



JUST
REINVEST
NSW

STRATEGIC PLAN 2026-2031



Our Story

Just Reinvest NSW was formed in 2012 as a coalition of community and sector stakeholder driven by a shared and urgent concern: *far too many Aboriginal children and young people were being locked up in NSW*. Initially auspiced by the Aboriginal Legal Service (NSW/ACT), Just Reinvest NSW was established to advance justice reinvestment as an Aboriginal-led solution to the mass incarceration of our people in NSW.

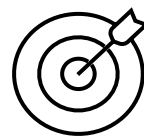
In 2013, Just Reinvest NSW partnered with the Bourke community to support Maranguka Justice Reinvestment — Australia's first major Aboriginal-led, place-based and data-driven justice reinvestment initiative. In April 2022, Just Reinvest NSW and Maranguka concluded their auspicing arrangement with the Aboriginal Legal Service (NSW/ACT) and commenced operating as fully independent organisations, reflecting the maturation and early success of justice reinvestment in NSW.

Today, Just Reinvest NSW works in partnership with Aboriginal justice peaks and Aboriginal communities throughout NSW, collaboratively designing and implementing place-based, community-led and data-driven justice solutions. Just Reinvest NSW combines a local focus, with statewide advocacy on systemic and structural justice reinvestment reforms. One of our primary objectives is to redirect government resources away from carceral responses and towards prevention, early intervention, and the self-determination of Aboriginal peoples in NSW.



Our Vision

A NSW where
Aboriginal people are
safe, self-determined
and thriving.



Our Purpose

To transform the
systems that cause
the mass incarceration
and ongoing harm of
Aboriginal people in NSW.

Our Values

We are:



Community led

our actions are grounded in the rights, aspirations and priorities of the Aboriginal communities that we serve.



Culturally safe

we centre mob in all that we do, challenging racism and sharing power in ways that strengthen community authority and wellbeing.



Staunchly independent

we are independent and non-partisan, enabling us to advocate fiercely and without compromise for our people.



Innovative

we pursue bold and evidence-informed systemic solutions to break cycles of Aboriginal mass incarceration and ongoing harm.



Accountable

we listen deeply, act with integrity and probity, and remain accountable to the communities we serve, and to the partners we work alongside.



Collaborative

we are a trusted partner that brings together Aboriginal communities, governments and allies across a broad political and cultural spectrum to align efforts and drive systemic change.

Our Strategic Goals

1

We will deepen our position as a thought leader for justice reinvestment.

We will achieve this goal by continuing to lead the design and development of comprehensive justice reinvestment models, focusing on:

- Aboriginal community leadership
- Place-based approaches
- Aboriginal community data capabilities and Indigenous data sovereignty
- Systemic reforms that address the mass incarceration of Aboriginal peoples
- Government fiscal justice reinvestment mechanisms
- Engaging with other justice reinvestment bodies and fora across Australia to collaborate on justice reinvestment policy

This will likely involve the following activities:

- Data collection and analysis
- Research (quantitative and qualitative)
- Policy analysis
- Impact evaluation
- Resource and publication development
- Amplifying Indigenous data sovereignty



2

We will influence increased uptake of justice reinvestment across NSW.

We will achieve this goal by drawing from our work as a thought leader, and by using our trusted expert voice to advocate for justice reinvestment to become business as usual in NSW. In particular, we will focus on:

- Centring the experience, needs and systemic priorities of the Aboriginal communities that we serve in all of our advocacy
- Building strong direct relationships between Just Reinvest NSW and key politicians, government representatives and private sector stakeholders
- Delivering campaigns, communications and partnerships strategies that highlight system failures and elevate justice reinvestment solutions
- Using our platforms to shift the public and political narrative on Aboriginal mass incarceration, away from government-led carceral responses and towards Aboriginal-led justice reinvestment responses
- Leveraging our credible and increasingly rigorous justice reinvestment evidence base to drive our advocacy

This will likely involve the following activities:

- Policy and law reform advocacy
- Political and government engagement
- Communications (building awareness of mob, public and government)
- Campaigning (mobilising mob, public and government)
- Public education
- Media engagement

3

We will contribute to the improved capacity of Aboriginal communities to deliver justice reinvestment initiatives in NSW.

We will achieve this goal by ensuring that our leadership is grounded in the voices, experiences and demonstrated needs of Aboriginal peoples. In particular, we will focus on:

- Providing platforms for Aboriginal communities in NSW to advocate on their justice reinvestment priorities
- Providing support to Aboriginal communities during the establishment phase of any new justice reinvestment site in NSW
- Acting as a bridge between Aboriginal communities, parliament, government and the private sector
- Improving the data capacity of the Aboriginal communities that we serve
- Supporting the Aboriginal communities that we serve to connect with each other to increase their individual and collective awareness and network capacity
- Representing Aboriginal communities on matters of justice reinvestment in statewide and national forums (e.g. Coalition of Aboriginal Peak Organisations and Justice Reinvestment Network Australia)

4

We will deepen and expand our partnerships.

We will achieve this goal by mapping our stakeholder networks, maintaining our existing partnerships and establishing new partnerships where necessary. In particular, we will focus on our relationship with:

- Aboriginal communities and leadership throughout NSW
- Aboriginal peak bodies, justice organisations and campaigns
- Government (NSW and Oth)
- Just Reinvest NSW funding bodies (current and prospective)
- Research and data institutions
- Key private sector stakeholders
- Aboriginal and non-Aboriginal justice coalitions

5

We will maintain strong culturally grounded governance, financial stewardship and organisational capability.

We will achieve this goal by adhering to a philosophy of continuous improvement of our organisational systems, policies and procedures. In particular, we will focus on:

- Strengthening Board capability, governance practices and strategic oversight
- Ensuring our organisation structure is fit for purpose, with the right roles and capacity to deliver against our strategic plan
- Diversifying funding streams to ensure long-term sustainability
- Investing in secure and fit-for-purpose digital systems and building the digital capability of our team to enhance our organisational effectiveness, innovation and data governance.

