



**Community
Legal Centres
Queensland**

Resource and Facilitation Guide

Regional Service Planning

2018

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Background

Under the National Partnership Agreement for Legal Assistance Services, the parties are required to engage in collaborative service planning. In 2018 the Queensland government has funded CLCQ to undertake regional service planning as part of its obligation to undertake collaborative service planning.

CLCQ has undertaken pilot regional service planning in 2 regions, Ipswich and Moreton to test planning processes and frameworks and then conducted an Expression of Interest process to identify 3 additional regions of Southwest Queensland, Mackay and Cairns.

The primary vehicle for the planning process in the region were the Regional Legal Assistance Forums (RLAFs) which consist of regional community legal centres, Legal Aid Queensland regional offices and Aboriginal and Torres Strait Islander Services regional offices. The planning process also collects community feedback about legal need from other community-based service agencies.

The outcome of the regional planning process is a regional service plan which is provided to the Queensland Legal Assistance Forum which provide strategic advice to the Queensland government about the future of legal service development and funding.

This Guide

This guide has been designed to support and resource the facilitation and planning process, based on the processes that have been trialed as part of this project.

Section 1 of the Guide outlines the processes for preparing and facilitating the planning process from inception to monitoring the implementation of the plan.

Section 2 contains a series of appendices that resource the various stages of the planning process. Section 1 highlights a relevant resource in the Appendix in red.

The guide is based upon a planning process that involves participants from a range of legal assistance services including community legal centres, legal aid commissions, Aboriginal and Torres Strait Islander Legal Services and Family Violence Prevention Legal Services. In Queensland, this may be a Regional Legal Assistance Forum (RLAF) or a related group.

The guide is also written for the person who has agreed to be the facilitator of the planning process who will be undertaking the preparation for planning, including data gathering, compiling the data pack and the facilitation of the workshop. It is assumed that this will be same person, but it is not necessary. Using the facilitation guide, there can be agreement for two or more people to be responsible for different parts of the process.

Why do regional service planning?

The main outcome of the regional service planning process is to develop a regional service plan that identifies the region's priorities in how legal assistance services can work together to meet the legal needs of vulnerable and disadvantaged people. The regional plan can:

- Enhance working relationship between legal assistance services in the region
- Ensure effective referral processes between services
- Identify the need for new and or increased services in the region which informs government funding processes through the Queensland Legal Assistance Forum
- Develop or enhance partnerships between legal assistance service and other community and health agencies
- Identify training needs for staff and volunteers of legal assistance services
- Develop and collaborate on community legal education initiatives
- Identify and collaborate on areas of policy and law reform.

What is the process?



SECTION 1 – THE PROCESS

1. Getting people on board

To Do:

- ✓ *List of Legal Assistance Services participating in planning*
- ✓ *Schedule inception meeting*

Establish the planning group

The first part of the process is to determine which Legal Assistance Services (LAS) will be involved in the regional service planning process. In your region you will need to consider whether there are:

- Community Legal Centres
- Legal Aid Queensland regional offices
- Aboriginal and Torres Strait Islander Legal Services
- Family Violence Prevention Legal Services

This first stage is to get agreement to do regional planning by the relevant LASs.

Planning processes are best undertaken by groups of people that understand the benefit and the value of working together to make a plan.

The regional legal assistance services may already meet as part of the Regional Legal Assistance Forum (RLAF). If this is the case, then putting regional service planning on the next meeting agenda would provide a way of talking about whether the group should embark on regional service planning.

Once you have established the members of the group to participate in regional service planning schedule a short meeting time for an inception meeting.

2. The Inception Meeting

Purpose of inception

The purpose of the inception meeting is to discuss the preparation for the planning process and establish the planning timetable. It will also be an opportunity to emphasise the value of regional planning for LAS organisations and their clients so the process runs smoothly.

To Do

- ✓ Obtain agreement for LAS to share their data
- ✓ Key contact person for each LAS for interviews
- ✓ Compile a list of key community organisations that should be consulted in the data gathering phase
- ✓ Set date for a half-day planning workshop

Who to involve

The inception meeting should involve representatives of all the Legal Assistance Services that have agreed to be part of the planning process.

Agenda

An example agenda is below, including background for each agenda item so that the facilitator can speak to each item. This meeting should not take more than 30 minutes.

Agenda item	Background
1. Purpose of regional service planning	The meeting provides an opportunity to discuss why regional planning is important and why the process needs good engagement from all LASs.
2. Agreement to share service data by all LASs	The planning workshop involves an analysis of legal needs data including data about the types of clients receiving an existing service and the types of services already available in the region. Service data will need to be shared and collated in the compilation of the data pack.
3. Name and contact details of key organisational person (Fill out the contact sheet - see Appendix A)	Preparation for the planning workshop includes interviews with each Legal Assistance Services, so the facilitator will need a contact person to arrange each interview. The contact list will also be handy in communicating with the group prior to the workshop.
4. Community Consultation (Fill out the contact sheet – see Appendix A)	Preparation for the planning workshop includes interviews with community organisations that Legal Assistance Services work or partner with to understand the social trends in the region. At the

	inception meeting, ask LAS participants to recommend organisations to consult, ideally including a contact person in the organisation.
5. Set date for half-day planning workshop	Agree on a meeting time and place for a half-day planning workshop about 6-8 weeks after the inception meeting.

