

FIRST NATIONS PLAN

2021–2023

caxton
legal centre inc



ACKNOWLEDGEMENT OF COUNTRY

Caxton Legal Centre Incorporated acknowledges the Jagera (Yuggera) and Turrbul peoples who are the Traditional Custodians of this land on which we work.

We recognise the ongoing connection to the land, waters and community of the Traditional Custodians and pay respect to Elders past, present and emerging.

We also recognise, respect and celebrate the cultural distinctions of the First Nations peoples and value their rich and positive contribution to Queensland and to broader Australian society.

With respect we strive to achieve justice and inclusion for Aboriginal and Torres Strait Islander peoples.

CONTENTS

4	The Artist
4	The Painting
5	Foreword
6	Our Vision
6	About Caxton
7	Our First Nations Plan
8	How the Plan was Developed
19	First Nations Working Group
22	Contact Details

TERMINOLOGY

Caxton acknowledges the use of the terms ‘First Nations’ as well as ‘Aboriginal and Torres Strait Islander’ throughout this plan. We use these terms interchangeably with respect toward the diversity of cultures and identities across Australia and acknowledge the appropriate use of these terms as an essential component of reconciliation between First Nations and the wider Australian community.

The use of the term ‘First Nations’ recognises Aboriginal and Torres Strait Islander peoples as the sovereign people of this land and recognises various language groups as separate and unique sovereign nations.



THE ARTIST



Tully Button (Jooduh Kenuh) is a 17-year-old Brisbane girl with a strong Indigenous heritage from her mother's and father's line. Tully identifies as Kungarkan (Finnis River, NT) and Waramungu (Tennant Creek, NT), taking her maternal line. Kungarkan are known as the Paperbark people of Finnis River, and her Kungarkan name is Jooduh Kenuh meaning paperbark moon.

She has connections and a deep respect for her Gungarri, Birri Gubba, Wakka Wakka and Kulili heritage on her paternal side.

While she has always had a natural talent for art, she only began painting cultural pieces in 2019.

She draws strongly from her Northern Territory heritage using a traditional dot painting style blended with her contemporary symbols for storytelling.

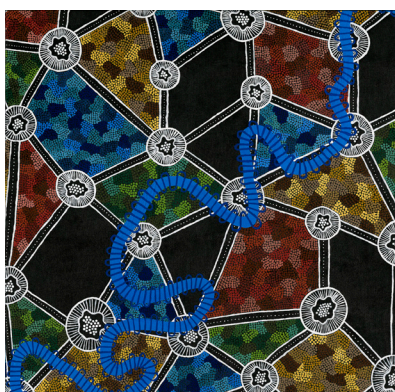
While she often uses traditional ochre-based colours, she likes to play with contemporary bright colours. A perfectionist, Tully will create either a pen or digital blueprint testing her story and colours first. Through her digital work came an opportunity in tote bags. She has five designs, which are sold through a collaboration with her Aunty's business paperbarklove. While Tully enjoys digital art and seeing it on the popular tote craze, traditional acrylic on canvas is her joy.

The patience and focus of Tully, and the many hours of work, are evident in her artwork. The intricate dot work is testament to her discipline and her commitment to authentically tell story through her culture.

Respecting that her art reflects her deep ancestral ties to this land as well as her kin, every piece of Tully's work is unique, authentic and one which she knows does her ancestors proud.

THE PAINTING

Reconciling Meanjin (2021)



Reconciling Meanjin was created for Caxton Legal Centre's First Nations Plan. The painting embodies the plan's aims and values of building a just and inclusive community for all.

The circles scattered around the canvas represent individuals and communities that come together to create connections, as represented through the lines.

Within the sections created by the lines, numerous clusters of colourful dots fill the space. The clusters show individuals coming together to create small communities, and how these communities continue to grow as they come together.

The vibrant colours represent the colours of both the Aboriginal and the Torres Strait Islander flags.

Some of the sections are left without the coloured clusters. This shows how relationships and connections are still to be built, highlighting the continuous nature of reconciliation.

Snaking over the top of the circles and clusters is the Brisbane River. This emphasises the importance of community within the city, and acknowledges the deep significance that the land and specifically the river hold for Indigenous peoples.

FOREWORD

We walk forward on the shoulders of others who contributed to the path that we have taken in our journey. If it wasn't for the efforts of those who strove tirelessly and thanklessly before us we may never be where we are today.

Caxton Legal Centre seeks to actively contribute to Australia's reconciliation journey. We initially joined with Reconciliation Australia to develop our first Reconciliation Action Plan in 2014, which was followed by a more challenging plan in 2018.

To maintain a strong focus and momentum towards reconciliation and to engage staff in local initiatives, we formed our inaugural First Nations Working Group at the beginning of 2020, comprising internal staff members as well as external members.

The First Nations Working Group began a 12-month journey towards a truly bespoke model reconciliation program. We engaged Samantha Wild, a senior consultant with Awakening Cultural Ways, to assist us to workshop and devise our new First Nations Plan. This new plan needed to be relevant to Caxton's strategic priorities, reflect the organisations values and incorporate activities designed to achieve better outcomes for First Nations peoples.

