





Western Sydney Community Legal Centre




Framework for this strategy document

Introduction


 **Compass**
Our mission and values

 **Strategic diagnosis**
What's significant here?

Strategy*

 **Winning Aspiration**
What's the aspiration that will result in our clients winning and us winning?

 **Where will we "play"?**
What markets will we choose to compete in?

 **How will we win?**
What hypotheses will we adopt to win in these markets?

 **Implementation and planning**
How will we implement this strategy?

** This strategy framework is based on Roger Martin's framework outlined in his book "Playing to Win"*



Introduction

This section outlines our Mission and Values – which are “timeless”: core to our identity; and lasting beyond a typical strategy cycle.

This section also outlines the current context in which we find ourselves – setting us up for the next three year strategy.



Our Compass sets out our basic identity – it outlines our Mission and Values. Our Compass should be “timeless”: independent of strategy cycles...

Mission

Delivering legal services and support to people in the community who may otherwise not have equitable access to the legal system.

*Our Mission defines what we have been **sent** into the world to do. It defines our purpose. It states what we see as important – both the outcomes we are trying to achieve, and, at the highest level, how we will go about achieving these.*

We aim to provide legal services and “legal adjacent” social services with the aim of making navigation of, and access to, the legal system easier for people in need

Values

- Respectful of each other, our communities and stakeholders.
- Supporting and empowering each other to achieve our vision and purpose.
- People, communities and clients come first.
- Accountable in our thinking attitudes and actions.
- Dynamic in pursuit of excellence.

Our values determine how we act, how we treat each other and our clients



Three-year strategy

In light of our Mission and Values, and of our context, outlined in the Introduction, this section summarises our three-year strategy



We aspire to be respected by the range of our stakeholders:

- *Winning the respect of the communities we serve. Trusted by these communities – so that they tell others about us*
- *Respected by funders and other CLCs for our professionalism*

We will provide seamless services – services that are “joined up”, integrated around the client’s needs

Aspiration

We will be **respected** for delivering **seamless services**
 that meet the **legal access and navigation needs**
 of the most **vulnerable members**
 of the **Western Sydney community**

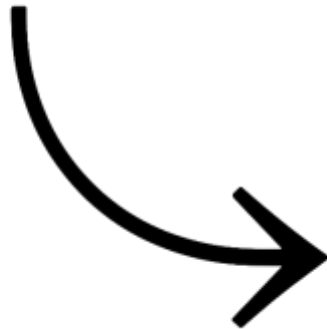
We serve the most vulnerable members of the Western Sydney Community – those people that need our help because the “system” is opaque to them and too often excludes them

We help clients identify their problem as a legal problem. Understand and access the services available to them. And navigate the experience of the service.



Aspiration

We will be respected for delivering seamless services that meet the legal access and navigation needs of the most vulnerable members of the Western Sydney community



How will we achieve this aspiration?

We will achieve this aspiration by focusing on a small number of “segments” of clients so that we can provide each client with an integrated, holistic, experience across the range of their legal needs. This is set out more fully in the “Where do we play?” and “How do we win?” sections next...



Where will we play?



These two dimensions – our geographic catchment and the groups we will focus on – define our “centre of gravity”

Geographic catchment

We will be focused on Western Sydney as our principal geographic region

Groups we focus on

We will focus on serving:

- Women facing family violence
- Members of the Aboriginal and Torres Strait Islander communities
 - Children and young people
- Members of CALD communities
 - Women inmates

Refer to the next two pages for an explanation for why we have made these two decisions



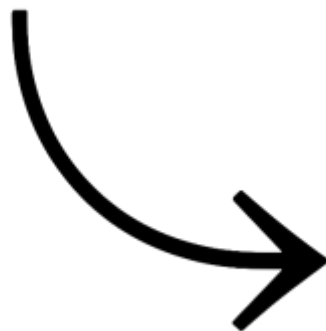
Where will we play?



Why have we chosen to focus on Western Sydney?

Geographic catchment

We will be focused on Western Sydney as our principal geographic region



Why have we chosen to focus on Western Sydney?

