

Proposal to the Telstra Foundation

Technologies to help young people with their legal problems

A MESSAGE FROM OUR TECH4GOOD TEAM

Since YLA began we have always been about the *all*. *All* problems solved. *All* young people helped. *All* services collaborating. The *all* has driven us, because of the *one*, and therefore the *one more*. We see first-hand the impact that solving a legal problem can have for a young person; they tell us that it reduces mental distress, it empowers and changes and transforms. If we can help the *one*, we want to help just *one more* and so on until we've helped the *all*.

That is why we want to sincerely thank everyone at the Foundation for the opportunity given to us to share Chloe's story. You met her in our presentations, and in our video, and maybe you even know a Chloe personally. She is the *one*. The one that had a devastating problem giving rise to severe emotional and mental distress. But, she is also the *one* that got help. Chloe's story has a happy ending. She received our legal assistance and was able to have the videos and photos taken down. We drafted for her a legal notice which she sent to James telling him to stop, and warning him of the legal consequences if he didn't. He did. Chloe received counselling and support. Chloe's problem was solved.

But Chloe's story is not the norm for young people with legal problems. The question for us coming into Tech4Good was *how* can Chloe's story be the story of the *one* and the story of the *all*? Tech4Good has taught us how. With every post-it-note, stakeholder meeting, paper prototype and presentation, Tech4Good has given us the opportunity to envision a future where Chloe's story can become the story of *all* young Australians that experience a legal problem.

It is with tremendous excitement that we introduce you to AYLA - Ask Youth Law Australia. We know that in years to come AYLA will scale up, scale out and usher in a new era of youth legal service delivery. In AYLA, Chloe's story will become the story of *all* young people in Australia that experience a legal problem. In AYLA, our success in helping the *all* will become a model for *all* legal service approaches targeting Australians with legal problems, from disability law services to welfare rights services to legal services for new arrivals. And so on, to the *all*.

Once again, thank you, and we ask that you read this story, the story of the millions of Australian young people with unsolved legal problems and our commitment to help them *all*, with care.

The YLA Tech4Good Team



Matthew Keeley
Director



Ahran Choi
Principal Solicitor



Maxwell Reid
Tech4Good
Project Officer



Maree Selvaraj
TeachLaw
Project Officer



Jack Dennis
Volunteer

Background

Name

Youth Law Australia – YLA (formerly National Children’s and Youth Law Centre – NCYLC). YLA has been helping Australian young people with legal problems since 1993.

Thank you

YLA sincerely thanks the Telstra Foundation (Foundation) for the entire Tech4Good experience. The longer term benefits of Tech4Good will become apparent in this document. Right now, however, Tech4Good has already had a profound impact. YLA applied the Foundation’s donation of \$20,000 towards user testing of our websites and in response to that testing to rebranding the organisation and its new digital assets. The result is our new brand, Youth Law Australia and two improved websites in development.

Websites and social media

Coming in to Tech4Good, YLA was developing two new websites to replace our legacy sites. Courtesy of the donation, those sites now incorporate the lessons learned from the user testing and our new brand and visual style. A prototype version of the YLA website can be found [here](#). This site will replace our legacy sites by year’s end: [Lawstuff](#), [Lawmail](#) and [NCYLC](#).

You can find us on social media on [Facebook](#), [Twitter](#), [Instagram](#) and [LinkedIn](#).

Mission and Tech4Good project name

YLA’s Mission is to work for and in support of Australian young people’s rights, responsibilities and access to justice. Our work is detailed in our most recent [Annual Report](#). The clear focus of most of our work is the provision of legal services nationally for the benefit of children and young people under 25, including online legal solutions, education and referrals.

To further our Mission and with the support of Tech4Good, YLA has designed AYLA: Ask Youth Law Australia. AYLA is our technology-enabled solution to the problem that too many Australian young people have a problem that would benefit from legal help but do not receive it. Described in these pages, in summary AYLA will provide automated solutions to young people’s legal problems and referrals, new pathways to legal support, new support to young people’s advocates and an incredible ability to reach out to the 1.3 million Australian young people that each year experience a problem that would benefit from legal help but that do not receive it.

Youth Law

Australia’s mission is to work for and in support of Australian young people’s rights, responsibilities and access to justice.

We are striving for equality and justice for all children and young people in Australia.

Contents

- 1 A message from our Tech4Good team
- 2 Background
- 3 The problem:
Interview with Ahran Choi
- 5 YLA’s vision:
Interview with Matthew Keeley
- 6 AYLA’s solution:
Interview with Max Reid
- 8 AYLA’s ecosystem
- 9 AYLA’s proof of concept:
Interview with Maree Selvaraj
- 11 Alternatives to AYLA
- 13 AYLA’s roadmap
- 15 AYLA’s reach
- 17 AYLA’s team

INTRODUCTION

Imagine a future where every young Australian with a legal problem has it resolved. Where young people's wellbeing is always prioritised. Where all legal and youth services collaborate. And where young people help design the services they need. Below, we share our vision for how, together, we can stop just imagining and start realising.

The problem:

Interview with Ahram Choi

Ahram Choi, Principal Solicitor at YLA speaks with Jack Dennis about the problem that we are trying to solve.

JD: I know you're busy Ahram, so let's get straight to it, what is the problem we're trying to solve?

