

Role Description

Practice Manager (Family Law)

Role Description Fields	Details
Cluster	Stronger Communities
Department/Agency	Legal Aid NSW
Division/Branch/Unit	Family Law Division
Classification/Grade/Band	Legal Officer Grade V
Senior executive work level standards	Not Applicable
ANZSCO Code	271311
PCAT Code	1118192
Date of Approval	9 December 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 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, 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 information, legal advice, 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

Promote effective communication between family law staff in metropolitan and regional offices, Associate Directors (if relevant), and family law executive to achieve Legal Aid NSW service delivery goals.

Advise on and co-ordinate the effective planning and management of the resources of Legal Aid NSW across the allocated regional area, to meet client needs and deliver quality and consistent services in accordance with the organisation's policies and standards.

Key accountabilities

- Provide high quality legal advice, representation and advocacy services in family law and care and protection matters in accordance with legislation and Legal Aid NSW policies, guidelines and practice standards, including advice, duty lawyer services, conducting more complex litigation (including child representation) and determine applications for Legal Aid under delegated authority and consistent with the legal Aid Commission Act, policy and guidelines and/or submitting the applications for Legal Aid for determination by a Grants Officer or Grants Legal Officer.

- Manage, support and lead the legal staff in the family law division in the allocated regional area to ensure high quality, efficient and effective legal services in accordance with the Family Law Division Blueprint, divisional plans and strategic directions, including managing staff induction, development, and wellbeing.
- Develop and maintain effective communication within the family law division so that all staff are aware of key corporate requirements and priorities, reforms and initiatives.
- Coordinate professional staffing, assist with recruitment and make recommendations as to the placement of relief staff and advocate for resources and workload issues in allocated regional area.
- Ensure legal services provided by the family law division across the allocated regional area are consistent with performance indicators, targets and outcomes identified in the corporate and business/program plans.
- Implement best practice legal standards and sound management practices in the family law division to maximise outcomes for Legal Aid NSW's target groups across allocated regional area.
- Provide specialist advice about legal developments in allocated regional area and contribute to the initiation, coordination and undertaking of related law and policy reform initiatives that impact upon regional practices.
- Develop, implement and maintain key internal and external stakeholder relationships to keep abreast of legal developments and community needs.

Key challenges

- Ensuring services, strategies and policies are developed, implemented and managed in a uniform fashion across the allocated region.
- Ensuring adequate resources are provided to and co-ordinated across the regional offices in the allocated area according to their needs and within financial limits and managed efficiently.
- Managing a high volume and/or complex practice of family law and care and protection matters with autonomy, whilst managing and guiding other team members and providing a strong relationship/providing advice to the Associate Directors (if relevant) and Family Law Executive

Key relationships

Internal

Who	Why
Associate Director	• Information and guidance
Senior Solicitors - Practice area	• Resource allocation

External

Who	Why
Barristers and private practitioners	• Instructions in legal matters

Role dimensions

Decision making

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

Reporting line

Associate Director
Executive Director, Family Law

Direct reports

Senior Family Law solicitors in allocated area

Budget/Expenditure

n/a

Essential requirements

- Legal Qualifications
- Practising Certificate
- Working with Children Check
- Valid Driver Licence and/or capacity to travel regularly, and to regional and remote areas

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.

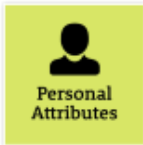
The capabilities are separated into focus capabilities and complementary capabilities

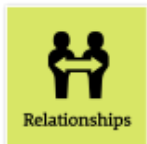
Focus capabilities

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
	Display Resilience and Courage Be open and honest, prepared to express your views, and willing to accept and commit to change	• Be flexible, show initiative and respond quickly when situations change • Give frank and honest feedback and advice • Listen when ideas are challenged, seek to understand the nature of the comment and respond appropriately • Raise and work through challenging issues and seek alternatives • Remain composed and calm under pressure and in challenging situations	Adept

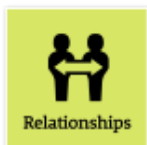


Communicate Effectively

Communicate clearly, actively listen to others, and respond with understanding and respect

- Present with credibility, engage diverse audiences and test levels of understanding
- Translate technical and complex information clearly and concisely for diverse audiences
- Create opportunities for others to contribute to discussion and debate
- Contribute to and promote information sharing across the organisation
- Manage complex communications that involve understanding and responding to multiple and divergent viewpoints
- 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

Advanced



Influence and Negotiate

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

- Negotiate from an informed and credible position
- Lead and facilitate productive discussions with staff and stakeholders
- Encourage others to talk, share and debate ideas to achieve a consensus
- Recognise diverse perspectives and the need for compromise in negotiating mutually agreed outcomes
- Influence others with a fair and considered approach and sound arguments
- Show sensitivity and understanding in resolving conflicts and differences
- Manage challenging relationships with internal and external stakeholders
- Anticipate and minimise conflict

Adept



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

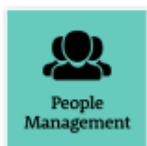


Technology

Understand and use available technologies to maximise efficiencies and effectiveness

- Demonstrate a sound understanding of technology relevant to the work unit, and identify and select the most appropriate technology for assigned tasks
- Use available technology to improve individual performance and effectiveness
- Make effective use of records, information and knowledge management functions and systems
- Support the implementation of systems improvement initiatives, and the introduction and roll-out of new technologies

Intermediate



Manage and Develop People

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

- Define and clearly communicate roles, responsibilities and performance standards to achieve team outcomes
- Adjust performance development processes to meet the diverse abilities and needs of individuals and teams
- Develop work plans that consider capability, strengths and opportunities for development
- Be aware of the influences of bias when managing team members
- Seek feedback on own management capabilities and develop strategies to address any gaps
- Address and resolve team and individual performance issues, including unsatisfactory performance, in a timely and effective way
- Monitor and report on team performance in line with established performance development frameworks

Adept



Inspire Direction and Purpose

Communicate goals, priorities and vision, and recognise achievements

- Promote a sense of purpose and enable others to understand the links between government policy, organisational goals and public value
 - Build a shared sense of direction, clarify priorities and goals, and inspire others to achieve these
 - Work with others to translate strategic direction into operational goals and build a shared understanding of the link between these and core business outcomes
 - Create opportunities for recognising and celebrating high performance at the individual and team level
 - Instil confidence, and cultivate an attitude of openness and curiosity in tackling future challenges
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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
	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
	Value Diversity and Inclusion	Demonstrate inclusive behaviour and show respect for diverse backgrounds, experiences and perspectives	Adept
	Commit to Customer Service	Provide customer-focused services in line with public sector and organisational objectives	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
	Plan and Prioritise	Plan to achieve priority outcomes and respond flexibly to changing circumstances	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
	Procurement and Contract Management	Understand and apply procurement processes to ensure effective purchasing and contract performance	Intermediate
	Project Management	Understand and apply effective planning, coordination and control methods	Intermediate
	Optimise Business Outcomes	Manage people and resources effectively to achieve public value	Adept
	Manage Reform and Change	Support, promote and champion change, and assist others to engage with change	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 1
	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 3
	Advocacy	Act as an effective and ethical advocate	Level 2