

# Appendices

## Appendix 1

# Legal Services Commission Corporate Plan

### Our Vision

To provide quality legal assistance to people in South Australia.

### Our Goals

- To provide clients with accessible information, advice and representation to meet their legal needs.
- To work in partnership with other members of the legal community to deliver to our clients equitable access to the justice system.
- To provide a safe, healthy, rewarding, satisfying work environment.
- To provide quality legal assistance efficiently and effectively.
- To satisfy the community that we fulfil our statutory and contractual obligations and are deserving of ongoing financial support.
- To provide timely research and advice on legal issues to the government and the community.
- To inform governments of the likely impact on the Legal Services Commission and the community of proposed changes to legislation and policy.

### We Believe

- In the rule of law
- People matter
- Our clients are entitled to be fairly treated
- Integrity and quality are important
- Our staff are valuable
- We deliver an essential service
- Cost efficiency matters
- Accountability is necessary
- Change for beneficial purposes is desirable

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## Legal Services Commission

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#### Key Result Areas

##### 1. CLIENTS

###### 1.1 Improve Accessibility of Services

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Increase specialised outreach services to disadvantaged groups who have a barrier to legal assistance due to economic disadvantage, disability, language, culture, distance, incarceration or other factors.
- Investigate an increase in duty solicitor services to increase access to legal assistance for clients and with a view to minimising the number of unrepresented litigants, reducing remands in custody and reducing adjournments.
- Pursue opportunities to implement and publicise an effective civil legal aid program to increase access to legal assistance in the civil jurisdictions with a view to minimising the number of unrepresented litigants.

###### 1.2 Improve Satisfaction with Services

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Pursue opportunities to inform the public on the services provided by the Legal Services Commission.
- Increase the exposure of politicians to the effect on clients of legislative changes.
- Participate in the development and implementation of the Justice Reform Agenda whilst retaining the independence of the Legal Services Commission.
- Constantly review services to improve client satisfaction, including access requirements and application forms.

###### **Achievements in 2013-14**

- *Moved to new Adelaide city premises, providing clients with a more accessible, comfortable and secure environment.*
- *Provided legal support for appellants involved in the National Disability Insurance Scheme.*
- *Established an advisory service in the Civil Division of the Magistrates Court.*
- *Provided a permanent advisory and education resource at Port Augusta and Whyalla.*
- *Worked co-operatively with local MPs on issues affecting their electorates.*
- *Together with other legal aid commissions around the country, promoted the Legal Australia Wide Survey on Legal Need.*

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## 2. STAFF

### 2.1 IMPROVE HUMAN RESOURCES

#### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Increased ability to deliver quality services through effective human resource management.
- Provide a satisfying and challenging career environment for staff.
- Develop a staff appraisal and career development mechanism for in-house practitioners with a view to improving output standards.

### 2.2 IMPROVE SECURITY

#### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Ensure the Commission offices are maintained as a secure and clean environment.

#### **Achievements in 2013-14**

- *Continued the professional development review process for all staff.*
- *Moved to safer, contemporary city accommodation.*
- *Senior Managers were involved in the selection of key staff.*
- *Held a successful one day conference to which all staff were invited.*
- *Provided regular, quality training activities to comply with mandatory legal professional development.*

## 3. SERVICES

### 3.1 Improve Cost

#### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Pursue opportunities to ensure that we support nationally competitive unit costs.
- Pursue opportunities to ensure that a greater proportion of funds are spent on client services rather than overheads and indirect costs.

### 3.2 Improve Output Requirements

#### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Ensure output targets are appropriately determined.
- Investigate reporting requirements to ensure maximum efficiencies.
- Ensure that as far as possible the number of State and Commonwealth services delivered equal or exceed output targets.

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#### 3.3 Improve Service Standards

##### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Develop standards for the delivery of services and compliance monitoring processes.
- Develop standards for measuring our reporting performance against delivery of services.

##### **Achievements in 2013-14**

- *Improved ICT resources, boosting the Commission's operational efficiency.*
- *Reviewed and updated fraud and risk strategies.*
- *Reduced energy usage through the move to contemporary accommodation.*

#### 4. FINANCE

##### 4.1 Improve/Secure Adequate Funding

##### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Maintain the current value of funding and secure additional predictable funding to meet emerging demand and avoid service cuts.

##### 4.2 Improve Financial plans and Budgets

##### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Implement programs to maintain sufficient payments to private practitioners to ensure retention of services.
- Regularly monitor performance across all financial budgets.

##### **Achievements in 2013-14**

- *Sound financial management over many years allowed the Commission to successfully relocate its Adelaide office.*
- *Introduced a panels system for allocation of grants of legal aid and set maximum times for return of commitment certificates.*

#### 5. COMMUNITY AND GOVERNMENT AWARENESS

##### 5.1 Government/Public Sector

##### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Inform relevant policy and legislation makers of the consequences to the Commission of under-funded agencies.
- Investigate programs to ensure recognition by funders of the importance of legal aid funding to preserve the integrity of the criminal justice system.

##### 5.2 Community Sector

##### *Key Programs / Performance Indicators*

##### **What we want to achieve**

- Maintain staff participation at community forums and involvement with community organisations.

##### **Achievements in 2013-14**

- *Responded to the Productivity Commission Review into Access to Justice Arrangements, emphasizing the need for greater legal assistance funding.*
- *Increased visibility and delivery of community legal education and advice services.*
- *The Director was appointed to the Criminal Justice Sector Reform Council, chaired by the South Australian Attorney-General.*

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#### 6. LEADERSHIP

##### 6.1 Provide Inspirational Leadership

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Instigate appropriate changes to empowering legislation to ensure the optimum delivery of legal assistance.
- Continuous research and review of client needs and appropriate service delivery to meet those needs.

##### 6.2 Improve Change Management

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Maintain minimal disruption to service delivery when change is implemented.

###### **Achievements in 2013-14**

- *Met all reporting deadlines required under the National Partnership Agreement with the Commonwealth Government.*
- *Reported as required on the expenditure of State Government funds.*
- *The Director participated in regular National Legal Aid forums with other legal aid Directors.*
- *Commission staff contributed to community involvement as illustrated in Appendix 5.*
- *Commission staff participated with other agencies in improvement projects sponsored by the Criminal Justice Reform Council.*

#### 7. STRATEGY AND PLANNING PROCESS

##### 7.1 Improve Corporate Planning

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Continue to implement, monitor and develop the priorities identified in the Corporate Plan.

##### 7.2 Maximise Technology Gains

###### *Key Programs / Performance Indicators*

###### **What we want to achieve**

- Optimise the effective use of information and technology.
- Strive to reduce operating overheads and improve services.

###### **Achievements in 2013-14**

- *The provision of services to the public was not interrupted by the move to new Adelaide premises.*