National Census of Community Legal Centres

2013 Report

by National Association of Community Legal Centres Inc.

NACLC
National Association of
Community
Legal Centres

Abbreviations

ACOSS	Australian Council of Social Service
AC	Accreditation Coordinator
ATSILS	Aboriginal and Torres Strait Islander Legal Service
BBS	Bulletin Board System
CLC	Community Legal Centre
CLCAWA	Community Legal Centres Association (Western Australia)
CLCNSW	Community Legal Centres New South Wales
CLE	Community Legal Education
CLSIS	Community Legal Service Information System
CLSP	Community Legal Services Program
FCLC	Federation of Community Legal Centres
FVPLS	Family Violence Prevention Legal Service
MC	Management Committee
MSO	Management Support Online
NACLC	National Association of Community Legal Centres
NAS	National Accreditation Scheme
PII	Public Indemnity Insurance
PLT	Practical Legal Training
QAILS	Queensland Association of Independent Legal Services
RAP	Reconciliation Action Plan
RMG	Risk Management Guide
RRR	Regional, Rural and Remote
SPP	Standards and Performance Pathways

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1. Background

In 2013, the National Association of Community Legal Centres ('NACLC') commenced planning and scoping for a national Census of the community legal centre ('CLC') sector, as a systematic method for consultation amongst the sector and NACLC and the state and territory associations.

The Census was undertaken in consultation and with the support of the state and territory associations, but it was project managed by NACLC, with a consultant engaged to assist with developing, implementing and analysing the Census.

Previously, the Federation of Community Legal Centres ('FCLC') had conducted an annual Census and some of the state and territory associations sometimes surveyed their centres on particular questions. In order to reduce the demand on administrative time of CLCs responding, it was agreed that the state and territory associations would include their questions with the national Census.

The objectives of the Census were to:
- provide an evidence-base for decision-making and advocacy by NACLC, state and territory associations and individual members
- increase the opportunity for CLCs to provide feedback and information to NACLC
- reduce the need for multiple surveys of CLCs over the year
- establish the baseline survey framework which can support longitudinal analysis, but allow flexibility for amendments in future years
- increase capacity to track emerging trends and changing priorities in the sector
- improve performance of NACLC as a representative body providing services to support the sector, and
- inform and support improved marketing and lobbying for the sector.

NACLC expects that these objectives will be met over time through the Census. Further, NACLC will review the operation of the Census to identify actual outcomes, including any unanticipated outcomes as we plan for 2014.

We are pleased to present the national results in this report,[1]

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[1] NACLC is currently preparing reports for the state and territory associations, which will include responses to the jurisdiction-specific questions.

1.1. Consultation

The Census was developed in consultation with the sector, including state and territory representatives on the NACLC Management Committee, Executive Officers of the state and territory associations, NACLC staff, members of NACLC's Reconciliation Action Plan ('RAP') Working Group, as well as immediate past and present convenors of the National Aboriginal and Torres Strait Islander Women's Legal Services Network. Consultations also occurred with the Secretariat of the National Family Violence Prevention Legal Service ('FVPLS') Forum.

1.2. Data governance standards

Prior to commencing the Census, data governance standards were agreed upon by NACLC and the state and territory associations. The objective of these standards was to protect the integrity of the data and ensure the statistical results distributed are consistent.

The standards explained access and ownership of the raw data and online survey software, as well as set out the parameters of confidentiality offered to respondents. It was agreed that all data provided by CLCs would be de-identified in any reports, except for case studies where approval to use the material had been sought and given.

1.3. Acknowledgements

NACLC thanks all the CLCs that participated in the first, annual national Census of the CLC sector. Your responses will provide an important evidence-base for NACLC policy, sector sustainability and advocacy activities. NACLC will also be taking all your feedback on board about the Census itself as we plan for 2014.

We are also grateful to the state and territory representatives, as well as the Executive Officers of FCLC, Community Legal Centres NSW ('CLCNSW'), the Queensland Association of Independent Legal Services ('QAILS') and the Community Legal Centres Association of WA ('CLCAWA'). Thank you also to the Chairs of the unfunded associations, for providing valuable feedback during the consultation phase and promoting the Census to their membership.

We also thank Catherine Hastings, consultant, for assisting NACLC with planning, developing and implementing the Census. The data file management and data cleaning was undertaken by Catherine, as well as the national data analysis and reportage. We also gratefully acknowledge the assistance of Sasindu Gamage, Research Assistant, for completing the bulk of the analysis for the state and territory reports, Allison Henry for editing and proofing the report, and Chantel Cotterell of NACLC for her project management, consultation, research, writing and analysis.

2. Executive Summary

This is the national report of the first Census of Community Legal Centres ('CLCs') undertaken by the National Association of Community Legal Centres ('NACLC'), in consultation with CLC state and territory associations. The overall aim was to provide an evidence-base for deciding priorities for sector support and other NACLC and state and territory association activities, and to add to NACLC's knowledge-base to inform lobbying on behalf of the sector.

Responses were fielded from 30 October 2013 to 20 December 2013. CLCs were asked to provide responses to questions, where relevant, based on the 2012/13 financial year. Of the 186 CLCs invited to participate in the Census, 154 CLCs completed the survey, resulting in an 82.8% response rate.

Census respondents included Family Violence Prevention Legal Services ('FVPLS') and the one Aboriginal and Torres Strait Islander Legal Service ('ATSILS'), but for ease of reference, this report uses the terms "CLC" and "centre" for all member legal services that responded to the Census, unless otherwise stated.

Note: When reading and quoting the summary of key findings or any findings detailed elsewhere in this report, it is important to note that these percentages and numbers only refer to the centres that responded to the Census.

As considerable diversity exists among the CLC sector in terms of services provided; client groups; form, size and resources of organisations; operating contexts and geographic area, we ask that you refer to any numbers contained in this report with this explanation and qualification.

All percentages in this summary have been rounded to one decimal point. Where an asterisk (*) has been used in the summary below, this means CLCs were able to select more than one option from a selection of tick boxes, and many did so.

2.1. Summary of key findings

2.1.1. CLC profile

- 154 CLCs (82.8% of the 186 invited) completed the survey[2]
- The state and territory breakdown was as follows: 5 CLCs responded from the Australian Capital Territory, 5 from the Northern Territory, 7 from Tasmania, 9 from South Australia, 20 from Western Australia, 31 from Queensland, 34 from New South Wales and 41 from Victoria.
- 96.0% identified as CLCs, 3.3% as FVPLS and 0.7% as an ATSILS.

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[2] Not all 154 CLCs responded to every single question. To check the number of people that responded to each question, please refer to the **n** number in the relevant section of this report.

- 40.3% (62 CLCs) classified themselves as offering a specialist service, 25.3% (39 CLCs) as a generalist service and 34.4% (53 CLCs) as a generalist service with specialist programs.
- Domestic/family violence, family law and tenancy were the 3 main specialist programs offered.
- 40.5% (62 CLCs) reported that their CLC had a branch office, in addition to their main office location.
- 76.3% (116 CLCs) reported offering legal outreach at a location or locations other than their main or branch offices.
- 29.2% (45 CLCs) reported having a formal arrangement with a university to provide clinical legal education.

2.1.2. Staffing

- 147 CLC respondents reported employing a total of 1,675 staff.
- 48.6% (814 people) of those staff were employed full-time.
- 43.0% (721 people) of those staff were employed part-time.
- 8.4% (140 people) of those staff were employed on a casual basis.
- The majority were female (79.5%), with 20.5% of staff being male.
- The biggest group of CLC staff were lawyers (43.4% or 598.7 people).[3]
- The most common basis of employment in CLCs is by Award (46.5% or 66 CLCs), followed by Individual Agreements (18.3% or 26 CLCs) and Multi-Enterprise Agreements (15.5% or 28 CLCs). The remaining 19.7% (28 CLCs) reported employing by other methods such as paying above Awards.
- The average turnover per centre in the 2012/13 financial year was 24.8%, although the median was slightly lower at 18.0%.
- Most of the respondents provided staff with a role statement (98.0% or 146 CLCs), an induction program about key systems (98.0% or 146 CLCs), opportunities for training (97.3% or 145 CLCs), copies of policies and other relevant documents (95.3% or 142 CLCs), and access to resources that staff need to start the job (98.7% or 147 CLCs).*
- 68.2% (101 CLCs) offered exit interviews to departing staff.
- Some of the main reported reasons why staff left the CLC sector were pay and conditions, funding cuts, low salaries and job insecurity.

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[3] This figure includes staff identified as lawyers (33.1% or 455.9 people) and the 10.3% of staff (142.8 people) who were employed as principal lawyers and who either managed or did not manage centres.

2.1.3. Volunteers and pro bono partnerships

Volunteers and pro bono partnerships[4] increase the capacity of CLCs to provide a legal safety net for disadvantaged people.

- Of the 149 CLCs who responded to a question about having volunteers, 87.9% (131 CLCs) reported utilising the skills and expertise of volunteers.
- Across these 131 CLCs, 4,588 volunteers contributed a total of 24,113 hours per week.
- The 3 main categories of volunteers were:
  - lawyers (2,558 volunteers contributed 7,563 hours per week to CLCs)
  - law students (1,492 contributed 13,311 hours per week), and
  - administrative assistants (227 contributed 1,418 hours per week).
- The 3 main types of work undertaken by volunteers* were:
  - direct legal service delivery (80.6% or 104 CLCs)
  - administrative support (67.4% or 87 CLCs)
  - community legal education (49.6% or 64 CLCs).
- Of the 148 CLCs that responded to a question about working with pro bono partners, 60.2% (92 CLCs) reported having a pro bono partnership.
- 50,859 hours of pro bono assistance was provided to these centres and their clients over the 2012/13 financial year including 41,459 hours from lawyers for direct service delivery to clients.

2.1.4. Governance

Most CLCs are an incorporated association or a company, however some are a program of an auspicing organisation. Management Committees ('MCs') or Boards are responsible for meeting governance responsibilities of CLCs.

- The average (and median[5]) number of MC/Board members is 8, with 53.4% (78 CLCs) having between 7-9 members on their MC/Board.
- 37.4% (52 CLCs) conducted a skills audit of their MC/Board during the 2012/13 financial year, with 81.3% (39 CLCs) of those CLCs using the skills audit to inform recruitment of new members.
- The main 3 skills or areas of expertise MC/Board members possessed* were:
  - understanding the role of the MC (87.8% or 129 CLCs)
  - legal skills (78.9% or 116 CLCs), and
  - strategic/operational planning (77.6% or 114 CLCs).

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[4] In the Census, NACLC defined a volunteer as: a person who has, as an individual, made a personal choice and commitment to provide their skills and experience to a CLC or, more commonly, to the CLC's clients, free of charge and from their own personal time. A pro bono partner was defined as: a professional or firm that, as a business, has formally committed to allocating resources and making a contribution to a CLC and/or its clients, free of charge.
[5] The median result falls in the middle of all results when sorted in order of size.

2.1.5. Turnaways

NACLC has consistently received anecdotal reports from centres that CLCs have had to turnaway some disadvantaged people because of a lack of resources or other reasons. This was confirmed by the Australian Council of Social Service ('ACOSS') community sector survey for 2011/12. The Census sought to verify this by asking questions around the number and reasons for CLCs turning away people seeking legal assistance.[6]

- The 90 CLCs that responded to a question about recording turnaways, reported that they had turned away a total of 47,678 people in the 2012/13 financial year because they could not assist them or provide them with a suitable referral.
- 14 (15.5) of these CLCs turned away in excess of 1,000 people each.
- 21 (16.5%) of these CLCs reported that no viable referral option existed for some or all of the clients turned away.
- CLCs that reported having turnaways were asked to identify the reasons why they turned people away. The 3 most prevalent reasons* were:
  o a conflict of interest existed with a previous client or other party (74.0% or 94 CLCs)
  o the person's legal problem was outside the legal service's focus (72.4% or 92 CLCs)
  o the CLC had insufficient resources (61.4% 78 CLCs).

2.1.6. Engagement with Aboriginal and Torres Strait Islander peoples

CLCs actively seek to engage with Aboriginal and Torres Strait Islander peoples through having identified positions, participating in community events, ensuring staff undertake cultural awareness/safety training, and developing Reconciliation Action Plans ('RAPs').

- The average proportion of CLC clients identifying as an Aboriginal and/or Torres Strait Islander person was 13.3%, while the median[7] result was only 4%. (The percentage of Aboriginal and Torres Strait Islander peoples in the total Australian population is less than this at 2.5%).[8]
- 19.7% (29 CLCs) have at least one Aboriginal and Torres Strait Islander identified position.
- CLCs participate in a variety of events with Aboriginal and Torres Strait Islander communities including NAIDOC Week and Reconciliation Week.

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[6] For the purposes of the Census, a "turnaway" by a CLC was defined: a person the CLC had to send away because the organisation was unable to assist them or provide a suitable referral.
[7] The median result falls in the middle of all results when sorted in order of size.
[8] Australian Bureau of Statistics 2011, *Census of Population and Housing – Counts of Aboriginal and Torres Strait Islander Australians*, <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2075.0main+features32011>.

- 52.1% (76 CLCs) require staff to undertake cultural awareness training.
- 61.4% (89 CLCs) are aware that NACLC has a RAP.
- The majority of CLCs (68.5% or 100 CLCs) consider having a RAP as either "somewhat important" or "very important".

2.1.7. Policy and law reform

CLCs have a long and successful history of bringing about systemic change to benefit clients and communities through policy and law reform.

- 86.6% (127 CLCs) reported undertaking policy and law reform activities, with such activities including preparing submissions, letter writing, advocating in face-to-face and appearing before Senate Committees and other inquiries.
- The main 3 forms of policy and law reform activities* were:
  - preparing submissions to inquiries (88.1% or 111 CLCs)
  - writing letters to politicians (77.0% or 97 CLCs), and
  - promoting policy and law reform through face-to-face meetings with politicians and/or their staff (75.4% or 95 CLCs).

2.1.8. Technology

CLCs are constantly striving to deliver legal assistance and community legal education in an efficient and cost effective manner that reaches the maximum number of people. To achieve this end, CLCs are increasingly utilising technology.

- 87.6% (85 CLCs) reported providing legal assistance via websites, followed by Facebook (35.1% or 34 CLCs) and Skype (27.8% or 27 CLCs). CLCs also reported using these platforms to deliver community legal education.

2.1.9. Accreditation

The National Accreditation Scheme ('NAS') for CLCs – focused on quality assurance and continuous organisational development – was launched in 2010 as a joint initiative of NACLC and the state and territory associations.

- The 3 main reported benefits of undergoing the accreditation process* were:
  - an opportunity to update out-of-date policies and procedures (84.7% or 122 CLCs)
  - confirming HR policies and procedures (68.1% or 98 CLCs), and
  - helping to manage risk (64.6% or 93 CLCs).

- Difficulties in the accreditation process identified by respondents related to the amount of time the process has taken, the drain on resources and the lack of capacity within centres to do all the work needed without additional staff.
- The majority of respondents (81.5% or 110 CLCs) rated assistance from the Accreditation Coordinators ('ACs') as "very good" or "good".
- The main priority, should additional resources for Accreditation become available, was one-on-one practical assistance for less resourced CLCs as nominated by 54.8% of respondents (74 CLCs).

2.1.10.   NACLC feedback

A number of questions were included in the Census to provide feedback to NACLC, and assist in informing NACLC's future planning.

- The 3 most highly ranked NACLC services by those CLCs that use them are Public Indemnity Insurance ('PII') and other discounted insurances, the National CLCs Conference and the LexisNexis online resources.
- The 3 main sector development priorities over the next 12 months* were:
  - innovative use of technology (54.2% or 77 CLCs)
  - assistance with effective evaluation (45.1% or 64 CLCs), and
  - strategic service delivery planning (43.7% or 62 CLCs).
- Meanwhile, the 3 main law and policy reform priorities* were:
  - protection of human rights (59.0% or 85 CLCs)
  - protection of the rights of individuals and organisations to criticise government (53.5% or 77 CLCs), and
  - support for legal profession regulation that 'fits' CLCs and their clients (36.8% or 53 CLCs)
- The majority of respondents (79.0% or 113 CLCs) rated NACLC's communication with individual CLCs as "very good" or "good".
- Email newsletters and updates are strongly preferred for communication from NACLC, although some CLCs preferred the FirstClass BBS Noticeboard.[9]
- 22.6% (33 CLCs) reported using FirstClass BSS, an additional 30.8% (45 CLCs) reported using it sometimes, and 46.6% (68 CLCs) reported not using it at all.
- For those CLCs using FirstClass BBS, the most used feature is Email.
- CLCs that used the NACLC website rated the Members' section and social media (e.g., the Twitter stream) most highly.

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[9] The FirstClass BBS Noticeboard is an online discussion forum where NACLC and members of the CLC sector can communicate with each other.

3. Methodology

3.1. Questions

The Census comprised a series of nationally focussed questions, with some further questions for some states and territories where the relevant associations provided specific questions for their membership.

As stated above, a full list of the questions is available at Appendix A.

3.2. Piloting

Piloting commenced in October 2013. Eight CLCs were invited to participate in the pilot, with 6 CLCs ultimately participating. One NACLC staff member also participated in the pilot. The pilot group was drawn from various states, centre type and geographic location. Following feedback from these participants, the survey was adapted and shortened.

3.3. Population group

Members of the state and territory associations of CLCs constituted the population group surveyed. Members included CLCs, FVPLS and one ATSILS. In recognition that each CLC is unique, NACLC did not believe that a randomised sampling approach would adequately capture the diversity of the sector, therefore all member organisations were invited to respond.

In total, 186 CLCs were invited to complete the survey. As stated previously, this report uses the terms "CLC" and "centre" for all these member services, unless otherwise stated.

