

POSITION DESCRIPTION

Head of Practice, Practice Integration Unit



Reporting to: Director Legal Services
Classification: MEA 7
Direct Reports: Practice Management & Improvement Manager
Senior Solicitor Client Access & Intake
Social Work Senior Manager

Women's Legal Centre

The Women's Legal Centre (WLC) is a specialist community legal centre. Our vision is that women are safe, strong and in control of their lives. Our mission is to use the legal system to improve women's lives and advance gender equality.

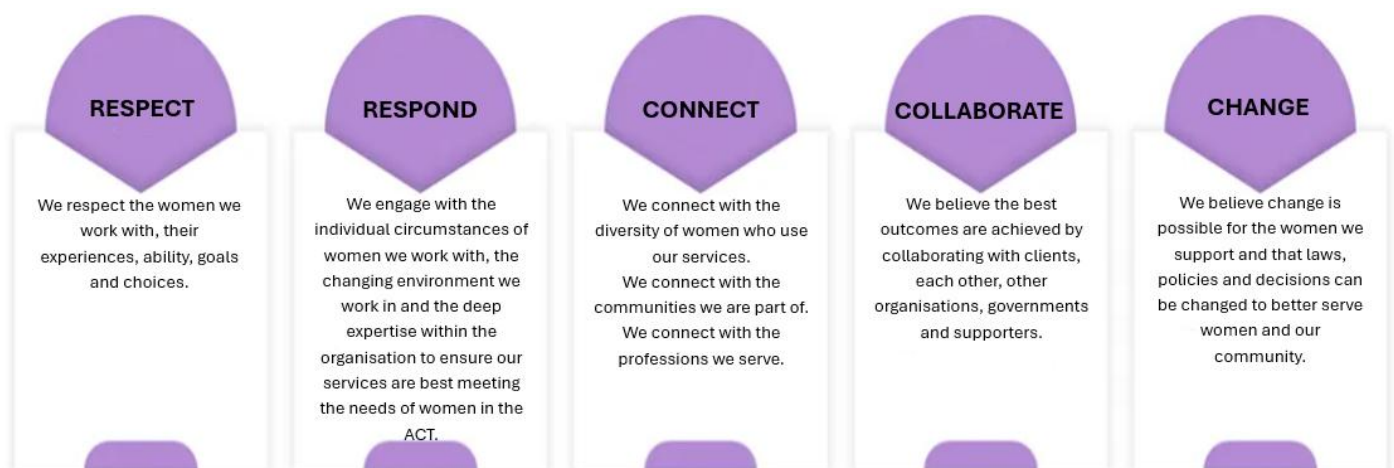
WLC provides assistance to women, trans and gender diverse people.

WLC's legal practice areas include Family Law, Employment, Discrimination and Sexual Harassment, Migration and the Sexual Violence Legal Service. WLC also includes the Mulleun Mura Access to Justice Program, which is a specialist program for First Nations women, led and delivered by First Nations women.

WLC provides legal assistance across the spectrum of need, including legal information and referral, legal advice and representation, and litigation. WLC works on the basis of an intersectional feminist philosophy, which includes a deep commitment to trauma-informed practice. To do this, we provide legal services within a multidisciplinary and integrated service model that incorporates social work, cultural supports and collaborative service models, to provide wrap-around support to the most at-risk clients. WLC also prioritises working in partnership and delivering services in collaboration with health and community-based services.

WLC is committed to building community capacity to understand and respond to gender-based violence and discrimination and to being a visible and strong advocate for accountability and structural reform. WLC provides expert input into law, policy development and reform, and builds capability within government and the wider community to achieve deeper systems and cultural change.

