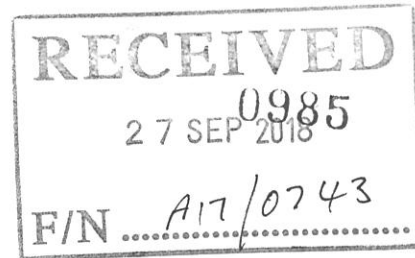**Legal Aid**
NEW SOUTH WALES

25 September 2018

Mr Stewart Little
General Secretary
Public Service Association of NSW
GPO Box 3365
SYDNEY   NSW   2001

Dear Mr Little,

I wish to inform you that Legal Aid NSW is commencing a program of Administrative Transformation works. The 2017 Administrative Support Review (attached for your reference) identified there was an opportunity to review the way work is processed – both now and after the new CCMS (Client and Case Management System) is fully implemented. The review recommended that, where appropriate and possible, efficiencies in administrative processes be implemented across all Legal Aid NSW offices.

In order for any consistent, efficient process to be implemented, they need to be identified, examined and changed where possible to gain efficiency and/or have that process be consistently applied throughout all offices.

The Project Brief is attached for your information. The Manager of Admin Transformation, Fiona Glenton, has been made responsible for actioning the outcomes of the Administrative Support Review, including this project.

Please note the following:

- This project has a clear objective – to implement consistent best practices for key administrative processes throughout Legal Aid NSW.

- This project has measurable outcomes – for clients, staff and management.

- This project's deliverables will provide other projects with important and relevant data to assist and inform them.

- The project will contain a governing body and working group comprised of the Manager Admin Support Service and Projects and a group of Office Manager Representatives to ensure transparency and equity.

Also note the following with regard to the intent of the project work:

- The driver for this project is not a reduction of admin staff numbers. In fact, the CEO has recently converted 15 temporary Legal Support Officer positions to ongoing

- The project will provide work in tandem and alignment with the CCMS project.

The project acknowledges that admin staff have a sense of being overwhelmed at times with work – this project is designed to recognise the work and make the processing of the work more efficient, thus reducing the stress and improving wellbeing.

Tel: 9219 5000 • Fax: 9219 5923 • NRS: 133 677 • LawAccess NSW: 1300 888 529
Address: 323 Castlereagh Street, Sydney 2000 • PO Box K847, Haymarket NSW 1240 • DX 5 Sydney
Website: www.legalaid.nsw.gov.au • ABN 81 173 463 438
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Page 1 of 2

The program will also be a standing agenda item on the Peak Consultative Committee.

If you have any questions and wish to discuss further please contact Fiona Glenton, Manager Administration Transformation.

Yours sincerely,

Monique Hitter
Acting Chief Executive Officer

Legal Aid
NEW SOUTH WALES

Strategy 2 – Streamline & modernize work practices

2.4 Process review of key functions – admin and client service

Project Brief

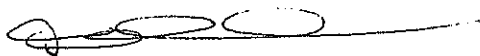## August 2018

Legal Aid NEW SOUTH WALES

Document Acceptance and Release

This is Version 1.0 of the Project Brief.

The Project Brief is a managed document. For identification of amendments each page contains a release number and a page number. Changes will only be issued as a complete replacement. Recipients should remove superseded versions from circulation. This document is authorised for release once all signatures have been obtained.

Prepared: Date:

Aug 2018

_____   _____
Project Manager, Fiona Glenton   August 2018

(for acceptance)

Accepted: Date:

_____   _____
Project Sponsor, Monique Hitter   11/9/2018   August 2018

(for release)

Legal Aid
NEW SOUTH WALES

Title

Process review of key administrative and client service functions.

Reference # 2.4 within the Admin Transformation program of works.

Background / Context

An outcome from the 2017 Administrative Support Review determined that CCMS will significantly streamline business processes. However it was also identified that there is an opportunity to review the way work is processed now and up to the CCMS implementation. Key functions that can be made more efficient will be identified, and relevant working groups will develop a consistent, more efficient process for implementation across all offices.

Objective / Scope

The objective of the project is to implement consistent best practices for key administrative processes throughout Legal Aid NSW.

In order to do this, identification and agreement on all processes is required. From that, the key admin processes will be identified and confirmed. Processes that are being built in CCMS will be segregated as the build of CCMS is being undertaken by CCMS team. Once the list of key admin processes are identified, process mapping of current practices will be documented to enable the streamlining of these processes. Process mapping the desired process (ie best practice) will occur and once agreed and tested in a pilot site, will then be implemented throughout all offices. This will become a business as usual process definition and be incorporated into learning and development material as well as any induction and training programs implemented for all admin staff.

