

#ICLRCORO2024

# Workshop One

## Measuring and Evaluating the Impact of Our Regulatory Work



**ICLR+CORO2024**

International Conference of Legal Regulators +  
Conference of Regulatory Officers

16-18 October 2024 | Langham Melbourne

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# Measuring and evaluating the impact of our work

ICLR + CORO, 16 October 2024

Taimur Siddiqi - Manager, Evaluation & Impact, Victorian  
Legal Services Board + Commissioner

Featuring Special Guest Stars

BAY  
30

BAY  
36

# Outline of the session



## Objectives:

1. To explain why the VLSB+C evaluates its work
2. To present examples of how we have done this across the organisation
3. To share our collective experience on challenges and what works

## Agenda

- Why we want to evaluate our work (5 mins)
- Evaluation 101 (15 mins)
- Case studies of how we have evaluated and learnt (30 mins)
- Reflections, open discussion and group exercise (20 mins)



# Making a decision



**Think about a recent purchase you made of a good or service:**

- How did you decide between various options?
- Are you satisfied with the purchase? Why / why not?



# Making a decision



Person	How you decided?	Satisfied?	Why or why not?



# Why evaluate and how?

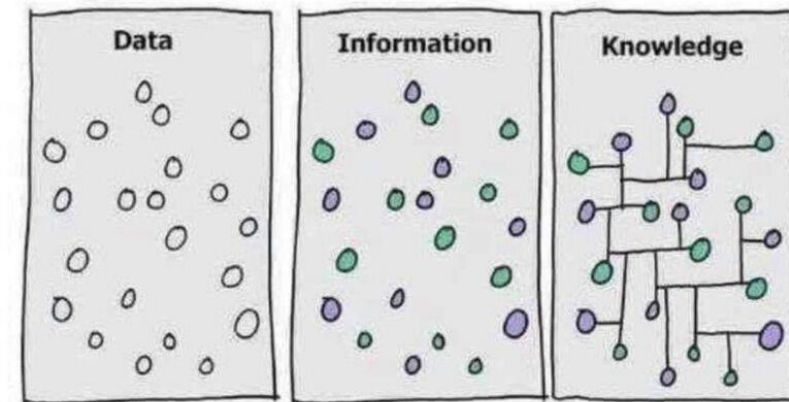


# Why we want to know the impact of our work

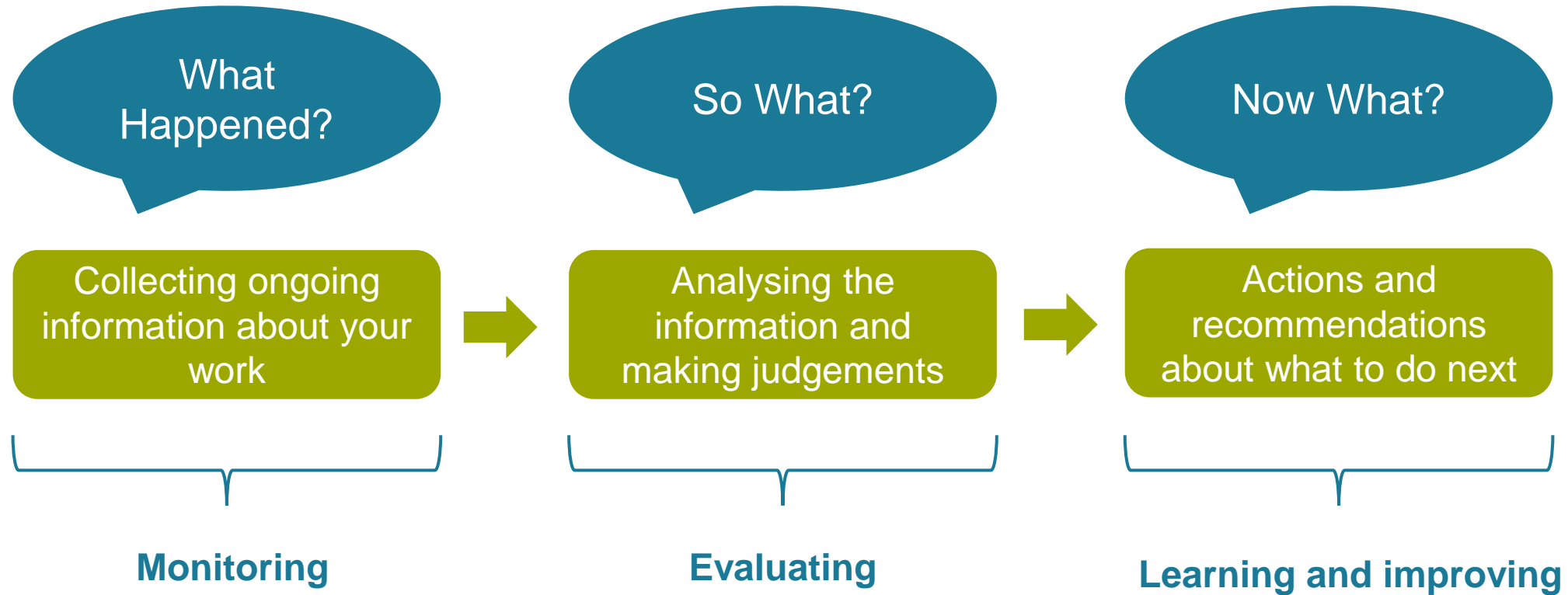


Ongoing measurement and evaluation of our work allows us to:

