



Context for collaborative planning

Victoria Legal Aid's
Collaborative Service Planning Symposium
Geoff Mulherin
22 May 2018



Conference paper

Context for Collaborative Planning

Presentation to Victoria Legal Aid's Collaborative Service Planning Symposium

Geoff Mulherin, Law and Justice Foundation of NSW

22 May 2018

Publisher

Law and Justice Foundation of New South Wales

Level 13, 222 Pitt Street, Sydney NSW 2000

PO Box A109 Sydney South NSW 1235

P: +61 2 8227 3200

E: publications@lawfoundation.net.au

W: www.lawfoundation.net.au

© Law and Justice Foundation of New South Wales, 2018.

This presentation is copyright. It may be reproduced in part or in whole for educational purposes as long as proper credit is given to the Foundation.

Any opinions expressed in this publication are those of the authors and do not necessarily reflect the views of the Foundation's Board of Governors.



Collaborative service planning

- Context – legal needs; services ; levels of planning and delivery
- Towards a coherent process / system for client centred service delivery
- Information requirements and tools to aid planning



Collaborative service planning

- Was not created by NPA (2015 – 2020)
- With our complex system of service provision – essential
 - Even organisations / processes (NLAF, CLSD, ...) since 2005
- Nevertheless, NPA added a new dimension
 - *(created the proper noun?)*



The legal need context

- Lots of legal need
- Not equally shared
- More need than available service delivery... 'a given'
- Clusters of need (legal / non-legal)
- Services need to be:
 - Targeted
 - Joined-up
 - Timely
 - Appropriate



Range of services

- Legal Assistance Services
 - LA
 - CLC
 - ALS
 - FVPLS
- Other
 - Law Access
 - CJsCs
 - Ombudsmen
 - Private lawyers (either in paid or pro bono capacities)
- Modes of delivery
 - Generalist / specialist
 - Face-to-face / remote
 - In person / printed / web
 - Lawyer / paralegal / community partner

