

Role Description

Manager Strategy, Policy and Projects (Civil Law)

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Civil Law
Classification/Grade/Band	Legal Officer Grade VI
ANZSCO Code	271311
PCAT Code	2118192
Date of Approval	13 May 2024
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 the 2 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, people from culturally and linguistically diverse backgrounds, women and children, Indigenous people and people with mental illness are some groups who may experience difficulties when enforcing and defending their rights.

Legal Aid NSW provides legal advice, information, minor assistance, and legal representation 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 leadership, support and high level advice on civil law strategic initiatives, planning, policy and service reforms to promote innovation and best practice in statewide client service and civil practice.

Key accountabilities

- Provide leadership and expert advice/guidance to civil staff to ensure high-quality consistent services, efficient and effective use of resources, and compliance with Legal Aid NSW policies, guidelines and practice management standards.
- Provide high-level guidance and expert advice to the Civil Law Executive on strategic initiatives, planning, policy and reform, and division wide projects.
- Establish and lead working groups and committees as determined by the Civil Law Executive.
- Prepare submissions, briefings and other communications as required, on priority issues.
- Establish and maintain stakeholder relationships through effective communication, negotiation and issues management.
- Contribute to the development, implementation and evaluation of project and policy initiatives and provide related guidance and training to staff.

- Oversee the provision of high-quality professional development, divisional communications and practice management.
- Manage the Civil Projects team.

Key challenges

- Managing consultation and negotiations with a broad range of internal and external stakeholders with diverse expectations, within agreed timeframes.
- Identifying project interdependencies and balancing competing demands and priorities to deliver results.

Key relationships

Internal

Who	Why
Executive Director and Deputy Director, Civil Law	<ul style="list-style-type: none"> • Escalate issues, keep informed of key risks and projects, seek support and guidance • Provide expert advice and assistance
Civil Law Executive	<ul style="list-style-type: none"> • Contribute to the strategic direction and service delivery priorities of the Civil Law Division • Provide expert advice and assistance
Stakeholders	<ul style="list-style-type: none"> • Provide expert advice on a range of project related issues and strategies • Optimise engagement on organisational initiatives and direction

External

Who	Why
Stakeholders	<ul style="list-style-type: none"> • Optimise engagement to achieve defined outcomes

Role dimensions

Decision making

The role operates with autonomy in respect of their day-to-day work priorities and the coordination of work and resources of the team to meet service levels. It provides advice and decision making to staff reporting to the position.

Reporting line

Executive Director, Civil Law

Direct reports

Civil Practice Management Solicitor
Senior Project Officer Professional Development

Budget/Expenditure

N/A

Key knowledge and experience

- Demonstrated leadership experience

Essential requirements

- Qualifications to practice as an Australian legal practitioner
- NSW Practising Certificate (unrestricted or eligible for unrestrictive practising certificate)

Capabilities for the role

The [NSW public sector capability framework](#) describes the capabilities (knowledge, skills and abilities) needed to perform a role. There are four main groups of capabilities: personal attributes, relationships, results and business enablers, with a fifth people management group of capabilities for roles with managerial responsibilities. These groups, combined with capabilities drawn from occupation-specific capability sets where relevant, work together to provide an understanding of the capabilities needed for the role.



The capabilities are separated into focus capabilities and complementary capabilities

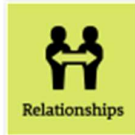
Focus capabilities

Focus capabilities are the capabilities considered the most important for effective performance of the role. These capabilities will be assessed at recruitment.

The focus capabilities for this role are shown below with a brief explanation of what each capability covers and the indicators describing the types of behaviours expected at each level.

Focus capabilities

Capability group/sets	Capability name	Behavioural indicators	Level
	Act with Integrity Be ethical and professional, and uphold and promote the public sector values	<ul style="list-style-type: none">• Represent the organisation in an honest, ethical and professional way and encourage others to do so• Act professionally and support a culture of integrity• Identify and explain ethical issues and set an example for others to follow• Ensure that others are aware of and understand the legislation and policy framework within which they operate• Act to prevent and report misconduct and illegal and inappropriate behaviour	Adept
	Manage Self Show drive and motivation, an ability to self-reflect and a commitment to learning	<ul style="list-style-type: none">• Act as a professional role model for colleagues, set high personal goals and take pride in their achievement• Actively seek, reflect and act on feedback on own performance• Translate negative feedback into an opportunity to improve• Take the initiative and act in a decisive way• Demonstrate a strong interest in new knowledge and emerging practices relevant to the organisation	Advanced

