VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK

The Victorian CLC Outcomes Measurement Framework is the product of 18 months of consultation and work with many CLCs and experts. The Federation of CLCs thanks everyone who contributed their time and expertise to its development. We would particularly like to acknowledge and thank the Outcomes Project Steering Committee for their guidance in making key decisions about the Framework and their review of draft versions, and to members of the Lirata Consulting team who helped to develop the Framework. Most importantly, we thank the Victorian Community Legal Sector for participating in the consultations and giving its support, time, knowledge and expertise to the development of the Framework.

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Welcome to the Sector-wide Outcomes Measurement Framework. Led by the Federation of Community Legal Centres (Vic) (the Federation) and assisted by Lirata Consulting, the Framework has been developed through consultation with Victorian Community Legal Centres.

The creation of a shared Outcomes Measurement Framework is an important strategic milestone. It provides us with a Framework that Community Legal Centres (CLCs) can use to demonstrate our individual and collective impact, and that the Federation and Members can use to advocate on behalf of the sector and our clients to funders, stakeholders and the wider community.

The Framework is a living document, which will be updated and refined over time to reflect what we learn from CLCs further testing and implementing it. The use of the Framework is not mandatory. It is a tool for learning, support and advocacy which we encourage you to use to guide your CLC in measuring your outcomes and overall impact.

Why have we created an Outcomes Measurement Framework?

Whether as a result of funder requirements or through their own initiative, Victorian CLCs are increasingly seeking to measure and report on the outcomes they achieve for their clients and communities. A collaboratively designed and shared Outcomes Measurement Framework allows us to articulate the outcomes we achieve and want to be measured against, rather than having them determined for us. We believe that by identifying, articulating and measuring our outcomes, we can best design and implement our services to most effectively contribute towards the creation of a fair and just society.

We hope that this Framework can assist us to demonstrate our individual and collective impacton the lives of our clients and the strength of our communities. The Federation and Members will be able to use it to bettertell the story of our impact to decision makers, funders, stakeholders and the wider community. Measuring outcomes also helps CLCs to make evidence-based decisions about how to design and deliver services. It supports us to be accountable to and effective for our clients and communities by answering the question, 'How can we design and deliver our services so that they have the maximum positive impact on the legal wellbeing of our community?'

How might it help CLCs to identify and measure their outcomes?

The Draft Framework provides outcomes, indicators, data collection tips, tools and case studies that can help you identify the outcomes you want to measure and how to measure them. It is unlikely and unrealistic to expect that any individual CLC will work towards achieving all of the outcomes in the Framework. CLCs' strategic planning processes determine their purposes, priority areas of focus and the particular outcomes they seek to achieve. The Framework can't do this for you. However, it can inform this process by helping you to consider which outcomes you want to achieve and how you might begin to measure your progress towards achieving them. Measuring outcomes takes time and skill; to do it well CLCs need to be supported with resources to build capacity.

In time and with the support of Victorian CLCs, the Framework could also enable shared measurement of outcomes across multiple CLCs, showing our collective impact and adding power to our advocacy for funding and reform. We encourage you to provide the Federation with feedback about your experience using the Framework; it will remain useful and relevant by being continuously updated and improved based on your experience of what works when measuring outcomes in your CLC.

Victorian Community Legal Sector Outcomes Measurement Framework: Overview

IMPACT	Fair and Just Society				
THEMES	Access to Justice for All	Empowered Communities	Holistic Responses to Needs	Fair Laws and Systems	Effective CLCs
HIGH LEVEL OUTCOMES	1. People experiencing disadvantage have increased access to justice	2. Community members have increased capability to understand and address their legal issues	3. CLCs and stakeholders have increased capability to provide integrated responses to the needs of people experiencing disadvantage	4. Decision makers address systemic injustices	5. CLCs are capable, sustainable and able to respond to the legal needs of people experiencing disadvantage

Victorian Community Legal Sector Outcomes Measurement Framework: Summary of Outcomes

THEMES	Access to Justice for All	Empowered Communities	Holistic Responses to Needs	Fair Laws and Systems	Effective CLCs
HIGH LEVEL OUTCOMES	1. People experiencing disadvantage have increased access to justice	2. Community members have increased capability to understand and address their legal issues	3. CLCs and stakeholders have increased capability to provide integrated responses to the needs of people experiencing disadvantage	4. Decision makers address systemic injustices	5. CLCs are capable, sustainable and able to respond to the legal needs of people experiencing disadvantage

INTERMEDIATE OUTCOMES	1.1 People experiencing disadvantage access legal assistance in a timely way
	1.2 People better understand their legal issues
	1.3 People have a stronger voice in legal processes affecting them
	1.4 People have improved wellbeing:
	  a. People have an improved financial situation
	  b. People have more secure housing
	  c. People have increased safety
	  d. People have reduced stress
		2.1 People receive relevant and accessible information about legal issues, rights and responsibilities
		2.2 People have greater understanding of their rights and responsibilities
		2.3 People and communities have increased capability to respond appropriately to legal issues
			3.1 Partnerships and relationships between CLCs, service providers and other stakeholders are established and strengthened
			3.2 Service providers and CLCs have increased capability to identify legal issues and link people to appropriate legal assistance
			3.3 People have increased support to address their non-legal needs
				4.1 Solutions to systemic injustices are identified
				4.2 The community and decision makers have increased information and understanding about systemic injustices
				4.3 Communities are mobilised to act on systemic injustices
				4.4 Decision makers are influenced to improve laws, policies and legal processes
					5.1 CLCs are effectively governed and managed
					5.2 CLC staff, volunteers and board members are skilled, engaged and supported
					5.3 CLCs' services and activities are appropriate and targeted to their community
					5.4 CLCs are credible, valued and trusted
					5.5 CLCs are effectively and sustainably resourced

HIGH LEVEL OUTCOME 1
People experiencing disadvantage have increased access to justice

INTERMEDIATE OUTCOMES	INDICATORS
1.1 People experiencing disadvantage access legal assistance in a timely way	**1.1a Disadvantage profile:** Number and % of people accessing legal assistance by type and level of disadvantage. [Data source: intake and closure forms] **1.1b Mode of initial access:** Number and % of people accessing legal assistance by mode of initial access. [Data source: Incoming enquiry log] **1.1c Wait time:** Average wait time for assistance by service type and type of legal issue. [Data source: Spreadsheet recording wait time data]
1.2 People better understand their legal issues	**1.2a Understanding of legal issues:** % of service users who report that they better understand their legal issue(s) following legal assistance. [Data source: Service user survey]
1.3 People have a stronger voice in legal processes affecting them	**1.3a Better informed decisions:** % of service users who report they were able to make a better informed decision about how to handle their legal issue(s) following legal assistance **1.3b Feel heard:** % of service users who report feeling heard following legal assistance. [Data source: Service user survey]
1.4 People have improved wellbeing: a. People have an improved financial situation b. People have more secure housing c. People have increased safety d. People have reduced stress	**1.4a Self-reported wellbeing:** % of relevant matters in which service users report that as a result of CLC assistance they have: (a) An improved financial situation, (b) More secure housing, (c) Increased safety, (d) Reduced stress. [Data source: Service user survey] **1.4b Improved financial situation:** % of service users with relevant matters who have an improved financial situation through assistance from a CLC, by type of improvement. [Data source: File closure form] **1.4c More secure housing:** % of service users with relevant matters who achieve more secure housing through assistance from a CLC. [Data source: File closure form] **1.4d Increased protections to safety:** % of service users with relevant matters who establish or increase protections to their safety through assistance from a CLC. [Data source: File closure form]

HIGH LEVEL OUTCOME 2
Community members have increased capability to understand and address their legal issues

INTERMEDIATE OUTCOMES	INDICATORS
2.1 People receive relevant and accessible information about legal issues, rights and responsibilities	**2.1a Relevant information:** % of service users rating information provided by CLC as relevant. [Data source: Service user survey] **2.1b Accessible information:** % of service users rating information provided by CLC as accessible. [Data source: Service user survey]
2.2 People have greater understanding of their rights and responsibilities	**2.2a Understanding of rights and responsibilities:** % of service users reporting greater understanding of their rights and responsibilities following legal assistance, by service type. [Data source: Service user survey] **2.2b Ability to identify legal issues:** % of people who report they feel more able to identify when they have a legal issue, following contact with CLC. [Data source: Service user survey]
2.3 People and communities have increased capability to respond appropriately to legal issues	**2.3a Understanding how to obtain legal help:** % of people who report that they have a better understanding of how to obtain legal help, following provision of information by CLC. [Data source: Service user survey] **2.3b Confidence to seek legal help:** % of people who report that they feel more confident to seek legal help, following contact with or receipt of information provided by CLC. [Data source: Service user survey] **2.3c Confidence to handle own legal issues:** % of people who report that they feel more confident to handle their own legal issue(s), following contact with or receipt of information provided by CLC. [Data source: Service user survey] **2.3d Enquiries following information provision:** % of enquiries received by CLC that result from information previously provided by a CLC. [Data source: Custom intake form or incoming enquiry log]

HIGH LEVEL OUTCOME 3
CLCs and stakeholders have increased capability to provide integrated responses to the needs of people experiencing disadvantage

INTERMEDIATE OUTCOMES	INDICATORS
3.1 Partnerships and relationships between CLCs, service providers and other stakeholders are established and strengthened	**3.1a Partnerships and relationships strengthened:** Number and % of relevant partnerships and relationships which the CLC considers to have been strengthened within a specified time period. [Data source: Relationships register] **3.1b Partner rating of partnership strength:** Average rating by partners of strength of service delivery partnerships with CLC. [Data source: Stakeholder and partner survey]
3.2 Service providers and CLCs have increased capability to identify legal issues and link people to appropriate legal assistance	**3.2a Referrals from external services:** Number and % of referrals from external service providers, by source of referral and type of legal issue. [Data source: CLASS database and associated forms] **3.2b Capability of non-legal workers to refer:** Number and % of non-legal workers from relevant services who feel more capable to refer appropriately to legal services, following information provision by CLC. [Data source: Stakeholder and partner survey] **3.2c Inappropriate referrals:** Number and % of referrals from external service providers which are inappropriate, by reason for inappropriateness. [Data source: Incoming enquiry log] **3.2d Coordinated legal response:** % of service users with issues across multiple areas of the law, who receive a coordinated legal response from relevant areas within CLC. [Data source: File review template]
3.3 People have increased support to address their non-legal needs	**3.3a Assessment for non-legal needs:** % of service users for whom assessment for non-legal needs is completed. [Data source: Non-legal needs assessment form] **3.3b Referrals to non-legal supports:** Number and % of service users with identified non-legal needs who are referred to non-legal supports by CLC, by area of non-legal need. [Data source: CLASS database and associated forms, or non-legal needs assessment form and referral record]

HIGH LEVEL OUTCOME 4
Decision makers address systemic injustices

INTERMEDIATE OUTCOMES	INDICATORS AND OTHER KEY ELEMENTS
4.1 Solutions to systemic injustices are identified	4.1a **Stakeholder rating of identified solutions to systemic injustices:** Average stakeholder rating of fairness and appropriateness of CLC's proposed solutions to systemic injustices. [Data source: Stakeholder and partner survey] 4.1b **Identifying better solutions to systemic issues:** Case studies of instances in which a CLC has used its expertise and relationships to determine a better-informed solution to a systemic issue. [Data source: Case studies]
4.2 The community and decision makers have increased information and understanding about systemic injustices	4.2a **Advocacy reach:** Number of people directly reached by advocacy conducted by CLC, by issue and platform. [Data source: Log of statistics derived from management portals for various digital or other platforms] 4.2b **Public mentions citing CLC frames and messages:** Number of mentions of relevant systemic injustices in public discourse which cite CLC key frames and messages. [Data source: Log of mentions identified from various sources] 4.2c **Decision-makers directly reached by CLC advocacy:** Case studies of instances in which decision makers are directly reached by CLC advocacy, by issue and activity. [Data source: Case studies, drawing on information in advocacy register]
4.3 Communities are mobilised to act on systemic injustices	4.3a **Call to action responses:** Number of community members who respond to CLC calls to action on relevant systemic issues. [Data source: Advocacy register] 4.3b **Support for self-advocacy:** Case studies of instances in which individuals and communities are supported to conduct their own advocacy. [Data source: Case studies, drawing on information in advocacy register]
4.4 Decision makers are influenced to improve laws, policies and legal processes	4.4a **Systemic improvements:** Number and % of recommendations or demands made by CLCs on systemic issues which are mirrored in improvements to law, policy or legal processes. [Data source: Advocacy register] 4.4b **Stakeholder rating of advocacy influence:** Average stakeholder rating of the level of influence of CLC advocacy on issues of systemic injustice. [Data source: Stakeholder and partner survey]

HIGH LEVEL OUTCOME 5
CLCs are capable, sustainable and able to respond to the legal needs of people experiencing disadvantage

INTERMEDIATE OUTCOMES	INDICATORS
5.1 CLCs are effectively governed and managed	**5.1a Accreditation:** CLC meets the National Accreditation Scheme Standards. [Data source: National Accreditation Scheme Review Reports] **5.1b Risk management:** CLC undertakes risk management in accordance with the NACLC Risk Management Guide. [Data source: National Accreditation Scheme Review Reports]
5.2 CLC staff, volunteers and board members are skilled, engaged and supported	**5.2a Opportunities to increase skills:** % of staff, volunteers and board members who report that their CLC provides strong opportunities to increase relevant skills and expertise. [Data source: Staff Survey and Board Survey] **5.2b Role satisfaction:** % of staff, volunteers and board members who report high role satisfaction. [Data source: Staff Survey and Board Survey]
5.3 CLCs' services and activities are appropriate and targeted to their community	**5.3a Feel welcome and safe:** % of people who report that they felt welcome and safe in their interaction with the CLC. [Data source: Service user survey] **5.3b Internal information sharing:** Staff rating of extent to which service delivery is informed by information sharing between CLC staff within and across program areas. [Data source: Staff Survey] **5.3c Alignment of resourcing with need:** Degree of alignment between allocation of CLC-internal resourcing and prevalence of relevant legal needs in community. [Data source: Custom spreadsheet or other custom data analysis tool]
5.4 CLCs are credible, valued and trusted	**5.4a Stakeholder rating of CLC value:** Average rating by community and strategic stakeholders of the value of CLC contribution to increasing access to justice for people experiencing disadvantage. [Data source: Stakeholder and partner survey] **5.4b Stakeholder rating of CLC social justice leadership:** Average rating by community or strategic stakeholders of the effectiveness of CLCs as leaders in advancing social justice. [Data source: Stakeholder and partner survey] **5.4c Likelihood to refer others:** % of CLC clients who report they are likely to refer other people with legal issues to the CLC. [Data source: Service user survey]

5.5 CLCs are effectively and sustainably resourced	**5.5a Turnaways:** Number and % of people turned away from CLC without receiving assistance, by reason for turnaway. [Data source: Incoming enquiry log] **5.5b Diversity of funding sources:** Funding sources as % of overall CLC budget. [Data source: CLC budget/audited accounts]

Introduction: Understanding and using the Outcomes Measurement Framework
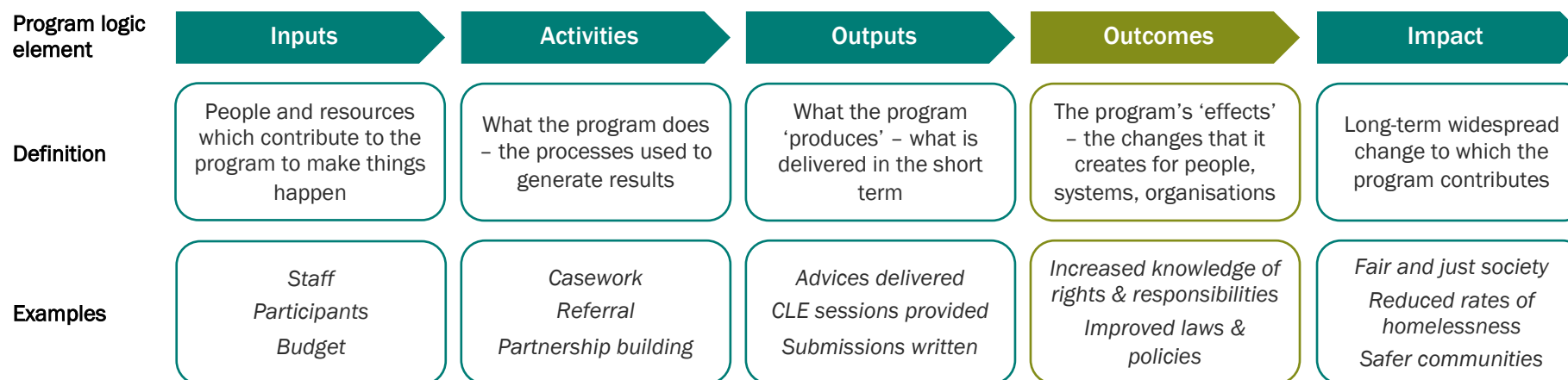
What are outcomes?

In simple terms, outcomes are changes that happen for individuals, groups, organisations, communities or systems as a result of our work. Outcomes help to explain why we provide programs and services, and undertake projects and advocacy – they express "the difference we make" through our work.

At an individual level, outcomes are often about changes in a person's capacity (knowledge, skills, confidence); attitudes; emotional state; behaviour; circumstances (for example, their level of health and wellbeing, financial situation, housing situation, whether they are in custody or in the community); access to resources and opportunities; and/or the conditions in which they live (their community or societal context).

At an organisational level, outcomes might be about the level of functioning, integration or resourcing of an organisation. At a community level, outcomes could relate to a community's level of cohesion and ability to work together to tackle shared issues. At a systems level, outcomes might relate to changes in structures, policies or processes that enable systems to operate more equitably or effectively.

The work of CLCs aims to directly influence these different levels of outcomes, and to contribute to broader population outcomes such as greater access to justice, increased levels of safety in the community or reduced homelessness.

Programs and services can be analysed using program logic, which describes the key elements which contribute to the design of a program or other intervention. Outcomes form one core element of program logic, as illustrated in the diagram below.

Program logic element	Inputs	Activities	Outputs	Outcomes	Impact
Definition	People and resources which contribute to the program to make things happen	What the program does – the processes used to generate results	What the program 'produces' – what is delivered in the short term	The program's 'effects' – the changes that it creates for people, systems, organisations	Long-term widespread change to which the program contributes
Examples	*Staff* *Participants* *Budget*	*Casework* *Referral* *Partnership building*	*Advices delivered* *CLE sessions provided* *Submissions written*	*Increased knowledge of rights & responsibilities* *Improved laws & policies*	*Fair and just society* *Reduced rates of homelessness* *Safer communities*

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Outcomes can occur over short, medium and long timeframes. The line between outputs and short-term outcomes can sometimes be unclear – for example, if someone has read a fact sheet, can we assume that they have gained some knowledge about the law or their rights? Do we consider this an output or a short-term outcome? Sometimes, the most feasible ways to measure short-term outcomes are through counting outputs (for example, it is relatively easy to count the number of fact sheets distributed, but may be less easy to follow up with a representative sample of people who have received them to check whether their understanding of the law has increased). Similarly, the line between long-term outcomes and impacts can sometimes be blurry.

This Outcomes Measurement Framework covers a range of outcomes and associated indicators, from short-term to long-term, without being overly concerned about precise categorisation. We encourage CLCs to measure a range of short-, medium- and long-term outcomes that are of most relevance to their work, and to select indicators that they feel are insightful and feasible to measure.

What is outcomes measurement?

Outcomes measurement is a systematic process through which an organisation:

- Collects and analyses data to assess the extent to which a program or service has achieved its intended outcomes; and

- Uses the findings for one or more purposes, such as oversight and accountability, planning, service improvement or advocacy.

Outcomes measurement normally takes a monitoring approach, which involves identifying indicators associated with key outcomes, collecting data to measure these indicators, and periodically reporting quantitative results on the indicators. To fully understand program outcomes, qualitative data from sources such as interviews, surveys, observation and case studies is also essential. However, gathering and analysing this information tends to move beyond outcomes measurement and falls into the field of outcomes evaluation or impact evaluation.

Structure of the Framework

The Outcomes Measurement Framework is comprised of an impact statement, themes, high level outcomes, intermediate outcomes and indicators. These terms are defined below.

IMPACT   The Impact Statement – Fair and Just Society – describes a longer-term result to which multiple outcomes contribute. An impact is likely to come about by the work of many different CLCs as well as many other organisations and broader processes of social change. Versions of this impact statement were voiced consistently through the consultations, and many CLCs have told us this is what they ultimately work towards.

THEMES   The Themes each describe an important principle that CLCs have told us orients effective practice. The Themes themselves are not intended to be measurable, but they reflect the sector's language and the focus of the High Level Outcomes.

HIGH LEVEL OUTCOMES   The High Level Outcomes (HLOs) each articulate a broad, positive change that most or all of the Victorian Community Legal Sector works towards. The High Level Outcomes can be measured by identifying intermediate outcomes and indicators, which break them down into elements that CLCs can measure and use to assess their effectiveness. Each High Level Outcome also has a brief explanation which helps to clarify its meaning and scope.

INTERMEDIATE OUTCOMES   Intermediate outcomes are grouped under High Level Outcomes and help to further articulate the focus of each High Level Outcome. Many of the intermediate outcomes contribute to more than one HLO, but for the purposes of the Framework they have been grouped with the HLO which the sector saw the strongest connection to, as determined through the consultation process.

The intermediate outcomes span a range from shorter term, lower impact and more easily measurable outcomes, which are closely connected with service delivery - where CLCs have a greater level of control - through to longer-term, more impactful outcomes, which reflect a change of strong value to individuals and communities, but where the CLC may have less individual influence. Inclusion of this range of intermediate outcomes provides a balance of more easily measurable but lower impact, with more challenging but higher impact outcomes.

The Framework includes intermediate outcomes that have wide relevance across the sector and are potentially measurable. There are many different intermediate outcomes that CLCs contribute to and we haven't tried to articulate them all in the Framework. We encourage CLCs to adapt or supplement the Framework with intermediate outcomes that are relevant to their work and context.

INDICATORS   The indicators are items that can be measured or observed to provide evidence about the extent to which CLCs have achieved the outcomes within the Framework.

