



Client and Public  
Engagement Strategy

2009 - 2013

# **Client and Public Engagement Strategy**

**2009-2013**

## Foreword

The Legal Services Commission (LSC) provides legal aid and legal advice and information in England and Wales through two schemes: the Community Legal Service (CLS) and the Criminal Defence Service (CDS). Our work is essential to the fair, effective and efficient operation of the civil and criminal justice systems. It is also critical in helping to provide access to legal advice for some of the most vulnerable members of society.

### **Our vision: legal aid – fair access to justice**

Legal aid is a **pillar of the welfare state** and society because it gives **fair access to justice** to the people who need it but can least afford it.

We all hope our problems will not spiral out of control - and we will not be in the wrong place at the wrong time – but **it could happen to any of us**. That is why **legal aid is a vital safety net** for the **well being of our society**.

We are **changing** legal aid so we can **carry on** delivering services that people need. For **clients** services must be **high quality** and **readily available**. For **taxpayers** services must be **value for money** and **affordable**.

### **Our Objectives**

We have three objectives, which cover the full range of activities and outcomes we will deliver. We will work with our providers, justice partners at local and national level, staff and other government departments to:

- Maximise access to quality legal aid to meet the diverse needs of the clients we serve
- Deliver a sustainable Legal Aid Scheme and an efficient and diverse organisation
- Ensure the efficient and effective delivery of justice and wider government priorities

As part of achieving our vision for sustainable future services, the Legal Services Commission is publishing its first Client and Public Engagement Strategy. It sets out both our short and longer-term aims to build up ways that both clients and the public can input into the development of legal services. It provides a framework both the principles behind increasing engagement activities as well as defining our current and future priority activities.

**Carolyn Regan**  
**Chief Executive**  
**Legal Services Commission**

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# 1. Introduction

- 1.1 This paper sets out the framework for developing a client and public engagement strategy that will enable us to develop and promote client engagement to become an integral part of our commissioning process.
- 1.2 Our overarching objectives are:
- That users of legal aid services are empowered to access the services they need
  - That providers of legal aid services understand the advice and access needs of the clients they serve
  - To develop and establish effective channels of engagement that may effectively inform policy developments.
- 1.3 The values of the client engagement strategy are linked to the LSC Vision published in July 2008, as set out in the foreword to this document, and to our plans for ensuring quality in publicly funded work beyond 2013. Client definitions used within this strategy are detailed at **Appendix A**.

## 2. Client engagement strategy principles

- 2.1 The client engagement strategy and its delivery will adhere to the following principles:

### **Commitment to client focus**

- 2.2 The strategy will be underpinned by core values of inclusiveness, reality, honesty and fairness

### **Have clarity of purpose and outcome**

- 2.3 We aim to be clear about what we are trying to achieve, whether we are undertaking a consultation exercise with specific groups or attempting to encourage greater involvement in decision making, and will test and develop different methods and processes to collect that information. We will publish results of such activities so that the public can see if and how their input has influenced policy

### **Target our communities**

- 2.4 Our service users cover a broad spectrum of the population. We will test and develop effective methods to engage with clients as we develop our priorities for client engagement. Our priorities will be informed by what information we need to know, over and above the comprehensive research data we already hold on client experiences and behaviours. This may include demographic groups, advice type and geographical areas.

### **Communicate appropriately**

- 2.5 We will test and develop a range of methods that will enable clients from different or target groups to communicate and participate effectively

### **Deliver change**

- 2.6 Client feedback will contribute to our understanding of the legal advice needs of the people we serve. Where appropriate, and within the confines of the legal aid budget, client engagement will help inform our thinking on where advice interventions could be successfully implemented and the way in which those services could be provided.

### **3. Our client research – Legal Services Research Centre**

3.1 Our work on client research through the Legal Services research centre is outlined below. Details of these research programmes are attached at **Appendix B**.

#### **The English and Welsh Civil and Social Justice Survey**

3.2 This work is the cornerstone of the Legal Services Research Centre's (LSRC) research programme. This is a nationally representative household survey of over 3,000 people on their experience of and response to a broad range of civil justice problems, such as debt, welfare benefits, employment, family and housing problems. Information on all these groups is important in determining vulnerability to problems and aids our understanding of where advice interventions could be successfully implemented.

