



# Working in CLCs in Queensland: CLC Workforce Survey Data

Leadership Forum – Wednesday 8 November 2023  
Community Legal Centres Queensland

## Context & note about confidentiality

- CLCQ asked to assist with understanding workforce issues members were experiencing, particularly recruiting & retaining staff
- Workforce surveys developed & distributed during September
- CLCQ has commenced analysis - will continue into early 2024 & share results with sector
- ***This session contains information confidential to CLCQ members***
- ***The accompanying Summary Report is not to be shared or distributed without CLCQ's express permission***

# Survey responses

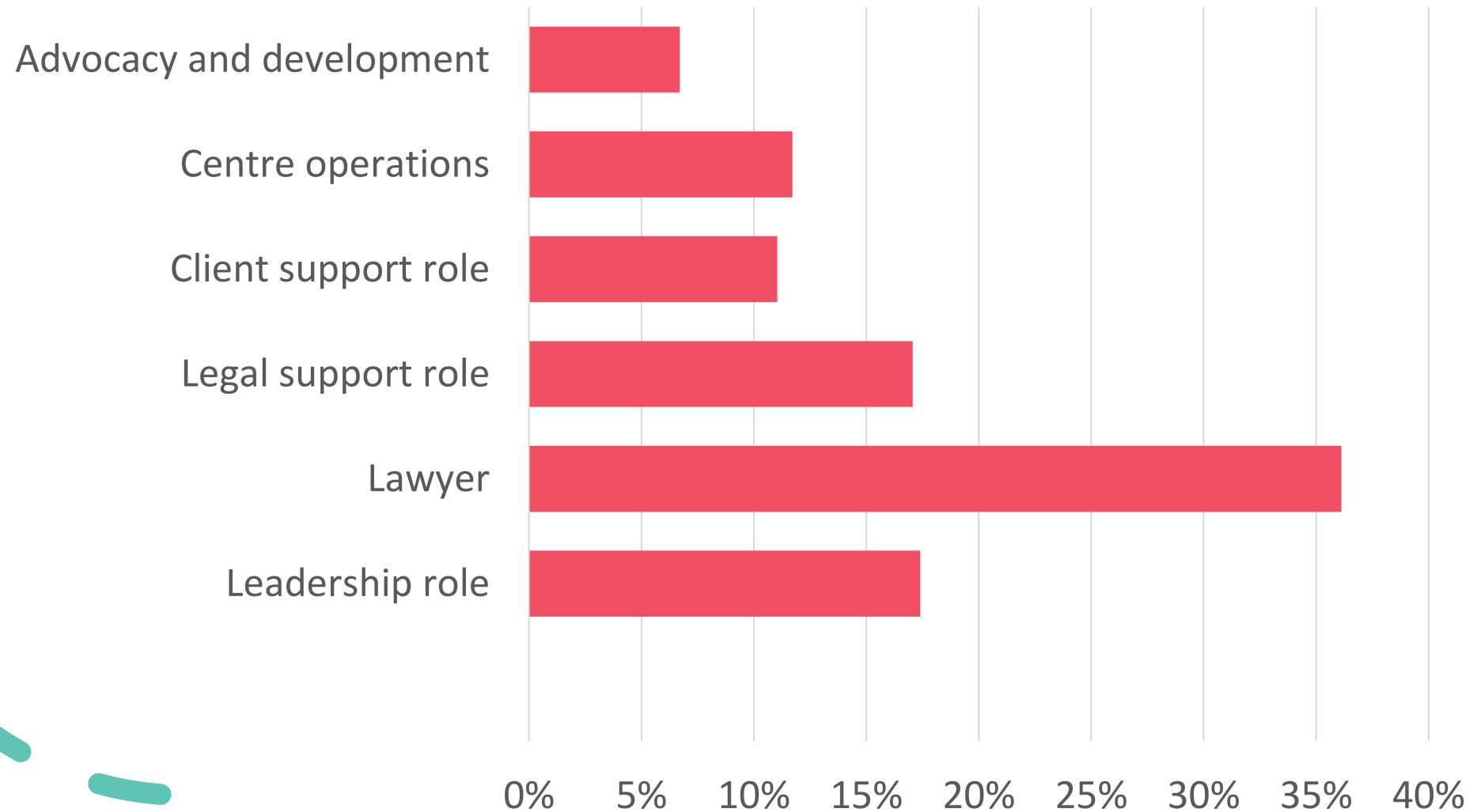
## ***Organisational Survey***

- 25 CLCs completed survey
- Service area of CLCs:
  - 32% statewide
  - 44% RRR
  - 24% metro Brisbane

## ***Individual Survey***

- 299 individuals completed the survey

# Individual Survey - Roles



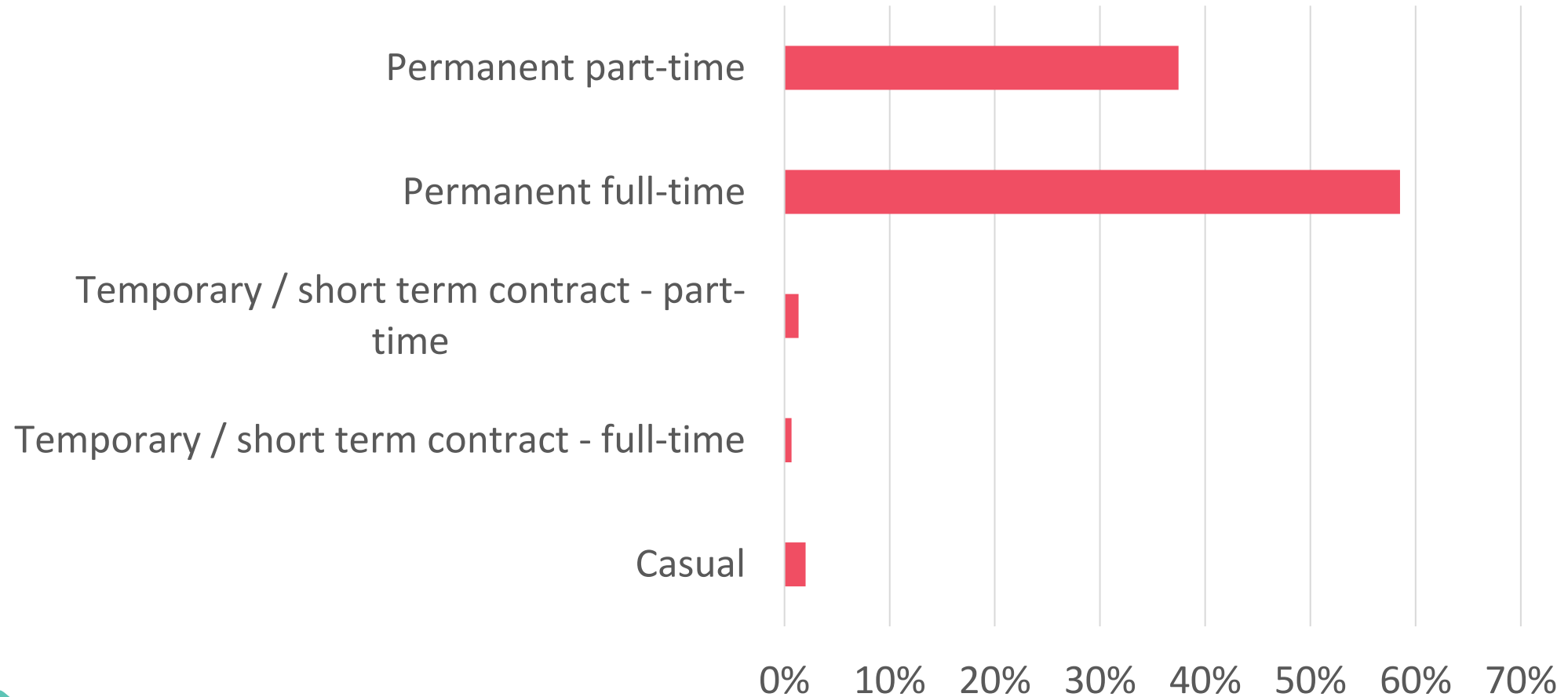
# Sector size

	Org. survey result	Total sector size - estimate
Employees	545	600+
Full-time equivalent roles	464.51	500+
Vacant roles	56	60+

