



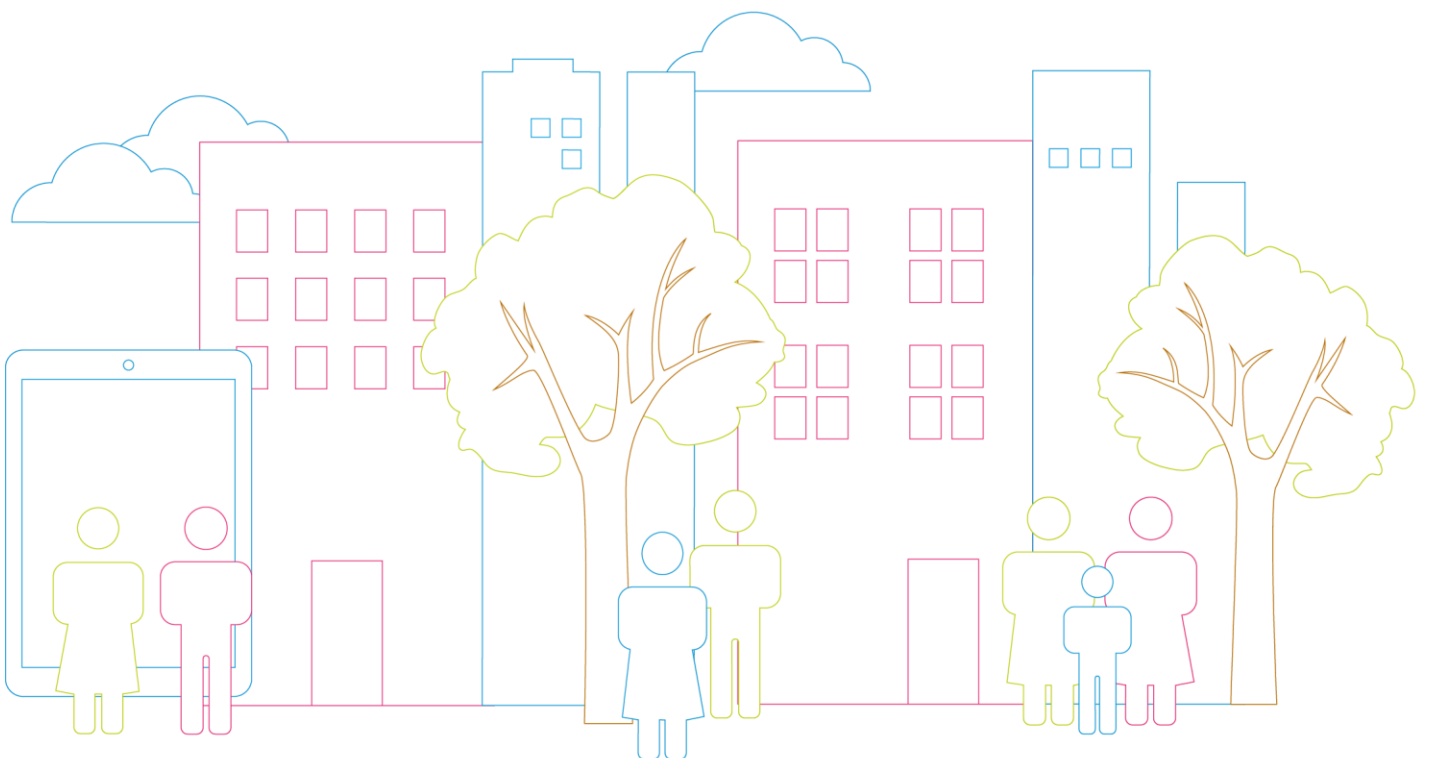
HM Courts &  
Tribunals Service

Justice matters

# Tier 3 Legal Team Manager

Job profile

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## Overview

### Why we exist

Magistrates' Courts deal with approximately 95% of criminal cases, 70% of civil cases, and 60% of family cases. Dealing with cases justly and speedily, and in ways that meet the needs of our court users, is at the heart of what we do.

