

# PRIVATE & CONFIDENTIAL

## Candidate Brief



**GRAY'S  
INN**

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**Gray's Inn  
Under Treasurer  
Y1201**

**March 2022**

**Managing Director**  
Sarah Thewlis  
[sat@thewlisgraham.com](mailto:sat@thewlisgraham.com)

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## Welcome letter from Sir Peter Gross Treasurer Gray's Inn

Dear Candidate,

I am delighted that you have expressed interest in the post of Under Treasurer. We are a collegiate body, welcoming and inclusive, where a Bar student in their first week is as much a member as is the Lord Chief Justice.

We work together with the other Inns to determine the future direction, quality, and ethos of legal education, and hence, of the Bar. We also possess a commercial Estate that requires management, and which provides essential income for our charitable activities.

The successful candidate will therefore be a proven leader of a diverse professional team, thoroughly committed to the Inn's long history and traditions, likewise forward looking and willing to collaborate as a key part of the Inn's Community.

This is a unique opportunity for a successful candidate to play a crucial role in the life and work of the Inn. I hope you will find the information pack useful. You may also wish to look at our website: <https://www.graysinn.org.uk/>

Thewlis Graham Associates are our search and selection partners, and Sarah Thewlis will be glad to discuss the role and answer any questions you may have. I look forward to hearing from you.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Gross', written over a light gray circular background.

Sir Peter Gross  
Treasurer

## 2. About Gray's Inn

### Background

To train to become and to practise as a barrister, it is necessary to belong to one of the four Inns of Court: Gray's Inn, Lincoln's Inn, Inner Temple and Middle Temple, whose origins date back to the 14th century. The Inns are located in the same area of London and provide collegiate activities and support for barristers and student barristers, including the delivery of training in the skills necessary to bridge the gap between academic education and practising as a barrister, and the awarding of substantial scholarships to those entering the profession. The actual buildings of Gray's Inn are in London in the same location they have been since the 14<sup>th</sup> century but those who become Members join the Honourable Society of Gray's Inn and practise throughout the country. The Inn is a not-for-profit society, and its surplus income is passed to its related registered charities, the Gray's Inn Charitable Trust and the Inn's Scholarship Trust which awards £1.3M a year to students embarking on the Bar Course as well as others. The Inn donates about £0.5M to other legally related charities.

Gray's Inn has a large estate (approximately 14 acres) in Central London (WCI) which includes:

- a. The Treasury, (housing the administrative offices and main meeting rooms).
- b. A law library and lecture rooms.
- c. A range of 'house' and dining facilities including a well-used dining hall supported by an outsourced catering contract.
- d. A chapel.
- e. Commercial premises (a large proportion of which are Barristers' chambers) but which will also include from September 2022 a junior school eventually having 300 pupils.



- f. Residential accommodation let on a commercial basis.
- g. Extensive gardens which are open to the public at lunchtime.

The annual turnover of Gray's Inn is over £13.2million with most income being derived from rents, but also including a catering turnover of around £2.0 million. The Inn's financial position is sound, but its income is sensitive to the state of the property rental market. As already indicated, the Inn is a not-for-profit Society, and its net income is routed through its related registered charities. The latest sets of accounts will be made available to shortlisted candidates.

### **Governance of the Inn**

The governing body of the Inn is Pension which consists of over 350 active Members, known as Masters of the Bench or Benchers. Benchers are either judges or senior barristers and are elected by Pension. Pension is ultimately responsible for the affairs of the Inn.

The head of the Inn is the Treasurer, who holds this appointment for one year and each year Pension elects the Vice-Treasurer, who becomes Treasurer the following year. The current Treasurer is Sir Peter Gross, and the Vice-Treasurer is Dame Nicola Davies, who will be Treasurer in 2023.