3. Gathering Data

To Do

- ✓ *Collect and collate qualitative data*
- ✓ *Follow-up LASs for service data*
- ✓ *Populate the Data Pack template with the quantitative data*

Developing the Data Pack

The Data Pack helps to identify the priority groups that will be focused on in the planning workshop.

The Data Pack steps through:

- the types of population groups in the region now and in the future (“the people”)
- the types of legal problems likely to be experienced in the region now and in the future (“the problems”)
- the types of services available in the region (“the services”) which will help to identify future legal needs and service gaps in the region in the planning workshop.

The program logic of this **planning framework** is in Appendix B.

The Data Pack consists of:

- Quantitative data (general population data, LASs data, data from courts or other government agencies e.g. Centrelink)
- Qualitative data (based on interviews/observations of LASs and regional community organisations – see Step 4)

How to develop the Data Pack (Appendix C) steps you through the process of collecting and collating the quantitative data, including a spreadsheet Analysis Tool.

The **Data Pack template** (Appendix D) is the power point format for summarizing the data to be used in the workshop.

Appendix E is an **Example Data Pack** from a regional planning pilot to show how it all fits together.

4. Consulting with Community

To Do:

- ✓ *Hold interviews with the LASs in the region*
- ✓ *Hold interviews with the recommended community organisations in the region*
- ✓ *Finalise the Data Pack by making an assessment of the priority groups based on qualitative and quantitative data*

Legal Assistance Services Interviews

The Data Pack contains qualitative information from speaking to each of the Legal Assistance Services. Using the contact list from the Inception meeting, make a meeting time with each of the services to talk through the **Legal Assistance Service Consultation Questions** in Appendix F. The questions are a basis for a conversations about the service's lived experience of legal need – not an interrogation! The categories of questions correlate to the **planning framework**.

Follow the **Data Pack template** for how to record these conversations.

Community Consultation Interviews

The Data Pack includes qualitative information from speaking to community organisations in the region that can comment on social trends. At the inception meeting you made a list of community organisations who the LASs recommended you consult. Now is the time to reach out to them for a conversation. Appendix G has some **suggested wording for community consultation about the planning process, including some broad questions** on which you can base your 30 minute conversation.

Follow the **Data Pack template** for how to record these conversations.

Finalising the Data Pack

At the conclusion of the Data Pack, based on all the sources of data, some preliminary assessment is made of the key priority groups for region (these are listed on Slide 37 "Planning Focus"). The planning workshop will test this assessment and can assist with planning for the workshop.

5. Planning Workshop

- Reviewing Data
- Planning for Priority Groups

To Do:

- ✓ *Collect the resources to facilitate the workshop*
- ✓ *Facilitate the planning workshop*

Planning for the Workshop

To facilitate the planning workshop, you will need the following resources:

- Data pack power point presentation (either shown on screen or 1 hard copy per participant)
- Priority client group summaries (1 per participant)
- Butchers paper (approximately 10 pieces)
- Stickers (dots or stars – enough for each participant to have 5 each)
- Post it notes
- Pens/markers

Facilitating the Workshop

There are 2 key parts to the planning workshop –

1. data review
2. planning for priority groups

A **sample planning workshop agenda** is in Appendix H. The minimum amount of time for the workshop is 2 hours.

❖ Welcome and introduction

- As part of setting the scene for working together it's important that participants know each other's names and their role and organisation and for groups
- Use your favourite ice-breaker if the group doesn't work together regularly
- The facilitator should also set the purpose for the group in the welcome and introduction and check the group's agreement with the purpose.

"The purpose of today is to look at the legal needs of our region and develop a draft plan to help us better meet those needs."

❖ Data Review

- Talks through the data pack with the group. The data pack suggests some key discussion questions for group discussion.
- The overall purpose of the data review section is to get group consensus on the key regional priority client groups that will be the focus for the remaining planning discussion. Ideally the number of priority groups should not be large, keeping them to 5-6 as a maximum.
- When agreed, each priority group is written on a separate piece of butcher's paper.

❖ Planning

- Each priority group butcher's paper is displayed on the walls so that the group can circulate between them.
- Introduce the **planning strategy domain** area i.e. the types of activities that can be incorporated in the plan:
 - Improving referral pathways
 - Developing Partnerships
 - Training for legal services
 - Community education
 - New or additional services
 - Advocacy

Below is an example butcher's paper layout for each priority group:

Priority Group: Older people	
Referral Pathways	Partnerships
Training for legal services	Community education
New/additional services	Advocacy