We are here to ensure everyone in need of our courts and tribunals receives a service that suits their needs.

### How are we going to fulfil our vision?

Every year, millions of people seek justice in our courts and tribunals.

We are focused on radically improving the customer's experience by:

- Employing digital technology to enable access to justice by enabling victims and witnesses to give evidence in a less intimidating way via video link
- Enabling self-service, where appropriate, to ensure people can get fast and easy access to simple judicial services
- Streamlining processes so we can reinvest in improvements that benefit our customers
- Progressing cases efficiently and effectively through the court by maximising the use of new digital processes.

As a Tier 3 Legal Team Manager you will be at the forefront of delivering this improved service and experience to our customers both in and outside the court room.

HMCTS Legal Operations are in the process of implementing a new organisational design structure. The Legal Team Manager role is a core focus of this work as a key role in leading legal teams into the future legal operations operating model.

This new chapter brings a stronger focus on **people leadership**, **strategic influence**, and **wellbeing**, designed to empower our Tier 3 Legal Team Managers to lead with clarity, purpose, and impact.

This structure will also enable our legal managers to focus on legal specialisms whilst contributing to wider legal initiatives, talent development, and cross agency collaboration.

### Job Description

#### **The key purpose of the role**

The role of the Tier 3 Legal Team Manager is to provide strong leadership of Legal Advisers and other legal staff within their business area. Legal Team Managers support the Senior Legal Managers (SLMs) and the Head of Legal Operations (HoLO) in the management of legal operations services across their part of the business. A key part of this role will involve creating, developing, and maintaining relationships with internal and external stakeholders and managing their varying and complex needs.

The role holder will have considerable influence and responsibility over legal service provision within the region and be responsible for high-quality delivery of day-to-day legal operations. They

will provide clear direction and focus, leading by example and visibly championing a culture which values the legal profession, delivering quality legal advice and driving performance to support the delivery of justice.

This role has significant people leadership responsibility and will work closely with Senior Legal Managers and members of the National Legal Operations team to ensure all staff within their business area have the right skills and knowledge to exercise legal functions, can support sound judicial decisions and have access to the opportunities to develop their careers as lawyers. They will provide clear strategic direction and focus, leading by example, and visibly championing and leading change which delivers results and improved performance across the region. The role holder will create and enhance effective working relationships to support the local judiciary and magistracy and ensure hearings operate effectively and efficiently, supporting the SLMs and HoLO and representing them as required. The scope of the role is significant, contributing substantially to the achievement of business objectives across their part of the business.

They will establish and build effective working relationships with internal and external stakeholders, including working with magistrates and other judicial office holders, local operational leaders and partner organisations to ensure hearings operate effectively and efficiently.

They will have oversight of legal queries and complaints in their area of the business and make sure their teams are able to use these as opportunities for driving continuous improvement where appropriate. They will also champion continuous professional development and knowledge sharing within their business area.

The role holder will take courts in order to maintain their legal specialism but also take up a portfolio of responsibility for providing legal and jurisdictional leadership on regional business priorities and where called upon for national projects.

## Technical

- To be eligible for this post the role holder must satisfy the [Authorised Court Staff \(Legal Advice Functions\) \(Qualification Regulations\) 2020](#);
- **And** have demonstrable substantial experience as a legal adviser/Senior Legal Officer in either the magistrates' criminal / family / civil / tribunals jurisdictions and relevant up-to-date legal practice knowledge and skills

## Desirable

- Excellent leadership and people management skills to drive a professional and performance driven culture, including the ability to coach and mentor others to build their legal knowledge
- Knowledge and skills relevant to a specialist legal practice area
- Excellent communication skills – able to communicate complex information clearly in a format all stakeholders will understand

## The key objectives of the role are contained within the Legal Adviser Competence Framework.

In addition to the Tier 2 main activities, Tier 3 Legal Team Managers are required to undertake the following roles and key responsibilities plus expected legal specialism:

## People Management - Managing a Legal Team (including a specialist family team, or across another legal jurisdiction e.g. tribunals) and bench/panel support



A Tier 3 Legal Team Manager who is appointed into the management stream, will have day to day management responsibility of a team of legal advisers.

