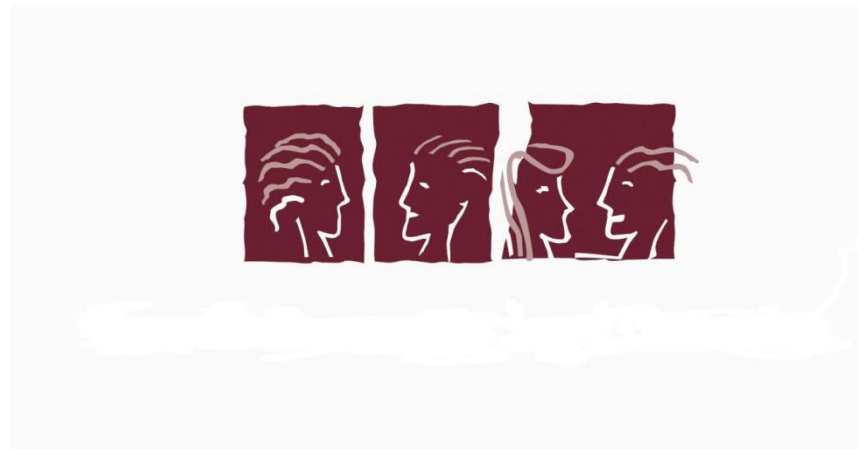


2013 - 2016

STRATEGIC PLAN



GOSNELLS COMMUNITY LEGAL CENTRE INC

PREFACE

Gosnells Community Legal Centre contracted Kalico Consulting to facilitate a Strategic Planning Day on Saturday 13 April 2013.

The following methodology and tasks were undertaken:

- Review of GCLC existing strategic plan and other key documents including the 2012 Annual Report and the GCLC 2012 Legal Needs Assessment report.
- Meeting with Marion Leach, Manager on 15 March 2013
- SWOT survey undertaken with GCLC staff and Management Committee
- Analysis of survey results
- Facilitation of Strategic Planning Day 13 April 2013
- Write up of notes

SWOT SURVEY:

Kalico Consulting developed an online survey tool inviting members of the management committee and staff to provide their feedback on:

- How well GCLC is meeting its vision and values (90% scored this aspect High or Very High)
- How well GCLC is meeting current operating objectives (95% scored this aspect High or Very High)
- The strengths, internal challenges, external opportunities and external threats facing GCLC (SWOT)
- Key issues, ideas or strategies that GCLC needs to consider in developing the 2013 – 2016 strategic plan

The response rate to the SWOT survey was high with a total of 22 responses (17 staff and 5 management committee).

The mission and values remained unchanged, and the planning day focussed on future strategic planning priority areas.

This 2013 – 2016 Strategic Plan replaces any existing plans and will constitute the operating framework for the Centre for the next three years.

Gosnells Community Legal Centre Inc. Strategic Plan 2013 - 2016

VISION

An environment where everyone feels safe, empowered and able to fully participate in their community.

MISSION

GCLC is dedicated to promoting social justice and equity by the provision of a range of services which support and empower people to resolve their legal, social and economic issues.

VALUES:

1. Above all else, a commitment to social justice
2. A commitment to the equitable distribution of legal, social and economic resources
3. A commitment to participate – Empowering the community to participate in the circumstances and decisions that affect their lives
4. A commitment to access for disadvantaged persons to improve their quality of life by upholding their legal, social and economic rights
5. A commitment to advocate for rights that empower people
6. A commitment to a workplace that values respect, integrity, communication, collaboration, and continuing education
7. A commitment to delivering a professional caring and compassionate service

OBJECTIVES

1. Identify, respond to and manage future community legal needs

- Establish a permanent Armadale Office
- Develop a social media and enhanced IT program
- Develop partnerships and networks in order to extend service and program delivery
- Expand services including outreach programs
- Offer traineeships and placements to students

2. Deliver exceptional services

- Review current administration, reception and duty intake processes and procedures
- Meet all service delivery targets
- Provide support and supervision to all staff
- Recruit additional volunteers for administration assistance
- Expand pro-bono solicitor assistance