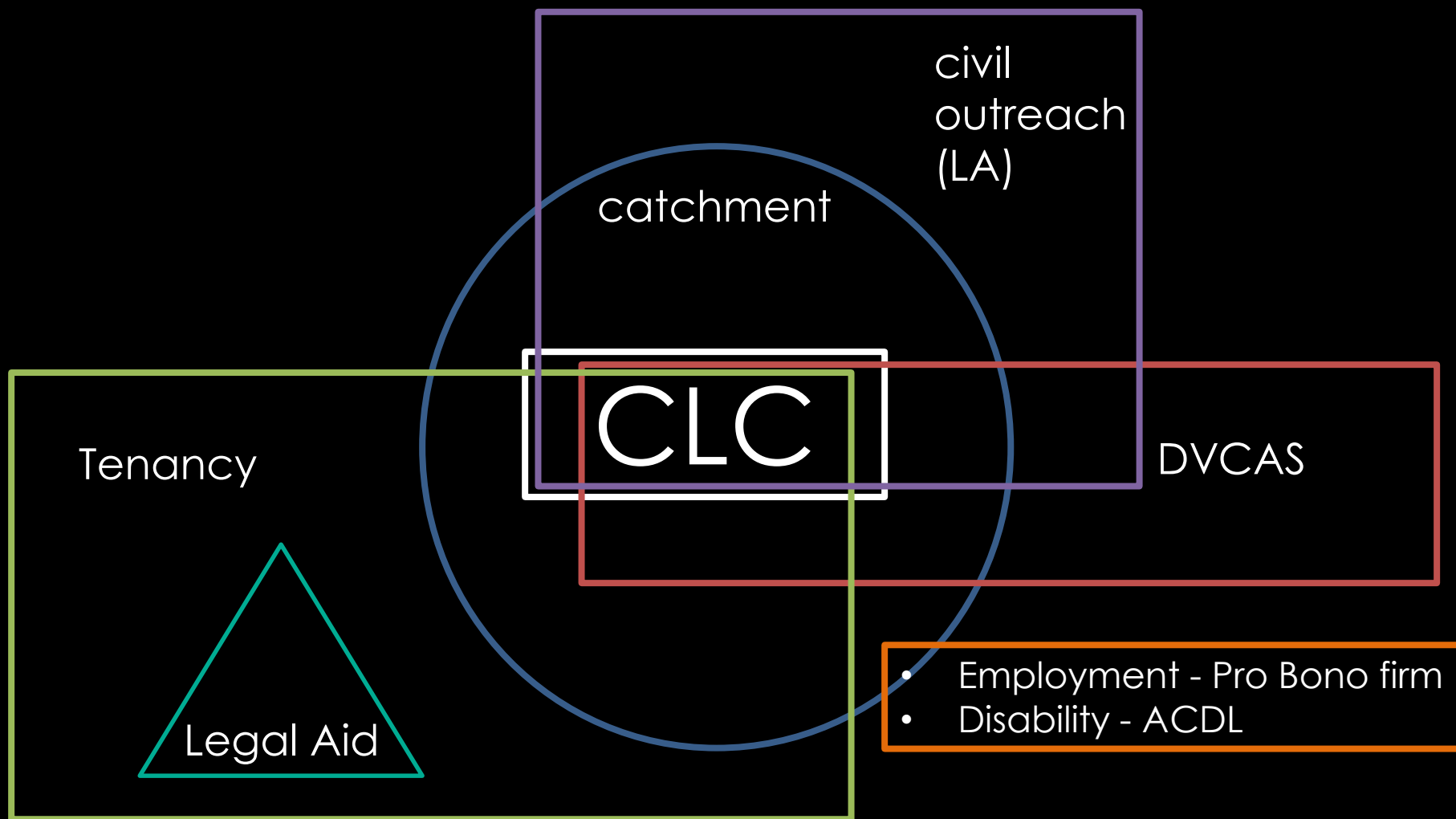


Types of legal assistance service

Generally LAS deliver these services*:

- 
- CLE/ CLI
 - Information
 - (Triage/ legal health check (LHC), referral, case management)
 - Task assistance (minor assistance)
 - Advice
 - Legal representation/ casework
 - Specialist/ advice/ court work (litigation/ criminal defence, etc.)

*... But each of the services must be delivered to different people, with different capabilities in different circumstances...



