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South Australian Community Legal Centre (CLC) service review

Literature and Alternative Service Model review

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Abbreviations

ABS	Australian Bureau of Statistics
ATSILS	Aboriginal and Torres Strait Islander Legal Services
CLC	Community Legal Centres
CLE	Clinical legal education
CLSP	Community Legal Service Program
FVPLS	Family Violence Prevention Legal Services
LAC	Legal Aid Commissions
MLP	Medical legal partnership
NACLC	National Association of Community Legal Centres
NFP	Not For Profit organisation
NPA	National Partnership Agreement
VoIP	Voice over Internet Protocol

1. Introduction

1.1. Literature and service model review aim and scope

This literature and service model review examines various service delivery models employed by Community Legal Centres (CLCs) and the Human Services Sector and other government agencies around Australia and overseas. In addition to reviewing these service delivery models, current methods of engaging with the community as well as funding models and procurement models is discussed.

1.2. Methodology and sources of information consulted

The information presented in the following pages is based on a systematic review of a number of information sources regarding CLCs, the services provided, funding arrangements and service delivery systems. This has also been supplemented by a review of literature and research from Human Services and non - government providers in other sectors to assist in informing potential options.

In order to provide a comprehensive review of existing practices within CLCs around Australia, information was gathered and reviewed from the follow sources;

- ▶ Government reports from various departments, agencies and commissions. This includes:
 - Attorney General's Department
 - Productivity Commission
 - Department of Health and Ageing
 - Australian Bureau of Statistics
- ▶ Submissions made by various representative bodies, CLCs and educational institutions to the Productivity Commission 2014 Access to Justice Arrangements Report
- ▶ Peer-reviewed academic reports and journal articles
- ▶ Annual reports from various CLCs and other NFPs agencies
- ▶ International government reports and submissions

In reviewing literature from the above sources, a snowball methodology was used to conduct further research from references provided within the literature material.

In addition to the above mentioned sources of information, this literature review also includes insights and findings from primary, qualitative research. A total of six interviews, up to one hour in duration, were conducted from 17 - 25 November 2015.

Contact details for potential respondents were provided by the national representative body of CLCs (NACLC). These potential respondents were contacted and provided with a brief outline of the purpose of the review and the topics to be discussed. A time was arranged for an interview that was convenient to the respondent.

Respondents were either managers or executive officers of CLCs who had intimate knowledge of the day-to-day operations of their centre. Respondents were also asked about the level of community engagement, activities to ensure community reach as well as any partnerships or collaborations with other government agencies or community service providers.

2. Service delivery models

CLCs vary in the range of services they offer, their structure and staffing, the focus of their work and geographic reach. They offer a range of legal and related services to their clients and the wider community. These services include but are not limited to:

- Information and referral;
- Advice on legal matters;
- Legal casework and representation in targeted areas of law;
- One-off assistance with documents or correspondence, and assistance to people representing themselves;
- Community legal education;
- Law reform and public policy development and advocacy; and
- Related services that vary from centre to centre that include family violence counselling, Aboriginal liaison, community development, migration agents' advice, and financial counselling.

Usually these services are offered for free, although some community legal centres may provide fee-based training or other services to cover costs. CLCs design their operations to ensure accessibility. For example legal advice may be provided by phone, interviews and advice sessions may be provided after hours or the centre may engage with rural or remote communities via its outreach programs.

Employees of CLCs can range from lawyers, social workers/counsellors (e.g. financial counsellors) and community legal educators. There are also volunteer solicitors, barristers, law students and others working within the CLC to ensure that legal services are continuously provided.

Some CLCs seek to meet the general needs to their community or catchment area, while others specialise in a certain area of law (e.g. child support, employment law, finance and debt, immigration, welfare rights, mental health, environmental law, etc.).

Finally, some CLCs are based in one central location servicing their community, while others have a central location with additional facilities located in different locations.

Overall, there is no one CLC service delivery model. The following pages highlight six different types of service delivery models that are used by CLCs and other government agencies servicing community needs. For each of the service delivery models, examples are provided to highlight the similarities, but also to illustrate the differences between each model.

Table 2.1): Six service delivery models used by CLCs and other government agencies to service community needs

Service Delivery Model types for Community Legal Centres and other Government agencies			
	Generalist Centre	University-based Centres / Clinics	Interagency collaborations (one-stop shops)
Definition	This service delivery model is used by CLCs who provide a broad-based legal assistance service to their local community. While providing a broad range of legal services, there can be a level of specialisation depending on the local community needs.	Set up as part of a CLE (Clinical Legal Education), this service delivery model is based on allowing students' access to real clients and applying skills to real-life cases. Students are supervised by qualified legal practitioners and faculty staff.	Interagency collaboration involves complementary organisations / agencies in the same or different sectors committing to a common goal or a set of goals and jointly making decisions as to manner in which these goals are to be achieved.
Priority client group	Mainly disadvantaged people from the immediate local community.	Mainly disadvantaged people and students.	Community-wide.
Main service offerings	Broad-based legal assistance. Assistance is provided mainly through a single site, with a small number of generalist CLCs having multiple locations. In most cases these additional locations have restricted opening times. Additional services may include telephone advice line, law handbooks and community education programs.	Either broad-based or specific depending on the legal clinic specialisation. In some cases, clinics are provided based on a specific area of law, with students enrolling for a period of time in one clinic before moving onto the next clinic / area of law. This provides students with detailed experience across multiple areas of law. Generally set within a University Law school with some outreach centres allowing students to access regional, rural and remote areas. There is a large amount of community engagement and some clinics allow students to assist in court processes, while under supervision.	Generally, interagency collaboration provides services through specialised centres in various locations. Situated within these centres are all the required resources for a community member to access the complete suite of services. For example, an interagency collaboration for employment services could include job seeking services, education, resume assistance, financial advice and other complimentary services.
Centre size	Mostly small to medium.	Medium to large depending on levels of enrolment and required faculty staff.	Very large. Often requiring a large number of people to manage and provide all required services.
Main sources of funding	<ul style="list-style-type: none"> ▶ Commonwealth ▶ State governments 	<ul style="list-style-type: none"> ▶ Commonwealth ▶ State governments ▶ University funding 	<ul style="list-style-type: none"> ▶ National governments ▶ Community stakeholder groups
Benefits	Can provide legal assistance across a broad range of legal areas and service local communities, as well as people who are vulnerable or disadvantaged.	Provides excellent education for law students with access to real clients. Also provides free legal assistance to members of the community.	Able to provide complete complimentary services in a central location for the community. Members of the community can access all required products and services without having to contact multiple agencies.
Challenges	Generally smaller centres with limited resources. In most cases, these CLCs are only able to assist a small proportion of the people who enquire. Continuously seeking additional funding for additional staff to address local community needs.	Staffing and ensuring enrolment rates remain high are key challenges for these CLCs. While funding from the universities themselves is generally consistent, this is dependent on enrolment levels.	The success of collaboration is highly dependent upon the context and the quality of the relationship between the agencies and the sectors involves (e.g., child welfare, mental health, child health) and the strategies utilised by the agencies. Formal guidelines to utilise resources and provide services can be difficult to confirm and require a large amount of coordination and communication.
Examples	<ul style="list-style-type: none"> ▶ Caxton Legal Centre (QLD) ▶ Fitzroy Legal Centre (VIC) 	<ul style="list-style-type: none"> ▶ Kingsford Legal Centre, NSW, Australia (NSW) ▶ Harvard Law School Clinic (USA) 	<ul style="list-style-type: none"> ▶ Community Links (NZL) ▶ Sure Start (UK)

Table 2.1): Six service delivery models used by CLCs and other government agencies to service community needs (cont.)

