



MOONEE VALLEY
LEGAL SERVICE

2020 - 2023 STRATEGY



WELCOME TO OUR 2023 STRATEGY

Moonee Valley Legal Service (MVLS) has a 35-year history of working with members of our community, responding to legal need, facilitating access to justice, working towards positive legal outcomes and improving understandings of the law. Our work is underpinned by our commitment to high quality legal services and advocacy.

We value and respect the diversity that exists across Moonee Valley and strive to provide quality assistance that meets the needs of those who seek our services. We partner closely with health, government and community to improve service pathways and ensure our services are welcoming, accessible and integrated. We endeavour to support the early intervention and prevention of legal problems by working proactively to educate and empower communities.

MVLS recognises that, due to a range of factors, some cohorts within the community are more likely to encounter access to justice issues and difficulties in identifying and managing legal problems. We therefore prioritise service to community members including; people experiencing or at risk of family violence, mental illness, disability, financial hardship, barriers due to culturally and linguistically diversity, elder abuse, housing insecurity and homelessness.

MVLS's 2020-2023 Strategic Plan developed by our Staff and Board, is designed with ambitious but achievable goals, focussed upon:

- *strengthening our services*
- *a clear financial strategy*
- *connecting meaningfully with our community*
- *meeting the needs of our current and future clients*
- *collaborating with partners to deliver strong outcomes for the community*
- *and investing in and valuing our staff and volunteers*



Helene McNamara
Chairperson

ABOUT US

OUR PURPOSE

We exist for our local community, providing free, accessible services to enhance wellbeing, fairness, equality and social justice within the legal system. We work to empower our clients and to improve legal outcomes. We work with our community to connect people to and promote understanding of the law. We work to bring about positive change and to address injustice and inequality in systems and laws.



OUR VISION

To contribute meaningfully to a vibrant community legal sector. To ensure legal help is accessible to all who require it, with a focus on those who would not otherwise be able to get legal assistance. To be recognised by our local community as a reliable and resourceful service that meets the community's needs. To make the most of technological opportunities, build upon our unique service offerings and be adaptive and responsive to social change.

OUR MISSION

To work with and empower our diverse community to improve outcomes by providing high quality, culturally appropriate legal services, community legal education and advocacy.

OUR VALUES



Community

We value and are part of our vibrant & diverse local community & we promote empowerment & respect for all. Our clients are at the core of what do.



Quality

We are passionate, strive for continuous improvement & are committed to the provision of high quality, responsive legal services.



Collaboration

We work in partnership with others to achieve our vision. We are committed to the involvement of community members and volunteers.

THE PATH AHEAD

OUR GOALS



Funding Growth

+10%



Clients from targeted areas

35%



Client Satisfaction

>80%



Staff Satisfaction

>75%

OUR STRATEGIC PRIORITIES

Our strategic priorities outline the key activities we are committing to over the next few years, to achieve our goals as an organisation.



Strengthening our finances by diversifying our funding sources

- Diversify our funding sources
- Maintain secure and affordable premises
- Secure funding to implement and continue key projects
- Improve environmental responsibility



Connecting with our community through digital marketing

- Enhance service pathways to build awareness and trust
- Improve the website accessibility within CALD communities
- Develop social media content that helps clients find out about our services



Delivering services that meet the needs of our clients

- Community members know to come to us for legal help
- Ensure we anticipate and are responsive to emerging needs
- Recognised for our expertise with key cohorts in the community that are most in need



Collaborating with partners to deliver better outcomes for the community

- Improve and expand relationships with service providers who assist clients who are most in need of our service
- Deliver community legal education program with partners to build knowledge of how to identify client legal issues