Most intermediate outcomes have 1 - 3 headline indicators; these are indicators that are likely to be widely applicable across the sector, and communicate strongly about whether outcomes have been achieved. Most of the headline indicators are potentially able to be measured by individual CLCs, although some require specific resources or expertise to measure well, and these might be most efficiently measured in a

centralised way on behalf of the sector by one or a few organisations.

Beyond the headline indicators, there are also many other possible indicators that CLCs can, and in some cases currently do, measure. Some, but by no means all, of these are included as additional options.

For a few of the intermediate outcomes in the Framework, the key elements for assessing effectiveness include qualitative approaches such as case studies, alongside the quantitative indicators. These are outcomes in which the quantitative indicators available provide inadequate coverage of the scope of the intermediate outcome, and need to be supplemented. However, all outcomes in the framework can strongly benefit from qualitative approaches as well as numerical measures.

OTHER POSSIBILITIES FOR DATA COLLECTION   Under the full descriptions of the intermediate outcomes and indicators, there is often a section labelled 'other possibilities for data collection'. This suggests other possible indicators that could be used in addition to those described in detail in the Framework. It also sometimes suggests qualitative and evaluative approaches that could be used to demonstrate some of the outcomes and understand more about how they were achieved. The possibilities for data collection listed in this section are not intended to be exhaustive.

Examples and Case Studies

To help with navigating the Framework and thinking about how it might apply to your work, we have provided links to a few examples of how activities by CLCs, and the changes they might create, align with some of the outcomes and indicators in the Framework. These are just illustrative examples, they are not the only way that these outcomes can be achieved or the only outcomes that might occur from these activities; they are likely to be an over-simplification – so don't be constrained by or rely too heavily on them!

- This example shows how training front-line non-legal service providers might increase the volume and quality of referrals a CLC receives and improve access to justice for people experiencing disadvantage

- This example shows the outcomes and indicators relevant in a situation where use of data about client demographics and legal need informs CLE activities, leading to increased legal capability and wellbeing for priority clients

- This example shows the outcomes and indicators potentially relevant to a policy and law reform initiative

- This example shows the outcomes and indicators potentially relevant to a CLC providing intensive, integrated assistance to a client with complex needs

The Framework also includes case studies from Inner Melbourne Community Legal, Justice Connect Homeless Law, Women's Legal Service Victoria and Justice Connect explaining how they measure similar outcomes. The Quick Guide to Navigating the Framework section below also groups outcomes and indicators by subject matter.

Tools supporting CLCs to use the Outcomes Measurement Framework

A set of data collection tools have been developed to support the measurement of some of the outcomes under the Framework. These are:

- A **service user outcomes survey.** The questions in this are created to match some of the indicators in the Framework that require service user input to measure the outcome. It also includes the standard client feedback questions required for collection under the *National Partnership Agreement on Legal Assistance Services*.

- A **stakeholder and partner survey.** This includes questions related to service delivery and relationships and questions related to profile and perception. We have also broken this into a series of example smaller surveys for different audiences and purposes.

- An **incoming enquiry log** which can be used to collect data for certain indicators in the Framework related to enquiries, referrals and service access.

- A set of **advocacy register templates**, for recording advocacy activities conducted by your CLC and keeping track of changes to laws, policies and processes that you advocate on.

These tools are made available as resources to the sector. CLCs can adapt and select content from these tools to meet their data collection needs.

How to use the Framework to support the measurement of outcomes in your CLC

The Framework supports CLCs interested in measuring the outcomes of their services by including intermediate outcomes, indicators and tips for how to collect data and, in one case, how to report on it. You can use these as direct guidance for measuring outcomes in your CLC, or as a source of inspiration and information that you can adapt to measure your unique characteristics and service priorities. As CLCs begin to use the Framework and provide feedback, we will continue to update the Framework and include further examples so that it stays relevant and reflective of outcomes measurement in CLCs.

There are many ways to achieve the intermediate outcomes depending on your service context and purpose. Through the explanations of the intermediate outcomes, the indicators and the data collection tools provided throughout the Framework, we have provided suggestions for how to focus your measurement as well as outlining some of the common activities that might lead to them.

In monitoring a particular part of your service, it is likely that you will often take indicators from different parts of the Framework. Hence, while we have grouped indicators under specific intermediate outcomes, you might find that you organise your set of indicators differently when planning how to monitor and evaluate your programs. The case studies from Victorian CLCs and illustrative examples demonstrate this.

The process of implementing outcomes measurement in your CLC is likely to involve these steps:

1. Decide which stakeholders need to be involved in the process of defining and measuring outcomes. Consider the potential roles of Board, management, frontline staff and volunteers, service users and partner agencies.

2. Decide which areas of your organisation are most important to monitor or evaluate. Is it the whole organisation, or particular programs or service areas?

3. Determine the outcomes you are trying to achieve; the change that your CLC and its programs are aiming to bring about. There are a range of different processes you can use for identifying your outcomes. When identifying outcomes at a whole-of-organisation level, it is a good idea to link this work to your strategic planning process. As part of this process, you can adopt or adapt any relevant outcomes from the Framework for your CLC.

4. Decide which outcomes are the most important to track.

5. Select indicators that will assist you to monitor these outcomes. The Framework includes suggested indicators, but you may develop others that reflect your focus.

6. Prepare your data collection and data collation tools and processes. Each indicator will have particular data requirements. Figure out where this data will come from. Train staff who will be involved in data collection.

7. Collect the data! Monitor progress in data collection so you know whether it is working.

8. Analyse and report on the results. This may involve some technical expertise in interpreting the data.

9. Share the findings and use them in service planning, service improvement and advocacy.

10. Review your outcomes measurement system and improve it so it can become more effective.

As you become more systematic about measuring outcomes, you may find it helpful to create a Program Logic / Theory of Change and a Monitoring and Evaluation Framework to guide your work. Further resources and templates for these will be made available on the Federation's website.

KEY TIP: You don't have to measure every outcome at once!

Start small by picking just one or a few outcomes, practice the measurement process with these, and build from there.

Supplementing outcomes measurements with other data sources

The indicators in the Outcomes Measurement Framework are quantitative (numerical) measures. This is because the Framework is designed to support CLCs to routinely collect and analyse data that will help them to measure how effectively they are achieving outcomes, and numbers and percentages are a valuable way of monitoring and measuring progress towards achieving these outcomes over time. This is in line with standard international approaches to outcomes measurement.

However, for a full picture of the outcomes achieved by CLCs, it is vital to use qualitative approaches as well. Qualitative approaches include case studies, observation, interviews, focus groups, reflections, and questions in surveys that ask respondents to give open-ended responses. These approaches are commonly

used as part of evaluation to build a rich and nuanced picture of outcomes achieved, who they have been achieved for, and the processes that enabled them to occur.

While monitoring outcomes using quantitative indicators is helpful, we strongly encourage CLCs to supplement this by collecting and analysing qualitative data through the methods identified above. This will provide additional data for evaluating outcomes and enable CLCs to learn more about what has been most effective about their service delivery for achieving particular outcomes. For a few of the intermediate outcomes in the Framework, we have supplemented the quantitative indicators with suggested qualitative approaches. The 'other possibilities for data collection' sections also include suggestions for qualitative approaches in some places.

Many of the outcomes, and associated indicators and data collection tools, focus on the perspectives of CLC staff, stakeholders, service users and community members in measuring progress towards an outcome. This recognises the importance of a range of perspectives in measuring outcomes, and is relevant to both qualitative and quantitative approaches.

How the Framework can support outcomes reporting

The Framework does not provide specific reporting templates for the outcomes and associated indicators. CLCs have fixed requirements for reporting on outcomes to certain funders, as well as their own preferred methods and templates for reporting. Throughout the Framework we have explained what analysing the data could tell you and referred to tools that can help with the analysis and reporting of data, including where case studies might be particularly useful for reporting.

As with all reporting, the data can be presented internally, for learning and analysis and for reporting to a Board or Management Committee, and for an external audience - for reporting to funders on projects delivered, applying for grants, conducting advocacy and informing partners and stakeholders about your operations. Alongside the outcomes and indicators presented in this framework, you will need to consider other outcome reporting requirements from funders and external stakeholders. A strong monitoring system will meet both your internal and external reporting requirements.

For an example of how one CLC reports on its outcomes, see High Level Outcome 3, which has an example extract from a quarterly report, kindly provided by Justice Connect. The extract has graphs, which could be used as part of an external report, and a table that allows for more detailed internal reporting against an indicator.

SHARED OUTCOMES MEASUREMENT AND ADVOCACY

In time, the Framework should enable collective outcomes measurement across multiple CLCs on some of the indicators and intermediate outcomes. This could have multiple benefits, including enabling the sector to measure its collective impact, and, if they want to, enabling CLCs to share information about the outcomes they achieve and benchmark themselves against the sector average. We will learn more about the potential of the Framework to support collective and individual measurement through CLCs using it and telling us about their experience.

With the support and agreement of our members, the Federation may use the some of the outcomes in the Framework and the results of any collective measurement to help tell the story of the sector and to advocate on behalf of members.

Throughout the Framework, we have made reference to what shared outcomes measurement might tell us at a sector level.

How the Framework relates to Theories of Change and Monitoring and Evaluation Frameworks

A Theory of Change helps you identify and articulate how the work you do leads to outcomes. It assists you to analyse and question the causal pathway through which your work leads and contributes to short, medium and longer term outcomes. Creating a Theory of Change is useful for organisational, program and project planning because it enables you to reconsider the work you do in the light of the outcomes you aim to achieve. You can find a basic template for a Theory of Change on the Federation's website.

Creating a Theory of Change is also a useful step in creating a Monitoring and Evaluation Framework. A Monitoring and Evaluation Framework enables you to identify the questions you need to ask to determine whether you are achieving the outcomes in your Theory of Change, the indicators you need for measuring your progress towards these outcomes, and the data you need to collect to measure them. There is a template for a Monitoring and Evaluation Framework on the Federation's website

This Framework is not a Theory of Change because it does not try to establish specific causal pathways through which outcomes occur. Rather than map out detailed outcome chains that show the causal links between outcomes, the Framework lists selected outcomes which have been identified by the sector as being of central importance.

However, because the Framework consists of outcomes which are common across the sector, many of the outcomes in it can be used or adapted by CLCs when creating a Theory of Change. Similarly, many of the indicators and data collection suggestions could be included in a CLC's Monitoring and Evaluation Framework. We encourage CLCs to look to this Framework for guidance and ideas when developing their own Theories of Change and Monitoring and Evaluation Frameworks.

How the Framework relates to the National Accreditation Scheme

The National Accreditation Scheme requires CLCs to plan, monitor and evaluate the outcomes and quality of their work. The Outcomes Measurement Framework is therefore a resource that CLCs can use to assist them to evidence their work and to better meet the quality standards outlined in the National Accreditation Scheme.

Quick guide to navigating the Framework

CLCs undertake many different types of activities. Each activity will be more associated with some outcomes and indicators in the Framework than others. Similarly, certain outcomes and indicators are more likely to tell you about particular parts of your service than others. Below is a quick guide to the Framework based on the types of activities that are likely to lead to an outcome or what you're interested in finding out.

Who is accessing your service and how are they accessing it?	See **intermediate outcome 1.1**. **Indicator 1.1a** has guidance for how to record the profile of people accessing your service. **Indicator 1.1b**considershow to keep track of how people contact you – by phone, in-person, at your main office or at an outreach location. These two indicators are really worth tracking; knowing who is accessing your service and how they access it will provide useful information to complement many of the other indicators in the Framework. Want to know how someone knew to contact your service? Look at **indicator 2.3d**, which provides a question about how people knew to contact your service, and refers to a tool for recording and analysing the answer.
How appropriate and targeted is your service for meeting the needs of your priority client groups and broader community?	This question is closely connected to the one above, as the appropriateness and targeting of your service will influence who accesses it; so you will often want to consider them together. **Intermediate outcome 5.3** provides indicators that you can use to measure how appropriate your service is for meeting the needs and profile of your community and how targeted it is towards your priority client groups. Note –conducting legal needs analysis will often assist with assessing how well your service is aligned with the needs of priority client groups and the broader community. **High Level Outcome 3** looks at integrated services, which can also be relevant for considering the appropriateness of service design and response.
How effective are your referral pathways?	**Intermediate outcome 3.2** looks at the number and appropriateness of the referrals you receive from legal and non-legal services as well as a CLC's effectiveness in linking people with legal assistance. **Intermediate outcome 3.3** looks at how effective your CLC is at assessing people for non-legal needs and making referrals to other services for non-legal services. If you want to understand whether your CLE or marketing have increased referrals/enquiries into your service, see **indicator 2.3d.**
What outcomes does your Community Legal Education program achieve?	Start with High Level Outcome 2. **Intermediate outcomes 2.1 and 2.2** contain indicators that could be used to measure the relevance and accessibility of the information you provide through your CLE activities and publications and whether they have helped people to understand rights and responsibilities and identify legal issues. If your CLC has a community development focus, take a look at **intermediate outcome 3.1**, which looks at partnerships, and **intermediate outcomes 2.3 and 4.3** which focus on different aspects of community development and mobilisation. If you want to record and reflect on the systemic issues that you hear about from conducting CLE sessions, have a look at **intermediate outcome 4.1.**

Is your CLE to other service providers effective for increasing appropriate referrals?

If you conduct CLE to other community groups and service providers, with the intention that it will increase their ability to identify legal issues for the people who use their services and refer them CLCs and other legal services, look at **indicator 3.2b.** Using **indicators 3.2a and 3.2c** you can go a step further and see if this has led to an increase in appropriate referrals to your CLC from those service providers.

How effective is your law reform, lobbying and policy work?

High Level Outcome 4 is all about this. **Intermediate outcome 4.1** can be used for measuring how effectively you use your stakeholder relationships and expertise to identify solutions to systemic injustices. **Indicator 4.2c** looks at instances where you directly meet with or otherwise reach decision makers. We have defined 'decision makers' to include anyone with the power to shape laws, policies, legal processes, and other processes that affect people's access to justice and fairness, and the ways in which laws, policies and processes are administered. So decision makers are not just politicians and senior bureaucrats, they might, for example, be administrators at a court or statutory body. They might also be people in positions of influence in corporations or government authorities.

Indicator 4.3b looks at instances where a CLC works with its community members to support them to respond to systemic injustices. **Intermediate outcome 4.4** has indicators for recording when changes are made to laws, policies and legal processes that are consistent with your position. Advocacy work is often conducted in collaboration with stakeholders; If you want to measure the strength of your relationships with other stakeholders and better understand what they think of your work, see **indicators 3.1a, 4.4b and 5.4b.**

How effective is your public advocacy, media and campaigning work?

Indicators 4.2a, 4.2b and 4.2c measure campaign advocacy reach, and the extent to which the language you use in your advocacy affects how issues are spoken about publicly. **Indicator 4.3a** puts the emphasis on advocacy that mobilises communities to respond to systemic injustices. **Intermediate outcome 4.4** has indicators for recording when changes are made to laws, policies and legal processes that are consistent with your advocacy position, and asks stakeholders how they rate your advocacy work. Advocacy work is often conducted in collaboration with stakeholders; If you want to measure the strength of your relationships with other stakeholders and better understand what they think of your work, see **indicators 3.1a, 4.4b and 5.4b.**

What are the outcomes of your direct legal services and other 1:1 assistance to clients?

Start by looking at High Level Outcome 1. **Intermediate outcomes 1.2 and 1.3** suggest questions you can use to ask clients about their experience of your service and whether you have helped them to better understand their issues. **Intermediate outcome 1.4** looks at changes to client wellbeing; there are indicators that look at the client's view of whether their wellbeing has improved as a result of your assistance, as well as objective indicators for measuring improved wellbeing based on the outcome of a matter.

What was the experience of people who used your CLC's services? How satisfied are they?

The primary purpose of the Framework is to measure outcomes, not service user satisfaction. However, the Framework includes several outcomes that closely relate to people's experience using the service. Perhaps the strongest indicator for measuring satisfaction is **indicator5.4c**, which asks service users how likely they are to recommend your CLC to others. **Intermediate outcome 1.3** asks people whether they felt heard by your service. **Indicator 5.3a** asks people how welcome and safe they felt using the service.

How well does your CLC work with and empower its community?

For indicators about how well your CLC uses its community education, development and advocacy skills and resources to support and mobilise its community see intermediate **outcome 4.3**. High Level Outcome 2 also strongly focuses on individual and community empowerment, with **intermediate outcome 2.3** looking at the extent to which people are able to act on the knowledge that they gain through their contact with CLCs. The 'other possibilities for data collection' section under this intermediate outcome also suggests other ways to measure the work you do with communities.

How effectively is your integrated service delivery meeting the needs of your stakeholders, clients and community?

High Level Outcome 3 is all about this. It includes looking at strength of relationships and partnerships, the effect of training for other service providers, coordinated responses, and the quality of referral pathways. Outside of High Level Outcome 3, you might also want to look at **intermediate outcome 5.3** which looks at appropriateness and targeting of service design. If you want to consider whether there are improved client outcomes in the context of integrated service delivery, outside of what is listed in High Level Outcome 3, look at **intermediate outcomes 1.2, 1.3 and 1.4.**

How strong are your relationships and partnerships? What do partners and stakeholders think of your CLC?

Start with High Level Outcome 3. **Intermediate outcome 3.1** looks at the strength of relationships and partnerships from the perspective of you and your partners, while **intermediate outcomes 3.2 and 3.3** cover more specific aspects of integrated service delivery partnerships. **Indicators 5.4a and 5.4b** ask stakeholders to rate the value and effectiveness of your CLC in increasing access to justice and advancing social justice. **Intermediate outcome 4.3** and **indicator 4.4b** are about advocacy partnerships, and stakeholder views of the effectiveness of CLC advocacy.

Definitions and commentary on terms used in the Framework

These are definitions for key terms used in the High Level and intermediate outcomes. The contextual meaning of the outcomes is further articulated through the indicators and surrounding commentary.

TERM	MEANING
People experiencing disadvantage	'People experiencing disadvantage' includes any person experiencing any type of social or economic disadvantage and inequality. Disadvantage arises from the structural inequalities and barriers that exist to exclude people from exercising their rights and accessing the same opportunities as the broader community, such as educational opportunities, employment, housing and safety. Legal, social and economic structures often exclude and create disadvantage for people with particular demographic characteristics or from particular areas. These characteristics are often referred to as indicators of disadvantage, as an individual with one or more of these indicators can be at higher risk of experiencing disadvantage and the social exclusion that results from it. Disadvantage and the social exclusion that results from it is dynamic, which means that people can move in and out of experiencing disadvantage and social exclusion.[1]
	Indicators of disadvantage that can increase the likelihood of a person experiencing social exclusion include age, ethnicity, culture, disability, low income, history of unemployment, poor housing, low education, sexuality, poverty, geographic location and mental or physical health. The LAW Survey found that people with a long-term illness or disability, people in poor housing, single parents and unemployed people had an increased prevalence of legal problems, including being more likely to have substantial and multiple legal problems.[2]
	The CLASS intake forms list many of these indicators of disadvantage and can be customised to capture others. The National Data Standards Manual provides definitions for some of these indicators of disadvantage under its service user and service category descriptions on p 18 – 25.[3] CLCs can be guided by the definitions and indicators in the Data Standards Manual, but may also create their own based on their unique client group and community. The indicator definition for indicator 1.1a (to be provided) will give a full definition for measuring disadvantage in the context of this Framework.
Access to justice	Access to justice refers to the ability of people to engage proactively with the many formal and informal aspects of the justice system and to enjoy the benefits of living in a society governed by the rule of law.[4]Access to justice includes assisting clients to get access to fair process, which increases the likelihood that matters will be resolved in a fair, sustainable and timely manner. It refers not only to a person's ability to access the justice system through its formal and informal mechanisms, or the resolution of legal matters, but to experience equality before the law.[5]
	The extent to which a person is able to access justice is inter-connected with the extent to which they are experiencing disadvantage, their legal capability and the availability of accessible, affordable, timely and effective services that are designed to increase access to justice.

TERM	MEANING
Community	Community members are defined uniquely to each CLC. Some centres have a geographical community, such as a catchment or Local Government Area. Many centres also work with communities of specific interest, either through: • The area of law affecting them, such as people with employment, consumer or tenancy law issues, or; • A focus on a specific cohort of people, such as Aboriginal and Torres Strait Islander people, asylum seekers and refugees, or people with a disability. A community can also encompass the groups of people within one of the above definitions of community that a CLC works with for the purpose of achieving change. This includes local community groups that are partners in advocacy or service delivery. CLCs are necessarily selective about the groups they work with, partnering with those groups and collections of individuals within larger communities that can best increase the likelihood of achieving a fair and just society,
Capability	Capability is usually referred to as being comprised of three areas: knowledge, skills and attitudes.[6] Capability looks at what people 'need to be able to do or be to effectively assert choices over their own wellbeing.'[7] CLCs are most likely to build an individual's 'legal capability', and the relevant indicators for High Level Outcome 2 are targeted at this. Legal capability is the personal characteristics or competencies needed for an individual to effectively resolve legal problems.[8]The three competencies that constitute legal capability are: 'knowledge' that you have a legal right or entitlement that may have been infringed and may have a remedy; 'skills' (such as literacy and information processing skills) to make sense of advice and act on it; and, 'psychological readiness to act' – the confidence, determination and perseverance to see a problem through.[9]These terms and other aspects of legal capability are further defined and discussed in research about legal capability.[10] Legal capability is closely associated with disadvantage and the experience of access to justice, as people with multiple indicators of disadvantage also tend to have lower legal capability. This affects their ability to proactively and effectively respond to legal problems and thereby access justice.[11] CLCs also work with communities to build their capability to respond to legal issues and to proactively engage with the legal and political systems that affect them. This includes supporting collective action and collective responses, including fostering leadership within communities to take action on behalf of a broader community. It also involves being responsive to and empowering of the legal and broader justice needs and wants of our communities. There are other ways that a CLC could build an individual's or community's capability, we haven't attempted to outline all of these.

