Client Satisfaction Survey 2017

Summary report

September 2017

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# Background

## Objectives

The objectives of the customer service survey are to:

* measure clients’ perceptions and experience of VLA services
* help VLA make decisions about the services provided in the future
* report findings to government and stakeholders
* and meet reporting requirements under the National Partnership Agreement.

## Approach

The survey of VLA clients was conducted online and via telephone and included in-depth qualitative follow up of selected clients.

## Methodology

A multi-method survey was conducted with 1,001 participants, 501 via telephone and 500 online.

The survey provided equal representation of client satisfaction relating to VLA services: Legal Advice, Casework, Duty Lawyer and Legal Help, Criminal, Civil and Family Law.

The survey is weighted to VLA’s client population and fieldwork was conducted between February and March 2017.

There were 20 follow-up qualitative interviews with clients, selected to represent: service types and client types, levels of satisfaction and culturally and linguistically diverse clients, clients with disabilities and Indigenous clients. This was an extension of survey responses, telling their story.

## This report

This report is divided into sections covering overall satisfaction, impact on emotions and ease of access to VLA services as well as referral after service.

Process and outcome measures are presented for: Legal Advice, Casework, Duty Lawyer and Legal Help services including client comments and feedback.

Qualitative findings are presented at the end of each section with conclusions presented at the end of this document.

# Overall Client Satisfaction

## Overall satisfaction results for 2017.

Overall, seven in ten clients were satisfied with VLA’s services. This figure is a significant decline following a general downward trend Satisfaction was higher for Casework services, and clients with Criminal matters.

70% of participants indicated they were either satisfied (30%) or very satisfied (39%) with VLA services. Other results were: Neutral (11%), Dissatisfied (8%), Very dissatisfied (11%) and Don't know (1%).

### Over time

* 2011 86%
* 2012 87%
* 2013 73%
* 2015 76%
* 2017 70%.

### Service and client type

#### Client type

Civil 72%

Criminal 76%

Family 64%

#### Service type

* Casework 78%
* Duty Lawyer 72%
* Legal Advice 66%
* Legal Help 62%.

# Impact on Emotions

Clients were asked about their emotional state before and after receiving VLA’s services. Differences in clients’ emotional ratings are presented. VLA’s services had a very positive impact on clients’ wellbeing. Receiving help from VLA boosted clients’ positive emotions and reduced their negative emotions.

### Decrease in negative

Participants levels of stress, depression and anger were reduced after clients received VLA services.

From a scale of 1 to 10, where 1 was ‘not at all’ and 10 was ‘extremely’ clients rated a mean score of;

* 7.4/10 for **feeling stressed** before receiving service, compared with 4.8/10 after service, a reduction of 2.6
* 6.1/10 for **feeling depressed** before receiving service, compared with 3.9/10 after service, a reduction of 2.2
* 5/10 of participants reported **feeling angry** before receiving service, compared with 3.5/10 after service, a reduction of 1.5.

### Increase in positive

Feelings of being informed, confident and calm were increased after clients received VLA services.

From a scale of 1 to 10, where 1 was ‘not at all’ and 10 was ‘extremely’, clients rated a mean score of;

* 4/10 for **feeling informed** before receiving service, compared with 6.7/10 after service, an increase of 2.7
* 3.7/10 for **feeling confident** before receiving service, compared with 5.9/10 after service, an increase of 2.2
* 3.6/10 for **feeling calm** before receiving service, compared with 5.7/10 after service, an increase of 2.2.

# Access to Legal Aid

## First Contact

Most VLA clients become aware of the service via a court or word of mouth. Few experience difficulties first accessing the service. Those that do experience difficulties report issues getting through on the phone and access issues relating to eligibility.

### Source of awareness

* Court 24%
* Word of mouth 21%
* Friends or family 15%
* Duty Lawyer 7%
* Police 6%.

### Any Difficulties

* No 86%
* Yes 14%.

### Why

* Could not get through 32%
* Eligibility issues 31%
* Long wait times 19%
* Staff unsympathetic 16%
* Unresponsive 13%
* Confusion over process 12%.

## Initial triage and assessment

Few VLA clients had difficulty completing assessment.

The number of questions asked and time taken were the biggest issues, though only for a small number of clients.