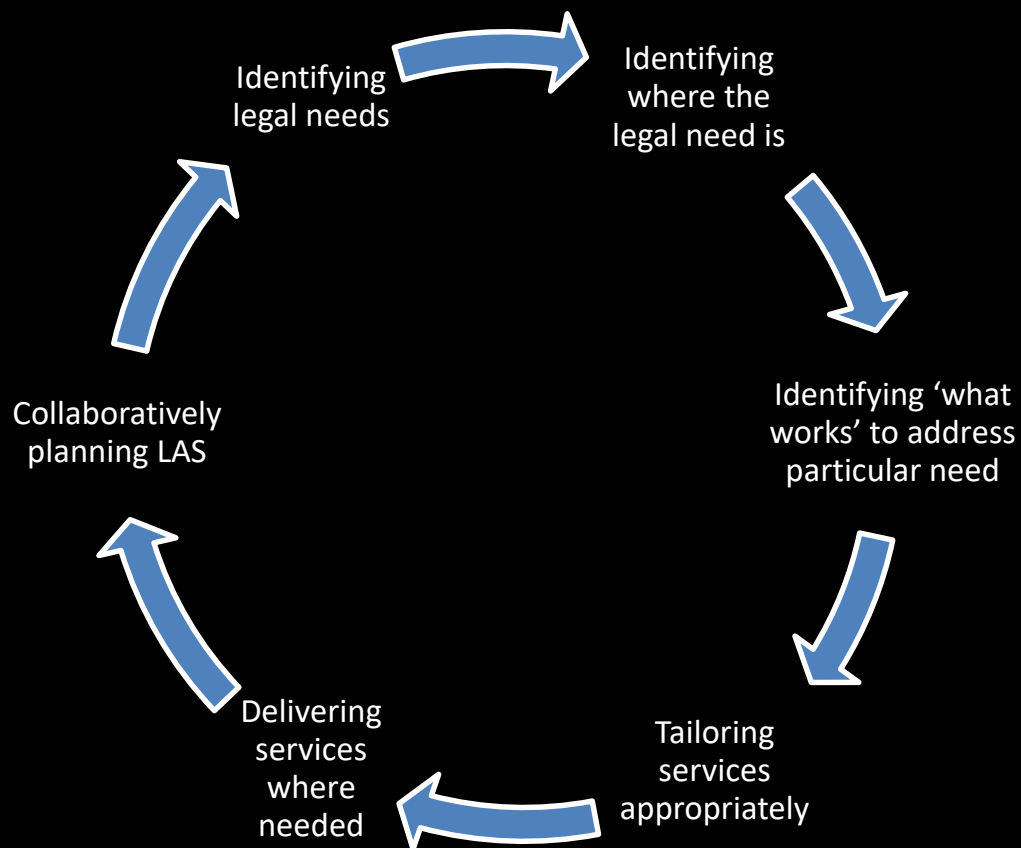


Planning levels/ Legal Assistance Services

- National/ strategic level (*the NPA level*)
- Jurisdictional/ state level
- Regional/ local level



Towards a coherent process for client-centred service delivery





How do we find this information?

- Types of data
 - Administrative data
 - Official data (*secondary data?*)
 - Data from bespoke research



Identifying legal needs

- Administrative data
 - Limitations
 - But specialist areas (eg. crime)
- Legal needs surveys
- Targeted studies for particular groups
- Local legal information for detailed planning



Mapping Legal Need

- The limits of survey data
- Using administrative data
- Using official data
- Combinations

Need for legal assistance services (NLAS)
indicators



What works – appropriate services

- Appropriate type of service. ie ‘what works’:
 - For whom (which people)
 - In what context:
 - Type of problem/ need?
 - Where?
 - When?
 - At what cost?

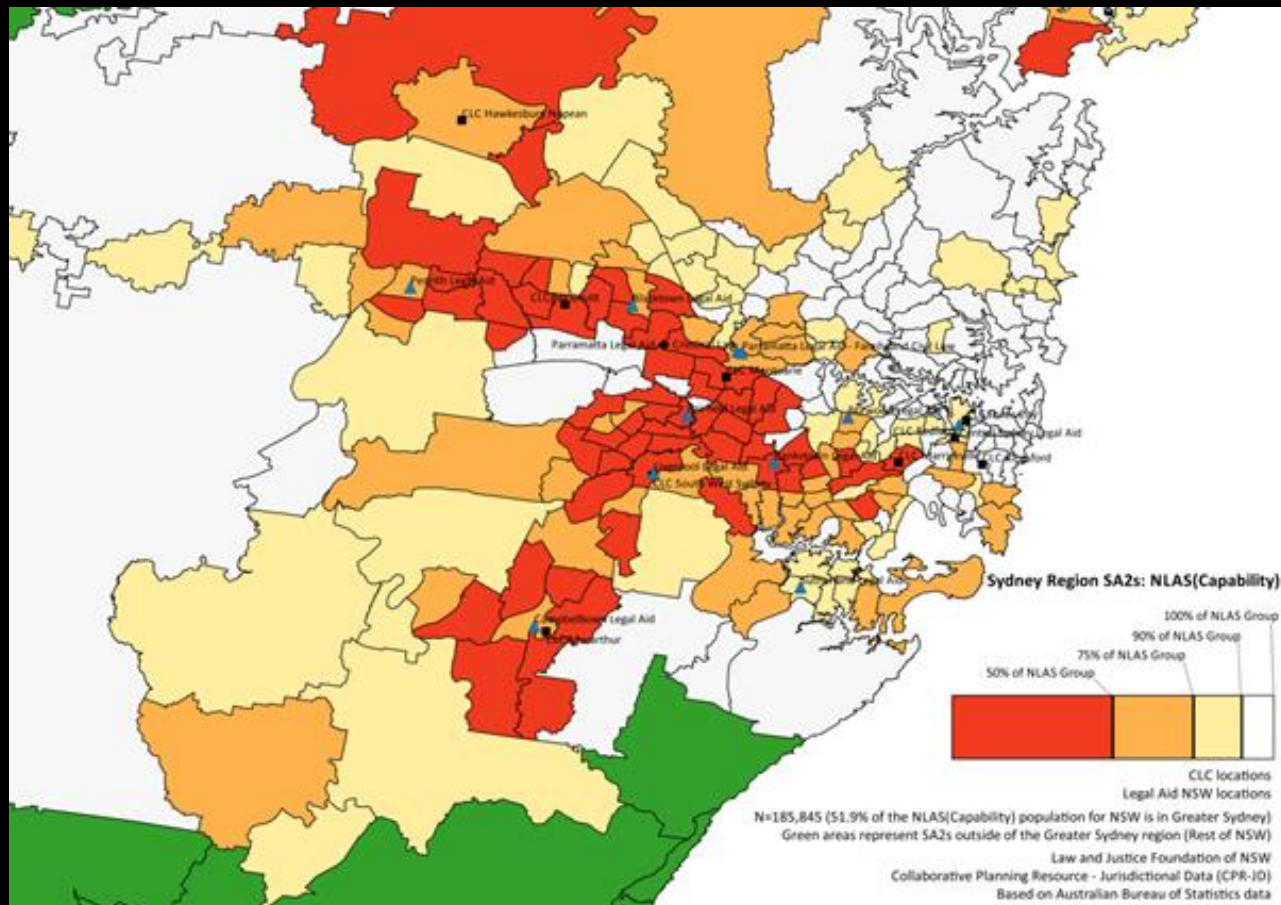
(Targeted, timely, joined-up, appropriate)

