

TABLE OF CONTENTS

EXECUTIVE SUMMARY	4
OVERVIEW	6
1. EFFECTIVENESS AND EFFICIENCY OF CLCS	6
2. PERFORMANCE AND OUTCOMES FRAMEWORKS	7
3. A WAY FORWARD – RECOMMENDED PROCESS	8
INTRODUCTION	10
1. Critical issues in CLC service delivery	10
CLC service delivery model	11
Under-resourcing of CLCs	11
Long term, presumptive funding is required to achieve real outcomes	12
Risks of inadequate funding	12
Increased demand on services	13
Increased client complexity and matter intensity	14
2. CLCs: addressing social disadvantage	15
CLCs alleviating disadvantage and fostering social cohesion	15
Indicators of social disadvantage – mapping CLC locations	17
3. CLCs: addressing unmet legal need	18
CLCs are responsive to client need	20
CLCs effectively target need	22
Needs analyses: a critical part of Centres’ strategic planning	23
Other material on legal needs	24
4. Independence	24
5. Conclusion	24
TOR 1. EXAMINE THE ROLE OF THE PROGRAM, IN CONJUNCTION WITH LEGAL AID, PRO BONO AND FINANCIAL ASSISTANCE	25
1. Role of CLCs in providing access to justice	25
2. Centres work collaboratively	26
CLCs working with other CLCs	27
CLCs working with other legal service providers to improve services and client outcomes	28
CLCS working with statutory bodies & Government	34
3. Distinguishing CLCs from other service providers	35
4. Legal aid	38
5. Pro bono	39
6. Improving cross-sector collaboration	41
TOR 2. DEVELOP A FUNDING MODEL FOR THE DISTRIBUTION OF PROGRAM FUNDS	42
1. Introduction	42
2. How Centres have been funded	42
3. A new outcomes-based funding model and program logic	43
How does the Model work?	44
4. Incorporating the CLC service delivery model into an Outcomes-based Model	45
6. Risks: how to ensure success of the model?	49

TOR 3. EXAMINE EXISTING SERVICE DELIVERY MODELS WITH A VIEW TO IDENTIFYING THE MOST EFFICIENT AND EFFECTIVE MODELS	52
1. Introduction	52
2. CLCs service delivery model	52
3. CLC service delivery – effective and efficient	53
4. Centres develop service activities (outputs) in direct response to client need	55
5. CLC service delivery model under the program logic	56
Legal needs identification & service planning	56
Information and referral, advice and casework	57
Representation	57
Advocacy	58
Primary Dispute Resolution (PDR)	58
Strategic litigation	59
Community Legal Education (CLE)	59
Law reform and policy	63
Community Development	64
Training	64
6. Service delivery in regional, rural and remote (RRR) areas	65
Outreach	65
7. Risks	66
TOR 4. EXAMINE OPTIONS FOR BRINGING OTHER FUNDING MODELS UNDER THE UMBRELLA OF THE CLSP TO RATIONALISE COMPLIANCE AND ACCOUNTABILITY COSTS TO FUNDED CENTRES	68
TOR 5. REVIEW EXISTING ACCOUNTABILITY REQUIREMENTS INCLUDING CLSIS	69
1. Accountability	69
CLCs and accountability - tensions	70
Room for improvement	70
2. Accountability regimes	71
3. Reporting Requirements in an outcomes-based Model	72
4. CLSIS	77
TOR 6. DEVELOP PERFORMANCE CRITERIA FOR THE PROGRAM	79
1. Performance Frameworks	79
Conventional performance measurement frameworks	80
2. How should performance criteria be developed and what do they look like?	80
3. Performance criteria for CLCs	82
How will the performance criteria be used?	84
4. A Performance Indicator model	84
5. What Next?	88
ANNEXURE 1 – CLSP PROGRAM LOGIC MAP (NACLC DRAFT)	90
ANNEXURE 2 – LOCATION OF CLCS AND AREAS OF DISADVANTAGE	91