





LEGAL AID COMMISSION
OF TASMANIA

Annual Report 2015-16



The Year at a Glance

-  **Duty lawyer services up 26%**
-  **Removed the **daily limit****
-  **\$ available for grants to private lawyers increased for the 2016-17 year**
-  **Launched a **new website****
-  **In-house grants **increased 2.7%****
-  **Face-to-face legal advice services up 5.2%**
-  **Community Legal Education up by 114%**
-  **\$721,000 surplus to rebuild cash reserves**
-  **Website page views up 28%**

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About us

The Legal Aid Commission of Tasmania is a statutory body set up by the *Legal Aid Commission Act 1990* (Tas). We started on 1 January 1991. The Legal Aid Commission of Tasmania operates at arms length from Government but is accountable to the Tasmanian Attorney-General, the Hon Dr Vanessa Goodwin MLC.

We are the largest government-funded legal assistance service in Tasmania and we play a central role in providing access to justice for disadvantaged Tasmanians.

The Commission is governed by a Board of eight. It has a staff of 54 full-time employees and a budget of \$13,379,000 from the Commonwealth and State Governments.

The Legal Aid Commission of Tasmania has offices in Hobart, Launceston, Devonport and Burnie. The Commission provides outreach services to St Helens, St Marys, Queenstown and Huonville.

Our services

We provide a range of quality legal services across Tasmania through our offices. Our focus is on economically and socially disadvantaged Tasmanians.

We provide preventative services such as information about the law through our website and through community legal education sessions. We deliver early intervention services through our telephone helpline, face-to-face consultations, duty lawyer services, minor assistance, and mediation services. We also provide legal representation delivered through grants of aid to private lawyers and to in-house lawyers.

Our community education and advice services are not means tested. Our more intensive services, such as grants of legal aid for representation in court, are means tested.

Our aim

The Legal Aid Commission of Tasmania seeks to deliver a range of high-quality legal services to needy Tasmanians. Our vision is for a safer and fairer Tasmania through enhanced access to justice. We strive to achieve this by:

- **Ensuring that the right people can access legal services;**
- **Delivering high-quality legal services to our clients;**
- **Providing the right mix of information, advice, and representation services;**
- **Supporting an effective and efficient court system; and**
- **Using taxpayers' funds appropriately.**

Our values

The values that drive our choices are:

- **Integrity – we act ethically at all times;**
- **Professionalism – we provide high-quality services;**
- **Efficiency – we use taxpayers' resources responsibly and we pursue continuous improvement;**
- **Fairness – we ensure equitable access to the right services.**

Chairperson and Director's Report

On behalf of the Board we are pleased to introduce the 2015-16 Annual Report.

The 2015-16 year was one of enhanced service delivery, financial consolidation, and improved governance. This report showcases the volume, range and quality of services provided by the Legal Aid Commission.

Service delivery

Our priority is helping disadvantaged Tasmanians with their legal problems. Over the year, Legal Aid-funded lawyers provided 42,714 legal services to Tasmanians. When we include community legal education and website page views, our total service count added up to 412,091 services.

The year saw an increase in duty lawyer services, face-to-face advice, community legal education and website page views. We also improved service by removing the 'daily limit' on grants, launching Australia's best Legal Aid website, and increasing service to Tasmanian Aboriginals while the new Indigenous legal service established itself.

On 12 August 2015, the Attorney-General, the Hon Dr Vanessa Goodwin MLC, launched our new website at an event in Hobart. The new website is far more intuitive than its predecessor, adapts to any screen size, is available in over 90 different languages and has literacy support with a read and speak function. Our new website provides legal information through fact sheets, YouTube videos, and animated presentations. It is a valuable preventative service that helps avoid or minimise legal problems through the provision of easy-to-read information. Our work in re-designing the website has been rewarded with up to 1,750 page views per day.

The Commonwealth funded the Tasmanian Aboriginal Community Legal Service ('TACLS') to provide the Indigenous legal program from 1 July 2015. To minimise the inconvenience to Indigenous clients, the Legal Aid

Commission assisted TACLS during their start-up by providing office space and staff. During the transition, our lawyers also appeared for Tasmanian Aboriginals and other Indigenous clients while TACLS was setting up. Our grants team granted aid to private law firms transitioning between the former service provider and TACLS. In December 2015, staff from the Legal Aid Commission participated jointly in Tasmanian Aboriginal Cultural Awareness Training organised by TACLS. On 28 June 2016, Legal Aid and TACLS, as the two major providers of legal assistance to Indigenous clients, signed a Memorandum of Understanding. The memorandum commits both organisations to ten actions that will foster close cooperation and a seamless approach to helping Indigenous clients.

Finance and governance

The Legal Aid Commission's revenue has been steady for the last three years. Legal Aid finished the financial year with a \$721,000 surplus. We achieved this outstanding result through good budgeting and effective cost control. A portion of the surplus has arisen due to the timing of grants received from the Solicitor's Guarantee Fund, where any unspent revenue will be spent on related projects in 2016-17. The Board has allocated the balance of the surplus to re-building the Legal Aid Commission's cash reserves to a level consistent with our commitments and liabilities. The Board has determined that it is prudent to have cash reserves at about \$2 million to cover liabilities (mostly salary and leave) and commitments (grants of legal aid and leases). In previous years, cash reserves had fallen below this level and the Board resolved to restore them. Despite generating a surplus, the Legal Aid Commission has been able to maintain the level of legal assistance provided in 2015-16.

Chairperson and Director's Report

The year also saw the Board improve its management of risk by finalising a risk register and by setting up a Risk and Audit Committee. The Legal Aid Commission ran an online survey of staff to help identify risks facing the organisation. The Board and the management team then participated in a joint workshop to assess these risks, the likelihood of them occurring and the mitigation strategies we could put in place. The result is a well-considered risk register that is embedded in our strategic and operational plans. The idea is to have our Board and our managers thinking within a risk framework and upon advice from the Risk and Audit Committee. We believe that these actions will enable us to better manage risk and avoid many of the day-to-day frustrations that the community and staff would otherwise have to contend with.

A new Commonwealth funding agreement started on 1 July 2015. The Agreement required the Legal Aid Commission, for the first time, to collect and report data on the incidence of homelessness, disability and family violence among legal aid clients. The agreement required us to do this by 1 July 2016. We are pleased to report that we have successfully complied with this requirement after staff training and changes to our online forms (including electronic lodgements), data base and reporting mechanisms. Better data will assist Governments and Legal Aid Commissions to make better decisions about resource allocation.

The Board

After six years of service on the Board, Tam Jago SC resigned on 26 February 2016 to take up an appointment as a magistrate. Ms Jago made an outstanding contribution to the Board and we thank her for her hard work, insightful contributions and tireless commitment to disadvantaged Tasmanians.