CLCs were invited to participate via emails, which contained a personalised URL link to the survey, which had been designed in a free online web survey software, 1ka.

Only one response was required per CLC. NACLC suggested that a staff member at a senior management level such as the Principal Lawyer or Executive Officer complete the Census, as it was thought that these position holders would have the most whole-of-centre knowledge to increase consistency and reliability of results.

Marketing for the survey was provided via the NACLC website, newsletters and Twitter account. Follow-up emails and phone calls were made by NACLC throughout November and December 2013. Some state and territory associations also promoted the Census through their newsletters, websites and via the telephone.

3.4. Distribution

The Census was delivered as a mixed mode survey, with the primary mode being a web-based survey. After discussion, some CLCs were given paper copies of the survey to complete, which were then added to the data set via data entry by the consultant.

The survey link was active from 30 October 2013 to 20 December 2013.

3.5. Responses and data analysis

Of the 186 CLCs invited to participate in the Census, 154 (82.8%) completed the Census. Although this result is slightly lower than the 90% response rate hoped for, it is still a large proportion of the entire membership of NACLC's state and territory affiliates.

Feedback to NACLC indicated that some CLCs exited a partially completed survey and then attempted to return to it later to enter further responses. As CLCs were unable to go back through the survey to enter data, there is a possibility that some sections in the Census had a lower response rate than anticipated. When NACLC was alerted to this issue by a CLC, a PDF version of the survey was provided to complete and return to NACLC for data entry.

Two CLCs did not provide their state or territory. As a result, their responses were excluded from any results analysed by state or territory, but their responses are included in the national results.

In a few instances, multiple responses from the same CLC were received. In these cases, the response that contained the most completed questions was retained in the sample. In the case of three CLCs it was clear from the data set that they had completed the survey twice (or in one case three times), but answered a different group of questions each attempt. The data from each respective CLC was therefore merged into one complete case from the two or three partially complete sources available.

Data was extracted from 1ka and imported into SPSS Statistics, a statistical analysis program, for data cleaning and analysis. Figures were generated in Excel.

4. National Results

In total, 186 CLCs were invited to participate in the Census and 154[10] (82.8%) responses were received.

4.1. Profile of respondents

To establish some information about respondents, the initial questions in the survey asked for information about the state in which the service operated, type of service, specialist programs offered and service delivery locations.

4.1.1. States and Territories

Although the overall Census response rate was 82.8% (154 CLCs), there was a large variation in the response rate from different states and territories. Response rates ranged from 69.2% (9 CLCs) in South Australia to 93.9% (31 CLCs) in Queensland.

Table 1: State and Territory Breakdown (n=152)

State/territory	Total no. of CLCs in state/territory	No. of CLCs that responded	Proportion of CLCs represented by results as a percentage (%)	Percentage (%) of National total
ACT	6	5	83.3	3.0
NT	7	5	71.4	3.3
TAS	8	7	87.5	4.6
SA	13	9	69.2	5.9
WA	28	20	71.4	13.2
QLD	33	31	93.9	20.4
NSW	40	34	85.0	22.4
VIC	51	41	80.4	27.0
Total	**186**	**152**		**100**

Question: What is your state/territory?

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[10] Two CLCs did not provide their centre type, or state or territory. Consequently, their responses were excluded from any results analysed by state, but their responses were included in the national results.

4.1.2. Centre types

Respondents were asked which of three centre types best described their organisation. Most of the respondents identified as a CLC (96.0% or 146 CLCs). The remaining 4.0% identified as FVPLS and ATSILS, as indicated in the table below.[11]

Table 2: Centre type (n=152)

Centre type	No. of CLCs	Percentage (%)
Community Legal Centre	146	96.0
Family Violence Prevention Legal Service	5	3.3
Aboriginal and Torres Strait Islander Legal Service	1	0.7
Total	**152**	**100**

Question: Which of the following legal service types best describes your centre?

4.1.3. Specialist and generalist centres

Centres were also asked to nominate which type or types of service their centre delivered. Of the 154 respondents, most centres offer specialist services, either as part of or an adjunct to, a generalist service (34.4% or 53 CLCs) or as a stand-alone specialist service (40.3% or 62 CLCs). 25.3% (39 CLCs) identified as a generalist service.

Table 3: Type of service (n=154)

Type of service	No. of CLCs	Percentage (%)
Specialist	62	40.3
Generalist	39	25.3
Generalist with specialist programs	53	34.4
Total	**154**	**100**

Question: Which of the following best describes the type of service your centre delivers?

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[11] For ease of reference, this report uses the term "CLC" or "centre" for all these member services, unless otherwise stated.

4.1.4. Specialist programs

Of the 115 CLCs offering specialist services, domestic/family violence, family law and tenancy services were the most common specialist services provided. The survey made clear that centres could nominate more than one type of specialist service offered, and a number did so.

Figure 1: Number of CLCs offering specialist programs, multiple answers possible (n=115)

Specialist program	No. of centres
Domestic/family violence	34
Family law	29
Tenancy	27
Women	23
Aboriginal and Torres Strait Islander	22
People with disability	18
Employment	16
Welfare rights	15
Youth	14
Financial counselling	14
Older people	14
Immigration/refugee law	12
Environmental	11
LGBTI communities	8
Consumer and credit	7
Homelessness	5
Other	5
Police accountability	2
Prisoners	2
Human rights	2
Child support	2
Child protection	2
Animal welfare	2
Workers compensation	1
Mental health	1
Advocacy-Health Alliance	1
Artists and arts organisations	1

No. of centres offering specialist programs

Question: In which of the following areas or to which client groups do you provide specialist programs? (Tick all that apply).

4.1.5. Service delivery location

Centres deliver legal assistance in a variety of locations in terms of geography, office and outreach. Of the 153 CLCs that responded to a question about this, 40.5% (62 CLCs) reported that they have a branch office, along with a main office location.

Meanwhile, 152 CLC responded to a question about the provision of legal outreach, with 76.3% (116 CLCs) reporting that their organisation provided legal outreach at a location other than their main or branch offices. These figures reflect the commitment of CLCs to meeting the needs of hard to reach clients.

4.1.6. Clinical legal education

CLCs were asked if they have a formal arrangement with a university to provide clinical legal education to students, with 154 CLCs responding. Of these respondents, 29.2% (45 CLCs) reported having a formal arrangement with a university to provide clinical legal education to students.

4.2. CLCs' staffing

To capture a better profile of the CLCs workforce, a number of questions were asked about staffing.

4.2.1. Number of paid staff

CLCs were asked how many of their staff were employed:
- permanent full time (35 hours a week or more)
- permanent part time (less than 35 hours a week) or
- on a casual basis.

At the time of the Census, 147 centres reported employing a total of 1,675 people, with 48.6% (814 people) of those employed full-time. Part-time staff comprised 43.0% of the sector (721 people) while only 8.4% (140 people) employed as casuals.

The average total number of paid staff per CLC was between 11 and 12 people, although this average is inflated by some of the larger CLCs. The median[12] number of paid employees is 9.

Table 4: Number of paid full time, part time and casual staff (n=147)

	Total number	Average per CLC	Median	Percentage (%) of CLC workforce
Number of full time staff	814	5.5	4	48.6
Number of part time staff	721	4.9	4	43.0
Number of casual staff	140	1.0	0	8.4
Total number of paid staff	**1675**	**11.3**	**9**	**100**

Question: *How many of your paid staff are employed permanent full time; permanent part time; on a casual basis?*

Tables showing the full distribution of staff can be found at Appendix B.

4.2.2. Gender of staff

In order to determine a breakdown of genders in the sector, the Census asked CLCs to report how many of their paid staff were male and female. Centres were also given an option to specify if any staff members identified outside of this binary.

In total, 147 CLCs responded to this answer, with the results showing that the majority of staff are females (79.5%), with only 20.5% of paid staff being male.

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[12] The median result falls in the middle of all results when sorted in order of size.

4.2.3. Employment by position

Centres were asked to report the number of full-time equivalent staff they employed against each of a number of position descriptions. 132 centres responded to this question. The majority of paid staff were lawyers (43.4% or 598.7 people). This figure includes staff identified as lawyers (33.1% or 455.9 people) and the 10.3% of staff (142.8 people) employed as principal lawyers, including those who do and do not manage their CLC.

Table 5: Paid staff by position (n=132)

Position	Number of CLCs that employed	Total employed in sector	Average per CLC that are employed	Percentage (%) of total paid CLC workforce
Principal lawyer who manages their CLC	79	74.9	0.95	5.4
Principal lawyer who does not manage their CLC	75	67.9	0.91	4.9
Administrator	66	58.9	0.89	4.3
Executive officer	50	46.3	0.93	3.4
Administration assistant	88	111.9	1.27	8.1
Manager	51	48.7	0.95	3.5
Coordinator	48	57.3	1.19	4.2
Lawyer	132	455.9	3.45	33.1
Receptionist	60	66.1	1.10	4.8
Finance/bookkeeping worker	84	58.2	0.69	4.2
Community educator/development worker	57	57.6	1.01	4.2
Policy officer/researcher	28	35.1	1.25	2.6
Paralegal	44	57.9	1.32	4.2
Social worker/other counsellor	24	35.5	1.48	2.6
Financial counsellor	23	34.0	1.48	2.5
Migration agent	12	2.2	0.18	0.2
Fundraiser/social enterprise	11	2.0	0.18	0.1
Court Advocate	13	9.2	0.71	0.7
Other	50	95.7	1.91	7.0
Total		**1375.3[13]**		**100**

Question: How many paid staff do you employ in each of the following position descriptions? Please select 'not applicable' if you do not employ anyone in that position.

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[13] This total is 300 or 17.9% lower than the total number of employees answered at question 34 of the survey, and discussed at para 4.2.1 above. This discrepancy could be due to CLCs not responding to this question about paid staff by position.

4.2.4. Basis of employment

Across the 142 CLCs that responded to a question about the usual basis for employment, 46.5% (66 CLCs) indicated that an Award was the basis of employment, 18.3% (26 CLCs) had an Individual Agreement, and 15.5% (28 CLCs) used a Multi-Enterprise Agreement.

A further 19.7% (28 CLCs) reported that the usual basis for employment at their CLC was "Other" than an award, an individual agreement or a multi-enterprise agreement. One of the "Other" options provided by CLCs was paying according to a combination of awards and agreements.

4.2.5. Staff turnover

For the purpose of this survey, staff turnover has been calculated by dividing the total number of paid staff in the 2012/13 financial year, by the number of paid staff that ceased employment in the same period. The assumption is that the number of paid staff reported by CLCs for the 2012/13 financial year is equivalent to the average number of paid staff in that period. Staff turnover, amongst the 141 centres for which this calculation is possible, ranged from 0% to 286%, with 6 centres having a rate of 100% or higher. The average turnover per centre was 24.8%, although the median[14] was slightly lower at 18.0%.

4.2.6. Exit interviews

148 CLCs responded to a question in the Census about whether they offered exit interviews to departing staff, with the majority (68.2% or 101 CLCs) responding in the affirmative. Meanwhile, 25.7% (38 CLCs) reported that they did not offer interviews, while 6.1% (9 CLCs) selected "Other". Responses for "Other" included departing staff being provided with an exit questionnaire or an informal feedback opportunity.

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[14] The median result falls in the middle of all results when sorted in order of size.

Figure 2: Centres that offer exit interviews when staff left (n=148)
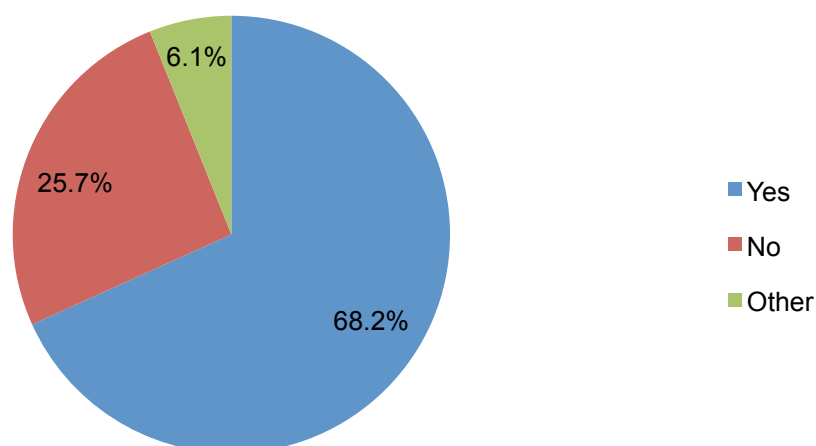
Question: Does your centre currently offer an exit interview or other type of feedback opportunity to staff if they leave employment at your CLC/legal service?

4.2.7. Reasons for staff leaving the sector

Respondents were asked, from their experience, what they thought were the main reasons why staff left the CLC sector. According to the 143 CLCs that answered this open text question, pay and conditions were nominated as the main reasons why staff left. A large majority of respondents commented on funding being cut and contracts not being renewed, low salaries (particularly compared to Legal Aid Commissions), and job insecurity (term contracts rather than continuous employment).

The next most prevalent reason given was staff wanting to further their career by gaining a different type of experience or to be exposed to opportunities for advancement. Staff also left for personal reasons, related to having families or following their partners' work relocation.

Some respondents also mentioned staff in regional, rural and remote ('RRR') locations wanting to work in a less isolated location. Some respondents commented on poor management or leadership being an issue. A minority of respondents mentioned burn out and stress as a reason for why staff left.

4.2.8. New staff

149 CLCs responded to a question about the support and opportunities they provide to new staff. CLCs were able to select more than one option, and many did so.

Most of the respondents provided staff with a role statement (98.0% or 146 CLCs) and an induction program about key systems (98.0% or 146 CLCs). Opportunities for training (97.3% or 145 CLCs), copies of policies and other relevant documents

(95.3% or 142 CLCs), and access to resources that staff need to start the job (98.7% or 147 CLCs) were also identified.

Recognising the importance of supporting and equipping new staff entering the sector, 21.5% of CLCs (32 CLCs) offered formal mentoring programs. Some 10.1% (15 CLCs) in RRR locations offered assistance to new staff in securing accommodation. "Other" responses included providing induction kits and welcome morning teas.

Table 6: Support and opportunities provided to new staff, multiple answers possible (n=149)

Support and opportunities provided to staff	No. of CLCs	Percentage (%) of CLCs
A role statement that clearly explains their position and responsibilities	146	98.0
An induction program about key systems	146	98.0
Formal mentoring program	32	21.5
Planned regular meetings with supervisor	122	81.9
Opportunities for training	145	97.3
Access to all the resources they need to start doing the job	147	98.7
Assistance securing accommodation in a RRR location	15	10.1
Copies of policies; strategic plans and other info about the CLC	142	95.3
Opportunities for social interaction with colleagues	115	77.2
Other	12	8.1

Question: Do you usually provide any of the following to staff when they join your centre as a new employee? (Tick all that apply).

4.3.   Volunteers and pro bono partnerships

CLCs were asked a number of questions about their use of volunteers and pro bono workers. Such questions were a follow-up to the *Volunteer and Pro Bono Survey* that NACLC undertook in 2012, resulting in the *Working collaboratively* publications.[15]

NACLC believes that there is an important distinction between volunteers and pro bono workers in CLCs. In the Census, NACLC defined a volunteer as:

> *a person who has, as an individual, made a personal choice and commitment to provide their skills and experience to a CLC or, more commonly, to the CLC's clients, free of charge and from their own personal time.*

Hence, the relationship is between the individual lawyer/law student (for example) and the CLC and its clients. Respondents were asked not to include MC/Board members as volunteers, when they were fulfilling their usual governance duties, as this fell outside NACLC's definition of a "volunteer".

A pro bono partner was defined in the Census as:

> *a professional or firm that, as a business, has formally committed to allocating resources and making a contribution to a CLC and/or its clients, free of charge.*

In this case, the relationship is essentially between a business and a CLC. Pro bono contributions usually occur in an organised way that may be formalised in an agreement. There is often (but not always) a benefit to the law firm as a business.

4.3.1. Use of volunteers

Of the 149 CLCs who responded to a question about volunteers, 87.9% (131 CLCs) indicated that volunteers were used, while 12.1% (18 CLCs) did not have volunteers.[16]

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[15] See NACLC 2012, *Working collaboratively: community legal centres and volunteers*, <http://www. naclc.org.au/resources/NACLC_VOLUNTEERS_web.pdf >, and *Working collaboratively: community legal centres and pro bono partnerships*,
<http://www.naclc.org.au/cb_pages/files/NACLC_PROBONO_web.pdf>
[16] Reasons reported in the *NACLC Pro Bono and Volunteer Survey* by CLCs for not having volunteers included a lack of time or resources to provide adequate supervision, and a lack of office space. For those CLCs that are able engage volunteers, these factors still limit the extent to which volunteers can be utilised. For some CLCs in RRR areas, volunteers are unavailable.

4.3.2. Type of volunteers

Of the 147 CLCs who responded to the initial question about volunteers, 131 of these CLCs then provided detailed information about the types and numbers of volunteers they have as well as the hours their volunteers contributed to their organisation per week. In total, 4,588 volunteers contributed a total of 24,113 hours of work per week to 131 CLCs.

