Strategic Plan 2011 – 2014 Overview

This document provides an overview of the Strategic Plan 2011-14 of the Federation of Community Legal Centres (Victoria) Inc

Our purpose:
We lead and support Victorian community legal centres to make justice accessible for all

Our values
Inclusive, Collaborative, Proactive, Innovative, Honest, Courageous, Equitable, Accountable, Resilient

Strategic Priorities	
1.	Develop the community legal centre staff and volunteer workforce
2.	Drive excellence in community legal centres
3.	Diversify and increase community legal centre funding and resources
4.	Improve community legal centre cohesion and collaboration
5.	Improve community legal centre reputation and profile
6.	Achieve positive systemic change through law reform and policy work
7.	Improve access to the legal assistance sector
8.	Build the Federation's capacity to achieve its purpose

1. Develop the community legal centre staff and volunteer workforce
We will:
- Update research on how competitive CLC staff remuneration is.
- Advocate for fair and competitive CLC staff remuneration.
- Develop an annual training program for CLC staff based on identified key competencies.
- Deliver recruitment and retention training to CLC managers and boards.
- Develop career pathways in CLCs.
- Promote CLC careers to attract staff to CLCs.
- Develop a mentoring program for CLC staff.
- Continue and expand the CLC Law Graduate Scheme.

2. Drive excellence in CLCs
We will:
- Support the implementation of the National CLC Accreditation Scheme.
- Advocate for the Accreditation Scheme to replace other accountability requirements.
- Improve CLC legal practice support.
- Improve CLC knowledge management.
- Work with funders to support CLCs to analyse legal need.
- Work with funders to move towards measuring the impact of CLC services not just the volume.
- Implement a leadership training program for CLC staff.
- Support CLCs to improve the quality and accessibility of their premises.

3. Diversify and increase community legal centre funding and resources
We will:
- Maintain an up to date funding kit.
- Promote funding opportunities for CLCs.
- Deliver training on CLC funding and resourcing.
- Promote and broker pro bono community law partnerships.

4. Improve community legal centre cohesion and collaboration
We will:
- Improve CLC communication tools and work with the NACLC to replace the Bulletin Board System.
- Improve technology for remote attendance at meetings.
- Improve participation in CLC structures by smaller and rural/regional CLCs.
- Deliver regular training on CLC history, philosophy and practice.
- Provide support services for CLCs seeking assistance.
- Consult with CLCs on needs and priorities through our annual CLC Census.
- Maintain and improve working group structures.

5. Improve community legal centre reputation and profile
We will:
- Develop a communication strategy.
- Work with the NACLC to conduct a campaign highlighting access to justice needs.
- Profile successful CLC work.
- Profile the CLC achievements in connection with the 40th anniversary of CLCs celebrations.
- Develop an alumni network to support the work of CLCs.

6. Achieve positive systemic change through law reform and policy work
We will:
- Improve the recording and evaluation of law reform and policy work.
- Develop a guide and training program to help CLCs and NGOs engage in effective law reform and policy work.
- Actively engage rural and regional CLCs in Federation law reform and policy work.
- Promote the importance of CLCs engaging in law reform and policy work.
- Draw on case studies in Federation law reform and policy work.
- Identify and disseminate research and analysis to support CLCs engaging in law reform and policy work.
- Collaborate with academics and other organisations in undertaking Federation law reform and policy work.

7. Improve access to the legal assistance sector
We will:
- Conduct a telephone service and provide online information to help people find the right legal organisation to assist them.
- Develop a database to record legal referral call information.
- Participate in the Victorian Legal Assistance Forum and its referral working group, and explore the establishment of a common telephone entry point for all legal assistance organisations.
- Develop improved methods of documenting the services CLCs provide.

8. Build the Federation's capacity to achieve its purpose
We will:
- Seek resources to implement this strategic plan.
- Conduct an annual Federation staff satisfaction survey.
- Reduce the use of fixed term contracts for Federation staff.
- Continue to provide appropriate professional development opportunities for Federation staff.
- Increase the use of Federation volunteers and interns.