Community Legal Centres Queensland

Closing the Digital Gap

Foundations for a sector-wide digital strategy

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Review notes:
- This report is the finalised version of the original draft, following feedback from the sector (email and online session).
- For ease of review, comments and track changes are shown in this version. These will be removed from the final version.
- If you would like to provide final feedback and comments, please use the **Queensland CLCs Slack online space**, **#digital-strategy channel** and share your thoughts by 21/12/2018.

Contents

Purpose

The purpose of this document is to provide the foundations for the development of a digital strategy for the Queensland CLC sector. This document is presented as follows:

- section 1 provides the context for undertaking this work;
- section 2 describes the baseline needs and priorities identified so far for the sector;
- section 3 proposes guiding principles for the funding of technology-related initiatives;
- section 4 describes the proposed approach for the next step strategy development.

This report has been developed on the basis of discussions led by Community Legal Centres Queensland (CLCQ) and consultation with sector representatives (see detailed list in appendix).

1 Context

1.1 The scope of Digital

The term "digital" is often used in different contexts and can be interpreted either as specific (e.g. digital = online/mobile tools only) or all-encompassing (e.g. digital = anything that is technology-related). In the context of the Digital Strategy project, the term "digital" is interchangeable with "technology", and refers to the broad spectrum of **information technology** tools, systems, applications and channels.

In terms of its overall scope, the Digital Strategy project aims to provide a comprehensive approach to technology adoption and usage for the sector, taking into consideration the tools and systems relevant to the CLC sector as well as the underlying operational, management and governance processes.
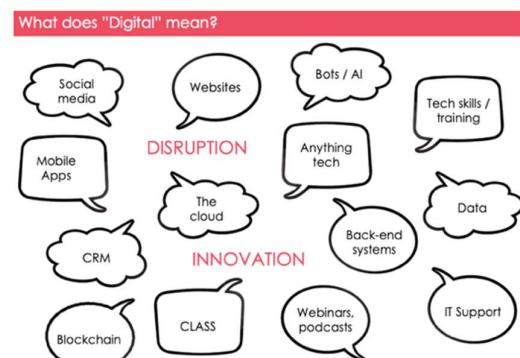
1.2 Digital and CLC sector:
current state of play

The CLC sector is becoming more and more dependent on effective digital tools to deliver its services, and sector stakeholders are increasingly aware of the opportunities and challenges technology creates for the sector, and the broader arenas of legal services and social justice.

The CLC sector has traditionally been lagging in terms of technology usage, with limited focus, expertise and effort dedicated to technology adoption. CLCs operate in an increasingly competitive environment, and the ability to integrate digital capacity into their operational model is becoming crucial to the sector's long-term sustainability. The sector recognises the risk of not addressing the digital gap, and the imperative to "get technology right" to fulfil their purpose.