I am proud to present Caxton's First Nations Plan, a living document that all staff have had the chance to contribute towards. This will enable us to take our next steps towards bringing reconciliation to the fore in our vision for a just and inclusive Queensland.

Respectfully



Terry Stedman

Chair

First Nations Working Group

OUR VISION

Caxton Legal Centre is committed to building a just and inclusive Queensland. We advocate for the realisation of Aboriginal and Torres Strait Islander peoples' human rights in Australia. We seek to strengthen our contribution to Australia's healing journey by striving for social justice and improving legal outcomes for First Nations peoples. We recognise and value our grassroots relationships with Aboriginal and Torres Strait Islander peoples. This is our source for listening to and embedding local priorities into our programs and activities.

A just society demands recognition, understanding and respect for the richness and resilience of Aboriginal and Torres Strait Islander communities, and the diverse effects resulting from the colonisation of Australia. We are committed to relationship building through respectful listening and talking with Aboriginal and Torres Strait Islander communities. By improving this avenue of communication, we will ultimately pave the way for better access to social justice.

Caxton approaches people and its work in the community with a commitment to:

- recognising and empowering individuals as rights holders
- acknowledging the impact of disadvantage, discrimination, trauma and loss on individuals and prioritising assistance to these individuals
- remaining fiercely independent in order to address systemic injustices
- collaborating respectfully and transparently with other organisations to achieve common goals
- elevating the voices of Aboriginal and Torres Strait Islander peoples.

We acknowledge and respect the strength of First Nations peoples, and recognise that true and lasting reconciliation will bring a cultural richness to all Australians.

ABOUT CAXTON

Established in 1976, Caxton Legal Centre Inc. is Queensland's oldest, non-profit, community-based legal service. We represent the interests of people who are disadvantaged or on a low income when they come into contact with the law.

Our legal advice and social work support services provide individual clients with a pathway to justice. We work closely with the legal profession, universities, and community and government organisations. Our strategic casework, law reform and advocacy work contribute to our desired future where the law is fairer for everyone.

The law has often been both beneficial and oppressive in the lives of Aboriginal and Torres Strait Islander peoples. Caxton assists First Nations clients with legal issues including discrimination, bail, family and domestic violence, elder abuse, and credit and debt. We strive to increase the number of First Nations peoples we assist (in the 2019–2020 financial year, 5% of our clients were of

Aboriginal and/or Torres Strait Islander heritage). Our Bail Support Program for Men assists the greatest proportion of First Nations peoples at 14% of total clients.

We also strive to have First Nations representation amongst staff. Our centre currently employs 59 full-time and part-time staff, three of whom identify as Aboriginal and one as Torres Strait Islander. Our Management Committee has 10 members, two of whom identify as Aboriginal.

All four external members and two internal members of the First Nations Working Group have Aboriginal and/or Torres Strait Islander heritage.

Caxton staff have a passion for social justice and they play an important role in building an inclusive society—a conscious society that recognises the interconnectedness of the past, present and future for Aboriginal and Torres Strait Islander peoples' culture and the healing required.

OUR FIRST NATIONS PLAN

We are proud of our achievements under our 2018 Reconciliation Action Plan, which included:

- providing sponsorship of \$1000 for the QUT Indigenous Law Student Award
- organising a staff trip to North Stradbroke Island for cultural awareness training
- delivering the Justice in Focus Series on ABC Radio National Big Ideas program with Paul Barclay on 'System Failure: The Over-representation of Aboriginal and Torres Strait Islander Women in Prison'
- giving elder abuse community legal education talks for First Nations peoples at Morayfield, Zillmere and the Cherbourg Ration Shed
- participating in Legal Aid Queensland's First Nations Committee
- launching the Reconciliation Action Plan 2018–20 with a celebration at Caxton's office featuring guest speaker Mr Mick Gooda and catering by Straddle Indigenous Delights
- presenting at the 'Myall Creek and Beyond' symposium hosted by the University of New England
- hosting a public forum on the over-representation of Aboriginal and Torres Strait Islander women in prison in partnership with Sisters Inside and Griffith University
- attending the NAIDOC Week Family Fun Day each year in Musgrave Park
- participating in and hosting internal activities for National Reconciliation Week each year
- establishing a Terms of Reference for our Reconciliation Working Group
- developing a policy for Welcome to Country and Acknowledgement of Country protocol
- participating in the Queensland Law Society's Reconciliation and First Nations Advancement Committee and the Queensland Law Society's Reconciliation Action Plan Working Group
- sponsoring a QUT Indigenous law student who ended up becoming a staff member. This shows a full circle commitment to supporting students becoming professionals and finding work outside of their degrees
- publishing our Reconciliation Action Plan achievements in our Annual Report.