* 82% agree or strongly agree that **they could fully explain their situation**, other responses included: Neutral 5%, Disagree 7%, Strongly disagree 5%, Don't know 0%
* 80% agree or strongly agree that they were **satisfied with the type of questions** asked, other responses included: Neutral 9%, Disagree 5%, Strongly disagree 4%, Don't know 1%
* 79% agree or strongly agree that they **understood what help VLA could give**, other responses included: Neutral 7%, Disagree 8%, Strongly disagree 5%, Don't know 1%
* 77% agree or strongly agree that they were **satisfied with the number of questions** they were asked, other responses included: Neutral 10%, Disagree 8%, Strongly disagree 4%, Don't know 1%
* 75% agree or strongly agree that they **satisfied with the time taken** by initial triage, other responses included: Neutral 10%, Disagree 8%, Strongly disagree 6%, Don't know 1%.

# Qualitative findings

## VLA’s reputation pre-service

Most clients had some understanding of VLA before first accessing services and most had heard positive things about the support that they could get.

Client quote: It was an unexpected event and didn’t know what to do – so I asked my girlfriend who knows a lawyer and he said to speak to the duty lawyer on the day. I just expected that they would be helping to solve the legal issues.

Client quote: They have a good reputation overall. They help people who are in trouble and can’t afford it, no matter who you are.

## Ease of access

Most clients across the different service types stated that they could get through to the VLA staff they needed relatively easily.

Client quote: They were good at communicating with me on the phone. They weren’t rude, they listened and directed me in the right spot nicely. Nothing they could have done differently.

Client quote: The reception ladies were good – they were friendly, good about me having my baby with me. Tried not to keep me waiting long.

However, some clients explained that the initial contact with VLA was time-consuming, confusing and/or stressful.

Client quote: I was shuffled from one office to another. This took forever and when I did end up speaking to a lawyer, it had to be really rushed.

Client quote: You have to call and call. Sometimes they don’t answer. Sometimes you can’t get through to the person you were speaking to last time.

# Process and outcome measures for each service

## Legal Advice

Legal Advice clients rated the staff as polite, respectful and agreed they provided clear explanations. Some clients would like more information on an ongoing basis throughout the process.

* 89% agreed or strongly agreed that their lawyer **was polite and respectful**, other responses included: Neutral 4%, Disagree 1%, Strongly disagree 4%, Don't know 1%
* 87% agreed or strongly agreed that their lawyer **listened to their legal problem**, other responses included: Neutral 5%, Disagree 3%, Strongly disagree 4%, Don't know 1%
* 80% agreed or strongly agreed that their lawyer **clearly explained to them what they needed to do next**, other responses included: Neutral 6%, Disagree 7%, Strongly disagree 6%, Don't know 2%
* 77% agreed or strongly agreed that their lawyer **didn’t rush them**, other responses included: Neutral 8%, Disagree 9%, Strongly disagree 5%, Don't know 1%
* 73% agreed or strongly agreed that **the advice received was helpful**, other responses included: Neutral 11%, Disagree 8%, Strongly disagree 7%, Don't know 1%
* 73% agreed or strongly agreed that their lawyer **helped them to understand how to deal with the problem**, other responses included: Neutral 10%, Disagree 9%, Strongly disagree 6%, Don't know 2%
* 70% agreed or strongly agreed that they **felt confident in their lawyer’s advice**, other responses included: Neutral 12%, Disagree 10%, Strongly disagree 6%, Don't know 2%
* 69% agreed or strongly agreed that they were **kept informed throughout the process**, other responses included: Neutral 9%, Disagree 10%, Strongly disagree 6%, Don't know 6%
* 60% agreed or strongly agreed that the **service received was better than expected**, other responses included: Neutral 19%, Disagree 11%, Strongly disagree 10%, Don't know 1%.

### Outcomes

Half of Legal Advice clients agreed that their legal outcome matched what their lawyer told them – one quarter were unsure. Two thirds agreed that the lawyer helped them sort out their legal problem. Almost all knew where to get help in the future and would recommend VLA.

* 68% percent thought VLA helped a little or a lot to **sort out their legal problem**, other responses included: Neutral 16%, A little worse 2%, A lot worse 6%, Don't know 8%
* 86% agree or strongly agree that they **know where to get help in the future**, other responses include: Disagree 8%, Strongly disagree 6%
* 84% agree or strongly agree that they **would recommend VLA in the future**, other responses include: Disagree 9%, Strongly disagree 7%
* 53% agreed that the **outcome matched what their lawyer told them**, other responses include: No 20%, Don’t know 27%.