### Key responsibilities include:

- Be responsible for leadership and day-to-day legal operations in one or more jurisdictions across the region/nationally, supporting and enabling the SLM and HoLO in the delivery of legal operational priorities and objectives and contributing significantly to the achievement of key national and regional business plan objectives.
- Be responsible for direct line management and leadership of legal staff, including focussing on the professional and career development of members of their team across their business area to build their legal knowledge. They will identify current and future capability needs, support succession planning and career development of our people, equipping them with skills, knowledge and resources to effectively carry out their role, valuing/rewarding contributions as appropriate.
- Be responsible for legal performance within their business area, working with local operational leaders to ensure availability of resource to deliver hearings in a timely manner, enabling access to justice. They will maintain a strategic focus across the service(s) delivered across their area of business/nationally region, realigning priorities where necessary and assigning responsibility for action against plans to ensure efficient and consistent legal service delivery and performance.
- Build and maintain an effective partnership and manage relationships with staff and colleagues across functional boundaries between Courts and Tribunals, including the Royal Courts of Justice (RCJ) and National Services to ensure positive user experience for public and professional Courts and Tribunal/ National Services users and ensure support for the judiciary.
- Create a culture that reflects our MoJ Shared Values and supports innovation and creativity, to develop new ways of working and improve efficiency of operations, providing insight to SLMs and Head of Legal Operations for onward sharing.
- Communicate business objectives into context for their teams, provide direction and help people understand how the work they do significantly contributes to the bigger picture and regional attainment of national and national objectives.
- Role model engaging behaviours, promoting a culture which provides an excellent service to our users, that values the legal profession, and that champions diversity, inclusion, and employee wellbeing.
- Oversee and coordinate the response to, and resolution of, complex legal queries within their business area and take proactive steps to ensure their teams can utilise these as opportunities to continuously improve and share knowledge and best practice. They will pro-actively promote continuous improvement and change initiatives aimed at improving performance and service delivery in legal operations and more widely.
- Contribute to and support national initiatives, providing legal expertise and insight and helping to embed change where needed in their part of the business.
- Utilise data analysis skills to understand performance in own business area and provide feedback to Senior Legal Managers to support wider business activity such as recruitment planning.
- Be responsible for providing appropriate support to the magistracy and other judicial office holders as required, including providing advice to judicial office holders in court in line with sitting day requirements to maintain professional status.

- Deputise for Senior Legal Managers as appropriate and perform any other duties to support business needs in line with the grade.
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Those managing a specialist family team would be expected to develop and maintain an effective working relationship with the Designated Family Judge, supporting the development of the Family Jurisdiction.

### **Customer service and standards:**

- Promotes user focussed activity and standards - has strong written and interpersonal skills utilising principles of Human Voice of Justice
- Contributes to SOC, SAF – leads on maintaining standards of service and identifies areas for improvement – takes forward solutions using ‘continuous improvement’ techniques.
- Management of complaints and services failures, and competent in use of OPTIC.