Pension also elects members of the Management Committee, each on a three-year tenure. The Treasurer is a member but never the Chair of this Committee. The full composition is as follows:

- 9 Benchers, one of whom is elected Chair
  - The Treasurer - ex officio
  - The Vice-Treasurer – ex officio
  - The Chair of the Education Committee
  - The Inn's Bencher trustee on the Board of the Council of the Inns of Court (COIC)
  - 2 practising barristers who are not Benchers
- In addition, the following members of staff attend Management Committee meetings:
- The Under Treasurer
  - Director of Finance
  - Director of Estates
  - Director of Education
  - Director of Library Services
  - Chief of Staff

The Inn operates under a very lean governance structure which has at its heart the Management Committee comprising members of the Inn's ruling body called Pension. The Management Committee meets approximately once a fortnight during the legal term, and it manages the Inn's affairs, subject to reference to Pension on major issues. Pension meets nine times a year. There are other subordinate committees dealing with specific Inn issues such as Education, Scholarships and Outreach. In addition, a number of Benchers (most of whom are Members of the Management Committee) are appointed to fulfil particular roles.

## Management Structure

As with all member-led bodies, the relationship between the members and the Under Treasurer requires great tact and exceptionally good interpersonal skills to work effectively.

Whilst the post is essentially that of Chief Executive, with a number of other duties and responsibilities, for historical reasons the primary title of the appointment remains as the Under Treasurer. In basic terms, the Under Treasurer reports to the Treasurer and the Management Committee who between them lead the activities of the Inn.

The Under Treasurer, through senior managers, is responsible for all the staff, although s/he works with committee Chairs and certain Benchers who have specified responsibilities and will have a specified interest in the running of the Inn. Close liaison between the Under Treasurer and chairmen and Benchers is therefore important. Any differences of opinion over a particular course of action would be resolved by the Management Committee.

There are approximately 60 staff organised as shown in Annex A.



### 3. The role and responsibilities of the Under Treasurer

1. The Inn's mission statement is:

The Honourable Society of Gray's Inn exists to support, educate and develop its student members and to provide continuing professional development to its barrister members in accordance with its historic traditions. It promotes the values of the rule of law, access to justice, equality, diversity and inclusion within the community – as well as a vision of a modern, independent and internationally active Bar. The Inn has a pastoral responsibility for its members and seeks to be a source of wisdom and support when needed.

2. Covid has presented a number of challenges that are likely to continue. The way barristers work has changed with more emphasis on working from home; there is uncertainty as to whether this will continue after the pandemic. It is important that the Inn remains a place that is attractive to work from and to attend. There are changes in the composition of the Inn's tenants and in the summer of 2022, a school (with up to 300 children) will be coming into the Inn. There is a growing awareness of the importance of the Inn: to the wider community, the City and in the promotion of the law of England and Wales and the Rule of Law internationally. The Inn needs to be relevant to all its membership where social responsibility is of growing significance. The ability to communicate using social media is increasingly necessary. These changes give rise to new challenges and opportunities in the exercise of the main responsibilities of the Under Treasurer which are set out in the following paragraphs:
3. The Under Treasurer manages the programme of work that underpins the delivery of education to aspirant barristers as well as delivering professional development to those undertaking pupillage and in their early years of practice.
4. To provide leadership and effective management of the Treasury team (Finance, Education, Estates, Library) and to support the Treasurer and the other Masters of the Bench by executing their policies.
5. To monitor and help manage the wide range of external pressures and issues affecting the profession; the main vehicle for this is the Board of the Council of the Inns of Court (COIC). All Inns' Under Treasurers are trustees of COIC and there is also one Bencher trustee from each Inn.
6. To undertake the efficient management of the Inn's activities including:
  - a. Strategic planning to maintain the finances, status and long-term future of the Inn and to promote diversity within the Inn's membership and governance.
  - b. Managing:
    - 1) The estate which comprises maintenance, new building works, and lettings.
    - 2) The Inn's finances