Service Delivery Model types for Community Legal Centres and other Government agencies			
	Specialist Centres	Cooperative Partnerships	Hub and Spoke
Definition	Specialist community legal centres provide legal assistance with particular areas or law, such as tenancy, consumer, employment, welfare, human rights, environmental issues and immigration law; or assist specific groups of people, such as young people, women, ATSI or people with mental illness or disabilities.	The formalised partnership between a CLC and an additional community service to provide holistic services to member of the local community.	These CLCs have a central location, with a number of additional sites within the same community catchment area. All coordination of resources, finances and services are controlled by the central location. The additional sites are often smaller in size, have less staff and may not be opened at all times.
Priority client group	Members of the community with a specific legal requirement. Alternatively a specified group of people with specific characteristics.	Members of the local community with legal assistance needs as well as additional needs (i.e. health, financial, employment etc.)	Mainly disadvantaged people from the immediate local community.
Main service offerings	These CLCs provide specific legal advice about pre-determined areas of law. Alternatively, specialist centres can focus on a specific group of people within the wider community. Services are generally provided through central locations with outreach services to provide services for people who cannot commute to the centre themselves.	While most CLCs have some kind of partnership with local community groups and/services, these partnerships are formalised through assessment of local community needs, setting up of joint facilities or embedding staff at each other's locations. The example of the Health - Justice partnership at ARC Legal Centre, clients are referred to the CLC by community health centres, while ARC CLC also sends clients to health service providers.	Generally a generalist CLC, providing legal assistance across a broad range of legal areas. Legal assistance is provided at its fixed locations with some limited outreach services. In addition to legal assistance, these CLCs may engage in some community legal education.
Centre size	Mostly small to medium.	Varied, depending on level of collaboration and size of CLC and community service provider.	Mostly small to medium.
Main sources of funding	<ul style="list-style-type: none"> ▶ Commonwealth ▶ State governments ▶ Specific community groups 	<ul style="list-style-type: none"> ▶ Commonwealth ▶ State governments ▶ Local community groups 	<ul style="list-style-type: none"> ▶ Commonwealth ▶ State governments
Benefits	Able to provide specialist legal advice in an area of law that may not have the same general level of knowledge amongst legal practitioners (i.e. social welfare law). Also able to focus efforts and resources on a community group that has specific social, cultural or religious sensitivities.	Able to provide additional services to disadvantaged and vulnerable community members. Research suggests that there is a high correlation between people seeking legal assistance and having some underlying health / mental illness.	This type of set up has the ability to provide legal assistance across a large geographical area. By having the management of the CLC in a central location, the smaller sites are able to focus on service delivery.
Challenges	Availability of legal practitioners with the knowledge of the specific area of law or the skills to assist community members with specific social, cultural or religious needs.	Initial set-up of these partnerships is often time and labour consuming. The development of the partnership requires a deep understanding of the community requirements as well as how these can be met by the CLC and its partner.	Availability of resources and appropriate locations can be problematic. Also, the coordination of multiple sites requires efficient communications and resourcing processes.
Examples	<ul style="list-style-type: none"> ▶ Disability Discrimination Legal Service (VIC) ▶ Aboriginal Family Law Services (WA) ▶ Refugee Advice and Casework Service (NSW) 	<ul style="list-style-type: none"> ▶ ARC Legal Centre (VIC) 	<ul style="list-style-type: none"> ▶ Eastern Community Legal Centre (VIC)

2.1 Generalist CLC

Located across Australia, generalist CLCs offer legal advice and assistance to people living in their catchment area. Generalist centres provide confidential legal advice and assistance on a range of issues including:

- Accidents and compensation;
- Banking, finance and debt;
- Children and young people;
- Consumer rights;
- Crime;
- Family violence and domestic violence orders;
- Health complaints and issues;
- Housing;
- Property and development;
- Transport; and
- Wills and estates.

Some generalist centres can also offer specialist advice in areas such as tenancy, child support, welfare rights or coronial matters.

2.2 University-based CLC / Clinics

Evans, Cody, Copeland, Giddings, Noone and Rice (2012) provide a nationally recognised benchmark for best practice in clinical legal education (CLE). CLE is a highly regarded method of learning and teaching that is intensive, one-on-one or small-group in nature, allowing legal students to apply legal theory and develop lawyering skills to solve real-world client legal problems. Often CLE programs in Australia are sited within Community Legal Centres and other legal assistance service providers. According to Stuckey (2008), these placements in external legal assistance providers enable students to develop their understanding of professional values and commitment to those values, including seeking justice, fostering respect for the rule of law, and dealing sensitively with diverse clients and colleagues.

Conversely, the benefits to CLCs in having legal students assist with work include:

- ▶ Greater time for lawyers to focus on core casework as they are able to utilise law students to undertake preparatory work such as case law research, literature reviews and comparative jurisdictional analysis.
- ▶ CLCs and other organisations can attend to a greater amount of policy and law reform by utilising student volunteers to assist with background research and initial drafts.

Another method of utilising university law students is to provide a CLC within the university law faculty itself. These legal clinics are provided by the universities and aim to assist the local community or a specific group of people (i.e. disadvantaged). Often legal clinics are set up to address a specific area of law with students able to rotate into different clinics, gaining experience across multiple areas of law.

Funding for these university-based CLCs / clinics is often provided for by the Commonwealth and state governments, while a proportion of funding from the university itself.

2.3 Interagency collaborations (one-stop-shops)

Interagency collaboration is a high intensity, high commitment relationship between two or more parties that results in the production of “something joined and new” (ARACY, 2009). A shift towards collaboration could represent an acknowledgement that a siloed service system is not effective in servicing the greater needs of the community (i.e. agencies that work alone cannot take on significant, intractable problems as effectively as agencies that work in collaboration). In addition, siloed service systems are typically unable to meet the needs of families with multiple and complex problems as effectively as agencies that work in collaboration.

Although the terms are sometimes used interchangeably, collaboration is distinct from cooperation. Collaboration involves a higher level of:

- Interdependence between agencies and community groups;
- Risk and reward; and
- Contribution and commitment.

At the core of a successful collaboration between various government agencies are the relationships that are established and maintained by people and organisations participating in the collaboration (ARACY, 2010). The quality of a collaborative relationship is dependent upon three primary factors: trust, reciprocity and mutuality (ARACY, 2010).

Interagency collaborative activities include:

- Cross-training of staff;
- Multi-agency working groups;
- Common financial arrangements (e.g., cost-sharing of services);
- Sharing administrative data; and
- Joint case management.

