

# Strategic Overview

2025 – 2028

HRCLS is a service of Upper Murray Family Care (UMFC). HRCLS is a generalist, place-based, cross-border, community legal centre improving access to justice in regional communities across North East Victoria and the Southern Riverina of New South Wales.

HRCLS provides legal assistance in civil and family law to those who are most in need: people experiencing barriers to accessing justice who have intersecting legal and non-legal problems.

## VISION

A society where all people enjoy equality of opportunity and have equal access to the law.

## PURPOSE

- Improve justice access and outcomes
- Increase people's sense of autonomy and agency
- Holistically address people's legal and non-legal needs
- Make laws and systems fairer

## STRATEGIC PRIORITY AREAS

HRCLS has identified three strategic priority areas for the next four years, these are set out with the strategies we will focus on to achieve these goals.

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**Effectively target services**

### STRATEGIES

- 1.1 Implement an Outcomes Measurement Framework
- 1.2 Monitor and evaluate HRCLS outcomes and impact
- 1.3 Target services to those who need them most
- 1.4 Focus resources on areas of greatest impact

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**Increase reputation and reach**

### STRATEGIES

- 2.1 Strengthen partnerships that better integrate legal and non-legal support
- 2.2 Deliver community legal education to service partners, priority clients and communities
- 2.3 Strengthen engagement and visibility with priority communities
- 2.4 Advocate on law reform issues that address local needs

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**Build organisational sustainability**

### STRATEGIES

- 3.1 Develop more effective and efficient organisational systems
- 3.2 Build HRCLS staff capability so that staff are highly invested in the vision of HRCLS, and their capabilities are invested in
- 3.3 Identify funding to pilot new service innovations

HRCLS strategically directs resources toward activities that generate the greatest impact by creating multiplier effects:

- Targeting work for greatest impact
- Building preventative capacity and embedding fairness into the system
- Integrating our services with partner organisations
- Investing in innovation
- Building operational capacity