3. Provide early intervention and preventative CLE strategies

- Update the existing website and make better use of internet and online services for clients
- Develop further CLE programs which have a preventative approach as opposed to a problem solving approach
- Develop joint partnerships with relevant organisations

4. Build a culture of organisational excellence

- Undertake a review of salary and conditions
- Undertake succession planning for both staff and management committee
- Identify opportunities for career progression and professional development
- Develop the profile and branding of GCLC

5. Enhance GCLC's financial base to ensure future viability, sustainability and growth

- Identify areas in which GCLC is providing unfunded or under funded services
- Research establishing a fee-for-service program for Family Dispute Resolution service
- Secure alternative funding through corporate sponsorships, partnerships, and/or philanthropic sources.

CLSP PLAN FOR 1 July 2013 to 30 June 2016
The CLSP Plan is for the Entire Organisation

Service Delivery Area: The South East metropolitan corridor from Canning to Armadale (inclusive)

Comment: Whilst the above service delivery area is the strategic focus of the GCLC, clients wishing to access our services from other geographic areas will be assisted subject to resources being available.

OBJECTIVE 1 – Identify, respond to and manage future community legal needs

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
1.1 Establish a permanent Armadale Office	Work in conjunction with stakeholders to secure suitable premises to meet the future legal needs of Armadale community	Research Armadale area statistical data, including Legal Needs Assessment project to clearly identify future demand. Commence discussions regarding suitable accommodation options	Approach funding bodies to raise profile of Armadale community needs and difficulties in locating additional services in Gosnells premises. Work towards obtaining required funding for an Armadale Office.	Progress plans for Armadale resources or if suitable accommodation located commence plans for service delivery to commence. Identify suitable services and personnel to locate at Armadale.
1.2 Develop a social media and enhanced IT program	In conjunction with Strategy 3.1 research, discuss and implement an enhanced IT program	Establish an IT project team within the Centre to develop a plan to progress this identified strategy. IT team to research and provide options for Management Committee to make decisions.	Obtain necessary resources and/or skills within Centre to further this development. Work with other CLCs to identify risks and develop appropriate policies regarding social media.	In line with other Centre IT developments, progress establishment of social media involvement and identify key staff members to monitor and evaluate program.

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
1.3 Develop partnerships and networks in order to extend services and program delivery	Identify suitable partnerships to expand service delivery prior to developing any new services. Seek partnerships that enhance currently unmet legal needs. Partnerships may be with other CLC's or with support agencies.	Undertake relevant network involvement to gather information on potential partnerships and to work with other groups to identify gaps in service delivery. Work in partnership to meet legal related gaps in services.	Build on identified unmet needs through partnership arrangements. Monitor to ensure that GCLC does not duplicate other service delivery programs. Develop short and long-term partnerships.	Maintain and monitor partnership arrangements. Document any difficulties in and develop Policies and procedures to overcome possible future risks with partnership arrangements.
1.4 Expand services including outreach programs	In conjunction with 1.1 (Armada office strategy). Identify additional service opportunities. Ensure any further outreach activity is closely monitored in initial phases.	Evaluate expansion opportunities to ensure that any additional supervision resources are within existing capacity. Develop outreach services with a regular CLE perspective, mobile mediation service or one-off advice focus.	Commence delivery of any identified additional services. Document and monitor such services and ensure expansion is balanced against existing resources and capacity. Limit number of new	Evaluate each expansion opportunity fully before establishing further programs. Document any difficulties and develop appropriate Policies and procedures to prevent recurrence of difficulties..
1.5 Offer traineeships and placements to students	After review of Administration, reception and duty intake roles (identified as highest priority), plan for inclusion of traineeship and/or student placements.	Identify, discuss and document suitable placement opportunities, orientation, training and supervision requirements. Implement.	Monitor and evaluate placement. Depending on outcomes, provide further placements.	