2.4 Specialist Centres

Specialist community legal centres concentrate on a particular area of law or target a specific group within the community. Specialist CLCs are often divided into two categories. Centres with a targeted:

- Client group, for example disabled members of the community or Aboriginal and Torres Strait Islander communities; and
- Area of law—often associated with a particular client group. For example, the Tenants Union deals with residential tenancy law, but limits its client group to residential tenants, rather than landlords and tenants. This reflects the comparative disadvantage faced by residential tenants in dealing with their rights and obligations under residential tenancy laws. Similarly, the National Welfare Rights Network provides advice to its clients on their social security rights, entitlements and obligations and can assist its clients through the social security review and appeals system.

The common thread is the identification of comparative disadvantage in accessing particular law(s) to promote or protect rights, and the need for specialised methods of

service delivery to ensure access for a particular group within the community. The development of specialist CLCs reflect the complexity of these laws and is an appropriate response to improving access to the law by particular disadvantaged groups.

Other specialist centres focus on legal issues and services relevant to particular groups, such as laws affecting migrants and refugees, women's legal services and older persons' rights. The range and type of specialist community legal centres vary from state to state. Specialist community legal centres can extend and expand the services provided in generalist centres by offering training, advice and support to staff in generalist centres on particular areas of expertise.

2.5 Cooperative Partnerships

CLCs have been encouraged to build and maintain professional links with other organisations and agencies in their local community or area of specialisation (Commonwealth Community Legal Services Guidelines, 2014). Citing numerous examples of medical-legal partnerships (MLP) in the United States, Noble (2012a) suggests that such partnerships have the potential to break down the barriers to accessible legal services for people experiencing health issues. Findings from the Legal-Australia Wide (LAW) Survey confirmed that illness/disability is strongly associated with legal problems, with problems most frequent among those with a mental illness/disability (particularly if combined with a physical illness/disability). (Coumarelos, Pleasence, Wei, 2013)

These findings also indicated that legal problems become more common as the severity of illness/disability increased. This occurred for mental, physical and combined mental and physical illness/disability. LAW Survey respondents with combined mental and physical illness/disability of a high severity were more than 10 times as likely to report legal problems as those with no illness/disability (Coumarelos, Pleasence *et al*, 2013).

In their study of CLCs and collaboration with other community services, Noble (2012b) found that while 40% of respondents reported examples of multi-disciplinary partnerships within and beyond the legal service sector, broader collaborations tended to operate either on a case-by-case basis (and included other health professionals, social service providers and government authorities) or in delivering a particular program at a health site, such as mental health advocacy services or financial counselling.

Noble (2012b) found that very few CLCs described formal programs of multi-disciplinary collaboration between legal, social work and financial counselling roles, or a process of engaging health professionals, typically to prepare specialist reports for use in legal proceedings.

Despite the lack of formal programs amongst many CLCs across Australia, more than 85% of CLCs have reported that they receive client referrals through health service providers. This group includes more than 40% being referred by hospitals. Conversely, CLCs reported sending some of the clients to health care professionals (Noble, 2012b).

There have been further examples of research that highlight the strong associations between the members of the community who are most likely to utilise CLCs services are also more likely to have a long-term illness or disability and are amongst the most disadvantaged in society.

The National Mental Health Policy 2008 stated that much of the effort in mental health promotion needs to occur beyond the healthcare system, in sectors that impact on the daily lives of individuals and communities to support the development of resilience and maintenance of mental well-being. These include housing, education, employment, welfare and justice (Department of Health and Ageing 2009, p. 13). In the case of mental illness, the implications of links with legal problems are particularly pronounced. The links are the strongest. Mental illness affects one in five people in Australia at any given time, with almost one-half affected over their lifetime (ABS 2008). Furthermore, the ABS estimates the annual cost of mental illness to Australia is \$20 billion, which includes loss of productivity and labour force participation (ABS, 2009). Clearly, the potential for legal services to help to mitigate the cost of health and mental illness is great.

2.6 Hub and Spoke

Generally Hub and Spoke models of service delivery include a central “hub” that coordinates resources, process and administration, and multiple sites (i.e. spokes) that provide the core services to the community.

In the context of CLCs, some centres have organised themselves into a similar model of service delivery. In a few examples, key processes and administration is performed in a central location. This is in addition to the core services of providing legal assistance. These CLCs then provide additional sites in other geographical locations, allowing a greater proportion of the local community access to the legal assistance services.

These “spokes” can provide a permanent location to access legal assistance services or provide temporary locations (i.e. when providing outreach services).

In analysing the different types of service delivery models available to CLCs and other government agencies, it becomes clear that some centres utilise various aspects of certain models that can best suit its available resources, funding levels and skills of its staff and volunteers. For example, a generalist CLC, while providing broad-based legal assistance, may specialise in an area of law as a result of the identification of a need within its local community. In another example, a CLC may employ a hub-and-spoke model of service delivery, but will also provide specific services in one “spoke” and another in a different “spoke”.

The following pages provide a number of examples of CLCs and other interagency partnerships / collaborations that illustrate the diverse nature of these centres. While allocated to a specific service delivery model, some centres have utilised various elements of other models as well.

2.7 Case studies of CLC and other community agencies utilising various service delivery models

Generalist Community Legal Centres

Caxton Legal Centre	
Location	Queensland
Priority client group	People in Queensland who are on a low income or otherwise disadvantaged and in need of relief from poverty, distress, misfortune, destitution and helplessness.
Staff numbers	14 solicitors 8 administration staff 5 social workers
Activity level	9,250 (approx.) client activities
Scope of services	Provides free legal advice and information services, specialist legal casework services, clinical legal education programs and social work support services. Some specialisation in laws related to elder abuse, family law, social welfare and laws related to mobile homes and caravans.
Service delivery channel	Single site within Brisbane
Funding	\$2.6 million (2014/15)
Main funding sources	<ul style="list-style-type: none"> ▶ Attorney General's Department (Commonwealth) ▶ Queensland Government (various agencies) ▶ The University of Queensland ▶ Queensland University of Technology ▶ Student Representative Council, Griffith University
<i>Source: Caxton Legal Service Annual Report 2014/15</i>	
Fitzroy Legal Service	
Location	Victoria
Priority client group	People who live, work or study in and around the City of Yarra, Victoria. Priority is given to those on a low income and disadvantaged.
Staff numbers (2013/14)	12 Solicitors 5 Administration staff > 250 volunteers
Activity level (2013/14)	4,750 (approx.) client activities
Scope of services	Provides free general legal advice but does specialise in criminal law, assistance to victims of crime, infringements and family law matters.
Service delivery channel	Main site located in the City of Yarra, Melbourne, although provides outreach services across five locations within close proximity of the main site.
Funding government sources (2013/14)	\$740,000 (approx.)
Main funding sources (2013/14)	<ul style="list-style-type: none"> ▶ Commonwealth Attorney-General's Department ▶ Victoria Legal Aid ▶ Victorian Government Department of Health ▶ City of Yarra ▶ Victoria Law Foundation ▶ Various other community groups and businesses
<i>Source: Fitzroy Legal Service Annual Report 2013/14</i>	

