Strategic Plan
2020 / 2025

Centre of leadership for pro bono legal services
We are delighted to introduce you to the Australian Pro Bono Centre’s 2020-2025 Strategic Plan.

Our new strategic plan seeks to build on our role as the centre of leadership for pro bono legal services in Australia. It sets out our strategic objectives for the next five years.

Our plan outlines an exciting agenda that reflects our responsibility at the heart of the Australian pro bono legal community. Our key priorities will continue to advance positive social change with three overarching objectives:

1. **Activate** the pro bono community
2. **Equip** professionals to engage in pro bono
3. **Connect** the pro bono eco-system

We will also seek to build on our existing strengths and expertise and extend our work to increase our impact. We believe our five year strategic plan will grow participation and excellence in pro bono, our unique contribution to closing the justice gap and creating a more equitable and sustainable society.

Kind regards,

Phillip Cornwell  
Chair, Australian Pro Bono Centre Board

Gabriela Christian-Hare  
CEO, Australian Pro Bono Centre
In 2020-25, the Centre will be at the forefront of innovation and evolution in pro bono legal service delivery.

We will significantly increase the number of legal professionals providing access to justice to individuals and vital assistance to community organisations, including as part of larger responsible business programs.

We will increase the impact of that assistance by promoting global best practice and supporting pro bono providers to be responsive to areas of unmet legal need.
Our **PURPOSE**

1. We envision a **fair, just and inclusive society**. We contribute uniquely to this vision by growing participation and excellence in pro bono legal services.

2. We know that pro bono support provides the **only route to justice** for some of society’s most vulnerable individuals, and provides vital assistance to a wide range of community organisations.

3. We recognise that pro bono can help to address current and future **unmet legal need**, and helps to **build connections** between members of society. However, we acknowledge that pro bono should not be a substitute for properly funded government legal aid services.

4. We believe that in order for pro bono to close the justice gap, there needs to be a centre of leadership to inspire and empower the legal profession to grow participation and excellence in pro bono. **We are that centre of leadership.**
Our STRATEGIC OBJECTIVES

1. ACTIVATE new and existing pro bono legal professionals by promoting awareness of pro bono legal services, providing incentives to participate, and advocating for policy reform.

2. EQUIP pro bono legal professionals by providing practical tools and resources and reducing barriers and constraints to pro bono participation.

3. CONNECT members of the pro bono ecosystem through collaborations and best practice sharing.
STRATEGIC OBJECTIVE / ACTIVATE

ACTIVATE new and existing pro bono legal professionals by promoting awareness of pro bono legal services, providing incentives to participate, and advocating for policy reform

Key Priorities 2020/2025

- Encourage engagement with the National Pro Bono Target by new and existing signatories across the national legal profession
- Develop policy and conduct advocacy with government, regulators, and the private sector to encourage and support pro bono participation
- Promote the pro bono ethos and build a thriving pro bono culture by raising the profile of pro bono and inspiring participation through a wide range of communications

Measures of Progress

Increase in the number and range of new signatories to the National Pro Bono Target and hours reported against the Target nationally; Inclusion of pro bono requirements in legal purchasing arrangements of governments and other major users of legal services; Engagement with key information sources, including the Centre's website and social media
STRATEGIC OBJECTIVE / EQUIP

EQUIP pro bono legal professionals by providing practical tools and resources and reducing barriers and constraints

Key Priorities 2020/2025

• Grow library of, and engagement with, timely, relevant, accessible and practical resources to support pro bono professionals

• Conduct research to study and share practical expertise, including the biennial National Pro Bono Law Firm Survey

• Reduce barriers and constraints to pro bono participation including managing the Centre's National Pro Bono Professional Indemnity Insurance Scheme and ExpertsDirect Pro Bono Service

Measures of Progress

Number and utilisation of, and feedback on, new and existing guides, research reports and other resources;
Number and range of projects covered by the National Pro Bono Professional Indemnity Insurance Scheme;
Utilisation of ExpertsDirect Pro Bono Service
CONNECT members of the pro bono ecosystem through collaborations and best practice sharing

Key Priorities 2020/2025

• Organise targeted, timely and tailored events and forums to educate and bring together members of the pro bono community and the wider legal assistance sector

• Represent the pro bono community within the legal assistance sector to facilitate cross-sector collaborations

• Engage with the global pro bono legal community to promote innovation and best practice sharing

Measures of Progress

Attendance at and feedback from key events; Level of involvement in legal assistance collaborations; Development of innovative solutions for pro bono service delivery
Enabling Delivery of Our Strategy

Our Internal Systems and Financial Sustainability

**Strategic Objective**

Continue to improve the efficiency of our organisation and explore ways to diversify our funding and in-kind support in order to scale our impact.

**Key Priorities 2020/2025**

- Support staff to achieve their goals through effective feedback and review and provide opportunities for training and professional development
- Maintain and update technology and systems to work efficiently and effectively
- Secure funding and support from diverse sources
We acknowledge the traditional custodians of the land on which we work, the Bedegal people of the Eora Nation. We pay our respects to the Elders – past, present and emerging – and the youth who are working towards a brighter tomorrow.