



ALS

Aboriginal Legal Service (NSW/ACT) Limited

CHIEF OPERATING OFFICER

HEAD OFFICE

SYDNEY

This is an Aboriginal/Torres Strait Islander identified position which is a genuine occupational qualification and is authorized under section 14(d) of the Anti-Discrimination Act 1977

We require a copy of your CV, responses to the selection criteria, plus a copy of your current valid driver licence.

Note attachment "Restructure Organisation Chart July 2017 "

Applications close 23 rd August 2017

Applications to:

Ms Jennifer Ledingham
Human Resources Manager
Aboriginal Legal Service (NSW/ACT) Limited
Jennifer.ledingham@alsnswact.org.au
Ph 02 83036699

CHIEF OPERATING OFFICER

ORGANISATIONAL ENVIRONMENT

The Aboriginal Legal Service NSW/ACT Limited (ALS) is an Aboriginal non-government public company and registered charity. It is primarily funded by the Australian Government Attorney-General's department and managed by an Aboriginal Board and governed by the ALS Company. The Company consists of thirty Aboriginal people from NSW and ACT and Company members are elected for three-year terms and represent their community.

The ALS is one of the largest Aboriginal legal practices delivering legal services to Aboriginal people in Australia. With over 200 staff, we provide information and referral, legal advice and court representation in criminal law, family law and care and protection law to Aboriginal men, women and children in 22 offices across urban, regional and remote NSW and ACT.

The ALS aims to provide culturally appropriate information and referral, legal advice and court representation to Aboriginal and Torres Strait Islander men, women and children in NSW and ACT. We assist in criminal law, children's' care and protection law, and family law and we provide information and referral for civil law matters. We also assist with community legal education, custody notification and prisoner through-care in the ACT and tenancy advocacy.

The ALS is committed to achieving justice for Aboriginal people and the Aboriginal community. This is achieved by: ensuring the ALS remains committed to being community focussed; being fearless in our advocacy; accountable and ethical and aiming to make a difference to create better futures; while also acknowledging and respecting Aboriginal traditional values and cultural practices.

The key programs and services provided by the ALS include:

- Legal advice and referral for clients;
- Duty lawyer service in specified court locations;
- Criminal law advice and litigation;
- Care and protection law advice and litigation;
- Family law advice and litigation;
- Custody Notification Scheme;
- Work and development orders information and referrals;
- Civil Law information and referrals;
- Policy reform initiatives;
- Community Legal Education and Outreach;
- Community Justice Program (Australian Capital Territory);
 - Prisoner Through Care
 - Interview Friends
 - Galambany Circle Sentencing Support.
- Royal Commission Into Institutional Responses to Child Sexual Abuse information & referrals;
- Cooperative Service Delivery;
- Auspicing of Justice Reinvest NSW
- Aboriginal Tenancy Service.

If you would like more information about the ALS, visit our website at www.alsnswact.org.au.

PRIMARY OBJECTIVE OF THE ROLE

The Chief Operating Officer (COO) provides high level operational, administrative, policy and strategic advice to the CEO and Board about the business operations and delivery of service of the organisation.

The COO undertakes a critical role in ensuring the successful operation of ALS to meet the business compliance expectations of the ALS Board and stakeholders. In this capacity, the position holder is a pivotal member of the ALS Executive Group responsible for advising and contributing to making sound strategic business decisions.

The position holder will lead and drive the transformation of a shared services model across Finance, Information Technology, Media, People Employment, Office Services, Board Support, Governance, Community Engagement and Programs.

REPORTING RELATIONSHIPS

The position reports directly to the Chief Executive Officer (CEO) and is an Executive member of the ALS responsible for advising and contributing to making sound strategic business decisions.

The positions directly reporting to it include Community Engagement Coordinators (3) Program Managers and the Unit heads of each of the Corporate Support Services.

KEY COMMUNICATIONS

This is a key executive position with the ALS and high level plain English written and oral communication and strategic skills are essential to meeting the requirements of the role, as well as a hands-on practical and flexible approach to problem solving.

Internal: The position holder will liaise closely with the Chief Executive Officer and Principal Legal Officer, other Senior Management, the Board and staff members on a day to day basis. Providing advice to all areas of the ALS on a comprehensive range of Corporate Services, Community Engagement and Programs related matters is a critical component of the position.

External: Externally the position holder will be required to establish and maintain relationships with State and Commonwealth agencies, Consultative Committees, Professional bodies. and a diverse range of stakeholders.