### **Additional Tier 3 practice areas:**

- Regional/National Area Expert
- Regional/National Area Committee Responsibility
- Managing a Family Legal team (Where required)
- Regional/Area Programme Management
- Education, Training Learning and Development Management for magistrates and legal advisers
- Business Support and Performance/Project Management
- Supporting Advisory Committees (recruitment and conduct)

### **Knowledge and Skills**

#### **Additional skills required to meet the requirements of the Tier 3 practice areas include:**

- Horizon scan and forward plan the use of available resource to maximise performance, coordinating with other senior managers to ensure the effective and efficient use of resources deliver services to meet business objectives.
- Oversee the resolution of sensitive or complex problems raised in their part of the business. They will develop innovative approaches to ensuring their teams are capable of investigating and responding to these and using these as opportunities for improving the provision of legal services.
- Investigate and resolve complaints about the provision of legal services as they arise and engage personally with the key stakeholders to ensure constructive outcomes and exercising appropriate discretion, e.g. close hearing rooms due to resource issues, identifying the implications and risks of available options and approaches and taking the necessary mitigating actions.
- Provide specialist legal advice in area of expertise and utilise opportunities to enable others to build their professional knowledge. They may act as subject matter expert in a particular aspect of legal knowledge or practice and provide definitive advice or guidance in this area regionally or nationally.



- Consider recommendations made by their teams and others to improve the delivery of legal services and make the final decision on implementation or escalate these through the continuous improvement routes for wider consideration and approval.
- Make use of available data and insight when investigating issues impacting on legal operations and in making decisions to achieve the best outcome. They may have to use their judgment when presented with potentially conflicting data in order to resolve the issues facing them or in determining the most urgent priorities.
- Contribute to and support national initiatives, providing comprehensive legal experience and insight to help the successful implementation of initiatives impacting on legal operations.

### **Decision-Making**

The role holder will

- Work under the direction of Heads of Legal Operations and Senior Legal Managers but will be expected to operate with a level of autonomy in determining how their available resource is deployed to best meet business objectives.
- Be expected to exercise their own judgment and initiative to resolve issues and complaints that are escalated to them, ensuring that senior legal managers (and others) are kept informed of issues that have wider repercussions or might be particularly sensitive.
- Exercise their judicial independence when acting as legal adviser / undertaking authorised judicial functions and uphold the principles of judicial conduct; integrity, impartiality and independence and ensure that legal staff working to them undertaking those functions do the same when undertaking those functions.

### **Management Decisions**

The Tier 3 Legal Team Manager will be responsible for

- Direct line management of legal staff, ensuring they are supported and directed and given opportunities to maintain and expand their legal knowledge and practice. They will be responsible for ensuring their teams understand the business objectives that sit behind the work of legal operations.
- Ensuring trainees have a timetabled training plan and are supported to complete their training within agreed timescales.
- Managing local resources to enable effective delivery of legal activity in their business area. They will also resolve any potential conflict between teams in relation to the deployment of resources and allocation of tasks.
- Horizon scanning/forward planning to enable time/availability for professional development activity.
- Work with colleagues within and across regions to maximise the deployment of resources to support the delivery of justice.

### **Key relationships and contacts**

A key part of this role will involve creating, developing and maintaining relationships with significant stakeholders and the Tier 3 Legal Team manager will

- Work with local management colleagues (both operational and legal) to plan available resource to deliver business objectives. This may require them to negotiate and influence

others to deliver on the key objectives. They will also work with other Legal Team managers and legal roles across the region/nationally as part of a network of legal managers, sharing best practice, collectively solving problems and providing support on legal and operational matters to the organisation.

- Work with Heads of Legal Operations/Senior Legal Managers to understand priorities for own business area and how these may be achieved.
- Build strong relationships with magistracy and judicial office holders to provide support as required.
- Be expected to develop their legal knowledge and practice to be able to speak with authority on issues in their own business area.
- Work with colleagues nationally to ensure consistent standards and processes are applied.

## **The HMCTS Success Profile for a Tier 3 Legal Manager Role includes a number of Civil Service Behaviours:**

### **Communicating and Influencing**

You communicate clearly and concisely, listening to others and adapting your style to suit the audience. You have excellent facilitation and presentation skills and challenge others in a constructive and confident manner. You keep others informed at all times and easily develop mutual trust and respect.