### Suggestions

The most common suggestions for improvement to the Legal Advice service were increases to funding and resources. Enhancing lawyers’ listening and communicating skills were also common suggestions.

* 40% suggested more funding and resources
* 20% suggested listening to clients and considering their point of view
* 16% suggested being more compassionate and less judgemental
* 12% said no improvements were needed and they already did a good job.

Client quote: They need more funding and they need to all be trained in DV [domestic violence] and make the process easier/less stressful for victims of DV.

Client quote: Better understanding of a parents’ feelings when dealing with child abuse and sexual abuse. I felt that I was treated poorly because I was emotionally impacted by my daughter’s experience.

Client quote: More communication. More follow up on promises made.

### ‘other’ comments

Most ‘other’ comments were positive and related to the lawyers’ helpfulness and professionalism.

* 30% said their lawyers were helpful
* 19% said their lawyer was professional
* 11% said no improvement was needed
* 15% said their lawyer was not helpful
* 11% said they felt rushed
* 11% said their lawyers were unresponsive.

Client quote: Was extremely helpful and followed up after conducting some research.

Client quote: The adviser was empathetic, understanding, professional and very helpful.

Client quote: They were understanding to my situation, and polite and professional in their approach.

# Casework

Most Casework clients described their lawyer as being polite, good listeners and helpful. Some Casework clients wanted more frequent updates and advice on what was likely to happen next.

* 84% agreed or strongly agreed that their lawyer **was polite and respectful**, other responses included: Neutral 5%, Disagree 4%, Strongly disagree 5%, Don't know 1%
* 83% agreed or strongly agreed that their lawyer **listened to their legal problem**, other responses included: Neutral 6%, Disagree 2%, Strongly disagree 8%, Don't know 1%
* 79% agreed or strongly agreed that the **advice received was helpful**, other responses included: Neutral 9%, Disagree 4%, Strongly disagree 8%, Don't know 1%
* 77% agreed or strongly agreed that their lawyer **helped them to understand how to deal with their legal problem**, other responses included: Neutral 7%, Disagree 6%, Strongly disagree 9%, Don't know 1%
* 76% agreed or strongly agreed that they were **confident in their lawyer’s advice**, other responses included: Neutral 9%, Disagree 5%, Strongly disagree 9%, Don't know 1%
* 76% agreed or strongly agreed that their lawyer **didn’t rush them**, other responses included: Neutral 7%, Disagree 10%, Strongly disagree 6%, Don't know 1%
* 76% agreed or strongly agreed that their lawyer **clearly explained what was going to happen next**, other responses included: Neutral 6%, Disagree 9%, Strongly disagree 8%, Don't know 1%
* 74% agreed or strongly agreed that they were **kept informed throughout the process**, other responses included: Neutral 9%, Disagree 9%, Strongly disagree 7%, Don't know 1%
* 68% agreed or strongly agreed that **service received was better than expected**, other responses included: Neutral 10%, Disagree 11%, Strongly disagree 10%, Don't know 1%.

### Outcomes

Seven in ten Casework clients felt that their lawyer helped them sort out their legal problem. Only six in ten felt that the outcome of their case matched what the lawyer told them. However, most would recommend VLA’s services.

* 68% percent thought VLA helped a little or a lot to **sort out their legal problem**, other responses included: Neutral 9%, A little worse 3%, A lot worse 5%, Don't know 15%
* 84% agree or strongly agree that they **would recommend VLA in the future**, other responses include: Disagree 8%, Strongly disagree 8%
* 62% agreed that the outcome **matched what their lawyer told them**, other responses include: No 20%, Don’t know 19%.

### Suggestions

More funding and resources was again identified as the main area for improvement to the Casework service. Improvements were also suggested relating to the level of experience and the personal manner of Casework lawyers.

* 38% suggested more funding and resources
* 19% suggested more experienced and knowledgeable staff
* 18% suggested listening to clients and considering their point of view
* 18% suggested caring about their clients and to be more helpful
* 15% suggested being more communicative and responsive.

Client quote: Have their resource base increased and ensure that the first point of contact is trained in listening skills coupled with a bout of compassion.