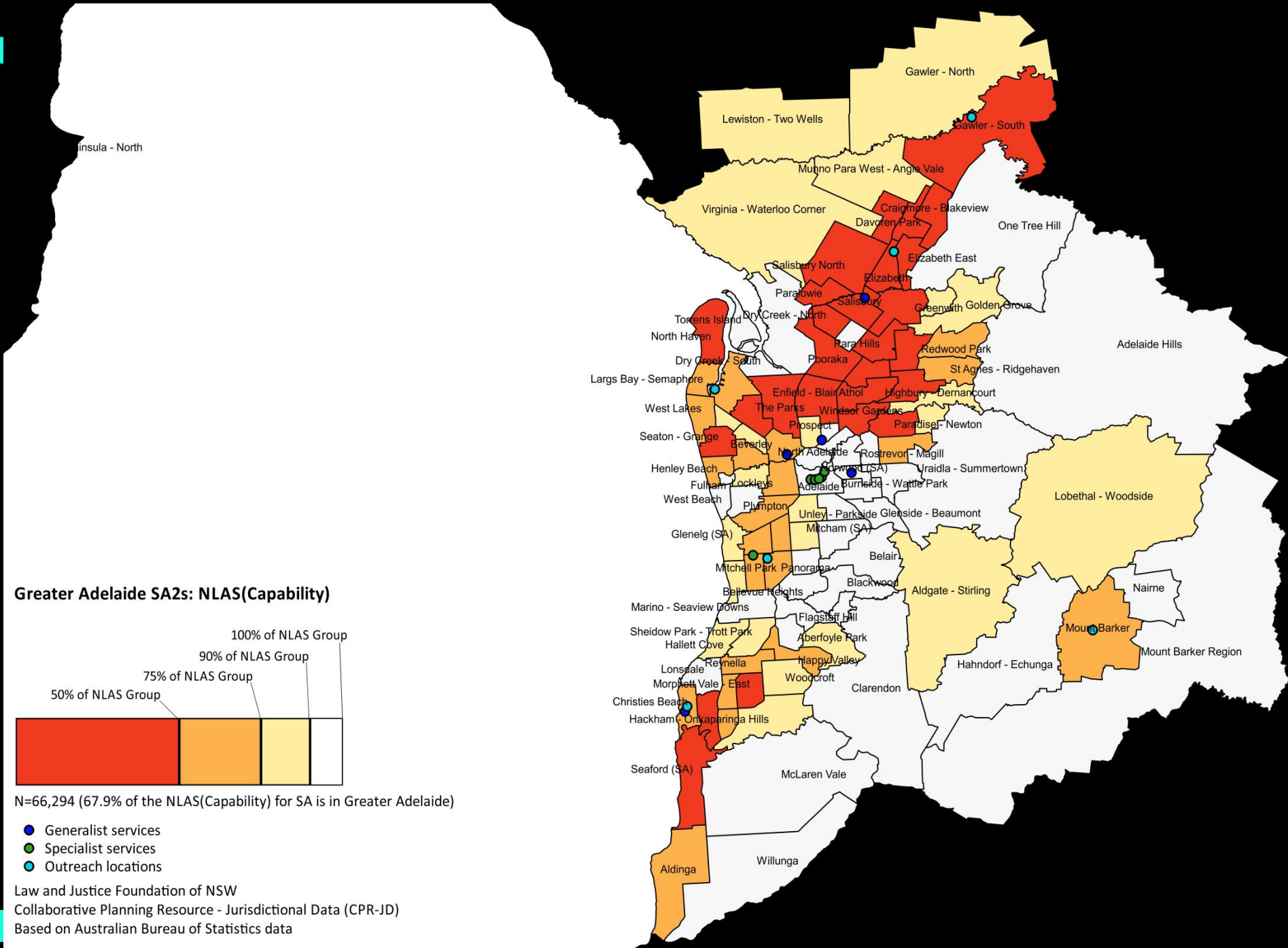


Are services being delivered
where they are needed?