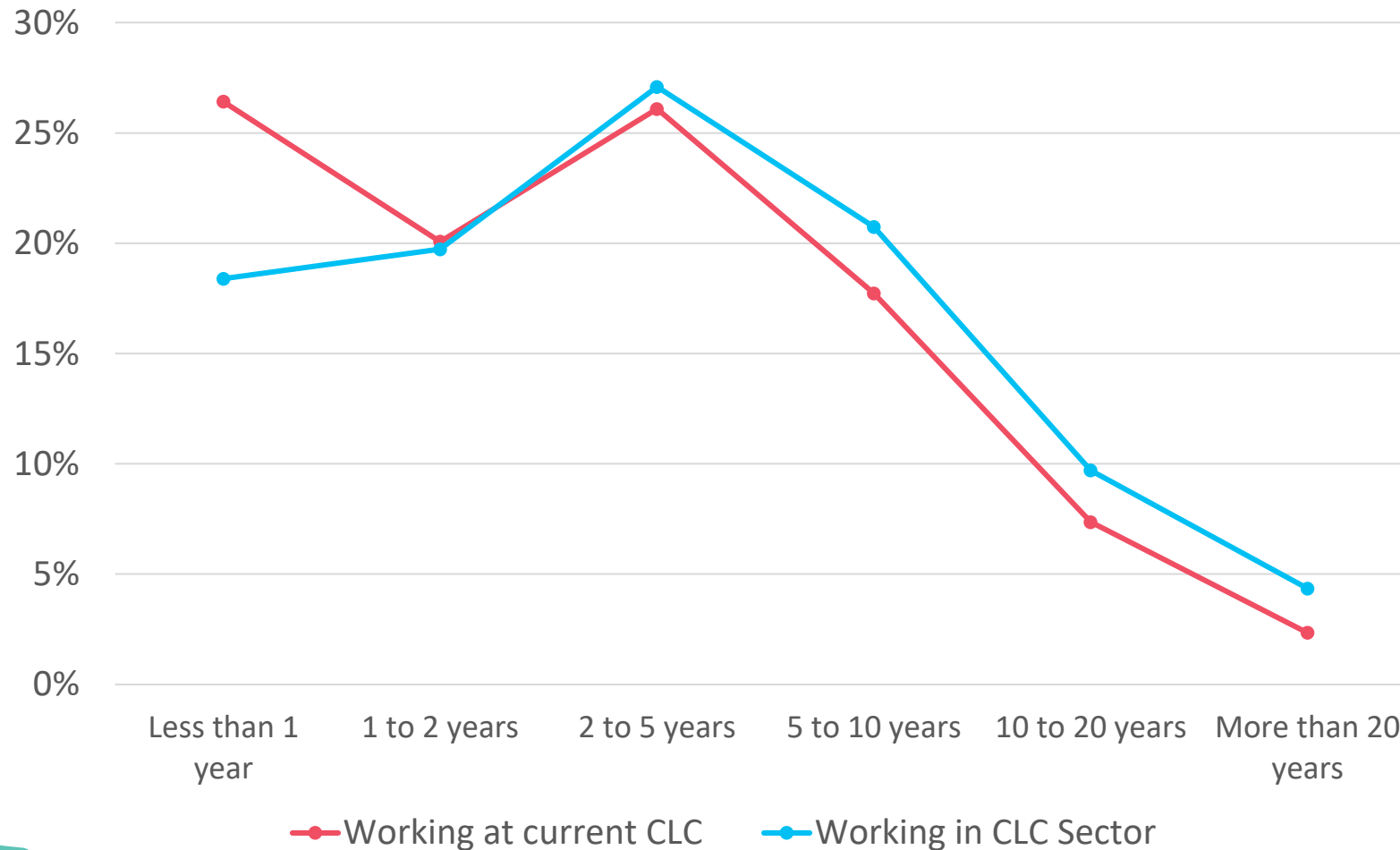
# Nature of employment

Part-time (Permanent)	<b>28.07%</b>
Full-time (Permanent)	<b>40.73%</b>
Part-time (Temporary / Contract)	<b>15.41%</b>
Full-time (Temporary / Contract)	<b>11.19%</b>
Casual	<b>4.4%</b>

