



**SOUTH WEST**

COMMUNITY LEGAL CENTRE INC

# STRATEGIC PLAN

2025-2028

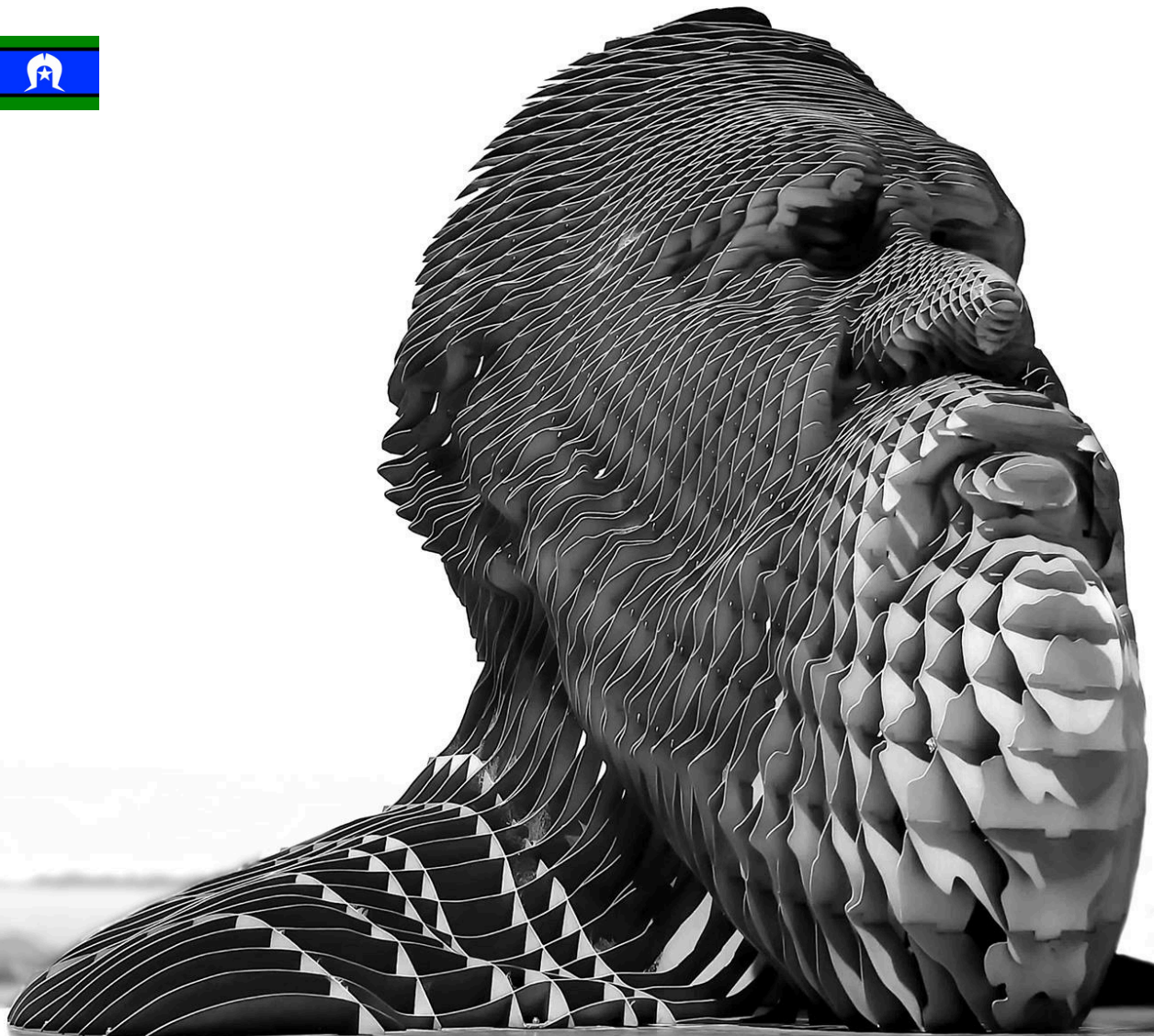


# ACKNOWLEDGMENT OF COUNTRY

SWCLC would like to acknowledge Aboriginal and Torres Strait Islander peoples as Australia's First People and Traditional Custodians.

We value their cultures, identities, and continuing connection to Country, waters, kin and community.

We pay our respects to Elders past and present and are committed to making a positive contribution to the wellbeing of Aboriginal and Torres Strait Islander people, by providing services that are welcoming, safe, culturally appropriate and inclusive.





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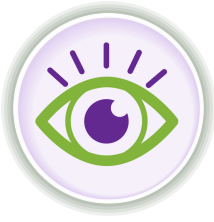


# INTRODUCTION

South West Community Legal Centre Inc. (SWCLC) is a not for profit organisation providing quality free or low cost legal services to disadvantaged and vulnerable people across the South West region of Western Australia.

SWCLC is the only community legal centre located between Mandurah and Albany. We provide outreach services at a number of locations across the South West.





