



Kingsford Legal Centre **Strategic Plan & Theory of Change** 2022–2027



Our Vision:

Kingsford Legal Centre works for a fair, just and equal legal system and society. A system where lawyers are educated to be ethical and have an understanding of the needs and impact of the law on our community members who experience inequity and injustice.

Our Values:

We are ethical, respectful, informed and committed to achieving equality and social justice for our community. We believe in educating lawyers to respect and understand the needs of the vulnerable communities we serve.



Our Purpose:

- > **We work** to increase access to justice for people experiencing disadvantage.
 - > **We advocate** around the values of social justice and human rights.
 - > **We collaborate** and work in partnership with our community.
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- > **We deliver** high quality legal services and community legal education.
 - > **We argue** for systemic change that increases fairness for disadvantaged people.
 - > **We teach** UNSW Law & Justice students by providing them with real world opportunities to improve the lives of people and communities.



Our Theory of Change

Kingsford Legal Centre believes that a fairer legal system means removing barriers to justice especially for people who experience disadvantage.

We believe that a fairer legal system requires systemic change to achieve social justice and protect human rights.

We recognise the impact of colonisation and racism on Aboriginal and Torres Strait Islander People's interaction with justice systems as well as the ways in which gender discrimination and intersectional experience impacts on people's access to justice.

WE WILL:

- > **Deliver** high quality legal help to our community;
- > **Empower** our communities through education on their rights;
- > **Collaborate** and work to deliver holistic services to our clients;
- > **Advocate** for our community on human rights and social justice issues;
- > **Educate** tomorrow's lawyers on ethical decision making and the complexity of justice issues for people who experience disadvantage.

OUR OUTCOMES WILL BE:

- > Clients will understand their legal issues and be able to make informed decisions on their legal issues;
- > Our community will know their rights, where to go for help and the justice issues that affect them;
- > We provide solutions for clients that identify and address legal and non-legal issues, resulting in increased wellbeing for our clients;
- > We reflect the voices and experiences of our clients and communities in law reform and policy processes to improve justice outcomes;
- > Our students understand our values and make a positive contribution to the justice sector throughout their future careers

THIS WILL RESULT IN:

- > A **healthier, happier community** that is less affected by unjust systems.
- > An **empowered community that advocates** for their rights and the rights of their community;
- > A **justice system which works equally for all;**
- > **The protection of human rights in Australia.**

Strategic Plan 2022 – 2027

FOCUS AREA	OUR STATEMENT	OUR MISSION	WHAT WE DO
Clinical Legal Education	<p>Law students gain greater insight and skills in ethical decision making and reflective practice in a clinical legal education environment.</p> <p>Clinical legal education has a lasting impact on students' understanding of how the justice system operates and develops their skills for future work.</p>	<p>Increase the number of lawyers who are skilled and experienced in working with clients experiencing disadvantage, to increase access to justice.</p> <p>Ensure that law students understand the importance of social justice and human rights issues in the practice of law.</p> <p>Increase the community of lawyers committed to the work of community legal centres and <i>pro bono</i> work.</p>	<ul style="list-style-type: none"> > We teach students how the legal system works by exposing them to the experiences of people who experience complex and multiple disadvantage. > We teach students the connections between individual legal issues and systemic justice problems. > We expose students to real world legal issues for them to make connections between their knowledge and the resolution of legal problems. > We empower students and give students autonomy to experience client and community based work. > We educate students on human rights in Australia. > We give them safe opportunities to fail and incorporate feedback into their practices.

FOCUS AREA	OUR STATEMENT	OUR MISSION	WHAT WE DO
<p>Access to Justice and Redressing Disadvantage</p>	<p>There is an access to justice problem in Australia.</p> <p>Many of our clients and communities are disproportionately impacted by the law, do not have access to legal services and do not feel they have a voice.</p>	<p>Improve access to justice for people impacted by complex and multiple forms of social and economic disadvantage to promote health and happiness.</p> <p>To work with the community to provide a voice on laws which affect them.</p> <p>To listen to Aboriginal and Torres Strait Islander communities on what issues are important to them.</p>	<ul style="list-style-type: none"> > We provide high quality legal services to our community. > We work in our communities, and provide legal services at outreaches that promote access. > We advocate for the rights of all to have access to justice; > We advocate for the important role of community legal centres. > We highlight how the law negatively impacts on people who experience complex disadvantage. > We identify areas of emerging legal need and develop innovative responses. > We recognise our clients are the experts in their own lives and communities. > We work holistically with other organisations and services to develop long term solutions. > We recognise the importance of Aboriginal and Torres Strait islander People in leading our access to justice work.

