# Community Legal Services Program Plan

Use this template to complete your centre’s CLSP Plan. Each section must be completed, however, if your centre creates a separate document with similar content you may be able to submit this in lieu of some of the report. Contact the CLC Funding and Development team at VLA *prior* to submitting your plan if this has not been otherwise approved.

Centres can prepare an annual CLSP Plan, and the minimum requirement is to prepare a multi-year CLSP Plan for the CLSP Service Agreement period (1 July 2023 – 30 June 2025).

Centres can update their CLSP Plan during the Service Agreement period, including updating the Operational Report in Section one, and adjusting targets in consultation with VLA.

## Sections of this Report & Plan

* **Section 1: Operational Report**
	+ - Basic information
		- Staffing and volunteers
		- Service offering and service locations
* **Section 2: Strategic Plan**
* **Section 3: Identified Legal Need**
* **Section 4: Service and Project Plans**

This Plan template contains example text to demonstrate what should be included. Please ensure you delete/update these as necessary while completing the template.

## CLSP 12 Month Progress Report

The CLSP Plan provides the basis on which to complete to your 12 Month Progress Report.

For the Progress Report you do not need to update the content of the Plan, but only provide comments against the CLSP Plan as submitted. Comments only need to be provided in Section 3 and Section 4. There are explanations of what comments need to be provided for progress reporting within this document in the relevant sections.

## Section 1: Annual Operational Report

Complete this section when providing your CLSP Plan and update alongside 12 Month Progress Report if there are any changes, especially about personnel contact details.

### Basic organisational information

#### Accreditations held

[ ] National Accreditation Standard

[ ] QIP

[ ] Other (please list) \_\_\_\_\_\_\_\_\_

#### Does your organisation have a Reconciliation Action Plan?

☐Yes

☐No, but we are currently developing one

☐No

|  |
| --- |
| Comment: |

#### What Case Management System does you Centre presently use? (please tick all relevant

☐CLASS

☐ActionStep

☐Other (please provide detail below)

|  |
| --- |
| Comments: |

#### Key personnel

|  |  |
| --- | --- |
| **Position** | **Name, position, email address, phone number** |
| *Chairperson of Board (or equivalent)* |  |
| *CEO/EO or equivalent* |  |

#### Other key contacts

The CLCFDP team sometimes sends out additional communications about the CLSP during the year. To ensure these communications are received by all those who need it, in addition to the CEO/EO listed above, are there any additional contact persons for the CLCFDP team to include on our mailing lists for general communications about the either of the following? If so, please include their name/s and email/s.

|  |  |
| --- | --- |
| Financial Reporting / Requirements |  |
| General CLSP information or other Operational Reporting / Requirements |  |

#### Are you in regular contact with your local VLA office?

[ ] Yes (please specify office location(s) and contact(s)) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[ ] No

### Workforce Summary

#### Staff summary

VLA, at a minimum, needs centres to report the total number of staff and FTE for groups of roles classification within the organisation, specifying CLSP funded FTE.[[1]](#footnote-2) If it is preferable for the centre, they can report individual roles and FTE, rather than by grouping. A Workforce Summary tab to do this is now included as a dedicated sheet in the Budget and Funds Report.

Please include an Organisational Chart here if you wish. An example is provided in Attachment One.

#### Volunteer Summary (includes interns and students) - optional

VLA understands that volunteers can play a significant role in the work of CLCs and that some centres want to highlight the role of volunteers that support CLSP service delivery. A tab to complete this section is now located in the Budget and Funds Template, in the tab titled Workforce Summary., please report on the number of regular volunteers at your centre at **1 July**. We understand that the definition of regular may differ from centre to centre. As an example, a regular volunteer could be any volunteer that is ‘active’ at the organisation, e.g. rostered to assist during July.

Alternatively, long term volunteers who may only volunteer a few times a year may also be considered regular by a centre. Please also indicate the number of FTE equivalent of ‘work’ by volunteers in the first two weeks of July.

### Services Provided

|  |
| --- |
| Financial Year:  |

Please complete this section for services being provided in the financial year for which this plan is for. If your Centre is providing a multi-year CLSP Plan, this section must be updated with the 12-month Progress Report and when there are changes to service delivery, as a result of new funding received outside the normal funding cycle, for example.

