



Job Watch Inc (JobWatch) is an independent not-for-profit employment rights community legal centre committed to improving the lives of workers, particularly the most disadvantaged.

# Strategic Plan

## 2017 - 2021

Ratified by the Committee of Management

19<sup>th</sup> September 2017

## **Introduction**

The JobWatch strategic plan has been developed with our clients and other key stakeholders at the forefront of our minds. It is designed to provide a focus for our organisation over the next four years.

## **Our Vision**

JobWatch is an independent not-for-profit employment rights community legal centre committed to improving the lives of workers, particularly the most disadvantaged.

JobWatch does this by:

- Advising;
- Representing;
- Informing;
- Educating and empowering;
- Advocating; and
- Campaigning for law reform and social change.

## **Our Values**

JobWatch applies the values of:

- Justice;
- Access;
- Quality;
- Innovation;
- Collaboration; and
- Compassion in all of the work that we do.

Goal	Strategic Activity	Outcomes
<p><b>1. For JobWatch to have a range of funding sources in order to ensure its long term viability</b></p>	<ul style="list-style-type: none"> <li>▪ Identify potential funding opportunities, including philanthropic and corporate organisations;</li> <li>▪ Maintain and further develop relationships with current and potential funding bodies;</li> <li>▪ Ensure that accountabilities under current funding related contracts are met;</li> <li>▪ Initiate projects with partner organisations;</li> <li>▪ Develop partnerships for funding/research grant applications.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Obtaining funding from funding submissions;</li> <li>▪ Productive meetings conducted with stakeholders;</li> <li>▪ Productive meetings conducted with peak bodies in the community sector to explore funding possibilities for significant shared projects;</li> <li>▪ Scheduled meetings conducted with State and Federal Government to obtain additional funding.</li> </ul>

Goal	Strategic Activity	Outcomes
<p><b>2 For JobWatch to provide a range of accessible and practical services for workers.</b></p> <p><b>These include:</b></p> <p><b>(a) A telephone information service (TIS) that meets our callers' needs for accurate, timely information and referral options regarding workplace rights and obligations;</b></p>	<ul style="list-style-type: none"> <li>▪ Review systems to ensure the quickest and most effective response rates to callers;</li> <li>▪ Ensure as far as practicable that staffing and caller demand levels are in equilibrium;</li> <li>▪ Ensure telephone/electronic technology is current;</li> <li>▪ Ensure a current training and development plan is operational;</li> <li>▪ Provide high quality, intelligible verbal information;</li> <li>▪ Collect TIS database and phone system data that drives effective service delivery;</li> <li>▪ Provide high quality accessible written material;</li> <li>▪ Develop and maintain a TIS Volunteer Program;</li> <li>▪ Investigate funding opportunities to provide a national JobWatch TIS.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report on TIS accessibility;</li> <li>▪ Report on JobWatch written material and LawApp usage on the JobWatch website;</li> <li>▪ Positive qualitative feedback from callers – “<i>Customer Satisfaction Survey</i>”;</li> <li>▪ Successful achievement of contractual obligations and where practicable exceed these obligations;</li> <li>▪ The provision of a national JobWatch TIS.</li> </ul>

Goal	Strategic Activity	Outcomes
<p><b>(b) A legal practice which:</b></p> <p><b>(i) Provides high quality legal advice, as well as representation at conciliations, hearings and legal proceedings;</b></p> <p><b>(ii) Provides legal education to the public through public seminars, workshops and written materials;</b></p> <p><b>(iii) Engages in law reform activities;</b></p> <p><b>(iv) Strives to assist increased numbers of workers through innovative means.</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure that all legal staff meet their CPD requirements and maintain their expertise in employment law;</li> <li>▪ Develop in-house legal training as required;</li> <li>▪ Record number of represented clients and outcomes;</li> <li>▪ Provide legal advice and representation for workers in line with the relevant Legal Practice policy;</li> <li>▪ Develop, monitor and record professional relationships with other Community Legal Centres and other stakeholders by way of assistance, training and joint projects;</li> <li>▪ Provide/Co-ordinate legal education to community groups, students etc. within resources;</li> <li>▪ Develop, maintain and supervise the JobWatch Volunteer Program;</li> <li>▪ Regular review of all written materials as required;</li> <li>▪ Research and produce submissions as required.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Achieved high level of knowledge and expertise pertaining to employment law;</li> <li>▪ Achieved CPD requirements;</li> <li>▪ Strengthened relationships with Community Legal Centres and other stakeholders;</li> <li>▪ Successful achievement of contractual obligations and where practicable exceed these obligations;</li> <li>• All written materials are up-to-date.</li> </ul>

Goal	Strategic Activity	Outcomes
<p><b>3 For JobWatch to continue to be recognised as the leading employment rights community legal centre that campaigns for improved working conditions.</b></p>	<ul style="list-style-type: none"> <li>▪ Use statistical data to drive campaigns to raise awareness and advocate for policy and legislative change;</li> <li>▪ Liaise with media and utilise social media to inform policy and debate;</li> <li>▪ Respond to submission requests on employment law issues;</li> <li>▪ Review and update the database as required;</li> <li>▪ Utilise data from callers and case studies to design campaigns and to inform the broader community of relevant issues;</li> <li>▪ Provide the legal practice with trend data to enhance law reform;</li> <li>▪ Participate in public debate around issues pertinent to the rights of Victorian workers by utilizing various media including social media and other forums.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Successfully participated in radio talk-back forums and TV programs and print media in line with campaigns and other workplace issues;</li> <li>▪ Production of media releases as appropriate;</li> <li>▪ Positive contribution and impact on law reform and public debate;</li> <li>▪ Increased community awareness around issues pertinent to the rights of Victorian, Queensland and Tasmanian workers.</li> </ul>

Goal	Strategic Activity	Outcomes
<p><b>4 For JobWatch to develop new networks and partnerships and strengthen existing relationships with key interest groups.</b></p>	<ul style="list-style-type: none"> <li>▪ Initiate projects with partner organisations active in employment law, workplace relations and human rights;</li> <li>▪ Develop partnerships for funding/research grant applications;</li> <li>▪ Participate in public debate on issues pertinent to the rights of workers;</li> <li>▪ Develop partnerships with corporate and philanthropic organisations.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased mutually beneficial projects and related funding;</li> <li>▪ Increased funding as a result of new partnerships formed.</li> </ul>

Goal	Strategic Activity	Outcomes
<p><b>5 For JobWatch's COM, management and staff to be a strong team that works together productively and respectfully.</b></p>	<ul style="list-style-type: none"> <li>▪ Ensure all management/COM processes are transparent;</li> <li>▪ Maintain a focus on JobWatch's vision and values;</li> <li>▪ Ongoing compliance with governance accountabilities as contained in the Job Watch Inc Committee of Management Charter;</li> <li>▪ Diverse representation on the COM to support the strategic management of JobWatch;</li> <li>▪ Ongoing compliance with Job Watch Inc Rules and Enterprise Agreement and JobWatch Policies;</li> <li>▪ Ensure consultation with staff in substantive decision making on issues affecting their work;</li> <li>▪ Succession planning on a regular basis.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff access to non-confidential component of minutes of COM meetings;</li> <li>▪ JobWatch's vision and values applied in relation to organizational decision making;</li> <li>▪ Well balanced and informed decision making;</li> <li>▪ Strengthened relationships between JobWatch COM and staff that is productive and respectful;</li> <li>▪ Development of staff and COM.</li> </ul>