Caxton will continue to provide support and access to justice for Aboriginal and Torres Strait Islander peoples in a number of practical ways by:

- maintaining an identified position for an Aboriginal and Torres Strait Islander person on the Management Committee
- ensuring our staff have the opportunity to participate in Aboriginal and Torres Strait Islander cultural learning to increase cultural awareness, safety and sensitivity
- building innovative community engagement opportunities with Aboriginal and Torres Strait Islander communities
- continuing working partnerships with Aboriginal and Torres Strait Islander peoples and organisations to help improve the range of support services available to Aboriginal and Torres Strait Islander clients and services
- actively encouraging Aboriginal and Torres Strait Islander candidates for all Caxton Legal Centre staff vacancies
- developing a program of support for Aboriginal and Torres Strait Islander law students to encourage their transition into the legal profession.



HOW THE PLAN WAS DEVELOPED

In 2020, the Management Committee of Caxton Legal Centre committed to re-imagining their Reconciliation Action Plan to create a new bespoke plan that authentically engages our staff, Aboriginal and Torres Strait Islander peoples and their communities. We have created a tailored First Nations Plan with realistic and achievable outcomes aligned with our vision and goals, the services we provide, where we are situated and our passions.

With a small grant from the Community Legal Centres Queensland Cultural Safety fund, Caxton made a larger investment to develop our new plan. We engaged Awakening Cultural Ways, an Aboriginal and Torres Strait Islander consultancy service, to collaborate with Caxton's Management Committee, First Nations Working Group and executive management team to create a personalised plan. Consultation was achieved via an online workshop facilitation to codesign the new First Nations Plan. This approach recognises our previous learnings, experiences and achievements to ensure we target our strengths and resolve our weaknesses. We see this bespoke action plan as an opportunity for unification and growth of trust with Aboriginal and Torres Strait Islander peoples as we strive to serve the community.

Our 'champions' are our CEO, Cybele Koning, and our Communications and Community Engagement Officer, Camielle Donaghey. All staff have had the opportunity to contribute to the development of the plan and embrace the activities that we will strive to achieve over the next two years.

Our First Nations Working Group comprises members both internal and external to the organisation. The Co-Chairs of the First Nations Working Group are two staff members Terry Stedman and Tania Di Nicola. Terry is a solicitor in our Family, Domestic Violence and Elder Law Practice and Tania is the executive assistant to our CEO. Other internal members in this group are staff members Amrit Prihar, Nicky Mitchell, Troy McDougall, Amelia Otton, Colette Bots, Romana Leisser, Arlou Arteta, Amanda Hollis and Mucktar Wesseh-Nah-Konteh, and Management Committee members Alf Davis, Wendy Mulcahy, Amanda Alford and Matt Jackson. Our external members are David Wragge [DATSIP], Danika Ryan [Public Service Commission], Margaret Hornagold [Legal Aid Queensland] and Aunty Gwen Taylor [retired Industrial Relations Lawyer and current Chairperson of the Logan District Aboriginal & Torres Strait Islander Corporation of Elders].

Relationships

Caxton strongly believes it is important to build lasting relationships with Aboriginal and Torres Strait Islander peoples, communities and organisations. We strive to build meaningful and natural relationships founded on trust, respect and reciprocity. This aligns with Caxton's strategic 'working together' pillar and focusses on a values-based culture, designing opportunities that promote the professional growth of all who work with Caxton, and on strengthening the integrated social worker-lawyer service model.

1. Build and strengthen natural and intentional mutually beneficial relationships with First Nations peoples, communities and organisations.

Deliverables	Timeline	Duty
First Nations Partners: Within each practice area/team, each staff member is to identify one Aboriginal and Torres Strait Islander person, organisation or community within Caxton's local area or sphere of influence and naturally associated with that team's work areas. The staff member and team will then focus on relationship-building activities with that person, organisation or community. (First Nations Partners).	complete by April 2021	CEO
Individual/Team Relationship Building: Every staff member can utilise 20 hours paid time per annum to undertake relationship-building activities with First Nations Partners on behalf of their team. These activities can include, but do not have to be, reportable deliverables (e.g. community legal education), but must be recorded in our database (CLASS) and may include (but are not limited to) informal/formal meetings, networking, attendance at events or board management.	review six-monthly in Goal Setting and Professional Planning documents	CEO
Reconciliation Partners: The internal members of the First Nations Working Group (FNWG) develop a list of organisations who also have reconciliation plans and are like minded (Reconciliation Partners) that we could approach to connect with for the purposes of this plan, Caxton's work and ongoing reconciliation journey.	complete by April 2021	comms officer

2. Build relationships through celebrating significant Aboriginal and Torres Strait Islander dates.

Deliverables	Timeline	Duty
NAIDOC: For NAIDOC week, participate in the Musgrave Family Fun Day with a Caxton stall, activities agreed upon by the FNWG, a budget agreed upon by the COO for activities and 'give-aways', operated by staff on a roster. All staff are encouraged to attend the event via two hours paid time. Management Committee (MC) members are encouraged to attend the event.	annually in July	Chair FNWG COO

