

ELA Management Committee

2022

Overview of roles and responsibilities



Marian Bloodworth, Deloitte LLP - **ELA Chair, 2020-2022**

ELA remains firmly at the heart of employment law. It is run by members for members, and provides a great opportunity for all sides of the profession to learn, network and develop their careers. There are many ways to get more directly involved with ELA, and one of the most rewarding ways is by joining ELA's Management Committee.

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- Structure of ELA

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- Elected positions

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- General Duties as a ManCo Member

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Structure of ELA

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- Structure of ELA

At the helm of ELA is the Management Committee (ManCo), elected from the membership by the members every two years.

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- Elected positions

ManCo steers the policy and direction of ELA and its membership services.

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- General Duties as a ManCo Member

ManCo members are the statutory directors of the Association. Broadly, ManCo has responsibility for:

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- Support

- Governance and compliance
- Finances
- Policy matters
- Ad hoc projects or new initiatives which don't obviously fall into the remit of other committees
- The activities of the Committees and Regional/Sector Representatives

ELA has eight sub committees, each of which has an elected committee chair who sits on ManCo. These sub committees, along with our Regional Representatives, broadly represent the core services ELA delivers to its members:

- Editorial Committee
- Legislative & Policy Committee
- International Committee
- Training Committee
- Pro Bono Committee
- In House Committee
- Junior Committee
- Pastoral Committee

ManCo and all the ELA sub committees are made up of volunteers from the membership and includes barristers, solicitors from firms who represent both employees and employers, in-house counsel and professional support lawyers.

Elected positions

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There are 27 elected positions

The elected positions are listed on the page below.

Those elected take office from the date of the AGM for a two-year term from the ELA Annual General Meeting. For 2022-2024 the period of office will be September 2022 until the date of the AGM in 2024. The AGM typically takes place at the Annual Conference. For 2020 to 2022 special arrangements were put in place due to COVID which changed the normal timing of the AGM.

Full members of ELA may stand for election to any of the ManCo roles (subject to any rules attached to the individual roles) and may stand for election to more than one role.

- Chair
- Deputy Chair
- Treasurer
- Secretary
- Chair of the Legislative and Policy Committee
- Editor, ELA Briefing
- Chair of the Training Committee
- Chair of the International Committee
- Chair of the Pro Bono Committee
- Chair of the Pastoral Committee

Elected positions

- In House Representative
The In House Representative must, self-evidently, practise in house.
- Junior Lawyer Representative
The Junior Lawyer Representative is defined as having 0-5 years PQE at the date of the AGM at which they would take office.
- Regional representative - one position for each of ELA's ten regions
Regional representatives are ordinarily expected to practise from the region for which they seek election. ELA's ten regions are:
Lower South East • Midlands • North East • North West • Northern Ireland
Scotland • South West • Upper South East • Wales • Yorkshire & Humber
- Member at Large positions
There are four Member at Large positions which any full member of ELA may stand for. There is also one Junior Member at Large position. This is defined as a full member having 0-8 years PQE at the date of the AGM at which they would take office.

General duties

as a ManCo member

All elected ManCo members are statutory directors of the Association, a company limited by guarantee. It is important that all ManCo members understand that as Directors they share responsibility and accountability for ELA decisions and operations including accounts, compliance, governance etc, and that participation in board decision-making is expected.

An information pack for ManCo members is available and includes some limited information about directors' duties. Potential ManCo members are encouraged to familiarise themselves with their legal obligations as directors as soon as possible. Please note that ELA itself does not give legal advice to individual directors.

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ManCo meetings

ManCo meets online currently approximately every month except August. Typically, meetings run from 5pm to about 6.30pm, but can go on longer depending on the agenda.

In person meetings may be considered appropriate from time to time and physical attendance is then encouraged Meeting dates are normally fixed well in advance to allow members to work round other commitments and make appropriate travel plans.

Members travelling in from the regions may claim back reasonable travel expenses from ELA.

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ELA's ManCo is traditionally a very devolved and collegiate group. Directors' decisions are naturally made by majority vote. You are never in it on your own and members are encouraged to ask for help. Often, the roles are about taking the lead on projects.

ManCo is supported by the small ELA administration team, led by James Jeynes, ELA's Head of Operations.

James attends ManCo meetings, for example to help reporting on projects, raise issues requiring ManCo's attention or decisions, act as a point of information and continuity and to take the minutes.

The ELA's employees have worked with ELA for many years. Good continuity and organisational memory are therefore provided to new ManCo members.