Table 7: Types of volunteers, numbers and hours worked (n=131)

Position	No. of CLCs	Min no. vols	Max no. of vols	TOTAL no. of vols	Mean vols per centre	Average total hours per week per CLC	TOTAL sector hours per week
Lawyers	90	1	380	2558	28.4	84.0	7563
Migration Agents	6	1	5	13	2.2	16.2	97
Community Legal Educators	4	1	30	49	12.3	30.0	120
Students – Law	106	1	100	1492	14.1	125.6	13311
Students – Social Work	11	1	45	64	5.8	65.0	715
Counsellors – Financial	1	1	1	1	1.0	4.0	4
Counsellors – Family Violence	1	1	1	1	1.0	8.0	8
Administrative Assistants	42	1	40	227	5.4	33.8	1418
Accountants/Bookkeepers	0	0	0	0	0.0	0.0	0
Other	23	1	50	183	8.0	38.1	877
Total				**4588**			**24113**

Question: Please provide the 1.) Total number of volunteers at your centre in each of the following categories; and 2.) The approximate AVERAGE number of hours provided by each volunteer in that category per week.

While the majority of volunteers are lawyers or law students, CLCs also benefit from the time and expertise of volunteer social workers, social work students, administrative assistants, migration agents, community legal educators and volunteers supporting the administrative, governance and management functions of CLCs.

Workers included in the "Other" category by some organisations included Practical Legal Training ('PLT') students, who some other services may have included in "Students – Law", and a couple of MC members. As the number of MC members included in "Other" was very small, and it is not possible to determine if these people were volunteering outside of their governance duties or not, they have been retained in the analysis.

4.3.3. Type of work undertaken by volunteers

Most of the 129 CLCs who responded to detailed questions about their volunteers reported having volunteers involved in direct legal service delivery (80.6% or 104 CLCs). Administrative support was the next most common activity for volunteers (67.4% or 87 CLCs), followed by law reform and policy work at 49.6% (64 CLCs). Some 20.9% of CLCs (27 CLCs) utilised volunteers for activities included in the "Other" category such as legal research, information technology support, communications, governance and developing human resource policies.

Table 8: Type of work undertaken by centre volunteers, multiple answers possible (n=129)

Type of work	No. of CLCs	Percentage (%) of CLCs
Involvement in direct legal service delivery	104	80.6
Administrative support	87	67.4
Law reform and policy	64	49.6
Community legal education	52	40.3
Other	27	20.9
Involvement in other direct service delivery	25	19.4
Migration services	7	5.4
Accounting/bookkeeping	3	2.3

Question: *What type of work is undertaken by your CLC/legal service volunteers? (Tick all that apply).*

4.3.4. Pro bono partnerships

CLCs were asked to quantify the number of hours contributed by pro bono partnerships to their centre in a number of different business areas over the 2012/13 financial year.

Of the 148 centres that answered this question, 60.2% (92 CLCs) said their legal service had a pro bono partnership with a business. These partnerships contributed 50,859 hours of assistance to CLCs over the 2012/13 financial year.

The most common types of assistance were: lawyers providing direct service delivery to clients (37.2% or 55 CLCs); lawyers giving advice or assistance to the centre (33.1% or 49 CLCs) and specialist lawyers advising centre lawyers (22.3% or 33 CLCs).

Table 9: Number of hours contributed by pro bono partnerships (n=92)

Areas of work	No. of CLCs	Percentage of all CLCs	Min. hours per CLC	Max. hours per CLC	Avg. hours per CLC per year	Total hours to CLC sector
From lawyers for direct service delivery to clients	55	37.2%	3	9900	754	41459
From lawyers for advice or assistance to the centre	49	33.1%	2	1000	94	4613
From specialist lawyers advising centre lawyers	33	22.3%	4	250	44	1468
Legal practice management	7	4.7%	2	700	109	765
Bookkeeping/Accounting	4	2.7%	1	20	13	50
Administrative Support	6	4.1%	5	365	162	972
Governance/Management	13	8.8%	4	150	54	702
Publications – including design/printing	17	11.5%	4	211	30	504
Marketing	7	4.7%	2	50	17	116
Fundraising	8	5.4%	5	100	26	210
Total						**50859**

Question: Please estimate the total number of hours that pro bono partnerships contributed to your centre in each of these areas over the last 12 months.

4.4. Governance

The following responses relate to the governance arrangements of CLCs.

It is important to note that CLCs are usually either an incorporated association or a company, however some CLCs are a program of an auspicing organisation. If the centre is auspiced, the MC or Board of the auspicing organisation will generally be responsible for meeting governance responsibilities.

4.4.1. Size of Management Committee/Board

144 CLCs reported that they had between 0 and 18 people on their MC or Board. The two centres responding with 0 may reflect auspiced CLCs, without an MC or Board of their own, or services that skipped this question entirely.

Although the range is large, the average (and median[17]) number of members is 8, with 53.4% (78 CLCs) having between 7-9 members on their MC or Board.

See below for the number of CLCs that have an MC or Board of each reported size.

Figure 3: Distribution of number of people on Management Committee/Board (n=146)
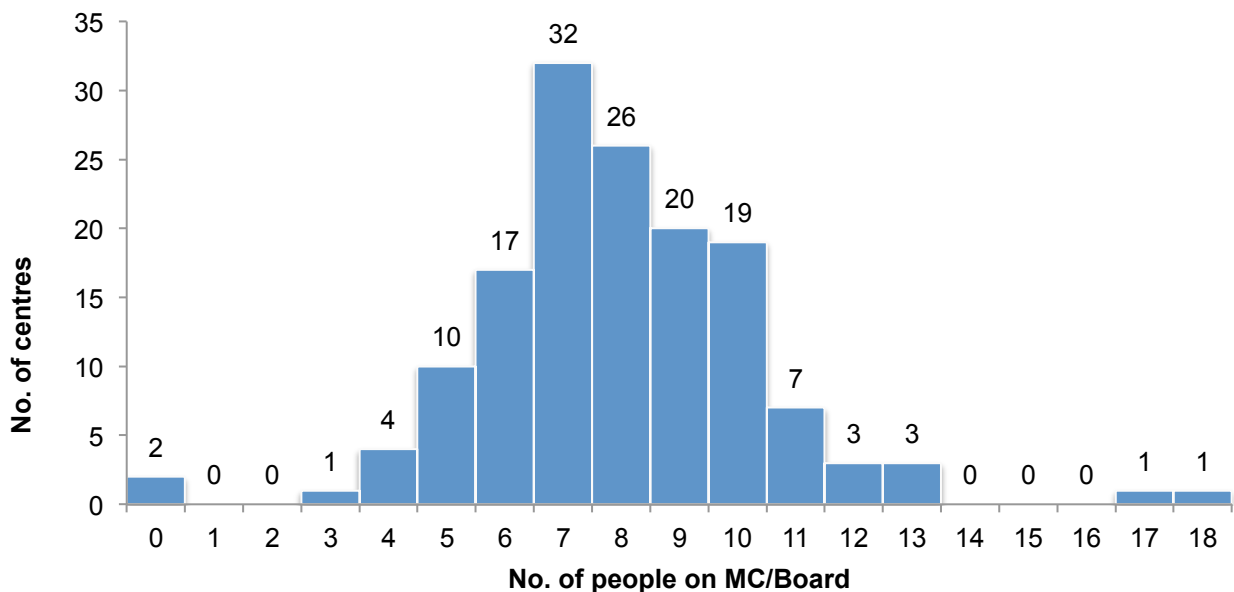
Question: How many people do you have on your centre's MC or Board?

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[17] The median result falls in the middle of all results when sorted in order of size.

4.4.2. Skills audit

The Census asked first if a skills audit of the MC or Board had been undertaken in the 2012/13 financial year. If the CLC responded "yes", they were then asked if the skills audit had been used to inform subsequent MC or Board recruitment. Of the 139 CLCs who responded to this question, 37.4% (52 CLCs) conducted a skills audit of their MC or Board in the specified period. Further, of those that had conducted an audit, four out of five (81.3%) used the results to inform recruitment.

Table 10: Use of MC/Board skills audit

Item	Response	No. of CLCs	Percentage (%)
Skills audit undertaken in the 2012/2013 financial year (n=139)	Yes	52	37.4
	No	87	62.6
Skills audit used to inform MC recruitment (n=48)	Yes	39	81.3
	No	9	18.8

Question: Was a skills audit of the MC/Board undertaken in the 2012/2013 financial year?
Question: Was the skills audit used to inform MC/Board recruitment?

4.4.3. Management Committee/Board skills and expertise

Of the 147 CLCs responding to a question about skills and expertise, centres reported that the three main skills or areas of expertise possessed by MCs were: understanding the role of the MC/Board (87.8% or 129 CLCs), legal skills (78.9% or 116 CLCs), and strategic/operational planning (77.6% or 114 CLCs). CLCs also benefited from financial (67.3% or 99 CLCs), and human resources and recruitment (55.1% or 81 CLCs) skills and expertise.

Among these CLCs, 15.6% (23 CLCs) that their MC/Board had "Other" skills and expertise in fundraising, developing partnerships and government relations.

55.8% (82 CLCs) also reported having a community representative voice on the MC or Board, and 21.8% (32 CLCs) had an Aboriginal and Torres Strait Islander liaison role at a governance level. One centre also reported having "a CALD [culturally and linguistically diverse] representative".

Figure 4: The skills and expertise possessed by MCs, multiple answers possible (n=147)
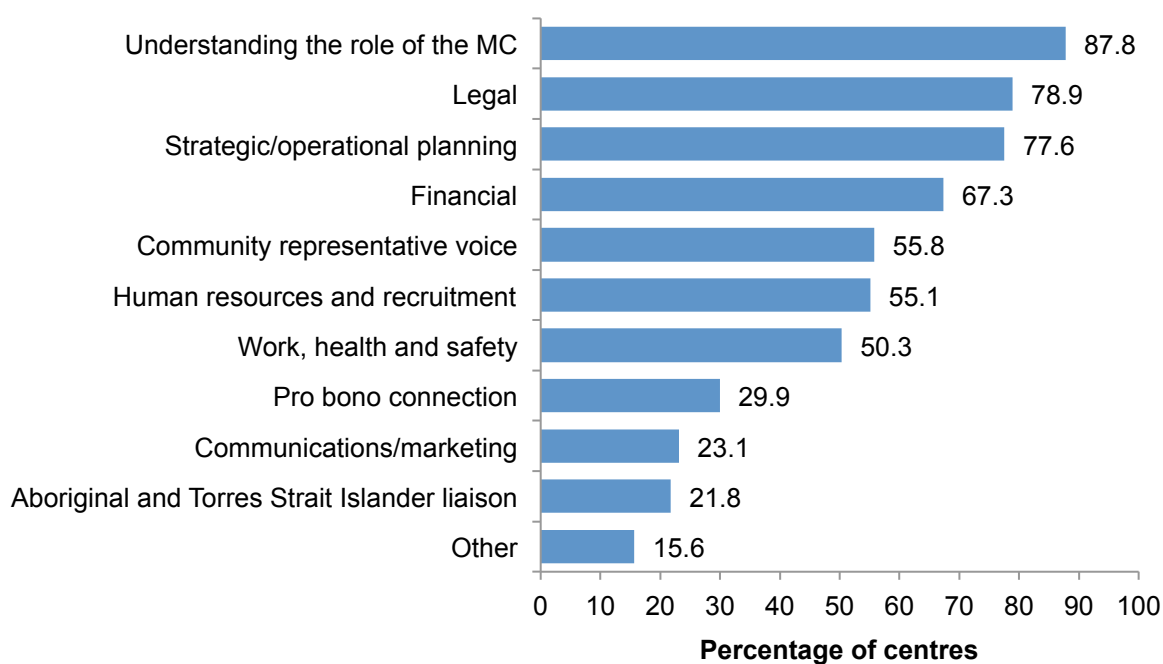
Question: In your opinion, what skills/expertise does your current MC or Board possess? (Tick all that apply).

4.5. Turnaways

NACLC has consistently received anecdotal reports from centres that disadvantaged and marginalised people are being turned away because the centre cannot provide the legal assistance the person needs, or cannot provide it in the timeframe needed.

The Community Legal Service Information System ('CLSIS') database – that has been used for data collection by CLCs in the Community Legal Service Program ('CLSP') since 2003 – does not have capacity to record turnaways. Consequently, there has been no useful data as to the specific reason(s) for people being turned away without a referral.

Community services sector-wide surveys undertaken by ACOSS in the 2010/11 and 2011/12 financial years recorded community legal services[18] as reporting the highest turnaway rate across all surveyed service types including homelessness, domestic violence, emergency relief, youth and mental health services.[19] The 2013 ACOSS survey records that in 2011/12, community legal service respondents reported a 20% turnaway rate on average.

The NACLC Census asked CLCs about the number of people they turned away and the reasons why. In order to assess the evidence-base for these responses, CLCs were asked in a separate question to indicate if they kept a record of the people that they turned away in 2012/13.

For the purposes of the Census, a "turnaway" by a CLC was defined as:

> *a person the CLC had to send away because the organisation was unable to assist them or provide a suitable referral.*

It is important to note that this definition counts the number of <u>people</u> turned away, and not the number of times (or occasions) that each person seeking to access a CLC was turned away. As the same person may unsuccessfully attempt to access a CLC on multiple occasions for different issues, this suggests that the number of occasions that a person was unable to be assistance with a legal problem or a number of legal problems is a much higher occurrence.

4.5.1. Numbers of turnaways

90 CLCs responded to a question in the Census about the number of people turned away. Those 90 CLCs reported turning away 47,678 people because they could not be assisted or provided with a suitable referral in the 2012/13 financial year. Some

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[18] ACOSS used the phrase "community legal services" rather than community legal centres. The survey was distributed to the membership of the CLC state and territory associations, as well as other CLCs that might not be members of these associations.

[19] ACOSS 2012, *Australian Community Sector Survey*,
<http://www.acoss.org.au/images/uploads/ACOSS_ACSS2012_FINAL.pdf>;
ACOSS 2013, *Australian Community Sector Survey*,
<http://acoss.org.au/images/uploads/Australian_Community_Sector_Survey_2013_ACOSS.pdf>.

14 CLCs indicated that they had turned away in excess of 1,000 people over the financial year.

The number of people turned away per centre in the last financial year was reported in a range from zero to 5000. Respondents were asked to provide a number of turnaways and their answers were recoded into 6 categories as per the table below.

Table 11: Turnaways (n=90)

No. of people turned away	No. of centres	Percentage (%)
0	15	16.7
1 – 20	8	8.9
21 – 100	21	23.3
101 – 499	21	23.3
500 – 999	11	12.2
1000 or more	14	15.5
	90	**100**

Question: Please give the actual or an estimate of the number of people your centre turned away in the 2012/13 financial year?

A full distribution of responses can be found at Appendix B.

4.5.2. Collecting turnaway data

Of the 149 CLCs that responded to a question about recording turnaways, nearly half (45.6% or 68 CLCs) do not record the number of people turned away. A further 24.2% (36 CLCs) sometimes record the numbers and only 30.2% (45 CLCs) do have a system for recording the people they are unable to assist.

Table 12: Recording of turnaways (n=149)

Centres that record turnaways	No. of centres	Percentage (%)
Yes	45	30.2
Sometimes	36	24.2
No	68	45.6
	149	**100**

Question: Does your CLC/legal service record 'turnaways', that is people you had to send away because you were unable to assist them or provide a suitable referral?

The low proportion of centres that have a system for regularly collecting turnaway numbers suggests that the figures reported above could be distorted.

Turnaway figures by those that do systematically record turnaways are actually higher than those who do <u>not</u> record. This suggests that there may be underreporting by those CLCs that do not have a system for accurately recording turnaways.

Figure 5: Turnaways comparing all centres to those that systematically record (n=81)
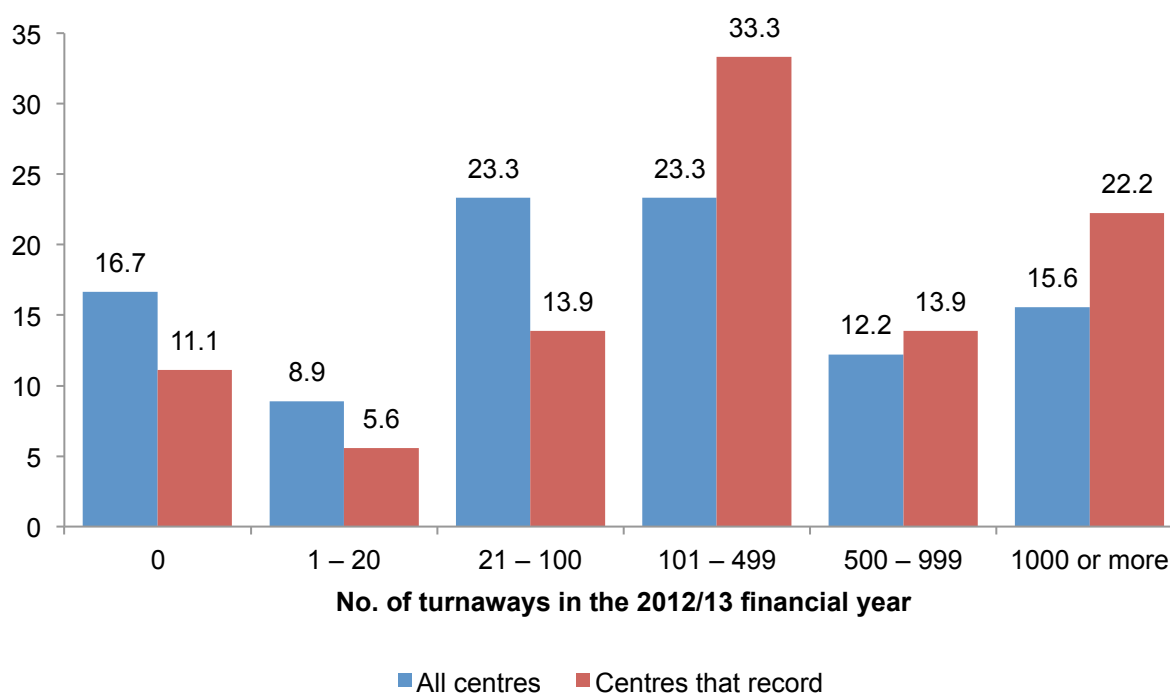
Question: Does your CLC/legal service record 'turnaways', that is people you had to send away because you were unable to assist them or provide a suitable referral?