National Reconciliation Week: For National Reconciliation Week, raise awareness and share information amongst our MC and staff about the significant issues that have impacted the rights of First Nations peoples including information that concerns local Aboriginal and Torres Strait Islander peoples and communities.	annually 27 May to 3 June	Chair FNWG
National Reconciliation Week: For National Reconciliation Week, organise an event at Caxton (preferably with one of the schools we have partnered with) as part of the Getting Ready for Opportunities at Work (GROW) calendar and invite our staff, MC, FNWG members, First Nations partners and reconciliation partners.	annually 27 May to 3 June	Chair FNWG COO
Other dates: Identify and include in our GROW calendar additional significant dates and cultural events we propose to mark, celebrate and participate in.	complete by April 2021; review annually each February	Chair FNWG COO

3. Develop best practice human-rights-based partnership approaches.

Deliverables	Timeline	Duty
First Nations Partnership Principles: Draft and communicate Caxton's First Nations Partnership Principles.	complete by September 2021	CEO and MC members
Consultation Draft of Principles: Prepare a consultation draft of First Nations Partnership Principles to guide the work we do with and assistance we provide to Aboriginal and Torres Strait Islander peoples.	complete by May 2021	CEO, Chair FNWG
Consult with First Nations Partners: Meet with our First Nations partners and reconciliation partners to communicate relevant goals under this plan, discuss how to connect over shared goals and consult on the development of the First Nations Partnership Principles.	during July and August 2021	comms officer, internal FNWG, all staff
Survey: Annual survey Aboriginal and Torres Strait Islander partner organisations to assess Caxton's effectiveness as a partner.	May 2022 and annually	CEO comms officer
Consultation and Engagement Protocol: Adopt a First Nations Consultation and Engagement Protocol and include this in induction and ongoing cultural capability training.	complete by June 2022	CEO, COO

4. Raise internal and external awareness of our plan.

Deliverables	Timeline	Duty
Publish Plan: Distribute the plan to all staff, volunteers, MC; publish the plan on Caxton's website and inform external stakeholders.	complete by April 2021	comms officer
Website: Create a new section on Caxton's website for all information regarding our plan and the activities undertaken pursuant to the First Nations Plan.	June 2022	comms officer
Website: Consult with our First Nations partners and reconciliation partners on how to develop additional content for the dedicated First Nations section of Caxton's website.	December 2022	comms officer
Newsletter: Include in the Communications and Community Engagement Plan a requirement to distribute a quarterly First Nations Plan newsletter to staff.	quarterly	comms officer
CEO Reports: Include an update on the plan in quarterly CEO reports.	quarterly	CEO

5. Advocate against unjust laws, policies and practices.

Deliverables	Timeline	Duty
Clients: Increase the proportion of Aboriginal and Torres Strait Islander clients who receive Caxton services from 5 to 6%.	complete by June 2023	CEO
Law Reform and Policy Submissions: Law reform and policy submissions are to consider and articulate the impact on Aboriginal and Torres Strait Islander clients and peoples, and make recommendations for fairer laws.	ongoing	CEO
Justice in Focus Series: Conduct one Justice in Focus Series event biennially focussed on an issue that impacts Aboriginal and Torres Strait Islander peoples' human rights and access to justice.	review biennially	comms officer

Deliverables	Timeline	Duty
Social Media: Prepare one social media blog per annum per for each program that tackles systemic issues that impact Aboriginal and Torres Strait Islander peoples' human rights and access to justice, for example: <ul style="list-style-type: none"> family law: how the Family Law Act could be amended to improve the consideration of culture and kinship practices in making decisions in the best interest of the child human rights law: how cultural rights that are regularly denied can be protected and promoted. 	review June 2022	comms officer, internal FNWG
Advocacy Areas: Monitor the Pathway to Treaty (Qld) and Black Lives Matter movements for opportunities to appropriately engage with the community.	community legal education engagement activity completed annually	comms officer, internal FNWG
Existing Campaigns: Identify and support existing First Nations campaigns and advocacy activities that align with Caxton's values and strategic priorities.	ongoing	comms officer

Respect

We believe Caxton can have a positive social impact in the local Aboriginal and Torres Strait Islander community. Cultural competency training for staff and respecting cultural protocols at all times will greatly improve staff knowledge of Aboriginal and Torres Strait Islander history, cultures and achievements, which, in turn, will enhance our holistic service delivery and increase accessibility. This aligns with Caxton's strategic 'person-centred services' pillar.

6. Increase our understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, history, knowledge and rights.

Deliverables	Timeline	Duty
Induction: Modify volunteer and student induction packages to include Aboriginal and Torres Strait Islander cultural awareness resources.	complete by March 2021	COO, Chair FNWG
Understand the Community's Needs: Analyse and communicate to staff, at staff meetings on a half-yearly basis, centre and sector-wide data about Aboriginal and Torres Strait Islander clients, legal problem types, social support needs for the purpose of improving our service delivery to First Nations clients.	December 2020 June 2021 and so on	CEO