Target Outcomes and Benefits

The benefits are:

Client benefits:

- Clients will receive a quicker, more efficient and consistent service from any and all offices of Legal Aid NSW.

Staff benefits:

- Staff will have clear instruction on the best and most efficient way to do any key process, particularly the processes which consume most time for admin staff.

- Staff will have documentation to understand their workload – making it manageable due to its predictability.

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NEW SOUTH WALES

Management benefits:

- Management will have clear understanding of the processes being undertaken and expected of their admin staff.

- Management will have base line documentation from this project to assist and give relevant information to assist in benchmarking performance management.

- Management will have key data required to develop a resource allocation model.

Project Success Measurement

The project will be successful if, at the end of the project, it's proven that the key common processes are quicker and/or more efficient than prior to the project. The baseline measurement will be in place as part of the start of the project and will be conducted again at the end to ensure it's successful.

Deliverables

Documentation incorporating the following:

- Baseline document which demonstrates the functions, tasks and processes that admin staff undertake daily and time spent on those tasks.
- Process maps which detail information on the 'as is' process (and if there are multiple versions in multiple locations) and 'should be' process maps demonstrating the streamline process.
- Documents that are used by L&D to incorporate in learning/induction material used by Office Managers for admin staff.
- Based on the above, articulation of a 'performance range' for each of the key tasks, which can be tested and refined across multiple sites.

Governance

Confirmation and input on this project scope and outputs will be sought from Deputy CEO and Director Client Services.

Further to that confirmation, a project working group will be formed to confirm assumptions, research information and test changes to processes to meet 'best practice' standards.

Reporting Requirements

Regular update reports to Deputy CEO and Director Client Services and working group to ensure project is on time and on track to deliver meaningful and useful information and documentation for the organisation.

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Assumptions and Constraints

All projects have assumptions and constraints, these are usually dynamic and will change throughout the period of the project. Usually, assumptions and constraints surround the staff involved in the project and the potential for lack of clarity around the outputs.

All assumptions about 'common admin processes' will be put to the working group for confirmation. All constraints will be managed by Project Manager and input from Deputy CEO and Director Client Services as an escalation point if required.

Risks

It needs to be understood that admin work is fed and directed by our legal practice and legal professional staff. Changing culture around that may be a risk as it would be legal staff which may be required to change behaviours to enable admin staff to make processes common and streamlined.

Also, the benefits and efficiencies that CCMS promised may not be realised.

Project Budget

The implicit cost of the resources required to implement the changes required by the project budget is approved and incorporated in e-sub #566 – Admin Support Review.

Legal Aid
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Project Activities & Milestones