In June 2016, the Attorney-General appointed Natalie Everett to the Board as a member nominated by the staff of the Legal Aid Commission. Natalie brings a variety of skills and extensive experience to the role. She will make a significant contribution to the leadership and direction setting roles of the Board.

The Board met in Launceston in July 2015 and at Burnie in November 2015. These northern and north-western meetings give Board members a chance to speak to staff at those offices and meet with lawyers from local law firms who deliver legal aid on our behalf. It is an important part of the proper functioning of the Board to see the Legal Aid Commission's operation in these areas. It has been satisfying to see the strong interest that the Board shows in Legal Aid's regional operations.

On 14 June 2016, the Government introduced the Legal Aid Commission Amendment Bill 2016 into the House of Assembly. The Bill proposes changing our Act to reduce the size of the Board from eight to five. It also proposes changing the composition of the Board from a representative one to a skills-based Board in accord with the recommendations of the Honourable Peter Evans in his 27 March 2015 Review.

Thank you

We are grateful to the Board, Legal Aid staff, private lawyers delivering legal aid and our other community and justice partners for their commitment to disadvantaged Tasmanians.

We also thank the Attorney-General of Tasmania, the Hon Dr Vanessa Goodwin MLC, the Treasurer of Tasmania, the Hon Peter Gutwein MP, and the Commonwealth Attorney-General, the Hon Senator George Brandis QC for their ongoing commitment to legal aid. We are also grateful to the Secretary of the Department of Justice, Simon Overland, Deputy Secretary Ginna Webster, the Assistant Secretary of the Attorney-General's Department, Esther Bogaart, and policy officer, Bradley Smith, for their enthusiasm for legal aid in Tasmania.

Chairperson and Director's Report

The year ahead

The 2016-17 financial year will be one of innovation and improvements to service delivery.

Legal Aid continues to work with the Community Legal Centres toward a common telephone number to service the entire legal assistance sector. This reform will minimise community confusion about which service provider to contact and eliminate 'referral fatigue' that prevents so many Tasmanians from getting legal advice. A well-recognised point of entry would enable calls to be triaged and referred directly to the appropriate provider. Working with the Community Legal Centres, we have made impressive progress toward this reform over the year. We look forward to providing the community with a well-recognised point of entry in the coming year.

In March 2016, the Board approved the installation of eight video telephones in remote and regional locations around the State. Over the 2016-17 year, Legal Aid will install these video telephones at community centres in King Island, Flinders Island, Queenstown, New Norfolk, Triabunna, Nubeena, Cygnet and Geeveston. These video telephones will give Legal Aid a far more extensive footprint across the State and, through technology, provide a face-to-face service to clients who are not within easy reach of our offices. We are also partnering with the Launceston Community Legal Centre to provide additional video telephones in the north-east of the State.

Legal Aid will also develop an online chat service for the provision of legal information. Our research shows that many people would prefer to access information through e-mails rather than through phone calls or visits. Over the next year, Legal Aid will develop the materials and gain the software to provide this service.

Prudent financial management will continue to be a focus of the Board in 2016-17 as we rebuild cash reserves to the required levels and balance financial sustainability with the demands for our service.

We will also continue to focus on expanding duty lawyer services and on improving our referrals to non-legal service providers. Legal Aid sees duty lawyer services as essential in assisting the courts with large numbers of self-represented litigants. Our referral strategy aims to treat the client rather than just the legal problem before us. For some clients, referral to appropriate non-legal service providers (financial counselling, drug and alcohol services, anger management, mental health treatment and housing services) will help them break the cycle and turn their lives around. Over the year we will implement an improved referral strategy that will see larger numbers of, and better targeted, referrals.

Our corporate plan expires at the end of 2016 and our Board and management team will need to re-calibrate and set a clear direction for the Legal Aid Commission going forward. Part of this process will involve examining our contribution to the community, the values that guide our choices, and deciding how to deploy our resources to best meet the legal needs of the community and fulfil our obligations under our Act.



Patrick Lunn
Chairperson

Legal Aid Commission of Tasmania



Graham Hill
Director

Legal Aid Commission of Tasmania

Performance Highlights

Our Reach for 2015-16

Preventative Services	
Telephone Advice Service Number of Matters Dealt With	17,810
Telephone Advice Service Referrals Made	9,625
Telephone Advice Service Justice of the Peace Enquires	736
Community Legal Education sessions	190
Community Legal Education Participants	10,991
Web Site Page Visits	367,664
Early Intervention Services	
Legal Advice and Minor Assistance	6,288
Family Dispute Resolution Conferences	347
Duty Lawyer Services	
Duty Lawyer Services	3,740
Case Work Grants of Legal Assistance	
Grants of Legal Assistance	4,904
Clients On Government Benefits (grants of aid only)	84%
In-house Grants	1,843
Private Practitioner Grants	3,061

