
Strategic Plan 2025-2028



**Justice and
Equity Centre**



The Justice and Equity Centre stands for a society that is fair and free from disadvantage, where nobody is left behind.

We are a leading independent law and policy centre. We work with people and community organisations to change laws, policies and practices that cause injustice and inequality.

We make lasting change that improves lives.

How we make change

We build a fairer, stronger society by:

- Exposing laws, policies and practices that cause or entrench injustice.
- Challenging decision-makers over actions that are unfair or unlawful.
- Developing solutions to deliver fair, practical outcomes.
- Engaging the public and decision-makers to bring about change.
- Empowering people to initiate, inform and influence positive change and become leaders in social justice.





What we do

Our work combines:

- legal advice and representation, specialising in strategic litigation;
- research, analysis and policy development;
- advocacy for systems change and social justice outcomes, including through strategic alliances and partnerships.

Our values in action

We work with compassion and respect.

We amplify the voices of people who have been marginalised or excluded.

We are tenacious and courageous.

We are creative and open-minded.

We do everything with integrity and are committed to excellence.



Our priorities for 2025-28

Disability rights

- Equal access for people with disability to services including transport, housing and digital services and emerging technologies.
- A fairer NDIS delivering people the supports they need for full and equal participation in their communities.
- Empowering people with disability to drive systemic change through law and policy reform processes, including the co-design of enforceable standards for air travel.

First Nations justice

- Transforming the NSW child protection system to deliver better outcomes for Aboriginal children and families, and reduce the numbers of Aboriginal children being removed by government.

- Challenging and changing laws and practices that drive the over-representation of Aboriginal children and adults in the criminal legal system.
- Increased community understanding through truth-telling about the impact of laws and government policies on Aboriginal people in NSW since 1788, as a basis for repair and reform.

Homelessness

- Better targeted and coordinated access to legal and related help for people experiencing homelessness.
- The legal needs of women experiencing or at risk of homelessness and victim/survivors of domestic, sexual and family violence are better met by trauma-informed, holistic services.
- Advocates with lived experience of homelessness have greater influence over policy and practice, to decrease homelessness and better meet the needs of those who are experiencing homelessness or in insecure housing.

Civil rights

- Stronger human rights protections for LGBTQ students and teachers in religious schools, people with disability and other groups facing discrimination, including through modernised anti-discrimination legislation.
- Raising the minimum age of criminal responsibility in NSW to 14, with better services and supports for children and families delivering safer communities.
- Police accountability for unlawful, unfair or improper use of power on over-policed groups in NSW, particularly young people, people experiencing homelessness and First Nations people.
- Securing humane conditions in immigration detention facilities with robust safeguards to provide timely access to healthcare and significantly limit the use of handcuffs and other restraints.

Energy and water justice

- An accelerated transition to a zero-carbon economy which enables all people to benefit from affordable renewable energy and efficient, electrified homes.
- Energy system planning, regulation and investment delivers equitable outcomes for NSW household consumers.
- Energy services better meet consumer needs, including through simpler, more effective and accessible price protections.
- More effective support for households through rebates, emergency support and government assistance to reduce disconnections and support affordability.





How we will work



1 Partnerships and alliances

Social change happens when we work with others, leveraging our skills, expertise and relationships to deliver greater impact. We will build on our reputation as a generous and effective collaborator by:

- Reviewing and improving our practice in collaboration, partnerships and alliances.
- Developing new collaborations, partnerships and alliances to build community power and capacity to effect change.

2 Enhancing our influence

To make breakthrough change, we need specialist skills in advocacy and public engagement. We will:

- Build our capacity and skills in key areas to drive change, including government relations and strategic communications.
- Enhance the role of lived experience advocacy, supported by our technical expertise.

3 Demonstrating impact

Impact drives our strategy. We measure our impact to support effective planning, management, evaluation and reporting. We will continue to develop this capacity by:

- Embedding impact frameworks in planning, review and reporting across all of our work.
- Innovating and enhancing our methodology for measuring and communicating impact, including through story-telling.

4 Working well together

The breadth and depth of skills and experience in our team is unique. We will make the most of this by:

- Increasing internal collaboration to leverage skills and strengths.
- Supporting staff wellbeing through an inclusive, diverse and flexible workplace.

5 Capacity and sustainability

To build our capacity for long-term systemic advocacy and innovative responses to complex social justice issues we will:

- Develop a long-term fundraising strategy to further diversify and grow our financial base.
- Seek to secure increased untied funding, with reduced reliance on programmatic funding.
- Position ourselves as an employer of choice in our sector with competitive conditions that will support recruitment and retention.



Our impact framework

How we know we are making lasting change

Strategies	Actions	Short-medium term outcomes	Indicators	Long term outcomes
Exposing Injustice	We expose the causes of injustice through strategic litigation, policy research and advocacy.	Increased profile of unfair laws and policies and proposed solutions.	Extent to which activities increased the visibility of priority issues and proposed solutions.	Greater awareness of injustice and proposed solutions.
Challenging decision-makers	We challenge unfair legal and regulatory outcomes and help individuals and groups access justice.	Positive legal and regulatory outcomes for individuals and groups. Legal and regulatory outcomes influence systemic change.	Extent and nature of outcomes achieved for individuals and groups. Extent to which outcomes influenced broader legal or policy change.	Justice for people experiencing disadvantage.
Identifying solutions	We take a collaborative approach to problem-solving.	Outputs of collaboration influence change.	Extent to which outputs informed understanding, thinking and debate towards legal or policy change.	Solutions deliver positive change.
Engaging the public and decision-makers	We engage and mobilise the public and decision-makers on social justice issues.	Influence on public debates, legal and policy decision-making.	Extent to which activities influenced the position or action of influencers and decision-makers.	Fairer laws, policies and practices.
Empowering people	We resource and support advocates and people from target populations.	Stakeholders have increased capacity to create change. Our expertise amplifies the work of civil society.	Increase in stakeholder capacity and agency. Value of our contribution as assessed by stakeholders.	Community members are skilled and empowered to create change.

Contact

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