#	Description	Who	Scheduled Start	Scheduled Finish	Predecessor
1. Admin Support Review					
1.1	Completion of ASR	Jane Cipants			
1.2	Approval of all recommendations within ASR	Brendan Thomas			1
2. Implementation of specific recommendations					
2.1	Agreement on project scope details	Fiona Glenton, Jane Cipants, Monique Hitter			
2.2	Define project and agree on participants and expectations	Fiona Glenton, working group			
2.3	Identification of 'key' common processes undertaken by admin staff - workshop with participant office representatives to identify and record processes.	Fiona Glenton, working group			
2.4	Process map 'as is' state for all key processes, identifying processes that CCMS will absorb.	Fiona Glenton			
2.5	Process map streamlined 'should be' state for all key processes outside of CCMS.	Fiona Glenton			
2.6	Agreement on introduction of enhanced/streamlined processes.	Fiona Glenton, working group			
2.7	Pilot and then full rollout of streamlined 'best practice' admin processes, including 'performance range' indicators.	Fiona Glenton, Yamil Zenassi			
3.					
3.1	Post implementation periodic assessment.	Fiona Glenton			
3.2	Induction and training incorporation of these new streamlined processes, including documentation accessible by all staff for reference.	Fiona Glenton, Yamil Zenassi			
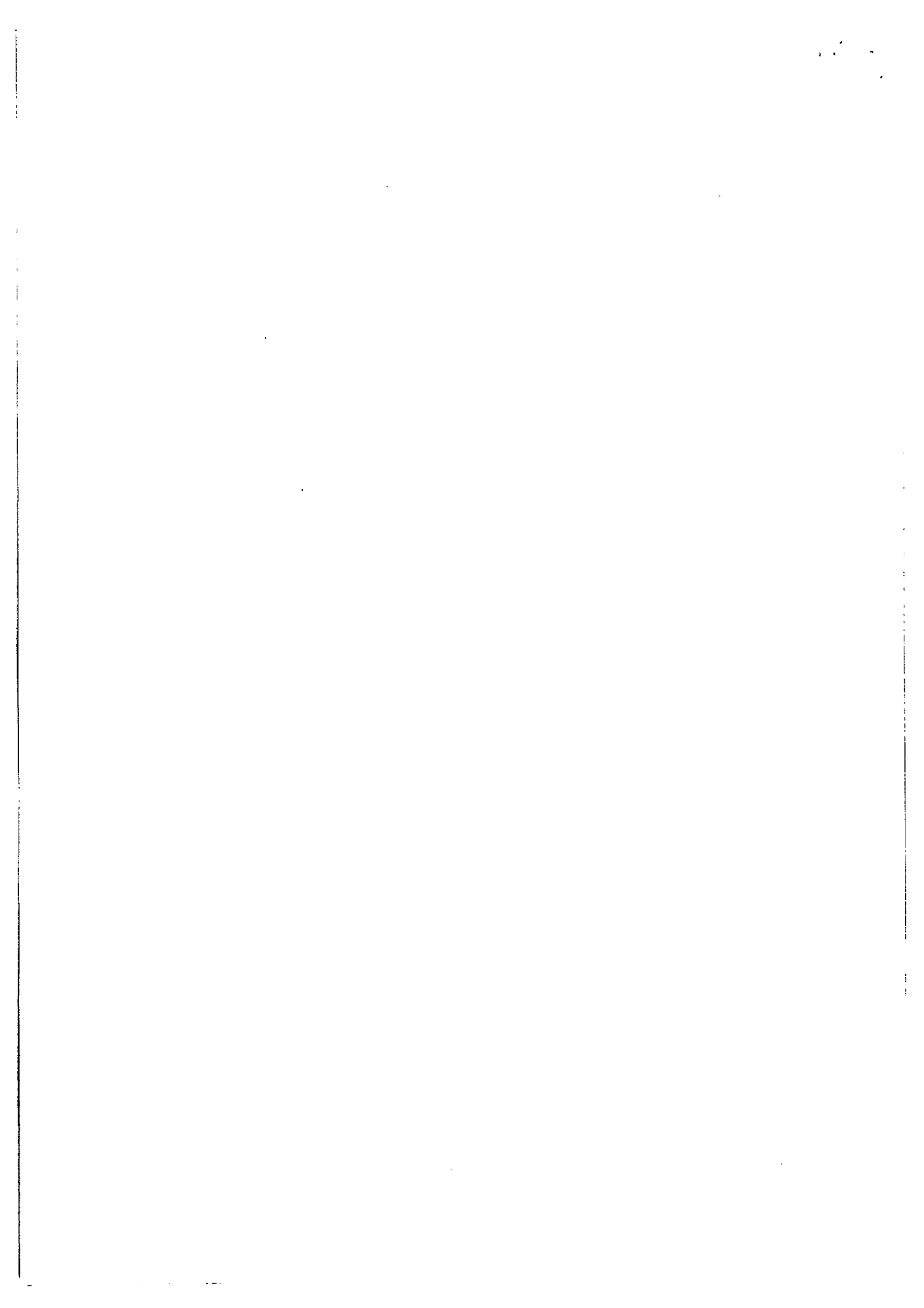
Review of the Administrative Support Function
Findings and proposed Implementation Plan
June 2017

Contents

Introduction

This paper sets out the key findings and draft implementation plan arising from the Administrative Support Review. This document was endorsed by the Legal Aid NSW Executive Group in June 2017.

In early 2017 Legal Aid NSW contracted ThinkPlace Global to review our Administrative Support Function. ThinkPlace conducted the review from February to April 2017. During that time, ThinkPlace conducted focus groups with 8 regional offices, spent a full day immersed in 4 additional regional offices, conducted interactive sessions at the Office Managers conference and Civil Solicitors forum, interviewed 12 members of the Executive group, received over 200 responses from a survey of lawyers, sought feedback via the Legal Aid NSW intranet site and consulted with other Legal Aid commissions, CLCs and private law firms (Appendix A). A Core Design Team, drawn from staff across the organisation, was also established to guide the review and test assumptions and potential recommendations.