- ✓ Focus on what has been achieved (outcomes), not just what was done (activity)
- ✓ Build an evidence base of what works
- ✓ Be accountable to our stakeholders
- ✓ Better report against our Strategy
- ✓ Reflect, learn and improve
- ✓ Make better decisions



# Monitoring vs Evaluating vs Learning



- An evaluation is ultimately about making an **evidence-based judgement** about the merit, value or quality of something.





# What do we want to know – Evaluation questions



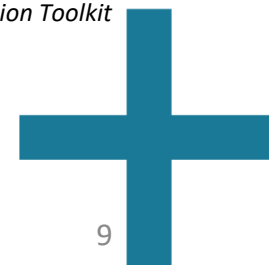
- Evaluations are guided by **questions**, grouped under domains

Domains	Example evaluation question
<b>Appropriateness</b>	<ul style="list-style-type: none"> <li>How suitable was the program design for the local community?</li> </ul>
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>Did the program achieve its intended outcomes?</li> <li>What worked well and what could have been done better</li> </ul>
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>Was the program a good use of resources?</li> </ul>



APPROPRIATE	EFFECTIVE	EFFICIENT	EXAMPLE NEXT STEPS
✓	✓	✗	Implement process improvements to improve efficiency
✓	✗	✓	Modify or redesign program to address the need.
✗	✓	✓	Stop delivery of this program. It is no longer required.

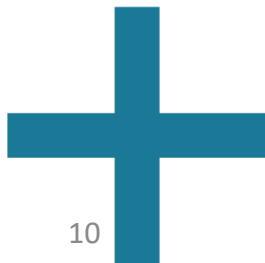
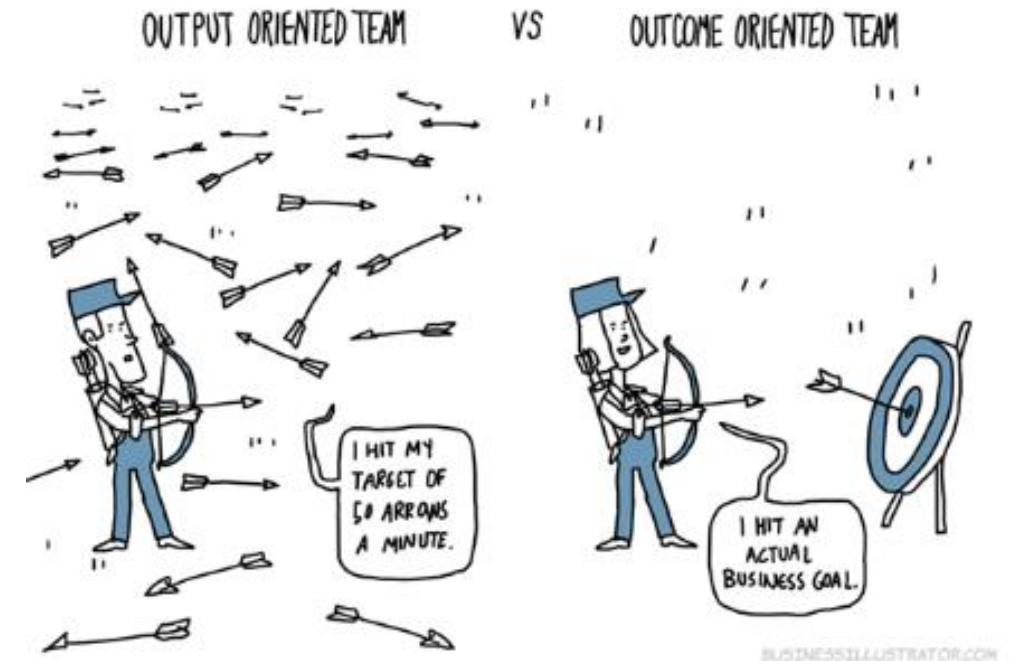
Source: Grosvenor Consulting - DIY Program Evaluation Toolkit



# What are outcomes?



- **Output**
  - an immediate product of an activity, usually easy to count
  - *e.g. number of complaints handled*
- **Outcome**
  - a desired change that occurs for individuals, groups, or organisations as a result of an activity
  - *e.g. complainant satisfied with how their complaint was handled*
- **Impact**
  - broader, long-term outcomes, often beyond our direct control and influence
  - *E.g. the public has confidence in our complaints process*