University-based Legal Centre / Clinic

Kingsford Legal Centre	
Location	New South Wales
Priority client group	People who live, work or study in the Randwick and Botany bay local government areas of New South Wales.
Staff numbers (year ending 31 December 2013)	9 solicitors 3 administration 110 (approx.) law student 60 (approx.) volunteers
Activity level (year ending 31 December 2013)	4,800 (approx.) client activities
Scope of services	A generalist community legal centre, providing board-based legal assistance for people within its local community. There is some specialisation within the employment, family and discrimination legal areas.
Service delivery channel	Central location on the University of NSW campus, with some outreach services provided within the local catchment area
Funding from government sources (year ending 31 December 2013)	\$380,000 (approx.)
Main funding sources (year ending 31 December 2013)	<ul style="list-style-type: none"> ▸ Commonwealth Attorney General's Department ▸ NSW Attorney General's Department ▸ University of NSW
<i>Source: Kingsford Legal Centre Annual Report 2013</i>	
Harvard Law School clinics	
Location	United States
Priority client group	Disadvantages and poor members of the community requiring legal representation.
Staff numbers	920 law students across the 30 clinics. There are 15 Clinical Professors of Law and more than 60 Clinical Instructors and Lecturers on Law are responsible for the supervision of the law students.
Activity level	NA
Scope of services	<p>Provide Harvard Law students with hands-on legal experience under the supervision of attorneys who are trained in educating and mentoring students.</p> <p>The clinic has placements in more than 30 areas of the law, in both public and private sectors, and the opportunity for students to create their own independent projects.</p>
Service delivery channel	On-campus locations
Funding government sources	NA
Main funding sources	<ul style="list-style-type: none"> ▸ Harvard University, ▸ Law practices and private donations
<i>Source: http://hls.harvard.edu/dept/clinical/clinics/in-house-clinics/ (accessed 27 11 2015)</i>	

Interagency Collaboration

Community Links (NZL)	
Location	New Zealand
Priority client group	All members of the community seeking financial assistance and employment services.
Staff numbers (2012/13)	9,000 (approx.) total staff across all aspects of the Ministry of Social Development
Activity level	NA
Scope of services	<p>Overseen by the Ministry of Social Development, this collaboration aims to provide financial assistance and employment services to local people and employers. Help local people to identify challenges and help find resolutions to issues faced by communities in their area.</p> <p>Assistance is provided across various locations where members of the community can access resources from multiple government agencies, including, but not limited to;</p> <ul style="list-style-type: none"> ▸ Accident Compensation Corporation (ACC) ▸ Careers New Zealand ▸ Citizens Advice Bureau ▸ Community Health Nurse ▸ Housing New Zealand Corporation ▸ Literacy Services ▸ Social Services ▸ Single Women as Parents
Service delivery channel	Various locations across all regions in New Zealand. There are 11 main regional offices and 140 smaller service centres. Online resources are also available.
Funding from government sources	NA
Main funding sources	New Zealand Government
Source: http://www.workandincome.govt.nz/about-work-and-income/community-link/ (accessed 27 11 2015)	
Sure Start (UK)	
Location	United Kingdom
Priority client group	Parents of young children about to commence schooling, with focus on parents from a disadvantaged background
Staff numbers	76% of centres employ 9 or less staff, with the remaining 24% employing 10 or more staff.
Activity level	1.05M families utilise services and facilities at the Sure Start centres
Scope of services	<p>To improve outcomes for young children and their families, with a particular focus on those in greatest need.</p> <p>A key activity of the Sure Start centres is to ensure that children are properly prepared for school, regardless of background or family circumstances. They also offer support to parents in the form of health services relating to young children, parents and prospective parents; training and employment services to assist parents or prospective parents; and information and advice services for parents and prospective parents.</p>
Service delivery channel	3,300 (approx.) main sites and 500 (approx.) additional sites across the UK
Funding government sources	£3.36Billion from 2012 to 2015 (\$7.02 Billion AUD)
Main funding sources	Department for Education (UK)
Sources: https://www.gov.uk/guidance/sure-start-childrens-centres-local-authorities-duties (accessed 27 11 2015) http://www.theguardian.com/society/2014/oct/12/sure-start-childrens-centres-face-worst-year-of-budget-cuts (accessed 27 11 2015)	

Specialist Community Legal Centre

Refugee Advice and Casework Service	
Location	New South Wales
Priority client group	Asylum seekers and refugees
Staff numbers (2013/14)	20 (approx.)
Activity level (2013/14)	2,060 (approx.) client activities
Scope of services	To provide a free, specialist legal service for asylum seekers and refugees. Areas of specialisation include visa protection assistance, family reunion applications and legal assistance for unaccompanied children.
Service delivery channel	Head office is based in Sydney CBD. The service operates a full-time casework service from Monday to Friday between the hours of 9.00 am and 5.00pm and a free telephone Advice service between 10.00 am and 11.30 am on Tuesdays and Thursdays. Free Face-to- Face Advice sessions are also available by appointment on Mondays and Wednesdays, with an evening service provided on Monday evenings. Outreach services are provided to refugee and asylum seeker community support groups.
Funding from government sources (2013/14)	\$1.2 (approx.)
Main funding sources (2013/14)	Department of Immigration and Border Protection (DIBP) Legal Aid NSW
<i>Source: RACS Annual Report, 2013/14</i>	
Disability Discrimination Legal Service Inc. (DDLS)	
Location	Victoria
Priority client group	Members of the Victoria community who believe they have suffered discrimination as a result of their disability or illness.
Staff numbers (2013/14)	6 staff members undertaking a variety of roles
Activity level (2013/14)	NA
Scope of services	To provide high quality, professional, accountable and timely legal service to people with disabilities in the area of discrimination. In addition, to lead legislative and policy reforms that promote persons with disabilities freedom and opportunities to achieve their life goals unhindered by prejudice, discrimination or injustice.
Service delivery channel	Provides telephone or face-to-face service from a fixed location within Melbourne. Also provides an evening service, where appointments can be made to see a solicitor.
Funding government sources (2013/14)	\$360,000 (approx.)
Main funding sources (2013/14)	<ul style="list-style-type: none"> ▸ Commonwealth Attorney-General's Department ▸ Victorian Government ▸ Victorian Law Foundation
<i>Source: Disability Discrimination Legal Service Annual Report, 2013/14</i>	

Cooperative Partnership

ARC Justice	
Location	Regional Victoria
Priority client group	The service covers people living across Northern and Central regional Victorian communities.
Staff numbers	32 staff across multiple sites
Activity level	2,300 (approx.) client activities
Scope of services	Is a generalist CLC, but does provide some expertise in housing and consumer law, as well as Senior's right. These specific services are provided at specific locations. There has also been a cooperative partnership with Bendigo Community Health services (BHCS) and the Loddon Campaspe CLC. In 2014/15, the number of direct referrals and secondary consultations by BCHS staff members grew and the partnership opened approximately 90 cases for BCHS clients. Referrals from the BHCS to the Loddon Campaspe CLC have centred on children's and family law issues, with a noticeable trend in clients seeking assistance who are ineligible for a grant from Victoria Legal Aid.
Service delivery channel	Provide multiple offices in the rural and regional areas of Central and Northern Victoria. Have legal services in the Loddon Campaspe and Goulburn Valley regions, and a housing service in the Loddon Mallee region. Provide regular outreach services.
Funding government sources	\$2.6M (approx.)
Main funding sources	<ul style="list-style-type: none"> ▶ Commonwealth Attorney-General's department ▶ Victorian government ▶ Clayton Utz foundation ▶ The Legal Services Board and Commissioner ▶ Various other local and community groups
<i>Source: ARC Justice Annual Report, 2014/15</i>	

