Appointment brief

Appointment of two Board Sub Committee Members

November 2020

Reference: QLPE
An introduction

The Law Society (TLS) is the independent professional body for solicitors. We exist to safeguard the rule of law, represent our members, and drive excellence in the profession.

We support our members by offering practice advice and guidance so that they can better develop their careers and serve their clients. We also advise the public on how and when to seek legal advice, and we promote solicitors as reliable experts who can offer invaluable help at important moments in life. Our campaigns and lobbying on matters that impact on the solicitors' profession focus on pressing legal issues affecting the public interest and confidence in the rule of law, such as court closures and legal aid cuts.

We promote England and Wales as the global jurisdiction of choice and the vital role of legal services in our economy. We also work internationally to open markets to our members and to defend human rights while supporting our members with opportunities in the domestic market.

TLS - whose primary function is as the representative body for the solicitors' profession, but which also has a residual role as ‘approved regulator’ – also constitutionally includes the Solicitors Regulation Authority (SRA) which is the front-line regulator of the solicitors' profession. This is the direct consequence of the drafting of the Legal Services Act 2007 (LSA). Under this act, both TLS and SRA are subject to the overall oversight of the Legal Services Board (LSB) (https://www.legalservicesboard.org.uk/) , the overarching regulator of legal services in England and Wales.

The roles

The Law Society are now looking for two new Board Sub Committee Members.

One will be a member of the newly formed Finance and Investment Committee, the other will be a member of the newly formed People and Remuneration Committee.
Finance and Investment Committee Member

The Board has a responsibility for reviewing the governance arrangements of the Society and seeks to appoint a lay member to the newly formed Finance and Investment Committee.

PURPOSE OF THE FINANCE AND INVESTMENT COMMITTEE

- Exercise oversight for the Board on TLS financial policies, framework and plan and its risk management and investments arrangements.
- Support the Executive Team in the delivery of TLS financial policies, framework and plan and its risk management and investments arrangements.
- Work with the Group Audit Committee to support effective financial governance and the production of the annual accounts.

PERSON SPECIFICATION

The successful candidate will be a skilled financial leader, who will demonstrate experience of:

- Providing robust and constructive challenge on financial and investment issues at a strategic level;
- Financial management and strategy, including budget setting and reporting;
- Risk strategy and management;
- Investment strategy and portfolio management;
- Supporting the development of effective financial management in the organisation;
- Operating within a complex governance environment.

Candidates will also bring:

- An understanding the TLS financial environment, opportunities and constraints;
- The ability to identify and support different ways of working and adaptable to the changes necessary to deliver TLS’s transformation programme, Shaping our Future in a changing world;
- A style that motivates people to work together and to deliver their best.
- An openness to learning and development, for self, staff, the Board and TLS;
- A clear demonstration and promotion of TLS’s values, including adherence to equality, diversity and inclusion.
People and Remuneration Committee Member

The Board has a responsibility for reviewing the governance arrangements of the Society and seeks to appoint one lay member to the newly formed People and Remuneration Committee.

PURPOSE OF THE PEOPLE AND REMUNERATION COMMITTEE

- Exercise oversight for the Board on the People Agenda within the Law Society, in order to support its strategy and promote long term sustainable success and ensure that the strategy be clearly aligned to the Society’s declared purpose(s) and values.
- Set the overarching principles and parameters of motivation and remuneration across TLS.
- Provide assurance concerning the effective management of human resources with respect to the Law Society’s people strategy, ensuring their HR policies and procedures are robust and wholly relevant to the needs of the organization and its business plan.

PERSON SPECIFICATION

The successful candidate will be an effective human resources leader, who will demonstrate experience of:

- Strategic HR thinking and policy decision making;
- Building workplace relations in a diverse organisation and equitable manner;
- Organisational change, recruitment and resourcing, and the development of a strong employer brand;
- Performance management at all levels within an organisation;
- Experience of operating within a complex governance environment.