Client quote: Although my case lawyer was excellent-some representatives with me in court were extremely inept causing severe stress.

Client quote: Be more proactive and stronger advocates for victims of DV[domestic violence], especially the children. They don't understand the effect of years of DV and don't seem to realise the seriousness of non-physical DV.

### ‘other’ comments

Most ‘other’ comments about the Casework service were positive, though non-specific. Some Casework clients praised lawyers’ helpfulness and professionalism.

* 43% said no further improvements were needed
* 10% said their lawyers were helpful
* 9% said their lawyers were professional
* 13% said that their lawyers were unresponsive or did not listen
* 11% said their lawyers could not help
* 8% said their lawyers did not provide enough effort.

Client quote: They were very well mannered, helped me out with exactly how I needed to be helped out.

Client quote: I needed help with family law and it was quite a difficult time I had been going through and she has made it so much easier the whole process.

Client quote: She was a great lawyer, she advised me well, and kept me informed.

# Duty Lawyer

Duty Lawyer clients perceived the lawyers to be polite and good at listening to their legal problems. Clients also praised the lawyers for explaining what would happen next with their case. The amount of waiting time, however, was a particular issue for these clients.

* 82% Agreed or strongly agreed that their lawyer **polite and respectful**, other responses included: Neutral 11%, Disagree 4%, Strongly disagree 2%, Don't know 0%
* 79% Agreed or strongly agreed that their lawyer **listened to their legal problem**, other responses included: Neutral 6%, Disagree 6%, Strongly disagree 7%, Don't know 2%
* 75% Agreed or strongly agreed that their lawyer **clearly explained to them what they needed to do next**, other responses included: Neutral 9%, Disagree 9%, Strongly disagree 5%, Don't know 1%
* 72% Agreed or strongly agreed that their lawyer **helped understand how to deal with their legal problem**, other responses included: Neutral 11%, Disagree 10%, Strongly disagree 6%, Don't know 2%
* 70% Agreed or strongly agreed that their lawyer **didn't rush them**, other responses included: Neutral 9%, Disagree 12%, Strongly disagree 7%, Don't know 1%
* 69% Agreed or strongly agreed that the **advice received was helpful**, other responses included: Neutral 11%, Disagree 11%, Strongly disagree 8%, Don't know 1%
* 69% Agreed or strongly agreed that they **felt confident in lawyers' advice**, other responses included: Neutral 11%, Disagree 12%, Strongly disagree 8%, Don't know 1%
* 66% Agreed or strongly agreed that they **were kept informed throughout process**, other responses included: Neutral 11%, Disagree 14%, Strongly disagree 6%, Don't know 3%
* 59% Agreed or strongly agreed that the **service received was better than expected**, other responses included: Neutral 15%, Disagree 15%, Strongly disagree 11%, Don't know 0%
* 56% Agreed or strongly agreed that they **didn't have to wait too long** to see lawyer, other responses included: Neutral 9%, Disagree 20%, Strongly disagree 15%, Don't know 0%.

### Outcomes

Seven in ten Duty Lawyer clients felt that their lawyer helped them sort out their legal problem – similar to Casework. Only six in ten felt that the outcome of their case matched what the lawyer told them – also similar to Casework. Most would recommend VLA’s services and know where to get help in the future.

* 69% said they were **helped** a little or a lot by their duty lawyer, other responses included: Neutral 15%, a little worse 6%, a lot worse 9%, don’t know 1%
* 87% agreed or strongly agreed that they **know where to get help in the future**, other responses included: Disagree 6%, Strongly disagree 7%
* 78% agreed or strongly agreed that they **would recommend VLA’s services**, other responses included: Disagree 11%, Strongly disagree 11%
* 60% said the **outcome matched what their lawyers had told them**, other responses were: No 28%, Don’t know 13%.

### Suggestions

Like other VLA services, Duty Lawyer clients perceive that the service needs more funding to build capacity. Enhancements to lawyers’ communication skills and empathy were also suggested.

* 46% suggested more funding and resources
* 15% suggested being more communicative and responsive
* 13% suggested caring about their clients and being more helpful
* 12% said no further improvements are needed
* 11% suggested listening to clients and considering their point of view.

Client quote: Quicker to get an appointment with, easier to find in court or to know what the process is when arriving at court.