CHALLENGES

Major challenges faced by the position are:

- Meeting the demand to deliver adequate and culturally appropriate legal services, advice and support from a variety of ALS sources;
- Prioritising service provision commensurate with available resources and within time constraints;
- Maintaining focus on the legal, business and community responsibilities of the ALS;
- Maintaining an up to date knowledge and response to a diverse range of emerging legal and professional law related issues.
- Developing and implementing strong management practices within the Corporate Services Units and realigning transformation changes to meet the ALS strategic objectives.
- Assisting the Chief Executive Officer in providing leadership, strategic direction and management during organisational and constitutional change and review.
- Developing and maintaining relationships with government and non-government agencies, groups and stakeholders
- Actively engaging in high-level public policy development and advocacy work, which includes working in a complex Government reporting environment,

DECISION MAKING

The COO is required to act independently in the provision of advice to ALS.

The position holder will be required to consult with the Chief Executive Officer and other Senior Management in the identification of all options available to ALS and decisions on these matters are then to be made by the CEO and/or Board as appropriate.

The position holder exercises a range of administrative delegations.

The position holder oversees the ALS organisational budget and corporate planning and reporting, and manages the relevant divisional budget.

MAJOR ACCOUNTABILITIES

- Provide high level advice to the CEO and Board on the efficient and effective operation of the ALS, including financial stewardship, people management, policy and programs delivery, corporate systems, media and communications
- Provide high level strategic advice to the CEO, Executive and Board including detailing options and recommendations;
- Lead, Manage and oversee the Community Engagement Coordination, Corporate Business Services Units and Programs;
- Ensure the lawful achievement of ALS core business objectives to the highest standards of probity and efficiency, and with due reference to the interests of all stakeholders;
- Provide considered, independent, balanced and professional executive business advice;
- Lead in the development and analysis of strategic/business matters and policy/submission development;
- Work together with Senior Management, Senior Legal practitioners and Community Engagement Coordinators in the provision of corporate services;
- Represent the ALS at forums, meetings, community consultations and meetings with State and Federal jurisdictions/agencies.
- Interact with third party stakeholders and/or their legal representatives and take a lead role in representing and presenting the ALS position;
- Ensure all policies and practices are ethical and comply with the ALS's policies and workplace health and safety legislation and promote the establishment of equal employment and access in accordance with agreed statutory policy;

KNOWLEDGE, SKILLS AND EXPERIENCE REQUIRED

Essential Criteria

- Aboriginality - this is an identified position under Section 14 (d) of the *Anti-Discrimination Act, 1977*.
- Knowledge and appreciation of the cultural and social needs of Aboriginal people combined with continuing respect and support for Aboriginal cultural practices in dealing with clients, their families, communities and staff.
- Proven ability to lead and manage diverse teams across several business areas, develop and implement continuous improvement services and programs within a legal practice service and delivery environment.
- Highly developed leadership, management, interpersonal, influencing, communication, negotiation and people management skills and excellent oral and written communication skills.
- Demonstrated executive experience and capacity to effectively work and advise a CEO and an elected Board.
- Strong administrative skills and an in-depth understanding of corporate services, including financial stewardship, people management, policy and program administration

- In-depth knowledge of relevant legislation, statutory and business obligations and executive level competencies in policy development.
- Ability to work independently, to apply sound judgment when dealing with matters and experience in continuous improvement and delivery of customer service.
- Experience in public administration, working in a complex operating environment and interacting with Government and statutory bodies.
- Strong business and legal service delivery acumen and experience, together with high level conceptual and analytical skills.
- Demonstrated commitment to the effective implementation of Workplace Health & Safety and Ethical and Diversity practices in the workplace

Desirable Criteria

- Current valid unrestricted NSW Driver's licence and a willingness to drive in metropolitan and country locations, travel intrastate and stay overnight or longer.

ALL STAFF NOTICE—FUTURE DIRECTIONS

Hello all

The ALS NSW/ACT Board met in Sydney on Friday 26 - Saturday 27 May 2017.

As previously advised, one of the items on the Agenda was the future direction of our organisation.

The Board has approved a new organisational structure, to be implemented progressively over the next 12 months and endorsed the need to improve pay and conditions for solicitors, field officers and administrative staff.

The Board also endorsed updated operating arrangements, including a reduction in some Court and Circuit services and a move away from single-solicitor offices.

In relation to improving staff pay and conditions, the Board endorsed the development of an Enterprise Agreement and a comprehensive Remuneration Policy.

Organisation structure

The ALS exists to deliver high quality legal advice and services for Aboriginal people in NSW and ACT who encounter the justice system or family, care and protection. The first priority of the proposed new structure is to make sure that our professional services are well managed, efficient and that we have the maximum impact for our clients.

