



The Law Society Executive Director of Strategic Insight and Influence

Appointment Brief

November 2018
Saxton Bampfylde



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 twelve months we have made good progress. This includes refreshing the purpose and vision of the organisation, establishing goals and

objectives to deliver our 5 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 leadership team we need to drive the delivery of our future change plans and the ambitions we have for the organisation.

We want two new Executive Directors –

- Member Experience
- Strategic Insight and Influence

to join the Chief Operating Officer and I in driving our change programme to deliver our goals:

Promoting the profession, so that their 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.

The professional body for solicitors

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. If you would like to have an informal conversation please speak to our agents Saxton Bampfylde.

Paul



The professional body for solicitors

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.

The professional body for solicitors

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](#).

The professional body for solicitors

The role

Playing an important part in the Law Society's transformation programme, the new role of Executive Director of Strategic Insight and Influence will provide high level, strategic advice to the Society, informing its policy and campaigning work. You will oversee the planning, prioritisation, development and evaluation of policy initiatives to optimise alignment with member needs and the Society's strategic policy objectives. You will also be responsible for directing, shaping and leading future focused insight, ensuring there is an evidence-base with which to enhance our ability to represent and support the profession.



KEY ACCOUNTABILITIES

- Working with Council, Board and executive colleagues, as a member of the Executive Leadership Team, this person will set the strategic direction of the Law Society, with a focus on member centricity and the changing learning and practice environment for solicitors.
- To enthusiastically and energetically promote the work of the Society and its services, to provide cost-effective representation, reducing dependence upon practising certificate fees whilst developing funding to support the activities of the Society.
- Ensure effective functioning, development and governance of the Law Society, working closely and effectively with Council, Board colleagues, as well as wider stakeholders.
- Provide 'cabinet' and strategic thought leadership across the whole of the Law Society policy and membership services to secure their integration and success.
- Drive a continuous quality improvement culture approach across the Law Society and support the effective management of change.
- Build effective and influencing relationships outside the organisation with key stakeholders and opinion formers, to promote and strengthen the Law Society brand.
- Model the highest levels of effective leadership behaviours and all elements of the Culture Code, to ensure the Law Society is a stimulating and rewarding place to work for all.

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.

