



Strategic Plan 2026–2029



Peninsula
Community
Legal Centre

PCLC Purpose, Vision, Mission

Acknowledgement

PCLC is committed to providing safe and inclusive legal services.

PCLC acknowledges the traditional Aboriginal owners of country, recognises their continuing connection to land, water and community and pays respect to Elders past, present and emerging.



Purpose

We deliver social justice for our vulnerable community members, so they can live a better quality of life.



Vision

A fair and just society where all people have equal access to the law.



Mission

To work with community to deliver tailored legal services that support vulnerable and disadvantaged community members to address their legal needs, through working towards fairer outcomes, to advocate for fair and just laws and through working with our community to deliver preventative legal education.

PCLC Values



Social Justice

Empowering,
compassionate,
relationships



Compassion

In it together



Integrity

Quality driven



Empowerment

Fairness, equity,
respect



Engagement

Being community
driven



Strategic narrative:

Strengthening the foundations of justice

Following a decade of significant growth, PCLC is entering a deliberate chapter of consolidation. This strategy is an investment in our structural integrity. We are shifting our focus from volume to value, ensuring our foundations are resilient enough to handle increasing client complexity and future growth, without compromising our professional excellence or the wellbeing of our people. By grounding our expertise in robust systems and high-trust partnerships, we are securing a sustainable, high-impact future for the communities we serve.

Foundational principles

for decision-making that support this strategic plan.

Depth over distance:

We prioritise the quality of our impact over the expansion of our borders.

Partnerships are relational and strategic:

We work with the community, not just for them.

Evidence over assumption:

Data and client insight drive our resource allocation.

Sustainability as priority:

We cannot care for our community if we do not care for our people and our systems.

Responsible evolution:

We embrace innovation, especially in technology, but only when it enhances human connection, protects client privacy, and aligns with our core mission of access to justice.

Pillar 1:

Proactive justice and community capability

Strategic Statement

We build community capability by strengthening prevention, early legal education and strategic partnerships, helping people identify and respond to legal issues before they escalate.

Strategy 1: Evidence-driven, co-ordinated Community Legal Education (CLE)

Operationally: Use intake data to identify 'legal hot-spots' and co-design educational toolkits for frontline community workers so they can identify legal triggers before they escalate.

Strategy 2: Making legal information easier to find and use

Operationally: Enhance our website and intake systems to make it easier for people to find, understand and use existing legal information and self-help tools, supporting earlier action and reducing escalation.

Strategy 3: Strategic prevention partnerships

Operationally: Formalise partnerships with community agencies and schools (e.g., health hubs, schools) to integrate PCLC's preventative resources and approaches such as Youth Theatre.

Objectives

- Develop a prevention and early intervention framework for community legal education and engagement
- Strengthen strategic partnerships that support earlier identification of legal need and monitor partner impact and effectiveness.
- Co-design accessible and culturally responsive prevention initiatives with community stakeholders
- Strengthen the use of lived experience, storytelling and creative approaches in prevention activity
- Improve community understanding of legal rights and pathways to support through accessible legal education, self-help resources and digital tools

What success will look like

People will access support earlier, with greater confidence and less escalation.



Pillar 2:

High-quality, connected, coordinated legal practice

Strategic Statement

We deliver high-quality, holistic legal practice through trust, coordination, and strong referral pathways (internal and external), ensuring clients receive specialist legal help that connects with their broader support needs.

Strategy 1: Evidence-led, place-based services

Operationally: Use population and service data to continuously review and refine where and how we deliver services, ensuring our presence responds to community need and is connected to existing local supports.

Strategy 2: The integrated legal practice model

Operationally: Develop formal referral protocols with external social/health partners. We will remain legal specialists while complying with our legal and ethical obligations and mastering warm referrals, collaborative practice and active handover.

Strategy 3: Client-centred, culturally safe legal practice

Operationally: Embed cultural safety and client-centred practice into how we deliver services, supported by continuous quality improvement processes.

Objectives

- Deliver accessible, culturally safe and high-quality legal services.
- Ensure services remain responsive to community need and emerging demand.
- Strengthen integration between legal and non-legal supports through coordinated practice.
- Build workforce capability for collaborative, client-centred legal practice.
- Strengthen partnerships and referral pathways that improve access and service coordination.
- Embed continuous improvement across legal practice and service delivery.

What success will look like

Clients will experience a seamless, high-quality legal service that is connected to the broader support they need.



Pillar 3:

A resilient and sustainable organisation (people, finance and systems)

Strategic Statement

We enable exceptional practice and lasting impact by building a resilient organisation with streamlined systems, a supported workforce, and values-led decision-making about how and where we operate and invest our resources.

Strategy 1: Systems that support the work

Operationally: We will align our systems (case management, data, human resources and partnership) so they work together and are easy to use.

Strategy 2: A supported, capable and sustainable workforce

Operationally: We will use staff feedback and wellbeing data to guide how we support our workforce, with a focus on sustainability and growth.