4.5.3. Reasons for turnaways

140 CLCs responded to a question in the Census about the reasons why they turned away clients. CLCs were asked to identify the reasons why they turned away clients by selecting all relevant grounds from a list. 127 CLCs gave reasons for turnaways at this question and 13 CLCs answered that they did not turn away any clients.

The three most prevalent reasons for CLCs turning people away were a conflict of interest existed with a previous client or other party (74.0% or 94 CLCs), the person's legal problem was outside the CLC's focus (that is, their remit or current priority area) (72.4% or 92 CLCs), and the CLC had insufficient resources (61.4% or 78 CLCs).

Figure 6: Reasons centres turned away clients in 2012/2013 financial year, multiple answers possible (n=127)

Reason	Percentage of centres
Conflict of interest	74.0
Client's legal problem was outside CLC's focus	72.4
Our CLC had insufficient resources at the time	61.4
Our CLC didn't have the relevant expertise	59.1
Unable to assist in the timeframe the client	52.0
Client came from outside catchment area	40.9
No viable referral option	16.5
Other	16.5
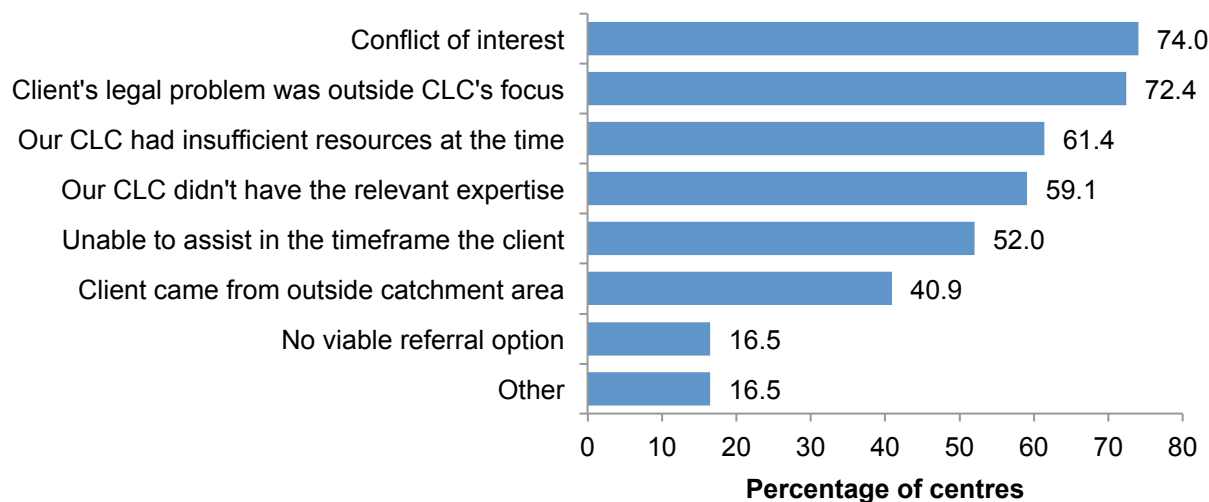
Question: What were the reasons your centre turned clients away in 2012/13 financial year? (Tick all that apply)

The fact that 74.0% (95 CLCs) responded that the person's legal problem was outside the centre's chosen catchment or priority area, may support a previously reported trend that CLCs are more tightly targeting their areas of service provision.

In the ACOSS Community Sector Survey for 2011/12, 85% of respondent community legal service reported that their organisation had targeted services more tightly or limited service levels to manage demand pressures in that financial year.

Further, 59% of CLCs that responded to the ACOSS survey reported increased waiting times, while 76% required that staff and volunteers to work additional hours, and 50% reported reallocating resources to meet demand pressures.[20]

"Other" grounds for being unable to assist potential clients included: being unable to source an appropriate pro bono lawyer; the problem being a non-legal issue that was outside of the CLC's remit; legal aid is available, and the person being unable to get through to the CLC as the phones were too busy.

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[20] ACOSS 2013, *Australian Community Sector Survey*, <http://acoss.org.au/images/uploads/Australian_Community_Sector_Survey_2013_ACOSS.pdf>.

4.6. Engagement with Aboriginal and Torres Strait Islander peoples

A group of Census questions related to the engagement of CLCs with Aboriginal and Torres Strait Islander peoples and communities.

4.6.1. Clients identifying as Aboriginal and/or Torres Strait Islander peoples

Centres were asked to indicate the proportion of their clients, as a percentage of their total number of clients in the 2012/13 financial year, who identified as Aboriginal and/or Torres Strait Islander peoples.

Among the 126 centres that answered this question, the average proportion of Aboriginal and/or Torres Strait Islander clients was 13.3%. The median[21] result, however, was only 4.0%, with three-quarters of CLCs having fewer than 10% of their clients who identified as an Aboriginal and/or Torres Strait Islander person.[22]

Of the 126 respondents to this question, 13.5% (17 CLCs) reported that they did not have any clients that identified as Aboriginal and/or Torres Strait Islander, while 7.1% (9 CLCs) reported that their Aboriginal and/or Torres Strait Islander clients constituted over 90% of their clients.

The median response rate suggests the average figure is inflated by CLCs that reported that Aboriginal and/or Torres Strait Islander peoples constitute 100% of their client base. As noted in the CLC profile section, five FVPLS and one ATSILS participated in the Census, as well as a specialist CLC working with Aboriginal and/or Torres Strait Islander peoples.

Both the average and median percentages of clients identifying as Aboriginal and/or Torres Strait Islander are significantly above the percentage of Aboriginal and Torres Strait Islander peoples in the total Australian population (2.5%).[23]

A full distribution of responses can be found at Appendix B.

4.6.2. Aboriginal and Torres Strait Islander identified positions

Of the 147 centres that responded to a question about having an Aboriginal and Torres Strait Islander identified position, 19.7% (29 CLCs) indicated that they have at least one identified position, which can only be filled by an Aboriginal and/or Torres Strait Islander person. One other centre reported that they planned to introduce such a position within the next 12 months. The majority of centres (79.6% or 117 CLCs) did not have an Aboriginal and Torres Strait Islander identified position.

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[21] The median result falls in the middle of all results when sorted in order of size.

[22] This percentage was requested in the Census prior to client demographic data for the 2012/13 financial year was obtained. NACLC has since obtained this data from CLSIS, which reveals that 5.8% of CLC clients identified as Aboriginal and/or Torres Strait Islander.

[23] Australian Bureau of Statistics 2011, *Census of Population and Housing – Counts of Aboriginal and Torres Strait Islander Australians*, <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/2075.0main+features32011>.

Considerable variation exists amongst the states and territories, with NSW having the highest number of identified positions (13 CLCs). This may reflect the peak representative body, CLCNSW, being funded to run the state-wide Aboriginal Legal Access Program, which aims to increase access to justice for Aboriginal and Torres Strait Islander peoples, including the provision of culturally safe services.

Table 13: Centres with an Aboriginal and Torres Strait Islander identified position (n=147)

Identified position	No. of centres	Percentage (%)
Yes	29	19.7
No	117	79.6
Not yet, but planning for one within 12 months	1	0.7
	147	**100**

Question: Does your CLC/legal service have an Aboriginal and Torres Strait Islander identified position?

4.6.3. Aboriginal and Torres Strait Islander community events

For CLCs, participating in events of significance to Aboriginal and Torres Strait Islander peoples is an important approach to both raising awareness about the availability of CLCs and in CLCs demonstrating a commitment to understanding and responding to important issues amongst communities.

CLCs were asked to nominate the Aboriginal and Torres Strait Islander community events in which they participated, with 85 centres responding to this question. NAIDOC Week was the most participated in event by CLCs that answered this question (80.0% or 68 CLCs), although these CLCs also participated in other events. For those CLCs that selected "Other", the responses included: cultural tours, community days, and attending luncheons with Elders.

Figure 7: Aboriginal and Torres Strait Islander events that centres participate in, multiple answers possible (n=85)

Event	No. of centres
NAIDOC Week	68
Reconciliation Week	35
Other	23
Sorry Day	18
The Apology Anniversary	10
Invasion Day	9
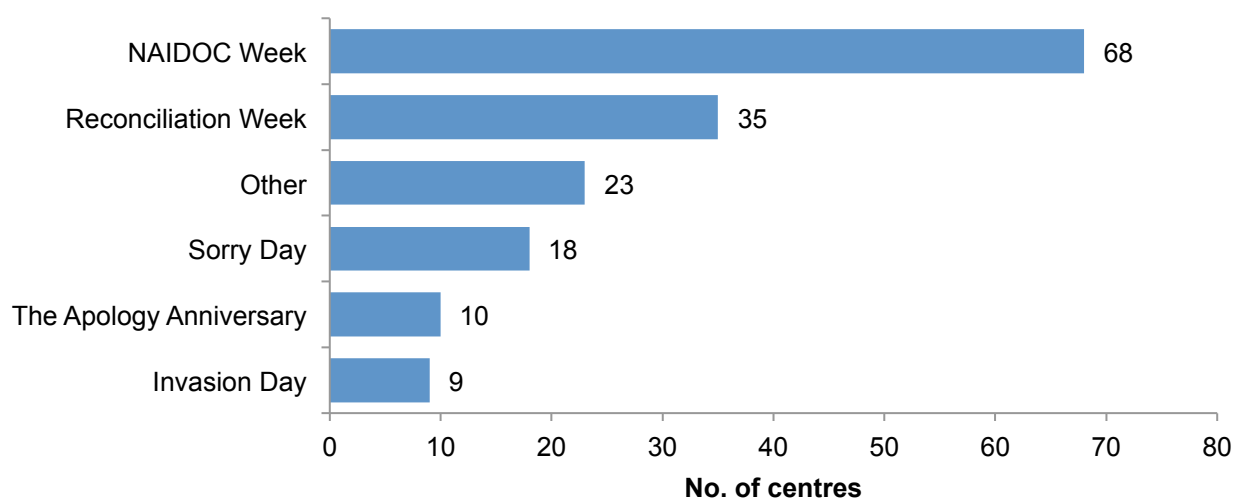
Question: What Aboriginal and Torres Strait Islander community events does your centre participate in? (Tick all that apply).

4.6.4. Cultural awareness training

Of the 146 CLCs that responded to a question about whether their CLC required staff to undertake cultural awareness training, 52.1% (76 CLCs) reported that this was a requirement for their staff. Cultural awareness ('cultural safety') training –an ongoing process – can, among other outcomes, assist in ensuring that Aboriginal and Torres Strait Islander peoples accessing CLCs receive culturally appropriate service delivery.

4.6.5. Awareness of NACLC's Reconciliation Action Plan

In 2012, NACLC developed a RAP that set clear targets to promote reconciliation with, and advance the legal rights of, Aboriginal and Torres Strait Islander peoples.

One action item was for NACLC to publicly share its RAP. In the Census, CLCs were asked to indicate whether they were aware that NACLC had a RAP. 145 CLCs responded to this question, 61.4% (89 CLCs) were aware that NACLC had a RAP.

4.6.6. Centres perception of Reconciliation Action Plans

When asked if it was important for CLCs to have a RAP, CLCs were given the option to select one of five categories. A majority of the 146 CLCs that responded to this question considered that it was "somewhat important" or "very important" (combined total of 68.5% or 100 CLCs) to have a RAP. Meanwhile, 5.5% (8 CLCs) viewed having a RAP as "somewhat unimportant" and 15.8% (23 CLCs) responded that they viewed having a RAP as neither important or unimportant. A further 10.3% (15 CLCs) responded that they did not know whether a RAP was important.

4.7.   Policy and Law Reform

Along with casework and community legal education, CLCs have a long and successful history of bringing about systemic change through policy and law reform. A large number of CLCs (86.6% or 127 CLCs) responding to the Census indicated that they undertook policy and law reform activities in the 2012/13 financial year.

The activities undertaken by the 127 centres that responded "yes" to engaging in policy and law reform activities varied. CLCs reported a multipronged approach, with 88.1% (111 CLCs) preparing submissions to inquiries, 77.0% (97 CLCs) writing letters to politicians and/or 75.4% (95 CLCs) advocating through face-to-face meetings with politicians or their staff. Nearly a quarter of centres (23.8% or 30 CLCs) had been involved in running a coordinated, branded campaign (e.g. Save Tenant Services in QLD).

Figure 8: Policy and law reform undertaken by CLC, multiple answers possible (n=126)
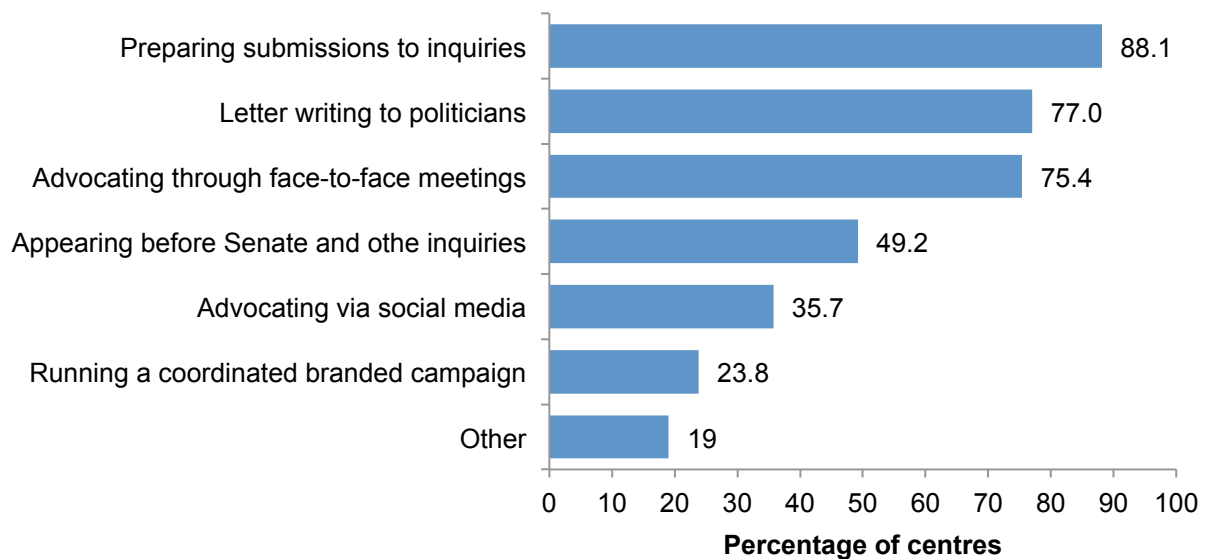
Question: *What sort of policy and law reform does your CLC/legal service undertake? (Tick all that apply).*

CLCs that answered "Other" nominated consulting with their communities, engaging in traditional media activity and attendance at meetings and committees as other ways in which they engaged in policy and law reform activities.

4.8. Technology

CLCs were asked to nominate which technology methods or platforms they used to provide legal advice, information or representation. A third of centres (33.6% or 49 CLCs) indicated that they do not use any of the technologies for this purpose.

For the two thirds of centres (66.4% or 97 CLCs) that did use technology, a website was the most common platform (87.6% or 85 CLCs). Over a quarter of these respondents reported using Facebook (35.1% or 34 CLCs) to offer legal assistance. Other platforms included Skype (27.8% or 27 CLCs), online conferencing (13.4% or 13 CLCs), YouTube (6.2% or 6 CLCs) and smart phone applications (4.1% or 4 CLCs). CLCs that answered "Other" (15.5 or 15 CLCs), reported using email and blogs to offer legal assistance to clients and communities.

Figure 9: Technology for providing legal advice, information or representation, multiple answers possible (n=97)
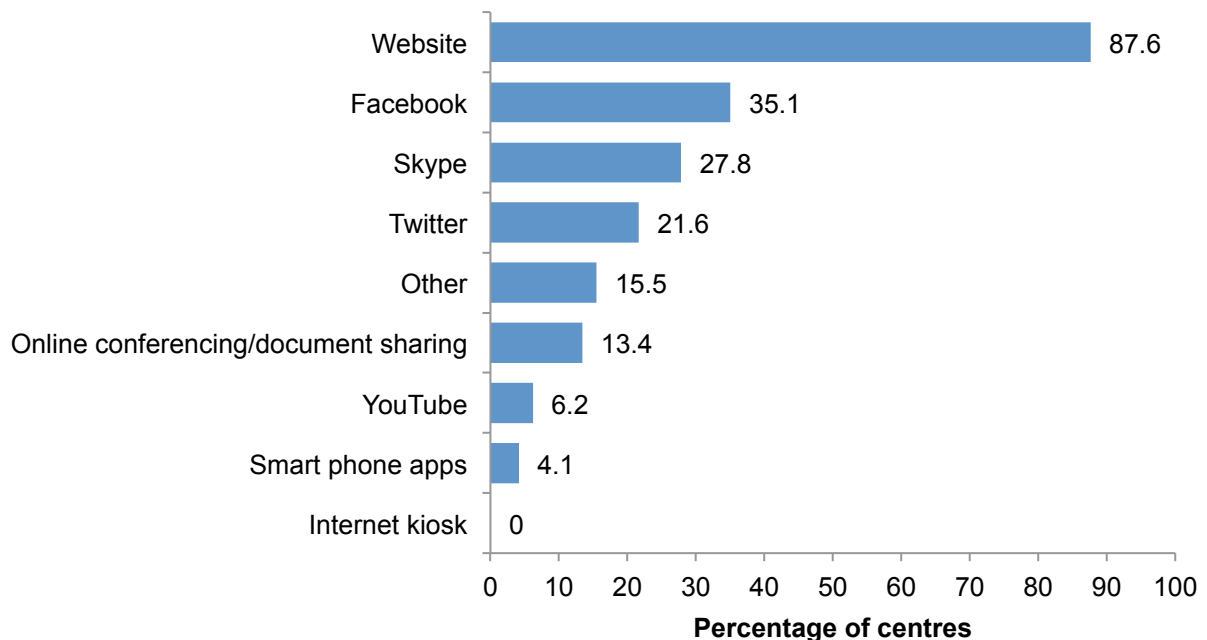
Question: *Which of these technology methods or platforms do you use to provide legal advice, information or representation? (Tick all that apply).*

The Census asked about usage of the same technology methods or platforms in relation to community legal education. Some 46.9% of respondents (68 CLCs) said that they used none of these technologies for clinical legal education ('CLE').