# Outputs vs Outcomes



## Output

Improvement in consumer satisfaction with their matter

Number of calls answered

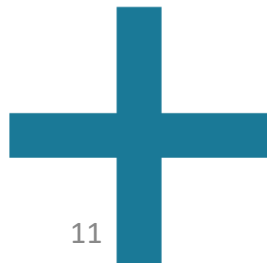
10 new process manuals

60% of public report high confidence in the legal sector

A 10% increase in sexual harassment at law firms

90% of lawyers renewed their practicing certificate on time

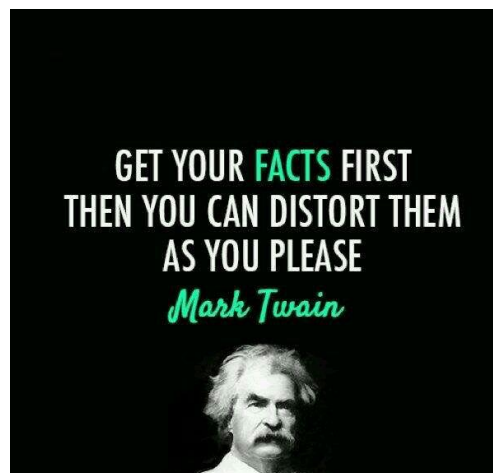
## Outcome



# How will we know?



- An **indicator** is a **measurable** way of knowing something has occurred or changed
- Indicators can be:
  - **Objective**, e.g. number of times people mention this session to others
  - **Subjective**, e.g. how I perceive people's enjoyment of the session
  - **Lagging**, e.g. ratings in session feedback form
  - **Leading**, e.g. number of times people yawn during this session
- Selecting the **right indicators** is critical to understanding if we are on the right track



# Indicator or not

## Indicator

Be the best performing team in the organisation

Number of unfavourable media articles about our organisation

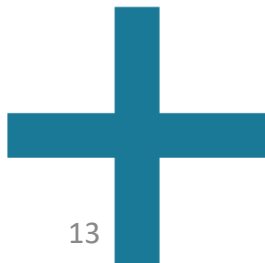
% of complaints resolved within 3 months

Increased access to justice

Protecting the reputation of law firms

Average compensation claim (\$)

## Not



# Case study 1 – Practising Certificate renewal



# PC Renewal process

*Georjeana Brennan – Manager, Licensing*



## What is the PC Renewal process?

- Each year, between March and June, lawyers must apply to renew their practising certificate for the upcoming practising year.
- The licensing function is fundamental to ensuring lawyers are ethical and appropriately licensed according to their experience and the legal services they provide.
- This, in turn, plays a crucial role in protecting and empowering consumers and improving access to justice.

## Why we wanted to measure how we performed?

- We wanted a framework through which we could assess current performance against previous performance and benchmark ourselves against more ambitious measures of success.
- The framework was also designed to demonstrate our commitment to continuous improvement and service excellence.



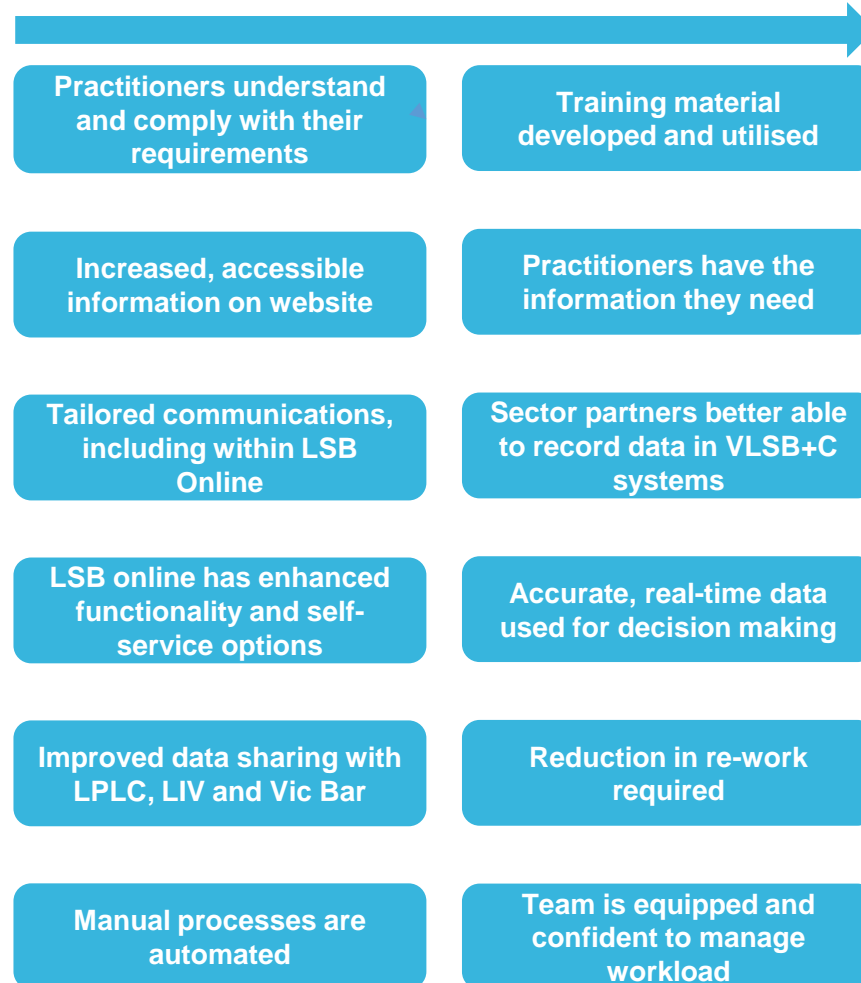
# PC Renewals – what does success look like?