If your centre is not using CLASS, for ‘CLASS Funding Category’ please indicate the equivalent name in the system which you use.

| **Outreach Services** |
| --- |
| **Name of outreach** | **Street Address** | **Partner Organisation** | **Type of Service** | **Law Type**  | **Generalist or Specialist Service** *(If specialist, identify target group/s and/or problem type)* | **Hours of Operation** | **Frequency** | **Total Available appointments per session** | **CLASS Funding Category\*** | **Funded by:** |
| *Fairfield Advice Service* | *123 Street St, Fairfield NSW 2165*  | *Fairfield Aboriginal Health Centre* | *Appointment, drop in or both.* | *Crime, Civil, Family etc* | *Specialist service for ATSI Women* | *2-4pm* | *Weekly on Weds* | *4* | *CLSP - Generalist* | *CLSP general and DJCS grant* |
|  |  |  |  |  |  |  |  |  |  |  |

| **At Centre Clinics/Service** |
| --- |
| **Name of Clinic/Service** | **Location (which office if multiple)** | **Type of Service** | **Law Type** | **Generalist or Specialist Service** (If specialist, identify target group/s) | **Hours of Operation** | **Frequency** | **Total Available appointments** | **CLASS Funding Category\*** | **Funded by:** |
| *General advice phone line* | *Head office (Footscray)* | *Phone-advice line* | *All* | *General*  | *9:30-4pm*  | *Monday to Friday weekly* | *N/A* | *CLSP-general* | *CLSP - general* |
|  |  |  |  |  |  |  |  |  |  |

|  |
| --- |
| **Court Services** |
| **Court Location** | **Type of Service** | **Law Type** | **Generalist or Specialist Service** (If specialist, identify target group/s) | **Hours of Operation** | **Frequency** | **Approx. # of clients able to be seen per day** | **CLASS Funding Category\*** | **Funded by:** |
| *Melbourne Magistrates Court* | *e.g. Duty Lawyer Service, Social Work Support Service* | *Crime, Civil, Family, etc.* | *Family Violence Duty Lawyer Service* | *9am – 4pm* | *Thursdays and Fridays weekly* | *4* | *CLSP-FV* | *CLSP - general* |
|  |  |  |  |  |  |  |  |  |

| **Planned CLE and Community Engagement (Law Reform and Stakeholder Engagement)** |
| --- |
| This does not need to include details of expected reactive work that my come up during the year. CLE includes CLE activities and production of resources. Community Engagement includes Law and Legal Services Reform and Stakeholder Engagement as defined in the Data Standards Manual.  |
| **Planned Activity details** | **Partner Organisation(s), if any** | **Other comments** |
| *e.g. CLE on Healthy Relationships at Schools*  | *XXX Secondary School* | *2 sessions planned so far, but expect more* |
|  |  |  |

### Areas of Law

Please indicate which of the following areas of law your centre actively provides advice, casework services or conducts CLE for. This list is not intended to be exhaustive.

|  |  |  |
| --- | --- | --- |
| Area of Law | Advice | Casework |
| Child Protection |[ ] [ ]
| Child Support |[ ] [ ]
| Consumer Law |[ ] [ ]
| Criminal Law – Magistrates’ Court |[ ] [ ]
| Criminal Law – County, Supreme or High Courts |[ ] [ ]
| Debts |[ ] [ ]
| Discrimination |[ ] [ ]
| Employment Law - Employees |[ ] [ ]
| Family Law – parenting |[ ] [ ]
| Family Law – property |[ ] [ ]
| Family Law – divorce |[ ] [ ]
| Family violence |[ ] [ ]
| Elder Abuse |[ ] [ ]
| Immigration |[ ] [ ]
| Infringements (fines) |[ ] [ ]
| Motor Vehicle Accidents |[ ] [ ]
| Personal Safety Intervention Orders |[ ] [ ]
| Powers of Attorney |[ ] [ ]
| Social Security |[ ] [ ]
| Tenancy – for tenant |[x] [ ]
| Victims of Crime Assistance Tribunal |[ ] [ ]
| Wills |[ ] [ ]

## Section 2: Strategic Planning

A Strategic Plan and/or outcomes measurement framework completed separately may be attached in lieu of this section if it contains the organisations Vision, Mission/Purpose and Values (or equivalent) and lists the organisations strategic goals and objectives. A Theory of Change, if completed, can also be provided, but is not necessary.