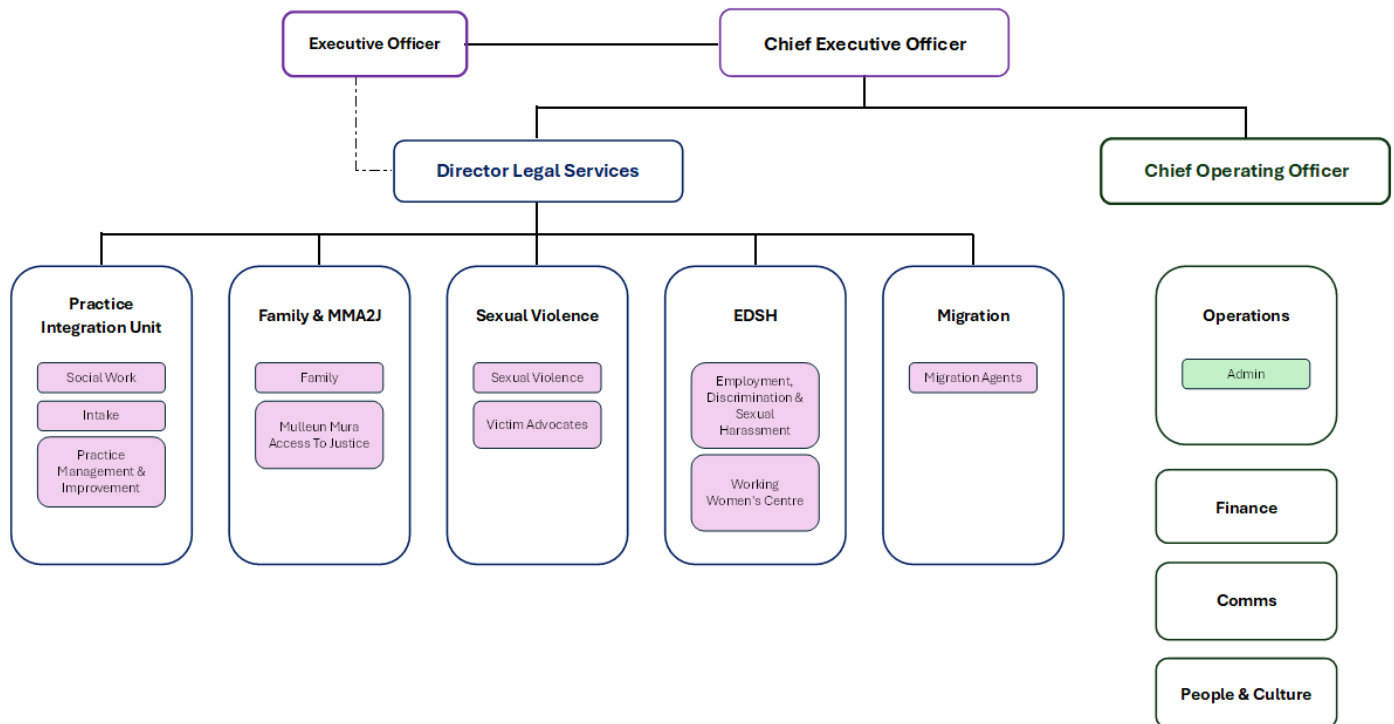
Organisational Values



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Organisational Structure



Practice Integration Unit

The Practice Integration Unit (PIU) sits at the centre of WLC's legal practice, leading the systems, capability, governance and improvement initiatives that support high-quality, client-centred legal services. Working across all practice areas, the unit helps shape how services are designed, delivered and continuously improved to ensure they are as effective, trauma-informed, culturally safe and responsive to the needs of our clients as we want them to be.

The PIU brings together responsibility for client access and intake, social work services, practice operations, service quality and client experience, complaints and feedback management, practice policies and procedures, workforce capability and training, practice modernisation, systems and AI, data and reporting, and service innovation. By connecting these functions across WLC, the Unit drives consistency, strengthens practice excellence, and supports the organisation to maximise its impact for clients and the community.

The PIU has three teams:

- Social Work team
- Client Access & Intake team
- Practice Management & Improvement team

Role Description

The Head of Practice is a senior leadership position and a member of WLC's Practice Management Team, working in close collaboration with the Director Legal Services and CEO and contributing to whole-of-organisation planning and decision making. The Head of Practice supports the Director Legal Services to manage WLC's obligations under the Risk Management Guide.

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The Head of Practice leads the Practice Integration Unit, including the Social Work, Client Access and Intake, and Practice Management and Improvement teams. The role is responsible for the effective operation of WLC's legal practice, practice improvement, service quality and client experience, including complaints and feedback, practice modernisation, systems and the uplift of AI and digital tools.

The Head of Practice is a designated Nominated Person in accordance with the National Association of Community Legal Centre's Risk Assessment Framework and will be responsible for the ongoing management, delivery and monitoring of the PIU team's performance and outcomes in line with WLC's Strategic Plan.