Cultural Awareness Training: Engage at least 75% of MC and staff, and 100% of the executive management team in cultural awareness training offered every year.	complete by June 2023	COO, all staff, MC
Cultural Awareness Activity: Engage at least 75% of MC and staff in one cultural immersion activity or one key Aboriginal and Torres Strait Islander peoples' rights issue per annum.	complete by June 2023	COO, all staff, MC
Volunteers: Organise and invite our volunteers to participate in one Caxton cultural awareness training or cultural event per annum (in addition to the National Reconciliation Week activity).	complete by June 2023	COO
Staff History: Encourage one staff member per fortnight to explore and share with staff via Yammer a short story about who the Traditional Owners are of the lands and waters where they were born or live/d in.	review October 2021	comms officer, all staff
Truth Telling: Provide one or two opportunities per annum for staff and volunteers to attend a presentation that challenges dominant white discourse (e.g. presentation on white privilege, storytelling from activists about legal injustices).	once or twice yearly	comms officer, Chair FNWG, all staff
Yammer: Create a Yammer page (knowledge resource) on SharePoint titled 'Aboriginal and Torres Strait Islander Peoples—culture, history, knowledge and rights' where we can share links to news articles, updates about campaigns, local stories etc. This will be a knowledge resource within the organisation.	February 2021	CEO

7. Promote appreciation for First Nations culture in the local community.

Deliverables	Timeline	Duty
Art Project: Undertake a collaborative art project (e.g. mural, sculpture, instalment) that has cultural significance to local communities, depicts systemic injustices, and promotes reconciliation and our vision for a just and inclusive Queensland.	June 2023	CEO
Small Projects: Identify and apply for funding to undertake small projects that focus on the preservation of First Nations languages, and projects in communities that focus on the preservation of history and elder stories from an Aboriginal perspective.	December 2022	CEO

8. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverables	Timeline	Duty
Acknowledgement of Country in Local Language: Translate Caxton's Acknowledgement of Country into local language and display the plaque in reception and on our website.	June 2021	comms officer
Cultural Protocols: Review our policies to include the updated Acknowledgement of Country and refresh staff awareness of the significance behind cultural protocols.	April 2021	COO, Chair FNWG
Contacts: Maintain and review our list of key contacts of local Traditional Owners or Custodians to provide a Welcome to Country at significant events each year.	review annually in February	Chair FNWG, comms officer
Appropriate References: Ensure all future Caxton publications maintain appropriate typography when making reference to Aboriginal and Torres Strait Islander peoples.	ongoing	comms officer
Respecting Traditional Owners: Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings, on email signatures and on our website.	review quarterly	CEO, all staff
Audio Visual: Develop an audio-visual resource of our Acknowledgement of Country in collaboration with our local Aboriginal and Torres Strait Islander community including local Traditional Owners or Custodians and Aboriginal and Torres Strait Islander advisors.	complete by June 2023	Chair FNWG, comms officer

9. Ensure Caxton provides a culturally safe environment for clients to receive assistance.

Deliverables	Timeline	Duty
Client Services: Provide annual training to client services staff to increase capacity to provide culturally safe and culturally appropriate first-point-of-entry contact with Aboriginal and Torres Strait Islander clients.	December 2021 and annually	COO

Opportunities

We believe it is important to provide opportunities to increase Aboriginal and Torres Strait Islander representation amongst our staff, volunteers and students through employment and supplier diversity. This increases our ability to effectively contribute to Aboriginal and Torres Strait Islander peoples' achievements and economic prosperity. This aligns with Caxton's strategic 'economic sustainability' pillar by which we employ a sustainable financial strategy and funding approach.

10. Support educational outcomes for Aboriginal and Torres Strait Islander peoples.

Deliverables	Timeline	Duty
Law Prize: Continue to support the Caxton Legal Centre Law Prize as a part of the QUT Faculty of Law Prize Ceremony.	review annually in March	CEO
Schools Project: Pilot an Aboriginal and Torres Strait Islander community engagement project working with schools with high Aboriginal and Torres Strait Islander student populations to achieve a long-term goal of increasing the number of First Nations peoples working in Queensland as lawyers and social workers.	complete by December 2022	CEO, Chair FNWG, internal FNWG
School Project: Identify four schools to work with such as Mabel Park, Glenala, Murri School, Hymba Yumba.	complete by April 2021	CEO, Chair FNWG
School Project: Meet with the schools to co-design an engagement activity/ies for the 2022 and 2023 school calendar years (e.g. a relevant community legal education session to deliver at each school community, and a 'meet and greet' providing information about pathways to studying law and/or social work and volunteering at Caxton).	complete by September 2021	CEO, Chair FNWG
School Project: FNWG internal members and relevant staff deliver the agreed activities at each school.	complete by December 2023	CEO, Chair FNWG, all staff
Universities: Pilot a second Aboriginal and Torres Strait Islander community engagement project working with local universities that teach law and social work to achieve the same long-term goal of increasing the number of First Nations peoples working in Queensland as lawyers and social workers.	complete by December 2023	CEO, Chair FNWG, internal FNWG
Universities: Meet with First Nations student support groups within the universities to improve their understanding of opportunities for law and social students within Caxton, strengthen relationships and codesign long-term engagement activities.	complete design by September 2021; deliver activities by December 2023	CEO, Chair FNWG, internal FNWG, all staff

Deliverables	Timeline	Duty
Website: Include in the new First Nations section on Caxton's website information and legal resources (e.g. schoolies pack) for school and university students to promote available opportunities for Aboriginal and Torres Strait Islander peoples to volunteer, undertake practical legal training and social work placements, legal clinics, partake in FNWG projects and secure scholarships.	complete by June 2021	comms officer
Scholarships: Identify and apply for funding to provide a scholarship and mentoring program for one Aboriginal and Torres Strait Islander university student per annum.	annually	CEO

11. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.