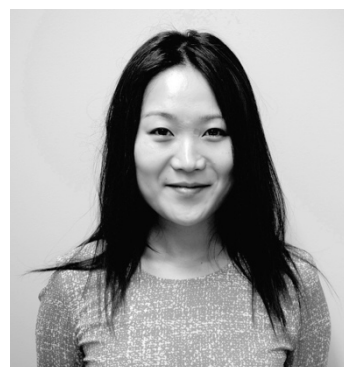
AC: Essentially, we want to make sure that every young person who needs legal help, gets legal help. As a service that provides legal help to young people, we're acutely aware that unsolved legal problems can affect young people in serious and debilitating ways. And we're not talking about a small number of young people. In fact, the research tells us that approximately 50% of young people between the ages of 15 and 24 experience legal problems. That's almost 1.5 million young people with a legal problem. But approximately 85% of those young people that would benefit from legal help, don't receive it. Based on our population of 15-24 year olds, that amounts to almost *1.3 million young people* a year that do not receive legal help for their problems.

JD: Truly concerning figures...Can you tell us a bit about why these young people aren't getting help?

AC: Sure. It will come as no surprise to say that the reasons are varied and wide-ranging and it will obviously depend on lots of different factors. That being said, the literature tells us that one in five people who take no action, 'didn't know what to do', so that's huge. But it's obviously not the only reason. Lots of young people don't realise that the problem can be solved with legal help. And even when they realise that their problem is a legal problem, it's not uncommon for the young person to find the law overwhelming and confusing. In fact, I remember one young person I interviewed for this project said something along the lines of "it's so nerve wracking looking for legal answers, it's adult stuff and we're just kids." Of course there is also a common public perception that legal help is expensive and so that will usually also dissuade young people from seeking legal help.

JD: And what sort of problems are these children facing?

AC: The problems are wide-ranging. We definitely deal with a lot of education matters, but it could be anything, from bullying online to family violence, questions about workplace rights, sexual assault, or drugs, the list goes on. Just the other day we



Ahram Choi

85% of young people who would benefit from legal help, don't receive legal help. This amounts to 1.3 million young people a year.

had a matter about a child who had a terminal illness and was being bullied at school, to the point where the parent was enquiring about defamation laws. Every day presents new problems and challenges. You can see the full breakdown of the different problem types in our most recent [annual report](#).

JD: Noting that the matters are quite varied, are you able to tell us how these problems affect young people?

AC: We know from the literature, as well as from our contact with young people, that the effect of these problems are as diverse as the problems themselves. Stress-related illnesses, physical illnesses, relationship breakdowns, financial strain and homelessness are happening every day due to unresolved legal problems. A child who was being blackmailed with nude photos that we advised just the other day described being too distressed to go to school and struggling to maintain communication with their parents. The effects can be really debilitating.

JD: It's obviously a very important problem to solve. Who would you say are the key individuals that need to be targeted in this area?

AC: As a service that provides help to all children and young people under the age of 25, we're keen to help anyone in that age range. We also know that younger children or young people with disabilities may have a harder time contacting us directly so we also want to make sure that we provide legal help to those children and young people through their advocates, like their parents, youth worker or teacher. To that end, it was incredibly valuable for us to take the time through this Tech4Good process to speak to children, young people and their advocates about our current services and learn where our current pain-points lie and what would make it easier for them to get legal help.

JD: It sounds like you were able to gain some valuable insights. What were the key takeaways on how you could improve?

AC: For starters, we learned that we need to better market ourselves and make it easier for young people to find specific information. Young people told us things like 'this site is hard to navigate!', 'there could be a more human element,' and, 'add a section where you can get your questions answered,' – which is something we already have, so we obviously needed to do better and make it easier to find. Our users also indicated that they wanted more interactive content so that they could get tailored legal information that was relevant to their problem. We also learnt that the visual look and feel of a website has a really big impact on the perceived trustworthiness of the site. One young person thoughtfully told us that our website should be a reflection of who we are as a professional legal service and not try to appeal to young people with our childish design. To that end, we're actually in the process of redesigning and redeveloping our website right now to incorporate these insights.

JD: Thanks so much for your time, Ahram. One final question, what is the sum of all this, where to from here for YLA?

AC: Thanks Jack. The big message is we need to listen to young people. Learning about service design and taking the time to really listen to young people and their advocates about how we can reduce those barriers to getting legal help has been an enlightening experience and I'm confident that by continuing to focus on their experience in our development of a technology solution, we can have a real impact on the huge problem that we're trying to solve.

Stress-related illnesses, physical illnesses, relationship breakdowns, financial strain and homelessness are happening every day due to unresolved legal problems.

SUPPORTING LITERATURE:

[Law and Justice Foundation's LAW survey](#)

[Law and Justice Foundation's Collaborative Planning Resource](#)

[Law Council of Australia's The Justice Project: Children and Young People](#)

YLA's vision:

Interview with Matthew Keeley

YLA's Director, Matthew Keeley talks to Jack Dennis about YLA's vision for solving the problem that "too many Australian young people with a problem that would benefit from legal help are not receiving it."

JD: Matthew, what are we trying to achieve and how will we get there?

MK: Jack, the vision is to create an Australia where young people have their legal problems solved with legal assistance whenever that is necessary. To make that vision a reality we need to alert more young people and their advocates to our free community legal information and advice, grow our legal referral network and provide more interactive and effective paths to legal solutions. If we can do these things effectively, while preserving our guarantee of personal legal advice for those who can't find solutions through our service or other services, we can get there.

JD: And why is community legal information and referral particularly necessary to achieve this?

MK: Research shows that community legal education and information is capable of this transformative change by improving legal capability, improving access to legal services and preventing escalating legal need. But online community legal information is in another league again. Tech4Good allowed us to envision our online resources as much more than just information about the law. They can be the law in action. They can do the heavy lifting of finding young people online, identifying legal problems, providing solutions and generating referrals to accessible, competent legal services nationally. Online community legal information, when accessed in high volumes and generating solutions and referrals, is both successful core service delivery and outreach at one and the same time!

JD: That makes sense. But why should YLA be the organisation to put this into action?