- **Priority Group Focus:** Introduce and distribute the **Priority Client Group Summaries** in Appendix I. The priority client group summaries provide legal research guidance to help generate planning ideas for providing legal assistance/building local capacity to provide assistance for different priority client groups. Confirm with the group the priority groups that the discussions will focus on as agreed from the data conversation. Distribute the post-it notes and pens to every participant and instruct them that the process is one idea on one post-it note.
- **Group Exercise – Developing Strategies for one priority group:** Choose one priority group to work on together as a whole group. Using the priority client group summaries as a reference ask the group to contribute plans in the domain areas for the group e.g. Training on Enduring Powers of Attorney, new outreach at the retirement home. Write the ideas on post-it notes and sort into the domain

category, modelling for the group the idea generation, recording and sorting process. Take 5 minutes to run the group process

- **Individual Exercise – Developing strategies for other priority groups:** Invite individual participants to write up ideas for all the priority groups using the post-it note method. The group can add ideas to the first priority group also. Encourage conversation between participants as part of the ideas generation process. This will take about 20 minutes or until you notice that the ideas generation is slowing down. Example [photos of a similar session](#) are in Appendix J.
- **Group exercise – review (and add) strategies:** As a group review the ideas for each priority group so that the group has a good idea of all the ideas proposed. You can ask participants to help read out the ideas. At the end each priority group give the group an opportunity to ask questions or clarify ideas of each other or add any last minute new ideas.
- **Prioritising (dotmocracy) strategies:**
 - Ask the group to identify priority ideas that the group can work on together as part of their regular meeting agenda. Place a * next to these ideas.
 - Ask the group to identify the priority ideas for agencies outside the group e.g. Dept. Justice and Attorney-General, Community Legal Centres Queensland, Queensland Legal Assistance Forum and any other individual organisations in the group. Note these next to the relevant ideas on the butcher's paper.
 - Distribute 5 stickers to each participant and ask them to prioritise all the ideas by using the stickers to indicate a vote. More than one vote can be used on one idea if the participant is keen for the idea to be given top priority.
- **Close and New steps:** Review the votes and then discuss the next steps which will include the ideas being written up into a draft plan and distributed to the group for a 2 week feedback process and tabled at the QLAF meeting for noting.

6. Drafting and Finalising the Plan

The butcher paper and the post-it notes form the basis of the plan.

Using the **Regional Plan template** in Appendix K write up the plan.

There is an **example plan** in Appendix L.

Once the plan is in draft form circulate the draft plan to the group for a 2 week feedback process. It helps to remind people of the deadline for feedback a few days before it closes.

Here is an example email that could be sent:

Thanks so much to all of you that attended on [day] and so willingly engaged in the planning discussions.

The draft plan is attached for feedback. As we discussed we are keen for the QLAF meeting in [month] to have the plan on their agenda, so please send any feedback to me by [date].

A few things to note:

- The yellow highlights are the priority items (based on our dotmocracy activity at the end of the session)*
- I've presumed that the priority items should be actioned first i.e. 2018/2019*
- The action items that don't have a timeframe or a person/org responsible might need to be reviewed in 2019/2020 as part of the RLAF agenda, particular if a lead RLAF agency is needed to get the action item rolling*
- Plans will always change – some strategies will become a more urgent priority than expected and some strategies might not seem like a good idea in 12 months' time. Monitoring the plan through the RLAF agenda will help shape the plan going forward.*

Looking forward to hearing your comments and thanks again for your engagement with the process.

Kind regards.....

To Do:

- ✓ *Write up the draft plan using the workshop notes and template plan*
- ✓ *Circulate the draft plan to the group for feedback*
- ✓ *Send the final plan to CLCQ for the QLAF agenda*
- ✓ *Circulate the final plan to the group for the next meeting agenda*

Adjust the plan with the feedback.

The copy of the final plan is then provided to Community Legal Centres Queensland to be tabled at the next QLAF meeting.

The final plan can be circulated to the group to be placed on the next meeting agenda for discussion, if not starting to action some items.

7. Implementing and monitoring the plan

To do:

- ✓ *Put the plan on the meeting agenda to see how it is tracking and decide what needs to be done next*
- ✓ *Celebrate progress*
- ✓ *Reflect on what is working and what could be changed about the plan*

Putting the plan into action

Putting the plan on the meeting agenda for the RLAF can ensure the plan is a reference point for the actions that the RLAF can take next such as:

- Who should we invite to our next meeting to talk to the group about their services?
- Are there any community education activities we can work on together?
- Disseminate information about upcoming training that has been identified on the plan
- Other community relationships or partnerships that are emerging with the identified priority groups

Monitoring the plan

The discussions about the plan can also questions such as:

- How the plan is progressing?
- Do any of the ideas in the plan need to be prioritized further?
- Have any of the ideas become less relevant and need to be taken off the plan?
- How the group is working together and are there are any new benefits from the collaboration?
- Are we achieving our goal of better responding to the priority groups in our region?

