

## Submission to the Attorney-General's Department on the Justice Reinvestment Program

The Northern Australian Indigenous Reference Group (the IRG) welcomes the opportunity to provide a submission to the Attorney-General's Department on the Justice Reinvestment Program and would be happy to provide further detail if required.

### Northern Australia Indigenous Reference Group

The IRG is an expertise-based advisory group comprised of Indigenous people with experience in Indigenous economic development in Northern Australia. Current IRG members were appointed in 2019 to provide policy advice to the Minister for Northern Australia and the Minister for Indigenous Australians on practical actions to enhance the economic prosperity of Indigenous Australians. As such, the IRG advises the Australian Government on northern development, maximising benefits and implementation outcomes for Indigenous people in Northern Australia. IRG members are listed at **Attachment A**.

### Northern Australia Trends and Challenges

Northern Australia comprises 53 per cent of Australia's landmass, defined as all of the Northern Territory, as well as the Northern parts of Queensland and Western Australia that intersect with the Tropic of Capricorn, including the Indian Ocean Territories (see Figure 1).



Figure 1- Northern Australia

The region is abundant with untapped potential and talented people. Northern Australia has a competitive advantage in resources, energy, agriculture, aquaculture and tourism and its proximity to Asia and the Pacific creates trade potential to drive Australia's economic growth over the next decade and beyond. Indigenous Australians have traded with South East Asian peoples for centuries.

Northern Australia is mineral rich with deposits of lithium and rare earth metals that will be vital to the electrification of the country as we move toward a net zero future.<sup>1</sup> It is on the frontline of the nation's defence, border protection and biosecurity and it is home to a young and growing population. Unlocking the north's potential is key to the development of the nation as a whole.

Developing the north, is not without its challenges. Northern Australia is home to only 1.3 million people or around 5.3 per cent of the Australian population.<sup>2</sup> Its sparse population, the vast distances between major centres and extreme weather conditions can make it difficult, and costly, to do business and to provide adequate social and economic infrastructure. Housing shortages and higher costs of living can make attracting and retaining a skilled workforce difficult<sup>3</sup>. Reliance on fly-in, fly-out workers can lead to economic benefits being siphoned from the north to southern centres.

Indigenous people comprise 16 per cent of the Northern Australian population, far greater than their three per cent share of the national population, and have significant assets to bring to the developing Northern Australia agenda. Around 78 per cent of the land in Northern Australia is recognised under native title or statutory land rights.<sup>4</sup>

The Indigenous population is younger and growing at a faster rate than the rest of the Australian population.<sup>5</sup> Indigenous Australians are projected to constitute approximately half of the working age population of Northern Australia by 2050.<sup>6</sup> Outside of major population centres in Northern Australia this is already the case.<sup>7</sup>

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<sup>1</sup> Invest Northern Territory. (2022) *Minerals*. Accessed on 24/10/2022. Retrieved from <https://invest.nt.gov.au/infrastructure-and-key-sectors/key-sectors/minerals>.

<sup>2</sup> Office of Northern Australia. (2021) *Developing Northern Australia*. Accessed on 29/10/2022. Retrieved from [ona-developing-northern-australia-fact-sheet-final.pdf \(infrastructure.gov.au\)](#) (p.1)

<sup>3</sup> Ibid

<sup>4</sup> Australian Bureau of Statistics, June 2016, Estimated resident Aboriginal and Torres Strait Islander and non-indigenous populations, SA2, 30 June 2016 [data set], Estimates of Aboriginal and Torres Strait Islander Australians, June 2016 | Australian Bureau of Statistics ([abs.gov.au](#))

<sup>5</sup> Australian Bureau of Statistics (2017) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, provided. Accessed on 26/10/2022. (p.38).

<sup>6</sup> Joint Select Committee on Northern Australia (2014) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, provided. Accessed on 26/10/2022. (p.38).

<sup>7</sup> Australian Bureau of Statistics (2017) in Australian Venture Consultants Pty Ltd, (2020) *A new framework for accelerated development of the Northern Australian Indigenous economy*, provided. Accessed on 26/10/2022. (p.38).

