5x any contribution they make between 3.5% and 7%. If they contribute more than 7% of your notional base pay, the Society's contribution remains at 12.25%.
- **3% flex after 3 months**
- **Life Assurance**
Employees are covered for a lump sum life assurance cover of 4x notional base pay upon death in service up until the age of 70.
- **Private Medical Insurance**
Employees are entitled to this benefit on commencement of employment. This is a taxable benefit.
- **Health Screening - Employee**
Eligible upon completion of 2 years' employment. This is a company funded, tax-free benefit.
- **Season Ticket Loan (up to value of £5000)**
Available to employees who have successfully completed their probationary period.
- **Professional Development Assistance**
A study leave provision of up to 5 days in a 12-month period is offered to support longer-term programmes of study/sitting examinations providing certain conditions are met. Funding of up to £2,000 per annum and assistance with the purchase of essential materials and books of up to £200 per annum is offered providing certain conditions are met.
- **Maternity Leave**
A generous provision that enables staff on maternity leave to take up to 12 months' absence. The payment amounts vary depending on length of service.
- **Paternity Leave**
Employees are entitled to 2 weeks' ordinary paternity leave. However additional paternity leave of up to 26 weeks is allowed providing certain conditions are met.
- **Childcare Allowance**
Employees returning from maternity/paternity and/or adoption leave are eligible for a supplementary allowance of £200 per month for a period of 6 months which is subject to the normal tax and NI deductions.
- **Health Club Membership**
Employees are entitled to this benefit on commencement of employment. This is a company funded and taxable benefit.

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How to apply

Anderson Quigley is acting as an employment agency advisor to the Law Society on this appointment.

Candidates should apply for this role through our website at www.andersonquigley.com/candidates using code **AQ397**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter, and complete the application and equal opportunities monitoring* form.

The closing date for applications is noon on **9th January 2019**.

If you are unable to apply through the website, please email **rob@andersonquigley.com** quoting reference **AQ397**.

** The equal opportunities monitoring online form will not be shared with anyone involved in assessing your application. Please complete as part of the application process.*