The ELA team are:

- James Jeynes, Head of Operations
- Angela Gordon, Finance Officer
- Cynthia Clerk, Website Manager
- Christine Wheeler, ELIPS

ELA also utilise the services of Byword Ltd which is owned and managed by Charley Masarati and Nick Walsh, and Byword are integral to the smooth running of the ELA.

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- Chair

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- Deputy Chair

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- Treasurer

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- Secretary

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Chair

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It is a genuine privilege and honour to hold the position of Chair, and to see ELA operate in so many different ways for the benefit of its members, and indirectly, their clients. It is a very rewarding role, and provides the opportunity to build relationships not just with ManCo and the ELA team, but nationally and internationally.

Marian Bloodworth, Deloitte LLP - ELA Chair, 2020-2022

Marian was Chair of the Training Committee, then served as Deputy Chair for two years before stepping up to the role of Chair.

The time commitment required from the Chair may vary considerably but is likely to be very substantial. This may depend on the extent to which the Chair wishes to engage; the activity of other members of the team; what comes up during the 'term'; and the extent to which things can be shared with the Deputy. That said, to do the job well very substantial time commitment will be required and this will inevitably impact on the Chair's other commitments. Support from colleagues in 'the day job' and James, ELA's Head of Operations, and his team are invaluable.

Some of the key parts of this role are:

Leadership and decision-making: to provide leadership. Much of the practical work is led by Lindsey who is exceptionally pro-active, and ELA's ManCo is traditionally a very devolved/collegiate group – necessarily so, the principle of 'subsidiarity' probably fits best. In reality, the Chair does not make a lot of decisions. Big decisions are generally made by ManCo as a team. Day-to-day decisions affecting members are generally made by the relevant committee chairs. The Chair does need to keep up to date with what is happening and be available as required.

Members: to respond to requests from members, recognise members' success and, most importantly, to try to anticipate potential developments that may impact employment lawyers, employment law and individual members.

Ethos: to protect and promote ELA's very special ethos and the expectations of members regarding fairness, equality, diversity, political neutrality etc. The Chair will usually read most of ELA's consultations responses prepared by the Legislative & Policy Committee, often with very quick turnarounds.

ManCo: to support other ManCo members in their roles. What is needed may vary considerably. It may involve picking up things 'falling between stools'; covering for unexpected absence; discussing projects or identifying those projects that members at large might usefully help with; dealing with a high volume of emails and requests; or helping to advise when things go wrong.

Events/third parties: attending events and representing ELA at events organised by other bodies such as ACAS, ELBA, overseas organisations, Tribunals, Law Society, charitable bodies; some public consultations, press etc. Previously there were a significant number of potential day time and evening events but the pandemic has inevitably changed the nature and frequency of these events, with a number now taking place online. Attendance can be shared with the Deputy Chair and Chairs of relevant Committees.

Communications: the Chair contributes a column to ELA Briefing, and, where relevant, the e-comms ELA sends to members; and will engage in some speaking.

A considerable amount of time is spent in sending requests to the right place, joining up ManCo activities, talking to people on the phone etc.

Staff: ELA employs and engages a small team. The Chair sits on the Remuneration Committee for the purposes of reviewing ELA employee remuneration and benefits (there are currently 4 ELA employees); employees and contractors get on well and generally 'manage themselves' with oversight from James. The Chair's role is essentially to ensure the correct level of support is given to James.

Compliance: ELA is a not-for profit organisation requiring attention, as any business or charity. Compliance is the responsibility of all ManCo's members. However, the Chair can expect to spend considerable time considering governance and compliance issues. The time commitment has reduced with the role of General Counsel introduced in 2020. Also, a lot of compliance work has been done during this and previous ManCo terms that has reduced the need for substantive change. The Chair does need to chair ManCo meetings and the AGM.

ManCo Admin: James takes care of a lot of this, for example by preparing drafts of the agendas, minutes and many of the reports, but these will need review. Considerable day-to-day admin is involved 'behind the scenes'

Special projects: These naturally vary between terms but a great deal of time can be spent on things that may not be expected. This term ELA has led opportunities to engage with bodies such as WESC (including giving evidence), BEIS and HMCTS.

Succession: The Chair must encourage members to stand for election and, ideally, ensure that we have at least one good candidate for each ManCo post. Succession issues can also arise during the term, for example where there is a need for co-option or to reallocate roles whilst a ManCo member is unavailable.

Deputy Chair

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I see the Deputy role as helping to promote ELA generally, and act as its ambassador, in support both of the Chair and of the organisation more widely.

The pandemic has posed unprecedented challenges for ELA. Further, we also had to deal with the early retirement of our long standing Head of Operations, Lindsey Woods. Either one of these would be challenging by themselves, but together, they could have been destabilising for ELA.