MK: As a national legal centre with a successful 25 year history of matching young people to legal services, being a national gateway if you will, we can leverage our skills, networks, Tech4Good learnings and digital tech to make something that already works well even better. And this project isn't a sideline for us. What we are developing in AYLA are our core services, transformed.

Our unique offer to the Australian community is that when it comes to Australian young people's rights, we will tackle any problem, from anywhere in Australia or abroad and we're available any time, 24/7. It's time now to extend that promise to all Australian young people and their advocates. What we have learned from Tech4Good is essential to that. User-centred design is now in our DNA. And as long as we keep co-creating our services with our users I am confident that we will be successful in making our vision a reality.



Matthew Keeley

The goal is to reduce the national incidence of unsolved youth legal problems by 10% over two years, resulting in 130,000 young people avoiding the debilitating effects that come with legal problems.

AYLA's solution:

Interview with Max Reid

Jack Dennis sits down with Max Reid to discuss the solution we've been designing.

JD: Thanks for chatting with me, Max. Tell me, how does AYLA solve our problem?

MR: AYLA is an ecosystem of legal solutions that guides young people to specific solutions and services in a trustworthy, question and answer approach. That's why it's AYLA - Ask Youth Law Australia. Of course, young people and their advocates have to first know about AYLA, so we will be promoting it by social marketing, search engine optimisation, collaborative legal service planning and our TeachLaw project in schools.

JD: So what are we proposing to build?

MR: Well firstly, it's important to know that AYLA is a six to seven year vision. A big part is that we will be developing an artificially intelligent legal assistant (a chatbot that we have named Ayla), capable of natural language conversations about legal solutions and services. We've already built the chatbot on IBM's Watson platform but developing its conversations requires additional resourcing. However, before we develop those conversations, we first need to implement a number of foundational solution-seeking services on our website from which AYLA can learn. Firstly, a new set of options for those users who need to contact us for legal advice. Young people told us that an online booking system for phone appointments, live web chat and an interactive form would help them to more easily seek advice.

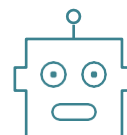
Secondly, guided solution pathways. These are solution focused click-throughs which guide a user to provide the contextual information needed to offer a tailored solution. So for example, an unfair dismissal guided pathway would ask how long ago the person was fired, letting them know this affects their eligibility to take action, and then go on to ask a range of questions before providing a link to auto-filled forms, targeted referrals or self-help information. So, with Tech4Good funding we would develop and pilot these services and progressively release the chatbot across our website once we have enough data to support it.

JD: That sounds great, Max. Why is this the best way to solve the problem?

MR: It's a good question, and we certainly considered a number of different solutions along the way. The magic of AYLA from day one is that we have three clear avenues to see growth in problems solved. One major way is through leveraging the YLA website's capacity to be an online gateway nationally and to make referrals to and even bookings with the most appropriate legal assistance service for a young person's problem. This will generate incredible growth. Another major way is through the guided solutions provided on the YLA website itself (and wherever else AYLA is eventually deployed, like on social media or partner organisations' websites). Thirdly, as AYLA progressively assists YLA in drafting advices and in back office functions, we will also see an increase in the number of clients receiving legal advice from YLA's lawyers because of the efficiencies gained.



Max Reid



Hi! I'm Ayla. I'm here to help you find solutions to your legal problems.



You can find me at yla.org.au as well as a range of other sites where young people might need me.



I have lots of cool features, like easy ways to get in touch via an online booking system for phone appointments, live web chat and an interactive form to help you seek advice. I'm here to guide you to a solution.

JD: Tying that all together, can you explain how AYLA will allow us to reduce the national incidence of unsolved youth legal problems by 130,000 or 10%, over two years?

MR: AYLA will allow us to reach more young people, and provide more of those we reach with solutions. We already have over one million Australians accessing our website each year and approximately 2,000 of these get targeted solutions from us. AYLA will grow this number immensely, making every visit to the site an opportunity to receive automated, targeted solutions to problems, not just passive information. If we can automate solutions for just 10% of our current audience we will come very close to meeting our objective. And importantly, for the first time ever, AYLA will allow us to measure our impact.

JD: How's that Max?

MR: AYLA has evaluation built in. In order to know whether to keep looking for an answer for a user, it needs to ask if the pathways provided were helpful, and if they resulted in a solution. These questions also directly correlate with our quality and outcomes measurement indicators and so provide us with rich data as to our effectiveness. However, we recognise that this is only part of the picture, and that outcomes measurement requires follow-up contact. Here AYLA is again able to align user and organisational needs, and offers to follow up with users via email to check if they were able to solve their problem. This allows us to initiate a second round of contact with clients, which is currently only possible with those clients who request advice. A further option to email the transcript of a conversation with AYLA, also allows us to follow-up. Of course data is only as good as its analysis, so AYLA will be capable of compiling and analysing this data and providing us with reports about how different areas of the service are performing.

JD: Is there anything else you'd like to share about AYLA?

MR: AYLA also has a strong foundation in the legal assistance literature. Community legal education and information is capable of transformative change. In order to achieve this, it needs to recognise its audience and limits, and where these are found, to link clients to human advisors. Ayla does so through its interactive triaging questions, delivering the appropriate service to the user, including referrals to lawyers. It also leverages the different facets of our service on the back end, both by using our web content to auto compile sections of advices, but also by using advices to improve web content. It does this by alerting us when an advice has stemmed from a user not getting an answer in a pathway, and then reconciling the finished advice with the unhelpful pathway and providing suggestions for updates.

What this results in is best quality solutions, constantly updated - the quickest possible path to a comprehensive legal solution. And the quicker we can deliver solutions, the more young people we will help.



Are you finding me helpful?