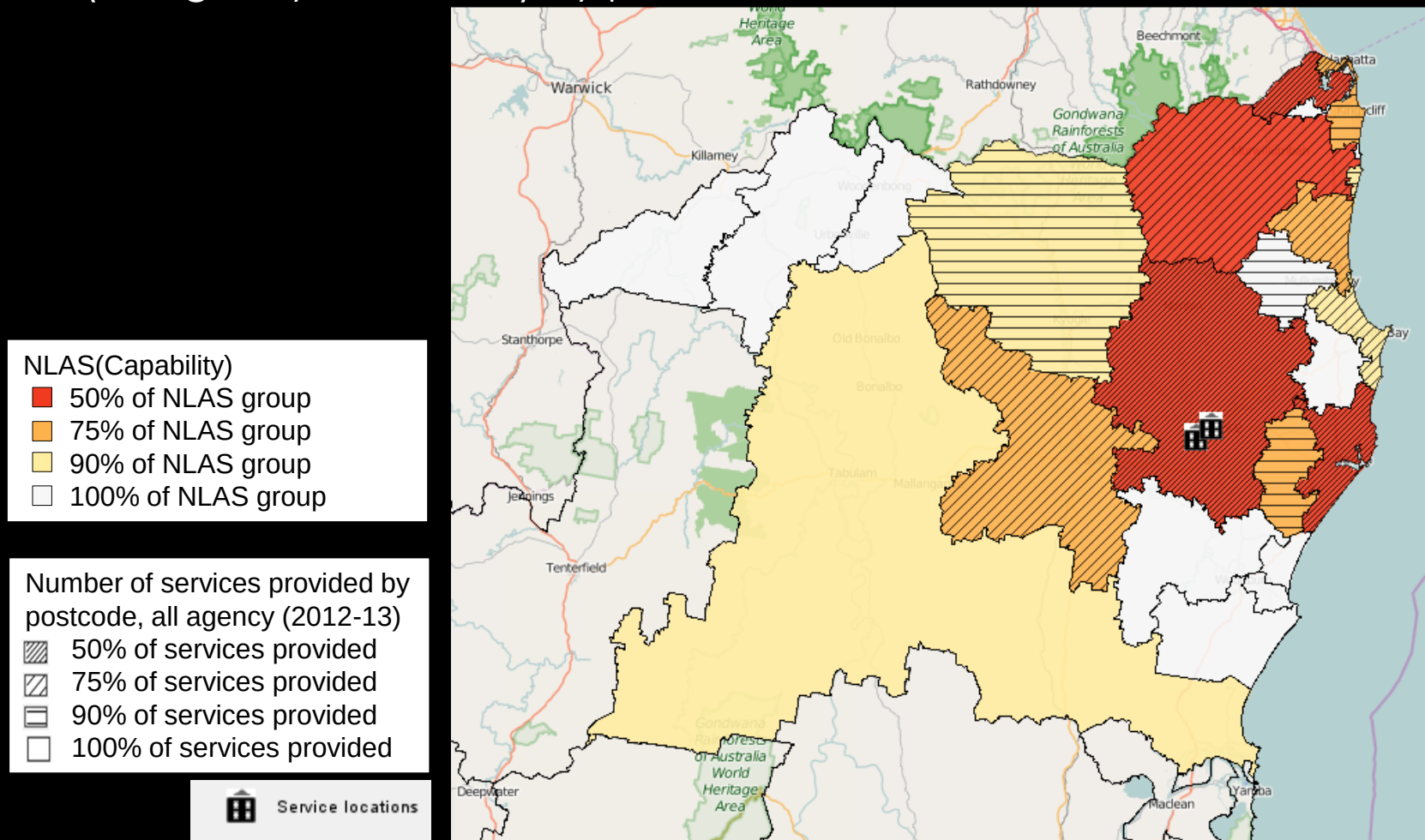
Sydney region: NLAS(Capability) with service locations by SA2







