



Monthly Assessment Report

July 2003

1. PERFORMANCE

1.1 Service Delivery

1.1.1 Executive Summary of Performance

This section of the report is provided in compliance with Annexure B, Item 6 of the Memorandum of Understanding.

Below are some of the key facts that are detailed more fully in the charts in Annexure A.

- LawAccess NSW assisted 6841 customers during July.
- Customers were answered in an average of 1 minute and 34 seconds.
- 90% were answered within 5 minutes.
- Of the customers who received legal advice from LawAccess NSW 44% were from regional NSW, 49% were from Sydney and its surrounding areas and 7% were from outside NSW.
- 12% of customers who spoke with a customer service officer were referred to LawAccess NSW legal officers for legal advice.
- In accordance with the Memorandum of Understanding 83.2% of matters were completed by LawAccess NSW.¹
- 45.2% of matters handled by customer service officers and legal officers were completed without need for further referral, 14.1% were referred to Legal Aid Commission, 2.7% were referred to a community legal centre, 38% were referred to another assistance service.
- 24 customers utilised the Translating and Interpreting Service.

1.1.2 Comments on Performance

- The growth in customer transactions associated with the Solicitor Referral Service E-Referral Service and the Chamber Magistrates Service Co-operation Trial is having a significant impact on 'performance' in the Operations Unit.
- The 'average time spent with customers' by customer service officers has increased steadily from 1 May to 31 July 2003.
- The average transaction time for a customer requiring a booking at a trial court is in excess of 8 minutes (i.e. 7 minutes 'talk time' and 1 minute 'work time') which is well in excess of the target of between 4 and 6 minutes.

¹ Under the MOU "completed" calls are those not referred to the Legal Aid Commission or a Community Legal Centre.

with the CSA about the call, and completed a safety record. No further action was taken.

1.2.2 Flexible Service

Rita Kazzi, customer service assistant, assisted a customer with an urgent family law issue and who lived in a remote area to obtain legal advice by contacting the customer's nearest legal aid office to arrange an appointment and representation.

1.3 Service Development

1.3.1 LawAccess NSW Online Design Elements

An Information Technology Work Request was submitted for the changes to LawAccess Online. A request for quotes was developed and distributed to three graphic design companies to alter the design elements on LawAccess Online. The new look will reflect feedback provided by customers and stakeholders and the branding developed through the *Guide to the Law on the Internet - NSW* and the new LawAccess NSW factsheets.

LawAccess Online had 2067 visits in July 2003.

1.3.2 Webcorrect

The Attorney General's Department of NSW has purchased Webcorrect, a web management tool. Once the tool is installed and tested, LawAccess NSW will explore whether the tool will provide enhanced reporting and statistical capability for LawAccess Online.

1.3.3 Upgrade of the Customer Relationship Management (CRM) database

Work continued on the functional specifications for the CRM upgrade. LawAccess NSW is developing a benefits realisation register for the project.

The A/Director and Service Development Manager met with the Director, Information Technology Services and Assistant Director New Projects, Information Technology Services to discuss the information technology projects in the LawAccess NSW 2003-2004 Business Plan. LawAccess NSW is exploring the option of engaging a part-time project manager to oversee the CRM upgrade.

1.3.4 Privacy issues

The Community Relations Division recently appointed Matthew Dakin as a Special Projects Officer to offer support, guidance and expert advice in relation to the *Freedom of Information Act 1989* and the *Privacy and Personal Information Protection Act 1998* (PPIPA). Matthew was invited by the Legal and Information Service Manager to view the operations of LawAccess NSW and to discuss whether there is anything that LawAccess NSW should be doing to ensure compliance with the PPIPA. Matthew will be making recommendations to LawAccess NSW regarding this issue.

2. PEOPLE

2.1 Performance

2.1.1 Performance Management

Customer service officers received daily performance statistics. Monthly adherence reports were compiled.

Performance planning and development reports were compiled for each of the ten customer service officers. Each CSO will receive their report in August.

2.1.2 Staff Achievements

Two customer service assistants completed milestones in their legal studies this month. Alisha Hughes completed her university studies, and Rita Kazzi completed her practical studies at the College of Law.

2.2 Development

2.2.1 Starters and Finishers

Michelle Brazel, Acting Team Leader, left LawAccess NSW to begin a secondment as the Acting Coordinator, Business Innovation, within the Executive and Strategic Services section of the Department.

2.2.2 Training

Local Courts follow up training

The Legal and Information Service Unit provided follow up 'plain language' refresher training sessions for customer service officers (CSOs) about the legislative reforms affecting practice and procedure within the Local Court jurisdiction taking effect on 7 July. The purpose of the follow up training was to make the new information more relevant to the needs of CSOs, taking into account the nature of inquiries that LawAccess NSW receives.

Employment law

The Legal and Information Service Manager provided training to all staff on employment law issues. The training sessions were conducted using LawPrompt (see below 3.2.2).

Solicitors costs

Marina Wilson, Costs Solicitor, Law Society of NSW provided refresher training for all staff on the issue of solicitor's costs.

Law Society Pro Bono Scheme

Jane Downie, Pro Bono Solicitor, Law Society of NSW, provided refresher training for all staff about the Pro Bono Scheme.

Public Sector Recruitment training

All staff were invited to participate in a 2 hour training session on how to apply for jobs within the public sector. This session was conducted by the A/Director at LawAccess NSW on 30 July.

Briefings

The Legal and Information Service Unit provided morning briefings to CSOs on internal policy issues and various developments in, and media reports about, the law, including:

- Conduct money;
- Proposed changes to the law on cross-examination of victims in sexual assault trials;

- Proposed changes to *Wills, Probate and Administration Act*;
- Draft Bill on charities and tax exempt status;
- Police powers to suspend driving licenses on the spot;
- Rogue immigration advisors;
- Federal Government inquiry into child residence and contact arrangements;
- High Court decision in negligent sterilisation case;
- Clarification of LawAccess NSW policy on dealing with customers in custody;
- Incorrect information in Legal Aid brochures about RTA.

The Service Development Manager and the A/Director provided morning briefings on the various activities that LawAccess NSW staff participated in, staff achievements, staff movements, operational issues, and a range of staffing and other issues affecting staff, including:

- Spokeswomen Program;
- Macquarie Community Legal Centre 25th anniversary event;
- 2003-2004 budget;
- Flexible Working Hours Agreement;
- Graduate Recruitment Program;
- LawAccess NSW values;
- Recruitment action;
- Chamber magistrates Service;
- Activities and documents of interest to staff

2.2.3 Health and Safety at Work

A briefing note regarding ergonomic equipment needs identified as part of the Healthworks ergonomic assessment in June was completed.

The Well@Work program involving the use of a pedometer, and weekly walk for four weeks is eagerly anticipated

2.2.4 Fun At Work

Christmas in July was held on 30 July. Staff were invited to bring a plate to share, and additional staff were rostered on. This initiative was combined with the public service recruitment training to ensure as many staff as possible could attend both events.

2.2.5 Right To Dignity At Work Campaign

New staff were enrolled into the online training as part of this campaign. Those staff who have not completed the Right to Dignity at Work online training were reminded in the Performance Planning and Developing Action Plan to undertake those modules.

3. PROJECTS

3.1 Service Development Unit Projects

3.1.1 Solicitor Referral Service E-Referral Project

167 referrals were made using the e-referral form during July 2003. This is a 40% increase on the previous month.

LawAccess NSW tested the effectiveness of the e-referral process by surveying customers during the first two weeks of operation. During this period (2–16 May

2003) 104 referrals were made to the Law Society's Solicitor Referral Service (SRS), of which 93 were e-referrals. All e-referral customers were offered the opportunity to participate in the survey. 41 customers agreed to participate (44%). Of these 41 customers, 23 were contactable (25% of all e-referral customers).

The survey outcome was that 95% of customers received the Law Society referrals within one to three days. One customer had not received the referral information. It is difficult to explain why the referral was not received as it was an email referral. The referral was followed up on behalf of the customer.

A customer commented that she was very pleased with the service.

The survey reinforced the referral protocol that in urgent matters the customers should contact the SRS directly (by telephone).

3.1.2 Chamber Magistrates Service Co-operation Project

Penrith Local Court was set up as a trial site and commenced transferring calls on 6 August 2003.

During the trial it became obvious that the Electronic Calendar did not fully meet the needs of the trial. The reasons for this were as follows:

- The Calendar did not communicate electronically with the CRM and no data was transferred between the two applications. Human error has negated some of the benefits of the trial for some customers due to inconsistencies between the two applications. A small number of customers had incorrect bookings made.
- There were difficulties implementing changes to the calendar to enable the ability for the Chamber Magistrate to change availability.

During the implementation of the CRM enhancements, the developers advised that a calendar/scheduling function could be implemented at minimal cost. These enhancements were implemented to the CRM database to enable the bookings to be made without the need to refer to the Electronic Calendar. It is anticipated that the Electronic Calendar developed by Information Technology Services will be used for scheduling within Local Courts to replace a paper-based system.

All LawAccess NSW staff, participating chamber magistrates and local court staff were trained to use the scheduling system.