TERM	MEANING
Legal issues	A legal issue is a problem that is 'justiciable' in that it raises issues with the potential for legal resolution, regardless of whether a person recognises this or takes any action involving the justice system to resolve it.[12]
Legal needs	Legal need for an individual includes 'expressed legal need', which occurs when a person recognises they have a legal issue and seeks legal information, advice or assistance or engages in non-traditional legal resolution strategies, such as alternative dispute resolution or through direct negotiation with another party; as well as what is often referred to as 'unmet legal need', which occurs when legal issues are not resolved or are resolved unsatisfactorily, either because an individual is not aware that they have a legal issue or of their legal rights, or because they are constrained from exercising their rights due to systemic barriers, such as social or economic barriers.[13] In the context of a community, legal need means the broader need for legal knowledge in communities so that they are empowered to respond appropriately and effectively to legal issues, particularly issues that cause or arise from systemic injustices.
Self-help	Self-help refers here to a broad range of strategies available to people to respond to their own legal issues. It includes: • Seeking a solution to a legal problem without the assistance of a legal professional (such as through a website, self-help guide), and; • Pursuing a solution without the ongoing assistance of a CLC – such as through one-off advice, guidance or assistance, following which a person has to self-represent or self-advocate to a court, government authority or with another party. A person's ability to self-help in response to a legal issue is connected to their level of disadvantage and legal capability. People with fewer indicators of disadvantage are likely to have higher legal capability –that is, the necessary knowledge, skills and psychological readiness to act in response to a legal problem. This means that for certain groups of people and certain types of problems, engaging in 'self-help' in response to a legal problem may be an appropriate strategy.[14] People experiencing higher levels of disadvantage tend to have lower levels of legal knowledge and capability and therefore are less likely to successfully identify and use self-help strategies. As a result, self-help strategies are unlikely to be quality substitutes for legal advice and assistance when people have poor legal capability.[15]
Service provider	Practitioners and agencies providing services to the community, typically health and community service providers but may include universal services e.g. Centrelink, schools, police.

TERM	MEANING
Stakeholders	Include individuals, groups or organisations within the service system that have a role in responding to the needs of the individuals and communities CLCs work with. This will vary for each CLC, but will often include staff and volunteers of partner agencies such as financial counselling services, family violence support services, health services, or other legal and non-legal practitioners. It also includes stakeholders in the community who aren't directly tied to a service, such as local community leaders. In this context, the term is not intended to include CLC staff.
Integrated responses	Integrated responses involve services working together to respond more effectively to the legal and non-legal needs of people experiencing disadvantage. It involves providing more tailored, intensive assistance across legal and other human services.[16]The term 'multifaceted' is often used alongside or as part of defining integrated, to mean that the service undertakes multiple strategies to meet the diverse needs of the community.[17]There are a variety of different service models that provide integrated responses, with various degrees of integration between services – i.e. from referral pathways between services to legal services that are fully integrated with larger social service organisations.[18]The appropriate degree and nature of integration will vary depending on context and be influenced by the needs of the community that the CLC serves.[19] We have defined integrated responses as any collaborative response between services which seeks to increase the effectiveness of services in responding to the legal and/or non-legal needs of people experiencing disadvantage.
Systemic injustices	Injustices that arise from structures and systems (including laws, regulations, policies, institutional behaviours, social norms and attitudes) that violate rights, are discriminatory, deprive people of what they need, or have negative consequences for vulnerable groups.
Decision makers	Individuals in positions with the power to shape laws, policies, legal processes and other processes that affect people's access to justice and fairness and their administration. This includes decision makers in local, state and Commonwealth governments; leadership within statutory bodies and government agencies such as the police, courts, commissions and authorities; management within major businesses such as banks, utility providers, media and others. Decision makers can be legislators or bureaucrats but may also be those responsible for policy decisions within businesses, and/or officials with roles in these institutions who can adjust the ways legal processes are implemented to reduce unfair outcomes or provide people with better access to justice.
Sustainable	Able to be maintained consistently over an extended period.

VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK

HIGH LEVEL OUTCOME 1: PEOPLE EXPERIENCING DISADVANTAGE HAVE INCREASED ACCESS TO JUSTICE

High Level Outcome 1
People experiencing disadvantage have increased access to justice

Access to justice is a core guiding principle for the Victorian Community Legal Sector. CLCs assist people to access justice through formal and informal mechanisms. CLCs seek to ensure people have their voices heard and their rights protected in their engagement with legal, government and private institutions. Access to justice does not mean that CLC clients will always have disputes resolved in their favour. Rather, it means that CLCs assist clients to get access to fair process, which increases the likelihood that matters will be resolved in a fair, sustainable and timely manner, allowing people to move on with their lives.

People experiencing disadvantage face many barriers to having their rights and interests considered in the legal outcomes they experience. These barriers include lack of access to legal assistance, lack of knowledge of legal rights and responsibilities, and a lack of confidence and motivation to navigate the legal system.

The information, advice, casework and representation provided by CLCs assist people to overcome these barriers to experiencing equality before the law and direct legal assistance services and community legal education play a particularly key role in achieving this High Level Outcome.

Using the outcomes and indicators under this High Level Outcome to tell the story of your CLC and the sector

Data for the indicators under Outcomes 1.2 and 1.3 could be collected by all Victorian CLCs for a snapshot period using a standard client survey and used for sector wide reporting. This could show the value of CLCs in effectively helping people to understand their legal issues and make more informed decisions, and demonstrate the extent to which our way of working results in people feeling heard. The National Partnership Agreement (NPA) requires the CLC sector to facilitate a client survey. The Framework includes an outcomes survey that covers these questions, which could potentially be used or adapted for the NPA survey.

Data for the indicators under Intermediate Outcome 1.4 could be collected by all Victorian CLCs during a snapshot period. For example, data could be collected for indicator 1.4a through a client survey administered during a snapshot period. Results might say something like: X% of Victorian CLC clients reported having reduced stress as a result of legal assistance; Y% of Victorian CLC clients with relevant matters reported they had an improved financial position as a result of CLC assistance. Indicators 1.4b-1.4d can tell the story of the collective impact of the sector at achieving legal outcomes for clients that improve their wellbeing. For example, under 1.4d we might report on the number of clients we have assisted to obtain intervention orders in a 12-month period.

Examples given are for the whole sector, but are equally applicable to individual CLCs collecting and reporting on this data within their service.

Intermediate Outcome 1.1
People experiencing disadvantage access legal assistance in a timely way

This intermediate outcome can assist you to better understand: the profile of clients accessing your service, and the extent to which it aligns with your priority client group; how your priority clients access your service; and how quickly a person can access your service once they have decided to seek legal help. The outcome focuses on the following areas:

a. **Client profile** – How well are CLCs targeting people experiencing disadvantage, and what types of disadvantage are more or less prevalent among their client groups? In determining how well your CLCs is targeting people experiencing disadvantage, you should have reference to what you have defined as your priority client group and your casework guidelines outlining your priority legal problem types. With current resourcing, CLCs are not able to meet the legal need of everyone experiencing disadvantage, so determining priority client groups and using data about client profile to better target services to them is an important step in increasing access to legal assistance. Through indicator 1.1a we have provided guidance on how you can better determine client profile by collecting data on the indicators of disadvantage experienced by your client group. This case study from Women's Legal Service Victoria gives an example of how a CLC has used client profile data to then target their services to priority client groups. This case study from Inner Melbourne Community Legal shows how you can combine client profile data with the measurement of other indicators to find out more about service and client impact.

b. **Accessibility** – How well can priority groups access the CLC? This tells you about the profile of the CLC in the community through looking at the different ways people access it. It looks at methods of access (phone, appointment, clinics), geographical accessibility and the use of outreach locations. You may also need to consider specific barriers to access that might arise for certain groups, and how these may be overcome.

c. **Timeliness of access** – how quickly people are able to access services once they contact the CLC (i.e. waiting times).It can also include how soon in the course of the legal problem a person seeks help (and the degree of escalation of the problem by time of first assistance – or the degree to which an early intervention strategy by the service has led to a person receiving legal assistance earlier). We have prioritised an indicator which focuses on how quickly and easily a person is able to gain access to a service once they have decided to seek legal help.[20]

Other things to consider when determining who is accessing your service and how they are accessing it, include: how appropriate and targeted your service design is (see intermediate outcome 5.3) and the extent to which clients accessing your service have legal problem types that align with your casework guidelines (see indicator 3.2b, which provides guidance for how you can determine the appropriateness of enquiries made to your service, including by legal problem type).

Indicators for Intermediate Outcome 1.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.1a Disadvantage profile Number and % of people accessing legal assistance by type and level of disadvantage	This indicator measures the profile of people accessing legal assistance from CLCs. It explores how well targeted CLC assistance is to people who may be experiencing disadvantage and social exclusion. This indicator focuses on services users who receive an individual service type from the CLC. This includes enquiries that result in provision of information or referral, as well as more substantial service types such as casework. It excludes people accessing community service types (e.g. CLE), and enquiries which do not result in any service being provided. Type of disadvantage can be measured by whether the service user has characteristics associated with an increased likelihood of experiencing some disadvantage, for example young people, Aboriginal and/or Torres Strait Islanders, single parents, people whose main language is not English, and so forth. Level of disadvantage can be measured by the number of types of disadvantage that a person experiences concurrently. This can be done by creating a scale, on which people with more indicators of disadvantage are assessed as having a higher level of disadvantage than people with fewer indicators of disadvantage.[21] For further information see the indicator definition (to be provided with the final Framework). In determining how well your CLCs is targeting people experiencing disadvantage, you should have reference to what you have defined as your priority client group and your casework guidelines.	Recommended data collection tool: Intake and customised closure forms linked to CLASS database fields. CLASS fields relevant to this indicator: • Date of birth • Gender • Indigenous status • Country of birth • Main language • Proficiency in English • Employment status • Centrelink payment • Income scale • Relationship status • No. of dependent children • Disability status and type • Family violence status • Homelessness status • Financial disadvantage indicator Postcode is potentially relevant to measuring place-based disadvantage. Additional custom fields could be collected for other potential indicators of disadvantage e.g. refugee/asylum seeker status, history of trauma, history of institutionalisation.

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Indicators for Intermediate Outcome 1.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.1b Mode of initial access Number and % of people accessing legal assistance by mode of initial access	This indicator measures how people initially contact a CLC – for example, through an outreach service, by phone, face-to-face, email or through other means. The mode of service delivery can determine whether a person experiencing disadvantage accesses and receives appropriate legal assistance.[22] The indicator explores whether the modes of access provided by CLCs are well suited to the ways in which people experiencing disadvantage are likely to access services. In combination with indicator 1.1a, it can illustrate the most prevalent ways that people experiencing various types and levels of disadvantage access your service. The indicator focuses on initial access to the CLC rather than subsequent episodes of contact. The indicator is therefore relevant to new enquiries from people who have not previously accessed the CLC's services, rather than to contacts with existing service users. Intermediate Outcome 5.3 considers appropriateness and targeting of service design, which is also likely to be relevant when considering data about how people access a CLC.	Recommended data collection tool: Incoming enquiry log. Fields required: • Enquiry date • Mode of contact [Phone, Face to face, Post/Email, Other, Outreach] • Optional: Enquiry received location [specify the office, outreach site or other location where enquiry was received; and/or the specific program receiving the enquiry, if not through general reception] In the case of outreach services, it is likely that more than one field would be relevant – e.g. 'outreach' and 'face to face', 'outreach' and 'video-conference'.[23] CLCs may need to customise these categories so that they are relevant to their particular service design. An incoming enquiry log provides a more time-efficient way to capture enquiry data than an intake form. A custom spreadsheet or database may be used to collate incoming enquiry data for analysis. This log sheet could be used at main reception and at other sites or times when incoming enquiries are expected. Note that the CLASS database also contains fields potentially relevant to this indicator: Contact type and Service location. However, it may be difficult to determine whether data recorded in these fields relates to the initial contact made by the service user to the CLC, or to a subsequent response to the service user by the CLC. For this reason, CLASS data should be used with caution in relation to this indicator. You can also collect data on how people knew to contact the CLC –

Indicators for Intermediate Outcome 1.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		for example, through referral from other professionals, via information previously provided by a CLC, etc. Indicator 2.3d outlines the data collection relevant to this point.
1.1c Wait time Average wait time for assistance by service type and type of legal issue	This indicator measures how timely the provision of legal assistance is once a person contacts a CLC asking for assistance. The data may highlight issues in relation to the level of resourcing available to CLCs compared to level of demand. The indicator focuses on new requests for assistance rather than ongoing casework, however it can include new enquiries from existing service users as well as from those who have not previously used the CLC's services. Results are expected to vary widely depending on service type, and the indicator may not be applicable to some service types where assistance is either provided immediately, or not at all (e.g. duty representation services).	Recommended data collection tool: Spreadsheet recording wait time data on a periodic basis (e.g. monthly on the first of the month). A simple version of this can collect data on wait time (number of days) to next available generalist appointment. A more complex version could collect data by service type and legal problem type. Wait time data should be available from appointment booking system

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 1.1:

Item	Suggested data source
Indicator: % of service users reporting it was easy to contact the CLC when they first needed help.	Service user survey: "Thinking about our service - Do you agree or disagree? It was easy to contact the legal service when you first needed help [Strongly agree, Agree, Disagree, Strongly Disagree]". (Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.)

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Item	Suggested data source
Indicator: % of service users who sought legal assistance from CLC prior to significant escalation of their legal issue(s).	Inclusion of staff-rated item(s) on intake form, capturing the length of time the problem has been known to the service user prior to seeking assistance, and the level of escalation of the issue at the time of intake.

Intermediate Outcome 1.2
People better understand their legal issues

This outcome focuses on people's understanding of their legal problems and situation. It is most likely to come about through increases in a client's understanding about a legal issue as a result of them having sought legal advice. However, it may also occur through people receiving other CLC services, such as from a CLE session. It is not simply about people receiving information, but understanding the information. It includes an understanding of the legal options open to them and the possible consequences of these options.

Indicators for Intermediate Outcome 1.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.2a Understanding of legal issues % of service users who report that they better understand their legal issue(s) following legal assistance	This indicator measures service users' own perceptions of whether they have an improved understanding of their legal issues following assistance from the CLC. Although service users' assessment of their level of legal understanding is not always accurate, they are well placed to assess whether their understanding has improved as a result of services provided. Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some service modalities such as phone advice. In interpreting data from this indicator, it is important to keep in mind that services users' understanding will be affected by a number of factors in addition to the quality of legal service provided, such as: the amount of time available, the person's individual cognitive capacity, and other sources of advice and external pressures.	Recommended data collection tool: Service user survey. Recommended question: "Following our help, would you agree or disagree that... You better understand your legal issues?[Strongly agree, Agree, Disagree, Strongly Disagree]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

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Intermediate Outcome 1.3
People have a stronger voice in legal processes affecting them

An important aspect of access to justice is that people have better access to a fair process in which they feel heard and are able to make more informed decisions about their legal issues. This includes people having more control and a greater sense of agency and confidence over their interactions and experience with the legal system. This intermediate outcome looks at the quality of service provided to clients through considering the extent to which they have felt heard in their interaction with the CLC and whether the process has led to them feeling more capable of making an informed decision.[24]

In certain contexts, this intermediate outcome and intermediate outcome 1.2 could be considered alongside outcomes and indicators about legal capability under High Level Outcome 2, which focus on increases in knowledge, capability and ability to obtain help and self-help in response to legal problems.

Indicators for Intermediate Outcome 1.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.3a Better informed decisions % of service users who report they were able to make a better informed decision about how to handle their legal issue(s) following legal assistance	This indicator focuses on the decisions that people make about how to handle their legal issues following legal assistance. The emphasis is not on whether the service user liked the options available to them, but whether they felt they had better information about their options and were able to use that information to make a more informed decision. In interpreting data from this indicator it is important to keep in mind that services users' decision making will be affected by a number of factors in addition to the quality of legal service provided, such as: the amount of time available, the person's individual cognitive capacity, and other sources of advice and external pressures that might influence a person's decision making.	Recommended data collection tool: Service user survey. Recommended question: "Thinking about our service - Do you agree or disagree? The service provider helped you understand how to deal with your legal problem[Strongly agree, Agree, Disagree, Strongly Disagree]" (Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.)The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period (e.g. over a couple of months), or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

Indicators for Intermediate Outcome 1.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.3b Feel heard % of service users who report feeling heard following legal assistance	This indicator focuses on the extent to which service users feel that their perspective, legal problem(s) and needs have been listened to by the CLC. The indicator does not imply that the CLC agrees with the service user's perspective, but it does imply that the service user feels the CLC has understood their situation and point of view. Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some service modalities such as phone advice. This case study from Inner Melbourne Community Legal provides an example of ways of determining client satisfaction.	Recommended data collection tool: Service user survey. Recommended question: "Thinking about our service - Do you agree or disagree? The service provider listened to your legal problem[Strongly agree, Agree, Disagree, Strongly Disagree]" (Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.)The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period (e.g. over a couple of months), or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 1.3:

Item	Suggested data source
Case studies of instances where a client feels they have more agency or control over the legal processes affecting them as a result of legal assistance. This is not directly captured by the indicators and is probably difficult to quantitatively measure. Furthermore, due to the nature of the legal problems and the legal system, it is not always going to be possible for clients to feel greater agency and control.	Interviews with staff and service users exploring the ways in which the service may have assisted them to feel greater agency and control over the legal processes affecting them.

Intermediate Outcome 1.4
People have improved wellbeing:
   a. **People have an improved financial situation**
   b. **People have more secure housing**
   c. **People have increased safety**
   d. **People have reduced stress**

This intermediate outcome captures potential positive outcomes for the wellbeing of people who have accessed legal assistance through a CLC. The legal outcomes of matters are contingent on many factors, and CLCs and the people they assist can often have limited control over these. This is why many of the outcomes and indicators elsewhere in the Framework focus on changes occurring through the process of service delivery, rather than the final legal outcome of a matter. Nevertheless, the assistance of a CLC often increases the likelihood that a person will experience positive outcomes that improve their wellbeing.

- Improved financial situation might occur through the reduction in fines or other financial penalties, consumer credit issues etc.

- More secure housing might occur through the prevention of eviction into potential homelessness.

- Increased safety might occur through gaining legal protections, for example the granting of an Intervention Order.

- Reduced stress might arise from the resolution of issues, providing people with certainty and enabling them to move on with their lives.

Even if a client is dissatisfied with the legal outcome achieved, they may still experience gains in wellbeing through the process of being supported by a CLC.

These are the wellbeing outcomes that were highlighted in sector consultations as being of widespread relevance to the sector. However, they are not the only wellbeing outcomes that CLCs help people achieve, and CLCs could develop indicators and data collection methods for other wellbeing outcomes that are relevant to their programs and service focus.

Using qualitative approaches to gather input from clients will be particularly important for measuring wellbeing. For example, asking clients the reasons why they feel they do or do not have improved wellbeing as a result of your assistance will help you to better understand your role in contributing to these outcomes and any service changes that could be made to improve client wellbeing. You could collect this information through open ended questions on a feedback form, or through a follow up discussion with the client. Similarly, creating case studies for instances where your CLC has significantly improved a client's wellbeing is an effective way of demonstrating how a person's wellbeing has been improved and the role of your service in this process – for discussion on the effective use of case studies and client stories, see High Level Outcome 4.

Indicators for Intermediate Outcome 1.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
1.4a Self-reported wellbeing % of relevant matters in which service users report that as a result of CLC assistance they have: a. An improved financial situation b. More secure housing c. Increased safety d. Reduced stress	This indicator focuses on the service user's perception of whether they have experienced wellbeing outcomes in the four areas highlighted by intermediate outcome 1.4. The emphasis is not simply on whether changes in wellbeing have occurred, but whether the service user attributes them in any way to the legal assistance provided. When interpreting data for this indicator bear in mind that service users' perceptions may be impacted by their expectations and their level of satisfaction with the legal result. Responses by service users may also be affected by the amount of time that has elapsed since the legal result; the true nature of the impact on wellbeing may not be apparent until some time has elapsed, however with the passage of time other factors can also intervene to disrupt outcomes. Social desirability bias – the tendency for respondents to answer questions in a way that will be viewed favourably by others – may also influence responses. Despite these limitations, service users are the experts on whether legal assistance has resulted in any practical difference in their wellbeing. Wellbeing outcomes may take some time to occur, and service users' perceptions of whether a service has improved their wellbeing may change over time. If resources allow, it is useful to ask these questions immediately after service provision and also to collect follow-up data on wellbeing some time (e.g. 6 months) after service delivery has been completed, to assess the extent to which improvements have occurred and been sustained.	Recommended data collection tool: Service user survey. Recommended questions: "Did the legal issues that we helped you with involve any of the following... (a) Money problems? (b) Problems with your housing? (c) A risk to your safety? [Yes, No]. Did our service make any difference to... (a) Your money situation? (b) Your housing situation? (c) Your safety? (d) How stressed you are? [Made it worse, No change, Made it a little better, Made it much better]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period (e.g. over a couple of months), or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

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Indicators for Intermediate Outcome 1.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION

1.4b Improved financial situation
 	
% of service users with relevant matters who have an improved financial situation through assistance from a CLC, by type of improvement
	This indicator captures specific legal outcomes which impact on the service user's financial situation. The data can be collected from staff, so service users don't need to complete feedback surveys. The emphasis is not just on whether the outcome occurred, but whether it was attributable in any way to the assistance provided by the CLC.
	
	There is a range of ways in which legal assistance could contribute to an improved financial situation. Some of the most common are:
	
	• Fine or debt reduced or waived
	• Creation of a manageable payment plan
	• Receipt of compensation or other legal outcome (such as re-employment) that increases disposable income.
	
	It is suggested that data be collected against each of these and reported separately (as the types of improvement under the indicator) and in aggregate.
	
	Because the indicator focuses on outcomes of assistance it is likely that itwill be more easily measurable in instances where a CLC has provided casework and duty representation services.
	
	However, you could follow up with clients you have provided with one-off advice to determine the outcome of the matter. If you were to do this you would also need to consider how to measure the extent to which the outcome experienced by the service user was attributable to the advice given by your CLC.
	
	The indicator is only applicable to matters which involved a financial element.
		Possible data collection tool: File closure form completed by staff member at completion of assistance.
		