Hub and spoke model of service delivery

Eastern Community Legal Centre	
Location	Victoria
Priority client group	Provides services to community members within the areas of Box Hill, Boronia and Healesville.
Staff numbers	9 solicitors 8 intake/ administration staff and 5 management 7 community development staff
Activity level	3,070 (approx.) client activities
Scope of services	Provides free legal assistance from offices in Box Hill, Boronia and Healesville and at various outreach locations across Melbourne's east. Is committed to reform that achieves equality and social justice within the legal system for communities and people experiencing disadvantage. Also undertakes Community Development activities that empower clients, workers and the general community, while raising awareness of legal issues and provides education through projects and partnerships, workshops, media, events and publications.
Service delivery channel	Has three main locations throughout the eastern suburbs of Melbourne, with a number of satellite locations in other areas. Main activities are conducted at the three main sites, with satellite sites managed from the main sites.
Funding government sources	\$1.16M (approx.)
Main funding sources	<ul style="list-style-type: none"> ▶ Commonwealth Attorney-General's Department ▶ Victoria Legal Aid ▶ Victoria Law Foundation ▶ Department of Justice ▶ Various local governments
<i>Source: ECLC Annual Report 2014/15</i>	

2.8 Use of Outreach Services

Particular consideration needs to be given to appropriate ways of ensuring disadvantaged groups can access these legal system entry points, given their considerable legal and non-legal problems and their poor legal capability to resolve these problems on their own. Moreover, improving access to justice for disadvantaged groups is seen as one important route to tackling social exclusion (Pleasence 2006). CLCs are in a unique position to provide these entry points as by their very nature, they are embedded in the community they serve and should have an intimate knowledge of the needs of the community and how best to provide this outreach service.

The defining feature of any outreach service provided by a CLC is that it involves providers making a *proactive* attempt to contact clients or potential clients to relay information, advice or assistance, rather than waiting for clients to come to them (Buckley 2010; Long & Beveridge 2004). A common, yet narrower, definition of outreach refers to service delivery that is focused on regional, rural or remote areas by means other than in-office communication. However, a broader, more inclusive definition of outreach refers to any service delivery other than face-to-face communication that is provided in the legal service provider's primary office, which has the aim of making the service more accessible to the target client group (Pleasence, 2014).

Table 3.1 illustrates the wide variety of outreach models that can be employed by CLCs. This diversity attempts to address the varied needs and capabilities of different target clients and communities, as well as the constraints embodied by different geographic contexts, resourcing and local service infrastructure (Forell, McDonald, Ramsey & Williams 2013). Just as was the case for service delivery model design, there is no one-size-fits-all model of legal outreach services that is suited to all client groups in all service and geographical environments.

Table 3.1): Various dimensions of outreach service models

Dimension	Options
Target	<ul style="list-style-type: none"> • Demographic group (e.g. specific disadvantaged group) • Location (e.g. courts, tribunals, prisons) • Geographical area (e.g. remote or regional areas)
Legal issue	<ul style="list-style-type: none"> • Criminal • Family • Civil
Modes	<ul style="list-style-type: none"> • In person outreach <ul style="list-style-type: none"> – hub office and satellite sites – mobile office (e.g. travelling advocate covering a set circuit) • Technology-based outreach <ul style="list-style-type: none"> – legal telephone line – interactive internet services (e.g. online 'chat' services) – audio-visual link services, virtual law offices • Inreach (i.e. bringing people to the centre and then back home)
Personnel	<ul style="list-style-type: none"> • Public legal service lawyer • Private lawyer undertaking legal aid work • Pro bono private lawyer • Other (e.g. paralegal field officer, non-legal professional, volunteer)
Intervention	<ul style="list-style-type: none"> • Community legal education or information (e.g. workshops)

	<ul style="list-style-type: none"> • Direct consultation (e.g. clinics): advice, minor assistance, major assistance/representation • Indirect (secondary) consultation: information, advice • Systemic advocacy and law reform • Combination of above
Site/host agency	<ul style="list-style-type: none"> • Public legal service (e.g. legal aid or private lawyer providing service at a CLC) • Legal system institution (e.g. court, tribunal, prison) • Non-legal human service provider (e.g. health care or welfare agency) • Community organisation (e.g. neighbourhood centre) • Client's home
Integration	<ul style="list-style-type: none"> • No collaboration between agencies • Independent agencies at same site • Case management across agencies
Timeframe / schedule	<ul style="list-style-type: none"> • Once-off (e.g. disaster recovery) • Temporary (e.g. secondment, pilot program) • Ongoing (e.g. fortnightly, monthly for a period of years)
Administration	<ul style="list-style-type: none"> • Drop-in • Appointment-based

3. Use of technology and social media

As information and communications technologies have rapidly developed since the mid-1990s, so too have organisations in developing and evolving their ICT usage for communication, engagement and service delivery. Community Legal Centres have had no choice but to adapt, engage and embrace new ways to reach out to their community and clients, as well as provide legal information to people who would not normally have access to.

While the vast majority of CLCs still provide the face-to-face interactivity as a fixed address, social media platforms, email, mobile apps, text messaging services, , Voice over Internet Protocol (VoIP) telephony, radio and web-based video conferencing are some of the tools that CLCs are increasingly using to engage with their communities and provide their services.

In addition to using technology to engage with the community, CLCs are increasingly utilising technology and IT systems to make their day-to-day operations run efficiently. Examples of this include the development of software for the recording of client information and record keeping. This information can easily be stored and used by another solicitor that takes of the case work or could be used to store historical information regarding a client. While there have been systems that have done this in the past, the use of new storage facilities (i.e. cloud-based storage systems) have made recalling and sharing this information much more efficient.

With the proliferation of SMART phones and usage of associated Apps amongst the Australian population, CLCs have taken up the opportunity to engage with a sector of the community that would prefer their information to be provided via a mobile phone or tablet.

Case Study 3.1: Women's Legal Service Tasmania

Women's Legal Service Tasmania, a Hobart based CLC that provides free legal advice and referral to women throughout Tasmania, developed "Girls Gotta Know" after recognising that young women were not engaging frequently with the service's 1800 free legal telephone advice line.

"Girls Gotta Know" aims to be a one stop destination for young women to access legal information in a non-confronting way. It delivers legal information in a simple, easy to understand and up to date format. Topics include; respectful relationships, staying safe online, living with friends or a partner, workplace harassment and managing money.

The app has been designed to appeal to users by using friendly illustrations and animated graphics to navigate around the site, and users can share articles on social media or by email. The app was selected as a finalist in the 2013 Melbourne Design Awards, in its category, where it was described as "the first of its kind in Australia."

Source: Working Smarter: CLC using innovation and technology, NACLC, 2014

Case Study 3.2: Casey Cardinia Community Legal Service and Peninsula Community Legal Centre

Casey Cardinia Community Legal Service and Peninsula Community Legal Centre are members of the Outer South Peninsula Integrated Family Violence Partnership, and their service details are included in the Legal Advice section of "Ask Someone". Both organisations are involved in promoting and updating this important local resource. "Ask Someone" provides links to information about the court process and legal options.

