



# The Council of the Inns of Court

21<sup>st</sup> May 2024

Dear Applicant

## **Re: Director - COIC**

Thank you for your request for an application pack and further details of the above post. The Honourable Society of the Middle Temple is coordinating the recruitment of this role on behalf of COIC.

To apply please send your CV and a covering letter, that demonstrates how far you meet the criteria in person specification, to [recruitment@middletemple.org.uk](mailto:recruitment@middletemple.org.uk) or via post to Human Resources Department, The Honourable Society of the Middle Temple, Ashley Building, Middle Temple Lane, London EC4Y 9BT.

The closing date for this post is **03/06/2024 at 10 am**. Applications received after the closing date will not normally be considered.

Applications will not be acknowledged but, if you are invited to interview, you will be notified shortly after the closing date. Interviews for this post will take place on **17/06/2024**. We will not be able to provide feedback on applications from candidates who are not shortlisted.

We look forward to receiving your application soon.

Recruitment  
at The Honourable Society of the Middle Temple

### **The Council of the Inns of Court**

9 Gray's Inn Square,  
London WC1R 5JD  
T: 020 7822 0760  
E: [info@coic.org.uk](mailto:info@coic.org.uk)

### Limited by Guarantee

Company Number: 8804708  
Charity Number: 1155640  
Registered Office:  
9 Gray's Inn Square, London WC1R 5JD





The Council  
of the Inns  
of Court

## Role Description and Person Specification

### COIC Director

### The Council of the Inns of Court (COIC)

COIC is a charity and company limited by guarantee. Founded by the Inns of Court (“the Inns”) in 2014, COIC works with them in strengthening the rule of law through excellence in professional and ethical education for students, pupils and barristers and in maintaining the highest standards of professional conduct.

In practice this means that COIC will seek to promote:

- excellence in advocacy and professional knowledge
- ethical practice and integrity
- an accessible, diverse, and inclusive profession
- a collaborative profession

COIC’s full statement of purpose is set out at the end of this document.

COIC is organised into three main parts supported by around thirty employed colleagues:

- a) **COIC** itself facilitates collaboration between the Inns to develop policies and activities. The COIC Trustees oversee all COIC’s work and its constituent parts and attend the ‘Inns’ Strategic Advisory Group’ (ISAG) made up of senior representatives from the four Inns, the Bar Council and the Bar Standards Board. COIC is supported by a Management Sub Committee comprised of the Sub/Under Treasurers (i.e. the Chief Executives) of the four Inns and the COIC senior leadership team;
- b) The **Inns of Court College of Advocacy** (ICCA) delivers training to barristers and other qualified advocates in the practice and ethics of advocacy in court. ICCA has developed a successful and innovative bar course for students who wish to qualify

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as barristers. The ICCA Bar Course has received substantial financial backing from the Inns of Court. The work of the ICCA is overseen by the ICCA Board of Governors who report to COIC;

- c) The **Bar Tribunals and Adjudication Service** (BTAS) runs tribunals which consider discipline and misconduct matters concerning both student members of the Inns and those who have been called to the Bar. The work of BTAS is overseen by a Strategic Advisory Board which reports to COIC.

## The COIC Trustees

There are nine COIC Trustees: that is the President and a senior member ('Inn Trustee') from each Inn and the Sub/Under Treasurer from each Inn. The Trustees are responsible for the strategic oversight, management and promotion of the work of the charity and for ensuring that it fulfils its purposes and is a going concern. Whilst maintaining ultimate responsibility, the Trustees delegate activity to, and hold to account, committees, the Director and a senior leadership team.

## The COIC Director's Role

The Director will lead the planning, development and implementation of decisions and policies of the COIC Trustees, taking overall responsibility for day-to-day management and leadership across the areas in which COIC operates. The Director will work closely with the President and the four Sub/Under Treasurers and a senior leadership team.

The COIC Director will, working with others:

- initiate and drive the creation of the COIC strategy and plan for the implementation and continuity of the strategy, and its constituent parts;
- advise COIC on all relevant strategic and policy issues including the preparation of consultation responses and dissemination of COIC's views on current issues;
- oversee COIC's governance;
- act as Secretary to the COIC charity and company providing high quality papers for meetings of the Trustees, boards and committees and ensuring all statutory and regulatory obligations are fulfilled;

- oversee, through the Dean and in accordance with a scheme of delegation, the Inns of Court College of Advocacy's activities;
- oversee, through the Director of Operations, COIC's compliance, operational management, risk, insurance, budgets (£M), accounts and 32 full and part time staff;
- oversee, through the Registrar and in accordance with all governing documentation, the Bar Tribunals and Adjudication Service, Inns' Conduct Committee and Tribunal Appointments Body activities;
- co-ordinate joint initiatives and joint regulatory activity undertaken by the Inns;
- supervise COIC staff including undertaking appraisals with the support of the senior leadership team.

The representative and outward looking aspects of the role are vital, drawing consensus from the four Inns, co-ordinating their respective needs and sometimes differing views, and representing them as one, where appropriate. Balancing the needs, obligations and opinions of the Inns with the external requirements of the government, legal regulators and professional bodies will be central to the role. The Director will:

- monitor and advise on developments in the sector and developments in legislation;
- oversee COIC's external profile - website, reports, press engagement;
- act as the public face of COIC, representing the organisation at external events and conferences;
- act as COIC's representative at the meetings of other bodies such as the Bar Council and Bar Standards Board;
- maintain good links with key external organisations;
- ensure COIC complies with all delegated authorities such as those from the Bar Standards Board;
- liaise with the Charity Commission ensuring that the charity complies with its requirements.

