



Legal
Aid

Tasmania Legal Aid

Digital Strategy

2022 – 2024

Contents

Introduction	2
Vision, Purpose & Principals	3
Goals	4
1 We will use digital technologies to deliver high quality, accessible legal services to Tasmanians	4
2 Our digital technologies, platforms, systems, and innovations will be client-centred	4
3 Our staff will be supported to work more effectively and efficiently	5
4 We will introduce new digital platforms and processes to improve our legal aid grants system	5
5 We will adopt a digital transformation approach across TLA	6
Implementing our digital plan and measuring our progress	7
Implementation schedule	8

Introduction

Advances in technologies have changed our lives in a myriad of ways, and particularly the way we use and deliver services. Digital transformation must be an integral part of our organisation’s future direction, as we utilise technology to improve our service delivery and achieve more visible, user friendly and efficient corporate processes.

The Digital Strategy helps TLA fulfill our purpose to provide legal help for Tasmanians, to support and advocate for vulnerable and marginalised Tasmanians, and work to improve the legal system. It sets out a framework for a client-centred approach to digital technologies and innovation to enhance our services and improve the way we work.

The Digital Strategy assists TLA to target technology investment to support the Strategic Plan 2020–2023, and provide better services for our clients, community, and partners, and achieve greater impact from the work we do. Specifically, it meets our Performance Measure to “better use digital technologies in service delivery and use of data to inform service planning and evaluation and system reforms”.

Over the coming years, the Digital Strategy will enable us to increase the accessibility and use of online technologies for our services, communication, and information sharing. We will streamline our systems to work more effectively across our organisation and with our clients and partners and improve our business operations. We will adopt digital technologies to manage growing demands and legal system pressures, and to maintain a culture of continuous improvement.





Vision

Tasmanians can get the legal help they need in a safe, respectful, timely and accessible way.



Purpose

The Digital Strategy sets out a framework for a client-centred approach to digital technologies and innovation to enhance our services and improve the way we work.

The Digital Strategy is framed within the three strategic priorities identified in our Strategic Plan 2020 – 2023:

- **Community:** We deliver high quality, accessible legal services to Tasmanians, especially those who are most vulnerable, delivered by skilled and well-supported staff;
- **Communication:** We communicate with our clients, partners, staff and community to ensure that they are informed, engaged and empowered; and
- **Collaboration:** We work collaboratively with our partners and stakeholders to ensure the Tasmanian legal system delivers the best outcomes for our most vulnerable client.



Principles

Client-centred: Our use of digital technologies will enhance the quality and impact of the client services we provide. Our clients' needs and experiences will inform the design and implementation of all our digital technologies.

Responsive and informed: Our digital engagement with clients, community and partners helps us to better understand and respond to their needs through adaptive and enhanced data capture, analysis, and reporting.

Safe and secure: Our digital technologies, platforms and services are secure and support the protection of clients' information and enables our clients to access services in a safe and appropriate way.

Productive and effective: Digital technologies improve the speed, efficiency and flexibility of information management systems and communications for our staff and make it quicker and easier for clients to access the services they need.

Digital first: We adopt new, smarter digital ways of working and engaging with our clients, community, and partners. We will move towards digitisation of all our communications to become less reliant on paper based information.

Transformational: We use digital technologies and innovation to respond to the needs of our clients, community, and partners, and enhance TLA's capacity to be a leader in the Tasmanian justice system.

Awareness and reach: Using digital platforms to expand our reach and increase community knowledge and awareness of TLA's services, their legal rights and options for prevention and early interventions in legal problems, improve awareness of our services and increase client numbers.

Collaborative: Our digital platforms will streamline our processes, making it easier for our partners to work with us to deliver legal services.

Goals

1

We will use digital technologies to deliver high quality, accessible legal services to Tasmanians

We will introduce new, smarter digital ways of delivering services, in-house reporting, improving our capacity to meet external reporting obligations and engaging with our clients, community, and partners to improve their experience and ensure consistency and quality across our organisation.

We will adopt digital technologies to improve the quality and impact of our services by making it easier for our clients and community to access the assistance they need. This will enable more people to get the information they need online and remotely.

TLA's website is the first contact point for many Tasmanians seeking legal help. It is critical that the website is clear and accessible, with information that is easy to find and understand and relevant to the diverse needs of the Tasmanian community.

We will make our information and services available through digital channels that reflect our community's use of technology. We will build a digital environment which gives all our clients more ways of accessing help. We will investigate digital models to streamline client intake and assessment processes.

2

Our digital technologies, platforms, systems, and innovations will be client-centred

The increased and effective use of digital technologies will improve the quality of the services we provide our clients and increase our impact. By placing our clients at the centre of everything we do at TLA, we ensure that all the changes we make mean better experiences and outcomes for our clients.

Consistent with our Client Engagement Strategy, clients will be engaged in a range of activities to ensure their voices, experiences, and perspectives, are part of implementing our Digital Strategy.

We will use new technologies to increase our capacity to capture and analyse client service data, to increase our understanding of client needs and service use, and to plan and develop new services.

