



**Fitzroy
Legal
Service**

Community driven justice

**Fitzroy Legal Service
Strategic Plan 2022-2025**

Fitzroy Legal Service (FLS) acknowledges that we work on the Aboriginal land of the Kulin Nation and pay our respects to Elders, past and present. We recognise that sovereignty was never ceded.

Community Driven Justice: Fitzroy Legal Service Strategic Plan 2022-2025 builds on strategy developed after consultation and planning processes which occurred in 2020. At that time, the COVID-19 pandemic had just begun, creating considerable uncertainty and significant upheaval and change. FLS is proud that we were able to adapt and continue to deliver community driven justice over this period. Some two years on, the FLS Board felt it was timely to reflect on and refresh that strategy. We also know that the pandemic has had many impacts on our community and our organisation that are ongoing.

We commit to *Community Driven Justice: Fitzroy Legal Service Strategic Plan 2022-2025* being a living document, recognising the continued need for flexibility in order to deliver actions that best progress our vision.



Vision:

A fairer Victorian community where our legal and social systems support equality and justice for all



Purpose:

We provide access to justice for individuals and communities and drive positive systemic change

Values:



Integrity



**Empowerment
& Advocacy**



**Courage
& Passion**



**Connection to
Community**

Our Strategic Plan

Strategic Pillar 1 EXCEPTIONAL PROGRAMS & SERVICES

FLS will deliver services and programs that make the legal and broader social system fairer, more effective and more just for those who need them most.

Action Commitments

We will:

- 1.1 Solve problems within the legal system by delivering community driven, targeted programs and services
- 1.2 Develop innovative and integrated service models that are holistic, community driven and build on our partnerships
- 1.3 Make high quality evaluation and impact measurement fundamental in all our work

Strategic Pillar 2 STRONG & INDEPENDENT ADVOCACY

FLS will strengthen our unique voice and advocacy approach to challenge unfair and ineffective laws and policies and build the case for change. We will make best use of our practice expertise, client stories and partnerships to do this.

Action Commitments

We will:

- 2.1 Build momentum for change through meaningful participation in community, legal and non-legal coalitions
- 2.2 Build and better leverage our brand and proudly celebrate the successes and impact of FLS's work, and the work of all CLCs
- 2.3 Challenge unfairness and rally public pressure for change through public interest litigation and public advocacy
- 2.4 Increase our research capability and partnerships to support our advocacy goals
- 2.5 Demystify the law through community legal education

Strategic Pillar 3 FINANCIAL RESILIENCE & SUSTAINABILITY

FLS will increase our financial sustainability by diversifying our funding and pursuing growth to enable delivery of our strategy

Action Commitments

We will:

- 3.1 Secure dedicated funds to deliver high priority system-change initiatives and public interest advocacy and litigation
- 3.2 Increase revenue generated from non-government sources to enable greater freedom to innovate
- 3.3 Consider opportunities to grow our sustainability and social impact through longer term funding and the ethical expansion of geography
- 3.4 Improve our infrastructure to support staffing and services

Strategic Pillar 4 SYSTEMS & STRUCTURES TO DRIVE CHANGE

FLS will strengthen our organisational systems and structures to ensure we are an employer and a partner of choice, in alignment with our focus on driving change

Action Commitments

We will:

- 4.1 Amplify the stories of communities and embed lived-experience into everything we do
- 4.2 Strengthen and diversify our collaborations and partnerships to support our ability to drive change
- 4.3 Develop, value and support our people and ensure a varied workforce that underpins our ability to drive our strategy
- 4.4 Ensure fit for purpose technology and infrastructure to support innovation, evaluation, service delivery and advocacy
- 4.5 Ensure an ongoing focus on continuous quality improvement

Our Enablers



People

Highly skilled, capable and supported staff and volunteers

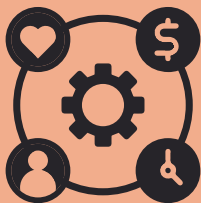
FLS recognises our dedicated and skilled staff and volunteers as our most important resource. We will continue to support and value our people, and will ensure they have opportunities, resources and support necessary to develop and the necessary tools to do their job well.



Technology

Technology that enable FLS to coordinate, deliver and measure our services and impact

FLS understands the indispensable and growing role that technology plays in our organisation. We will use technology to strengthen our ability to understand the impact of our work on our clients and community, innovate and extend the reach of our communications and advocacy, and stream line our data collection and use and build efficiencies.



Resources

Healthy and sustainable resources and funding streams

FLS recognises the need for sustainable resources to ensure adequate facilities, infrastructure and funding. This includes a recognition of the importance of environmental sustainability. We will continue to build organisational sustainability in order to attract the best people, to deliver the best service to our community, to care for our environment and to be even better than we are today.



Partnerships

Trusting and trusted partnerships and collaborations

FLS cannot deliver on its vision and strategy without our partners, and those who collaborate with us, including our clients and community. We will build, diversify and maintain relationships and partnerships based in trust, to ensure holistic integrated services for our community, to deepen our social impact, to centre our clients in all that we do, and to build coalitions to drive change.

**Fitzroy
Legal
Service**

**Community
driven justice.**

Our Offices

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