## Activities (what do we do)

- Process and system improvements
- Develop resources
- Training
- Communication plans
- Liaise with internal and external stakeholders
- Respond to enquiries and requests
- Assessment for licensing matters
- Generate Pending PCs list and action items
- Gather feedback
- Monitoring and reporting
- Evaluation

## Short and medium term outcomes (what happens because of our work)



## Final outcomes (the ultimate changes we want to see)

1. Timely and easier renewals

2. Practitioner satisfaction

3. Efficient and effective portal

4. Streamlined processes

5. Staff feel supported





# How did we measure the outcomes?



**Ultimate outcomes**  
(the ultimate changes  
we want to see)

**Outcome measures**  
(how will we measure change)

**1. Timely  
and easier  
renewals**

1a. % of PC applications submitted by June 30  
1b. % of PCs submitted in April & May vs June  
1c. % of practitioners reporting they “didn’t need additional information” for renewing  
1d. % of practitioners reporting that renewal form took less than 10 mins

**2.  
Practitioner  
satisfaction**

2a. % of practitioners reporting “they were satisfied with the renewal process”  
2b. % of team who report that “on balance, I have received positive feedback on the process from practitioners this year”  
2c. Increase in visits to LSB Online Resource webpage compared to previous renewal periods

**3. Efficient  
and  
effective  
portal**

3a. % of practitioners reporting they were “able to access all information you needed for the renewal process”  
3b. Reduction in % of Salesforce enquiries related to items that can be completed in portal  
3c. % of team who report that “The portal is working efficiently and effectively for practitioners”

**4.  
Streamlined  
processes**

4a. % of enquiries allocated within 3 days  
4b. % of enquiries closed within 5 days  
4c. % of team who report that “on balance, our internal processes are more streamlined this year”  
4d. Satisfaction rating from LPLC, LIV and Vic Bar

**5. Staff feel  
supported**

5a. % of team who report that “I had all the information, guidance and support I need”  
5b. % of team who report that “the team’s workload and wellbeing was better compared to the PC renewal period last year”



# PC Renewal – One outcome



## Activities *(what do we do)*

Process and system improvements

## Short and medium term outcomes *(what happens because of our work)*

- Increased, accessible information on website
- LSB online has enhanced functionality and self-service options

Practitioners have the information they need

## Final outcomes *(the ultimate changes we want to see)*

**1. Timely and easier renewals**

## Outcome measures *(how will we measure change)*

- 1a. % of PC applications submitted by June 30
- 1b. % of PCs submitted in April & May vs June
- 1c. % of practitioners reporting they “didn’t need additional information” for renewing
- 1d. % of practitioners reporting that renewal form took less than 10 mins

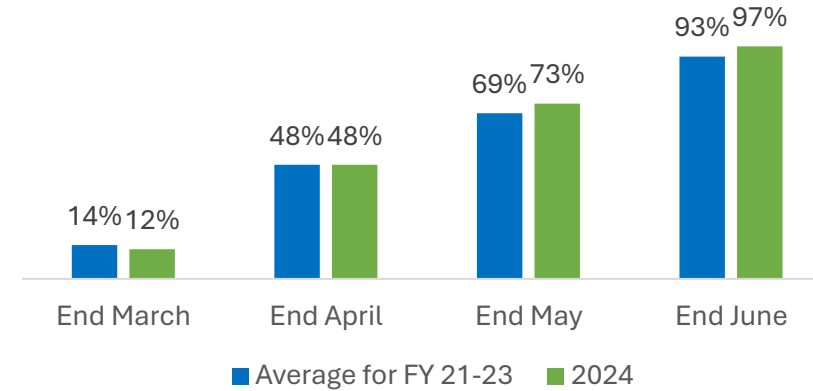


# PC Renewal - Findings



**More timely** - More applications were submitted by June 30 than last year and a slightly higher proportion earlier in the cycle