NLAS(Capability) population and services provided by postcode –
Proportion of residents (ABS, 2011) & proportion of problems enquired
about (all agency 2012-2013) by postcode





Planning and delivery



Planning levels/ Legal Assistance Services

National/ strategic level (the NPA level)

- Set priorities
- Allocate resources
- Secure cross sectoral support
- Set standards*
- Establish monitoring/ evaluation mechanisms

} NPA level

Jurisdictional/ state level

- Confirm/ set priorities
- Allocate resources **
- Secure/ enforce cross sectoral support
- confirm/ set standards*
- Implement monitoring and evaluation mechanisms

} Jurisdiction/
LAF level?

Regional/ local level

- Detailed local planning and collaboration
- Local plans to take into account actual resources + demand in specific contexts
- Best practice for service design

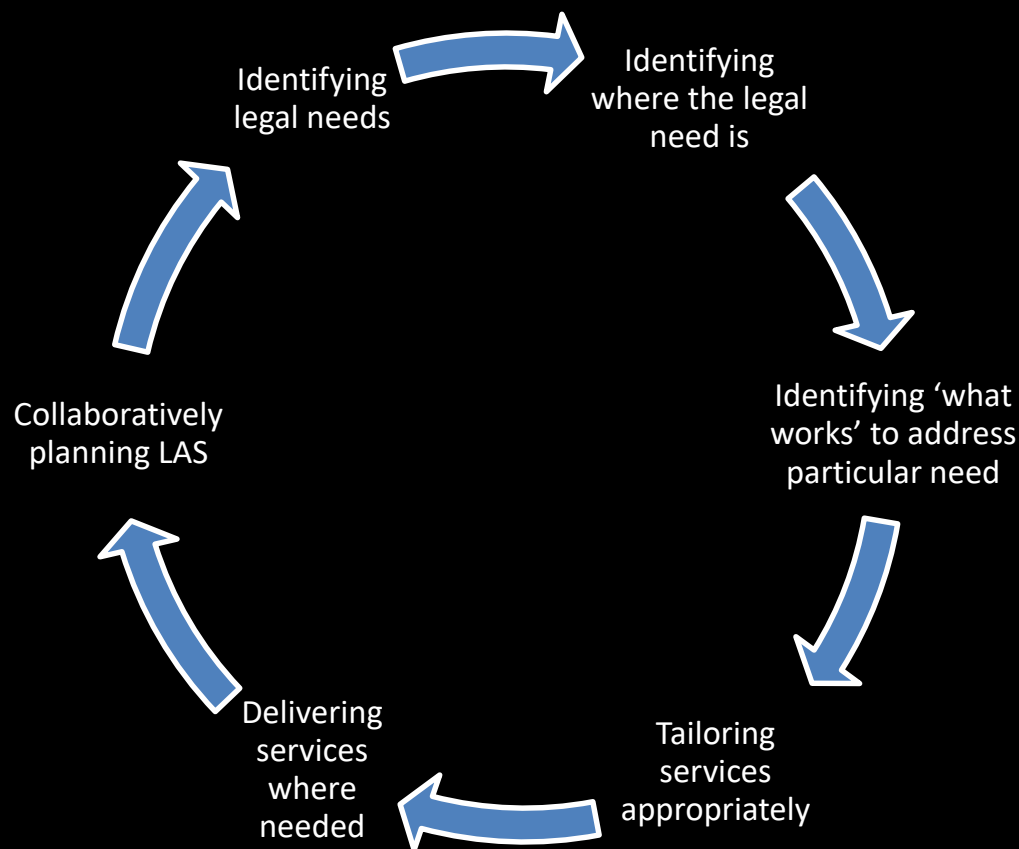
} CLSD
level?