Goals

3

Our staff will be supported to work more effectively and efficiently

Increased use of digital technologies will help our staff to continue to deliver high quality services. Easy to use, efficient digital tools will reduce pressure on staff, and facilitate faster access to information, allowing them to meet client needs quickly and effectively. This will allow them more time to work directly with the client to address their legal problem.

We will implement digital systems to better support our staff in their work and to enhance their work experience. We will develop integrated digital systems which are current, accessible, efficient and compliant systems. This will include mechanisms to streamline communications with clients, the Department of Justice and other organisations. We will use technologies to support the mobility and flexibility of our staff, providing access across all offices, outreach locations and courts.

We will support our staff to adapt to a changing work environment by building their digital skills and capabilities through continuous, targeted training. This will improve their ability to deliver high quality services for our clients and contribute to the professional development of our staff. We will enable leaders across the organisation to promote and support digital initiatives and undertake workplace planning to support our digital transformation process.

4

We will introduce new digital platforms and processes to improve our legal aid grants system

We will simplify and streamline the e-lodge grants application process and increase opportunities for clients to find the information they need about their grant application in a simple, fast, and accessible way.

Working with clients, we will identify the key areas for digital developments, such as grant tracking and online access to grant application outcomes. Streamlining this process will reduce the administrative burden on private practitioners and TLA staff and enable us to build greater efficiency into the grants application process for all users.

Goals

5

We will adopt a digital transformation approach across TLA

We will seek digital solutions to continuously improve our services, business systems, and engagement with our clients, community, and partners. We will encourage innovative ideas and practices and invest in new technologies.

We will build and maintain a workplace culture that embraces and adapts to a constantly changing environment.

Business Services will be responsible for monitoring evolving and emerging technologies and ensuring that our digital systems and devices are upgraded and adjusted to accommodate these trends in a systematic way.



Implementing our digital plan and measuring our progress

We have developed a 3 year roadmap in our Digital Strategy. The actions towards achieving these digital strategic goals will be reflected in our annual planning process. We will measure our progress towards these goals using performance measures that will be integrated into our quarterly and annual reporting against the priority areas in our Strategic Plan. Governance for the implementation of the Digital Strategy 2022- 2024 is the responsibility of the Associate Director – Business Services.

Goal 1 We will use digital technologies to deliver high quality, accessible legal services to Tasmanians

Actions

- Commission an external review of our ICT and digital systems;
- Systematically implement new digital technologies and platforms to provide new client service models to increase our reach and accessibility.

Success

More Tasmanians get the legal help they need:

- finding information easily;
- receiving legal help in a format and location that meets their needs.

Goal 2 Our digital technologies, platforms, systems, and innovations will be client-centred

Actions

- Adopt a range of engagement strategies to involve our clients in the review, design, and evaluation of our website, grants system, intake and assessment processes and other digital services;
- Introduce new digital live system reporting of our client data analytics.

Success

- Clients report they are highly satisfied with the services TLA provides;
- Our clients are engaged in the review, design and evaluation of TLA digital services;
- TLA staff have easy access to real time customised reporting.

Goal 3 Our staff will be supported to work more effectively and efficiently

Actions

- Expand our use of digital tools to assist staff in their work;
- Review and improve our client information management and document systems and communication platforms, including TLA's intranet and internal communications systems;
- Ensure staff have the mobile devices they need;
- Build the digital skills and capability of our staff;
- Plan our workforce development to meet our digital strategy goals.

Success

- TLA staff feel the digital technology they use improves their capacity to do their work;
- TLA staff feel they have adequate access to digital services;
- TLA staff are skilled in the use of digital technology.

Goal 4 We will introduce new digital platforms and processes to improve our legal aid grants system

Actions

- Simplify and streamline the e-lodge grants system;
- Engage clients and private practice partners to identify how the e-lodge grants system can better meet their needs.

Success

- The grants application process is faster and simpler.
- Private practice partners, clients and staff can get the information they need from the grants process when they need it, reducing time taken with making and responding to enquiries.

Goal 5 We will adopt a digital transformation approach across TLA

Actions

- Establish a governance structure to ensure that digital transformation is embedded in our workplace culture;
- Move towards a paper-less workplace by systematically digitising all our communications;
- Encourage and investigate digital opportunities as part of TLA's continuous improvement process.

Success

- TLA is a digital-first organisation, with flexible technologies, systems and platforms to improve our client and business services, and provide better outcomes for our clients, staff and partners;
- TLA staff have access to digital options to replace the creation and use of paper based documents.

Implementation schedule 2022 – 2024

2022

- External review of ICT and Information Management systems;
- Digital Strategy Implementation;
 - Workforce development plan;
 - Budget Projections;
- Information Management System Redevelopment;
- Intranet redevelopment.

2023

- Client engagement in review and design of digital interface and services, including website, service deliver and grants process;
- Data capture and analysis systems – live reporting;
- Website redevelopment;
- Grants system redevelopment, including options for clients' grant tracker;
- Establish staff ICT and digital tools needs:
 - Digital Life Cycle Policy;
 - Begin system-wide upgrade;
- Begin digitisation of all documentation process;
- Information storage review.

2024

- Online intake and access platform/channel development