The Statement of Intent that guided the review can be found at Appendix B.

ThinkPlace provided the executive team with 2 reports – an Insights report based on their extensive consultations and a final report that set out 40 recommendations. Importantly, the final report sets out a strategic direction for our administrative support function rather than a 'laundry list' of changes we could/should make to our work practices.

Much of both reports is reflected in this document. The reports from ThinkPlace have not been released to all staff as the insights report contains information that was received from staff in confidence and the final report contains some recommendations that we are not pursuing as we feel they are not appropriate to our business.

This Implementation Plan

This implementation plan responds to what our staff and stakeholders told us and what ThinkPlace found. It breaks the actions into what we will do:

> **NOW:** to support our administrative and legal staff and ease the immediate workload pressures
>
> **SOON:** to address business processes, capacity issues and accountability lines, and
>
> **LATER:** to transition to the new Client and Case Management System (CCMS), with a capability and management framework for the ongoing support of and planning for the administrative workforce.

One of the key insights arising from the review is that there is a shared purpose across the organisation for delivering good client service, and that this is often hampered by workload and inefficient business processes.

The most significant factor that will affect the administrative function at Legal Aid NSW will be the introduction in 2018 of the new CCMS. The CCMS will streamline many of the existing workflows and address key frustrations currently experienced by our administrative staff in terms of workload, data entry and management, and the ability to provide good client service.

Consequently, everything we do in response to the Administrative Support Review will serve to maximise those business improvements and transition our staff smoothly to this new system.

The Review context

ThinkPlace found that there is a growing lack of administrative capacity within the organisation to deliver what clients and lawyers need and demand. The administrative workforce is expected to increase productivity, servicing the daily demands of both lawyers and clients, while rolling out new services, clinics and embedding new policies and work practices.

The current workforce model is in many respects outdated and obsolete. Inefficient and restrictive practices, inadequate planning, structural ambiguity, and ad-hoc improvements have caused waste, unexpected overspends, suppressed innovation and potential capacity, and damaged morale.

Appendix C visualises the current number of Administrative and Legal Support staff. It demonstrates a flat structure that offers very limited scope for promotion of Legal Support Officers to more senior roles.

Our approach

In response to the review, we propose a 12- 18 month program of projects to rectify the deficiencies in the current context and transition our administrative staff to the new CCMS and beyond. The program is based around four strategic areas of work:
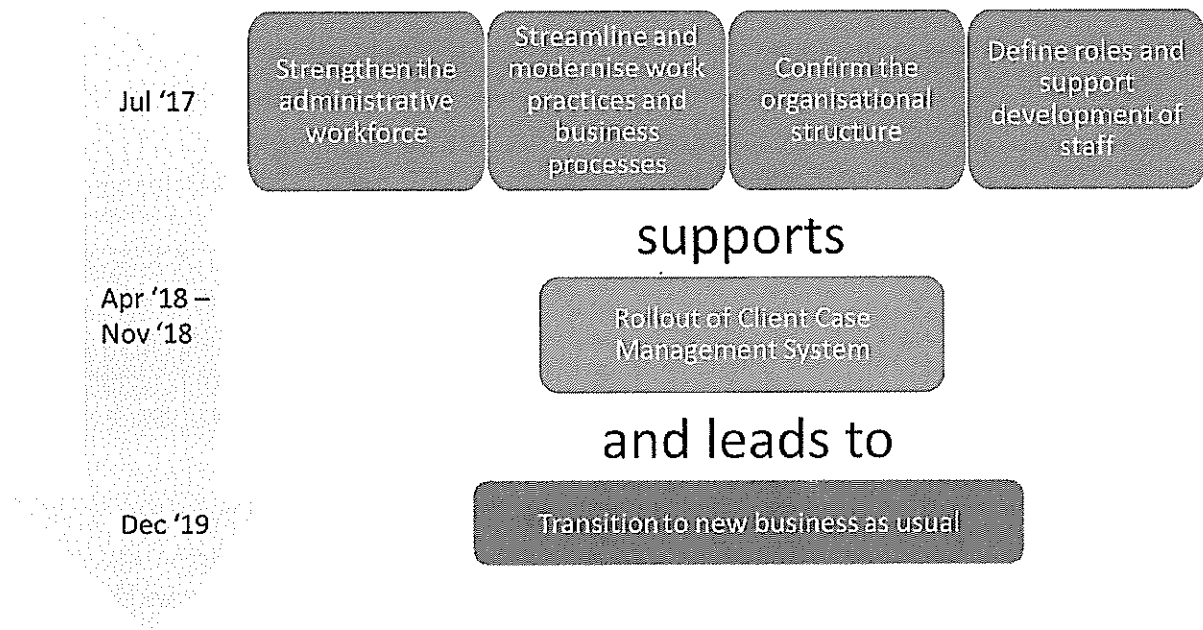
The projects underpinning each strategic focus are designed to try new ways of working, and then adapt based on what we learn. They have been structured so that what we learn from each project can inform the design and execution of the next project. Importantly, there is no project that is a 'big bang' change – rather, the projects all together will support the immediate business needs as well as setting the framework for the changes in work practices that will occur with the CCMS.