It also provides information for those in relationships with people who use violent and/or controlling behaviours. For example, in relation to making a safety plan, the app details considerations such as; emergency contact numbers, trusted family members/friends that know about the family violence, having a safe place to get to in an emergency and access to money. It also includes information about leaving such relationships. Access to this information via the mobile app is free and increases accessibility and safety for users as people usually carry their mobile phone with them - or can grab it quickly.

The app was the winner of a 2012 Australian Mobile Award, when it was recognised that "smart phones, iPads and computers are the norm for information seeking" and that through "Ask Someone" family violence and safety information is accessible to a cohort who traditionally may not seek face to face support."

Source: Working Smarter: CLC using innovation and technology, NACLC, 2014

In addition to the use of SMART applications, CLCs have utilised the increasing reliable and quicker internet speeds to provide people in rural or remote parts of Australia with legal advice and services. The use of websites, webinars and video conferences allows staff at CLCs to directly interact with their clients, provide specific or general information and provide training to social services workers in remote or rural parts of the country. In addition, CLC staff who travel to remote parts of Australia as part of any outreach services are to communicate back with their home centre to discuss particular cases with other staff members.

Case Study 3.3: North Queensland Women's Legal Service

North Queensland Women's Legal Service (NQWLS) is a CLC with offices in Townsville and Cairns that provides legal advice, casework assistance, and information and referrals for women who reside from Sarina in the south, to the Torres Strait in the north, and west out to the Northern Territory border.

The "Ask Nola" (North Queensland Online Legal Access) website is a secure website established and supported by NQWLS that provides regular free legal information for community service providers in rural, regional and remote locations so that they can assist women in their local communities. The website provides free legal information through monthly webinars, factsheets, publications, case studies and links to other services about the legal issues most commonly dealt with by NQWLS, including family law (parenting and property), de facto relationship matters, family/domestic violence, discrimination, sexual assault, child protection, and victims support.

"Ask Nola" also provides an extensive resource library on a variety of legal and non-legal issues so that community workers in rural, regional and remote locations can better assist

and easily locate services for their clients. Since the launch of "Ask Nola" in April 2014, over 100 individuals and organisations joined as members, six webinars have been delivered, and there have been over 64 downloads of past webinars and close to 200 downloads of Ask Nola case studies and fact sheets.

Source: Working Smarter: CLC using innovation and technology, NACLC, 2014

4. Procurement and Purchasing

4.1 Procurement Framework

A Procurement Framework is the process through which public services, in this case government funded legal assistance, are authorised and funded. The process begins with decisions about what are desired service outcomes and the means through which results will be delivered. The case of CLCs desired service outcomes could be an increase in the number of early interventions for clients with legal problems or an increase in the number of clients utilising new methods of obtaining legal information (i.e. webinars, use of apps in smart phones, etc.). Regardless of the series of desired outcomes, this decision is based on the best possible outcomes for the community.

The features of a robust procurement framework include;

- ▶ All stakeholders have an integrated view of the entire system, not transactional
- ▶ The government and other stakeholders takes measures to shift the emphasis to where services are provided and who should provide them across an entire community
- ▶ Shift from managing inputs and activities to managing and agreeing to measurable and community-focused outcomes and outputs
- ▶ Provides input into the end-to-end value chain and focus on the details to determine what roles key players in the legal assistance environment need to play and who is best placed to perform these roles

There are a number of key questions and considerations that need to be taken into account should a mature procurement program / commissioning model be pursued. These considerations are the result of Australian and international experiences with service commissioning public services and infrastructure:

1. A need to tailor the service model to the desired outcome
2. Rethinking the service model to deliver and unlock better outcomes for the community
3. Develop a deep understanding of the demand model
4. Where demand exceeds affordability, seek new funding models
5. Understand the limitations of the users of the services
6. Create a sustainable market
7. Understand all the costs associated with providing the service
8. Manage performance and incentives
9. Invest in new capabilities and knowledge management

4.2 Direct / Individual funding models

In the context of CLCs, individual funding is defined as a package of funds allocated for a particular CLC that facilitates control over how they conduct their day-to-day operations and service their community. The way individual funding is organised can vary depending on who holds the funds, which parts of it are portable and what services it can be spent on.

This funding model is similar to the funding model used in the Commonwealth's National Disability Insurance Scheme (NDIS), where individuals are provided funding according to their specific needs and requirements.

In moving to a direct funding model, potential clients would have the option to choose the best services, dependent on the level of funding given to a CLC.

4.3 Funding and Contracting Spectrum

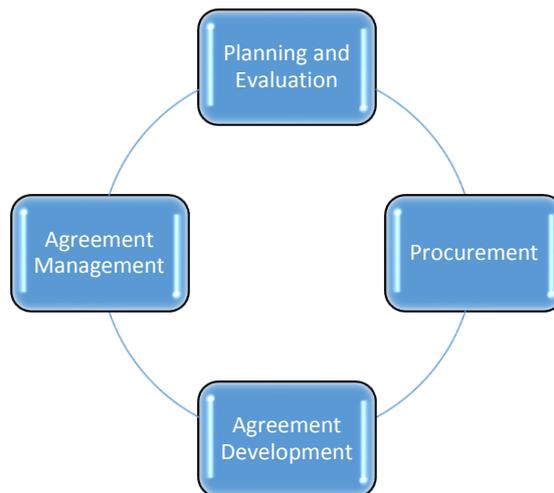
The following table provides an overview of the range of contractual arrangements that can be utilised in purchasing services and identifies the level of maturity of the market and the funder in selecting the right procurement elements to support improved commissioning.

	Block funding	Payment for inputs	Payment for outputs	Payment for performance	Payment for outcomes
Contract Features	Payment linked to historic funding or needs based population serviced	Payment linked to resources (labour, material, facilities) used to deliver services	Payment linked to end products of services	Payment linked to intermediate outcomes - i.e. short/medium objectives that contribute to longer term objectives	Payment linked to intended impacts of service on clients and the community
	Prospective - to cover input costs	Prospective - to cover costs	Retrospective - payment contingent on achieving certain performance-based outputs	Retrospective - payment contingent on achieving certain performance criteria	Retrospective - payment contingent on achieving outcomes
	Limited clawback KPIs included, but limited measurement requirements and limited mechanisms if not met	Price transparency Some KPIs built into service specification	Price transparency		
	Risk is with provider when payment does not vary with activity or demand	Risk allocated or shared on a demand basis but most likely to be with purchaser paying for varying volumes of input	Risk allocated or shared on a demand basis, e.g. purchaser risk if price varies with volume change	Providers might take more financial risk Shared performance and reputational risk	Significant financial and performance risk transferred to providers Shared reputational risk
	Loose to tight specification of service / activity	Tight specification of activity	Tight specification of results, flexibility to tailor solution	Tight specification of results, greater flexibility to tailor solution	Full flexibility in service provision (subject to minimum standards)
Provider Requirements	Mainly mission-driven NFPs	Mix of NFPs and for profit	Growing mix of providers	Comprehensive mix of providers	Mix of providers: NFPs, for profit, social ventures, partnerships
	Low requirements for commercial capability	Efficiency-driven Financial focus	Performance-driven contracting Greater commercial focus	Performance-driven contracting Strong commercial focus	Impact-driven
Commissioning/ Regulatory Features	Focus on activity/program/cost	Focus on efficiency	Focus on output performance measurement and efficiency	Focus on performance measures leading to social outcomes	Focus on outcomes and impact
	Low requirements for commercial capability (limited to policy)	Investment in capacity and capability Greater financial capability	Commercial awareness Greater use of payment for output performance to drive behaviour change	High commercial awareness Incentives are used to drive behaviour change	High commercial awareness Deep understanding of market responses and sensitivities Sophisticated use of incentives
	Limited visibility of value for money Limited visibility of impact Administrative management of payments	Greater visibility of cost	High visibility of cost and performance		High visibility of cost, performance and impact
		Compliance-based contract management	Collaborative contract management		System stewardship
Market Features	Low requirements for competition	Greater consolidation, evidence of supply chains Some cost-based competition	More complex supply chains Potential for price-per-output based competition	Complex and sophisticated supply chains Potential for performance-based competition	Mature, complex supply chains Potential for outcome based competition
	Independent financial review		Independent review (performance and finance)	Independent regulator and evaluation	

