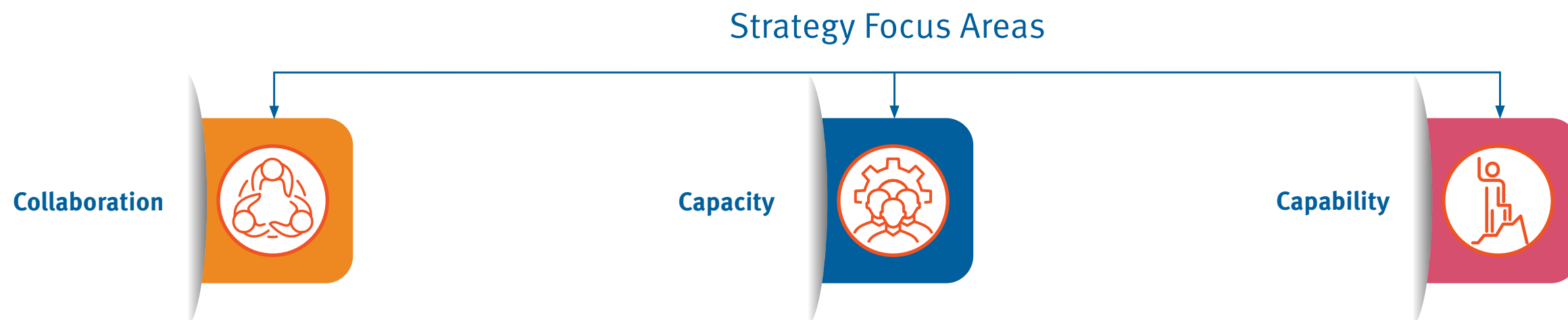


# QUEENSLAND LEGAL ASSISTANCE ACTION PLAN

**The Queensland Legal Assistance Action Plan** (the Action Plan) builds on the focus areas set out in the Queensland Legal Assistance Strategy (Strategy).

The [National Legal Assistance Partnership 2020–25 \(NLAP\)](#) (clause C9, schedule C) provides that the Action Plan will:

- » reflect the strategic direction established by the Strategy
  - » outline specific activities, projects, initiatives, and reforms to implement the Strategy and meet the objective and outcomes of the NLAP
- » incorporate the outcomes of jurisdictional and local collaborative service planning
  - » identify a specific plan of action to address the priorities identified in the Strategy, such as:
    - ensure an appropriate mix of legal assistance services are delivered which seek to address or prevent legal problems
    - develop new or alter existing referral pathways, networks, and links
- train and develop legal assistance sector (the sector) staff
  - scope of new services or activities within available resources
- » establish reasonable, relevant, specific, and measurable targets relevant to Queensland that are consistent with and support the Strategy.





# Collaboration

Bring the sector together | Support and strengthen collaborative service planning across the sector | Improve referral pathways for clients

Strategy Commitments

Collaborate on service planning initiatives to maximise reach of legal assistance and other services

Ensure a First Nations voice in collaborative activities that increase opportunities for partnerships and in development of projects

Establish and expand referral pathways to provide clients access to additional wrap-around supports

Activities

### Coordinate legal assistance forums (LAF)

DJAG provides secretariat support for LAFs to enable collaborative service planning initiatives in the sector.

The following LAFs operate in Queensland:

- » [Queensland Legal Assistance Forum \(QLAF\)](#) providing strategic oversight and a greater coordination role
- » [Regional Legal Assistance Forums \(RLAFs\)](#):
  - » Bundaberg
  - » Cairns
  - » Gold Coast
  - » Ipswich/Inala
  - » Logan
  - » Mackay
  - » Moreton
  - » Mount Isa
  - » North Qld
  - » Rockhampton
  - » South West Qld
  - » Sunshine Coast.
- » [Specialist Legal Assistance forums \(SLAFs\)](#):
  - » [Aboriginal and Torres Strait Islander LAF](#)
  - » [Best Practice and Evidence Base LAF](#)
  - » [Children and Families LAF](#)
  - » [Community Legal Education LAF](#)
  - » [Mental Health and Disability Service Planning LAF](#).

Collaborative service planning initiatives are discussed at each RLAF meeting.

LAFs meet quarterly with agendas that include standing items for discussion in all forums.

QLAF communicate and RLAF newsletters share information across the sector and the broader service sector.

### Cooperate and collaborate on legal needs analysis and service delivery

LAFs promote cooperation and collaboration between service providers, to ensure priority client groups have access to the most effective services available to meet legal and non-legal needs.

RLAFs and SLAFs undertake collaborative projects to address legal need in regions or in specialist areas.

Collaborative service planning projects are delivered through the LAF project grant program.

