

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	Executive/Corporate Services
Classification/Grade/Band	PSSE Band 2
Senior Executive Work Level Standards	Work Contribution Stream: Professional/Technical/Specialist
ANZSCO Code	132211
PCAT Code	3123792
Date of Approval	8 September 2020
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 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

The primary purpose of the role is to lead Legal Aid NSW Corporate and Grants services including Finance, Information Technology, Human Resources, business reporting and planning. The primary purpose is to ensure that these services are client focused, integrated and operating efficiently. The role is also the principal contact between Legal Aid and the broader Stronger Communities Cluster on issues of corporate support, Human Resources, Shared Services, Information technology and Finance.

The position is also the Chief Finance Officer for Legal Aid NSW and is responsible for liaising and reporting to NSW Treasury and the Department of Communities and Justice on budget related matters.

Key accountabilities

- Oversees the development and implementation of all business and corporate services functions including Finance, IT, Human Resources and Grants under the Legal Aid NSW Strategic Plan
Lead the development and implementation of budgeting and financial strategy that supports the delivery of the Strategic plan.

- Provides key financial advice to the CEO, executive and Audit and Risk Committee on delivering on budget services.
- Ensures all corporate and grant services are delivering high quality services to clients and are operating as efficiently as possible
- Ensure that both financial, HR and operational data and insight is provided to the CEO, Board and the Executive on the performance of Legal Aid NSW
- Implement and administer effective accounting systems (including the SAP system), to ensure the integrity of data is maintained and that transaction recording, internal controls and reporting meet accounting and Human Resources standards; relevant legislation; government and audit requirements.
- Ensure the provision of accurate and timely information on the annual capital program, including budgeting and monitoring performance against budget.
- Ensure the delivery of annual, independently audited statutory financial statements.
- Represent, and negotiate effective outcomes on behalf of, Legal Aid NSW with the and with other external agencies, including NSW Treasury, NSW Audit Office, The Department of Communities and Justice, Commonwealth agencies and with other government and non-government agencies.

Key challenges

- Identification of issues concerning improvements to financial systems and processes
- Ensuring client focused efficient services
- Balancing operational, financial, human resources and administrative matters across corporate services and allocation of resources across them to ensure that agreed priorities are progressed and that existing and new priorities are responded to.

Key relationships

Who	Why
Internal	
CEO	<ul style="list-style-type: none"> • Receive guidance, exchange information and provide timely, expert, strategic advice and counsel to the CEO on all aspects of corporate and financial matters.
Executive team and senior managers	<ul style="list-style-type: none"> • Provide timely, expert, strategic advice, information and counsel to Executives and senior managers on all aspects of financial matters.
Audit and Risk Committee and Board	<ul style="list-style-type: none"> • Provide timely, expert, strategic advice, information and counsel to senior executives on all aspects of corporate and financial matters.
Corporate service and grants teams	<ul style="list-style-type: none"> • Lead, develop and coach reporting staff, determine operational priorities, monitor and review work performance, provide leadership and guidance and promote learning and development opportunities
All Legal Aid staff	<ul style="list-style-type: none"> • Develop, negotiate and implement corporate and financial policy across the organisation.
External	
NSW Treasury, Commonwealth agencies and Law Society Public Purpose Fund	<ul style="list-style-type: none"> • Negotiate forward years funding, budgets, savings, and reporting.
NSW Audit Office	<ul style="list-style-type: none"> • Provide formatted, early close, draft and final financial statements. Negotiate adjustments and policy interpretation.

Who	Why
Stronger Communities Cluster	<ul style="list-style-type: none"> Negotiate funding and savings, Treasury bid prioritisation corporate service delivery. Discuss shared corporate service opportunities Provide information and reports and participate as a member of the cluster Finance Leadership Team.
Internal Audit providers	<ul style="list-style-type: none"> Negotiate scope and participate in, respond to queries and provide information and reports for financial audits.

Role dimensions

Decision making

The role sets both Corporate Services and financial strategies, by directing and allocating priorities and resources across the Corporate and Grants Divisions. The role is a member of the Executive Leadership team and contributes to organisational decision making, planning and continual improvement.

The role is fully accountable for the quality, integrity and validity of information and advice provided. The role is required to manage the Legal Aid NSW financial relationship with Treasury and consult directly with senior Treasury Officials on matters affecting Legal Aid NSW budget.

Reporting line

CEO

Direct reports

- Director HR
- Director IT
- Director Grants
- Manager Business reporting
- Manager Management Accounting
- Manager Financial Accounting
- Systems Accountant
- Procurement Officer

Budget/Expenditure

Staffing and Budget

Reporting Directly: 8

The position is responsible for the budget of Legal Aid NSW of approximately \$358M, including a capital budget of \$5M.

Essential requirements

Relevant professional qualifications and full membership of a recognised professional accounting body such as the Chartered Accountants Australia and New Zealand or CPA Australia






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


This role also utilises an [occupation specific capability set](#).