*eg: unit of service standards/ minimum standards (eg. crim legal advice etc.)

** to the extent flexibility remains

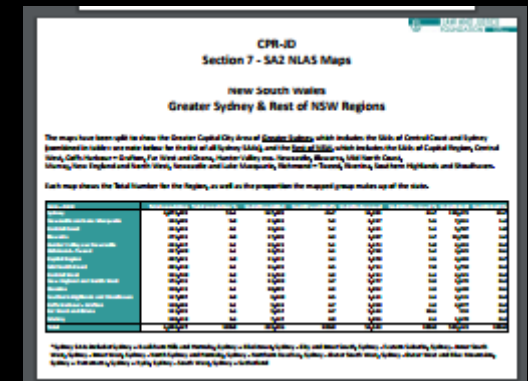


Context – towards a coherent process for client-centred service delivery





- Funded by the Commonwealth to provide information in support of state and territory planning
- Included a synthesis of research evidence to inform the design of appropriate services for NPA priority groups
- Provided demographic data for priority groups in tables and maps
- Introduced the Foundation's Need for Legal Assistance (NLAS) indicators





The 2018 Collaborative Planning Resource

- Uses 2016 Census data to update priority group information
- Revises [NLAS\(Capability\)](#) to take account of the increase in the cost of living, and educational trends
- Updates [NLAS\(ATSI\)](#) and [NLAS\(CALD\)](#)
- Introduces [NLAS\(65+\)](#) and [NLAS\(\\$52k\)](#)
- Disseminated via Tableau Public with data available to download from the Foundation website
- Synthesis of research evidence



QUESTIONS	EXAMPLES OF RELEVANT INFORMATION
Strategic priorities and resources	
Service priorities <i>What are the strategic service priorities?</i>	• National priorities • Jurisdictional/state plans and policies • Organisational plans and policies of individual service agencies
Resources and existing environment <i>What resources are available?</i> <i>What is the existing strategic, political, socioeconomic and service environment?</i>	• Federal/national funding • State funding • Other funding • Information on current legal services and other infrastructure
Who and where	
Priority clients <i>Who are the priority clients with high need for legal assistance services and where are they located?</i>	• Data on location of financially disadvantaged people with low capability • Data groups with high need for legal assistance • Other census, sociodemographic and administrative data (e.g. from local councils, courts, legal and human services) • Local knowledge of legal and human services and stakeholders
Legal needs <i>What are the legal needs of these priority groups?</i>	• Data legal problem experience of target groups • Administrative data held by legal services • Local knowledge of legal and human services and stakeholders
Legal capability <i>What is the capability of these priority groups and what access barriers do they face?</i>	• Concerning responses of target groups and the constraints they face • Local knowledge of legal and human services and stakeholders



What and how

Appropriate and accessible services

What services would be appropriate to the needs and capabilities of these groups?

How can services be made accessible to these groups (i.e. via what modes of delivery)?

- Data on appropriate and accessible services for target groups
- Local knowledge of legal and human services and stakeholders

Proportionate services

What services to these groups would be proportionate, affordable and sustainable?

- Funding sources relevant for these services
- Local knowledge of legal and human services and stakeholders

Gaps in existing services

What are the gaps in appropriate and accessible services to these groups?

- Information from legal assistance services on: types of local legal services (e.g. specialist or generalist; in office or outreach by telephone, online video link) & types of assistance offered by these services (e.g. CLEI, advice, minor assistance, representation)
- Information from human services and other stakeholders

Service innovation

What are the opportunities to serve these groups, including ideas for new service delivery strategies?

- Data concerning appropriate and accessible services for target groups
- Information on current legal services in the area
- Information on human services in the area
- Service innovation from other areas, jurisdictions, countries



Cautions

- Not an exact science!
- ‘Numbers’ good – but the right numbers used the right way!

‘measure what matters’

vs

‘what matters is what is measured’

- Must be clear about what you want to achieve
- Hard to collaboratively plan if not clear about your role/ objectives.



THE
LAW
AND
JUSTICE
FOUNDATION
OF
NEW
SOUTH
WALES



THE
LAW
AND
JUSTICE
FOUNDATION
OF
NEW
SOUTH
WALES