

Information Pack

Trustee and Chair of the Finance, Audit and Risk Committee

Please find:

- Welcome letter from Paddy Sloan, Chair of Trustees
- Background information
- Trustee role description
- The qualities, abilities and skills we need
- The process (accessibility, timetable and how to apply)
- Link to the [Equal Opportunities Monitoring Form](#)

For an informal discussion please contact Allyson Davies at applications+LEF@allysondavies-consultant.com or call 07968 556164

For background information on The Legal Education Foundation go to <http://thelegaleducationfoundation.org>

**The Legal Education Foundation is committed to best practice
in equity, diversity and inclusion**

We value, welcome and respect all the differences that make us who we are, including: age, cultural background, disability and mental health, ethnicity and race, gender, gender identity and expression, sexual orientation, neurodiversity and socioeconomic background.

We are a Disability Confident employer.

This document is available in large text. If you require this or an alternative format, please contact Allyson Davies ad@allysondavies-consultant.com or Belinda Berry belinda.berry@thelef.org

Welcome from Paddy Sloan, Chair of Trustees

Dear Candidate,

LEF is a social justice foundation, established in 2012 as a legacy of the College of Law. As an independent foundation, with assets of around £270m, we use our grantmaking to support communities to use the law to improve their lives and the lives of others. The principles of justice and fairness are central to our work, supporting organisations to use the law and legal tools towards social change. This includes work that seeks to influence how laws are made and implemented, with a focus on the protection of rights.

Our new trustee will join the LEF's Board which is responsible for the good governance and strategic direction of the Foundation. We are particularly looking for a new trustee who will bring financial expertise and become Chair of our Finance, Audit and Risk Committee. This is an interesting and important time to join us and there will be plenty of opportunity to help shape our work and future priorities.

Our current trustees come from different backgrounds and perspectives, and provide a range of expertise alongside their commitment and energy. We work by consensus in a collegiate manner. Meetings are stimulating, instructive and respectful and I find my colleagues on the Board to be great company.

We are experienced and supportive, and you do not need to have had previous trustee experience to apply. If you have a genuine interest in our work and can bring financial confidence and an understanding of the charity sector, we would like to hear from you.

LEF is thinking more deeply about how we can prevent harms from oppressive systems. We are calling this area of our work 'Power, Culture and Inclusion' which reflects the transformation we are going through in our learning, behaviour and attitudes.

Applications are particularly welcome from those who have lived experience of social welfare legal issues, for example relating to housing, income, care, education, employment, immigration, asylum, and where these intersect with structural racism, disability and other forms of discrimination. However, there is no expectation for candidates to disclose details of personal experiences at any stage of the process or during their work as a trustee.

In this pack you will find all the information you need to apply for the role. If you would like to have a preliminary conversation before applying, please email Allyson Davies to arrange this (see the ['The Process'](#) section on page 10).

Many thanks for your interest and I look forward to hearing from you.

Yours,

Paddy Sloan, Chair

Background Information

Stronger Sector • Fairer Systems • Smarter Justice

Vision and mission

Our vision is of a just and fair society. Our mission is to support people and organisations to use the law to improve their lives and the lives of others. Our focus is on ‘the law of everyday life’ – including people’s rights in housing, welfare benefits, care, education, employment, immigration and asylum.

Overview

We are an independent grant-making foundation distributing around £6 million a year through our own grants and programmes, alongside participating in funding partnerships. In addition to making grants and commissioning work, we use our expertise to influence others – for example, on the government’s use of personal data; the impact of unresolved legal problems on mental and physical health; and strengthening the evidence about effective access to justice.

The principal source of funds for the Foundation are the returns on an endowment which currently stands at around £270 million. In addition, the Foundation receives and distributes restricted grants from other organisations and has a charitable subsidiary whose principal source of funds is restricted grants from other charitable foundations and organisations.

The organisation has evolved significantly over the past 12 years since it became an independent charitable foundation, with assets generated by the sale of the College of Law (for more information see the [LEF website](#)). Our charitable purposes, under Royal Charter, are to promote legal education and the study of law and the sound development and administration of law. The Board of Trustees sets and oversees the delivery of LEF’s strategy in relation to these purposes, and has responsibility for the good governance of the organisation. The trustees are supported to deliver their responsibilities by a committed and skilled staff team of 24 professionals who bring a wealth of expertise, knowledge, and experience, who ensure the effective and impactful delivery of LEF’s strategy, aims and objects, and who are accountable to the Board.

The legal challenges facing the UK

The UK justice system is undergoing a period of challenge and rapid change which has far-reaching consequences for people’s ability to understand and use the law as a tool for social justice. There has been chronic under-resourcing of legal organisations at the same time as legal needs have risen. Sustainable employment, career development and access to the profession have all come under pressure.

Meanwhile, legal and constitutional changes brought about by the UK’s exit from the EU are producing fundamental changes to UK institutions and the exercise of public power, which risk undermining scrutiny and accountability. This matters particularly

for the significant numbers of people who cannot obtain justice in relation to their fundamental rights. We know that these unmet needs exacerbate clusters of problems that have significant impacts on individuals, communities and wider society.

