



Bayside

COMMUNITY LEGAL SERVICE

STRATEGIC PLAN 2025

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PLAN OVERVIEW

The Strategic Plan identifies the priorities and goals to be achieved in 2025.

WHO WE ARE

Bayside Community Legal Service

- Is an independent, non-profit community organisation.
 - Operates a part-time advice and assistance service, evening advice service and mediation services for residents in the Bayside area from an office in Wynnum and at other locations in Redlands City.
 - Can increase service if resources are available.
 - Participates in local, state, and national Community Legal Centre networks.
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OUR VISION

- Dignity, human rights, and social justice for all people.
 - Build a just and inclusive society that values difference and diversity.
 - To provide advice and assistance to people who would otherwise be denied access to justice.
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OUR PRIORITIES AND GOALS

- Develop and support initiatives that empower and build the capacity of the organisation.
- Build stronger links with local stakeholders including non-profits, businesses and social enterprises, private law firms, government representatives, and First Nations organisations.
- Increase the profile of the service, using social media, a responsive and accessible website, local media channels and participation in community activities and events.
- Maintain a strong organisational and workplace culture that fosters excellent teamwork, communication, collaboration and adaptability.
- Deliver consistently high-quality services to our clients and stakeholders.
- Explore funding opportunities to increase the level of advice and assistance we can provide.
- Provide Community Legal Education across the Greater Brisbane Area.
- Recruit, train and supervise volunteer solicitors and students to work at the centre.
- Ensure that services are responsive to community/stakeholder needs.
- Review and update policies and procedures.
- Maintain training for Board and staff to ensure the consistent delivery of high quality service.
- Collect service and community data to identify services gaps and assist with funding submissions.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<ol style="list-style-type: none"> 1) Established Reputation – The service has a long-standing presence in the community, fostering trust and credibility. 2) Dedicated Volunteer Base – the Service demonstrates a committed list of volunteer solicitors and law students. 3) Access to Vulnerable Populations – Offers free legal assistance to individuals who might not otherwise afford legal representation. 4) Diverse Range of Services – Covers multiple areas of law, including family, criminal, and civil matters, and mediation 5) Social Licence – Strong backing from various local stakeholders who recognise the importance of the Service. 6) Flexible Service Delivery – Provides face-to-face and telephone consultations 7) Alignment with Social Justice Values – Advocates for fairness, equality, and access to justice. 	<ol style="list-style-type: none"> 1) Staffing Issues – Communication, collaboration and irregular absences exist among staff, impacting service efficiency, quality, and workplace culture. 2) Lack of Engagement by Solicitors with Student Volunteers – reduced mentorship and interaction diminishes the learning opportunities for student volunteers. 3) Public Profile – relatively low visibility in the broader community limits awareness of its services, reducing potential client reach and stakeholder engagement. 4) Process Inconsistencies – gaps in staff and volunteer training can lead to inconsistent service delivery, unsatisfactory administrative work, and varied client experiences. 5) Space Constraints – the Service is physically limited in its office space and therefore lacks capacity to see more clients simultaneously.
OPPORTUNITIES	THREATS
<ol style="list-style-type: none"> 1) Enhanced Public Awareness Campaigns – Strategic marketing efforts, such as social media outreach and local events, could boost the service’s profile and attract more clients and donors. 2) Partnerships with Law Firms and Universities – Strengthening ties with educational institutions and private law firms could lead to increased community awareness 3) Government and Grant Funding – Increased Federal Government funding, and government and industry grants will improve financial sustainability and allow Service expansion. 4) Professional Development – Offering structured training could enhance engagement, skill development, and long-term retention. 	<ol style="list-style-type: none"> 1) Funding Uncertainty – Dependence on grants and government funding means financial stability is not guaranteed, posing a risk to long-term operations. 2) Increasing Demand for Services – A rise in client numbers may strain the service’s limited resources and capacity. 3) Staff Burnout – Overworked solicitors and staff may lead to reduced service quality and high turnover rates. 4) Cybersecurity and Data Privacy Risks – As legal services increasingly digitise, protecting client confidentiality and data security becomes a growing concern. 5) Political Interference – undue interference from political representatives – particularly in relation to capacity expansion initiatives – may threaten the ability of the Service to physically expand.

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| <p>5) Improved Policies and Procedures – Reviewing, refreshing and implementing new and updated policies and procedures will ensure requirements are clarified, staff and volunteers are informed, and best practice is ensured.</p> <p>6) Digital Transformation – Implementing policies and procedures for social media, encouraging staff and volunteers to post into social feeds (with structured guidance), establishing a regular social media schedule, and refreshing the BCLS website, will improve the public image and awareness of the Service.</p> <p>7) CLE programs – Hosting workshops and information sessions on DV, form filling, succession law, elder abuse and other topical matters will improve the recognition of BCLS and ensure the Service is delivering on its funding obligations.</p> <p>8) Volunteer Solicitor Network Expansion – Engaging more volunteer solicitors could improve service coverage and reduce workload pressure on existing staff and volunteers.</p> | |
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PROGRAM OF WORKS – 2025

	Project	Activity	Lead	Completion date	Comments
1	Staff and Volunteer Review	Review all staff and volunteer documentation to ensure compliance with induction, administrative and CLC operational requirements	Michael, Julz	30 June 2025	Ongoing – Julz has commenced reviewing records and begun contacting any impacted staff/volunteers to resolve outstanding compliance gaps.
2	CLC Accreditation	Review all governance and operational aspects of the Service to ensure compliance with CLCQ and CLCA re-accreditation requirements.	All	Ongoing	Ongoing
3	Skill Identification	Ensure comprehensive distribution of skills and responsibilities across all MC members through completion and review of a Skills Matrix	Clare, All	March 2025	Skills Matrix has been completed and will be discussed at the next MC meeting.
4	CLE	Identify CLE topics and locations	All	30 June 2025	Ongoing
5	Develop links with community	Identify and contact community organisations	Michael, Julz	30 June 2025	Completed and ongoing
6	Develop links with First Nations peoples	Work with Traditional Owners to collaborate and provide CLE opportunities.	Michael	Ongoing	Ongoing – Cultural Safety Plan endorsed by Winnam; uniform, branding and CLE ongoing.
7	Review Policies and Procedures	Identify policies and procedures that require updating.	Michael, Gemma	30 June 2025	Ongoing. Substantial body of policy and procedure review complete.

8	Funding	Prepare submissions for funding	Michael, Hugh	Ongoing	Ongoing; grants list established and grants are being actively applied for as they become available and open.
9	Social Media	Develop a social media policy and procedure.	Clare, Hugh	30 June 2025	Clare provided draft policy; currently under review and being translated into a procedure to be used by volunteers and staff.
10	Website	Update the BCLS website to a modern, responsive and more accessible design.	Michael, Hugh	December 2025	Ongoing. Matter currently under review and subject to budget considerations.
11	Training	Identify and deliver training to staff, management board and volunteers	Michael	30 June	Ongoing – director training to be organised for new MC members.