		Fields relevant to this indicator:
		
		• As a result of assistance provided by the CLC, have any of the following outcomes occurred:
		   o Service user fine or debt reduced (Y/N/NA)
		   o Service user fine or debt wholly waived (Y/N/NA)
		   o If Y: Fine or debt reduction/waiver amount $
		   o Manageable payment plan created (Y/N/NA)
		   o Compensation awarded to service user (Y/N/NA)
		   o If Y: Compensation amount $
		   o Other legal outcome (e.g. re-employment) increasing disposable income (Y/N/NA)
		
		File closure data should be entered to a custom spreadsheet or to custom fields on CLASS to facilitate analysis.

Indicators for Intermediate Outcome 1.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION

1.4c More secure housing
 	
% of service users with relevant matters who achieve more secure housing through assistance from a CLC
	One way to measure this outcome is to capture the staff member's view (e.g. the lawyer who represented the client) on whether the assistance has made the clients housing situation more secure. The data can be collected from staff, so service users don't need to complete feedback surveys. The emphasis is not just on whether the outcome occurred, but whether it was attributable in any way to the assistance provided by the CLC. This may have been legal assistance or other forms of assistance, including responses to non-legal needs.
	
	This case study from Justice Connect Homeless Law shows how they measure prevention of homelessness, which is one way of determining whether you have provided more secure housing for your client.
	
	Because the indicator focuses on outcomes of assistance it is likely that it will be more easily measurable in instances where a CLC has provided casework and duty representation services.
	
	However, you could follow up with clients you have provided with one-off advice to determine the outcome of the matter. If you were to do this you would also need to consider how to measure the extent to which the outcome experienced by the service user was attributable to the advice given by your CLC.
		Recommended data collection tool: File closure form completed by staff member at completion of assistance.
		
		Fields relevant to this indicator:
		• As a result of assistance provided by the CLC, have any of the following outcomes occurred:
		  o Reduced risk of homelessness for service user or dependents (Y/N/NA)
		  o Prevention of eviction for service user or dependants
		  o Improved tenure
		  o Resolved or better managed neighbourhood conflict
		  o Major issues affecting habitability of housing remediated
		
		File closure data should be entered into a custom spreadsheet or to custom fields on CLASS to facilitate analysis.

1.4d Increased protections to safety % of service users with relevant matters who establish or increase	This indicator captures specific outcomes which impact on the service user's personal safety, thereby providing a partial indicator of intermediate outcome 1.4a. Legal protections that increase safety include Personal Safety Intervention Orders and Family Violence Intervention Orders. Other	Recommended data collection tool: File closure form completed by staff member at completion of assistance. Fields relevant to this indicator: • As a result of assistance provided by the CLC, have any of the following outcomes occurred:

Indicators for Intermediate Outcome 1.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
protections to their safety through assistance from a CLC	examples of protections to safety that could result from CLC assistance include helping people to find accommodation as an escape from violence, or helping a service user to develop a safety plan. The data can be collected from staff, so service users don't need to complete feedback surveys. The emphasis is not just on whether the outcome occurred, but whether it was attributable in any way to the assistance provided by the CLC. Note that the indicator does not assess whether the person's overall level of actual or perceived safety was improved; this would often be a complex matter to assess and would depend on a range of factors. In addition, outcomes achieved may sometimes only temporarily improve a person's safety. For example, in some cases obtaining an intervention order may only have a marginal and temporary impact on a person's safety. Due to these complexities, at the time when intervention is provided it can often be challenging to assess whether the person's overall safety has improved. This indicator therefore focuses instead on a more tangible element which CLC staff can assess, which is whether the assistance has in some way increased the protections available to the person. Because the indicator focuses on outcomes of assistance it is likely that it will be more easily measurable in instances where a CLC has provided casework and duty representation services. However, you could follow up with clients you have provided with one-off advice or other assistance to determine the outcome of the matter. If you were to do this you would also need to consider how to measure the extent to which the outcome experienced by the service user was attributable to the advice given by your CLC. The indicator is only applicable to matters which involved safety	o Service user obtained intervention order (Y/N/NA) o Service user obtained protection or other safety-related visa (Y/N/NA) o Service user found temporary or permanent accommodation as an escape from violence (Y/N/NA) o Service user developed safety plan (Y/N/NA) o Service user otherwise established or increased legal or other protections to their safety (Y/N/NA). If so, please briefly describe outcome File closure data should be entered to a custom spreadsheet or to custom fields on CLASS to facilitate analysis.

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Indicators for Intermediate Outcome 1.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	issues.	

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 1.4:

Item	Suggested data source
Case studies of instances in which significant positive or negative wellbeing outcomes have been observed, with reflection on the factors which contributed to these outcomes.	Interviews with staff and service users exploring how the service has impacted on people's wellbeing. This may be particularly useful in the area of safety, where there is a complex range of factors which can interact to affect levels of safety and risk.

VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK

HIGH LEVEL OUTCOME 2: COMMUNITY MEMBERS HAVE INCREASED CAPABILITY TO UNDERSTAND AND ADDRESS THEIR LEGAL ISSUES

High Level Outcome 2
Community members have increased capability to understand and address their legal issues

CLCs have a strong capability building ethos, empowering people to take the necessary steps towards identifying and responding to their legal issues.

Increasing capability is fundamentally about increasing people's knowledge, skills, confidence and resilience in responding to legal problems. CLCs assist people to: identify when they have a legal problem; access timely legal assistance; and, understand their legal rights, responsibilities and options for responding to legal issues. CLCs also support people to put this knowledge into action, thereby building their skills and confidence to engage with the legal system. This capability building contributes to the effective and timely resolution of legal issues, as people come to understand their legal problems and take steps to seek assistance or advice, or to self-help. Capability building also assists people to avoid, or to minimise, the escalation of future legal problems.

Both community legal education and direct legal assistance play a key role in achieving this High Level Outcome.

Using the outcomes and indicators under this High Level Outcome to tell the story of your CLC and the sector

The intermediate outcomes and indicators under this High Level Outcome can help us to collectively tell the story of our individual and community education, capability building and development work. Outcome 2.1 can help to tell the story of the quality of work that CLCs do to produce relevant and accessible legal information to the public. The other two intermediate outcomes in this HLO can help to demonstrate the work that the sector does to build legal capability. For example through shared measurement of indicators 2.2b, 2.3a and 2.3b, we could report that: 'Due to the work of Victorian CLCs: X number or % of people can better identify when they have a legal issue and have an increased understanding of how to obtain legal help, and Y number or % of people have increased confidence to seek legal help'. Similarly, to further bolster this statistic, from indicator 2.3d we might be able to say that:'X% of enquiries to CLCs by Victorians arose from information previously provided by a CLC, demonstrating the importance of CLE and advocacy and communications strategies for assisting people to obtain legal help'.

Examples given are for the whole sector, but are equally applicable to individual CLCs collecting and reporting on this data within their service.

Intermediate Outcome 2.1
People receive relevant and accessible information about legal issues, rights and responsibilities

Provision of information can occur through a variety of channels, e.g. through distribution of publications, websites, through advice or casework, or through CLE sessions. It could be information directly distributed by CLCs or through other channels e.g. the media or partner agencies.

The provision of plain language, easy to understand information about the law is a key feature of what CLCs do well. Whether it's through community legal education sessions, accessible fact sheets and reports or the provision of legal advice in a clear and easy to understand way, delivering legal information so that its intended users can access and understand it is central to what we do. CLCs are able to provide clear and easily accessible information because their knowledge of and connection to their community ensures they can tailor and design the delivery of information so it is suited to their audience. Through their direct service provision, CLE and the relationships built with their community, CLCs know how to work and deliver information with their communities so that it is tailored, accessible and useful.[25]

'People' here refers both to CLC clients and to other community members. This intermediate outcome is just about the provision of information, not about how well it has been understood.

Indicators for Intermediate Outcome 2.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
2.1a Relevant information % of service users rating information provided by CLC as relevant	This indicator focuses on peoples' perception of the relevance of the information they receive from CLCs. To be most useful to people, legal information needs to address issues that are more likely to affect them or otherwise be of interest, and be provided in a way that is tailored to their needs and experience. A CLC might increase the likelihood of the information it provides being relevant for people by drawing on information from other parts of the service about common legal issues affecting particular groups, or through information provided by other service providers, stakeholders or community contacts about prevalent issues. Co-designing and delivering legal information with other stakeholders and relevant community members can also increase the likelihood that people find the content of the information, and the way it is delivered, relevant for them.	Possible data collection tool: Service user survey. Recommended question: "Thinking about the information you got from us - Do you agree or disagree? The information was relevant to you [Strongly agree, Agree, Disagree, Strongly Disagree]" A service user survey can be routinely provided to service users following assistance, or collected from as many service users as possible during a snapshot period (e.g. over a couple of months), or could be collected from a sample of service users on a periodic basis. To fully understand the quality and effectiveness of the service in providing clear and accessible information you should also consider asking respondents why they have given the rating they have.

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Indicators for Intermediate Outcome 2.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	Legal Needs Analysis and research about common legal issues affecting particular groups may also assist with making sure information is relevant.	Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.
2.1b Accessible information % of service users rating information provided by CLC as accessible	This indicator focuses on peoples' perception of how easy it is to understand the information they receive from CLCs. A range of factors impact on ease of understanding including: the capacity of the person receiving the service; language and literacy barriers and methods used to overcome them; the skills of the people conveying the information; the methods used by a CLC to effectively engage with their community, and the broader context. The possible data collection tool does not attempt to tease apart these factors but provides an overall rating from the service user's perspective. This is not to understate the importance of considering the way in which a CLC builds relationships and communicates with its clients and community so that it can deliver legal information in an accessible way. CLCs can further consider ways of measuring and reporting on how well they do this and why it is effective (see also intermediate outcome 3.1, which provides suggestions for how to measure the strength of partnerships and other relationships). We suggest accompanying the survey question for this indicator with questions or methods that will tell you more about the reasons why a service user found the information to be clear and accessible. It may also be useful to cross-reference data from this indicator with client demographic data (see indicator 1.1a) and with service type data, to identify areas for potential improvement in communication of information to particular service users.	Possible data collection tool: Service user survey. Recommended question: "Thinking about the information you got from us - Do you agree or disagree? The information was easy to understand [Strongly agree, Agree, Disagree, Strongly Disagree]" A service user survey can be routinely provided to service users following assistance, or collected from as many service users as possible during a snapshot period (e.g. over a couple of months), or could be collected from a sample of service users on a periodic basis. To fully understand the quality and effectiveness of the service in providing clear and accessible information you should also consider asking respondents why they have given the rating they have. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 2.1:

Item	Suggested data source
Indicator: Number of people who receive information on legal issues, rights and responsibilities, by service type Note – this indicator focuses on quantity of output, but alongside the other indicators for this intermediate outcome it provides useful information about the extent to which the outcome has been achieved.	CLASS database and associated forms. The core data required from CLASS is numbers of service users accessing the following service types: legal advice, legal task, duty lawyer services, representation services and community legal education. This is reportable from CLASS through standard reports.

Intermediate Outcome 2.2
People have greater understanding of their rights and responsibilities

This intermediate outcome focuses on gains in understanding, based on information provided by CLCs. It focuses on legal rights and responsibilities, but may also include information about human rights generally. As part of this, it considers increases in people's knowledge about when they have a legal issue and whether and how they should respond.

CLCs may have a range of reasons and use varied strategies for increasing peoples understanding of rights and responsibilities; any initiatives by CLCs that result in gains in understanding of rights and responsibility can be captured here. For example, CLCs may seek to build understanding as part of broader initiatives that aim to foster community development and social change (see also Intermediate outcome 4.3).

CLCS build people's understanding of legal rights and responsibilities as part of developing their legal capability to respond appropriately to legal issues. In this context, education and information strategies that give people greater understanding of their rights and responsibilities may be done for the purpose of helping them to identify that they have a current legal issue and whether and how they can respond. It may also be done for the purpose of assisting them to identify issues as legal so that they can take steps that prevent and avoid future issues arising, and to encourage them to act if they occur. CLCs often employ different strategies for building understanding depending on their purpose, the capability of the group they are working with, and the broader context.[26]

Understanding of rights and responsibilities and being able to identify a legal issue is a first step to achieving legal capability. Lack of knowledge to identify a legal issue is a key barrier to a person accessing legal assistance; people must have the basic legal knowledge to know whether their rights have been violated and that they may have a way of addressing the violation.[27] Building a persons' understanding of rights and responsibilities and their ability to identify legal issues is likely to increase awareness of how to respond to that issue, including through obtaining help from a CLC – see intermediate outcome 2.3.[28]

Because of the complex and intensive nature of building capability to respond to legal issues, helping people to understand their legal rights and responsibilities and identify whether they have a legal issue will sometimes be all that a CLC can reasonably expect to do. In other cases, CLCs may be able to employ more intensive strategies or use a combination of services that further build capability to respond to legal issues.[29]

Front-line non-legal service providers also play an important role in helping people to build understanding of rights and responsibilities, identify legal issues and access help; see intermediate outcome 3.2 for more on this.

Indicators for Intermediate Outcome 2.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
2.2a Understanding of rights and responsibilities % of service users reporting greater understanding of their rights and responsibilities following legal assistance, by service type	This indicator focuses on peoples' perceptions of whether information and assistance provided by the CLC has increased their understanding of their rights and responsibilities. The indicator does not attempt to objectively measure whether they now have an improved understanding of their rights and responsibilities. This indicator is aimed at capturing and CLC activities that have resulted in building a persons' understanding of their rights and responsibilities.	Recommended data collection tool: Service user survey. Recommended question: "Thinking about the information you got from us - Do you agree or disagree? The information helped you to understand your rights and responsibilities [Strongly agree, Agree, Disagree, Strongly Disagree]" To gather more specific data, you could tailor this indicator and question to a particular context, for example, "...The information helped you to understand your housing rights and responsibilities." Or, "...The information helped you to understand your rights and responsibilities when engaging with the police." The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.
2.2b Ability to identify legal issues % of people who report they feel more able to identify when they have a legal issue, following contact with CLC	This indicator focuses on service users' perceptions of whether information and assistance provided by the CLC will help them to identify legal issues. The indicator does not attempt to objectively measure whether service users now have an increased ability to identify legal issues.	Recommended data collection tool: Service user survey. Recommended questions: "Thinking about the information you got from us - Do you agree or disagree? The information will help you to know in the future, whether the law is relevant for dealing with an issue you are having[Strongly agree, Agree, Disagree, Strongly Disagree]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period (e.g. over a couple of

Indicators for Intermediate Outcome 2.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		months), or could be collected from a sample of service users on a periodic basis.
		Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 2.2[30]

Item	Suggested data source
Observations of instances in which people demonstrate an increased understanding of how to avoid legal issues occurring following assistance from a CLC.	If you have provided information as part of a CLE session, to test understanding, you could ask people at the end of a session about what risks and consequences they might face by engaging in certain behaviour that is likely to cause a legal issue, or the risks of ignoring an issue that might have legal consequences
Case studies showing that an increased understanding of rights and responsibilities has helped people to <u>avoid</u> legal issues occurring or escalating.	If you are working with the same people on multiple occasions, look for and directly ask about instances where information provided helped them to avoid a legal issue, for example, by helping them to understand driving rules, or their rights and responsibilities when engaging with the police
Observations of instances in which people demonstrate an increased understanding about rights and responsibilities through assistance from a CLC.	Observations made through a CLE session. For example, a session might use scenarios, roleplays or similar methods to explain rights and responsibilities and ask participants before, throughout and after about the person in the scenarios rights and responsibilities in that context. Staff could generate a case study based on their observations from this.

Item	Suggested data source
Observations of instances in which people demonstrate they are more able to identify legal issues following assistance from a CLC.	Observations made through a CLE session. For example, a session could involve providing a scenario to participants and asking them to identify whether the law is applicable to resolving an issue and why. The observations and reflections of CLE staff about the level of understanding and shifts in understanding could be recorded and used for a case study. A quiz about knowledge of particular rights and responsibilities completed before and after information is imparted could also assist with this. This could be done more informally e.g. through a verbal quiz conducted with a group.

Intermediate Outcome 2.3
People and communities have increased capability to respond appropriately to legal issues

This intermediate outcome focuses on the bigger picture of capability – not just increased understanding of rights and responsibilities and being able to identify a legal issue, but having the knowledge, skills, confidence and motivation to act appropriately in response.People who take no action in response to legal problems tend to achieve the poorest legal outcomes.[31] Therefore, increasing people's legal capability so they can obtain help or self-help is important for improving their legal outcomes.

CLCs can contribute to building individuals' and communities' capability so that they have the knowledge, skills and confidence to overcome the barriers to accessing justice by obtaining legal help, or engaging in self-help in response to a problem. CLE will usually be an important part of achieving this outcome, but it will often be best achieved through a combination of CLC services.

Obtain legal help

How effectively people respond to a legal problem is connected to their profile. Research suggests that people with higher levels of disadvantage are more likely to not act in response to legal problems and are less likely to use self-help strategies to effectively respond to legal issues.[32] Therefore, as services that want to increase access to justice for and improve the outcomes obtained by people experiencing disadvantage, it makes sense that CLCs seek to increase the capability of their priority client groups to obtain legal help.

Self-help

Self-help is defined in the Definitions section. People with fewer indicators of disadvantage are likely to have higher legal capability –that is, the necessary knowledge, skills and motivation act in response to a legal problem. This means that for certain groups of people and certain types of problems, engaging in self-help in response to a legal problem may be an appropriate outcome of them having increased knowledge and capability to act.[33]

Other factors affecting responses to legal issues

Other factors to take into account in considering whether a person has responded to a legal issue are the nature and severity of the legal problem; people are more likely to act in response to some types of legal problems over others.[34] Furthermore, in some cases, an appropriate outcome of people having increased legal capability may be that they correctly decide to take no action in response to a legal issue.[35]

Communities

There are suggestions in the 'other possibilities for data collection' section for how to approach measuring the outcomes of work done with communities to respond to legal issues. We have not included an indicator in the Framework at this stage, as further consultation with the CLC sector is needed to better determine the role of CLCs in assisting communities to collectively respond to legal issues and the outcomes that may occur from this. See also indicator 4.3b, which looks at working with communities for advocacy purposes.

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Indicators for Intermediate Outcome 2.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
2.3a Understanding how to obtain legal help % of people who report that they have a better understanding of how to obtain legal help, following provision of information by CLC	This indicator focuses on service users' perceptions of whether they are more capable of seeking legal help if they need it, due to increased knowledge. This could be because they have a better knowledge of the types of legal assistance that are available and how to contact these services. The indicator does not attempt to objectively measure whether service users now have increased knowledge of how to obtain legal help. Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some forms of service delivery, such as information and referral, or phone advice. The indicator is clearly relevant to both direct legal assistance and to CLE.	Recommended data collection tool: Service user survey. Recommended question: "Following our help, would you agree or disagree that…You know where to get help if you have another legal problem in the future? [Strongly agree, Agree, Disagree, Strongly Disagree]" (Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.) The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period (e.g. over a two month period), or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.
2.3b Confidence to seek legal help % of people who report that they feel more confident to seek legal help, following contact with or receipt of information provided by CLC	This indicator focuses on service users' perceptions of whether they are more capable of seeking legal help, and in particular whether they feel more confident to get legal help if they need it. This indicator will be relevant for services and programs designed to help people obtain legal assistance. Increased confidence could be due to a range of factors including greater knowledge, validation by CLC staff, or positive experiences of seeking legal assistance that have caused them to overcome concerns about the law or legal system that were stopping them from seeking assistance. CLCs might build people's confidence or motivation by helping them overcome concerns that are stopping	Recommended data collection tool: Service user survey. Recommended question: "Following our help, would you agree or disagree that…You feel more confident to get legal help in future? [Strongly agree, Agree, Disagree, Strongly Disagree]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

Indicators for Intermediate Outcome 2.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	them from responding, such as their perceived stress of engaging with the legal system and fears about the length of time it may take to resolve the issue.[36]	
	The indicator does not attempt to objectively measure whether service users will be more likely to obtain legal help in the future.	
	Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some service modalities such as information and referral, or phone advice. The indicator is clearly relevant to both direct legal assistance and to CLE.	
	Asking respondents why they do or don't feel more confident to get legal help will help you to understand more about how your way of working is contributing to this outcome.	
2.3c Confidence to handle own legal issues % of people who report that they feel more confident to handle their own legal issue(s), following contact with or receipt of information provided by CLC	This indicator focuses on service users' perceptions of whether they are more capable of managing their own legal issues, and in particular whether they feel more confident to self-help when appropriate. Increased confidence could be due to a range of factors including greater knowledge, validation by CLC staff, opportunity to practice skills, or the knowledge that the CLC will provide back up if self-help efforts are unsuccessful. The indicator does not attempt to objectively measure whether service users will be more likely to self-help in the future (see the 'Other possibilities' section below for this). Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some forms of service delivery, such as information and referral, or phone advice. The	Recommended data collection tool: Service user survey. Recommended question: "Following our help, would you agree or disagree that…You feel more confident to handle your own legal issues? [Strongly agree, Agree, Disagree, Strongly Disagree]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

Indicators for Intermediate Outcome 2.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	indicator is clearly relevant to both direct legal assistance and to CLE.	
2.3d Enquiries following information provision % of enquiries received by CLC that result from information previously provided by a CLC	This indicator is designed to identify how service users knew that the CLC was an appropriate organisation to contact to obtain legal help. Where this was due to the service user having received education and information from the CLC about legal issues, then it provides a sound indicator that people have understood the information they received and have been able to apply it to identify legal issues and seek help. This may include scenarios where people identify issues at the time when information is provided (for example, those who approach a worker at the end of a CLE session); and those where people later contact the CLC based on information received through previous contact with a CLC or through publications. Inappropriate referrals should be excluded from analysis of this indicator (see indicator 3.2b), but may be relevant more broadly for analysing how well communities and other agencies understand the work and scope of practice of CLCs. If your purpose for tracking this indicator is to determine the effectiveness of a strategy you have implemented to increase the capability of a particular group to obtain legal assistance through your CLC, you could also look at changes in your client profile (indicator 1.1a) and, if relevant, any changes in the types of legal issues presenting. Data collection for this indicator also potentially provides useful	Recommended data collection tool: Custom intake form or incoming enquiry log. Custom field required: • How did you hear about our service? [Had legal assistance from the service in the past; Participated in CLE in the past; From information distributed by the CLC e.g. website, flyer; From general publicity about the CLC; From another agency or professional; From a family member, friend or acquaintance; Through a directory or web search; Other] This field could be included in a general intake form completed by staff, with a custom CLASS field to capture the data. Alternatively, it could be included on a log sheet used by staff to record incoming enquiries, with a custom spreadsheet or database used to capture incoming enquiry data for analysis. This log sheet could be used at main reception and at other sites or times when incoming enquiries are expected, for example at the end of CLE sessions.