# Preferred employment arrangements

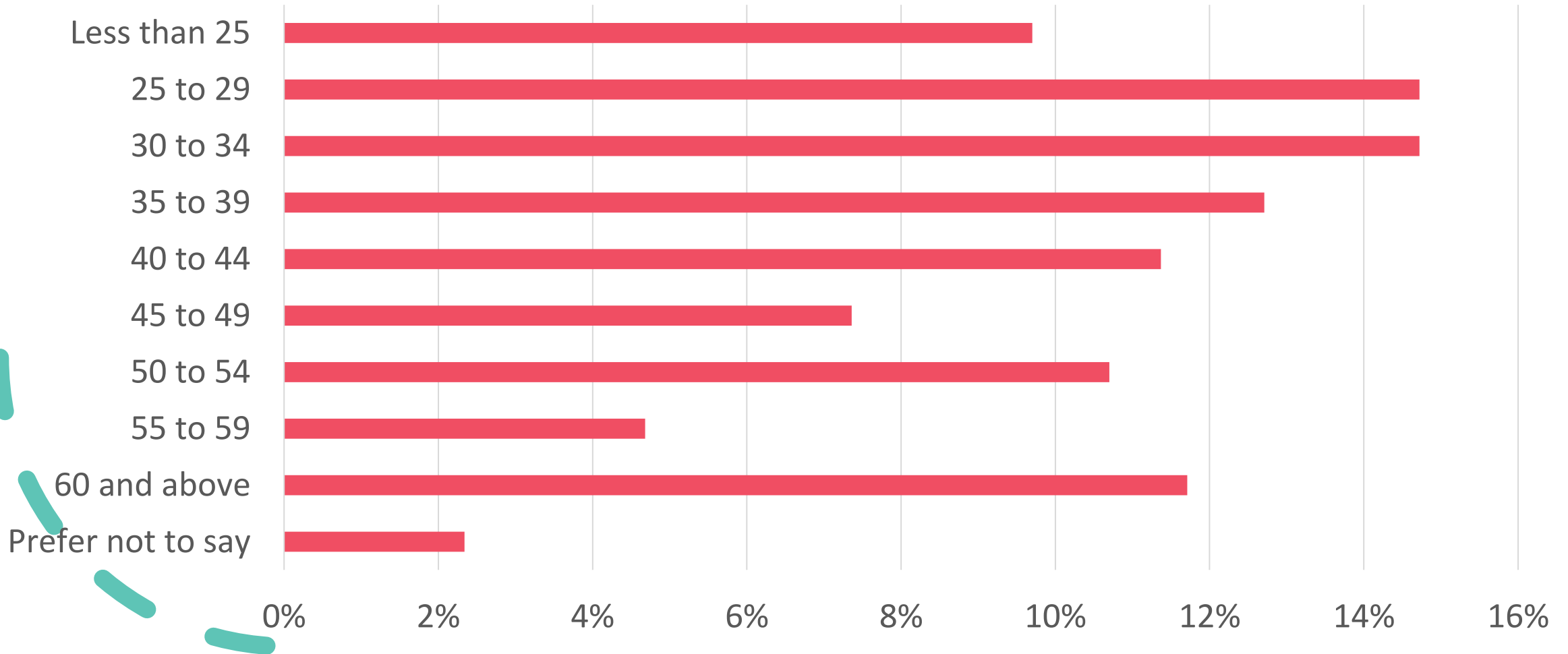


# Time - current workplace vs sector

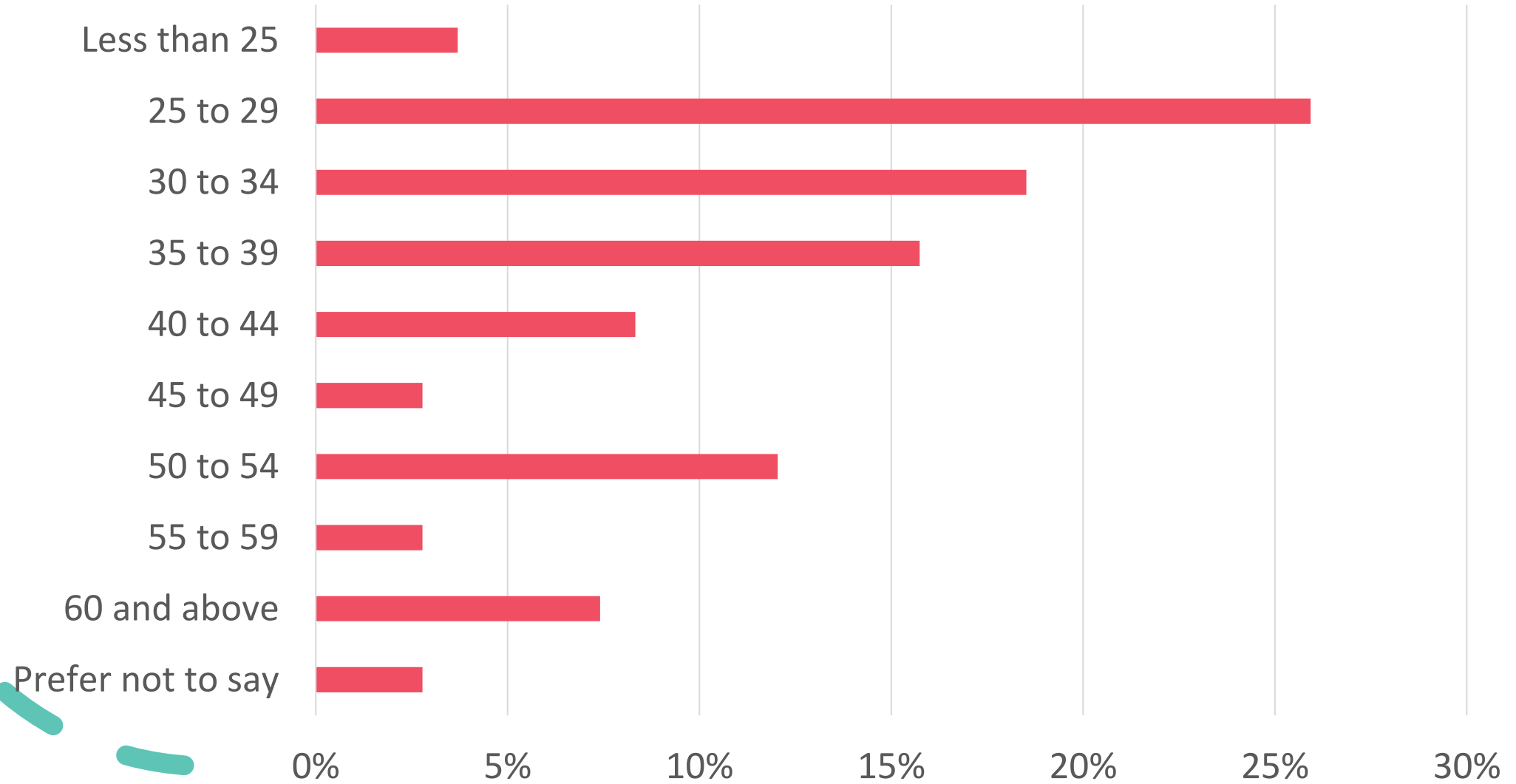




# Age – All workers



# Age – Lawyers



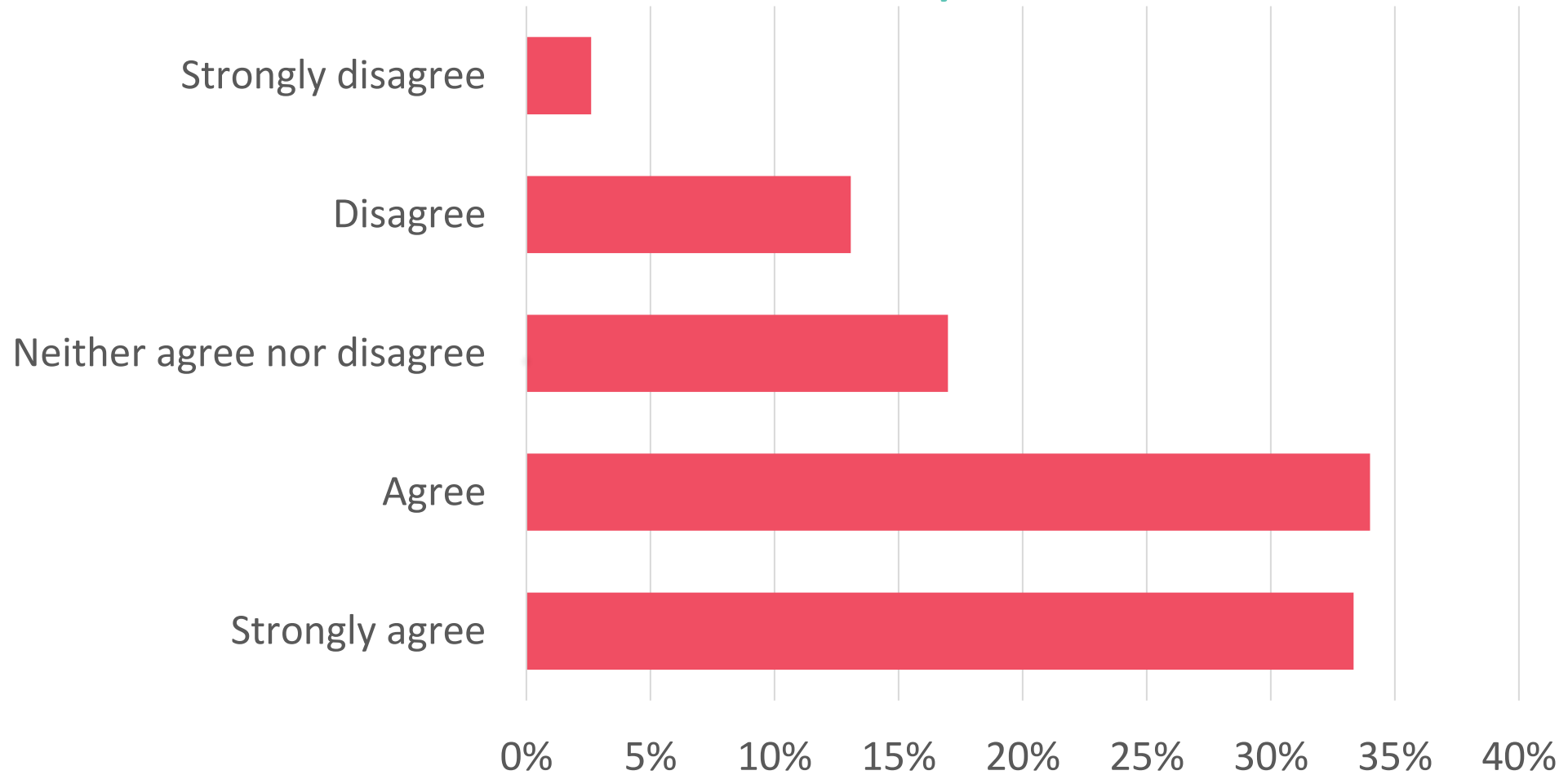
# Workforce characteristics – gender identity

