



Law Centre Manager Recruitment Pack

Closing date for applications 4 January 2019

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Welcome from Karin Woodley, Chief Executive

I am delighted that you are considering joining the management team at Cambridge House. This recruitment pack includes some information about our organisation that I hope you will find useful.

Our vision

We pursue a vision of a society without poverty where all people are valued, treated equally and lead fulfilling and productive lives.

Our history

As one of the UK's pioneering university settlements, Cambridge House was founded to promote social justice in South London's 19th century 'slum' neighbourhoods. In 1889 we began working at a 'grass roots' level to empower local people to tackle the social problems created by urbanisation and industrialisation. Established in 1893, the Law Centre is one of the oldest free legal advice services in the UK.

The ideological principles driving the work of the settlement movement contributed to the 1906 Liberal welfare reforms and the creation of the 20th century's welfare state.

Today the welfare state is retracting and the financial restrictions arising from welfare reforms are disproportionately affecting the communities in which Cambridge House works. These neighbourhoods include a high proportion of wards which are in the most deprived 5 to 20 per cent nationally.

The 21st century context for our work

As austerity measures and far-reaching welfare reforms come into full effect we are driven to address their combined effects on existing levels of poverty and the equity and cohesion of society.

Against the backdrop of diminishing levels of social security, we are seeing poverty in our communities increase most drastically because of complex, cumulative and varied combinations of need. This context requires us to invest in:

- i) Our communities by providing targeted support and advice to those most adversely affected: individuals and families facing a build-up of problems across several aspects of their lives.
- ii) Systems changing activities that increase society's capacity to tackle poverty and social injustice.

In 2017/18 we provided services to 187,000 people across the following portfolio:

i) **Social Justice Services**

▪ **Law Centre**

Free, independent and expert legal services in housing, employment and welfare benefits. We also undertake public law challenges within welfare benefits and or housing law issues.

▪ **Independent Advocacy**

Care Act, NHS Health Complaints, Mental Health (IMHA) Mental Capacity (IMCA) and independent professional and community advocacy for adults and children.

▪ **Safer Renting**

Specialist advice, support and advocacy for vulnerable tenants of criminal landlords.

ii) Education and Inclusion Services

▪ Youth Empowerment

Medium to long-term, intensive and wrap-around schemes for excluded 16 to 25-year olds.

▪ Disabled Peoples' Empowerment

Arts, sports, life skills and wellbeing clubs for disabled children and adults.

iii) Our people's social action centre

We manage our building as a community anchor so that it is a focal point for local communities and civic activity, a home for voluntary and community organisations, and a space where local people and statutory agencies can come together to promote and bring about positive social change.

iv) Research and knowledge exchange projects

We organise activities that generate and collate evidence of what delivery strategies are most effective at tackling poverty and social exclusion at a local level and establish opportunities for evidence sharing and knowledge exchange.

This post is an exciting opportunity for an experienced manager and solicitor with expert knowledge and understanding of LAA contracts, a result orientated approach and a commitment to our corporate vision.

As an organisation we are particularly keen to ensure that our staff reflect the diverse nature of the community in which we work. We value diversity and warmly welcome applications from disabled people, the LGBTQ communities and people from ethnic minority backgrounds.

Working at Cambridge House is immensely rewarding. If you would like to be part of this very special organisation and believe that you can manage the development of our Law Centre, we welcome your application. You can find out more about our work, including our corporate strategy and most recent audited accounts on our website www.ch1889.org.

I do hope that you choose to apply for the role.



The Cambridge House Law Centre

Helping vulnerable people to save their homes, keep their jobs and protect their families