Indicators for Intermediate Outcome 2.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	data for evaluating CLCs' publicity strategies and partnerships (see indicators under intermediate outcome 3.1 for more information on partnerships). See this case study from Inner Melbourne Community Legal for an example of how they determined the ways clients found out about them.	

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 2.3:

Item	Suggested data source
Indicator: % of people who self-help in relation to a legal matter following assistance from CLC.	Inclusion of field on file closure form, and/or use of follow up telephone survey of service users who have received one-off phone or face to face legal assistance.
Indicator: % of people who self-help in relation to a legal matter following information provided by a CLC.	Follow up telephone survey of people who have received a legal publication or attended a session designed to assist people to self-help in response to a legal issue.
Case studies of instances where people apply information gained from a CLC to help deal with a legal issue.	Asking people (e.g. former CLE session participants, former clients) to describe ways in which they have applied any information they have received to help deal with a legal issue.
Indicator: Number of community groups that CLC has supported to develop a collective response to a legal issue.	Custom log sheet or form to record data on assistance provided to community group, completed by staff involved during the period of assistance or at completion).
Indicator: % of community stakeholders surveyed who rate the CLC as contributing strongly to collective responses to legal issues.	Community stakeholder survey: "Would you agree or disagree that: [Service provider] plays a useful role in developing collective responses to legal issues? [Strongly Disagree, Disagree, Neutral, Agree, Strongly agree]")

Item	Suggested data source
Case studies demonstrating instances where CLCs have worked with community members to build their legal capability so they can inform others in their community about how to respond appropriately to legal issues.	Observation and discussion with relevant community members.

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HIGH LEVEL OUTCOME 3: CLCS AND STAKEHOLDERS HAVE INCREASED CAPABILITY TO PROVIDE INTEGRATED RESPONSES TO THE NEEDS OF PEOPLE EXPERIENCING DISADVANTAGE

High Level Outcome 3
CLCs and stakeholders have increased capability to provide integrated responses to the needs of people experiencing disadvantage

For people experiencing disadvantage, legal problems are often only part of a combination of issues that affect wellbeing. CLCs seek to address the range of legal and related issues for people experiencing disadvantage across such areas as debt, mental health, housing and family violence.

To achieve the most effective legal assistance, avoid the recurrence of legal problems and address the complex needs that people experience, a holistic response is required. CLCs provide this by developing integrated service delivery models and creating partnerships with agencies in other sectors to provide the support people require to experience long-term improvement in their wellbeing.

There are a variety of different service models that provide degrees of integrated service delivery, these include: employing non-legal staff in CLCs; creating strong referral networks through the development of inter-agency partnerships; conducting outreach programs; co-locating services with other community agencies; and, combining with other agencies to create new multidisciplinary organisations. The appropriate degree and nature of integration will vary depending on context and be influenced by the needs of the community that the CLC serves.[37]

These approaches are fundamental to CLCs ways of working and facilitating client access to appropriate legal and non-legal assistance. In the broader context of legal assistance services, CLCs are uniquely skilled at delivering integrated and holistic service delivery because our knowledge of and connection to our communities enables us to better identify need, build relationships with partners and community members, and develop collaborative service delivery models and strategies to respond appropriately. Therefore, relationship and partnership building and developing holistic and integrated service delivery models play a key role in this High Level Outcome.

For an example of how collecting data on the appropriateness of your referral pathways can support evidence based decision making and service changes see this case study from Justice Connect.

Other parts of this Framework can also be used to tell you about the effectiveness of integrated approaches for meeting the needs of people experiencing disadvantage. For example, you could use the indicators under intermediate outcomes 1.1 and 5.3 to look at the extent to which an outreach program is reaching priority client groups and providing targeted and appropriate services.

Using the outcomes and indicators under this High Level Outcome to tell the story of your CLC and the sector

This outcome can help us tell the story of the strongly integrated and holistic ways we work and support clients, which is unique in the broader legal assistance services sector. For example, collective reporting on indicator 3.3a and 3.3b can help us to show how CLCs provide holistic responses by working with clients to identify non-legal issues and providing referrals. Collating this data as a sector might help us to report information such as: 'Victorian CLCs assisted X% of service

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users to be linked with health services, and Y% of service users to be linked with appropriate family violence support services'. This will help to show the impact of CLCs service models for assisting people to identify and access the support services they need.

Individual CLC measurement of indicator 3.2b will help CLCs to show how they increase access to justice through working with frontline service providers to build their ability to identify legal issues and provide referrals. Measuring indicator 3.2a and 3.2c will help CLCs to understand and show the effectiveness of this for improving referral pathways so that clients most in need access legal assistance. Accompanying the Framework is an incoming enquiry log template that CLCs can adapt and use to help measure some of these indicators.

Reporting example

This extract of a quarterly report, which has been kindly provided by Justice Connect's Referral Service, shows how they report on similar indicators. In Section C of their report they have reported on the source of the referral and broken it down by referring agency [see indicator 3.2a of this Framework for how to do this]. Rather than measure appropriateness of the referral by considering whether the enquiry fits within their guidelines [as suggested in indicator 3.2c], because their role is to receive enquiries for legal assistance and make referrals to pro bono lawyers, they instead count the number and source of enquiries received with the number of referrals made. As they note, a CLC could do something similar to measure appropriateness of enquiries into their CLC, and thereby the effectiveness of their referral pathways by comparing the number of referrals received that have resulted in them opening a file, or providing an advice [see 'other possibilities for data collection' under intermediate outcome 3.2 for an indicator on this]. As you can see from the report, Justice Connect were able to use the findings from the data they collected and analysed about their referral pathways to make key decisions about their service design.

The extract has graphs, which could be used as part of an external report to a funder, and a table that allows for more detailed internal reporting against the indicators.

Intermediate Outcome 3.1
Partnerships and relationships between CLCs, service providers and other stakeholders are established and strengthened

CLCs build relationships with other services and stakeholders and enter into a wide range of partnerships to support more integrated responses to need. This intermediate outcome focuses on the creation and maintenance of these relationships and partnerships. The focus is not simply on whether partnerships exist, but on the quality and relevance of these relationships and partnerships, i.e. the extent to which they benefit priority groups.

Partnerships generally involve coordinated action to achieve joint goals, and may be more or less formal. A formal partnership might include specifically funded and contracted service delivery arrangements between multiple services with guiding partnership documents, or a shared project or initiative underpinned by a Memorandum of Understanding. A less formal partnership might include a basic referral protocol with another organisation. In both instances, strong relationships between the partners are important for an effective partnership. Outside of such partnership arrangements, the work of CLCs in assisting people in need is strengthened by relationships with a range of other service providers, stakeholders, and supporters. These relationships may be maintained through individual contact or through shared forums or networks.

Although the focus of this intermediate outcome is on integrated service responses, relationships and partnerships also support policy, law reform and advocacy initiatives and the indicators in this intermediate outcome could be used to measure these.

Indicators for Intermediate Outcome 3.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
3.1a Partnerships and relationships strengthened Number and % of relevant partnerships and relationships which the CLC considers to have been strengthened within a specified time period	The focus of this indicator is on CLCs' own assessments of the strength of their relationships and partnerships with key service providers and stakeholders. As noted in the explanatory text for this outcome, partnerships may be more or less formal and often rely on strong relationships. The partnerships and relationships that are of particular interest are those that enable more integrated responses to the needs of service users. While many of these will be service delivery partnerships, it could also include strategic partnerships and relationships created for policy and law reform initiatives. Service delivery partnerships and relationships that have been	Recommended data collection tool: Relationships register. A relationships register can include both formal and informal partnerships and should note key information about each partnership including the partner organisations, date established, date terminated, purpose, timeframes for review, and status of key guiding documents, where applicable. The relationships register can also include records of periodic review of each partnership, which can provide a source of evidence on which partnerships have been strengthened during a given period. It may also include similar information on other key relationships of importance to the CLC. This data collection approach will work best when CLCs have an

Indicators for Intermediate Outcome 3.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	strengthened will typically be those where the partnership is more active (e.g. resulting in more referrals - see intermediate outcome 3.2) or greater engagement across services) or an improved experience by the users of the service, such as through increased ease of access to the service (see intermediate outcomes 1.1 and 5.3) or where the structures or processes that support the partnership have been further developed. Newly developed partnerships would also be regarded as having been strengthened for the purposes of this indicator. The indicator is interested both in the number of relationships / partnerships that the CLC has been actively developing, and the proportion of the total number of relevant relationships / partnerships which have been under active development during the period.	existing system in place for managing relationships and partnerships, including a periodic process through which partnerships are reviewed. Information on each relationship could be recorded by the staff responsible for maintaining the relationship, or in a centralised way by a manager.
3.1b Partner rating of partnership strength Average rating by partners of strength of service delivery partnerships with CLC	This indicator complements 3.1a by seeking the perspective of the CLC's partner organisations on the strength of partnerships. The focus is specifically on service delivery partnerships, as an important component of integrated service delivery. The indicator looks at the average rating provided by stakeholders across the range of service delivery partnerships of the CLC. Changes in average ratings over time may provide evidence of changes in the strength of partnerships. When analysing the data, CLCs need to keep in mind that it is perception based and influenced by the unique perspectives of the stakeholders who participate. In addition to average ratings across partnerships, stakeholder	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "Overall, how would you rate the strength of service delivery partnerships between your organisation and our organisation at present? [Very weak, Weak, Moderate, Strong, Very strong, N/A]" CLCs could also add further questions that rate different aspects of partnerships such as the extent to which there are clear shared goals, the extent to which roles, responsibilities and expectations are defined and understood, the extent to which relevant processes have been standardised across the partners, and the quality of communication amongst staff of the partner organisations. The VicHealth partnership analysis tool provides a large set of questions

Indicators for Intermediate Outcome 3.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	ratings may also provide important information about individual partnerships.	which explore related issues. Implementing some of these questions, along with the recommended question for measuring this indicator, will further assist a CLC to understand the health of their partnerships and reasons for it. Stakeholder surveys can be used in an ad hoc way when reviewing specific partnerships. For greatest validity in assessing this indicator, they could be used periodically to survey all stakeholder organisations with which the CLC has active partnerships. CLCs will need to consider who from their partner organisation they want to survey, and how to administer the survey to encourage honest feedback from their partner while not damaging the relationship. Anonymity of responses can encourage honest feedback. Stakeholder survey data should be entered to a custom spreadsheet or database to facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 3.1:

Item	Suggested data source
Case studies of joint projects/collaborations conducted with partners or other relevant stakeholders with whom the CLC has built relationships – with a focus on the role of the relationship and how it was strengthened.	Relationships register or projects log maintained by staff. Interviews, focus groups and partnership review meetings with representatives of partner agencies.

Intermediate Outcome 3.2
Service providers and CLCs have increased capability to identify legal issues and link people to appropriate legal assistance

The focus of this intermediate outcome is on the ability of legal and non-legal services, including CLCs, to accurately identify legal issues and link people to appropriate legal assistance. This includes the ability of these services to identify when people are experiencing legal issues, to understand when and how to refer people to CLCs, and to have the confidence and motivation to do so. This is supported by provision of information on these matters but also by the existence of efficient and reliable referral pathways and strong communication channels within CLCs, and between CLCs and other service providers. For this reason this outcome will often be connected to the strength of relationships and partnerships with other service providers – see intermediate outcome 3.1.

People most commonly go to non-legal professionals for assistance with legal problems, and lawyer use is lowest for people not aware of legal services and with certain indicators of disadvantage.[38] For this reason, CLCs have recognised the importance of building the capability of service providers from other fields to be able to identify legal issues so that they can act as a referral pathway to CLCs for people experiencing disadvantage.[39] The Legal Health Check is an important tool that can assist non-legal workers to help clients identify legal issues and seek assistance.

CLCs are included in the intermediate outcome, as CLCs often need to internally refer clients to other parts of their service or to other CLCs if they are not capable of providing legal assistance. For example, through assisting a client with a tenancy matter, a CLC lawyer may become aware that they also have an employment law issue and refer them internally, or to another CLC. Having an understanding of which teams within a CLC deal with which matters, and which CLCs within the sector provide which services, will assist CLCs to refer clients appropriately within and between themselves.

CLE to service providers, plus partnership development, including through integrated service delivery models, are likely to contribute to this intermediate outcome.

Indicators for Intermediate Outcome 3.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
3.2a Referrals from external services Number and % of referrals from external service providers, by source of referral and type of legal issue	This indicator focuses on the sources of referrals received by CLCs. If CLCs receive increased numbers of appropriate referrals from external service providers, this is an indicator that referral pathways from these external agencies into CLCs are working well. It will generally reflect that these agencies have the knowledge and confidence required to be able to make appropriate referrals, although some caution needs to be exercised in interpreting the data because increases in referral numbers could also reflect	Recommended data collection tool: CLASS database and associated forms. CLASS fields relevant to this indicator: • Referred from • Problem type CLCs could capture additional detail about the sources of incoming referrals by customising the intake form or using a custom log sheet

Indicators for Intermediate Outcome 3.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	increases in demand due to contextual factors. Analysing the data by source of referral and by legal problem type helps CLCs to identify which of their referral pathways are working particularly well, and which need further development. It is useful to analyse the data both by categories of referrers (e.g. other CLCs, health services, community information services etc.) and by specific referring organisations, as this can provide guidance for targeting future CLE or other capability building activities to specific service providers.	to record incoming enquiries. This data could be entered into custom CLASS fields or a custom spreadsheet or database. This may be useful if CLCs wish to track particular referral sources which are not well reflected in the options available via the generic intake form.
3.2b Capability of non-legal workers to refer Number and % of non-legal workers from relevant services who feel more capable to refer appropriately to legal services, following information provision by CLC	People most commonly go to non-legal professionals for assistance with legal problems, and lawyer use is lowest for people not aware of legal services and with certain indicators of disadvantage.[40] For this reason, CLCs have recognised the importance of building the capability of service providers from other fields to be able to identify legal issues so that they can act as a referral pathway to CLCs for people experiencing disadvantage.[41] This indicator seeks direct feedback from non-legal workers who have received information from the CLC about legal issues and referral pathways. This information may have been provided through formal training sessions, but might also have been provided through less structured channels such as presentations at staff meetings, provision of written information, working in partnership, or secondary consultation. Respondents are asked whether this information has helped to increase their ability to identify issues that CLCs can assist with, and their confidence to refer.	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "Have you received training or other information from our service about the work CLCs do and how to refer people to us? If so, do you agree or disagree with the following statements? As a result of the training or other information I received… (a) I am more able to identify when a person has a legal issue that a CLC could help with. (b) I am more confident to make appropriate referrals to the CLC.[Strongly Disagree, Disagree, Neutral, Agree, Strongly agree, N/A]") This question can be asked as part of the evaluation of a specific training or capability building initiative, or included in a general survey to partner organisations whose staff may have participated in CLE sessions or received other information from a CLC over a period of time. CLCs will need to consider how to administer the survey to encourage honest feedback; anonymity of responses can assist with this.

Indicators for Intermediate Outcome 3.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		Stakeholder survey data should be entered to a custom spreadsheet or database to facilitate analysis.
3.2c Inappropriate referrals Number and % of referrals from external service providers which are inappropriate, by reason for inappropriateness	This indicator focuses on whether incoming referrals to CLCs are appropriate or inappropriate; that is, whether they are for matters that the CLC provides assistance with. The scope of the indicator is referrals from external service providers. If a significant proportion of referrals from external service providers are inappropriate, this may indicate a lack of knowledge on the part of these service providers regarding legal issues, the role of CLCs and appropriate referral pathways. Indicator 3.2b asks referrers whether they feel more capable to identify issues and refer. This indicator allows you to further determine the capability of your key referrers to identify legal issues and refer appropriately. By looking at the source of referral, (see indicator 3.2a) and cross-referencing it with this indicator you might see patterns in source and appropriateness of referral. You may be able to use the data on the sources of referrals and the reasons for inappropriateness to help target CLE and partnership development to specific service providers, and to help refine the messages conveyed to service providers. The indicator focuses on inappropriate referrals. CLCs may also receive enquiries from external service providers (and others) which are appropriate, but in which the CLC is unable to assist the person. This could be due to various factors such as conflict, urgency, lack of resources or other reasons. These enquiries would not be counted as inappropriate referrals for the purposes of this indicator.	Recommended data collection tool: Incoming enquiry log. Fields required: • Referred by agency • Referral status [Appropriate, Inappropriate] • Reason(s) for inappropriateness [CLC does not offer the service required; Enquiry in relation to a non-legal issue; Person does not meet eligibility requirements; Person not in catchment area; Other provider is more appropriate; Person already instructing other lawyer; Other]. Because inappropriate referrals may not proceed through the intake process, an incoming enquiry log is likely more useful for capturing this data than a customised intake form. A custom spreadsheet or database may be used to capture incoming enquiry data for analysis. This log sheet could be used at main reception and at other sites or times when incoming enquiries are expected.

Indicators for Intermediate Outcome 3.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	See Indicator 5.5a, which covers these instances. Inappropriate referrals can lead to referral fatigue, causing people to ignore the referral and give up – so more than just being a measure of how targeted the service is, reducing inappropriate referrals has the added benefit of reducing referral fatigue and thereby increasing the chances of a person receiving assistance.[42] Reasons for inappropriateness may vary somewhat across CLCs.	
3.2d Coordinated legal response % of service users with issues across multiple areas of the law, who receive a coordinated legal response from relevant areas within CLC	This indicator focuses on the extent to which CLCs internally provide coordinated and integrated legal responses to the needs of their service users. Some service users will present with multiple legal issues; achieving the best outcomes for the person may require the involvement of a number of lawyers with different specialties. This will require internal referral and case coordination to provide a holistic legal response. In a larger CLC this may require coordinated work across several teams. Data from this indicator may be important in examining and improving internal service coordination. The indicator will be most useful where the CLC has (a) the capacity to undertake and record a holistic assessment of the person's legal needs (either at service commencement or over time), and (b) a framework for coordinated internal practice which it is aiming to test and improve. See also indicator 5.3b, which relates to information sharing within the CLC.	Recommended data collection tool: File review template. A sample of service users may be identified for review. For each service user, service records should be reviewed to identify: • How many legal issues were identified and in which areas of law • When these issues were identified • Whether these issues indicated a need for involvement of multiple staff or volunteers of the CLC • What internal referrals were made, when, and how, to facilitate a holistic legal response • What communication or coordination occurred among multiple staff involved with the service user • An overall rating for the extent to which the service user received a coordinated legal response appropriate to their circumstances [Weak, Moderate, Strong, N/A] Relevant records may be available from CLASS and/or from hard copy files. Data should be entered to a custom spreadsheet or database to

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Indicators for Intermediate Outcome 3.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 3.2:

Item	Suggested data source
Indicator: Number of legal workers (in-house or external) trained in spotting legal issues and making referrals to legal services.	CLE records and staff training records.
Indicator: Number of non-legal workers (in-house or external) trained in spotting legal issues and making referrals to legal services.	CLE records and staff training records.
Indicator: Number and % of services users thoroughly assessed for multiple legal problems.	Custom intake form or incoming enquiry log.
Indicator: Number and % of service users with multiple legal issues that CLC refers (in-house or external) for further legal assistance.	CLASS database and associated forms; outgoing referral log; and/or custom form to capture internal referrals.
Indicator: Number and % of incoming enquiries that result in the CLC delivering a service, by service type. (for an example of how to do this, see the Justice Connect case study)	Custom intake form or incoming enquiry log; CLASS database.
Case studies of instances in which coordinated legal responses have been provided to clients with complex legal issues	Case studies collected by staff.

Intermediate Outcome 3.3
People have increased support to address their non-legal needs

This intermediate outcome focuses on the combination of supports in place to address non-legal needs, such as health, mental health, housing, substance use issues, family issues, financial issues and so forth. It looks at the role and effectiveness of CLCs in identifying these broader needs and linking people to relevant supports. These may be supports within the CLC (e.g. financial counselling or social workers employed by the CLC) or could be external agencies or professionals with whom the CLC has integrated service delivery arrangements. While assessment and referral by CLCs is part of the picture, the outcome really aims to understand whether the person is better supported to manage non-legal issues (which at times may contribute to the recurrence of legal issues). This may involve being connected with and having stronger, broader or more suitable professional or non-professional supports.