- 3) The education programme, including advocacy and ethics training and other continuing education to prepare students to compete for pupillages. This will involve liaison with other organisations which provide training, including universities and the six regional Circuits.
- 4) The Inn's facilities including a magnificent dining hall and comprehensive, well used catering facilities. Lunches are provided on most days and many other special events such as dinners and weddings are held in the Inn. The Inn has a contract with a prestigious catering contractor to provide commercial catering and conference facilities (generally including a marquee in the Inn's gardens during the summer), for those who are not members of the Inn. This contract generates a substantial income.
- 5) The library and archive
  - c. Ensuring that all committees, including Pension meetings and the Management Committee, are serviced efficiently.
  - d. Keeping the Treasurer fully informed as to the developments taking place and assisting him in exercising his functions to the benefit of the Inn.
  - e. The pastoral care of students.
  - f. Working with the Treasurer and other Members of the Inn to promote the Rule of Law and to promote the Inn as a place where equality and diversity are central to the Inn's operation. This requires continual attention and the Under Treasurer must promote this by example, action and commitment.
7. The more externally facing tasks include:
  - a. Keeping abreast of legislation and other external changes which might affect the Inn or the profession and assisting the Treasurer and Masters of the Bench with responses and forward thinking as to the future activities and role of the Inn.
  - b. Ensuring effective liaison with the other Inns and COIC.
  - c. Ensuring effective liaison with the Bar Council, the Bar Standards Board, other professional bodies, and other relevant organisations.
  - d. Development of our international links particularly with our Members based overseas.
8. In addition to the specific duties described above, the job also requires active participation in the collegiate life of the Inn, ranging from student affairs and continuing education to attendance when services are held in Chapel and the lectures, academic events, dinners, and functions which form an essential part of the life of the Inn. The hours are therefore long and the Under Treasurer must be committed to his/her role at the heart of the Inn.



9. The job requires residence in the Inn during the week and also a presence on a number of weekends when required by student or educational events or when Chapel services are held. A flat is provided rent and council tax free – this is not treated as a taxable benefit.

### Key competencies and skills

10. The key competencies required of the Under Treasurer are:

- a. **Judgement.** The Under Treasurer requires the judgement to know what issues to bring to the Management Committee (the group of Benchers who manage the Inn) and what to take to Pension (the Inn's governing body composed of all Benchers with voice and vote (approximately 350)). Because Benchers and Barristers are very busy in their legal work, the Under Treasurer is able to exercise considerable latitude in the exercise of day-to-day matters. Pension and the Management Committee need to trust the Under Treasurer to know where that unspecified limit of delegation sits.
- b. **Leadership.** The Under Treasurer leads the Treasury staff and must have the skills to motivate and manage the Inn staff whilst setting an example to them as well as to the Members of the Inn. The Under Treasurer sets the tone and pace for much that happens at the Inn and hence needs to have the ability to “stand up and be counted” whilst at the same time exercising the humility to defer to the wishes of the Management Committee and Pension.
- c. **Communication.** The written and oral skills necessary to promote new ideas and approaches to a diverse membership and to promote the Inn as a place open and welcoming to all who wish to become barristers. The ability to engage with a wide variety of external organisations including the other Inns, the City, Bar Council and Bar Standards Board.
- d. **Management.** The Inn hosts a large number of concurrent events including commercial, educational and social programmes alongside the work of the estate such as maintenance and new builds which generate the income to support the delivery of the Inn programme. This programme of activity requires the ability to keep a number of plates spinning and to be able to prioritise work. This can be challenging when each Bencher has a call upon the time of the Under Treasurer.
- e. **Energy.** The Under Treasurer requires an ability to cope with a busy social and educational programme in which the support of the Under Treasurer is expected and can often involve weekend work in addition to the administrative load associated with running a £13.2M turnover business. Living and working at the Inn requires a willingness to be “on-call” and the role requires the Under Treasurer to accept that level of commitment.
- f. **Interest in the work undertaken by Barristers and Judicial system.** The Under Treasurer needs to understand and have empathy for the work of barristers and the judiciary and to understand the challenges they face. This knowledge and understanding is necessary to judge how best to interface with both Benchers and

Members of the Inn wherever they are working, whether in London or elsewhere in England and Wales. Barristers are not only self-employed and in chambers; they also include employed barristers (and general counsel) working in business, industry, prosecuting agencies and government. It is particularly necessary to understand the challenges faced by those entering the profession and what the Inn may do to assist them at this early stage of their career.