Projects funded (up to June 2022):

- » [Mental Health and Disability Service Planning LAF](#) explore early, non-adversarial alternatives to guardianship and administration proceedings
- » Mount Isa RLAF deliver CLE targeted at young people 15–17 years about domestic and family violence
- » Sunshine Coast RLAF host ‘Law at the Beach’, bringing legal and other allied services together to provide information to the community
- » Mackay RLAF engage an Indigenous artist to develop branding for the RLAF.

### Improve responses to episodic and emerging legal need, including natural disaster, COVID-19

[Townsville Community Law](#) pilots a disaster legal assistance model (project funding 2021–22).

The [Best Practice and Evidence Base LAF](#) reviews the impacts of the COVID-19 pandemic on legal assistance.

QLAF and its working groups convene to provide coordinated and timely responses to disaster events.

### Embed First Nations collaboration and partnerships in procurement and project planning

DJAG and the sector explore opportunities to continue to build respectful relationships and genuine partnerships with Aboriginal and Torres Strait Islander stakeholders including through LAF membership.

DJAG reviews procurement processes to ensure they are inclusive and culturally responsive.

### Further develop pathways between legal assistance services and wrap-around supports

Collaborative service plans document referral pathways.

Local support services are linked with legal assistance services through RLAFs.

Projects:

- » [HUB Community Legal](#) evaluate health justice partnerships
- » [LawRight](#) assess Health and Law Wraparound Intervention for assessment and treatment of health, social and legal needs of young people with chronic illness.

Target(s)

LAFs are supported to collaborate on service planning initiatives.

Collaborative service plans for each RLAF identify priorities for how the sector can work together to meet the legal needs of vulnerable and disadvantaged people.

(2025 and beyond)

Through LAFs, information is exchanged that enhances service providers’ ability to deliver targeted and appropriate services to priority client groups.

(Within project timeframes with benefits 2025 and beyond).

Increased responsiveness to episodic events and increased coordination across the sector and with the broader service system.

(2025 and beyond)

Procurement processes are culturally inclusive.

Projects are delivered in partnership with and led by First Nations stakeholders.

(2025 and beyond)

Relationships with non-legal service providers continue to develop and new relationships opportunities are identified and developed.

Clients are better connected with non-legal support services and other legal service providers.

(2025 and beyond)



# Capacity

## Strengthen and encourage innovation | Workforce development: recruitment and retention

Strategy Commitment	Build awareness of existing resources to harness and maximise access to legal services through improved technology and infrastructure			Further develop tools and resources to support procurement of legal assistance services and management of projects and programs	Examine approaches to build on sector workforce planning, and support opportunities for professional and leadership development	Support innovative and new strategies to increase representation, recruitment, and retention of First Nations peoples in and across the sector	Investigate ways to improve cross-government coordination, to improve effectiveness and efficiency of services and reduce administrative burden
Activities	<p><b>Implement the demand management framework</b></p> <p><a href="#">CLCQ</a> shares information and assists CLCs to improve intake, triage and demand management systems.</p>	<p><b>Identify ICT issues in rural and remote locations</b></p> <p>Explore opportunities to improve access to justice through technology to alleviate travel barriers where practical and possible.</p> <p>Project: <a href="#">Central Queensland Community Legal Centre</a> to address barriers to digital inclusion particularly in regional, rural and remote Central Queensland.</p>	<p><b>Explore options to increase access and choice of legal assistance services beyond digital alternatives</b></p> <p>Support sector engagement with vulnerable and disadvantaged clients in places where they live.</p>	<p><b>DJAG review and refresh NLAP procurement process for CLCs</b></p> <p>Refresh and promote tools and resources that support procurement of legal assistance services, management of projects and programs, and outcomes reporting by CLCs.</p> <p>Build capacity of legal assistance services to apply for funding and report on service delivery outcome.</p>	<p><b>Build on sector workforce planning, and professional and leadership development</b></p> <p>QLAF considers sector-wide workforce issues including recruitment, retention and professional development, particularly in regional, rural and remote areas in Queensland.</p> <p>DJAG, <a href="#">LAQ</a>, <a href="#">ATSILS</a> and <a href="#">CLCQ</a> share opportunities and exchange ideas and knowledge about workforce planning, professional development, and skills development.</p> <p>LAQ, CLCQ and ATSILS continue to provide specific continuing and leadership development (CPD) opportunities for Queensland legal practitioners.</p> <p>CLCQ develops a leadership and governance training program for the CLC sector with a range of capacity building benefits (Project Funding 2021–22).</p> <p>State Conferences continue to target CPD for the sector.</p> <p>CLCQ, LAQ, and ATSILS facilitate CPD activities.</p>	<p><b>Identify and share strategies to support and improve cultural safety in the workplace</b></p> <p>QLAF considers strategies to increase representation, recruitment and retention of First Nations peoples at all levels.</p> <p>Increase retention of First Nations peoples across the sector.</p>	<p><b>Look for opportunities to align with broader legal assistance funding requirements</b></p> <p>DJAG promotes awareness of NLAP timeframes, reporting and performance obligations, where practical, across government to encourage better alignment of funding programs and recognise future opportunities to remove duplication of reporting or reduce administrative burden.</p>
Target(s)	<p>CLCs target services to the most vulnerable and disadvantaged clients to close the gap between demand and service delivery, within funding limitations.</p> <p>(2025 and beyond)</p>	<p>Access to legal assistance services, education and resources is expanded through use of technology.</p> <p>(2025 and beyond)</p>	<p>Queenslanders living in rural and remote areas have increased access to legal assistance services through both digital and traditional service face to face service delivery.</p> <p>(2025 and beyond)</p>	<p>Administrative burden is reduced for legal assistance services.</p> <p>Procurement processes are robust and competitive.</p> <p>(2025 and beyond)</p>	<p>The sector recognises workforce planning and development challenges and identifies opportunities to examine novel approaches to address challenges.</p> <p>The sector is skilled and experienced through development and training opportunities.</p> <p>Leadership and governance training programs are available to the CLC sector.</p> <p>(2025 and beyond)</p>	<p>First Nations peoples are represented across the sector in positions of service delivery, management, and leadership.</p> <p>(2025 and beyond)</p>	<p>Information about NLAP timeframes, reporting and performance obligations is available to other Queensland government agencies.</p> <p>(2025 and beyond)</p>