Performance Highlights

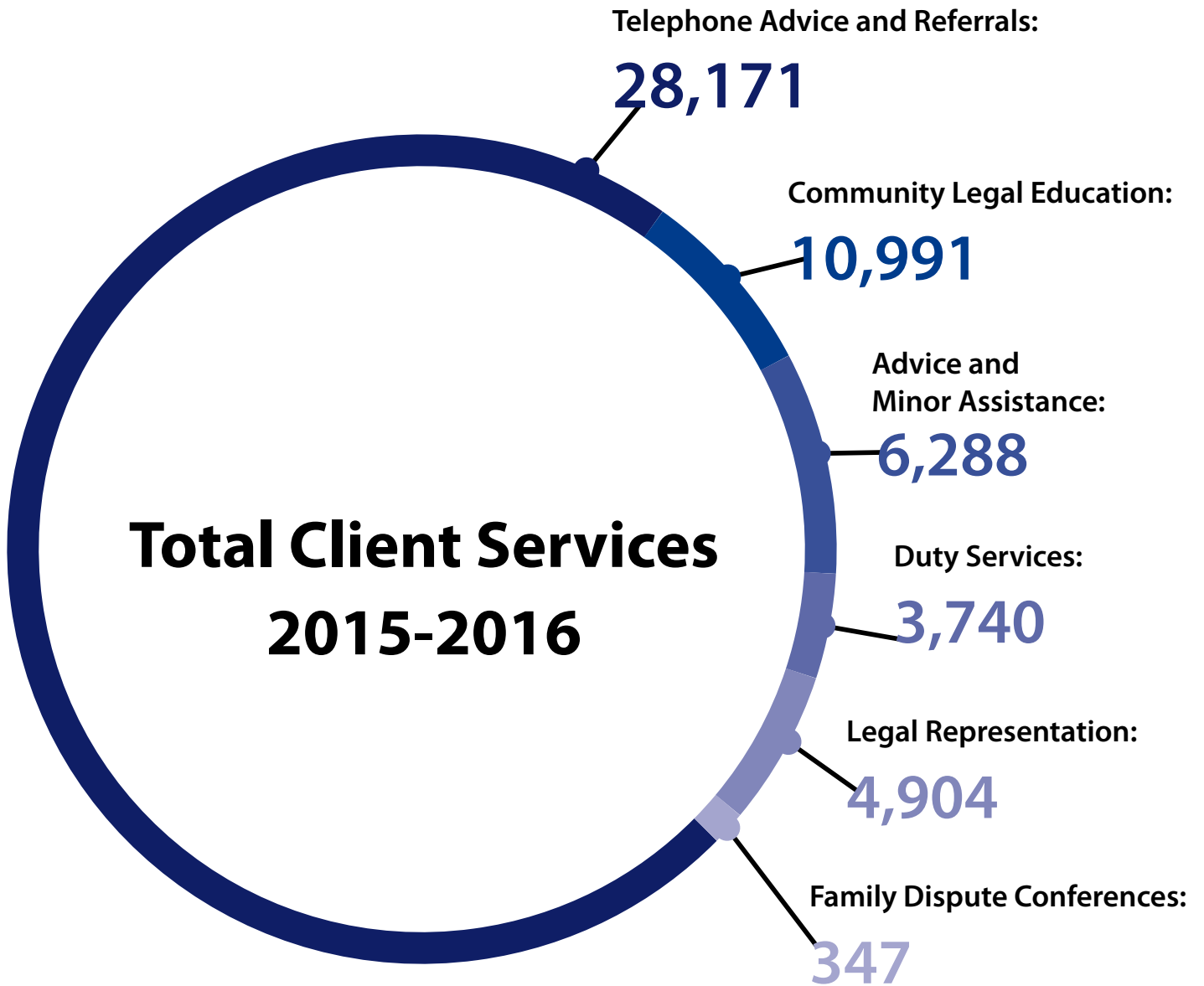
Financial Summary 2015-2016

Financial Summary 2015-2016	
Commonwealth Funding	\$6,012,000
State Funding	\$6,417,000
Other funding	\$950,000
Surplus	\$721,000
Total Funds	\$13,379,000
Total Expenditure	\$12,658,000



Performance Highlights

Total Client Services



Total Services excludes information via website page views 367,664.



Performance Highlights

Achievements over the year

The achievements of the Legal Aid Commission over the last financial year are aligned with the five long term outcomes set out in our corporate plan.

Objective 1

Ensure the right people get access to legal aid

- **Removed the daily limit to improve equity in grants decisions**
- **Increased membership of trained review committee members to increase the speed of decisions**

Objective 2

Strike an appropriate balance in allocating resources between a range of services

- **Increased the budget available for grants to the private profession for 2016-17 year**
- **Increased in-house grants by 2.7%**
- **Launched a new website that is more intuitive, adapts to any screen size, is available in 90 different languages and has literacy support – page views up by 28%**
- **Increased face-to-face legal advice and minor assistance to 6,288 services to clients**
- **Increased community legal education by 114%**

Objective 3

Deliver High Quality Legal Services

- **Presented training free-of-charge to all lawyers who act as Separate Representatives to improve representation of children in child protection matters**

- **Signed a Memorandum of Understanding with the Tasmanian Aboriginal Community Legal Service to ensure a cooperative and seamless approach to providing legal services to Tasmanian Aboriginals**
- **Developed changes to our online forms and data base to collect information about homelessness, family violence and disability**
- **Staff undertook Tasmanian Aboriginal Cultural Awareness Training**

Objective 4

Contribute to the efficiency and effectiveness of the court system

- **Allocated additional resources to duty lawyer services and increased service by 26%**
- **Legal Aid staff members chosen for senior appointments as a magistrate and as President of the Guardianship and Administration Board**
- **Determining applications for legal aid within one working day**
- **Introduced a child protection duty lawyer service on the North-West Coast**

Objective 5

Manage Taxpayers' Funds Appropriately

- **Reduced overheads and delivered a \$721,000 surplus**
- **Rebuilding cash reserves to a sound prudential level**
- **Established a risk register and a risk and audit committee to pro-actively manage risk**
- **Overhauling the financial reporting framework to improve information available to management and the Board**

Performance Highlights

Our services – a snapshot

We provide a wide range of services to Tasmanians.

Because clients have different needs, the Legal Aid Commission provides a continuum of services that vary in their intensity and cost. Providing a range of services helps to ensure responses are proportionate, tailored and, where possible, that problems are identified and addressed early.

Preventative services for all Tasmanians

Website

Through our website we provide a range of fact sheets, self-help kits, YouTube videos on legal issues and our e-guide to the law. Over the last year, our website registered 367,664 page views from people seeking information.

Community legal education

We conduct targeted community legal education sessions throughout Tasmania. Community legal education enhances the legal knowledge and capability of the Tasmanian public. It improves legal literacy not only among those who are likely to experience legal problems but also among the broader community who may be asked for advice. Over the last year, we conducted 190 community legal education sessions reaching 10,991 people.



Resolving disputes early – timely intervention services

Telephone advice service

We provide legal advice and referral through our telephone helpline. Callers speak directly to a lawyer without any intermediary. With over 54 services per 1,000 head of population, the Legal Aid Commission of Tasmania helpline is the most called service in Australia. Over the last year, we dealt with 17,810 calls and made 9,625 referrals and 736 Justice of the Peace requests.

Face-to-face advice

We provide free legal advice daily to people attending our clinics at four offices around Tasmania. Over the last year, we saw 5,950 people face-to-face for legal advice.

Minor civil assistance

We provide more intensive services for people needing assistance in civil cases. Our lawyers help them write legal letters, draw pleadings and affidavits, and negotiate settlements.

Performance Highlights

Our services – a snapshot

Duty lawyer services

Legal Aid duty lawyers are available at the Magistrates Court, Family Court, and the Federal Circuit Court free of charge. They are available to assist unrepresented litigants at court and will give advice, adjourn matters, or appear for people to finalise the matter on the first appearance. They are available to all persons in custody. They play a significant role in contributing to the efficiency and effectiveness of the courts. Over the last year, duty lawyer services increased by 26% to 3,740 services.

Mediation services

The Legal Aid Commission conducts family dispute resolution mediation to settle high-conflict disputes concerning with whom children live and spend time. Over the last year, we conducted 347 mediations and were able to settle 87% of the time. This represents significant savings in court days.