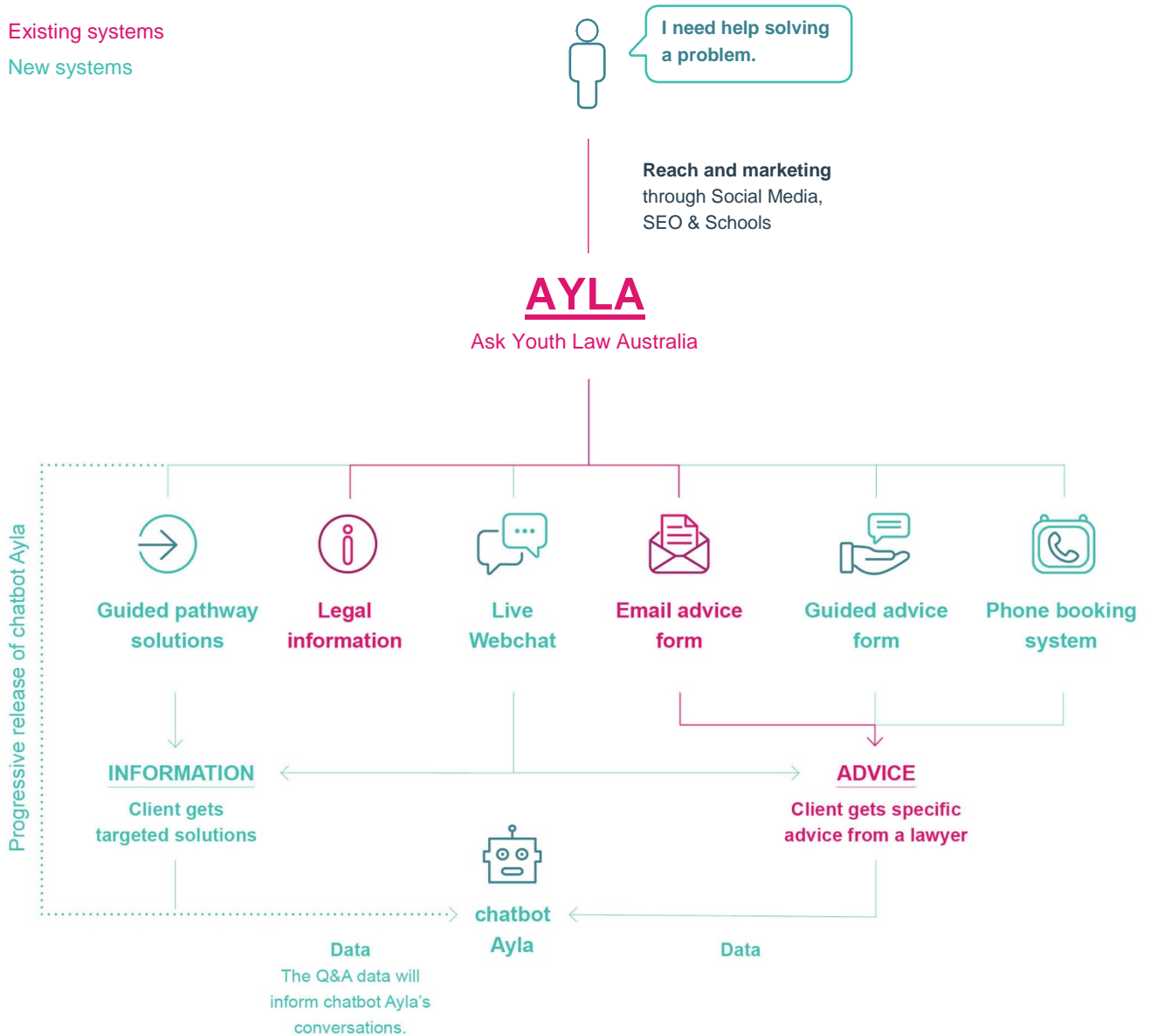
I have built-in evaluation, to direct you to the most effective answers.



This also makes me smarter, by allowing YLA to measure outcomes and improve efficiencies. Pretty cool, huh!

AYLA ecosystem

Existing systems
New systems



AYLA's proof of concept:

Interview with Maree Selvaraj

Jack Dennis chats to Maree Selvaraj about the evidence that shows AYLA is capable of reducing the national incidence of unsolved youth legal problems.

JD: Thanks for sitting down with me today, Maree. Can you tell me how YLA came up with the AYLA solution?

MS: Sure. For starters, we spent a lot of time researching, analysing and reviewing the literature on the topic of access to justice and unmet legal need. We also knew from our own experiences that using technology to reach young people was the way to go about solving the problem. So, we spoke to a number of ICT experts (including from the legal sector, UNSW and Tata Consultancy Services) and after hearing about some of the creative and innovative ways that AI was being used, we felt that AI had real potential to be used as a problem solving tool to help our clients. With the assistance of UNSW and Tata, we built the Ayla chatbot infrastructure using IBM's Watson. Unfortunately, we soon found out that AI requires a significant amount of testing and resources in order for it to be ready for deployment, which was something that we didn't have, and we didn't know if this was going to be the best way to reach and help more young people with their legal problems. Luckily for us, through Tech4Good, we've been able to conduct research with children, young people and their advocates to test three key things: what isn't working with our current service; what pathways and tools would make it easier for more users to get legal help; and given our current limited resources, how can we use technology in way to solve the problem of helping more children, young people and their advocates and is AI the best tool to do this.

JD: Can you tell me about the research approach?

MS: We conducted interviews and workshops with young people to find out what they thought about Lawmail and Lawstuff and what steps they have taken in the past when they had a problem. We also interviewed our volunteers, Board members and stakeholders to get their feedback on what they liked about our service and what changes they would like to see. Once we collected all this data, we saw common themes emerging and we were able to identify some quick fixes as well as come up with some new ideas and products that we felt would make our service and other legal services more accessible and targeted. All in all we worked with over 100 young people to validate our ideas. We also consulted with academics, AI experts from IBM Watson, tech consultants from TCS and other experts about the use of AI and guided pathways to deliver legal assistance. We also took prototypes out on the street to test whether AYLA was a service they'd use.