## The context for Northern Australia

There is a generally accepted view that incarceration has serious and long-term effects on people's health, wellbeing and economic livelihood. Likewise, it is acknowledged that people entering prison often have a higher prevalence of serious health issues, ranging from disease to substance abuse and mental illness.

First Nations people have an even greater preponderance of risk factors stemming from the experience of dispossession, forced removal, ongoing intergenerational trauma and racism<sup>8</sup>.

### *A focus on First Nations youth*

The outcomes of which are manifest in the over representation of First Nations people in Australia's custodial system, no more so than for First Nations children. While First Nations youth make up around 5.8 per cent of the Australian population aged 10–17, they make up 49 per cent of all youth in detention. This reality is alarming.

According to the Australian Institute of Health and Welfare, while the rate of First Nations youth (aged between 10 and 17) under supervision on an average day fell from 161 to 117 per 10,000 between 2016-17 and 2020-21, this still far exceeds the rate of non-Indigenous young people which fell from 9.5 to 7.2 per 10,000 over the same period<sup>9</sup>.

First Nations children are younger when they enter the criminal justice system than their non-Indigenous cohort with more than a third (37 per cent) in contact with the system between the ages of 10 and 13<sup>10</sup>. There is a higher likelihood of coming into contact with the criminal justice system for young people from Northern Australia (see Figure 2 below) and low socio-economic backgrounds<sup>11</sup>.

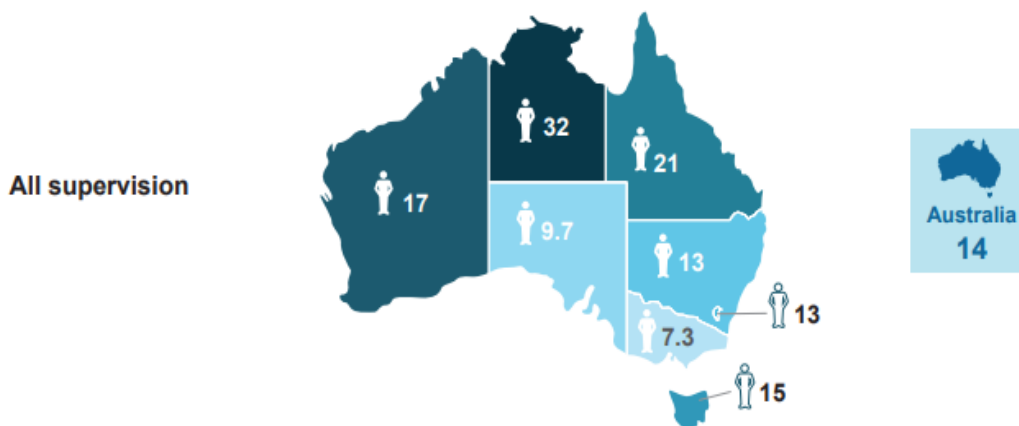
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<sup>8</sup> Cuneen, C. (2019), Youth justice and racialization: Comparative reflections, in *Theoretical Criminology* Vol 24, Issue 3. Accessed 10 May 2023, (<https://doi.org/10.1177/1362480619889039>)

<sup>9</sup> Australian Institute of Health and Welfare (2022) *Youth Justice in Australia 2020–21*, catalogue number JUV 138, AIHW, Australian Government, Accessed 10 May 2023, (<https://www.aihw.gov.au>)

<sup>10</sup> Ibid

<sup>11</sup> Ibid



**Figure 2:** Rate of young people aged 10-17 under supervision on an average day by state and territory, 2020-21 (number per 10,000)<sup>12</sup>.

Of particular note, children from geographically remote areas have an even higher rate of supervision. On an average day in 2020–21, young people aged 10–17 who were from very remote areas were 6 times more likely to be under supervision as those from major cities.

1. The IRG recommends that the justice reinvestment funding program:
  - a. has a particular focus on First Nations Youth, ideally including dedicated funding available to youth.