- i) Our Law Centre provides free expert legal advice and representation in the areas of housing, welfare benefits, employment and public law.
- ii) Recognised as a Centre of Excellence by the London Legal Support Trust and holding Lexcel accreditation for quality legal practice management and excellence in client service, Cambridge House maintains a reputation as one of the country's leading law centres.
- iii) The Law Centre holds Legal Aid Agency and Southwark Council contracts and generates more than £200,000 per annum in legal fees.
- iv) The team comprises four solicitors (including the Law Centre Manager), one caseworker and an administrator. New three-year funding from the City Bridge Trust will fund a skilled Crisis Navigation Adviser position to work flexibly across housing and welfare benefits.
- v) Working with around 2,500 clients every year, the Law Centre's recent successes have included:
 - Achieving a historic recognition of the rights of homeless people by winning a Supreme Court case defining vulnerability and priority of need. This was the first Supreme Court case concerning a homeless individual with a disability in 30 years.
 - Excellence in case outcomes protecting the homes and incomes of vulnerable individuals:
 - 100% success rate in possession/eviction proceedings, enabling clients to protect their homes.
 - 100% success rate in homelessness challenges, protecting homeless individuals' right to housing.
 - 100% success rate in welfare benefits appeals.
 - 100% success rate in welfare benefits appeals to the First Tier Tribunals encapsulating legal issues for example, overpayment of tax credits or housing benefit. Disallowance of ESA, PIP, DLA.
 - Advice given on Judicial Review matters such as unreasonable delay, breach of a statutory duty such as failure to send decision notices notifying the claimant of his or her appeal rights.
 - Appeals to the Upper Tribunal on point of error of law.
 - Cases involving the right to reside, habitual residence test, or Windrush issues.
 - Housing Benefit backdating revisions and supersessions.
 - Social Fund Reviews.
 - Advice given on entitlement to contributory-based benefits, such as maternity allowance, contribution-based JSA/ESA.
 - Income Maximisation.
 - Advice given to elderly clients in respect of Pension Credit and Attendance Allowance.
 - Advice on all aspects of employment related enquiries.

- Excellence in client service:
 - 93% were “Very Satisfied” with overall level of service.
 - 97% rated the overall service as “Excellent” or “Very Good”.
 - 93% reported increased awareness of their rights and responsibilities.
- vi) The Law Centre is embedded in the local community It is closely involved in local advice networks and belongs to a consortium of advice organisations providing welfare benefits, employment and housing advice and casework services to Southwark residents who do not qualify for legal aid.

Job Description and Person Specification

Job Title:	Law Centre Manager
Responsible to:	Chief Executive
Responsible for:	Staff and volunteers allocated to the post
Location:	Cambridge House
Contract:	Permanent
Salary:	£45,000 to £50,000 per annum depending on experience
Working Hours:	35 hours per week
DBS:	Enhanced

1. Job Purpose and Objectives

- a) As a member of Cambridge House's Management Team, a key purpose of the role is to work collaboratively with other Service Managers to ensure:
 - i) A clear shared understanding of Cambridge House's vision.
 - ii) Knowledge sharing across services and strategies are aligned to support Cambridge House's aims and objectives.
 - iii) Integrated solutions to the needs of our service users are designed and implemented.
 - iv) Cross-service solutions to operational, policy and quality assurance matters are developed.
 - v) A culture of creativity, collaboration and innovation is embedded throughout the organisation.
 - vi) Cambridge House's business planning (including costing and financial forecasting), risk, personnel and financial management, and quality assurance and fundraising processes are integrated and effective.
- b) As the Law Centre Manager and Senior Solicitor. the job holder is expected:
 - i) To lead, at both a strategic and operational level, on the development and delivery of the organisation's Law Centre legal advice services.
 - ii) Report on Law Centre performance to the Chief Executive.
 - iii) Manage the Law Centre team.
 - iv) Be the named Supervising Solicitor for our Legal Aid Housing, Welfare Benefits, Employment and Public Law work as required by the Solicitors Regulation Authority (SRA) and the Legal Aid Agency (LAA) supervisory standards.
 - v) Drive casework performance so that income targets are achieved, and Legal Aid income is maximised.
 - vi) Ensure compliance with relevant legislation, regulatory and accreditation frameworks, Legal Aid Agency and local authority contracts, grant conditions and best practice.
 - vii) Ensure that Accreditation of solicitors and caseworkers is in place to enable them to carry out the functions of their roles.

2. Main Duties and Responsibilities

- a) **Law Centre Management**
 - i) Provide high quality management, support and monitoring of Law Centre staff and volunteers in line with the organisation's performance management processes and procedures.
 - ii) Create a consultative, open culture, fostering cooperation between the Law Centre team and other Cambridge House service and delivery teams.
 - iii) As the service budget holder with profit and loss accountability, be responsible for the financial management of the service including budget forecasting and phasing supported by the organisation's Finance Manager and the Chief Executive.

