

**CENTRAL
TABLELANDS &
BLUE MOUNTAINS
COMMUNITY LEGAL
CENTRE
IMPACT STRATEGY
2023-2025**





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OUR PURPOSE

CTBMCLC works with socially and economically disadvantaged individuals in the Central Tablelands and Blue Mountains region to improve their legal and tenancy outcomes.

We do this by taking an integrated approach to supporting a person's legal, economic and social needs.



OUR CLIENTS

Our clients are amongst the most socially and economically disadvantaged people in the region and experience multiple barriers to accessing the range of supports they need. They are older people, single parents, people with disability, Aboriginal and Torres Strait Islander peoples, young people and live in regional areas. They struggle to find affordable and secure housing, and they are victims of domestic and family violence. They are unemployed or underemployed, they struggle to access child care, health care services and transport, they have poor digital access, poor education and low rates of literacy. They experience social exclusion.

The legal issues being experienced by our clients are often a symptom of their underlying disadvantages so, addressing the legal issues they come to us with, often requires working with them to access not just the legal system, but the social support system too.





THE PROBLEM WE ARE TRYING TO SOLVE

Our clients experience multiple barriers to engaging with the range of supports they need.

Addressing the legal issues faced by our clients often requires accessing both the legal and social support systems.

THE OUTCOMES WE ARE SEEKING TO ACHIEVE IN THE SHORT TERM



THE OUTCOMES WE ARE SEEKING TO ACHIEVE IN THE LONG TERM

The legal issues experienced by our clients have been addressed as much as possible

Our clients feel that, if an issue should arise in the future, they would know where to go for help and feel sufficiently confident to access the help that they need, when they need it.

Our clients experience a greater sense of housing and family safety and stability, reduced stress, and improved wellbeing

WHAT WE DO

Provide a welcoming place where the most vulnerable in our community feel safe to seek help

Take the time to build relationships with our clients so we can understand their full story

Provide our clients with a range of practical and realistic information and options suited to their specific circumstances

Offer our clients legal advice and advocacy support, if that's what they want

Help our clients to navigate the social service system and access the range of non-legal supports they need



**OUR IMPACT PRIORITIES
FOR 2023-2025**

IMPACT PRIORITY 1: CENTRAL TABLELANDS CLIENTS

By end 2025, our Central Tablelands clients will experience outcomes comparable to those experienced by our Blue Mountains clients

The 'drive-in, drive-out' nature of our support from the Katoomba office over the recent period restricted both the number of Central Tablelands clients we could serve, and the nature of services we could offer. Our new office based in Orange will allow us to engage more clients, more deeply, through face-to-face support; and our existing partnerships with local providers will assist with both referrals into our services and referrals to non-legal supports. However, we recognise the challenges in engaging the people who most need help in the region, and in designing and delivering services suited to the needs of the particular population. While our service design in the Central Tablelands may differ to those offered in the Blue Mountains, we expect our Central Tablelands clients to enjoy the same level of short, medium and long term outcomes by the end of 2025



IMPACT PRIORITY 2: FAMILY SAFETY AND SECURITY

By end 2025 at least 10% more of our clients will report an improved sense of family safety and security

Family law and domestic and family violence matters made up 80% of our services. While we already provide a wide range of support to those clients, we have identified a number of areas where we can enhance our support to achieve better family safety and stability outcomes for our clients.

Over the next three years we will prioritise the provision of the full range of services required by our clients in order to improve their sense of stability and security.



IMPACT PRIORITY 3: NON-LEGAL SUPPORTS

By end 2025, at least 10% more of our clients with identified need for non-legal supports will: access the supports to which we refer them; report that those referrals helped address their needs; report that, in the future, they would know where to go for support.

Accessing non-legal supports like counselling, Centrelink entitlements, disability support, mental health support, housing support, employment support and health care, amongst other things, is a crucial element of de-escalating, addressing and preventing future legal issues for a significant proportion of our clients.



**OUR ORGANISATIONAL
PRIORITIES FOR 2023-2025**

ORGANISATIONAL PRIORITY 1: FINANCIAL RESOURCES

**By end 2025, we will increase our budget by 20%
and diversify our funding base**

Maximising the achievement of our impact priorities requires additional financial resourcing to cover the operational costs involved with:

- the set up and operation of a new office in Orange (Impact Priority 1)
- providing additional services to our family and domestic violence clients (Impact Priority 2)
- providing additional support to access non-legal services (Impact Priority 3)

Additional resources will also assist in achieving Organisational Priorities 2-4.



ORGANISATIONAL PRIORITY 2: HUMAN RESOURCES

By end 2025, we will increase our permanent staffing to 15 and our volunteer workforce to 8

The outcomes experienced by our clients is directly correlated to the number of well-trained people we have to serve them.

Volunteer lawyers can assist in relieving the burden on permanent staff to provide advice on simpler matters.

Recruitment and retention of high-quality permanent staff and ongoing long-term volunteers continues to be a challenge in regional areas.



