



STRATEGIC PLAN

2023-2028



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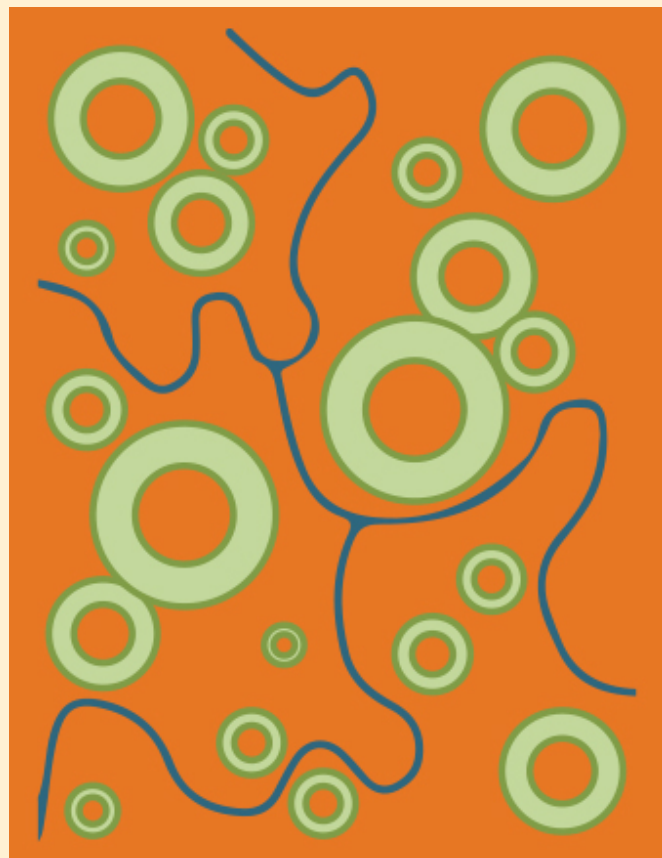
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01 Acknowledgement of country

We acknowledge the Traditional Owners and Custodians of the land on which we work in providing services to communities of the Far West - the people of the Wiljali, Karengappa, Bandjigali, Wandjiwalgu, Danggali, Barkindji, Barindji and Barundji nations.

We pay our respects to elders past, present and emerging. We acknowledge that we are on land that was stolen and sovereignty never ceded.



02 About our organisation



Far West Community Legal Centre Ltd has been operating since July 2000. Our charter is to serve the communities of the Far West, providing a range of services to people most in need including with free legal advice and representation, and a range of other support services.

We are funded by federal and state governments to deliver four services. Our management structure includes a Board of Directors, an Executive Director, and managers for each of our funded programs.

We provide valuable services to our communities, including:

- Legal information and advice
- Advocacy
- Representation
- Community education and engagement
- Outreach
- Home and court support
- Counselling and referral
- Law Reform

Where we can't assist we will refer those eligible to one of our pro-bono partners or to other services that can meet their needs.

Our services

- Far West Community Legal Centre
- Warra Warra Legal Service
- Staying Home Leaving Violence
- Women's Domestic Violence Court Advocacy Service

Our values



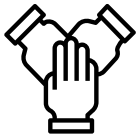
Trust

We trust our co-workers and our collective capacity to deliver high standards of service to our clients.



Respect

We treat our colleagues and our clients with respect.



Collaborative

We pursue collaborative approaches to problem-solving and service improvement.



Client focus

We are guided by our strong focus on the needs and interests of our clients.



Professionalism

We fulfil our roles with professionalism, honesty and integrity.



Celebrate diversity

We celebrate diversity in our workplace and our communities.



Cultural Awareness

We apply cultural awareness and sensitivity in all aspects of our work.

Our programs

Far West Community Legal Centre Ltd provides a range of free services to Far West Communities.



Far West Community Legal Centre provides free legal services to far west communities including representation and advice, advocacy, referral, community education, outreach and law.