# Capability

Improve the evidence-base | Improve capacity to monitor and evaluate service delivery | Respond to emerging legal need

Strategy Commitments	Refine data collection and analysis capability	Strengthen delivery of community legal education (CLE) including through measuring value and impact	Contribute to development of an Outcomes Framework for the sector	Improve cultural capability to deliver appropriate and safe options in service delivery
Activities	<p>DJAG identifies trends in service delivery, and gaps in legal and unmet need, and shares relevant analysis with the sector.</p> <p>DJAG works with the Commonwealth Attorney-General's Department to streamline reporting under the NLAP where possible and practical.</p>	<p>Build in review to CLE development and implementation to reflect on the impact and value of CLE for continuous improvement.</p> <p>Projects delivering CLE to support First Nations peoples:</p> <ul style="list-style-type: none"> <li>» Which Way project</li> <li>» Blurred Borders program</li> <li>» School programs that deliver trauma-informed CLE sessions with a focus on understanding DVF behaviours</li> <li>» YFS Limited review its CLE toolkit for First Nations peoples in Logan.</li> </ul>	<p>DJAG represents Queensland during development of the Outcomes Framework for the sector, led by the Commonwealth Attorney General's Department to raise issues, concerns, and ideas on behalf of the sector.</p>	<p>Raise awareness about culturally appropriate service delivery across the sector.</p> <p>Build on and share culturally capable resources and training across the sector.</p> <p>Projects:</p> <ul style="list-style-type: none"> <li>» Aboriginal and Torres Strait Islander LAF review of mediation services (project funding 2021–22)</li> <li>» <a href="#">Women's Legal Service Queensland</a> in partnership with <a href="#">North Queensland Women's Legal Service Inc.</a> review CLC responses to coercive control in domestic and family violence situations and publish educational material to support CLCs.</li> </ul> <p>DJAG and the sector explore opportunities for improved connections between First Nations peoples and mainstream legal assistance services.</p> <p>CLCQ develops a First Nations Sector Strategy for CLCs (project funding 2022–23).</p> <p>LAQ continues to implement its First Nation Strategy.</p>
Target(s)	<p>Increased availability of data platforms to inform service planning.</p> <p>(2025 and beyond)</p>	<p>Review and reflect on CLE delivery to inform the sector's planning and delivery of future CLE that targets identified needs in the community.</p> <p>(2025 and beyond)</p>	<p>A National Outcomes Framework is implemented that is robust, with appropriate indicators and measures.</p> <p>(2025 and beyond)</p>	<p>Improved cultural competence throughout the sector, expanding choice of legal assistance service providers for First Nations peoples.</p> <p>The sector is resilient and culturally responsive to First Nations peoples.</p> <p>(2025 and beyond)</p>

Organisation abbreviations	
ATSILS	Aboriginal and Torres Strait Islander Legal Service (Qld) Ltd
CLC	Community Legal Centres
CLCQ	Community Legal Centres Queensland
DJAG	Department of Justice and Attorney-General
LAQ	Legal Aid Queensland

