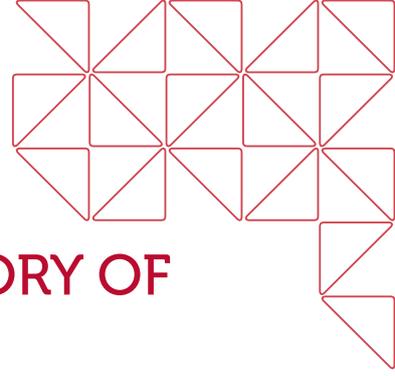


Our Strategic Framework

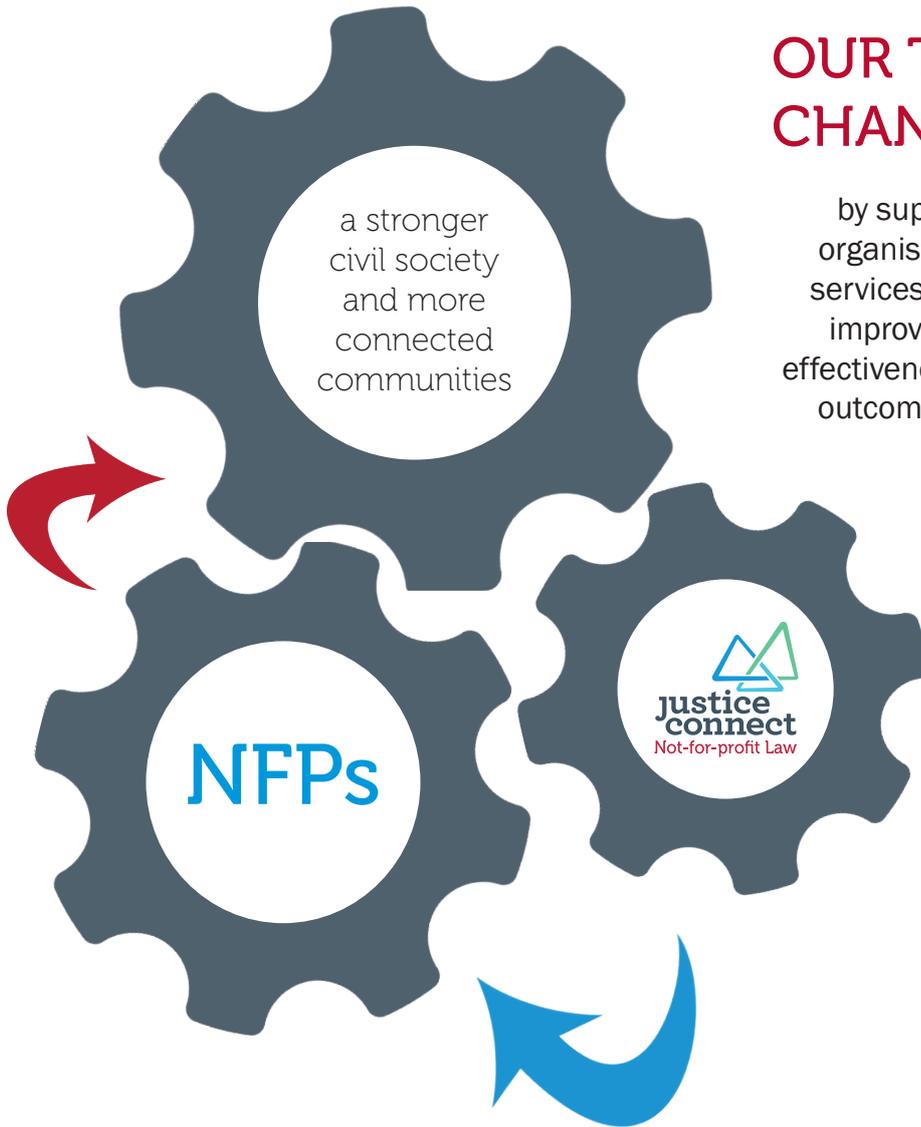
Not-for-profit Law





OUR THEORY OF CHANGE

by supporting not-for-profit organisations (NFPs) through services and advocacy, we will improve their efficiency and effectiveness in delivering positive outcomes for the community.