## VISION

*Fair access to  
justice*



## MISSION

*To provide accessible,  
high-quality support and  
advocacy to individuals  
and communities across  
the South West to  
achieve fair and just  
legal outcomes*



## VALUES

*Courage,  
Compassion and  
Commitment*



## OBJECTIVES

***Our Services:*** *Delivering the best possible outcomes for clients*

***Our People:*** *Supporting and growing a skilled, passionate and dedicated team*

***Our Presence:*** *Enhancing awareness and our standing as a community leader*

***Our People:*** *Ensuring strong governance, systems and financial performance*



# OBJECTIVE 1



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*Our Services: Delivering the best possible outcomes for clients*

STRATEGY	PERFORMANCE MEASURES	REPORT	PRIORITY ACTIONS
<b>1.1. Increase access to the service</b>	1. % increasing number of clients accessing service 2. # / increase outreach service client delivery	Quarterly (to start)	<ul style="list-style-type: none"> <li>Review/broaden eligibility criteria and scope of practice</li> <li>Explore technologies, workflow processes, staffing structures and software to increase efficiencies and</li> <li>Develop and implement strategy for engaging volunteers</li> <li>Explore collaborative partnership opportunities with pro bono partners to increase availability and expertise of service – for example Pro Bono Wills Clinic</li> <li>Implement service quality standards eg timeframes for response to emails</li> <li>Review and potentially develop processes to increase capacity to accept urgent referrals from stakeholders</li> <li>Maintain Duty Lawyer Service</li> <li>Explore use of digital platforms or social media as means of connecting with clients, or facilitating contact with our centre</li> <li>Review processes and staffing to increase number of calls being answered and not progressing to message bank.</li> </ul>
<b>1.2. Maintain quality service delivery</b>	<ul style="list-style-type: none"> <li>Client satisfaction with service delivery</li> <li>Stakeholder feedback on service delivery/referral pathway</li> <li>Accreditation and practise certificates maintained</li> <li>Tracking referral pathways(# received, #actioned)</li> </ul>	Six monthly	<ul style="list-style-type: none"> <li>Expectation of quality services</li> <li>Develop workflow for client journey that helps to clarify client expectations and optimise delivery outcomes</li> <li>Update service policies and procedures and ensure staff/volunteers have good knowledge</li> <li>Build referral pathway</li> <li>Ensure outcome are recorded effectively</li> <li>Capture organic feedback</li> <li>Maintain accreditation and practice certificates</li> </ul>
<b>1.3. Ensure services are responsive to client needs</b>	<ul style="list-style-type: none"> <li># of service changes made based on client feedback</li> <li># of outreach appointment and locations</li> <li>Time between delivering to different outreach locations</li> </ul>	Six monthly	<ul style="list-style-type: none"> <li>Assess client referral to determine service gaps</li> <li>Engage with past clients to explore service improvement</li> <li>Explore avenues to increase the voice of lived experience to inform service design</li> <li>Identify a more consistent outreach model</li> <li>Increasing outreach - individual advice appts, CLE</li> <li>More ad hoc delivery of Outreach (as opposed to planned – once a month visits)/ responding to need as it arises - evaluating / flexibility where we go- not always the same places</li> <li>Be flexible when running clinics in Outreach areas- take on wider areas of law, even if not usually in our permit, because this builds relationship with client who may come back later.</li> <li>Explore recruitment of non legal positions to improve funding and structure (eg social worker)</li> </ul>



# OBJECTIVE 2



**Our People:** Supporting and growing a skilled, passionate and dedicated team

STRATEGY	PERFORMANCE MEASURES	REPORT	PRIORITY ACTIONS
<b>2.1. Attract and retain quality staff that fit our culture</b>	<ul style="list-style-type: none"> <li>• Net staff turn over</li> <li>• Average staff tenure</li> <li>• All staff complete annual reviews</li> <li>• Checklist – number staff completed annual reviews and Individual Training plans</li> <li>• Salaries within x% of other like providers</li> </ul>	6 months	<ul style="list-style-type: none"> <li>• Identify target/optimal staffing levels and build a strategy to achieve this</li> <li>• Investigate with current staff what keeps them with SWCLC and attract prospective staff who desire the same/similar work</li> <li>• Explore ways to benchmark salaries for staff to achieve parity with Legal aid/private sector</li> <li>• Explore other employment conditions to increase attractiveness of employment packages</li> <li>• Review workforce demographics and workforce diversity</li> <li>• Succession planning</li> <li>• Explore recruitment of non legal positions to improve funding and structure (eg: Marketing/social media/grant, social worker)</li> </ul>
<b>2.2. Maintain and promote values and an enriching workplace culture</b>	<ul style="list-style-type: none"> <li>• Staff satisfaction</li> <li>• # of HR incident reported and outcomes</li> </ul>	Annual	<ul style="list-style-type: none"> <li>• Benchmark caseload and workload of staff to ensure sustainability of roles</li> <li>• Regular check in with staff and management to discuss current capacity to prevent burnout</li> <li>• Continue to foster strong workplace culture</li> <li>• Develop and administer annual staff satisfaction survey</li> <li>• Consistently apply policy and procedures to all staff</li> </ul>
<b>2.3. Provide timely training that supports people to deliver on the mission and values</b>	<ul style="list-style-type: none"> <li>• # and nature of Training and Development provided</li> <li>• % current with mandatory training requirements</li> </ul>	Annual	<ul style="list-style-type: none"> <li>• Identify training needs of staff as part of annual performance review</li> <li>• Support team to complete mandatory CPD hours</li> <li>• Explore other avenues for increasing expertise of staff and volunteers</li> </ul>