A challenging balancing act:
As a key enabler of innovation, efficiency and overall sustainability, technology requires dedicated effort, capacity, and funding. A key challenge for CLCs is to balance the demands of immediate service delivery priorities vs long-term capacity building. In practice, technology initiatives, particularly those that are not directly related to providing assistance to a client, tend to be de-prioritised in favour of addressing urgent client demands and meeting stakeholders expectations of CLC performance. This hampers the ability for CLCs to adopt technology and further widens the digital gap. Hence, it is critical for the sector and its funders to recognise the need to support and fund digital capacity building initiatives "above and beyond" existing funding allocations.
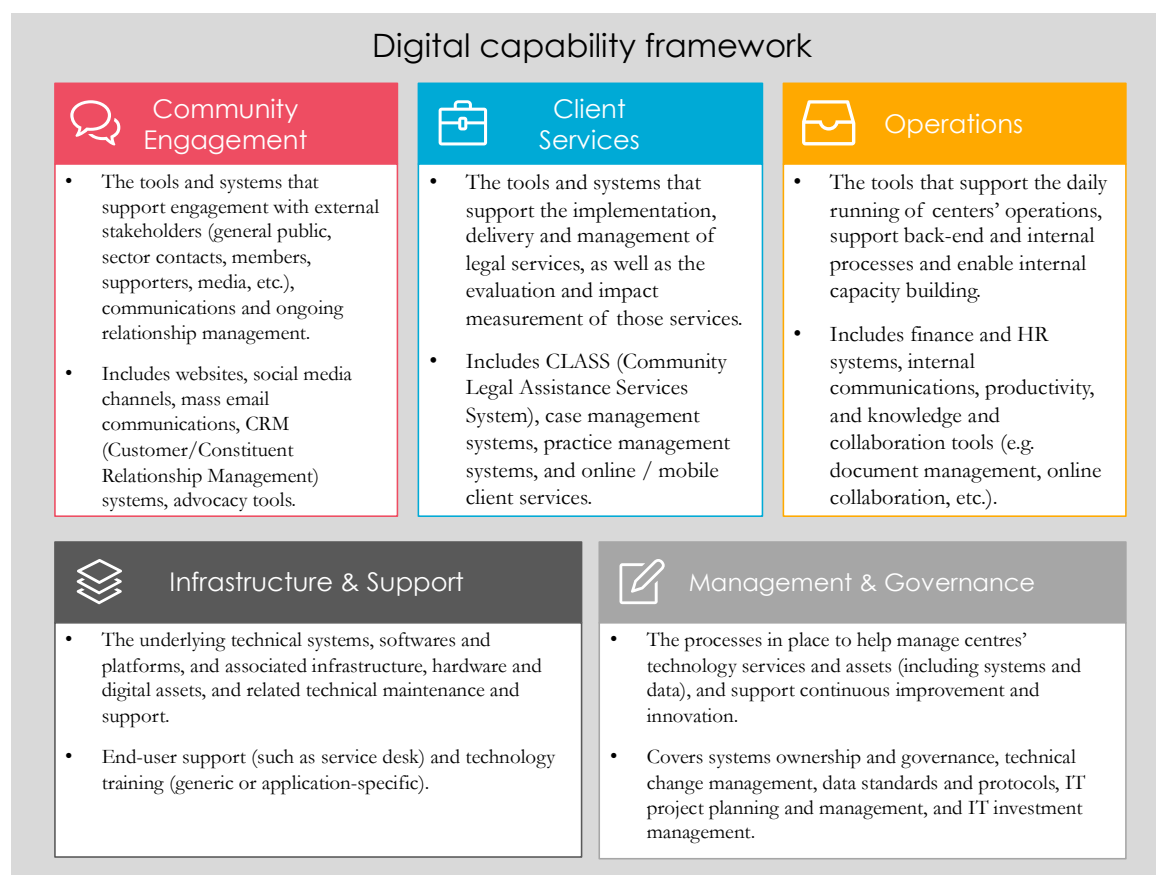
Whilst the CLC sector has a unique make-up of organisations with varying technology maturity levels and needs, there are common themes emerging in terms of how technology is seen across the sector:

- technology is critical to the sector's ability to deliver high-quality services to vulnerable people who need access to justice, and create a positive impact for the community;

- getting technology right is a common challenge across organisations, largely due to lack of capacity in terms of funding, resources availability, technology skills and expertise;

- whilst access to technology in unprecedented, the offering is vast, which, combined with the fast pace of change in the digital space, creates an overwhelming environment for CLCs to make the right technology choices;

- attempts at technology adoption meet varying levels of success and tend to be done in an isolated fashion, missing the opportunity to tap into existing solutions and lessons learnt;

- each organisation has its unique set of priorities, needs and capacity, and the level of technology change required will vary from one organisation to another;

- there is currently a good level of appetite for undertaking digital initiatives change, and a significant number of CLCs are planning some form of technology change in the next 12 months;

- change management is a critical aspect of successful technology adoption, and risk aversion towards technology implementation failure creates an additional barrier to access and innovation.

2 Sector needs and priorities

2.1 Digital capability framework

The digital capability framework proposes a structure to articulate the scope of needs and priorities for the sector, taking into account the tools and systems as well as the underpinning operational and governance processes.

Digital capability framework

Community Engagement
- The tools and systems that support engagement with external stakeholders (general public, sector contacts, members, supporters, media, etc.), communications and ongoing relationship management.
- Includes websites, social media channels, mass email communications, CRM (Customer/Constituent Relationship Management) systems, advocacy tools.