3.3 This ongoing work has been highly influential in informing the development of the LSC strategy for the Community Legal Service and will continue to influence LSC policy making.

3.4 Other important research work on understanding clients includes:

- Outreach advice for 'hard to reach' and vulnerable clients
- Evaluating the impact of debt advice
- Diversity monitoring
- Spatial dimensions of legal need and service delivery
- User perspectives on the criminal justice system.

## **4. Our engagement with users of Community Legal Advice**

- 4.1 A programme of Community Legal Advice (CLA) user engagement has been ongoing since the service was launched in 2004. The aim is to use representative samples of both existing and potential clients, using a variety of engagement channels. The results of engagement are used to inform the development of the service.
- 4.2 All aspects of the service, helpline, website, information leaflets and promotional materials seek feedback from users. As a result of this feedback the services have developed and become more sophisticated and innovative over time.
- 4.3 A more detailed explanation and examples of results are at **Appendix C**.

## **5. Programme of work to achieve the objectives of the client and public engagement strategy**

- 5.1 The following actions have been identified as key components to achieve the client and public engagement strategy, which are already in place in 2009 and will continue to be developed up to 2011. A summary table is provided at Appendix D.

### **Priorities for action 2009 - 2011**

#### **Work with the Client Diversity Group**

- 5.2 The LSC established a Client Diversity Group (CDG) in the latter half of 2008. Twelve members of the public have been recruited and met for the first time in December 2008. More information is available on the LSC website: [http://www.legalservices.gov.uk/aboutus/our\\_commitment\\_diversity.asp](http://www.legalservices.gov.uk/aboutus/our_commitment_diversity.asp).
- 5.3 The overall aims of the group are to:
- Encourage views on diversity issues on which we should be engaging with clients relating to access to legal services for specific groups
  - Provide a forum in which to discuss with services users access issues for diverse groups including those facing multiple discrimination and explore solutions
  - Improve our knowledge of the access needs of a broad range of service users to inform our client engagement strategy
  - Inform the client engagement strategy and give voice to clients priorities for further client engagement

#### **Early work of the Client Diversity Group**

- 5.4 The CDG are exploring ways in which to share their experiences with the LSC and providers. Some suggestions under consideration have been the creation of a toolkit that would be a practical source of information to raise awareness on experiences, barriers and needs faced by various groups of people. The LSC has commissioned the publication of an easy read dictionary of symbols & pictures to help explain difficult words within the legal system. This suggestion has come directly from a client member who has a learning disability as a way to help all clients and potential clients understand their rights and the legal system.

#### **Community Legal Advice and British Sign Language Advice Pilot**

- 5.5 The Community Legal Advice (CLA) helpline commenced a pilot in September 2008 to improve access to services for deaf people. It provides British Sign Language (BSL) to deaf people between September 2008 and August 2009 with evaluation and recommendations due September 2009. It includes the delivery of advice in BSL, which is possible by setting up new technology, processes and procedures.

5.6 The aims of the pilot are to:

- provide specialist advice in BSL via the internet to eligible clients from the target group
- monitor the use of BSL advice and evaluate the effectiveness of providing specialist advice in BSL via the internet
- design a model that can be used to invite invitations to tender for BSL advice provision through Community Legal Advice, subject to the recommendations of the pilot evaluation
- provide evidence of the need for access to legal services from the client group

### **Capturing Client Experiences Pilot**

5.7 The LSC is planning to implement an innovative pilot scheme to capture client experiences of receiving legal aid. The new client feedback process allows for a statistical analysis of qualitative data. The Commission is currently reviewing priorities and options for where best to implement the pilot and which client group is most suitable.

5.8 Potential applications for both civil and crime categories of law could include:

- Encouraging self-managing providers – real-time feedback loop will help providers respond to clients' needs and address any areas of poor performance – firms could use this system instead of their own client feedback systems
- Feedback to the LSC regarding potential step changes in services delivered
- Use of client experiences to feed into specification of services for Best Value Tendering
- Use of client experiences to more fully understand patterns of good and poor access to services

### **Domestic Abuse Conference and BME Workshops**

5.9 Since January 2008, the LSC has co-organised two conferences in Newcastle and one workshop in Birmingham as well as delivering a future event in Cambridge focusing on survivors of domestic abuse. This continues to be one of our priority areas.