### **Delivering at Pace**

You take personal responsibility for ensuring you and your team produce high quality work, showing excellent organisation and time management skills. You work effectively under pressure and show resilience in challenging situations. You are flexible and quickly adapt to unexpected events, delegating effectively to ensure work is completed on time and to a high standard.

### **Developing Self and others**

You identify both individual and team development areas and empower others to take ownership for their development, whilst also providing the necessary support, encouragement and feedback. You show empathy for others' development journeys yet can confidently manage poor performance when required.

### **Seeing the Bigger Picture**

You develop and maintain an understanding of economic, social, political, environmental and technological developments to ensure activity is relevant. You ensure plans and activities in your area of work reflect wider strategic priorities and communicate effectively with senior leaders to influence future strategies. You adopt a government wide perspective to ensure alignment of activity and policy. You bring together views, perspectives and diverse needs of stakeholders to gain a broader understanding of the issues surrounding policies and activities

### **Strengths**

(As part of the Success Profile Framework, strengths applicable to the role will be assessed at interview).

### **Ability**



- 1) **Legal Knowledge and Skills** – you maintain relevant and up-to-date legal knowledge and skills (e.g. you have an enthusiasm for the law and conduct regular legal research; you show highly effective legal reasoning skills and an understanding of the sources of law).
- 2) **IT Skills** – you are confident and competent in the use of Information Technology (e.g. you have experience using Word, Excel, Outlook, Skype, PowerPoint, OneNote, legal research applications etc).
- 3) **Verbal and Written English Skills** – you have a high level of verbal and written English, including presentation/briefing skills and the ability to write reports and formal responses.

## **Training**

HMCTS supports its new Tier 3 Legal Team Managers through the national L&D teams programme of activities such as the Role of the Manager programme. Legal Operations arranges additional modules which are bespoke to the needs of legal managers. Between the HMCTS L&D team and Legal Operations a wide range of modules and activities are provided to develop a breadth of knowledge and skills to establish you in the role.

Understanding of the work of other managers within HMCTS is essential for Legal Team Managers and where possible opportunities will be provided for job shadowing, project work or secondments to increase exposure to the variety of roles within HMCTS.

It is expected that a legal adviser appointed to a Tier 3 role will be competent within 12 months of appointment.

## **Career Development**

### **Within Role**

The Tier 3 Legal Manager post covers a range of different functions and those appointed to the role can be expected to undertake any of those functions. Whilst individuals may be assigned to a role which favours a particular area of work there may be opportunities to develop skills in other areas either through discrete projects or through temporary assignment to a different role.

### **Promotion**

Permanent promotion beyond Tier 3 will be to roles offered under open competition. Career progression to Tier 4 will depend upon the ongoing performance of the role holder and business need. It is not expected that a Tier 3 Legal Adviser will be able to demonstrate competence in both Youth and Family courts, in addition to competence in Adult Courts before securing appointment to a Tier 4 post unless the role is advertised as a specialist post e.g. Family Tier 4 post.

### **Secondments/Transfers/Work Shadowing**

Opportunities may arise for the Tier 3 Legal Manager to gain more experience and contribute to MoJ through secondment, transfer and work shadowing experiences.

### **Judicial Appointment**

A Tier 3 Legal Team Manager has the opportunity to apply for and be considered for Judicial Appointment. HMCTS is supportive of such applications and a number of legal advisers within HMCTS sit as fee paid judiciary in tribunals, county courts and magistrates' courts.

## **Learning & Development Opportunities**

There are a range of learning opportunities available to support progression which are contained in the “HMCTS Legal Advisers’ Learning and Development Compendium”.

## **Base**

A successful candidate will be offered a post at a base court house. However, there are requirements to travel to different locations across business areas, within reasonable distance and travel time on a non-permanent basis.

This job description is a guide to the principal current duties of the post. It is not an exhaustive list of the duties and responsibilities of the post and the postholder may be required to undertake any other duties from time to time that are commensurate with the seniority and nature of the post.