### *Culture and country, turning the tide*

Elements of First Nations culture provide unique protective factors, elements such as connection to lands; spirituality, ancestry and kinship networks and; positive influences that act to mitigate risk factors, and strengthen and make resilient many First Nations people<sup>13</sup>. This resilience and strength help in the prevention of Aboriginal and Torres Strait Islander people's contact with the criminal justice system, and supports them during their incarceration. A strong attachment to

<sup>12</sup> Australian Institute of Health and Welfare (2022) Youth Justice in Australia 2020–21, catalogue number JUV 138, AIHW, Australian Government, Accessed 10 May 2023, (<https://www.aihw.gov.au>)

<sup>13</sup> Zubrick, S. R., Shepherd, C. C. J., Dudgeon, P. and Gee, G. (2014), Social determinants of social and emotional wellbeing in Working Together: Aboriginal and Torres Strait Islander Mental Health and Wellbeing Principles and Practice, Australian Government, Accessed 10 May 2023 ([https://www.researchgate.net/publication/266392416\\_Social\\_Determinants\\_of\\_Social\\_and\\_Emotional\\_Wellbeing](https://www.researchgate.net/publication/266392416_Social_Determinants_of_Social_and_Emotional_Wellbeing))

culture is associated with better outcomes on a range of indicators, including a reduced probability of being arrested or re-offending<sup>14</sup>.

Culture as a protective factor is not generally recognised by the broader community, nor discussed as risk mitigation to help build and strengthen the resolve of people. Yet, it is these factors that need to be discussed and brought to the fore particularly when Indigenous youth are involved.

The potential of community-driven, culture-based programs to transform the lives of Indigenous youth is demonstrated by the Warlpiri people's Mount Theo Outstation program. In 1993, in response to ongoing concerns about the damaging effects of petrol-sniffing on young Warlpiri people, community Elders established a substance abuse rehabilitation program at an outstation 160 kilometres from Yuendumu (northwest of Alice Springs). Community Elders ran the program at their own expense, supported by local organisations such as the school and shop, but with no initial formal funding. Young people were assisted to reconnect with culture, family, health and education in a culturally supportive remote bush environment. Since 1993, over 500 Warlpiri young people from over 14 communities have accessed the award-winning Mount Theo program.<sup>15</sup>

#### *Community-driven responses to underlying justice issues*

The proposed justice reinvestment program is a unique opportunity to support community ideas for responses to underlying causes of Indigenous people coming into contact with the criminal justice system. Increasing investment by governments in criminal justice systems around Australia have failed to reverse the continued over-representation of Indigenous people at all steps of the criminal justice process. Justice reinvestment can harness the creativity, intuition and passion of grassroots Indigenous community members about the types of interventions that can prevent and divert Indigenous people, especially children and youth, from the criminal justice system.

Members of Indigenous communities have often proposed place-based initiatives, tailored to their local needs and cultural circumstances, to prevent or respond to offending. Too often, these ideas do not fit any government funding program, which are defined by government priorities. Justice reinvestment is a chance to support these community ideas, and most importantly, to collect the evidence to demonstrate which ideas work and can be supported by

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<sup>14</sup> Dockery, A. M. (2010). Culture and wellbeing: The case of indigenous Australians. *Social Indicators Research*, 99(2), 315–332.)

<sup>14</sup> Willis, M. et al (2018),

<sup>15</sup> Royal Commission and Board of Inquiry into the Protection and Detention of Children in The Northern Territory, Chapter 7, p.280.

government more widely to make a lasting difference to the issue of Indigenous over-representation.

### *Education, training and employment pathways for young people and adults*

The IRG believes that the only long-term solution to some Indigenous communities' unacceptably high levels of contact with the criminal justice system is to create viable pathways for children, young people and adults to gain skills and participate meaningfully in the economy. This is especially the case in Northern Australia and regional and remote areas, where Indigenous people remain economically marginalised, despite the untapped economic potential of these areas. This submission asserts that the justice reinvestment program should fund, in key locations particularly affected by high levels of offending, community-driven initiatives that aim to create pathways for young people into education, training and employment, as alternative pathways to anti-social behaviour and offending.