5.10 The focus groups gained qualitative information on BME women's own perceptions and experiences in accessing legal aid and identified the themes behind some of the issues highlighted. Themes from the workshops and a final report regarding the barriers for BME women accessing legal services will be published on the LSC website.

5.11 To date, discussions have covered: finding a solicitor, understanding the complexities of the justice system, and obtaining legal information, including format, language and accessibility.

**Feedback from Community Legal Advice Services - centres and networks**

- 5.12 Direct feedback from the public has helped shape the new Community Legal Advice services. One of the advantages of joint commissioning is that we can use local knowledge to ensure we purchase a service that better meets the needs of clients.
- 5.13 A needs analysis exercise is completed for each area, looking in detail at local demographics and client needs. This informs our proposals for how the service will be delivered.
- 5.14 Engagement activities have included the use of citizens' panels. The feedback from such panels was fed into the selection process for the Gateshead CLA centre contract. In the East Riding of Yorkshire, a public questionnaire seeking feedback on key issues for the network such as opening hours and access points, has been widely available via libraries, council customer service centres and the internet.
- 5.15 Both current providers and new bidding organisations have been encouraged to engage locally with the needs of clients, potential clients and the public in order to be in a position to provide the services necessary in that region.

**Wales Committee for the Community Legal Service (CLS)**

- 5.16 As outlined in Making Legal Rights a Reality in Wales, the Wales Committee for the CLS is committed to an annual focus on client engagement in order to understand the experiences and needs of people across Wales in accessing legal and advice services. Views gathered will be taken into account in the future commissioning of services in those areas.
- 5.17 The Wales Committee's meeting held in December 2008 had a specific focus on the needs of Young People. The Committee benefited from the attendance of a range of organisations working at both a grass roots and strategic level, in addition to a small number of young people. The meeting focussed on reviewing and discussing existing research, the outcome of a young people engagement exercise, and the attendees' experience of the preferences of young people when accessing legal and advice services. Actions were proposed during the course of the meeting and it is anticipated that a number of young people specific actions will be agreed by Committee Members and taken forward over the forthcoming months.

## Priorities for action 2011 - 2013

- 5.18 A critical strand of our improving the quality of services is to move towards a client led market in publicly funded legal services, where clients are empowered to make informed choices about who they go to for help with their legal problems. We want clients to:
- be more aware of the options available to them,
  - have access to information that enables them to choose services based on their priorities
  - influence the way we commission services through the choices they make and the feedback they present.
- 5.19 The information to enable us to do this will come from our ongoing programme of research, evaluation of our 2009 – 2010 pilots and the Client Diversity Groups. In particular we will analyse the results from the Capturing Client Experiences pilot and decide on rolling this out nationally. This will include exploring what is helpful, if anything, to help the public find legal services that are right for them.
- 5.20 By working with actual and potential clients we will improve our understanding about the choices clients make and their preferences regarding services. This will enable us to explore:
- developing metrics and information resources that reflect the features of services that we important to clients
  - developing ways in which information about providers can be displayed so as to make it relevant, and where possible tailored, to the interests of individual clients
  - capturing the client experience and using clients' priorities to shape our commissioning priorities, for example in the specification of services to be purchased
  - developing a feedback mechanism that enables legal aid funding to flow to the services that clients prefer to use.
- 5.21 The resulting system will increasingly reflect the views and preferences of clients, and ensure that legal aid services focus more effectively on meeting client needs and expectations.
- 5.22 Furthermore, we will explore ways in which Community Legal Advice centres and networks can input into client and public engagement activities. This will also be in conjunction with the research findings from LSRC due to be published in April 2011.
- 5.23 In preparation for the implementation of 2013 contracts, we will look at the feasibility of using different methods of consultation processes in order to gather feedback from clients and the public. We will also consider inclusion of a requirement for providers to engage with their local communities.

## Client definitions

### Legal Aid Clients

1. There is no single definition of a legal aid client. Legal aid is available to any member of the public in emergency situations such as domestic abuse, housing repossession and care proceedings. These categories, as well as mental health, are not subject to means-tested eligibility criteria. Where legal aid is sought for other categories of law, for example representation at the magistrates' court in criminal trials, seeking asylum or benefit appeals, eligibility for legal aid is means tested. The Legal Services Commission (LSC) plays the role of the demanding consumer in procuring quality services on behalf of people who need help.