For the 53.1% (77 CLCs) that that do use technology for CLE, a website, Facebook and/or Twitter were identified as the three most common technologies utilised.

In future, this question might provide a clearer picture of technology usage if legal advice, information and representation are separated out. The similarity of responses

between the questions about legal assistance and community legal education (87.6-89.6% website usage), also suggests that further delineation might be necessary (i.e., some of the legal assistance might be properly categorised as community legal education).

Figure 10: Technology methods or platforms used to deliver community legal education, multiple answers possible (n=77)
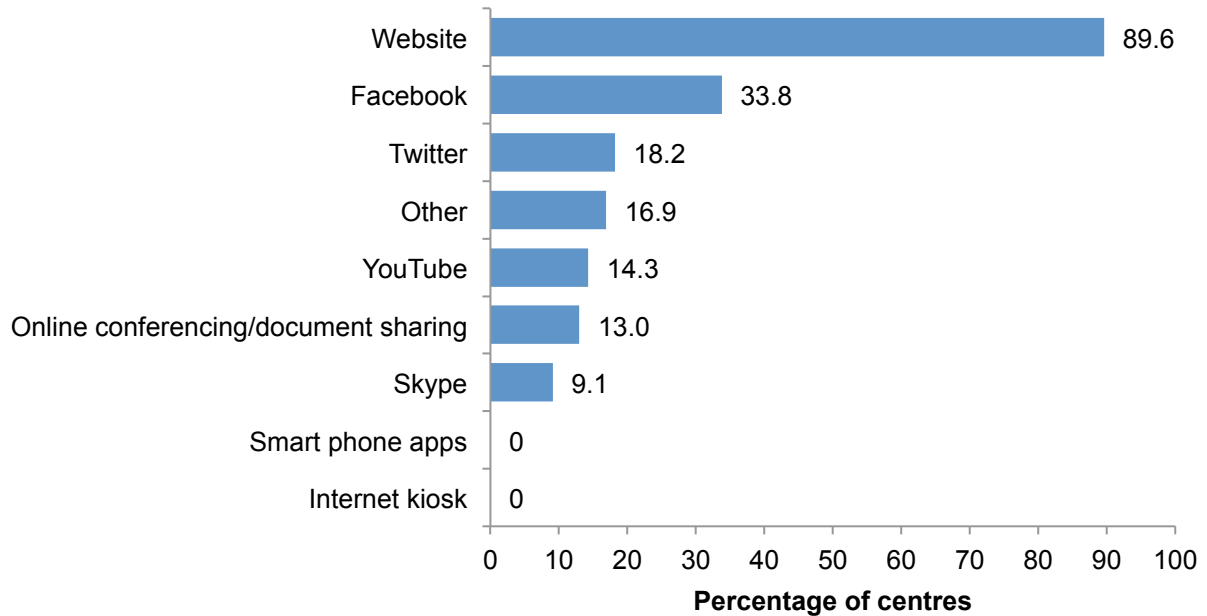
Question: What technology methods or platforms do you use to deliver community legal education? (Tick all that apply).

4.9. Accreditation

4.9.1. Benefits of accreditation

Of the 144 CLCs that answered to a question about accreditation, the opportunity to update out-of-date policies and procedures was nominated as a benefit by 84.7% respondents (122 CLCs). Two thirds of centres also reported that accreditation had been a benefit by confirming their human resource policies and procedures (68.1% or 98 CLCs) and helping to manage risk to the organisation (64.6% or 93 CLCs).

Some 10 CLCs (6.9%) reported that they perceived that there had been no benefits of the accreditation process for their CLCs. It is unclear whether those centres are yet to commence or are yet to advance through the accreditation process, or whether anything caused or contributed to this perception.

Figure 11: Benefits of accreditation, multiple answers possible, multiple answers possible (n=144)
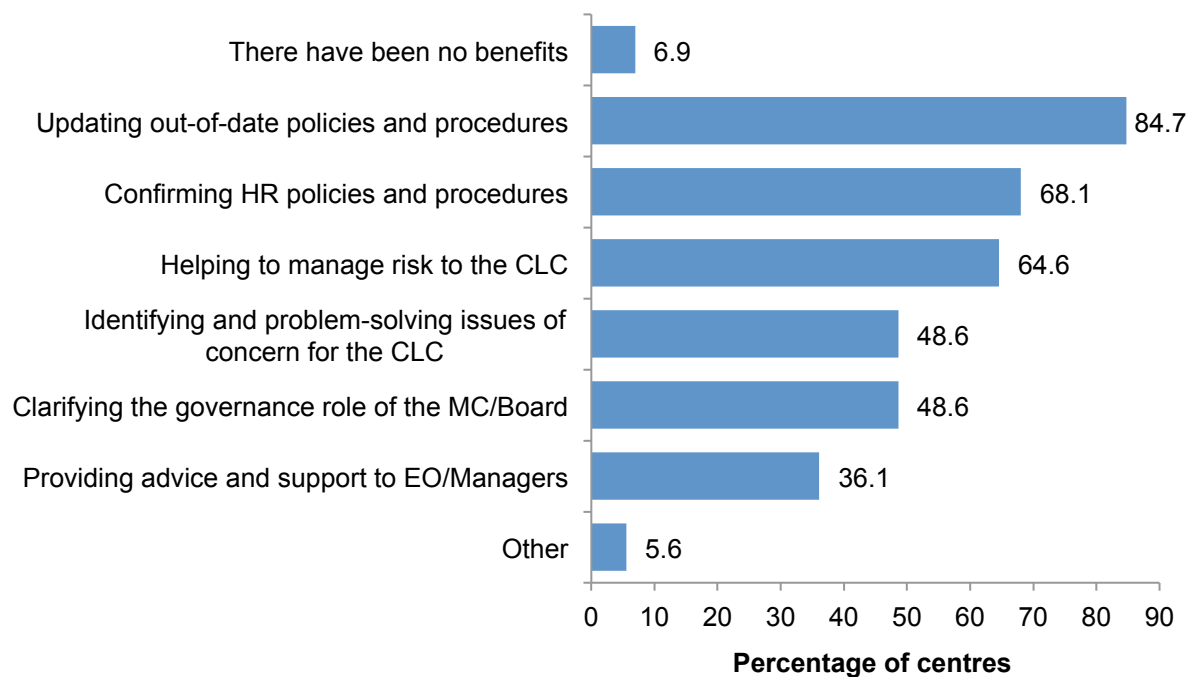
Question: What have been the benefits of the accreditation process to your CLC/legal service to date?

4.9.2. Difficulties in the accreditation process

CLCs were given the opportunity, in an open question, to nominate any difficulties they had in the process of accreditation. Of the 102 responses, the majority concerned the amount of time the process had taken, the drain on resources, and the lack of capacity within centres to do all the work needed for the process without additional staff.

A small number of these CLCs qualified their answer with the comment that even though time-consuming, the accreditation process had been worthwhile, highlighting policies that they initially perceived as unnecessary.

A similar number responded that they had found no difficulties in the accreditation process.

A couple of respondents questioned the need for so many policies, suggesting that they affected morale, detracted from creative and innovate thinking, did not improve actual service delivery and failed to acknowledge or encourage existing staff work ethic.

Others reported that they found sections of the process lacking in relevance for their legal service's operations, while another respondent suggested introducing a "one-size-fits-all" suite of policies that could be adopted by all centres. The present Management Support Online ('MSO') templates are designed to be adapted to different organisations, as appropriate.

A number of centres' responses were truncated, suggesting they would have welcomed a larger size field for their answer, which will be taken into account in future versions of the Census.

NACLC thanks all the CLCs that provided a response to this question about their experiences with the accreditation process. The full responses to this question will contribute to informing the review of the first cycle of the NAS that will be undertaken in 2014.

4.9.3. Rating the assistance of the Regional Accreditation Coordinators

State-based Accreditation Coordinators ('ACs') are located in NSW, QLD, WA and Victoria. The National Accreditation Coordinator covers the ACT, Tasmania, NT and SA. Centres were asked to rate the assistance provided by the ACs during the accreditation process on a scale of "very good" to "very poor", or nominate if no assistance had been received.

Of the 135 centres that reported that they had received assistance, 51.9% (70 CLCs) rated that assistance as "very good", 29.6% (40 CLCs) as "good" and 14.8% (20 CLCs) as "fair". Some 3.7% (5 CLCs) gave either a "very poor" or "poor" rating.

A further 5.2% (7 CLCs) reported that no assistance had been received. It was not clear from the responses provided if this was because those seven centres did not need assistance, they were yet to commence accreditation or they did not receive assistance despite requesting it.

4.9.4. Additional resources for accreditation

CLCs were asked: if NACLC or the state/territory associations were able to invest additional resources into supporting CLCs with accreditation, where should the

resources be allocated? CLCs were given the opportunity to nominate more than one additional resource, with many taking up this offer.

In total, 135 CLCs responded to this question, with just over half of these nominating one-on-one practical assistance for less resourced centres to undertake the accreditation process (54.8% or 74 CLCs) and/or to address their "problem" area/s (51.9% or 70 CLCs) as the two main priorities.

CLCs also expressed a preference for resources to be allocated to training. 40.7% (55 CLCs) nominated training in preparing a good practice improvement work plan. Other training options that received support from approximately a third of respondents included training in areas that have been identified through the accreditation process as requiring improvement, and training in getting the most from the MSO tools.

Of the 14.8% (20 CLCs) that suggested "Other" options for additional resources, most nominated additional staff or financial support to hire more staff. In "Other", seven of the responses suggested variations on the theme of "not reinventing the wheel", suggesting that templates or standard policies should be published or the policies of other CLCs be shared to allow those services starting accreditation to adapt them. While the MSO contains template policies, it is not clear if these services found them deficient or if they had not used them.

Figure 12: Preferences for allocation of additional resources to support CLCs undertaking accreditation, multiple answers possible (n=135)

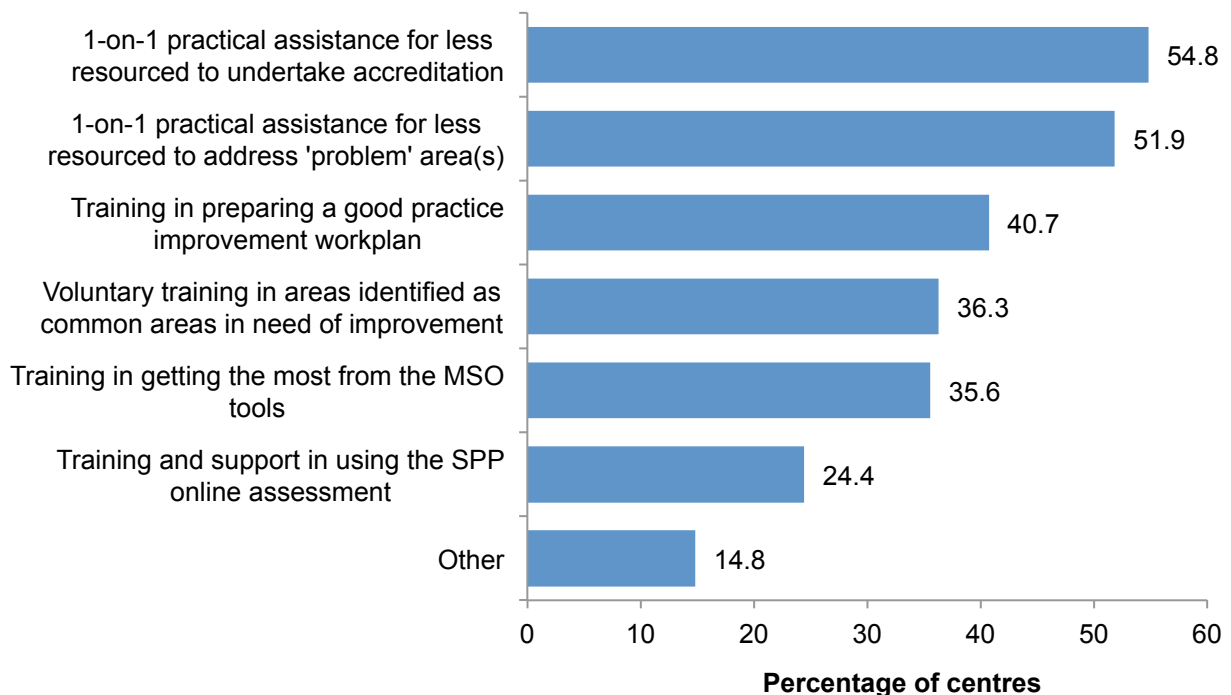*Question: If NACLC or the State/Territory associations were able to invest additional resources into supporting centres with the accreditation process, in which of the following areas do you recommend we allocate resources? (Tick all that apply).*

4.10. NACLC feedback

Feedback about NACLC's work was sought from CLCs to assist in informing NACLC's planning, particularly around communication tools and strategies, sector priorities, and policy and law reform work.

4.10.1.   NACLC services

Of the twelve services listed in the survey that are provided by NACLC to member centres, respondents ranked PII or other discounted insurances most highly. The National CLCs Conference and Accreditation also rated well with a large proportion of CLCs, rounding out the three main services with the highest rating.

In the figure below, the proportion of centres who rated each NACLC service from "very good" to "very poor" can be seen, ranked from those services that received the highest ratings, to those that received the lowest. This figure includes both respondents who indicated that they used the listed services, and those that had not.

Figure 13: Rating of NACLC services including the proportion of centres that do not use them
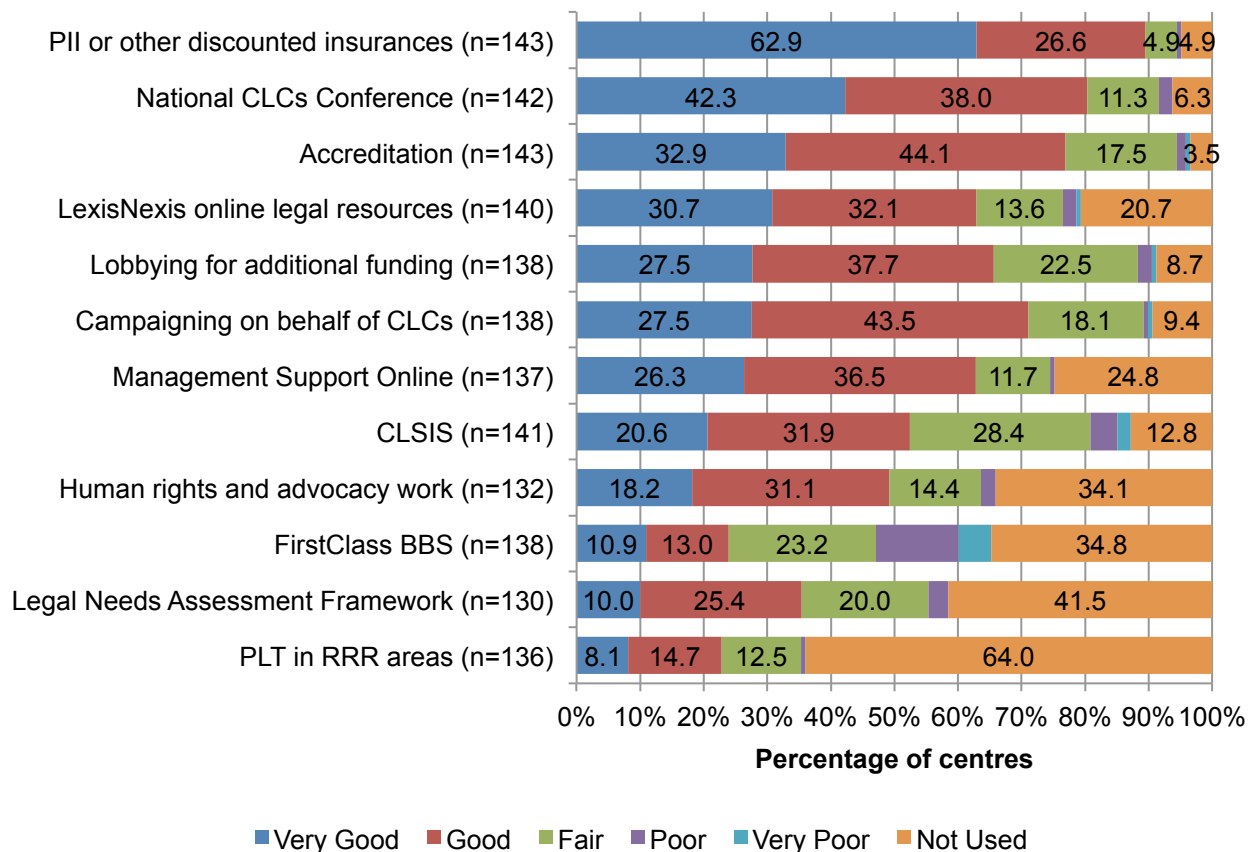
Question: Following is a list of services that NACLC offers. Please rate each of the services you use.