JD: Sounds like a busy process! What have you learnt?

MS: We've learnt so much! For example, we learnt that young people love flexibility and having lots of options. They told us that they liked and preferred our use of online services, and considered it to be more accessible (and less intimidating) than a physical shopfront but that it may be helpful to have other modalities to make enquiries, such as the option to call if the problem is an urgent one. In fact, for the prototype testing of AYLA we took to the street, we spoke to 40 young people and found that there is no single content delivery



Maree Selvaraj

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method and no single intake method that would adequately service all young people. We also learnt that our website was currently too text-heavy and that we need to provide more solution-oriented information. For example, in one user testing exercise, we gave young people a specific problem and asked them to solve it by using Lawstuff. This was really valuable for us to understand the gaps in our legal information delivery. While the feedback on the content was very positive with young people telling us that it was child-friendly and understandable, 3 out of 5 young people said that they still didn't know how to go about solving their problem. So the guided pathway solution was designed so that we can help a young person to find out what steps they can take to solve their problem and not just learn about how the law applies to their situation.

JD: Wow, that's great to hear! Can you tell us about your research findings for the chatbot?

MS: Well, as you know, we have already built the Ayla chatbot infrastructure, but the tech experts told us that there are limitations to our current chatbot, and in fact, I think that is what got us thinking outside the box and testing the ecosystem as a whole with young people because they emphasised machine learning will be dependent on deep learning of rich data. What's really great about the ecosystem is that the data from the guided pathways will inform the chatbot's responses to enquiries, and the conversations from the live webchat will inform the chatbot's vernacular. Thankfully, in speaking to AI experts at the Tech4Good mentoring sessions, they reassured us that we were taking the right approach and that progressively rolling out the AI is the way to go for machine learning because it allows us to risk manage the chatbot and ensure that it is being helpful and not helpless. This is really important because when we asked young people about using a chatbot, some were sceptical, saying things like, 'I'd only use it if it's helpful and presented in a manner that made it look like it was a trustworthy source,' or 'it depends on the initial response I get from it.' Some went as far as to say 'I wouldn't trust it.' So the trustworthiness of our service will be integral to the effective launch and use of a chatbot and we intend to gather as much data as possible to train Ayla and conduct significant internal user testing prior to launching it progressively into areas of our service.

JD: Are there plans to further validate AYLA moving forward?

MS: Absolutely. We've learnt throughout the design process that the customer journey experience is incredibly important and so we'll have to keep user testing the solution with the view to improving it. For example, we know that if there are too many click-throughs in the guided pathway solutions, young people will be dissuaded from completing the pathway and so we'll need to engage them in the specific design of the pathways. These will be tested in closed and open user testing with high fidelity prototypes. We'll also continue to develop and test the chatbot to ensure that it communicates in a way that maintains interest whilst providing a tailored solution. We're also planning to do two evaluations after 9 months and 21 months to make sure each product and service of AYLA is functioning well and being utilised to help more children, young people and their advocates. I'm confident that in years to come, every young Australian with a problem that would benefit from legal help will find the solution they need through AYLA.

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Mapping user feedback about current services

Alternatives to AYLA

AYLA, being a suite of resources that come together under one service, incorporates elements which have been utilised elsewhere. Guided legal information pathways, chatbots, referral networks and self help tools have been implemented in Australia and abroad, but to our knowledge not in tandem.

ANALYSIS OF DOMESTIC AND INTERNATIONAL COMPETITORS

The closest Australian model to AYLA's guided pathway feature is Justice Connect's '[I need help](#)' service. This service lets users know if they can access any of Justice Connect's service streams. When no stream is available it recommends users to seek out another service. This service is similar to AYLA's proposed triaging model, but lacks the ability to make smart referrals, information presentations, or intake directly for advice.

Another domestic model that is in development is the Victorian Legal Aid (VLA) prototype '[ORBIT](#)' (Online Referral Booking and Information Tool). This tool aims to better match clients to available legal assistance services as well as booking clients into VLA's services. Again, it draws on similar propositions to AYLA in connecting clients to the most appropriate service and forming a network of referrals, but whereas ORBIT will be state-based, AYLA will be national and will work alongside tools such as ORBIT to enhance service delivery. We have joined a national network of legal technologists including Justice Connect and VLA and will look to learn and share experiences and technologies with them.

Turning to the chatbot feature of AYLA ('Ayla'), it will closely resemble '[Ailira](#)' (Artificially Intelligent Legal Information Research Assistant). Ailira is a conversational assistant who provides tailored legal information to consumers, auto generated documents to small business, and legal research assistance to professionals. Ailira was developed by Adelaide based Cartland Law. It operates on the Facebook Messenger platform. Although operating in the private sector, Ailira is a good example of the multiple uses conversational AI can offer. Ayla differs from Ailira in the sense that it is completely free, and is focused on multiple areas of law, which are all directly tailored to young people. It is further anticipated that as Ayla learns it may be deployed across other sites to work with young people including Facebook and the websites of partner organisations.

Finally, briefly, the [Rainbow Network](#) website developed as an online gateway to LGBTI friendly services models the 24/7, fully accessible model of referral that AYLA will create; being accessible in RRR areas, 24/7 and through a variety of channels.

AYLA's ultimate success requires a long-term commitment. However, the value of these other products is that there are lessons that have been learnt by these products which can be integrated into AYLA.