The draft progress report was developed and is being circulated for comment. The progress report notes that the transfer of telephone calls by the Court requires a PABX system with ISDN capabilities. The Courts that currently have this infrastructure are: Wollongong, Newcastle, Toronto, Tamworth, Hornsby, Bathurst, Kogarah, Parramatta, Waverley, North Sydney, Newtown, Redfern, Bankstown, Fairfield, Wagga Wagga, Wyong, Queanbeyan, Lismore and Penrith.

Statistics July 2003	Queanbeyan	Wyong	Lismore
Number of customers booked into a CM appointment by LawAccess NSW	12	95	3
Number of customers contacting LawAccess NSW from the trial region	193	386	166

Number of customers booked for a CM interview by local courts	90	12	73
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As a result of the trial there has been a significant increase in the number of customers in the trial regions contacting LawAccess NSW in July 2003.

3.1.3 Customer Satisfaction Survey Services

A request for quotes was developed and distributed to three survey service providers to explore options for conducting the LawAccess NSW customer satisfaction survey. The responses are being evaluated to determine the methodology and frequency of the survey.

3.1.4 National Referral Database

The Service Development Manager met with Elizabeth Hanna, Information Technology Section, Mark Mathieson, Portals Manager, Attorney-General's Department of NSW and Fermin Lopez, Assistant Director, Pathways Policy Section, Family Law and Legal Assistance Division, to discuss the National Referral Database. As a result of the meeting the Service Development Manager was invited to participate in the Australian Law Online focus group testing and the Preliminary Review of the Resource Manager.

3.2 Legal and Information Services Unit Projects

3.2.1 ATSI Service Delivery Strategy

The Legal and Information Service Manager developed a position description for a Project Officer-ATSI Service Delivery Strategy, and submitted an application for funding for this position under the Elsa Dixon Aboriginal Employment Program.

The purpose of the position is to develop a service delivery strategy that will enable LawAccess NSW to deliver effective, credible, accessible and culturally appropriate legal information, advice and referral services to Aboriginal and Torres Strait Islander people and communities in New South Wales; and to develop a communication strategy for increasing awareness of, and improving access to, LawAccess NSW and the services it provides within Aboriginal and Torres Strait Islander communities in NSW.

The Project Officer position was formally evaluated by a Corporate Human Resources, Attorney General's Department of NSW, Job Evaluation Panel. The legal and Information Service Manager attended the meeting of the panel as the 'job expert'. The panel confirmed the proposed grading as a Clerk Grade 7/8.

3.2.2 Information Resources

LawPrompt

The Legal and Information Service Manager (LISM) produced the first draft template of LawPrompt, the central 'knowledgebase' that will provide all LawAccess staff with one access point for information and resources about a particular area of law.

The template was focus tested in the area of employment law, with the LISM using it as a training tool for customer service officers and legal officers in this area of law. The LawPrompt template contains a standard checklist, an 'alerts' section, a key issues section, an assistance section ('can I get legal aid', 'do I need a lawyer', forms, fees, costs), a frequently asked questions section and a resources section.

The template will be fine-tuned as a result of the feedback received from staff, and work will commence on developing LawPrompts in other areas of law.

3.3 Customer Service Unit Projects

3.3.1 Customer Service Officer Development Program

The Customer Service Officer Development Program policy has been drafted. The program modules and standards are under development. This project has not progressed due to the importance given to the completion of PP&D for all CSOs.

3.3.2 Workforce Management

A projection of the number of staff needed to manage queue demands in the December–January period has been completed. These projections have been based on call volumes in the same period in 2002/2003, and an increase in customer numbers since the implementation of the Chamber Magistrate cooperation pilot.

3.3.3 Fulfilment

Two CSOs are currently responsible for keeping pamphlet resources up to date and obtaining additional pamphlets when stocks become low. The fulfilment of mail in the afternoons is working well.

3.3.4 Communication strategies

In addition to team meetings, weekly work reports, informal chats with the senior CSOs, communication via email and intranet and in training are important strategies for keeping in touch with staff. The senior CSOs have been developing strategies for ensuring that Customer Service Assistants are also up to date when they attend LawAccess NSW to undertake shifts.

4. POLICY

4.1 Draft Policy, Procedure and Service Standards Manual

It is anticipated that the Draft Policy, Procedure and Service Standards Manual will be finalised in early August for presentation to the Operations Committee for feedback and endorsement.

5. PROCESS

5.1 Corporate Compliance

- The A/Director completed a nomination for LawAccess NSW in the 'Client Service' and 'Social Justice' categories of the 2003 NSW Premiers' Award.
- End-of-financial year accounting activities were completed including:
 - Contractor and Consultant Return
 - Invoicing for 4th quarter Commonwealth matters to the Legal Aid Commission
- The A/Director end-of-financial year activities including:
 - Annual Report submission
 - Strategic Directions end-of-year review
 - Statement of Affairs
 - Temporary (agency) staffing submission

- 'LawZone' business name was re-registered with the Office of Fair Trading.

6. PARTNERSHIPS

6.1 Stakeholders

6.1.1 Co-operative Service Delivery Model

The Legal and Information Service Manager attended the first meeting of the Co-operative Service Delivery Model (CSDM) steering committee convened by the Legal Aid Commission. The development of a CSDM is a project of the legal Aid Commission that aims to facilitate the network of legal service providers across the State to work co-operatively together to deliver the most effective range of legal services to disadvantaged people at a regional level.

6.1.2 Community Legal Centre visit

The Legal and Information Service Manager and the Service Development Manager met with Brian Kelly, principal solicitor, Hunter Community Legal Centre. Mr Kelly was interested in a tour of LawAccess NSW and in discussing how the two organisations might work more closely together.

6.1.3 Stakeholder Reports

Stakeholder Reports were distributed to 70 assistance services, including Legal Aid Commission offices and services with a referral agreement.

6.1.4 Legal Aid Web Resources

The Service Development Manager met with Neville Brien, Manager Web Enablement, Legal Aid Commission to discuss the Commission's plans to redevelop their web infrastructure and the transfer of metadata, ensuring Legal Aid publications are accessible through LawAccess Online.

6.1.5 Australian Bureau of Statistics (ABS) Legal Industry Study

The Service Development Manager represented LawAccess NSW at the launch of the ABS 2003 Legal Industry Study.

6.1.6 Customer Relationship Management (CRM) database demonstration

Representatives from the Information Technology Section and Human Resources visited LawAccess NSW for a demonstration of the CRM database.

6.1.7 Online Legal Information Network (OLIN) User testing

The Service development Manager attended the Online Legal Information Network workshop on user testing of websites.

6.1.8 Intellectual Disability Rights Service (IDRS) – Criminal Justice Support Network (CJSN)

The Legal and Information Service Manager and the Service Development Manager met with Anne Stringer, Project Manager, IDRS, for preliminary discussions about a proposal to develop a service co-operation arrangement between the two organisations. The proposal is for LawAccess NSW to support the CJSN Project by providing web based support and telephone legal information, advice and referral to people with an intellectual disability who are in contact with the criminal justice

system, their carers and support people, CJSN volunteers and other support agencies or organisations.

LawAccess NSW has proposed the establishment of a Working Party of representatives of both organisations to develop a Scoping Paper, Project Plan and Referral Protocols and to manage the implementation and evaluation phase of the project.

6.2 Promotions

6.2.1 Distributions

Over 1132 promotional materials were distributed during July 2003. This included distribution of 127 copies of the *Guide to the Law on the Internet – NSW*. Requests for promotional materials were made by:

Auburn Local Council	Public Interest Law Clearing House	Taree Local Court	Newcastle Regional Library
Department of Fair Trading Blacktown	Member for Campbelltown	Bellingen Local Court	Carroll College
Legal Aid Gosford Office	Central Coast Community Legal Centre	Glen Innes Local Court	Rape Crisis Centre
Forbes Community Health Centre	Liverpool Women's Resource Centre	Downing Centre Local Court	

6.2.2 Holroyd City Council National Aboriginal and Islander Day of Celebration (NAIDOC)

Staff from LawAccess NSW joined staff from Macquarie Legal Centre and Parramatta and Fairfield Legal Aid Offices to promote free legal services at the Holroyd City Council NAIDOC celebrations on Sunday 6 July 2003.

6.2.3 Government Portals Conference

The Service Development Manager has been invited to present a paper about LawAccess Online at the IQPC Second Annual Government Portals Conference in Canberra. The theme for the conference is 'Building an online platform for integrated customer centric service delivery to make it easier for people to find Government information online'.

6.3 Other Partnerships

6.3.1 Suicide Prevention Project

The Acting Director, Legal and Information Service Manager and the Service Development Manager met with Marriane Wyder from the Suicide Prevention Project. Ms Wyder requested to meet with LawAccess NSW to obtain information about the establishment of LawAccess NSW and the way in which our services are provided. Ms Wyder is tasked with implementing a Suicide Prevention Project for communities in NSW.