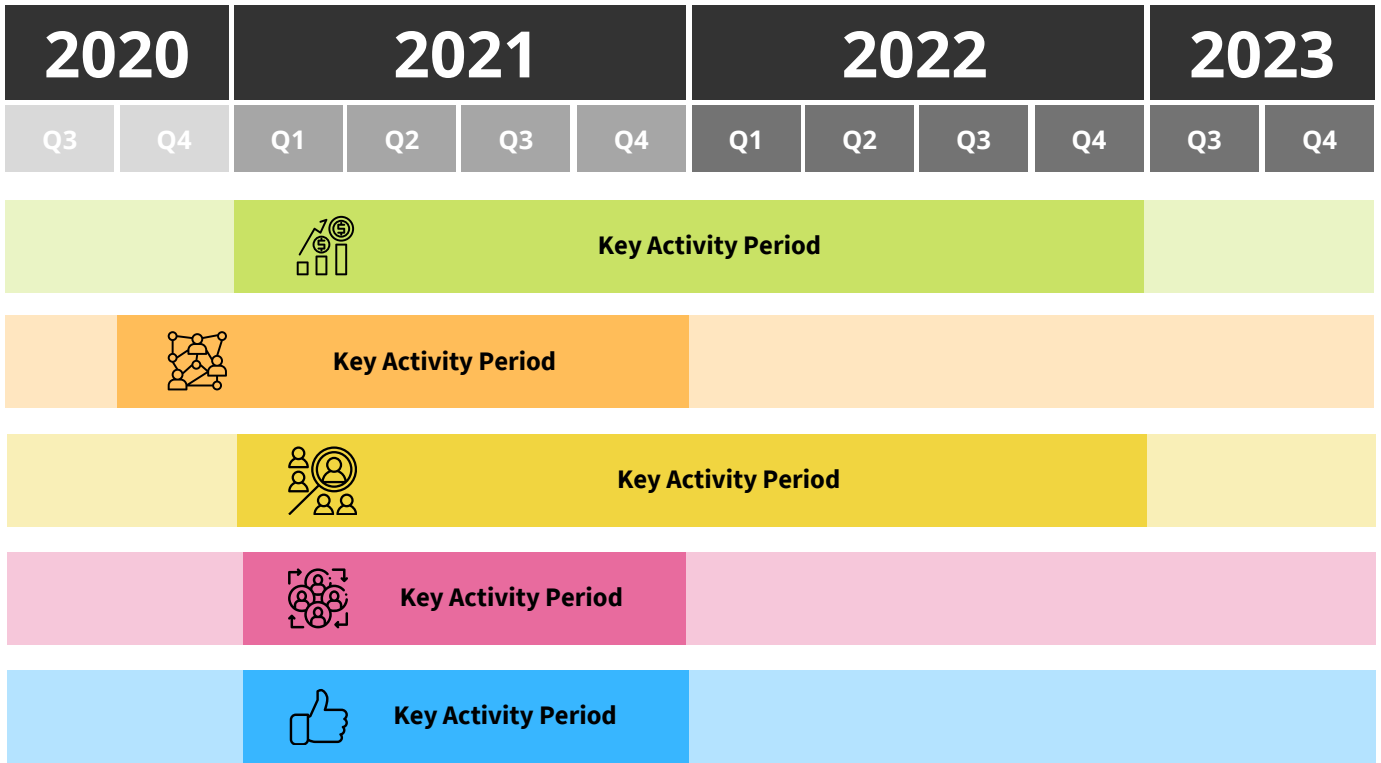


Becoming the employer of choice for our people

- Building a positive workplace culture that makes staff and volunteers feel valued and experience strong job satisfaction

THE PATH AHEAD

TIMELINE OF EXECUTION



MVLS' 2020-2023 Strategic Plan seeks to both consolidate the goals from the 2017-2020 Strategic Plan and to challenge the organisation to build on our successes and look at different ways of achieving our purpose and mission.