Client Services
- The tools and systems that support the implementation, delivery and management of legal services, as well as the evaluation and impact measurement of those services.
- Includes CLASS (Community Legal Assistance Services System), case management systems, practice management systems, and online / mobile client services.

Operations
- The tools that support the daily running of centers' operations, support back-end and internal processes and enable internal capacity building.
- Includes finance and HR systems, internal communications, productivity, and knowledge and collaboration tools (e.g. document management, online collaboration, etc.).

Infrastructure & Support
- The underlying technical systems, softwares and platforms, and associated infrastructure, hardware and digital assets, and related technical maintenance and support.
- End-user support (such as service desk) and technology training (generic or application-specific).

Management & Governance
- The processes in place to help manage centres' technology services and assets (including systems and data), and support continuous improvement and innovation.
- Covers systems ownership and governance, technical change management, data standards and protocols, IT project planning and management, and IT investment management.

An initial assessment of needs and priorities was conducted as part of the Project Initiation workshop, and the following sections provides the baseline findings in terms of current capability, value potential, and main challenges and opportunities. The Digital Strategy will aim to further evaluate those capability areas and develop approaches for addressing sector needs.

2.2 Community Engagement

- The tools and systems that support engagement with external stakeholders (general public, sector contacts, members, supporters, media, etc.), communications and ongoing relationship management.
- Includes websites, social media channels, mass email communications, CRM (Customer/Constituent Relationship management) systems, advocacy tools and any other community engagement systems and apps.

Current fit level	Value potential	Main challenges/gaps	Opportunities
★	★★	• Little to no dedicated tools/systems: social media / web / email comms OK, but poor or no tools for CRM or advocacy • No dedicated role /resources in centres to support / drive this • Poor knowledge of audience and how to engage with different groups • Risk aversion (e.g. client privacy risk)	• Increase overall support for the sector and centres through more supporters, volunteers and funding sources • Strengthen sector identity, increase sector recognition and greater advocacy • Integrate in accreditation requirements

2.3 Client services

• The tools and systems that support the implementation, delivery and management of legal services, as well as the evaluation and impact measurement of those services.

• Includes CLASS (Community Legal Assistance Services System, the national client database for CLCs), case management systems, practice management systems, and online / mobile client services.

Current fit level	Value potential	Main challenges/gaps	Opportunities
★	★★★	• Reliance on external / additional products and systems to bridge gaps in CLASS • Knowledge gaps about what CLASS can do and how to optimize its usage • Paper vs online (still heavy reliance on paper-based processes) • Time and efficiencies	• Build on CLASS / take CLASS to the next level: increase knowledge sharing within sector, learn from other centres how they use it, improve processes for data entry, increase training • Diversify service delivery • Enhance client information services through podcasts, webinars, online client information • Increase access and accessibility to technology and online tools for clients • Create efficiencies through technology for key processes like client intakes

2.4 Operations

- The tools that support the daily running of centers' operations, support back-end and internal processes and enable internal capacity building.
- Includes finance and HR systems, internal communications and productivity tools (e.g. email, task management systems, etc.), eLearning, project management, and knowledge and collaboration tools (e.g. document management, online collaboration, etc.).

Current fit level	Value potential	Main challenges/gaps	Opportunities
★	★★	• Ability to roll out change across sector (readiness / capacity) • Different levels of maturity across sectors with different levels of needs • Lack of time in seeking, finding and implementing new technology • Ability to share ideas and expertise across sector	• Leverage knowledge within sector (e.g. CLE topics) • Leverage knowledge outside CLC sector • Share lessons learnt (what system/tool has been tried, what's worked, what hasn't) • Online collaboration • Rostering capability

2.5 Infrastructure & Support

- The underlying technical systems, softwares and platforms, and associated infrastructure, technical maintenance and support.
- End-user support (such as service desk) and IT training (generic or application-specific).
- Includes digital assets (devices, softwares, etc.), networking and comms (telephony), data centres and hosting services, support and maintenance, and IT skills development for staff and volunteers.