WHAT ARE WE TRYING TO ACHIEVE?

Not-for-profit capacity development

developing legal and organisational competence of NFPs through: resolution of legal issues; promotion of good governance practices; improvement of NFP regulatory compliance and understanding of legal frameworks.

HOW ARE WE ACHIEVING THIS?

services

quality legal assistance (particularly pro bono) for NFPs through greater engagement with the legal profession and capacity building of pro bono lawyers.

advocacy

improved standards and legal frameworks for the sector (particularly through law reform), through identifying, and raising awareness of, key sector concerns

Our Theory of Change - Why we do what we do

JUSTICE CONNECT is a charity and specialist community legal centre. Justice Connect leverages pro bono (free) legal help from over 50 law firms, and barristers, to assist vulnerable people and not-for-profit community organisations (NFPs) that work with those in need. By improving access to justice and supporting a strong civil society, Justice Connect aims to contribute to a fairer and more just world.

Not-for-profit Law is Justice Connect's unique legal service for NFPs. Not-for-profit Law helps NFPs by providing access to free or low cost, high quality, practical legal assistance. We provide this assistance through:

- Free legal advice (delivered by staff lawyers or via participating law firms)
- Building NFP capacity with free and low cost legal education (online and face-to-face)
- Advocacy work aimed at improving the legal framework in which the NFP sector operates.

Our knowledge base and deep understanding of the NFP sector gives us insight into its legal issues and concerns, as well as an evidence-base for solutions; as an NFP organisation, we have lived experience of the environment in which our clients work. We know about funding constraints, time pressures and that many in the sector contribute in a volunteer 'out of hours' capacity. We know lots of NFPs are very small, some work in remote areas, and many are unable to afford or access legal advice.

Our service fills a niche intermediary role, sitting between regulators and the legal profession. We focus on improving the legal literacy and organisational competence of NFPs and their advisers. By helping NFPs with legal and related issues, we help them preserve their limited resources for achieving their purposes.

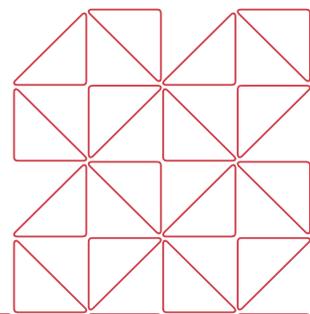
Our online Information Hub can reach and help all of the estimated 600,000 NFPs in Australia. It contains 210+ practical, plain English resources on over 80 legal topics. Our low cost training can be accessed online or in person by any NFP. We provide access to free legal advice to small-medium NFPs with 'public interest' purposes - primarily those working with vulnerable people or those experiencing disadvantage or health issues, and those in regional, rural and remote areas. We help those involved in running NFPs understand if they have a legal issue, how serious it is and what the possible next steps are. We support them at all stages of the NFP lifecycle, from forming an organisation, to running an organisation, through to ending or changing it.

Improved legal literacy and organisational competence leads to improved regulatory compliance and good

governance practices. Competent and well-governed NFPs run more effectively and sustainably with greater impact, earning public trust and confidence in the NFP sector. This is essential for a sector heavily reliant on public donations of time and money.

Our advocacy work seeks to address systemic issues. We aim to achieve an improved legal and policy framework for NFPs. Our longstanding work with a diverse range of NFPs provides a rich evidence-base for explaining the practical implications for NFPs of existing laws and the (often unintended) consequences of proposed laws. With improved and streamlined legal and policy frameworks, NFPs can better focus their time and energy on fulfilling their purposes to help achieve their mission. As a sector-based intermediary with a deep understanding of the world of small-medium NFPs, and strong relationships with a wide network (sector bodies, regulators, academics and other thought leaders), we are well-placed to work with policy makers to bring about sound policy decisions and any law reform in areas that will most benefit NFPs.

Our Theory of Change model for planning and evaluation underpins our work. As a result of efficiency gains attributable to Not-for-profit Law's legal assistance, thousands of additional client services are able to be provided by NFPs each year. We attach great significance to results-based accountability and evaluation of our work. Our experience, partnerships and expert knowledge base, confirms our services and activities are most successful in achieving our purposes and mission. By supporting NFPs in the ways we do, we contribute to the development of strong civil society and connected communities.