Practice Management, Service Quality and Client Experience

- Lead the day-to-day operation of WLC's legal practice, including practice systems, processes and workflows
- Lead practice improvement and service quality initiatives across all practice areas
- Oversee client experience, including client feedback mechanisms, and use insights to improve services
- Lead practice modernisation, including case management and other practice systems
- Lead the safe, ethical and effective uplift of AI and digital tools across the practice
- Manage the PIU budget and resources, and contribute to funding submissions and funder reporting
- Lead practice data, performance monitoring and reporting, including reporting to the Director Legal Services, CEO and Board
- Ensure consistent and reliable data collection across service areas, in line with WLC's Non-legal Data standards manual
- Lead organisation-wide change so that staff successfully adopt new systems, processes and ways of working
- Lead workforce planning and recruitment for the PIU
- Perform other duties within your capabilities as directed

Practice and Service Design and Delivery

- Oversee WLC's cross-practice enablement function, providing high-level coordination and advice across governance, planning and improvement capability
- Develop and deliver strategies to centralise functions that support the whole of WLC, with a focus on better systems, collaboration and consistency of governance, including but not limited to:
 - establishing effective internal partnerships across legal and allied professional functions
 - collaborative policy development
 - cross-disciplinary decision making
 - embedding integrated practice
 - clear structures, roles and accountabilities across the practice
 - effective allocation of resources across service areas
- Support the Director Legal Services to implement WLC's Risk Management Guide, including developing and implementing the strategies, processes and governance requirements it sets
- Monitor service models and practices across the PIU teams in delivering integrated services within a multidisciplinary legal service model
- Monitor and support teams' commitment to feminist and trauma-informed practice, ensuring it shapes both client work and internal practice

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Leadership, Supervision and Program Management

- Develop and manage the PIU practice and its systems to ensure legal and social work services align with WLC's practice model, organisational priorities, professional responsibilities and funding obligations
- Lead, manage and develop the PIU's managers and teams, including regular supervision, performance management and support for professional development and wellbeing
- Be accountable for WLC's intake, triage, eligibility, referral and waiting list processes, overseeing the Client Access and Intake team through its manager
- Collaborate and consult with the Director Legal Services and CEO to develop and implement strategic objectives of the practice and its projects, services, and partnerships in line with WLC's Strategic Plan; this includes identifying trends and gaps in practice and monitoring the external environment to inform ongoing direction
- Lead, participate in and facilitate reflective practice within the Practice

Stakeholder Engagement

- Represent WLC in public fora, media, and in the community and legal sectors to promote and utilise WLC's work and experience to improve outcomes for women and inform WLC's work
- Develop and manage relationships with external stakeholders to inform stakeholders of WLC's work, identify service gaps and create opportunities for collaboration to meet client need
- Develop and maintain productive collaborative relationships to increase WLC's accessibility and improve client service delivery, including managing partnerships in this space
- Engage with the sector to understand the service landscape, including referral pathways, demand and service gaps, and use this to inform WLC's intake, triage and eligibility settings

Organisational Responsibilities

- Work in alignment with WLC values and policies
- Participate in regular supervision and performance reviews
- Participate in reflective practice, clinical debriefing and other staff wellbeing and resilience initiatives
- Be responsible for applying WHS to daily tasks performed in the workplace, report all matters beyond your authority and take all practical measures to ensure that your workplace is safe and without risk to health or property
- Undertake ongoing professional development in consultation with supervisor
- Attend and participate in regular staff meetings, planning days and other organisational initiatives

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Position Requirements

The information below describes the capabilities that are required to perform the duties and responsibilities of the position.

Qualifications

1. Tertiary qualifications in a relevant area from a recognised institution
2. Current Working with Vulnerable People (WwVP) clearance

Professional / Technical / Behavioural Capabilities

1. Senior experience in practice management, service quality and improvement and client experience in a legal or community services setting
2. Demonstrated ability to shape and lead strategic thinking
3. Ability to achieve results
4. Proven senior leadership of managers and multidisciplinary teams
5. Personal drive and integrity
6. Ability to communicate with influence towards cultural and trauma-informed safety
7. Technical and digital literacy, including leading systems change
8. Demonstrated success leading organisational change
9. Understanding of social work practice and the ability to lead a social work team within a multidisciplinary legal service
10. Understanding of client access, intake and triage, including the ability to oversee accessible and consistent intake and referral processes

