

Strategy towards 2032



Contents

Vision	3
Purpose	4
Theory of Change	6
Scope	8
The Caxton Way	11
Success Measures	14



Vision

A just and inclusive Queensland

Purpose

To promote and protect human rights in Queensland
through access to justice

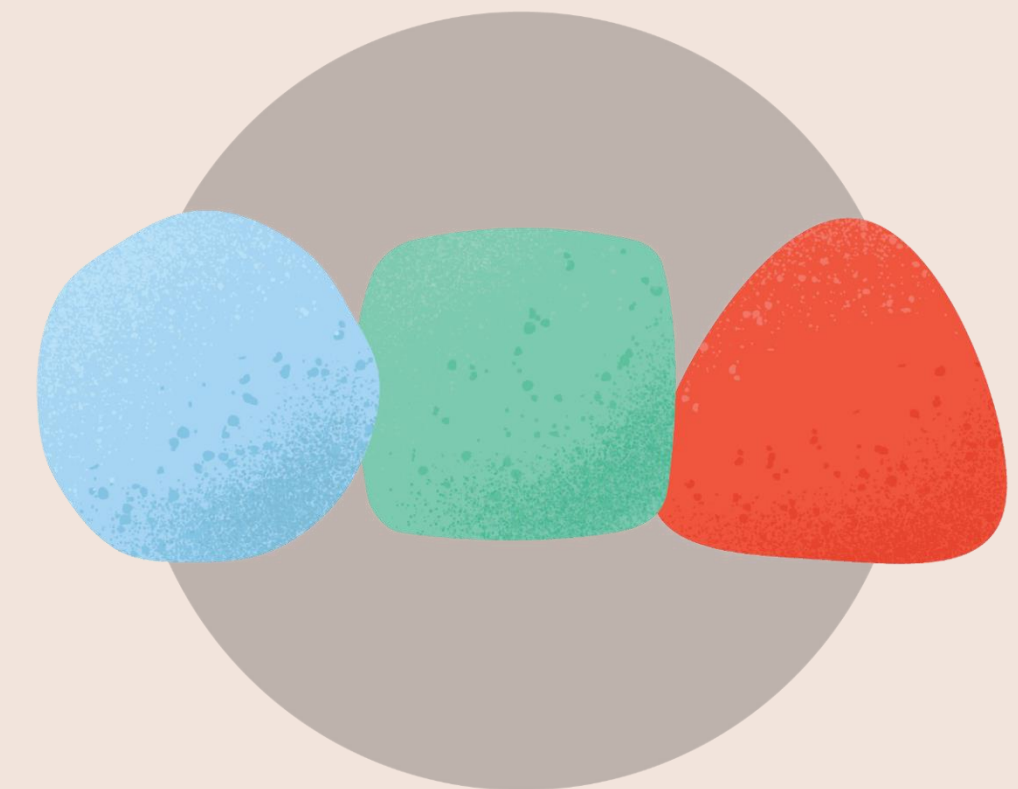
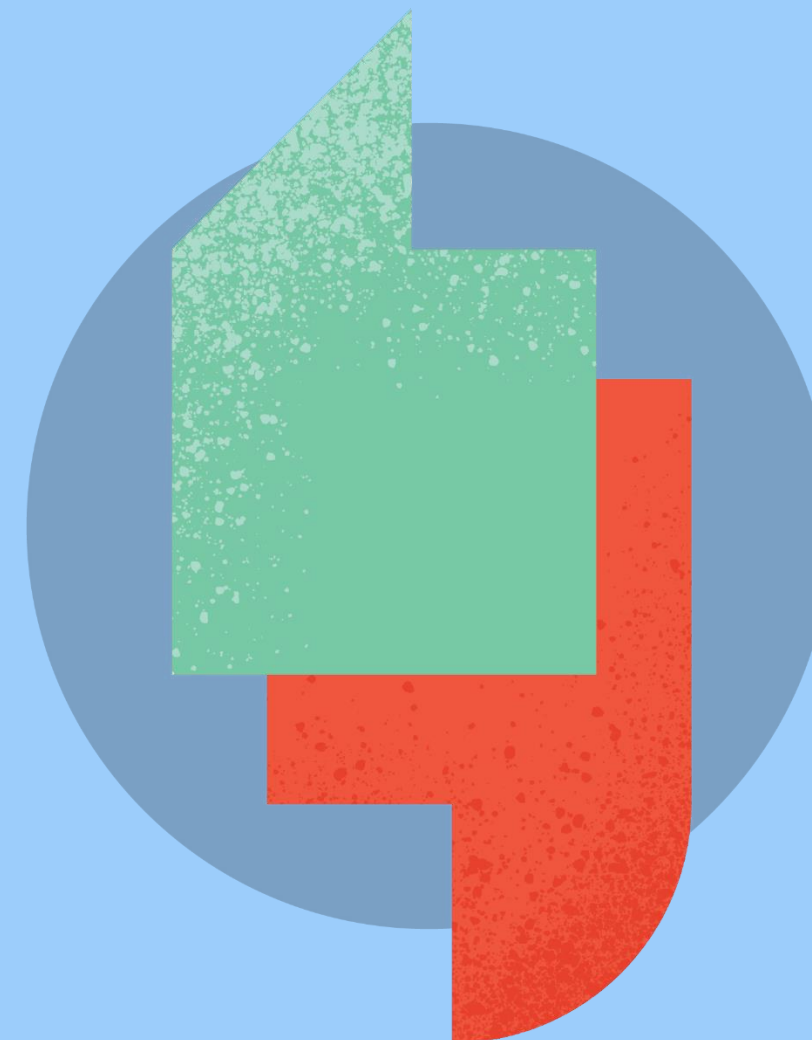
What this purpose means to us

