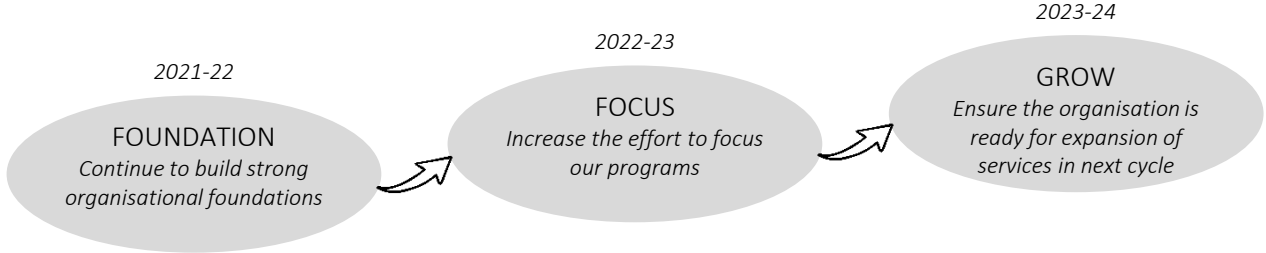



# WSCLC Board Planning Session Summary 26 April 2023

- The Strategic Plan 2021 – 2023 was reviewed and it was agreed that progress was not as advanced due to organisational leadership changes and the impact of COVID.
- It was felt that the pillars and objectives are still relevant. Continued focus needed on people culture, improving leadership capability, continuous improvement and performance accountability.
- An overview of the Legal Indirect Assistance Sector was provided and it was noted:
  - cost investment is a challenge for the Sector and the HFP sector.
  - The National Legal Principles influence the funding and ultimately operations of community legal centres.
- It was agreed that the Strategic Plan be revisited towards the end of 2023, and a process determined whereby the organisation and community has an involvement.
- It was agreed that the Strategic Plan be amended to include:
  - The review towards the end of the year, with an aim of updating the Plan for a 3 year period going forward from July 2024
  - The current year focus be on:
    - ✓ Organisational Redesign & Leadership Capability
    - ✓ Performance of the Organisation and People
    - ✓ Volunteer Improvement
    - ✓ Employee Engagement
    - ✓ Continuous Improvement

Leadership & Organisational Redesign	Performance	Volunteers	Employee Engagement	Continuous Improvement	Organisational Efficiency
<p>Principal Solicitor &amp; Civil Lead Hire</p> <p>Acting Principal Solicitor to restructure Legal Team</p>	<p>Performance Management Framework (HR process)</p>	<p>Improve Learning/Value proposition for volunteers</p>	<p>Actioning comms feedback</p>	<p>Quality and Operational excellence program</p>	<p>Consider outsourcing Back Office Functions</p>
<p>Social Service Lead</p> <p>Consult with similarly structured NON legal NFPs on management structure</p>	<p>HR System Procurement</p>	<p>Focus on volunteers value</p>	<p>AU Staff Town Halls Meetings</p>	<p>Kick off out comes based metrics project</p>	
<p>Restructure leadership team (Already happening)</p> <p>Bed Down the Org structure</p>	<p>Performance Review /KPI</p>	<p>Develop a compelling EVP (For volunteers)</p>	<p>Clear Induction process for new starters</p>	<p>KPI Dashboard for staff</p>	
<p>Organisational Redesign</p> <p>Develop Employee Value Proposition (Aspirational)</p>	<p>Performance Management</p>	<p>Seek out small – medium firms tom partner with to get volunteers</p>		<p>Process Mapping Completion Gaps Best Practice</p>	
<p>Restructure Legal Centre Leadership</p> <p>Engage/consult with staff on views of working at WSCLC</p>	<p>JDs/PDs Role Expectations Performance Framework</p>			<p>KPIs for 23/24</p>	
<p>Propose and Deliver a Leadership Structure</p>					



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
- Positive employee engagement
- Best in Class Volunteers

WSCLC’s collaborative culture ensures we work together across the organisation (and with other CLCs) to provide clients an opportunity to receive an integrated service. ~~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~~
- Organisational Efficiency & enhanced performance

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
- Develop a continuous improvement quality culture.

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