Organisations tackling these challenges have experienced significant constraints that have affected their ability to deliver services at the scale needed, to invest in their infrastructure, to develop related fields of policy, research and communications and to attract and retain skilled staff. This has intensified because of Covid-19 and the cost-of-living crisis. The Foundation's resources put us in a position to support organisations to address these challenges.

We support work in all four nations of the UK, recognising the need to reflect local needs and differences, including the different legal jurisdictions and devolved powers. The focus of our work is in the UK, but we also look to learn from and to inform international practice and experience.

Strategic objectives

Our work to 2025 is divided into three programmes:

1. **Stronger Sector:** providing flexible funding for organisations using the law to promote social justice. This programme aims to strengthen the capacity of individuals and organisations to deliver their important work effectively and sustainably.
2. **Fairer Systems:** supporting work to influence how laws are made and implemented. This programme aims to promote transparency, accountability and the protection of fundamental rights.
3. **Smarter Justice:** strengthening the commitment to collecting and using robust evidence in the design and operation of the UK justice system.

The Foundation operates a combination of open and proactive grant programmes. We have also developed, and run ourselves, initiatives tackling particular strategic challenges in the sector:

Justice First Fellowship – our scheme to support the next generation of social justice lawyers. We have funded over 160 Fellowships so far. Over 90% of graduating Fellows have secured jobs as lawyers working for the public benefit, and our work with them continues as we help them forge their careers as social justice lawyers.

Justice Collaborations – our subsidiary charity formed to host the **Justice Together Initiative**, a 10-year collaboration involving 16 funders focused on transforming access to justice in the UK immigration system. Grants have been awarded across the four nations, supporting frontline immigration advice partnerships and national and local influencing work.

As well as awarding grants, we support the organisations we fund in a variety of other ways including providing access to training, consultancy and networking to promote exchange, learning and collaboration.

More information about the Foundation and its current strategy is available [here](#).

Our values

Trust – We trust our partners, valuing their lived and learned experience, supporting them to make their voices heard, and seeking to be a trusted voice ourselves.

Mutuality – We stand with those taking action to bring collective benefit, and we collaborate and build partnerships with them to accelerate change.

Inclusion – We aim to challenge the systems and structures, including our own, that perpetuate oppression, discrimination, inequity and exclusion. We are clear about our mission and how we decide to use our resources.

Courage – We use the freedom of our independence to confront injustice, and to be energising in supporting work over the long term that will bring about real change.

Reflection – We recognise the complexity of the issues we are tackling and the importance of listening and increasing understanding. We learn from those affected, and we share robust evidence about what is working and how this can be used elsewhere.

The context and what's exciting

The Board has been completely renewed since LEF was founded. It is an interesting and rewarding organisation to be part of and the current Chair of our Finance Audit and Risk (FAR) Committee is reluctantly stepping down. So, we are now looking for a trustee with financial expertise to join us and take over this role. It is an exciting time for LEF and it is a key moment for someone who enjoys strategic and creative thinking to join us. The Foundation has been working to a five-year strategy which ends in 2025, and we are currently undertaking a process to evolve and renew our strategy and build on what has been a successful time during which LEF has achieved a lot. The new strategy is a work in progress and will result in the Trustees:

- Being part of an organisation that is honing the mission and thinking strategically about how best to support communities to use the law in the most impactful ways to bring about social justice.
- Taking part in an exciting evolution around how LEF communicates its work and the work of its partners externally to maximise impact and share best practice and influence other external organisations and groups.
- Being part of the decision-making process for how grants are made and where our grants programme can be most impactful.
- Being part of the process to align LEF's mission with its investment policy.
- Thinking through more creative options for how LEF uses its operating budget and capital to really enable the work and sustainability of our partners.

Power, Culture and Inclusion

LEF takes the journey to achieving justice extremely seriously. As a funder we are committed to shifting power in the systems that we are part of. The LEF's culture is

transforming, both in the staff team and among trustees. Through a process of learning about anti-oppression, developing our values and behaviours, we want to build the best workplace and grant making culture. Power, Culture and Inclusion is an important aspect of our strategic thinking and processes going forward.

We have a diverse staff team and are committed to increasing diversity and inclusion on our Board. As such we are encouraging candidates with lived experience of social welfare legal issues and where they intersect with structural racism, disability and other forms of discrimination to apply. There is no expectation for candidates to disclose details of personal experiences at any stage during this recruitment or during their work at the LEF.

Role Description

Overview

In addition to the usual legal, financial and compliance role of trustees, our Board also plays an active role in strategic planning, scrutiny, questioning the impact of our work and holding the executive to account and, where necessary, acting as a critical but supportive friend.

Our Board brings an ethical lens to every area of its work. We pay a great deal of attention to making sure our governance is robust and fit for delivering our charitable purpose.

Members of the Board are technically Governors (but are referred to as Trustees).

Responsibilities

1. Ensure that LEF complies with charity law and relevant company law, legislation and regulations.
2. Formulate and approve the strategy by which the Charity pursues its objects.
3. Ensure that LEF adopts and observes policies which ensure that resources are applied exclusively in pursuance of its objects.