#### Organisational Overview

|  |  |
| --- | --- |
| Vision |  |
| Mission/Purpose |  |
| Values |  |

#### Strategic Goals

Strategic Plan for years: 20\_\_ - 20\_\_

|  |  |  |
| --- | --- | --- |
| ***Goals*** |  | ***Performance Measures (if any)*** |
| *Overarching Goal / Strategy 1* | *Sub-goal 1* |  |
|  | *Sub-goal 2* |  |
|  | *Sub-goal 3* |  |
| *Overarching Goal / Strategy 2* | *Sub-goal 1* |  |
|  | *Sub-goal 2* |  |
| *Overarching Goal / Strategy 3* | *Sub-goal 1* |  |
|  | *Sub-goal 2* |  |
|  | *Sub-goal 3* |  |

#### Performance Measures

If Performance Measures are available, but not tied to a specific single goal, please list them below.

|  |  |
| --- | --- |
|  | **Performance Measures** |
| 1  | *…* |
| 2 |  |

# Section 3: Identified Legal Need

VLA understands that centres may have different levels of experience in undertaking legal need assessments and evidence-based planning. We will be working with the Federation of CLCs to provide support to centres to build their capacity to undertake legal need assessments over time. Each ‘category’ of this section does not necessarily need to be completed each year, as a centre’s own context and other planning (e.g. Strategic Planning) will determine which areas of legal need to examine in more detail.

A legal need assessment completed separately may be attached in lieu of this section for the Plan.

When completing 12 month Progress Report please provide a comment on servicing areas of identified need. There is a table at the end of this section for this purpose. This table should be completed even where a separate LNA was attached as part of the Plan.

#### Catchment area / Area of Law / Client Focus

|  |
| --- |
| *Describe your catchment e.g. which LGAs your centre usually services, area of law of client focus* |

#### Key demographics / cohorts identified for service delivery\*

|  |  |  |
| --- | --- | --- |
| Demographic/cohort | Evidence of legal need | Activities related to this legal need (from Section 4) |
| *e.g. Migrant women* | *Increasing demand from migrant women for services. 2016 Census data showed increasing migrants in LGAs x and y, data from Home affairs showed particularly on humanitarian visas. Legal Needs Analysis.*  | *We aim to have 5% of our clients in 2020-21 identified as migrant women* |
|  |  |  |

#### \*This includes individual client service provision and/or system reform approaches.

#### Key areas of law identified for targeted service delivery

| Area of Law  | Evidence of legal need | Activities related to this legal need (from Section 4) |
| --- | --- | --- |
| *e.g. Employment Law* | *Information from FWO with high numbers of calls from people in our catchment. Discussions with other CLCs doing employment law. High numbers of people vulnerable to employment issues in catchment, e.g. international students, migrants, people working in X industry.*  | *No target, but we will check in on the number of clients with EL issues across the year to see how this work is progressing and if EL services have increased over time* |
|  |  |  |

#### Key geographic areas identified for targeted service delivery

|  |  |  |
| --- | --- | --- |
| Area of Law  | Evidence of legal need | Activities related to this legal need (from Section 4) |
| *e.g. LGA* | *This LGA has particularly high levels of persons with co-occurring disadvantages which make them at risk for needing legal assistance according to NLAS such as X% low income/low education. This LGA also has the highest proportion of persons that are low income, which is a priority cohort identified by the NLAP.* | *We have an outreach service located in this area, so will monitor whether this is being well attended (measuring # clients at this outreach).* |
|  |  |  |

**Comments for Progress Report**

|  | 12 month Progress Report (Financial Year: 20\_\_ - 20\_\_ ) |
| --- | --- |
| Please comment on the centre’s ability to service need identified using the questions below to prompt response:* *For the areas of need identified above, to what extent was the centre able to meet the need identified?*
* *What were results against the indicators identified?*
* *Were there challenges in meeting need?*
* *Are these areas of need still relevant?*
 |  |

## Section 4: Outcomes and Activities

The CLSP is moving towards outcomes reporting, but still requires activities and outputs to be reported to properly account for the public money it distributes. The [Victorian CLC Sector Outcomes Framework](https://d3n8a8pro7vhmx.cloudfront.net/fclc/pages/186/attachments/original/1520560119/Outcomes-Measurement-Framework_Full-Document.pdf?1520560119) is a great resources to support thinking about outcomes. As this document states, outcomes measurement and reporting 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.”*

Activities and outputs are things that a CLC does or produces to help it achieve outcomes it has identified. The relationship between activities, outputs, and outcomes is indicated below.



If you would like some ideas for some intermediate outcomes, you can view the [Victorian CLC Sector Outcomes Framework](https://d3n8a8pro7vhmx.cloudfront.net/fclc/pages/186/attachments/original/1520560119/Outcomes-Measurement-Framework_Full-Document.pdf?1520560119).

