

## WEstjustice Strategic Plan 2020-23

### Vision

WEstjustice believes in a just and fair society where the law and its processes don't discriminate against vulnerable people, and where those in need have ready and easy access to quality legal education, information, advice and casework services.

### Purpose

To service the legal needs in the West in a way that addresses the systemic nature of disadvantage.

### Strategic Priorities and Outcomes

Priority One: Embedding a coherent approach to systemic impact work, informed by, and integrated with, case work, education and community development.

- 1.1 We have an evidence-based process to determine our impact areas, priorities, campaigns and areas of focus along with allocation of resources and these are reviewed periodically.
- 1.2 We generate and maintain an ethos of uncompromising strategic pursuit of client and community outcomes.
- 1.3 Our systemic impact work is collaborative and sits across all areas of our practice.

Priority Two: Designing an operating model, legal services and processes which are client-centred and provide clients with whole of person support.

- 2.1 Our Operating Model reflects our approach to systemic impact work and responds to the needs of our community. This includes comprehensive triaging, and effective internal and external referral processes.
- 2.2 Our legal service design:
  - is informed by our clients and/or community needs
  - ensures consistency and quality delivery.
- 2.3 We work with partners who have a shared commitment to provide clients with comprehensive, ethical and holistic services.

Priority Three: Deepening our organisational culture to build capability, promote collaboration and deliver excellence.

- 3.1 Our performance reflects and aligns with our vision, purpose and strategic priorities.
- 3.2 We have a strengthened understanding as to how our organisation functions.
- 3.3 We provide opportunities to evolve skills, expertise, leadership and career development.
- 3.4 Our staff are engaged, motivated and have opportunities to flourish through work life balance.
- 3.5 We prioritise staff wellbeing.
- 3.6 Our diverse workforce reflects our diverse community.

Priority Four: Establishing internal systems and processes to strengthen our foundations.

4.1 We have built and/or consolidated the support functions including:

- Information systems.
- People function including recruitment, performance, promotions, reward, recognition and accountabilities.
- Reporting lines and responsibilities across the organisation.
- Internal and external communication.
- Risk management and quality assurance framework.

Priority Five: Build fiscal capability and sustainability.

5.1 Our funding strategy is directed at medium and long-term sustainability and addresses fiscal needs including workforce security.

5.2 We have established and maintained strong and impactful relationships with funders and stakeholders.

5.3 We have influence regarding the manner in which funding is directed and allocated across government, trusts and philanthropic community.

5.4 We explore and research potential revenue streams.