	CLC Sector	Legal Aid Queensland
<b>Woman</b>	<b>84.95%</b>	<b>78.42%</b>
<b>Man</b>	<b>10.37%</b>	<b>21.44%</b>
<b>Non-binary</b>	<b>3.34%</b>	<b>0.14%</b>
<b>Gender identify – ‘Prefer not to say’</b>	<b>1.34%</b>	<b>-</b>

# Workforce characteristics – Diversity

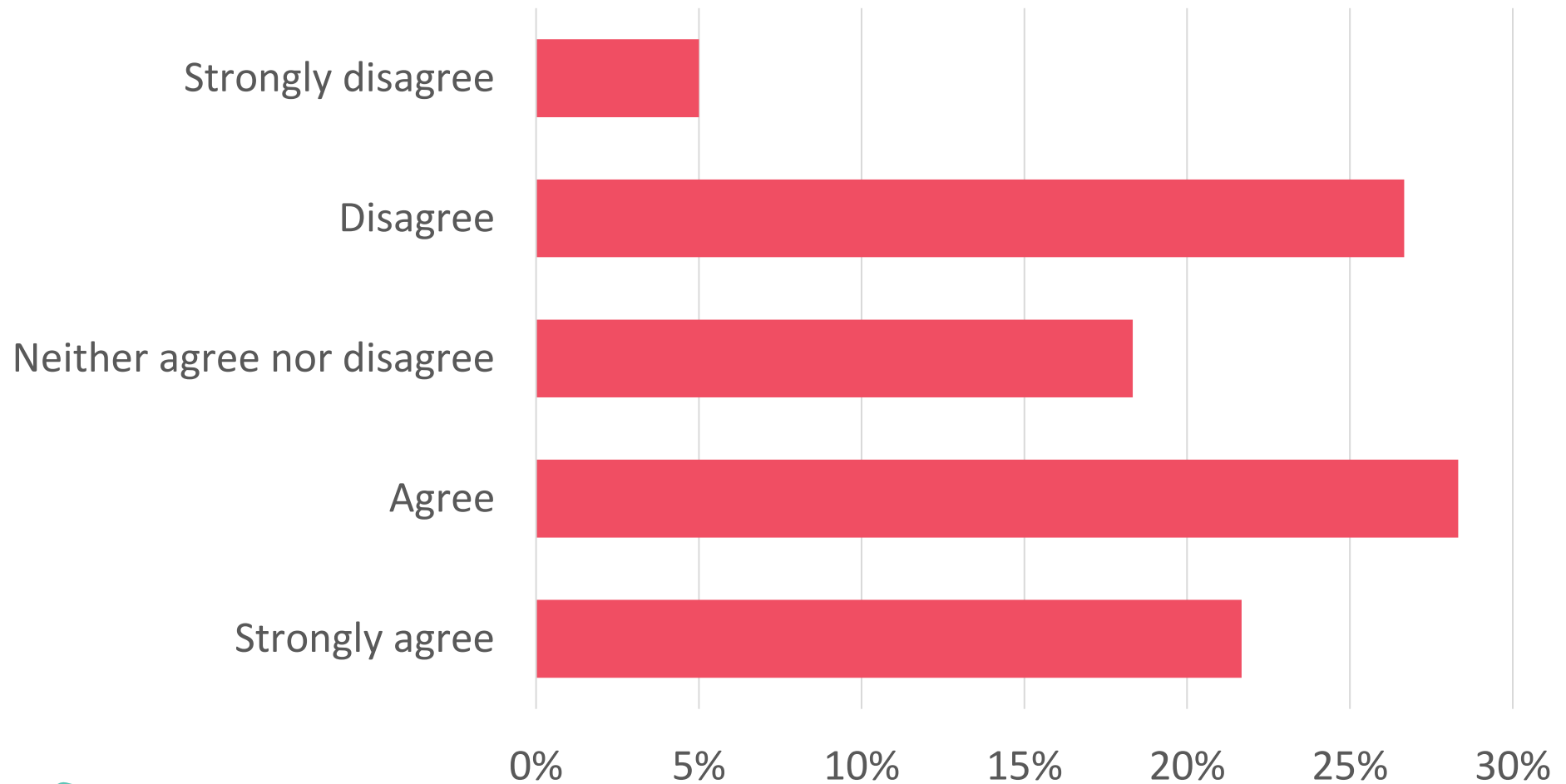
	CLC Sector	Legal Aid Queensland	Queensland Population
Aboriginal Peoples, Torres Strait Islander Peoples and South Sea Islander Peoples	8%	4.37%* <i>*South Sea Islander Peoples excluded</i>	4.6%* <i>*South Sea Islander Peoples excluded</i>
People with a disability	16.39%	5.78%	19.1%
LGBTQIA+	18.73%	No comparable LAQ statistic	No 2021 census data
Culturally and/or linguistically diverse	29.43%	No comparable LAQ statistic	Data not comparable

# Comfort to disclose diversity



***Includes:*** Aboriginal and Torres Strait Islander, South Sea Islander; People with disability; LGBTQIA+; Culturally and linguistically diverse