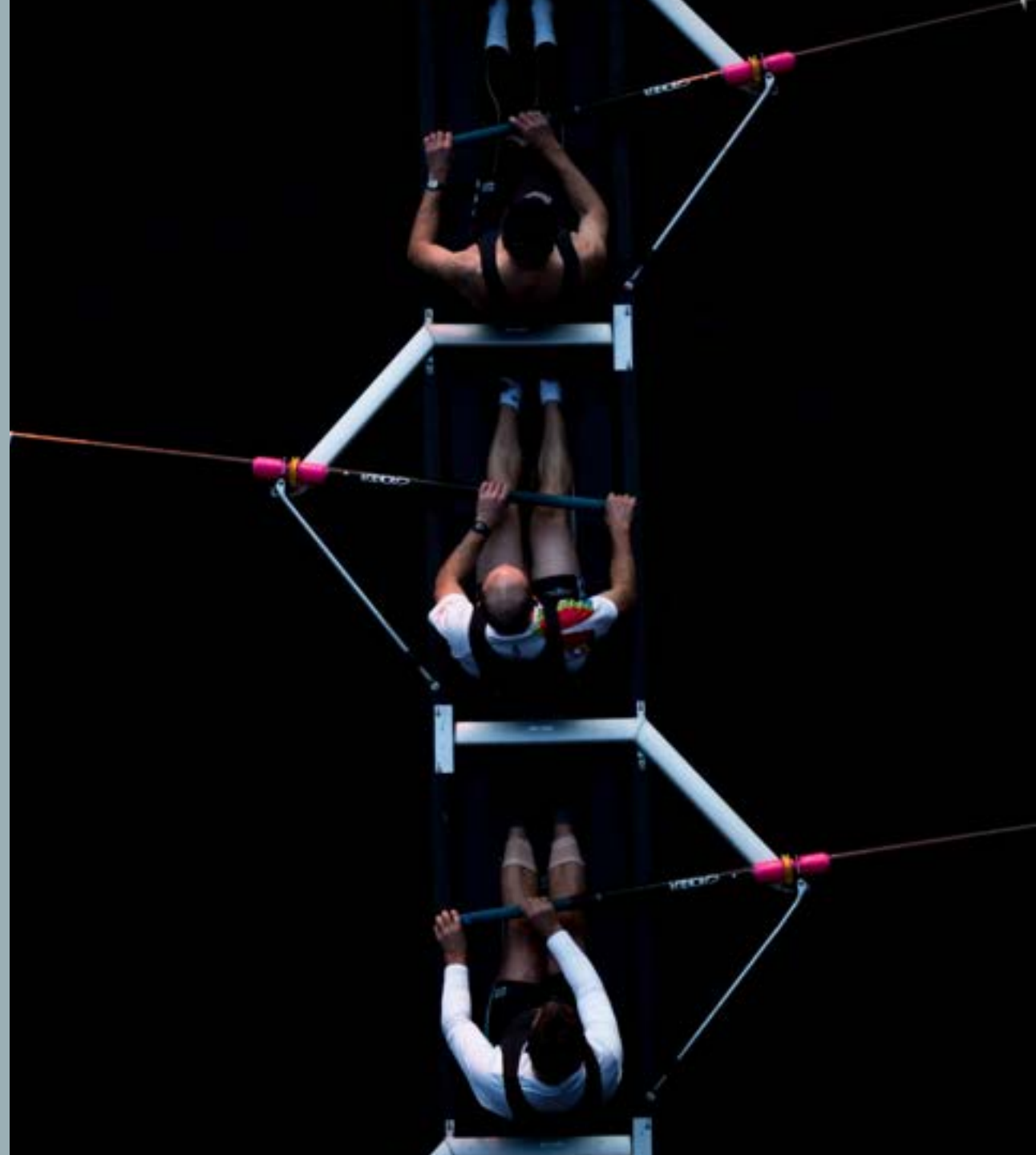
ORGANISATIONAL PRIORITY 3: PARTNERSHIPS

By end 2025, we will increase the range of social and legal service organisations with whom we partner and deepen our relationships with those crucial to supporting the needs of our clients.

In particular, we will leverage our physical presence in Orange to build on our existing partnerships in the Central Tablelands region.

Developing broad and deep partnerships with legal and non-legal support services facilitates our capacity to:

- engage clients experiencing significant issues (referrals in to our service);
- address needs which are beyond our capacity support;
- provide warm referrals to the non-legal supports required by our clients.



ORGANISATIONAL PRIORITY 4: IMPACT MEASUREMENT

Over the next three years we will focus on increasing our capability to identify, measure and report on the outcomes that matter most to our clients, and to adapting our services in response to those results.

This means committing resources to outcomes measurement, embedding internal accountability to outcomes in our everyday operations and reporting annually on what we achieve.

The theory of change and impact measurement framework developed in 2022 represents our first step in becoming an outcomes-driven organisation. While they are the platform for our ongoing work, we recognise the need to evolve both those tools as we gain experience in using them and collect data that informs our success in support our clients to achieve the outcomes that matter most to them.

