

Strategic Plan

2020–2023



Contents

- 3 our vision
- 3 our purpose
- 3 our values
- 3 our guidelines
- 4 human rights framework — strategic pillar 1
- 5 person-centered services — strategic pillar 2
- 6 working together — strategic pillar 3
- 7 impact — strategic pillar 4
- 9 economic sustainability — strategic pillar 5

Connect with us ...

Caxton Legal Centre
1 Manning Street
South Brisbane Qld 4101

Tel: (07) 3214 6333
Fax: (07) 3846 7483

Email: caxton@caxton.org.au

 www.facebook.com/caxtonlegalcentre

 www.twitter.com/CaxtonLegal

www.caxton.org.au

Office hours: 9 am – 5 pm Monday to Friday

Caxton Legal Centre holds free legal advice sessions on Monday to Thursday evenings for people on a low income or who face other disadvantage.

Call us to book an appointment.

our vision

A just and inclusive Queensland.

our purpose

We are highly skilled and adaptive advocates who unlock the law and work against injustice for Queenslanders by:

- delivering tailored and timely legal and social support services for people experiencing disadvantage
- empowering people to know their rights
- working collaboratively with community partners to achieve better outcomes
- being expert contributors to law reform
- using resources in a clever and responsible manner.

our values

We approach people and the work we do in the community with a commitment to:

- accountability and responsibility—going above and beyond what is expected
- compassion and empathy—showing our genuine concern for others
- respect—valuing all people no matter what
- integrity—saying and doing the right thing
- collaboration—believing in the power of working with others.

our guiding principles



In our work we:

- recognise and empower individuals as rights holders
- acknowledge the impact of disadvantage, discrimination, trauma and loss on individuals
- provide high-quality, compassionate and timely services
- assist individuals to address their social needs that often coexist with their legal needs
- provide access and equity in service delivery
- value human interaction and a personal interface with clients
- prioritise assistance to individuals who experience multiple forms of discrimination and disadvantage
- avoid the referral round-about
- remain fiercely independent in order to address systemic injustices
- collaborate respectfully and transparently with other organisations to achieve common goals
- promote and invest in our pro bono framework to extend our reach
- promote genuine consultation processes for staff, clients and stakeholders
- elevate the voices of Aboriginal and Torres Strait Islander clients
- are innovative and creative in our service provision
- support one another in our professional development through respect, collaboration and mentorship
- strive to provide services based on best practice and evidence
- develop the capacity of partners and other organisations in the sector
- commit to continuous improvement in our service delivery.

*I couldn't find my way through the maze but
with your help I finally got justice.*

human rights framework

Strategic Pillar 1

Human rights for everyone

We strive to promote and protect the human rights of all Queenslanders by:

- reviewing our services, practices and policies for human rights compliance
- training our staff and volunteer lawyers to be able to provide legal advice that assists clients to achieve human-rights outcomes
- showing leadership in the further advancement and protection of human rights in Queensland.

Indicators that Caxton is achieving this

We are putting the human rights of our clients, staff and community at the forefront of all that we do.

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.

person-centered services

Strategic Pillar 2

Our clients

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

- reviewing client services activities and implementing a triage and intake framework that ensures service pathways are accessible, targeted, transparent and tailored
- increasing our capacity throughout all programs and improving our practices to provide representation services to those clients who demonstrate low legal capability and who experience financial disadvantage
- increasing our human rights, discrimination and coronial law service delivery footprint statewide
- increasing our consumer law footprint in our local area and in the Logan/Beaudesert area
- adapting the family law program to increase discrete services for clients experiencing domestic and family violence, and promoting early resolution of complex parenting and low-pool property settlement issues
- developing formal arrangements with key partner organisations that result in improved social supports for clients
- expanding health justice partnerships that assist older clients
- building a reliable and organised precedent library.

Indicators that Caxton is achieving this

We have developed a triage and intake framework and are consistently applying it.

We are confident that we direct clients with different legal needs and capabilities towards the most appropriate service pathway.

We are providing assistance to an increased number of clients with consumer, human rights, discrimination and coronial legal issues to receive fair outcomes.

We are helping a greater number of clients with priority family law matters to reach an early resolution.

Clients with social support needs are able to access the services they need and, with the legal assistance received, they are experiencing improved human-rights outcomes.

We are establishing additional strong partnerships with hospitals and community health services to assist older people experiencing elder abuse.

We are establishing improved and timely communications with clients through the precedent library.

working together

Strategic Pillar 3

Our people

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 by:

- establishing regular induction, training, wellbeing activities, supervision processes, staff entitlements and policies that promote Caxton's values, staff diversity, professional development, flexible, safe and supportive work environments and staff retention
- developing and implementing a volunteer engagement strategy that supports and inspires our volunteers, pro bono partners and students to remain loyal and make a difference to social justice outcomes in the community
- articulating and implementing an integrated social worker-lawyer practice framework that supports and guides the multidisciplinary service models in each program
- refining our organisational structure to incorporate improved workforce planning and adequate administrative supports for effective and efficient service delivery.

The community

We join with others to advocate for justice and inclusion by:

- deepening our reconciliation journey in ways that are localised and contextual to the community we serve
- identifying key partners to work with on projects that secure human-rights outcomes for priority groups
- strengthening law reform submissions and advocacy project outcomes including developing alliances with complementary partners
- reinvigorating our membership base.

Indicators that Caxton is achieving this

We are all embracing and promoting Caxton's values internally and externally.

We are successfully delivering our training calendar, meeting individualised professional goals and providing mentoring, which is evident in staff satisfaction and retention.

We have a transparent staff consultation process for significant workplace decisions and are regularly using staff surveys to obtain feedback and implement changes that address identified needs.