# Comfort to disclose diversity - disability



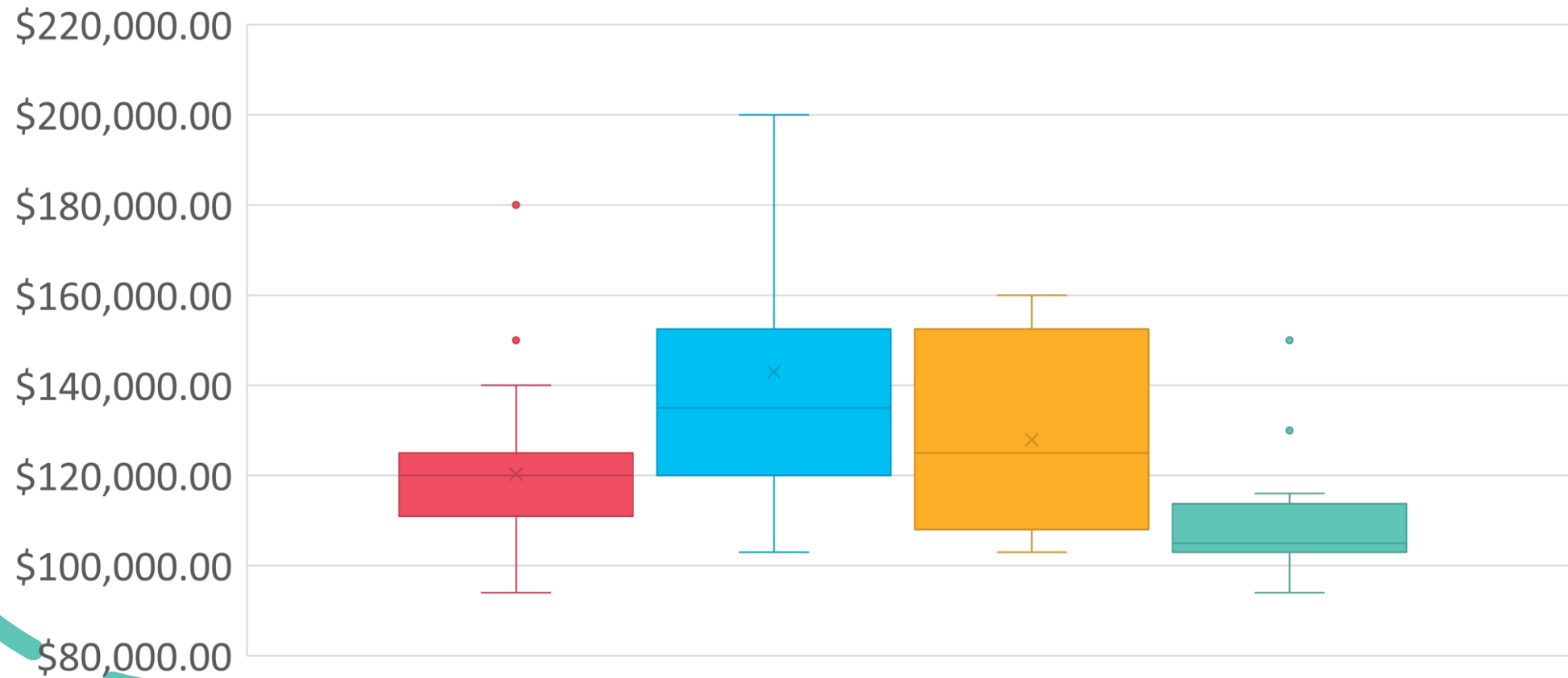
# CLCs as an attractive employment opportunity

**Top reasons** workers are attracted to working in the CLC sector:

- Opportunity to enhance social justice / access to justice
- Opportunity to apply skills to help others
- Shared values

# Salaries – Leadership roles

Principal / managing lawyer   CEO or CLC manager  
Operations manager / COO   Senior social worker