Over the past two years as Deputy, I hope I have provided the Chair with all the support she needed during these challenging times, including: working with her, the Treasurer and Secretary to find both an interim and long term replacement for Lindsey's replacement; developing the work ELA does on Diversity and Inclusion e.g. with other members of ManCo in devising and promoting to members ELA's '21 day race equality challenge; supporting the work ELA has done on Brexit, including attending meetings with representatives from BEIS to discuss the same and other employment legislative developments.

I agree with my predecessor, that as Deputy you are more likely to have the benefit of experience of being on ManCo, seeing how the various committees work and of having a Chair with whom to consult.

Paul McFarlane, Capsticks Solicitors LLP – Deputy Chair 2020-22

Paul sat on ManCo as Chair of the ELA Legislative & Policy Committee before taking on the role of Deputy Chair.

A key part of this role is to support the Chair, for example by stepping in when they are not available to run meetings, attend events or represent ELA; or to give support on initiatives and ideas and help drive them forward.

As Deputy Chair it is vital to have regard to ELA's reputation and standing externally, for example, anticipating press and other potential avenues either of challenge or for promotion/speaking in order to best protect and position ELA.

The Deputy Chair plays an invaluable role in supporting other ManCo members –

Deputy Chair

for example, ideas and support for events (the remit of the Training & International Committees), or attending external meetings (for example with government officials) with the Chair of the Legislative Policy Committee.

As Deputy Chair, I have either chaired or been an ELA spokesperson at a number of events, including: ELA's webinar: Race Equality in the Workplace (September 2020; ELA/ABA Transatlantic Conference Plenary session on 'Managing the Workforce following the Global Reckoning on Racial Equity' (October 2021). I also worked with a Member at Large to produce an article for ELA Briefing with our analysis of the findings of ELA's Counsel Instructions Monitoring Scheme (January/February 2022).

Paul McFarlane

ManCo has a Membership Committee on which the Deputy Chair sits, to review issues such as applications for ELA membership where eligibility was not clear, or membership conduct issues that require additional consideration. The Deputy Chair also sits on the Remuneration Committee which reviews ELA employee remuneration.

Treasurer

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- Secretary

All elected ManCo members are statutory directors and it is important that all ManCo members understand that they are responsible for the accounts, compliance and systems/controls of the Association.

The Treasurer has oversight of the financial affairs of the ELA. A large part of the role in the past two years has been to review the accounting and financial policies, systems and controls to ensure that they are effective, alongside ELA's compliance obligations and security infrastructure.

In addition to the formal role of the Treasurer there have been a number of additional tasks I have been involved with during my term, such as assisting ELA with GDPR Compliance and IT security, ensuring contracts are in place with ELA's contractors, reviewing ELA's insurances and reviewing and documenting ELA's accounting policies.

Dan Pollard, GQ Littler – Treasurer 2018-22

Central to the role is to keep under review the expenditure of ELA throughout the year. This involves reviewing and discussing the finance reports produced by ELA's Finance Officer and the Head of Operations, and advising on ELA's annual budget, which is drawn up each November/December for the following calendar year. The Treasurer reports to ManCo on the current financial position of the Association at each meeting.

My role is also to ensure that the financial implications of all proposals of ManCo are properly assessed.

I also have to be available to act together with the Chair, Deputy Chair and Secretary whenever action by the officers of the Association is required.

Dan Pollard, GQ Littler – Treasurer 2018-22

In addition to the regular financial reporting duties above, there are a number of recurrent tasks to which the Treasurer has to attend. ELA processes two payment runs a month and the Treasurer is the final authoriser for these payments. In this way, the Treasurer reviews every payment ELA makes.

ELA holds reserves which are held on deposit. The Treasurer has oversight of how these funds are held, as well as keeping under regular review the quality of service given by ELA's banks.

As a matter of good practice, the Treasurer meets the auditor annually (more regularly if needed) to discuss the audit findings. Whilst the auditors are instructed to complete and submit the Association's Tax Return, the Treasurer has responsibility for ensuring that his happens.

The Treasurer sits on the Remuneration Committee for the purposes of reviewing ELA's (currently 4) employees' remuneration/benefits each December.

Secretary

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- Secretary

The role of ELA Secretary is to ensure ELA meets its statutory obligations, including Companies House, compliance with the procedure for General Meetings and operates within ELA's Articles of Association.

Companies House obligations

ELA is a company limited by guarantee and so has the same statutory filing obligations as any other limited company.

Whilst ELA's Head of Operations generally deals with routine filings, it is important that the Secretary oversees this to ensure that ELA files its statutory information promptly.