We have chosen to focus on Western Sydney because:

- *This is our heritage area – the three Community Legal Centres that merged to form us all served parts of Western Sydney*
- *(In a sense Western Sydney is our “default”)*
- *The social and legal problems faced in Western Sydney coalesce around a small number of “themes”. Therefore, focusing on Western Sydney should allow us to specialise in servicing those themes in a coherent logical way*
- *Our catchment encompasses 1.5m people, so it should allow us to reach a sensible scale in service provision*
- *Note that this logic should inform our thinking in a few years about further mergers in this sector that we may undertake*

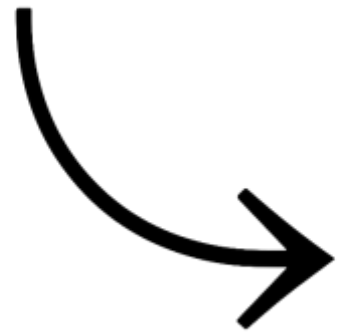


Why have we chosen to focus on a small number of groups and why these groups?

Groups we focus on

We will focus on serving:

- Women facing family violence
- Members of the Aboriginal and Torres Strait Islander communities
 - Children and young people
- Members of CALD communities
 - Women inmates



Why have we chosen to focus on these groups?

We are focusing on these groups because we recognise that they face the biggest issues in accessing and navigating the legal system, at the same time as facing critical needs. We also note that the 2018 Parliamentary Law and Justice Committee report highlighted these groups in our catchment.

- *Women facing family violence: our catchment encompasses the post codes with the highest reporting of family violence in Australia*
- *We have the highest number of urban Aboriginal and Torres Strait Islander communities in NSW in our catchment*
- *Children and young people make up 33.8% of our catchment.*
- *At the same time CALD communities make up 33.5% of our catchment. Among these communities is a significant refugee community*
- *We will continue our services to women inmates because we have a heritage in this area and because a lot of our services (such as family law) are highly relevant to this group*