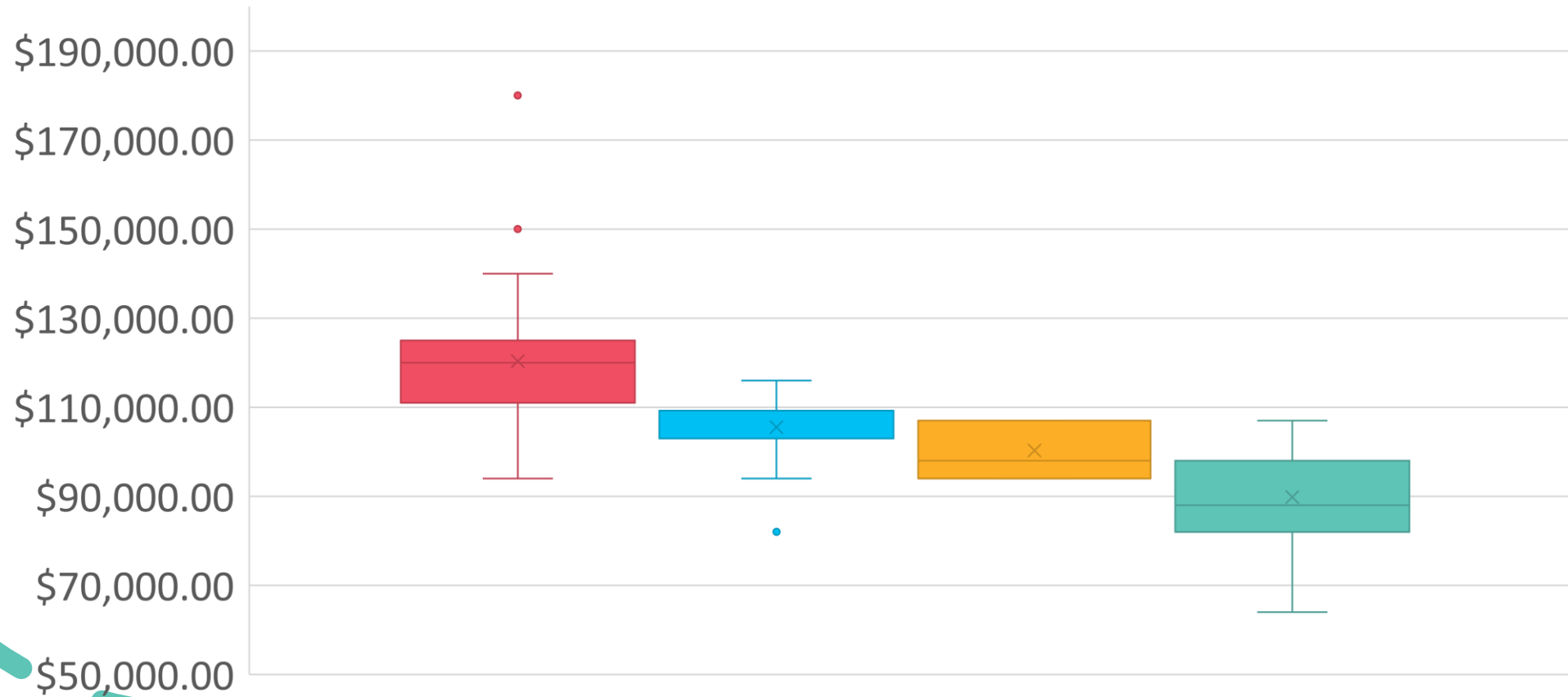




# Salaries – Lawyers

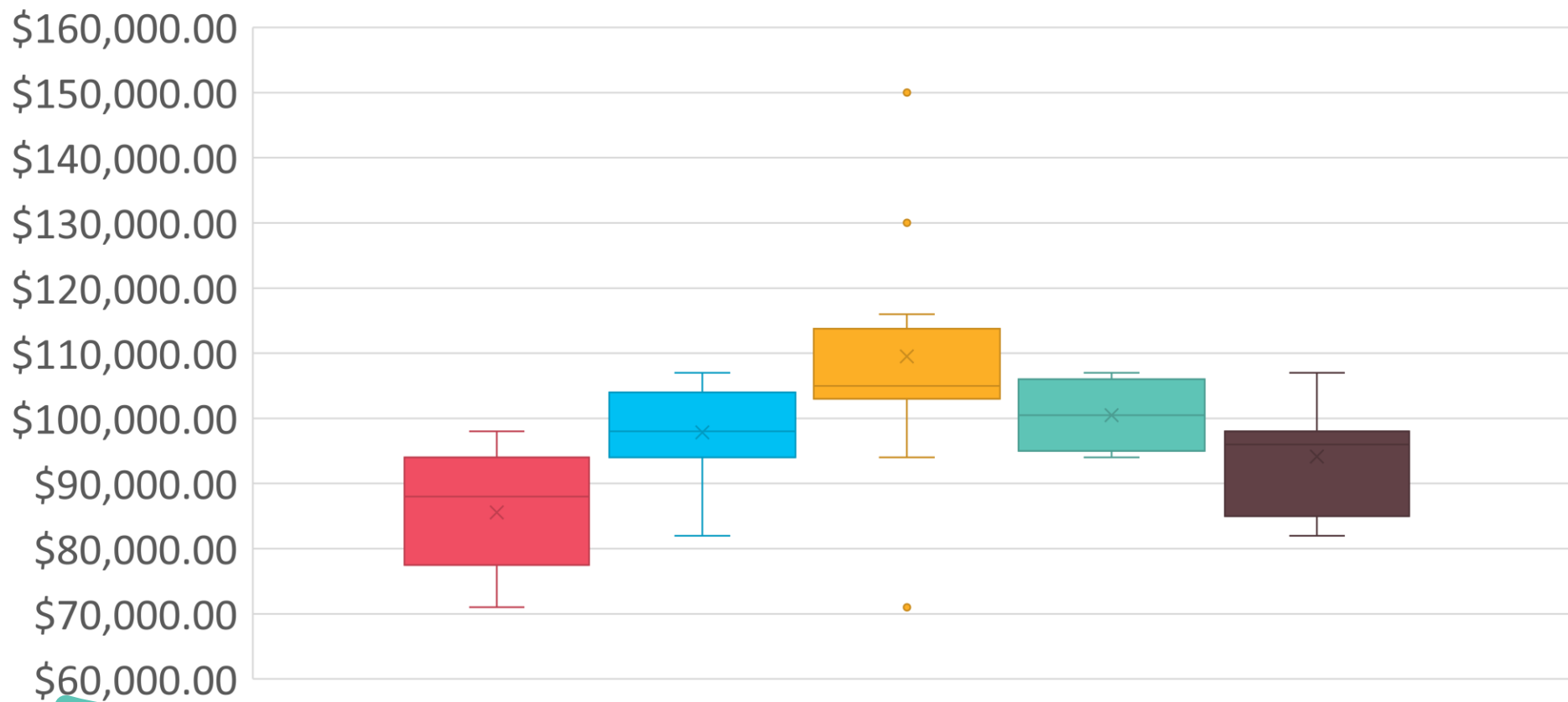
Principal / managing lawyer  
Lawyer (eg 2-5 years PAE)

Senior lawyer (eg 5-10 years PAE)  
Junior lawyer (eg 0-2 years PAE)



# Salaries – Client support roles

- Client support worker
- Financial counsellor
- Social worker
- First Nations engagement
- Senior social worker



# Working arrangements & benefits

Benefits offered by CLCs currently	
1. Paid practising certificates ( <b>100%</b> )	7. Domestic & family violence leave ( <b>80%</b> )
2. Salary packaging ( <b>96%</b> )	8. Christmas shut down leave (in addition to annual leave) ( <b>68%</b> )
3. Flexible working arrangements ( <b>92%</b> )	9. Paid external supervision (not inc. EAP) ( <b>56%</b> )
4. Working from home ( <b>92%</b> )	10. Compressed work week ( <b>40%</b> )
5. Professional development opportunities ( <b>92%</b> )	11. Cultural / religious leave ( <b>40%</b> )
6. Unpaid leave / leave of absence ( <b>84%</b> )	

# Working arrangements & benefits

## Benefits that are important/very important to employees

1. Christmas shut down leave (in addition to annual leave) (95%)	6. Mental health leave (86%)
2. Flexible working arrangements (94%)	7. Unpaid leave / leave of absence (84%)
3. Gender affirmation leave (non-binary workers)* (90%)	8. Portable long service leave (82%)
4. Professional development opportunities (89%)	9. Salary packaging (80%)
5. Cultural / religious leave (First Nations workers)* (87%)	10. Additional superannuation (80%)

# Working arrangements & benefits

## **Aboriginal, Torres Strait Islander and/or South Sea Islander workers**

- Cultural Loading – 71% (very important/important)
- Cultural / Religious leave – 87% (very important/important)

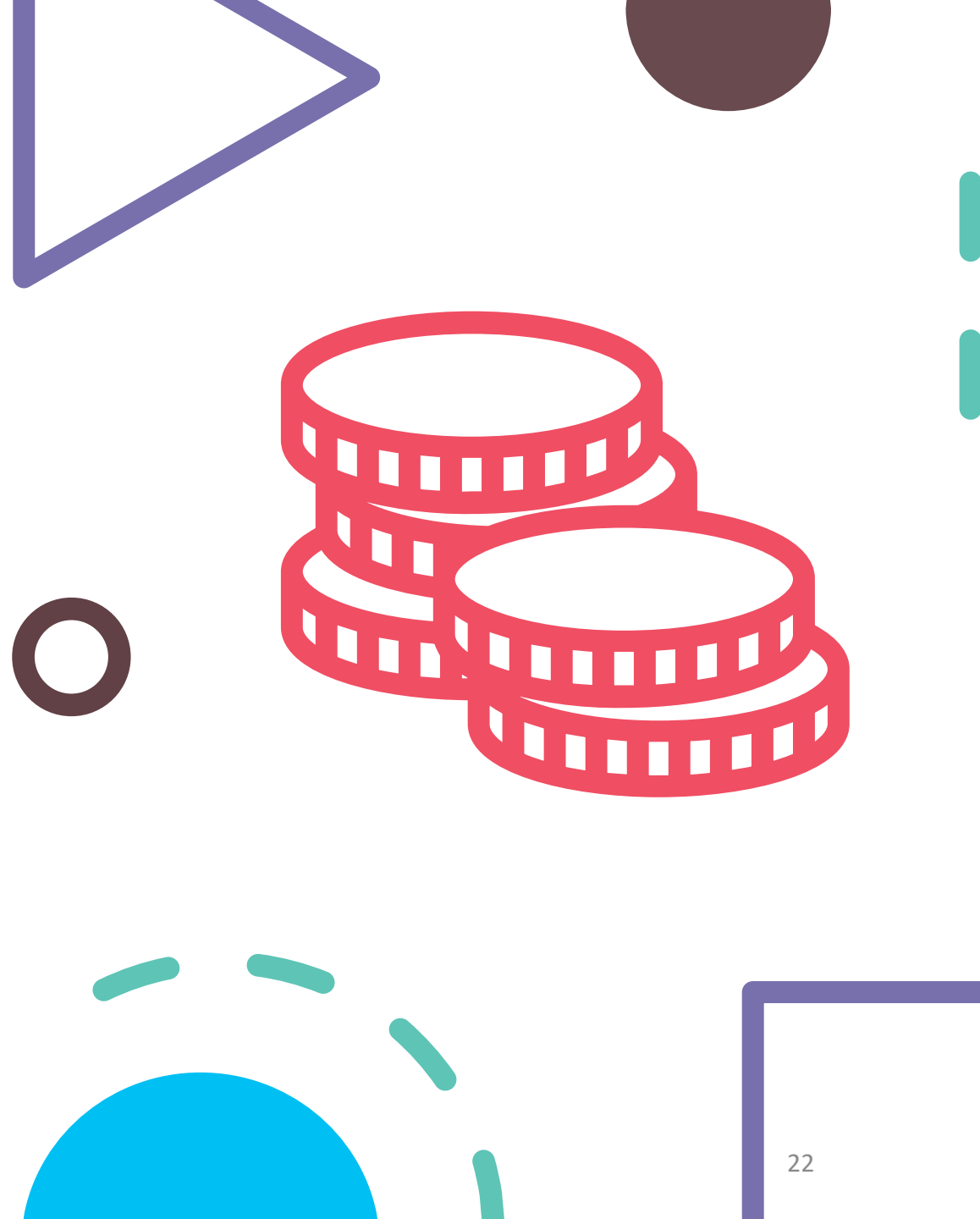
## **Non-binary workers**

- Gender affirmation leave – 90% (very important/important)