Warra Warra Legal Service provides a range of legal and support services to Aboriginal communities of the Far West. These include legal information and advice, advocacy, representation, community education and development, referral, family support and law reform.



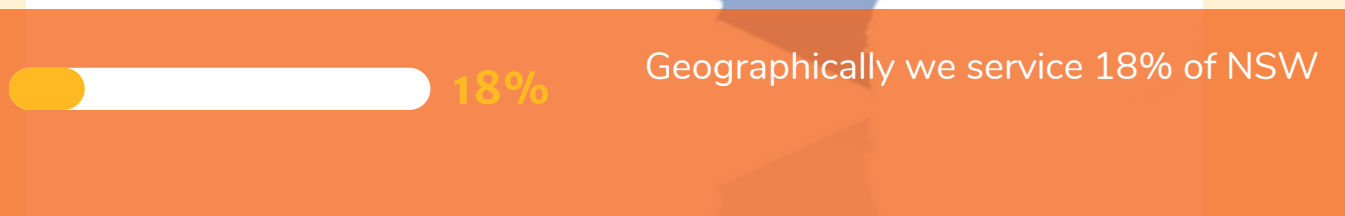
Staying Home Leaving Violence works to prevent homelessness by partnering with the NSW Police to remove the perpetrator from the family home so that women and children can maintain a safe home environment. We operate this service in Broken Hill and Wentworth.

Women's Domestic Violence Court Advocacy Service provides women and children with assistance and information about protection from family and domestic violence. The service also facilitates access to legal representation, advocacy and support for women and children during court proceedings arising from incidents of family violence.



Our operational area

Our main administrative offices are based in Broken Hill, however our operational area extends across the vast far west of NSW, from Tibooburra in the north to Wentworth in the south and Wilcannia and Ivanhoe in the east. We conduct regular outreach activities to provide support to communities of the Far West.



Our strategic alignment

Our strategic plan is based on the range of services we provide within each of our four funded programs. We have identified ten primary service streams. The introductory information under each service stream provides details of which programs provide each of the services, a brief description of each service and a goal in pursuing the highest service standards. The introduction is followed by a table listing the strategies we will adopt and indicators of our progress in working towards our goals.

03 Our Aboriginal and Torres Strait Islander Statement of Commitment



Far West Community Legal Centre Ltd is committed to implementing practical actions to overcome the social, economic and educational inequities experienced by Aboriginal and Torres Strait Islander people.

In partnership with communities, our staff and other community service agencies, we will work to increase access to justice and improve service delivery outcomes and support for Aboriginal and Torres Strait Islander peoples.

FWCLC Ltd's vision for reconciliation is to address barriers in access to justice for Aboriginal and Torres Strait Islander peoples and to increase community strength, resilience and safety.

What we will do

- Develop a Reconciliation Action Plan, guided by Traditional Owners and Aboriginal people of the Far West
- Work in partnership with Aboriginal people to ensure our services are culturally appropriate
- Increase our Aboriginal and Torres Strait Islander workforce
- Increase the cultural capability of our workforce
- Reserve two Board positions for Aboriginal people from the Far West

04 Our Strategic Plan

Ten service streams

- Legal advice and representation
- Counselling
- Casework (non-legal)
- Home support and advocacy
- Court support
- Outreach
- Referrals
- Community education and engagement
- Law reform
- Administration

Acronyms:

FWCLC - Far West Community Legal Centre

WWLS - Warra Warra Legal Service

SHLV - Staying Home Leaving Violence

WDVCAS - Women's Domestic Violence Court Advocacy Service

4.1 Legal advice and representation

Provided by: FWCLC , WWLS

Service description: We provide free legal services to our clients including advice, representation, litigation, negotiation, court appearances, referrals and interagency liaison on behalf of our clients.

Our goal: We provide a high standard of legal advice, representation, advocacy and support services, that are accurate, culturally sensitive and attentive to the individual needs of our clients.