Indicators for Intermediate Outcome 3.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
3.3a Assessment for non-legal needs % of service users for whom assessment for non-legal needs is completed	This indicator focuses on processes within the CLC for assessment of non-legal needs of service users. While it is recognised that at times CLC staff will opportunistically identify and respond to non-legal needs, this indicator is more concerned with processes which CLCs use to proactively assess non-legal needs in the course of intake and service provision. The fact that a referral to a non-legal support has occurred is therefore not necessarily an indication that a full assessment for non-legal needs has been completed. Depending on CLCs' practice approaches, this indicator may only be relevant to certain service types. For example, for some CLCs it might be considered applicable to representation services but not to phone advice.	Recommended data collection tool: Non-legal needs assessment form. If an assessment of non-legal needs is undertaken, it should be guided and recorded using an appropriate assessment form. This could potentially be incorporated within a larger assessment form which also incorporates legal issues, or could be a standalone document. Completed assessment forms also provide the evidence that the assessment has been conducted. Data from such forms could potentially be entered into custom CLASS fields or into a custom spreadsheet or database. However, for the purpose of reporting on this indicator, all that needs to be captured electronically is a tally of number of assessments completed.
3.3b Referrals to non-legal supports Number and % of	This indicator is concerned with CLCs' responses to service users with identified non-legal needs. The focus is on referral to non-legal supports, which is one important type of response that CLCs may provide to these needs. (Other responses, such as provision of	Recommended data collection tool: Option A: CLASS database and associated forms. CLASS includes existing fields to capture outgoing referrals,

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Indicators for Intermediate Outcome 3.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
service users with identified non-legal needs who are referred to non-legal supports by CLC, by area of non-legal need	information or seeking secondary consults may also be relevant but are not captured by this indicator.) Referrals to non-legal supports may include referrals within the CLC (for example, to a social worker or financial counsellor) as well as referrals to external agencies or professionals. By tracking the external agencies or professionals referred to, CLCs can better understand the strength of their various referral pathways and associated partnerships. Analysis of the data may help to identify areas for improvement in responses to non-legal needs. The indicator only focuses on referrals for service users with identified non-legal needs. Service users without identified needs in these areas are excluded from the cohort for analysis. For this indicator, needs are understood to mean needs for additional assistance. If a person is assessed as experiencing non-legal issues, but already has relevant supports in place for these issues and does not need any extra assistance in those areas, then they would be assessed as not having non-legal needs relevant to this indicator. There are two main ways in which the indicator can be measured: through simple counts of referrals made to non-legal supports (which assume that everyone referred had identified needs in these areas, and ignores those who were not referred), or through capture of assessment data with indication of subsequent response by the CLC (which may miss people who were referred without a formal assessment having been completed). Each of these measurement approaches only shows part of the picture, so combining both would provide the most thorough analysis. Further analysis could be undertaken to identify proportions of	including referrals to non-legal supports: • Referral to • Referral type [Simple, Facilitated] These fields can potentially be reported from CLASS. Analysis of the 'Referral to' field will identify the nature of the non-legal need for many, but not all referrals made. This option identifies the numbers of referrals made, but not the percentage of clients with identified non-legal needs who are referred. Option B: Non-legal needs assessment form and referral record. An assessment form which documents non-legal needs of the service user as well as the CLCs' response to those needs (if any) will allow data capture for this indicator in an integrated format. Fields typically included in such forms would include whether the service user is experiencing issues across a range of non-legal areas, whether the service user needs or wants additional assistance in those areas, and if so which (if any) non-legal supports the CLC has referred the service user to in those areas. Data from such forms could potentially be entered into custom CLASS fields or into a custom spreadsheet or database. This option enables identification of the percentage of clients with various types of needs for whom referrals are made, but may not capture 'opportunistic' referrals that are made and recorded through CLASS without being recorded on a formal assessment and referral record.

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Indicators for Intermediate Outcome 3.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	simple and facilitated referrals made.	

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 3.3:

Item	Suggested data source
Indicator: Number of legal workers (in-house or external) trained in spotting non-legal issues and making referrals to non-legal supports.	CLE records and staff training records.
Indicator: % of legal workers reporting increased capability to refer service users to non-legal supports following training.	Training session evaluation: "Would you agree or disagree that, following this training session: You feel more capable of referring service users appropriately to non-legal supports? [Strongly Disagree, Disagree, Neutral, Agree, Strongly agree]".
Indicator: % of service users who report having increased support to address non-legal needs following CLC assistance.	Service user survey: "Following our help, would you agree or disagree that...You have more support for other needs – for example, any health, wellbeing, financial, housing or family issues that you may have? (You might have more support if we have referred you to other agencies that could help with these issues.) [Strongly Agree, Agree, Disagree, Strongly disagree, Not Applicable]".
Follow up to identify with clients whether they were able to access the support (as a result of referral), and if so whether it assisted them to deal with their non-legal issue.	Phone survey.

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VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK

HIGH LEVEL OUTCOME 4: DECISION MAKERS ADDRESS SYSTEMIC INJUSTICES

High Level Outcome 4
Decision makers address systemic injustices

The legal system, government agencies, businesses, corporations and other institutions often create systemic barriers to just outcomes. Sometimes, the most effective way to resolve or avoid a legal problem is to work to change the unfair laws, policies or practices that are at the root of the problem. CLCs are uniquely placed to identify these systemic barriers to justice and, through our history and ongoing role as agents of social change and social justice, well equipped to respond.[43] Nicole Rich's Fellowship report Reclaiming Community Legal Centres: Maximising our potential so we can help our clients realise theirs, further explains the unique and important role of CLCs in conducting law reform and advocacy.

CLCs actively work towards this outcome by identifying injustices and informing decision makers about the ways in which they impact people and communities, and by working with our partners and community to identify solutions and build pressure for change. CLCs connection to community, knowledge of evidence-based alternatives and skills in effectively framing and conveying messages about injustice to build community support for change are important contributors to this outcome.

 CLCs don't have to run an entire campaign or law reform initiative on their own to have an impact, smaller contributions and collaboration with others all play an important role in affecting change. CLCs also work alongside individuals and communities affected by systemic injustices, supporting them to take action on their own behalf that pressures decision makers to make change. Furthermore, CLCs often work to overcome systemic injustices in less public ways. Often, CLCs bring about change through building relationships with relevant decision makers to influence changes in policies and processes. The intermediate outcomes all have at least one indicator that can be used to measure change that occurs from these kinds of approaches.

We have defined 'decision-makers' broadly and it includes officials with any power to impact the extent to which people can exercise and enjoy their rights and access justice; see further in the Definitions section in the introduction. We have defined 'decision makers' to mean include anyone with the power to shape laws, policies, legal processes and other processes that affect people's access to justice and fairness and their administration. So 'decision makers' doesn't just mean politicians and senior bureaucrats, it might, for example, be an administrator at a court, statutory body or utility company. Strategies that seek to hold institutions and decision-makers to account for their actions and change unfair processes are important for achieving this outcome. This includes strategic casework[44] and litigation, advocacy and law reform, and community development and legal education initiatives.

Advocacy is different from service delivery and often requires a more reflective and reflexive monitoring and evaluation approach.[45] A range of diverse forces contribute to social change and attempting to precisely determine your contribution in creating this change may not be possible. Nevertheless, by clearly identifying your reasons for undertaking advocacy, planning your strategies, tracking your activities and the changes that occur in issues you are advocating on, and reflecting with colleagues, advocacy partners and communities on the information you collect, you can better demonstrate what you have done to campaign for change and use the data gathered to inform future practice and show funders and the community your unique role.[46]

For many indicators, we have suggested using an advocacy register to record data – we have provided a set of advocacy register templates that can be used and adapted as necessary to assist with measuring the relevant outcomes.

See the Federation's The Change Toolkit for further guidance on how to strategically conduct and evaluate law reform and advocacy in a CLC context.

Using the outcomes and indicators under this High Level Outcome to tell the story of your CLC and the sector

Highlighting the collective power of the CLC sector as advocates for social change is essential to telling the story of our role and impact. These intermediate outcomes and indicators can help us to tell this story. For example, collating data on the role of CLCs in identifying solutions to systemic injustices will help us to show how our unique expertise and relationships create social justice. Reporting on the number of times the frames and messages we use have been picked up and used by influential figures is important for showing the impact of our advocacy to funders, decision makers, stakeholders and the wider community. Similarly, being able to identify, collate and promote those instances where CLCs have mobilised their communities to take action and where CLC advocacy has contributed to improvements in laws, policies and legal processes will help us to generate case studies and tell the story of how our community-driven campaigning brings about change.

Examples of what we could say at a sector level are: 'X thousands of people responded to Victorian CLC calls to action to advocate on systemic injustices'; 'Victorian CLCs law reform and advocacy work led to X number of improvements to unfair laws, policies and legal processes.' The Framework includes a set of advocacy register templates that CLCs can use and adapt to record and track their advocacy activities.

There are also some additional indicators that we have included under the 'other possibilities for data collection' section of this High Level Outcome that are focussed solely on sector-wide measurement. These include indicators that would allow us to capture and tell the story of times that CLCs identify systemic issues and take coordinated action as a whole sector.

Examples given are for the whole sector, but are equally applicable to individual CLCs collecting and reporting on this data within their service.

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Intermediate Outcome 4.1
Solutions to systemic injustices are identified

CLCs have close connections to their communities, strong relationships with key stakeholders and subject matter expertise. This means that they are uniquely placed and well equipped to become aware of systemic issues and use their relationships and expertise to develop well-informed, practical and just solutions that can be advanced through lobbying, advocacy and other law reform work.

Indicators for Intermediate Outcome 4.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
4.1a Stakeholder rating of identified solutions to systemic injustices Average stakeholder rating of fairness and appropriateness of CLC's proposed solutions to systemic injustices	This indicator focuses on the perception of CLC stakeholders of a CLC's role and effectiveness in identifying solutions to systemic injustices. Systemic issues are those that affect larger groups of people, rather than just an individual. Focussing on stakeholder perceptions reflects the fact that informed, appropriate and just solutions are often developed in consultation and collaboration relevant with communities, service providers and other stakeholders – so their opinion is a valuable way of measuring this indicator. In analysing this indicator, keep in mind that stakeholders will have a variety of perspectives on proposed solutions based on their level of knowledge of the issue, their value base and the other drivers that they may need to attend to, including the views of their constituencies. While stakeholder views provide useful feedback, the CLC will ultimately need to make its own determination of the best available solution to the systemic issue. This indicator does not suggest that CLCs should seek to act on and identify solutions to every systemic issue they become aware of. CLCs do not have the resources to actively advocate on all the systemic issues relevant to them and have to make strategic judgments about where and how to allocate advocacy time and	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "Recently our CLC has been working on the issue of [DESCRIBE ISSUE]. We have proposed a solution to this issue, which involves [DESCRIBE SOLUTION].Do you agree or disagree that this is a fair and appropriate solution to this issue? [Strongly Disagree, Disagree, Neutral, Agree, Strongly agree, Don't know]" If a CLC is working on multiple advocacy issues, this question could be repeated multiple times, or could be replaced by a more generic question such as "Overall, do you agree or disagree that the solutions we have put forward in relation to systemic issues are fair and appropriate?" This question could be used in gathering feedback on specific advocacy or law reform initiatives, or could be used periodically as part of a broader stakeholder survey. Stakeholder survey data should be entered to a custom spreadsheet or database to facilitate analysis.

Indicators for Intermediate Outcome 4.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	resources. Chapter 2 of The Change Toolkit has a list of key questions to ask yourself when choosing which issues to focus on.	

Other key elements for assessing effectiveness under Intermediate Outcome 4.1

ELEMENT	NOTES ON ELEMENT	DATA COLLECTION
4.1b Identifying better solutions to systemic issues Case studies of instances in which a CLC has used its expertise and relationships to determine a better-informed solution to a systemic issue	As noted above, CLCs have close connections to their communities, strong relationships with key stakeholders and subject matter expertise. This means that they are uniquely placed and well equipped to become aware of systemic issues and use their relationships and expertise to develop well-informed, practical and just solutions that can be used in lobbying, advocacy and other law reform work. Capturing instances in which a CLC does this and reporting it through a case study is a valuable way of demonstrating this intermediate outcome and capturing the processes that have led to the creation of a just and appropriate solution to systemic issues.	Recommended data collection tool: Case studies. Case studies of the identification of just and appropriate solutions to systemic issue are most likely to be able to be compiled by CLC staff who have been involved in the solution generation process. These case studies can usefully describe the nature of the issue, the people involved in identifying the solution, the process through which the solution was identified (including the ways in which CLC staff drew on their expertise and relationships to improve the solutions offered), the nature of the solution identified, and the reaction to this solution from stakeholders. In addition to the individual knowledge of those involved, a variety of data sources might help to inform the case studies including an advocacy register, publications, and records of the processes through which solutions were developed.

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OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 4.1:

Item	Suggested data source
Indicator: Number of newly identified systemic injustices on which CLCs took coordinated action (sector-wide indicator).	Periodic review by sector expert working group; and/or CLC sector survey.
Indicator: % of files opened where systemic injustices are identified.	CLASS database and accompanying forms (e.g. customised file closure form).
Indicator: Overall number and type of issues advocated on by CLC.	Advocacy register.
Indicator: Number of solutions to systemic injustices identified by CLC within a specified time period.	Advocacy campaign records (e.g. meeting minutes, publications).

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Intermediate Outcome 4.2
The community and decision makers have increased information and understanding about systemic injustices

Achieving systemic reform often involves highlighting systemic injustices by making information on them available widely within the community, and in targeted ways to decision makers. This happens through many different channels including publications, media, information online, submissions, forums, meetings, petitions, direct action and other channels. Often, CLCs will combine these strategies to run or contribute to a broader campaign. As a result, this outcome can also be achieved through CLCs supporting and sharing information with each other and with allies in campaigns for change.

This intermediate outcome prompts consideration of the most effective ways in which to make information available, and of the most relevant target audiences. The intent is that community members and decision makers have a greater awareness and understanding of systemic injustices, and are therefore more likely to act to move towards positive change. The provision of information, how effective it is in influencing public debate and language about a systemic issue, and resulting changes in knowledge and attitudes are all aspects of this intermediate outcome.

USE OF CASE STUDIES AND DIRECT TESTIMONY IN ADVOCACY

Storytelling through case studies is a powerful and effective form of advocacy. Often, it is even more powerful and effective to support individuals and communities to tell their own stories and to advocate on their own behalf. Chapter 9 of The Change Toolkit explains how to use storytelling in advocacy by summarising Rachel Ball's Victoria Law Foundation's Community Legal Centre Fellowship report When I Tell My Story, I'm in Charge: ethical and effective storytelling in advocacy. These are excellent resources that explain how to use case stories of client experiences and how and when to support clients to tell their own stories in a way that is ethical and takes into account the risks for people involved. As well as being an effective advocacy strategy, supporting people directly affected by systemic injustices to tell their story in their own words can be much more empowering than having it told second-hand by an organisation or third-party advocate. People might tell their own story or advocate on an issue that has directly affected them through meeting with decision makers, speaking at public events, or conducting media. Intermediate outcome 4.3 considers this further. For this intermediate outcome, it is relevant for considering how the person conducting advocacy on an issue and the way it is conducted influences your effectiveness in increasing community and decision maker understanding about systemic injustices.

For further tips on how to design your advocacy so you can best achieve this outcome see The Change Toolkit, which has top tips from CLC media experts and guidance for designing a campaign.

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Indicators for Intermediate Outcome 4.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
4.2a Advocacy reach Number of people directly reached by advocacy conducted by CLC, by issue and platform	This indicator focuses on how many people have been directly exposed to advocacy conducted by the CLC. Indirect exposure, for example through media coverage of issues, or reposts of CLC materials, is covered by indicator 4.2b. For CLCs conducting advocacy on a range of issues, the audiences for different campaigns may differ; hence the indicator is constructed to measure reach by issue as well as platform. CLCs who conduct advocacy on fewer issues could simply measure by platform. It is likely that there will be cross-over in audiences across different platforms – for example, some people on the email list may well also be Twitter followers or may visit the CLC's website. Interpretation of data for this indicator needs to take this into account, and it is unlikely to be possible to provide an accurate figure for total audience reach across all platforms. This indicator focuses on people reached by CLC advocacy without focussing on who specifically is reached; indicator 4.2c looks specifically at decision makers reached by CLC advocacy. Decision makers may also become aware of CLC advocacy through the examples given in this indicator.	Recommended data collection tool: Log of statistics derived from management portals for various digital or other platforms. Examples include: • Number of contacts/friends/followers on social media accounts e.g. Facebook, Twitter etc. to which advocacy materials are posted • Number of people on email lists receiving advocacy information • Number of unique visitors to advocacy-related webpages, blog posts etc. authored by CLC • Number of unique visitors viewing advocacy-related You Tube videos authored by CLC Data from these sources should be periodically entered into a separate log or recording spreadsheet so that they can be used for reporting and trend analysis over time.
4.2b Public mentions citing CLC frames and messages Number of mentions of relevant systemic injustices in public	This indicator focuses on the extent to which CLCs' advocacy messages are picked up and repeated in public discourse relating to the systemic injustices on which CLCs advocate. Measuring this indicator will help to tell you how effective your advocacy messages are at influencing how the issue is discussed. Public discourse encompasses the discussion of an issue through	Recommended data collection tool: Log of mentions identified from various sources. Examples of possible sources which may be used to track the numbers of mentions of an issue include: • print, radio and TV stories

Indicators for Intermediate Outcome 4.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
discourse which cite CLC key frames and messages	media, social media, digital and other publications. The focus is on "relevant" systemic injustices – i.e. those on which the CLC has been actively advocating. Mentions are occasions on which the systemic injustice is discussed in a publication, media item or public debate. For example, a speech by a politician or an article discussing the issue would constitute a mention. Frames and messages are inter-related terms used in strategic communications. A frame is a conceptual structure in thinking that affects how people receive messages and think about issues. Effective framing uses language, phrases, metaphors and ideas to present an issue in a way that resonates with the underlying values and needs of the audience. One way to think of framing is that it is telling the truth as we see it in a way that most effectively appeals to our audience.[47] Messages are how you ultimately communicate about an issue, which is informed by your framing and the values you are trying to connect with. Effective framing looks to anchor a message in a commonly held value of the wider community that supports your position. The Messaging this Moment Handbook has more guidance about effective framing and messaging, including, US based but applicable and adaptable, examples of how to reframe language and messages. While it may be possible to separately analyse mentions with respect to frames and messages, for general reporting purposes it is likely sufficient to count mentions that reflect any of these aspects of CLCs' communications activities.	• web pages or blog posts (not authored by CLC) • social media posts and reposts / retweets (not originated by the CLC) • social media posts (not authored by the CLC) using a CLC generated hashtag • statements by politicians recorded in Hansard • public statements by influential media commentators • public statements by decision-makers or other relevant stakeholders • relevant law reform or policy reports Software tools such as Google Alerts and social media analysis tools may help to identify mentions. Systematic monitoring of mentions may require substantial resources and expertise, and might best be done in a centralised way as part of a joint advocacy campaign by multiple CLCs.

Other key elements for assessing effectiveness under Intermediate Outcome 4.2

ELEMENT	NOTES ON ELEMENT	DATA COLLECTION
4.2c Decision-makers directly reached by CLC advocacy Case studies of instances in which decision makers are directly reached by CLC advocacy, by issue and activity	This focuses on activities that involve direct advocacy to decision makers. We have defined 'decision makers' to include anyone with the power to shape laws, policies, legal processes and other processes that affect people's access to justice and fairness and their administration. So 'decision makers' doesn't just mean politicians and senior bureaucrats, it might, for example, be an administrator at a court, statutory body or utility company. Examples of instances you could identify and reflect on for this indicator are: • Meetings and consultations attended with relevant key decision makers – recorded by type of meeting and decision makers who attended • What occurred at the meeting • Perceptions about decision makers' understanding and receptiveness to CLC positions • Any key progress achieved through the meeting • Representation on committees and working groups • Instances where CLC is invited to make submissions to government.	Recommended data collection tool: Case studies, drawing on information in advocacy register. An advocacy register provides a centralised document in which a CLC (or coalition of CLCs) can record systemic issues that they have identified as being of importance to their service users, communities and/or areas of practice, along with information about advocacy-related activities that the CLC has undertaken on those issues. The advocacy register can potentially also be used to capture evaluative information about the process and outcomes of advocacy activities undertaken on specific issues, and learnings for future campaigns. This data collection approach will work best when CLCs have a coordinated system in place for managing advocacy activities. Information on systemic issues and advocacy could be recorded on an ongoing basis by the various staff involved in these activities, or through a periodic joint review process, and/or at the conclusion of particular campaigns.

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 4.2:

Item	Suggested data source
Indicator: Number of media, social media and publication advocacy activities conducted by CLC, by type of activity. e.g. • Number of media releases, op-eds, tweets, blog posts, media interviews, reports written, law reform and policy submissions written etc. • Number and % of official consultations on relevant systemic issues, to which CLC provides input.	Advocacy register, including log of advocacy activities undertaken, list of official consultations on relevant issues, list of reports published on relevant issues, noting those citing CLC perspectives, etc. Also statistics from electronic publishing platforms.
Indicator: % of CLCs reporting that they engage in advocacy on systemic issues. (This indicator provides one estimate of the level of involvement in systemic advocacy across the sector. It is not informative at individual CLC level, but provides useful data at sector level.)	CLC sector survey. "Did your CLC undertake policy advocacy and law reform activities in the period? [Yes, No]". This question is already included in the NACLC National Census of Community Legal Centres.

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Intermediate Outcome 4.3
Communities are mobilised to act on systemic injustices

In addition to CLCs directly advocating for change, an important strategic element of successful advocacy is the mobilisation of communities and allies to take their own action on issues that affect them. Community mobilisation helps to build a body of public opinion that increases the pressure for positive change. It is also appropriate and can be empowering for individuals and groups that are directly affected by systemic injustices to take action on their own behalf. This intermediate outcome focuses on the role of CLCs in supporting and enabling communities to advocate for justice. Communities might include grassroots community members and organisations, as well as other organisations or networks who can become involved as allies in advocacy campaigns.

Chapter 4 of The Change Toolkit provides guidance for how CLCs can work effectively with community to conduct advocacy. As explained in The Change Toolkit, effective systemic work is *informed by* and is *responsive to* communities. There is no one particular way for CLCs to work with a community, but effective work will always involve listening to and prioritising community concerns. Because of their close connection to their community, CLCs are well placed to mobilise their communities by being responsive to the systemic injustices experienced and assisting them to take effective responses. Community organising is more intensive and involves working with communities to identify and support real and immediate improvements that communities can mobilise around. CLC staff and volunteers can create opportunities for community members to unite in a strong group and advocate for themselves. Community legal education and development teams can play an important role in encouraging community-led advocacy.

POWER AND TRANSFORMATION THROUGH COMMUNITY DEVELOPMENT AND MOBILISATION

Intermediate outcome 4.2 spoke about the individual empowerment that can result from supporting people with lived experience to tell their own stories and the effectiveness of this as an advocacy strategy. However, the benefits of supporting and mobilising communities go beyond individual empowerment and improved advocacy. Using community development and capacity building approaches to support groups directly affected by systemic injustices to shape and participate in strategies to overcome these injustices is an important function that CLCs can play in their role as community educators, facilitators and advocates. The approaches outlined in **indicator 4.3b** involve supporting the sharing and transferring of power to people and communities so that they have greater skills, confidence and control when engaging with legal and political systems and other power structures. These community development and mobilisation approaches can contribute to supporting community groups to conduct self-directed advocacy for systemic social change.[48]

Community mobilisation, advocacy and CLCs

From a campaigning perspective, effective community mobilisation and campaigning starts by engaging your existing supporter base – those who already support you and your position, but who are passive in response – and mobilises them to take action in your advocacy activities. From this, you can use your mobilised supporter base to build community support and pressure, so that people who are in the middle ground are persuaded to share your point of view. Effective framing, messaging and community mobilisation (as described above and under intermediate outcome 4.2) are essential to doing this effectively. Engaging and mobilising your supporter base, effectively framing your messages and gaining ground with those in the middle can then force opposition groups to react in ways that appear extreme and desperate, and ultimately alienates them and their position.[49] Through our connections with community, awareness of social justice issues and campaigning skills, CLCs are well placed to mobilise their communities in response to systemic injustices. **Indicator 4.3a** outlines some of the ways that CLCs might call on their base to take action and how they can measure the effectiveness of these strategies.