Deliverables	Timeline	Duty
Human Resources: Review human resources and recruitment procedures, policies and employment contracts to ensure there are no barriers to Aboriginal and Torres Strait Islander employees and future applicants participating in our workplace; ensure they promote a culturally safe workplace.	complete by December 2021	COO, Chair FNWG
Diversity on Committee: Actively seek a person who is an Aboriginal and/or Torres Strait Islander lawyer or social worker to join the MC and provide support and mentoring in corporate governance.	complete by September 2020	Chair FNWG, MC
Recruitment: Continue to advertise all job vacancies in Aboriginal and Torres Strait Islander media and through our community networks to effectively reach Aboriginal and Torres Strait Islander job seekers.	ongoing	COO
Student Placements: Prioritise student placements for Aboriginal and Torres Strait Islander persons.	ongoing	COO
Target Staff Numbers: Consistently achieve our target of 6% (double the state/national %) Aboriginal and Torres Strait Islander staff.	ongoing	COO

12. Increase Aboriginal and Torres Strait Islander supplier diversity.

Deliverables	Timeline	Duty
Supplier Diversity: Continue to procure goods and services from our regularly updated list of Aboriginal and Torres Strait Islander businesses and commercial partners for all Caxton events.	ongoing	COO

Governance and Tracking Progress

Caxton values integrity and accountability. When we say we are going to do something, we give of our best to achieve our goals. We are transparent about our successes and the challenges we face.

13. Build support for the First Nations Plan.

Deliverables	Timeline	Duty
Allocate one day per fortnight for the Chair FNWG to undertake activities associated with the plan.	ongoing	CEO, COO
Review the terms of reference of the FNWG for appropriateness.	complete by December 2020	CEO
The MC shall contribute two of its members to the First Nations Working Group.	February 2022	MC

14. Report achievements, challenges and learnings internally and externally.

Deliverables	Timeline	Duty
Publicly report our achievements, challenges and learnings to all staff and stakeholders via our Annual Report.	annually	CEO, comms officer, Chair FNWG
Deliver quarterly reports (or more regularly where there are significant updates) on the plan to the MC.	quarterly	CEO, Chair FNWG

Deliverables	Timeline	Duty
Publish a quarterly plan snapshot to update staff and stakeholders on the plan activities.	quarterly	comms officer
Annually, the internal FNWG members will review activities against deliverables in the plan, and this will be provided to the external FNWG members to audit (checks and balances).	annually in Nov/Dec	CEO

15. Review, refresh and update the First Nations Plan.

Deliverables	Timeline	Duty
Liaise with the FNWG and stakeholders to develop the next plan based on learning, challenges and achievements.	complete by March 2023	CEO, Chair FNWG
FNWG will continue to meet bi-monthly to undertake deliverables, track progress, review, update and refresh the plan.	ongoing	Chair FNWG

First Nations Working Group

EXTERNAL MEMBERS

David Wragge



David is a Wakka Wakka man from Cherbourg, Queensland, with traditional connections also to Central Queensland (Ghungalu) and North Queensland (Juru, Bindal and Wulgurukba). He is an advocate

for the protection of children, particularly Aboriginal and Torres Strait Islander children. He believes in social justice, reconciliation and humanity. He joined Caxton's First Nations Working Group to add value to the conversations around and direction of the First Nations Plan.

Gwen Taylor



Aunty Gwen Taylor is an Aniwan woman from the Kamilaroi speaking nation who has lived all of her life in Logan. She is the current Chairperson of the Logan Aboriginal and Torres Strait Islander Corporation for

Elders. Aunty Gwen, a retired industrial relations lawyer, now works as the Community Development Officer with the First Nations charity Community First Development.

Aunty Gwen joined the committee to ensure that our First Nations Plan would stand as an example for other organisations and that Caxton's legal advice, assistance and guidance will be delivered in a culturally safe environment by a team of consummate professionals who are driven by the knowledge and understanding of the participation barriers faced by Aboriginal and Torres Strait Islander Australians. These barriers do not only exist in a legal context but also in mainstream Australian Society.

Margaret Hornagold



Margaret is a Senior Advisor at Legal Aid Queensland. She holds a Bachelor of Laws degree and a Bachelor of Arts. Margaret has had a lengthy history working in Aboriginal and Torres Strait Islander

policy and strategy. She works with a number of local governments on their reconciliation action plans and has supported the work of Caxton.

Danika Ryan



Danika Ryan is a Taribelang woman born and raised in Brisbane. Her experience spans 14 years in Queensland Government supporting urban, regional and remote Aboriginal and Torres Strait Islander

communities. Danika prides herself in ensuring quality service delivery to First Nations peoples and hopes to bring her knowledge and experience to assist Caxton Legal Centre reach positive outcomes and relationships with its First Nations clients.

MANAGEMENT COMMITTEE MEMBERS

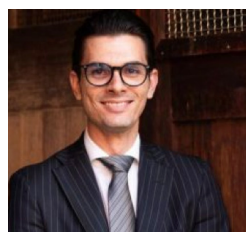
Alf Davis



Alf Davis was born in Eidsvold and is proud of his Aboriginal and Kanaka heritage. His family line is Cobble Cobble from Warra Darling Downs. Other family from Warra was removed to Deebing and Purga Creek,

Cherbourg, Woorabinda and Palm Island where they still live today. Alf currently works at the Institute of Urban Indigenous Health as a senior policy officer where he is assisting with enhancing relationships with and practice of the Department of Child Safety and the Social Health Team. Alf joined the First Nations Working Group to improve legal and justice pathways for First Nations communities knowing of the struggles we face.

Matt Jackson



Matt is a descendant of the Kalkadoon people. Having left Mt Isa at a very early age, Matt grew up on the Gold Coast, before moving to Brisbane. Matt now lives on Jagera country. He is a barrister at the private bar

and practises in criminal law. The over-representation of Aboriginal offenders is a national and pressing concern. Matt has completed a Masters of Law addressing that topic and hopes to bring his special interest and expertise in that area to the First Nations Working Group. Matt is also a member of Caxton Management Committee and is therefore looking forward to ensuring Caxton's ongoing commitment to reconciliation.

Amanda Alford



Amanda is a human rights lawyer. She is currently Director Legal and Strategy at the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability. Prior to joining the royal commission,

Amanda was Director Policy and Advocacy at Community Legal Centres Australia, the peak body for all community legal centres. Amanda was born in Naarm, the land of the Wurundjeri people of the Kulin Nation and currently lives and works in Mianjin, the land of the Jagera and Turrbul people. Amanda joined the First Nations Working Group as a member of the Caxton Management Committee to ensure there is meaningful leadership of and support for Caxton's commitment to centering the voices of First Nations peoples and communities, and providing culturally safe services.

Wendy Mulcahy



Wendy is a criminal defence lawyer and member of Caxton's Management Committee. She was raised in Djanangmum, moved to Queensland in 2001 and currently resides in Kallindarbin country.

Wendy had been a committee member of Caxton for over 10 years and is committed to social justice issues and assisting people navigate the criminal justice system. Wendy is excited to be part of Caxton's First Nations Working Group and is looking forward to working together to achieve better outcomes for our First Nations peoples.

INTERNAL MEMBERS

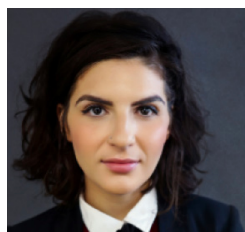
Terry Stedman—Chair



Terry is a descendant of the Kamilaroi people. He grew up in Inala. Terry joined the law profession later in life, when he graduated from Griffith University in 2005. After working as an associate

lecturer, Terry returned to Inala and began a 10-year career as a solicitor with South West Brisbane Community Legal Centre. He has volunteered on numerous boards providing significant contributions to the community and to the legal profession. He now works as a lawyer in the Family, Domestic Violence and Elder Law Practice and is the Chair of Caxton's First Nations Working Group.

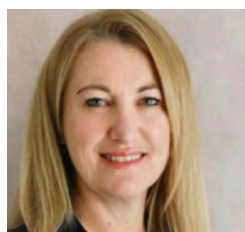
Tania Di Nicola—Co-Chair



Having moved here from Europe, Tania currently lives on the land of the Yugambeh/Kombumerri peoples but has spent much of her time living in Australia on the land of the Bunurong Boon Wurrung and Wurundjeri

Woi Wurrung peoples of the Eastern Kulin Nation. Tania is Caxton's Executive Assistant and joined the First Nations Working Group as Co-Chair to actively participate in working towards a more equal and respectful future for First Nations peoples. She acknowledges the ongoing injustices, inequalities and overall negative outcomes experienced by Aboriginal and Torres Strait Islander peoples. Tania is particularly passionate about building and fostering meaningful relationships within the community.

Cybele Koning—CEO and Champion



Cybele was born on Bundjalung land and now lives on Jagera land. She is one of Caxton's two reconciliation champions responsible for developing and implementing this new First Nations Plan under the guidance

of our First Nations Working Group. Cybele is committed to building deeper connections between Caxton's work and First Nations peoples and communities.

INTERNAL MEMBERS cont.

Camielle Donaghey—Champion



Camielle grew up on Minjerribah (North Stradbroke Island) and has worked at Caxton for 12 years in various roles. Her family's cultural heritage is English, Irish and Scottish.

Camielle joined the First Nations Working Group to contribute to Caxton being genuinely accessible to Aboriginal and Torres Strait Islander peoples. Camielle works in a community engagement role, so her contribution centres around organising ways for people to come together and hear the perspectives of Aboriginal and Torres Strait Islander peoples and sharing the work of Caxton with the broader public.