6.3.2 Referral Agreements

Referral Agreement were signed by three more Community Legal Centres:

- Central Coast Community Legal Centre
- Redfern Community Legal Centre

- Waringa Baiya Aboriginal Women's Legal Centre

6.3.3 National Contact Centre Benchmarking Network

The A/Director gave a presentation on LawAccess NSW to members of the 2003 National Contact Centre Benchmarking Network. LawAccess NSW was invited to present on the people management strategies it has adopted following its results in the 2002 NSW Government Benchmarking Network.

6.3.4 MOU with Department of Community Services

The A/Director worked with telecommunications consultancy firm, Gibson Quai, to develop a draft Memorandum of Understanding that will facilitate the relationship between LawAccess NSW and the Department of Community Services (DoCS) Helpline.

6.3.5 Partnership with University of Western Sydney

The A/Director met with Professor Carolyn Sappideen, Dean of the School of Law at University of Western Sydney to review the summer clerkship program and develop a proposal for a longitudinal study into the outcomes of customers of LawAccess NSW.

6.3.6 Contact Centre Consolidation Working Groups

The A/Director participated in a workshop with the Accreditation and Benchmarking Working Party. The Working Group determined 2 systems for accreditation that will be presented to Contact Centre Managers for feedback.

6.4 Referral Notifications

LawAccess NSW received two referral notifications during July, one from the Newcastle Legal Aid Office and one from the Kingsford Legal Centre. Investigation and referral notification reports were completed and the results sent to the respective services. The inappropriate referrals were discussed with staff and the referral database was updated to reflect changes to the services.

7. PRIORITIES

7.1 Service Development Unit

The top priorities for August for the Service Development Unit are:

1. Progress the Chamber Magistrates Service Co-operation Trial
2. Finalise the specifications for the CRM upgrade
3. Project Plan for the National Referral Database
4. Proceed with the design elements for LawAccess Online
5. Finalise the customer satisfaction survey options.

7.2 Legal And Information Services Unit

The top priorities for August for the Legal and Information Services Unit are:

1. Finalise Draft Policy, Procedure and Service Standards Manual
2. Progress LawAccess NSW Trade Mark application
3. Focus test and continue development of template for LawPrompt

4. Prepare for Performance Planning and Development Review in September.

7.3 Customer Service Unit

The top priorities for August for the Customer Service Unit are:

1. Complete PP&D for all CSOs
2. Finalise Customer Service Officer Development Program
3. Implement program for cross-cultural training
4. Implement workforce management system
5. Develop proposal to conduct "advanced client service training" for CSOs
6. Undertake CSO recruitment.



Annexure A

July 2003

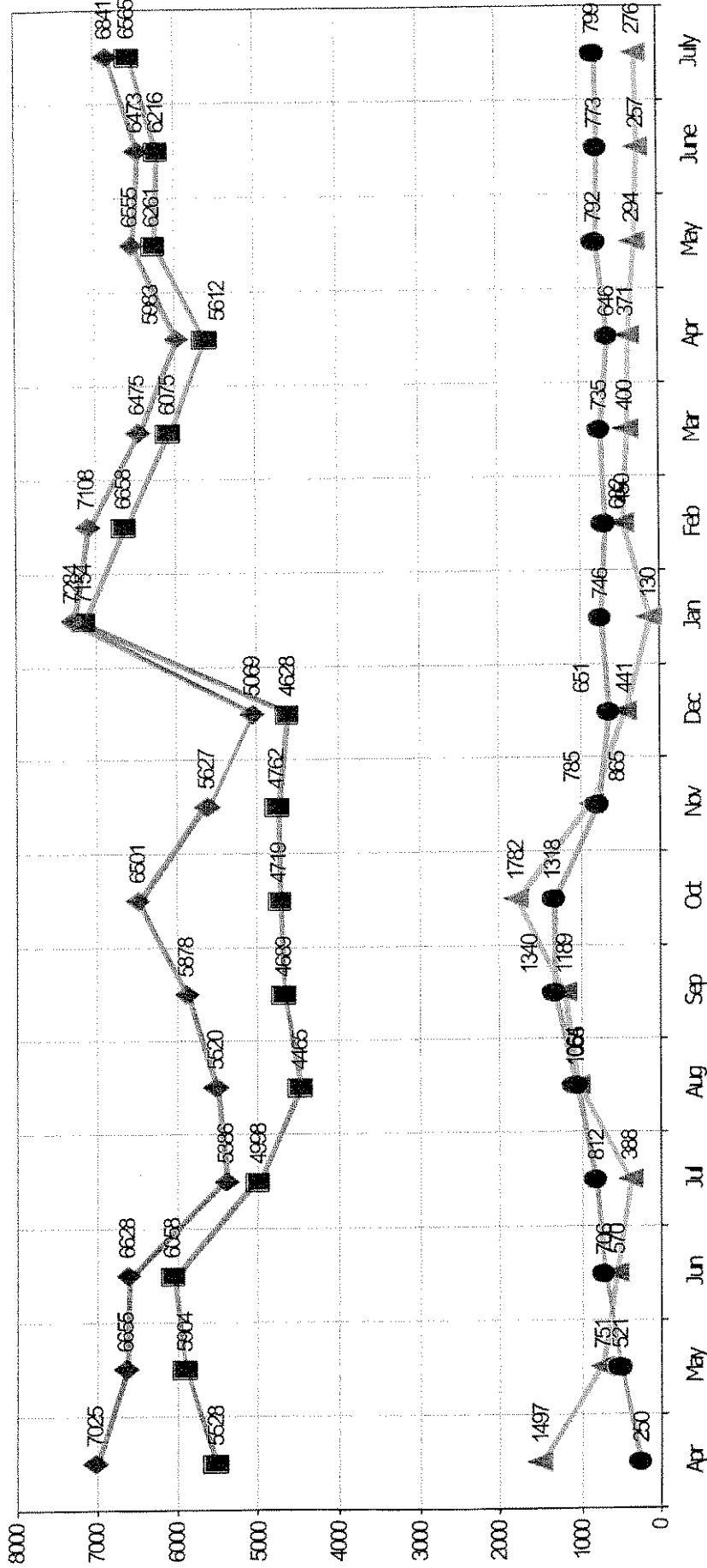
Service Level Compliance Statement – July 2003

Category	Standard	July 2003	Complies
Call Answering Standard	9400	12530 (CSOs) 3710 (CSAs) 16240 (total)	✓
Time Standard	Max. time in queue < 5 min in 80% of cases and 15 min in 100% of cases.	90% of customers answered within 5 minutes	✓
Hang Up Standard	< 20%	4.8%	✓
Fulfilment Standard	Mail Distributed within 24 hours	Yes	✓
	Faxes returned same day	Yes	✓
	Web service operating 24/7 90% of time	Yes	✓
Completion Standard	50% of calls completed	83.2% of calls completed	✓
Accessibility Standard	Email service for people with disabilities with failure rate < 10%	Yes	✓
	TTY available at same standards	Yes	✓
	TIS for customers with NES backgrounds	Yes	✓
Referral Standard	90% appropriate	Yes	✓

SUMMARY	Minutes:Seconds
Average Time in Queue	1:34
Average Talk Time	5:40
Average Work Time	1:20

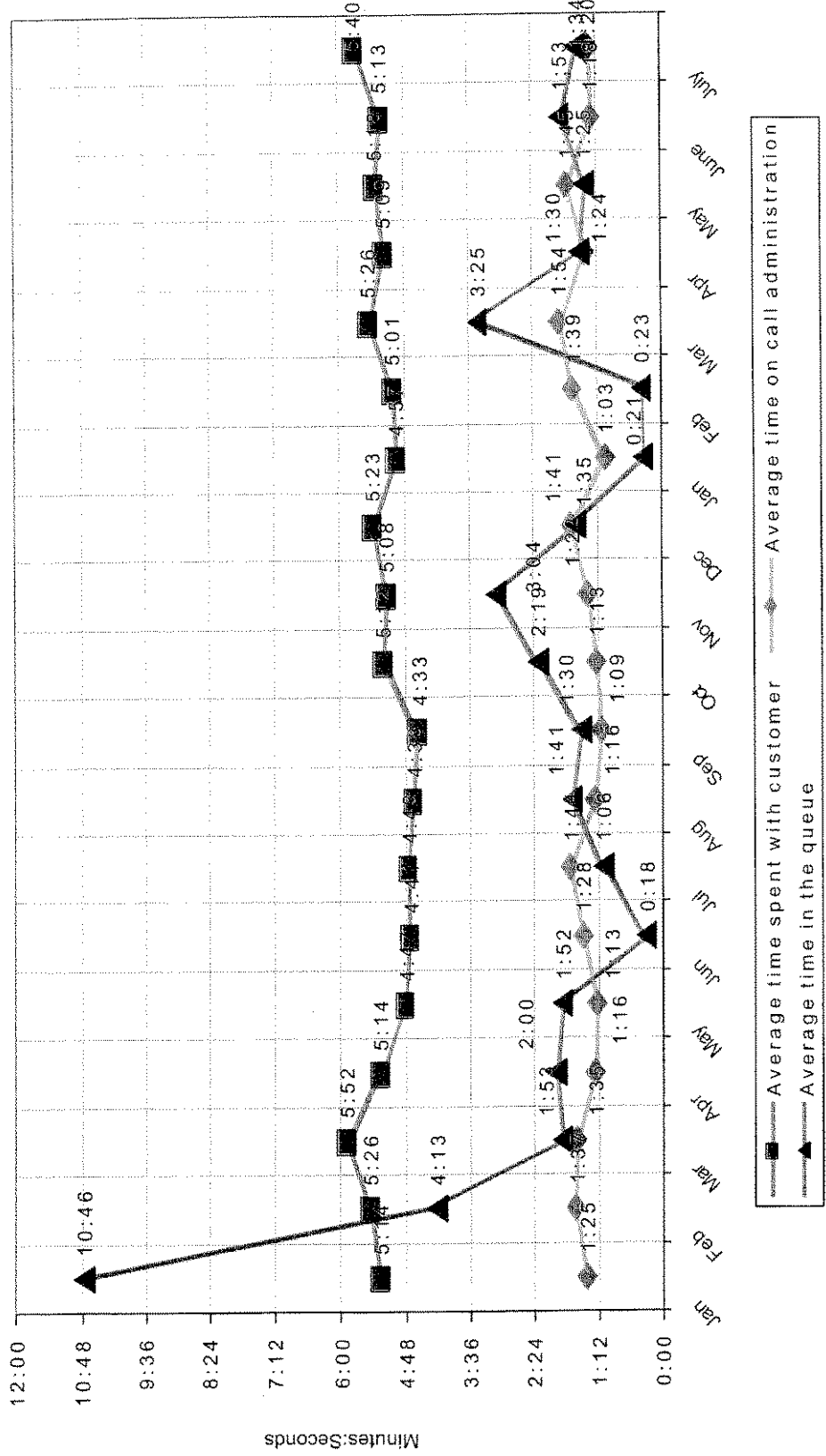
Call Volume Analysis (April 2002 to July 2003)

