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Justice
Connect's



2024
Strategy



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Justice Connect's refreshed purpose:

In the face of rising levels of unmet legal need, we design and deliver high impact interventions to increase access to legal support and progress social justice.

Justice Connect has launched our 2024 strategy designed to increase our reach, impact and sustainability. Our strategy draws on our legacy and strengths and faces into our challenging external context.

This document sets out our refreshed purpose, our vision, and the three strategic directions that will help bridge our organisation from its current state towards our future vision.

Our refreshed purpose has three key components:

An acknowledgement of the scale of unmet legal need, and how this should motivate activity across all parts at Justice Connect.

A commitment to delivering impactful responses to unmet legal need as an organisation. Our theory of change captures the ways in which we are focused on the design, delivery, evaluation and research required to deliver effective and high impact responses.

An objective of improving lives and communities, and preventing the negative consequences of legal problems experienced by individuals and community organisations.

The challenge



Justice Connect aims to address unmet legal need because the consequential impacts on individuals and the community are significant and unacceptable. The way we've achieved this and the cohorts of people we have focused on have evolved throughout our 30 year history. Across that time, unmet legal need has remained stubbornly high for a wide range of individuals and not-for-profit organisations, and the impacts of that unmet legal need have continued to entrench inequality.

We work in an increasingly challenging and dynamic environment which is driving the rise of legal need, stretching funding and placing legal service organisations like ours under increasing pressure.

Climate change is increasingly affecting communities and threatens their wellbeing. Social, political and cultural institutions are being challenged and disrupted, while a series of local and global crises have changed the way we live. Technology is rapidly evolving and affecting social and organisational life which brings both challenges and opportunities. The capacity for governments to meet the needs of people and communities is increasingly threatened, while philanthropy has signalled a likely contraction in funds available for distribution.

At the same time, investment in community legal services remains low, compounding crises, forecasted economic uncertainties and underemployment are driving up unmet legal need that will continue to remain high for years to come.



Our vision

We leverage our strengths by designing and embracing the most effective interventions in order to help as many people and organisations impacted by legal problems, while also working to address the system-level drivers of these problems.

Putting the needs of people and communities at the heart of everything we do, we focus on interventions that demonstrate impact.

As part of this approach, we build evidence to support our interventions by engaging with consumers, understanding system-level issues, and collecting meaningful data wherever possible.

We pursue better outcomes by including the people we seek to help in the design of solutions, fostering innovation and creativity in our teams, measuring and evaluating our approaches throughout the life cycle of our initiatives with a clear eye on organisational sustainability and resilience.

Our impact



Stronger & more effective
community organisations



Improved individual wellbeing



Better responses
to legal need



Better laws & policies

Our new strategy

Our strategy confirms our commitment to high impact interventions that increase access to legal support and progress social justice.

There are many ways that our existing work will underpin our new strategic directions. We will continue to design and deliver high-quality legal services for the community. We will continue to collaborate with our pro bono members to help achieve scale and breadth of expertise. Our deep cross-sector partnerships will continue to help us reach more communities and strategically influence change.



Develop community legal education and self-help tools

Community outreach



Complementary services



Our new strategy acknowledges that while achieving outstanding outcomes for a number of individuals is important and valuable, reaching more people and community organisations is essential to responding to the challenge we are seeking to address. It also acknowledges that it is not enough to work to help those in a broken system, we must also work to fix the system.

Justice Connect is uniquely positioned to deliver on our ambitious strategy, with a combination of skills, capabilities, infrastructure, passionate staff, networks and supporters.



Legal services design & delivery



Legal sector improvements



Strategic engagement



Our strategic directions

Our strategic directions provide a framework to move our organisation from its current state to delivering on our strategy, purpose and moving us towards our vision. They build on our existing work and strengths.

1

Extending the reach and impact of our services through digital strategies

There is significant opportunity to address unmet legal need by increasing our investment in digital strategies. We can improve service efficiency by building both service provision and consumer facing tools, allowing us to extend our reach to a growing cohort of people and not-for-profit organisations looking for legal help.

Consumer-facing tools offer a particular opportunity to provide legal assistance at scale on a one-to-many basis, to democratise access to our legal expertise, and to make better use of our pro bono network.

Our deep understanding of our consumers combined with our leading expertise in digital product development will ensure our products truly meet the needs of their users and deliver meaningful outcomes.

2

Amplifying and extending the impact of our work through strategic engagement to help drive systems-level change

Many legal problems are preventable. Many legal system issues are resolvable. Justice Connect has access to an extraordinary depth and breadth of insights into system-level issues through our casework, our data and the professional experience of our subject matter experts. This strategic direction will ensure that we will use our insights to drive system-level change to benefit many, based on the experiences of those we help.

We can prevent legal problems and people's difficult experiences of navigating the legal system if we address the drivers of unmet legal need and improve the legal and justice system.

3

Achieving our purpose in the most effective and financially sustainable way

Justice Connect's work has never been more important, but we are facing an increasingly challenging funding landscape. To ensure that we can continue to run our impactful programs, products and services, we will focus on initiatives that build organisational resilience, help us demonstrate our impact, and that help us make sound decisions about where we invest our limited resources.



Holding ourselves accountable

We hold ourselves accountable to both the implementation of our strategy and to tracking the outcomes that we want to achieve.

We have refreshed our theory of change to emphasise our new strategy and will continue our practice of annual impact reporting. We are also investing in building the capability of our staff to participate in service design and evaluation so that they can be active participants in the process of bringing this strategy to life.





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