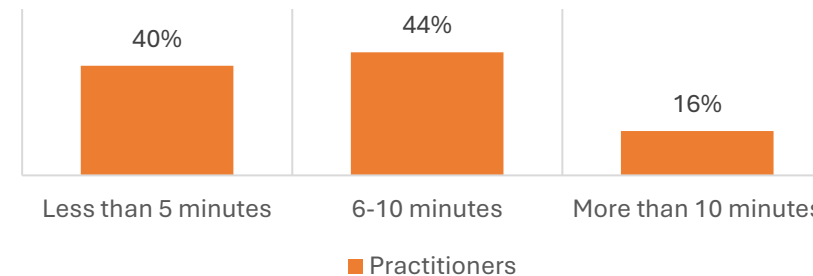
PC renewal submissions, by year



**Easier** - Vast majority (84%) of practitioners completed renewal form in less than 10 mins

- 78% of all practitioners agreed that the time required to complete the form was appropriate

Responses to "how long did it take you to complete the renewal form?"

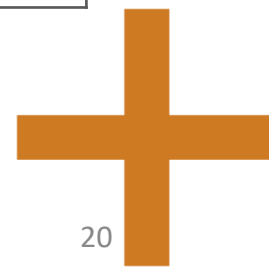


# PC Renewal – How do we judge success?



Outcome	Measure of success	Poor	Adequate	Good	Excellent
<b>3. Timely and easier renewals</b>	1a. % of PC applications submitted by June 30	<90%	90-93%	93 - 95%	>95%
	1b. % of PCs submitted by April	<40%	40-45%	45-50%	>50%
	1c. % of practitioners reporting they “didn’t need additional information” for renewing	<20%	20 – 25%	25 – 30%	>30%
	1d. % of practitioners reporting that renewal form took less than 10 mins	<70%	70-80%	80- 90%	>90%

Outcome	Measure of success	Poor	Adequate	Good	Excellent
<b>3. Timely and easier renewals</b>	1a. % of PC applications submitted by June 30				97%
	1b. % of PCs submitted by April			48%	
	1c. % of practitioners reporting they “didn’t need additional information” for renewing			27%	
	1d. % of practitioners reporting that renewal form took less than 10 mins			84%	



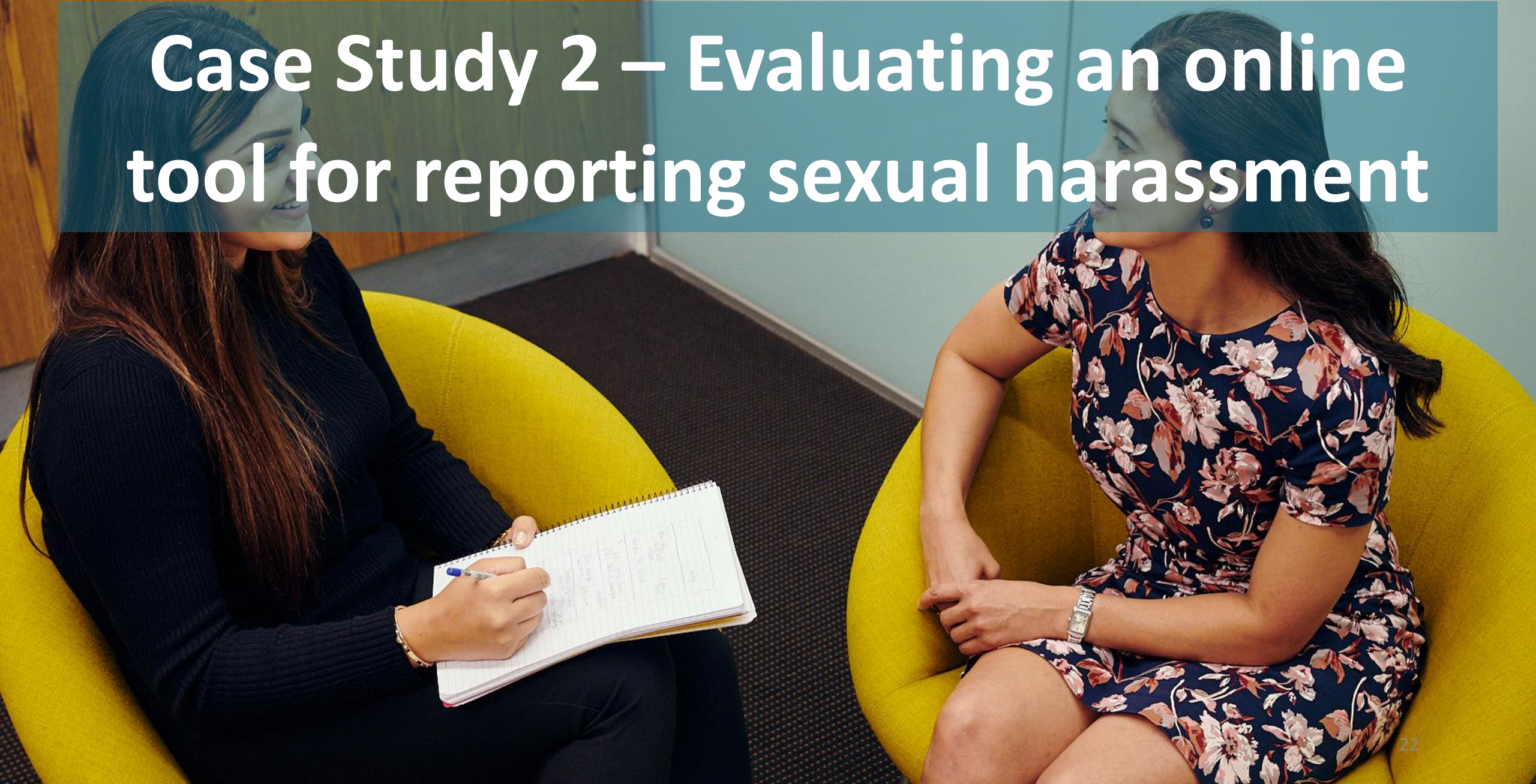
# Measuring PC Renewal process - What we learnt