In the outcomes table below, you should indicate key outcomes which your centre is trying to advance or achieve this year. For this report, intermediate or shorter-term outcomes are those we are interested in. This table has been broken up under the five key outcome themes identified in the [Victorian CLC Sector Outcomes Framework](https://d3n8a8pro7vhmx.cloudfront.net/fclc/pages/186/attachments/original/1520560119/Outcomes-Measurement-Framework_Full-Document.pdf?1520560119) to best support the use of the supporting resources for this Outcomes Framework, however outcomes do not need to be drawn from the Outcomes Framework if your centre has developed outcomes independently. Outcomes, therefore, do not have to be broken up into these themes if it is not helpful for your centre.

A separate table has been included for centres to plan and report on activities and outputs, and expected achievement against activities and outputs.

**Your centre does not need to use the template tables below if it prefers using a Program Logic or Service Plan template that it has created or has been developed elsewhere, as long as outcomes indicators and targets, activities, and output measures and targets are included, and with prior approval by VLA.**

| **2023/24 Priority Outcomes***What outcomes are you focused on advancing/ achieving this year?* | **Indicators/ Measures***What information or data will you look at to understand if have achieved this change or are making progress?* *There may be multiple measures and indicators for a single outcome.* | **Data collection methods/ tools***Where will you get this information from?*  | **Timing***How often and when is this data collected and reported on ?*  | **Key Centre activities contributing to this outcome** *These activities will be included in the table below* | **12 month Progress Report Comments***How have you been progressing towards intended outcome? Has any data been gathered? What are reflections on progress towards outcome?* |
| --- | --- | --- | --- | --- | --- |
| **Client** |
| ***EXAMPLE:*** ***People better understand their legal issues*** | * *% of service users that report they are better able to understand their legal issues following assistance (broken down by demographics, programs)*
 | * *Client Surveys Online or Phone*
 | * *Collected regularly after each service – particularly vulnerable clients may not be included.*
* *Reported every 6 months*
 | * *All Client Surveying*
* *All direct client service delivery activities e.g. DL services, outreach clinics*
 | *Between July-Dec, 80% of clients indicated that they were satisfied with the service, and 75% reported they were better able to understand their legal issues. For Migrant Women, satisfaction was 70% but understanding of issues was 60%. We will do further work to understand whether we can improve service delivery for this cohort to improve their understanding. Satisfaction for Outreach X significantly higher than average. We can learn from what works in this program to see if any learnings can be applied to other services.*  |
| **Outcome 1.** |  |  |  |  |  |
| **Outcome 2 etc.**  |  |  |  |  |  |
| **Community** |
| ***EXAMPLE:*** *People have greater understanding of their rights and responsibilities* | * *% of service users reporting greater understanding of their rights and responsibilities following legal assistance, by service type*
* *% of CLE attendees which report greater understanding of their rights and responsibilities, by CLE topic*
 | * *Client Surveys*
* *CLE Feedback Surveys*
* *Ad hoc feedback*
 | * *Collected regularly after each service – particularly vulnerable clients may not be included.*
* *Reported every 6 months*
 | * *All Client Surveying*
* *All direct client service delivery activities e.g. DL services, outreach clinics*
* *CLE sessions*
 |  |
| **Outcome 3** |  |  |  |  |  |
| **Integrated Responses/ Partnerships** |
| ***EXAMPLE:*** *Partnerships and**relationships between**CLCs, service providers and**other stakeholders are**established and**strengthened* | * *Number and % of relevant partnerships and relationships which the CLC considers having been strengthened within a specified time period.*
* *Rating of partnership strength*
 | * *Relationship register (Excel spreadsheet)*
* *Partnership Survey*
 | * *Relationship register updated as needed – reporting done 6 monthly*
* *Partnership survey done every 1-2 years*
 | 1. *Develop 1 new Health Justice Partnership*
2. *Improve referral pathways between CLC A and our centre*
3. *Develop partnership with another FV organisation for CLE delivery*
 | *10 key relationships/partnerships are active this FY. This includes 1 new HJP. We have done work to improve referral pathways between CLC A and our centre, and with some local FV organisations. 50% of our partnerships have been rated as strengthened or improved over Jul-Dec.*  |
| **Outcome 4** |  |  |  |  |  |
|  |  |  |  |  |  |
| **Laws and Systems** |
| ***EXAMPLE:*** *Decision makers are**influenced to improve laws,**policies and legal processes* | * *Number and % of recommendations or demands made*
* *Number and % of recommendations which are mirrored in improvements to law, policy or legal processes.*
 | * *Advocacy register (Excel)*
 | * *Updated as needed. Reported every 6 months*
 | * *Submissions*
* *Stakeholder meetings*
* *Meetings with MPs*
 |  |
| **Outcome 5** |  |  |  |  |  |
| **CLCs – staff, resources, governance** |
| ***EXAMPLE:*** *CLC staff, volunteers and* *board members are skilled,* *engaged and supported* | * *% of staff, volunteers and board members who report that they were provided strong opportunities to increase relevant skills and expertise.*
* *% of staff, volunteers and board members who report high role satisfaction*
 | * *Staff Survey*
 | * *Annual*
 | * *Provide PD opportunities to all staff*
* *Establish skills register for Board*
* *Staff Survey*
* *Provide wellbeing opportunities for staff (Yoga, EAP)*
* *NAS*
 |  |
| **Other** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