Judith Harris, DLA Piper - Secretary 2018-22

The Secretary is also responsible for organising ELA General Meetings. This includes, for example, ensuring proper notice is given to the membership, approving the accompanying papers for the meeting, including any resolutions, and overseeing the procedures at the General Meetings themselves.

ELA Articles of Association

The Secretary also has a role in guiding ManCo on compliance with our Articles of Association and ensuring that ManCo is aware of the relevant rules when making decisions. The Secretary ensures the Articles are fit for purpose and advises ManCo when amendments may be required. If approved by ManCo to do so, the Secretary will draft amendments to the Articles for approval by members at AGM (together with the special resolution).

This term, we have been through a process of amending the Articles to bring them up to date, ensure that they reflect current good governance practice, are as clear as possible and fit for ELA now and in the future. The proposed amendments will be put to

Secretary

members at the AGM at the end of this ManCo's term. to members at the AGM at the end of this ManCo's term.

Judith Harris, DLA Piper - Secretary 2018-22

Membership queries

The Secretary sits on the Membership Committee which considers membership queries/challenges and advises the ELA admin team to ensure we are dealing with members fairly, transparently and in line with our Articles of Association.

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- Chair L & P Committee

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- Editor, ELA Briefing

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- Chair of the Training Committee

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- Chair L & P Committee

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- Editor, ELA Briefing

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- Chair of the Training Committee

The best part of the job is working with the amazingly knowledgeable and dedicated committee that gives huge amount of their time for no reward. As a team we are committed to making the law better and making the system work better for our clients and members is at the heart of L&P. We engage with Government, the Houses of Parliament, the Ministry of Justice, BEIS, the judiciary and, in particular the senior judiciary to make employment law achieve its aim of providing just outcomes - deadlines are short, unpredictable and the workload can be demanding. Thanks to the expertise of the committee we are listened to: at its best we inform the shape of law reform, of the provision of employment justice and make it more likely that our clients achieve just outcomes. I love it when we, as a team, know that in some small way we have improved the system.

Caspar Glyn QC, Cloisters - Chair of L&P Committee 2020-22

The Legislative & Policy Committee is responsible for monitoring legislative and other developments in employment law which are being consulted about or which require ELA input on behalf of its members.

ELA's responses to Government and other bodies' consultations are organised through working parties drawn from the ELA membership. Our members work together to analyse proposed legislation, consider how it will work in practice and suggest ways to improve it. We are not concerned by what is helpful to employers or employees as we need to bear in mind that ELA is an apolitical organisation.

The Chair oversees the committee's work. A significant part of the role is to review a Working Party's response and, working in close consultation with them, agree on the final product to go forwards to government, select committees etc. This often has to be done to very tight deadlines.

Part of my role is to coordinate the team on issues on employment law and practice to bring to the committee to discuss/act on.

During my term, as well as working with many working parties who have worked on ELA consultation responses, we have worked to set up a new Race Equality Committee in addition

to our other standing committees on Brexit and Sexual Harassment which monitor and comment on developments that impact employment law.

Members of the Committee regularly give evidence to Parliamentary select committees.

Caspar Glyn QC

Over this term, we have maintained our excellent working relationship with the Presidents of the Employment Tribunals for England & Wales and Scotland respectively, and with senior members of BEIS.

The committee has a constant agenda of meetings and events to attend on behalf of ELA, for example with government officials and other stakeholders in the employment law field. Given the modernisation agenda of HMCTS we have started a separate engagement with HMCTS which consults members of various working parties hoping that we can shape employment litigation to work for our clients, both claimants and respondents. Attendance is shared between committee

members (often the chair of the relevant working party will attend), and the Chair of the committee attends the key meetings.

Over this term, we have maintained our excellent working relationship with the Presidents of the Employment Tribunals for England & Wales and Scotland respectively, and with senior members of BEIS as well as starting a new engagement with HMCTS.

The committee has driven a renewed engagement with ACAS.

We ran surveys on Employment Tribunal resources last year. The results attracted significant publicity and enabled us to use evidence based arguments to push for improvements in the Tribunal system. The results have fed into discussions with the government and Presidents of Employment Tribunals for England & Wales and Scotland.

We have put an ELA representative in place for every Regional Tribunal User Group and can represent members throughout Great Britain. Our questions in the National User

Chair of the Legislative & Policy Committee

Group have brought commitments for a record number of sitting days from the MoJ.