(Source: CRM)



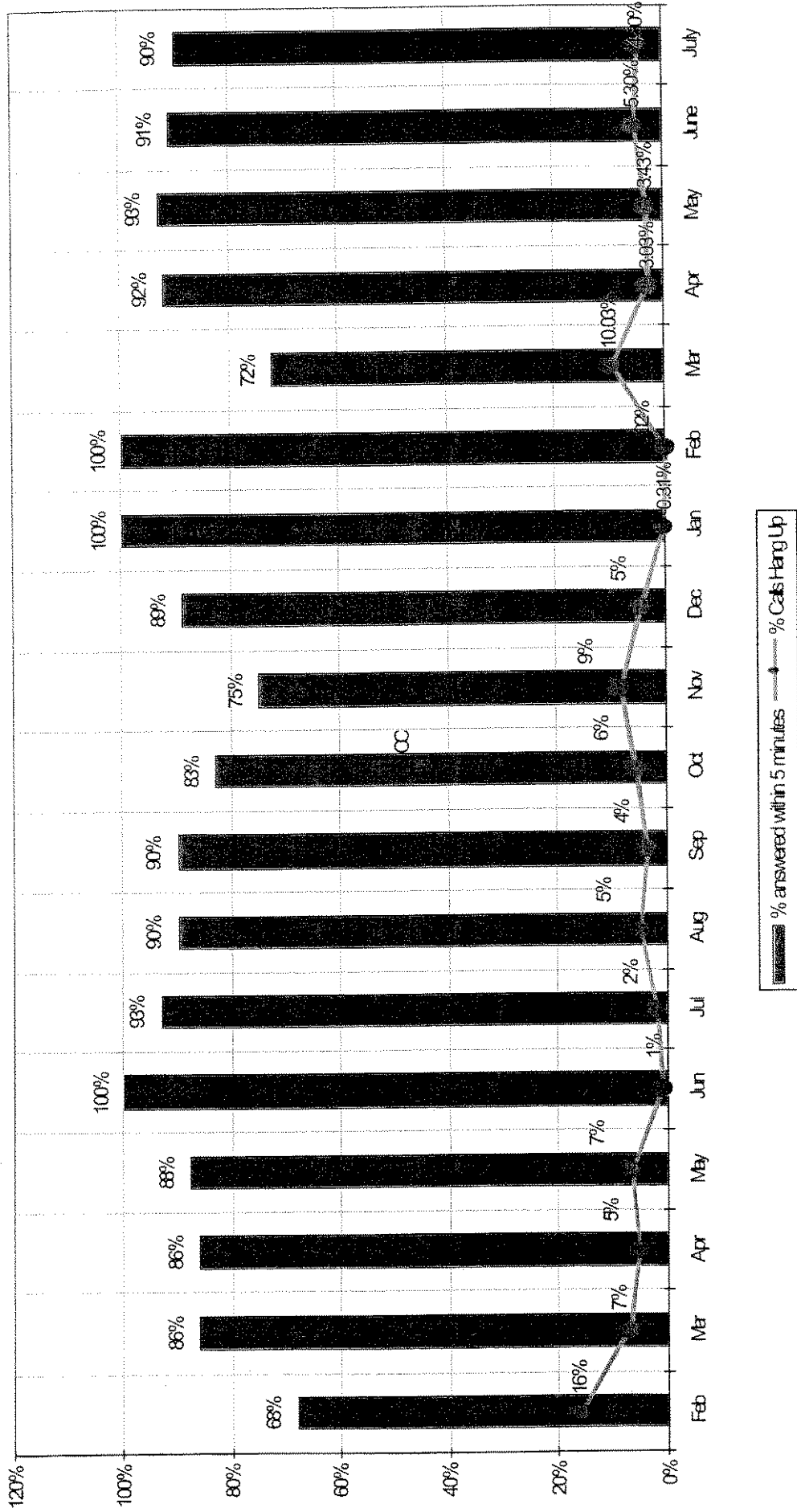
Customers Assisted by CSOs 4128 4877 5691 5628
 MR Assisted Calls 0 0 716 1497
 Total Customers Assisted 4128 4877 6407

Comparative Customer Service Performance (January 2002 to July 2003)
 (Source: ACD)

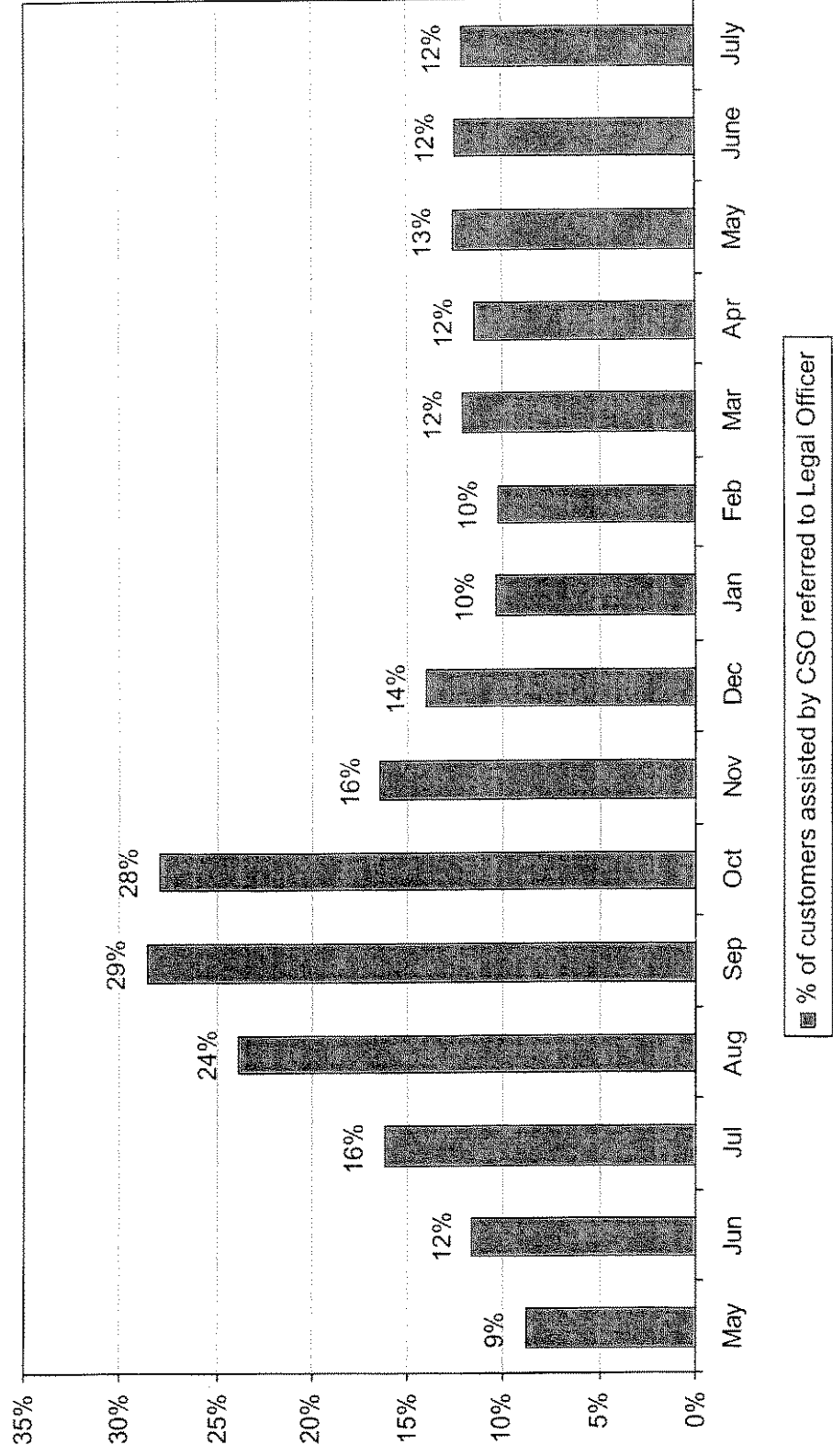


Comparative assessment of Average Time in Queue versus Call Hang Up Rate (February 2002 to July 2003)