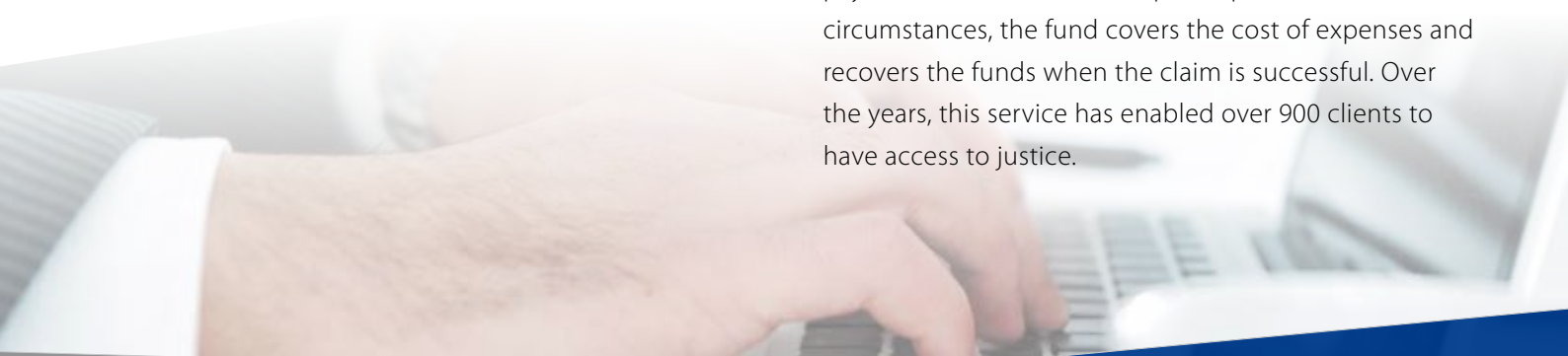
Representation in court

Grants of legal aid

Where applicants satisfy our means test, we grant aid for a lawyer to act for clients and represent them. Most legal aid for representation is delivered by the private profession on our behalf. About a third of legal representation is delivered by Legal Aid's outstanding in-house practice. Over the last year, we granted aid to over 4,900 new cases.

Civil disbursement fund

Legal Aid administers the civil disbursement fund. The fund will pay the out-of-pocket expenses for eligible applicants pursuing civil claims through private lawyers. In most cases, applicants are pursuing personal injury claims through private lawyers but cannot afford to pay for medical and other expert reports. In these circumstances, the fund covers the cost of expenses and recovers the funds when the claim is successful. Over the years, this service has enabled over 900 clients to have access to justice.



Performance Highlights

Top Information Services Topics for 2015-2016

Top 10 Telephone helpline inquiries	
Matter Type	Number of Matters
Children's matters	2,992
Property settlement	1,412
Inquiries about legal aid services	1,273
Wills and estates	964
Boundary disputes	805
Inquiries about executing documents	744
Consumer issues	707
Driving offences	627
Leases	595
Neighbourhood and personal disputes	500
Top 10 Most visited website pages	
Fact Sheets	Number of Views
Wills	13,802
Boundary fences	6,823
Age of consent	5,140
Estates	4,374
Family violence	3,547
Under 18s	1,683
Magistrates court	1,513
Children	1,467
Motor vehicle accidents - property damage	1,411
Bankruptcy	1,162

Performance Highlights

Top Information Services Topics for 2015-2016 continued...

Top Community Legal Education Topics 2015-2016	
Topics	
Social Media	
Bullying	
Legal Aid Services	
Community Issues	
Youth Issues	



Our Clients

WE HELPED THOUSANDS OF CLIENTS
IN 2015-2016 THROUGH LAWYER SERVICES.



71% WERE RECEIVING SOME FORM
OF **GOVERNMENT BENEFIT**



5% WERE **OVER 65**



25% WERE LIVING IN **RURAL TASMANIA**



10% WERE IN **CUSTODY**



6% WERE OF **ABORIGINAL OR TORRES STRAIGHT ISLANDER** BACKGROUND



3% WERE FROM **CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS ***



7% WERE **UNDER 18**



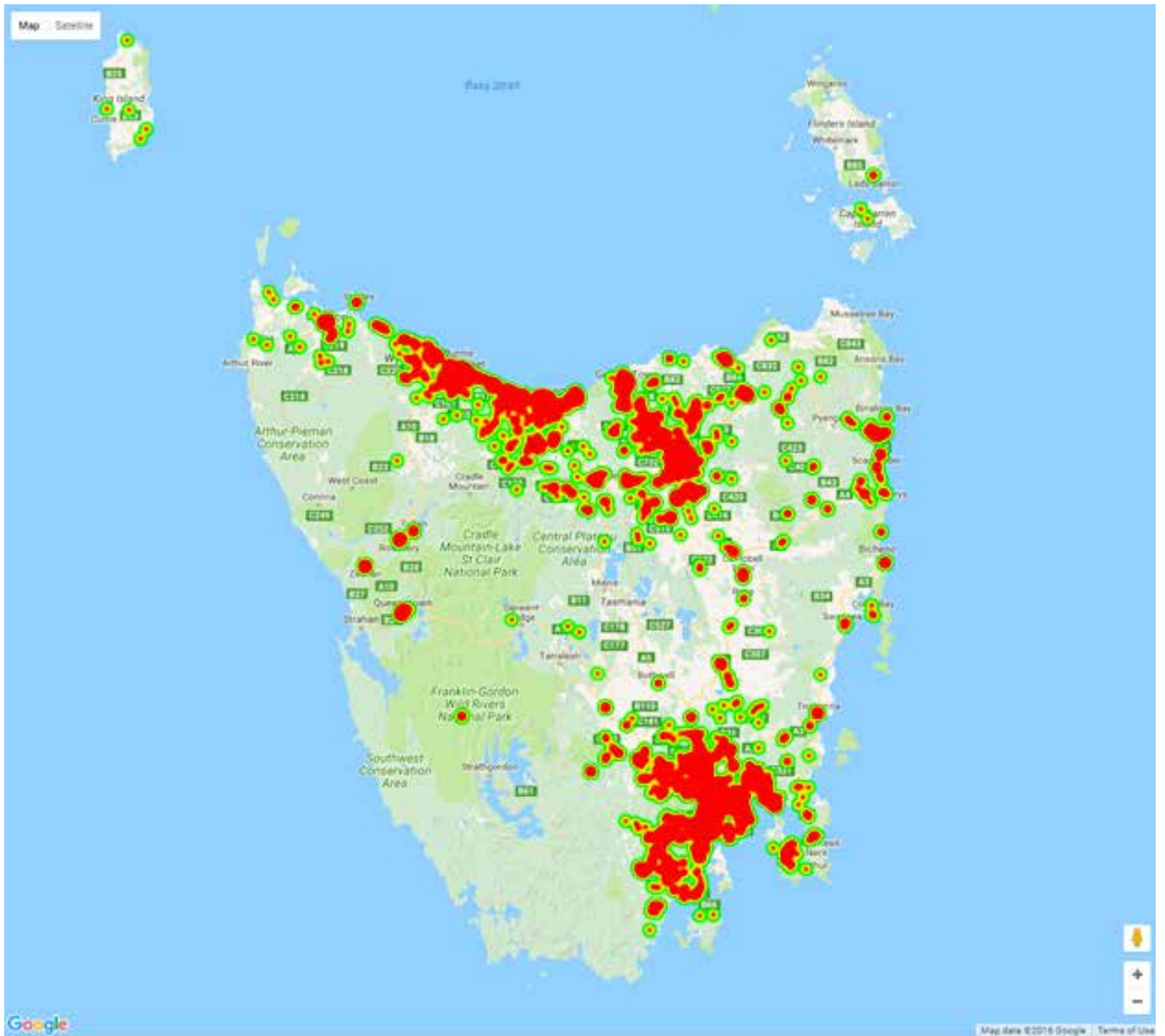
1% REQUIRED THE ASSISTANCE OF AN **INTERPRETER**

* Includes People who were born overseas or speak a language other than English at home.