### Client

2. A 'client' is someone who has had direct experience of receiving publicly funded legal advice. Examples of accessing LSC services include:
  - received specialist advice through Community Legal Advice
  - been represented by a duty solicitor
  - received advice and assistance (controlled work) from a contracted provider
  - is being represented under a legal aid certificate by a contracted provider

### Potential Client

3. A 'potential client' is someone who is eligible for legal aid (who would, in theory, pass both the means and merits tests), and who may not have accessed legal aid services. This is because either they have not needed to, since they have not experienced a legal problem or they have been unable to find a solicitor or not know where or how to obtain legal advice.

### Public

4. The public is the wider population, whether or not they are eligible for legal aid, have received legal aid or experienced the justice system.

## The Legal Services Research Centre's programme of work for understanding clients.

1. The Legal Services Research Centre (LSRC) is the independent research division of the Legal Services Commission (LSC). Its research on civil and criminal justice is highly regarded both nationally and internationally. The LSRC uses a range of research methods, including surveys, in-depth interviews, experimental trials and analysis of administrative data.
2. A robust understanding of people's experience of civil and criminal justice problems enables policy and operational developments to be based on evidence, rather than speculation. This paper highlights selected examples of LSRC research with a specific focus on clients, or 'people with problems'.

### The English and Welsh Civil and Social Justice Survey (CSJS)

3. This survey is the cornerstone of the LSRC's research programme. Each year, over 3,000 people are interviewed in their own homes. Interviews last for 30 minutes on average, but many last much longer. The survey enables the LSRC to collect detailed and comprehensive information on people's experience of and response to a broad range of civil justice problems, such as debt, welfare benefits, employment, family and housing problems.
4. The interviewed people are chosen carefully, so that they are representative of the population of England and Wales. Of course, not all the 3,000 interviewees are LSC clients. Some of them, despite having problems, fail to access advice; or access advice which fails to meet their needs. Many of the interviewees do not have problems at all, and many seek non-LSC funded advice. Information on all of these groups is important in determining vulnerability to problems and understanding where advice interventions could be successfully implemented. A wide range of information on people's household and personal circumstances also allows the LSRC to assess which groups tend to experience the most severe challenges when faced with legal problems, and how advice is accessed (e.g. Internet, face-to-face, telephone). The LSRC also looks at the impact of problems on people's lives. The impacts people experience, such as loss of home and physical and mental health problems, illustrate how important effective and early access to justice is. Further key findings from the survey include how problem types cluster together, the dangers of repeat referrals resulting in 'referral fatigue', and how people navigate the 'advice maze'.

### Outreach advice for 'hard-to-reach' and vulnerable clients

5. The LSRC has been evaluating the LSC's money advice outreach pilots. The aim of the pilots was to take legal and advice services to locations which were already used by potential clients, but where money advice services cannot ordinarily be accessed (e.g. Sure Start centres, community centres, housing offices, prisons). The pilots were targeted towards 'hard-to-reach' and financially and socially excluded groups.

6. The LSRC's project has included different ways of looking at clients and potential clients. One element of the research looked at different types of outreach location to determine their suitability for reaching the target groups. A detailed survey was conducted with over 500 people. Results from this survey showed that the target groups had lower levels of awareness of mainstream advice services than the general population and that an overwhelming number of prison interviewees reporting real financial difficulties had received no advice. The research also showed that there were important differences between people going to different outreach venues and that these differences are important when designing and delivering services.
7. Another element of the research looked at the impact of the outreach services. In-depth, qualitative interviews were conducted with nearly 50 people to find out how the advice has helped them and to identify what barriers stopped them from getting advice in the past. Interviews were also conducted with people who had problems but did not use the outreach services to understand why they had not sought advice.

### **Impact of debt advice**

8. Intuitively, it makes sense to believe that debt advice has a positive impact. However, until recently, there was very little evidence for this assertion. The LSRC therefore conducted a comprehensive research project using a range of research methods to look at the benefits of debt advice. This included interviews with advice agency clients, follow-up of CSJS respondents, and an experimental trial with jobseekers to look at whether debt advice improved their lives.
9. The project provided clear evidence of the positive impact of debt advice, with an improvement in financial circumstances as well as a beneficial impact on people's levels of anxiety, general health, relationships and housing stability. However, results also demonstrated the difficulties that must be overcome in order to reach those who face debt problems but do not access mainstream advice services.