Client quote: Be more helpful and caring, have a system to make sure lawyers are acting in clients’ best interest. I was not treated as if I was the client but a beggar.

Client quote: Listen to clients, rather than look for reasons to exclude.

### Comments

Positive comments about the Duty Lawyer focussed on their helpfulness and politeness. Some clients held an opposite point of view and did not find the Duty Lawyer helpful.

* 17% said their duty lawyer was Helpful
* 16% said no further improvements needed
* 10% said their duty lawyer was friendly or polite
* 21% said their duty lawyer was not helpful.
* 14% said they felt rushed
* 8% said their duty lawyer was unresponsive.

Client quote: Very good, hope they are barristers tomorrow, very, very impressed, wished they had more funding for them.

Client quote: The duty lawyer did not do anything in the court room except adjourned the hearing to the Directions Hearing.

Client quote: It was a very distressing experience. He calmed me down and went into it step to step. I was very anxious but he made it easier by letting me know what to expect.

# Legal Help

The greatest strength of the Legal Help service is the adviser’s ability to speak clearly and to treat their clients with respect. However, some clients felt that their Legal Help call was rushed.

* 90% said their adviser **spoke clearly**, other responses included: Neutral 5%, Disagree 1%, Strongly disagree 4%, Don't know 1%
* 83% said their adviser was **polite and respectful**, other responses included: Neutral 4%, Disagree 4%, Strongly disagree 4%, Don't know 1%
* 77% said their adviser **listened to their legal problem**, other responses included: Neutral 10%, Disagree 10%, Strongly disagree 6%, Don't know 2%
* 77% said their **enquiry was answered in a reasonable time**, other responses included: Neutral 10%, Disagree 9%, Strongly disagree 5%, Don't know 1%
* 74% said their adviser **clearly explained what you needed to do next**, other responses included: Neutral 10%, Disagree 10%, Strongly disagree 7%, Don't know 1%
* 72% **felt confident in adviser's ability**, other responses included: Neutral 12%, Disagree 8%, Strongly disagree 6%, Don't know 2%
* 70% said the **information received was helpful**, other responses included: Neutral 8%, Disagree 15%, Strongly disagree 6%, Don't know 2%
* 66% said their adviser **didn't rush them**, other responses included: Neutral 11%, Disagree 11%, Strongly disagree 6%, Don't know 6%
* 52% said the **service received was better than expected**, other responses included: Neutral 23%, Disagree 16%, Strongly disagree 10%, Don't know 1%.

### Outcomes

Six in ten Legal Help clients felt that their adviser helped them sort out their legal problem. However, most would recommend VLA’s services and feel empowered to get legal support in the future.

* 62% said they were **helped** a little or a lot, other responses were: Neutral 29%, A little worse 2%, A lot worse 4%, Don't know 1%
* 83% agreed or strongly agreed that they **knew where to get help in the future**, other responses were: Disagree 11%, Strongly disagree 7%
* 80% agreed or strongly agreed that they **would recommend VLA’s services in the future**, other responses were: Disagree 10%, Strongly disagree 10%.

### Suggestions

Greater funding and resources was again the most commonly suggested improvements for Legal Help. Improving ease of access was also commonly suggested.

* 29% suggested more funding and resources
* 16% suggested easier access to services
* 13% said no further improvements are needed
* 11% suggested listening to clients and considering their point of view
* 9% suggested better and more consistent information and explanations.

Client quote: Make an appointment when someone asks for one instead of telling them they can't and that my husband 'has to do it himself' when he was unavailable to do so.

Client quote: Understand each case individually. Not one size fits all scenario.

Client quote: Better time spent explaining the system and getting back quicker.

### ‘Other’ comments

‘other’ comments about the Legal Help service were mostly positive and centred on the helpfulness and professionalism of advisers.

* 30% said the Legal Help service was helpful
* 19% said it was professional
* 11% said no further improvement was needed
* 5% said it was not helpful
* 11% said they felt rushed
* 11% said it was unresponsive.

Client quote: She was honest and straight to the point, which was very helpful.

Client quote: She was over and beyond helpful to the point of emailing me specific sites to visit immediately.

Client quote: I can't speak enough about the help provided by the individual. My issues were complex and I was very anxious. The person helped me considerably.

# Qualitative findings

Many clients were very impressed by the manner and professionalism of the lawyer or adviser.