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<p>Human Rights in Action</p>	<p>Australia does not adequately protect or promote human rights.</p> <p>The attainment of human rights increases fairness, equality and justice.</p>	<p>We improve the well-being of our community based on human rights principles.</p> <p>We work working collaboratively to advance the realisation of human rights in Australia.</p> <p>We monitor Australia's human rights record.</p>	<ul style="list-style-type: none"> > We lead and undertake international human rights work to advance human rights in Australia. > We work collaboratively and recognise the experience of other NGOs in this work. > We lead conversations with our community about what human rights are and why they are important to our community. > We recognise the importance of intersectional experiences and reflect a diversity of experiences and perspective in our work. > We recognise the importance of economic, social and cultural rights for our communities. > We argue for systemic change to better promote and protect human rights in Australia.

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<p>Health, Wellbeing and Justice</p>	<p>Legal problems are interconnected with health and wellbeing.</p> <p>Access to legal help can promote health and happiness for individuals and communities.</p>	<p>We work collaboratively with health, social and welfare services to provide early intervention legal assistance to clients experiencing health issues.</p> <p>We do this to obtain better, longer lasting and sustainable solutions to legal and non - legal problems that promote and support wellbeing.</p>	<ul style="list-style-type: none"> > We work collaboratively and provide holistic, long term legal services in conjunction with other services. > We maintain expertise in issues affecting people with complex health conditions and take a trauma informed approach. > We provide legal education to health professionals and work in a multidisciplinary environment. > We recognise the impact of family violence and gendered based violence as an impediment to women's wellbeing and human rights. > We provide accessible legal services, in partnership with health providers, and adapt to client needs. > We recognise the human rights of people who need our help to make informed decisions about their situation. > We adapt and respond to changing community needs and seek expert guidance and input in our service provision.

FOCUS AREA	OUR STATEMENT	OUR MISSION	WHAT WE DO
Our Community	<p>We deliver our services in conjunction with expert organisations.</p> <p>Our work is directly informed by consultation with our community members.</p> <p>Our community are the experts in their lives and we listen and respond to what they tell us.</p>	<p>We enhance the opportunities and connections between our community and the people and organisations that support KLC.</p> <p>We provide opportunities for KLC students, volunteers, alumni, faculty colleagues and supporters to contribute meaningfully to our work to increase our capacity to provide quality service to our community.</p> <p>We actively consult with our community and we listen to them to ensure that our service delivery is most effective.</p> <p>We amplify the voice of our community and clients in our systemic work.</p>	<ul style="list-style-type: none"> > We work in our community and go to where our community meets to understand their issues and needs. > We empower communities through information and knowledge to be heard on issues affecting their lives. > We work with other agencies and experts to improve the long-term health and wellbeing of our community. > We include the views of our community in our systemic work. > We listen and work with our Aboriginal and Torres Strait Islander community to identify priority areas. > We work to highlight the opportunities and connections between our students, volunteers, University and legal assistance colleagues.
Sustainability, Efficiency and Effectiveness	<p>Our resources are valuable so we are efficient, effective and sustainable in our practices</p> <p>We recognise that people are at the centre of our work and processes must support empathetic, ethical, accessible and trauma informed services.</p>	<ul style="list-style-type: none"> > We work toward the longevity of the Centre, by ensuring we deliver effectively to our clients and communities. > We explore areas for innovation and evolution guided by the legal needs of our community. > We embrace the best bits of technology for delivering services but recognise the essentially human nature of our work. 	<ul style="list-style-type: none"> > We continuously evaluate and measure our outcomes and impact and critically consider how we can improve. > We ask people who use us or work with us what they think of us and take on board the feedback. > We maintain the highest professional standards in our legal work and model this to our students and volunteers. > We think creatively about responding to emerging need and embrace partnerships, innovative practices and collaborative service delivery. > We make connections between the expertise of the University and community needs.





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