



**Community
Legal Centres
Queensland**

Measuring the impacts of community legal centres:

*A toolkit for CLC workers to measure your
services' outcomes and impacts*

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1. Benefits: Why it's important

Community legal centres (CLCs) are operating within an increasingly competitive and sophisticated working environment. Funders, as well as service users and clients, are keen to better understand the value of the services they support or rely on.

Commonwealth and State governments are embarking on a range of new funding and contracting strategies, centred on achieving better value from public investment in services, and moving on from seeking just *quantitative* measures – *outputs* – to assessing the *qualitative* results of their investment – *outcomes*. This will increasingly influence decisions about the funding of CLCs.

Benefits for clients

Clients can have confidence that community legal centres' work can improve their circumstances, and that services will be delivered appropriately.

Benefits for services

Outcome measurement supports evaluation of program effectiveness, and helps community legal centres understand if they're using their limited resources in the most effective way. This can provide the basis for organisational change and improvement.

Benefits for partners

Measuring the outcomes of our work demonstrates that community organisations can work in partnership with CLCs and refer clients with confidence; that we support and improve the work of governments and their agencies, and that volunteers make a meaningful contribution and develop their own skills.

Benefits for funders

As funders focus less on the number of activities and outputs, community legal centres that are able to measure and demonstrate the link between their work and community level impacts are of more interest to funders, including government and philanthropists.

Our **theory of change** provides a framework to better understand and measure the qualitative impact of the work of CLCs. Read more about our theory of change below at [1.2 Theory of change](#).

1.1 About this project

Community Legal Centres Queensland commissioned this project with the aim of providing Queensland CLCs with a practical self-evaluation toolkit with which to undertake outcomes evaluation, and to contribute to building a sector culture of measuring and reporting on outcomes and impacts.

The main purpose of the project was to develop a toolkit which could:

- Capture, measure and report outcomes for clients and other stakeholders more systematically
- Build the measurement and evaluation capacity of CLCs and the sector
- Effectively capture and communicate what works to funders and the sector
- Use the information and insights to highlight possible improvements to your CLC.

The project was undertaken by [The Incus Group](#), between April and August 2017, with coordination and support from a Steering Group comprising CLC managers, and members of the CLCQ team. The project developed an outcomes measurement framework that was piloted with three different CLCs, and reflected the shared goals and diversity of the membership.

Based on this framework, Community Legal Centres Queensland built this website (www.communitylegalimpact.org) as a way of presenting the toolkit, which aims to provide a consistent method for measuring outcomes.

This project was funded by the Queensland Government, [Department of Justice and Attorney-General](#).



1.2 Theory of change

Community legal centres provide vital legal help to people who can't afford a lawyer, but don't qualify for Legal Aid. We help individuals by providing them with legal information, advice that is tailored to their circumstances, and by providing ongoing representation and support.

Based on our experiences helping individual clients, we work to prevent other people experiencing legal problems, by educating them about their rights and responsibilities, and through working with governments and others to improve laws and legal processes that aren't working properly.

A **theory of change** sets out the link between activities and the achievement of medium and longer term outcomes. Our theory of change (set out in the table below) helps us to better understand and measure the change CLCs' activities have on these four groups.

We systematically collect data, both qualitative and quantitative, that provides evidence of whether those outcomes have been achieved. The tools developed in the evaluation project assist with collecting this evidence.

In the long term, community legal centres' work impacts on four groups of stakeholders, or beneficiaries:

- **Clients** have decreased stress and anxiety, improved financial wellbeing, improved personal relationships, increased personal safety, and decreased social exclusion
- **Community** organisations can collaborate better, and more effectively provide services to priority clients, while the broader community experiences increased individual and community wellbeing
- **Justice system services:** Courts and tribunals expend less resources, provide fairer legal outcomes, and can improve policy and processes with better information; governments are better informed when they develop laws, legal policy and practice, and can provide effective justice service programs, and other legal assistance services function more effectively
- **Volunteers** are more able to make a difference in their community, and develop their own professional skills.



Activities	Stakeholders	Sub-Groups	Intermediate Outcomes	Long term Outcomes
<ul style="list-style-type: none"> • Delivery of legal advice, casework, and information services for and including: <ul style="list-style-type: none"> ◦ children and young people (up to 24 years); ◦ people experiencing financial disadvantage; ◦ Indigenous Australians; ◦ older people (aged over 65 years); ◦ people experiencing, or at risk of, family violence; ◦ people residing in rural or remote areas; ◦ people who are culturally and linguistically diverse; and ◦ people with a disability or mental illness; • Community legal education activities: <ul style="list-style-type: none"> ◦ Talks to schools & universities ◦ Advice to agencies regarding client's legal situation and how best to assist them. ◦ Legal information seminars to community groups • Advocacy on public and legal policy: <ul style="list-style-type: none"> ◦ Responding to legislative changes ◦ Undertaking law reform projects ◦ Police multicultural programs ◦ DV Response taskforce 	Clients	Information provision	<ul style="list-style-type: none"> • Client has more knowledge of their rights and responsibilities • Client has their matter properly heard and adjudicated • Client has confidence in their legal representation • Client has specific issue resolved (e.g. relationship issues addressed, debt managed, employment complaint dealt with/income, housing need, consumer entitlement, immigration status resolved, abuse/discrimination tackled, social security entitlements enabled) • Client knows what they can do to get help/knows what to do next time 	<ul style="list-style-type: none"> • Decreased stress and anxiety • Improved financial wellbeing • Improved personal relationships • Increased personal safety • Decreased social exclusion/isolation
		Advice seeking		
		Representation and case work		
	Community	Community Service Organisations	<ul style="list-style-type: none"> • Increased targeted & appropriate referrals into and out of non-legal support services (e.g. Health, Employment, Education, Housing) • Increased number of clients accessing referral services • Increased knowledge /competence in advising on legal situations 	<ul style="list-style-type: none"> • Increased collaboration between services • Improved ability to effectively service priority clients
		Civil Society	<ul style="list-style-type: none"> • Increased community knowledge and self-confidence around legal issues • Improved ability to have legal issues addressed • Improved access to advice and support on legal matters 	<ul style="list-style-type: none"> • Increased individual and community wellbeing
		Courts/Tribunals	<ul style="list-style-type: none"> • (Self-represented applicants) understand the process, are prepared and have realistic expectations of possible outcomes • (Represented clients) benefit from appropriate and higher quality representation • Improved speed and efficiency in processing cases • Increased exposure to advocacy on public and legal policy • Improved productive contact, engagement and collaboration with CLCs 	<ul style="list-style-type: none"> • Decrease in resources expended by court staff • Fairer legal outcomes for applicants/clients • Increased knowledge to inform policy and process changes
	Justice System & services	AGD and Department of Justice	<ul style="list-style-type: none"> • Addresses government's need to provide an effective service for vulnerable individuals and the broader community • Department has access to informed advice and representation on legislative issues/changes • Improved legal services across a broader client base 	<ul style="list-style-type: none"> • Better informed and improved development of legal policy and practice • Better able to meet objective of effective justice services for all
		Legal Aid Queensland	<ul style="list-style-type: none"> • Referrals enable clients who are not eligible for Legal Aid (e.g. tenancy and employment law) to be more appropriately serviced • Reduced pressure on LAQ resources 	<ul style="list-style-type: none"> • Legal Aid functions more effectively
		Volunteer legal staff	<ul style="list-style-type: none"> • Individuals gain experience in new and different areas of law • Individuals increase their understanding of clients' circumstances and broader community issues • Greater awareness and empathy within law firms 	<ul style="list-style-type: none"> • Improved ability to make a difference in the community • Improved professional practice development
	Volunteers			

Theory of change for community legal centres

1.3 Pilot project

As part of our project, Community Legal Centres Queensland undertook pilot testing of the toolkit surveys. The survey questions were tested to ensure they suited a diverse range of CLCs and their stakeholder groups.

What did we learn?

- Survey Monkey provided the best data collection tool to enable collection, collation and analysis of data
- Seeking and obtaining feedback from clients is less likely to jeopardise their right to privacy and confidentiality
- The best ways to ensure privacy and confidentiality for clients when contacting them for feedback
- Telephoning clients for feedback was the best way to communicate with clients, and got the best response, for both rate and quality of response
- For other stakeholders, emailing the survey tool was the best way of communication and got the best response, for both rate and quality of response
- There is an optimal 'window' of time for clients to reflect on their experience of the CLC service in order to provide constructive feedback
- Setting up consistent internal processes in CLCs was important to ensuring a good response rate.

How has the pilot shaped the final Toolkit?

- The Toolkit contains many of the tips and resources developed both for and as a result of the pilot
- Ideally, Community Legal Centres Queensland should coordinate the survey process, with a centralised Survey Monkey tool
- Consistency of survey tools is essential to understand the overall impact of the work of the sector, with some customisation required for analysis of individual CLC results.



Results of the pilot surveys

There were four surveys tested, with each survey focussed on a different stakeholder group (clients, community partners, justice system and volunteers).

The surveys were tested in 3 different types of CLCs:

- A suburban advice-focussed CLC
- A state-wide specialist CLC
- A regional CLC.

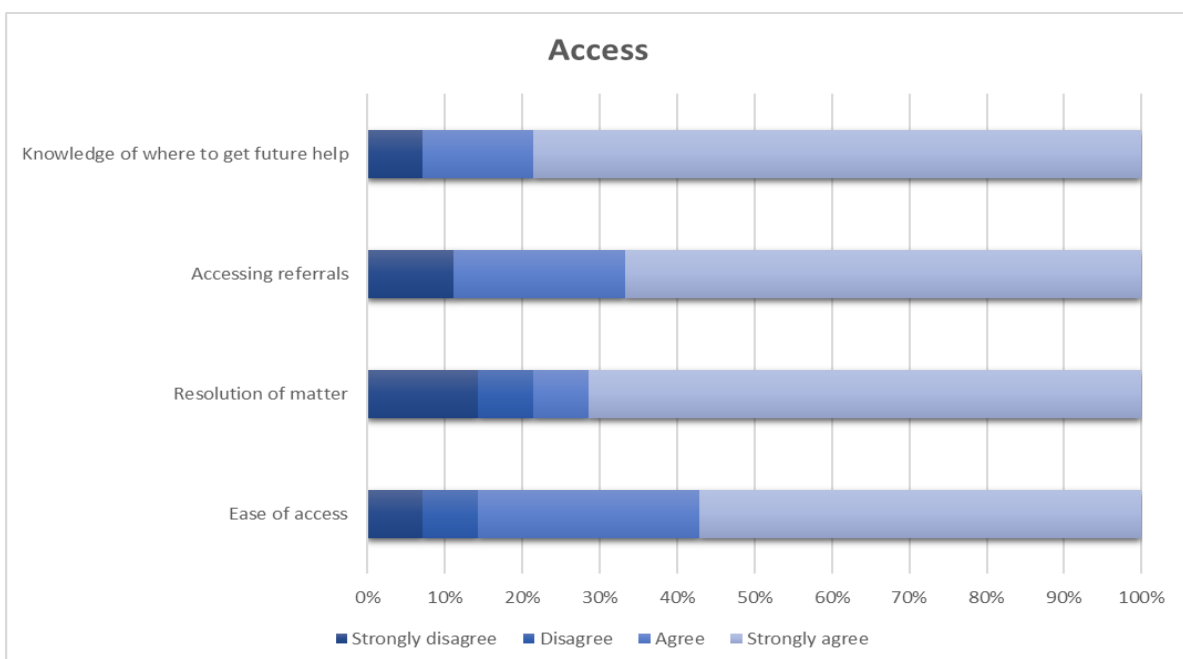
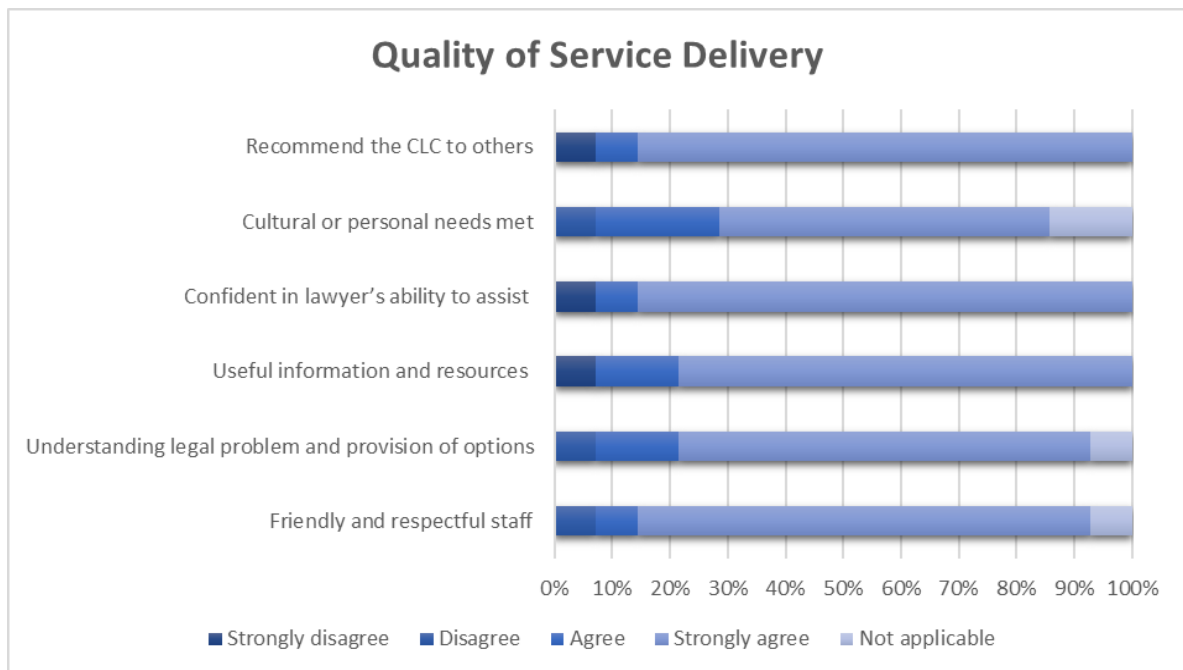
The pilot tested the survey questions, to make sure they elicited the right types of information to understand the impact of CLC work. As such, survey sample sizes were relatively small. These surveys have been incorporated into the final Toolkit.