Turning to the international arena, AYLA's model of triaging and providing information is similar to the Dutch Legal Aid Board's ['Rechtwijzer'](#). Rechtwijzer is a problem resolution guide which presents in the form of a guided pathway. Users answer a series of questions and are then presented with options to progress their matter to the desired outcome. These options include finding a lawyer or free legal assistance, for which Rechtwijzer links to outside organisations. In 2015 the first version of the service was evaluated and the results showed that respondents reacted positively to the service, and were especially likely to use it at the outset of conflicts.

The Legal Services Society in BC Canada has also developed an online guided pathway. ['MyLawBC'](#) provides legal and non-legal solutions for wills, missed mortgage payments, family violence, and separation. The service is able to produce legal documents such as wills, as well as develop plans, for example, to escape family violence.

AYLA is a more holistic solution that brings together many of these features of both Rechtwijzer and MyLawBC, tying together complete pathways to solutions, referrals and advice, and offering these services within the YLA brand. AYLA will naturally draw on the influence of these international models in order to maximise its efficiency and reach.

Finally, in the UK, there is a service called ['BillyBot'](#) which operates as a triaging service for people needing legal representation, advice or mediation. BillyBot is an excellent example of the potential for AI to mimic natural language conventions in the provision of legal referral. This service is fundamentally different to AYLA in that it operates as a recommendation tool that guides users to a service that aligns with their needs, rather than providing any of its own services.

What this research demonstrates is that AYLA is not only unique, but also a very ambitious project. Tying guided pathways, advice and referrals, on a whole suite of legal matters, both on web and in chat, has yet to be done in the legal space. Consequently, as will be seen in the roadmap, AYLA's ultimate success requires a long-term commitment. However, the value of the above products is that there are lessons that have been learnt by these products which can be integrated into AYLA.

Critical to AYLA's success is that the ecosystem will be built on an already successful digital platform. With over 1 million Australians accessing Lawstuff each year, YLA has incredible potential to guide each of those help seekers to legally accurate and appropriate solutions, be they solutions on the YLA website or provided by the broader legal assistance sector.

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AYLA's roadmap

The AYLA ecosystem will be progressively implemented throughout 2019 and 2020. Over the period, YLA will develop and evaluate the ecosystem (the guided legal advice pathways, new advice channels, the guided solutions and referrals, and the “Ayla” chatbot) in NSW and Queensland. The project implementation roadmap charts our desired progress and impact on unsolved youth legal problems over two years.

PROJECT IMPLEMENTATION

Immediately on commencement of the project, and prior to employing staff, we will convene the project reference group to oversee the development of a “requirements document” and “development plan” for the first year of the project.

We intend to implement our new advice intake methods first, followed by our guided pathways as these will be easier solutions to develop and our early research with users suggests that better intake and more guidance is a high area of need. Further, the data collected from the implementation of these tools will form the basis of Ayla's learning and result in the development of a more intelligent chatbot. NSW will be targeted first due to it being our largest catchment (and therefore providing the greatest opportunity for impact). We also have an existing funding arrangement with the NSW government providing for the launch of TeachLaw in schools and redevelopment of our NSW legal information. This will mean that our work in NSW will have a greater chance of reaching more young people. We then will move to a pilot program in Queensland, being our second biggest catchment area.

YLA will implement the project using an agile methodology in order to maximise the opportunities that present throughout the development and implementation. This involves having a keen understanding of the critical success factors for each stage of development, defining and mitigating risks at the outset and throughout the process, as well as recognising that development and implementation is not a linear process.

FEEDBACK

This roadmap has been designed based on user feedback. Due to the scepticism we heard from some young people regarding the use of chatbots, we recognise that this aspect of AYLA's functionality will need to follow the web based pathways while it is developed and tested. During the first 6-9 months, we will embed a chat window on the NSW aspects of our website. This live chat will mimic the logic and flow of an automated chatbot to measure the willingness of users to engage with a chatbot, as well as to gather data on how users ask questions, and how they may be answered. In combination with the flows from our guided pathways and the pre-existing database of advices we have, these chats will enable us to train Ayla and conduct closed testing. Depending on the success in these tests, the Ayla chatbot will be progressively launched.

6 MONTHS

NSW pilot AYLA ecosystem deployed.

9 MONTHS

Evaluation of NSW pilot.



I will be progressively deployed as I learn.

12 MONTHS

NSW pilot has reached 20,000+ children, young people or their advocates.



I can answer some NSW legal problems.

18 MONTHS

QLD AYLA ecosystem deployed. Reach to 70,000+ children, young people or their advocates.

21 MONTHS

Evaluation of NSW and Queensland pilots.



24 MONTHS

A smarter Ayla chatbot in use and a tested and evaluated AYLA ecosystem with a potential reach to 130,000+ children, young people and their advocates.

MITIGATION OF RISK

AYLA's roll out involves significant amounts of repetition. From a project implementation standpoint, this is immensely beneficial, as scaling presents less risk each time the same process is carried out. The majority of the risk is also carried in the initial stages of roll out, which is on a small scale, and therefore the effect of any mishaps is contained. It is therefore important to have processes in place to mitigate key risks:

RISK	MONITORING	MITIGATION
ABUSE OF AYLA'S CHAT FUNCTION SUCH THAT IT FUNCTIONS INCORRECTLY	Ayla's chat logs will be delivered to the project manager at the end of each week of deployment.	The AYLA ecosystem will be heavily monitored during the initial rollout. In addition, programs will be set up which automatically capture certain behaviour and alert the project team.
PERCEIVED BENEFITS DO NOT OCCUR IN PRACTICE	Metrics have been developed (below), which will be monitored weekly as features are rolled out.	An agile workflow will allow for modification and adaptation prior to moving on to further development, ensuring that goals are met.
SECURITY BREACHES	Software will be run on systems which monitors the activity of those requesting and accessing data.	Prior to launch security measures will be developed in concert with ICT professionals.