Figures are based on the total number of unique clients many of which accessed more than one service during the year. This does not include Telephone Advice, Website, Community Legal Education and any other service where we do not create an individual client record.

Our Clients

Distribution of Clients accessing Legal Services In Tasmania 2015-2016



The People We Help

Youth Justice



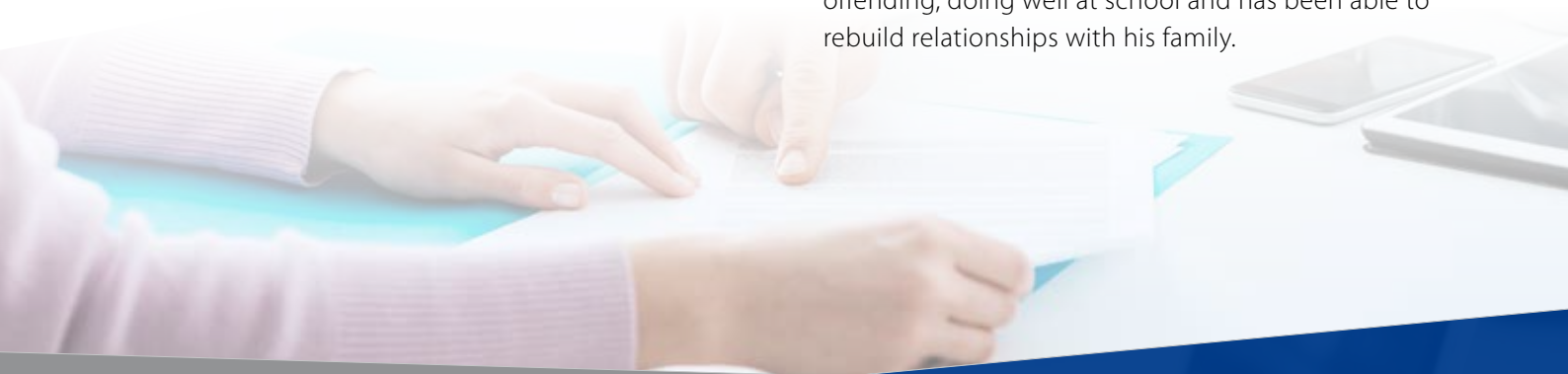
We have changed our client's name and some facts to protect her privacy and the image used is of a model

Case Study

James was aged five when his parents separated. He lived with his mother and step-father and had a close relationship with his grandparents. Both James and his mother suffered physical abuse at the hand of his step-father. His father was unaware of the abuse and James was angry that his mother had not protected him. James was often made to feel like he was not welcome at home. He was diagnosed with ADHD and a severe anxiety disorder. He would not always receive his medication as his step-father would sell the drugs rather than give them to James.

James began spending less time at home, he became disengaged from school and was spending time with friends who were known to the criminal justice system. James was vulnerable and easily led. He started experimenting with drugs to try and fit in and then started using more heavily as a form of self-medication. Eventually he was arrested for shoplifting and possession of cannabis. Unfortunately, James' offending escalated as he was committing offences to support his drug use.

James was referred to a Legal Aid lawyer and it was clear to her that he required assistance and support for his long-term rehabilitation. She convinced the court to place James on a probation order where he was directed to engage with Youth Justice. It was a condition of his probation order that he attend school, educational, personal, health and other programs as directed by his assigned Youth Justice worker and that he undergo medical, psychological and drug counselling and treatment. James successfully completed his probation order. He is no longer offending, doing well at school and has been able to rebuild relationships with his family.



Safe at Home

Assisting victims of family violence

Safe at Home lawyers provide advice, assistance, representation and referrals for victims of family violence.

Our Safe at Home lawyers help victims get family violence orders and help them to fine-tune existing orders to ensure that they are sufficiently protective or allow safe contact.

Apart from getting an order, our team provides further information to clients and referral to other agencies for safety planning, counselling and support.

Community Legal Education is available both for victims of family violence and workers in the non-legal support services who help victims.

Our Safe at Home lawyers share information about risk and safety with other agencies such as police, the Family Violence Counselling and Support Service, child protection services, and Court Support and Liaison Service. Sharing of information helps to ensure that significant risks are identified for a coordinated response.

Legal Aid's Safe at Home team is integrated with a broader network of agencies including Tasmania Police's Victim Safety Response Teams, the Court Support and Liaison Service, Family Violence Counselling and Support Services, Child Protection Services, the Department of Justice policy unit, and dedicated prosecutors. The idea of the integrated approach is to ensure that victims receive the services they need and all agencies share information to address safety issues.

In 2015-16, Legal Aid provided 1,084 services to victims of family violence from the Safe at Home lawyers (only 76 of those cases requiring representation in Court) and another 883 advice or duty sessions from Advice and Legal Services lawyers about Restraint Orders and Family Violence Orders.



Safe at Home

Case Study

Kate had been married for about 10 years. Over time, her husband started abusing prescription drugs, and gradually become more controlling of bank cards and money. He got angry if she went out to see friends, and accused her of having an affair. He followed her, and tracked her phone's GPS. His behaviours included 'getting up in' her face, and shouting. He threatened to kill her and the children if she left him. At times, she woke to find him forcing himself sexually on her at night, and he continued after she asked him to stop.

Gradually, he started yelling at the children, and then smacking them, hard.

Kate wanted to leave. He ignored her requests for separation, saying they would work it out.

There was then a major incident – police and ambulance were called. A Police Family Violence Order was issued for a year. The other party fled, and no charges were laid within the time limit of 6 months. He came back.

Kate remained concerned for the children: there was no expert information to suggest that he had changed or that she and the children were safe around him.

LACT assisted Kate to apply to extend the PFVO for long enough for the Family Law Courts to make orders about the children's living arrangements and what time and communication – if any – the other party will have with the children. Police helped by giving evidence of how bad the major incident had been.

Kate feels safer with an Order in place. She knows it gives Police the power to intervene earlier, and the other party can't contact and pressure her about seeing the children. She still takes practical steps to be safe, which she planned with the help of the Family Violence Counselling and Support Service. The children are having counselling.



We have changed our client's name and some facts to protect her privacy and the image used is of a model



Mental Health & Disability

People with mental health issues and disabilities are among the most vulnerable and disadvantaged in our community. Sometimes they have decisions made for them by Boards and Tribunals. In circumstances of disability, this might include appointing someone to make decisions about their finances, about where they live, their medical treatment, where they work or with whom they associate. This can also include the authorisation of treatment for mental illness including detention in hospital.