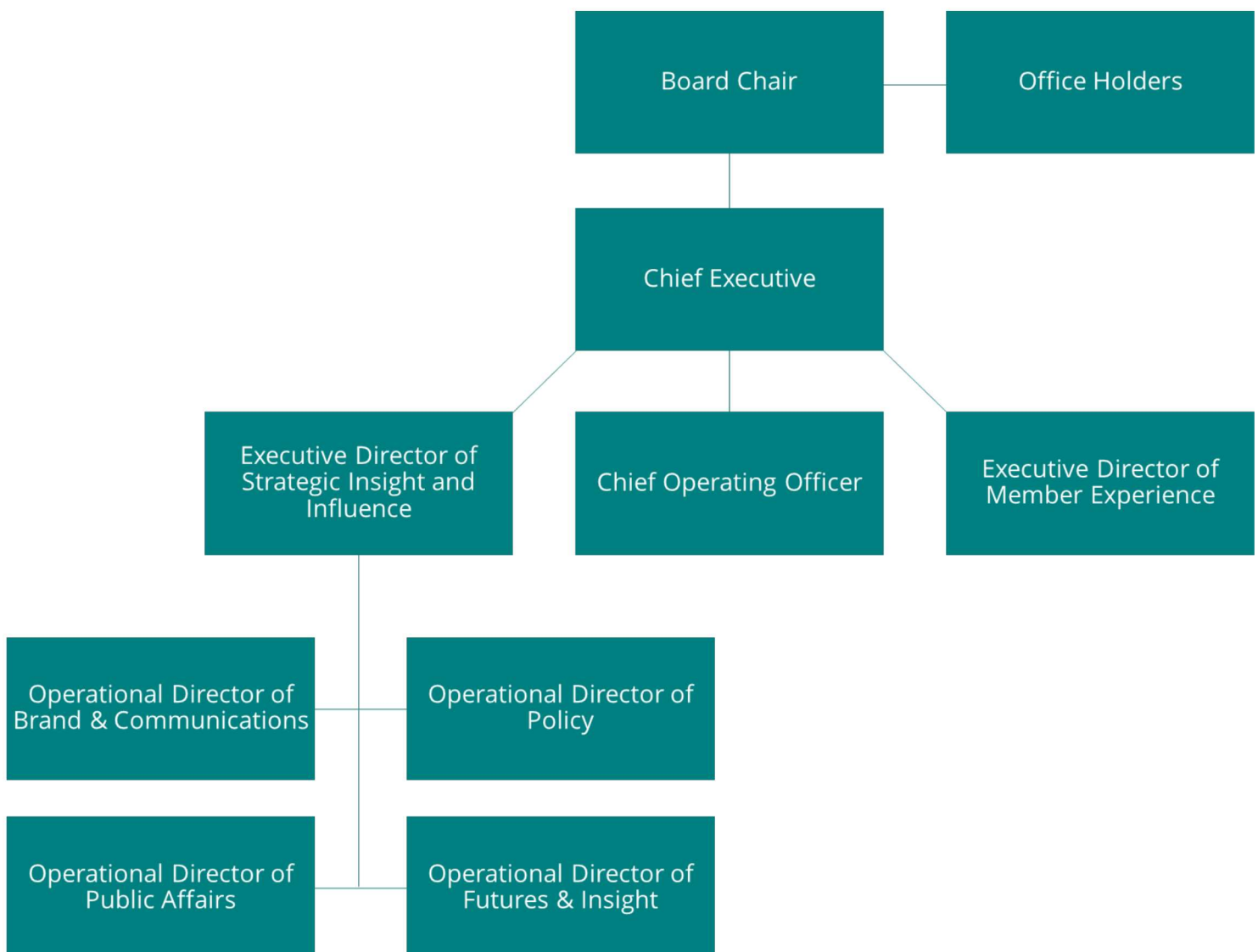
FUNCTIONAL RESPONSIBILITIES

- Direct the prioritisation and implementation of policy research and analysis activities to identify, evaluate and critically analyse highly complex and politically sensitive issues and concerns affecting the profession to deliver effective policy resolutions.
- Ensure development of strategic evidence-based advice and recommendations to Council, Board and Senior Executives to shape the Society's priorities and programmes for legislative review, policy development and implementation.
- To promote and maintain the independence of the profession, the rule of law and access to justice, and the interests of solicitors as members of a diverse and effective profession working in the public interest.
- To develop, shape and communicate the Society's authority and reputation in the development of policy and future regulatory changes, affecting the profession.
- Oversee coherence and value across Law Society policy, representation and member services.
- Ensure the new governance model is embedded and work with PRAC (or the relevant membership committees) to focus the policy agenda as part of the corporate plan and manage limited 'in year' priorities.
- Develop a future focused and consistent insight and knowledge-based approach to policy development, also providing consistent insights to the member offer and experience teams for learning and educational product development and delivery.

The professional body for solicitors

- Ensure resilience in the Law Society policy and campaigning work, to secure the appropriate balance and flexibility across the Law Society's specialist and generalist focus and work, domestically and internationally.
- Protect the Law Society's brand profile in its external communications and marketing activities, so that they are consistent and effective across the Law Society's membership and policy portfolio.
- Assure robust evaluation of the impact of policy and campaigns, to feed into continued relevance of the Law Society's work and value to its membership.
- To line manage a team of senior staff and have overall responsibility for all staff in Policy, Public Affairs, Futures and Insights, and Brand and Communications.

ORGANISATIONAL CHART



The professional body for solicitors

Person specification

The successful candidate will be a dynamic and communicative leader, capable of winning trust, and will bring:

KNOWLEDGE, SKILLS AND EXPERIENCE

ESSENTIAL

- A senior executive leader, with a wealth of experience in operating at a strategic level.
- A high-level professional, with considerable experience in their field of expertise, with the proven ability to facilitate the knowledge and performance of others.
- A self-starter, with the motivation, commitment, enthusiasm and drive to inspire and enable others to succeed and achieve.
- Experience of representing an organisation externally with a variety of different audiences, including government, regulators, industry and commerce, and of dealing comfortably with all forms of media.
- Deep legal understanding and/or background at a strategic level.
- A strong understanding of how government and/or regulatory policy is influenced, formulated and implemented and the capacity to exert influence at a national and regional level and potentially internationally.
- Experience of using systematic insight and knowledge to improve policy development and service delivery.
- Expertise in the translation of policy position to potential value-adding and/or commercial products to members and stakeholders.
- Strong influencing and exceptional communication skills with ability to present complex issues to a variety of internal and external audiences.
- Background in and experience of measuring impact of campaigns and influencing work.
- Experience of leading and delivering significant change and business improvement initiatives including people and cultural change.
- High levels of commercial acumen and understanding across products and corporate markets.

DESIRABLE

- Legal professional



Terms of appointment

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

This is a senior appointment in the organisation and an attractive package will be agreed with the preferred candidate.



- **Annual Leave**
30 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%.
 - **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.
- and more

How to apply

Saxton Bampfylde Ltd 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.saxbam.com/jobs using code **QLPU**.

Click on the '**apply**' button and follow the instructions to upload a CV and cover letter.

The closing date for applications is noon on **Monday 17th December 2018**.

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.