Strategies to achieve our goal

- Ensure our agency has a high and positive profile across the Far West region
- Ensure our services are easily accessible to those seeking assistance and support
- Accurately identify each client's legal and non-legal issues to address
- Be flexible, creative and attentive in our interactions with clients
- Ensure that our services are provided in an efficient and timely manner
- Develop positive ongoing relationships with agencies providing pro bono support
- Ensure our staff providing legal services and support are appropriately trained and experienced

Indicators of progress

- A minimum of 70 per cent of files closed on CLASS in each six-month reporting period indicate 'resolved' status
- High degree of client satisfaction with our legal advice and representation services
- Nil complaints from clients or third parties regarding our legal services
- We meet or exceed all targets set by our funding bodies

We provide free legal advice and information and empower people to address their legal problems.

4.2 Counselling

Provided by: WWLS

Service description: We provide one-to-one counselling services to support Aboriginal people in circumstances of family trauma, domestic violence, sexual assault and complex mental health issues. Our counselling service also assists clients through case management, court support and interagency liaison.

Our goal: We provide counselling and support services to our clients with empathy and understanding, adopting approaches and techniques that foster their independence, empowerment, capability and self-reliance.

Strategies to achieve our goal

- Seek ongoing funding to expand our team and employ additional social workers to provide increased client services and support in case management, interagency liaison, client advocacy and outreach.

Indicators of progress

- Reduction in the number of repeat client requests for services and support
- Increased number of matters closed
- Overall reduction in the number of clients utilising our services
- High degree of client satisfaction with our counselling services
- Nil complaints from clients or third parties regarding our counselling services

We listen respectfully and provide strategies to empower clients and build self-esteem and healing.

4.3 Casework (non-legal)

Provided by: SHLV, WDV CAS

Service description: We conduct non-legal casework encompassing client support, court advocacy, interagency liaison and representation, and tenancy assistance. We undertake community development and engagement activities where appropriate.

Our goal: We support and empower our clients in circumstances of domestic and family violence, building their knowledge, skills and support networks to ensure their ongoing safety and wellbeing.

Strategies to achieve our goal

- Obtain funding to increase our service brokerage
- Improve and increase communication and liaison with other agencies
- Advocate for the expansion of safe, temporary accommodation for clients
- Seek assistance in identifying and securing appropriate grants to expand the capacity of our services and our resources for clients

Indicators of progress

- Reduction in the number of repeat client requests for services and support
- Increased number of clients in safe accommodation
- High degree of client satisfaction with our casework services
- Nil complaints from clients or third parties regarding our counselling services

We help to build a network of support around domestic and family violence clients.

4.4 Home support and advocacy

Provided by: WWLS, SHLV, WDVCAS

Service description: We support and advocate for clients escaping circumstances of domestic and family violence. Depending on the needs and eligibility of each client, we provide rent assistance, links to financial support and counselling, home safety and security enhancements and referrals to other agencies as required.

Our goal: Our clients have ready access to safe, secure accommodation and receive the resources and support services they require to ensure their long-term wellbeing.

Strategies to achieve our goal

- Advocate for an increase in accommodation for clients escaping domestic and family violence situations
- Secure funding to employ full time caseworkers for SHLV (Broken Hill and Wentworth)
- Identify and pursue funding opportunities to improve resourcing of home support services
- Increase liaison with other agencies to improve co-ordination of home support services
- Improve and increase trades support (handyperson, locksmith etc) to ensure immediate address of clients' home security issues when required

Indicators of progress

- Increased safe accommodation options for clients
- Increased resources secured for home support services
- Caseworkers employed full time in SHLV program in Broken Hill and Wentworth
- High degree of client satisfaction with our home support and advocacy services
- Nil complaints from clients or third parties regarding our home support and advocacy activities

We assist women and children to stay safe at home.