The Strategic Plan sets out an ambitious agenda by which MVLS will seek to achieve certain goals with clear and identifiable targets. The Plan has five separate components being:

- Strengthening our Finances
- Connecting with our Community
- Meeting the needs of our clients
- Collaborating with Partners
- Becoming an Employer of Choice

In recognition of the different types of goals and the ways in which these goals will be met, the Plan sets out a staggered timeline to plan, execute and achieve. The Plan is a holistic approach to build on MVLS' strengths in the community and ensure the service is sustainable into the future.



STRENGTHENING OUR FINANCES



WHAT

Diversifying our funding sources will ensure ongoing financial viability and maximise opportunity for MVLS to continue to effectively deliver our services to those in need. We also need to secure funding to continue some of our current projects and also some new projects that better assist other key cohorts in our community that need our assistance.

HOW

- Secure additional funding to our traditional funding sources
- Maintain secure and affordable premises
- Secure funding to implement and continue key projects
- Improve environmental responsibility

Focus Area

Actions

<p>SECURE ADDITIONAL FUNDING</p>	<ul style="list-style-type: none"> • Secure and extend our core funding • Secure funding from philanthropic and other grants to respond to emerging legal need • Secure further funding for the Safe from Harm and Tenancy projects • Collaborate with collocated services to seek funding for new joint initiatives to engage with the local community • Secure funding for new key projects
<p>EXPLORE THE POSSIBILITY OF THE FURTHER EXPANSION OF FINEFIXER PROJECT</p>	<ul style="list-style-type: none"> • Invest in ongoing maintenance of Finefixer tool • Monitor NSW rollout • Promote Finefixer to interstate services
<p>SERVICE ACCOMMODATION AND REDEVELOPMENT</p>	<ul style="list-style-type: none"> • Identify/review service amenity needs, considering components required for fit-for-purpose accommodation • Develop and implement a plan for any advocacy or negotiation regarding future accommodation needs • Include premises accessibility in client surveys completed annually
<p>DEVELOP AN ENVIRONMENTAL PLAN FOR MVLS</p>	<ul style="list-style-type: none"> • To tie in with the finance, environment and assets management policies, a plan addressing environmental responsibility will be drafted and implemented by end of 2021, establishing environmental targets for the organisation considering: <ul style="list-style-type: none"> ◦ Equipment lifecycles ◦ Procurement/purchasing ◦ Use of energy and natural resources ◦ The need for a safe and healthy workplace ◦ Enhancing staff and volunteer awareness

MEASURES OF SUCCESS

+10%

Secure & build upon core funding



Maintain sufficient cash reserves



Secure new funding for 'Safe From Harm' & 'Tenancy' projects beyond 2022

CONNECTING WITH OUR COMMUNITY



WHAT

Using digital marketing to attract and educate the people in our community who would most need our services about how we can help. This includes people experiencing or are at risk of family violence, mental illness, disability, financial hardship, barriers due to culturally and linguistically diversity, elder abuse, housing insecurity and homelessness.

HOW

- Enhance service pathways to build awareness and trust
- Improve the website accessibility within CALD communities
- Develop social media content that helps clients find out about our services

Focus Area

Actions

THE WEBSITE IS UPDATED AND IS INTEGRATED WITH SOCIAL MEDIA ACCOUNTS FOR ACCESSIBILITY

- The website and social media accounts are updated to feature information in community languages and are readily updatable by staff
- The website is updated so it operates as an information hub with direct links to key services
- Establish a branding style and simple templates for online information and images etc.

RELEVANT SOCIAL MEDIA AND WEB CONTENT REFLECTING AREAS OF LAW, MAJOR "DAYS" ETC

- Training/support for staff on generating online content, blogging, social media posts
- Regular contributions from staff to social media
- Holding a marketing planning meeting quarterly to agree on content and our approach to our social media

GOOGLE AND FACEBOOK AD CAMPAIGNS TARGETTING PRIORITY SUBURBS

- Marketing campaigns (incl Google/Facebook ad campaigns) targeting priority suburbs
- Regular emails to stakeholders and members

DEVELOP RELATIONSHIPS WITH STAKEHOLDERS TO FACILITATE ENHANCED SERVICE AND REFERRAL PATHWAYS

- Updates to client survey in line with measures
- Set clear expectations for staff about engagement with service network and community members in different law portfolio areas
- Wins are celebrated with the community and positive work of staff is shared (eg. across social media platforms, in reports etc)
- Make training and coaching available to staff to enhance confidence in engagement activities.
- Build relationships with stakeholders and community leaders, and promote staff, successes and services to these.

