



First Nations Strategic Framework Update

CLCQ Leadership Forum

November 2024



Acknowledgement of Country

We acknowledge the Traditional Owners of the land on which on which we meet today, the **Turrbal and Jagera peoples**. We pay our deepest respects to Elders past and present. We recognise their continuing connection to land, water and culture.

We also acknowledge the stories, traditions and living cultures of all Aboriginal and Torres Strait Islander peoples. We are committed to fostering a culture of learning from, and working with, First Nations peoples in the spirit of reconciliation and access to justice.

We welcome First Nations friends and colleagues in the room today.



THE AIATSIS MAP OF INDIGENOUS AUSTRALIA

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This map attempts to represent the language social or nation groups of Indigenous Australia. It shows only the general locations of large groupings of people which may include more, details or individual languages in a group. It does not include locations from the eighteenth century - 1994 and is not intended to be used as a historical record. It is not suitable for nation titles or other land claims.

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First Nations Strategic Framework for CLC sector in Qld

Identify priorities for building the capability of 'mainstream' CLCs to work for and with First Nations peoples.

Support the recruitment and retention of First Nations peoples as part of the CLC workforce in Qld

Principles and Process

Principles

- Being First Nations led
- Elevating the voices and lived experiences of First Nations peoples in the CLC sector
- Taking a strengths-based approach to building capability
- To make sure we hear from people and have 'buy-in'

Process

1. Consultation with First Nations stakeholders first
2. Engaging with 'mainstream' CLCs
3. Analysis and sense making of consultation outcomes
4. Development of framework
5. Validation processes
6. Publishing and launch



Consultations held

10 discrete consultations with First Nations stakeholders, including:

- AFLSQ, FNWLSQ, IUIH, QIFVLS
- First Nations Reference Group members
- First Nations Employee Network
- Community experts

Consultation workshop at the Leadership Forum in November 2023

Engagement with 11* mainstream CLCs in 2024

*represents 37% of our mainstream CLCs

Discussions with DJAG

Briefings to First Nations Reference Group



Consultation themes /domains



Key issues for First Nations peoples



CLC sector culture and cultural capability



Workforce development, including recruitment and retention



Implementation (including data and evaluation)

What we are doing today

1

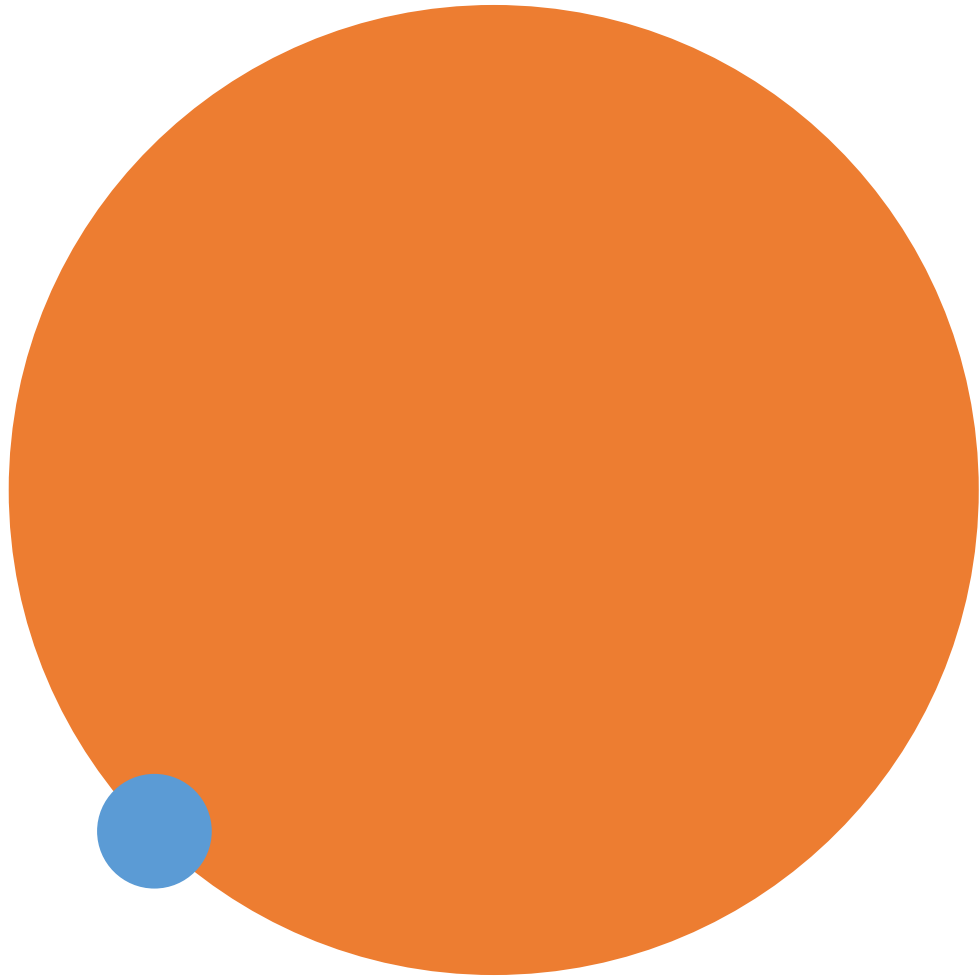
Sharing the key findings from our consultations