“A goal without a plan is just a wish”

- Antoine de Saint-Exupéry

SECTION 2 – THE RESOURCES

Appendix A: Contact Sheet

[Name of region] regional planning

[Date]

Legal Assistance Services			
Name	Organisation	Email	Telephone number
Community Organisations for consultation			
Name	Organisation	Email	Telephone number

Appendix B: Planning Framework

DATA COLLECTION						ANALYSIS			RECOMMENDATIONS / PLAN
PROBLEM		What problems do we expect?	What problems do we see?	What problems don't we see?	Future / emerging problems?	What services are required?	What services are provided? (Met need)	What are the gaps? (Unmet need)	What are the services or activities that will meet the gaps? (Addressing unmet need)
<i>Data source</i>		<i>LJF Court data</i>	<i>CLASS Database</i>	<i>LJF vs CLASS / database Qualitative</i>	<i>Qualitative</i>				
PEOPLE	Who are the people in the region?		Who are the people we see (clients)?	Who are the people we don't see?	Demographic change / new client groups?				
<i>Data source</i>	<i>Census ABS Council</i>		<i>CLASS Database</i>	<i>ABS vs CLASS / database</i>	<i>ABS?</i>				
Service type / number of services / number of people / time spent						Service type / number of services			

Appendix C: How to Develop the Data Pack

Recipe for developing the Data Pack and Analysis tool spreadsheet:



Copy of recipe file
FINAL.xlsx

Appendix D: Data Pack Template

Power point slide deck for Data Pack



Data pack template
8.05.18.ppt

Appendix E: Example Data Pack

Example Data Pack:



Data Pack Moreton
090218-CLC005.ppt

Appendix F: Legal Assistance Service consultation questions

Name of Organisation:	Interviewer:
Date:	Interviewee:
What is the strategic focus of your organization (mission, vision, objectives)	[insert responses]
What services does your organization provide?	
What is your service's geographic catchment area?	
What is your client eligibility criteria?	
What types of staff provide services?	
Where are your services provided? (office, outreach, how often, what is the focus)	
How are your services provided? (face to face, phone, appointment, drop in)	
Do you use pro bono services in this region? If so how regularly and for what type of work?	
Does the type of service provide vary by geographic area within your catchment (e.g. Phone coverage only from some areas)	
Does the type of services provided vary by client demographics (e.g. CALD, single mum)	
Do you have any particular partnerships with other organisations for service provision?	
In your opinion are there currently gaps in service provision to help your clients solve their legal problems? (by geography, client group, legal problem, special needs)	
In your opinion which geographic areas appear to be well serviced	
Who are your clients? Do you have any key target groups?	
Are there any predominant demographic characteristics and/or	

Name of Organisation:	Interviewer:
Date:	Interviewee:
special need groups in your catchment area?	
How dispersed though your catchment area are your clients?	
If you collect turn-away information are there any consistent trends of the types of people you turn away because you can't provide a service?	
In your opinion are there certain client groups who appear to be well serviced by your organization or others in your catchment area?	
What are the main types of legal issues experienced by clients in your catchment area that you are aware of?	
In your opinion, are there certain legal problems that appear to be well serviced by your organization or others in your catchment area?	
Have you noticed any trends that indicate that new legal problems or trends are emerging?	
Any other comments	

Appendix G: Community consultation process and questions

Legal Assistance Services in [name of the region] Region are embarking on regional service planning. The service involved in the planning include:

- [Name of LAS]
- [Name of LAS]
- [Name of LAS]
-

This planning is an opportunity to build legal service assistance resources, by better understanding the existing and emerging needs in the community. It will also help to better understand referral pathways and consolidate referral relationships in the region.

To better understand the community needs in the region we would like to conduct a number of telephone interviews with local community organisations. We expect that these interviews will not take longer than 30 mins. The conversation will be treated confidentially and will be used to inform the trend data and information that will be used as input to the planning process.

The areas we would like to cover include:

1. How do you identify that people accessing your service might need legal help?
2. What are the types of reasons that people need legal help? (E.g. family separation, violence, trouble with police, housing, debt etc.)
3. Where do you send or refer people to when they need legal help?
4. How easy or difficult is it to connect people to legal help?
5. What do you do if there are no options for legal help?

For any questions or comments the contact person at [*insert organisation and contact person details*]

Appendix H: Sample Planning Workshop Agenda

Agenda – [*name of region*] regional planning session

[Date]

- 1.00pm** Welcome and introduction
- 1.05pm** Presentation and discussion – people, problems and data
- 1.35pm** Break
- 1.40pm** Group exercise – developing strategies for one priority group
- 2.00pm** Individual exercise – developing strategies for other priority groups
- 2.20pm** Group exercise – review (and add) strategies
- 2.45pm** Prioritising strategies (RLAF agenda; other agencies; RLAF priorities)
- 2.55pm** Next steps and close

Appendix I: Priority Group summaries

Priority client group summaries

Source: Law and Justice Foundation of New South Wales: *Collaborative Planning Resource – Service Planning* (November 2015) – concepts summarised below