We intend to involve staff in the design and learning around each of the projects.

There will be a substantial investment in training over the course of this program, both to improve the current work practices and to ready our workforce for the introduction of the CCMS.

This intense program of incremental improvements will be driven by the appointment of a temporary Administration Manager who will be supported by a Senior Administration Project Officer (the re-designed Regional Administration Coordinator role).

The approach also recognises that the workload and the work practices of administrative staff are driven by our lawyers. It is therefore recognised that the evolving social, legal and technological landscape is going to require changes in the work habits of lawyers as much as of administrative staff.

Strategy 1 – Strengthen the administrative workforce

NOW   *Provide 30 days administrative support across the organisation to assist in year-end file maintenance* – An initiative already approved by the CEO is the provision of 30 days of additional administrative assistance across the organisation to ensure that 2016/17 client advices are entered and files closed. This will both relieve pressure on offices and result in more accurate reporting of statistics.

NOW   *Extend 14 current temporary Legal Support Officer positions to December 2018* – There are 14 positions that are currently due to expire on 30 September 2017. By extending the positions to the end of 2018, the uncertainty currently experienced by the relevant offices and staff members is being addressed.

NOW   *Explore the introduction of optional uniforms* – Many people have expressed a desire for the introduction of an optional uniform. A consultation committee of LSOs will be set up to evaluate different styles. As the uniform will be optional it will not be subsidised by Legal Aid NSW.

SOON: *Redesign the role of the Regional Administration Coordinator ('RAC')* – The RAC has given regional offices a valued liaison to Central Sydney corporate services, as well as providing support to Office Managers with staffing and associated issues. For the moment, this will not change - the current function of this role will be maintained. However, the review identified that the value of the role in its current form is questionable as the operating environment (and structure) evolves. Once the Administration Manager has been appointed, one of their first tasks will be to redesign the RAC role to best support the changing environment. It is further envisaged that this role, redefined as Senior Administration Project Officer, will work across the entire administrative function rather than just regional offices.

SOON: *Aboriginal traineeships* – This project is currently being scoped by the Aboriginal Services Branch. Working with TAFE NSW, it is anticipated that the roles will be a mixture of classroom learning and 'on the job' training. The program is scheduled to begin in September 2017.

SOON: *Trial of senior LSO role* – There is a cohort of current Grade 1/2 Legal Support Officers that, by virtue of their skills and ability, are undertaking additional work such as training, paralegal tasks and escalated client issue resolution. There will be a trial of approximately 2 - 3 temporary more senior LSO roles that formally incorporates some or all of these elements. The timing and number of positions is dependent on funding approval.

LATER: *Client Service Development and Training Program* – We are currently developing a 'client service' learning and development program that will roll out in 2018.

LATER: *Workforce planning* - Workforce planning considers service demand and service supply (internal and external perspectives) over the short, medium and long term. Planning is informed by environmental factors (e.g. client needs, judicial system requirements and demographic shifts), requirements of practice areas, current and future workload, and client services and operations staff capabilities. Workforce planning for the administrative stream will be undertaken so that future planning and resourcing decisions are strategically driven, collaborative and transparent. The Administration Manager will have clearly defined accountabilities for resource planning and management, and will be responsible for ensuring that decisions are communicated appropriately and clearly.

Strategy 2 – Streamline and modernise work practices

NOW: *Encourage movement of work* – A trial will be undertaken to test the feasibility and effectiveness of work pools. Work pools recognise that there are tasks that can be done in any location – two examples of possible work that can be undertaken by a work pool are advice entry and some dictation. It is anticipated that work pools would provide flexible working hours and increase efficiency through the ability to focus on a single work task.