Mapping our Theory of Change - the changes we want to see in the world



WHAT ARE WE TRYING TO ACHIEVE?

STRONG CIVIL SOCIETY AND CONNECTED COMMUNITIES

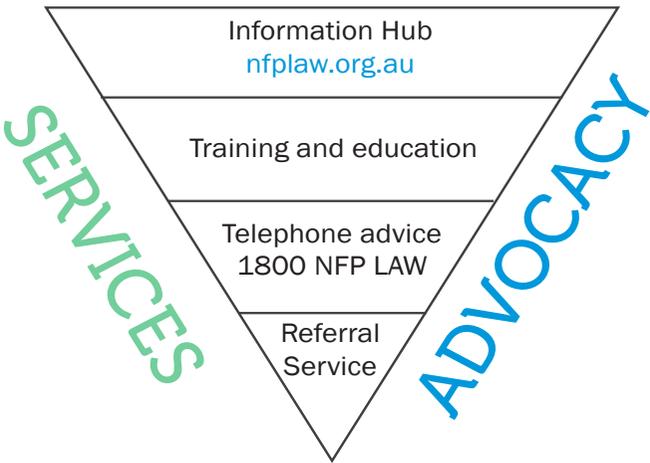
Improved capacity of NFPs to achieve their objectives ↔ Improved public trust and confidence in the NFP sector

Improved NFP legal and organisational competence

Improved legal and policy frameworks for NFPs

Resolution of NFP legal issues and improved understanding of legal rights and obligations ↔ Improved NFP governance and strategic decision-making

What SERVICES do we provide?



More effective action on identified law reform and policy issues

Increased understanding and priority among decision-makers of NFP law reform and policy needs

More effective advocacy for improved legal and policy frameworks for the NFP sector

Increased NFP access to quality legal services, especially pro bono

Increased NFP awareness of legal issues and NFP Law's services

Improved internal (NFP Law) and external (particularly pro bono) capacity to assist NFPs with legal issues and sector concerns

RESEARCH AND EVALUATION

Strengthened sector and partner relationships to build awareness and consensus about NFP legal and policy issues

HOW ARE WE ACHIEVING OUR OBJECTIVES?

Continuous improvement of NFP Law's evidence-base, identification and understanding of NFP issues and sector concerns

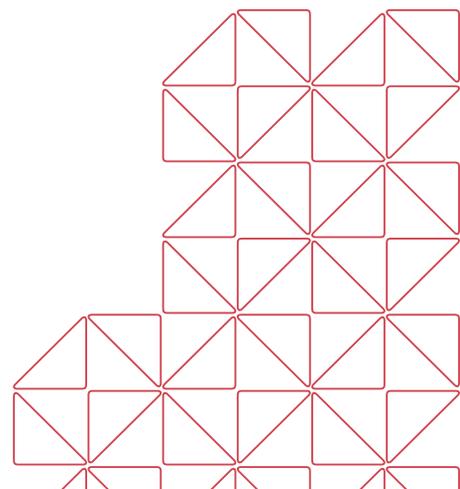
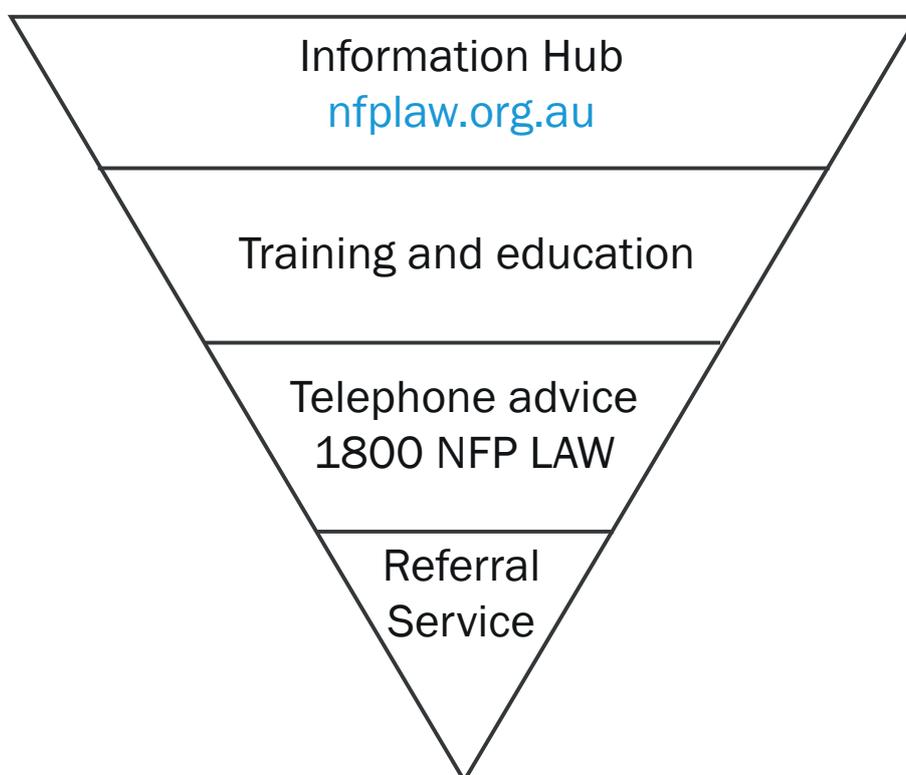
KNOWLEDGE