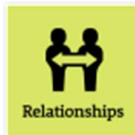


Commit to Customer Service

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

Adept



Influence and Negotiate

Gain consensus and commitment from others, and resolve issues and conflicts

- Influence others with a fair and considered approach and present persuasive counter-arguments
- Work towards mutually beneficial 'win-win' outcomes
- Show sensitivity and understanding in resolving acute and complex conflicts and differences
- Identify key stakeholders and gain their support in advance
- Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise
- Anticipate and minimise conflict within the organisation and with external stakeholders

Advanced



Plan and Prioritise

Plan to achieve priority outcomes and respond flexibly to changing circumstances

- Understand the links between the business unit, organisation and the whole-of-government agenda
- Ensure business plan goals are clear and appropriate and include contingency provisions
- Monitor the progress of initiatives and make necessary adjustments
- Anticipate and assess the impact of changes, including government policy and economic conditions, on business plans and initiatives and respond appropriately
- Consider the implications of a wide range of complex issues and shift business priorities when necessary
- Undertake planning to help the organisation transition through change initiatives, and evaluate progress and outcomes to inform future planning

Advanced



Think and Solve Problems

Think, analyse and consider the broader context to develop practical solutions

- Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues
- Work through issues, weigh up alternatives and identify the most effective solutions in collaboration with others
- Take account of the wider business context when considering options to resolve issues
- Explore a range of possibilities and creative alternatives to contribute to system, process and business improvements
- Implement systems and processes that are underpinned by high-quality research and analysis
- Look for opportunities to design innovative solutions to meet user needs and service demands
- Evaluate the performance and effectiveness of services, policies and programs against clear criteria

Advanced

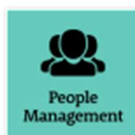


Project Management

Understand and apply effective planning, coordination and control methods

- Prepare and review project scope and business cases for projects with multiple interdependencies
- Access key subject-matter experts' knowledge to inform project plans and directions
- Design and implement effective stakeholder engagement and communications strategies for all project stages
- Monitor project completion and implement effective and rigorous project evaluation methodologies to inform future planning
- Develop effective strategies to remedy variances from project plans and minimise impact
- Manage transitions between project stages and ensure that changes are consistent with organisational goals
- Participate in governance processes such as project steering groups

Advanced

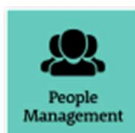


Optimise Business Outcomes

Manage people and resources effectively to achieve public value

- Initiate and develop longer-term goals and plans to guide the work of the team in line with organisational objectives
- Allocate resources to ensure the achievement of business outcomes and contribute to wider workforce planning
- When planning resources, implement processes that encourage the attraction and retention of people of diverse cultures, backgrounds and experiences
- Ensure that team members base their decisions on a sound understanding of business and risk management principles, applied in a public sector context
- Monitor performance against standards and take timely corrective actions
- Keep others informed about progress and performance outcomes

Adept



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









Complementary capabilities

Complementary capabilities are also identified from the Capability Framework and relevant occupation-specific capability sets. They are important to identifying performance required for the role and development opportunities.

Note: capabilities listed as 'not essential' for this role are not relevant for recruitment purposes however may be relevant for future career development.

Capability group/sets	Capability name	Description	Level
	Display Resilience and Courage	Be open and honest, prepared to express your views, and willing to accept and commit to change	Adept
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Work Collaboratively	Collaborate with others and value their contribution	Adept
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Demonstrate Accountability	Be proactive and responsible for own actions, and adhere to legislation, policy and guidelines	Adept
	Finance	Understand and apply financial processes to achieve value for money and minimise financial risk	Intermediate
	Technology	Understand and use available technologies to maximise efficiencies and effectiveness	Intermediate
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Manage and Develop People	Engage and motivate staff, and develop capability and potential in others	Adept
	Inspire Direction and Purpose	Communicate goals, priorities and vision, and recognise achievements	Adept

Occupational Specific Complimentary Capabilities

Capability group/sets	Capability name	Description	Level
	Statutory Interpretation	Interpret legislation, subordinate legislation and instruments in accordance with legislation and accepted legal principles	Level 2
	Legal Research	Undertake legal research	Level 3
	Legal Advice	Provide quality independent legal advice and explanation of legal issues	Level 3
	Legal drafting	Prepare legal documents to achieve client outcomes	Level 2
	Litigation and Dispute Resolution	Litigate and resolve disputes effectively in relevant forums and jurisdictions	Level 2
	Prosecution	Prosecute offences in accordance with the relevant law, conduct rules and prosecutorial standards	N/A
	Advocacy	Act as an effective and ethical advocate	N/A
	Legislative Development and Drafting	Provide legal services relating to legislative proposals and legislative drafting	N/A