KPIs

It is essential that AYLA be measured against a number of Key Performance Indicators (KPIs) in order to track and evaluate its development and make adjustments.

The first, and highest level metric, is the number of users who adopt guided pathways, referrals and conversations with Ayla as part of their interaction with YLA. We seek to service approximately 10% of the young Australians that have a problem which would benefit from legal help, being approximately 130,000 young people. We aim to reach approximately 20,000+ children, young people or their advocates in the first year, and to raise this number to 70,000+ within 18 months.

Our second metric will be the level of customer satisfaction. This will be measured using quantitative and qualitative data. For example a 'was this helpful?' question will be asked after delivering results. We will be aiming for 80% positive responses.

Finally, with the introduction of new advice intake methods we expect to see the number of users who complete our intake process increase to around 50 or 60% (currently at 37% rate of completion). Given the level of support toward phone intake and the request for a more guided method of requesting advice we anticipate achieving or even exceeding this KPI.

EVALUATION AND REPORTING PROCESS

AYLA will be evaluated through both qualitative and quantitative feedback. Quantitative feedback will be obtained by asking "was this helpful?" at the end of every solution delivery. In addition, a solution feedback survey will be sent approximately 5-10 business days after the solution delivery to follow up on the effectiveness of the solution.

Further user interviews will be conducted at the 9- and 21-month milestones to evaluate AYLA. A data management and collection expert will be vital to developing a system which analyses the data required to determine compliance with these metrics. Evaluation data and methodology will also be designed with input from our partners the Social Policy Research Centre and the Michael Crouch Innovation Centre.

The results of the evaluation will be analysed, compiled into a report and distributed to key partners. The report will also form the basis of the modification of AYLA, and inform the development of the Ayla chatbot.

AYLA's reach

In order to reach our target audience, being children and young people under the age of 25 and their advocates, we will maximise marketing potential in three areas: Search Engine Optimisation (SEO), partnerships and advertising.

TARGET AUDIENCE

Our current services reach over 1 million Australians per year. With the launch of AYLA we expect this number to rise to around 1.2 million over two years, considering our new web content and design will result in improved SEO, as well as TeachLaw alerting more young people to our services in NSW. A conservative estimate would say that 50% of these users are young people or their advocates, meaning we can expect to reach around 600,000 of the 1.3 million we are targeting.

We believe that we can expect to see around 400,000 engaging in a meaningful way with our services. This means completing a guided pathway, receiving a legal advice, receiving a tailored referral, or spending more than one minute on a webpage. For those who engage in this way, we think we can achieve a solution for 30%, or 120,000 people.

In terms of the unique value propositions that will drive young people toward AYLA, we know young people value anonymity from our research and we have ensured that our existing approach to anonymous information delivery continues with the introduction of guided pathways and the Ayla chatbot. We will not collect personally identifying information unless a user wishes to provide that to us for follow up contact.

We also know that young people value trustworthy services. Our re-launch as YLA provides us with a striking new brand, built with trustworthiness in mind. In combination with effective and easy to use tools for accessing solutions, we believe we have a service with a renewed trust built in.

SEARCH ENGINE OPTIMISATION

With 80% of our current users arriving from Google after searching their problem, improved SEO will allow us to acquire more users at the top end of our acquisition funnel, increasing the numbers of successful solutions down the funnel. As SEO brings new users in, it will inform the development of the Ayla chatbot. Our users have told us that they will often Google their problem in two or three different ways before arriving at YLA. Therefore, if the Ayla chatbot requests users on arrival to ask their question in natural language, it will then learn the language users use to talk about certain topics. For example, if it turns out that young people prefer to use the word 'shafted' when referring to getting fired, and this is an ongoing trend, we will include that in our web content so more young people who Google 'what can I do if I got shafted' arrive at YLA.

Our current services reach over 1 million Australians per year. With the launch of AYLA we expect this number to rise to about 1.2 million over 2 years.

PARTNERSHIPS

Beyond Google, we recognise that young people with legal problems often do not know that they need *legal* help, but are nevertheless reaching out for support. Many of these young people may be seeking mental health support, or reaching out to other assistance services. In the initial phase of AYLA's deployment we have plans to partner with other legal services, and youth-specific services such as Headspace and the Kids Helpline. These relationships will become particularly important for creating the referrals network. Ultimately these relationships will also allow the Ayla chatbot to be deployed on partner websites. As an example of the existing relationships that will be leveraged in NSW, we will develop our partnerships with the Department of Justice, Legal Aid, LawAccess, all community legal centres and UNSW Law.

ADVERTISING

Advertising for AYLA will involve both consumer and business targeted marketing. We recognise the value of preventative legal knowledge and as such are planning to launch highly targeted social media advertisements in NSW and Queensland at key moments in the deployment of AYLA systems. Prior to this we will launch Google AdWords campaigns.

SCALEABILITY

As detailed in our roadmap, the rollout of AYLA progresses according to key stages. The long-term AYLA solution will be implemented beyond the two-year Tech4Good funding, and in fact has a vision to see each state have an intelligent AYLA ecosystem with funding to support its operation. This expansion will increase the number of users who engage in a meaningful way with our service, and thus the number of users who find a solution with us. In addition, as more users engage with AYLA our SEO will continue to improve, and we will be able to grow our overall audience. Key to serving this growth is AYLA's ability to generate solutions via automated guided pathways and via referrals to the broader legal assistance sector.

As mentioned previously, AYLA's success can also be replicated across the legal assistance sector to support new national initiatives, networks or centres focussing on other community groups that experience lack of access to justice.

We expect to see around 400,000 young people engaging in a meaningful way with our services.