NOW: *Develop consistent 'practice standards'* – It was identified by ThinkPlace that there are pockets of 'best practice' across all offices, and that many offices have documented these processes. However, there is no consistency in practice standards across the administration and client service functions. The Administration Manager and the Senior Project Officer will work with staff to identify, document and implement administration practice standards that will form the basis of induction, learning and development.

SOON: *Trial administrative relief positions* - These positions will operate much like the Relief Solicitors and will be allocated based on workload. Subject to funding, the positions will be in place by December 2017. At this stage we expect 2 – 4 temporary relief positions to be created

SOON: *Process review of key administrative and client service functions* – The review envisaged that the CCMS will significantly streamline business processes. However it was also identified that there is an opportunity to review the way work is processed now and up to the time the CCMS is introduced. Key functions that can be made more efficient will be identified, and relevant working groups will develop a consistent, more efficient process for implementation across all offices.

SOON: *Phone system mapping* - Recent analysis has shown that some offices receive a disproportionate number of calls and that call abandonment rates are very high across most offices. We need to understand what is driving both of these events and then implement processes that will assist to direct phone calls in a more targeted manner. As an example, Liverpool office currently receive approximately 4,000 calls a month, which is about 52% of the monthly call volume experienced by Central Sydney, and this is an anomaly we need to understand and then resolve.

SOON: *Grants Process Review* – The CEO has approved an 'end to end' Grants Process Review to identify the opportunities for streamlining of business processes for our staff, clients and the private profession. Staff will also have the opportunity to contribute to this external review.

Strategy 3 – Confirm the organisational structure

NOW: *Administration Manager* – A core recommendation from the review is to put in place a senior Administration Manager. This 2 year position will be tasked with driving the implementation of this program of work and designing appropriate administrative support as new programs are implemented by the legal practice areas. This role will be supported by the Senior Administration Project Officer (the redesigned Regional Administration Coordinator role).

SOON: *Define and confirm reporting lines* – There is currently some confusion around reporting lines and approval paths. It is clear that the critical working relationship is that between the Solicitor in Charge and the Office Manager, no matter which practice area or regional office is considered. Future reporting lines will take this into account and give clarity to current (perceived) ad hoc arrangements.
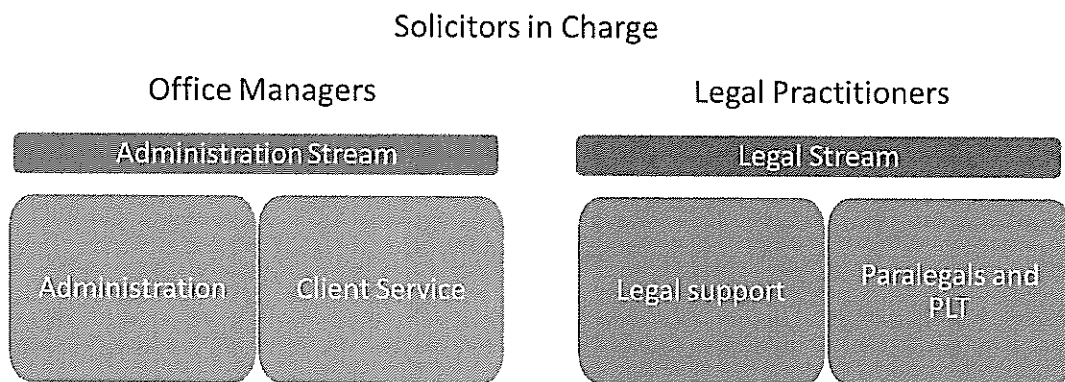
SOON: *Set appropriate and accountable budgets* – Budget responsibility for administrative staff in the Central Sydney specialist units lies with the Practice Directors, while the current regional administration budget responsibility lies with the Deputy CEO. In addition, some budget lines incorporate both legal and administrative positions. The result is that there is no clear budget for 'administration' and so no clear accountability for budget spending. The result has been overspending in some areas (such as on casuals) and potentially ad hoc allocation of resources.

SOON: *Test a different business model* – Two offices will be identified to trial different operational models. These models will set clear performance targets for the Solicitor in Charge and the management autonomy to deliver them. This will give us the opportunity to trial new positions and ways of working. The location of the trial sites will be determined against a clear measurable set of criteria.

Strategy 4 – Define roles and support development of staff

SOON: *Recruitment methodologies* – It was identified that talent pool recruitments mean that Office Managers in particular can be taken 'offline' for a considerable period of time. In addition, talent pools can often be exhausted relatively quickly. A review of how we conduct these recruitments will be undertaken to look for efficiencies.