# Challenges & pressures

## – Organisations

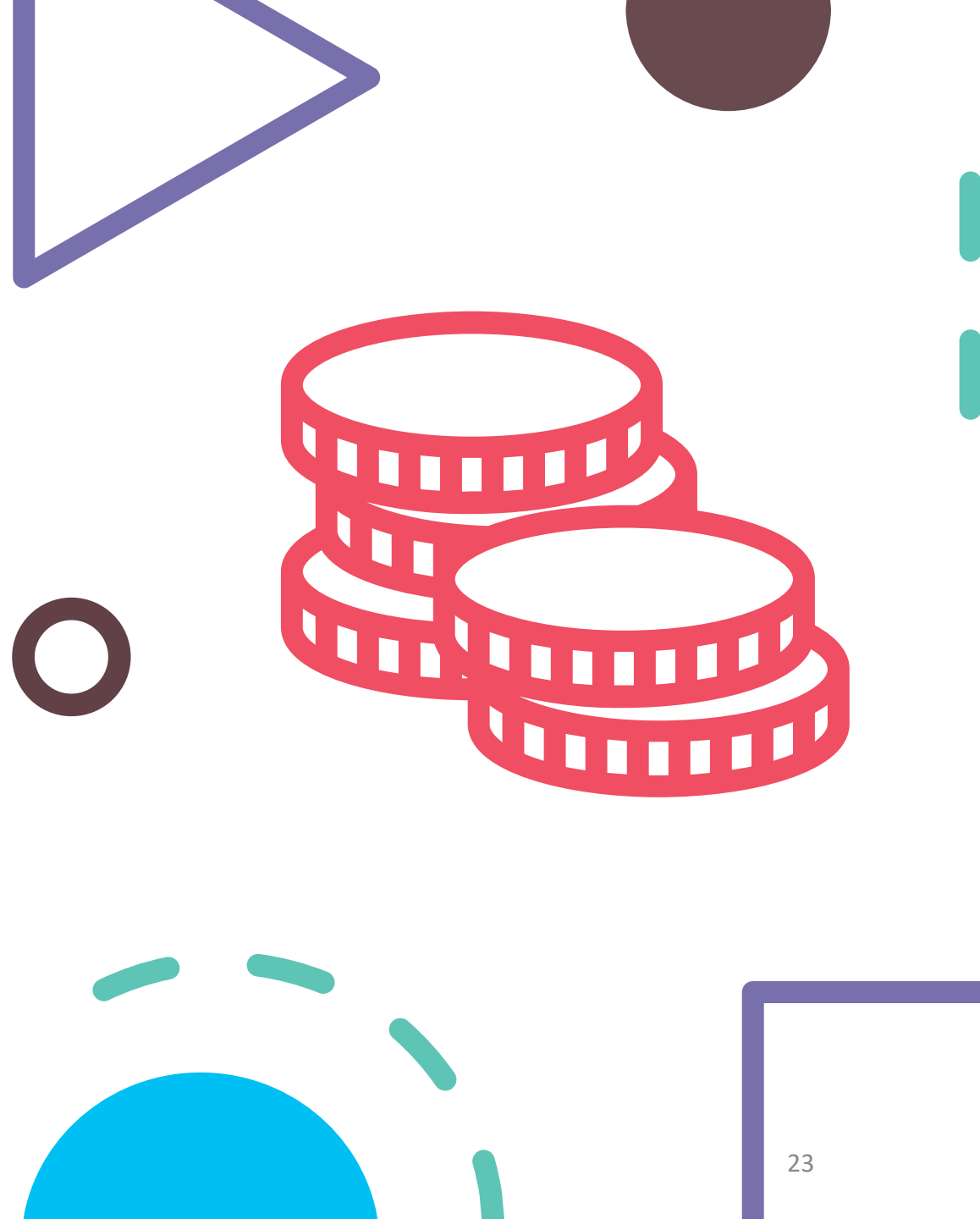
- Over half of CLCs (**56%**) reported that the challenges and pressures in their centre/staff were getting worse or much worse over the past 12 months
- Almost all CLCs (**92%**) reported that the capacity of the service to meet client needs was one of the top service delivery challenges



# Challenges & pressures

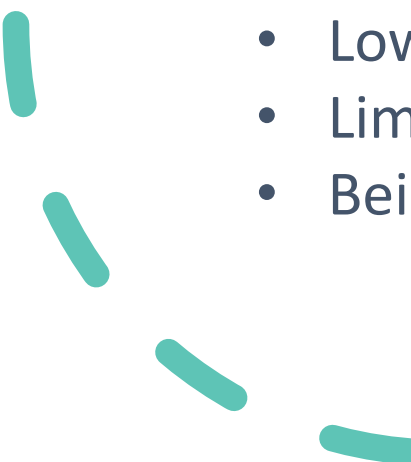
## – Organisations

- Top operational challenges:
  - Funding & resources
  - Staff recruitment
  - Managing staff WHS & wellbeing
  - Accommodation & premises