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Single parents				
<ul style="list-style-type: none">• Overlap:• Financial disadvantage• Low education	<ul style="list-style-type: none">• Family Law• Consumer• Crime• Multiple legal problems	<ul style="list-style-type: none">• Family and friends• Antenatal clinics, maternal health, family health services• Hospitals, GPs• Centrelink• Schools• FRC and family breakdown support services• Police, family violence, refuge staff	<ul style="list-style-type: none">• High level use for people under 44 years• Use of internet for help-seeking may be limited	<ul style="list-style-type: none">• Comprehensive legal diagnosis and triage (e.g. legal health check tool)• Joined up services to address ‘cluster of issues’
Older People (aged over 65 years)				
Overlap: <ul style="list-style-type: none">• Financial disadvantage• Disability	<ul style="list-style-type: none">• Consumer• Housing• Government related• Elder abuse	<ul style="list-style-type: none">• Family, including adult children• GPs, hospital and other health services• Aged care services• Veterans’ services• Migrant resource centres (for older CALD people)	<ul style="list-style-type: none">• Low use	<ul style="list-style-type: none">• Face to face and telephone advice (consider public transport and/or parking, mobility issues)• Multi-discipline strategies (e.g. lawyer-social work partnerships)
Young people (under 25 years of age)				

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Overlap: <ul style="list-style-type: none"> Financial disadvantage RRR areas 	<ul style="list-style-type: none"> Crime Rights (bullying/harassment) Personal injury Education-related problems Homelessness/out of home care Youth justice Child safety 	<ul style="list-style-type: none"> Family (parents) and friends School, including teachers Youth workers Homelessness services, youth refuges and youth services (for marginalised youth) Health services (including maternal child health nurses, and drug and alcohol services) 	<ul style="list-style-type: none"> High use generally Low use to access government services Low use to resolve legal problems 	<ul style="list-style-type: none"> Youth specific services Non-legal support to access appropriate legal assistance services
<i>Unemployed people</i>				
Overlap: <ul style="list-style-type: none"> Financial disadvantage Low education CALD 	<ul style="list-style-type: none"> Credit / debt Health Housing Rights (bullying, harassment, discrimination) Employment for newly unemployed (unfair dismissal, loss of entitlements) 	<ul style="list-style-type: none"> Legal triage services Centrelink offices and staff Internet based CLE resources 	<ul style="list-style-type: none"> High use of technology with potentially limited knowledge of where to look for relevant legal information Information may mobilise them to seek legal assistance 	<ul style="list-style-type: none"> Frequent usage of technology should be encouraged and made more readily findable via search engines Timely employment services so short deadlines are not missed Targeted services that joined up with other community and health services Legal services need capacity to respond to large scale retrenchments (e.g. use of targeted CLE & advice sessions)
<i>People with disability or mental illness</i>				
Overlap: <ul style="list-style-type: none"> Financial disadvantage Older people Low education Unemployment 	<ul style="list-style-type: none"> High vulnerability to legal problems – substantial & multiple Consumer law Crime Housing Multiple legal issues 	<ul style="list-style-type: none"> GPs, community health services, hospitals Guardianship services Mental health services, community health services Alcohol and drug treatment & support services 	<ul style="list-style-type: none"> Low use 	<ul style="list-style-type: none"> Health justice partnerships (integration of legal services into health settings) Outreach or integrated services Particular attention to timing of legal assistance
<i>People with low education attainment</i>				

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Overlap: <ul style="list-style-type: none"> Financial disadvantage RRR areas Single parents 	<ul style="list-style-type: none"> Consumer law Crime Housing Multiple legal problems 	<ul style="list-style-type: none"> People who have regular contact with these clients Health or welfare professionals 	<ul style="list-style-type: none"> Low use 	<ul style="list-style-type: none"> Broad legal and non-legal support to address all needs Targeted timely and joined up services Referral training and support to problem noticers Medico-legal and health justice partnerships Joined up legal and welfare services Unbundled legal assistance not suitable
<i>Indigenous Australians</i>				
Overlap: <ul style="list-style-type: none"> Financial disadvantage Low education RRR areas Single parents Unemployment CALD 	<ul style="list-style-type: none"> High vulnerability to legal problems – substantial & multiple Crime Housing Government (welfare benefits, fines) Health Rights Family law Credit / debt Employment 	<ul style="list-style-type: none"> Service provision by Indigenous legal services Non-Indigenous legal services employing Indigenous solicitors & other Indigenous non-legal staff Aboriginal field workers Build relationships/partnerships between community elders and services 	<ul style="list-style-type: none"> 63% of ATSI households reported having an internet connection in 2011 	<ul style="list-style-type: none"> Trust & rapport need to be established before Indigenous people are willing to seek assistance Invest time in building relationships & partnerships with communities through elders & trusted services Culturally appropriate CLE Mainstream legal assistance can employ Indigenous staff, partake in cross-cultural education Indigenous interpreters Improve coordination between Indigenous and mainstream legal services Employment of Aboriginal Field Officers
<i>People experiencing/at risk of domestic and family violence</i>				

