

# Role Description

## Director, Family Law

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Family Law
Location	Central Sydney
Classification/Grade/Band	PSSE Band 1
Senior Executive Work Level Standards:	Work Contribution Stream: Service/Operational Delivery <a href="http://www.psc.nsw.gov.au/wls">www.psc.nsw.gov.au/wls</a>
ANZSCO Code	139999
Role Number	14/047
PCAT Code	3118111
Date of Approval	10 September 2021
Agency Website	<a href="http://www.legalaid.nsw.gov.au">www.legalaid.nsw.gov.au</a>

### Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 25 regional offices in metropolitan and regional centres across NSW and a number of specialist services and advice clinics. It was established under the Legal Aid Commission Act 1979 as an independent authority to assist economically and socially disadvantaged people to understand and protect their rights in the legal system. People with disabilities, from people from culturally and linguistically diverse backgrounds, women and children, Indigenous people and people with mental illness are some of the groups who may experience difficulties when enforcing and defending their rights.

Working in partnership with private lawyers, Legal Aid NSW provides legal advice, information and minor assistance and legal representation to eligible people in many areas of law. Legal Aid NSW also provides alternative dispute resolution services, community legal education programs, and publications on legal issues.

### Primary purpose of the role

Provide strategic leadership in developing and implementing state-wide legal aid services in a large and diverse practice incorporating family law, alternate dispute resolution and child protection legal services.

Ensure that these legal services are well targeted, trauma informed and consistent with the strategic objectives of Legal Aid NSW.

As a member of the Executive Team contribute to the development of the Legal Aid NSW's broader strategies and service delivery planning to ensure the provision of high quality and innovative legal services.

## Key accountabilities

- Contribute to the Executive in developing legal service strategies, plans and policies and their implementation to ensure that clients receive an equitable, high quality and professional service.
- Provide strategic advice to the Executive and Board on legislative changes and key initiatives within the  
Family law, alternate dispute resolution and child protection systems to ensure Legal Aid NSW complies with the relevant legislation, meets professional standards and provides high quality targeted services to clients.
- Allocate resources to support a consistent, effective and efficient range of services including the use of in-house staff and private practitioners.
- Ensure legal services are appropriately targeted to clients experiencing high levels of vulnerability or disadvantage
- Continually assess the appropriateness of existing policies, programs and practices and to identify opportunities for improvement.
- Provide expert legal advice and solutions in relation to the planning of complex and highly sensitive  
family law and child protection cases to support high quality client representation and to offer guidance to staff throughout case management.
- Regularly monitor performance of staff and managers and provide support and guidance as needed.

## Key challenges

- Continually assess the effectiveness of legal services and implement strategies in accordance with plans for the development and strategic direction of the Legal Aid NSW family law program.
- Manage a large workforce to gain their commitment to quality service provision and build their capabilities to provide effective, high quality and culturally safe legal services.
- Influence legislative reform and court processes to better meet the needs of Legal Aid NSW clients and practitioners.

## Key relationships

Who	Why
<b>Internal</b>	
Deputy CEO	Provide expert and strategic advice to ensure the delivery of corporate objectives
Line managers who report to the Director, Family Law	Ensure that they adhere to the business, people and financial management principles adopted by Legal Aid NSW.
Grants Division	Ensure high standards for quality legal services in family law are set and provided by Legal Aid NSW
<b>External</b>	
Government and professional committees	Examine ways to improve the delivery of family law services in a wide range of community and dispute resolution settings

## **Role dimensions**

### **Decision making**

The role of Director Family Law is a member of the Executive Leadership team of Legal Aid NSW. The role sets the strategic goals of the Family Law Program and contributes to organisational decision making, planning and continual improvement. The role is fully accountable for the quality, integrity and validity of the legal services provided by the Family Law Division.

### **Reporting line**

Deputy CEO

### **Direct reports**

Regional Program Coordinator

Solicitor in Charge, Family Litigation

Solicitor in Charge, Family Law

Solicitor in Charge, Care and Protection

Solicitor in Charge, Early Intervention Unit

Senior Solicitor, Child Support

Senior Solicitor, Domestic and Family Violence

Solicitor Advocates x 4

Manager, FDR

Project Administrator

Solicitors In Charge of 5 regional offices

### **Budget/Expenditure**

Staffing Reporting Directly: 18

Reporting Indirectly: 202 (approx.)

TOTAL: 220 (approx.)

BUDGET TOTAL: Varies annually

### **Essential requirements**

Legal Qualifications

Practising Certificate

### **Capabilities for the role**

The NSW Public Sector Capability Framework applies to all NSW public sector employees. The Capability Framework is available at [www.psc.nsw.gov.au/capabilityframework](http://www.psc.nsw.gov.au/capabilityframework)


### **Capability summary**

Below is the full list of capabilities and the level required for this role. The capabilities in bold are the focus capabilities for this role. Refer to the next section for further information about the focus capabilities.