Strategy 3: Strong and shared understanding of how we lead and make decisions

Operationally: We will strengthen clarity and consistency in how the organisation is led and how decisions are made.

Strategy 4: Using our resources with intention and care

Operationally: We will make deliberate decisions about where we focus our time, energy and resources to ensure equity and sustainability.



Objectives

- Strengthen systems, processes and infrastructure to support effective practice.
- Align funding, partnerships and resource allocation to strategic priorities and sustainability.
- Support workforce wellbeing, capability and long-term sustainability.
- Strengthen governance, leadership and organisational accountability.
- Improve organisational use of data, outcomes and impact measurement.
- Foster a culture of continuous improvement, learning and innovation.

What success will look like

Staff will feel supported, clear and capable, working within a well-aligned and resourced organisation where governance and practice are connected, enabling stronger, more consistent impact for the community and greater influence across the systems we work within.

Pillar 4:

Insight-driven systems change

Strategic Statement

We will leverage our frontline evidence to influence laws and systems, ensuring that individual client experiences drive meaningful systemic reform.

Strategy 1: Evidence-to-action advocacy agenda

Operationally: Annually, identify systemic priorities based on practice data and focus our policy submissions and public voice exclusively on these areas.

Strategy 2: Amplifying the client and practitioner voice

Operationally: Establish a safe, ethical case-study library to amplify client stories, while supporting staff to contribute to sector thought-leadership.

Strategy 3: Strategic academic & research Alliances

Operationally: Formalise a partnership with a university or research body to partner on research, evaluation and build a pipeline for the next generation of lawyers.

Strategy 4: Closing the feedback loop

Operationally: Implement a protocol to ensure that clients who contribute their stories to advocacy efforts are informed of the progress and outcomes of those efforts.

Objectives

- Use practice insight, evidence and client experience to inform advocacy and systems reform.
- Amplify client and practitioner voice in ethical and impactful ways.
- Strengthen PCLC's role as a trusted contributor to sector and policy discussions.
- Build strategic partnerships that support research, evaluation and evidence-informed reform.
- Improve how systemic issues, advocacy outcomes and organisational influence are captured and communicated.
- Ensure advocacy efforts remain focused, purposeful and aligned to PCLC strategic priorities.

What success will look like

PCLC will be recognised as a trusted voice shaping how systems respond to community need.



Measuring what matters

Pillar	Strategic measure	Indicator of progress
Pillar 1: Proactive justice and community capability	Earlier engagement with legal support and information.	Greater evidence of earlier engagement with legal support before issues escalate.
	Improved community capability to identify and respond to legal issues.	Community feedback indicates increased confidence in identifying and responding to legal issues.
	Increased accessibility of preventative legal education and resources.	Strengthened quality and appropriateness of referrals from partner organisations, indicating effective early identification of legal need.
	Stronger prevention-focused partnerships.	Partnerships support earlier identification of legal need and shared community responses.
Pillar 2: High-quality, connected legal practice.	High-quality, culturally safe and client-centred legal practice.	Clients report feeling heard, respected and supported through service delivery.
	Legal services remain responsive to community need.	Service delivery approaches are regularly reviewed and adapted in response to community need.
	Improved coordination between legal and non-legal supports.	Clients experience more connected support across services and referral pathways.
	Continuous improvement is embedded across practice.	Supervision, reflection and practice review inform ongoing service improvement.

Pillar	Strategic measure	Indicator of progress
Pillar 3: A resilient and sustainable organisation (people, finance and systems).	Organisational systems support effective and sustainable practice.	Systems are aligned, streamlined and support practice, reducing unnecessary administrative burden.
	A capable and supported workforce.	Staff wellbeing, development and workforce sustainability remain organisational priorities.
	Clear and values-led governance and leadership.	Governance arrangements are effective, stable and aligned to the organisation's values and direction.
	Organisational resources are used strategically and sustainably.	Resources are directed toward priority areas of impact, with evidence of considered decision-making.
	Improved organisational understanding and communication of impact.	Organisational learning, outcomes and impact are more clearly captured and communicated.
Pillar 4: Insight-driven systems change.	Frontline insight informs advocacy and systems reform.	Evidence that PCLC's data, casework and insights are informing policy, practice and system responses.
	Client and practitioner voice strengthens influence and thought leadership.	Increased visibility and influence of client and practitioner voice in sector, community and policy discussions.
	Research and strategic partnerships strengthen evidence-informed reform.	Demonstrated use of research and evaluation to inform advocacy and strengthen evidence-based practice.
	Advocacy activity remains focused and purposeful.	Advocacy priorities remain aligned to areas where PCLC can contribute meaningful influence and staff feel capable and supported to contribute.

Operationalising the strategy

This Strategic Plan will be supported through annual operational planning, regular Board reporting and ongoing review of organisational priorities, risks and emerging community needs. Progress against the strategic measures and indicators outlined in this plan will inform organisational learning, continuous improvement and decision-making across the life of the strategy.



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