We provide accessible legal information so people know their rights and can prevent or respond to legal problems.

Prioritising those who experience disadvantage, trauma and marginalisation, we provide free high-quality legal assistance and social supports.

We advocate for reform to unfair laws, policies and systems.

Working collaboratively with our volunteers and community partners we reach underserved populations.

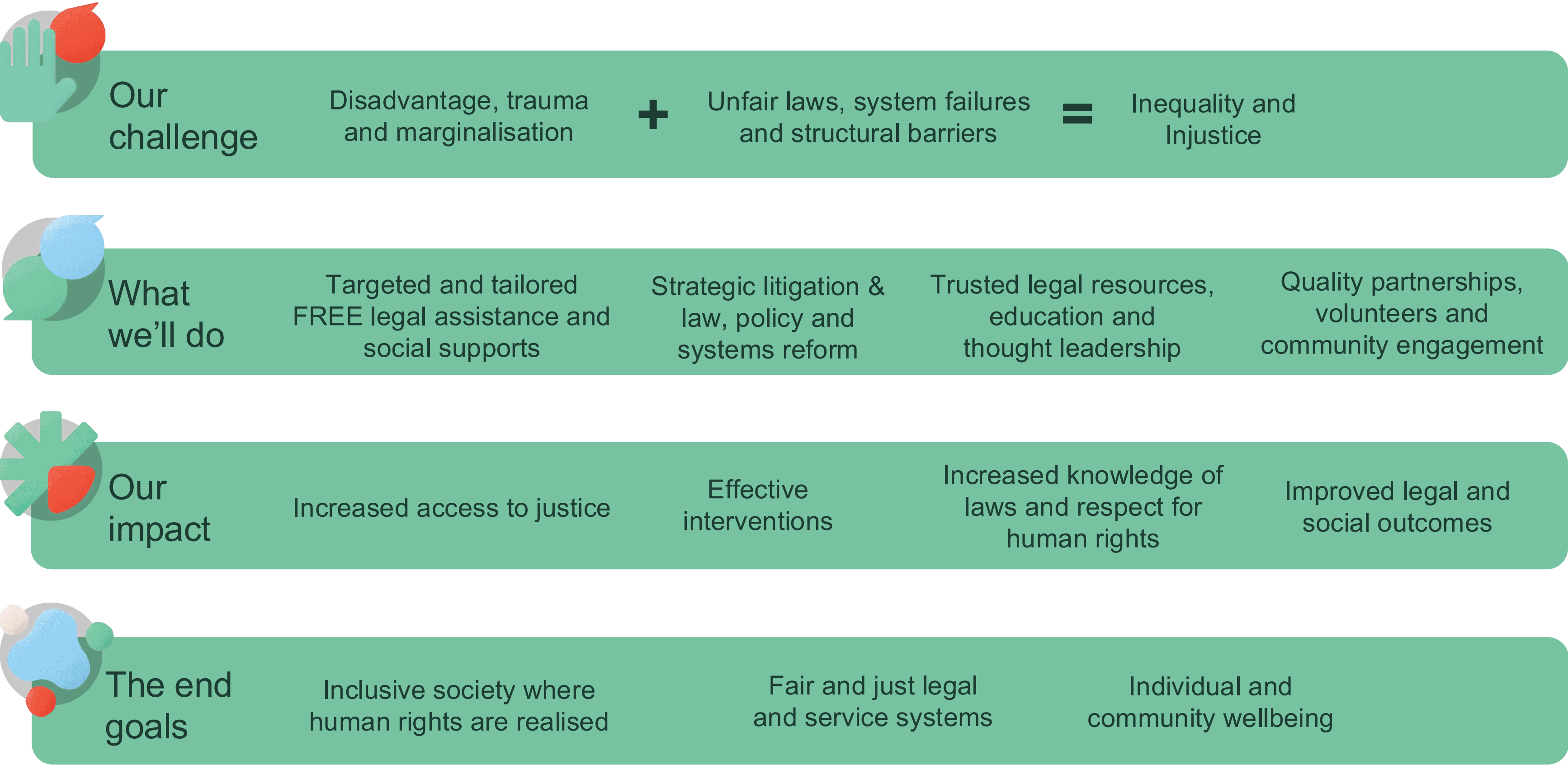


Theory of change

How and why Caxton works for the change
we hope to see

Theory of change

to promote and protect human rights in Queensland through access to justice