Legal Aid's mental health and disability service provides advice and representation before the Mental Health Tribunal and the Guardianship & Administration Board where the issues concern the restriction of a person's ability to make their own choices. Our role is to empower clients to have access to justice, test the evidence, and ensure that the orders represent the least restrictive intervention consistent with need, health and safety. These clients are the least able to protect their rights and without Legal Aid's service, they would face these proceedings alone.

In 2015-16, Legal Aid delivered 1008 client services to people living with mental health and disability issues.

Case Study

John had recently been discharged from hospital on a mental health treatment order. He had accepted his diagnosis, his need for medication to stay well and understood that he was very likely to relapse if he stopped taking the medication. He also felt strongly that he was much better to the extent that he could give informed consent to his treatment and no longer required an order in place to ensure his compliance.

Voluntary treatment is something the Tasmanian mental health legislation promotes over involuntary treatment. Where a person is able to give informed consent to medical treatment then they should be enabled to do so. To treat in the absence of informed consent is unlawful.



We have changed our client's name and some facts to protect her privacy and the image used is of a model

After discharge from hospital, during the short period of time before his treatment order review hearing, John had only seen the community psychiatrist on one occasion. He sought our assistance for representation at the hearing as he believed he no longer needed the order in place.

With our assistance, John was able to satisfy the Tribunal that there was no question of risk to the public when he was unwell and that he had sufficient capacity to make his own mental health treatment decisions. As a result, the Tribunal discharged the treatment order.

Grants of Legal Aid

We provide grants of legal aid for people who:

- **cannot afford a lawyer;**
- **are experiencing a legal problem that falls within our guideline (usually criminal law, family law or child protection matters); and**
- **have a legal problem that we can help with.**

A grant of legal aid enables a lawyer to act for a client. Usually lawyers represent clients in court or at mediations. About 62% of grants of legal aid are to private lawyers while the remainder are to in-house lawyers. In 2015-2016 we granted \$3.4 million to the private profession for professional costs.

The Legal Aid Commission has a team of three part-time grants officers, a grants manager and administrative support. Grants officers determine applications for legal aid very quickly – usually within one day.

In the 2015-16 year, there were 5,852 new applications for legal aid. There were a further 16,448 applications to extend existing grants of legal aid. A grants officer processes about 90 applications for legal aid every working day.

In 2015-16, grants officers approved 85% of all applications for new grants in crime. Grants officers approved 77% of all applications for new grants in family law.

Removal of the ‘daily limit’.

Following an extensive consultation process, the Board of the Legal Aid Commission removed the daily limit at its meeting on the 28th June 2016.

The Commission was able to remove the daily limit by better tailoring its guidelines so that eligible applications for grants match the funds that are available.

This change follows an analysis that involved identifying the types of matters that Legal Aid had always funded over the past 7 years; matters that would sometimes be funded depending upon particular circumstances; and matters that were only ever funded in exceptional circumstances.

The removal of the daily limit means that Legal Aid will be able to fund all eligible applications that have merit. It will deliver more certainty to lawyers and to applicants.

From 8 July 2016, where a grants officer declines an application for a grant of aid, all applicants will have recourse to an independent review committee. No applicants will be told to re-apply in 30 days. The abolition of the “30 day rule” will end the disruption to the courts caused by applicants seeking adjournments to re-apply for legal aid in 30 days time. It will end the delays and uncertainty that clients and their lawyers endure waiting to make a fresh application that may never be granted depending upon the funds that are available on any particular day. The removal of the daily limit will also create greater equity between applicants because Legal Aid will not be determining an application according to the funds available from one day to the next.



Family Dispute Resolution

Family Dispute Resolution (FDR) is Legal Aid's mediation program to settle high conflict disputes concerning the living arrangements for children.

The Commission's Family Dispute Resolution service has had a most successful year. During 2015-16 we mediated more than 340 family disputes, with a success rate of 87%, the highest in Australia.

Research clearly shows that decisions made through FDR are longer-lasting because the parties have vested time and considerable effort in reaching an agreement that they have helped create. Most importantly, it keeps families out of court, which is better for both children and families – financially, psychologically, emotionally and intellectually.

The Legal Aid Commission is the only service providing Family Dispute Resolution for victims of family violence in Tasmania. The Commission uses a 'co-operative' mediation model, where each party has a lawyer representing them at the mediation. This model ensures that the parties are supported throughout the process and have the benefit of legal advice throughout. This greatly assists in alleviating the power imbalance that inevitably exists between the perpetrator and victim. In addition, the Conference can be held in separate rooms, and sometimes buildings when necessary, using shuttle mediation, via telephone and video telephone conferencing.

Our Family Dispute Resolution Practitioners are independent accredited mediators and legal practitioners. We have 6 practitioners employed part-time within the Commission and 4 private practitioners currently providing this service. Our FDR Manager has been invited to present again at the National Mediation

Conference in September 2016, speaking on "High Conflict Families and the Role of Lawyers in Family Dispute Resolution Processes".

Family Dispute Resolution is given the highest priority when dealing with family law and family violence matters. Under our new grants guidelines, in line with the National Partnership Agreement, applications for a grant of legal aid for a lawyer to represent a parent in a Family Dispute Resolution Conference are approved in all matters that meet our guidelines.



We have changed our client's name and some facts to protect her privacy and the image used is of a model



Family Dispute Resolution

Case Study

Jason and Rachel were young parents with two infant children who had recently separated. The children were living with Rachel and spending occasional daytime hours with Jason. After several months of this arrangement Rachel stated that the children were unsettled, dirty and hungry on return from their time with Jason, and she would not be sending them again. Two weeks passed without the children seeing Jason. There was little communication between the parties because both did not trust each other. Jason began to panic as he thought he would never see his children again, and sought legal advice about applying to the court for Orders for some time with the children. Legal Aid convened an urgent conference chaired by a Legal Aid mediator, skilled in dispute resolution. Both parties attended with their lawyers. Rachel was concerned about the level of care that Jason was providing when the children were with him. Jason said that he just wanted to see the children and ultimately have some overnight time with them. Rachel also had concerns about whether Jason had suitable accommodation for the children and whether he could properly care for them overnight. The Legal Aid mediator made it clear to the parties that the alternative to an agreement was an application to the Federal Circuit Court. With court proceedings there would be considerable delay in a decision being reached, which could mean the children would spend no time with their father until the matter was heard. With the mediator focussing the parties on the children's best interests, they agreed to a 3 month arrangement. The agreement provided for Jason to spend time with the children, commencing with time for several hours during the day each weekend and building up to a full day each weekend after 2 months. In the third month they would spend one night with Jason each weekend, on a trial basis.



We have changed our client's name and other details to protect her privacy and image used is of a model.