(Source: ACD & IVR)

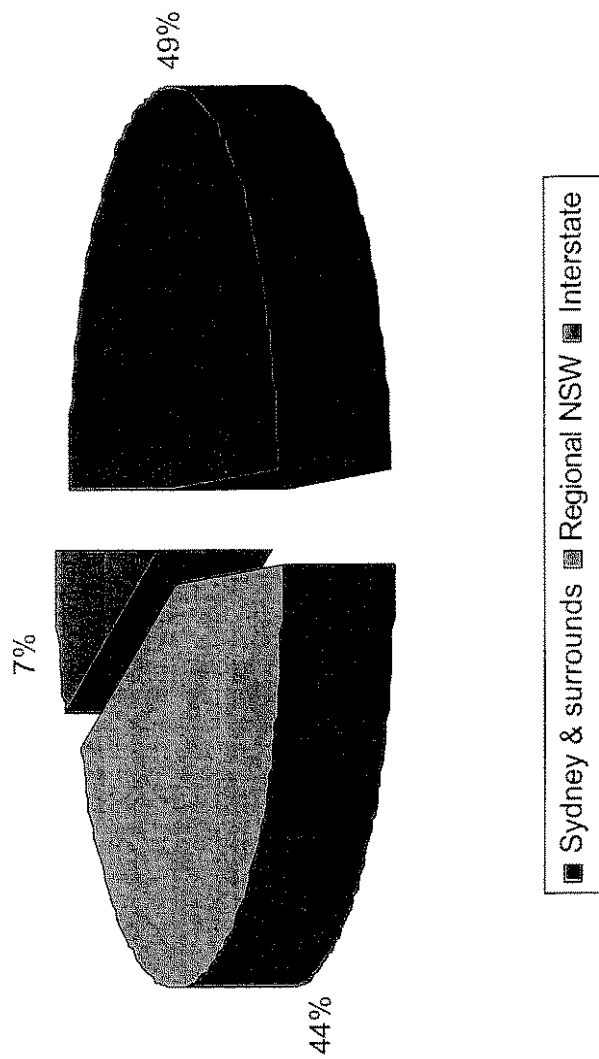


Percentage of customers assisted by a Customer Service Officer referred for legal advice by Legal Officer
(January 2002 to July 2003)
 (Source: CRM)



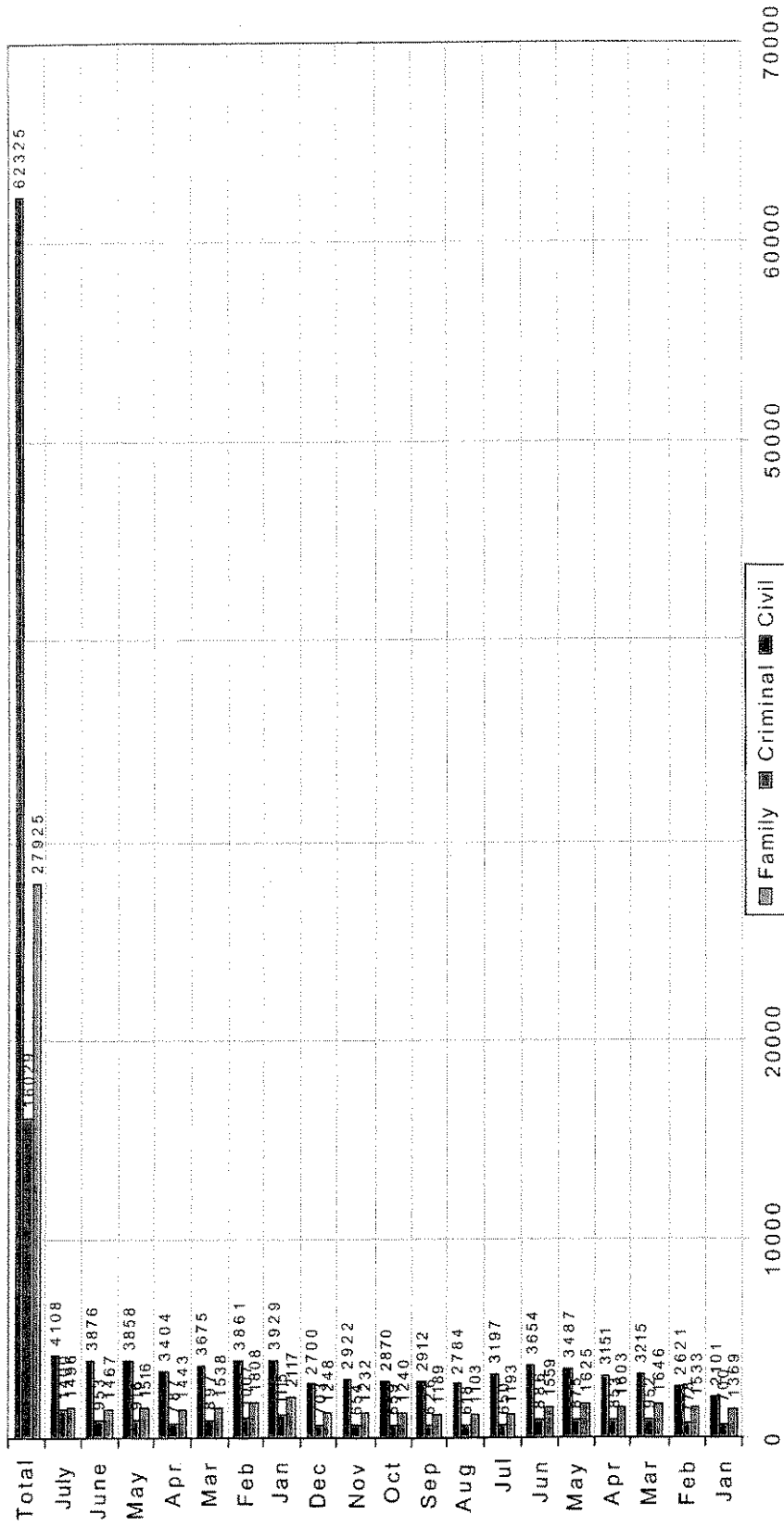
Legal Advice by Region (July 2003)

