

Role Description

Executive Director, Family Law

| | |
|--|--|
| Cluster | Stronger Communities |
| Agency | Legal Aid NSW |
| Division/Branch/Unit | Family Law |
| Location | Central Sydney |
| Classification/Grade/Band | PSSE Band 2 |
| Senior Executive Work Level Standards: | Work Contribution Stream: Service/Operational Delivery www.psc.nsw.gov.au/wls |
| ANZSCO Code | 139999 |
| PCAT Code | 3118111 |
| Date of Approval | 23 June 2023 |
| Agency Website | www.legalaid.nsw.gov.au |

Agency overview

Legal Aid NSW is the largest legal aid agency in Australia, comprising a Central Sydney office and 28 regional offices in metropolitan and regional centres across NSW including two satellite offices located at Walgett and Bourke 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 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.
- Lead and oversee the allocation of resources in the family law program 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.
- Lead the provision of 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.
- Regularly monitor performance of staff and managers and provide support and guidance as needed.
- Influence legislative reform and court processes to better meet the needs of Legal Aid NSW clients and practitioners.

Key challenges

- Collaborating in the ongoing review, development and authorisation of policies, resources, practices and standards for family law services provided by Legal Aid and contracted legal firms
- Managing a large body of staff in central Sydney, specialist teams and regional offices to deliver quality legal services and respond effectively to client needs.
- Managing the allocation of resources across the Family Law Program by monitoring performance and legal expenses, monitoring trends and forecasting expenditure.
- Driving innovation to ensure that Legal Aid NSW policies, processes, systems and technology support the most effective and efficient running of the Family Law Program.

Key relationships

| Who | Why |
|--|--|
| Internal | |
| 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 |
| External | |
| 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 Executive 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

CEO

Direct reports

Deputy Director Family Law PSSE Band 1

Associate Director, Regions * 2 Clerk Grade 11/12

Associate Director, Domestic and Family Violence Clerk Grade 11/12

Manager, Family Dispute Resolution Legal Officer Grade VI

Manager Strategy, Policy and Projects Legal Officer Grade VI

Solicitor in Charge, Central Sydney Legal Officer Grade VI

Solicitor in Charge, Early Intervention Unit

Executive Assistant Clerk Grade 7/8

Budget/Expenditure

Staffing Reporting Directly: 10

Reporting Indirectly: 260 approximately (this can vary up to approx. 300 dependent on temporary funding streams)

BUDGET TOTAL: Varies annually

Essential requirements

Legal Qualifications

Practising Certificate






Fully vaccinated against COVID-19 prior to commencement

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

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

Legal Professionals Capability Set

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

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.

NSW Public Sector Capability Framework

| Group and Capability Level | Behavioural Indicators |
|--|--|
| Personal Attributes Highly Advanced Display Resilience and Courage | <ul style="list-style-type: none"> • Create a climate which encourages and supports openness, persistence and genuine debate around critical issues • Provide sound exposition and argument for agreed positions while remaining open to valid suggestions for change • Raise critical issues and make tough decisions • Respond to significant, complex and novel challenges with a high level of resilience and persistence • Consistently use a range of strategies to keep control of own emotions and act as a stabilising influence even in the most challenging situations |
| Personal Attributes Highly Advanced Act With Integrity | <ul style="list-style-type: none"> • Champion and model the highest standards of ethical and professional behaviour • Drive a culture of integrity and professionalism within the organisation, and in dealings across government and with other jurisdictions and external organisations • Set, communicate and evaluate ethical practices, standards and systems and reinforce their use • 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 • Act promptly and visibly to prevent and respond to unethical behaviour. |
| Relationships Highly Advanced Communicate Effectively | <ul style="list-style-type: none"> • Articulate complex concepts and put forward compelling arguments and rationales to all levels and types of audiences • Speak in a highly articulate and influential manner • State the facts and explain their implications for the organisation and key stakeholders |

NSW Public Sector Capability Framework

| Group and Capability Level | | Behavioural Indicators |
|---|-----------------|--|
| | | <ul style="list-style-type: none"> Promote the organisation's position with authority and credibility cross-government, cross-jurisdictionally and outside of government Actively listen, and identify ways to ensure all have an opportunity to contribute Anticipate and address key areas of interest for the audience and adapt style under pressure |
| Relationships Commit to Customer Service | Advanced | <ul style="list-style-type: none"> Promote a culture of quality customer service in the organisation 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 interest and needs of customers in business process design Ensure that the organisation's systems processes, policies and programs respond to customer needs |
| Results Deliver Results | Highly Advanced | <ul style="list-style-type: none"> 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 connection between their effort and organisational outcomes Identify and remove potential barriers or hurdles to ongoing and long term achievement of outcomes Initiate and communicate high level priorities for the organisation to achieve government outcomes Use own professional knowledge and expertise of others to drive organisational and government objectives forward |
| Business Enablers Project Management | Adept | <ul style="list-style-type: none"> Prepare clear project proposals and define scope and goals in measurable terms Establish performance outcomes and measures for key project goals, and define monitoring, reporting and communication requirements Prepare accurate estimates of costs and resources required for more complex projects Communicate the project strategy and its expected benefits to others Monitor the completion of project milestones against goals and initiate amendments where necessary Evaluate progress and identify improvements to inform future projects |
| People Management Manage and Develop People | Highly Advanced | <ul style="list-style-type: none"> Ensure performance development frameworks are in place to manage staff performance, drive development of organisational capability and undertake succession planning |

NSW Public Sector Capability Framework

| Group and Capability Level | Behavioural Indicators |
|---|---|
| | <ul style="list-style-type: none">• Drive executive capability development and ensure effective succession management practices• Implement effective approaches to identify and develop talent across the organisation• Model and encourage a culture of continuous learning and leadership, which values high levels of constructive feedback, and exposure to new experiences• Instil a sense of urgency around addressing and resolving team and individual performance issues and ensure that this is cascaded throughout the organisation |
| People Management Advanced Manage Reform and Change | <ul style="list-style-type: none">• Clarify 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 |