Another way to look at the relative ratings of each of the services is to consider only the responses of centres that reported using the service, as in the figure below. This approach changes the ranking of service to some degree, although discounted insurances and the National CLCs Conference remain at the top of the ratings. The LexisNexis online legal resources are also ranked highly.

Figure 14: Rating of NACLC services by centres that use them
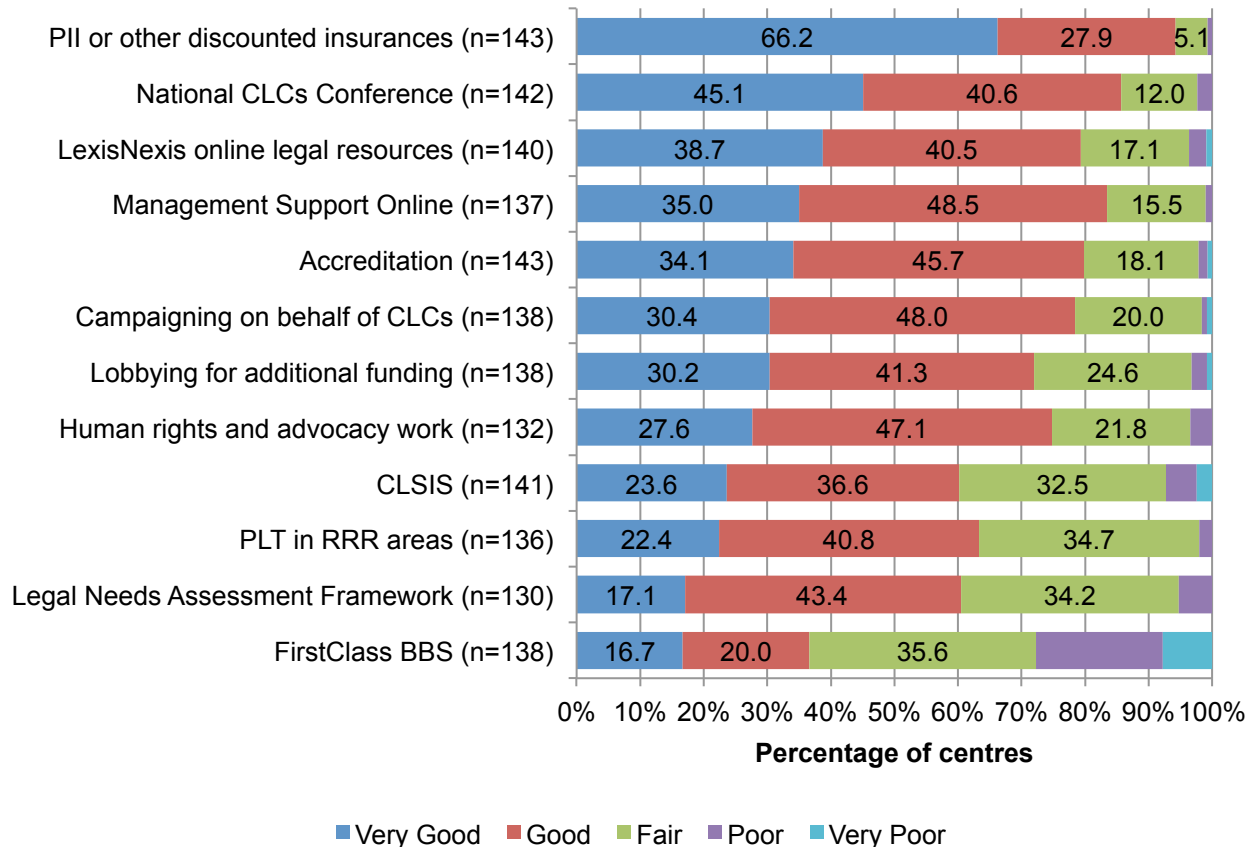
Question: Following is a list of services that NACLC offers. Please rate each of the services you use.

4.10.2.   Sector development priorities

Centres were asked to nominate sector development priority over the next 12 months. Over half of the 142 respondents (54.2% or 77 CLCs) nominated innovative use of technology as the top priority over the next 12 months.

The next four most selected options were effective evaluation (45.1% or 64 CLCs), strategic service delivery planning (43.7% or 62 CLCs), improving law and policy reform skills and strategies (42.3% or 60 CLCs), and management and governance training and resources (41.5% or 59 CLCs).

Figure 15: Sector development priorities, multiple answers possible (n=142)
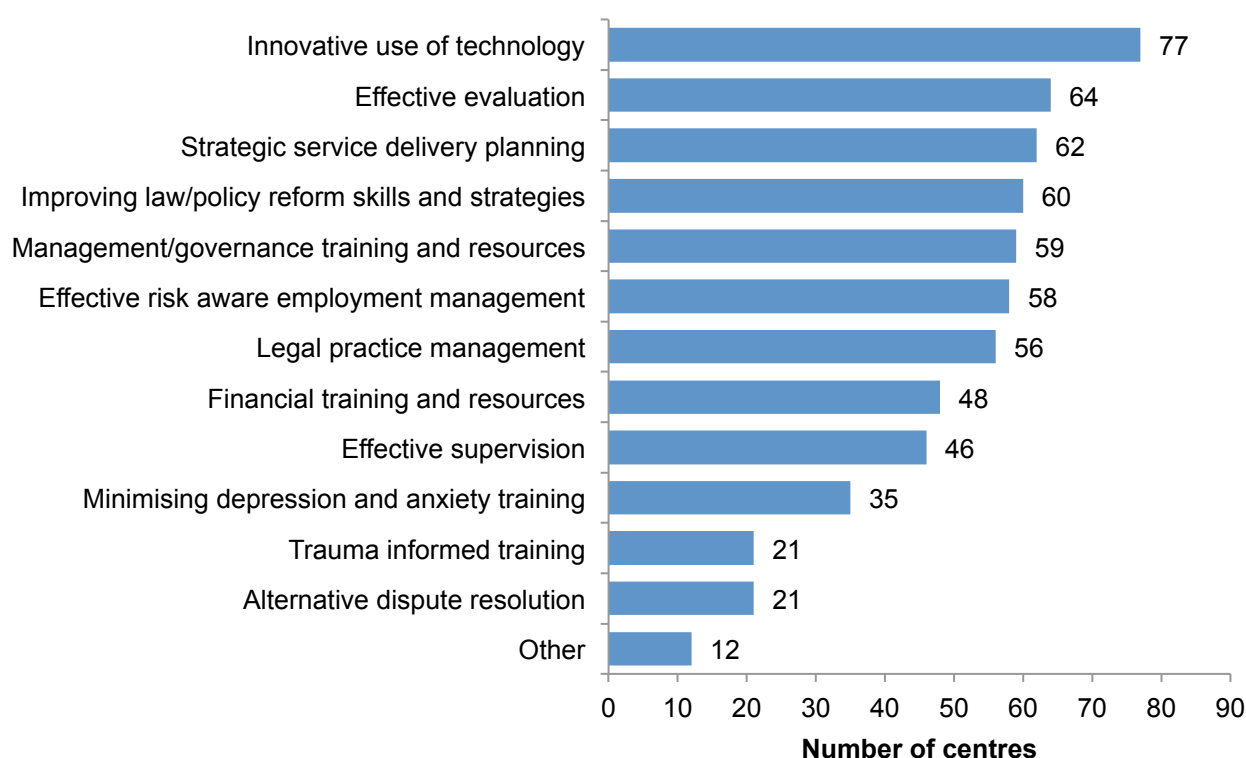
Question: *Which of the following sector development needs should be a priority for NACLC over the next 12 months? (Tick all that apply).*

Respondents that nominated "Other" priorities suggested issues such as sector funding, higher wages, cultural awareness training, training in staff supervision (rather than legal supervision), training in administration and training for first time Principal Solicitors.

4.10.3. *Law reform and advocacy priorities*

CLCs were given a list of eight law reform and policy advocacy priorities for the sector from which they could choose the three they thought most important for clients over the next 12 months. Over half of the 144 respondents nominated protection of human rights (59.0% or 85 CLCs). Other priorities were protection of the rights of individuals and organisations to criticise governments (53.5% or 77 CLCs) and legal regulation that 'fits' the needs of CLCs and their clients (36.8% or 53 CLCs).

For the 19 CLCs (13.2%) that responded "Other", priorities included addressing the needs of Aboriginal and Torres Strait Islander women who experience family violence, promoting Justice Reinvestment initiatives, supporting holistic legal service delivery that addresses systemic poverty, adequate social security, preventing the rollback of environmental regulation, prison reform, protection of asylum seekers

rights; accessibility of appropriate dispute resolution options and better protection for residential tenants.

Figure 15: Law reform and policy advocacy priorities, up to three answers possible (n=144)
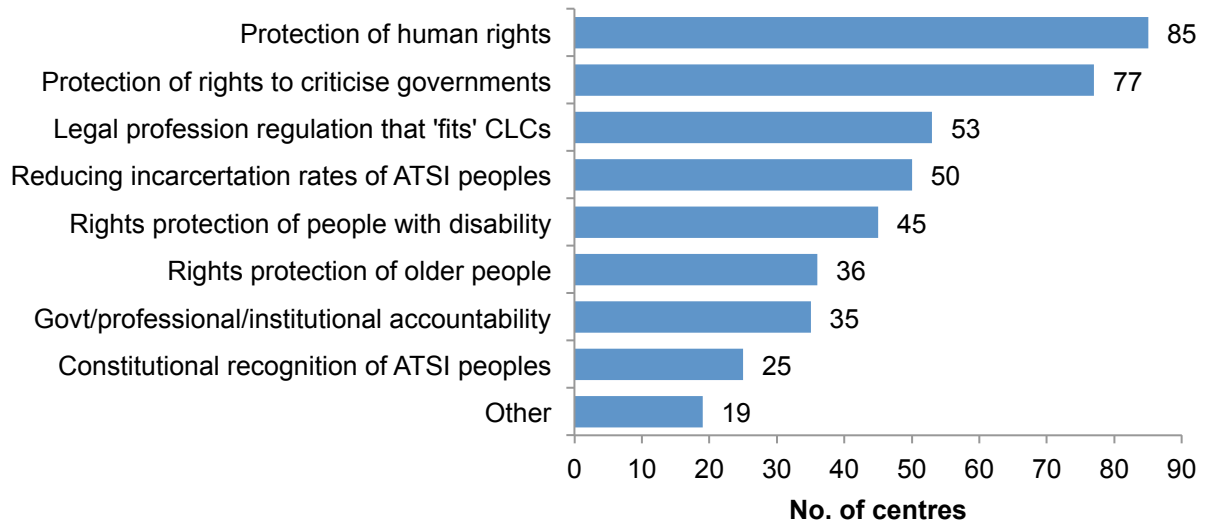
Question: What are the three most important law reform and policy advocacy priorities for the sector's clients over the next twelve months? (Tick up to three items on the list).

4.10.4.   Communication from NACLC

A large majority of the 154 respondents (79.0% or 113 CLCs) rated NACLC's communication with individual centres as "very good" or "good". 18.2% (26 CLCs) ranked it as "fair". Only 3.8% (4 CLCs) rated communication as "poor" or "very poor".

Figure 16: Rating of NACLC's communication with individual CLC/CLCs (n=143)
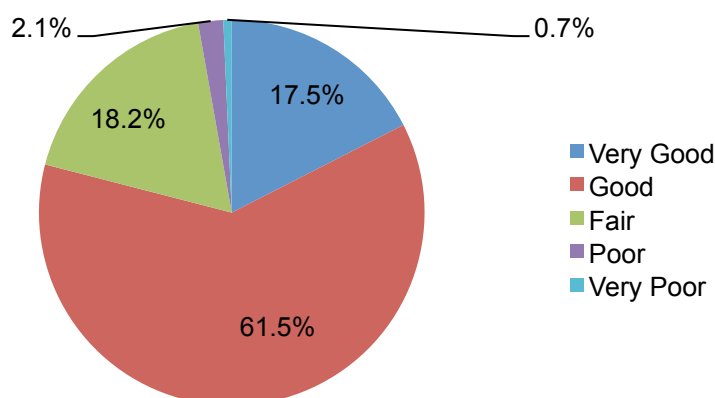
Question: How do you rate NACLC's communication with individual CLC/CLCs?

The Census asked centres to nominate their preferred way for NACLC to contact them with news and information, by ranking seven communications options from most preferred (=1) to least preferred (=7). The table below shows the distribution of

ratings from 1-7, the number of responses to the question (n), the mean (average) score for that communication method and the standard deviation from the mean (a measure of magnitude of dispersal of results around the mean).

Email newsletters and updates are strongly preferred by CLCs for communication from NACLC. Both were rated at number 1 or 2 by most centres. Twitter was the least preferred method of communication from NACLC to the sector.

FirstClass BBS Noticeboard[24] had a low average preference rating of 5.33, but it was the communication method where there was the highest degree of preference difference in the sector, as indicated by the standard deviation of results.

Table 14: Preferred communication from NACLC to centres

	1	2	3	4	5	6	7	n	Mean	Std. Deviation
E-newsletter	78	47	8	3	3	0	0	139	1.60	.865
Email updates	60	65	11	2	3	1	0	142	1.77	.902
Website	1	12	52	45	17	6	3	136	3.70	1.104
NACLC hard copy newsletter	1	5	38	41	27	13	8	133	4.20	1.270
FirstClass BBS Noticeboards	3	3	13	19	24	32	39	133	5.33	1.556
Fax	0	5	6	12	36	53	20	132	5.41	1.210
Twitter	0	2	8	11	23	27	62	133	5.89	1.324

Question: What is your centre's preferred way for NACLC to contact you with news or information? Please number the following communications options from most to least preferred (1=most preferred; 7 = least preferred).

4.10.5.   FirstClass BBS

Less than a quarter of respondents responded "yes" to the question whether they used FirstClass BBS (22.6% or 33 CLCs) and just under a third (30.8% or 45 CLCs) use it only "sometimes". Nearly half (46.6% or 68 CLCs) do not.

NACLC recognises problems in this question formulation, and will take this into account in future, as the "yes" response should clearly indicate that a CLC uses it frequently.

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[24] The FirstClass BBS Noticeboard is an online discussion forum where NACLC and members of the CLC sector can communicate with each other.

Figure 16: Usage of FirstClass BBS (n=146)

Pie chart:
- Yes: 22.6%
- Sometimes: 30.8%
- No: 46.6%
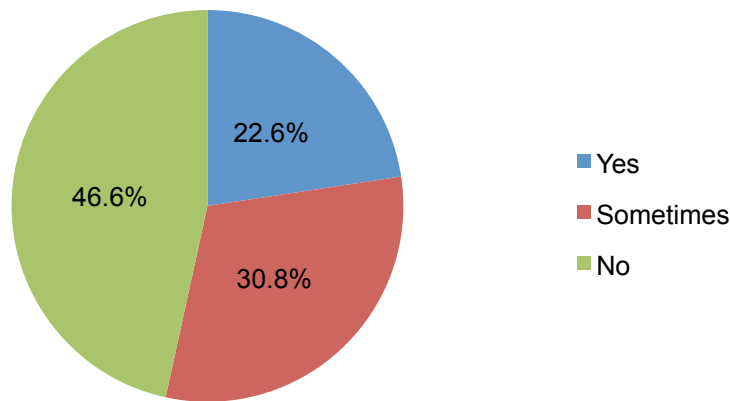
Question: Do you use FirstClass BBS?

The 53.4% (78 CLCs) that answered either "yes" or "sometimes" regarding their use of FirstClass BBS were then asked to rate the individual features of FirstClass BBS. As can be seen in the figure below, when ranked in order of the proportion of "very good" and "good" ratings combined, Email is rated as the most useful feature of FirstClass BBS, followed by Document Sharing and Chat.

Figure 17: Usefulness of features of FirstClass BBS by CLCs that use them

Horizontal stacked bar chart (Very Good, Good, Fair, Poor, Very Poor):

Feature	Very Good	Good	Fair	Poor	Very Poor
Email (n=78)	18.3	56.7	18.3	5.0	1.7
Document sharing (n=77)	15.7	35.7	34.3	10	4.3
Chat (n=77)	19.7	30.3	28.8	13.6	7.6
Jobs (n=78)	6.1	33.3	42.4	15.2	3.0
National Noticeboard (n=77)		33.3	33.3	20.0	13.3
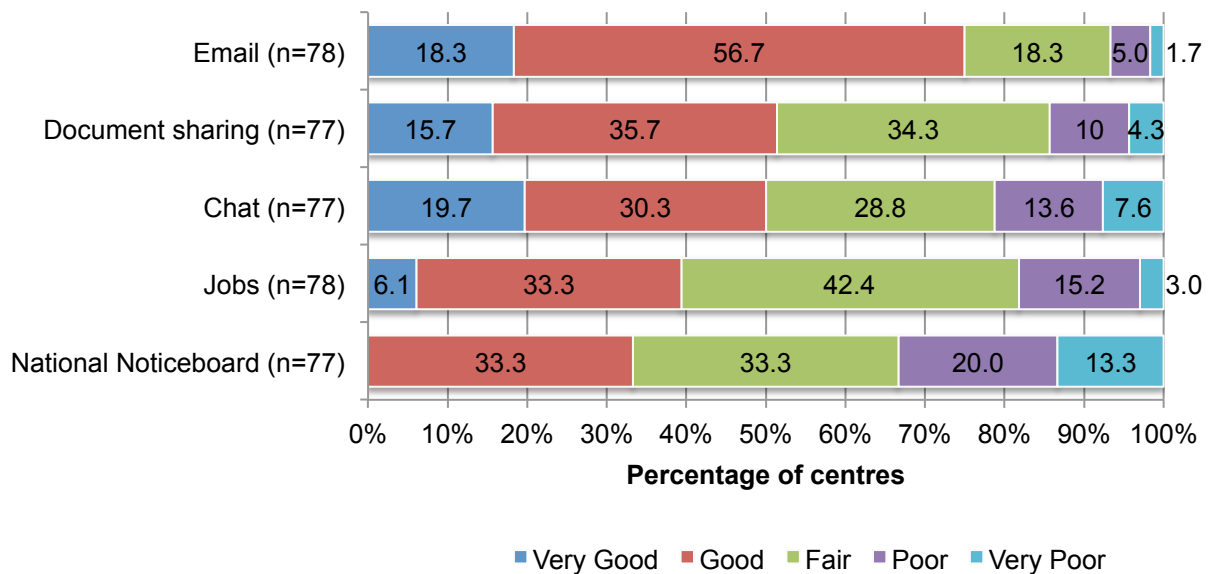
Question: How do you rate each of the following sections of FirstClass BBS for usefulness?