LATER: *'Buckets of work'* – The review identified that there are 3 types of work undertaken by support staff – Administrative support, Client Service and Legal Support. Each of these types of work require a distinct set of skills, and over time we need to identify what is expected of each of these types of functions and what skills and training are required to ensure that staff receive the appropriate support to do those jobs properly and well. This will be especially challenging in smaller offices, where smaller staff numbers don't allow this specialisation of function.

<p align="center">Solicitors in Charge</p>

<table>
<tr><td align="center">Office Managers</td><td align="center">Legal Practitioners</td></tr>
<tr><td align="center">Administration Stream</td><td align="center">Legal Stream</td></tr>
<tr><td align="center">Administration   Client Service</td><td align="center">Legal support   Paralegals and PLT</td></tr>
</table>

<p align="center">Both streams need to be clearly defined and strengthened</p>

This clear definition of job roles will begin once the Administration Manager has been contracted, and we expect that it will be in place by March 31 2018.

LATER: *Paralegals and the legal stream of work* - Legal support roles, such as Paralegals, should be part of the Legal Officer structure, rather than part of the administrative function. The ThinkPlace review noted that administrative staff are often required to provide lawyers with 'legal support', and that this expectation may be beyond their role, and in some cases beyond the expertise for which they have been employed.

LATER: *Introduction of A Practical Legal Training Program* - There is a project currently underway to evaluate how we may put in place an agency-wide PLT program. As well as the obvious benefits for law students/graduates, a well-structured program will strengthen the paralegal function within the legal stream by providing some legal support to practice areas that is currently being undertaken by administrative staff.

LATER: *Induction and training program* – Following on from the 'buckets of work' concept, we will develop an in-house induction and training program that offers appropriate training for each of these functions. The review also suggested that requiring or recommending external qualifications may assist in attracting staff with the appropriate skill set for the role.

Summary

ThinkPlace identified three ways that we must, as an organisation, change the way we think about our administrative function:

1. We must move from a reluctance to change the status quo because it has 'worked' in the past, to recognising the need to do things differently and to evolve, to remain relevant, sustainable and viable in the long term.
2. We must move away from crude assessments as to the effectiveness of the administrative support function in terms of administrative staff numbers and the ratio of lawyers to administrative staff, to a focus on the viability of administration as a function as well as the totality of service delivery staff, including lawyers and paralegals, and the capability and capacity they can all provide.
3. We must move from an argument about *who should do what* (Is it legal or is it admin? Should a lawyer do it or an LSO?) that essentially limits the organisation's ability to deliver services to clients, and focus on *Why are we doing it in the first place? Is it adding value? How can we do it better?*

These changes underpin the findings and the recommendations in this report and will guide their implementation.

Cohorts that were engaged
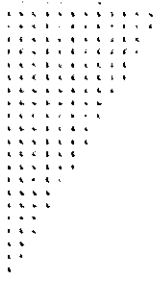
We interviewed a range of staff, partners, external stakeholders and other Legal Aid Commissions across NSW and Victoria in an array of contexts and scenarios.

Focus groups with staff in 8 locations:

Sutherland

Nowra

Orange

Dubbo

Port Macquarie

Coffs Harbour

Newcastle

Head Office

Immersions in 4 offices and conducted interviews & observations:

Gosford

PJP

Bankstown

Lismore

Conferences:

Office Managers & Team Leaders Conference

Civil Solicitors forum

One on one interviews with Legal Aid NSW RAC & Senior stakeholders:

RAC

Practice Directors

DCEO

Acting CEO

Directors of ICT, Client Service, POD, Grants & Finance

Project leads for the CMS & Triage system

Other Legal Aid Commissions, private practice and CLCs

VIC Legal Aid

NACLC

Freehills
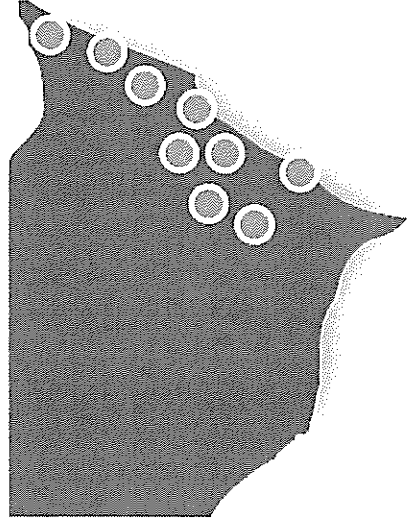
Statement of Intent - Review of the Administrative Support Function

CURRENT STATE

To create a future model** for the administrative function of Legal Aid.