Current fit level	Value potential	Main challenges/gaps	Opportunities
★	★★	• High variability across sector in terms of available infrastructure and support (tied to funding / capacity) • IT maintenance costs can be challenging (centres can't afford or don't have the scale to justify internal resources, but in turn may have to rely on expensive external providers)	• Get funding for higher quality, more accessible infrastructure (online /cloud) • Option to secure better pricing and quality for IT support through economies of scales (partnerships with external providers) • Leverage donations, in-kind support

Current fit level	Value potential	Main challenges/gaps	Opportunities
		• Clear gap in IT training • Potential challenges with connectivity/access for remote clients.	• Adopt technologies which allow centres to reduce reliance on external partner (e.g. choice of easy to use content management systems for websites) • Increase IT training / build internal capability

2.6 IT Management & Governance

- The processes in place to help manage centres' technology services and assets (including systems and data), and support continuous improvement and innovation.
- Covers systems ownership and governance, technical change management, data standards and protocols, IT project planning and management, and IT investment management.

Current fit level	Value potential	Main challenges/gaps	Opportunities
★	★ ★ ★	• Lack of expertise • Risk averse culture, conservative decision-making • Competing priorities when it comes to budgeting for technology • Constantly evolving technology, guidelines and law: difficulty in "keeping up" and making long-term plans	• Free up resources through better suited infrastructure (e.g. cloud) • Improve technology planning and sustainability • Build technology around and into standards and practices, especially around management of client information (as part of quality governance, risk management guide) • Reduce risk (human errors, ethics, compliance) through fit-for-purpose, more reliable, known systems • Insurance coverage for technology risk

2.7 Priority projects overview

In addition to the above initial assessment of needs and opportunities, CLCQ had previously gathered input through a number of engagement activities (e.g. Leadership Forum, surveys, network meetings), and the table below provides an overview of baseline priority projects for the sector. The Digital Strategy will further explore these capability areas and determine approaches for addressing these needs across the sector.

Priorities	Recommendations for the Digital Strategy
💬 Community engagement	
New websites	Develop approach for website platform selection and web development providers, including guidelines for website functionality scoping (e.g. technology supporting online donations, safety and accessibility requirements, etc.)
CRM / supporter communications tools	Develop approach for CRM / supporter communications options and associated technology providers, including guidelines for CRM platform selection in relation to the type of CLCs and level of functionalities required (e.g. mass emailing, events management, fundraising/donor management, etc.).
💼 Client Services	
CLASS improvements and training	Identify specific needs across QLD sector, consult with NACLC to develop approach for CLASS improvements, develop common approach for improved knowledge sharing (e.g. CLASS best practices, workflows) and input towards ongoing solution development.
Practice management tools improvements	Identify further needs and opportunities in this space (e.g. double-handling of data, client document management, paperless processes, time recording), in connection with CLASS functionality offering; and develop approach towards archival and digitisation of files (leveraging learnings and experience from CLCs which have already undertaken this process).
Clients digital access to services	Identify further needs and opportunities in this space, and approach to promote knowledge sharing between CLCs developing specific digital tools (e.g. online guided interviews, virtual/remote training/education, client apps, etc.).
📥 Operations	
Knowledge management & collaboration	Identify further needs and opportunities in this space, develop recommendations for knowledge management & collaboration, including usage of online collaboration spaces and knowledge sharing across national sector in combination with existing collaboration forums (e.g. sector conferences, webinars, etc.)
Rostering capabilities	Develop recommendations on rostering capabilities need and technology options, leveraging learnings and experience from centres which have undertaken work in this space (e.g. centres

	with large volunteers pool), as well as external organisations outside of sector (e.g. charities).
⧉ Infrastructure & Support	
Infrastructure and IT support improvements	Develop approach, guidelines and recommendations for infrastructure and technical support provider selection and procurement, including possible economies of scale (volume buying) and practical resources (e.g. IT contract template / terms & conditions).
Technology/digital skills training	Develop recommendations and options regarding technology upskilling of staff and volunteers, especially for CLCs moving to cloud-based tools (e.g. MS365).
✐ IT Management & Governance	
Digital governance	Develop approach and resources for planning and managing technology-related initiatives and issues (budget planning, decision-making processes, digital-initiatives funding, compliance requirements) – see section 3. Innovation & Technology Guiding Principles.
Technology risk management	Develop approach to managing technology risk (data, security, operations) and identify mechanisms to mitigate risk: inclusion of technology considerations in risk management guide, insurance coverage, development of policies (e.g. data security, Bring Your Own Device), development of technology project risk assessment.