In exercising these duties, Trustees are expected to take the following actions:

- Contribute actively to the Board of Trustees' role in giving strategic direction to the Foundation, setting overall policy, defining goals and approving targets and evaluating performance against agreed targets.
- Safeguard the good name and ethos of the Legal Education Foundation.
- Ensure the effective and efficient administration of the Legal Education Foundation and aim for best practice and good governance.
- Ensure the financial stability and protection of funds and assets of the Foundation.
- Protect and manage the property of the Foundation and ensure the proper investment and use of the charity's funds and other resources.
- Build collaborative and collegiate working relationships with other trustees, members of the staff team and where appropriate policy and decision makers and our partners.
- Use any specific skills, knowledge or experience to help the Board of Trustees to make sound decisions.

Finance, Audit and Risk Committee

In addition to the above responsibilities this Trustee will be the Chair of the Finance, Audit and Risk Committee. The remit of this committee includes:

- Finance, remuneration and property
- The accounts, annual report and auditors
- Oversight of the College of Law Pension and Assurance Scheme, a defined benefit pension scheme, now closed
- Risk management and compliance

Time Commitment

Board meetings are held on a quarterly basis during March, June, October and December. The meetings generally take approximately two hours, with the exception of the March meeting which is a full-day event, and the December meeting is followed by an annual dinner. Meetings generally are held between 4pm and 6pm.

Finance, Audit and Risk Committee meetings are held quarterly during February, May, September and November and take approximately two hours. Meetings are held during the day but there is flexibility to change the timing to suit the members.

It is also important to note that each meeting requires reading and preparation time to enable a full contribution to the meetings.

Location

The Foundation's office is in Bloomsbury, London. Increasingly the Board are meeting in person again. Some committee meetings can be attended on-line to facilitate people with access issues and people based outside of London.

Expenses

All travel, subsistence and childcare expenses relating to duties and responsibilities will be reimbursed.

Length of appointment

Trustees are appointed for three-year terms, up to a maximum of nine years.

The Qualities, Abilities and Skills We Need

This trustee will need to bring financial expertise and experience. This could come from a wide range of backgrounds and roles – you may be a senior finance person in the not-for-profit sector, or you may have a private or legal sector career in finance and have some understanding of the charity sector. You are also likely to be a qualified accountant but if not, you will need an equivalent amount of knowledge and experience of charity accounting.

In addition to this specialist finance experience, you will need to bring the following:

- Being passionate about and committed to our mission, purposes and aims.
- An understanding of (or a willingness to learn about) the opportunities the law brings to further social justice and human rights.
- An understanding of charity finance, and the challenging context for the Foundation's grant partners.
- A willingness to devote the necessary time and effort.
- An ability to engage in strategic vision and think creatively and in a way that is enabling.
- An ability to challenge in a supportive way and be a critical friend when required.
- Good, independent judgement.
- Curiosity and a willingness to ask the right questions and speak your mind.
- Acceptance of the legal duties, responsibilities and liabilities involved in trusteeship.
- A commitment to preparing for and attending meetings.
- An ability to work effectively, collectively and collegiately and maintain good working relations with trustees, staff and other groups or organisations.
- Respect for others and an ability to listen, even when you might not agree with what is being said.

If you feel that the above describes you then please consider applying, your interest would be greatly valued and appreciated.

The Process

Accessibility

The Foundation is committed to making our processes barrier-free and as accessible as possible for everyone. This includes making adjustments or changes for disabled people, neurodiverse people or people with long-term health conditions. If you have any access requirements or would like us to do anything differently during the application, interview or assessment process, including providing information in an alternative format, please contact Allyson at ad@allysondavies-consultant.com, or Belinda Berry at belinda.berry@thelef.org. We guarantee any applicant who declares they have a disability will be offered an interview if they meet the requirements in terms of skills and experience.

For an informal and confidential discussion about the role, please contact our partner **Allyson Davies** via 07968 556164 or ad@allysondavies-consultant.com

Timetable

Deadline for Expressions of Interest	Monday, 15 April, 2024
Screening interviews (on Zoom)	Week of 22 April
In person meetings at LEF's offices	3 May
First FAR meeting (to observe)	22 May
First Trustees meeting (to observe)	13 June

How to express your interest

If you would like to be considered as a trustee of LEF then please submit the following documents to applications@allysondavies-consultant.com

- A concise covering letter (no longer than two pages), addressing why you would like to become a Trustee of LEF and what you would bring to the role.
- An up-to-date CV.
- Names and contact details of two referees (only to be approached at the final stage of the process, and only with your express permission).
- A completed [Equal Opportunities Monitoring Form](#)

Data Protection

The personal information that you provide will be used to process your Expression of Interest. Personal information about unsuccessful candidates will be held securely for six months after the process has been completed; it will then be destroyed or deleted. If take up a trustee role with LEF the information will be used in the administration of your engagement with us. It will be kept secure and will only be used for purposes directly relevant to your post as a Trustee.