OBJECTIVE 2 – Deliver exceptional services

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
2.1 Review current administration, reception and duty intake processes and procedures.	Review and make necessary changes to enhance Centre's administration and reception positions. After implementing changes in these positions; undertake review of Duty Intake procedures.	Undertake formal review and consultation of administration, reception and duty intake roles. Document, discuss and implement necessary changes.	Implement and monitor changes. Provide additional support, supervision, training and other resources as required.	Evaluate changes and review administration, reception and duty intake positions. Make further adjustments as necessary.
2.2 Meet all service delivery targets	By 1 May each year, set targets for whole organisation as required for Information, Advice, Casework, CLE and Law Reform	Report against set targets Information Advice Casework CLE Law Reform	Report against set targets Information Advice Casework CLE Law Reform	Report against set targets Information Advice Casework CLE Law Reform
2.3 Provide support and supervision to all staff	Undertake annual reviews and regular supervision sessions to ensure all staff are provided with opportunities to request and receive support and supervision.	Provide all staff with details of Employee Assistance Program and regularly encourage staff to take responsibility for identifying when they require urgent support. Supervisors to formally provide regular supervision sessions.	In January 2015, Manager and Principal Solicitor undertake formal Staff Review individually with all staff. Any identified issues to be addressed. Feedback to be 2 way.	Monitor and provide additional support and or/supervision as required. Develop and provide exit interviews as appropriate to check for support and supervision needs.

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
2.4 Recruit additional volunteers for administration assistance	Ensure volunteers are selected appropriately and provided with supervision, orientation, training, support and assistance to fulfil their duties.	Following r review of administration and reception identify supervisor to manage administration volunteer program. Document processes, identify tasks to be undertaken and recruit volunteers	Monitor and evaluate administration assistance volunteer program. Seek feedback from volunteer/s and/or conduct exit interviews if volunteers leave the program. Adjust processes as required.	Continue to monitor administration volunteers and interaction with paid staff. Ensure volunteer roles remain as additional assistance and paid staff have capacity to undertake all activities in absence of suitable volunteer being available.
2.5 Expand pro-bono solicitors assistance	Maintain and identify new solicitors for Volunteer Legal Service.	Manager and Principal Solicitor to identify suitable additional roles within Centre for pro-bono legal assistance. Encourage all Centre solicitors to assist with recruiting of suitable pro-bono solicitors. Work with CLCAWA to identify interested solicitors.	Ensure all new volunteer solicitors are fully orientated by the supporting GCLC legal reception staff members. Provide opportunities for volunteer solicitors to interact with GCLC staff and gain	Review and evaluate over past 2 years. If volunteer support has not been increased, identify and endeavour to address reasons. Discuss with all Centre solicitors to determine any adjustments required to pro-bono assistance program.

OBJECTIVE 3 - Provide early intervention and preventative CLE strategies

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
3.1 Update the existing website and make better use of internet and online services for clients.	Include this strategy as part of role undertaken by IT project team identified at 1.2 above.	Establish IT project team to identify required resources to develop plan for new website and identify staff member to monitor and maintain.	Seek required funding and other resources to establish upgraded website. Identify staff member to co-ordinate content including appropriate links to other information sources.	Document processes for updating website and include tasks into an existing administration staff member's position.
3.2 Develop further CLE programs which have a preventative approach	Plan additional regular CLE programs focussing on early intervention within local community	Locate a suitable audience for Financial Counselling CLE program to deliver on a regular basis. Program may be face-to-face or provision of written materials.	Monitor and evaluate FC CLE program before commencing additional regular CLE sessions. Identify staff member to co-ordinate additional programs and ensure documented in CLSIS	Maintain relationship with audience convenor of established CLE programs. Check for on-going relevance
3.3 Develop joint partnerships with relevant organisations	Maintain and establish networks with other agencies to identify gaps in service delivery and unmet needs with view to meeting those needs.	Share and document information obtained through networks to explore opportunities for partnerships and sharing of resources.	Expand partnership ventures by trialling shared CLE, Law reform or other non-casework events. Document processes and evaluate outcomes. Monitor existing partnership arrangements.	Identify suitable continuing partnerships and continue to identify opportunities through networks. Report and share information with other Centre staff.