3 Innovation & Technology guiding principles

3.1 Objectives

The purpose of the Innovation & Technology Guiding Principles is to promote the adoption of modern and fit-for-purpose technology solutions by the Queensland CLC sector whilst managing the inherent risk associated with digital innovation.

The guiding principles have been developed to:

- encourage digital innovation within the sector and support CLCs in initiating technology-related initiatives;

- promote a concerted approach to digital adoption to focus on technologies that deliver tangible and positive impact for the sector and the community;

- help CLCs define and qualify their technology needs in a comprehensive manner that takes into account outcomes, capacity, risks, readiness for change and key assumptions made;

- promote cross-sector collaboration and support knowledge sharing between CLCs;
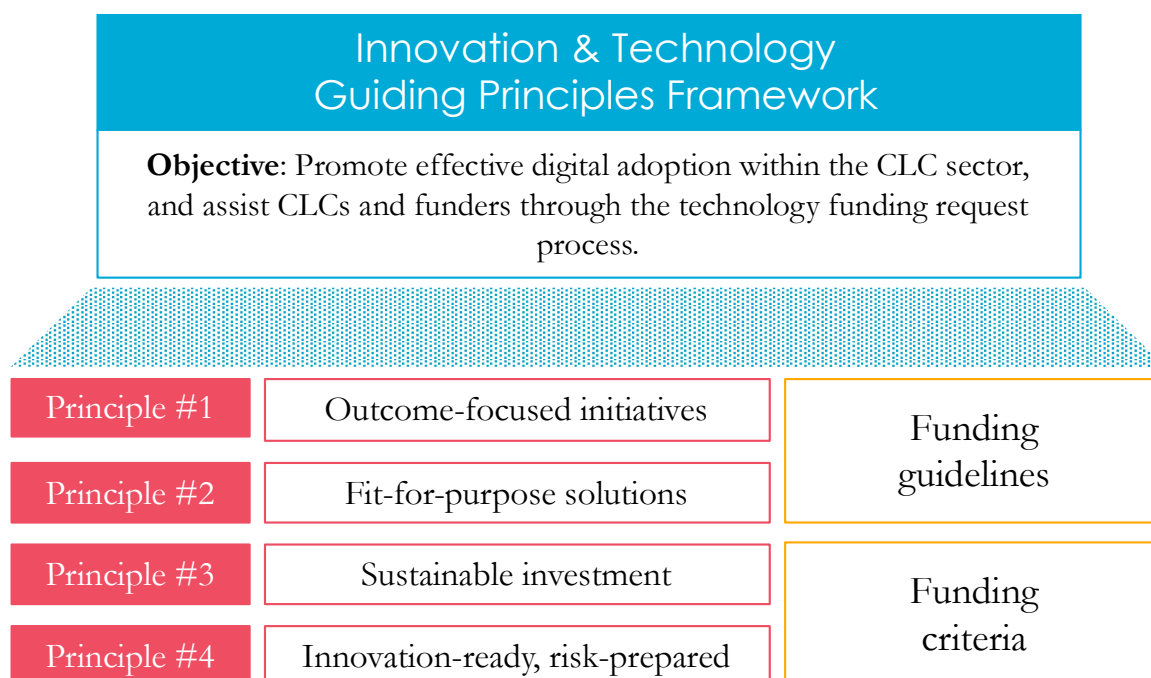
Definition:
Guiding principles for Innovation & Technology apply to projects, initiatives or activities that are of a technical nature (e.g. developing a new website) or have a significant technology component (e.g. implementing a data collection application for a new service delivery program). Whilst innovation does not always equate to technology, it typically includes the use of an information management tool or system.

- assist the CLC sector in developing their requests for funding for technology-related initiatives;
- assist funders in evaluating these applications and inform funding decisions.

3.2 Guiding Principles Framework

The guiding principles framework is structured around four core principles, each supported by a set of guidelines and funding criteria:

- **principle**: the core proposition that serves as the foundation for articulating a set of funding guidelines and criteria.
- **guideline**: the main rules and recommendations applicable under that principle.
- **criteria**: the standard by which a technology-related funding request should be developed and evaluated against.