4.10.6.   NACLC website

The sections of the NACLC website that CLCs found most useful were the CLCs Directory and the Accreditation Standards and Performance Pathways ('SPP') online assessment tools. The least used section was the embedded social media (e.g. Twitter stream that appears on NACLC's home page).

CLCs were asked to rank the usefulness of each section of the NACLC website. 154 CLCs responded to this question and the figure below highlights their response – showing the usefulness rating of each section of the NACLC website, and the proportion of CLCs that do not use each section.

Figure 18: Usefulness of sections of the NACLC website, including the proportion of centres that do not use
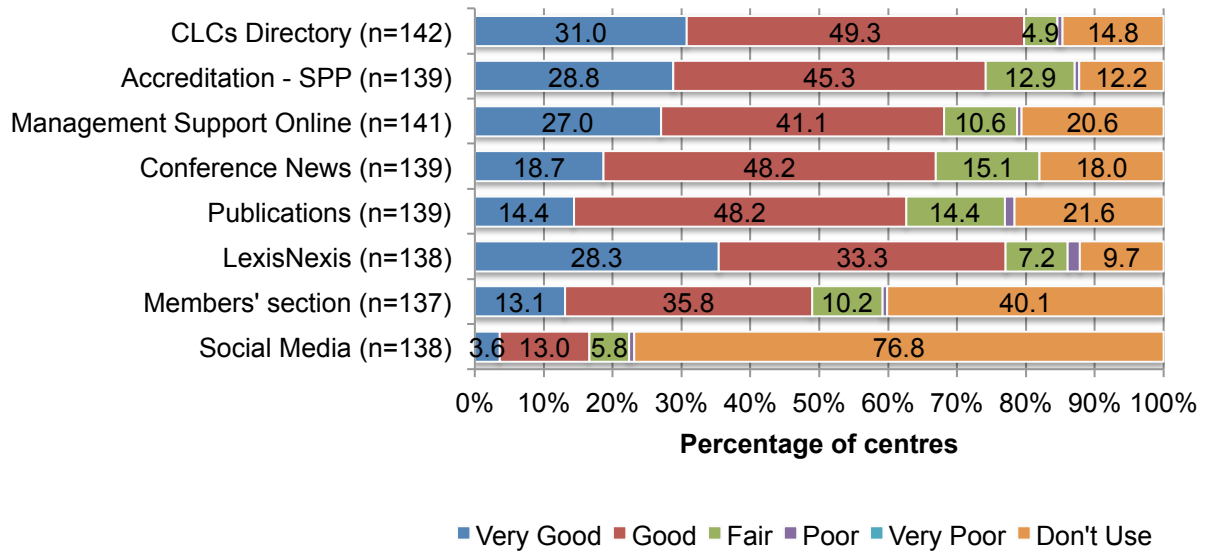
Question: How do you rate each of the following sections of the NACLC website for usefulness?

Focusing only on the responses from CLCs that reported using every section of the website, all sections of the website received generally positive ratings from users.

Figure 19: Usefulness of sections of the NACLC website by centres that use them
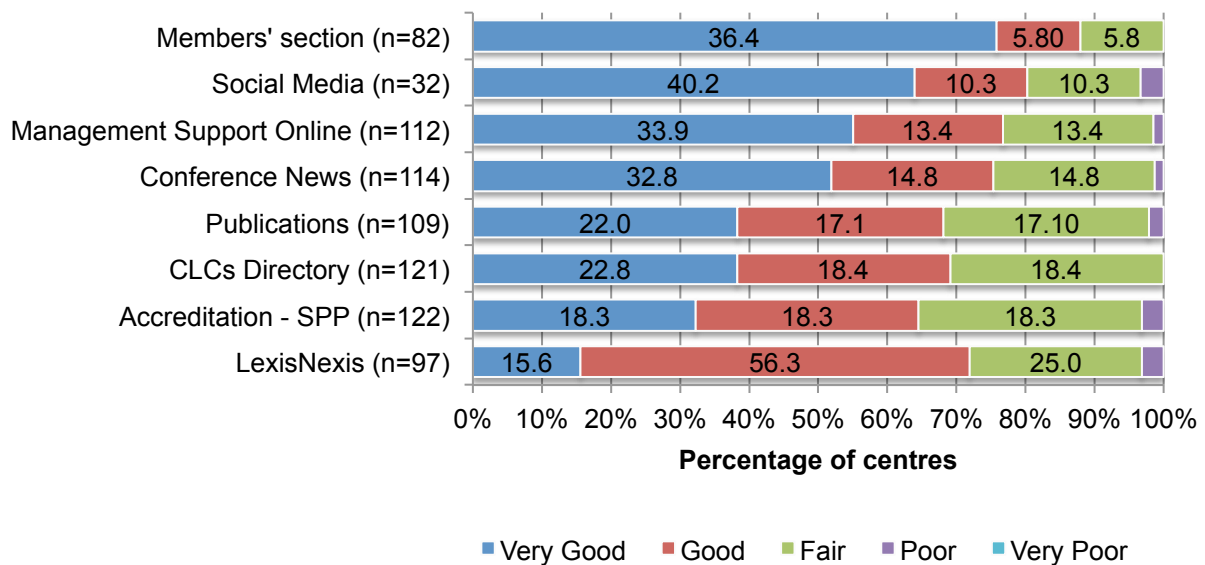
Question: How do you rate each of the following sections of the NACLC website for usefulness?

Appendices

Appendix A: Census questions

NACLC National Census 2013

Q1 - What is the name of your CLC/legal service?

Q2 - What is your name?
We ask this because we may need to contact you if we need to ask for more information about an answer

Q3 - What is your position title at the CLC/legal service?

Executive Officer
Manager
Coordinator
Principal Lawyer
Administrator
Other:

Q4 - What is your contact email address?

Q5 - What is your contact phone number?
Please enter without leaving spaces

Q6 - What is your State/Territory?

Australian Capital Territory
New South Wales
Victoria
Northern Territory
Queensland
Tasmania
Western Australia
South Australia

Q7 - Which of the following legal service types best describes your centre?

CLC – Community Legal Centre
FVPLS – Family Violence Prevention Legal Service
ATSILS – Aboriginal and Torres Strait Islander Legal Service

Q8 - Which of the following best describes the type of service your centre delivers?

Specialist
Generalist
Generalist with specialist program/s

IF (1) Q8 = [1, 3] (Specialist programs)
Q9 - In which of the following areas or to which client groups do you provide specialist programs? (Tick all that apply)
Multiple answers are possible

Tenancy
People with disability
Aboriginal and Torres Strait Islander peoples
Older people
Domestic/family violence
Environmental
LGBTI communities
Immigration/refugee law
Women
Financial Counselling
Welfare rights
Youth
Family Law
Employment
Other (please specify):

Q10 - Do you have a branch office?

Yes
No

Q11 - Do you provide legal outreach (eg. advice, casework, legal information) at a location other than at your main or branch offices?

Yes
No

Q12 - Do you have a formal arrangement with a university to provide clinical legal education to students?

Yes
No

The next group of questions are about the specific work of your centre and how your data is collected. The Community Legal Service Information System (CLSIS) database is used by many CLCs/legal service for data collection about clients, their legal matters, and the advice and casework services provided, as well as projects undertaken.

Q14 - Does your CLC/legal service use CLSIS to record data on basic client services (e.g. number of clients and service type)?

Yes
No

IF (2) Q14 = [2] or Q14 = [] (Non-CLSIS)
It is important for the sector that we can accurately report the total volume and type of work

done on behalf of clients. This helps NACLC to demonstrate what we do to government and other stakeholders and also better understand and meet the needs of your centre and sector clients.As data about your service delivery is not collected through CLSIS, please answer the following questions about your activities for the 2012/2013 financial year.

IF (2) Q14 = [2] or Q14 = [] (Non-CLSIS)
Q16 - In the 2012/2013 financial year, how many individual clients did your centre provide services to?

Total number of ... [　　　　　]

IF (2) Q14 = [2] or Q14 = [] (Non-CLSIS)
Q17 - In the 2012/2013 financial year:

	Number
How many times did your centre provide legal advice?	
How many new cases did your centre open?	
How many referrals or information activities (not legal advice) did you provide?	
How many community legal education projects did you complete?	
How many law reform projects did you complete?	

Q18 - CLCs/CLCs have told us that they regularly 'turn away' some people because they are unable to assist them or find a suitable referral.

Q19 - Does your CLC/legal service record 'turnaways', that is people you had to send away because you were unable to assist them or provide a suitable referral?

Yes
Sometimes
No

Q20 - Please give the actual or an estimate of the number of people your centre turned away in the 2012/2013 financial year?
Enter 0 if you had no turnaways

Number of turnaways [　　　　　]

Q21 - What were the reasons your centre turned clients away in 2012/2013 financial year? (Tick all that apply)
Multiple answers are possible

Our centre didn't have relevant expertise
Client's legal problem was outside our centre's focus
Client came from outside catchment area
Conflict of interest
Our centre had insufficient resources at the time
Unable to assist in the timeframe the clients needs
No viable referral option
Other:
We did not turn any clients away (if this is the case, this should be the only option ticked at this question)
NACLC is committed to ensuring that the experiences and perspectives of Aboriginal and Torres Strait Islander peoples inform and guide our approach and that of CLCs. Please answer

some questions about your CLC/legal service's engagement with Aboriginal and Torres Strait Islander peoples.

Q23 - According to CLSIS or your own client records database, in the 2012/2013 financial year, what percentage of your clients identified as Aboriginal and/or Torres Strait Islander?

[_____]   per cent

Q24 - Does your CLC/legal service have an Aboriginal and Torres Strait Islander identified position? An identified position in this case is a position that can ONLY be filled by an Aboriginal and/or Torres Strait Islander person.

Yes
No
Not yet, but we are planning for one within the next 12 months

Q25 - Does this identified position or any other position at the CLC/legal service have Aboriginal and Torres Strait Islander community liaison as part of their role?

Yes
No

Q26 - What Aboriginal and Torres Strait Islander community events does your centre participate in? (Tick all that apply)
Multiple answers are possible

NAIDOC Week
Sorry Day
Reconciliation Week
The Apology Anniversary
Invasion Day
Other:

Q27 - Does your CLC/legal service require staff to undertake cultural awareness/safety training?

Yes
No

Q28 - Do you know that NACLC has a Reconciliation Action Plan?

Yes
No

Q29 - In your opinion, how important is it for CLC/CLCs to have a Reconciliation Action Plan?

Very important
Somewhat important
Neither important nor unimportant
Somewhat unimportant
Very unimportant
Don't know

Knowledge of staffing information assists NACLC to capture the full breadth and depth of the CLC/legal service workforce. This information assists with our advocacy work (e.g. Equal Remuneration Order) and is very important for arguing the needs of the sector to funders. Please enter a '0' in the case of no staff for any of these questions, rather than leaving the answer empty.

Q31 - How many of your paid staff are employed permanent **full time** (35 hours a week or more; with access to entitlements such as paid annual leave, sick leave and public holidays)
Please enter '0' if you had no permanent full time staff

[   ]

Q32 - How many of your paid staff are employed permanent **part time** (LESS than 35 hours a week; with access to entitlements such as paid annual leave, sick leave and public holidays
Please enter '0' if you had no permanent part time staff

[   ]

Q33 - How many of your paid staff are employed on a **casual basis** (do not receive paid annual leave, sick leave and public holidays; usually employed on an irregular basis and/or by the hour)
Please enter '0' if you had no casual staff

[   ]

Q34 - What is the total number of paid staff working at your centre? This means total number of paid employees, whether they work full time, part time or casually. Please note that the number of full time, part time and casual paid employees reported separately above should equal the total number of paid staff at this question!

Total number of
...   [   ]

Q35 - How many of your paid staff are male?
Please enter '0' if you had no male staff

[   ]

Q36 - How many of your paid staff are female?
Please enter '0' if you had no female staff

[   ]

Q37 - How many of your paid staff identify as neither male or female?
Please enter '0' if you had no other staff

[   ]

For each of the following position descriptions, please tell us the number of full time equivalent (FTE) staff your centre employs.
Working out the number of FTE staff
For example, if your centre employs three lawyers and your normal working week is 35 hours, then:
Lawyer 1   working 2 days (or 14 hours per week) is an FTE = 0.4
Lawyer 2   working 5 days (or 35 hours per week) is an FTE = 1.0
Lawyer 3   working 4 x five hour days (or 20 hours per week) is an FTE = 0.6 (round up or down to the nearest 0.1)
The number of FTE lawyers employed by the centre is in this case:FTE = 0.4+1.0+0.6 = 2.0
You would enter the number 2.0 for the position type Lawyer below, even though you employ three actual lawyers.If you have an employee who works in more than one of the positions listed, please allocate their hours across the relevant positions.
Q39 - How many paid staff do you employ in each of the following position descriptions? Please select 'not applicable' if you do not employ anyone in that position.

Number of Paid Staff   Not applicable

	Number of Paid Staff	Not applicable
Principal Lawyer who manages CLC		
Principal Lawyer who doesn't manage CLC		
Administrator		
Executive Officer		
Administration Assistant		
Manager		
Coordinator		
Lawyer		
Receptionist		
Finance/Bookkeeping		
Community Education/Community Development Worker		
Policy Officer/Researcher		
Paralegal		
Social Worker/other counsellor		
Financial Counsellor		
Migration Agent		
Fundraiser/Social Enterprise		
Court Advocate		
Other:		

We would like to better understand the range of salaries paid to various positions at CLC/CLCs across the country. Please note that these questions refer to salaries on the basis of annual, full time, permanent employment (excluding super). Therefore, for any part-time staff, please use the equivalent full time salary when calculating the average salaries for these questions.

Q41 - What is the average salary paid to workers at your centre in each of the following position descriptions? (select one salary range per position description)
To calculate the average, add together all the salaries of people you employ in a position description and divide by the number of people you employ in that position description.

	Less than $40,000 per year	$40,000 – $49,999 per year	$50,000 – $59,999 per year	$60,000 – $69,999 per year	$70,000 – $79,999 per year	$80,000 – $89,000 per year	$90,000 per year or more
Principal Lawyer who manages CLC							
Principal Lawyer who doesn't manage CLC							
Administrator							
Administration Assistant							
Executive Officer							
Manager							
Coordinator							
Lawyer							
Receptionist							
Finance/Bookkeeping							
Community Education/Community Development Worker							
Policy Officer/Researcher							

	Less than $40,000 per year	$40,000 – $49,999 per year	$50,000 – $59,999 per year	$60,000 – $69,999 per year	$70,000 – $79,999 per year	$80,000 – $89,000 per year	$90,000 per year or more
Paralegal							
Social Worker/other counsellor							
Financial Counsellor							
Migration Agent							
Fundraiser/Social Enterprise							
Court Advocate							
Other							

Q42 - What is the usual basis for employment at your centre?

Award
Individual Agreement
Multi-enterprise Agreement
Other:

Many centres have said that they have high staff turnover. We want to better understand the extent of the problem in your centre in order for NACLC to support policies to improve staff retention in the sector.

Q44 - In the 2012-2013 financial year, how many new paid staff started employment at your centre?
Please enter '0' if you had no new paid staff last financial year

Q45 - In the 2012-2013 financial year, how many paid staff ceased employment at your centre?
Please enter '0' if you had no staff leave last financial year

Q52 - Does your centre currently offer an exit interview or other type of feedback opportunity to staff if they leave employment at your CLC/legal service?

Yes
No
Other (please explain):

Q53 - From your experience, what do you think are the main reasons why staff leave the CLC/legal service sector?

Q55 - Do you usually provide any of the following to staff when they join your centre as a new employee? (Tick all that apply)
Multiple answers are possible

A role statement that explains clearly their position and responsibilities
An induction program about key systems, the office environment and common administrative tasks
Formal mentoring program

Planned regular meetings with a supervisor

Opportunities for training

Access to all the resources they need to start doing the job (depending on the role this could be a desk, computer and login, passwords, email etc)

Assistance securing accommodation in a RRR location (rural, regional or remote)

Copies of policies, strategic plans and other information about the centre

Opportunities for social interaction with colleagues

Other (please specify):

The use of volunteers in our sector is a major positive feature that sets us apart from other legal service providers. In May last year, NACLC surveyed the sector about the value of volunteers and pro bono partnerships. As there have been some important political and funding changes since then, we have included a small number of the questions from the survey again in this Census. This will allow us to measure the impact of these changes, as well as update our 'Valuing CLCs' lobbying materials.
NACLC classifies a volunteer as an individual who provides skills and experience to a CLC/legal service, free of charge. For this Census, please do not include as volunteers Management Committee (Board) members when they are fulfilling their usual governance duties.

Q57 - Does your centre use volunteers in any capacity?