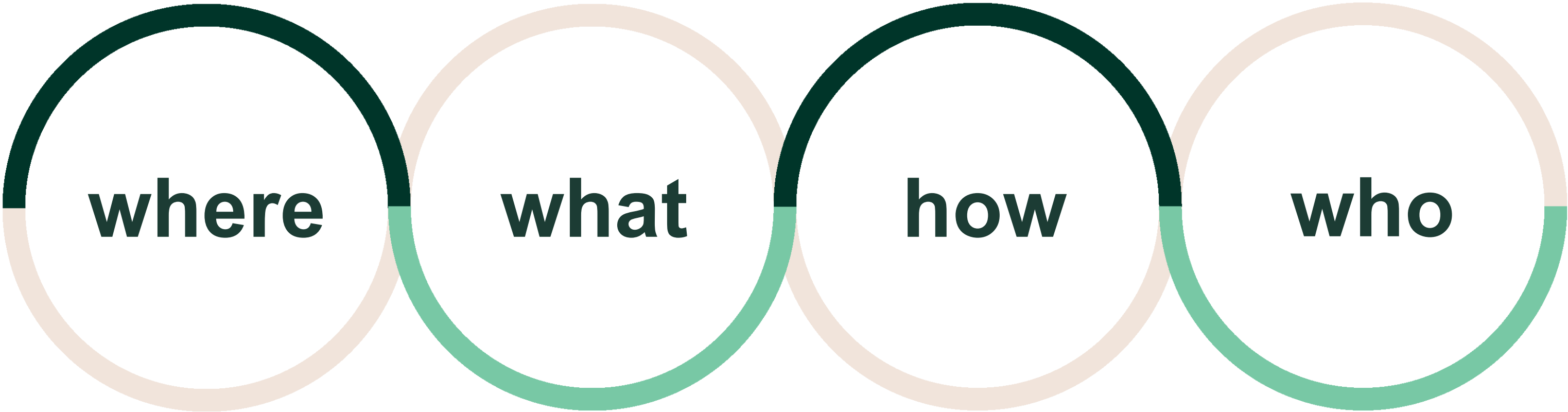
when we do this we are contributing towards Closing the Gap and Sustainable Development Goals

Scope

Caxton's strategic scope sets clear priorities around where we work, what we do, how we deliver impact, and who we serve - shaping our direction now and towards 2032

Our strategic scope

to promote and protect human rights in Queensland through access to justice



Greater Brisbane region
Queensland wide
Online

Legal assistance
Social supports
Strategic litigation
Reform work to influence change
Legal information and self-help resources
Thought leadership