2

Giving an overview of the Framework structure and its key elements

3

Thinking about achievements and priorities



Overview of Consultation Outcomes

Community Controlled CLCs + First Nations Reference Group members

(1)

- Longer term funding is needed to support best practice:
 - effective service planning and development
 - integrated services and case management
 - recognition of staff workloads
 - recognition of cultural expertise, seniority, profile
- Cultural capability and competence are key
- Cultural/personal harm when resources don't meet demand
- Allies and champions essential
- A humanist and place based approach that centres people first (focus on client needs **not** service needs)

Community Controlled CLCs + First Nations Reference Group members

(2)

- Relationships and accountability are the foundation for building trust with clients, communities and stakeholders
- Empower First Nations workers to take space to do their work
- Recognise potential structural barriers – eg how lawyers are taught to be ‘professional’
- Recruitment of First Nations staff - culturally informed & appropriate throughout cycle (not just at interview)
- Employ more than 1 First Nations staff member
- *Head, hand, heart:*
 - *think about how to make the change*
 - *develop a strategy or plan to drive/guide the change*
 - *engage people to want to be a part of the change*

First Nations Employee Network

(Wunya)

Positive Aspects of CLCs

Employment conditions

Shared values; sense of belonging; positive relationships

Support for professional development and growth

Working to help First Nations people and communities

Making a difference

Not having to 'sell your soul'

Being a role model, gaining respect for professional skills and challenging stereotypes

Supporting access to justice, breaking down barriers and mistrust and challenging system

Empowering people

Wunya

Areas for Improvement

Cultural & psychological safety of workplaces & workplace practices

Cultural awareness & safety training

Conditions, pay, cultural impact and support

Resource allocation & prioritization

Informed, proactive and personally committed leaders

Progression pathways for First Nations employees

Relationship building, engagement, connection & collaboration

Alignment of 'walk' and 'talk'

Understand and respond to First Nations trauma

Appropriate client engagement systems

Sector Leaders: Perceived sector strengths

- ❖ Values based, willing to learn and make change
- ❖ Commitment to inclusive and diverse workplaces
- ❖ Collaborative approaches to services to clients and building community connections
- ❖ Holistic approach to meeting client need, integrated services, referral pathways
- ❖ Wide recognition of the importance of cultural safety for clients and staff



**Sector
leaders:**

**What would
help CLCs to
do better?**

More resources
Funding prioritization

Recruiting, training
and promoting First
Nations staff

Cultural awareness &
competence training

Learning pathways
for cultural
knowledge &
capability

Best practice
workplace systems
and policies

Advice & support on
culturally appropriate
management and
supervision

Training &
development for First
Nations workers

Relationship building

Networking,
consulting and
partnering

Sector Leaders: Improving First Nations employment outcomes



- Improved and more responsive recruitment practices
- Specialist recruitment advice / support
- Establishing identified positions; supporting entry-level pathways
- Establish culturally appropriate supports and systems in CLCs (including around trauma)
- Work to overcome CLCs structural market disadvantages
- Pathways to being employers of choice

Mainstream CLCs

Observed Common Challenges

Few First Nations
staff or MC
members, or
applicants

Absence of
systems of cultural
support

Skills and effort in
relationship
building

Individuals v
embedded
systems

Resource
availability and
prioritization

Cultural
intelligence
maturity scale

Level of cultural
awareness and
commitment

Policies,
procedures &
planning

Sourcing
appropriate
cultural training

Mainstream CLCs: Strengths & opportunities to build on

- People recognize the importance of growing First Nations representation
- Appreciate that more support and opportunities are vital
- Cultural training has good take up
- There are CLCs and leaders with high capability and capacity, scope for sector 'champions'
- Choices on resources
- Emphasis on importance of relationships is understood



Discussion Questions

Since last year's Leadership Forum

- ❖ What First Nations engagement, outreach, client development/access, workforce support has your CLC undertaken?
- ❖ What action have you taken to improve the overall cultural and psychological safety of your CLC?
- ❖ How have you been improving your own skills and capability as a leader to foster a positive workplace culture at your CLC?