MEASURES OF SUCCESS

+10%

Increase in referrals from networks

>85%

Website satisfaction

+10%

Increase in click through from socials

-10%

Reduction in bounce rate on the website

+15%

Increase in engagement across socials

+10%

Increase in visitor duration on website

+15%

Increase in website traffic

MEETING THE NEEDS OF OUR CLIENTS



WHAT

Community members know to come to us for legal help. They recognise and trust us as a local provider of quality, holistic and tailored legal services. We anticipate and are responsive to emerging unmet needs and we build staff legal capability around these needs. We ensure that new initiatives and service expansions are evidence based.

HOW

- We ensure we participate and collaborate with others, contributing to dialogue, advocacy and action in key service areas, including family violence
- We build and maintain a visible presence, engaging with locals across the community and municipality
- We cultivate expertise so as to be recognised for working effectively with culturally and linguistically diverse community members
- We anticipate, monitor and adapt to demand and to changing need profiles across the community

Focus Area

Actions

<p>ENSURING WE MEET THE UNMET NEEDS OF OUR COMMUNITY</p>	<ul style="list-style-type: none"> • Grow services and expertise relevant to working with clients with complex needs and mental illness • Increase focus on specialist services and foster skill development relevant to emerging legal need • Client and stakeholder feedback/experience survey invites feedback on legal needs being met and accessibility of information • Identifying CALD groups in MV and engage with community leaders.
<p>MVLS STAFF TO FOSTER RELATIONSHIPS WITH STAKEHOLDERS AND COMMUNITY LEADER</p>	<ul style="list-style-type: none"> • Update surveying practices to seek feedback at closing of all matters.Regular contributions from staff to social media • Establish a program of periodic stakeholder feedback • Collation and clear reporting of the above, incorporated into Board reports at agreed intervals
<p>CASEWORK GUIDELINES ENSURE SERVICES ARE APPROPRIATELY TARGETTED</p>	<ul style="list-style-type: none"> • Review casework guidelines annually ensuring these facilitate appropriate targeting and allow for depth of service (casework and representation) necessary for clients most in need (holistic) • Client experience surveys undertaken regularly and results presented to Board annually

MEASURES OF SUCCESS

>80%

Client satisfaction

>70%

Clients report enhanced legal understanding

>35%

Clients who are CALD or experience cultural or language barriers

>90%

Clients who experience financial disadvantage

>30%

Clients experiencing or at risk of family violence

>10%

Clients with disability or mental illness



Clients experiencing or at risk of homelessness

COLLABORATING WITH PARTNERS



WHAT

Strengthen relationships with partner organisations who are aligned in mission and objectives. Increase our focus upon assisting clients with mental health and disability via outreach activities, to make our services more accessible for these clients. Build shared evidence bases and knowledge between community partners relevant to our areas of service. Via our community legal education programming, help partner organisations build capacity to be able to identify client legal issues and refer for timely legal assistance.