## NSW Public Sector Capability Framework



Capability Group	Capability Name	Level
 Personal Attributes	<b>Display Resilience and Courage</b>	<b>Advanced</b>
	<b>Act with Integrity</b>	<b>Highly Advanced</b>
	Manage Self	Adept
	Value Diversity and Inclusion	Advanced
 Relationships	<b>Communicate Effectively</b>	<b>Advanced</b>
	<b>Commit to Customer Service</b>	<b>Advanced</b>
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
 Results	<b>Deliver Results</b>	<b>Highly Advanced</b>
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
 Business Enablers	Finance	Adept
	Technology	Intermediate
	Procurement and Contract Management	Intermediate
	<b>Project Management</b>	<b>Adept</b>
 People Management	<b>Manage and Develop People</b>	<b>Advanced</b>
	Inspire Direction and Purpose	Advanced
	Optimise Business Outcomes	Adept
	<b>Manage Reform and Change</b>	<b>Advanced</b>

## Legal Professionals Capability Set

Capability Group	Capability Name	Level
 Legal	Statutory Interpretation	Level 4
	Legal Research	not applicable
	Legal Advice	Level 4
	Legal Drafting	Level 4
	Litigation and Dispute Resolution	Level 4
	Prosecution	not applicable
	Advocacy	Level 4
	Legislative Development and Drafting	not applicable

## Focus capabilities

The focus capabilities for the role are the capabilities in which occupants must demonstrate immediate competence. The behavioural indicators provide examples of the types of behaviours that would be expected at that level and should be reviewed in conjunction with the role's key accountabilities.

FOCUS CAPABILITIES			
Capability group/sets	Capability name	Behavioural indicators	Level
 Personal Attributes	<b>Display Resilience and Courage</b> Be open and honest, prepared to express your views, and willing to accept and commit to change	<ul style="list-style-type: none"> <li>Remain composed and calm and act constructively in highly pressured and unpredictable environments</li> <li>Give frank, honest advice in response to strong contrary views</li> <li>Accept criticism of own ideas and respond in a thoughtful and considered way</li> <li>Welcome new challenges and persist in raising and working through novel and difficult issues</li> <li>Develop effective strategies and show decisiveness in dealing with emotionally charged situations and difficult or controversial issues</li> </ul>	Advanced
	<b>Act with Integrity</b> Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none"> <li>Champion and model the highest standards of ethical and professional behaviour</li> <li>Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations</li> <li>Set, communicate and evaluate ethical practices, standards and systems and reinforce their use</li> <li>Create and promote a culture in which staff feel able to report apparent breaches of legislation, policies and guidelines and act promptly and visibly in response to such reports</li> <li>Act promptly and visibly to prevent and respond to unethical behaviour</li> </ul>	Highly Advanced
 Relationships	<b>Communicate Effectively</b> Communicate clearly, actively listen to others, and respond with understanding and respect	<ul style="list-style-type: none"> <li>Present with credibility, engage diverse audiences and test levels of understanding</li> <li>Translate technical and complex information clearly and concisely for diverse audiences</li> <li>Create opportunities for others to contribute to discussion and debate</li> <li>Contribute to and promote information sharing across the organisation</li> <li>Manage complex communications that involve understanding and responding to multiple and divergent viewpoints</li> </ul>	Advanced

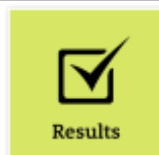
- Explore creative ways to engage diverse audiences and communicate information
- Adjust style and approach to optimise outcomes
- Write fluently and persuasively in plain English and in a range of styles and formats

### Commit to Customer Service

Advanced

Provide customer-focused services in line with public sector and organisational objectives

- Promote a customer-focused culture in the organisation and consider new ways of working to improve customer experience
- Ensure systems are in place to capture customer service insights to improve services
- Initiate and develop partnerships with customers to define and evaluate service performance outcomes
- Promote and manage alliances within the organisation and across the public, private and community sectors
- Liaise with senior stakeholders on key issues and provide expert and influential advice
- Identify and incorporate the interests and needs of customers in business process design and encourage new ideas and innovative approaches
- Ensure that the organisation's systems, processes, policies and programs respond to customer needs



### Deliver Results

Achieve results through the efficient use of resources and a commitment to quality outcomes

- Use own professional knowledge and the expertise of others to drive forward organisational and government objectives
- Create a culture of achievement, fostering on-time and on-budget quality outcomes in the organisation
- Identify, recognise and celebrate success
- Establish systems to ensure all staff are able to identify direct connections between their efforts and organisational outcomes
- Identify and remove potential barriers or hurdles to achieving outcomes
- Initiate and communicate high-level priorities for the organisation to achieve government outcomes

Highly Advanced



### Project Management

Understand and apply effective planning, coordination and control methods

- Understand all components of the project management process, including the need to consider change management to realise business benefits
- Prepare clear project proposals and accurate estimates of required costs and resources
- Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements

Adept

- Identify and evaluate risks associated with the project and develop mitigation strategies
- Identify and consult stakeholders to inform the project strategy
- Communicate the project's objectives and its expected benefits
- Monitor the completion of project milestones against goals and take necessary action
- Evaluate progress and identify improvements to inform future projects



### **Manage and Develop People**

Engage and motivate staff, and develop capability and potential in others

- Refine roles and responsibilities over time to achieve better business outcomes
- Recognise talent, develop team capability and undertake succession planning
- Coach and mentor staff and encourage professional development and continuous learning
- Prioritise addressing and resolving team and individual performance issues and ensure that this approach is cascaded throughout the organisation
- Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives

Advanced

### **Manage Reform and Change**

Support, promote and champion change, and assist others to engage with change

- Clarify the purpose and benefits of continuous improvement for staff and provide coaching and leadership in times of uncertainty
- Assist others to address emerging challenges and risks and generate support for change initiatives
- Translate change initiatives into practical strategies and explain these to staff, and their role in implementing them
- Implement structured change management processes to identify and develop responses to cultural barriers

Advanced