Innovation & Technology Guiding Principles Framework		
Objective: Promote effective digital adoption within the CLC sector, and assist CLCs and funders through the technology funding request process.		
Principle #1	Outcome-focused initiatives	Funding guidelines
Principle #2	Fit-for-purpose solutions	
Principle #3	Sustainable investment	Funding criteria
Principle #4	Innovation-ready, risk-prepared	

Principle #1 OUTCOME-FOCUSED INITIATIVES		
Objective: To promote technology initiatives that aim to deliver tangible impact and positive outcomes for the sector and the community	Weighting Factor:	25%
Guidelines	**Criteria**	
• Funding requests should address a clearly articulated need or problem,	• The technology has clear, measurable benefits for clients and/or the wider community, either directly or indirectly.	

with technology as a key component of the solution to that problem.

- Funding requests should have direct and indirect benefits for the sector and / or the community, and technology will enable the delivery of those benefits.

- The project should include an evaluation of outcomes (positive and negative).

- Requesting organisations should consider, if relevant (i.e. where the needs are not unique to the centre), the potential for the project or technology to benefit the sector.

The technology supports the requesting organisation's capacity building and/or service delivery activities and aligns with its strategic objectives.

- The project considers client-centered and learning-centred approaches to technology design and implementation.

Principle #2: FIT-FOR-PURPOSE SOLUTIONS

Objective: To promote the selection and adoption of technologies that fulfil the project's needs, and support end-user adoption, usage and operational sustainability.	Weighting Factor:	25%

Guidelines	Criteria
• The project should have well defined business needs for the solution sought, including key assumptions related to technology, audience, suitability, costs, adoption and operationalisation. • The solution sought should take into account compliance requirements for technology usage including data collection, access, privacy and security standards. • The solution sought should take into account accessibility constraints and requirements, particularly for technologies to be used by clients. • Where the technology needs are not unique to the centre, consideration should be given to existing technologies and the opportunity to leverage, where possible, solutions successfully used within the sector or comparable organisations.	• There is a well-defined scope for the solution sought, or the project has clearly identified and planned solution scoping activities. • The technology/solution sought addresses compliance, security and accessibility requirements, and there is consideration for end-user training, on-going maintenance and development of that technology. • The project has identified whether there are existing solutions or technologies available that have the potential to fulfil the needs of the project.

Principle #3: SUSTAINABLE INVESTMENT

Objective: To ensure accurate planning of technology investment, encourage access to affordable technologies, and ensure continuation of technology operations beyond initial funding.

Weighting Factor: 25%

Guidelines	Criteria
- The project should consider upfront the Total Cost of Ownership of the solution sought, covering implementation costs (scoping, design, development, marketing, end-user training, etc.) and ongoing operational costs (support, maintenance, license and hosting fees, continuous improvement). - The project should identify demands on internal resources/skills and assess available vs required capacity to deliver the solution, and include external expertise costs where applicable. - The project should seek where possible non-profit price offering available for the type of solution sought (licenses, hosting, technology providers' services fees). - Where possible, the project should consider cost-sharing opportunities and flexible procurement options. - If applicable, the project may consider potential income generation opportunities from the technology developed, whilst maintaining the principle of free access to legal services for clients.	- There is a well-defined investment approach and budget for the initiative that takes into account ongoing operationalisation of the technology beyond the initial funding period. - The budget includes contingency and provisions for possible hidden costs and unknowns. - The investment required takes into account internal resourcing requirements, either through reallocation of existing resource time or sourcing of new resource(s). - The project will leverage opportunities for reducing the cost of technology through access to non-profit pricing (donations or discounts), and/or shared costs with other sector organisations.

Principle #4: INNOVATION-READY, RISK-PREPARED

Objective: To promote innovation across sector whilst addressing the inherent risk associated to new technology adoption, and ensure good governance over technology-related decisions.