Source: CRM

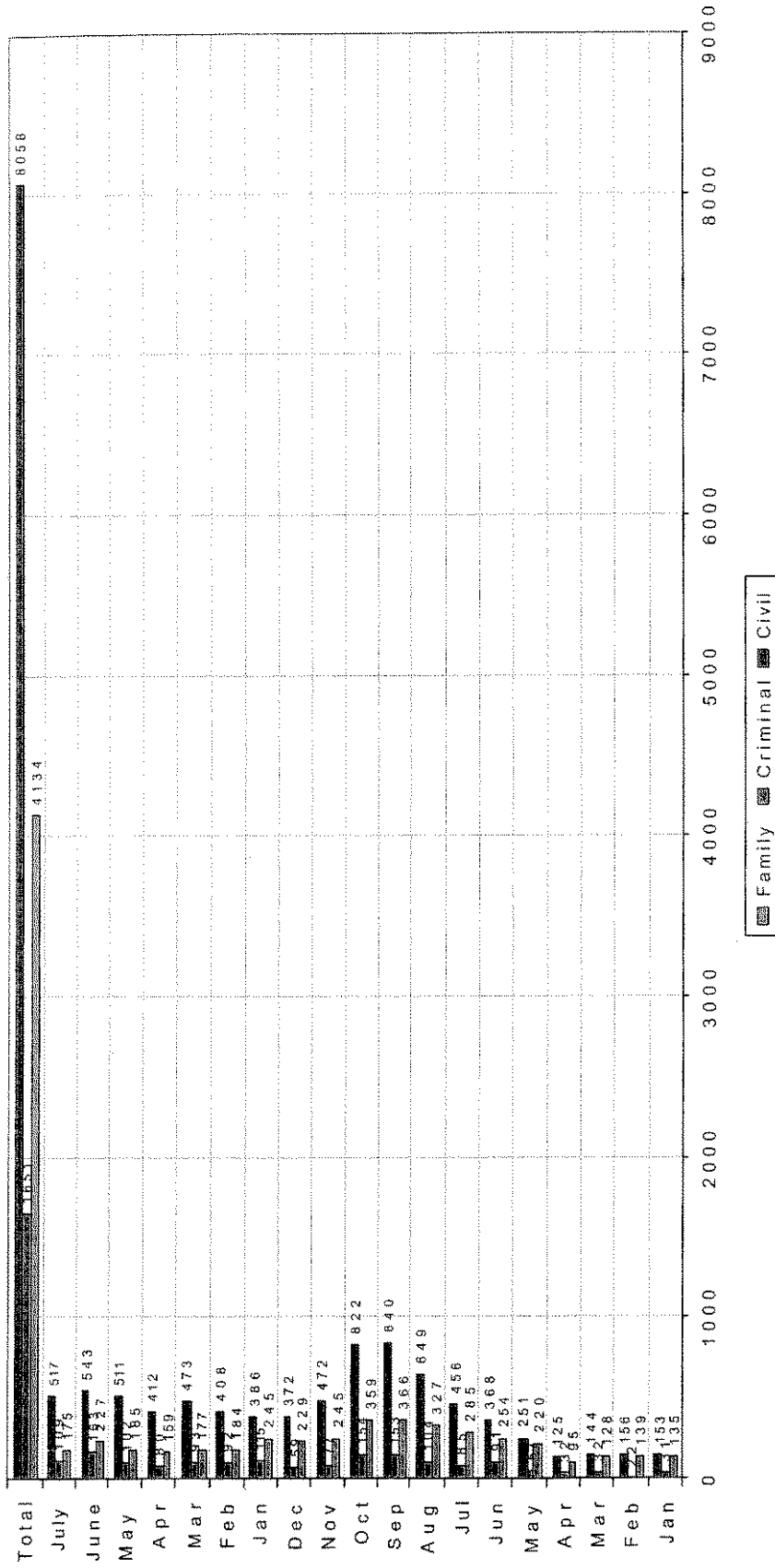


Breakdown of Information Sessions by Area of Law (January 2002 to July 2003)

(Source: CRM)

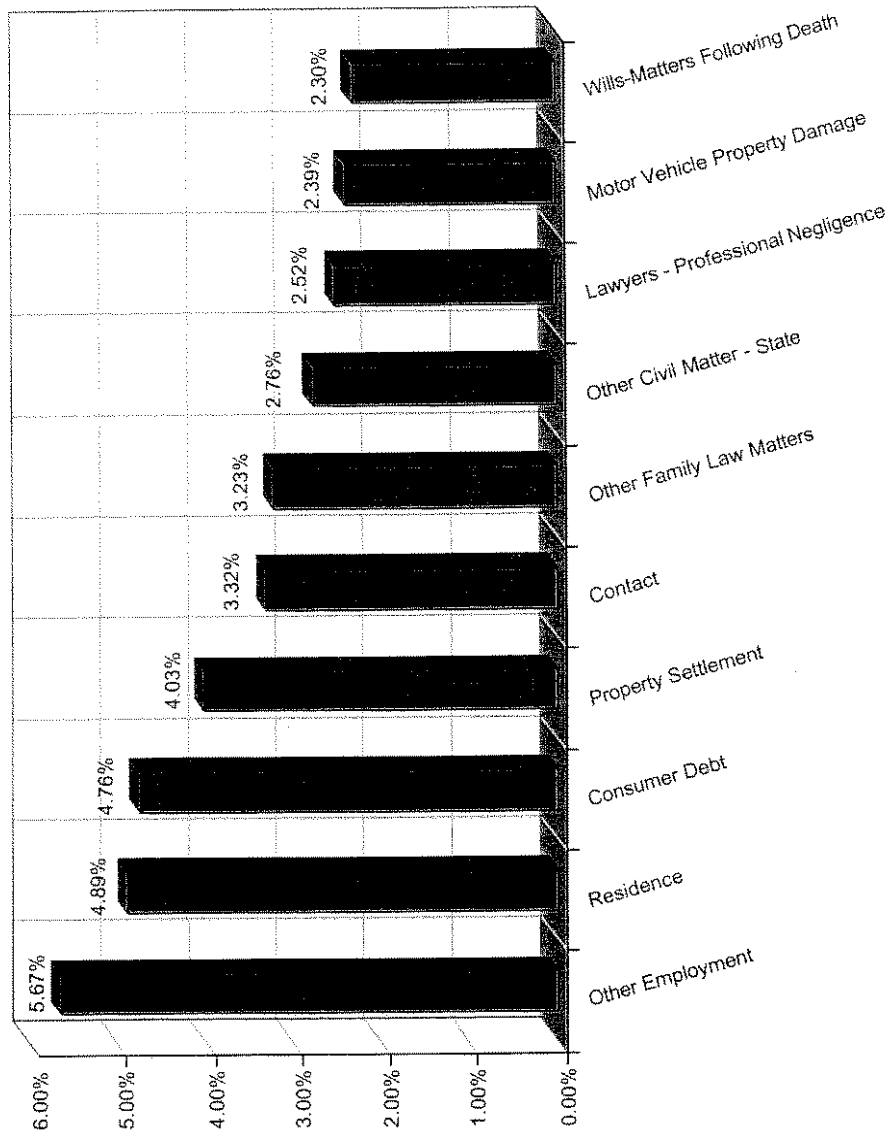


Breakdown of Legal Advice Sessions by Area of Law (January 2002 to July 2003)
 (Source: CRM)



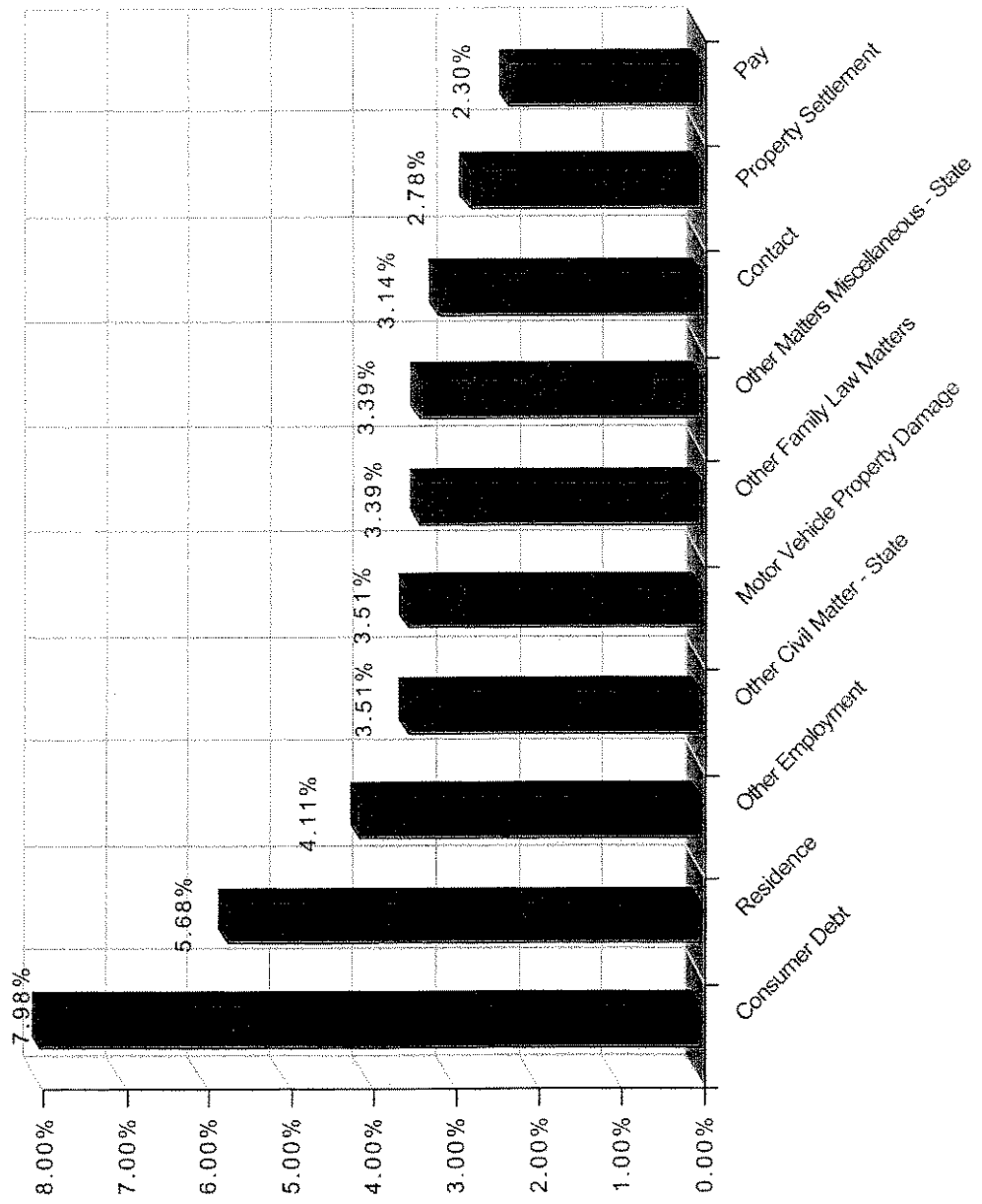
Top 10 Legal Matter Types (July 2003)