Caspar Glyn QC

The committee engages with the national, HR and legal press wherever possible. The Chair oversees the commission of articles covering current committee work, and will also write articles. Our recent press coverage can be seen in the Press section of the ELA website:

<https://www.elaweb.org.uk/content/press>

The Chair also acts as a conduit between this committee and ManCo, to report on the committee's work or to refer matters of policy which need ManCo's input.

We meet monthly (except in August) by Video Call so location is no impediment! This committee is supported by ELA's Head of Operations, who prepares the committee's agendas and minutes, and co-ordinates the working parties who are working on ELA's consultation responses and offers support wherever necessary.

Editor, ELA Briefing

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- Chair L & P Committee

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- Editor, ELA Briefing

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- Chair of the Training Committee

ELA's membership magazine, *ELA Briefing*, published 10 times a year, is ELA members' primary recourse for commentary on employment law. Overseen by the Editorial Committee, it contains news, case reports, commentary and analysis on recent decisions and in-depth articles on issues of current concern, as well as providing a platform for all ELA members to air their views.

The Editor co-ordinates the Editorial Board (10 fellow ELA members) who meet monthly to decide on the articles to be published, consider unsolicited articles and commission articles and other pieces to ensure the magazine covers employment law issues and developments in a timely way.

The Editor will liaise with the authors of the articles, ensuring that any amendments are done before publication to ensure there are no errors. The Editor also liaises with the publishers, who are contracted to perform a sub-editorial role (currently Thomson Reuters). H/she will also produce an editorial for each issue. This should be a predominantly legal text. It can comment on the articles produced that month or refer to separate case law/legislation which will be of interest to the reader, as the Editor sees fit.

The Editor also has oversight of the publishing contract ELA has in place with the publisher of *ELA Briefing*.

Chair of the Training Committee

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- Chair L & P Committee

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- Editor, ELA Briefing

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- Chair of the Training Committee

The Training Committee is a fantastically collegiate and friendly group, with participants from across all sectors of our membership. Our meetings are a great way sharing and discussing key developments in employment law with fellow ELA members, as well as highlighting the most important topical issues that our members need to know.

David Regan, Squire Patton Boggs - **Chair of Training Committee 2020-22**

The Training Committee is responsible for designing and producing ELA's national training programme, including the annual conference and annual lecture, national webinars and the London series of evening sessions. It aims to produce practical and cost-effective training sessions at all levels of expertise and to keep its members up-to-date in employment law developments. ELA's regional representatives arrange the training sessions run in their region, but can draw on support from the Training Committee.

Like all ELA committees, it is made up of volunteers from the membership and includes barristers, solicitors from firms who represent both employees and

employers (in both the private and public sectors), in-house counsel and professional support/knowledge lawyers. ELA's regional representatives also sit on the committee. We strive to ensure that the members of the committee come from a wide range of firms, as this diverse set of backgrounds and experiences helps to ensure that ELA's training meets the needs of all our members.

The national training programme includes our range of annual introductory level courses, as well as a series of day courses aimed at different levels of experience on a range of topics relevant to employment law practitioners.

My role as Chair is to run the monthly Training Committee meetings, as well as to liaise with the Management Committee and other ELA committees on matters of joint interest. I also meet regularly with the Operations team to discuss some of the more practical elements of running our events which we do not have time to cover during Training Committee meetings. We use the monthly training committee meetings to discuss topics for current/ potential courses, submissions from members, upcoming

Chair of the Training Committee

developments/ cases, speaker and event feedback and any other matters that may be required. Training Committee members then volunteer to manage courses/ webinars as part of "link teams" – these are responsible for devising content and identifying potential speakers. The Chair of Training Committee takes the lead on planning the annual lecture and the plenary session for the annual conference, as well as being a point of call for the ELA admin team to assist with day to day issues.

Over the past two years, the Training Committee has had to adapt to the changes in work patterns brought by Covid and the shift to a more flexible working model. This has led to a shift in approach so that most of our shorter events are now held as webinars, which allows for increased access to training across the whole membership. We will however continue to run a number of 'in-person' events, which (depending on the content) may be offered as hybrid sessions. This has led to an incredibly busy but rewarding 2 years, and some great feedback on the training offered.

David Regan

Chair of the Training Committee

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We meet in person monthly in London , with an option for those who are unable to attend in person to join by Teams, other than August. The meetings take about an hour to prepare for, plus an hour and a half to chair. As Chair of the Training Committee you will also need to prepare for and attend the Management Committee meetings, which are held monthly usually a week or two weeks after the Training Committee meeting. [The overall time commitment needed (including Training and Management Committee meetings, involvement in event planning, preparation time and other calls/ emails) is probably in the region of 6-7 hours per month, although it can of course be higher or lower in any particular month).]