Clients

Some comments were provided by clients. These comments provided feedback about:

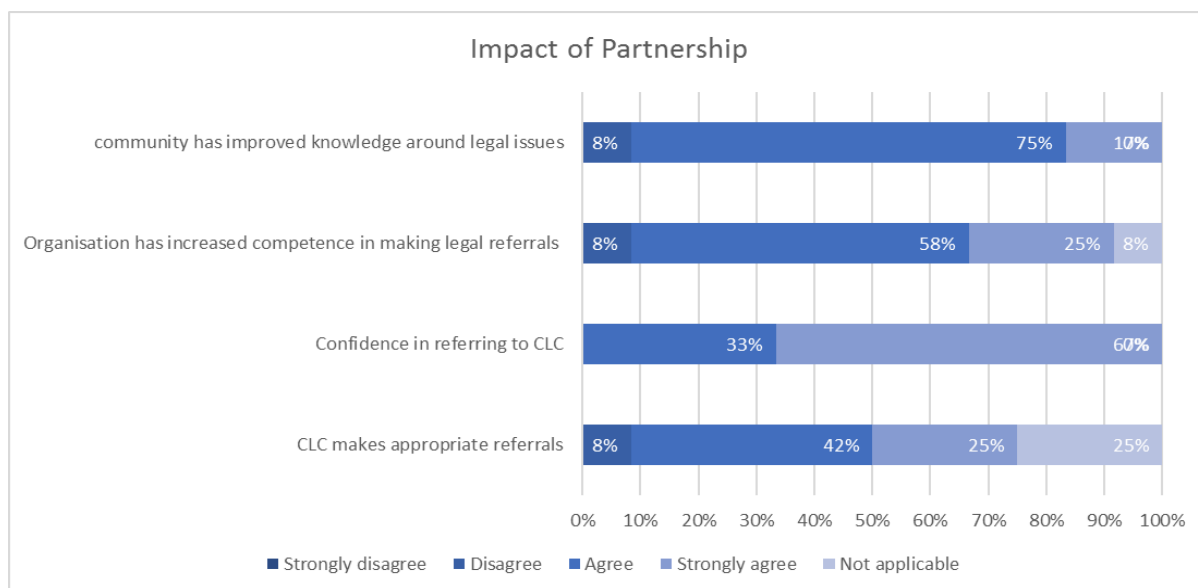
- The quality of interactions with staff and volunteers, which were largely positive
- The outcome of their legal problem
- The referral experience.



Community partners

The community partners surveyed ranged from not-for-profit community agencies to statutory bodies. Comments provided by community partners provided feedback about:

- The quality of interaction with CLC staff
- How to improve the quality of referral between partners
- How the CLC enables the community partner to better perform their role.



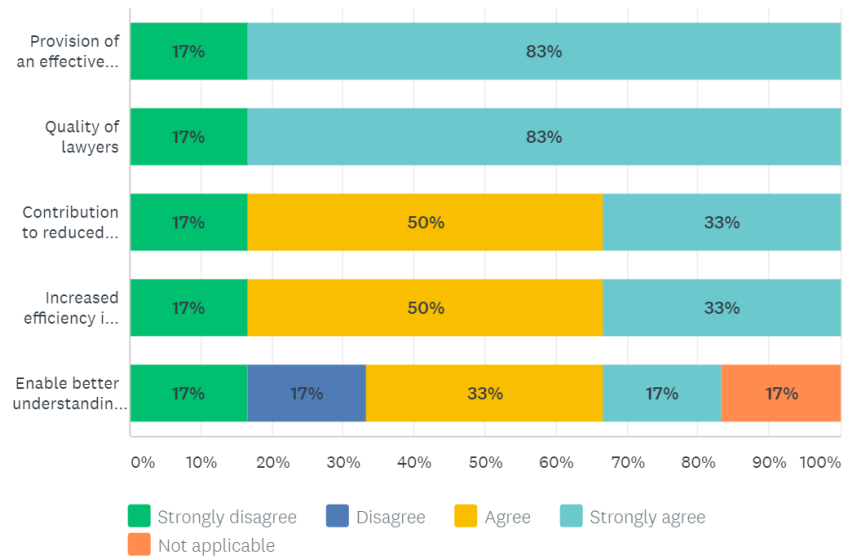
Justice system

Justice system surveys were provided to respondents in tribunals.

Comments on this survey reflected the value of CLCs to the community and how CLCs helped them perform their role.

For the following set of statements, please tell us how much you agree or disagree with them...

Answered: 6 Skipped: 0



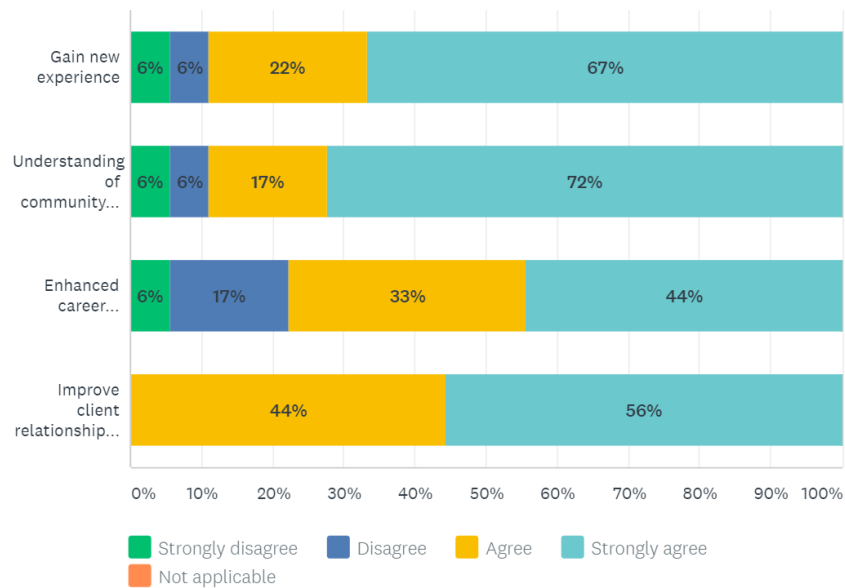
Volunteers

The best response rate came from CLC volunteers. A number of comments were provided by volunteers about:

- The value of CLC work to the community
- How the volunteering experience has exposed volunteers to bigger social issues and afforded an opportunity to develop skills.

For the following set of statements, please tell us how much you agree or disagree with them...

Answered: 18 Skipped: 0



2. Gathering data: The data we use

We gather data that demonstrates outcomes for our four key stakeholder groups:

Clients

Clients can have confidence that community legal centres' work can improve their circumstances, and that services will be delivered appropriately.

Community organisations

Measuring the outcomes of our work demonstrates that community organisations can work in partnership with CLCs and refer clients with confidence.

Justice system services

Government and their agencies can understand how CLCs improve and contribute to the justice system working more effectively.

Volunteers

CLCs can demonstrate to government and philanthropic organisations that we can leverage volunteer support and have a positive impact on the professional lives of volunteers.



2.1 Clients

Our framework for measuring the impacts and outcomes of community legal centres' work recognises that our work has positive impacts for four key groups: clients, the community, other organisations in the justice system, and volunteers.

This section sets out the process for gathering data about working with clients. This data can then be added to your **Impact reports** or your **Service review**.

What are the impacts of CLCs' work with clients?

Based on our **theory of change**, we suggest that there are two major areas of impact flowing from the work you do with clients:

1. Appropriateness of service delivery

To demonstrate you do this work well, measure:

- the demographics of clients that received a service
- the number and types of activities
- the number of problem types
- referrals to other agencies
- client feedback and experiences.

Obtain this information from:

- CLASS (Community Legal Assistance Services System)
- Client survey
- Community partner survey.

2. Effectiveness in making an impact for clients

To demonstrate you do this work well, measure:

- Client's satisfaction with the service and its impact

Obtain this information from:

- Client survey
- Client case studies.

(a) CLASS

CLASS reporting has only recently been introduced, so this page will be updated as further reporting functionality and training becomes available.

As at February 2018, the CLASS reports available that may help your centre obtain client data include:

- C1: Number of clients by priority group *(the number of clients in particular priority or demographic groups)*
- N2: NPA performance indicator - Services to priority clients *(the number and proportion of closed representation services to priority groups under the National Partnership Agreement)*
- S4.1: Services by high level problem type *(the number of legal advices, legal tasks, informations, referrals and other services broken down by problem type)*
- S4.2: Representation services by high level problem type *(the number of closed representation services broken down by problem type)*
- PT1: Top 20 problem types.

The CLASS Helpdesk may be able to provide further detailed information regarding CLASS reporting, and can be contacted on: 1300 484 498 or naclc@classhelp.org.au.



(b) Client survey

As clients are at the centre of the work of CLCs, understanding the extent to which you are effective in meeting their needs and achieving positive outcomes with and for them is the most important task in the evaluation process. Client surveys are the key method/tool to obtain this information.

Queensland CLCs are required to undertake client surveys under their service agreements with the Queensland Government: clause 5.4 states:

'You must complete a client survey in the form developed through a co-design process with the Queensland legal assistance sector and the Commonwealth Government.'

Which clients / groups should complete the survey?

Community Legal Centres Queensland's evaluation project recommended that an 'experience-based' approach to data collection be used. This means collecting data when convenient, such as after service delivery or from a random sample of clients during a given time period.

However, at a minimum, to ensure the data collected is still relevant to assessing the impact of your CLC, it is suggested that the proportion of responses collected is reflective of the spread of the client demographic serviced by your CLC and the types of services provided. This can include gender, disability status, identification as Aboriginal and Torres Strait Islander etc.

By way of guidance from our project, your CLC could use 25% as an overall figure to aim for, bearing in mind the different challenges in connecting with distinct client groups, for example, those who connected only once for advice.

Although sample size is a significant factor, it's equally important to work to achieve a survey sample that avoids any bias, for example, by attempting to ensure that it does not disproportionately represent respondents who may have had predominantly positive experiences.

Being transparent about sample sizes and restricting the validity of the data collected by CLCs based only on response numbers or percentages, the sector can start to build an evidence base that can inform future decisions about time and resources to develop methods to better collect data from unrepresented client groups.



How could clients complete the survey?

There are four methods you could use to tell clients about the survey:

- **Option 1:** Provide a form after an advice session or other service at your centre
- **Option 2:** Call former clients and ask them to undertake the survey
- **Option 3:** Email former clients and ask them to undertake the survey
- **Option 4:** Write a letter to former clients and ask them to undertake the survey.

See **Appendix 1** for the full text of the client survey questions.



(i) Telling clients about the survey

You should advise your clients that they'll be asked to complete a survey. You might do so by including this information in your intake form or client information sheet or providing a standalone information sheet, instructing staff (paid and volunteer) to inform clients, put up a poster in your waiting room, including a paragraph in your matter closure letter to clients, etc. Resources to help you do this are provided below:

Add to your client intake sheets

Client survey

We receive funding from the government, and under our funding contract, and because we care about the quality of our services, we survey clients about their experiences with us. Are you happy to complete this survey? ☐ Yes ☐ No

[If you're not completing straight after the appointment]: Are you happy for us to contact you by phone, email or letter to complete this survey? ☐ Yes ☐ No

Add to your client information sheets

Client survey

We receive funding from the government, and under our funding contract, and because we care about the quality of our services, we survey clients about their experiences with us. We may contact you by phone, email or letter to complete the survey.

If you have any queries or concerns, please raise this with a staff member.

Add to your matter closure letters

Client survey

We receive funding from the government, and under our funding contract, and because we care about the quality of our services, we survey clients about their experiences with us. We may contact you by phone, email or letter to complete the survey.

If you have any queries or concerns, please contact us.

