

# Strategic Plan

2024-28



## OUR ROLE

To provide legal assistance to financially disadvantaged people throughout Queensland as a valued part of the legal and justice system.



## OUR PURPOSE

To maintain the rule of law, protect legal rights, contribute to the fairness and efficiency of the justice system, and reduce the social impacts of legal problems.



## OUR VISION

To be a leader in a fair justice system where people can understand and protect their legal and human rights.



## OUR VALUES

### SOCIAL JUSTICE

We seek to protect people's legal and human rights, promote dignity and fair treatment and help those at risk of social exclusion.

### RESPECT

We respect the people we assist, those with whom we work and their safety, and the rule of law, our professional obligations and the administration of justice.

### QUALITY

We strive to improve the quality of our work and the outcomes for our clients.

### COST EFFECTIVENESS

We deliver innovative, sustainable, quality and cost effective services.

### ACCOUNTABILITY

We are accountable to our clients, courts, the legal profession, the community and those who fund us.



## OUR SERVICES

### COMMUNITY LEGAL EDUCATION AND INFORMATION

Through our website, publications, community legal education activities, statewide contact centre and customer service counters.

### LEGAL ADVICE AND TASK ASSISTANCE

Over the phone, by video-link, or face-to-face.

### DUTY LAWYER SERVICES

In criminal, family, domestic violence, child protection, anti-discrimination, employment and administrative law.

### LAWYER ASSISTED DISPUTE RESOLUTION

For families facing separation, and for consumers and farmers.

### REPRESENTATION IN COURTS AND TRIBUNALS

Including criminal law, family law, child protection, domestic violence, mental health and some civil law matters.



## OUR ENVIRONMENT – RISKS AND OPPORTUNITIES

- Ability to meet the challenges of providing a broad spectrum of services to a diverse range of clients across a geographically decentralised state and including in a constrained fiscal environment.
- Capacity to continue to invest in our people, other service providers and systems while meeting demand for services.
- Key opportunity from increased state recurrent and nonrecurrent funding to improve access to justice by financially disadvantaged Queenslanders.

## Our objectives will be delivered through the following strategies:

Legal Aid Queensland's strategic objectives are determined by the *Legal Aid Queensland Act 1997* (Qld). We are also committed to the principles of the National Legal Assistance Partnership 2020–25. Legal Aid Queensland also contributes to the Queensland Government's community objective of backing our frontline services.



### OBJECTIVES

#### OBJECTIVE 1

Provide quality and cost effective legal services to our clients

#### OBJECTIVE 2

Progress our vision through collaboration and policy leadership

#### OBJECTIVE 3

Build on our business capability, sustainability and workplace culture

#### OBJECTIVE 4

Contribute to the administration of justice



### STRATEGIES

- Support early resolution of legal problems
- Ensure we capably respond to people most at risk of social exclusion including Aboriginal and Torres Strait Islander people

- Build centres of excellence in our fields of legal practice
- Partner with private lawyers and community legal centres to help ensure quality services
- Innovate to maximise the reach of services to rural and regional communities

- Lead policy on issues affecting our service delivery
- Engage collaboratively with service providers
- Maintain a well, safe, skilled and engaged workforce
- Maintain a safe workplace

- Maintain our focus on financial sustainability and accountability
- Improve business support systems and infrastructure
- Contribute to the fair and efficient administration of justice



### PERFORMANCE INDICATORS

- Meeting National Legal Assistance Partnership performance indicators (\$)
- Meeting Queensland Government service delivery statement measures (% and av cost)
- Results of quality and compliance audits
- A mean satisfaction score > 7 in client satisfaction survey

- Delivering internal and external training opportunities to staff and other service providers
- Achieving First Nations Strategic Plan objectives
- Improving services to rural and regional communities

- Participating in legal assistance forums
- Contributing to government policy development

- Implementing service delivery initiatives in the:
  - Financial Strategy
  - Strategic Workforce Plan
  - ICT Strategic Plan
  - First Nations Action Plan