HOW

- Improve and expand relationships with service providers who assist clients who are most in need of our service
- Deliver community legal education program with partners to build knowledge of how to identify client legal issues

Focus Area	Actions
CONTINUE THE OUTREACH SERVICE TO TRAVANCORE PARC AND EXPAND TO RELATED SERVICES	<ul style="list-style-type: none"> • Evaluate and monitor existing health justice partnership to determine evidence base for future need. • Liaise with staff and seek out options to grow project reach to other related services • Develop MOU with Travancore PARC and seek to do the same with local CCU provider.
OPPORTUNITIES TO STRENGTHEN WACC PARTNERSHIPS	<ul style="list-style-type: none"> • Engage in a communications plan to stakeholders • Hold annual planning meeting with WACC and aiming to develop joint grant application. • Regular meetings with co-located services. • Explore joint position (social worker) placement at WACC as a resource for both services • Conduct regular stakeholder survey (twice per year) and measure referrals
PROMOTE TENANCY SERVICES TO PRIVATE RENTAL MARKET VIA SOCIAL MEDIA, REAL ESTATE AGENCIES AND PARTNER ORGANISATION	<ul style="list-style-type: none"> • Develop and implement renewed engagement plan for the Tenancy project. • Monitor and review project engagement activities • Promote tenancy services to private rental market via social media, real estate agencies and partner organisation

MEASURES OF SUCCESS

<p>>50</p> <p>Public housing clients assisted per year via Tenancy Project</p>	<p>>15</p> <p>Private housing clients assisted per year</p>	<p>>30</p> <p>Community legal education sessions delivered per year</p>	<p>>50</p> <p>Clients assisted per year via Safe From Harm Project</p>	<p>>75</p> <p>Clients per year via outreach services at libraries & community centres (other than Wingate Avenue)</p>
<p>>30</p> <p>Clients assisted per year via emerging health justice partnership activities</p>	<p>10</p> <p>Moonee Valley Family Violence Network meetings convened per year</p>			

BECOMING THE EMPLOYER OF CHOICE



WHAT

We strive to be an employer of choice, building a positive workplace culture that recognises, develops and honours the skills and strengths inherent in our team. Our employment strategy will seek to attract, retain and support staff, and to foster practice excellence. Performance and professional development frameworks will be enhanced by mid-2021 to incorporate feedback mechanisms to measure and ensure staff and volunteers feel valued and experience strong job satisfaction.

HOW

- Building a positive workplace culture that makes staff and volunteers feel valued and experience strong job satisfaction
- Generating opportunities for external engagement, knowledge sharing and networking
- Professional development and training opportunities are identified with staff and actioned
- Service achievements and outcomes are shared and celebrated, recognising the contributions of team members.
- Recruitment policies and practices ensure successful candidates possess the appropriate qualifications, aptitudes and attitudes necessary for success.

Focus Area

Actions

GENERATE UPSKILLING OPPORTUNITIES FOR BOARD, STAFF AND VOLUNTEERS.

- Add to performance management cycle a bi-annual review with strong focus upon skills development and progress.
- Include volunteers in professional training opportunities at the service
- Client and stakeholder feedback/experience survey invites feedback on legal needs being met and accessibility of information
- knowledge sharing is fostered between staff members to optimise learning opportunities
- opportunities are generated for staff to gain practical experience in a range of areas of law across the service

INTRODUCE STAFF EXPERIENCE SURVEYS, FEEDING IN TO PDP PROCESSES AND REPORTED TO THE BOARD

- Develop, implement and review results of online survey incl ESI measures
- Staff development and performance review conducted bi-annually
- staff training and professional development opportunities are identified and offered for the benefit of individuals and the service as a whole
- the service supports the career progression of staff internally (where possible) and externally
- participation in external professional development opportunities and sector engagement activities is promoted

BOARD/STAFF RELATIONSHIP

- Develop acknowledgment process (eg. letter of recognition, or acknowledgement at AGM for eg.)
- Staff have opportunity to profile their work, outcomes and innovations both within the organisational structure and to external audiences and conferences.

MEASURES OF SUCCESS

>75%
Employee satisfaction

70%
staff present at least once per year to the Board or external audiences

100%
Of staff have a development plan in place within 2 months of commencement



MOONEE VALLEY
LEGAL SERVICE

For any feedback or questions please contact us on



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