Desirable

1. Qualifications in social work, or experience leading or working closely with social work teams in a multidisciplinary service
2. Hold ACT Practicing Certificate
3. Experience leading digital transformation, practice modernisation or AI adoption

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Professional / Technical / Behaviour Capabilities Explanatory Notes

This attachment sets out the type of information we are looking for against each of the selection criteria listed above. You will see that under each selection criteria there is a list of bullet points which provides guidance on the types of things that are considered relevant against the criterion. Please note that you are not limited to the dot points provided and that you are not expected to address each dot point - they provide additional guidance only...

Senior experience in practice management, service quality and client experience

- lead the day-to-day operation of a legal or community services practice
- design and implement service quality and continuous improvement frameworks
- use client feedback, complaints and data to improve client experience
- manage budgets, resources and reporting obligations

Demonstrated ability to shape and lead strategic thinking

- actively support the goals and direction of the organisation
- clearly communicate goals and objectives to staff, colleagues, clients and/or stakeholders
- use your understanding of the work environment and objectives to consider how your work will impact on others
- draw on information, experience and common sense
- maintain an awareness of the organisation and keep yourself and others well informed on work issues
- undertake objective systematic analysis and draw accurate conclusions based on evidence
- identify problems and work to resolve them

Ability to achieve results

- establish clear plans and timeframes for project implementation
- identify and use resources wisely
- build and apply your own professional expertise
- adapt to, support and manage change
- take responsibility for managing projects to achieve results
- identify opportunities for improvement
- deliver outputs under challenging circumstances

Proven senior leadership of managers and multidisciplinary teams

- build and sustain positive relationships with team members, stakeholders and clients to produce effective outcomes
- anticipate and cater to client and stakeholder needs and expectations
- consult and share information
- value individual differences and diversity
- provide, seek and value constructive and regular feedback
- guide and support the development and contribution of others by identifying and providing learning opportunities
- identify the cause of and deal with underperformance proactively and constructively

Personal drive and integrity

- apply and promote WLC values and Code of Conduct
- comply with legislative, policy and regulatory frameworks and foster this in others
- committed, active and focused on work outcomes, even in uncertain or difficult circumstances
- show initiative and innovation in a changing environment and assist others to understand and cope with change
- acknowledge mistakes and learn from them
- ensure a positive working environment and balanced workload while working within agreed deadlines
- seek and recommend development opportunities based on capabilities

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Ability to communicate with influence towards cultural and trauma-informed safety

- communicate in “plain English” and deliver messages clearly and concisely to individuals or groups
- encourage discussion to share ideas, clarify and confirm understanding and appreciate diverse views
- understanding of the dynamics of traumatic stress, survivors in the context of their lives and the role of coping strategies
- show judgment, understanding and skill in negotiating and working to resolve conflict
- influence others by presenting credible and persuasive views
- actively listen, consider and work to reconcile differing ideas and views
- ensure information given is accurate, timely and unambiguous
- select the most appropriate medium for conveying information

Technical and digital literacy, including leading systems change and the adoption of new technology such as AI

- lead the implementation or improvement of case management and practice systems
- identify opportunities for technology, including AI, to improve efficiency and client service
- ensure new technology is adopted safely, ethically and with appropriate governance
- build staff confidence and capability in using digital tools

Understanding of social work practice and the ability to lead a social work team within a multidisciplinary legal service

- support and supervise social work staff in line with professional standards
- integrate social work with legal practice to deliver wrap-around client support
- promote trauma-informed and culturally safe social work practice
- engage with social work professional and ethical obligations alongside legal ones

Understanding of client access, intake and triage, including the ability to oversee accessible and consistent intake and referral processes

- oversee intake, triage and eligibility processes that are accessible, consistent and trauma-informed
- manage referral pathways and waiting lists, ensuring clients are directed to the right service in a timely way
- lead an intake team through its manager and hold the team accountable for intake outcomes
- engage with the sector to understand the service landscape, referral pathways and demand, and use this to improve intake settings

Demonstrated success leading organisational change

- plan and lead change initiatives from design through to implementation
- engage staff and stakeholders to build support for change
- manage resistance and the impact of change on staff and clients
- evaluate change and embed new ways of working