Weighting Factor: 25%

Guidelines	Criteria

- The project should identify and qualify key risks (likelihood and impact).
- The project should define a risk profile for the technology solution sought, from low (existing, proven technology) to high (highly innovative, not done anywhere else).
- The requesting organisation should assess its innovation readiness and capacity to drive the project to completion.
- The project should have evaluation mechanisms in place that measure outcomes, including in case of project failure.
- The project should seek contributions and lessons learnt from other organisations (within or outside the sector) for a similar technology.
- Where the centre does not have internal expertise, it should seek advice and input from technology experts (project risk assessment, budgeting, approach, etc.)

- There is a well-described risk assessment profile for the project and the associated technology sought.
- The requesting organisation recognises the level of risk, has defined appropriate risk mitigation responses, and has included a lessons learnt evaluation process in case of failure.
- The requesting organisation has governance in place to review and make decisions about the project.
- The project has planned for post-implementation evaluation.

4 Developing a sector-wide strategy

4.1 Digital Strategy objectives

The intent behind the digital strategy work is to address the digital gap that currently exists in the CLC sector and propose a way forward for the sector to harness technology, build capacity, create efficiencies and innovate through digital adoption.

The core objectives of the sector-wide digital strategy are to:

1	Facilitate access to technology for CLCs and promote the adoption of digital solutions that help CLCs fulfil their mission.
2	Provide CLCs with mechanisms to access funding "above and beyond" their current funding capacity, and avoid the dilution of client-directed activity funding.
3	Promote sector collaboration, knowledge and experience sharing when undertaking technology change.
4	Propose mechanisms to assess the sectors' digital needs and priorities, and help CLCs deliver sustainable technology change.

5	Promote innovation through technology whilst managing the risk of negative impact of technology adoption failure.

4.2 Proposed approach to strategy development

The table below describes the key steps for strategy development, with an anticipated timeframe of 2-3 months:

	STEP 1 Develop understanding of current state and needs & priorities	STEP 2 Develop approaches for priority projects	STEP 3 Deliver the Digital Strategy
Key activities	• Form Digital Strategy Group. • Engage with stakeholders groups (see sector engagement plan below). • Conduct further analysis of current state. Refine needs and priorities.	• Develop overall position statement for digital adoption across the QLD CLC sector. • Develop specific approaches for digital priorities. • Develop supporting resources (guidelines, recommendations, templates).	• Develop the digital vision and roadmap for the sector. • Identify options, roles and responsibilities for strategy implementation. • Deliver Digital Strategy report. • Make supporting resources available to sector.

4.3 Sector stakeholders engagement plan

Given the sector-wide nature of the Digital Strategy, it is critical the project receives adequate levels of representation and developing a strategy that is actionable will require active participation. Stakeholders engagement as a key activity aims to provide visibility of the project progress and outcomes, encourage participation and secure input from the sector.

To this end, it is proposed to have a dedicated Digital Strategy Group made up of key sector participants to drive the development of the strategy, and to engage with additional stakeholder groups for specific consultation activities. As it is recognised that centres with limited capacity to participate may also be centres which would benefit the most from this work, opportunities for consultation will be identified (e.g. interviews with specific centres).

A proposed engagement plan for the development of the Digital Strategy is shown below. It should be noted that ongoing governance and "refresh" of the Digital Strategy should form an inherent part of this work, with ongoing participation required from the sector.

Stakeholders Group	Engagement level	Engagement objectives	Engagement model
CLCQ	• Digital Strategy Group - Project sponsor	• Owns the strategy on behalf of the sector • Drive strategy development activities • Manage stakeholders engagement	• Participation in workshops (virtual and face-to-face) • Deliverables review, feedback and approval • Collaboration on ideas (Slack online space) • Provisional time expectations: 4 hours per month over 2-3 months period
Queensland CLCs – key representatives	• Digital Strategy Group	• Provide input on behalf of sector • Ensure diverse representation including specialist and generalist centres	
Queensland CLCs - all	• Consultation / information	• Provide punctual input if/when required (e.g. survey) • Keep informed on project goals, progress and outcomes	• Receive communications update on project • Can join online space if interested
DJAG QLAF	• Consultation / information	• Provide input on behalf of government and agencies, especially around funding and governance	• Receive communications update on project • Participate in review meetings as and when required
NACLC	• Consultation / information	• Provide national representation, particularly for national systems like CLASS	• Receive communications update on project • Participate in targeted workshops / review meetings as and when required
Other State Peak Bodies (e.g. CLCNSW)	• Consultation / information	• Keep informed on project goals, progress and outcomes • Share state-specific initiatives relevant to digital/technology space • Evaluate opportunities for inter-state collaborations	• Receive communications update on project • Participate in targeted workshops / review meetings as and when required