The new structure groups the Practice areas under a Principal Legal Officer (PLO), supported by two Principal Solicitors (PS)—one for Crime and one for Family/Care & Protection. Sitting under the PS Crime will be two Deputies and 10 Managing Solicitors, based in the cluster locations identified on the attached **Organisation Chart**.

Administrative areas are grouped under a new Chief Operating Officer (COO) position, which amalgamates responsibility for Finance, Human Resources, Information Technology, Office Services, Board support, Governance, Media, Community Engagement and Policy.

The advantage of this new approach to administration is that it clarifies reporting lines, provides better coverage of corporate services, focuses on engagement with communities and, importantly, starts to build our policy capabilities.

In the regions, three Community Engagement Coordinator positions will replace the existing Regional Manager positions. This will ensure a strong focus on engaging with our Aboriginal communities and providing better legal education, policy input and community forums, rather than duplicating management responsibilities.

This change in title and responsibilities can commence informally but will need to be supported by changes to the Company Constitution. More detailed position descriptions and appropriate remuneration will be determined over the course of the next 12 months.

The ACT Practice continues with current arrangements.

Key features

Key features of the organisation structure are:

- Two Divisions, headed up by a Chief Operating Officer and a Principal Legal Officer, both reporting to the Chief Executive Officer;
- Creation of three Community Engagement positions, to replace Regional Manager positions;
- Creation of two Principal Solicitor positions, one for Crime and one for Family/Care & Protection;
- Changing the nature and role of some positions and cutting some full-time positions across the organisation;

- Creating a new Policy Unit;
- Reassessing and adjusting service delivery levels, including ceasing or altering attendance at some Courts and Circuits;
- Closure of the Taree Office;
- Reduction in ongoing costs across all business units to create the flexibility to realign resources and meet the cost of salary increases.

Transition

The new structure will be introduced incrementally over 12 months, commencing 1 July 2017.

The restructure involves reallocating resources within the organisation. There will also be some changes in job design and these changes will be accompanied by a review of position descriptions. To minimise the impact on day to day operations, I have asked Mr David Rawson to work with the Senior Management Team (SMT) on the detail of the new arrangements and to develop a Transition Plan.

I have already implemented a freeze on recruitment and advertisement in advance of proposed changes.

Proposals to fill vacant positions will be considered on a case-by-case basis.

Staff members who are directly affected by the changes will be contacted over the coming weeks.

Advice to Stakeholders

We will be advising key stakeholders of the new arrangements over the coming weeks.

Lesley Turner
CEO
29 May 2017



ALS

Aboriginal Legal Service (NSW/ACT) Limited

Chief Operating Officer

(Identified Position)

- **Strategic and Business Advice**
- **Operational Management**
- **Executive Group Member**

For over 45 years, ALS has been providing professional and culturally appropriate legal services to Aboriginal and Torres Strait Islander men, women and children in NSW and ACT. Today, we are an established Aboriginal controlled community organisation with 22 offices and 185 staff working in urban, regional and remote NSW and ACT, towards improving justice outcomes for Aboriginal people in and outside the courtroom.

The ALS is now seeking to recruit for the position of Chief Operating Officer to provide high level operational, administrative, policy and strategic advice to the CEO and the Board about the business operations and delivery of service of the organisation.

The Chief Operating Officer (COO) undertakes a critical role in ensuring the successful operation of ALS to meet the business compliance expectations of the ALS Board and stakeholders. The COO is a pivotal member of the ALS Executive Group responsible for advising and contributing to making sound strategic business decisions providing high level management support to the Chief Executive Officer to ensure the Operational, Policy and Corporate/Business activities of ALS are conducted effectively and efficiently. This position will also lead and drive the transformation of a shared services model across Finance, Information Technology, Media, People Employment, Office Services, Board Support, Governance, Community Engagement and Programs.

High quality candidates will have an excellent understanding of issues affecting the provision of legal services to Aboriginal communities and sound judgement and problem solving in this sensitive environment. They will have successful organisational and business management experience, strong policy formulation and implementation experience, superior interpersonal and communication skills, and sound financial and business acumen.

An attractive remuneration, benefits and salary packaging options will be offered.

All enquiries to Jennifer Ledingham who will provide an information package including selection criteria and details on lodging applications. Phone 02 8303 6600 or email jennifer.ledingham@alsnswact.org.au. Information about the Aboriginal Legal Service NSW/ACT is available at www.alsnswact.org.au.

Application closing date midnight Wednesday 23rd August 2017

This role is an Aboriginal identified position as authorised by s14d of the Antidiscrimination Act 1977.

RESTRUCTURE ORGANISATION CHART

(July 2017)