(Source: CRM)



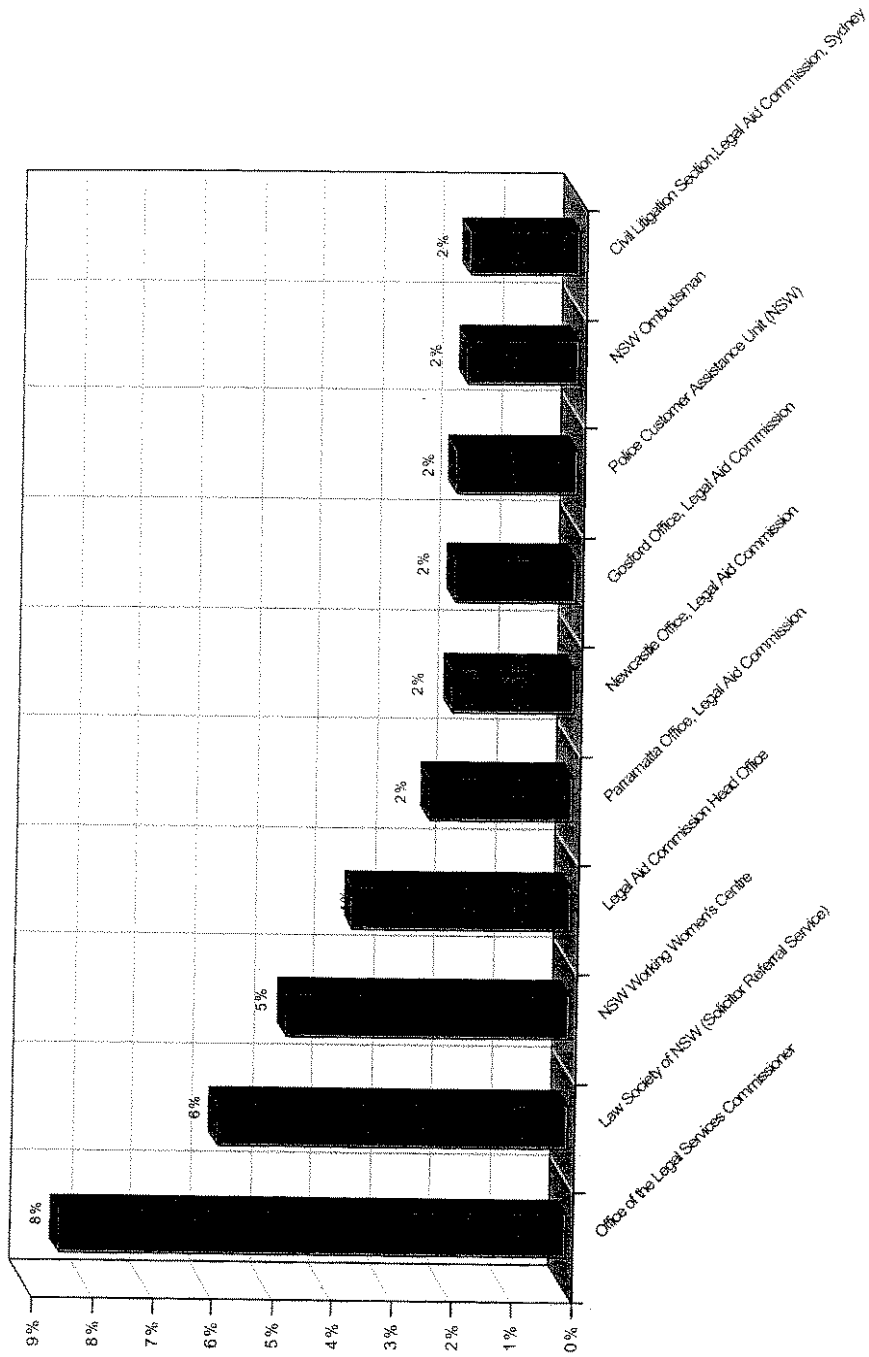
Top 10 Legal Matter Types – Advice (July 2003)

(Source: CRM)



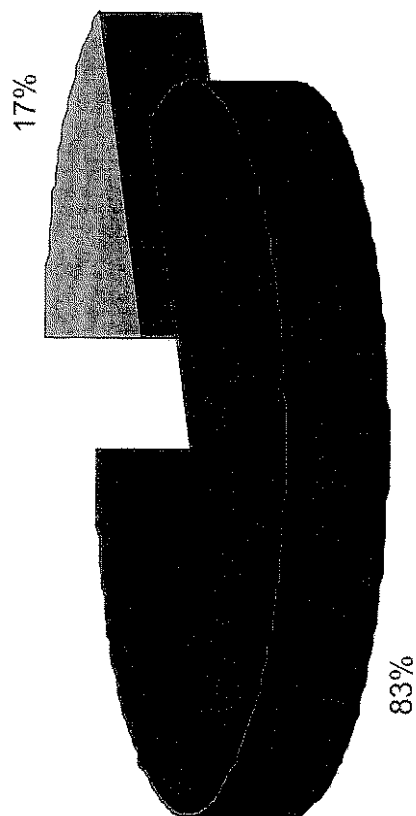
Top 10 Referral Destinations (July 2003)

(Source: CRM)



Completion Standard (July 2003)

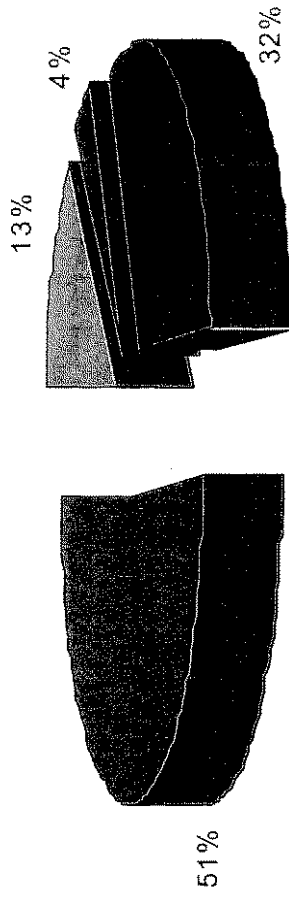
(Source: CRM)



- Matters referred to the Legal Aid Commission or a CLC
- Matters completed by LawAccess NSW

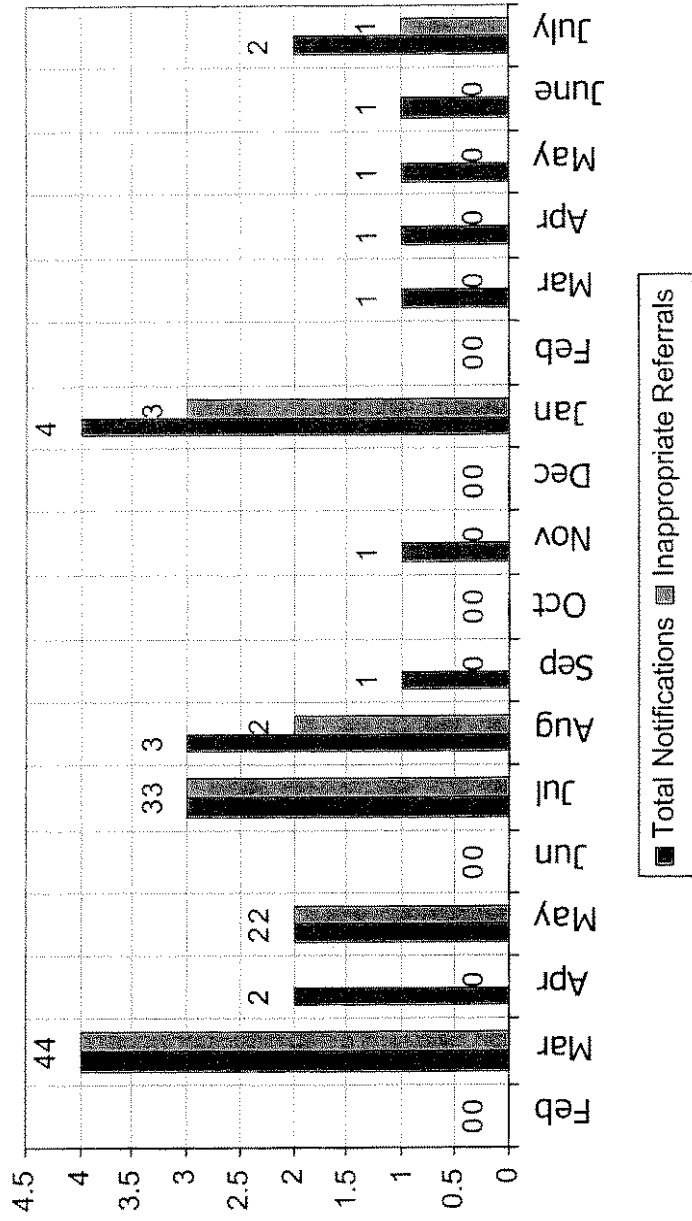
Referrals to other Assistance Services and completion by LawAccess NSW staff (July 2003)