4.4 Funding agreement lifecycle

The process for funding and managing community services can be represented as a 'Funding Agreement Life Cycle' which incorporates the following areas:

- ▶ Policy context, planning and evaluation processes;
- ▶ Procurement processes;
- ▶ Development and negotiation of Agreements;
- ▶ Agreement management.



As part of the Funding agreement lifecycle there is a requirements to decide the procurement option that is appropriate and will be deployed as part of the process.

There are a range of options to consider and a recent report on diversity and contestability in the public service (Sturgess, G 2012) identifies three principal alternatives:

- choice-based markets, where service beneficiaries are free to select from a number of approved suppliers using funds that have been supplied by government;
- commissioned markets, where providers tender their services to government through a competitive process and are contracted to deliver a public service as a monopoly for a term of years; and
- contestability, where the performance of service providers is benchmarked and they face the threat of competition if there is persistent failure to deliver.

Choice-based markets are effectively voucher systems. The National Disability Insurance Scheme has been established using this model - individuals receive funds that can be used to purchase services from various providers in the market.

Outsourcing and competitive tendering are examples of commissioned markets.

Genuine contestability is less common. While user charging is widely employed, it is not often part of broader benchmarking and contestability arrangements.

4.5 Monitoring and evaluation

Ongoing monitoring and evaluation are a key method of demonstrating effective service provision in any area. They are invaluable tools for determining whether the service achieves its central goals of effectively reaching the target client group and producing quality client outcomes (Forell & Gray 2009).

Ongoing monitoring and evaluation are also essential in the development of best practice models. They can be used to inform decisions about service delivery, such as the most appropriate mode of delivery, location of services, type of assistance services, type of coordination with other services and referral systems and frequency of services. At a purely pragmatic level, monitoring and review systems can be critical in demonstrating accountability, mounting a case for ongoing project funding and resourcing and hence, facilitating the sustainability of the service.

5. Characteristics of effective service delivery planning and design

5.1 Planning Principles

Below is a chart which shows a comparison of planning and service system design principles used in a couple of examples of place based or program level system design.

Child Protection Place Based planning - principles
Be part of an holistic child protection system with shared responsibility and vision
Identify the right information to describe the risk development of child protection issues (across primary, secondary and tertiary dimensions)
Focus holistically on all parties relevant to this risk, for example including families and known perpetrators in assessing risk
Provide targeted information and analysis relevant to individuals assessing or responding and avoids information overload
Provide up-to-date information to responders on the availability and effectiveness of services or response pathways
Facilitate a whole of system response relevant to the risks assessed
Provide information to the governance of the child protection system on which to improve risk outcomes within funding constraints
Create new methods and frameworks to address long term problems by using a more flexible and agile approach to addressing agreed and measurable outcomes
Involve a multi-agency response

Disability Sector Planning Framework
The Sector Planning Framework is supported centrally through policy and procedures and best practice guidance and regionally through governance arrangements established for this purpose.
Knowledge and Mapping. <ul style="list-style-type: none">• Knowledge and mapping gathers evidence that builds a solid foundation of information, informs consultation and engagement and underpins rigorous and transparent decision making and innovation.• Knowledge and mapping is guided by governance that ensures that people with a disability, their families and carers are at the centre of the planning process.

Participation.

- Participation aims to increase the level of engagement and collaboration of people with a disability, their families and carers. It also invites engagement and consultation with a range of interested people to build an understanding of the informal, mainstream and specialist service system.

Analysis and Decision Making.

- Analysis is the process of interrogating information gathered through the planning process to build insight, understanding and options.
- Decision making is the process of identifying and prioritising strategies to increase choice for people with a disability, their families and carers.

Plans, Implementation and Review.

The Sector Planning Framework will produce plans that are guided by governance, informed by data and evidence, underpinned by rigorous analysis and decision making, are person centred and built on broad participation.

5.2 Client Driven Practices

- Active facilitation and influencing to get client participation and secure commitment from both agencies and client.
- Taking the time to build and re-build client/community relationships.
- Adopting a holistic approach to client's circumstances and needs, including family considerations. Develop a care plan that encompasses both client and family.
- Create and implement a service plan that provides clients with a sense of continuity and support.

5.3 Case Coordination

- Inter-agency commitment is identified as a key success factor. Representatives of agencies are required to maintain representations at any inter-agency meetings and adequate experience and authority is required by the representative to allocate resources and ensure effective service delivery.
- Developing one plan for the client which includes the work being done by/with all agencies. This plan may also include actions and responsibilities the client agrees to do.
- Development of streamlined processes which can provide seamless services to clients' i.e. assessment process, case handling, etc.
- Conducting case conferences for clients on an "as needed" basis or when the client's needs and circumstances are complex and involve a number of agencies. This facilitates the flow of information and clarity about the needs and goals for the client.
- The use of common tools such as assessment tools and procedures used by a range of agencies provide consistency and transferability of information.

5.4 Complex Needs - Co-ordinated assessment

- Clear and defined operating principals of Case Co-ordination Programs: *“A Person-Centered Approach, Participation & Partnership (between agencies and clients and across the sector), lawful information sharing that supports better outcomes for people with complex needs, Aboriginal cultural inclusion, Cultural competence in service planning and delivery and Strong Governance & Accountability.”*
- Clearly defined eligibility criteria are set out.
- Data on the implementation of the Case Co-ordination model is collected and used for the review and evaluation of the systems in place.
- Agencies of varied services are invited to join the membership of the case co-ordination panel allowing for greater interaction and collaboration of agencies from varied service offerings in both government and private organisations.
- Procedures are in place for the referral process.

5.5 Referrals Pathways

Inefficiencies , complexities and breakdowns in referral pathways cause frustration for clients and referring agencies as well as an ineffective use of resources. The impact on clients of flawed referral pathways should be of key concern, as severe hardship can be a likely outcome.

The referral process can be divided into three components; referral decision making, client coordination and access to client specific service providers.

Referral Decision Making

There are three main factors that contribute to the referral decision making process.