- iv) Provide supervision in accordance with the rules of professional conduct (including the Solicitors' Practice Rules and the Solicitors' Accounts Rules) ensuring adequate professional indemnity insurance and up to date practising certificates for solicitors.
- v) Ensure:
 - Effective and accessible communication with Cambridge House colleagues, service users, the public, stakeholder and partners.
 - Corporate and Management information and messages are communicated effectively to the Law Centre team.
 - Quality assurance processes:
 - Are implemented to provide effective mechanisms for monitoring, evaluating and accrediting the Law Centre's services.
 - Comply with the legal sector and Cambridge House standards and assessment frameworks.
 - Include random file reviews of all caseworkers.
 - Compliance with the grant conditions of the Law Centre's funders.
 - Compliance with the accreditation and audit requirements of Lexcel, the LAA, Peer Reviews and the Housing Possession Court Duty Schemes (HPCDS).
 - Management processes and procedures are in place to achieve:
 - The effective and efficient running of the Law Centre
 - Accurate reporting
 - Timely progression, accurate reporting and closure of cases
 - Regular cash flow.
 - Human resource processes for staff and volunteers are approved by the Director of Corporate Services.
- vi) Prepare:
 - Law Centre development plans and proposals, risk assessments, risk mitigation strategies, and associated reports as required.
 - Progress reports as required by the Chief Executive, commissioners and funders in partnership with other members of the Cambridge House Leadership and Management Teams.
- vii) Contribute to:
 - Fundraising and development activities including, for example, assisting the Development Team with the preparation of funding proposals and external communications materials.
 - The development of Cambridge House's corporate policy and procedures
- viii) Keep abreast of other relevant services, policies and issues in the sector including national and local trends and developments.
- ix) Consolidate, build and maintain key service partnerships including:
 - Representing the Law Centre in partnership, sector and stakeholder meetings.
 - Developing effective working relationships with relevant external organisations including, for example, local, regional and national networks, policy and service delivery forums.

b) Case work

- i) Maintain a Practising Certificate in your own name, conducting the number and range of cases necessary to maintain compliance with Legal Aid standards.
- ii) Provide advice and casework in your area of expertise for the Law Centre, and represent clients in courts and tribunals, with the possibility of combining this work with one of the other areas of Law conducted by the Law Centre.
- iii) Be responsible for your own word processing, filing and case recording within AdvicePro or other such systems as may be used for case management.

3. Management Team Responsibilities

To work collegiately with the Leadership Team and other Cambridge House Service Managers to:

- a) Facilitate information and knowledge sharing across service delivery teams.
- b) Maximise the cost efficiency and effectiveness of operational systems and procedures.
- c) Maintain a bank of up-to-date case studies, statistics and service user/client/stakeholder quotes to support our communications and marketing, fundraising, influencing and policy development activities.
- d) Ensure:
 - i) A culture of continuous improvement is fostered.
 - ii) Siloed working practices are prevented.
 - iii) The Law Centre's objectives, policies and procedures are aligned to those of the Cambridge House as a whole.
 - iv) Opportunities for cross-service development of new initiatives are maximised.
 - v) Existing and emerging needs within the communities in which we work are assessed so that all our services remain relevant and solution-focused.

4. General Responsibilities

- a) To keep abreast of the overall work of Cambridge House.
- b) To participate in regular supervision and annual appraisal, and to be committed to one's own professional development.
- c) To participate in internal/external meetings as required, to attend conferences and other functions, and to contribute to general management decision making as necessary.
- d) To comply with all of Cambridge House's governance policies and procedures.
- e) To carry out any other duties commensurate with the role.
- f) To work occasional unsociable hours (evenings and weekends)
- g) Travel across, and on occasions, outside of London.

This job description is provided as a guide to the role. It is not intended to be an exhaustive description of duties and responsibilities. It will be subject to periodic revision as the emphasis on and ways of working within the role changes.