## IRG Submission

*What sort of activities should be funded through the National Justice Reinvestment Program?*

**The discussion paper asks** *'Should funding be available to support governance, data collection and analysis, and other foundational and operational aspects of justice reinvestment, including through partnerships with organisations outside of the community?'*

For a justice reinvestment project to address complex underlying causes of offending, it will typically require a place-based partnership involving multiple community and government stakeholders. The Maranguka Justice Reinvestment Project used the 'Collective Impact' model of governance to coordinate the partnership. The IRG considers funding under a new justice reinvestment program should include support for place-based governance arrangements to ensure successful implementation of projects. For example, to use the Collective Impact terminology, funding may be needed for a 'backbone organisation' to coordinate the planning, partnering, data collection and implementation.

A key part of justice reinvestment is being able to demonstrate how initiatives to address underlying causes of offending can actually reduce offending behaviour and lead to downstream savings for society in terms of expenditure in the criminal justice system. As such, data collection, monitoring and evaluation will be critical to the success of justice reinvestment projects, and funding should include these elements. If there is not enough attention to data, monitoring and evaluation, there will be no way of knowing whether innovative community projects are working or the value of these projects where there are successful.

The IRG believes that Indigenous communities should be actively involved in data collection, monitoring, and evaluation. This is consistent with the Productivity Commission's *Indigenous*

*Evaluation Strategy.*<sup>16</sup> While Indigenous organisations may not always have the expertise or experience in evaluation, they should be supported to take a leading role in this aspect of justice reinvestment projects they deliver, and to deliver ongoing capacity to measure what they do and what they achieve. The IRG does not support funding going to organisations outside the community to conduct monitoring and evaluation in isolation and at arm's length from the community. Funding for monitoring and evaluation should be embedded in each justice reinvestment project, either as a funded activity for the Indigenous organisation/s delivering the project (where they have internal capacity) or as a partnership between the Indigenous organisation/s and an external 'capability partner'.

Funding guidelines should require each justice reinvestment project to allocate resources to data collection, monitoring and evaluation from the outset of the project, and to demonstrate that the Indigenous organisation delivering the project has internal capacity for this or has identified a suitable partner. The government should consider establishing a panel of suitable 'capability partners' for Indigenous organisations to select from in developing project proposals. These capability partners should be organisations that can demonstrate expertise in working with Indigenous communities to undertake monitoring and evaluation or research that is participatory and builds community capacity – for example, university research units, Indigenous organisations or NGOs.

2. The IRG recommends that the justice reinvestment funding program:
  - a. include support for place-based governance arrangements as a funded element of justice reinvestment projects;
  - b. require each justice reinvestment project to allocate resources to data collection, monitoring and evaluation from the outset of the project, to be delivered fully in partnership with the Indigenous people undertaking the project, either by the Indigenous delivery organisation or a suitable external capability partner; and
  - c. provide Indigenous communities with a panel of pre-qualified suitable capability partners to assist with designing and delivering the data collection, monitoring and evaluation aspects of a justice reinvestment project.

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<sup>16</sup> <https://www.pc.gov.au/inquiries/completed/indigenous-evaluation#report>

**The discussion paper asks; ‘Should funding be able to be directed to a range of activities within a community?’**

The issues that may lead to Indigenous community members coming into contact with the criminal justice system are many and varied and will differ according to location and context. Therefore, the funding should not be restricted to a defined range of activities. The IRG suggests that the key criterion should be that a community applying for funding can make the case that the proposed activities for the project are clearly linked to the local causes of Indigenous people coming into contact with the justice system. For example, this might include research or data that demonstrates the link between an issue and offending behaviour (for example, parental neglect leading to youth crime, or lack of a drivers’ licence leading to traffic offences).

For some issues, however, there may not be research or data establishing the link with offending. The funding program should also accept ‘community intelligence’ as the basis for the case for a justice reinvestment project. For example, there may not be specific evidence that grief and loss is directly linked to offending behaviour, but community leaders may, through their local knowledge and intuition, make the case that an activity to help people deal with grief and loss will reduce offending behaviour.<sup>17</sup> The data collection, monitoring and evaluation element of a project will ultimately enable the community to test this intuition that addressing an identified issue will help keep people out of the justice system.