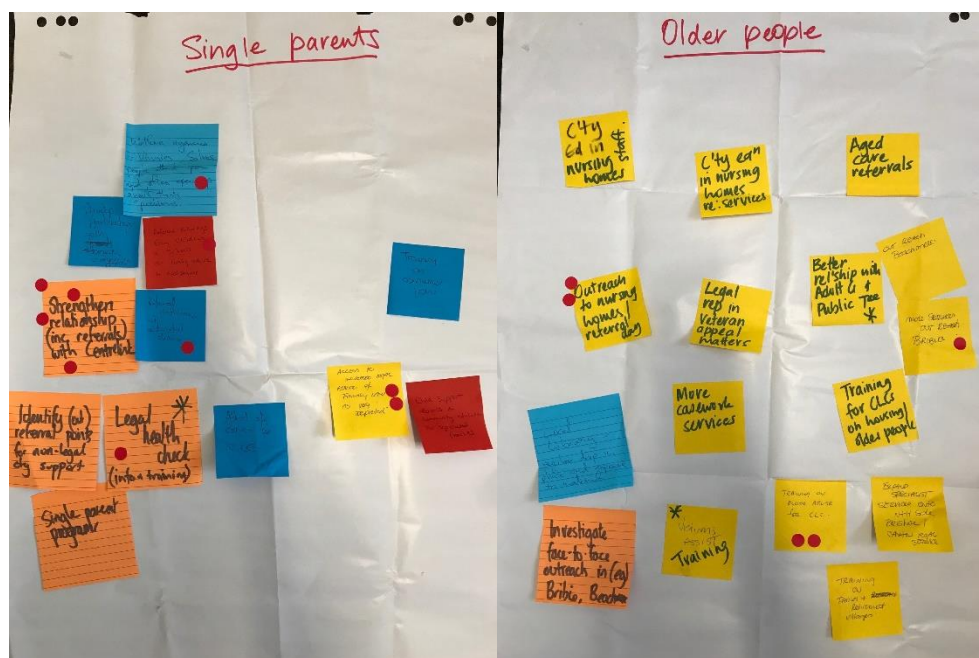
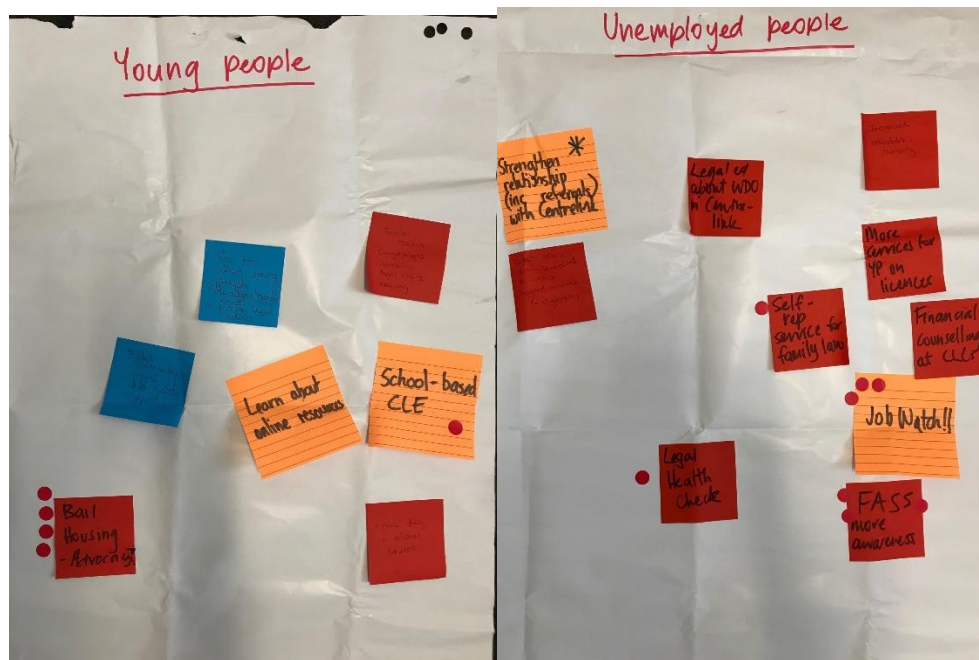
Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Overlap: <ul style="list-style-type: none"> • Younger people • Women • Pregnant • Recently separated • Single parents • Indigenous • RRR • Disability • CALD • Financial disadvantage 	<ul style="list-style-type: none"> • Underreporting of DV • Family law (children's issues) • Housing (crisis accommodation / homelessness) • Credit / debt • Consumer • Government • Rights • Other crime 	<ul style="list-style-type: none"> • Friends, family & work colleagues • Antenatal clinics, maternal child and family health services • Hospitals, GPs, mental health facilities • Centrelink • Schools • Community services • Police officers, court-based family violence services • Refuge staff • Family lawyers, family courts, FRCs 	<ul style="list-style-type: none"> • High level use for people 44 years and under • Risks and restrictions to some women's access to and use of technology • Use of internet for help-seeking may be limited 	<ul style="list-style-type: none"> • CLE for problem noticers (as to how legal services can assist people facing family violence, particularly for Indigenous and CALD communities) • Providing support and information to workers in places accessible to affected, monitored women (e.g. schools and GPs) • Services should be alert to and capable of responding to women who present for issues other than violence • Joined-up or collaborative service provision • Web-based information, advice & training services for community workers to increase capability
<i>People living in disadvantaged housing and homeless people</i>				
Overlap: <ul style="list-style-type: none"> • Disability • Low education • Financial disadvantage 	<ul style="list-style-type: none"> • High vulnerability to legal problems – substantial and multiple • Consumer • Credit / debt • Crime • Housing • Employment • Health • DV 	<ul style="list-style-type: none"> • Homeless services for rough sleepers • DV related services • Community, health, welfare & family support services • Youth services • Tenancy services & advocacy groups • Services for recently released prisoners 	<ul style="list-style-type: none"> • Not discussed 	<ul style="list-style-type: none"> • Information, support & referral training for support workers as a path to legal assistance • Outreach/co-location of legal services in places where homeless people go • Legal staff skilled in supporting people with complex needs • Consistent, timely, joined-up services • Longer appointment times • More intensive assistance
<i>Prisoners</i>				