Person Specification	Essential	Desirable
Qualifications	Qualified Solicitor holding a current practising certificate that meets Solicitors Regulation Requirements and enables you to be a 'named' casework supervisor, training principal and take on trainee solicitors.	Management qualification or training
Professional Knowledge and Experience	<ol style="list-style-type: none"> 1. At least two year's significant senior level experience of project co-ordination or management. 2. At least three year's full time equivalent experience of casework and representation covering a wide range of cases and generating income from certificates in one or more of the following specialisms: housing, welfare, employment, and/or public law. 3. Track record of managing a varied caseload and achieving high billing targets. 4. A commitment to the role of Law Centres in the provision of legal services with knowledge of legal/advice sector and Law Centre development. 5. Substantial experience of handling a wide range of cases (public and private sector) in your area of expertise, including a wide range of representation experience in courts and tribunals with the ability to take cases through the higher courts. 6. A track record of ensuring ongoing compliance with funding/contract requirements and external accreditations (e.g. Lexcel, Legal Aid Agency). 7. Experience of compiling and maintaining accurate written, computerised and statistical records in line with data protection legislation, the provision of advice casework and the preparation of reports and submissions. 8. People, financial and risk management experience. 	<ol style="list-style-type: none"> 1. Working in voluntary/public /health sector environment 2. Experience of working with clients from diverse communities. 3. Experience and knowledge of family, social welfare and/or employment law 4. Experience and knowledge of personnel procedures including induction and development staff, appraisal, disciplinary and grievance procedures. 5. Experience of housing law.
Skills, abilities and competencies	<ol style="list-style-type: none"> 1. Demonstrable leadership skills including an ability to engender trust and confidence, work collegiately and collaboratively within Cambridge House, demonstrate sensitivity to group dynamics, respect for alternative points of view and build on the contribution and ideas of others. 2. Ability to liaise and work effectively in partnership with a wide range of stakeholders. 3. Ability to handle multiple tasks simultaneously, take initiative and responsibility for completing tasks in a fast-paced environment, set priorities, and work both independently and in a team environment. 4. Excellent written and oral communication skills which demonstrate the ability to work effectively with a variety of people including colleagues, young people, vulnerable clients, visiting and resident professionals and the public. 5. Numerate, detail orientated and analytical with an ability to analyse and interpret complex information, including financial and monitoring information. 6. Ability to work flexible hours, including evenings and weekends. 7. Strong interpersonal skills at all levels and an ability to create a positive and professional working environment. 8. Windows and Microsoft Office Suite (Word, Excel, Access, PowerPoint, SharePoint etc.) gained over a minimum of two years. 	<ol style="list-style-type: none"> 1. Additional languages 2. Financial Management and Budgeting 3. Public speaking
Personal Attributes	<ol style="list-style-type: none"> 1. Honesty, reliability and excellent time-keeping 2. Loyalty and a commitment to Cambridge House's work 3. Positive, enthusiastic and friendly attitude 4. Problem solving and 'can-do' approach 5. Listening skills 6. Flexible, motivated and adaptable to change 7. Discretion 8. Client-focused 9. Team-player 	

How to Apply

Please include the following in your application:

1. A short evidenced-focused supporting statement of no more than two sides of A4 explaining why this appointment interests you and how you meet the essential criteria in the person specification.
2. Your curriculum vitae with:
 - i) Education and professional qualifications.
 - ii) Full employment history, giving details where applicable of budgets and numbers of people managed as well as relevant achievements in recent posts.
 - iii) Details of your latest remuneration and your notice period.
3. The names, positions, organisations and contact details of two professional referees:
 - i) Your referees must include employers covering the last five years of your employment history.
 - ii) References will only be taken once your express permission has been granted.
4. A completed Equal Opportunities Monitoring Form (attached)
 - i) The information provided will be treated as confidential and used for statistical purposes only.
 - ii) The form will not be treated as part of your application.
5. We request that you inform us if you will require any special provision because of a disability should you be called for interview.
6. Email, mobile, work and home telephone numbers, as well as any dates when you will not be available or might have difficulty with the interview timetable.

Recruitment Timetable	
Closing Date for applications	Friday 4 January 2019
Interviews	Week commencing 14 January 2019
The interview dates may be subject to change and candidates will be advised in advance should this happen	

Please email completed applications on or before midnight on Friday 4 January 2019 to Jan O'Day: joday@ch1889.org

If you do not hear from us within 14 days of the closing date, please assume your application has been unsuccessful on this occasion.

Please note that we only provide feedback to shortlisted candidates.