

# STRATEGIC PLAN (2019-2022)



Community Justice Services SA Ltd

## ABOUT

Community Justice Services SA Ltd (CJSSA) operates as a not-for-profit Community Legal Centre providing support to individuals and communities since 1982. Currently operating as, Southern Community Justice Centre, Limestone Coast Community Justice Centre and Riverland Community Justice Centre.

CJSSA provides justice services including advocacy, advice, information, referrals, and education for individuals and community living in, inner southern, outer southern, South East and Riverland regions of South Australia.

## VISION

CJSSA aims to make access to justice available to all those in the community who would otherwise not have access to services by prioritising services and programs to those denied access to justice due to social or economic disadvantages which restrict their ability to exercise their legal rights.

CJSSA aims to create a community that respects and upholds fairness, justice and human rights.



# VALUES

- **Justice** – access, equity and empowerment.
- **Innovation/Entrepreneurship/Adaptability** – encouraging and implementing new solutions through collaborations and strategies.
- **Compassion** – supportive and showing empathy.
- **Advocacy** – being a voice to those who cannot advocate for themselves.
- **Safety** – confidentiality and providing a safe workplace.
- **Integrity** – open and transparent management and governance.

# SUMMARY OF OBJECTIVES

1. Provide quality and streamlined assistance to the South Australian community.
2. Continue to and encourage innovation through the development of frameworks to maintain flexibility and remain adaptable to a growing and evolving organisation.
3. Maintain a thriving and diverse organisation to support professional client services.
4. Collaborate with community sector, Government and other services to deliver support, prevention and early intervention programs/services and to build quality relationships to leverage resources, expertise and knowledge to enhance communities.
5. Contribute to strategic advocacy to enhance the wellbeing of communities and individuals experiencing disadvantages.

# OBJECTIVES (1)

## STRATEGIES (i)

### INDICATORS (a)

#### 1. Provide quality and streamlined assistance to the South Australian community.

Provide access to expert assistance and support to resolve legal/social problems, to have a positive impact on the health and wellbeing of individuals, and to build capacity to contribute to their community. CJSSA will ensure it is directing its resources for the greatest benefit and enhance services and better target programs through the ongoing evaluation of legal/social needs.

- i. Undertake legal/social needs analysis to ascertain and meet legal/social need in the serviced regions. CJSSA aim to undertake research and analysis to identify communities that are not getting the legal help they require, then adapt its practices and target services to address these gaps.
  - a. A documented legal/social needs assessment relevant to one or more of the catchment areas.
  - b. Flexible and targeted service approaches informed by a legal/social needs assessment.
- ii. Develop and implement reporting mechanisms to identify trends within the data collection to address clients' needs.
  - a. Have documented data reporting framework at all levels of the organization to identify and respond to trends for the benefit of positive outcomes for clients.
- iii. Develop and implement a triage system for the most disadvantaged clients to ensure they receive access to assistance and target service levels appropriately.
  - a. Create a framework which supports the capacity of clients with less complex needs to self-manage their legal issues so that more resources can be directed to providing intensive support to those with complex needs.
  - b. Have a documented triage framework that guides CJSSA in managing client expectations, building client capacity and targeting services to clients with high need.
  - c. Updated referral policies and practices to be in line with needs.
- iv. Evaluate programs and services. CJSSA is committed to continuously improving the quality of services to the community and demonstrate a cost-benefit value of services and best practice.
  - a. Development and implementation of an evaluation framework relevant to one or more programs.
  - b. Appropriate changes are made to programs and services.

## 2. Continue to and encourage innovation through the development of frameworks to maintain flexibility and remain adaptable to a growing and evolving organisation.

CJSSA acknowledges that over the last two years significant growth has occurred for the organization and the need to evolve services and systems to adapt to a changing environment is paramount for the long term sustainability of CJSSA.

- i. Diversify funding streams. CJSSA wants to leverage on current services and programs to increase impact and implement new projects that will reduce obstacles for communities in accessing justice.
  - a. Develop an investment plan relevant to one or more programs.
  - b. New investments and partnerships secured to drive key projects.
- ii. Review and upgrade technology to better coordinate service delivery. CJSSA now delivers services from multiple offices and outreach locations. CJSSA wants to ensure all communities within the catchment areas have direct links to the most appropriate office, service or appointment wherever they are located and in most need. CJSSA will invest in new technology to improve access, quality and efficiency of mobile services.
  - a. Undertake a review and upgrade technology support to enhance service provisions at outreach locations.

## 3. Maintain a thriving and diverse organisation to support professional client services.

CJSSA acknowledges its passionate and dedicated people including volunteers are its greatest asset. It is important to ensure the organisation develops a healthy workplace, strong governance and innovative leadership to ensure its people can focus on providing quality services. CJSSA will review and upgrade operational and management infrastructure to strengthen its resources base.

- i. Support leadership development and pathways across the organisation. CJSSA to be an employer of choice by attracting and retaining quality legal and administrative staff as well as prioritising staff health and wellbeing. Ensure management approaches remain responsive to the expanded workforce and continue operating efficiently. CJSSA committed to remaining a sustainable, vital and effective organisation moving forward.
  - a. Development and implementation of a succession plan and leadership framework.
  - b. Development of staff health and wellbeing framework.
  - c. Development of continuous quality improvement and management reporting framework.
  - d. Develop and maintain professional development opportunities for all CJSSA people.
- ii. Enhance volunteer programs to maximise this resource. CJSSA will utilise a more diverse pool of volunteer skills.
  - a. Development of volunteer program framework which includes supervision and job descriptions.
  - b. Develop targeted placements in diverse roles within the organisation.

#### **4. Collaborate with community sector, Government and other services to deliver support, prevention and early intervention programs/services and to build quality relationships to leverage resources, expertise and knowledge to enhance communities.**

Addressing legal and social issues at the earliest possible opportunity is a cost effective strategy to enhance the community and the individual's long-term outcomes by reducing and preventing other social issues escalating. Building key relationships to leverage resources and expertise to deliver expanded services for example, co-location of programs through key partnerships can be an effective way to assist clients in having better access to services.

- i. Develop and deliver community legal education projects to priority communities in collaboration with other service providers. CJSSA will work with communities to target projects to build capacity for understanding and navigating the legal system.
  - a. Deliver joint community legal education projects to target priority client groups.
- ii. Provide legal assistance projects and programs in partnership with other service providers for clients that are in most need.
  - a. Develop and maintain key partnerships with service providers in regions of high need.
  - b. Create appropriate referral pathways for key service providers and LSC.
- iii. Fostering key relationships with external and internal stakeholders to support clients' legal and social needs.
  - a. Participate in key networks to ensure information sharing framework is established and maintained.

#### **5. Contribute to strategic advocacy to enhance the wellbeing of communities and individuals experiencing disadvantages.**

CJSSA recognises that as a community based organisation it is best placed to inform and consider a broader range of issues in addition to providing direct legal services. Contributing to future social and legal change can assist to address disadvantage in the community long term.

- i. Participate and endorse key social, economic and legal decision-making forums and initiatives by ensuring relevant issues are raised with key stakeholders and work towards solutions.
  - a. Contributing evidence-based information to initiatives.
  - b. Contribute to joint submissions to address complex issues.

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