4.5 Court support

Provided by: WWLS, WDV CAS

Service description: We provide a range of court support and other services to people in circumstances of domestic and family violence. Services include in-person support during court mentions, liaison and representation with police prosecutors, arrangement of AVLs in court proceedings, client representation in court in their absence and trial program to provide clients with a court hearing support worker.

Our goal: Our clients feel safe, are treated with empathy and understanding and are well supported and represented during all court proceedings.

Strategies to achieve our goal

- Advocate for permanent funding of Court Hearing Support Worker position
- Further strengthen working relationships with police prosecutors
- Liaise with police to improve Court Access Service utilisation

Indicators of progress

- Court Hearing Support Worker position is permanently funded
- Positive working relationships with police and police prosecutors
- High utilisation of Women's Domestic Violence Court Advocacy Service by police
- High degree of client satisfaction with court support services
- Nil complaints from clients or third parties regarding our court support services

We assist women and children to obtain effective legal protection from domestic violence.

4.6 Outreach

Provided by: FWCLC, WWLS, WDVCAS

Service description: We make regular visits to remote and very remote communities in our catchment area to provide on-site client advocacy, representation and support, undertake community engagement and education, and build our service profile. We attend regional courts on list days to support 'walk-ins' and provide support during mentions or if clients are appearing as witnesses.

Our goal: We conduct regular outreach to our remote and very remote communities to provide support, representation and advocacy, engagement and education services to communities and clients in our catchment area.

Strategies to achieve our goal

- Source and secure funding to increase frequency and number of regional outreach activities
- Source funding to acquire an additional vehicle for outreach activities
- Liaise with other agencies to co-ordinate and resource-share to facilitate increased outreach capacity

Indicators of progress

- Increase in frequency and number of regional outreach activities conducted
- Outreach activities are based on an annual planned schedule
- High degree of client satisfaction with our outreach services
- Nil complaints from clients or third parties regarding our outreach activities or lack thereof

We deliver outreach to fill a gap in access to services and help those who face heightened barriers to legal advice and support services.

4.7 Referrals

Provided by: FWCLC, WWLS, SHLV, WDV CAS

Service description: We make and receive 'warm' and 'simple' referrals to facilitate client access to the services, information and advice they require. We collaborate with other agencies as appropriate, in the management and referral of clients.

Our goal: We manage our referral services effectively to ensure they are accurate, timely and sensitive to the individual needs and circumstances of our clients.

Strategies to achieve our goal

- Undertake regular research and liaison with other agencies across our catchment area to ensure we are aware of all services and service changes within our region
- Monitor and record client bounce-backs and respond in a timely manner
- Maintain an awareness of prevailing issues across regional communities to better anticipate client referral needs
- Advocate for improved client follow-up and more frequent welfare checks by police

Indicators of progress

- Minimal or no client bounce-backs following referrals
- Improved knowledge of services across our catchment area
- Improved relationships and liaison with appropriate agencies across our catchment area
- Nil complaints from clients or third parties regarding our referral services and activities

We help vulnerable clients to navigate the legal and community services sector to get the support they need.

4.8 Community education and engagement

Provided by: FWCLC, WWLS, SHLV, WDV CAS

Service description: We undertake regular community legal education to raise community awareness about relevant aspects of the law. We also provide community education and information about our services and those provided by other agencies. We organise and participate in regular community education and engagement activities to build community relationships and trust, provide learning and networking opportunities for clients and raise public awareness about our organisation and its programs.

Our goal: We organise and participate in regular community education and engagement activities that address relevant issues, raise community awareness, provide educational opportunities that are well attended by the communities we serve.