Justice reinvestment is a strategy that seeks to reduce the number of people entering the criminal justice system by investing in programs and services that address the underlying causes of contact with the justice system. To ensure that this strategy is effective, it is important to have a requirement that any funded activity be linked to addressing these causes. This requirement will ensure that resources are being used in an efficient manner and will help prevent further contact with the justice system. Further, it will enable the program to fund a wide range of innovative and community driven projects. These may be activities that communities identify will work to reduce offending but which have never been eligible for funding under other government programs. In a recent evaluation of Community Justice Groups in Queensland, community stakeholders identified a wide range of initiatives that they felt would reduce offending in their communities but had limited government funding support.<sup>18</sup> These included:

- *Youth drop-in centres* – to provide alternative activities for young people, to keep them off the streets and as cultural spaces for Elders to provide mentoring and guidance to young people;
- *Healing centres* – to address unresolved trauma and build cultural resilience;

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<sup>17</sup> For example, the Doomadgee Community Justice Group set up a Grief and Loss Support Group as a local justice response – see <https://ourcommunityjustice.org/media/archives/>

<sup>18</sup> See the CJG evaluation Annual Reports available at: <https://www.courts.qld.gov.au/services/court-programs/community-justice-group-program>



- *Domestic and Family Violence prevention activities* – that address trauma, low self-esteem, loss of cultural connectedness or pride, and community leaders' concerns about unhealthy attitudes towards relationships and violence amongst young people;
- *Mediation and peacemaking* initiatives – that seek to resolve conflict before it escalates into breaches of the criminal law;
- *Police diversion* – for young people or low-level offenders to community Elders and local justice groups to deal with the individual in a cultural way;
- *Men's/women's shelters and cooling off places* – to prevent escalation of domestic and family violence; and
- Programs to *diagnose and support people with brain injury* – including Foetal Alcohol Syndrome Disorder (FASD), linked to offending behaviour.

The IRG considers the justice reinvestment program as a critical opportunity to support communities that have high levels of offending, especially by young people, to trial innovative projects to create pathways for education, training and employment. For example, the IRG sees scope to support alternative programs in remote and regional areas such as:

- Programs that channel children who are disengaged from education into training and vocational education opportunities at younger ages than currently provided by education systems – for example, the 10-15 age group; and
- Cultural education programs for young people that reconnect them with country and culture and expose them to mentoring from Elders and opportunities for work on country (e.g. ranger programs or businesses that commercialise Traditional Indigenous knowledge).

A further criterion for the types of activities that can be funded is a requirement that be Indigenous community-designed and delivered, with clear evidence that a proposal responds to needs or ideas put forward by communities.

3. The IRG recommends that the justice reinvestment funding program:
  - a. The program should not circumscribe the types of activities that can be funded under justice reinvestment projects. Instead, the main criterion should be that the community has made the case that the activity is linked to a cause of people coming into contact with the justice system (supported by research, data or community intelligence about local issues);
  - b. The program should encourage communities to put forward projects to deliver innovative, locally tailored justice responses, especially ideas that are not eligible for funding from other sources; and
  - c. The program should support justice reinvestment projects that are community-designed, community-led and delivered largely by community organisations.

*How can the Government ensure the grants process is accessible to communities and organisations wanting to apply for justice reinvestment funding?*

**The discussion paper asks:** *'Are there particular processes you or your community have found challenging when looking to apply for grants or funding in the past?'*

**The discussion paper asks:** *'Are there barriers to accessing government funding that could be removed, or supports or resources that would make the process for applying for funding more accessible?'*

The IRG has observed that government funding programs and competitive tendering processes have favoured larger organisations or those with strong submission-writing capabilities. This disadvantages smaller Indigenous community organisations and does not always result in the most meritorious projects being funded. It is essential that the justice reinvestment program enables successful proposals from grassroots Indigenous community organisations that have the understanding and know-how to tackle underlying issues that lead to offending behaviour in their communities.

Smaller community organisations may struggle with complex, unwieldy online portals with forms with text boxes, maximum word counts, difficult-to-use budget tables and requirements

to upload multiple attachments. Another barrier is the use of unfamiliar bureaucratic terminology. In the Northern Territory, 58 per cent of Indigenous people speak an Aboriginal language as their first language.<sup>19</sup> In other remote and regional parts of the country, Indigenous people may use non-standard English or Kriol languages (e.g. Torres Strait). The government should recognise and address these language issues in communicating the availability of grants and in designing the application process.

