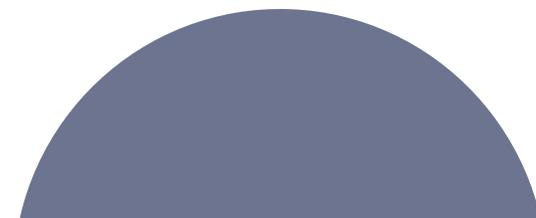


# OUR STRATEGY

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July 2020 - June 2023



## Acknowledgement Of Country

The Welfare Rights Centre's office is located on the land of the Gadigal People of the Eora Nation and we pay our respects to the Gadigal people and their Elders, past and present.



Artwork from our Reconciliation Action Plan: “Black Fish Season”  
by Jude Jarrett, a proud Koori woman from the Gumbaynggirr Nation.

## Acknowledgement Of Country

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The Welfare Rights Centre acknowledges that Aboriginal and Torres Strait Islander peoples have endured injustice and dispossession, that this continues into the present and that the law has played a role in perpetuating this injustice.

We are committed to reconciliation with the Aboriginal and Torres Strait Islander peoples of Australia. We use the word “reconciliation” but recognise that Australia is for the first time working towards a relationship based on truth, equality, peace and harmony. We are committed to, and support, the Uluru Statement from the Heart.



## Our Vision

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A fair, just and inclusive society where everyone has the resources they need to live a meaningful life.

# Theory of Change

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**A fair,  
just and  
inclusive  
society**

**Everyone has the  
resources to meet  
their basic needs and  
participate fully in society**

**Government investment in a social  
security system that supports people's  
capacity and ensures dignity and safety**

**Fairer outcomes are achieved by holding Centrelink  
to account for unlawful and unfair decisions**

**People are empowered with knowledge and practical legal support  
to navigate Centrelink's processes and obtain income support.**

**Our activities: Free legal information, advice and representation to ensure  
NSW residents can access income support and challenge unfair debts.  
Advocacy for a fair social security system.**

A photograph of a man and a woman sitting at a table, looking at documents together. The man is on the left, and the woman is on the right. They appear to be in a consultation or meeting.

## Theory of Change

**The Welfare Rights Centre provides free legal information, advice and representation to help people who live in New South Wales navigate the social security system. Many people dealing with Centrelink have complex, intersecting issues in their lives that cause deep distress, including health, housing, safety, and financial pressures. Our work transforms people's lives. Accessing social security entitlements and challenging unfair debts alleviates financial hardship and prevents disadvantage that can span generations.**

We build knowledge and understanding of the social security system and provide practical legal support to access Centrelink benefits and challenge unfair debts. Accurate oneoff legal advice can empower some people to resolve their issue, while others may need more substantial, ongoing legal assistance. In providing this service, we hold Centrelink to account and ensure its decisions are lawful and fair.

We collaborate with our peak organisation, Economic Justice Australia, to shape and advocate for Government investment in a fair social security system. No one should have to worry about meeting their basic economic and social needs. Everyone should have a safe place to live and food on the table. Good policy ensures people's immediate survival needs are met, and underpins people's capacity to participate fully in society and live with dignity and safety. Through our work, we contribute to a robust social security system that sets the foundation for a fair, just and inclusive society.

**Aim** Services

**1**

**We achieve positive outcomes for people navigating the social security system.**

**Aim** Advocacy

**2**

**We seek a fair and accountable social security system.**

**Goals**

- 1.1 We will provide ongoing, compassionate support to people with complex problems to access social security payments and challenge unfair debts through our casework.**
- 1.2 We will provide a service that is accessible to people most in need of assistance.**
- 1.3 We will empower people to assert their rights with Centrelink.**
- 1.4 We will increase the capacity of community based organisations to assist their clients to navigate the social security system.**

**Goals**

- 2.1 We will challenge and develop social security law, policy and practices through our casework.**
- 2.2 We will bring our knowledge of our clients' experience to public attention to highlight injustices in the social security system and to advocate for change.**
- 2.3 We will collaborate with Economic Justice Australia to influence social security law, policy and practices and improve access and equity to income support.**

**Aim** Conciliation

**3** We work towards conciliation with Aboriginal and Torres Strait Islander peoples.

**Aim** Organisation

**4** We use our organisational strength and sustainability to underpin our social security expertise and deliver a quality legal service.

**Goals**

- 3.1** We will develop and implement our Conciliation Action Plan.
- 3.2** We will amplify the voices of Aboriginal & Torres Strait Islander peoples in our advocacy for a fair social security system.
- 3.3** We will be informed by strong relationships with Aboriginal and Torres Strait Islander communities.
- 3.4** We will deliver culturally safe services to Aboriginal and Torres Strait Islander peoples.

**Goals**

- 4.1** We will substantially increase our annual income from government and philanthropic sources over the next 3 years.
- 4.2** We will have the people and skills to deliver our intended impact.
- 4.3** We will practice good governance.