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


Finance Professionals Capability Set

Capability Group	Capability Name	Level
	Financial Strategy, Governance and Risk Management	Level 5
	Financial Accounting and Statutory Reporting	Level 5
	Management Accounting	Level 5
	Audit and Assurance	Level 5
	Taxation	Level 5
	Finance Business Partnering	Level 5

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Capability Set	Skill	Level
	IT Governance	Level 7
	IT Management	Level 7

Human Resources Professionals Capability Set

Capability Group	Capability Name	Level
	Workforce Strategy	Level 4
	Organisational Culture	Level 4

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 Act with Integrity	Advanced	<ul style="list-style-type: none"> Model the highest standards of ethical behaviour and reinforce them in others Represent the organisation in an honest, ethical and professional way and set an example for others to follow Ensure that others have a working understanding of the legislation and policy framework within which they operate Promote a culture of integrity and professionalism within the organisation and in dealings external to government Monitor ethical practices, standards and systems and reinforce their use Act on reported breaches of rules, policies and guidelines

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
Relationships Influence and Negotiate	Highly Advanced	<ul style="list-style-type: none"> • Engage in a range of approaches to generate solutions, seeking expert inputs and advice to inform negotiating strategy • Use sound arguments, strong evidence, and expert opinion to influence outcomes • Determine and communicate the organisation's position and bargaining strategy • Represent the organisation in critical negotiations, including those that are cross-jurisdictional, achieving effective solutions in challenging relationships, ambiguous and conflicting positions • Pre-empt and avoid conflict across organisations and with senior internal and external stakeholders • Identify contentious issues, direct discussion and debate, and steer parties towards an effective resolution
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 Finance	Highly Advanced	<ul style="list-style-type: none"> • Apply strategic management of financial and budgetary compliance and governance responsibilities within the organisation • Define organisational directions and set priorities and business plans with reference to key financial indicators • Anticipate operational and capital needs, and identify the most appropriate financing and funding strategies to meet them, through direct provision or purchase of services • Ensure that the organisation informs strategic decisions with appropriate advice from finance professionals • Establish effective governance to ensure the ethical and honest use of financial resources across the organisation • Actively pursue financial risk minimisation strategies, plans and outcomes for the organisation
People Management Manage and Develop People	Advanced	<ul style="list-style-type: none"> • Refine roles and responsibilities over time to achieve better business outcomes • Recognise talent, develop team capability and undertake succession planning

NSW Public Sector Capability Framework

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Coach and mentor staff and encourage professional development and continuous learning Provide timely, constructive and objective feedback to staff Address and resolve team and individual performance issues, including serious unsatisfactory performance, in a timely and effective way Implement performance development frameworks to align workforce capability with the organisation's current and future priorities and objectives
People Management Manage Reform and Change	Advanced	<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

Finance Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Finance Financial Accounting and Statutory Reporting	Level 5	<ul style="list-style-type: none"> Promote the role of exemplary financial management and its impact on organisational effectiveness, and provide influential expert financial advice Assess financial statements, review financial reports and evaluate outcomes of alternative business strategies, making recommendations to the Executive team Promote the criticality of effective financial performance, identify areas where finance can contribute to the organisation's aims and implement strategies to realise these benefits Authorise changes to organisational financial accounting policies and procedures Represent the organisation with external parties, including negotiations with regulators and auditors or financial institutions Develop strategic financial reports that support the provision of clear, concise, transparent explanations of financial performance to external stakeholders and links to operational performance
Finance Audit and Assurance	Level 5	<ul style="list-style-type: none"> Provide strategic advice to senior management, Audit Committee and the Board, of the findings, recommendations, possible management responses and results of follow-up of audits

Finance Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<ul style="list-style-type: none"> Advise Audit & Risk Committee on currency of Audit Charter, goals and priorities and support its determinations and activities Provide professional leadership and take ownership of audit, compliance and financial risk management assurance and compliance practices for the organisation Provide expert advice and recommendations to assist organisation leadership to develop and implement financial risk management plans and strategies across the organisation

Occupation specific capability set (Skills Framework for the Information Age – SFIA)

Skill	Level	Behavioural Indicators
SFIA IT Management	Level 7	<ul style="list-style-type: none"> Sets strategy for management of technology resources, including corporate telecommunications functions, and promotes the opportunities that technology presents to the employing organisation, including the feasibility of change and its likely impact upon the business. Authorises allocation of resources for the planning, development and delivery of all information systems services and products. Responsible for IT governance. Authorises organisational policies governing the conduct of management of change initiatives and standards of professional conduct. Maintains an overview of the contribution of programmes to organisational success. Inspires creativity and flexibility in the management and application of IT. Sets strategy for monitoring and managing the performance of IT-related systems and services, in respect of their contribution to business performance and benefits to the business.

HR Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
Human Resources Workforce Strategy	Level 4	<ul style="list-style-type: none"> Partner with senior leaders to define organisational strategy and long-term business outcomes, balancing workforce strategy with diverse and changing customer needs. Contribute expert advice and a sector-wide workforce planning and management perspective to organisation resource and budget planning. Contribute expert knowledge of service delivery models and labour market trends to leadership discussions on workforce

HR Professionals Capability Set

Group and Capability	Level	Behavioural Indicators
		<p>strategies, based on a concept of workforce management that includes direct employment, contractors, consultants, and external service providers.</p> <ul style="list-style-type: none">• Partner with senior leaders to analyse business directions and establish practical long term capability-based workforce strategies to enable achievement of business goals.• Promote an organisation-wide understanding of workforce management as a flexible, integrated set of tailored strategies, processes and tools adjusted over time to reflect changing needs and priorities.• Contribute strategic and expert advice to senior leaders on change management strategies to support effective organisational transition to new business priorities or models.• Partner with senior leaders to create a compelling narrative for change and to lead and influence change activities across the organisation.• Commission evidence-based evaluations of the efficiency and effectiveness of the organisation's workforce strategies in achieving business outcomes to confirm direction and determine necessary adjustments.