- ✓ The PC Renewal Process is performing **really well based on evidence from multiple sources.**
- ✓ We were able see the feedback from the stakeholders, make adjustments as we went along in response to that feedback, confirm that the communications were working with the targeted messaging and determine that the resourcing was appropriate to handle the increased workload.
- ✓ The collected data will allow us to make **more informed decisions** moving forward and **the ambitious benchmarks will drive further enhancements** for each renewal period.



# Case Study 2 – Evaluating an online tool for reporting sexual harassment



# Reporting sexual harassment

*Deborah Lawson – Senior Policy Officer*

In 2021, we launched an online reporting tool to enable people to anonymously report sexual harassment to us.

Our earlier research demonstrated targets of, and bystanders to, sexual harassment face multiple barriers to reporting their experiences, including:

- thinking that the reporting process would be embarrassing, difficult or complicated
- wanting to avoid confronting the harasser.

The online tool aims to reduce the barriers to reporting and encourage more people to tell us about sexual harassment at legal workplaces.

After the tool had been operational for 12 months, we wanted to see **whether it had increased reporting of sexual harassment to us.**



## What is the sexual harassment reporting portal?

This portal is designed to allow you to log an incident safely. You are in control of the process and you can choose to remain anonymous. The portal is being managed by the Sexual Harassment Complaints Team at the Victorian Legal Services Board & Commissioner.

The role of this portal is to receive informal reports about incidents or experiences of sexual harassment that have affected you, or sexual harassment that you have witnessed. It is focused on receiving reports of inappropriate or improper behavior perpetrated by someone in the legal profession.

## If you are in danger or need immediate assistance

Note that this portal isn't designed to provide immediate responses. If at any time you need assistance or you are concerned for your safety please seek help.

Support services that are available:

**1800 RESPECT:** Call 1800 737 732

**Lifeline:** Call 13 11 14

**Beyond Blue:** Call 1300 22 4636

**Emergency services:** Call 000

## Login using your Elker Key

If you have previously sent a report to the VLSB+C via Elker and you are looking to login to your private dashboard to check for updates or send a message, [click here](#).



# Evaluation of SH Reporting Tool – Initial foray





# Evaluation of SH Reporting Tool – Evaluation template



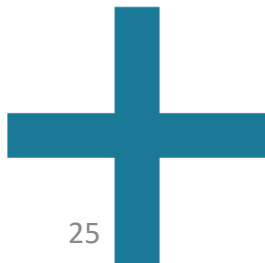
## Sexual Harassment Online Reporting Tool – Evaluation Planning Table

### Project goal:

To increase reporting of sexual harassment in the legal profession

### Project objectives:

- Objective 1: To develop an online reporting tool that is easy to use for targets of, and witnesses to, sexual harassment by a lawyer
- Objective 2: To communicate the presence of the tool to people who work in the legal profession and the general public
- Objective 3: To better understand sexual harassment reporting patterns to identify potential regulatory options



