

# Our Work and Our Impact

## Strategic Framework 2018-2021



The Public Interest Advocacy Centre is an independent, non-profit legal centre that works for social justice by driving changes to laws, policies and practices that cause or entrench disadvantage.

### OUR VISION

A fair, just and democratic society.

### OUR VALUES

We are innovative, principled and tenacious.

### OUR THEORY OF CHANGE

PIAC removes barriers to justice and fairness experienced by people who are vulnerable or facing disadvantage, through:

1. **Transparency:** *we expose laws, policies and practices that are unfair or inconsistent with rights*
2. **Accountability:** *we challenge decision-makers on actions that are unlawful or unfair and help people facing disadvantage to access justice*
3. **Solutions:** *we lead and collaborate with others to develop laws, policies and practices that deliver fair outcomes*
4. **Empowerment:** *we empower people to initiate, inform and influence positive change and develop emerging leaders in social justice.*

## OUR WORK

PIAC's work combines:

- legal advice and representation
- research and policy development
- advocacy for reform to law and policy
- education and training.

## OUR PRIORITIES

Our current priorities are:

- **Fair use of police powers**  
We hold police accountable for misconduct and work to ensure police discretion and powers are used fairly in relation to vulnerable groups, such as young people, people with disability, Aboriginal and Torres Strait Islander people and people who are homeless.
- **Reducing homelessness**  
Our Homeless Persons' Legal Service helps reduce homelessness by tackling legal and systemic barriers that prevent people from accessing and maintaining appropriate, stable housing.
- **Equal access to services for people with disability**  
Our leading discrimination law practice is working to secure equal access for people with disability to services such as public transport, financial services, media and digital technologies.
- **Justice for Aboriginal and Torres Strait Islander people**  
Our Indigenous Justice Project works closely with Aboriginal and Torres Strait Islander people organisations to provide access to justice and bring about systemic change in areas like discrimination and policing of young people.

Our Indigenous Child Protection Project, a partnership with the Aboriginal Legal Service NSW/ACT, is making change in the child protection system to get better outcomes for Aboriginal and Torres Strait Islander children and families.

- **Affordable energy and water**  
Our Energy and Water Consumers' Advocacy Program represents the interests of consumers to ensure people in Australia have access to sustainable, affordable energy and water services.
- **Equal access to health care for asylum seekers**  
The Asylum Seeker Health Rights Project works to secure access for people in immigration detention to the same level of health care as people living in the Australian community.
- **Truth, justice and accountability for victims of conflict**  
Our Conflict Map and Archive Project supports and promotes transitional justice and reconciliation processes in Sri Lanka.

PIAC is also responsive to new public interest issues and works proactively to identify emerging priority areas.

## **OUR STRATEGY 2018-2021**

PIAC developed its theory of change in 2017 and has started work on impact measurement frameworks for the organisation and key projects. PIAC's organisational focus over the next three years is to ensure we have the culture and systems in place to continually improve how we work internally and externally to maximise our impact: reducing barriers to fairness and justice in our focus areas.

We will:

### **1. Be a sector leader in defining and measuring our impact**

- Use our theory of change to review all existing work to ensure it maximises our impact
- Develop impact measurement frameworks for all major PIAC projects
- Report meaningfully against our impact goals
- Use the data from our reporting to review and improve our work
- Support staff capacity and skills development to embed an impact-focused culture

### **2. Develop strategic partnerships to build and leverage our impact and capacity**

- Identify new partners, particularly in areas such as policy advocacy, research and communications, to increase reach into new audiences, leverage skills outside's PIAC capacity and complement PIAC's strengths.
- Deepen relationships with existing partners, including other legal services, law firms and in the public sector to boost PIAC's reach, influence and capacity

### **3. Work better together as an organisation**

- Develop our external communications strategy and integrate communications capability across PIAC to better support and align with our impact goals
- Ensure internal processes for identifying and developing new projects promote innovation and our impact focus
- Work more collaboratively across PIAC teams and projects
- Support staff to achieve their goals through effective feedback and review and providing opportunities for training and professional development
- Maintain and update technology and systems to support us to work efficiently and effectively

### **4. Build our financial sustainability**

- Ensure secure funding from diverse funding streams
- Consolidate PIAC's fundraising program to build a reliable source of independent income