# OBJECTIVE 3



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**Our Presence:** *Enhancing awareness and standing as a community leader*

STRATEGY	PERFORMANCE MEASURES	REPORT	PRIORITY ACTIONS
<b>3.1. Build our community presence</b>	<ul style="list-style-type: none"><li>• % growth in website hits</li><li>• % growth in social media post / reach</li><li>• # attendances at community events</li><li>• # stakeholder engagement meetings</li></ul>	Quarterly	<ul style="list-style-type: none"><li>• Website overhaul</li><li>• Improve social presence and accessibility (Instagram, FB, LinkedIn)</li><li>• Maintain a presence at stalls and events like White Ribbon allowing us to engage with our community stakeholders</li><li>• Liaise more with community organisations/ schools- counsellors/ early intervention</li><li>• Regular meetings with other agencies</li><li>• Publish our service areas - what matters we accept/ don't accept but have some flexibility</li><li>• Explore staffing/resourcing required to deliver this strategy (Social media person, Policy, Grants Writer, Marketing, Social Worker)</li></ul>
<b>3.2. Build our standing and ability to deliver systemic advocacy</b>	<ul style="list-style-type: none"><li>• # media enquiries and quotes given</li><li>• # of consultations engaged in/responded to</li><li>• # and outcome of law reform outcomes we have contributed to</li><li>• # of MOU in place</li></ul>	Six monthly	<ul style="list-style-type: none"><li>• Review capacity to take on Test Cases/ Strategic Advocacy</li><li>• Explore partnerships with other agencies</li><li>• Book appts with local MPS/ Mayors, etc</li><li>• Give radio/media interviews</li><li>• Contribute to related policy and other consultations</li></ul>





# OBJECTIVE 4



**SOUTH WEST**  
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**Our Foundations:** Ensuring strong governance, systems and financial performance

STRATEGY	PERFORMANCE MEASURES	REPORT	PRIORITY ACTIONS
<b>4.1. Maintain organisation infrastructure and systems that enable agile delivery of the mission</b>	<ul style="list-style-type: none"> <li>• % of policies reviewed, # changes made</li> <li>• Staff satisfaction survey outcomes (technology, structure, delegation)</li> <li>• Assets/Technology inventory</li> <li>• Currency of software/hardware</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Review and improve utilisation of workflow software (eg: Actionstep)</li> <li>• Support staff through office relocation</li> <li>• Explore use of other technologies and software to enhance efficiencies</li> <li>• Develop AI policy</li> <li>• Refine the org chart and delegation policies</li> <li>• Review and align service and governance policies and procedures</li> </ul>
<b>4.2. Retain a skilled and engaged board</b>	<ul style="list-style-type: none"> <li>• # increase in board membership</li> <li>• Board Assessment results</li> <li>• # and nature of governance training provided</li> </ul>	<p>*Reported against by Board Annually</p> <p>Potential inclusion in annual report</p>	<ul style="list-style-type: none"> <li>• Implement an Annual Board assessment and Skills Matrix</li> <li>• Explore opportunities for Governance training</li> <li>• Increase number of Board members</li> <li>• Increase attendance at Board meetings</li> <li>• Develop annual Board workplan</li> <li>• Develop risk and financial sub committees</li> <li>• Develop strategy for recruiting new Board members – advertising/selective marketing</li> <li>• Develop policy/processes/strategies for Board attendance/representation at strategic events</li> </ul>
<b>4.3. Increase financial sustainability</b>	<ul style="list-style-type: none"> <li>• Variety of income source and their % of total income</li> <li>• Liquidity Ratio</li> <li>• Satisfactory Audit free of any serious concerns</li> <li>• Confidence score for income stream sustainability</li> </ul>	<p>Every Board Meeting</p> <p>Annually</p>	<ul style="list-style-type: none"> <li>• Explore avenues for diversifying income (including ongoing annual fundraising)</li> <li>• Recruit Treasurer</li> <li>• Maintain strong financial performance</li> <li>• Maintain strong financial management and compliance with all regulatory obligations</li> </ul>
<b>4.4. Ensure risk, regulatory and governance compliance</b>	<ul style="list-style-type: none"> <li>• 100% compliance with regulatory requirements</li> <li>• Risk Register within acceptable range subject to mitigating controls</li> </ul>	Annually	<ul style="list-style-type: none"> <li>• Build or review risk framework, including risk register</li> <li>• Conduct annual review of risk appetite</li> <li>• Internal compliance audits (insurance, reporting, legislative etc)</li> </ul>