General and specialist programs
Multidisciplinary approach
Integrated approach
Health, financial and digital justice partnerships

Individuals and communities who experience intersectional disadvantage
Individuals and communities who need legal information

Our strategic scope — focus area

to promote and protect human rights in Queensland through access to justice

Current focus



Future focus

- Health Rights
- Housing Security
- Criminal Justice Alternatives
- Restorative Justice
- Privacy and Data-driven Harms
- Complex Case Management
- Cultural Rights
- Primary Prevention
- Healing and Recovery

The Caxton way

Caxton works with purpose, putting people first in all we do

The Caxton way

Client-centred

- responding actively to clients' unique needs and experiences
- respecting dignity and autonomy
- delivering tailored, culturally appropriate, trauma-informed, holistic and empowering services

Accessible

- being known, trusted and accessible to those who need our services, especially disadvantaged and marginalised individuals and communities
- welcoming diversity and removing barriers so that target communities can reach, use and benefit from our service

Sustainable

- attracting, retaining, supporting and investing in skilled, diverse, values-aligned staff capable of delivering high-quality services
- diversifying and managing our finances, investing in systems and infrastructure that keep us strong and enable long-term impact

Connected

- cultivating strategic partnerships, working collaboratively and in integrated ways
- creating mutually beneficial volunteering/pro bono opportunities
- engaging effectively with diverse communities

Agile

- maintaining independence and flexibility to adapt, innovate and respond to changes over time

Impactful

- achieving meaningful and measurable outcomes

client-centred

accessible

sustainable

connected

agile

impactful

Success measures

We want to know the impact of our work

Impact measurement framework

to promote and protect human rights in Queensland through access to justice

High-level outcomes	Intermediate outcomes	Indicators	Measurement tools
Increased knowledge of laws and respect for human rights	▪ Our legal information, legal assistance and community education improves individual and community capability to understand legal issues that affect their lives. ▪ Our legal assistance, social supports and community engagement improves individual and community capability to resolve problems that affect their human rights. ▪ Our reform work identifies systemic injustices, proposes solutions and influences decision makers to improve laws, policies and systems in Queensland and Australia. ▪ Our thought leadership identifies ways in which individuals and communities can demonstrate their respect for human rights.	Refer to detailed measurement indicators.	
Effective interventions	▪ Our approach towards and delivery of our services is compatible with human rights. ▪ Our services are high quality, client focused, holistic, trauma informed and culturally appropriate. ▪ Our interventions are evidence led, targeted, multifaceted (prevention, early intervention, responsive), monitored and evaluated. ▪ Partnerships and relationships with key stakeholders are established, strengthened and link individuals and communities to appropriate and timely legal assistance. ▪ Clients are satisfied with our services.		

Impact measurement framework **cont.**

to promote and protect human rights in Queensland through access to justice

High-level outcomes	Intermediate outcomes	Indicators	Measurement tools
Increased access to justice	▪ Our legal information resources are accessible broadly and target communities disadvantaged by legal information barriers. ▪ Our discrete legal and social support services are accessible to those who could not otherwise access these services. ▪ Our representation/case-managed services are accessible to people experiencing intersectional disadvantage and discrimination especially to First Nations peoples. ▪ Our clients have improved participation (stronger voices) and self-determination in legal processes.	Refer to detailed measurement indicators.	
Improved legal and social outcomes	▪ Individuals and communities who access our legal information resources and community education have improved capacity to identify, prevent and respond to their and other people’s legal problems. ▪ Individuals who access our discrete legal services and social supports have improved understanding of their realistic legal and social support options and improved capacity to take steps to resolve their problems. ▪ Individuals who access our legal and social support casework services have improved representation and advocacy in legal processes and related systems, and improved human-rights outcomes.		
Organisational success outcomes	▪ Staff and volunteers are skilled, engaged and supported, and are satisfied with workplace conditions. ▪ Stakeholders and communities know, trust and value the services Caxton provides. ▪ Our partnerships foster collaboration, coordination and capacity building among different stakeholders, sectors and disciplines. ▪ Our organisation has effective governance and leadership, financial stability and growth, a human-rights culture, a strong reputation and is adaptive and innovative.		