

Role Description

MANAGER, (CLSD)

Cluster	Stronger Communities
Agency	Legal Aid NSW
Division/Branch/Unit	CLSD
Location	Central Sydney
Classification/Grade/Band	Clerk grade 11/12
ANZSCO Code	132411
PCAT Code	3119192
Date of Approval	31 March 2014 Reviewed 25 July 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 two satellite offices at Bourke and Walgett 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 representation, 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 Cooperative Legal Service Delivery (CLSD) Program is a regionally-based approach to legal service delivery that aims to improve access to legal services in regional areas of NSW. It does this by building local partnerships between legal and related non-legal agencies in regional NSW.

The CLSD Program aims to improve access to legal services by coordinating services delivered by regional legal and related human service providers in a way that meets the needs of individual clients and communities, while making the best use of available resources.

The Manager, Cooperative Legal Service Delivery is responsible for managing the program in 12 regions of New South Wales.

The objectives of the Regional Outreach Clinic Program (ROCP) are to provide regular face to face advice and minor assistance to clients experiencing disadvantage in regional, rural and remote areas of NSW and to facilitate access to grants of aid. ROCP services are part of a flexible suite of Legal Aid NSW services provided by in-house and external legal practitioners, are located in areas identified as high need, are located where it may not be feasible to provide in-house services; and complement in-house services.

The Manager, Regional Outreach Clinic Program is responsible for managing the program which currently consists of clinic in 11 locations in regional and remote NSW.

Key accountabilities

- develop and maintain effective and cooperative relationships with regional service providers and private/pro bono law firms to facilitate the operation of the Programs;
- provide leadership in the development of a coordinated, holistic approach to service delivery in regional NSW;
- develop and assist regional partners to adopt a collaborative and evidence-based approach to legal service development, planning and delivery;
- develop, implement, monitor and evaluate, in conjunction with relevant regional agencies, coordinated plans and strategies to address identified and emerging unmet legal need;
- develop and maintain effective procedures for the coordination and sharing of planning and demographic data, staff training and development and funding of projects;
- provide strategic advice and information to Legal Aid NSW and external stakeholders on regional and cross-regional issues and projects;
- monitor, evaluate and report on the operational and strategic effectiveness of the Programs and make necessary adjustments to ensure continuous improvement;
- identify and respond to emerging trends and unmet legal needs in a way that influences and leverages effective, cross-sector action.

Key challenges

- The Manager CLSD and ROCP Programs will be required to exercise high level judgment and strategic leadership and bring strong creativity to the planning, development and delivery of legal services in regional NSW by bringing together Government, community and private lawyers and human service agencies into collaborative partnerships. The position holder will need to clearly articulate the aims and benefits of the Programs to regional service providers and secure the participation of agencies in the Programs.
- The effectiveness of the position will depend substantially on the position holder's capacity to influence the strategic thinking of legal service providers, to facilitate cooperative planning processes, and to manage cultural change process across the service delivery area. Managing relationships and collaborations between external regional service providers, internal Legal Aid NSW practice divisions and other external stakeholders in the context of potentially conflicting priorities will require a combination of sensitivity, insight, sound judgment, diplomacy and persuasive leadership.
- The position holder will be required to engage and negotiate with stakeholders on strategic issues and facilitate opportunities to leverage, develop and implement whole-of-government and cross-jurisdictional collaborations. The effectiveness of this will depend on the position holder's capacity to identify, assess and influence opportunities to align service delivery to better meet client need.

Key relationships

Who	Why
Internal	
Executive Director	Inform and advise on developments, provide reports

Who	Why
All Practice Divisions	To inform and disseminate information on identified and emerging unmet legal needs in disadvantaged areas of regional and remote NSW and leverage opportunities for internal collaboration and equity of service delivery across NSW
Manager, Legal Services Development	To identify opportunities to work internally to develop service initiatives based on identified unmet legal need
External	
<ul style="list-style-type: none"> keeping agencies up to date on new initiatives in the legal services sector. NSW Legal Assistance Forum Steering Committees 	<p>best practice in coordinated legal service delivery and referrals between legal, quasi-legal and non—legal service providers</p> <p>to disseminate intelligence on emerging issues and trends and facilitate cross-sector solutions</p> <p>as required</p>

Role dimensions

Decision making

The role operates with autonomy in relation to day-to-day priorities and the coordination of work and resources.

Reporting line

Executive Director Client Service and Public Engagement

Direct reports

1 x Program Coordinator

Budget/Expenditure

Nil

Essential requirements

- Must hold valid NSW drivers license and the ability for remote travel

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
 Personal Attributes	Value Diversity and Inclusion Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	<ul style="list-style-type: none"> Encourage and include diverse perspectives in the development of policies and strategies Take advantage of diverse views and perspectives to develop new approaches to delivering outcomes Build and monitor a workplace culture that enables diversity and fair and inclusive practices Implement practices and systems to ensure that individuals can participate to their fullest ability Recognise the value of individual differences to support broader organisational strategies Address non-inclusive behaviours, practices and attitudes within the organisation Champion the business benefits generated by workforce diversity and inclusive practices 	Advanced
 Relationships	Work Collaboratively Collaborate with others and value their contribution	<ul style="list-style-type: none"> Recognise outcomes achieved through effective collaboration between teams Build cooperation and overcome barriers to information sharing, communication and collaboration across the organisation and across government Facilitate opportunities to engage and collaborate with stakeholders to develop joint solutions Network extensively across government and organisations to increase collaboration Encourage others to use appropriate collaboration approaches and tools, including digital technologies 	Advanced

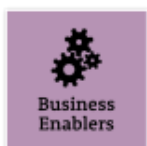


Plan and Prioritise

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

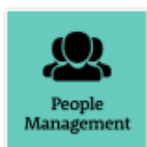


Project Management

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












- Engage in strategic and operational workforce planning that effectively uses organisational resources to achieve business goals
- Resolve any barriers to recruiting and retaining people of diverse cultures, backgrounds and experiences
- Encourage team members to take calculated risks to support innovation and improvement
- Align systems and processes to encourage improved performance and outcomes





Advanced

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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
	Act with Integrity	Be ethical and professional, and uphold and promote the public sector values	Adept
	Manage Self	Show drive and motivation, an ability to self-reflect and a commitment to learning	Adept
	Communicate Effectively	Communicate clearly, actively listen to others, and respond with understanding and respect	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	Adept
	Influence and Negotiate	Gain consensus and commitment from others, and resolve issues and conflicts	Advanced
	Deliver Results	Achieve results through the efficient use of resources and a commitment to quality outcomes	Adept
	Think and Solve Problems	Think, analyse and consider the broader context to develop practical solutions	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	Adept
	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
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	Adept