# Evaluation of SH Reporting Tool – Method and key findings

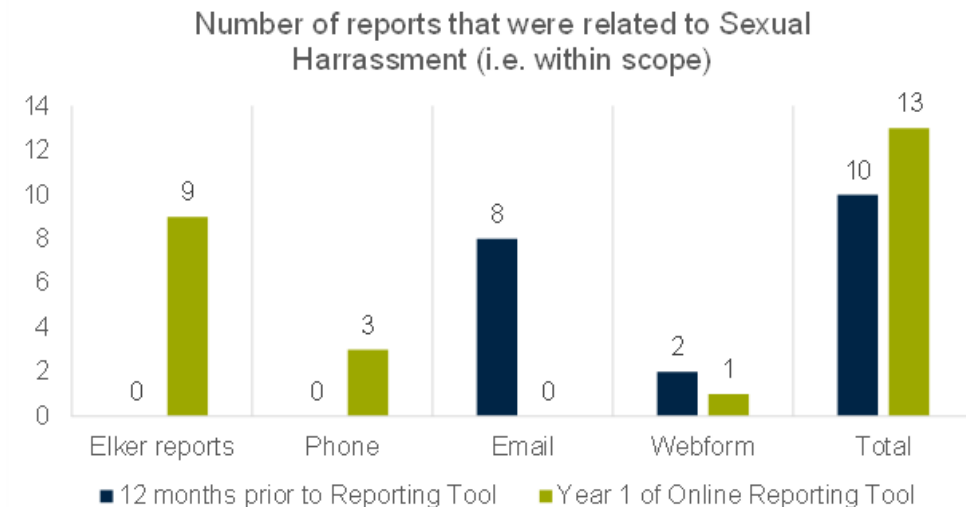


## To complete the evaluation, we:

- Analysed no. of sexual harassment reports received by phone, email or webform in the 12 months *before and after* the online tool was launched
- Analysed the engagement levels with our website and our socials *before and after*
- Conducted reflective interviews with our Complaints team and Strategic Communications teams

## Key findings

- Reporting of sexual harassment **increased** by 30%
- **Increase** in witness reporting, from 0 to 3
- **Increase** in anonymous reporting, from 1 to 6
- Findings of **concern** included:
  - high proportion of out-of-scope reports
  - high abandonment rate



# Evaluation of SH Reporting Tool – What we learnt

- **17 recommendations** to improve the content, functionality and awareness of the online tool, e.g.:
  - ✓ 1. Retain the online tool as an additional pathway for reporting sexual harassment in the legal profession
  - ✓ 10. Execute paid / ‘boosted’ social media advertising on the online tool on platforms that are more likely to be viewed by the target audience (e.g. Instagram, YouTube)
  - ✓ 11. Develop a case study that can be shared demonstrating the ‘benefits’ of the online tool. This could be demonstrating ‘individual benefit’ or ‘collective benefit’
- Developed a management response to the evaluation, to drive **implementation** of the recommendations.
- In addition to learnings about the use and promotion of the tool, evaluation enabled us to **better understand sexual harassment reporting patterns**
- Our Sexual Harassment Complaints Team indicated evaluation like this is a valuable exercise because:

*“Otherwise we’re just reacting; we don’t often have the opportunity to step back and look at what’s happening on a broader level so seeing a report like this is really helpful.”*



# Case study 3 – Understanding the impact of our funding



# Grants program - Defining the impact



*Katrina Webster – Grants Program Lead*

- The VLSB+C has managed a grants program since 2007
- In 2023, we launched a new Strategy and awarded \$8 million support 27 projects being delivered by legal and community organisations

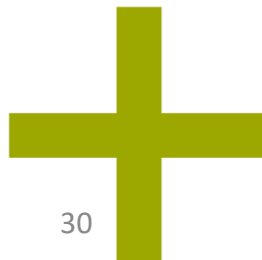
Accessible Legal Services	Holistic and Diversionary Responses	Fairer Laws and Processes
Community has increased capability to address or prevent legal problems	Justice system is trauma informed and prioritises restorative practices Early intervention diverts people away from the justice system	Policy and law reform achieves improved justice outcomes
More people experiencing vulnerability or disadvantage can access legal support when needed	Justice is recognised as cross-sectoral: key non-legal and legal sectors working together to demonstrate value of holistic and systemic responses	Funded organisations have authoritative voice and influence government policy and practice



# Grants Program - Measuring the change



Grants Theory of Change – Long term outcome	Indicators
<p><b>Community has increased capability to address or prevent legal problems</b></p>	<p><b>1a.</b> Number of legal information resources accessed or downloaded by community  <b>1b.</b> Number of individuals who report “I better understand my legal rights”</p> <p><b>2a.</b> Number of individuals who report “I feel confident to exercise my rights”  <b>2b.</b> Number of individuals who report “I understand how to deal with my legal problem”</p> <p><b>3a.</b> Number of legislation ‘explainer’ resources accessed or downloaded by community  <b>3b.</b> Number of individuals (including workers) who feel informed about relevant legislation</p> <p><b>4a.</b> Number of community members who feel informed about the legal and social justice issues of [insert stakeholder group]  <b>4b.</b> Number of community workers who feel informed about the legal and social justice issues of [insert stakeholder group]</p> <p><b>5.</b> Number of workers who feel confident to identify legal needs of their clients</p> <p><b>6a.</b> Number of workers who know how to refer their clients for legal support  <b>6b.</b> Number of referrals received by CLC that are considered appropriate and timely</p> <p><b>7.</b> Number of workers who feel better able to assist their clients</p>



# Grants Program - What we learnt



- ✓ The framework is a useful means of ensuring **alignment with our program objectives and monitoring grantee progress**.
  - The indicators are now integrated into our grants management system. This means that when organisations apply to us for funding, they can select which outcomes they are working towards and choose an associated indicator.
- ✓ Positive feedback has been received by people within the legal assistance sector who support a move to a more **consistent way of measuring** the impact of common services provided by community legal centres.
- ✓ A key, early learning is that we need to **provide greater support** to our grantees when selecting indicators to ensure they are the best fit.