### **Diversity monitoring**

10. As part of its commitment to equal opportunities, this research allows the LSC to monitor diversity issues from the supplier and client perspective. The LSRC assesses changes in the composition of the LSC's supplier and client base over time, and sets out the resulting impact of policy interventions and organisational changes. While the LSRC diversity monitoring project has traditionally focused on diversity within the supplier base, recent analyses have looked at the relationship between client and supplier diversity; and whether supplier ethnicity plays a part in client choice. The data is drawn from survey data of thousands of LSC suppliers, as well as LSC administrative client data.

### **Spatial dimensions of legal need and service delivery**

11. This project looks at how geography (where people live) impacts on patterns of vulnerability to problems, advice-seeking behaviour, accessibility, awareness of services and how services are used. The LSRC has been able to demonstrate that as distance between an individual and their closest face-to-face adviser increases, so too does the use of the telephone to obtain advice. There is some indication that less mobile people who live farther away from a provider are more likely to do nothing about their problem.

### **User perspectives on the criminal justice system**

12. The LSRC is currently undertaking a survey of people involved in the criminal justice system. The purpose of the survey is to examine to what extent people understand their legal rights when arrested and what the main factors are in influencing their choice of solicitor. The reasons why people decide not to have a solicitor are also being explored. Around 1,000 interviews are being conducted in the main police station and magistrates' courts in six different areas.

### **Broader reach of LSRC work**

13. LSRC research does not only influence LSC policy making. It is also used by other government departments, advice providers, representative bodies and by the wider research community to inform the debate on the best design of services to meet vulnerable people's needs. The LSRC has also conducted analysis looking at specific issues for some of the LSC's stakeholders, e.g. Youth Access, Age Concern, and Citizens Advice.
14. Understanding people's knowledge gaps when seeking advice, how advice is accessed, and behaviour and decision-making patterns has been a key focus of the LSRC's work. Much of the research has demonstrated that problems do not occur in isolation and are fundamentally linked to other aspects of people's lives. They frequently result in physical and stress-related ill-health, as well as a range of other adverse consequences, with knock-on costs to both clients and the public purse. Such research provides a powerful argument for effective funding of legal and advice services. Moreover, consistent links between problems and ill-health, disability and specifically mental health, have highlighted the potential for co-location of legal, welfare and health services.
15. Further information on the LSRC and its range of projects can be found at [www.lsrc.org.uk](http://www.lsrc.org.uk). The LSRC also regularly published its findings in a range of outlets. Please view the publications page of our website.

## Community Legal Advice user engagement

### CLA Helpline (0845 345 4 345)

1. An automated survey is used at the end of a set of proportion of calls to the operator service. We currently ask for questions, with the latest results from April 2008 in the table below:

Question	Average positive response April 08 to Jan 09
Was you call answered quickly?	98%
Did the service meet your expectations?	90%
Was the service helpful?	97%
Would you recommend the service?	98%

2. More detailed client feedback surveys are carried out using a representative sample of both existing and former clients. The main purpose of these surveys is to benchmark customer satisfaction, however, they also explore client motivation and access, outcomes for the client and their specific needs and aspirations. A summary of the results is included in the table below.

### CLA Website ([www.communitylegaladvice.org.uk](http://www.communitylegaladvice.org.uk))

3. The main source of client satisfaction information is the standard feedback form on the website. We have also developed a “was this useful” feature for people to rate and give feedback on specific parts of our website, such as our advice tools and BSL sign language videos, an example of which may be accessed at: <http://www.communitylegaladvice.org.uk/sign/rentproblems.jsp>. We have also set up a YouTube channel to seek feedback <http://uk.youtube.com/user/communitylegaladvice>.
4. We completed a number of user-testing exercises with a range of actual and potential clients in 2008. This involved them using the website whilst being observed as well as them being asked specific questions.
5. This work was key to the development of the web development strategy the results of which will be a newly designed website launched in mid 2009. Some examples of the changes we have implemented that were informed by the user-testing and general feedback include:
  - Simplifying the website and reducing clutter. It was clear that visitors needed to know what the site is about within a few seconds of opening the homepage.
  - Focusing the site on our key categories of law – debt, housing, family etc.
  - Developing dedicated pages for users that are helping others to get advice

**CLA Information Leaflets and Promotional Materials**

6. Following a comprehensive review of our range of CLA leaflets in 2006/07, we are in the process of producing a series of new Call to Action leaflets. Any new products will undergo some form of consumer testing, involving existing and potential clients.