Client quote: Once you get through to the right lawyer, they are really good. They did all the groundwork. They worked around the clock.

Client quote: They are always there. They always listen. They always communicate properly. They give good simple explanations. They gave me options.

Client quote: I can't speak enough about the help provided by the individual. My issues were complex and I was very anxious. The person helped me considerably.

However, others questioned the lawyers dedication and abilities.

Client quote: He was gutless. He just didn’t make the effort. He didn’t even look at my paperwork or evidence. He did not fight hard enough and put any of my evidence forward. So I lost.

Client quote: He wasn’t actually a lawyer. Not a real one anyway, or a good one. He was just there to sign off the paperwork and go home. There was no accountability.

Client quote: I wasn’t fully informed about the process the whole time. My lawyer seemed to be all over the place. They couldn’t focus on one case at a time and didn’t keep me in the loop.

## Meeting expectations

The expectations of clients were met or exceeded for many clients. The services provided by VLA went above and beyond what they thought they might receive.

Client quote: I wanted advice when I first called them, then she started helping me with paperwork too. Then she really helped by looking at other avenues that I could consider.

Client quote: I felt like I was <LAWYER’S> only client. I could call her whenever I had a question. Sometimes these calls could last an hour. It didn’t seem to matter to her how long she spent with me and my problems.

Not all clients felt that their expectations were met. Issues of eligibility appeared to be the main driver of unmet expectation.

Client quote: I had $10,000 saved up to buy a car for me and the family. I don’t make any money. Then VLA told me that I could not get a lawyer because of my savings. I had to represent myself, now I can’t see my kids.

Client quote: So, they just told me I couldn’t have a Duty Lawyer because my ex is already using one. That was it. I had to go out and find my own lawyer which cost me.

Client quote: I didn’t end up getting any help. She lives in <STATE> so VLA could not help because it was not happening in Victoria. They were very nice and polite about it all.

# Referrals after service

## Referrals

Four in ten clients received a referral at the completion of service. Most were provided a phone number and referred to a private lawyer.

### How many?

* 61% did not receive a referral
* 39% received a referral.

### How?

* 40% were provided with a phone number
* 22% made an appointment
* 17% made contact on behalf of the client
* 16% were provided with a link to a website
* 29% don't know or can’t remember how they were referred.

### Who to?

* 35% were referred to a private lawyer
* 21% to social services
* 17% to a Community Legal Centre
* 16% to a health service
* 15% to another service at VLA.

## Following up referrals

Eight in ten clients who received a referral followed-up with the referral. Of these, seven in ten perceived the referral to be useful.

### Followed up referral?

* 83% followed up their referral
* 17% did not or didn’t know.

### Was referral useful?

73% agreed or strongly agreed that their referral was useful, other responses were: Neutral 13%, Not very 3%, Not at all 8%, Don’t know 2%.

# Qualitative findings

## Empowerment

The primary outcome was a feeling of empowerment that clients would know what to do if they found themselves in a similar legal situation.

Client quote: So it was good advice. They could not help me and they said so. But they did give me the number for financial counselling. Also the Law Institute. I’d just call them next time.

Client quote: The Duty Lawyer gave me the best advice I ever got. He made a payment plan and explained what I had to pay when. He also told me that I should pay more than I need to… to get ahead.

A small number of clients did not feel empowered after their contact with VLA and expressed a sense of helplessness and being let-down.

Client quote: They ended up ruling in her favour. I lost and now she is taking my son away. Can I appeal this? What can I do now? It’s not fair – it’s just because she is a better lawyer and tricked everyone.

# Conclusions

## In conclusion

VLA continues to provide high quality services – most of the organisation's clients, some of whom have complex issues, were satisfied overall.

Service staffs’ professionalism, politeness, listening skills and ability to provide clear explanations were recognised and appreciated. Yet, clients’ overall satisfaction levels has continued a downward trend in 2017 that began around 2012.

Drivers of this decline in satisfaction are possibly due to be a mix of:

* Expectations based on previous experience, information accessed prior to service and advice from friends/family
* Eligibility for services in relation to expectations
* Referral to other sources of support in cases of non-eligibility or lower than expected quantities or types of service.

Service improvement efforts could emphasise expectation setting, explanation of eligibility criteria and enhanced referrals.