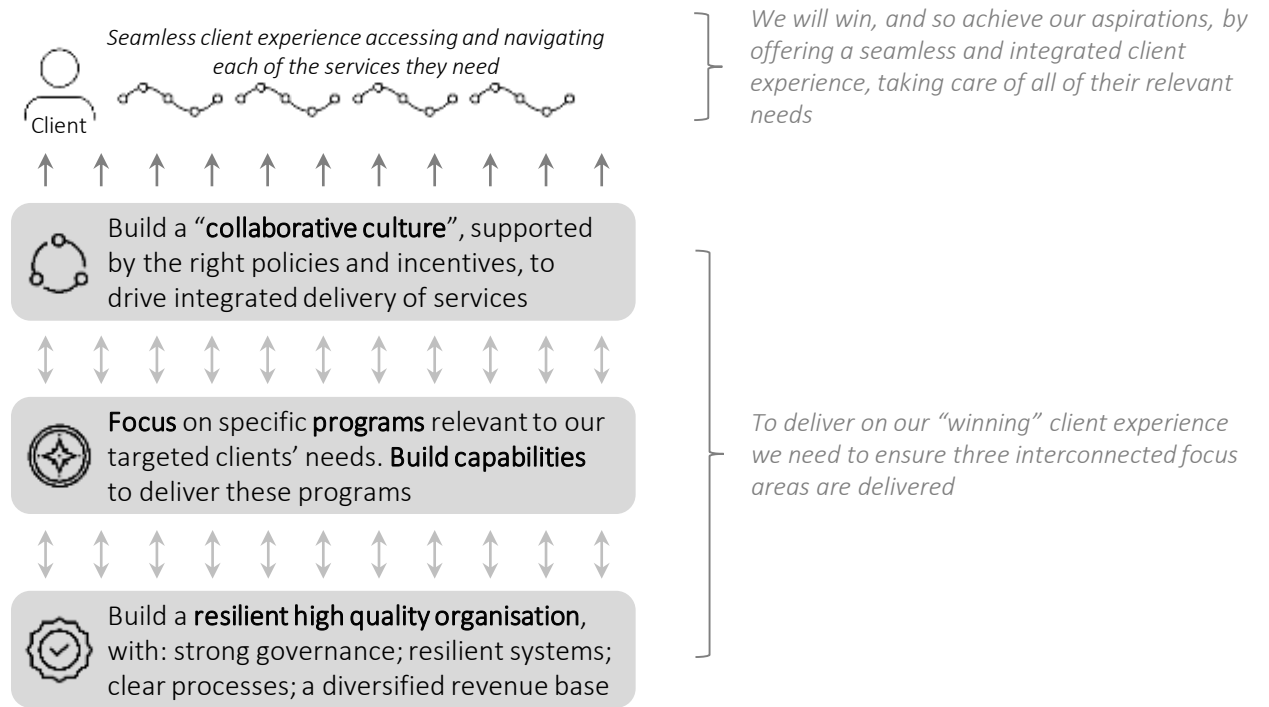


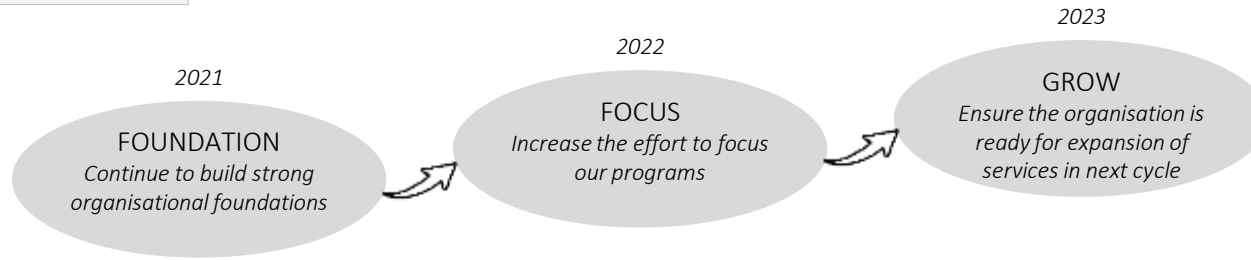
How will we win?

In answer to “Where will we play?” we have stated that we will focus in the Western Sydney geography, on a defined number of key segments of clients there. This focus will allow us to provide each client with an integrated, holistic, experience across the range of their legal needs.

Our focused approach frees us up to increase our skills and reputation in particular areas. It allows us to develop an integrated offering designed around the client, so that the client experiences a seamless service, even though each program may be separately funded.

Of course, to do this well, we will need to ensure that the organisation is fundamentally robust with strong governance, processes, and systems, and an enabling culture that facilitates mutual trust and collaboration between programs.





3-YEAR OBJECTIVE

Collaborative culture

- Undertake a “culture audit”
- Undertake an audit of current policies and incentives that drive staff behaviour

- Commence a “culture building program” to promote a collaborative culture
- Put in place aligned policies and incentives to support target culture (including cross referral metrics)
- Start to reach out to other CLCs

- Continue culture transformation
- Continue collaboration with other CLCs

WSCLC’s collaborative culture ensures we work together across the organisation (and with other CLCs) to deliver a seamless service to clients, despite the separate funding and reporting requirements of different programs

Focused programs and capabilities

- Undertake a “capability audit” of staff in light of decision to service key client groups across a range of needs
- Identify programs to offload

- Commence to offload non-core programs as they come up for renewal (eg Home Building)
- Identify new programs and opportunities to pursue that are relevant to our focus
- Commence a capability development program for staff

- Continue staff capability development program
- Continue to offload non-core programs
- Continue to take on new programs relevant to our new focus

We offer, and reliably deliver, a focused and relevant suite of programs that meets the legal and legal adjacent needs of our priority groups. These groups are aware of, trust, and use these programs

Resilient high quality organisation

- Restructure the organisation to deliver the strategy effectively
- Continue to put in place strong governance, compliance, and reporting systems and processes
- Build relationships with and understanding of Federal and State funders
- Identify savings opportunities to allow for reinvestment into new projects

- Apply for renewal of relevant State and Federal funding instruments
- Build one diversified revenue source

- Build a second diversified revenue source
- Ensure organisational foundations are strong enough for further growth

We are a resilient and high quality organisation, well respected in the sector by peer organisations and funding bodies