Standalone information sheet

Client survey

We receive funding from the government and under our funding contract, and because we care about the quality of our services, we survey clients about their experience with us. Over the next [time period] we are conducting our client survey.

After your appointment, we would really appreciate you spending 10 minutes filling out our short survey. [We can offer you the option to answer the survey on a tablet or on paper]

You do not have to do the survey and your opinion will not change the service you get at [CLC name] in the future. All your information will remain private and confidential.

If you have any concerns, please raise them with [CLC name] staff or volunteers.

Thank you and we appreciate your time in providing us with valuable feedback.



(ii) Distributing the survey

First steps

You should advise your clients that they'll be asked to complete a survey.

The [Australian Solicitor's Conduct Rules](#) allow you to share confidential client information if the 'client expressly or impliedly authorises disclosure' (Rule 9.2.1).

You might do this in one or more of the following ways:

- by including this information in your intake form or client information sheet [see above]
- providing a standalone information sheet to you clients [see above]
- instructing staff (paid and volunteer) to inform clients
- putting up a poster in your waiting room [see **Appendix 2**]
- including a paragraph in your matter closure letter to clients [see above].

At your CLC...

You can provide a copy of the survey to clients on the way out of their appointment/meeting. You might want the client to enter it directly into the online survey (by providing them with a tablet or directing them to a computer in your waiting area), or asking them to complete a paper form (which you'll need to enter into the online survey tool at a later time).

By phone...

You can call clients and ask them to complete the survey. The caller (a staff member or volunteer at your CLC) can then input the client's responses straight into the Survey Monkey tool.

Email to clients...

You can email former clients and ask them to complete the survey. Based on our pilot project, we would expect a very low response rate via email, so this would not be as useful as having clients complete the survey at your centre, or completing a telephone survey. However you might think this option is better based on your knowledge and experience working with your clients and your community.

A sample email to clients is available below. The email provides the link to the survey so clients can complete it online through Survey Monkey.

Sample Email

You recently got help from *[name of CLC]* and now we need your help to find out more about our service and the value it has to you, your family and the community.

You can provide us with important feedback about our services by filling out this short survey by clicking on this link.

The survey should only take 10 minutes.

Your opinion is important and we will use the survey information to help make our service better.

You do not have to do the survey and your opinion will not change the service you get at *[name of CLC]* in the future. All your information will remain private and confidential.

Thank you and we appreciate your time to provide us with valuable feedback.

Letter to clients...

You can write to former clients and ask them to complete the survey. Based on our pilot project, we would expect a very low response rate via mail, so this would generally not be as useful as having clients complete the survey at your CLC or completing a phone survey. However, you might think this option is better, based on your knowledge and experience working with your clients and community.

A sample letter to clients is available below. The letter provides the link to the survey so clients can complete it online through Survey Monkey, and suggests you enclose a hard copy of the survey that clients can return as an alternative.

Note that there is a risk that your data will be skewed if clients complete both the online and hard copy survey.

Sample Letter

You recently got help from *[name of CLC]* and now we need your help to find out more about our service and the value it has to you, your family and the community.

You can provide us with important feedback about our services by completing out the short survey that is enclosed. It can be returned to us in the self-addressed envelope and needs no stamp. Alternatively the survey can be completed online at *[insert Survey Monkey link]*.

The survey should only take 10 minutes.

Your opinion is important and we will use the survey information to help make our service better.

You do not have to do the survey and your opinion will not change the service you get at *[name of CLC]* in the future. All your information will remain private and confidential.

Thank you and we appreciate your time to provide us with valuable feedback.

(c) Client case studies

An effective client case study describes how the work of the CLC:

- Provides appropriate service delivery
- Effectively makes an impact for clients.

Who to involve in writing case studies?

- CLC team members that undertook the activities
- Community organisation partners that were involved in the problem or the activities
- Clients.

The essential elements of a case study describe...

PROBLEM | SOLUTION | RESULT/OUTCOME

PROBLEM

- Describe the problem within the broader social context and how the problem was a threat to commonly held values e.g. access to justice, voice, security, fairness, opportunity
- Situate the problem as part of a bigger social problem eg. homelessness, violence against women, police targeting marginalised groups, mortgage stress
- Describe how the community partner was part of identifying the problem.

SOLUTION

- Describe the activities that the CLC undertook and how they added value in addressing the problem
- Highlight the quality and the relevance of the activities and how the activities were best suited to solving the problem.

RESULT or OUTCOME

- Describe the changes or improvements that were made as a result of the CLC activities
- The end of the case study should be able finish the sentence, 'Now that the problem is solved...'

The Case Study Template is available for you to use in **Appendix 3**.

DOs and DON'Ts of a client case study

DOs:

- Choose individual stories that suggest that they are symptomatic of a bigger problem so that the individual is not the problem
- Describe the impact of the problem on people's lives and communities
- Provide an overview of the activities that summarises why the CLC was best placed to help solve the problem, rather than another organisation
- Include a testimonial from a client
- Describe the change from the client's perspective
- Refer to the major area of impact and how it was specifically achieved in this case:
 - Appropriateness of service delivery
 - Effectiveness in making an impact for clients.

DON'Ts:

- Provide so much background information it dilutes the impact of the CLC work on the problem
- Provide blow by blow description of the activities undertaken by the CLC
- Use a testimonial as the outcome e.g. 'the client was happy that their legal problem was solved' is not an outcome that describes the change created.



(i) Client case study examples

Four example case studies have been generated for you as examples to follow.

Client case study 1: Social security

PROBLEM – SOLUTION – RESULT/OUTCOME

Access to social security benefits ensures that people who have a disability can live with dignity and have their basic needs met. For people with a disability it can be challenging to negotiate a complex social security system to obtain social security benefits to which they are entitled.

After approaching a number of government and non-government agencies for assistance to obtain disability support payment, Michael sought advice from Local CLC. He was experiencing high levels of stress about how to pay for his daily needs, as he did not have regular income.

Local CLC assisted Michael by contacting Centrelink and negotiating with them about Michael's entitlement to income support. This involved providing documents to Centrelink that showed evidence of Michael's situation.

As a result of Local CLC's work, Michael is now in receipt of disability income support. Michael has been able to start paying off a back log of bills, and has said that:

'Thanks to Local CLC, I feel less stressed and more in control.'

Client case study 2: Grandparents

PROBLEM – SOLUTION – RESULT/OUTCOME

All children have a right to be cared for in a safe environment. When a child's parent is unable to provide that care, grandparents can be an important part of extended families to take over this responsibility. The child protection and family law systems are complex to negotiate when a grandparent is wanting to ensure their grandchild is living in a safe environment.

Jannali sought assistance from Regional CLC when her grandchild, Mia, was taken into the care of Child Safety as a result of her daughter, Tarni, being unable to take care of Mia. The relationship between Jannali and Jane broke down as a result of Tarni's drug use. Mia was disruptive in school, on the days that she made it. After Mia was taken into the care of Child Safety, Jannali didn't have any contact with her, despite many requests.

Regional CLC assisted Jannali with her application to the Regional Magistrates Court to obtain guardianship of Mia. A solicitor from Regional CLC represented Jannali in her guardianship hearing. As a result of the assistance provided by Regional CLC, Jannali was successful in her application to care for Mia. Jannali is feeling less stressed about Mia's future care and Mia is regularly attending school, with her behaviour at school improving.

Client case study 3: Tenancy

PROBLEM – SOLUTION – RESULT/OUTCOME

Just because tenants don't own the properties that they live in, doesn't mean they shouldn't receive fair treatment.

Ahmid was renting a house in Beachside. One summer night he turned on the air-conditioner in the house and it caught fire. Ahmid extinguished the fire and called the fire brigade. Ahmid's landlord then sent him a bill of \$3,000 for the cost of the replacement of the air-conditioner.

Ahmid moved out of the house and the landlord withheld his bond due to the outstanding air-conditioner bill. As a result of not getting his bond back, Ahmid was struggling to rent a new place, as his name had been added to the tenancy database.

Ahmid didn't think he was liable to replace the air-conditioner and sought help at the Beachside CLC to get his bond back and have his name removed from the tenancy database. Beachside CLC provided Ahmid with advice that confirmed that he was not liable to pay for the air-conditioner and helped him prepare his Queensland Civil Administrative Tribunal (QCAT) application for the return of his bond. Ahmid appeared for himself at the QCAT hearing and as a result, had his full bond repaid and name removed from the tenancy database. With the assistance provided by Beachside CLC, Ahmid was able to secure a new rental home.

Client case study 4: Elder law

PROBLEM – SOLUTION – RESULT/OUTCOME

Elderly parents like to know that they can help out their adult children when they experience a crisis, but it is unreasonable for adult children to abuse this.

Three years ago, Violet's daughter, Jenny, asked Violet if she could use her credit card to pay for medical bills. While Jenny had Violet's credit card, she paid for other purchases until she reached the credit card limit.

Jenny was paying off the credit bill very slowly, so Violet asked Jenny to pay more than the monthly minimum amount. Jenny refused to pay any extra. Violet had always prided herself on paying her bills on time all her life, so seeing the debt mount up on each monthly statement for purchases she did not make was very distressing to her.

A friend at the local bowls club suggested that Violet contact Seniors CLC for help. The solicitor at Seniors CLC wrote to Jenny, and Jenny agreed to a payment plan that was acceptable to Violet. Violet was relieved that she didn't have to use her small financial reserves to pay off the credit card bill and is hopeful that she and Jenny can reconcile their relationship as a result of this new understanding about payments. Violet said:

'It was a really difficult time, and without the solicitor at Seniors CLC's help, I would have lost my life savings.'

(ii) Ethical client case studies

Client case studies are the most sensitive of case studies to develop, but the most powerful way CLCs can demonstrate their positive impact.

These are some ethical considerations to bear in mind when developing client case stories:

1. **Obtain consent:** Obtain consent even if the case study is de-identified. Consent must be fully informed, including how the story will be used. Consent should be freely given and not just an act of gratitude for receiving a service. Written consent is best practice.
2. **Prioritise individual and community participation:** Wherever possible, support a client to participate in the development of the case study.
3. **Collaborate:** Cooperation between CLCs and other community groups can guard against prospective or current court proceedings in the lawyer-client relationship.
4. **Tell stories as part of a broader context, rather than a standalone account:** This avoids 'victim blaming' and guards against the client being viewed as a problem, as their situation is part of a bigger social problem.
5. **Think about how to craft the story:** Telling a compelling story is very powerful which can be enhanced by direct quotes from the client.

Find out more about ethical and effective storytelling in advocacy in the Victoria Law Foundation Report: [*When I tell my story, I'm in charge: Ethical and effective storytelling in advocacy*](#).



2.2 Community partners

Community legal centres' work has positive impacts for four key groups: clients, community partners, other organisations in the justice system, and volunteers.

This section sets out the process for gathering data about working with community partners, which may include organisations such as referral agencies, neighbourhood centres, domestic violence services, housing services, health services, organisations your CLC has an MOU with etc.

As community legal education (CLE) is sometimes delivered to the community directly, this definition may also include your local community or community of interest. This data can then be added to your **Impact report** or your **Service review**.

What are the impacts of CLCs' work with community organisations?

Based on our **theory of change**, we suggest that there are two major areas of impact flowing from the work you do with community organisations:

1. Improving access to legal education to the community and community partners

To demonstrate you do this work well, measure:

- the number and type of CLE activities you deliver (resources and activities)
- the number and type of materials you provide to community partners.

Obtain this information from:

- CLASS
- Community partner survey.

2. Increased capacity of community partners to meet legal needs of the community

To demonstrate you do this work well, measure:

- the number of referrals from community partners
- community partners' confidence with referrals and awareness of legal issues.

Obtain this information from:

- CLASS
- Community partner survey
- Collaboration case studies.

(a) CLASS

CLASS reporting has only recently been introduced, so this page will be updated as further reporting functionality and training becomes available.

As at February 2018, the CLASS reports available that may help your centre obtain community partner data include:

- S4.3: Project services by high level problem type *(the number of services delivered to the community, such as CLE, broken down by high level problem type)*.

The CLASS Helpdesk may be able to provide further detailed information regarding CLASS reporting, and can be contacted on: 1300 484 498 or naclc@classhelp.org.au.



(b) Community partner survey

Feedback from community partners can show that your work improves access to legal education to the community and partners, and increases capacity of community partners to meet legal needs of the community.

The community partner survey is available below, and measures if your work:

- refers appropriate clients to community organisations (question 1)
- allows community organisations to refer (more) clients to your CLC for appropriate support or advice (question 2)
- increases the competence and knowledge of community organisations providing help to their clients/communities on legal issues (question 3)
- improves your community's knowledge and self-confidence around legal issues (question 4).

To implement this survey, once per year you should email your community partners (ideally 20 organisations, as we expect about a 30% response rate), with a link to the survey. Below is an example email.

Sample email

Friends,

Like you, it is important for us to measure the effectiveness of our services, so that we can identify opportunities to improve our services, see what is working well, and share our successes with our stakeholders, including clients, funders and partners.

As part of our evaluation, I'm writing to ask you to complete this online survey *[inert link]* by *[date]*.

It will take less than 10 minutes and provide valuable feedback. This survey is part of our whole-of-sector evaluation framework – you can find out more here *[insert link to CLC Impact website]*.

Please contact me if you have any queries, or admin@communitylegalqld.org.au if you have any technical issues.

Thanks for your continuing support of our organisation!

You may need to send a reminder email to your community partners to hustle some more responses.

See **Appendix 4** for the full text of the community partner survey questions.

(c) Community partner case studies

An effective community partner case study describes how the work of the CLC:

- Improved access to legal education to the community and partners and/or
- Increased capacity of community partners to meet legal needs of the community.

Who to involve in writing case studies?

- CLC team members that undertook the activities
- Community organisation partners that were involved in the problem or the activities
- Clients.

The essential elements of a case study describe...

PROBLEM | SOLUTION | RESULT/OUTCOME

PROBLEM

- Describe the problem within the broader social context and how the problem was a threat to commonly held values e.g. access to justice, voice, security, fairness, opportunity
- Situate the problem as part of a bigger social problem e.g. homelessness, violence against women, police targeting marginalized groups, mortgage stress
- Describe how the community partner was part of identifying the problem.

SOLUTION

- Describe the activities that the CLC undertook and how they added value in addressing the problem
- Highlight the quality and the relevance of the activities and how the activities were best suited to solving the problem.

RESULT or OUTCOME

- Describe the changes or improvements that were made as a result of the CLC's activities.
- The end of the case study should be able finish the sentence, 'Now that the problem is solved...'

The Case Study Template is available for you to use in **Appendix 3**.

DOs and DON'Ts of a community partner case study

DO:

- Choose individual stories that suggest that they are symptomatic of a bigger problem so that the individual is not the problem
- Describe the impact of the problem on people's lives and communities
- Describe how the relationship with the community partner was formed
- Provide an overview of the activities that summarises why the CLC was best placed to help solve the problem, rather than another organisation
- Emphasise that the relationship with community partner was critical to solving the problem
- Include a testimonial from a stakeholder (community partner, client)
- Describe the change from different perspectives such as the client's, the community partner's, other government or non-government organisations
- Refer to the major area of impact and how it was specifically achieved in this case:
 - Improved access to legal education to the community and partners and/or
 - Increased capacity of community partners to meet legal needs of the community.

DON'T:

- Provide so much background information it dilutes the impact of the CLC's work on the problem
- Provide a blow-by-blow description of the activities undertaken by your centre
- Use a testimonial as the outcome e.g. 'the client was happy that their legal problem was solved' is not an outcome that describes the change created.



(i) Community partner case study examples

Three example case studies have been generated for you as examples to follow.

Case study example 1: Metro CLC

PROBLEM – SOLUTION – RESULT/OUTCOME

Newly arrived migrants are often unfairly targeted by unscrupulous credit providers to take out loans, resulting in unsustainable levels of debt.

Metropolitan CLC noticed that they were receiving an increase in referrals for debt and credit issues from the local immigration settlement service.

Through regular meetings with the local settlement service in quarterly inter-agency meetings, Metropolitan CLC and the local immigration settlement service noticed a trend of the same credit providers signing up clients from the Somali community to financial products that were complex and misunderstood. The local settlement service was concerned that the debt issues were resulting in higher levels of stress in the community which resulted in unusual levels of violence.

Metropolitan CLC worked with the local immigration settlement service to:

- Meet with Somali community leaders to understand how the community could be assisted
- Develop and deliver specific community legal education sessions about credit and debt issues to the migrant community called 'Fair Go'
- Develop specific legal education resources about credit problems which were distributed in partnership with the local immigration settlement service
- Develop a warm/facilitated referral pathway with the local immigration settlement service to ensure Somali migrants with credit and debt issues had priority access to Metropolitan CLC services.

As a result of the partnership work with the Metropolitan CLC, the local immigration settlement service said:

'Since the Fair Go program started, we have noticed that there has been a steady decrease in the number of people with debt problems. We have heard from the community elders that the people are getting help before signing up to financial products and the level of stress in the community is reducing.'

Case study example 2: Rural CLC

PROBLEM – SOLUTION – RESULT/OUTCOME

Community access to quality services can be difficult in rural and regional parts of Queensland.

At a Regional Legal Assistance Forum (RLAF), Rural CLC, along with other regional Legal Assistance Services in the area, identified that the community of Small Town had to travel long distances to get legal assistance, as a local private solicitor's office had closed down, leaving only one firm in the town.

This meant that people in the community were conflicted out for assistance and that Small Town community members were ignoring their legal problems.

Rural CLC worked with the local Legal Aid office to develop a legal outreach program to Small Town, which was hosted in the Small Town Community Centre.

Rural CLC worked together with Legal Aid and the Community Centre to develop a monthly roster of legal outreach, with administrative support and space provided by the Community Centre. In the first 12 months of the legal outreach program, the allocated 10 appointments per month were fully booked, with legal advice provided to over 100 clients.

The Community Centre has received a lot of positive feedback about the service from the community:

'It's great that we have somewhere we can refer people for legal help. Just last week, a woman said she couldn't see the local solicitor as her ex had already seen them, so she was relieved to have another local option, as she has 3 kids under 5 years' old.'

Working in partnership with the local immigration settlement service has meant the local Somali community are better informed about credit and debt issues, resulting in fewer Somali clients being locked into unfair credit contracts.

As a result of working with Legal Aid and the Community Centre in Small Town, Rural CLC was better able to meet the legal needs of the Small Town community.



Case study example 3: Schoolies community education

PROBLEM – SOLUTION – RESULT/OUTCOME

Schoolies Week is a long standing tradition for school leavers in Queensland, but unfortunately, young people sometimes find themselves in trouble with the police and the criminal justice system.

In 2017, after reading the legal information on Young People's CLC's website, Suburban High School approached Young People's CLC to provide their Year 12 students with some legal education about how to stay out of trouble at Schoolies.

Young People's CLC developed a community education session specifically about Schoolies and delivered the training to 200 Year 12 students at Suburban High School.

Suburban High School received positive feedback about the session and have subsequently invited Young People's CLC to provide the training every year.

As a result of Suburban High School spreading the word, Young People's CLC has rolled out the community education session to five more high schools in the past year.

Students that attended the session at each school were surveyed for feedback. Over 80 percent of the students said they better understood how to stay out of trouble at Schoolies, and Suburban High School commented:

'Our students have learned so much about their rights and how to stay safe through the Schoolies training, and their parents and the teachers here feel a lot more secure too!'



2.3 Justice system

Community legal centres' work has positive impacts for four key groups: clients, community partners, other organisations in the justice system, and volunteers.

This section sets out the process for gathering data about working with organisations that work in the justice system. For the purposes of our Toolkit, 'the justice system' means courts and tribunals, government (elected, departmental, statutory agencies and government services) and other legal assistance services. This data can then be added to your **Impact report** or your **Service review**.

What are the impacts of CLCs' work with the justice system?

Based on our **theory of change**, we suggest that there are two major areas of impact flowing from the work you do with justice system organisations:

1) Contributing to effective policy and practice

To demonstrate you do this work well, measure:

- the number of your law reform and stakeholder engagement activities
- the amount of information/advice submitted to governments or parliamentary bodies
- other systematic advocacy activities.

Obtain this information from CLASS.

2) Supporting the justice system

To demonstrate you do this work well, measure:

- justice system organisations' confidence with referrals
- justice system organisations' awareness of legal issues.

Obtain this information from Justice system survey.

CLASS - Justice system reports: Use reports from CLASS to get data about your work with justice system organisations.

Justice system survey: Ask governments, courts, tribunals and other legal assistance services about the impact of your work, and what benefits this work creates in your community.

Case studies: Tell a story about your collaborations with government, courts, tribunals or other legal assistance services, demonstrating the value created by working in partnership.

(a) CLASS

CLASS reporting has only recently been introduced, so this page will be updated as further reporting functionality and training becomes available.

As at February 2018, the CLASS reports available that may help your centre obtain justice system data include:

- S4.3: Project services by high level problem type *(the number of projects relevant to the justice system, such as law reform projects, broken down by high level problem type)*.

The CLASS Helpdesk may be able to provide further detailed information regarding CLASS reporting, and can be contacted on: 1300 484 498 or naclic@classshelp.org.au.



(b) Justice system survey

Feedback from justice system organisations can demonstrate how your work improves access to legal education to the community and partners, and increases the capacity of community partners to meet legal needs of the community.

To complete the survey, once per year you should email justice system organisations (ideally 20 organisations, as we expect about a 30% response rate), and arrange a time for a 30-45 minute phone conversation with each. You may need to send a reminder email to your community partners to hustle some more responses. Below is an example email.

Sample email

Friends,

Like you, it is important for us to measure the effectiveness of our services, so that we can identify opportunities to improve our services, see what is working well, and share our successes with our stakeholders, including clients, funders and partners.

As part of our evaluation, I'm writing to ask you to complete this online survey *[inert link]* by *[date]*.

It will take less than 10 minutes and provide valuable feedback. This survey is part of our whole-of-sector evaluation framework – you can find out more here *[insert link to CLC Impact website]*.

Please contact me if you have any queries, or admin@communitylegalqld.org.au if you have any technical issues.

Thanks for your continuing support of our organisation!

The questionnaire is available below, and includes seven guiding questions:

1. Describe your role and the relationship you have with *[name of CLC]*, and how you interact with them.
2. How do you think clients have a different experience as a result of the involvement of CLCs?
3. How is the working relationship with CLC staff different from other lawyers?
4. How do CLCs impact on your work?
5. How would you describe the difference CLCs make to the work of your organisation?
6. How are these impacts different than if the CLCs had not become involved in this area?
7. How can the services be improved going forward? What can CLCs do differently?

Ideally, you will enter the responses into the Survey Monkey form directly, to allow for sector wide information to be collated (although nothing will be shared without your permission).

See **Appendix 5** for the full text of the justice system survey questions.

(c) Justice system case studies

An effective justice system case study describes how the work of the CLC:

- Effectively contributes to judicial policy and practice and/or
- Effectively supports the justice system.

Who to involve in writing case studies?

- CLC team members that undertook the activities
- Justice system partners that were involved in the problem or the activities.

The essential elements of a case study describe...

PROBLEM | SOLUTION | RESULT/OUTCOME

PROBLEM

- Describe the problem within the broader social context and how the problem was a threat to commonly held values e.g. access to justice, voice, security, fairness, opportunity
- Situate the problem as part of a bigger social problem e.g. homelessness, violence against women, police targeting marginalised groups, mortgage stress
- Describe how the justice partner was part of identifying the problem.

SOLUTION

- Describe the activities that the CLC undertook and how they added value in addressing the problem
- Highlight the quality and the relevance of the activities and how the activities were best suited to solving the problem.

RESULT or OUTCOME

- Describe the changes or improvements that were made as a result of the CLC activities.
- The end of the case study should be able finish the sentence, 'Now that the problem is solved...'

The Case Study Template is available for you to use in **Appendix 3**.

DOs and DON'Ts of a justice system case study

DO:

- Choose individual stories that suggest they are symptomatic of a bigger problem, so that the individual is not the problem
- Describe the impact of the problem on people's lives and communities
- Describe how the relationship with the particular part of the justice system was formed
- Provide an overview of the activities that summarises why the CLC was best placed to help solve the problem, rather than another organisation
- Emphasise how relationships with parts of the justice system contributed to the outcome
- Include a testimonial from a stakeholder (justice system representative, client)
- Describe the change from different perspectives such as the justice system, the client's, the community's, other government or non-government organisations
- Refer to the major area of impact and how it was specifically achieved in this case:

DON'T:

- Provide so much background information it dilutes the impact of the CLC work on the problem
- Provide blow-by-blow description of the activities undertaken by your centre
- Use a testimonial as the outcome. For example, 'the client was happy to have their legal problem solved' is not an outcome that describes the change created.



(i) Justice system case study examples

Two example case studies have been generated for you as examples to follow.

Case study example 1: Family court

PROBLEM – SOLUTION – RESULT/OUTCOME

The Family Law Court system has a large back log of matters with thousands of unrepresented parties that struggle to negotiate the complex court and legal system. Hundreds of hours of registry staff time is spent checking documents and ensuring that they are in the correct form for filing.

There are often court delays through adjournments because parties have not filed appropriate forms or included the right information in their documents so that the court matter can proceed.

Family Law CLC provides advice and legal task assistance to unrepresented litigants with a focus on assisting clients to complete court forms, write affidavits and ensure documents are in order before filing them with the court. In some cases, clients are assisted to prepare submissions for the court for their unrepresented hearings.

Family Court registrars and judicial officers have provided feedback that when Family Law CLC has assisted the client, fewer hours of court time is involved in filing and adjournments.

A judicial officer at the Local Family Court commented that:

'Clients who have received assistance from Family Law CLC tend to be better prepared about what to expect at court, and are realistic about the outcomes that can be achieved.'



Case study example 2:

PROBLEM – SOLUTION – RESULT/OUTCOME

Queensland was the only State or Territory in Australia to treat 17 year olds as adults in the criminal justice system. This meant that 17 years olds could be held in adult prisons and be treated in every other respect in the criminal justice system as an adult.

This contravened international standards on the treatment of children and resulted in many young people being further entrenched in and damaged by the criminal justice system.

Over a number of years, Youth CLC undertook work to change the law in Queensland so that 17 year olds could receive fairer treatment under the law.

Youth CLC undertook a number of activities, along with community partners, to influence decision makers.

These activities included:

- Holding public forums and discussions
- Working with community partners to raise awareness with the broader Queensland public
- Meeting with key decision and policy makers
- Developing community education materials
- Profiling the issue through media.

In 2016, the Queensland government announced a policy change to the way 17 year olds would be treated under the Youth Justice Act, meaning they would no longer be regarded as adults in the criminal justice system.

Through the work of Youth CLC and its many community partners, youth justice policy was changed and the government have committed to implementing the changes through budget and other policy processes in the near future.



2.4 Volunteers

Community legal centres' work has positive impacts for four key groups: clients, community partners, other organisations in the justice system, and volunteers.

This section sets out the process for gathering data about working with volunteers. This data can then be added to your **Impact report** or your **Service review**.

What are the impacts of CLCs' work with volunteers?

Based on our **theory of change**, we suggest that there are two major areas of impact flowing from involving volunteers in your work:

1. Ability to leverage volunteer support

To demonstrate you do this work well, measure:

- Number of volunteer hours provided at CLC
- Frequency of volunteering support
- Type of support received (roles)
- Background of volunteers engaged.

Obtain this information from:

- CLASS
- records about your volunteers
- Volunteer survey
- Volunteer case studies.

2. Impact on volunteers engaged

To demonstrate you do this work well, measure your volunteer's reported experience. Obtain this information from the Volunteer survey.

CLASS & information about volunteering: Use information about the experience and types of work your volunteers undertake which contribute to the impact your CLC has in your community.

Volunteer survey: Ask volunteers about their volunteering experience and how it contributes to their professional skills and development.

Case studies: Tell a story about the impact that volunteering at your CLC has on volunteers and your community.

(a) CLASS

CLASS reporting has only recently been introduced, so this page will be updated as further reporting functionality and training becomes available.

As at February 2018, there are no CLASS reports available that may help your centre obtain volunteer data.

The best way to obtain information about the assistance your centre's volunteers have provided to clients is via the *filter builder* or *advanced search* function in the **Search Services** screen, by searching and sorting the **Created By** or **Assigned To** fields.

The CLASS Helpdesk may be able to provide further detailed information regarding CLASS reporting, and can be contacted on: 1800 484 498 or nacalc@classhelp.org.au.

Other sources of data about volunteers

- Volunteer roster / sign in sheets
- Calendars
- Volunteer practicing certificates
- Volunteer resumes / interviews
- Volunteer performance evaluations / meeting minutes
- Volunteer position descriptions
- Recruitment information / ads / website information about volunteer vacancies
- Induction and training materials
- CRM (customer relationship management) system / database.



(b) Volunteer survey

Feedback from your volunteers can show that you are able to leverage volunteer support, and measure the impact of volunteers' engagement.

As all CLCs engage volunteers in different ways and numbers, our toolkit doesn't provide for a minimum number of volunteers to survey. However, we would expect about a 30% response rate. You should survey the volunteers who are supporting direct service delivery work to clients e.g. solicitors, barristers, paralegals and perhaps legal administration volunteers. You should aim for a representative mix of skill and experience levels.

The questionnaire measures if volunteers:

1. Gain experience in new and different areas of law (question 1)
2. Improve their understanding of broader community issues (question 2)
3. Have enhanced their career prospects (question 3)
4. Improve their client relationship skills (question 4)

To complete the survey, once per year you should email all of your volunteers and direct them to the online survey. You may need to send a reminder email to your community partners to hustle some more responses. Below is an example email.

Sample email

Friends,

Like you, it is important for us to measure the effectiveness of our services, so that we can identify opportunities to improve our services, see what is working well, and share our successes with our stakeholders, including clients, funders and partners.

As part of our evaluation, I'm writing to ask you to complete this online survey *[inert link]* by *[date]*. It will take less than 10 minutes and provide valuable feedback. This survey is part of our whole-of-sector evaluation framework – you can find out more here *[insert link to CLC Impact website]*.

Please contact me if you have any queries, or admin@communitylegalqld.org.au if you have any technical issues.

Thanks for your continuing support of our organisation!

Community Legal Centres Queensland will provide you with a report on the feedback from Survey Monkey and identify the data that should be used in your [Impact report](#).

Community Legal Centres Queensland will only use the aggregated sector data from the survey in a non-identifying manner (both for individual CLCs and their survey respondents) to track the sector progress against the [theory of change](#). In the case of volunteers, the aggregated data will be used to better understand how CLCs collectively have an impact from the perspective of volunteers.

See **Appendix 6** for the full text of the volunteer survey questions.

(c) Volunteer case studies

An effective volunteer case study describes how the work of the CLC:

- Leverages volunteer support
- Impacts on volunteers' engagement with CLCs and the community.

Who to involve in writing case studies?

- CLC team members that undertook the activities
- Volunteers that were involved in the problem or the activities.

The essential elements of a case study describe...

PROBLEM | SOLUTION | RESULT/OUTCOME

PROBLEM

- Describe the problem within the broader social context and how the problem was a threat to commonly held values e.g. access to justice, voice, security, fairness, opportunity
- Situate the problem as part of a bigger social problem e.g. homelessness, violence against women, police targeting marginalized groups, mortgage stress.

SOLUTION

- Describe how volunteer activities added value in addressing the problem
- Highlight the quality and the relevance of the activities and how the activities were best suited to solving the problem.

RESULT or OUTCOME

- Describe the changes or improvements that were made as a result of the CLC volunteering activities
- The end of the case study should be able finish the sentence, 'Now that the problem is solved...'

The Case Study Template is available for you to use in **Appendix 3**.

DOs and DON'Ts of a volunteer case study

DO:

- Choose individual stories that suggest they are symptomatic of a bigger problem, so that the individual is not the problem
- Describe the impact of the problem on people's lives and communities
- Describe how the relationship with volunteers was developed and maintained
- Provide an overview of the activities that summarises why the CLC and volunteers were best placed to help solve the problem, rather than another organisation
- Emphasise how volunteers contributed to the outcome
- Include a testimonial from a stakeholder (volunteer, community partner, justice system representative, client)
- Describe the change from different perspectives such as the volunteer's, justice system, the client's, the community's, other government or non-government organisations
- Refer to the major area of impact and how it was specifically achieved in this case:
 - Leverages volunteer support
 - Impacts on volunteer's engagement with the CLC and the community.

DON'T:

- Provide so much background information it dilutes the impact of the CLC work on the problem
- Provide blow-by-blow description of the activities undertaken by the CLC or volunteer
- Use a testimonial as the outcome. For example, 'the client was happy to have their legal problem solved' is not an outcome that describes the change created.



(i) Volunteer case study examples

Two example case studies have been generated for you as examples to follow.

Case study example 1: Volunteer recruitment drive

PROBLEM – SOLUTION – RESULT/OUTCOME

Regional CLC was forced to turn away at least 5 people every week from their evening drop-in advice sessions. Volunteer solicitors provided advice at the evening advice clinics, but the current roster was at capacity.

Despite doing their best to triage the most urgent cases, it was still distressing to staff and volunteers to tell people that they couldn't be seen due to limited resources.

To address their demand for services, Regional CLC ran a targeted volunteer recruitment drive for early career lawyers through the local District Law Association.

By providing comprehensive induction, training and support of new volunteers, Regional CLC was able to boost their evening advice volunteer solicitor numbers by 10%.

While Regional CLC still cannot meet all the demand, the increase in volunteers on the evening roster has meant that number of people turned away has decreased by 20%.

The early career lawyers responded to a recent survey about their volunteering experience and over 80% agreed that their CLC volunteering improved their client interview skills and provided them with a better understanding of the broader social problems leading to people's legal issues.

One early career volunteer lawyer commented:

'I always look forward to my rostered night at Regional CLC. In my paid firm work, I don't get to interview many clients and the volunteering helps me build those skills. I feel like I am making a difference.'



Case study example 2: Volunteer paralegals

PROBLEM – SOLUTION – RESULT/OUTCOME

Domestic Violence CLC was funded to provide duty lawyer services at the Downtown Magistrates Court on the call over list day for domestic violence applications.

It is always busy on call over day at the Court and one CLC solicitor has to rush through the list of women, resulting in a back log of administration tasks and sometimes not being able to make referrals to other community services.

Through the local university law school, Domestic Violence CLC advertised for law students interested in doing volunteer paralegal work on the duty lawyer court day. Domestic Violence CLC was overwhelmed with student interest and were able to select, induct and train appropriate student paralegal volunteers. Every week at court, there is now a rostered paralegal volunteer.

This has enabled the administrative tasks to be undertaken in a timely manner, and there has been an increase in referrals of women to other relevant community support services. The volunteer paralegals are keen to remain on the roster, as they see volunteering as being directly relevant to their future legal careers, providing them with invaluable work experience.

One of the volunteers stated:

'I really like helping out at the Magistrates Court as a court paralegal. The Domestic Violence solicitors are so busy, so it's great knowing that my volunteering means that more women receive advice and representation.'



3. Reporting: how we tell our story

Once the data is gathered it can be collated into an **Impact report**.

The Impact report can be used for 2 purposes:

1. Communicating about how the work of your CLC impacts on stakeholders to achieve intermediate and long term outcomes
2. Understanding how CLCs could make improvements based on the data gathered to measure against intermediate and long term outcomes (Service review).

Impact statements and service review purposes use the same data.

This section sets out a template framework for reporting on each of the stakeholder groups:

- Clients
- Community partners
- Justice system
- Volunteers.

There are example impact reports for each stakeholder group below.

You can also download the final product – the completed impact report for **Local CLC: A Report with Impact**, which brings all of these elements together, from our Impact Reporting website:

www.communitylegalimpact.org.



3.1 Impact reports

An impact report tells the story of change and the difference that is made by the work of the CLC.

The focus is on how the CLC activities make a difference to:

- the lives of **clients**
- the ability of **community partners** to respond to people experiencing legal problems
- the effectiveness of the **justice system**
- the capacity and understanding of **volunteers**.

The gathering data sections provide the objective evidence that are the indicators of change.

Impact reports can be the basis of your CLC annual report. The report can talk about the positive impacts and how the evidence highlights work for the future.

There is a suggested format for the structure and contents of the impact report in each of the stakeholder areas below.



(a) Steps to develop a client impact report

Step 1: Using CLASS data, set out the key statistics on client numbers and demographics.

Step 2: Using the client survey data, create a chart to present the spread of responses from demographic groups to the client survey.

Step 3: If there is a disparity between the CLASS data of client numbers and demographics and the client survey results, this is an opportunity to provide any necessary explanation or background that might have influenced the survey results. For example, there may be proportionally more male respondents in your survey responses than in your overall client demographic numbers.

Step 4: Using the client survey results, summarise the survey responses and their links to the intermediate outcomes, as shown in the table below:

Domain	Questions	Agree %	Strongly Agree %	Relevant Outcomes (from Outcomes Measurement Framework)
Service Delivery	Ease of access Friendly and respectful staff Useful information and resources Met cultural and personal needs	[insert value]	[insert value]	<ul style="list-style-type: none"> Client has their matter properly heard and adjudicated Client has confidence in their legal representation Client knows what they can do to get help/knows what to do next time
Impact for Clients	Satisfied with resolution of matter Confident in ability of staff Understanding of my legal problem and options	[insert value]	[insert value]	<ul style="list-style-type: none"> Client has more knowledge of their rights and responsibilities Client has specific issues satisfactorily resolved

Optional steps:

Step 5: There may be relevant comments or quotes from the client survey that can illustrate the intermediate outcomes achieved by your CLC's work that can be reproduced.

Step 6: There may be other information that you have collected that is appropriate to include that further demonstrates the outcomes achieved. This could include any reviews of specific service delivery programs or projects, data about referrals to and from community or government agencies, or any other forms of client feedback.

Step 7: Include two relevant client case studies.

Step 8: Make some conclusions about how the data is demonstrating the impact of your CLC's work on clients and highlight where future work may need to be done.

(i) Client impact report example

Local CLC Impact Report

Local CLC provides free legal help to anyone in who lives, works or studies in the Local area, or otherwise has a connection to this community. Our services are designed to be **appropriate** to the needs of the Local community, and **effective** so that they have a positive impact for clients.

Our services: Last financial year

<p>The Generalist Service provides 45 minute, one-off legal advices on a range of civil and criminal law matters, which can include:</p> <ul style="list-style-type: none"> • Wills and powers of attorney • Consumer issues such as debt, contracts and rights • Boundary fences • Domestic violence orders • Criminal matters, including youth • Tenancy matters. <p>We also provide guidance to clients who have civil law matters in the courts through our Self-Represented Litigants Clinic. Both of these services rely on the important contributions of our volunteers.</p>	<p>1,234 legal advices were provided to Local residents as part of the Generalist Service and the Self-Represented Litigants Clinic</p>
<p>The Welfare Rights Service provides advice, information and representation in matters relating to Centrelink issues for people across the Local community. Additionally, there is an opportunity, following assessment, for clients to be represented to the Administrative Appeals Tribunal (AAT).</p>	<p>The Welfare Rights Service provided advice to 68 clients, and represented 17 clients at the AAT</p>
<p>The Domestic Violence Duty Lawyer Service, provided at Local Magistrates Court, means that people affected by family violence can gain protection, as lawyers support them in applications for domestic violence protection orders. Working in partnership with Legal Aid Queensland, we provide legal help to people responding to allegations of domestic violence.</p>	<p>81% of the Domestic Violence Duty Lawyer clients are referred to community services for more help</p>
<p>The Family Relationship Centre Partnership continues to offer legal assistance and support in the separation process in an attempt to reduce the number of matters that need to go before the courts. Our family law practice is focused on parenting provisions, but we also offer limited advice on divorce and property settlement procedures.</p>	<p>81% of Family Relationship Centre clients feel more confident navigating the legal system</p>
<p>The Employment Law Service assists workers facing issues with employment, and provides free, confidential legal advice, further assistance and referrals for vulnerable employees in these areas. It assists with the following issues:</p> <ul style="list-style-type: none"> • Unfair dismissal • Unlawful termination and general protections claims • Underpayment of entitlements • Breach of contract • Equal opportunity. 	<p>91% of Employment Law Service clients would recommend our services</p>

Our clients

- 61% of our clients are women
- 12% of our clients are First Australians
- 19% of our clients have disability
- 18% of our clients are aged over 65 years.

What our clients say

Local CLC surveyed 60 clients across the month of February last financial year. This survey group represents just under 10% of our total clients across one year. Proportionately, more women over the age of 50 years old provided responses to the survey (20%), than are represented in our overall client base (7%). Our largest group of clients are women aged between 18 and 45 (47%).

The feedback from our client survey was as follows:

- 85% of clients said Local CLC staff helped them to understand their legal issues, and the available options
- 86% of clients agreed or strongly agreed that our service was easy to access
- 93% of clients were confident that our staff [not just lawyers] could assist them
- 83% of clients agreed that our information and resources were useful
- 86% of clients found our staff friendly and respectful
- 93% of clients now know where they can get legal help in the future
- 88% of clients felt we met their personal and cultural needs in providing a service.

Our clients told us:

'My situation was very difficult as I certainly did not fit the boxes with my disability, as it is rare and very hard for people/doctors to understand it. This service was outstanding and I truly believe that without Local CLC, I would still be in a black hole fighting for some type of assistance. I cannot thank you enough for the help I received.'

'Very thorough, went out of the way to help, disappointed in final result but that was not the fault of the legal service.'

'Very caring, attentive & informative.'

Our focus on increasing accessibility of our services

Research completed by the Law and Justice Foundation (2015, p 63) shows that people with a disability or mental illness have high vulnerability to a broad range of legal problems. Information from the Local Council shows that one in five residents (20%) has a disability, but last year, only 8% of our clients told us they had a disability.

By making sure that more people with disability can get accessible and appropriate legal services, we increase the likelihood that their matter will be properly heard/adjudicated, resulting in decreased stress and anxiety, and decreasing their social isolation/exclusion.

This year, Local CLC developed a number of strategies to make our services more accessible to people with disability, including:

- Developing a Disability Action Plan, which sets out a framework for service delivery that is appropriate, inclusive, non-discriminatory and effective
- Entering into a memorandum of understanding (MOU) with Local Disability Service Inc, a large provider of services to people with disability in the Local area
- Reviewing our office's physical features, to ensure that the building is accessible for people with mobility issues
- Delivering community legal education sessions on *Appealing and Reviewing NDIS decisions* to family and carer groups
- Partnering with Anti-Discrimination Commission Queensland to host a morning tea in December to celebrate International Day of People with a Disability.

As a result of this work, last year, 19% of clients told us they had a disability, an increase of 75% in just two years.

Our client's stories

Michael's story

Access to social security benefits ensures that people who have a disability can live with dignity and have their basic needs met. For people with a disability, it can be challenging to negotiate a complex social security system to obtain the social security benefit to which they are entitled.

After approaching a number of government and non-government agencies for assistance to obtain disability support payment, Michael sought assistance from Local CLC. He was experiencing high levels of stress about how to pay for his daily needs, as he did not have regular income.

Local CLC assisted Michael by contacting Centrelink and negotiating with them about Michael's entitlement to income support. This involved providing documents to Centrelink that provided evidence of Michael's situation.

As a result of Local CLC's work, Michael is now in receipt of disability income support. Michael has been able to start paying off a backlog of bills, and has said that:

'Thanks to Local CLC, I feel less stressed and more in control.'

Jannali's story

All children have a right to be cared for in a safe environment. When a child's parent is unable to provide that care, grandparents can be an important part of extended families to take over this responsibility. The child protection and family law systems are complex to negotiate when a grandparent is wanting to ensure their grandchild is living in a safe environment.

Jannali sought assistance from Regional CLC when her grandchild, Mia, was taken into the care of Child Safety as a result of her daughter, Tarni, being unable to take care of Mia.

The relationship between Jannali and Jane broke down as a result of Tarni's drug use. Mia was disruptive in school, on the days that she made it. After Mia was taken into the care of Child Safety, Jannali didn't have any contact with her, despite many requests.

Regional CLC assisted Jannali with her application to the Regional Magistrates Court to obtain guardianship of Mia. A solicitor from Regional CLC represented Jannali in her guardianship hearing. As a result of the assistance provided by Regional CLC, Jannali was successful in her application to care for Mia. Jannali is feeling less stressed about Mia's future care and Mia is regularly attending school, with her behaviour at school improving.

Our impact on our clients

Clients of Local CLC agree that we provide appropriate services that can assist with them resolving their legal problems and as a result they feel better equipped with how to seek help in the future. While some clients identified that they felt their legal problem was not resolved to their satisfaction (22%), they did not attribute this to a problem with the services provided by Local CLC.

The case studies illustrate that when clients have their legal problems resolved, this can lead to greater impacts upon their lives such as improved family relationships, freedom from debt, and access to an income.

In the coming 12 months, we look forward to working towards further increasing our access to the community through the development of a Reconciliation Action Plan.



(b) Steps to develop a community partners impact report

Step 1: Using CLASS data and CLE records, set out the key statistics on your community partnerships and initiatives.

Step 2: Using the community partner survey data, create a chart to present the spread of responses about the types of community partners and their relationship with your CLC.

Step 3: If you are missing the participation of one or more key community partners, add notes to explain the context, and indicate whether and how this might influence overall results.

Step 4: Using the community partner survey results, summarise the survey responses and their links to the immediate outcomes, as shown in the table below:

Domain	Questions	Agree %	Strongly Agree %	Relevant Outcomes (from Outcomes Measurement Framework)
Increased legal knowledge and education	Improved knowledge and self-confidence around legal issues	[insert value]	[insert value]	<ul style="list-style-type: none"> Increased community knowledge and self-confidence in advising on legal situations
Increased community access to legal services	Increased competence and knowledge in making appropriate referrals Service makes appropriate client referrals We are confident in referring clients to the CLC	[insert value]	[insert value]	<ul style="list-style-type: none"> Improved access to advice and support on legal matters Increased targeted and appropriate referrals into non-legal support services Increased number of clients accessing referral services

Optional steps:

Step 5: There may be relevant comments or quotes from the community partner survey that can illustrate the intermediate outcomes achieved by your CLC's work that can be reproduced.

Step 6: There may be other information that you have collected that is appropriate to include that further demonstrates the outcomes achieved.

Step 7: Include one relevant community partner case study.

Step 8: Make some conclusions about how the data is demonstrating the impact of your CLC's work on community partners and highlight where future work may need to be done.

(i) Community partner example

Working with our Local community

Local CLC is able to provide holistic support to our clients through developing and maintaining strong relationships with Local community organisations.

Working collaboratively with community partner organisations involves:

- Providing community legal education
- Working with Local community partners so that they are well equipped to link the Local community into our client services.

The impact we are seeking to achieve through this work is that our community has:

- increased legal knowledge and education
- increased access to services that meet their legal needs.

Our activities

Community legal education

Our community legal education (CLE) program at Local CLC includes:

- Legal education session at schools in preparation for Year 12 students attending Schoolies week
- Self-Help Kit on writing affidavits for children's matters in the Family Court
- Information workshop for workers at the Local Domestic Violence Service about assisting women to apply for a domestic violence order (DVO).

Project Name	Type of activity	Area of law	Geographic Location	Target Audience	Number of people	Number of resources
Schoolies Talks	Legal information sessions	Criminal justice	Local Community State High School	Year 12 students	200	N/A
Self-Help Kit	Resource	Family law	Local community	Unrepresented parties in Family Court	N/A	75
DVO Workshop	Legal information session	Domestic violence	Local DV Service	Local DV Service employees and volunteers	10	N/A

Community relationships:

Local CLC works closely with our community partners, which include:

- Warm referral pathway with the Local DV Service, Local Legal Aid office, and Local Aboriginal Service which provide priority access to these clients
- Participation in the Local Regional Legal Assistance Forum
- Participation in the Local Family Law Pathways network
- Active member of the Queensland Consumer Alliance network.

What our community partners say

We asked our community partners about the impact our work had on their ability to assist clients to access our service.

There were 10 respondents to our community partners survey. All of the respondents to the survey work with Local CLC to either provide referrals to our CLC, or accept referrals from our CLC. There were no respondents that worked with us to provide legal education in the community this year.

The feedback from our community partners survey was as follows:

- Over 90% of our community partner survey respondents agree or strongly agree that Local CLC has contributed to the community having improved knowledge and self-confidence around legal issues
- 100% of survey respondents had confidence in making a referral to Local CLC for appropriate support or advice
- Over 80% of survey respondents indicated that they had increased competence and knowledge in making legal referrals to Local CLC.

Our community partners who make referrals to Local CLC say:

'Always appreciate the readiness and willingness of staff to consider any issues raised and staff interest in our clientele group.'

'Always obliging and responsive to requests. Provides good advice to clients.'

'We have worked with Local CLC to assist clients in navigating the legal system and we always feel confident that the service will provide the client with what is required for their issue.'

After we have provided CLE activities, we always seek feedback about them to ensure we have met participant goals, and to enable us to improve future CLE activities. Following are some of the comments from DV workers about Local CLC's DVO Workshop:

'I feel better equipped to talk to women about applying for a DVO.'

'I understand the DVO application better.'

'I have a better appreciation of what is involved in successfully applying for a DVO.'

Some of our work

Schoolies is a long-standing tradition for school leavers in Queensland, but unfortunately, the fun can result in young people getting into trouble with the police and the criminal justice system.

Three years ago, as a result of Local CLC's legal information on our website, Local High School approached us to provide their Year 12 students with some legal information about how to stay out of trouble at Schoolies.

Local CLC developed a community education session specifically about Schoolies and delivered the training to 200 students at Local High School. Local High School received positive feedback about the session and have subsequently invited Local CLC to provide the session every year. In the last year, the education session has been rolled out to 5 more high schools, as a result of Local High School spreading the word.

Students that attended the session were surveyed for feedback. Over 80% of the students said they better understood how to stay out of trouble at Schoolies.

Our impact in our community

Local CLC works closely with community organisation partners to ensure that members of Local community get the legal services they need when they need them. Referral to and from our community partners are a vital part of being responsive to the community's legal needs and ensuring that the people who most need our help have priority access to our services. There is some future work in enhancing Local CLC's warm/facilitated referral process to community partners to ensure clients get the extra support they need.

Local CLC provides CLE activities and resources to the Local community and community partners. Our CLE program is designed to improve the legal education and knowledge of the community and our partners, so that our community can get the legal help they need, or avoid legal problems in the first place.

The evidence indicates that this is best done with community partners that work most closely with the clients that need our services, and in the next 12 months, we look forward to developing our CLE program in consultation with them.



(c) Steps to develop a justice system impact report

Step 1: Using CLASS data, set out the key statistics on your interactions or collaborations with the justice system.

Step 2: Using the justice system survey data, create a chart that summarises the responses to the introductory questions, which includes types of justice agencies that responded to the survey and the positions that individual respondents held in the agency.

Step 3: If one or more key contacts did not respond to the survey, provide an explanation about the how this might influence the overall survey results.

Step 4: Using the justice system survey results, summarise the survey responses and their links to the intermediate outcomes, such as:

Domain	Questions	Agree %	Strongly Agree %	Relevant Outcomes (from Outcomes Measurement Framework)
Effectiveness of CLE in supporting the justice system	<p>CLC provides an effective service for vulnerable individuals and the broader community</p> <p>CLC lawyers provide high quality services for their clients</p> <p>Contribute to reduced incidence of non-appearance in court</p> <p>Leads to increased efficiency in processing cases</p>	[insert value]	[insert value]	<ul style="list-style-type: none"> Addresses government's needs to provide an effective service for vulnerable individuals and the broader community <i>Self-represented clients</i> understand the process, are prepared and have realistic expectations of possible outcomes <i>Represented clients</i> benefit from appropriate and higher quality representation Improved speed and efficiency in processing cases Reduction in the incidence of non-appearance
Effectiveness of contribution to legal policy and practice	<p>Enables us to be better informed on community views on public and legal policy issues</p>	[insert value]	[insert value]	<ul style="list-style-type: none"> Increased exposure to advocacy on public and legal policy Department has access to informed advice and representation on legislative issues/changes

Optional steps:

Step 5: *There may be relevant comments or quotes from the survey that can illustrate the intermediate outcomes achieved by your CLC's work that can be reproduced.*

Step 6: *There may be other information that you have collected that is appropriate to include that further demonstrates the outcomes achieved. For example, a summary of data or material collected from other surveys completed.*

Step 7: Include one relevant justice system case study.

Step 8: Make some conclusions about how the data is demonstrating the impact of your CLC's work on the justice system and highlight where future work may need to be done.



(i) Justice system example

Local CLC's contribution to the efficiency and effectiveness of the justice system

Local CLC provides a range of services that contribute to the efficiency and effectiveness of the justice system including:

- Providing weekly duty lawyer services at the Local Magistrates Court for domestic violence applications
- Providing a family law clinic that assists unrepresented clients to prepare their documents for filing in the Family Court
- CLE sessions on how to avoid unfair contracts with mobile phone providers.

Local CLC's contribution to legal policy and practice

This year, Local CLC engaged in a range of law reform activities:

- *Discrimination test case*

Local CLC provided representation and support to a client who experienced workplace discrimination. This case was heard at the Fair Work Commission and appealed to the Federal Court. The Federal Court not only determined that the client had experienced unlawful discrimination, but that the law is now interpreted by the Court in a way that will make it easier for future complainants to bring a discrimination claim.

- *#FundEqualJustice campaign*

Local CLC was an active part of the national #FundEqualJustice campaign which was campaigning against Commonwealth funding cuts to CLCs. Local CLCs met with a number of Federal government politicians and supported clients to tell their story about the importance of CLC services to their lives in local media. The #FundEqualJustice campaign was successful in reversing the funding cuts, with Local CLC able to maintain its current level of funding and services. See our case study below.

- *Submission to the Queensland government review on tenancy legislation*

Local CLC provided a written submission on the *Housing Bill* (Qld). Local CLC's submission was particularly focused on ensuring that landlords could not prematurely terminate a tenancy without reasonable grounds. A copy of our submission is on our website.

- *Queensland Consumer Alliance*

Local CLC is an active member of the Queensland Consumer Alliance, which is a network of lawyers and community organisations focusing on the issues experienced by vulnerable consumers. This year, the alliance focused its attention on the long-running problem of payday lending.

What the justice system says about how Local CLC works

Local CLC surveyed 10 people working in the justice system that interact with Local CLC:

- 83% of respondents worked in a court or tribunal
- 17% of respondents worked in a government department
- Survey respondents were either in roles in court registries (83%) or in other non-identified roles (17%)
- 67% of respondents indicated that their level of interaction with Local CLC was moderate, with 33% of respondents indicating that their level of interaction with Local CLC was high.

The Justice System survey respondents were largely from courts or tribunals. There were no respondents from other legal assistance services. The concentration of respondents from courts or tribunals enabled Local CLC to get strong feedback about its effectiveness in supporting the justice system, however those types of respondents may find it difficult to comment on Local CLC's contribution to legal and public policy.

The majority of respondents agreed that Local CLC's work was effective in supporting the justice system:

- 83% of survey respondents agreed or strongly agreed that Local CLC provided an effective service for vulnerable individuals and the broader community
- 79% of respondents agreed or strongly agreed that Local CLC lawyers provided high quality services to their clients
- 81% of respondents agreed or strongly agreed that Local CLC contributed to reduced incidence of non-appearances in court
- 83% of respondents agreed that Local CLC's work lead to increased efficiency in processing cases
- 50% of respondents agreed or strongly agreed that Local CLC's work enabled them to be better informed on community views on legal and public policy issues.

Survey respondents commented:

'Local CLC provides an effective service, particularly with clients who are experiencing stressful situations in relation to payments & explaining processes, and connecting them with other agencies.'

'The solicitors at Local CLC and the work they do provides a means for managing applicant and respondent expectations about law and court processes.'

#FundEqualJustice

At the beginning of last year, Local CLC was expecting a 30% cut to its funding from the Commonwealth funding, along with other CLCs across Australia. This meant that many of our services to our clients and community would be reduced by 30%, leaving people in Local community without vital legal help.

Along with sector colleagues, Local CLC undertook a number of activities to raise awareness in the community of the work of Local CLC, and the impact that funding cuts would have.

These activities included meeting with local, state and federal politicians in the local area, telling the important stories of our clients in local media and raising awareness of the local community about the imminent loss of services.

This year, the Federal Attorney-General announced the reversal of the funding cuts, attributing his decision to the effective campaign work of the sector, of which Local CLC was proud to play a role.

Our impact on the justice system

This year, Local CLC has contributed to the efficiency and effectiveness of the justice system by delivering services to our community that help people to navigate the justice system or avoid entering the justice system in the first place.

We did this through targeted service delivery that has direct impact on the effective operation of the Magistrates and Family Courts and by conducting community legal education that helps people avoid legal problems.

A majority of our justice colleagues in courts and tribunals have said that our work assists them to ensure that the justice system works more effectively and efficiently.

Local CLC has been effective in influencing public and legal policy in areas that affect our community. Half of our justice system colleagues are of the view that we help them to better understand the issues faced by our clients and how the justice system addresses them.

Through strategic litigation, Local CLC changed the interpretation of workplace discrimination law, which will assist many more claimants facing illegal treatment in the future.

As part of the #FundEqualJustice campaign, Local CLC contributed to the reversal of the funding cuts to CLCs across the country. In the coming year, we will continue to work with Queensland Consumer Alliance on payday lending and work with decision makers about making tenancy law fairer for tenants.

(d) Steps to develop a volunteers impact report

Step 1: Using CLASS data or other CLC collected information, set out the key statistics on your use and deployment of volunteers.

Step 2: Using the volunteer survey data, create a chart that summarises the responses to the introductory questions, which includes the types of positions held by volunteers, their level of interaction with CLC staff and the number of hours of volunteering per week that are contributed.

Step 3: If the response rate to the survey is low, provide an explanation about the context and how this might influence the overall survey results, for example, the timing of the survey release. Further, if there is a disparity in volunteer lawyer vs volunteer student response rate, you may need to consider weighting the responses.

Step 4: Using the volunteer survey results, summarise the survey responses and their links to the intermediate outcomes, as shown in the table below:

Domain	Questions	Agree %	Strongly Agree %	Relevant Outcomes (from Outcomes Measurement Framework)
Ability to leverage volunteer support	<p>I have been able to improve my understanding of broader community issues through my work at the CLC</p> <p>I feel like I have been able to improve my practice as a result of my experience at the CLC</p>	[insert value]	[insert value]	<ul style="list-style-type: none"> Greater awareness and empathy within law firms
Impact on volunteer engaged	<p>Working with the CLC offers me a unique opportunity to gain experience in new and different areas of law</p> <p>I feel the experience of working at the CLC has enhanced my career prospects</p>	[insert value]	[insert value]	<ul style="list-style-type: none"> Individuals gain experience in new and different areas of law Individuals increase their understanding of clients' circumstances and broader community issues

Optional steps:

Step 5: *There may be relevant comments or quotes from the survey that can illustrate the intermediate outcomes achieved by your CLC's engagement with volunteers that can be reproduced.*

Step 6: *There may be other information that you have collected that is appropriate to include that further demonstrates the outcomes achieved. For example, a summary of data or material collected from other surveys completed.*

Step 7: Include one relevant volunteer case study.

Step 8: Make some conclusions about how the data is demonstrating the impact of your CLC's engagement of volunteers on them and highlight where future work may need to be done.

(i) Volunteer example

Our volunteers

This year, volunteers at Local CLC provided 8,455 hours of support and assistance to Local CLC and our clients. Local volunteers come from a range of different backgrounds and bring a wealth of skills, knowledge and expertise:

- 40 experienced solicitors attended our weekly drop-in service and fortnightly duty lawyer service on a rotating monthly basis to provide legal advice on family law, tenancy, and elder law issues
- 5 barristers provided pro bono court support in complex representation matters
- 10 paralegals triaged clients, liaised with court staff and assisted our volunteer solicitors at our fortnightly duty lawyer service
- 26 hardworking law students held down the front reception, offering administration and research support on a weekly roster, ensuring the service ran smoothly from Monday to Friday
- 2 final year social work students completed their 4 week placement with us and gained important hands-on client experience.

What our volunteers say

Every year, Local CLC surveys its volunteers to better understand how Local CLC can leverage volunteer support and the impact volunteering has on the volunteers.

Over 50% of respondents were students, the remaining respondents being lawyers. Surveyed volunteers were regular volunteers at Local CLC, with 44% respondents volunteering once every month, and another 44% of respondents volunteering fortnightly. Most volunteers surveyed provided between 1 and 3 hours every volunteering session. The remaining 12% volunteered on a project or ad hoc basis.

There were 35 respondents to the volunteer survey, which is just over 40% of the Local CLC volunteer group. The survey results do not contain any responses from social work student volunteers.

The survey results indicated that:

- 89% of volunteers agreed or strongly agreed that their volunteering offered them a unique opportunity to gain experience in new and different areas of law
- 89% of volunteers agreed or strongly agreed that they had been able to improve their understanding of broader community issues through their volunteering experience
- 86% of volunteers agreed or strongly agreed that they had been able to improve their practice as a result of their experience at Local CLC
- 77% of volunteers agreed or strongly agreed that their experience at Local CLC had enhanced their career prospects.

Local CLC volunteers told us about their experience of volunteering:

'The people are genuine and easy to get along with, the work gives great insight and has opened my eyes to the big issues that the wider community are facing, real knowledge and skills that I won't be able to get from studying a degree.'

'Great colleagues and an overall great experience.'

'I would agree more with these comments for junior lawyers or students. I have been practising 12 years so I don't get these benefits anymore.'

Volunteers provide vital support at Domestic Violence Court

Local CLC was funded to provide duty lawyer services at the Local Magistrates Court on the call over list day for domestic violence applications.

It is always busy on call over day at the Court and one CLC solicitor has to rush through the list of women, resulting in a back log of administration tasks and sometimes not being able to make referrals to other community services.

Through the Local University law school, Local CLC advertised for law students interested in doing volunteer paralegal work on the duty lawyer court day. Local CLC was overwhelmed with student interest and was able to select, induct and train appropriate student paralegal volunteers. Every week at court, there is now a rostered paralegal volunteer.

This has enabled the administrative tasks to be undertaken in a timely manner, and there has been an increase in referrals of women to other relevant community support services. The volunteer paralegals are keen to remain on the roster, as they see volunteering as being directly relevant to their future legal careers, providing them with invaluable work experience.

One of the volunteers stated:

'I really like helping out at the Magistrates Court as a court paralegal. The Domestic Violence solicitors are so busy, so it's great knowing that my volunteering means that more women receive advice and representation.'

Our impact on volunteers

Overall, Local CLC was able to leverage a substantial amount of resources for the community this year through harnessing the energy, enthusiasm and commitment of our 80 volunteers. Many of the volunteers, through the survey, have indicated that their volunteering experience at Local CLC provided positive benefits to their professional development, particularly for students and professional early in their career.

The challenge for Local CLC in the future is to ensure that we continue to engage experienced volunteers and that their volunteering experience at Local CLC is professionally fulfilling and productive.

3.2 Service review

The **Impact report** can be used for 2 purposes:

1. Communicating about how the work of CLCs impacts on stakeholders to achieve intermediate and long term outcomes
2. Understanding how CLCs could make improvements based on the data gathered to measure against intermediate and long term outcomes (Service review).

Each purpose can rely upon the same data. However if your CLC has a particular service improvement focus, additional information may need to be collected.

This section suggests some questions that can be asked of the impact report data in each of the stakeholder groups:

- Clients
- Community
- Justice System
- Volunteers.

Answers to these questions can start internal CLC service improvement discussions.



(a) Clients

The client impact report can assist a CLC to understand the extent to which their activities are achieving the intermediate outcomes of:

- Appropriateness of service delivery
- Effectiveness in making an impact for clients.

Where the data is indicating that those outcomes could be strengthened, then it might be appropriate to review the data with a view to service improvements.

Following is a list of questions that might be asked of client impact statements. The answers to these questions could start an internal service improvement discussion.

Appropriateness of service delivery

- Who accessed the service?
- Are the clients who accessed the service our intended client base for this service?
- Are there any trends about the types of clients accessing the service?
- Are there any client groups missing that we would expect to see accessing the service?
- What level of service was provided to the clients?
- Is there an underservicing of clients?
- Are there any trends about problem types?
- Are there problem types that are not represented but should be given the target group?
- Are clients being referred to appropriate agencies?
- Are there other agencies that should be referred to, but are not?
- Are the services meeting the client's needs/expectations?
- Do others in the community make referrals to the service?

Effectiveness in making an impact for clients

- Is the service meeting the client's legal need?
- Is there a clear link between the service provided and client outcome?

(b) Community partners

The community impact report can assist a CLC to understand the extent to which their activities are achieving the intermediate outcomes of:

- Increased knowledge and education for the community and partners
- Increased community access to services that meet their legal needs

Where the data is indicating that those outcomes could be strengthened, then it might be appropriate to review the data with a view to service improvements.

Following is a list of questions that might be asked of community impact statements. The answers to these questions could start an internal service improvement discussion.

Increased knowledge and education for the community and partners

- Have we got the right mix of CLE activities/resources, given our target audiences?
- Is our CLE responsive or reactive?
- Do we use our scarce CLE resources to have the greatest impact?
- Have we got evaluation in place for each CLE activity/resource, so we understand its impact?
- Based on what we know about our CLE activities/resources, should we be piloting any new strategies?

Increased community access to services that meet their legal needs

- Are referral agencies referring clients from our target groups?
- Do we need more information about how people find us?
- How are our collaborative relationships going and is there positive or negative evidence in the data about the state of them?
- Where are we referring clients to and what picture does this paint about our client base and their legal and social needs?

(c) Justice system

The justice system impact report can assist a CLC to understand the extent to which their activities are achieving the intermediate outcomes of:

- Effectiveness of CLCs in supporting the justice system
- Effectiveness of contribution to legal policy and practice.

Where the data is indicating that those outcomes could be strengthened, then it might be appropriate to review the data with a view to service improvements.

Following is a list of questions that might be asked of justice system impact statements. The answers to these questions could start an internal service improvement discussion.

Effectiveness of CLCs in supporting the justice system

- Which of our services make 'the justice system' function more efficiently?
- Is our early intervention work effective (at reducing the number of people who need to go to court, making sure clients get better outcomes, etc.)?
- What would the impact be, if we weren't delivering our services?
- Have we got the right balance between prevention work and direct services?

Effectiveness of contribution to legal policy and practice

- Which tools and tactics (or combinations for tools and tactics) work most effectively for us?
- If we're working in coalition with others, is it working well? What should we start/stop/keep doing?
- How are clients' experiences, and our legal services, informing our law reform activities?



(d) Volunteers

The volunteers impact report can assist a CLC to understand the extent to which their activities are achieving the intermediate outcomes of:

- Ability to leverage volunteer support
- Impact on volunteers engaged.

Where the data is indicating that those outcomes could be strengthened, then it might be appropriate to review the data with a view to service improvements.

Following is a list of questions that might be asked of volunteer impact statements. The answers to these questions could start an internal service improvement discussion.

- Do we have the right mix of volunteers eg. skills and experience?
- Do we understand why volunteers stay engaged or not with our CLC?
- Are our volunteers appropriately resourced and trained for the work at our CLC?
- Is there anything we can change or improve to better leverage our volunteer resources?
- Should we involve volunteers in any other aspect of CLC work?



Appendix 1: Client survey questions



**Community
Legal Centres
Queensland**

CLC Client Evaluation Survey 2018

You recently got help from a community legal centre, and now we need your help to find out more about our service and the value it has to you, your family and the community.

You can provide us with important feedback about our services by filling out our short survey (6 questions about you and 10 questions about the service you received). It should only take 10 minutes.

Your opinion is important and we will use the survey information to help make community legal centres better.

You do not have to do the survey and your opinion will not change the service you get at community legal centres in the future. Your name and contact details will not be collected, and your individual responses to this survey will be kept private and confidential.

If you have questions about this survey, please contact Community Legal Centres Queensland on (07) 3392 0092 or sector@communitylegalqld.org.au.

Thank you and we appreciate your time to provide us with valuable feedback.



CLC Client Evaluation Survey 2018

1. What is your gender?

- ☐ Male
- ☐ Female
- ☐ Other

2. What is your age group?

- ☐ < 18 years
- ☐ 18-34 years
- ☐ 35-49 years
- ☐ 50-64 years
- ☐ 65 > years

3. Do you identify as Aboriginal or Torres Strait Islander?

- ☐ No
- ☐ Yes

4. Do you currently have a diagnosed intellectual or physical disability?

- ☐ No, neither
- ☐ Yes, intellectual
- ☐ Yes, physical
- ☐ Yes, both

5. Can you estimate your current weekly income (from all sources)?

- ☐ Less than \$500 per week
- ☐ Between \$500 - \$1000 per week
- ☐ More than \$1000 per week

6. Can you tell us which of the following services you have received from the legal centre? (select all that apply)

- ☐ Access to informational materials (flyers, websites etc)
- ☐ Personalised advice from legal centre staff
- ☐ Written and/or in person representation by legal centre staff
- ☐ Referral to other legal and/or non-legal services

7. Please select the most appropriate rating based on your interaction with the legal centre for each question below

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
It was easy to access the legal centre when I first needed help	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The legal centre staff listened to my legal problem in a friendly and respectful manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The legal centre staff helped me understand how to deal with my legal problem and provided me with options	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information and resources I received from the legal centre staff were very useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am very likely to access the other service(s) that I was referred to by the legal centre	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
I feel confident in the ability of the legal centre staff to assist me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am satisfied with the resolution of the matter I received assistance for	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I know where to get help if I have another legal problem in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The legal centre was able to meet my specific cultural or personal needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I would recommend this legal centre to other people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Any other comments about the service you accessed? <div></div>						

Appendix 3: Case study template

This outline with prompts can assist you in constructing your case study. It can be used to develop case studies in the stakeholder areas of:

- Clients
- The community
- The justice system
- Volunteers

The Problem Situating the individual problem within the broader social context of the problem? Homelessness, mortgage stress, police targeting, violence against women What value was threatened by the problem eg. access, opportunity, security, fairness
The Solution CLC activities that helped solve the problem Highlight why a CLC was best suited to addressing the problem
The Result or Outcome Changes or improvements as a result of the activities Finish the sentence "Now the problem is solved....."

Appendix 4: Community partner survey questions



CLC Community Partner Evaluation Survey 2018

This survey was developed as part of a Community Legal Centres Queensland (CLCQ) Toolkit to assist community legal centres (CLCs) throughout Queensland to measure and report on the short-term outcomes and long-term impacts their work has for the people and communities they help, and the justice system more broadly.

The CLC you received this link from is interested to hear your feedback about your involvement with their service.

Your name and contact details will not be collected, and your individual responses to this survey will be kept private and confidential. Data gathered through this survey will only be accessed by authorised persons for the purposes of evaluation and service improvement.

This survey is completely voluntary and all questions are optional, however, we are better able to evaluate the data gathered from participants if all questions are answered.

This survey contains three (3) questions related to your organisation and your relationship with the CLC, and four (4) questions rating your experience of the CLC and the service they provide in the community. You will also have an opportunity to provide detailed feedback and other comments.

The survey should take approximately 8-10 minutes to complete. You can only complete the survey once and you will need to complete all responses in one sitting, so please allow sufficient time.

Responses to the survey will be open from 1 May to 31 May 2018.

This survey has been authorised by the CLCQ Self-Evaluation Toolkit Steering Committee. If you have any questions or would like more information about this survey, please contact Community Legal Centres Queensland on (07) 3392 0092 or sector@communitylegalqld.org.au.

Thank you for participating in this survey. Your feedback is important and will be used to help improve the service delivered by CLCs across Queensland.

CLC Community Partner Evaluation Survey 2018

1. Organisation name

2. What do you do?

3. Tell us about your relationship with the Community Legal Centre (CLC). What do you do together?

4. Please select the most appropriate rating based on your interaction with the legal centre for each question below

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
The CLC makes appropriate client referrals to my organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We are confident in referring clients to the CLC for appropriate support or advice	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our organisation has increased competence and knowledge in making appropriate referrals for legal problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The community we service has improved knowledge and self-confidence around legal issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Any other comments?

Appendix 5: Justice system survey questions



**Community
Legal Centres
Queensland**

CLC Justice Services Evaluation Survey 2018

This survey was developed as part of a Community Legal Centres Queensland (CLCQ) Toolkit to assist community legal centres (CLCs) throughout Queensland to measure and report on the short-term outcomes and long-term impacts their work has for the people and communities they help, and the justice system more broadly.

The CLC you received this link from is interested to hear your feedback about the service they provide.

Your name and contact details will not be collected, and your individual responses to this survey will be kept private and confidential. Data gathered through this survey will only be accessed by authorised persons for the purposes of evaluation and service improvement.

This survey is completely voluntary and all questions are optional, however, we are better able to evaluate the data gathered from participants if all questions are answered.

This survey contains two (2) questions related to your organisation and interaction with the CLC, and five (5) questions rating your experience of the CLC and the service they provide in the wider justice system. You will also have an opportunity to provide detailed feedback and other comments.

The survey should take approximately 8-10 minutes to complete. You can only complete the survey once and you will need to complete all responses in one sitting, so please allow sufficient time.

Responses to the survey will be open from 1 May to 31 May 2018.

This survey has been authorised by the CLCQ Self-Evaluation Toolkit Steering Committee. If you have any questions or would like more information about this survey, please contact Rosslyn Monro at Community Legal Centres Queensland on (07) 3392 0092 or sector@communitylegalqld.org.au.

Thank you for participating in this survey. Your feedback is important and will be used to help improve the service delivered by CLCs across Queensland.



CLC Justice Services Evaluation Survey 2018

1. Please select your role / department

- ☐ Judicial Officer
- ☐ Court / Registry Staff
- ☐ Other Court or Tribunal role
- ☐ Government Program Staff
- ☐ Government Policy Staff
- ☐ Other Government role
- ☐ Legal Aid Qld / Legal Assistance Provider Management
- ☐ Legal Aid Qld / Legal Assistance Provider Lawyer
- ☐ Other LAQ / Legal Assistance Provider role

If you selected 'Other' from the above list, please specify your role

2. How much interaction do you have with Community Legal Centre (CLC) staff?

- ☐ Low
- ☐ Moderate
- ☐ High

3. Please select the most appropriate rating based on your interaction with the legal centre for each question below

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
The CLC provides an effective service for vulnerable individuals and the broader community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CLC lawyers provide high quality services for their clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CLC services contribute to reduced incidence of non-appearances in court	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CLC services lead to increased efficiency in processing cases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CLCs enable us to be better informed on community views on public and legal policy issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Any other comments?

Appendix 6: Volunteer survey questions



CLC Volunteer Evaluation Survey 2018

This survey was developed as part of a Community Legal Centres Queensland (CLCQ) Toolkit to assist community legal centres (CLCs) throughout Queensland to measure and report on the short-term outcomes and long-term impacts their work has for the people and communities they help, and the justice system more broadly.

The CLC you volunteer with is interested to hear your feedback about your involvement with their service.

Your name and contact details will not be collected, and your individual responses to this survey will be kept private and confidential. Data gathered through this survey will only be accessed by authorised persons for the purposes of evaluation and service improvement.

This survey is completely voluntary and all questions are optional, however, we are better able to evaluate the data gathered from participants if all questions are answered.

This survey contains three (3) questions related to your role and contribution to the CLC, and four (4) questions rating your experience volunteering with the CLC. You will also have an opportunity to provide detailed feedback and other comments.

The survey should take approximately 8-10 minutes to complete. You can only complete the survey once and you will need to complete all responses in one sitting, so please allow sufficient time.

Responses to the survey will be open from 1 May to 31 May 2018.

This survey has been authorised by the CLCQ Self-Evaluation Toolkit Steering Committee. If you have any questions or would like more information about this survey, please contact Community Legal Centres Queensland on (07) 3392 0092 or sector@communitylegalqld.org.au.

Thank you for participating in this survey. Your feedback is important and will be used to help improve the service delivered by CLCs across Queensland.



CLC Volunteer Evaluation Survey 2018

1. What is your role?

- ☐ Senior lawyer
- ☐ Junior lawyer
- ☐ Other

Other (please specify)

2. How much interaction do you have with Community Legal Centre (CLC) staff?

- ☐ None
- ☐ Low
- ☐ Moderate
- ☐ High

3. How many hours per week do you contribute to the CLC?

- ☐ 1 - 2 hours
- ☐ 3 - 5 hours
- ☐ 5 - 8 hours
- ☐ More than 8 hours

4. Please select the most appropriate rating based on your interaction with the legal centre for each question below

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
Working with the CLC offers me a unique opportunity to gain experience in new and different areas of law	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have been able to improve my understanding of broader community issues through my work at the CLC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I have been able to improve my practice as a result of my experience at the CLC	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel the experience of working at the CLC has enhanced my career prospects	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Any other comments?



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