Amelia Otton



Amelia is a proud Bundjalung woman who has spent most of her life on Gubbi Gubbi/Kabi Kabi country. She has strong connections to saltwater and loves living by the sea. Amelia is completing a Bachelor of Laws

at QUT and hopes to combine her experiences as a First Nations woman with her experience in the legal sector to bring a different perspective to the First Nations Working Group. Amelia brings fresh eyes, different lived experiences and perspectives to the group and Caxton in a way that is positive and collaborative.

Amrit Prihar



Amrit is a lawyer in Caxton's Family, Domestic Violence and Elder Law Practice. He grew up on Gumbaynggir country, and moved to Jagera country to study a law degree at QUT. Amrit was admitted to practise law

in 2018, and has worked at Caxton since then. He joined the First Nations Working Group to contribute to Caxton's engagement with the Aboriginal and Torres Strait Islander community. He believes non-First Nations peoples can contribute more to reconciliation and sees his involvement in the working group as an opportunity to do so.

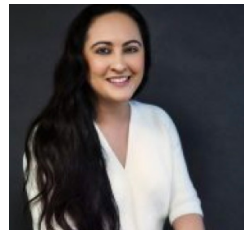
Nicky Mitchell



Nicky is a lawyer in Caxton's Family, Domestic Violence and Elder Law Practice. She grew up on Jagera country, and then moved to Barunggam country to study law at the University of Southern Queensland. Since her

admission in 2015, Nicky has solely worked in community legal centres and spent the first years of her career in Cairns, servicing remote Aboriginal communities all across the Cape. After this experience, she set her sights on roles that would give her the opportunity to be both an ally and an advocate for First Nations peoples. Nicky brings her knowledge and drive to effect much needed change and fulfil her responsibility to contribute to reconciliation.

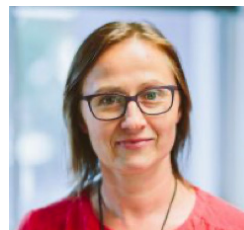
Colette Bots



Colette is the practice director of the Family, Domestic Violence and Elder Law Practice at Caxton. She is passionate about advocating for Aboriginal and Torres Strait Islander clients, having previously worked at

ATSILS in Ipswich and Brisbane for nearly six years as a family, child protection and civil lawyer. Colette joined the First Nations Working Group as she is committed to making Caxton a place where First Nations clients feel safe and welcome to seek legal assistance.

Romana Leisser



Romana is a social worker with a background in aged care advocacy and government policy making on multicultural women's issues. She works with the Human Rights and Civil Law Practice at Caxton. Being from a

culturally and linguistically diverse background, she joined the working group with a desire to listen and learn from the diverse group, and explore new ways and actions to achieving positive outcomes for our Aboriginal and Torres Strait Islander clients and their communities.

INTERNAL MEMBERS cont.

Amanda Hollis



Amanda is the Operations Assistant at Caxton and grew up on Kaurna and Gubbi Gubbi country. She now resides on Yuggera/Jagera country. Amanda joined the First Nations Working Group to be able to have

an opportunity to develop induction and training programs for staff to be more equipped to support First Nations peoples in accessing legal advice and social work supports. She is also involved in developing recruitment processes to enable Aboriginal and Torres Strait Islander peoples to apply for roles within Caxton in the future. Amanda believes that all non-First Nations peoples can learn and contribute towards reconciliation and education for a positive future.

Mucktar Weseh-Nah-Konteh



Mucktar migrated to Australia from Sierra Leone, West Africa, 18 years ago. Mucktar is a criminologist and has worked with Aboriginal and Torres Strait Islander communities in previous roles with government

departments. He joined the First Nations Working Group because he believes he can assist the working group to make strides through positive contribution given his years of knowledge and experience working with First Nations peoples.

Troy McDougall



Troy has worked closely with First Nations peoples for almost all of his working life. One of the driving forces in studying law was to address the gross over-representation of Aboriginal and Torres Strait Islander peoples within the

criminal justice system. Troy has worked exclusively within Aboriginal and Torres Strait Islander community legal centres. Troy joined the First Nations Working Group to redress this over representation in the criminal justice system through fostering closer relationships with the wider First Nations community and giving voice to their concerns and ideas. Troy brings passion and verve to assist the working group in any way he is able.

Arlou Arteta



Arlou was born in the Philippines and grew up in New Zealand and Australia. She identifies as Australian-Filipino. During the inception of the First Nations Plan, Arlou worked as an anti-discrimination lawyer at Caxton,

but has since joined the Legal Aid Queensland team and is no longer a member of the First Nations Working Group. She originally joined the group because she acknowledges that sovereignty was never ceded, and that we, as non-First Nations people, have continually benefitted from the injustices and atrocities against First Nations peoples. Arlou was actively involved in the creation of the plan and sees it as a small part in paying the rent for living on stolen land.

Contact Details

For further information or questions about Caxton's First Nations Plan, please contact:

Cybele Koning

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