

# Role Description

## Legal Practice Director



Organisation	Caxton Legal Centre
Business Unit/Practice	Executive Management Team
Location	Brisbane
Reports to	CEO
Award	<i>Social, Community, Home Care and Disability Services Award 2010</i>
Grade/Band	Level 8 Full time
Approved By	CEO
Date of Approval	June 2025

### Overview of Caxton

Caxton Legal Centre is a community legal centre whose purpose is to promote and protect human rights in Queensland through access to justice. Caxton provides accessible legal information so people know their rights and can prevent or respond to legal problems. Prioritising those who experience disadvantage, trauma and marginalization, Caxton provides free, high-quality legal assistance and social supports. Caxton advocates for reform to unfair laws, policies and systems. Working collaboratively with volunteers and community partners, Caxton reaches underserved populations. We do all of this to create a more just and inclusive Queensland.

### Our values

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

- Accountability and Responsibility - going above and beyond what is expected
- Compassion and Empathy - showing our genuine concern for others
- Respect – valuing all people no matter what
- Integrity - saying and doing the right thing
- Collaboration - believing in the power of working with others

### Primary purpose of the role

Reporting to the CEO, the Legal Practice Director is a member of the Executive Management Team. They are responsible for supporting the strategic work of Caxton and leading their teams to deliver on its goals and service commitments. They hold a Principal Practising Certificate. They deliver legal services, in particular complex and strategic casework. They have responsibility for multiple programs/services and in relation to these they: provide overall legal supervision for the legal services delivered, leadership to all team members and direct supervision of senior staff with line/program management responsibilities; contribute to education, advocacy and law reform activities; and promote Caxton's multi-disciplinary and other approaches towards service design and delivery.

This Legal Practice Director has responsibility for the following programs/services, noting these can change from time to time:

Workers' Rights program:

- Queensland Workers' Rights Service
- Queensland Sexual Harassment and Discrimination Service

Financial Rights program:

- Consumer Credit and Debt Service
- Disaster Response and Recovery Service

Housing Rights program:

- Queensland Retirement Villages and Parks Advice Service

This role also performs Centre-wide practice management responsibilities which include coordinating the activities of the Senior Management Team as a working group that identifies and implements whole-of-centre practice improvements.

### **Key accountabilities**

- As a member of the Executive Management Team, contribute to the strategic direction of the organisation, participate in collaborative decision-making, and translate strategy into actionable priorities for programs under their responsibility
- Lead their teams to deliver the programs for which they are responsible including meeting their KPIs
- Have direct line management for the senior managing staff in their team including by providing supervision and supports to them to undertake their line management and program management responsibilities
- Direct and supervise the manner in which their programs are to be delivered in accordance with the terms of service agreements, adhering to the framework in the National Access to Justice Partnership agreement (where relevant), aligned with Caxton's Strategy Documents, and promoting the values and guiding principles of the Centre
- As the holder of a Principal Practising Certificate and as a designated Responsible Person, provide legal oversight for programs/services under their direction delivered by legal and social support staff, and collaborate with other Responsible Persons to manage legal risk and supervision systems that ensure professional and regulatory obligations (including the Risk Management Guide for Community Legal Centres), are embedded, monitored and complied with consistently across all of the Centre's legal practice
- Provide input into Caxton's strategic litigation and its law, policy and systems reform agendas to address unfair laws, service system failures and structural barriers
- Demonstrate thought leadership by proactively and strategically engaging in conferences, speaking engagements, authoring content, sharing expertise and insights in a way that promotes Caxton's vision and purpose
- Collaborate actively with the other Legal Practice Directors:
  - to ensure that clients of the Centre who have multiple legal needs receive accessible, joined-up legal services
  - for cross program alignment with capability building/training, co-delivered community engagement and education activities and shared strategic objectives (eg: systemic advocacy, projects, partnerships)

- Collaborate actively with the Social Work Practice Director:
  - in the co-design of human-centered service models that support and enhance multidisciplinary practice for holistic client outcomes;
  - to provide legal supervision to social support workers in their programs; and
  - in shared recruitment, training and other initiatives that strengthen workforce capability in delivering high-quality, integrated, client-centred, trauma-informed, human rights-promoting, legal assistance and social supports
- Collaborate with and develop formal and informal strategic partnerships with key Government, community service organisations and individuals that will result in increased access to justice and improved human rights outcomes for clients
- Work autonomously and apply in-depth existing knowledge of relevant areas of law to deliver legal services focused on complex and strategic casework, undertake CLE, and provide mentoring to other lawyers delivering the services
- Perform centre-wide practice management responsibilities on behalf of the Responsible Persons in the Centre, including:
  - coordinate PII cross-check processes and provide sector leadership on PII issues
  - collaborate with internal key stakeholders to manage legal risk including by:
    - chairing the Senior Management Team which brings together senior staff from across the Centre to identify and implement Centre-wide practice improvements and compliance
    - developing and implementing practices and policies that ensure compliance with the Risk Management Guide for Community Legal Centres
    - providing staff with up-to-date communications and training across legal practice risk issues
    - monitoring use of technology for robust management of issues of legal liability, client confidentiality and ethical conduct

### Key challenges

- Giving time to all the components of this role
- Managing human resource issues
- Successfully engaging with and working towards successful outcome for clients navigating access to justice barriers arising from complex and intersecting forms of disadvantage
- Analysing direct client work trends and issues to inform systemic advocacy

### Key relationships

Who	Why
<b>Internal</b>	
Executive Management Team	• For collaborative planning and delivery on strategy across teams
Senior Management Team	• To deliver the services in the programs for which this role is responsible
	• To identify and implement Centre-wide practice improvements and compliance
<b>External</b>	
Clients	• Provide optimum client outcomes
Relevant courts	• To maintain relationships and be aware of any procedural changes
Pro bono legal providers	• For pro bono support to clients

Who	Why
Key referral partners	<ul style="list-style-type: none"> <li>To develop and maintain close relationships with and understanding of appropriate referrals partners</li> </ul>

**Role dimensions**

- Collaborative decision-maker as part of the Executive Management Team
- Decides the day-to-day operations and scope of work of practice areas
- Delegates responsibilities to Nominated Persons
- Final decision maker in relation to legal risk management for programs under their responsibility including conflicts of interest
- Final decision maker in relation to delivery of programs incorporating both legal and social supports
- Escalated and final decision-maker in relation to certain matters in Centre policies
- Final decision-maker in relation to application of training and client disbursement budget

**Reporting line:** Chief Executive Officer

**Direct reports:** Up to 12 direct reports

**Budget/Expenditure:** Training budget and client disbursement budget to be advised

**Essential requirements**

1. A tertiary degree qualification in law
2. Ten years post admission experience in relevant areas of law
3. Principal Practising Certificate
4. Demonstrated leadership and people management skills
5. Proven ability to work collaboratively in a multi-disciplinary client service delivery environment to ensure all services are delivered in a consistent and holistic manner
6. Highly developed verbal and written communication skills
7. Highly developed knowledge and understanding of the community justice sector, the wider community sector and the socio-political environment in which Caxton operates
8. Demonstrated commitment to the vision, purpose and values of Caxton and principles of social justice and human rights

I acknowledge that I have received a copy of this Position Description and have read and fully understand all accountabilities, challenges and relationships contained within. I accept that I will observe them fully during my employment.

Staff member signature:

Staff member name:

Date: