SOUTHWEST VIEW FROM
GREEN HILL, WALLAN
WOI WURRUNG COUNTRY
UNCEDED WURUNDJERI LAND

BACKGROUND

The Federation has been working on outcomes measurement for over a decade informed by our members and Victoria Law Foundation's leading research – Mapping Justice, PULS and Measure for Measure

Outcomes Measurement Implementation Timeline

1

Outcomes Pilot

Pilot focusing on client perceptions conducted

3

Expansion and Consistency

Rollout to more CLCs, improving practicality

2017

2023

2024

2025+

Outcomes Framework Published

Framework for outcome measures released

2

Model Implementation

Selected CLCs adopt consistent measures in Actionstep

4
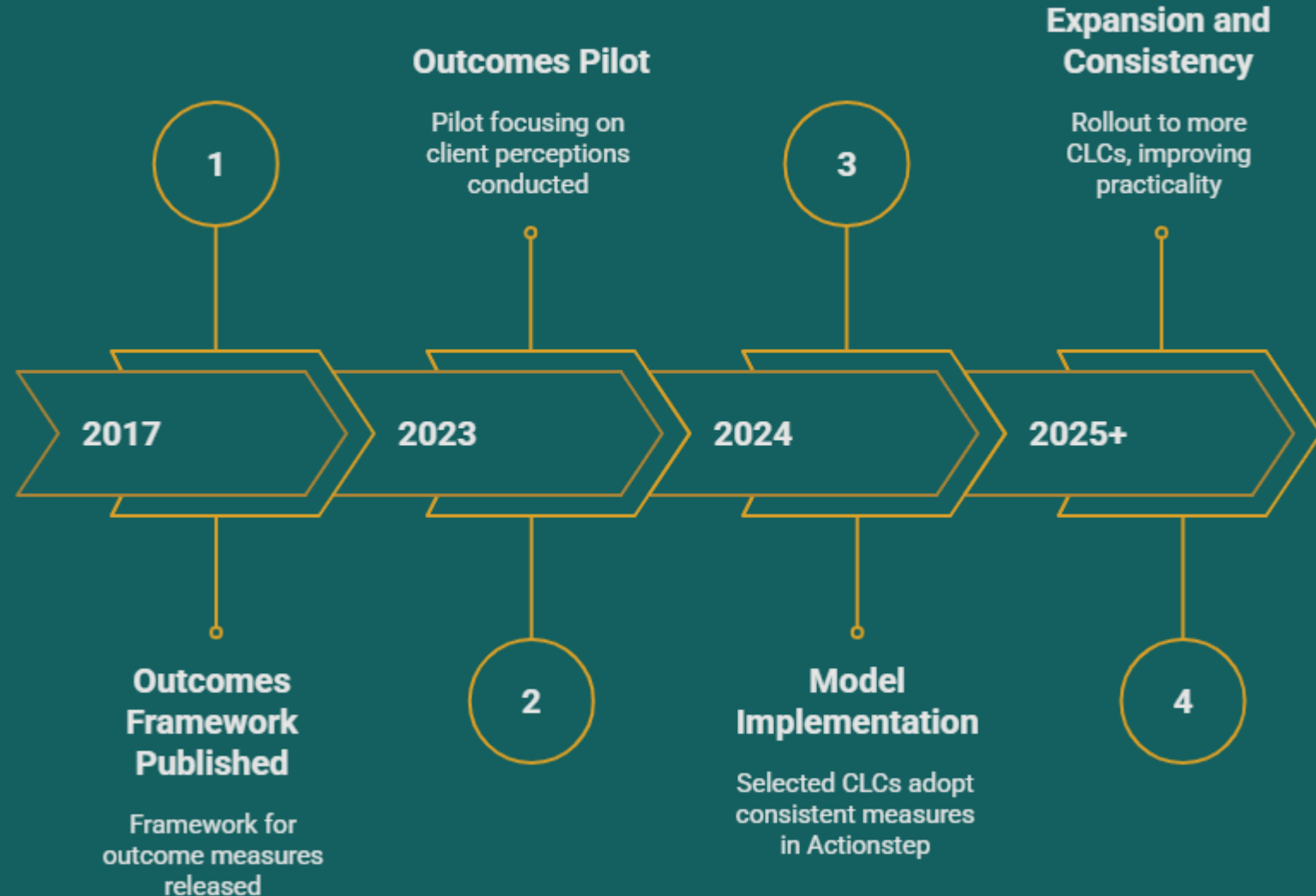
FUNDING DRIVERS

Victorian Department of Treasury's Early Intervention Investment Framework (EIIF) model and influence on reporting obligations for multiple funding streams across government

VLSB+C Program Outcome Indicators

Philanthropic funders increasingly require evidence of impact

NAJP 2025-2030 includes following timelines:
- New National Legal Assistance Data Strategy before 30 June 2026
- High-level outcomes-based framework by 30 June 2027 implemented by 2030
- Reporting requirements in line with outcomes-based framework ahead of subsequent agreement to commence 1 July 2030

PURPOSE AND PRINCIPLES OF PILOT

GOAL: achievable, consistent outcomes measurement in legal assistance services

The Victorian Sector Outcomes Pilot adopted the following principles:
- Start small, use what you are doing already
- Balance between rigor and practicality – err on the practicality side
- Be realistic about where we are starting from and the resources available
- Be willing to fail and share lessons
- Try something – move beyond frameworks and theory and give it a go

The pilot focused on client feedback mechanisms. We co-designed 30 questions with a core of 5 that each participant agreed to implement uniformly. Due to the varying levels of capacity and expertise there were three participation tiers:
1. Implement the full list of questions
2. Core set of five questions
3. Case study only (services with aligned client feedback processes in place already)

COMMON CLIENT SURVEY QUESTIONS

The service: Did it meet people's needs?

The person: Do they better understand their options and feel confident to seek help?

The problem/s: Did the service help with addressing the problem?

- I was able to get all the legal help I needed [*today, the last time I got help] from [insert service name] (Yes, Partially, No)

- I understand how to deal with my legal problem
- I feel confident to seek help if I have another legal issue
(Strongly disagree, Disagree, Agree, Strongly agree)

- Is the legal problem you got help with [*time element] resolved or ended?
(Yes / Partially / No)
If yes:
  - I am satisfied with the outcome of my legal problem
  - The outcome of my legal problem was fair
  - The lawyer* helped me fix my legal problem
If no or partially:
  - I am satisfied with how my legal problem is going
  - I am confident I will achieve a fair outcome
  - The lawyer* is helping me fix my legal problem
(Strongly disagree, Disagree, Agree, Strongly agree)

OUR LEARNING JOURNEY

- Method & consent matter

- Timing & Language need to be right

- Value all feedback (client feedback response rates are notoriously low)

- Data integration and having a baseline is key

- Embed within practice at each opportunity

- Culture & Communication capacity building is needed

OUTCOME MEASUREMENT OPPORTUNITIES

Research and evaluation are highly valuable but cost and time intensive so not possible for all CLCS

Client engagement with feedback mechanisms is challenging and can be time intensive

Outcomes 2.0
A platform to support fundamental baseline data that client voice and evaluation can build upon and connect with is viable. With a foundation in place there is opportunity to broaden the number of CLCs collecting outcomes and strengthen our evidence.

Research and evaluation

Client feedback and follow up

Post service

During service delivery

Preservice / Intake
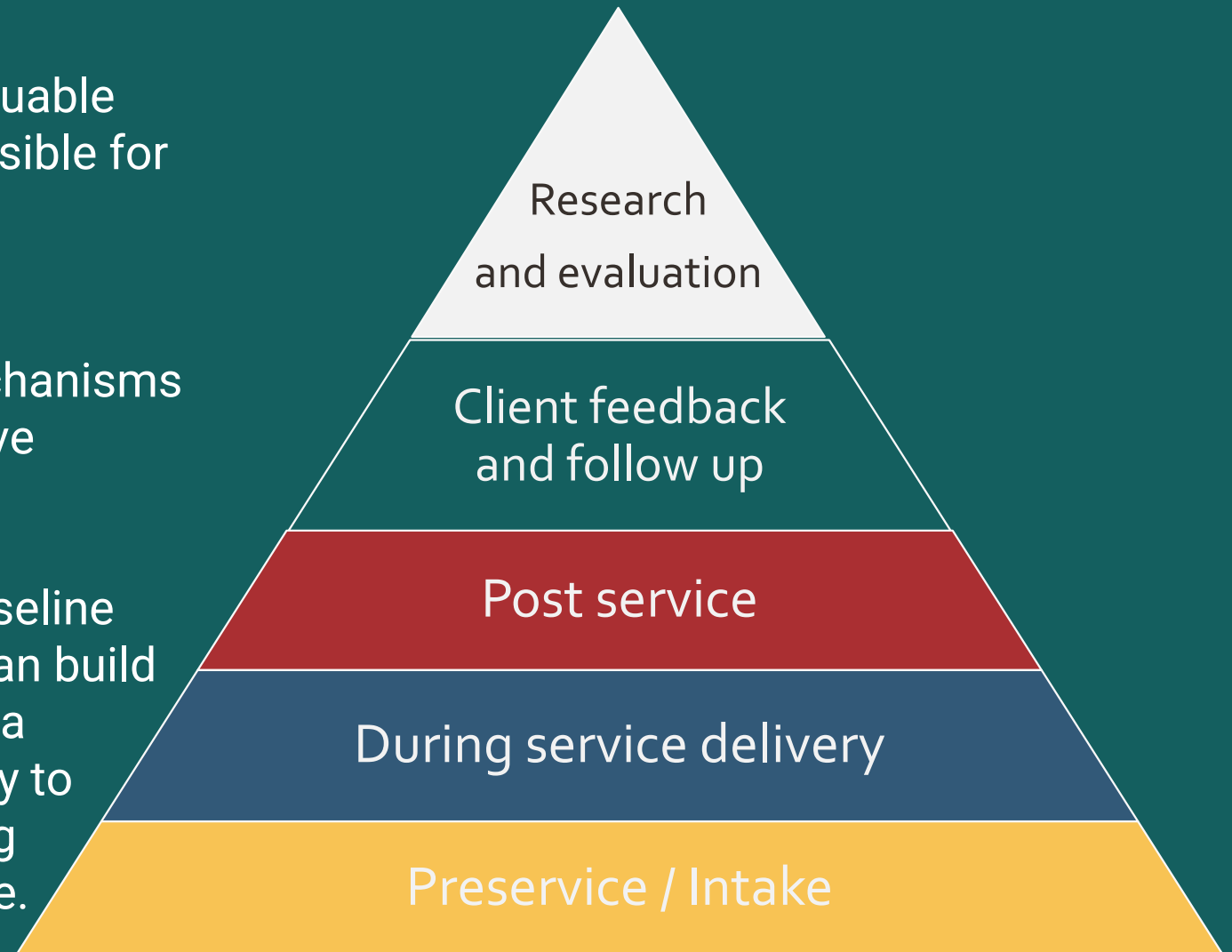
Outcomes 2.0

- **Leverage existing process** around casework approval and casework closure by adapting data collection to support rapid, strategic decision making

- Taking a **common and simplified approach** makes implementation simple for any CLC but can easily be expanded to fit data and UMEL maturity level

- **Ancillary benefits**: builds a library of case studies, improves client experience, can be tailored to centre/team priorities, embeds reflective practice

- To implement broadly, we need a **package** of common fields, a simple guide, a forum to discuss and continually align, visualisation tools, feedback loops and coordinated support.

From testing to a viable model

Data Simplification Process

Data Collection

Data Analysis

Data Simplification

Common Set Creation
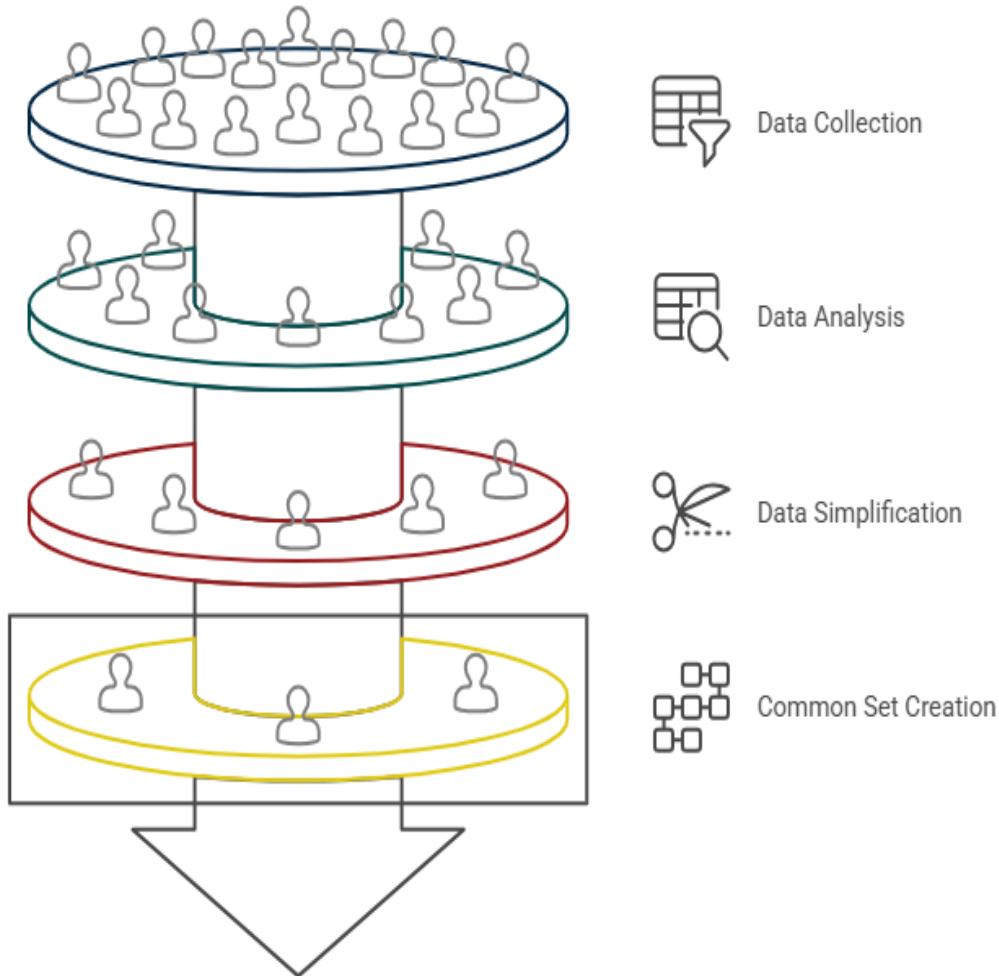
- **15 CLCs** trialled between **1-20 varied outcomes fields** over 9 months

- **Rationalisation** of 35 separate fields across 6000 services to common uniformly measurable fields with benefits at individual CLC & sector level

- Analysis of 25k+ disparate data points and community of practice consultation resulted in a starting model of **10 fields** with **3 key measures**:
  - Reason for closure – relevant for all services
  - Intended outcome achieved (Y/N/Part/NA) – relevant for most services
  - Impacts for client – relevant for Discrete and Casework legal services

Why it works: CLC level use

The Restoring Financial Safety Program waived and recovered

$1,078,944

for our clients

Consumer & Settlement Justice programs created

$392,181

in financial benefits for clients

Workers' Rights Program recovered

$171,520

in unpaid wages, entitlements, waived debts and compensation.

Children and Young People's Rights waived

$154,389

in fines for young people.

Women and Gender Diverse Peoples Rights Program achieved

$737,760

in property settlements and **$165,000** in recovered superannuation.

TOTALLING $2,699,795 FOR CLIENTS

3 OUT OF 5 WOMEN ACCESSING DJIRRA'S LEGAL SERVICES HAVE A NON-ABORIGINAL PARTNER.

BRIMBANK MELTON COMMUNITY LEGAL CENTRE

commUnity+

Our clients* have received

$1,021,981+

in family law property settlements since 1 July 2023

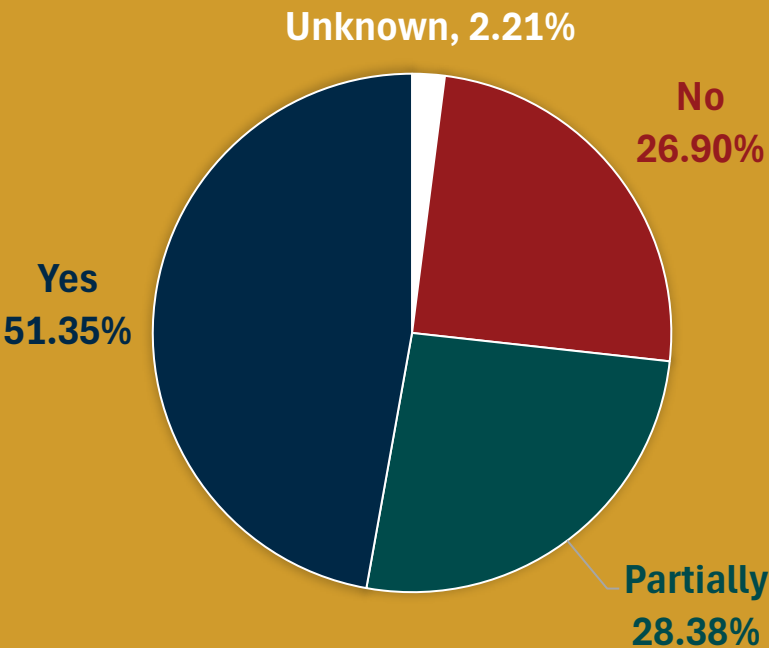That's over $1 million going back to family violence victim-survivors

*all family law clients are victim-survivors of family violence in the Brimbank, Melton and Bacchus Marsh areas.

Why it works: Sector level use

$8.5 million

CLIENT OBJECTIVE ACHIEVED

Unknown, 2.21%

No 26.90%

Yes 51.35%

Partially 28.38%

INTENDED OUTCOME ACHIEVED

Unknown, 3.54%

No 17.15%

Yes 64.08%
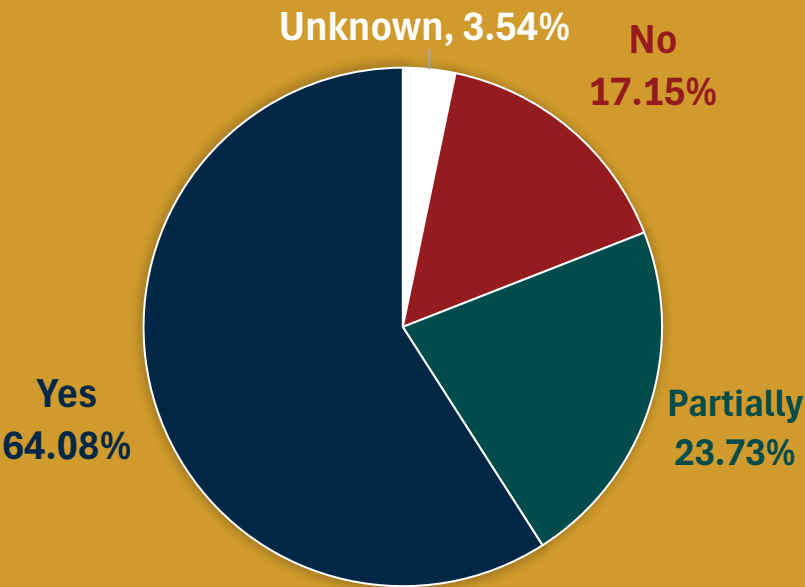
Partially 23.73%

| Direct financial benefit to individual clients across 717 matters in 12 CLCs | Results from 2930 matters in 14 CLCs (79.73% Yes or Partially) | Results from 5382 matters in 8 CLCs (87.81% Yes or Partially) |

Outcomes Measurement 2.0 Staged process

Enquiry

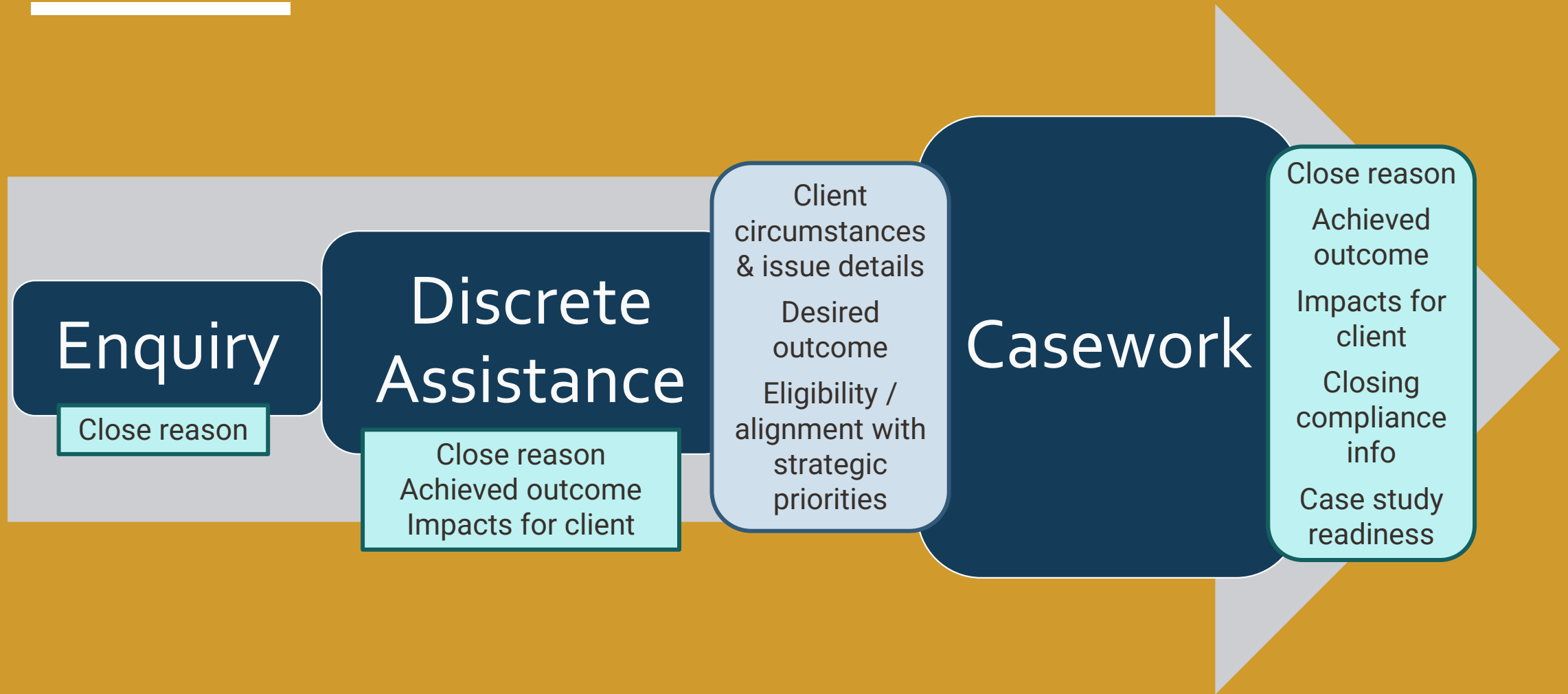Close reason

Discrete Assistance

Close reason
Achieved outcome
Impacts for client

Client circumstances & issue details

Desired outcome

Eligibility / alignment with strategic priorities

Casework

Close reason

Achieved outcome

Impacts for client

Closing compliance info

Case study readiness

Outcomes Measurement 2.0 Core Data Model

Field/Service level	Collection Point and data format	Enquiry	Discrete Assistance	Casework	Community Projects
Service types		Information Referral Secondary Consultation	Legal Advice Legal Task Discrete Non-legal support Duty Lawyer Facilitated Resolution Process	Court/Tribunal Dispute Resolution Ongoing Legal Support Service Ongoing Non-legal Support Service Other Representation	Community Education Activities Community Education Resources CLE Activities CLE Resources Law and Legal Services Reform Stakeholder Engagement
Client objective	Open/free text		X	X	
Intended service outcome	Open/free text		X	X	X
Case summary	Open/free text		X	X	
Closure reason*	Close/dropdown	X	X	X	X
Financial benefit	Close/$ amount		X	X	
Type of financial benefit	Close/dropdown		X	X	
Impacts for client*	Close/dropdown		X	X	
Client objective achieved	Close/dropdown		X	X	
Intended outcome achieved*	Close/dropdown		X	X	X
Outcome notes	Close/free text		X	X	X

* starred fields are proposed initial sector outcome measures with standard data formats and dropdown options

Outcomes Measurement 2.0 Reason for Closure options

Enquiry	Discrete Assistance	Casework	Community
Information Referral Secondary Consultation	Legal Advice Legal Task Discrete Non-legal support Duty Lawyer Facilitated Resolution Process	Court/Tribunal Dispute Resolution Ongoing Legal Support Service Ongoing Non-legal Support Service Other Representation	CE/CLE Activity CE/CLE Resource Law & Legal Services Reform Stakeholder Engagement
No further service required Conflict Progressed to intake Inappropriate referral - referred onward Ineligible for service - referral provided Ineligible for service - no referral pathway available Other	No further service required Progressed to casework Ineligible for further service - referral provided Ineligible for further service - no referral pathway No capacity to assist further - referral provided No capacity to assist further - no referral pathway Client disengaged Other - see outcome notes	Matter concluded Matter resolved on own/by client Ceased acting - client referred elsewhere Ceased acting - no referral pathway Client disengaged Client lost capacity/died Other - see outcome notes	Project concluded Project cancelled Project deferred pending capacity Project deferred pending funding

Outcomes Measurement 2.0
<u>Impacts</u> for clients emerging from trials

No impact

Avoided criminal record/adverse finding or order

Avoided court process

Avoided government involvement

Avoided incarceration

Improved financial situation

Improved housing situation

Improved participation in employment/study

Improved safety

Improved health and wellbeing

Driver's licence retained

Family unit maintained/restored

Visa/residency status secured

Connected to support network

Empowered to share story to help others

Matter resolved in favour of client

Matter resolution neutral

Matter resolved against client

Injustice, unfairness or discrimination experienced

Client became unrepresented

Client became incarcerated

Client received criminal record/adverse finding or order

Client less safe/fears abuse will continue

Client was retraumatised

Client reports feeling more stressed

Client reports unable to voice all concerns

Client indicates better understanding of rights and options

Client indicates feeling confident/empowered to take action/make informed decisions

Client indicates feeling heard and respected

Ciient indicates improved trust in legal/govt systems

Client indicates Increased capacity to identify and seek help with legal problems

Client satisfied with outcome

Client satisfied with delivery of service

Client neutral about delivery service

Client neutral about outcome

Client unsatisfied with delivery of service

Client unsatisfied with outcome

Other - see outcome notes

Case Study – inTouch Womens Legal Service

Outcomes Measurement 2.0 Additional enhancement options

| CASEWORK REQUEST/OPENING	CASEWORK CLOSING
Wellbeing indicators	Wellbeing indicators (to measure shift)
Strategic priorities	Consents (case study, research, feedback)
Casework eligibility guidelines	Status of legal aid grant
Date (of request or next casework meeting)	Net Performance Indicator
	Closing checklist items e.g. • original docs returned • closing letter sent • data updated • trust monies disbursed • destruction date added

Including the client voice

This model is based in practitioner reflection and is not a substitute for the client voice. We have specifically focused on building a model that is attainable for any CLC regardless of internal resources or UMEL maturity/appetite.

Those able are strongly recommended to scaffold and enhance this model with:

1. Client surveys using mixed methods as suited to your community with a focus on inviting feedback as close to service delivery as possible to gain meaningful insights

2. Stakeholder surveys at appropriate intervals – this might be 6-12 monthly with integrated service partners but only once or twice within a strategic plan period for general stakeholder organisations or communities

3. Client-led advocacy and storytelling – where possible and with appropriate supports – it can be empowering to allow clients to share their own story with peers, the public, or lawmakers to advance change

4. Inviting those with lived experience to codesign services, advocacy campaigns, theories of change and evaluation frameworks

Other considerations

- Practitioner confidence and capacity

- Relationship between trust and disclosure

- Other methods to embed reflective practice in culture

- Funder requirements/internal evaluation priorities

- Theory of change or internal outcomes frameworks
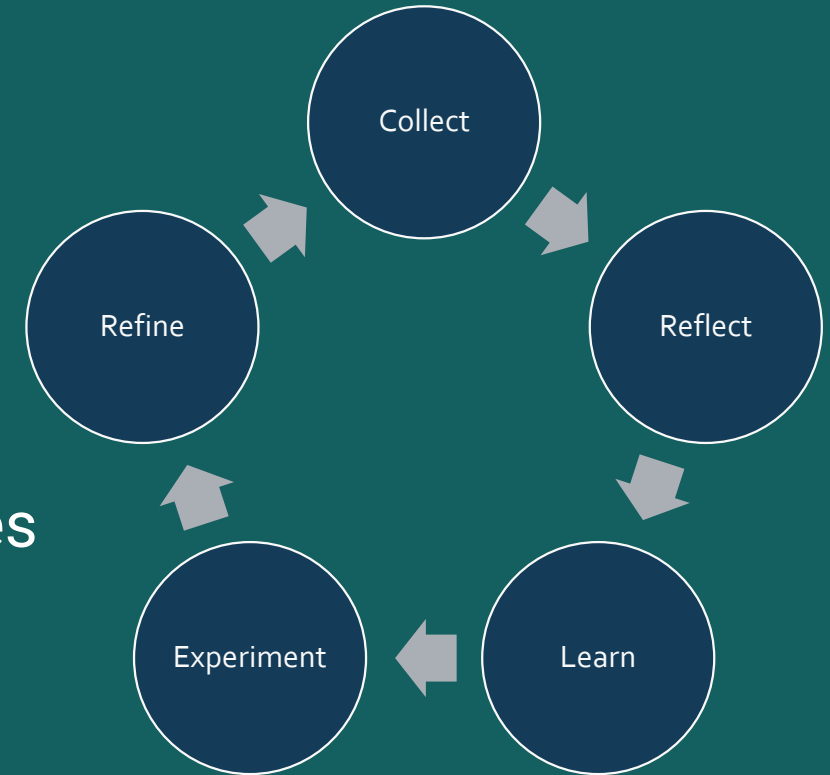
Keys to success

- **Community of practice** – <u>build a culture of learning</u>, not just reporting

- Ground in a model that centres **client outcomes**, centre their lived experience

- Align data across programs and with each other - **use less more effectively**

- **Leverage existing practice** and outcome frameworks/resources

- Encourage **practitioner reflection** – it builds expertise and capacity for trauma informed practice and trust building with community members

- Offer **mixed methods** to improve client engagement and ask at **the right time**

- Embed **feedback loops** to increase engagement and attract investment

THANK YOU

Email: skye.forster@fclc.org.au
Social: @CommunityLawVic

*Community Legal Centres are
the heart of a movement for justice.*

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