CLA Helpline: Headline summary of client survey results

	Closed at Operator Service	Referred to specialist telephone advisor	Referred to face to face	Family pilot telephone advice	Family referred to face to face
<i>If this service did not exist % that would not have sought advice (not or no comment)</i>	10%	11%	11%	N/A	N/A
<i>How well did the service meet your expectations (% ok, good and very good)</i>	86%	96%	70%	90%	85%
<i>When you first called the 0845 number you were spoken to politely and professionally</i>	100%	92%	96%	100%	100%
<i>How would you rate the performance of the operator (answered good or very good)</i>	89%	94%	70%	90%	N/A
<i>How would you rate performance of the specialist advisor/ face to face advisor</i>	N/a	86%	100%*	N/A	N/A
<i>Would you recommend our service to anyone else</i>	90%	92%	81%	93%	77%
<i>How easy was it for you to arrange a face to face meeting</i>	N/a	N/a	47% difficult 46% easy 7% ok	N/A	15% difficult 46% easy 31% ok
<i>Was the service able to take on your case and see it through to conclusion</i>	N/a	N/a	46% yes 54% no	83%	57%

\*Majority of clients did not respond. Figures based on non-blank response

## Client and Public Engagement Action Plan January 2009 – March 2011

	<b>Activities</b>	<b>Output/Outcome</b>	<b>Date Due</b>
Client Diversity Group (CDG)	<ul style="list-style-type: none"> <li>CDG workshops completed</li> </ul>	<ul style="list-style-type: none"> <li>Production of easy read dictionary to help clients and potential clients understand rights and the legal system</li> <li>Inform priorities for future client engagement</li> </ul>	Dictionary produced by: 30 September 2009
Capturing and Using Client Experiences	<ul style="list-style-type: none"> <li>Create pilot to capture feedback using client experiences</li> <li>Review pilot and decide future application of feedback package</li> </ul>	<ul style="list-style-type: none"> <li>Direct feedback received from clients and the public to take step changes in services delivered</li> <li>LSC gains better understanding of access to services</li> </ul>	Pilot completed by: 31 July 2009  Evaluation completed by: 30 September 2009
Journey Mapping	<ul style="list-style-type: none"> <li>Map client experiences through the legal system</li> </ul>	<ul style="list-style-type: none"> <li>LSC understands the pressure points and triggers for seeking legal advice</li> <li>Makes practical changes to the way legal information at key points is available</li> <li>Legal advice is accessed at the earliest point possible</li> </ul>	31 March 2011
Other Government Departments/ Influential Organisations	<ul style="list-style-type: none"> <li>Departments/ organisations identified, contact made and relationships established</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing between LSC and other organisations</li> <li>Wide-range of client views made available to policy teams</li> </ul>	Review every six months from: 30 September 2009
Client Representatives Groups Non-LSC User Panels	<ul style="list-style-type: none"> <li>Build relationships with a variety of groups, agreeing areas of common interest</li> <li>Establish two-way communication channels</li> </ul>	<ul style="list-style-type: none"> <li>Positive relationships and information sharing</li> <li>LSC understands access barriers, identifies solutions and implements changes to address these</li> </ul>	Review every six months from: 30 September 2009
LSC Staff – Improvement in Client Understanding	<ul style="list-style-type: none"> <li>Raise the awareness of different client groups with LSC staff</li> <li>Promote through internal communications</li> </ul>	<ul style="list-style-type: none"> <li>LSC staff have a greater awareness of client groups</li> <li>Increase in participation of LSC volunteering scheme</li> </ul>	Communications to take place every 4 months from: April 2009

## Client Engagement Strategy

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	<b>Activities</b>	<b>Output/Outcome</b>	<b>Date Due</b>
2013 Contracts	<ul style="list-style-type: none"><li>• Scoping use of a variety of consultation techniques on proposals for 2013 contracts</li><li>• Include client engagement as part of 2013 contracts</li></ul>	<ul style="list-style-type: none"><li>• Feedback from clients and the public are received to inform future 2013 contracts</li><li>• Providers actively involved in client engagement as part of the 2013 contract</li></ul>	Initial work to start from April 2010

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