- **Variation in Referrals:** The decision to refer varies widely amongst primary referring agencies. Factors that are associated to referrals are related to the client. Such as the nature of the presenting problem, client expectations and burden of additional cost and time. A large portion can also be associated with the referring person’s characteristics, including type of training and length of referring experience.
- **Appropriateness of Referrals.** Three general methods have been used to define the appropriateness of referrals: (1) adherence to existing guidelines or predefined criteria; (2) judgment by the provider making the referral, the agency receiving the referral, or an external expert not involved in the client’s care; and (3) whether the referral results in an improvement of the client’s current state.
- **Timeliness of Referral.** Late referrals to specialist services for clients with complex needs by referring agents not as experienced could result in a worse outcome for the client.

Client Coordination

- Referral Tracking. Referral tracking is an important task for the referring provider to ensure that the referral was completed. Poor referral tracking leads to inappropriate re-referrals, inefficient care, and worse client satisfaction.
- Information Transfer. Even though all service providers highly value communication between referring providers and referred agents the lack of effective information transfer is one of the greatest problems in the referral process.

Strategies for Improving Referral Process

- Referral guidelines provide a foundation which formalises and clarify the referral process criteria.
- Feedback from clients about referral process.
- Training.
- Regular meetings between providers.
- Third party pre-screening panel to detect unnecessary or priority cases.

5.6 Engagement with clients

Building rapport and trust with local client is important to successfully engage with disadvantaged clients, especially those who are hard-to-reach. Effective CLCs have a clear and credible identity and engage their communities effectively by removing or addressing potential barriers to accessibility. The community recognises the services as credible and reputable, leading to the building of trust and ultimately the usage of the service.

Client engagement and trust can be enabled by using a number of strategies (Forell & Gray, 2009). This includes;

- Partnering with a local, trusted agency
- Engaging with respect community leaders and stakeholders
- Making the services accessible in an easy to reach place
- Provide private spaces for confidentiality
- Creating referral systems
- Marketing the service

5.7 Effective coordination and collaboration with other providers

Effective coordination and collaboration with other service providers is a key feature of providing effective legal assistance service. Effective collaboration is not only required with other service providers, but also with the all parts of a legal assistance agency and other community members or organisations who may interact with disadvantaged and vulnerable member of the community (Forell & Gray 2009; Long & Beveridge 2004; NPBRC 2013).

It is suggested in the National Pro Bono Resource Centre review (2013) that it is essential to form relationships with other community agencies that will be strong enough to overcome any barriers and encourage the provision of assistance in situations where it

may not be so convenient for the client. Trust and respect on both sides of this partnership is critical, as is development of formal and informal mechanisms for sustaining the relationship. Successful strategies for maintaining effective partnerships include shared planning, regular meetings, informal or social communication, training staff and formal dispute resolution processes (Forell & Gray 2009; NPBRC 2013).

5.8 Accessibility

A number of studies have stressed the need for flexibility in CLC services to facilitate accessibility (Allison et al. 2012; Forell & Gray 2009; Forell, McDonald et al. 2013). The service needs to be flexible enough to reach transient clients and to provide timely assistance to clients who have chaotic lives, are facing an emergency or are at crisis point.

The CLC should also make available locations that are accessible (i.e. outreach locations), offer consistency and continuity in service provision and should overcome any cultural barriers by being culturally appropriate and sensitive (Commonwealth Attorney-General's Access to Justice Taskforce 2009; Forell & Gray 2009; Forell, McDonald et al. 2013). Furthermore, this service needs to be delivered in a mode that is effective and comfortable for the client, sometimes requiring face-to-face consultation. Offering a private space for confidential communication between legal assistance provider staff and client is also an important factor for facilitating use of the service (Forell & Gray 2009).

5.9 Efficient administration

Effective administration, coordination and record keeping from intake through to referral have also been identified as important features of successful legal assistance services by CLCs (NRHA 2004). Efficient administration is important for facilitating coordination between partners and other agencies, marketing the service and linking with clients, booking in and referring clients, training and supporting legal and agency staff, coordinating recruitment and training and managing funding and reporting requirements (Forell & Gray 2009). Furthermore, efficient record keeping can be vital when the legal assistance service providers have multiple locations and can assist with follow-up of transient clients. If agencies are booking in clients, there needs to be guidance and support to ensure that intake and conflict checking is managed appropriately (Forell, McDonald et al. 2013).

6. Partnerships, Relationships & Volunteers

6.1 Strategic Partnerships

Co-Location of legal and non-legal services.

Examples of initiatives involving coordination between legal and non-legal organisations in each state/territory are as follows:

- NSW: homeless persons' legal services and the Regional Outreach Clinic Program, which hosts Legal Aid outreach services.
- Victoria: homeless persons' legal services, the co-location of the West Heidelberg CLC and Banyule Community Health and Seniors Rights Victoria
- Queensland: homeless persons' legal services, the Regional Legal Assistance Forums (RLAFs), which are place-based initiatives, the co-location of the Logan Youth Legal Service and Youth and Family Service (Logan City), relationships between Legal Aid and community organisations to facilitate legal information and referral, such as Community Access Points and multidisciplinary community-based organisations, such as the legal, advocacy and community development services of the Advocacy and Support Centre.
- South Australia: homeless persons' legal services and ongoing relationships between Legal Aid and community organisations to facilitate legal information and referral, such as Murray Bridge Outreach.
- Western Australia: multidisciplinary community-based organisations, such as citizens advice bureaus, which provide information, referrals and mediation services and the Geraldton Resource Centre, which co-locates the Geraldton CLC with financial, tenancy and other community services.
- Tasmania: the Tasmanian Government's multi-agency Safe at Home family violence initiative and the Migrant Resource Centre of Southern Tasmania, which provides information about legal and other services.
- The Northern Territory: co-location of the Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council domestic violence service with other health, cultural and social services at Pitjantjatjara Council Resource Centre, coordination of legal, counselling and referral services for Indigenous victims of family violence at the North Australian Aboriginal Family Violence Legal Service and the Central Australian Aboriginal Family Legal Unit Aboriginal Corporation
- ACT: Street Law, which is an ongoing relationship between community legal services and community organisations to provide crisis, child, family, women's, migrant and settlement services.

6.2 Volunteer Strategy

Volunteer training and accreditation

- Access volunteer training and development needs, provide supervision and support.
- Recognise and reward volunteer's learning. Some volunteer organisations have established highly regarded in house training for their volunteers e.g. Citizens advice, SSAFA. Both organisations have their training accredited through the Open College Network. The Red Cross offers certificates in retail skills and encourages young volunteers to develop these skills while making a difference in their

communities.

This allows volunteers to have transferrable skills that will aid them in finding paid work, seen as a win-win for both volunteers and CLC.

- Recognition of volunteer contribution. Informally, telling volunteers they are doing a great job, asking their opinions on internal developments, getting them to feel comfortable with being a part of the organisation's social life - all are important. More formally, volunteer events where group recognition takes place, the awarding of certificates, including volunteers in staff meetings and inviting them to be members of working groups offer possibilities. These will demonstrate a recognition both to all volunteers, staff and committee members of the importance of volunteers.

Volunteer legal practicing certificate

As of 1st July 2015, free volunteer practicing certificates are now available in five jurisdictions, Australian Capital Territory, Queensland, Victoria, Western Australia and New South Wales.

Introducing free volunteer practicing certificates in SA could encourage more lawyers to give back to the community through pro bono work.

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