Candidates will also bring:

- Passion about promoting better outcomes for people within a relatively small organisation and able to sensitively set the pace of organisational change(s) & transition(s);
- The ability to handle confidential information sensitively;
- A style that motivates people to work together and to deliver their best;
- An openness to learning and development, for self, staff, the Board and TLS;
- A clear demonstration and promotion of TLS’s values, including adherence to equality, diversity and inclusion.
Terms of appointment

The tenure for each post is for a period of three years from the date of appointment and you would be eligible for another period of three years subject to approval by the Board.

Each post comes with an expected time commitment of a maximum of 4 meetings per year with associated preparation. All meetings (including the interview) will be held using the Microsoft Teams remote meeting platform. Please note the meeting location may be subject to change dependent on Government directives.

Annex A in this document outlines the Membership and Terms of Reference for the Finance and Investment Committee.

Annex B in this document outlines the Membership and Terms of Reference for the People and Remuneration Committee.

The Law Society supports the principle of Equality and Diversity in employment wholeheartedly and opposes all forms of unlawful or unfair discrimination on the grounds of age, disability, sex, gender reassignment, sexual orientation, pregnancy and maternity, race, religion or belief and marriage and civil partnerships.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to The Law Society on these appointments.

Candidates should apply for this role through our website at www.saxbam.com/appointments using code QLPE.

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

The closing date for applications is noon on Friday 11th December 2020.

* 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.
Annex A – Finance and Investment Committee Membership and Terms of Reference

Membership of the Finance and Investment Committee

45 There shall be at least five members of the Finance and Investment Committee, including –

(a) a chair who shall be a member of the Board appointed by the Board;
(b) at least one other member of the Board appointed by the Board;
(c) at least one other person who shall not be a member of the Board or of the Council, appointed by the Board;
(d) a Council member appointed by the Board who is not otherwise a member of the Board or any Committee of the Board; and
(e) the Society’s Chief Operating Officer.

The Chair of the Board, the Chief Executive, and any other relevant person invited by the Committee including members of the Society’s staff, may attend meetings of the Finance and Investment Committee.

Terms of reference of the Finance and Investment Committee

46 The terms of reference of the Finance and Investment Committee are –

In relation to the Society’s accounts and financial affairs –

1. To consider, with staff, proposals for the Society’s financial framework, policies and plans.
2. To oversee the financial performance of the Society on a regular basis by:
   a) agreeing the principles and key assumptions for the budgeting process;
   b) reviewing drafts of the budget, including consideration of the impact on the level of the practising certificate fee;
   c) reviewing in-year re-forecasts of the Society’s budget and the key assumptions that support these; and
   d) monitoring financial performance against budgets and forecasts.

3. To review the annual accounts for the previous year, taking into account the auditors’ opinion and any views expressed by the Audit Committee, with a view to making recommendations to the Board on whether the accounts should be accepted.

4. To keep under regular review the Society’s investments policy and ensure that arrangements are in place such that the investments of the Law Society are managed on behalf of the Society in accordance with agreed policy.

5. To ensure that there are arrangements in place to identify, monitor and mitigate risks with significant potential financial impact.

6. To report to the Board at least three times a year, and by update reports more frequently as may be required, on the discharge of its duties.

In relation to the Society’s financial framework –
7. To propose options for timely actions to mitigate risks to satisfactory financial performance.

8. To make recommendations to the Board in relation to the Society's reserves policy.

In relation to the Society's financial performance –

9. To oversee the benchmarking of the financial performance of the Society against appropriate comparators.

In relation to the Society's investments –

10. To give clear instructions to the professional investment advisers on the Society's investment policy, in line with any relevant legislation governing these matters.

11. To monitor the performance of the portfolios managed by the investment advisers and discuss their performance with the investment advisers as necessary.