**Outputs/ Activities**

|  |  |  |  |
| --- | --- | --- | --- |
| **Output/ Activity** | **Measure/ Indicator***What are you counting/ measuring to track what you did and who you reached?* | **Expected Annual Result/ Target** | **12 month Progress Report** *Achievements and comments* |
| *EXAMPLE Outreach clinic at Partner Org**for women experience family violence* | *No. clinics delivered**No. advices per annum delivered at the clinic* *No. cases per annum for women experiencing FV* | *2 clinics per month**200 advices p.a.* *15 new cases p.a.* | *All on track**Able to do 2 clinics per month except for June due to scheduling issue at partner centre**124 advices in reporting period**5 cases so far – expect more in Quarter 3 and 4 so on track* |
| *EXAMPLE Develop partnership with another FV organisation for CLE delivery* | *New partnership developed**No. CLE sessions delivered, and topics covered**No. (and type?) attendees at CLE session* | *1 new partnership developed**3 CLE sessions delivered p.a.* | *Not on track – no new partners with time/resourcing to commit to partnership* |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

For any fixed-term project funding, please use the following box identify the activities/outputs for the funded activities. Use a separate Project Funding Report box for each fixed-term project grant received (Copy and paste a new box for each for each funding stream). If there are any targets that are required according to the funding letter, include them here.

|  |
| --- |
| **Funding stream:**  |
| **FTE / Staffing summary:** |
| **Output/ Activity** |  **Measure/ Indicator***What are you counting/ measuring to track what you did and who you reached?* | **Expected Annual Result/ Target** | **12 month Progress Report** *Achievements and comments* |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Section 5: Supplementary Reporting

**Highlights and Challenges**

Please report on any highlights and challenges faced in the reporting period

|  |  |
| --- | --- |
|  | **12 month Progress Report**  |
| **Highlights** |  |
| **Challenges** |  |

**Financial Disadvantage Benchmark (completed with Progress Report 2)**

Data below can be extracted from CLASS or other database. For the purposes of this reporting, the below should only include representation services that were closed in the reporting period.

|  |  |  |
| --- | --- | --- |
| Total # Representation Services where client had Financial Disadvantage Indicator  | Total # Representation Services  | Proportion with Financial Disadvantage Indicator |
|  |  |  |

If Proportion with Financial Disadvantage Indicator is less than 80%, please comment on why this has not been met.

|  |
| --- |
|  |

**Compliance Checklist (completed with 12 month Progress Report )**

*The organisation certifies that it has complied with the following elements of the Service Agreement and Standard Conditions of CLSP Funding:*

☐ CLSP Services Standards

**Comments against Service Plan for Progress Reports**

For the 12 month progress report, you will need to report on the numerical measures for outcomes and activities/outputs and provide explanations where targets are not met or not on track. It is optional to provide comment on measures and targets which are on track or met but this can provide useful context for VLA. Case studies can also be attached in support of your reports. If you provide highlights and challenges or case studies, VLA may summarise these to share with the sector.

## Attachment One: Organisation Chart, example

Executive Officer

1FTE

Senior Lawyer

1FTE

Senior Lawyer

1FTE

Principal Lawyer

1FTE

Operations Manager

1FTE

Project Manager

1FTE

Policy Officer

1FTE

Community Development Manager

1FTE

Executive Assistant

0.8FTE

1. CLSP funded means funding that appears in the centre’s Service Agreement Schedule 1. [↑](#footnote-ref-2)