Context and drivers for change

- The core hypothesis of the Client Service Strategy is to improve client services through a client-centred, integrated and tailored approach to service delivery. Implementation of the Strategy is progressing and this Review is a key component of its implementation.
- The development of the Strategy highlighted the importance of the administrative function in providing value to both the client through enquiries and triage, and to our solicitors through support at court, amongst other tasks.
- It is timely to be running this Review. Staff expectations are high.
- The Review is impacted by:
  - Variations to administrative processes across regional offices (e.g. indictables). Roles and responsibilities of LSOs also vary due to their context.
  - The introduction of the new Case Management System (CMS) which has highlighted the need to streamline business practice
  - A model for resource allocation doesn't exist, leading to perceptions that admin resources are uneven (but pragmatic), if not insufficient, given the increase in the number of lawyers without a commensurate increase in Legal Support Officers. Paralegals joining the organisation has created confusion around the role and how it fits within the function.
  - Inefficient processes may constrain how much lawyers and clients can do, shifting the administrative load to LSOs and other roles.

Focussing questions

1. How do we innovate and optimise the administrative function, without increasing resources, to ensure legal administrative staff provide quality, consistent and relevant client service across all practice areas and branches?
2. What is the future model for the administrative function – what is done? on what basis can we determine our resource need? how should we organise and structure the function? who is the function accountable to?

THE PROJECT

Approach

Broadly, the project will:

- Engage a wide range of administrative staff in regional locations and head quarters to understand their current functions, value delivered, and barriers to achieving outcomes;
- Undertake a comparative study with private practice, other legal aid commissions, and public sector organisations with a legal function
- Based on the insights from our research, co-design a future state model for the administrative function

Scope

The function includes:

- Front of House/ client management / client services – enquiries, conflict checks, incidents, grant applications, triage, referrals
- Legal Admin – support at court (files, mentions, triage, duty follow ups), support to solicitor (drafting letters, affidavits, subpoenas, appointments, data entry,
- Office admin – resource allocation, bills, travel, mail, DX, stationary and facilities
- Roughly 285 positions of which 70% are LSO, ASO (1/2 grades) and 30% Paralegals, Team Leaders (3/4 grades)

Roles in scope	Roles out of scope
Legal Administration	Lawyers
Legal Support Officers	Executive Assistants
Regional Administration Coordinator	Advocacy Clerks
Office Managers	Conference Organisers
Paralegals	Grants Officers
Legal Support Clerks	Grants Team Leaders
Field Officers	
Project Officers	
Referral Officers	

FUTURE STATE

Desired Outcome:

A future model for the administrative function that improves our legal practice and enables us to work with a complex client base.

For clients, this project will contribute to...

- Consistency in the service they receive regardless of the office they go to or the staff member they interact with.

For administrative support staff, this project contributes to...

- They have a shared understanding of what the future of administration practice looks like.
- They feel supported and guided in their career objectives and understand their development pathway
- They have clarity in their role and know what work is important and how to prioritise tasking.
- They know who they are accountable to and how their role fits within the broader function.

For Legal Aid NSW, this project will contribute to...

- Clarity and understanding of the roles and responsibilities of administrative support staff.
- Transparent and clear reporting lines.
- More efficient business processes.
- Deciding how best to allocate resources.
- A flexible and agile workforce across skills, locations, changing demands, and in supporting transition to retirement.
- A motivated and capable workforce with a clear understanding of their career paths.

**The future model will consider:

- What is done (value, functions, activities)
- How it is organised (structure)
- The basis upon which resources are allocated (resourcing)
- What people are accountable for (roles and responsibilities)
- Who administrative staff are accountable to (reporting lines)

Appendix C – Administrative staff composition

Administrative and Legal support staff composition

Current internal landscape

Legal Aid NSW employs approximately 300 administrative support staff across its 24 offices, 68% of which are LSO 1/2's. Each office has a unique composition of administrative staff and is largely resourced based on the legal needs of the area.

This model visualises the current number of Administrative and Legal support staff and their roles within Legal Aid NSW.

More recently, the breadth of administrative roles has increased, with new roles such as the Client Support Officer and Information and Referrals Officer emerging. This is in recognition of different complexities in role and new functions envisaged within the Client Service Strategy.

The emergence and need for Paralegals more recently has also taken hold, particularly in Civil and Family practices, as qualified legal support roles to solicitors.