Strategies to achieve our goal

- Secure additional funding and resources to expand our community engagement and education activities
- Design and implement new and innovative ways to engage our communities and clients
- Identify and pursue cross-program engagement and education events
- Ensure all community engagement and education activities and events are publicised on our website

Indicators of progress

- Increases in our community engagement and education activities
- Higher levels of attendance and participation in our community engagement and education activities
- Increased utilisation of our services by Far West communities
- High degree of client satisfaction with our community legal education events
- Nil complaints from clients or third parties regarding our community engagement and education activities

We empower people by increasing their knowledge of the law and awareness of available services and supports to increase safety and wellbeing.

4.9 Law reform

Provided by: FWCLC, WWLS

Service description: We liaise with other community legal service providers to participate in law reform processes, identify relevant issues and prepare submissions where appropriate.

Our goal: We are proactive in our participation in and contribution to law reform processes.

Strategies to achieve our goal

- Seek additional funding to facilitate our greater involvement in law reform processes including research, interagency liaison and drafting of submissions
- Identify areas of focus for potential law reform
- Liaise with other community legal service providers to exchange ideas and co-ordinate activities in contributing to law reform processes

Indicators of progress

- We contribute pro-actively to law reform discussions and processes as they arise
- We prepare and lodge submissions on law reform issues where appropriate

We advocate for the people of the Far West to improve our clients' circumstances through law reform.

4.10 Administration

Provided by: FWCLC, WWLS, SHLV, WDVCAS

Service description: We undertake administrative tasks and activities necessary to support the operations of the FWCLC Ltd and its funded programs.

Our goal: We manage our administrative functions efficiently and in ways that minimise unnecessary duplication, maintain consistency in data management and are digitally based.

Strategies to achieve our goal

- Seek additional funding to update and upgrade our IT systems and software including data entry and file management systems
- Identify and address areas of duplication in data and file management
- Ensure where appropriate, that new practice management systems adopted are compatible with CLASS software
- Identify and address training needs of staff to ensure competency in the use of IT systems and software
- Update and improve telecommunications systems
- Liaise with other CLCs to share ideas about best practice in IT systems and data management

Indicators of progress

- Our organisation has transitioned fully to digital systems and is a 'paperless office'
- We maintain consistent administrative practices across our organisation
- There is no unnecessary duplication of data and/or systems within our organisation
- Staff are competent in the use of IT and telecommunications systems as appropriate
- Nil complaints from staff, clients or third parties regarding our administrative systems and practices



05 Our Workforce



Our people are our most valuable asset. We are committed to building and valuing a diverse, professional and empowered workforce that authentically represents the community we serve.

FWCLC Ltd strives to establish a workforce that fosters a culture of inclusiveness and embraces the diversity of its people, such as neurodiversity, differences in cultural backgrounds, race, ethnicity, disability age gender identify or sexual orientation.

What we will do

- Implement merit based recruitment and selection practices
- Identify positions for Aboriginal and Torres Strait Islander staff as appropriate
- Invest in the professional development of our staff

o6 Our Communication Plan

Deliverable	Target Audience	Delivery Method	Frequency	Responsible
Distribute information about our services	Potential clients and community services	Website Newspaper Radio Facebook Service brochures	Events and outreach will be publicised on our website, Facebook and local newspapers.	Executive Director
Promote our services via community events	Potential clients and community services	Community activities hosted by FWCLC Ltd and other organisations	Proactive participation all community events	FWCLC WWLS SHLV WDVCAS
Promote awareness of local need and resourcing gaps	Funding bodies, philanthropic organisations	Correspondence Submissions Grant submissions Meetings Participate in program evaluations and reviews	As opportunities arise	Executive Director
Open and transparent internal communication	Staff	Email Managers meetings Staff meetings	Monthly Managers meetings Bi-monthly all staff meetings	Executive Director Managers



The Far West Community Legal Centre Ltd acknowledges the people and communities of far western NSW. We are dedicated to providing these communities with the services and support they need and deserve to ensure their long term wellbeing.

We acknowledge our funding providers without whose support we could not continue.

We thank Legal Aid NSW, National Indigenous Australians Agency and NSW Department of Communities and Justice.

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