### Key Skills

11. The Key skills required are:

- a. **Financial.** An ability to understand the key elements of a balance sheet and to understand the financial underpinnings of the Inn and what are the priorities for maintenance of the Inn's financial health.
- b. **Property.** Have an understanding of the running of a property portfolio including its maintenance, construction and leasing.
- c. **Events.** Have the knowledge and confidence to run events, including their catering, from the very formal to the less formal so that they appeal to all elements of the Inn. The Under Treasurer is the custodian of Inn traditions.
- d. **Contract management and tendering.** Experience of tendering and managing large contracts and their alignment with the Inn's core functions.
- e. **Training.** Have an understanding of the development of a training programme including the requirement for quality control.
- f. **IT.** An understanding of how IT can support and enhance the various elements of the Inn's operations including training and contact with the Inn's membership. The Inn has developed its use of IT substantially during Covid to facilitate working from home where that is possible and to promote virtual learning for our students. It has also been developed as part of our provision of continuous professional development and in improving contact with our members worldwide.
- g. **Social media.** An understanding of how social media can be used to promote and publicise the activities of the Inn and the Inn's role in the community.
- h. **HR.** In the absence of a dedicated HR manager, experience in managing the HR elements of a diverse staff from appraisals to discipline.

### Summary

This is a wide ranging, challenging and intellectually stimulating appointment that demands a great deal of commitment. The Under Treasurer not only has to manage the Inn's collegiate activities but also a number of distinct commercial operations. In summary, this is a most attractive appointment for someone with the key competencies and skills outlined.

## 4. Salary and Benefits

Salary of up to £130K per annum

The staff benefits for full-time members of staff include:

- 33 days annual leave in addition to 8 bank holidays.
- Death in service of up to 4 x salary at the discretion of Pension & Life Assurance Trustees.
- Accommodation on site to go with the role of Under Treasurer.
- Pension contribution from the Inn of 15% if the Under Treasurer contributes 4% for a Defined Contribution pension scheme.



## 5. Timeline, Application Process and How to apply

### Timeline

Dates	Activity
13 April 5pm	Applications close
w/c 18, 25 April and 2 May	Thewlis Graham consultant interviewing of interested candidates
WC 23 May	Gray's Inn tours
Monday 6 June	Client Interviews

## **Application Process**

Thewlis Graham Associates will acknowledge all applications. These will be assessed against the criteria in the Role and Responsibilities section and the people who best meet these will be invited for an online interview with Thewlis Graham Associates.

Those candidates not invited to interview will be advised by email by end-May.

Longlisted candidates will be advised by email. After a consultation between Gray's Inn and Thewlis Graham Associates a Shortlist will be drawn up and Shortlisted candidates invited for interview with the Client.

## **How to Apply**

To apply for this role, please email in word format to [applications@thewlisgraham.com](mailto:applications@thewlisgraham.com) the following documents quoting reference Y1201: -

1. A comprehensive CV
2. A covering letter containing:
  - A covering letter which fully addresses your suitability for the role and your motivation for applying
  - Your current remunerations details and notice period, and the name, job title, organisation, email address and mobile number of two professional referees. (Please note referees will not be approached without your prior permission.)
3. We also ask that you complete a diversity and inclusion monitoring form, the link for which is in the next section.

