

# Strategic Plan 2020 – 2023

## a snapshot

### our vision

We advocate for a just and inclusive Queensland.

### our purpose

We unlock the law and work against injustice for Queenslanders.

### our values

We are committed to accountability, compassion, respect, integrity and collaboration.

This plan, based on five strategic pillars, will guide Caxton Legal Centre's strategic direction from 2020 to 2023. Caxton continues to recognise and empower individuals as rights holders, acknowledge the impact on individuals of disadvantage, discrimination, trauma and loss and provides access to high-quality and timely social and legal support. Caxton is committed to working collaboratively with community partners to achieve better outcomes for individuals, and to remaining fiercely independent in order to address systemic injustices.

The implementation of this strategic plan will be reported publicly through our Annual Report. Caxton Legal Centre is a community legal centre and is accredited by Community Legal Centres Australia. Caxton Legal Centre is funded by the Commonwealth and Queensland governments, and is accountable to the Queensland Government and the Attorney-General's Department for the various programs across our three practices that deliver frontline services to vulnerable Queenslanders.

## STRATEGIC PILLARS

## STRATEGY

## PERFORMANCE INDICATOR

### 1 human rights framework

We promote and protect the human rights of all Queenslanders by putting the human rights of our clients, staff and community at the forefront of all that we do.

- We review our services, practices and policies to be respectful of human rights.
- We train our staff and volunteer lawyers to be able to provide legal advice that assists clients to achieve human-rights outcomes.
- We show leadership in the further advancement and protection of human rights in Queensland.

- We are successfully advocating for human-rights outcomes for all clients across all programs including by way of strategic litigation.
- The community sector, our lawyers and volunteers can confidently identify human-rights breaches and provide appropriate assistance.
- We are contributing our expertise across multiple levels of implementation of Queensland's Human Rights Act.

### 2 person-centered services

We align services and practices to improve accessibility and the holistic assistance we provide.

- We review client services activities and implement a triage and intake framework that ensures service pathways are accessible, targeted, transparent and tailored.
- We increase our service delivery footprint in priority areas of law for priority client groups and represent the most vulnerable in cases that make a difference for many.
- We improve legal outcomes by strengthening the social supports we can provide to each client.

- Clients experience improved human-rights outcomes by being assisted according to their needs.
- We are expanding our partnerships with health services to assist older people who experience elder abuse.
- Our specialist programs focus on assisting more clients to reach early resolution and provide ongoing assistance to priority clients who need a litigated outcome.

### 3 working together

We shape a values-based culture, design opportunities that promote the professional growth of all who work with Caxton, and strengthen the integrated social worker-lawyer service model.



- We establish and implement policies that promote Caxton's values, staff diversity, professional development, flexible, safe and supportive work environments and staff retention.
- We implement a volunteer engagement strategy that supports our volunteers, pro bono partners and students to remain loyal and work towards social justice outcomes.
- We develop Australia's first integrated social worker-lawyer practice framework that supports and guides our service models.
- We deepen our reconciliation journey in ways that are localised and contextual to the community we serve.
- We strengthen law reform submissions and advocacy project outcomes including developing alliances with complementary partners.

- We have a transparent staff consultation process for significant workplace decisions.
- Our volunteer engagement strategy is successful and we maintain a healthy pool of volunteer lawyers and students.
- We are working collaboratively with key partners to improve human-rights outcomes for marginalised groups.
- Our reconciliation action framework demands practical and meaningful actions that contribute to reconciliation both internally and in our community.
- Our law reform and advocacy projects are geared towards achieving desired outcomes and include contributions from each legal and social work practice and our clients' voices. We collaborate with external partners where profitable.

### 4 impact

We refine our communications, collaborations and campaigns for greater impact on our target audiences.

- We deliver the Justice in Focus Series in collaboration with universities on systemic issues that impact our clients.
- We devise campaigns and collaborative opportunities that will effect systemic change that promotes the human rights of all Queenslanders.
- We enhance our measurement, evaluation and communication of the impact our services have on client, community and justice outcomes.
- We ensure quality legal information resources and achieve quality practice in community legal education activities.

- We are communicating relevant, accessible and useful information that promotes a just and inclusive community.
- We implemented a suite of impact measurement tools to be able to evaluate our services and inform continuous improvement.
- Our community legal education activities are targeted towards priority audiences, provided by appropriately skilled staff and evaluated as to their effectiveness.
- We are continuously increasing the awareness of human rights in our community and the confidence of the sector to identify human-rights breaches and provide appropriate assistance.

### 5 economic sustainability

We employ a sustainable financial strategy and funding approach.

- We develop and administer a comprehensive financial framework.
- We transform our funding approach to recognise and pursue diversified funding opportunities.

- We are implementing value-adding activities and projects that support the needs and priorities of our clients.
- We have successfully pursued commercial, institutional and self-generating resource options to fund our projects.
- Our data is reliable and useful to ourselves and the broader sector.