12. To consider changes to investment strategy and make appropriate recommendations to the Board.

13. To review any significant internal investments and projects referred to it by the Board.

14. To recommend to the Board any change in the appointment of investment advisers.

Term of Office of chair and members of the Finance and Investment Committee

47 The term of office of the chair and members of the Finance and Investment Committee shall be three calendar years from the date of appointment, subject, in the case of Board members, to their remaining members of the Board. They shall be eligible to serve one further term of three years.
Annex B – People and Remuneration Committee Membership and Terms of Reference

Membership of the People and Remuneration Committee

43 There shall be at least five members of the People and Remuneration Committee, including –

(a) a chair who shall be a member of the Board appointed by the Board;
(b) at least one other member of the Board appointed by the Board;
(c) at least one other person who shall not be a member of the Board or of the Council, appointed by the Board;
(d) a Council member appointed by the Board who is not otherwise a member of the Board or any Committee of the Board; and
(e) the Law Society’s Operational Director of People and Organisational Development.

The Chair of the Board, the Chief Executive, the Chief Operating Officer, and any other relevant person invited by the Committee, may attend meetings of the People and Remuneration Committee.

Terms of reference of the People and Remuneration Committee

44 The terms of reference of the People and Remuneration Committee are –

1. To advise the Board on matters to do with the effective management of human resources, keeping HR polices under review and providing assurance to the Board that these are appropriate for the needs of the organisation and in compliance with the requirements of the Internal Governance Rules.

2. To advise the Board on appointment, remuneration, performance and appraisal processes and contractual matters relating to EAMs.

3. To advise the Board on the pay policy, terms and conditions and performance management framework for the Chief Executive.

4. To advise the Board on any non-contractual severance payments to be made to the Chief Executive and the senior managers reporting directly to him/her.

5. To assess its own performance annually and to report at least annually to the Board, and by update reports as may be required, highlighting particularly any instances where its advice under the foregoing paragraphs has not been accepted in whole or in part, and any changes it wishes to propose to there terms of reference.

In relation to the Chair and Board members –

6. To design, review and oversee the processes for:

   a) the appointment and reappointment of the Chair and members of the Board;
   b) the suspension and removal processes for members of the Board;
   c) the performance and appraisal framework for the Chair and members of the Board; and
7. To ensure that an assessment of performance for each Board member (including the Chair) takes place within the agreed framework.

8. To advise and support the Board Chair on any matters relating to the above, including:
   a) the application of the protocols, policies or procedures in relation to an individual Board or committee member;
   b) succession planning for the Board.

In relation to Committees of Council and the Board and Committees reporting to the Board Committees –

9. To advise the Board, if required, on the contracts and remuneration of any external advisory committee members.

10. To design, review and oversee the processes for the appointment, reappointment, appraisal, suspension and removal processes for committee members and those holding substantive external appointments on behalf of the Law Society, including making recommendations about the appropriate level at which such appointments need to be approved.

In relation to the Executive –

11. To design and administer the process for the appointment of the Chief Executive, and, if required, for the removal from office of the Chief Executive.

12. To determine the pay policy, terms and conditions, remuneration, performance management and appraisal framework for the Chief Executive and the senior management team including any arrangements for bonus or performance-related additional payments.

13. To advise the Board on any non-contractual severance payments to be made to the Chief Executive and the senior managers reporting directly to him/her.

14. To ensure that succession planning arrangements are in place for the Chief Executive and the Executive Leadership Team.

In relation to human resources and people strategy –

15. To review HR polices and to provide assurance to the Board that these are appropriate for the needs of the organisation and include appropriate strategies for leadership and management development, talent management, recruitment, retention, succession planning, change management, and remuneration and reward.

Term of Office of chair and members of the People and Remuneration Committee

47 The term of office of the chair and members of the People and Remuneration Committee shall be three calendar years from the date of appointment, subject, in the case of Board members, to their remaining members of the Board. They shall be eligible to serve one further term of three years.
LONDON
9 Savoy Street
London WC2E 7EG

EDINBURGH
46 Melville Street
Edinburgh EH3 7HF

saxbam.com

Partners in Panorama - Search around the world
panoramasearch.com