Stakeholders Group	Engagement level	Engagement objectives	Engagement model
Other organisations (to be identified)	• Consultation	• Engage with other sector-related organisations for consultation on specific topics as and when required	• Participate in targeted workshops / meetings as and when required

5 Appendix – Sector Consultation

The table below provides the list of QLD CLC sector stakeholders consulted to date:

• Participants to the Digital Project Initiation Workshop held on 15/11/2018;

• Participants to the foundations report draft review online session on 10/12/2018;

• Other stakeholders who have provided input via other channels (email, phone, Slack online space, etc.) or have expressed interest in being involved.

Organisation / Centre	Centre /Org Type	Contact Name	Role	Work shop	Report review session	Other
Basic Rights Queensland	Generalist	Georgina Warrington	Director			✓
Bayside Community Legal Service	Generalist	Ana Brown	Coordinator	✓	✓	
Brisbane North Community Legal Service	Generalist	Sharon Gingell	Coordinator	✓	✓	
Cairns Community Legal Centre	Generalist	Giselle Negri	Director		✓	
Caxton Legal Centre	Generalist	Megan Pearce	Finance/ Paralegal			✓
Central Queensland Community Legal Centre	Generalist	Judy Wright	Business Manager			✓
	Generalist	Mark Platt	Community Lawyer	✓		

Organisation / Centre	Centre /Org Type	Contact Name	Role	Work shop	Report review session	Other
LawRight	Generalist	Andrea Perry-Petersen	Solicitor		✓	
Mackay Regional Community Legal Centre	Generalist	Jessica Brake	Manager & Principal Solicitor	✓	✓	
Pine Rivers Community Legal Service	Generalist	Paul Ratcliffe	Solicitor	✓	✓	
Queensland Advocacy Incorporated	Generalist	Jason Abraham	Lawyer	✓		
	Generalist	Rebekah Leong	Principal Solicitor		✓	
Robina Community Legal Centre	Generalist	Daniel Marcantelli	Coordinator			✓
	Generalist	Eliza Walker	Deputy Coordinator			✓
South West Brisbane Community Legal Centre	Generalist	Jonathan Ward	Director			✓
	Generalist	Alison O'Quinn	Community Engagement Manager	✓		
Suncoast Community Legal Service	Generalist	Louise Jeffs	Coordinator		✓	
TASC	Generalist	Sib Redfern	Business Services Coordinator	✓	✓	
Taylor Street Community Legal Service	Generalist	Melissa Seymour Dearness	Principal Solicitor			✓
Townsville Community Legal Service	Generalist	Aaron Finn	Director			✓

Organisation / Centre	Centre /Org Type	Contact Name	Role	Work shop	Report review session	Other
ATSIWLS NQ	Specialist	Cathy Pereira	Principal Solicitor		✓	
	Specialist	Cherie McLaughlin	Office Manager			✓
EDO QLD	Specialist	Bronwyn Bell	Operations Manager			✓
	Specialist	Lauren Bicknell	Administrative Assistant	✓		✓
Women's Legal Service	Specialist	Jessica Lydiard	Events Coordinator	✓	✓	
	Specialist	Rachel Neil	Principal Solicitor	✓		
DJAG	Government	Sarah Chase	Acting Senior Project Officer	✓		
CLCNSW	Peak Body	Mark Riboldi	Advocacy & Communications Coordinator		✓	
CLCQ	Peak Body	Angela Hale	Operations Coordinator		✓	
	Peak Body	Carly Hanson	Sector Development Officer	✓	✓	✓
	Peak Body	James Farrell	Director	✓	✓	✓
	Peak Body	Rosslyn Monro	Sector Sustainability Coordinator			✓
NACLC	Peak Body	Fran Bowron	CLASS Project Manager	✓	✓	