(Source: CRM)

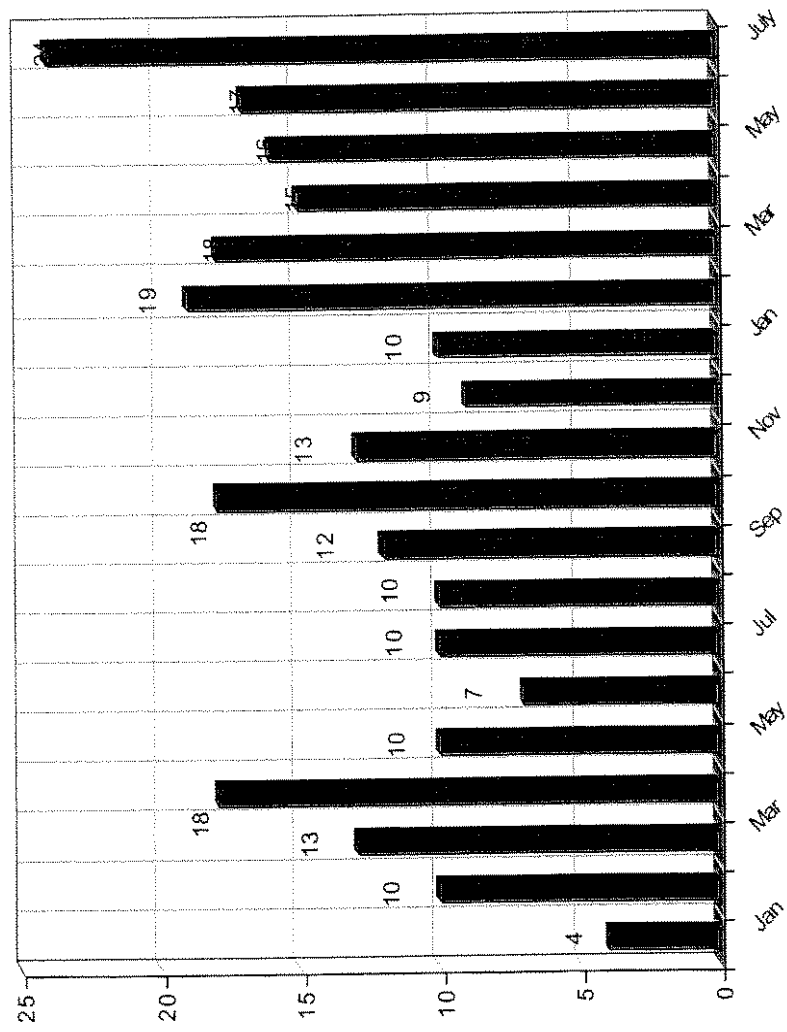


- Matters referred to the Legal Aid Commission
- Matters referred to a CLC
- Matters referred to other services
- Matters resolved by customer service officers or inhouse legal advice

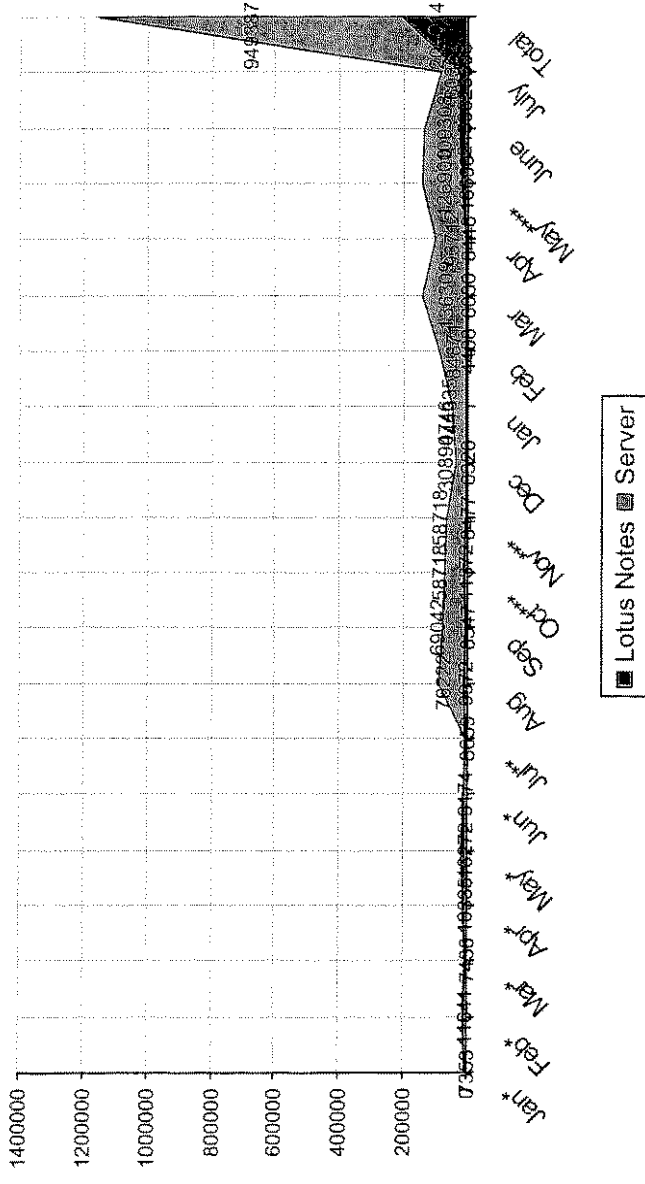
Referral Notifications (February 2002 to July 2003)



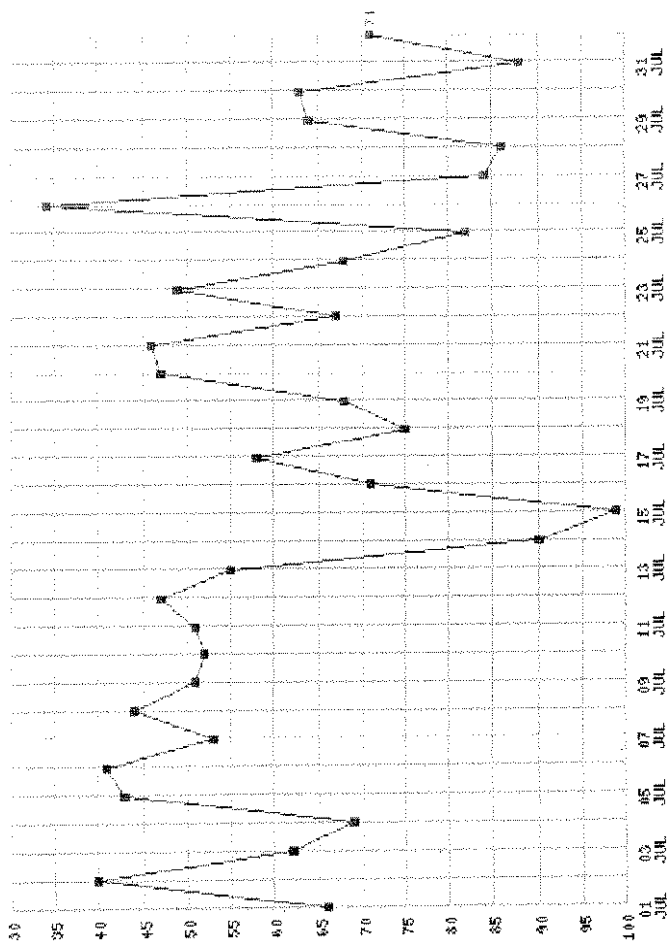
Translator Assisted calls to LawAccess NSW (January 2002 to July 2003)



LawAccess Online July 2003



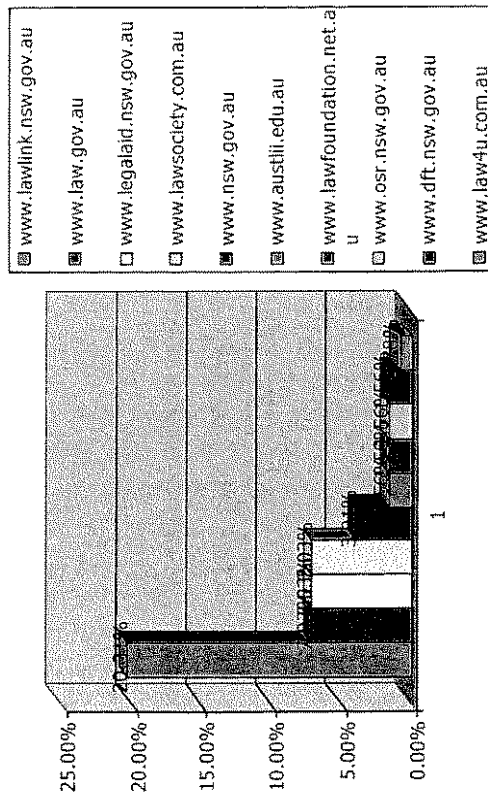
Hitwise Report July 2003



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 THE PERIODS REPRESENTED WITH BROKEN LINES INDICATE INSUFFICIENT DATA.
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