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Overlap: <ul style="list-style-type: none"> Indigenous Mental health Low education Men 	<ul style="list-style-type: none"> Criminal law Debt Housing Employment Family law / child custody Issues particular to being incarcerated & following release, including unresolved issues prior to incarceration 	<ul style="list-style-type: none"> Legal services provided to inmates by Legal Aid & CLCs Telephone based advice services Corrective service staff or programs (e.g. custodial, welfare & education) Parole & post-release support – parole, general and post-release welfare & support services 	<ul style="list-style-type: none"> Low access 	<ul style="list-style-type: none"> CLE resources in prisons or for inmates (e.g. legal information portal) Civil and family law outreach services providing help for these issues Telephone based advice services
<i>People living in rural, remote and regional (RRR) areas</i>				
Overlap: <ul style="list-style-type: none"> Financial disadvantage Young people Low education Indigenous 	<ul style="list-style-type: none"> Crime Government Housing Credit / debt Consumer 	<ul style="list-style-type: none"> Public legal assistance services Outreach legal services Location coordination 	<ul style="list-style-type: none"> Relatively high access Fewer people use internet to access government services Mixed success with video conferencing 	<ul style="list-style-type: none"> Highly visible, well connected outreach services to remote locations, particularly for Indigenous people Trust and reputation needs to be established and maintained Joined up legal and non-legal services Significant variation between & within different RRR areas requires services to be informed by specific contexts State-wide telephone & CLE services
<i>People from culturally and linguistically diverse (CALD) backgrounds</i>				

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
Overlap: <ul style="list-style-type: none"> Financial disadvantage Unemployment Disability (Note diversity in experiences) 	<ul style="list-style-type: none"> Health problems Consumer Housing Crime Reported significantly lower levels of legal problems than people with English as main language 	<ul style="list-style-type: none"> Migrant resource centres Multicultural services Individual community networks and services Organisations funded by settlement services and grants programs 	<ul style="list-style-type: none"> Low use 	<ul style="list-style-type: none"> Initiatives to increase awareness of legal issues, build trust & link people to legal assistance Cultural competency within legal assistance services (e.g. additional time may be required, awareness of language barriers) CLE must be tailored to specific communities, culturally appropriate & provided in community settings CLE to problem noticers will link clients to assistance services Integrated service strategies & coordinated legal & non-legal support Outreach services Face to face CLE & legal services more appropriate (e.g. visual formats for explanations) Partnership between legal and migrant services
<i>Financially disadvantaged people</i>				
Overlap: <ul style="list-style-type: none"> Low education Older people CALD RRR areas Unemployed Indigenous 	<ul style="list-style-type: none"> Higher likelihood of substantial legal problems Consumer Government (social security) Housing Family law Credit / debt Health Discrimination / unfair treatment by police 	<ul style="list-style-type: none"> Centrelink Department of Veterans' Affairs Department of Housing Welfare services Health services & hospitals May vary according to reason for financial disadvantage 	<ul style="list-style-type: none"> Common use of online community legal information may point to legal help Note risk that people are influenced in the online environment by information provided by predatory lenders 	<ul style="list-style-type: none"> Coordinated responses from legal & non-legal services More supported legal services may be appropriate if there is stress or trauma associated with sudden loss of income Triage clients Services appropriate to identified need & capability Credible online legal information which is easily identifiable from less credible or harmful material