Indicators for Intermediate Outcome 4.3

INDICATORS	NOTES ON INDICATOR	DATA COLLECTION
4.3a Call to action responses Number of community members who respond to CLC calls to action on relevant systemic issues	This indicator focuses on the extent to which community members respond to the calls to action issued by CLCs in relation to advocacy campaigns. It helps to measure the effectiveness of actions designed to mobilise supporters. There are many different actions which could be taken, depending on the campaign context and tactics. For example, people could be asked to: • Click on weblinks to access further information • Sign petitions • Phone or write to decision makers • Volunteer their time • Donate to support the campaign • Attend a forum or a direct action event Although the nature of advocacy action taken by community members is not within the direct control of CLCs, the level of response to calls to action is a useful indicator of the level of community engagement and mobilisation on systemic issues.	Recommended data collection tool: Advocacy register. An advocacy register provides a centralised document in which a CLC (or coalition of CLCs) can record systemic issues that they have identified as being of importance to their service users, communities and/or areas of practice, along with information about advocacy-related activities that the CLC has undertaken on those issues. To measure this indicator, the advocacy register would provide a point of collation for data tallied from various sources such as web click-through rates, online petition signings, offers of volunteering, attendance at events, etc.

Other key elements for assessing effectiveness under Intermediate Outcome 4.3

ELEMENT	NOTES ON ELEMENT	DATA COLLECTION
4.3b Support for self-advocacy Case studies of instances in which	To consider whether you are doing this effectively, you could look for: • Instances where your CLC encouraged or supported individuals and community groups own advocacy efforts.	Recommended data collection tool: Case studies, drawing on information in advocacy register. An advocacy register templates allow for the recording of systemic issues and solutions identified and information about advocacy-

Other key elements for assessing effectiveness under Intermediate Outcome 4.3

ELEMENT	NOTES ON ELEMENT	DATA COLLECTION
individuals and communities are supported to conduct their own advocacy	This might be where your CLC supports individuals and community groups directly affected by systemic injustices by: ○ providing policy and strategic advice on a campaign ○ supporting them to conduct media – such as by drafting a media release, or by providing advice or training on how to effectively engage with the media ○ connecting them with relevant journalists or advocates or groups ○ supporting people throughout the process of engaging with the media and obtaining media coverage ○ organising meetings between decision makers and the community members ○ providing advice, assistance or training to write letters and submissions ○ providing advice, assistance or training on how to campaign through social media ○ providing legal advice – e.g. to inform an advocacy strategy • Instances where you have facilitated spaces for directly affected individuals and community members to meet and discuss issues – e.g. convening meetings of key community members • Instances where you have taken advocacy action in direct response to a request from your community	related activities that the CLC has undertaken on those issues. You could use the advocacy register to record the instances where you have supported communities to conduct advocacy and draw from these to produce case studies which explain the role your CLC played, the principles that informed your approach and the process you undertook to ethically and effectively work with the community group, and what it ultimately resulted in – i.e. the action the community took which your support (however large or small) contributed to.

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 4.3:

Item	Suggested data source
Indicator: Number of strategic/public interest matters on which CLC provides representation for people experiencing systemic injustice.	Advocacy register, including log of strategic litigation conducted.
Instances of volunteers or students taking action on systemic injustices as a result of experiences at CLC.	Later follow-up with volunteers or students to investigate ways in which their involvement of CLCs has influenced their perception of social justice issues, and their practice in this area.

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Intermediate Outcome 4.4
Decision makers are influenced to improve laws, policies and legal processes

This intermediate outcome focuses on changes in laws, policies and legal processes to which CLCs' advocacy contributes. While it will often be difficult or impossible to attribute a specific change solely to the advocacy of CLCs, it will often be reasonable to conclude that CLCs' advocacy as part of a collective campaign for change had an influence on decisions made.

We have defined 'decision-makers' broadly and it includes officials with roles in these institutions who can adjust the ways legal processes are implemented to provide people with better access to justice, see the full definition at the top of the Framework.

Indicators for Intermediate Outcome 4.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
4.4a Systemic improvements Number and % of recommendations or demands made by CLCs on systemic issues which are mirrored in improvements to law, policy or legal processes	This indicator focuses on whether laws, policies or legal processes have changed to align more closely with the position a CLC has advocated for. This can include positive changes to laws, policies or processes, as well as the prevention or weakening of threatened negative changes. Although it is of interest to CLCs to know whether their advocacy directly contributed to these improvements, it can be difficult to trace the specific influence of a CLCs advocacy in creating change, as compared with other voices and factors - you might need to do an in-depth evaluation to better understand this. This indicator does not require you to prove that improvements resulted directly from CLC activity, but does require that the improvements occurred on issues on which CLCs were actively advocating. Individual CLCs can record these changes through the proposed advocacy register. There is also potential for a centralised sector approach to monitoring and recording improvements on issues on which multiple CLCs are advocating together. CLCs may make recommendations or demands on systemic issues	Recommended data collection tool: Advocacy register. An advocacy register provides a centralised document in which a CLC (or coalition of CLCs) can record systemic issues that they have identified as important to their service users, communities and/or areas of practice, along with information about advocacy-related activities that the CLC has undertaken on those issues. The key fields required for reporting on this indicator include: • the nature of the systemic issue, • the changes sought by CLCs (in law, policy and/or legal process), • an assessment of whether any of these changes have occurred, • notes of any other positive law, policy or process outcomes observed in relation to the issue, and; • the dates of any changes. While some improvements may be obvious and widely publicised, others may be subtle and best able to be identified by people with expert knowledge. For this reason, the most accurate assessment

Indicators for Intermediate Outcome 4.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	that lead to an improvement in law, policy or legal processes through various strategies, including submissions or reports, meetings with decision makers and public advocacy. These improvements might occur through changes to, or the prevention of changes to laws and to government, business or other institutional policy or conduct.	of data contributing to this indicator is likely to be conducted by people with expert knowledge of particular systemic issues who are actively monitoring the political landscape in relation to these issues. A periodic review involving these people will help to update the advocacy register. This data collection approach will work best when CLCs have a coordinated system in place for managing advocacy activities. You can use the advocacy register to count the number of times changes occur and report on it. You can also use it to track changes and identify and create case studies that tell the story of the change and how it occurred.
4.4b Stakeholder rating of advocacy influence Average stakeholder rating of the level of influence of CLC advocacy on issues of systemic injustice	This indicator focuses on how influential CLCs are perceived to be by their stakeholders as advocates on systemic injustices. Relevant stakeholders will be those external to CLCs who have some knowledge of the issues on which CLCs campaign, perhaps as partners in advocacy or as organisations who are otherwise connected with the CLC sector. These perspectives complement CLCs' own assessment of their level of influence, and may provide very useful data, particularly if sourced from a range of stakeholders who are well informed about how policy debates have played out on specific issues. Stakeholders might potentially include decision makers but, for the purposes of this indicator, are more likely to be other community organisations, advocates, experts or commentators. An anonymous survey may help to gain input from some who otherwise would not participate.	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "Overall, in your opinion, what level of influence does advocacy by our Community Legal Centre have on the resolution of issues of systemic injustice? [No influence, Weak influence, Moderate influence, Strong influence, Very strong influence, Don't know]" For greatest validity in assessing this indicator, a stakeholder survey could be used periodically to survey a range of stakeholders who are aware of the context of policy debates in relation to systemic injustices, and the type of advocacy work undertaken by CLCs. Stakeholder survey data should be entered to a custom spreadsheet or database to facilitate analysis.

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Indicators for Intermediate Outcome 4.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	Stakeholders could be surveyed either on CLCs' role in relation to systemic advocacy in general, or in relation to specific campaigns. Individual CLCs can survey their stakeholders, and there is also potential for a coordinated or centralised sector approach for surveying stakeholders.	

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 4.4:

Item	Suggested data source
Indicator: % of systemic issues on which CLCs actively campaign in which there is a shift in decision maker positions towards CLCs' preferred position.	Advocacy register, including running log of 'intelligence' on decision maker positions. Requires skilled observation and process tracing.

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VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK:

HIGH LEVEL OUTCOME 5: CLCS ARE CAPABLE, SUSTAINABLE AND ABLE TO RESPOND TO THE LEGAL NEEDS OF PEOPLE EXPERIENCING DISADVANTAGE

High Level Outcome 5
CLCs are capable, sustainable and able to respond to the legal needs of people experiencing disadvantage

There is a high level of legal need in the community, much of which is unmet. To respond effectively and sustainably, CLCs need to be robust, capable and well-resourced. This outcome focuses on strengthening organisational capacity and performance over time. This involves increasing the skills, knowledge, confidence and resilience of CLC board members, staff and volunteers. It also involves CLCs having sufficient ongoing financial and other resources to meet the legal needs of their communities. For a CLC to be effective it also needs strong governance and management systems, with the organisational policies, culture and systems in place to support continuing high performance.

CLCs' internal quality improvement, monitoring and evaluation processes, along with their advocacy and partnership development activities, play a key role in this High Level Outcome.

Using the outcomes and indicators under this High Level Outcome to tell the story of your CLC and the sector

As this High Level Outcome is all about the strength, capability and resourcefulness of the CLC sector, the intermediate outcomes and indicators can be used to tell our story in a number of ways. The NACLC Census already supports CLCs to collectively report on the number of people turned away from CLCs due to insufficient resources – indicator 5.5a, which is a powerful statement for use in advocacy for greater funding to meet legal need. The guidance in the Framework should support CLCs to be able to produce better data for reporting on this.

Indicator 5.4c helps to show client perception of CLCs, and in particular whether CLCs' services are valued and trusted by their communities. Shared measurement of this indicator could allow us to say: 'X% of Victorian CLC clients said that they would be very likely to refer a friend or family member to a CLC'.

Shared measurement of indicators 5.4a and 5.4b would allow us to demonstrate our value as justice agencies and role as leaders in advancing social justice. Shared measurement of these indicators could allow us to say, 'Here's what Victorian CLCs stakeholders think of us: X% of our stakeholders rate Victorian CLCs as very valuable in increasing access to justice for people experiencing disadvantage; X% of our stakeholders rate Victorian CLCs as very effective leaders in advancing social justice.'

Examples given are for the whole sector, but are equally applicable to individual CLCs collecting and reporting on this data within their service.

Intermediate Outcome 5.1
CLCs are effectively governed and managed

CLCs will be most effective when they have strong systems for governance and management. This includes robust processes for setting strategic direction, for operational planning and review, for making and communicating decisions, and for maintaining accountability. It also includes efficient corporate systems across areas including human resources, finance, knowledge management, risk management and legal compliance, evaluation and quality improvement. Organisational policy frameworks form an important element of these systems. Effective governance and management provide the foundation for all of the other work of CLCs.

To more comprehensively measure governance and management performance, consider using a suite of indicators covering areas including strategic and operational planning and review, decision-making, human resources, finance, knowledge management, risk management and legal compliance, communications, accountability and quality systems. Many of these can be found in the National Accreditation Scheme Standards.

Indicators for Intermediate Outcome 5.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.1a Accreditation CLC meets the National Accreditation Scheme Standards	This indicator focuses on whether CLCs have achieved levels of performance in governance and management that are aligned with accepted sector standards. The NAS Standards cover all key areas of governance and management that are relevant to this intermediate outcome. Performance against the NAS Standards therefore provides a useful overall indicator of governance and management capacity for CLCs. External review and accreditation under the NAS increases the objectivity of this indicator.	Recommended data collection tool: National Accreditation Scheme (NAS) Review Reports. NAS review reports identify whether the CLC has met the NAS Standards. Reports also identify areas of strength and areas for improvement in the CLC's work in relation to the Standards. This may provide a more nuanced view of the CLC's level of performance against the Standards. This indicator can also be measured at sector level through collation of NAS Review data by Accreditation Coordinators.
5.1b Risk management CLC undertakes risk management in accordance with the NACLC Risk	This indicator focuses on risk management as an important area of governance and management. The NACLC Risk Management Guide identifies the accepted standards within the sector for risk management, and compliance with the Guide therefore provides a useful indicator of risk management performance for CLCs. External review and accreditation under the NAS increases the	Recommended data collection tool: National Accreditation Scheme (NAS) Review Reports. The NAS Standards incorporate the requirements of the NACLC Risk Management Guide. NAS review reports therefore identify whether the CLC is operating in compliance with the Risk Management

Indicators for Intermediate Outcome 5.1

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
Management Guide	objectivity of this indicator.	Guide. This indicator can also be measured at sector level through collation of NAS Review data by Accreditation Coordinators.

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Intermediate Outcome 5.2
CLC staff, volunteers and board members are skilled, engaged and supported

This intermediate outcome focuses on the CLC workforce. To achieve their goals, CLCs need a workforce with knowledge, skills and capabilities that are well fitted to the needs of their client group and community. This includes legal but also non-legal skills, and speaks not just to knowledge of the law but the ability to provide advice and assistance in ways that engage and empower clients.

The intermediate outcome considers the extent to which staff, volunteers and board members are engaged and supported in their roles. To measure this, the Framework suggests asking the people at your CLC about how satisfied they are and whether the CLC provides opportunities to increase relevant skills and expertise. It also suggests looking at the effectiveness of recruitment and retention strategies that CLCs use to help to build and maintain a strong and capable workforce. These strategies include the communication, supervision, support and professional development processes that promote employee engagement, wellbeing and continuing professional growth.

The intermediate outcome includes volunteers because volunteers are integral to the ability of CLCs to deliver their services. CLCs provide education and support to their volunteer legal students and professionals so that they are skilled and engaged and can effectively contribute.

Indicators for Intermediate Outcome 5.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.2a Opportunities to increase skills % of staff, volunteers and board members who report that their CLC provides strong opportunities to increase relevant skills and expertise	This indicator focuses on the extent to which CLCs provide opportunities for skill development amongst their staff and volunteer workforce and amongst the members of their management committees. The indicator seeks the perspective of people across the organisation. Although staff perceptions of the level of opportunities provided may at times differ from the views of management, these perceptions reflect the day-to-day experience of workers in the organisation and therefore provide important data.	Recommended data collection tool: Staff Survey and Board Survey. Recommended question: "Would you agree or disagree that: The CLC provides strong opportunities for me to increase my skills and expertise relevant to my role? [Strongly disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly Agree]" For greatest validity in assessing this indicator, surveys should be used periodically to survey staff, volunteers and board members. A Staff Survey could be undertaken annually, and a Board Survey would normally be undertaken as part of a Board Self-Review process, which might be annual or every two to three years. Survey data should be entered to a custom spreadsheet or database to facilitate analysis. To make the analysis more insightful, it is useful to trend the data over time and to benchmark

Indicators for Intermediate Outcome 5.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		the results with other like services.
		It would also be possible to collect this data at sector level through a sector-wide workforce survey.
5.2b Role satisfaction % of staff, volunteers and board members who report high role satisfaction	This indicator focuses on the engagement and support aspects of the Intermediate Outcome, using role satisfaction as an umbrella indicator of the level of engagement of personnel and the extent to which they feel valued and supported by the organisation. The indicator seeks the perspective of people across the organisation, which is the only valid source of data for this indicator.	Recommended data collection tool: Staff Survey and Board Survey. Recommended question: "Overall, how would you rate your level of satisfaction in your role with the CLC? [Very Satisfied, Satisfied, Neutral, Dissatisfied, Very Dissatisfied]" CLCs could add further questions that rate different aspects of role satisfaction, for example the extent to which the person feels they have clearly defined goals and responsibilities, has a sense of personal accomplishment in their work, feels that their role is worthwhile, feels valued by the organisation, feels respected by their colleagues, and feels listened to by management. The indicator could then be calculated as a composite rating across this set of questions. For greatest validity in assessing this indicator, surveys should be used periodically to survey staff, volunteers and board members. A Staff Survey could be undertaken annually, and a Board Survey would normally be undertaken as part of a Board Self-Review process, which might be annual or every two to three years. Survey data should be entered to a custom spreadsheet or database to facilitate analysis. To make the analysis more insightful, it is useful to trend the data over time and to benchmark the results with other like services. It would also be possible to collect this data at sector level through

Indicators for Intermediate Outcome 5.2

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
		a sector-wide workforce survey.

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 5.2:

Item	Suggested data source
Indicator: Median duration of employment of CLC staff and tenure of board members.	Human Resources (HR) records, e.g. personnel files, HR database, Board Member Register. Note that a modest rate of turnover in both staff and Board is healthy – the target is not zero turnover!
Indicator: % of CLC staff, volunteers and board members who have completed relevant training within a specified time period.	Professional development records for staff, volunteers and board members, generally sourced from HR records.
Indicator: % of staff, volunteers and board members reporting increase in skills and expertise relevant to their role.	Staff Survey and Board Survey: "Would you agree or disagree that: My skills and expertise relevant to my role have increased over the past year? [Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly agree]"

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Intermediate Outcome 5.3
CLCs' services and activities are appropriate and targeted to their community

This intermediate outcome focuses on the match between what communities need and what CLCs provide. To best meet the needs of their communities, CLCs' services and activities need to be appropriately designed and delivered to most effectively reach and respond to the needs of their target priority groups.

The outcome focuses on two main, overlapping, areas:

a. **Appropriateness** – Appropriate services and activities are designed to fit the profile and needs of their community. This might include providing services in a way that is culturally appropriate for particular clients or community members – such as providing CLE in a way that recognises the cultural requirements of a group, or, providing technology based or other innovative service models to ensure that certain groups can access the service and feel welcome.

b. **Targeting** – Targeted services reach the people that CLCs have identified as priority groups. To effectively target their services, CLCs need a thorough and up-to-date understanding of legal needs within the community, which they can gain by conducting formal legal needs analysis and by ensuring they remain closely connected to and informed by the needs of their community.[50] As part of doing this, staff in a CLC share the information they gather about legal need between their different programs and services. This information should feed into service planning to target services to priority groups and areas of need within the community.

Intermediate outcome 1.1 looks at the profile of clients accessing a CLC service, how they are accessing it and how quickly they can access it once they have decided to seek legal help. Gathering this information will usually also be important for determining the appropriateness and targeting of a service. Integrated service designs (see High Level Outcome 3) are also often part of how CLCs provide targeted and appropriate services.[51]

To continue to deliver and improve appropriate, targeted services over time, CLCs need sound governance, monitoring and evaluation processes that review current levels of service performance and identify strategies for improvement.

The outcome also speaks to appropriateness and targeting within individual CLCs, and at a broader level considers the optimal targeting of services to need across the whole sector.

Indicators for Intermediate Outcome 5.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.3a Feel welcome and safe % of people who report that they felt welcome and safe in their interaction with the CLC	This indicator focuses on the appropriateness of CLC services to their intended beneficiaries. It measures service users' perceptions of whether they felt welcome and safe while using the service, which is a strong indicator that the services are well designed for their target community. The data collection for this indicator needs to be carefully designed so that it measures perceptions of CLCs' services rather than perceptions of the general level of safety experienced by the service user in their life. For the purposes of this indicator, safety is broadly defined and the focus is on the person's sense of safety rather than their objective level of safety. It can include physical and emotional safety but also includes aspects of safety related to diversity and acceptance, for example the experience of safety and acceptance for people from culturally and linguistically diverse backgrounds and from the LGBTIQ community. Although the indicator is relevant to most service types, it may be challenging to collect the feedback data for some service modalities such as phone advice.	Recommended data collection tool: Service user survey. Recommended question: "Thinking about our service - Do you agree or disagree? You felt welcome and safe at our service [Strongly agree, Agree, Disagree, Strongly Disagree]" The service user survey could be routinely provided to service users following assistance, or could be collected from as many service users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.
5.3b Internal information sharing Staff rating of extent to which service delivery is informed by information sharing between CLC staff within and across program areas	This indicator focuses on the extent to which information is shared and exchanged within the CLC, and the extent to which this information helps to shape service delivery. Information about community needs is gathered by staff across all areas of the CLC. If this information is routinely collected, discussed and used as an input to service planning and implementation, CLCs' services are more likely to be appropriate and targeted to community needs. This indicator seeks staff perceptions of information sharing, which	Recommended data collection tool: Staff Survey. Recommended questions: "Would you agree or disagree that: Service delivery in the CLC is strongly informed by information shared amongst staff (a) within your program area? (b) across programs within the CLC? [Strongly disagree, disagree, Neither Agree nor Disagree, Agree, Strongly agree]" For greatest validity in assessing this indicator, staff surveys should be used periodically, e.g. annually.

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Indicators for Intermediate Outcome 5.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	will reflect the day to day experience of staff of communication and service planning within the organisation.	Survey data should be entered to a custom spreadsheet or database to facilitate analysis.
5.3c Alignment of resourcing with need Degree of alignment between allocation of CLC-internal resourcing and prevalence of relevant legal needs in community	This indicator aims to measure how well targeted CLCs' services are to legal needs within their communities. The indicator focuses on the level of consistency or inconsistency between the distribution of relevant legal needs within the community, and the distribution of service resourcing by the CLC. A pattern of service resourcing that is similar to the pattern of priority needs within the community will tend to reflect a well targeted service. Service targeting is complex and needs to take into account a range of factors including: • The importance of CLCs focusing on priority client groups and priority areas of law rather than needing to respond to every area of legal need within the community (hence the focus of the indicator on "relevant" legal needs) • The recognition that some cohorts of clients, and some types of matters will be much more resource intensive to respond to than others; as well as counting numbers of people with certain types of needs, the analysis must involve estimates of average resourcing required for certain types of matters, and of levels of client complexity across the service portfolio Information from this analysis will prompt discussion about where CLC resources should be targeted, and will strongly inform service planning. The profile of clients accessing a CLC, how they access it and the	Recommended data collection tool: Custom spreadsheet or other custom data analysis tool combining data from multiple sources. Data that may be relevant to calculation of this indicator will include: • Financial data from organisational budget (allocation of funds across organisational programs and projects) • Service activity data from CLASS database (number of service users assisted, number of matters, service type and number of hours of assistance provided) • Client complexity data from CLASS database and/or custom data collection tools • Legal Needs data from Legal Needs Analysis research (prevalence of various legal needs within the community) This indicator is technical to analyse and will likely benefit from an exploratory research approach in the first instance

Indicators for Intermediate Outcome 5.3

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	wait time for assistance are also relevant when considering how to design services so they match CLCs' priority groups and community need. These are addressed under intermediate outcome 1.1.	

