

**LONDON BOROUGH OF MERTON**  
**CORPORATE SERVICES DEPARTMENT**  
**JOB DESCRIPTION**

**POST TITLE:** Practice Manager

**Grade:** ME14

**Department:** Corporate Services

**Location:** Various offices as required to meet the needs to the service

**Responsible to:** Head of Practice

**Responsible for:** Senior Practice Support Officer, Legal Practice Support Officers, Legal Systems Officers, and deputising for Head of Practice.

**Post Number:** M2008004

**Date:** April 2023

**MAIN PURPOSE**

- The role of the Assistant Head of Practice is to support the Head of Practice to lead and develop the South London Legal Partnership, being responsible for all physical and digital elements of the practice and the development of it.
- To have day to day operational responsibility for budgets across SLLP (circa £12m) and to work with the Head of Practice and the Managing Director of SLLP to ensure the effective administration and review of the hard charging model.
- To ensure delivery and management of an effective Practice Management team providing support to the organisation including development, maintenance and management of the financial, computing and other legal practice management systems.
- To deliver on all legal IT business systems in the practice and to manage the day-to-day delivery of the Council's Joint Venture Company (JVC), Digital Courtrooms, ensuring that the support provided to external partners meets agreed service levels and leading on the on-boarding and development of new clients.
- To contribute at a strategic level all innovation and change programmes that operate in the practice to ensure that they are delivering efficiency savings for the five member Councils and external clients.
- To support the Head of Practice in the procurement of systems, legal panels, experts and other support with a focus on good value for money.

- To play a leading role on client engagement around practice performance, hard charging and budgeted hours – working for and to the SLLP Board and the key clients from each of the five boroughs
- To supervise and provide line management of the Senior Practice Support Officer, Legal Practice Support Officers and Legal Systems Officers.

## **MAIN DUTIES AND RESPONSIBILITIES**

- To play an active part in the Practice's senior leadership team, taking responsibility for the processes and practice of fellow team managers – with an expectation that they would lead their colleagues in making these changes.
- To contribute in the management of both internal and external budgets within SLLP – managing the contracts with the service's suppliers, the salaries budget for the Practice Management Team and being responsible for the management of income collected by the Practice on behalf of the five boroughs.
- To contribute towards the governance of the SLLP including managing all processes necessary to maintain ISO 9001 accreditation or similar quality management system.
- Together with the Head of Practice manage and deliver a Legal Practice Management team in SLLP, managing Legal Practice Support Officers and providing cost effective, comprehensive, and professional legal support services to all authorities and arm's length delivery vehicles.
- To influence and contribute to the staffing of SLLP –developing training plans for the practice, developing apprenticeship and traineeship programmes as well as internal talent development schemes
- To manage a number of projects and programmes within the SLLP working proactively to improve productivity, and quality, providing innovative solutions within the team and across the organisation.
- To be responsible for the design, development and maintenance of the legal case management system (Visualfiles) ensuring the availability of key data and proactively suggest and implement improvements and enhancements and other working practices to maximise professional time and increase productivity.
- To deliver an effective, sustained and high quality support service for Digital Courtrooms in conjunction with the Head of Practice for all external clients and stakeholders.
- To assist the Head of Practice in managing the contracts with the service's suppliers, the budget for the Practice Management Team and to develop the processes and mechanisms that are responsible for the management of income collected by the Practice on behalf of the five boroughs (c. £6m)
- Assist Managing Director SLLP, Heads of Law and other SLLP managers in the identification of financial and other relevant performance indicators to support monitoring and decision-making.

- To take on the roles of Compliance Officers for Legal Practice (COLPs) and / or Compliance Officer for Finance and Administration (COFAs) within a new ABS for the SLLP
- To support the Head of Practice in preparation for migration of the register to Her Majesty's Land Registry, coordinating inputs from senior officers across the Council and acting as contract manager for external support.
- To assist the Head of Practice and deputise for them, in managing the overall operation of the team and organisation and to undertake any other duties which are commensurate with the general level of responsibility for the post.

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CORPORATE SERVICES DEPARTMENT  
PERSON SPECIFICATION**

**POST TITLE:** Practice Manager

**Grade:** ME14

**Qualifications and Experience**

Professional and post specific requirements

- To degree standard and/or relevant professional qualification.
- Experience of managing within the legal and regulatory requirements in which a local authority operates and ability to manage, inspire and motivate staff.
- A solid track record of developing and embedding best practice, innovation and continuous improvement in the delivery of a large legal practice.
- Experience of providing customer services to a series of external organisations.
- An expert in complex IT systems and/or appropriate IT qualifications or equivalent experience to deliver innovation and change.

**Skills and Knowledge**

- Ability to lead the development of the Practice with a good understanding of current practices and issues relating to legal services within the public sector.
- Outcome driven, with a strong commitment to the promotion of best practice and the development of a continuous improvement culture.
- An understanding of and commitment to effective client and customer engagement.
- To deliver high performance through proactive performance management of the team.
- Ability to work flexibly and out of usual working hours when required to do so.
- Research and analytical skills to collate, interpret and present complex information; to write reports and interpret policies, standards, and procedures; to produce documentation which complies to strict requirements.