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- Chair of the Pro Bono Committee

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- Chair of the International Committee

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- Chair of the Pastoral Committee

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- Chair of the Pro Bono Committee

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- Chair of the International Committee

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- Chair of the Pastoral Committee

ELA has long recognised the importance of pro bono work in the employment law arena and has played a significant role in developing pro bono services in the field. The ELA Pro Bono Committee aims to encourage ELA members to get involved in pro bono initiatives and to offer access to a variety of pro bono work.

The Pro Bono Committee works closely with pro bono agencies on many of its projects, such as the Free Representation Unit ("FRU"), Advocate (the new name of the Bar Pro Bono Unit), LawWorks, Maternity Action and TrustLaw (a Thomson Reuters Foundation service).

Current projects include:

- The ELIPS scheme which offers assistance to unrepresented litigants in Tribunal and currently runs in London Central, Cardiff, Bristol and Birmingham Employment Tribunals.
- Pro bono assistance for NGOs and social enterprise. ELA is a Referral Partner for TrustLaw, the members-only service of the Thomson Reuters Foundation which offers lawyers and pro bono managers an easy way to

- connect with non-profits and social entrepreneurs seeking free legal help around the world.

The role is to oversee all pro bono projects co-ordinated by the ELA Pro Bono Committee. This includes the oversight of the regulatory and data protection implications of all projects, and proposing and obtaining approval for the annual budget for the committee.

The role also includes planning and involvement in initiatives designed to increase members' uptake of ELA pro bono initiatives, for example ELIPS events designed to thank – and recruit more – ELIPS volunteers.

The ELIPS scheme has been my main focus since I have been on the Pro Bono Committee. It requires constant review in how it operates to ensure it can continue to run despite ever increasing numbers of litigants and insufficient volunteers – although the volunteers we do have are fantastic.

Chair of the Pro Bono Committee

We rolled ELIPS out to Birmingham and Bristol in 2018/19 and hope to open in Scotland in 2020. I have also overseen the implementation of a new IT system at our ELIPS clinics to support the volunteers and address data protection concerns.

2019 also saw the launch of the Maternity Action online clinic, which ELA members are invited to support by volunteering.

Jennifer McGrandle, Dechert - member of the Pro Bono Committee, and co-opted as its chair in autumn 2019.

The Pro Bono Committee meets every other month. There is no secretary currently, so the Chair circulates minutes following the meeting and sets up all the meetings.

The ELA Pro Bono Chair also represents ELA at events organised during the annual pro bono week.

Chair of the International Committee

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- Chair of the Pro Bono Committee

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- Chair of the International Committee

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- Chair of the Pastoral Committee

The aim of the ELA International Committee is to support ELA and its members in promoting the understanding and relevance of international law to the day to day work of the ELA members. We do this by running training sessions, building relationships with other employment law bodies (both national and international) and by supporting other ELA committees and working groups looking at international legal developments that are relevant to the wider ELA membership.

The International Committee is responsible for co-producing the programme for the highly acclaimed Transatlantic Conference, which we organise jointly with the American Bar Association's International Labor & Employment Law Committee of the Section of Labor & Employment Law. The Transatlantic Conference runs biennially.

Chair of the International Committee

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The ELA International Committee is in the process of undergoing a consultation within the committee, with a view to agreeing the way forward for the committee for 2022. When the Committee was set up, it was essentially a conduit between the UK and our colleagues in the EU. For example, the International Committee would take regular trips to the European Commission in Brussels with the aim of keeping ELA members up to date with what was in the pipeline. With Brexit, a worldwide pandemic and the evolving nature of international mandates we need to refresh our purpose and objectives. This includes agreeing which bodies we need to build relationships with.

Kathleen Healy, **Freshfields Bruckhaus Deringer** – Chair of International Committee
2018-22

Chair of the Pastoral Committee

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- Chair of the Pastoral Committee

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- Chair of the International Committee

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- Chair of the Pro Bono Committee

The Pastoral Care Committee was formed as a sub-committee of ManCo in October 2020 in response to the pandemic, to support ELA members' wellbeing at a time when many members were under extraordinary additional pressure.

Initially, the committee was focussed on providing support to members in relation to challenges created by the pandemic. From making our membership, training and courses accessible to those most in need, to signposting members to services and charities, to arranging our own events which support the wellbeing of employment lawyers. However, the aims have evolved over time as the impact of the pandemic subsided. Our current focus is on supporting members in their personal capacities in any way we can.