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 5.3:

Item	Suggested data source
Indicator: Management and board rating of extent to which evidence of legal need informs service planning.	Data source: Staff Survey and Board Survey: "Would you agree or disagree that: Evidence of legal need strongly informs the CLC's service planning? [Strongly Disagree, Disagree, Neither Agree nor Disagree, Agree, Strongly agree]"
Indicator: Service user rating of extent to which service was accommodating of their culture, ability and other needs.	Data source: Service user survey: "Did you have any personal or cultural needs that the service provider needed to consider? (Like a disability or need for an interpreter)? [Yes, No].If yes – Would you agree or disagree that the service provider met those specific needs? [Strongly agree, Agree, Disagree, Strongly Disagree]"(Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.)

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Intermediate Outcome 5.4
CLCs are credible, valued and trusted

This intermediate outcome focuses on the reputation and perception of CLCs across a range of audiences. Importantly it relates to community views of CLCs, including whether community members are aware of CLCs and see them as expert and valuable service providers, increasing the likelihood that people will access CLCs when needed. It also relates to perception of CLCs amongst funders, regulators and other decision makers within the legal system as a credible and expert part of the system. This contributes to both the level of influence of CLCs in their advocacy work, and the willingness of funders to resource CLCs appropriately.

Indicators for Intermediate Outcome 5.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.4a Stakeholder rating of CLC value Average rating by community and strategic stakeholders of the value of CLC contribution to increasing access to justice for people experiencing disadvantage	This indicator focuses on stakeholder perceptions of the value of CLCs' work. The emphasis is on whether CLCs are seen as making an important contribution that benefits people experiencing disadvantage through increasing their access to justice. The indicator looks at the average rating provided by stakeholders. For greatest validity, perspectives should be sought across a wide range of stakeholders, including those who are not closely connected with the CLC. Changes in average ratings over time may provide evidence of changes in the profile of CLCs in the community, and the level of understanding of their role. When analysing the data, CLCs need to keep in mind that it is perception based and influenced by the unique perspectives of the stakeholders who participate. In addition to average ratings across all stakeholders, it may be useful to analyse data for particular groups of stakeholders, including those who provided high and low ratings, to explore factors that may be influencing their perspectives. This could also be undertaken as part of a broader evaluation process around CLC profile.	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "Overall, in your view, how important is the work of our Community Legal Centre in increasing the likelihood that people most in need experience justice? [Not at all valuable, A little valuable, Somewhat valuable, Quite valuable, Very valuable, Don't know]" Stakeholder and partner surveys can be used in an ad hoc way when reviewing specific partnerships or campaigns. For greatest validity in assessing this indicator, they could be used periodically to survey community and strategic stakeholders relevant to the CLC. Survey data should be entered to a custom spreadsheet or database to facilitate analysis. This data could also be collected at sector level through a periodic sector-wide stakeholder survey.

Indicators for Intermediate Outcome 5.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.4b Stakeholder rating of CLC social justice leadership Average rating by community or strategic stakeholders of the effectiveness of CLCs as leaders in advancing social justice	This indicator focuses on stakeholder perceptions of the credibility of CLCs as experts in advancing social justice. The emphasis is on whether CLCs are seen as skilled and effective leaders in their field. The indicator looks at the average rating provided by stakeholders. For greatest validity, perspectives should be sought across a wide range of stakeholders, including those who are not closely connected with the CLC. Changes in average ratings over time may provide evidence of changes in perceptions of CLCs amongst stakeholders. When analysing the data, CLCs need to keep in mind that it is perception based and influenced by the unique perspectives of the stakeholders who participate. In addition to average ratings across all stakeholders, it may be useful to analyse data for particular groups of stakeholders, including those who provided high and low ratings, to explore factors that may be influencing their perspectives. This could also be undertaken as part of a broader evaluation process around CLC profile.	Recommended data collection tool: Stakeholder and partner survey. Recommended question: "How would you rate the following aspects of our organisation's advocacy, law reform and related activities? Providing leadership to advance social justice [Very ineffective, Ineffective, A little effective, Quite effective, Very effective, Don't know]" Stakeholder and partner surveys can be used in an ad hoc way when reviewing specific partnerships or campaigns. For greatest validity in assessing this indicator, they could be used periodically to survey community and strategic stakeholders relevant to the CLC. Survey data should be entered to a custom spreadsheet or database to facilitate analysis. This data could also be collected at sector level through a periodic sector-wide stakeholder survey.
5.4c Likelihood to refer others % of CLC clients who report they are likely to refer other people with legal issues to the CLC	This indicator focuses on the extent to which CLCs are valued and trusted by service users. It measures service users' perceptions of whether they would be likely to refer others to the CLC. Service uses who do not trust or value the CLC are unlikely to refer others to it. The data collection for this indicator needs to be carefully designed so that it measures perceptions of CLCs' services rather than perceptions of the likelihood that other people in their network will have legal issues. Although the indicator is relevant to most service types, it may be	Recommended data collection tool: Service user survey. Recommended question: "Would you agree or disagree that: You would recommend this legal service to other people?[Strongly agree, Agree, Disagree, Strongly disagree]" (Note: this is a standard client survey question under the *National Partnership Agreement on Legal Assistance Services 2015-2020*.) The service user survey could be routinely provided to service users following assistance, or could be collected from as many service

Indicators for Intermediate Outcome 5.4

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	challenging to collect the feedback data for some service modalities, such as phone advice. See the case study from Inner Melbourne Community Legal for an example of how a CLC measured this indicator.	users as possible during a snapshot period, or could be collected from a sample of service users on a periodic basis. Service user survey data should be entered to a custom spreadsheet or database to facilitate analysis.

OTHER POSSIBILITIES FOR DATA COLLECTION FOR INTERMEDIATE OUTCOME 5.4:

Item	Suggested data source
Indicator: % of community members surveyed rating CLCs as valuable services (sector-wide: for central data collection).	Community survey: "Overall, how valuable do you think the services provided by CLCs are? "[Not At All Valuable, A Little Valuable, Somewhat Valuable, Quite Valuable, Very Valuable, Don't Know]"
Indicator: % of CLC clients who report they would seek assistance from the service again.	Client survey: "If you had legal problems again in future, how likely would you be to seek assistance from our service? [Very Unlikely, Unlikely, Likely, Very Likely]"

Intermediate Outcome 5.5
CLCs are effectively and sustainably resourced

This intermediate outcome focuses on CLC resourcing – primarily funding and other financial resources. There are two elements to this outcome:

a) **Effective** resourcing – that is, resourcing that is sufficient to enable CLCs to make a substantial difference to meeting legal needs within their communities. Resourcing that is too low will mean that many people who need services of the type that CLCs provide will be unable to access them.

b) **Sustainable** resourcing – that is, resourcing that will continue into the future with reasonable certainty and without being continually at risk. Resourcing that is not provided on a sustainable basis creates instability and uncertainty and makes it difficult for CLCs to deliver and build on programs.

Commonwealth funding under the NPALAS is a major source of resourcing for many CLCs, however there are multiple other funding sources and this outcome considers the strength of resourcing arrangements as a whole for each CLC.

Indicators for Intermediate Outcome 5.5

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
5.5a Turnaways Number and % of people turned away from CLC without receiving assistance, by reason for turnaway	This indicator focuses on whether people seeking assistance from CLCs are able to be assisted, or are "turned away" without assistance. NACLC, through its survey, defines a turnaway as any person your CLC had to send away because you were unable to assist them within the needed timeframe or because of a lack of resources, lack of centre expertise, conflict of interest or your centre's eligibility policy.[52] A high proportion of turnaways may indicate issues such as a high rate of inappropriate referrals (see Intermediate Outcome 3.2), or insufficient resourcing of the CLC to meet demand from its community. As the outcome is about resourcing, the emphasis of the indicator is on understanding CLC resourcing relative to demand; hence it is important not simply to measure the number of turnaways, but to understand the reasons for them. The most relevant reason for resourcing purposes will be 'insufficient resources'.	Recommended data collection tool: Incoming enquiry log. Fields required: • Enquiry date • Enquiry status [Able to assist; Decision pending; Unable to assist] • Reason(s) for inability to assist [Conflict of interest; CLC does not have capacity to deliver the requested service; Matter or client cohort is low priority; CLC unable to assist within the timeframe requested; Other] Because people who cannot be assisted may not proceed through the intake process, an incoming enquiry log is likely more useful for capturing this data than a customised intake form. A custom spreadsheet or database may be used to capture incoming enquiry data for analysis. This log sheet could be used at main reception and at other sites or times when incoming enquiries

Indicators for Intermediate Outcome 5.5

INDICATOR	NOTES ON INDICATOR	DATA COLLECTION
	Data on numbers of people who are unable to be assisted may assist CLCs to improve their referral partnerships and intake processes, as well as potentially advocating for increased funding to meet demand.	are expected.
	Reasons for inability to assist may vary somewhat across CLCs. CLCs will also need to consider whether "without receiving assistance" includes those provided with information or referral only.	
	Data for this indicator could best be collected in an integrated way with indicators 3.2a and 3.2b, which look at the source of legal and non-legal referrals.	
5.5b Diversity of funding sources Funding sources as % of overall CLC budget	This indicator focuses on the diversity of funding sources which support the CLC's operations. Strong reliance on just one or a small number of funding sources can represent a risk to the organisation, especially where the continuity of these funding sources is uncertain, or where they come with constraints attached.	Recommended data collection tool: CLC budget/audited accounts.
	Building a diverse portfolio of funding sources can help to mitigate this risk, but can take considerable effort and carries its own management overheads. A large number of funding sources of low dollar value can therefore also be problematic.	The key fields required for reporting on this indicator include the list of funding sources, and total dollar amount of each during the period. If measuring retrospectively, this will typically be drawn from the past year's audited accounts. If measuring prospectively, the data will be drawn for the current or future year's budget.
	The optimal combination of funding sources is a question for each individual CLC. This indicator provides data which CLCs can use to assess whether how close they are to their preferred funding profile.	Additional sophistication can be added to the analysis by categorising funding sources as recurrent or time-limited.
	The indicator can be assessed either retrospectively or prospectively.	

OTHER POSSIBILITIES FOR DATA COLLECTIONFOR INTERMEDIATE OUTCOME 5.5:

Item	Suggested data source
Indicator: CLC funding as % of estimated funding required to meet legal need in catchment, by relevant problem type.	Combination of funding register/CLC budget and economic analysis of Legal Needs Analysis data. Likely requires expert input.
Indicator: Number of people assisted as % of overall number of people in catchment requiring legal assistance, by problem type.	Combination of CLASS database data and Legal Needs Analysis data – see NACLC's Legal Needs Analysis Toolkit and Law and Justice Foundation's Collaborative Planning Resource.
Indicator: % of CLC funding deriving from largest funder.	Funding register/CLC budget.
Indicator: Number of funding streams.	Funding register/CLC budget.
Indicator: % of CLC funding which is recurrent and non-threatened.	Funding register/CLC budget.
Indicator: Quantum of pro bono resources leveraged by CLC in period, by resource type.	Management records.

Endnotes

1 For further brief explanation on disadvantage and social exclusion see Christine Coumarelos et al, 'Legal Australia-Wide Survey: Legal Need in Australia' (Report, Law and Justice Foundation of New South Wales, August 2012) 5–6 ('*LAW Survey'*).

2 Ibid 77. People with living with a disability had the strongest prevalence of legal problems. Note that different types of legal problems are also more prevalent for different demographic groups.

3 See Attorney-General's Department (Cth), 'National Legal Assistance Data Standards Manual' (Publication, Australian Government) https://www.ag.gov.au/LegalSystem/Legalaidprogrammes/Pages/National-Legal-Assistance-Data-Standards.aspx.

4 Department of Justice and Regulation (Vic), 'Access to Justice Review: Overview' (Report, Victorian Government, August 2016) 3.

5 Department of Justice and Regulation (Vic), 'Access to Justice Review: Volume 1, Report and Recommendations' (Report, Victorian Government, August 2016) 156, quoting Mary Anne Noone, Submission no 14 to Department of Justice and Regulation, Victorian Government, *Access to Justice Review*, August 2016.

6 Martin Jones 'Legal Capability' (Discussion paper, PLENET, March 2010)3.

7 Ibid; see also Amartya Sen, *The Idea of Justice* (Penguin, 2010).

8 Hugh M McDonald and Zhigang Wei, 'How People Solve Legal Problems: Level of Disadvantage and Legal Capability' (Justice Issues Paper No 23, Law and Justice Foundation of New South Wales, March 2016) 2.

9 *LAW Survey,* above n1, 29–30.

10 See for example, Nigel J Balmer et al, 'Knowledge, Capability and the Experience of Rights Problems' (Report, PLENET, March 2010); Hugh M McDonald and Zhigang Wei, above n 8;*LAW Survey,* above n1, 29–39; Hugh M McDonald and Julie People, 'Legal Capability and Inaction for Legal Problems: Knowledge, Stress and Cost' (Updating Justice, No.41, Law and Justice Foundation of New South Wales, June 2014)

11 Hugh M McDonald and Zhigang Wei, above n 8.

12 Hugh M McDonald and Zhigang Wei, above n 8, 1, citing Hazel Genn, *Paths to Justice: What People Do and Think About Going to Law* (Hart Publishing, 1st ed, 1999)

13 For further definitions and indicators about legal need see National Association of Community Legal Centres, National Legal Needs Assessment Framework & Toolkit, http://www.naclc.org.au/cb_pages/legal_needs_assessment_framework.php;*LAW Survey,* above n 1, 4–5; Catriona Mirrlees-Black and Sarah Randell, 'Need for Legal Assistance Services: Developing a Measure for Australia' (Justice Issues Paper No. 26, Law and Justice Foundation of New South Wales, June 2017).

14 Suzie Forell and Hugh M McDonald, 'Beyond Great Expectations: Modest, Meaningful and Measurable Community Legal Education and Information' (Justice Issues Paper No 21, Law and Justice Foundation of New South Wales, December 2015). This paper includes discussion on the ways that CLE strategies can be used in appropriate contexts to assist people to self-help in response to a legal problem.

15 *LAW survey*, above n 1, 244.

[16]Ibid xxi.

[17]Other terms often used in this context are 'holistic' and 'joined up' services. For further commentary on definitions for these terms, see Pascoe Pleasence et al, 'Reshaping Legal Assistance Services: Building on the Evidence Base' (Discussion Paper, Law and Justice Foundation of New South Wales, April 2014).

[18] Department of Justice and Regulation (Vic), 'Access to Justice Review: Overview' (Report, Victorian Government, August 2016) 155. The Review refers to a continuum of integration, with the lower end comprising of referral networks and agreements between separate services for warm referrals, and at the other end full integration in which services combine to form new units with pooled resources.

[19] Mary Anne Noone 'Integrated Legal Services: Lessons from West Heidelberg CLS' (2012) Alternative Law Journal 37, 1

[20]We have prioritised defining timeliness in the context of timeliness of response once a person seeks assistance, rather defining it as the degree to which the problem has escalated, as it is consistent with a capability approach and based on the position of the Law & Justice Foundation NSW that: 'timely services help people when they are ready and able to act, at whatever stage of the legal process this is'. Law and Justice Foundation New South Wales, 'Reshaping Legal Assistance Services, Building on the Evidence Base: Summary'(2014) 42;See also Suzie Forell, 'Is Early Intervention Timely?' (Justice Issues Paper No 20, Law and Justice Foundation of New South Wales, August 2015) 5;

[21]For a further example for how to rank levels of disadvantage, see Productivity Commission, *Access to Justice Arrangements,* Inquiry Report (2014) Appendix B; Hugh M McDonald and Zhigang Wei, above n 8.

[22]*LAW survey*, above n 1. 37.

[23] Pascoe Pleasance et al, above n 17, 36-37. This paper defined 'outreach' as, 'any service delivery other than face-to-face communication that is provided in the legal service provider's primary office, which has the aim of making the service more accessible to the client group'. This includes face to face assistance in a location other than the primary office, and technology based assistance – such as video-conferencing to a remote location.

[24]For a useful summary of further outcomes and indicators focused on quality of service provision see, Curran, L., 'We can see there's a light at the end of the tunnel now: Demonstrating and Ensuring Quality Service to Clients' (Report, Legal Aid ACT, 2012) 4-5.

[25] For a consideration of what constitutes quality legal education materials see Johann Kirby, 'A study into best practice in community legal information' (A report for the Winston Churchill Trust of Australia, 2011); See also Ben Grimes, 'Strong Foundations for Community-based Legal Education in Remote Aboriginal Communities' 2 *Northern Territory Law Journal* 249.

[26]Suzie Forell and Hugh M McDonald, above n 14. This article outlines three broad types of community legal education and information and how the purpose of the initiative and the capability of the group you are working with should inform strategy and outcome.

[27]*LAW survey*, above n1, 30.

[28]The *LAW survey*, above n1, 30, also found that people who said that they didn't know what to do in response to a legal problem were also 'significantly more likely' to have a low awareness of public legal services. This suggests that as well as building knowledge of how to identify a legal issue, to build capability to obtain legal help, CLCs need to raise awareness of their presence. See Hugh M. McDonald, Suzie Forell and Julie People, 'Limits of Legal Information Strategies: when knowing what to do is not enough' (2014) 44 *Law and Justice Foundation of New South Wales* 5.

[29]Suzie Forell and Hugh M McDonald, above n14; Hugh M. McDonald, Suzie Forell and Julie People, above n 28.

[30]Many of the examples in this section are taken from the Public Legal Education Evaluation Framework, Ministry of Justice, University of Bristol, November 2011

[31]Hugh M McDonald, Suzie Forell and Julie People, above n 28, 2.See also, Pascoe Pleasance et al, above n 17, citing Nigel J Balmer et al, above n 10. This research showed that when people who were not aware of their rights did not receive legal advice, they were a lot less likely to achieve their objectives in responding to a legal issue than those who were aware of their rights. In contrast, when people who did not know their rights obtained legal advice, the difference in the legal outcome achieved between the two groups largely disappeared. This demonstrates that building the capability of people to obtain legal help can have a significant impact on how effectively their legal problem is resolved.

[32]*LAW survey*, above n1, 35–36.

[33]Suzie Forell and Hugh M McDonald, above n14. This paper discusses ways that CLE can be used in appropriate context to assist people to self-help in response to a legal problem.

[34]*LAW survey*, above n1, 33 – 34.

[35]See Hugh M. McDonald and Julie People, above, n 10, citing Nigel J Balmer et al, above, n 10.

[36] See Hugh M McDonald, Suzie Forell and Julie People, above n 28,which outlines common barriers that can keep people from responding to a legal issue.

[37]Mary Anne Noone, above n 19

[38]*LAW survey*, above n 1 39; Pleasence et al, above n17, 20.

[39]Suzie Forell and Hugh M McDonald, above n14, 7.

[40]*LAW survey*, above n 1, 39; Pleasence et al, above n17, 20.

[41]Suzie Forell and Hugh M McDonald, above n14, 7; See also, Suzie Forell and Abigail Gray, 'Outreach Legal Services to People with Complex Needs: What Works?'(Justice Issues Paper No 12, Law and Justice Foundation of New South Wales, October 2009) 9-10.

[42]*LAW survey*, above n1, 39.

[43]Nicole Rich, 'Reclaiming community legal centres: Maximising our potential so we can help our clients realise theirs' (CLC Fellowship Report, 2009)

[44] For an explanation of strategic casework, see Agata Wierzbowski, 'Lawyering for Change: Seven Principles of Strategic Legal Practice for Community Legal Centres' (CLC Fellowship Report, 2015).

[45]Steven Teles and Mark Schmitt, 'The Elusive Craft of Evaluating Advocacy' (2011) 9 *Stanford Social Innovation Review* 38.

[46] Liz Curran, 'Making the Legal System more Responsive to Community: A Report on the Impact of Victorian Community Legal Centre (CLC) Law Reform Initiatives' (Report, West Heidelberg Community Legal Service, May 2007). This paper looks at six law reform projects undertaken by CLCs and tracks the impact and outcomes of these activities through review of CLCs records, submissions, media releases, meeting minutes and other sources. The paper highlights the importance of keeping records of advocacy activities, as Curran notes that a number of CLCs had destroyed records of law reform and community legal education initiatives, making it difficult to determine the rational for campaigns, the problems identified and the strategies adopted.

[47] For more on Framing see George Lakoff, *Don't Think of an Elephant: Know Your Values and Frame the Debate* (Scribe Publications, 2005); FrameWorks Institute (2017) <http://www.frameworksinstitute.org/>.

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48 For more on the role of CLCs in community development, education and law reform, see: Nicole Rich, above n 43; Rachel Ball, 'When I Tell My Story, I'm in Charge: Ethical and Effective Storytelling in Advocacy' (CLC Fellowship Report, Victoria Law Foundation Community Legal Centre, 2013); Ben Grimes, above n 25. For an example of effective community organizing in another sector, see the Cancer Council NSW model report on the Change Agency website http://www.thechangeagency.org/tag/community-organising-2/

49 'Purpose Driven Campaigning: 40 Key Principles for Growing Social Movements' (Report, Make-Believe) <http://www.jrmyprtr.com/wordpress/wp-content/uploads/2014/01/purpose-driven-campaigning.pdf>.

50 NACLC's National Legal Needs Strategic Planning Framework and Toolkit can be used to support CLCs in conducting legal needs analysis. The Law and Justice Foundation's Collaborative Service Planning Resource is also useful for conducting service planning with reference to data on legal need

51 See Pascoe Pleasance et al, above n 17, for a detailed consideration of factors that constitute and influence appropriate and targeted services.

52 'National Census of Community Legal Centres: 2015 National Report', (Report, National Association of Community Legal Centres, August 2016) 10 n 2.