Considering the YLA and AYLA vision

AYLA's team

“Bringing together a mix of passion, innovation and experience, I have no doubt that AYLA’s development will be well-supported and guided by a mix of experts and led by strong governance in order to maximise its social impact.”

– MATTHEW KEELEY, YLA DIRECTOR

To ensure the project’s success, YLA has a dedicated team to develop and implement AYLA. The team will be comprised of existing staff and volunteers and we will also be recruiting a new project manager who will be responsible for the day to day management of the project, as well as content development.

The AYLA project team will report to YLA’s senior leadership team. We will also utilise our pre-existing partnerships to establish a reference group to provide the team with strategic direction, technology expertise, and to address any capability gaps of the project team. To further ensure cohesiveness, the project lead, Matthew Keeley will be a member of all teams. The key functions of each team, as well as the interrelationship between the teams, addressing capability gaps within the teams and potential for partnership are discussed below.

THE PROJECT TEAM

The project team taking on the day to day management and development of AYLA will consist of the following individuals. The project team will be responsible for the design, implementation, execution and evaluation of AYLA. Under the governance of the senior leadership team, and the guidance of the project reference group, the project team will consult with and engage developers to build the technology associated with AYLA. The project team taking on the day to day management and development of AYLA will consist of the following individuals.

ROLE	STAFF	SKILLS AND EXPERIENCE
PROJECT MANAGER/ SENIOR CONTENT DEVELOPER	To be recruited	The project manager will have ICT project management experience and a proven track record of meeting project milestones, objectives and deliverables within agreed timeframes and budgets. It will be desirable if the project manager has qualifications in law.
NSW CONTENT DEVELOPER AND SOCIAL MEDIA OFFICER	Maree Selvaraj	Maree is a solicitor and is also currently undertaking further study to gain teaching qualifications. Maree has previous experience developing online legal content for YLA, including interactive content in the form of legal calculators (basic AI) that she developed using excel. Maree is currently overseeing the pilot development of TeachLaw and also manages the successful relaunch of YLA’s social media channels.
NATIONAL CONTENT DEVELOPMENT AND ADVICES	Principal Solicitor (Ahran Choi) and volunteer solicitors and law students	YLA’s legal team, comprised of the principal solicitor and legal volunteers, will provide the legal content to inform AYLA’s solution. YLA staff and volunteers are skilled legal advisers with a proven track record of providing child-friendly and useful legal information, advice and referrals. YLA currently provides over 2000 written legal advices and information resources every year and will use this data for AYLA. YLA’s team will also allocate resources to develop specific content and solutions for AYLA. The use of YLA’s existing team will ensure that AYLA is fully integrated and aligned to existing services and values.

ICT DEVELOPERS – EXTERNAL CONSULTANTS

Despite leveraging our existing skills, as well as reaching out to partner organisations for guidance, there still remain some gaps in expertise in our internal skill sets. Filling these gaps will constitute the bulk of our budgeted spend. In order to achieve value for money, in the areas of web/mobile and AI development (which will be a continuously required skill set) we are planning to engage an ICT and AI technology expert within our team for a set time with an eye to upskilling team members so that the project team will be capable of continuing web/mobile and AI development independently.

It is anticipated that external consultants will be required for: web/mobile and AI development and training; evaluation; and data management. We have strong relationships with two providers that have detailed knowledge of our ICT systems (Squareweave - a strategic design and web development agency and ICM – a bespoke software development consultant) and anticipate continuing to work with them in AYLA. We also have an excellent relationship with the UNSW Social Policy Research Centre and anticipate they would conduct the independent evaluation of AYLA.

SENIOR LEADERSHIP

Comprising of the YLA Board, Finance Committee, and Director, the senior leadership team is responsible for the strategic planning, vision setting and governance of the project. By having the same senior leadership team for the AYLA project as for YLA generally, an alignment of long term vision and values can be maintained. This will create better service cohesion and consistent value propositions.

PROJECT REFERENCE GROUP

We recognise that integral to the success of AYLA is a reference group to provide strategic guidance, feedback and expertise. This group will work alongside the core project team to provide guidance and input in the design, development and implementation of AYLA. The reference group will be made up of experts from partner organisations with knowledge in ICT project implementation and support (recruited from UNSW Law) , pro-bono program development and delivery (recruited from KWM), social impact and program logistics (recruited from the YLA board) and staff members from YLA to represent the values and skill set of existing YLA resources. In addition, the reference group will have general industry links, a technology and innovation expert (to be recruited) and members with a clear access to justice focus (to be recruited). Collectively, the project reference group brings together years of experience in their given field of expertise and a long relationship with the YLA and a commitment to our mission and values.

AYLA'S PARTNERS

Throughout the Tech4Good process, we have been liaising with a number of different organisations to test and validate the feasibility and usefulness of the AYLA solution. To ensure the successful implementation, utilisation and growth of AYLA, we will continue to test, validate and market the AYLA project to the below partners. We will also work collaboratively with other youth and legal services to develop the tailored referral system.

FUNCTION	SKILLS AND EXPERIENCE
COLLABORATIVE SERVICE PLANNING WITH LEGAL ASSISTANCE SERVICES NATIONALLY	Community Legal Centres, Legal Aid Commissions, Aboriginal and Torres Strait Islander Legal Services
JOINING UP WITH NON-LEGAL SERVICE PROVIDERS	Schools and teachers through TeachLaw, youth/mental health workers through our networks nationally
LINKS TO SPECIFIC SKILL SETS AND DESIGN GUIDANCE	Telstra Foundation, Academy Xi AND Michael Crouch
INDUSTRY EXPERTS	UNSW ICT, UNSW Heroes Program, Michael Crouch Innovation Centre, UNSW Law



**Youth Law
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