OBJECTIVE 4 - Build a culture of organisational excellence

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
4.1 Undertake a review of salary and conditions	Increase salaries as determined by the Fair Work Australia decision in the equal pay case. Ensure that salaries and conditions are reviewed annually.	Maintain funds for an independent Employee Assistance Program. Review all staff positions and entitlements in April 2014 prior to Management Committee approving 2014-2015 Annual Budget.	Review staff conditions and brainstorm wellbeing and/or social ideas. Review all staff positions and entitlements in April 2015 prior to Management Committee approving 2015-2016 Annual Budget.	Monitor staff salaries in line with FWA equal pay case and current Award entitlements. Include staff salary and conditions as key planning issue in next Strategic Plan.
4.2 Undertake succession planning for both staff and management committee	Protect future viability of Centre by developing appropriate succession planning strategies.	Survey senior staff and Management Committee members for succession planning needs. Allocate additional resources or make adjustments as required.	Prior to approval of 2015-2016 Budget; factor LSL for Centre Manager and interim succession plan. Check and monitor for other senior staff and/or Management committee changes.	In April 2016, include succession planning as priority item for next 3 year strategic plan.
4.3 Identify opportunities for career progression and professional development	Link this with 4.2 above for succession planning. Provide all staff with opportunity to identify and participate in professional development.	Undertake annual review for all staff and include discussion regarding professional development. Both required CPD for employment status and PD of interest to individual staff or identified need.	Undertake annual review and document PD issues. Individual staff to record all PD on CLSIS. Identify staff career goals and provide support and assistance to attain those goals either within CLC field or externally.	Conduct annual review and act on outcomes. Provide opportunities to assist staff to attain their career goals.

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
4.4 Develop the profile and branding of GCLC	Undertake activities to identify Centre needs regarding public profile within local community and wider legal sphere.	Consult more widely with Centre staff, stakeholders and management committee regarding Centre logo, National Accreditation status and publicity opportunities.	Document actions required to address concerns regarding Centre profile and/or branding. Identify and obtain required resources to further develop this strategy.	Monitor development of profile raising and evaluate results by surveying staff, community agencies and local community members.

OBJECTIVE 5 - Enhance GCLC's financial base to ensure future viability, sustainability and growth

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
5.1 Identify areas in which GCLC is providing unfunded or under-funded services	Monitor and assess Centre funding and staffing resources on an annual basis.	Document and collect statistics to identify unmet needs and emerging trends. Allocate staff resources according to funding across cost-centres.	Seek additional funding resources to meet currently underfunded service areas. Seek funding according to identified need.	Monitor and evaluate all service areas. Reduce or cease providing services in unfunded areas according to staff resources available.
5.2 Research establishing a fee-for-service program for Family Dispute Resolution service	Explore issues and implications of establishing a fee-for service requirement into the Centre's currently un-funded FDR service.	Discuss and document issues and proposal for Management Committee decision. Include consultation with other CLCs and State Manager of CLSP.	Depending on outcome of 2013/14 projection; establish fee-for-service program for FDR service for 12 mth trial. Alternatively seek funding for service.	Monitor, evaluate and adjust as necessary. Examine cost recovery issues and make decision on future of 12 month trial.

STRATEGY	ACTION	2013-2014 Projections	2014-2015 Projections	2015-2016 Projections
<p>5.3 Secure alternative funding through corporate sponsorships partnerships, and/or philanthropic sources.</p>	<p>Identify opportunities to seek funding and or sponsorship from currently “untapped” sources. Build and develop ties with appropriate sponsors and creatively consider variety of support possibilities.</p>	<p>Discuss and document funding and resource needs. Document advantages and/or benefits for the sponsor in being part of GCLC partnership.</p> <p>Encourage all staff to contribute ideas and possible contacts.</p>	<p>Continue to develop GCLC profile and publicity materials to market Centre to prospective sponsors.</p> <p>Identify specific service programs or events requiring sponsorship. Research and establish processes for seeking corporate sponsorship.</p>	<p>Evaluate approaches made in last 2 years to identify successful outcomes and/or barriers to corporate and philanthropic support.</p> <p>Discuss outcomes and allocate future resources to overcoming any barriers or to further develop a corporate sponsorship program.</p>