Yes

No

IF (3) Q57 = [1] (Yes)
Q58 - Please provide the 1. Total number of volunteers at your centre in each of the following categories; and2. The approximate AVERAGE number of hours provided by each volunteer in that category per week.

	Number of volunteers	Hours per WEEKper volunteer
Lawyers		
Migration Agents		
Community Legal Educators		
Students – Law		
Students – Social Work		
Counsellors – Financial		
Counsellors – Family Violence		
Administrative Support		
Accounting/Bookkeeping		
Other (please specify):		

IF (3) Q57 = [1] (Yes)
Q59 - What type of work is undertaken by your CLC/legal service volunteers? (Tick all that apply)
Multiple answers are possible

    Involvement in direct legal service delivery
    Involvement in other direct service delivery (e.g. social work, court support or financial counselling)
    Law reform and policy
    Community legal education
    Administrative support
    Migration services
    Accounting/bookkeeping
    Other (please specify):

A pro bono partner is a business (legal or otherwise) that has committed to providing resources or expertise to your CLC/legal service free of charge.

Q46 - In the past 12 months, has your centre had a pro bono partnership with a business (legal or otherwise)?

    Yes
    No

IF (4) Q46 = [1] (Yes)
Q61 - Please estimate the total number of hours that pro bono partnerships contributed to your centre in each of these areas over the last 12 months

	Hours in the last YEAR (12 months to today's date)
From lawyers for direct service delivery to clients	
From lawyer for advice or assistance to the centre	
From specialist lawyers advising centre lawyers in particular areas of expertise for use in client matters	
Legal practice management	
Bookkeeping/Accountancy	
Administrative support	
Governance/Management	
Publications – including design/printing	
Marketing	
Fundraising	
Venue/catering	

Accreditation
Your comments will help us improve the support available to centres in the accreditation process and give valuable feedback to the National and Regional Accreditation Coordinators.

Q63 - What have been the benefits of the accreditation process to your CLC/legal service to date?
Multiple answers are possible

    Updating out-of-date policies and procedures
    Helping to manage risk to the CLC
    Clarifying the governance role of the Management Committee/Board

Confirming HR policies and procedures
Identifying & problem-solving issues of concern for the CLC/legal service
Providing advice and support to EO/Managers
Other:
There have been no benefits (if this is the case, this should be the only option ticked at this question)

Q64 - Has your centre found anything difficult in the process of accreditation? Please tell us about it.

Q65 - Overall, how would you rate the assistance provided to your CLC/legal service by the Accreditation Coordinators

Very Poor
Poor
Fair
Good
Very Good
No Assistance received

Q66 - If NACLC or the State/Territory associations were able to invest additional resources into supporting centres with the accreditation process, in which of the following areas do you recommend we allocate resources? (Tick all that apply)
Multiple answers are possible

Training and support in using the SPP online assessment
Training in getting the most from the Management Support Online tools
One-on-one practical assistance for less resourced services to undertake the accreditation process
Training in preparing a good practice improvement workplan
One-on-one practical assistance for less resourced services to address their 'problem' area/s
Voluntary training in areas identified as common areas in need of improvement
Other:

Governance
Q68 - How many people do you have on your centre's Management Committee/Board?

Q69 - Was a skills audit of the Management Committee/Board undertaken in the 2012/2013 financial year?

Yes
No

IF (5) Q69 = [1] (Yes)
Q70 - Was the skills audit used to inform Management Committee/Board recruitment?

Yes
No

Q71 - In your opinion, what skills/expertise does your current Management Committee/Board possess? (Tick all that apply)
Multiple answers are possible

Understanding the role of the Management Committee/Board
Strategic/operational planning
Work, health and safety
Human resources and recruitment
Financial
Legal
Communications/Marketing
Community representative voice
Aboriginal and Torres Strait Islander liaison
Pro bono connection
Other (please specify):

NACLC feedback
Your feedback will assist to inform NACLC's future planning, particularly regarding communication tools and strategies, and future sector development and policy and law reform work.

Q73 - Following is a list of services that NACLC offers. Please rate each of the services you use.

	Very Good	Good	Fair	Poor	Very Poor	Not used
Management Support Online						
Public Indemnity Insurance or other discounted insurances						
Human rights and advocacy work						
Accreditation						
LexisNexis online legal resources						
National CLCs Conference						
FirstClass BBS						
Legal Needs Assessment Framework						
Campaigning on behalf of CLCs and their clients						
Lobbying for additional funding						
CLSIS						
Practical Legal Training (PLT) work experience and placement in RRR areas						

Q47 - Which of the following sector development needs should be a priority for NACLC over the next 12 months? (Tick all that apply)
Multiple answers are possible

Improving law and policy reform skills & strategies
Innovative use of technology
Effective supervision
Strategic service delivery planning
Effective evaluation
Alternative dispute resolution
Trauma informed training
Legal practice management
Financial training and resources
Management and governance training and resources
Effective and risk aware employment management
Minimising depression and anxiety training
Other:

Q48 - What are the THREE most important law reform and policy advocacy priorities for the sector's clients over the next twelve months? (Tick up to three items on the list)

Protection of human rights
Reducing incarceration rates of Aboriginal and Torres Strait Islander peoples
Rights protection of people with disability
Rights protection of older people
Legal profession regulation that 'fits' the needs of CLCs and their clients
Constitutional recognition of ATSI peoples
Government, professional and institutional accountability
Protection of rights of individuals and organisations to criticise governments
Other:

Communication
Q75 - How do you rate NACLC's communication with individual CLC/CLCs?

Very good
Good
Fair
Poor
Very Poor

Q76 - What is your centre's preferred way for NACLC to contact you with news or information? Please number the following communications options from most to least preferred (1=most preferred; 7 = least preferred)

E-newsletter	
NACLC hard copy newsletter	
Website	
Twitter	
Fax	
FirstClass BBS Noticeboards	
Email updates	

Q77 - Do you use FirstClass BBS?

Yes
Sometimes
No

IF (6) Q77 = [1] (Yes) or Q77 = [2] (Sometimes)
Q78 - How do you rate each of the following sections of FirstClass BBS for usefulness?

	Very Good	Good	Fair	Poor	Very Poor	Don't Use
Email						
National Noticeboard						
Jobs						
Chat						
Document Sharing						

Q79 - How do you rate each of the following sections of the NACLC website for usefulness?

	Very Good	Good	Fair	Poor	Very Poor	Don't Use
LexisNexis						
CLCs Directory						

	Very Good	Good	Fair	Poor	Very Poor	Don't Use
Social media (e.g. Twitter stream)						
Members' section						
Accreditation (SPP)						
Management Support Online (MSO)						
Publications						
Conference news						

Policy and Law Reform
Q50 - Does your CLC/legal service undertake policy and law reform activities?

Yes
No

IF (7) Q50 = [1] (Yes)
Q51 - What sort of policy and law reform does your CLC/legal service undertake? (Tick all that apply)
Multiple answers are possible

Preparing submissions to inquiries
Letter writing to politicians
Appearing before Senate and other inquiries
Advocating through face-to-face meetings with politicians or their staff
Advocating via social media
Running a coordinated, branded campaign (e.g. Save Tenant Services QLD, Community Law Australia)
Other (please specify):

IF (7) Q50 = [1] (Yes)
Q54 - Do you have any examples of effective policy and law reform activities undertaken by your centre? Please tell us about them in a couple of sentences.

Use of technology
Traditionally, CLCs have been provided face-to-face or over the telephone. Some CLC/CLCs are using new technology methods or platforms to provide legal advice or information.

Q81 - Which of these technology methods or platforms do you use to provide legal advice, information or representation? (Tick all that apply)
Multiple answers are possible

Skype
Internet kiosk
Twitter
Facebook
Online conferencing/document sharing (e.g. WebEx)
Smart phone apps
YouTube
Website
Other (please specify):
We don't use any of these
Q82 - What technology methods or platforms do you use to deliver community legal education?

Multiple answers are possible

Skype
Internet kiosk
Twitter
Facebook
Online conferencing/document sharing (e.g. WebEx)
Smart phone apps
YouTube
Website
Other (Please specify):
We don't use any of these

Q83 - Do you have any examples of these technology methods or platforms being used innovatively or particularly effectively to deliver CLCs or community legal education by your centre? Please tell us about them in a couple of sentences.

IF (8) Q6 = [5] (QLD)
Q84 - Please rate the performance of Queensland Association of Independent CLCs (QAILS) as your state-based peak body

Very good
Good
Fair
Poor
Very Poor

IF (8) Q6 = [5] (QLD)
Q85 - In your opinion, in what areas are QAILS performing well?

IF (8) Q6 = [5] (QLD)
Q86 - In what areas could QAILS develop to support your centre better?

IF (8) Q6 = [5] (QLD)
Q87 - What should be the sector development priorities in Queensland over the next 12 months?

IF (9) Q6 = [8] (SA)
Q88 - The South Australian Council of Community CLCs is seeking feedback about the

support offered to members and future priorities.

IF (9) Q6 = [8] (SA)
Q89 - In your opinion, in what areas is the Association performing well?

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IF (9) Q6 = [8] (SA)
Q90 - Given that your Association is unfunded, what would you describe as the top 3 priorities for members if the resources were available?

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IF (10) Q6 = [4] (NT)
Q91 - The Northern Territory Association of Community Legal Centres is seeking feedback about the support offered to its members and future priorities.

IF (10) Q6 = [4] (NT)
Q92 - In your opinion, in what areas are the Association performing well?

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IF (10) Q6 = [4] (NT)
Q93 - Given that your Association is unfunded, what would you describe as the top 3 priorities for members, if the resources were available?

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IF (11) Q6 = [2] (NSW)
Community Legal Centres NSW (CLCNSW) As the state-based peak body representing funded and unfunded member community legal centres (CLCs) operating throughout New South Wales, CLCNSW is seeking feedback about the support offered to members, its performance and future priorities. Our objectives are:
· Promoting community legal centres
· Raising awareness of access to justice issues.
· Building the organisational capacity of CLCs in NSW
· Leading and advocating for social justice

IF (11) Q6 = [2] (NSW)
Q95 - Please rate the performance of Community Legal Centres NSW (CLCNSW) as your state-based peak body against these objectives

Very good
Good
Fair
Poor
Very Poor

IF (11) Q6 = [2] (NSW)
Q96 - In your opinion, in what areas are CLCNSW performing well?

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IF (11) Q6 = [2] (NSW)
Q97 - In what areas could CLCNSW develop to support your centre better?

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IF (11) Q6 = [2] (NSW)
Q98 - What do you think are the future opportunities for CLCNSW?

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IF (13) Q6 = [7] (WA)
As the state-based peak body representing funding and unfunded community legal centres (CLCs) operating throughout Western Australia, the Community Legal Centres Association of WA is seeking feedback about the support offered to members, its performance and future priorities. The objectives of the organisation are:
·   Promoting the development of CLCs
·   Promoting co-operation between CLCs
·   Promoting the provision of legal assistance to disadvantaged sections of the community
·   Promoting the community awareness of the law and to encourage community participation in the legal process
·   Promoting equal opportunity in the law
·   Promoting social justice in the law

IF (13) Q6 = [7] (WA)
Q100 - Please rate the performance of the Community Legal Centres Association of Western Australia as your state-based peak body against these objectives

Very Good
Good
Fair
Poor
Very Poor

IF (13) Q6 = [7] (WA)
Q101 - In your opinion, in what areas are the Association performing well?

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[                                                                    ]
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IF (13) Q6 = [7] (WA)
Q102 - In what areas could the Association develop to support your centre better?

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[                                                                    ]
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IF (13) Q6 = [7] (WA)
Q103 - What should be the sector development priorities in Western Australia over the next 12 months?

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[                                                                    ]
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IF (13) Q6 = [7] (WA)
Q104 - Do you circulate the CLC Update to staff and volunteers?

Yes
Sometimes
No

IF (14) Q6 = [3] (VIC)
Q105 - Federation of Community Legal Centre (Victoria)
As the state-based peak body representing funded and unfunded CLCs operating throughout Victoria, the Federation is seeking feedback on its performance and future priorities.

IF (14) Q6 = [3] (VIC)
Q106 - On a scale of 1 to 5, 1 being poor and 5 being excellent, how would you rate the general performance of the Federation in the following areas

	1	2	3	4	5	Don't know
Overall sector development work - to develop a strong, effective and well-resourced community legal sector						
Policy and law reform work						
Overall performance						

IF (14) Q6 = [3] (VIC)
Q107 - On a scale of 1 to 5, 1 being poor and 5 being excellent, how would you rate the performance of the Federation in each of the following specific areas

	1	2	3	4	5	Don't know
Our work to provide training to CLCs and promote other training opportunities						
Our work to provide legal practice support to CLCs (professional standards working group,						

	1	2	3	4	5	Don't know
CPD training)						
Our knowledge management work (eg: website toolkit, online legal resources, Management Support Online through the National CLC Accreditation Scheme)						
Our work to increase CLC funding and resources (eg: State Budget Submission, funding kit, training, promoting pro bono partnerships, funding advocacy to government, promoting funding opportunities).						
Our communication with CLCs (eg: do we keep you properly informed of the things you need to know without overloading you with information).						
RRR centres only: Please rate our efforts to involve RRR centres in Federation activities (eg: videoconferencing for training, teleconferencing and Webex for meetings, funds for RRR working group to enable in person attendance).						

IF (14) Q6 = [3] (VIC)
Q108 - Please provide any comments on the Federation's performance overall or in any particular areas.

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IF (14) Q6 = [3] (VIC)
Q109 - Looking ahead, the Federation would like your input on Budget priorities and the focus of its advocacy work in the coming year. Each year, the Federation prepares a budget submission to go to the State Government to give information on priority funding areas in the sector. Please tell us the funding initiatives you think we should pursue from a sector-wide perspective.

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IF (14) Q6 = [3] (VIC)
Q110 - What are the initiatives or issues you think the Federation should prioritise for advocacy in the coming year

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About the NACLC Census
Q112 - How long did it take you to complete this Census?

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Q113 - Do you have any comments or suggestions you wish to make about the Census?
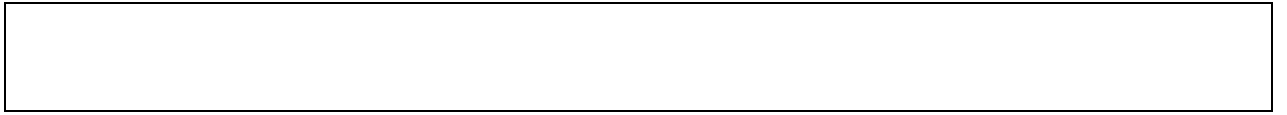
Appendix B: Frequency distribution tables

Number of people turned away by each centre in 2012/13

No. of Turnaways	No. of Centres
0	15
4	1
5	1
8	1
10	3
12	1
20	1
25	1
33	1
40	1
41	1
50	4
55	1
60	2
70	1
80	3
86	1
89	1
100	4
111	1
120	2
136	1
150	3
200	3
204	1
206	1
230	1
250	2
299	1
300	1
346	1
357	1
450	1
493	1
500	2
600	1
642	1
650	1
700	1
795	1
800	2
900	1
999	1
1000	2

1032	1
1136	1
1162	1
1482	1
1900	1
2000	1
2584	1
2796	1
3500	1
4000	1
4800	1
5000	1
Total	90

Percentage of clients identified as Aboriginal and Torres Strait Islander

Percentage (%) of clients	No. of centres
.0	17
.1	2
.3	1
.7	2
.9	1
1.0	11
1.3	1
1.7	1
2.0	11
2.5	3
2.6	1
2.9	1
3.0	5
3.2	1
3.5	2
3.7	1
4.0	5
4.5	1
4.7	1
5.0	13
5.7	2
5.9	1
6.0	4
7.0	3
7.6	1
8.0	1
8.7	1
9.0	1
9.2	1

9.5	1
10.0	4
12.0	2
15.0	2
16.0	1
18.0	1
20.0	1
25.0	1
25.2	1
27.0	1
30.0	1
34.0	1
38.0	1
42.0	1
53.0	1
82.0	1
95.0	1
96.0	1
97.0	1
98.0	1
100.0	5

Staffing – Basis of employment

No. of Full time	No. of centres
0	15
1	20
2	19
3	15
4	15
5	13
6	9
7	6
8	10
9	3
10	5
11	1
12	3
14	3
15	1
16	1
18	3
20	1

No. of Part time	No of centres
0	12
1	21
2	24
3	14
4	15
5	9
6	12
7	5
8	10
9	1
10	4
11	7
12	1
13	2
14	2
15	2
17	1
18	2

No. of Casual	No. of centres
0	84
1	30
2	16
3	7
4	1
5	2
6	2
9	1
10	1
12	1

28	1
32	1
34	1
45	1

20	1
23	1

Staffing – Total number

No. of staff	No. of centres	No. of staff	No. of centres	No. of staff	No. of centres
0	2	11	5	23	1
1	1	12	4	24	4
2	8	13	7	25	2
3	10	14	2	28	2
4	8	15	4	29	2
5	13	16	5	32	1
6	4	17	2	33	1
7	13	18	2	34	1
8	14	19	4	39	1
9	9	20	4	41	1
10	7	21	2	53	1

Staff - Gender

No. of male staff	No. of centres	No. of female staff	No. of centres
0	30	0	3
1	39	1	8
2	19	2	14
3	22	3	12
4	18	4	16
5	11	5	5
6	3	6	9
7	2	7	9
12	2	8	10
22	1	9	7
		10	7
		11	3
		12	5
		13	6
		14	4
		15	2

16	1
17	7
18	3
19	1
22	5
24	3
27	1
28	1
29	2
31	1
32	1
36	1

Notes