Legal Aid convened a second dispute resolution conference 3 month's later. Since the last conference, the arrangements had been working well and communication between the parties had improved. The parties agreed on further ongoing arrangements and a future conference to finalise long-term arrangements for the children. Jason and Rachel had started to develop a more amicable and cooperative parenting relationship that focussed on the children's best interests. Jason and Rachel had been caught up in a high-conflict dispute over the living arrangements for their children. The early intervention and prioritisation of this case by Legal Aid provided the parties with a safe, supported environment for discussions, legal advice, and a settlement that avoided court action.

Advice & Legal Services

At the Legal Aid Commission staff from the Advice and Legal Services programme are the first port of call for members of the community who come to us needing legal assistance. Qualified legal practitioners respond to legal enquiries through the Commission's 1300 Telephone Advice Line and via our free walk in clinic service, with strong commitment to our organisation's goal and purpose in providing vulnerable and disadvantaged Tasmanians with access to justice. Our 1300 Telephone Advice Service operates state wide between the hours of 9-5pm, Monday to Friday, with a facility for callers to leave a message and receive a call back if our lawyers are unable to assist immediately. Our face to face "Walk In" clinic service operates in the 4 major offices, 2 of which are linked to the Hobart office via video phone to ensure clients in regional areas receive the highest level of service possible. Our lawyers provide general advice across all areas of law, but have the ability to give more specialist and targeted assistance by linking clients to other services of the Commission such as the Civil Assistance Programme. Our service provides an holistic approach to assisting vulnerable Tasmanians as our lawyers are skilled in identifying non-legal issues a client may be facing, and through strong relationships with non-legal service providers, we are able to connect clients to appropriate services to provide support and assistance. In the 2015-2016 financial year we facilitated over 9,000 referrals to both legal and non-legal agencies from our telephone and clinic services and assisted 5,950 clients through our face to face clinic services across the state.

Case Study

Face to face advice for elderly man in need of a restraint order.

An elderly gentleman Andrew had been harassed for years by a neighbour. There had been a restraint order in the past protecting Andrew but it had expired and the harassment had begun again.

Andrew came into clinic where we were able to assist him with completing a fresh application for restraint order and explain the court process and procedure. Andrew's assets exceeded our means test and so we couldn't provide him with a lawyer on the day. However, with our assistance and guidance he was able to successfully represent himself in court.

He later rang to let us know how appreciative he was of our help and that the Magistrate had made the order for a period of two years.



We have changed our client's name and some facts to protect her privacy and the image used is of a model

Community Legal Education

What is CLE?

Community Legal Education (CLE) is an opportunity for Legal Aid to help people understand and protect their legal rights by focussing on the needs of disadvantaged people and groups within the community.

Why is it important?

CLE raises awareness among individuals and those who support them that their problems may have a legal solution. It builds an awareness of and a trust in Legal Aid as a source of legal assistance. It also equips individuals with the skills to identify a legal issue and to take steps towards self help.

What are the improvements we've made?

Our program identifies vulnerable and disadvantaged individuals and groups within the community. This past year, we have focussed on young people, those who are culturally and linguistically diverse, and seniors. We evaluate our program from both an external client base and an internal review process which enables us to be responsive to change.

What are the numbers we reach?

We conducted 190 sessions reaching 10,991 participants in targeted communities: people with low literacy, people in culturally and linguistically diverse (CALD) groups and service providers.

Effective preventative service that is highly targeted

CLE has a number of purposes. Firstly, it helps people identify the legal implications and solutions to their problems. Secondly, it brings awareness of how people can obtain legal advice and assistance and what services are available.

CLE is well recognised as a useful component of legal service provision as legal rights are meaningless if people are unaware of them and how to use them. CLE is used by the Commission to help people understand and protect their rights. Education and information is tailored for different audiences and target groups and focuses on different stages of when assistance might be required.

The aim is to equip the general public with sufficient knowledge to recognise their legal needs, and to readily identify where to obtain appropriate legal advice and assistance.

Research supports the benefit of improving legal literacy as people do not necessarily recognise their problems as 'legal problems'. Intervention is about "just in time" service provision which focuses on procedural assistance, outlining the steps to take with a current problem and providing tools to do so. Prevention is about "just in case" service provision which focuses on general principles of legal rights and responsibilities.

Legal information and legal education are key strategies for empowering people to take action for their legal problems. This in turn enhances early intervention and prevention. Getting to the problem early before it escalates or preventing the problem from occurring in the first place are key aims of the program.



The People We Help

Family Law Practice

Legal Aid's family law practice offers legal advice, representation, contributes to policy development and community legal education.

The practice has 9 Independent Children's Lawyers across the State. The practice is a leader in providing specialised training to the wider membership of Independent Children's Lawyers. Over the year, 90% of the State's Independent Children's Lawyers attended training organised by Legal Aid.

2015-16 saw a focus on expanding family law duty lawyer services across the State. From existing resources, the practice achieved a 35% increase in duty lawyer services.

The practice also introduced a child protection duty lawyer service on the North West Coast using Solicitors Guarantee Fund resources allocated for a child protection lawyer.

Over the year, the family practice and ALS lawyers provided family law advice on 403 occasions. The practice worked on 892 case files, gave 413 duty lawyer advices and conducted 175 Independent Children's Lawyer files.

The practice continued to collaborate with Community Legal Services and non-legal service providers to ensure joined-up services to the community.

Members of the section also contributed to the formation of policy and law reform on a Federal and State-wide basis.

Our lawyers help Tasmanians at the most critical point of their family law and child protection matters. Every file that our lawyers have worked on has led to a better outcome for a Tasmanian child.

Case Study

A client who was terminally ill was fighting the system to maintain some contact with his child. The client had other longstanding conditions which made him a challenging person to deal with at times. As a result, the authorities were seeking to reduce his time with his child. Legal Aid assisted him and opposed the Application to reduce his contact time. Legal Aid advocated tirelessly for him and the client ultimately was successful in spending more time with his child. At the end of life stage of his illness, Legal Aid was able to negotiate for him to have valuable time with his child. Without Legal Aid advocating on his behalf, his requests would not have been met. A private lawyer in the case commented that "Legal Aid sustained an unwavering dedication to ensure that the child and his father maintained a relationship and saw each other on a regular basis until the end." The Children's Lawyer thanked Legal Aid on behalf of the child for "excellent representation of the father, and the resulting Orders, which must have provided the father with some comfort and the child with great benefit. A Legal Aid system is only as good as its treatment of the most vulnerable in the community and we can all take pride in outcomes like this."

We have changed our client's name and some facts to protect her privacy and the image used is of a model



The People We Help

Consumer Credit & Minor Civil Assistance

Case Study

David was referred to our civil section from our telephone helpline. At the time David had lost his licence and was unable to work. As a result, he had fallen behind with his mortgage payments. The bank was sending notices of arrears as neither David nor his wife could pay the mortgage.

