VICTORIAN COMMUNITY LEGAL SECTOR
OUTCOMES MEASUREMENT FRAMEWORK

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

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

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

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

Why have we created an Outcomes Measurement Framework?

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

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

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

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

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

Victorian Community Legal Sector Outcomes Measurement Framework: Overview

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

Federation of Community Legal Centres (Victoria) Inc **Victorian Community Legal Sector Outcomes Measurement Framework** December 2017

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Victorian Community Legal Sector Outcomes Measurement Framework: Summary of Outcomes

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

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

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

INTERMEDIATE OUTCOMES	INDICATORS
1.1 People experiencing disadvantage access legal assistance in a timely way	1.1a **Disadvantage profile:** Number and % of people accessing legal assistance by type and level of disadvantage. [Data source: intake and closure forms] 1.1b **Mode of initial access:** Number and % of people accessing legal assistance by mode of initial access. [Data source: Incoming enquiry log] 1.1c **Wait time:** Average wait time for assistance by service type and type of legal issue. [Data source: Spreadsheet recording wait time data]
1.2 People better understand their legal issues	1.2a **Understanding of legal issues:** % of service users who report that they better understand their legal issue(s) following legal assistance. [Data source: Service user survey]
1.3 People have a stronger voice in legal processes affecting them	1.3a **Better informed decisions:** % of service users who report they were able to make a better informed decision about how to handle their legal issue(s) following legal assistance 1.3b **Feel heard:** % of service users who report feeling heard following legal assistance. [Data source: Service user survey]

1.4 People have improved wellbeing:
  a. People have an improved financial situation
  b. People have more secure housing
  c. People have increased safety
  d. People have reduced stress
	1.4a **Self-reported wellbeing:** % of relevant matters in which service users report that as a result of CLC assistance they have: (a) An improved financial situation, (b) More secure housing, (c) Increased safety, (d) Reduced stress. [Data source: Service user survey]
	
	1.4b **Improved financial situation:** % of service users with relevant matters who have an improved financial situation through assistance from a CLC, by type of improvement. [Data source: File closure form]
	
	1.4c **More secure housing:** % of service users with relevant matters who achieve more secure housing through assistance from a CLC. [Data source: File closure form]
	
	1.4d **Increased protections to safety:** % of service users with relevant matters who establish or increase protections to their safety through assistance from a CLC. [Data source: File closure form]

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

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

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

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

HIGH LEVEL OUTCOME 4
Decision makers address systemic injustices

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

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

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

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

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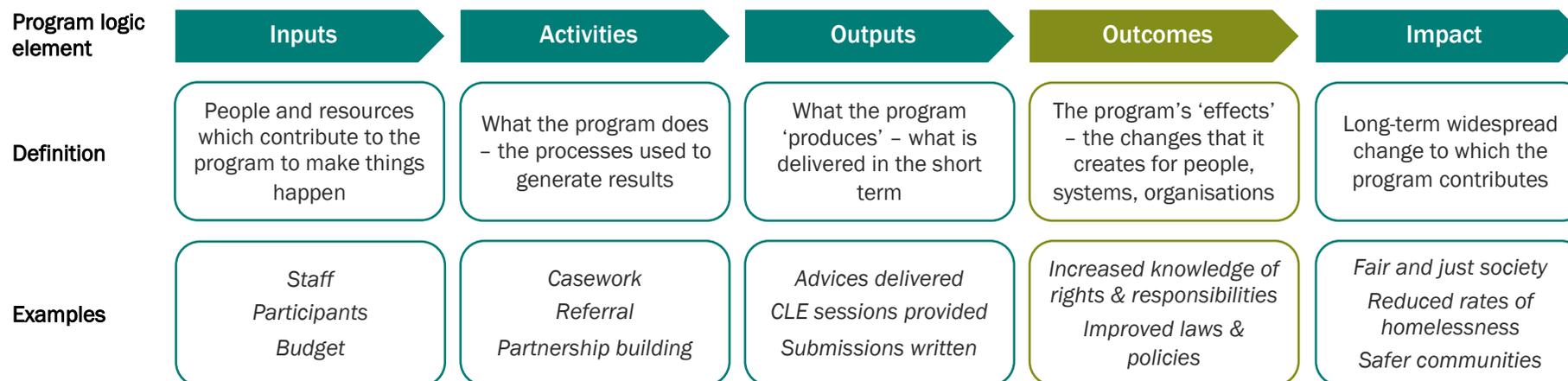
What are outcomes?

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

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

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

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

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

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

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

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

What is outcomes measurement?

Outcomes measurement is a systematic process through which an organisation:

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

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

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

Structure of the Framework

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

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

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

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

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

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

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

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

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

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

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

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

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

Examples and Case Studies

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

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

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

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

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

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

Tools supporting CLCs to use the Outcomes Measurement Framework

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Supplementing outcomes measurements with other data sources

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

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

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

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

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

How the Framework can support outcomes reporting

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

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

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

SHARED OUTCOMES MEASUREMENT AND ADVOCACY

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

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

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

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

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

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

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

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

How the Framework relates to the National Accreditation Scheme

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

Quick guide to navigating the Framework

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Definitions and commentary on terms used in the Framework

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

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

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

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

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

Endnotes

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

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

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

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

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

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

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

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

[9] *LAW Survey,* above n1, 29–30.

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

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

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

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

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

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

[16]Ibid xxi.

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

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

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

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