Given the nature of the committee's inception (outside of the normal election cycle), members are currently all from ManCo and the committee does not have an elected Chair. However, given the overwhelming member interest in the committee activities, ManCo has approved to formalise the committee as a permanent sub-committee and will create a new role of Chair of the Pastoral Care Committee in the forthcoming elections.

Achievements of the committee over the past couple of years include:

- The creation of a wellbeing directory which signposts members to charities and organisations which can offer help to those in need, such as LawCare, The Solicitors' Charity, The Solicitors' Assistance Scheme, The Barristers' Benevolent Association, etc. The directory is accessible on the ELA website:
<https://www.elaweb.org.uk/content/organisations-offering-pastoral-support-members>
- Support for employment lawyers who may have difficulty funding their membership and/or training, for example because they have lost their job and/or are unable to find work in the field, or when they are on or returning from an extended period of absence and need to access to training to get back up to speed.
- An extensive webinar programme including sessions on resilience, sleep, menopause, vicarious trauma, perfectionism, mental health at work, domestic and economic abuse, and behavioural change.

To date, all pastoral committee events have been accessible by all members, free of charge.

Our programme of events has attracted thousands of bookings from members and created numerous opportunities for members to come together to share in their challenges, experiences and coping strategies during an incredibly trying period.

The feedback that we have received has been incredibly gratifying, including this feedback from the Your Trauma is My Trauma webinar:

This was an amazing session. I have to say it was the first time in my career of over 20 years that I have felt it has been recognised that lawyers can suffer from emotional trauma as a result of taking on their client's stresses and personal trauma. I personally have experienced this on many occasions but have always felt I shouldn't be affected in this way and that I should be tougher. It was incredibly validating to hear it is normal to feel this way, as it is part of engaging empathetically with clients, which is really important to do. There were some great tips on how we care for ourselves.

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- In House Rep

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- Junior Lawyer Rep

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- ELA Regional Representatives

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- Members at Large

01-04

In House Representative

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- In House Rep

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- Members at Large

The In-House committee is made up of volunteers from ELA's membership, all of whom work in house in the public or private sector. Its specific aims are:

- To establish the needs of the in house members in relation to ELA and seek to meet those needs, with a focus on provision of targeted personal and professional development and training, networking and opportunities to get involved in ELA's work on legislative and policy developments.
- To represent the interests of the in house membership within ELA.
- To encourage community and support between in-house ELA members and more broadly between in house ELA members and the rest of the ELA membership.
- To encourage the participation of in house ELA members in the work of

In House Representative

01

- ELA and promote awareness amongst the ELA in house membership of the opportunities and resources offered by ELA to all its members.

The committee is monitored to ensure only those who work in house are members.

In each membership year the committee arranges and delivers several training events specifically for in-house issues.

Junior Lawyer Representative

02

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- Members at Large

The Junior Lawyer Representative and the Junior Committee has responsibility for organising initiatives that support ELA junior members. There is full support on ManCo for new initiatives put forward by the Junior Committee, so there is every opportunity to develop new projects that could help our junior members in their professional development.

For example, ELA's Junior Committee has been proactive in organising ELA's speed mentoring events. These highly popular events provide mentees and mentors with an opportunity to meet and grow their network in a relaxed and fun environment with a view to developing support amongst peers, contacts and ongoing mentoring opportunities.

If you are a full member of ELA and have less than 5 years PQE then you are eligible to stand for election to this role.

Junior Lawyer Representative

02

As ELA's Junior Lawyer Representative, I sit on the Management Committee and chair a Junior Committee comprising lawyers from different regions and branches of the profession. It is an absolute pleasure to work with such inspiring, enthusiastic fellow specialists to support and represent the interests of ELA's junior members. I would strongly encourage any junior member who is considering standing for election to the role of Junior Representative to do so. It is a fantastic opportunity to make a valuable contribution to ELA and its junior membership, to build your professional network at an early stage of your career, and to work with some of the leading lights in the employment law community.

**Sophie Lockwood, Charles Russell Speechlys – Junior Lawyer Representative
2020-22**

ELA Regional Representatives

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- Members at Large

The central role of ELA's regional representatives is to promote engagement amongst members in the region and ensure a programme of ELA training and social events, a core ELA service, in the region. There is flexibility in the training you offer in your region, and it very much depends on the working practices of local members. For example, you could run a series of short sessions (evening/breakfast/lunch) along with a day time course. You could also try running events in different locations across your region. All regional training events are supported by ELA's central budget.

Over the last two years I have worked to engage with members in my region and have very much enjoyed building our community and being in direct contact with members. I have arranged a number of events in the North across Hull, Sheffield and Leeds.