4. The IRG recommends that the justice reinvestment funding program: To ensure grassroots Indigenous community organisations are able to apply for justice reinvestment funding, the program should support them with preparing funding submissions. A two-stage process would enable this:
  - a. The program calls for Expressions of Interest (EOIs) from Indigenous communities with ideas for innovative justice reinvestment projects. EOIs should be in the form of video submissions where representatives of the organisation and the target community explain the proposal. Relevant video from the community could also be included (e.g. video of proposed facilities to be used, or previous pilot delivery of the activities). Video submissions could be recorded on a smartphone and would not need to be professionally produced; and
  - b. Shortlisted communities are provided support from a submission-writer to develop a more detailed funding submission. Funding should be available for the submission-writer to collaborate with the organisation to prepare the submission.

*Who should be involved in assessing applications for justice reinvestment funding?*

**The discussion paper asks:** *'Should the Government ensure representation from First Nations people and justice reinvestment practitioners in assessment panels?'*

The importance of First Nations representation on assessment panels for justice reinvestment funding cannot be overstated. Justice reinvestment projects are an opportunity to foreground local Indigenous community knowledge and cultural perspectives about what might work to sustainably address over-representation of Indigenous people in the criminal justice system. As such, submissions should be considered by panels that include First Nations experts who have

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<sup>19</sup> See ABS Census data at <https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/language-statistics-aboriginal-and-torres-strait-islander-peoples/latest-release>

both an understanding of justice reinvestment principles and strong cultural and community knowledge and understanding.

In relation to justice reinvestment funding directed towards First Nations youth, IRG consider that our young people should be represented in assessment panels.

**The discussion paper asks:** *'How should the success and development of justice reinvestment initiatives be measured'?*

As highlighted earlier in the submission, the success of the proposed justice reinvestment grants will hinge on the ability to demonstrate the impact of the projects in reducing contact with the justice system, and the consequent savings to society through reduced costs associated with the criminal justice system. Therefore, data collection, monitoring and evaluation must be central features of every funded justice reinvestment project.

Indigenous perspectives and knowledge should be emphasised in measuring the success of justice reinvestment projects. For example, storytelling in the form of case studies of participants might be a better way of demonstrating the impact of some projects than surveys or statistical datasets. Also, the use of social media channels could be used to not only share their stories but also recruit them. Via hashtags, people can easily connect with one another and find out more about the work being done in the field of Indigenous justice reinvestment.

The data collection, monitoring and evaluation activities of a funded project should have the goal of not only measuring ultimate success but also empowering and building the capacity of the Indigenous workers and organisations delivering the project. Involvement of Indigenous individuals and organisations in developing evaluation frameworks will ensure that success measures are meaningful to local people, rather than imposed externally.

5. The IRG recommends that the justice reinvestment funding program:
  - a. Grants for each project should include funding to develop a monitoring and evaluation framework during the design and establishment phase of the initiative;
  - b. Ways of measuring success should incorporate Indigenous perspectives, knowledge and methods; and
  - c. Monitoring and evaluation frameworks should empower and build the capacity of Indigenous workers and organisations delivering projects.

*How can the National Justice Reinvestment Unit best support justice reinvestment in Australia?*

**The discussion paper asks:** *Should the Unit's focus be on providing technical assistance and other support to communities engaged or interested in justice reinvestment, or should it also conduct research, and provide best practice advice and advocacy as a public body? Are there priority needs or gaps the Unit should address?*

The Unit's focus should be to support the implementation of the frontline justice reinvestment projects in Indigenous communities. This will include operational support and identifying common training needs and requirements for tools and resources that can be provided across the network of projects.

These may be complex, innovative projects with multiple government stakeholders at Federal, State and Local Government levels. The Unit could ensure that government stakeholders work together to enable the success of projects. The Unit will have an especially important role in liaising with State and Territory Governments, who administer criminal justice systems in each jurisdiction. In this program, the Australian Government is supporting justice reinvestment projects that will have downstream benefits for State and Territory justice systems. Those governments' cooperation will be crucial, especially in sharing data necessary to measure the success of justice reinvestment and considering systemic or policy reforms that emerge from the projects.