Priority client groups / overlap with other groups	Areas of law these groups are likely to experience	Accessible and appropriate services		
		Pathways and problem noticers	Technology	Service Delivery
People with multiple disadvantage				
Limited legal capacity across these groups: <ul style="list-style-type: none">• Young people• Older people• Indigenous• Disability or mental illness• Drug & alcohol addictions• Homeless• Unemployed• Humanitarian arrivals• DV victims• Prisoners• Financially disadvantaged	<ul style="list-style-type: none">• Higher likelihood of substantial and multiple legal problems• Consumer• Government• Money• Credit / debt• Rights• People with 6+ types of disadvantage reported 6 times as many problems as those without any disadvantage• Higher vulnerability to severe legal and non-legal needs• Prioritise more pressing basic needs (e.g. housing, clothing, food & financial needs) over responding to legal problems	<ul style="list-style-type: none">• Health services and hospitals• Homelessness and welfare services• Not-for-profit legal services• Community-based organisations	<ul style="list-style-type: none">• Phone & internet based assistance less appropriate• Low awareness of public legal assistance services (e.g. CLCs, ATSILS & Legal Aid)• Low literacy, language & communication skills mean online self-help & unbundled legal resources are less appropriate	<ul style="list-style-type: none">• Targeted & tailored assistance strategies are critical• Outreach & CLE to services relevant to the client group• Joined up legal and non-legal/welfare services including referral networks and co-located services, particularly in social isolated & disadvantaged communities• Support to health & welfare services to perform a ‘paths to justice’ role• Integrated & collaborative health and legal services (e.g. medical-legal and health justice partnerships)• Locally coordinated services• Non-legal/paralegal workers to link clients to legal assistance (e.g. Aboriginal Field Officers, migrant resource centre workers), assist with procedural tasks (e.g. completing forms, raising complaints with government agencies) & support clients in legal processes (e.g. court support workers)• Timely services at times of transition/crisis (e.g. DV duty lawyer, family law duty lawyer, hospitals)• Appropriate services, intensive enough to assist clients with lower skills, knowledge and resources• Face to face assistance to build trust & account for higher number of barriers to action and problem resolution

Appendix J: Example planning photos



Appendix K: Regional plan template

Planning Themes	Strategies	Person/ Organisation Responsible	Timeframe	Resources	Date completed
E.g. Improving referral pathways					

Appendix L: Example Regional Plan

DRAFT Moreton Region Legal Assistance Services Plan

Priority Client Groups in Moreton: Single Parents, Older People, Young People, Unemployed people, People with disabilities and mental illness, and people with low education attainment

The highlighted **yellow strategies** indicate Moreton Regional Legal Assistance Forum member's priority items and have been flagged to be progressed in the first 12 months of the plan. The strategies that are not highlighted we suggest that they be incorporated into RLAF agendas in the future to determine a lead RLAF agency be nominated to take further action, as resources are available. This doesn't mean that other strategies won't be actioned in the same time-frame and new priorities are set as a result of the RLAF regularly monitoring the plan.

Planning Themes	Strategies	Person/ Organisation Responsible	Timeframe	Resources	Date completed
Improving Referral pathways in the region	Strengthen referral pathways with: <ul style="list-style-type: none"> Local support and welfare agencies e.g. Salvos, youth services, mental health services (both referral to and referral from) Local Centrelink offices Local disability and mental health services e.g. community mental health, DSP and Adult Guardian Victim Assist Financial Counselling services Local domestic violence services Antenatal clinics, single parent programs child care and schools Child support 	RLAF agenda – invite relevant agencies to share information at RLAF meetings RLAF agenda	2018/2019 2019/2020	Draw on existing resources	
Equipping legal services to meet legal needs through training	Training on: <ul style="list-style-type: none"> elder abuse victims assist legal health checks Job Watch services 	CLCQ training agenda & RLAF agenda – PRCLS share their experience	2018/2019	Draw on existing resources	

Planning Themes	Strategies	Person/ Organisation Responsible	Timeframe	Resources	Date completed
	<ul style="list-style-type: none"> • FASS • Mental Health Act changes • Working with client with [diagnosis] • Assisted decision making • park and retirement villages • assisting clients with literacy challenges • online resources and running social media campaigns on rights • housing options for older people • consumer law 	<p>of using legal health checks</p> <p>CLCQ training agenda</p>	2019/2020		
Preventing legal problems and ensuring the community has legal information through community education	<p>Scope training to police about legal issues for people with complex needs.</p> <p>Scope school-based CLE opportunities</p> <p>Legal information in Centrelink offices at Work Development Orders for fines</p> <p>Legal information about licence offences and how to avoid them</p> <p>Scope community education opportunities for separating families in the region</p> <p>Training to nursing home staff about legal issues of older people and the available legal services.</p> <p>Investigate options to use local libraries for drop in legal services or legal information.</p>	<p>RLAF agenda</p> <p>RLAF agenda</p>	<p>2018/2019</p> <p>2018/2019</p>		

Planning Themes	Strategies	Person/ Organisation Responsible	Timeframe	Resources	Date completed
Increased or new legal Services to meet unmet or emerging legal demand in the region	<p>Investigate outreach services to local nursing homes</p> <p>Increased capacity to provide intensive casework services to clients in the region to meet complex needs particularly in the areas of family law</p> <p>Legal representation and service for veterans</p> <p>Expand existing specialist older people legal services to be more available in the region</p> <p>Investigate the need for outreach at Beachmere and increased services at Bribie</p> <p>Investigate outreach opportunities to provide services to young people at youth services</p>	<p>QLAF</p> <p>QLAF</p> <p>QLAF</p>	2018/2019	No resources available (yet)	
Advocacy	<p>Investigate the advocacy opportunities for increased support services for young people involved in youth justice including:</p> <ul style="list-style-type: none"> • drug and alcohol services • bail housing 	RLAF member org and CLCQ	2018/2019	Draw on existing resources to scope	



Community Legal Centres Queensland