Some have been lunchtime training events and evening events and also a half day discrimination conference. I have also introduced ELIPS to the region as a direct result of the taking on the role so its allowed me to expand resources in the region too which meant a lot to me.

Marie Walsh, Consilia Legal - Yorkshire & Humber Rep 2018-2022

Support for the role

Regional reps are not on their own. The organisation of training is fully supported by ELA's admin team.

Regional reps have an automatic place on ELA's Training Committee. In this way the Training Committee can offer support of regional reps where needed, and the regions can contribute with ideas for the national training programme. It is helpful if regional reps attend Training Committee and link national initiatives to the region and arrange in-person social events locally.

Regional Steering Committees

The ELA admin will also help to organise a Steering Committee in your region, comprising local volunteer members who can help devise and organise the region's training programme. The Steering Committees are also crucial in promoting local membership engagement.

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Social events

There is also a central budget for an annual social event in each region. There is flexibility – each region decides what kind of social works best. Again, the ELA admin team is there to take on the practical arrangements.

Other aspects of the role

Whilst the focus of the Regional Representative's role is very much on training, there are many opportunities to get involved in other areas of work, whether it be in ELA's policy work, or its pro bono projects.

Having only recently been co-opted to the role of regional representative for the North East, after my processor stood down, my intention is to create a strong Steering Committee which will be able to take an active role in supporting ELA members across our region, ensuring we deliver an informative programme of relevant training sessions and provide networking and socialising opportunities for our members across the region. I have a particular interest in ensuring that the junior ELA members are represented and supported through my work with ELA.

Leonora Morgan, DAC Beachcroft - North East Rep 2019 – 22

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Members at Large

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- Members at Large

This essence of this role is to support the objectives and projects of the day. These can vary, depending on the focus of ManCo's objectives and the political and legal landscape.

The role has a huge amount of flexibility and can be moulded to your own interests and expertise. Members at Large are positively encouraged to pursue initiatives which excite them and that do not fall under the remit of other committees.

There are five Member at Large positions on ManCo, one of which is reserved for junior members of 0 to 8 years PQE.

I have really enjoyed my time as a Member at Large. I have worked on two particular projects: (i) I supported Paul McFarlane and Claire McCann on a racial equity awareness-raising initiative called 21 day racial equity habit building challenge.

Together, we compiled a varied selection of resources and ELA members signed up to the challenge to learn more about racism. The feedback was wonderful and hugely positive. (ii) I was privileged to have been one of the founding members of the now thriving pastoral committee. We have aimed to support our members in numerous ways during the pandemic from financial support to virtual coffee mornings to numerous free webinars delivered by experts and related to wellbeing. In relation to the latter, I have helped to arrange and chair webinars for our members relating to: perfectionism, managing the transition back to the workplace, menopause in the workplace and creating habits for success.

Emma Clark, Keystone Law - Member at Large 2020-22

This has been my second term on ELA's ManCo as a Member at Large. I worked closely with Paul McFarlane, ELA Deputy Chair on diversity and inclusion – specifically, to develop and roll out an initiative to promote equitable briefing of barristers The Counsel Instructions Monitoring Scheme was piloted in 2019 amongst firms and organisations

represented on ManCo. As the data set was too small to show meaningful trends, in 2020/21 we rolled this scheme out more widely, asking for voluntary monitoring by the firms/organisations within ELA's membership and reporting the findings in early 2022. We also worked with Emma Clark (another Member at Large) on a racial equity awareness-raising initiative, the '21-Day Racial Equity Habit Building Challenge' © (the brain child of Eddie Moore Jr) by which we curated a selection of resources (audio, video and written) aimed at promoting a better understanding of race equality issues, both within the legal profession and in society more generally. A huge number of ELA members signed up to the challenge – to read/listen/view the daily material for 21 days – in order to develop a better understanding of race and the initiative received substantial and positive feedback.

The Member at Large role is an excellent role where you have the flexibility to implement and get stuck into ad hoc projects of interest to you.

Claire McCann, Cloisters - Member at Large 2018-22

Members at Large

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This role can also provide additional support to ELA's other committees that are over-stretched or in need of particular expertise.

I have thoroughly enjoyed working in the Member at Large role for ELA. Most of my time has been spent assisting the newly formed Pastoral Committee which is a super valuable offering from ELA during the Covid pandemic and beyond. Experience to date has included arranging and chairing sessions on: Who's Looking After you?, Domestic and Economic Abuse: the Legal Duties and How to Meet Them, Menopause in the Workplace and Sleep Well. I have also contributed to the ELA response to Information Commissioner's Office Employment Practices Call for Views.

Jessica Shemmings, Rackspace - Member at Large 2020-22

2022

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