***Please ensure that you include your mobile phone number and email address in your application. Do not hesitate to contact Claire Drummond on 020 7850 4781 if you have any queries.***

***Additionally, if you would prefer to receive this candidate brief in a more accessible format, please contact us.***

## 6. Diversity and Inclusion Monitoring

Diversity and Inclusion Monitoring is independent of the recruitment process but please do complete your completed form as Thewlis Graham Associates is committed to monitoring and analysing diversity and inclusion information so that we can ensure that our processes are fair, transparent, promote equality of opportunity for all, and do not have an adverse impact on any particular group.

The link to this form is here: [click here](#). If you have any problems with this, please contact Tracey on: [tct@thewlisgraham.com](mailto:tct@thewlisgraham.com).

Any information provided on this form will be treated as strictly confidential and will be used for statistical purposes only. It will not be seen by anybody directly involved in the selection process. No information will be published or used in any way which allows any individual to be identified.

Thank you



## 7. Advert

### Chief Executive (Under Treasurer)

#### Highly competitive package: London

Gray's Inn is one of the four Inns of Court which have the exclusive right to call men and women to the Bar of England and Wales. For more than six hundred years, Gray's has been home to a community of extraordinary individuals. Generations of Members have honed their craft here, standing up for truth and justice with fierce independence. Our members' talent, dedication and bravery has shaped, and continues to shape, the evolution of the rule of law.

We are a collegiate body, welcoming and inclusive, where a Bar student in their first week is as much a member as is the Lord Chief Justice. We work together with the other Inns to determine the future direction, quality and ethos of legal education, and hence, of the Bar.

We also possess a commercial estate that requires management, and which provides essential income for our charitable activities. We are seeking a Chief Executive, known in the Inn as the Under Treasurer, to manage this. The successful candidate will be a proven leader of a diverse professional team, thoroughly committed to the Inn's long history and traditions, likewise forward looking and willing to collaborate as a key part of the Inn's Community.

#### Some of the key roles and responsibilities of the Under Treasurer:

- Manage the programme of work that underpins the delivery of education to aspirant barristers as well as delivering professional development to those undertaking pupillage and in their early years of practice.
- Provide leadership and effective management of the Treasury team (Finance, Education, Estates, Library) and to support the Treasurer and the other Masters of the Bench by executing their policies.
- Monitor and help manage the wide range of external pressures and issues affecting the profession and the Inn and assist the Treasurer and Masters of the Bench with responses and forward thinking as to the future activities of the profession and the role of the Inn.
- Undertake the efficient management of the Inn's activities including:
  - Strategic planning to maintain the finances, status and long-term future of the Inn and to promote diversity within the Inn's membership and governance.
- Active participation in the collegiate life of the Inn, ranging from student affairs and continuing education to attendance when services are held in Chapel and the lectures, academic events, dinners and functions which form an essential part of the life of the Inn.

#### Some of the Key competencies and skills we are looking for:

- **Judgement** – The Under Treasurer requires the judgement to know what issues to bring to the Management Committee (the group of Benchers who manage the Inn) and what to take to Pension (the Inn's governing body) composed of all Benchers with voice and vote (approximately 350).
- **Leadership** - The Under Treasurer leads the Treasury staff and must have the skills to motivate and manage the Inn staff whilst setting an example to them as well as to the Members of the Inn.
- **Communication** - The written and oral skills necessary to promote new ideas and approaches to a diverse membership and to promote the Inn as a place open and welcoming to all who wish to become barristers.
- **Energy** – The Under Treasurer requires an ability to cope with a busy social and educational programme in which the participation of the Under Treasurer is expected and can often involve weekend work in addition to the administrative load associated with running a £13.2M turnover business.
- **Legal** – an interest in the work undertaken by Barristers and in the operation of the Judicial system.

Please apply by visiting [www.thewillisgraham.com/assignment-briefings](http://www.thewillisgraham.com/assignment-briefings) and following the instructions in the candidate brief quoting reference Y1201. The closing date is 5pm on 13 April.

For a confidential conversation with Sarah Thewlis or for any other information please email

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## Annex A – Staff Organisation Chart