# Challenges & pressures - Recruitment

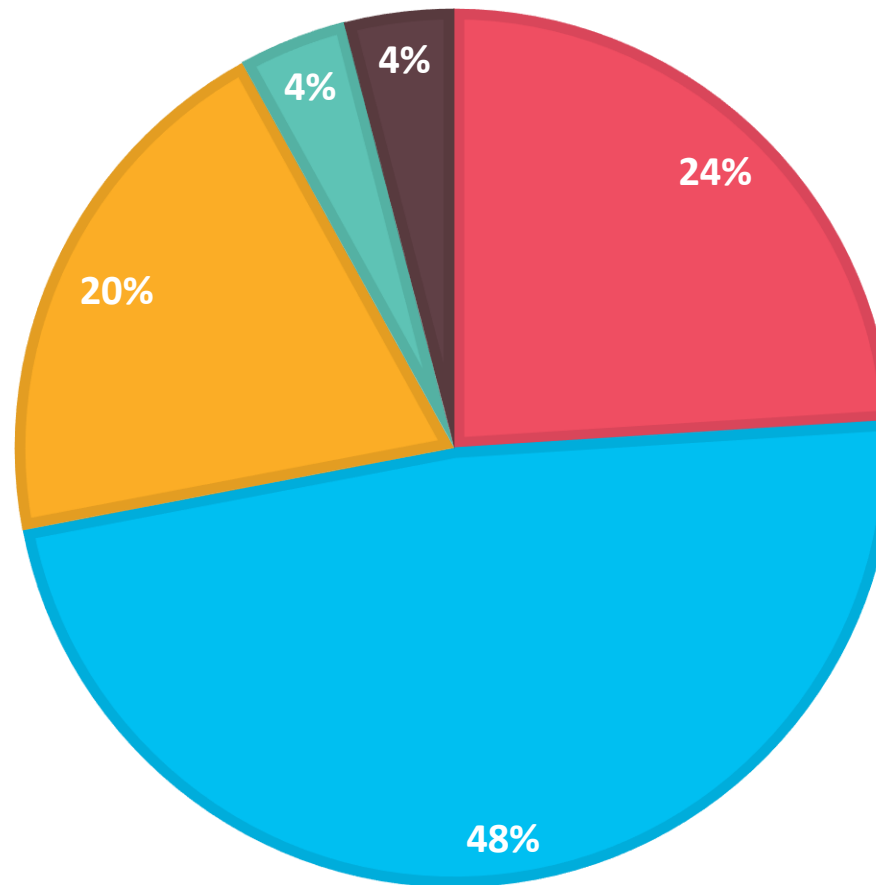
- **72%** of CLCs said it was **difficult / very difficult** to find suitably qualified paid employees
  - A number of centres reported receiving low numbers of applications
  - Recruitment difficulties were attributed to:
    - Low pay rates, not competitive with other employees in legal sector
    - Limited applicants with the required experience
    - Being located in a RRR region
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# Challenges & pressures - Recruitment

## RECRUITING QUALIFIED EMPLOYEES

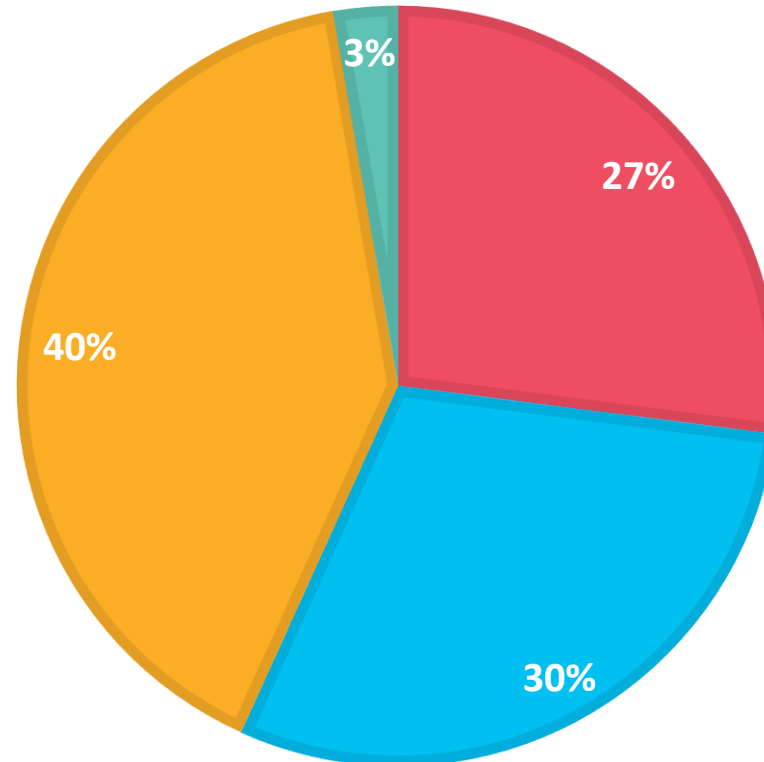
■ Very Difficult ■ Difficult ■ Neutral ■ Easy ■ Very Easy



# Challenges & pressures - Recruitment

## MOST DIFFICULT LEGAL ROLES TO FILL

- Principal / managing lawyer
- Senior lawyer (eg 5-10 years PAE)
- Lawyer (eg 2-5 years PAE)
- Junior lawyer (eg 0-2 years PAE)



# Challenges & pressures - Retention

- Pay rates & limited opportunities for career progression were noted as two factors making it difficult to retain staff
- Lawyers 2-5 years PAE was the legal role with the quickest turnover
- Comments from CLCs outlined a range of reason:
  - Limited opportunity for progression (e.g with many lawyers leaving the CLC to take PL roles)
  - Funding to provide employment certainty
  - Emotional toll of the work
  - Pay that is not comparable to LAQ / private legal sector

# Challenges & pressures

## – Workers

- **72.66%** - workload has become more complex & challenging
- **79.95%** of workers reported their workload increased in the last 12 months
- **77.7%** - working in their free time to meet work demands



# Challenges & pressures – Direct client work

Most common challenges and pressures for staff - Direct client work	% workers
Clients with complex needs, both legal and non-legal	84.12%
Clients with complex and/or serious legal matters	68.95%
Abusive, aggressive, threatening, or difficult client presentation/behaviour	65.70%
Insufficient resources to provide the assistance that clients need	63.54%
Not enough staff to meet client demand	63.54%

# Challenges & pressures – Non-client work

Most common challenges and pressures for staff – non-client work	% workers
Vacant positions / short staffed	51.76%
Insufficient resourcing to cover staff leave	51.37%
Workload demands	49.02%
Limited career pathways or progression	48.24%

# Leaving jobs

- Almost half of workers (**45.12%**) are thinking about looking for another job or are actively looking/applying
- **18%** are currently actively taking steps to seek other employment

# Reasons workers are seeking other employment

Better pay	58.97%
Advance career opportunities or prospects	51.92%
Better working conditions or entitlements	37.17%
The cost of living has exceeded my CLC income	29.48%

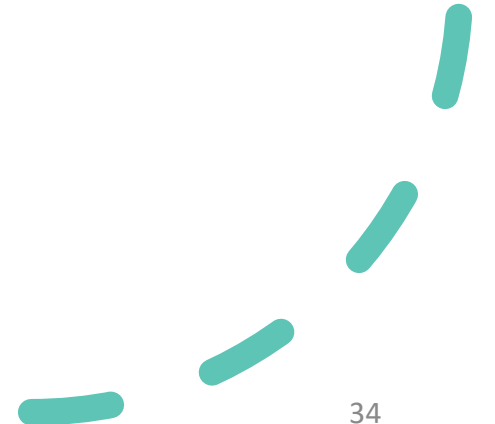


# Where do they want to work?

Top places CLC workers are looking for jobs (in order):

- **Another CLC**
- Government Organisation or agency
- Non-government organisation or agency
- Legal Aid Queensland

Download the  
Summary  
Report here






# Activity

- Post it notes during the break with any questions, comments and initial reactions to the data
- Vote on up to 2 topics and the most popular will be discussed after lunch (you can add additional topics that aren't on the list)
- After the break, we will move into 5-6 small groups for table discussions (2 rounds, 20 mins per round)
- Each group will discuss:
  - Your initial reactions to the topic
  - What your CLC is doing on the topic
  - What could your CLC do on the topic moving forward
- Report back to the room
- Next steps – how can CLCQ assist?



# Activity topics

- Supporting diversity & inclusion
  - Supporting First Nations workforce
  - Remuneration / salary benchmarking
  - Non-salary benefits
  - Leave
  - Supporting psychosocial safety
  - Supporting a positive workplace culture
  - Career progression – particularly for lawyers
  - Employment certainty / permanency
  - **Your additional ideas...?**
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