Our service model - How we do what we do

NOT-FOR-PROFIT LAW delivers its purposes through four key services: the information hub and training (together, Education), and telephone advice and referrals (together, Advice). Using the experiences and evidence gathered through each component of our services, Not-for-profit Law undertakes policy and law reform work on legal issues of importance for the Australian not-for-profit sector.

The triangle image depicts both the reach and availability of each of these services. It also shows the options we have when considering how to respond to enquiries from not-for-profit organisations (NFPs). Our skilled staff assist organisations with their enquiries, separating legal issues from non-legal issues and then directing them to the most appropriate area of the Not-for-profit Law service, or other relevant service where required (for example, a regulator or mediation service).

What SERVICES do we provide?





Our Service Model is:

Efficient - since we receive more enquiries than can ever be (or are even best) addressed through one-to-one free legal advice, where possible we provide tools and education to help organisations to self-help. We draw on pro bono expertise of our participating law firms to help us develop those tools. We save direct provision of free legal services for matters which will have the greatest impact.

- The largest section of the triangle - the information hub - is the service with largest reach. The Information Hub has graduated levels of practical and plain language legal information. It is available to all of the estimated 600,000 NFPs in Australia and their advisers to be used on a self-help and no cost basis.
- The next component of the Not-for-profit Law service is training, provided both online and in person, often in partnership with pro bono lawyers and law firms, to thousands of NFPs each year.
- The next level demonstrates our telephone advice, where staff lawyers provide advice efficiently over the phone where matters are not overly complex.
- This saves referrals to participating law firms (for free legal help) for the most complex and technical matters. The smallest part of the triangle shows free legal advice provided by our participating lawyers to NFPs through referral. These matters often involve many hours of free legal work, across a range of areas of technical legal expertise.

Often NFPs benefit from different parts of the Not-for-profit Law service at different times of need.

Effective - it produces outcomes for NFP clients. Through rigorous internal and external evaluations we track the impact of our service on the NFPs we help, and the 'spill over' benefits for the people these NFPs assist. In 2015 Deloitte Access Economics evaluated our service and found (conservatively) that we contributed an estimated \$8.9m to the economy in 2014-15. As a result of our service, an estimated 8,000 additional client services will be delivered by NFPs we assisted, over the next three years. Other evaluations have confirmed the strength of our model and allow us to continually update and improve our activities to ensure maximum impact for our clients and those that rely on their work.

Responsive - it allows for knowledge and experiences to be fed back into our service model. The data collected by us through the delivery of our services is used to inform all of our work. For example, recognising an increase in demand for legal advice on mergers provides us with the opportunity to consider if we can meet some of that demand (and support the advice provided) by developing new training and legal information resources. The knowledge we gain through our service delivery informs our policy and law reform work, helping us to tell the story of the sector, particularly small-medium NFPs, and be a voice for its experiences and needs.