**Reports to the President of COIC:** currently Lord Justice Green.

#### **Direct Reports**

- Dean of the Inns of Court College of Advocacy
- Director of Operations
- Head of Quality and Standards

- Registrar of the Disciplinary Tribunal and Inns' Conduct Committee
- Governance Officer and PA

### **Key Internal Relationships**

- COIC Trustees (who include the Sub/Under Treasurers of the four Inns)
- Members of the Inns' Strategic Advisory Group
- Chair of the Governors of the Inns of Court College of Advocacy
- Chair of the BTAS Strategic Advisory Board
- Chair of the Disciplinary Tribunals
- Chair of the Inns Conduct Committee
- Chair of the Tribunals Appointments Body
- Directors of Education of each of the four Inns

### **Key External Relationships**

- Chair and Director General of the Bar Standards Board
- Chair and Chief Executive of the Bar Council

## **Person Specification**

### **Motivation/ Capacity**

The COIC Director will have a commitment to:

- COIC and its purposes;
- promoting equality, diversity and inclusion;
- managing and promoting relationships with all stakeholders for the good of all.

### **Experience & Skills**

The COIC Director will have successful experience/knowledge of all or most of the following:

- leadership and operational management of an organisation of a similar kind with a diversity of services including HR and internal processes to follow best practice;
- delivery of excellent professional / vocational education and experience dealing with a professional regulator;
- the Bar and its institutions;

- delivery of high operational standards and service excellence; maintaining a significant profile and dealing with reputational risks to the organisation;
- the development of the ability to initiate and then deliver a strategy and plan that leads to results;
- budgetary and financial literacy and business acumen, including managing performance against key performance indicators and an ability to prioritise expenditure;
- people management, including the management of change, with the capability to ensure the development of experience and talent;
- supporting committees, preparing briefs, agendas and speeches;
- communicating to a high standard both orally and in writing to diverse audiences.

An understanding of charity administration and public sector administrative experience at a senior level is desirable.

### **Personal Qualities**

The COIC Director will have:

- an outward looking, energetic and innovative approach, resilience, and diplomacy;
- sound judgment, strong analytical and strategic skills;
- the necessary presence to carry weight and influence with a wide range of senior people in the legal world;
- strong communication and relationship building skills, with an enabling style of people management;
- patience, stamina and tolerance to work with committee structures across member led organisations;
- a strong interest in, and empathy for, the Inns' student, advocacy and educational activities;
- the ability to work collaboratively with the Inns, the profession and external organisations; the aptitude to deploy these skills to bring together divergent views to progress issues;
- the flexibility to operate at a strategic level yet also attending to minor but important detail and being 'hands on' where necessary.

## The Contract

COIC is seeking to appoint the Director on a permanent contract. There will be a six-month probationary period.

- Salary – Competitive.
- 25 days paid holiday plus bank holidays
- Death in Service Benefit
- 15% Defined Pension Contribution by the employer (after the successful completion of the probation)
- Private Health Insurance (after the successful completion of the probation)

COIC is based at 9 Gray's Inn Square, London WC1R 5JD. COIC values equality and diversity and is committed to ensuring its processes and procedures are fair, transparent and free from unlawful discrimination.



# The Council of the Inns of Court's Statement of Purpose

**COIC's Purpose:** Founded by the Inns of Court, COIC works with them in strengthening the rule of law through excellence in professional and ethical education and in maintaining the highest standards of professional conduct.

In practice this means that COIC will seek to promote:

- excellence in advocacy and professional knowledge
- ethical practice and integrity
- an accessible, diverse, and inclusive profession
- a collaborative profession

In delivering its purpose COIC will strengthen the Inns by facilitating collaboration when it is more effective to act in combination by:

- Developing ideas, strategies, policies, and procedures
- Speaking for the Inns collectively
- Developing and continuously improving the Inns' regulated educational activities and disciplinary processes

## ***via the ICCA***

The ICCA will deliver high quality, innovative and flexible academic and professional education and training by:

- Addressing the training needs of Bar students and practising members of the Bar throughout their career
- Creating training and professional development resources, when the ICCA is best placed to do so effectively, for delivery by others in particular the Inns, Circuits and Specialist Bar Associations
- Delivering training nationally and internationally where the ICCA is best placed to do so

## ***via BTAS***

BTAS will deliver an independent, fair and transparent tribunal service that protects the public interest, maintains standards amongst student members of the Inns and members of the Bar and promotes confidence in the profession by:

- Recruiting, training and developing independent panellists
- Providing high quality tribunal facilities and hearings (both 'in person' and remote)
- Imposing fair and proportionate sanctions
- Publishing clear and accurate information
- Fully complying with the requirements of regulators and the law

## Background

The four Inns of Court, The Honourable Societies of Lincoln's Inn, The Inner Temple, Middle Temple and Gray's Inn, are the professional associations for barristers in England and Wales, to which all barristers must belong. The primary role of each of the four Inns of Court is to serve its members and the profession of the Bar, through the provision of education, advocacy training and support to students and barristers; they also have supervisory and disciplinary functions over their members. The Inns provide collegiate facilities for their members and services to students as well as letting out accommodation where barristers traditionally train and practise. They administer scholarship trust funds of approximately £6m per annum to help students studying for the Bar.

The Inns work together in many respects, but each Inn has its own governing body of Masters of the Bench (called Benchers for short) who are senior members of the profession elected by their peers, with a structure of committees to control and monitor activities of that Inn. The President of the Inn is the Treasurer who is elected annually.

The effective Chief Executive of each of the Inns is the Sub/Under Treasurer. The Inns of Court do not provide all the education and training needed by prospective barristers, who must pass the Bar Course, but do provide critically important supplementary education during the Bar School year, pupillage and the early years of practice, with a strong focus on ethics and advocacy training.