Shaping the Framework

Vision & Guiding Principles

Vision

First Nations peoples feel safe and confident to access legal assistance and to work at every Queensland CLC

Guiding Principles

- To be First Nations led
- Elevating the voices and lived experiences of First Nations peoples in the CLC sector
- Advancing a strengths-based approach to building cultural intelligence and cultural safety.
- To make sure we hear from people and bring the whole sector on the journey



Framework Pillars

Pillar One

Constantly
improving cultural
capability in
working for and
with First Nations
peoples

Pillar Two

Supporting the
current and future
First Nations
workforce of Qld
CLCs

Pillar Three

Building community
connection and
relationships

Pillar Four

Evaluating our
impact and
measuring our
progress

Pillar One: Improving Cultural Capability

Areas for Action

Governance and Management

Leadership development & upskilling
Organisational values and philosophy
Workplace culture
Resourcing
Organisational frameworks (policies, procedures, guidelines)
Professional and personal development
Culturally safe governance

Clients and Stakeholders

Service models & design
Models for stakeholder engagement & relationship building
Relationship based partnerships
Commitments to allyship & elevation of First Nations voices

Pillar One: Improving Cultural Capability

Key Initiatives

Governance and Management

Template P+Ps

Resources to support good practice

Resources to support culturally competent CLC leaders

Support commitments to personal and professional growth

Clients and Stakeholders

Template framework for client engagement

Client journey mapping resources

Culturally safe referral pathways

Commitment First Nations Days of Significance

Establish a Community of Practice

Pillar Two: Supporting the First Nations Workforce

Areas for Action

Cultural & Psychological Safety & Support

- Recognising, respecting & responding to cultural factors
- Culturally & psychologically safe workplaces & support systems
- Access to cultural supports & activities

HR Systems & Management

- Recruitment, retention P+Ps etc
- Remuneration
- Systems for WF engagement & feedback
- WH&S (cultural & psychological safety)

Workforce Development

- Work pathways
- Training, personal & professional devt
- CLC entry pathways
- Partnerships

Pillar Two: Supporting the First Nations Workforce

Key initiatives

Cultural & Psychological Safety & Support

- Wunya
- CLCQ First Nations employee network
- Best practice guides
- Tailored cultural training
- Access to cultural supervision & mentoring

HR Systems & Management

- Toolkit to assess Recruitment P+Ps
- First Nations staff retention assessment checklist
- Cultural loading
- Staff surveys
- Template Psych. Hazards P+P

Workforce Development

- Progression & promotion pathways
- Student mentoring, internships, grad pathways
- Uni partnerships
- Tailored training opps for First Nations staff

Pillar Three: Building relationships & community connection

Areas for Action

Stakeholder & Community Engagement

Principles and philosophy

Mapping & Planning

Training & development

Promoting commitment

Building local knowledge

Culturally safe and strategic models of engagement

People centric relationships

Supporting Workers

Organisational frameworks (policies, procedures, guidelines)

Understanding Cultural Load & impacts of responding to community expectations

Service design inputs

Pillar Three: Building relationships & community connection

Key Initiatives

Stakeholder & Community Engagement

Good practice engagement guides
Supporting development of guiding principles & values
Training on building relationships 'in community'
Place-based thinking on ways for working with First Nations peoples
Resources for stakeholder mapping and engagement planning
Collaboration opportunities

Supporting Workers

Training on workplace and community expectations experienced by First Nations workers
Template P+Ps
Provide targeted support for CLCs on community engagement

Pillar Four : Evaluating Impact and Measuring our Progress

Areas for Action

Measuring Progress

KPI identification

Cultural safety performance measures / indicators (or proxies)

Evaluation

Evaluation of strategies, initiatives & relationships embedded in First Nations ways of knowing, being & doing

Cultural safety evaluation

Embedding principles of Data Sovereignty

Pillar Four : Evaluating Impact and Measuring our Progress Key Initiatives

Measuring Progress

Develop KPIs for priority initiatives

Work with CLCs to develop data capture strategies to support measurement of progress on priority initiatives, informed by principles and practices of First Nations data sovereignty


Evaluation

Develop a First Nations centered evaluation framework underpinned by a Theory of Change, founded on principles of culturally informed evaluation

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Discussion Question

What will you focus on in the coming 12 months to continue to lift the capability and capacity of your CLC to work for and with First Nations peoples?

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Framework Funding & Implementation


Funding

- Some funding support from DJAG; limited in scope
- Funds directed to CLCQ to provide leadership & co-ordination

Implementation

- Potential for First Nations identified position at CLCQ to progress work
- Implementation guided by First Nations Reference Group
- Develop internal implementation plan for each Pillar
- Determining reporting arrangements

Next Steps

- ❖ **Draft Framework on CLCQ member portal for feedback**
 - ❖ **Engage with remaining stakeholders**
 - ❖ **Finalise draft Framework**
 - ❖ **Final sign off from First Nations Reference Group**
 - ❖ **Publish & launch**
 - ❖ **Develop internal action plans**
 - ❖ **Implementation**
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