2026-28 STRATEGIC PLAN

One step at a time.

Bayside COMMUNITY LEGAL SERVICE

Bayside Community Legal Service acknowledges the Traditional Owners of the land on which we operate, the Quandamooka People. We pay our deep respects to elders, past, present and emerging. Bayside Community Legal Service is strongly committed to reconciliation, and strives to work closely with our local First Nations communities to increase access to justice and improve judicial outcomes.

PRESIDENT'S MESSAGE

Bayside Community Legal Service ensures our Bayside community can access free legal assistance.

The environment in which Community Legal Centres operate continues to change. Demand for services continues to grow, while funding pressures and workforce challenges place real constraints on what services can be delivered safely and sustainably.

During our recent Strategy Day, the Board, staff and volunteers reflected honestly on these realities.

We recognised that our priority over the next three years must be stabilising and strengthening the organisation so that we can continue serving the Bayside community with professionalism, care and impact.

At Bayside Community Legal Service, our role is not to take over a client's problem, but to help them take the next step toward resolving it.

That may mean helping someone understand their rights, providing practical advice, facilitating mediation, or connecting them with another service better placed to assist.

This Strategic Plan sets out how we will:

- secure sustainable funding;
- stabilise and grow our workforce;
- clarify what services we can safely deliver;
- strengthen community presence and partnerships; and
- build a resilient organisation for the future.

The Plan is practical and grounded in reality. It focuses on prioritising service quality over quantity, and ensuring Bayside Community Legal Service remains a trusted essential community service.

I welcome the opportunity to discuss the Plan and our organisation's vibrant future with you further.

Yours sincerely,

Michael Stubbins
President
Bayside Community Legal Service

VISION

A Bayside community where everyone can access timely, quality legal assistance.

PURPOSE

To provide accessible community legal assistance that helps people understand their rights and take the next step toward resolving their legal issues.

VALUES

Accessibility

We work to ensure legal assistance is available to vulnerable and disadvantaged people.

Respect

We treat all clients and team members with dignity and understanding.

Integrity

We provide professional, ethical, accurate and confidential services.

Collaboration

We work with our community to achieve better outcomes.

STRATEGIC PILLARS

People

Establish a sustainable workforce model combining paid and volunteer team members.

Quality

Deliver services consistently and effectively within realistic organisational capacity.

Funding

Secure diversified and sustainable funding to ensure service continuity.

Community

Strengthen the role of the Service as a trusted community partner.

PEOPLE

Establish a sustainable workforce model combining paid and volunteer team members.

P1 Recruit and retain a Principal Solicitor and a Solicitor.

P2 Re-scope and re-focus operational and governance roles and responsibilities.

P3 Strengthen volunteer engagement and supervision structures.

P4 Implement a robust training and professional development framework.

P5 Improve governance and board capability, communication and succession planning.

P6 Improve onboarding, volunteer and team member experience.

QUALITY

Deliver services consistently and effectively within realistic organisational capacity.

Q1 Prioritise funded and mission-critical services.

Q2 Clarify and enforce Service scope and referral pathways.

Q3 Maintain a clear and sustainable geographic Service focus.

Q4 Strengthen intake and triage processes.

Q5 Improve Service efficiency through systems and processes.

Q6 Tie Service capacity directly to funding scope and obligations.

FUNDING

Secure diversified and sustainable funding to ensure service continuity.

F1 Strengthen government funding advocacy and submissions.

F2 Build partnerships with philanthropic and corporate supporters.

F3 Improve Service data collection and impact reporting.

F4 Improve grant and funding prioritisation and coordination.

F5 Explore community and partnership funding opportunities.

COMMUNITY

Strengthen the role of the Service as a trusted community partner.

C1 Increase visibility of Service across the community.

C2 Recruit a Projects and Engagement Officer to synergise engagement efforts.

C3 Build, strengthen and maintain referral partnerships with stakeholders.

C4 Strengthen engagement with community stakeholders.

C5 Improve communications and outreach.

C6 Build stronger links with stakeholders and supporters.

Bayside

CONNECT WITH US.

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HELPING YOU
THROUGH THE
LEGAL MAZE
One step at a time.