# Case Study 4 – Understanding our regulatory performance through Quality Assurance





# Quality Assurance function



*Ralph Haller-Trost – Manager, Quality Assurance & Review*

- Quality Assurance & Review function established in 2023
- **Key objectives:**
  - Deliver statutory function – Internal Reviews
  - Manage Service Level Complaints (incl from oversight agencies)
  - Establish Quality System (QC & QA) - WIP
- Pro-active approach to identify if we acquit our statutory functions and provide high quality, customer focused services.

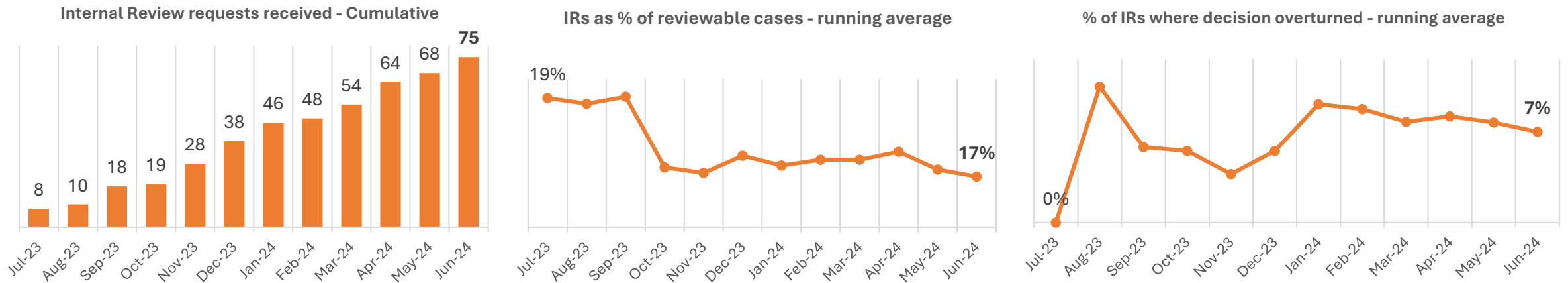


# What do we track as an organisation?



Focus area	Headline metric
Internal reviews of our decisions	Number of Internal Review requests received
	Internal Review requests as % of Reviewable decisions made by VLSB+C
	% of Internal Review requests where we decided to overturn the original decision

## What happened?



Note: these figures include 'mock data' as the final data is not yet verified and approved for public reporting

- QA&R team also track IRs by team, the area of law in the complaint, the powers used to resolve the complaint, etc. to identify trends



# Using what we learnt as driver for change



- Early days – our first full year of data which has informed recommendations to the Executive Leadership Team
- Significant overlap with our Customer Experience Team and a key driver for change:
  - ✓ Reasonable Adjustments Policy
  - ✓ Challenging Behaviours framework
  - ✓ Operational Guidance for our teams
  - ✓ Better tracking of our allocation timeframes



# Open discussion



## Over to you...

- **Did the case studies resonate with you?**
- **Have you evaluated programs at your organisation previously?**
- **What do you see as opportunities and challenges for evaluation in a regulatory context?**



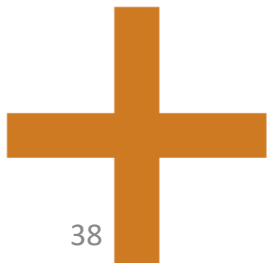
# Exercise – Evaluating your own work



Imagine you are presenting at the 2025 ICLR x CORO International Conference and are asked to deliver the keynote presentation:

***“My organisation had an impact and I have evidence!”***

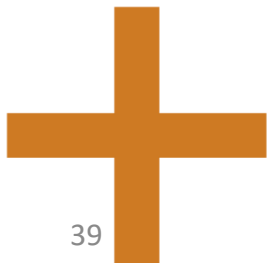
- What are two pieces of evidence you would be sharing in your presentation?



# Key takeaways



- ✓ Evaluation is about **improving our decision making**
- ✓ Focusing on evaluation requires **both the right skillset and mindset**– it's approaching our strategy, planning and service delivery with outcomes front of mind and using what we find to **learn, celebrate and improve**
- ✓ **Evaluation questions** provide clarity and direction – they tell us what we need to find out
- ✓ **An indicator** is a measurable way of knowing something has occurred or changed – collecting data on indicators helps answer our evaluation questions
- ✓ Not everything needs to be monitored and evaluated – **be strategic**





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[www.iclrcoro2024.com](http://www.iclrcoro2024.com)