The Unit should also facilitate sharing of knowledge across Indigenous communities participating in justice reinvestment, through virtual networks and face to face events. The Unit should facilitate the emergence of a new 'community of practice' for practitioners working on justice reinvestment projects.

6. The IRG recommends that the proposed Justice Reinvestment Unit should:
  - a. have a core function of supporting operational delivery of justice reinvestment, including providing training, resources, tools and other supports for implementation;
  - b. coordinate various governments' involvement in and support for justice reinvestment projects; and
  - c. facilitate sharing of knowledge about justice reinvestment across sites.

*Where should the Unit be located?*

**The discussion paper asks:** *'Should the Unit have a central location? If so, where should it be located to best support justice reinvestment in Australia? Should it maintain an office in a capital city for proximity to government departments and other national bodies, or in a regional area to promote close working relationships with regional and remote communities engaged in justice reinvestment?'*

Throughout this submission we have advocated that any future justice reinvestment initiatives, need to be community led and informed by those living on community. We see justice reinvestment as a key strategy for promoting close working relationships with communities. It involves redirecting public funds from prisons and detention centres to community-based initiatives that focus on prevention, early intervention, and rehabilitation. By investing in local programs that address the underlying causes of crime, justice reinvestment can help reduce recidivism rates and improve public safety. Through this approach, regional and remote communities can benefit from increased access to resources and services while reducing their reliance on costly incarceration systems.

To ensure that the support of the Unit is available in proximity to the communities delivering justice reinvestment projects, the optimal model would be comprised of a central office (e.g. in a State/Territory capital city such as Brisbane, Darwin or Perth) complemented by regional hubs close to significant Indigenous populations in (e.g. Darwin, Kununurra, Cairns, Townsville, Broome, Mt Isa, Alice Springs) and coverage provided to remote and regional locations. Regional hubs should have a significant presence in Northern Australia, where regions have larger proportions of Indigenous people and there is strong demand for innovative approaches particular those that recognise continuing connection to country and culture, to address offending behaviour by young people in key regional centres.

7. The IRG recommends that the proposed Justice Reinvestment Unit should :
  - a. That the proposed Justice Reinvestment Unit be located in a major capital city with regional hubs, mostly in Northern Australia.

## Attachment A

### Northern Australia Indigenous Reference Group Biographies

The IRG comprises:

- Mr Colin Saltmere (Qld), Chair - Managing Director of the Indjalandji-Dhidhanu Aboriginal Corporation, the Myuma and Rainbow Gateway companies, and Adjunct Professor with the University of Queensland's Aboriginal Environments Research Centre;
- Ms Tara Craigie (NT) - Managing Director of J&T Craigie Pty Ltd and Founder of Territory Rodeo Services, Indigenous Engagement Consultant at AAM Investment Group and President at Northern Cowboys Association;
- Mr Jerome Cubillo (NT) - Chief Executive Officer of the Northern Territory Indigenous Business Network, Chairperson of Larrakia Nation Aboriginal Corporation (LNAC), and on the Board of Ironbark Aboriginal Corporation representing LNAC;
- Mr Troy Fraser (Qld) - Chief Executive Officer at Doomadgee Aboriginal Shire Council and formerly worked as Community, Youth and Economic Development Manager at the Aboriginal Development Benefits Trust;
- Mr Peter Jeffries (WA) - Chief Executive Officer of Murujuga Aboriginal Corporation and has formerly worked with the WA Police Force, Rio Tinto, the Yamatji Marlpa Aboriginal Corporation, Woodside and his own business offering consulting services and Aboriginal cultural tourism;
- Ms Gillian Mailman (Qld) - Managing Director of Fibre Optics NQ, Chief Executive Officer of MJB Solutions Pty Ltd, Director of Indigenous Wealth Hub, and Director of Illuminate FNQ; and
- Ms Cara Peek (WA) - a multi-award-winning social disruptor from Remote Northern Australia. Cara identifies as a Yawuru/Bunuba woman, a successful lawyer, a diverse entrepreneurial leader, and an innovative Cultural Intelligence Strategist. Cara has worked closely with many regional communities across Australia, the U.S., and Canada as part of her personal mission to create deep, positive social change for First Peoples globally.