We developed and implemented a volunteer engagement strategy, and are conducting annual volunteer surveys. We have a healthy pool of volunteers providing assistance.

We are further developing and implementing the integrated social worker-lawyer practice framework, our social workers are experiencing improved agility across different programs and Caxton is providing leadership and championing this multidisciplinary service model.

Indicators that Caxton is achieving this

We have developed and are implementing a reconciliation action framework that is stretching us to undertake practical and meaningful actions that contribute to reconciliation both internally and in our community.

We have identified priority groups within our community and are working collaboratively with key partners on projects that have clear goals and contribute towards improved human-rights outcomes for these groups.

We are managing our law reform and advocacy projects to include desired outcomes, our clients' voices, and contributions from each legal and social work practice, and are collaborating with external partners where profitable.

Our membership has grown and members are satisfied with the benefits of membership.

impact

Strategic Pillar 4

Communication, collaboration and campaigns

We refine our communications, collaborations and campaigns to achieve a greater impact on our target audiences by:

- improving external communications so that we can consistently identify issues of injustice and exclusion, providing general legal information and highlighting the impact of our services
- promoting how our integrated multidisciplinary service model leads to holistic and improved human-rights outcomes
- delivering the Justice in Focus Series in collaboration with universities on issues where there is a clear connection between the programs we provide, and where there are systemic issues that impact our clients
- building the capacity of all staff to be effective communicators, collaborators and campaigners

- devising, promoting and being involved in campaigns and collaborative opportunities that will effect systemic change that promotes the rights of consumers, older people, employees, people in custody, families who are participating in coronial processes and the human rights of Queenslanders
- using regular internal communication modes to increase meaningful collaborations across the organisation, enhancing staff relationships, increasing awareness of our programs and activities, building momentum on campaigns and promoting a values-based culture.

Indicators that Caxton is achieving this

We are communicating relevant, accessible and useful information that promotes a just and inclusive community.

We are able to measure the beneficial impact our communications are having in our community.

Data collection and evaluating services

We enhance our measurement, evaluation and communication of the impact our services have on client, community and justice outcomes by:

- developing and implementing a suite of impact measurement tools.

Indicators that Caxton is achieving this

We developed and implemented a suite of impact measurement tools including a whole-of-organisation theory of change, an outcomes measurement framework and a program logic for multiple programs.

We have a bank of client case studies in a standardised form, which we are using to communicate our impact and advocate for systemic law reform and policy changes.

We are using client, community and stakeholder surveys plus analyses of service data to inform continuous improvement.

We are collaborating with universities and other relevant partners to create opportunities for our services to be evaluated.

Strategic Pillar 4 cont.

Community legal education resources and activities

We ensure quality legal information resources and achieve quality practice in community legal education activities by:

- developing quality community legal education resources on human rights that connect strongly with our programs and building the capacity of all staff to deliver this to target audiences
- expanding our information and self-help resources in areas of law in which we specialise and where there is a gap
- articulating and implementing via a community education plan a process for identifying the activities and events for each year, emerging community needs and gaps in legal information resources. We are collaborating with community education partners to streamline and update current community legal education and information resources and on how to measure the impact of community legal education information and activities
- collaborating to develop and deliver training resources on elder abuse for the financial services industry, health services and other target community sectors and promoting the national elder abuse website
- investigating the use of technologies and new partnerships that broaden the reach and accessibility of our information and community legal education activities, and working towards improving all resources so that they are accessible to culturally and linguistically diverse people and people with a disability, using appropriate stakeholder consultation.

Indicators that Caxton is achieving this

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.

We are constantly improving the breadth of our resources in areas of legal information need and are targeting education activities to priority audiences.

We are always making sure that our community legal education activities are informed by research and best practice, provided by appropriately skilled staff and evaluated as to their effectiveness.

economic sustainability

Strategic Pillar 5

Financial strategy

We employ a sustainable financial strategy and funding approach by:

- developing and administering a comprehensive financial framework
- transforming our funding approach to recognise and pursue diversified funding opportunities.

Our facilities and technology

We create a fit-for-purpose workplace by:

- completing a scoping study for a workplace that represents best use of financial resources, is a fit-for-purpose facility, optimises IT usage, incorporates flexible and remote working arrangements, provides a centralised service location for in-person client interface, accommodates anticipated growth, is conducive to providing our multidisciplinary programs and is appropriate for priority service users
- embracing achievable workplace eco-friendly practices including becoming paperless
- continuing to implement a holistic IT strategy that supports functionality and user experience
- constructing consistent and efficient processes to collect and report reliable data across multiple programs that utilise various reporting platforms.

Indicators that Caxton is achieving this

Our financial framework is enabling us to plan for funding fluctuations, realistic growth, capital costs for infrastructure and IT, capital replacements and maintenance and other financial needs of the organisation.

We have designed and are implementing value-adding activities and projects that support the needs and priorities of our clients throughout all our programs.

We have successfully pursued commercial, institutional and self-generating resource options, which are complementary and interdependent to fund our activities and projects.

Indicators that Caxton is achieving this

We completed a scoping study for a fit-for-purpose workplace, and we are making progress to implement it.

We have fully scoped the user needs and implemented the functionality of our chosen IT platforms, and all staff have been trained and are confidently using our IT platforms.

We are collecting and reporting reliable data, and our file/client management systems and processes are meeting organisational needs.

Caxton has reduced its reliance on paper-based files and paper usage.



Caxton Legal Centre
1 Manning Street
South Brisbane Qld 4101

Tel: (07) 3214 6333
Fax: (07) 3846 7483
Email: caxton@caxton.org.au