Although we gave advice and offered to negotiate with his bank, at this time David only wanted advice. It was not until a year later that David got in touch with our office, when he was served with an Order for Vacant Possession made by the Supreme Court.

Some time after, the bank had started court action. David had attempted to apply for early release of his superannuation funds. However, David did not follow through with the required administrative process and his funds were not released. A new application was required.

We negotiated with solicitors for the bank to provide David more time to lodge a fresh application.

We contacted the superannuation fund who verbally indicated they would approve David's application, if the bank would confirm it would not proceed to execution of the Order for Vacant Possession.

We negotiated with the bank; offered to discharge all arrears, offered to make advance payments on the loan and obtain a letter from the bank to satisfy the superannuation fund. David was given a few months to pay the bank.

David accessed his super funds and repaid all the arrears on the home loan. He also paid some instalments in advance. David is now working again and satisfactorily servicing the loan.



We have changed our client's name and some facts to protect her privacy and the image used is of a model



Review of Grants Officers' Decisions

Reviewing the Decisions of Legal Aid Grants Officers

The law provides for Legal Aid to set up Review Committees. These Review Committees review the decisions made by Legal Aid's grants officers. They independently review decisions and can set aside; vary; or affirm the grants officer's original decision.

By law, Review Committees are made up of three members:

- **A private lawyer**
- **An employee working at Legal Aid; and**
- **A person who is neither a private lawyer nor an employee working at Legal Aid but who has relevant qualifications and experience to review decisions.**

Legal Aid's Board appointed the following people as Review Committee members:

Private lawyers:

- **Frances DiGiovanni**
- **Craig Mackie**
- **Phil McVeity**

People with 'relevant qualifications and experience':

- **Jane Hutchison**
- **Catherine Vickers**
- **Anne Matuszec**
- **Nicky Snare**
- **Chris Young**

Legal Aid employees:

- **Patrick Fitzgerald (Chair)**
- **Baia Harradine (Chair)**
- **Katie Edwards (Chair)**

Although there has been an increase in the number and complexity of requests, Review Committees usually met the target of 15 days to determine reviews. Over the year, Review Committee chairs have been examining the practices, processes and procedures to ensure there is a consistent, transparent and understandable discharge of the statutory duty.

Over the last financial year, there were 104 reviews of grants officer's decisions by Review Committees. In 2015-16, Review Committees overturned the decisions of grants officers in 44 % of all reviews.



New Website

On 12 August 2015, the Attorney-General, the Hon Dr Vanessa Goodwin MLC, launched our re-designed website at an event in Hobart.

The new website brought many improvements:

- It is intuitive and easier to navigate than the previous website;
- It has a responsive design that adapts to any sized device or screen;
- It has literacy support with a Read Speak audio button;
- It is available in 90 different languages; and
- It makes good use of different media and presents information in an accessible and engaging way through the use of YouTube videos, fact sheets, self-help kits and animation.

The new website will significantly improve our capacity to provide legal information and education. It will play an important role in empowering people to understand their legal rights and responsibilities and to address, or prevent, legal problems.

At the launch, the Attorney told an audience of about 45 stakeholders how important it was for Legal Aid Commissions to have a strong website presence.



At the website launch event from left to right: Chris Tosselli, Attorney-General Vanessa Goodwin, Aysha Williams and Chairperson Patrick Lunn.

She said that 'in an age where 83% of Australians have internet access at home, it was essential that public sector organisations delivering services had a useful and visible website.' The Attorney went on to say that 'a website increases the visibility of the organisation and improves its accessibility.' 'It represents a tremendous improvement in customer service because people can access information quickly and conveniently rather than having to wait for business hours. It is a fact that today the perceived credibility and professionalism of an organisation is often linked to the quality of its website.'

Improved Management of Risk

In 2016, Legal Aid's Board set up a risk and audit committee and approved a risk management register.

These measures will give independent advice to the Board on better managing the risks facing Legal Aid. Our risks include the safety of staff; adverse financial events; fraud; reputational damage; loss of electronic information; or loss or damage to our physical assets.

Legal Aid's risk register provides a framework for identifying and managing risk. Legal Aid's risk management began with three basic questions:

- **What can go wrong?**
- **What will we do to prevent it?**
- **What will we do if it happens?**

The aim is to proactively establish programs and processes that support business objectives while protecting the organisations assets, staff, property, finances, IT, and reputation from loss or harm.

Legal Aid ran an online staff survey on risks facing the Commission. From that survey, we prepared a draft risk register setting out the risks identified. In October 2015, the Legal Aid Commission Board and management team participated in a risk workshop to finalise our risk register. The workshop re-examined the risks, assessed the likelihood of the risk occurring, the consequences if it did occur, and the strategies that we had in place to manage the risk. The result is a well considered



From left to right: Stephen Morrison, Dr Tom Baxter and Brian Holding.

risk register that is embedded in our strategic and operational plans. The idea is to have all our managers and leaders thinking within a risk framework.

The Board also set up a risk and audit committee. The committee is made up of an independent chairperson, Brian Holding, Stephen Morrison (finance), Tom Baxter (corporate governance), and Kristen Wylie (legal practice). The committee had its inaugural meeting on 28 June 2016.



Performance Analysis

The Legal Aid Commission of Tasmania set objectives and priorities for the 2015-16 year.

The Legal Aid Commission reports against those objectives and priorities as follows:

1. Provide high-quality legal representation to disadvantaged Tasmanians

The Legal Aid Commission made 4,904 grants of legal aid during the year. This is a high figure by national standards. It was 36 grants fewer than the previous year however there were 27 fewer applications for legal aid than in the previous year. We're also dealing with more matters at court through our duty lawyer service – up 26% on the previous year. Duty lawyers dispose of most matters on the first return date at court without the need for a grant of legal aid. Over the year, our duty lawyers provided services at court to 3,740 Tasmanians who would otherwise have been unrepresented.

2. Target legal aid services to clients with the greatest need

Legal Aid has a deep understanding of inequality in access to justice. The Board set the goal of ensuring that Legal Aid allocates its resources to those most in need. Our means test ensured that the Legal Aid Commission delivered 100% of grants for legal representation to people experiencing financial disadvantage.

The removal of the daily limit on grants has also allowed better targeting of legal aid services. The

daily limit caused some inconsistency because an applicant's success depended on the volume and type of competing applications on that day. Without the daily limit, our grants officers are able to provide legal aid to all applicants who qualify under our guidelines.

3. Provide legal aid services that are appropriate, proportionate and tailored to people's needs and personal legal capability

The Legal Aid Commission has continued to provide a range of services that vary in intensity and cost. A range of services provides greater access to justice by delivering services that are tailored to appropriately match people's legal needs and capabilities. In increasing order of cost and intensity, Legal Aid provided the following range of services:

- **Legal information through fact sheets, videos and animations on our website – 367,664 page views over the year**
- **Legal information through community legal education targeted to communities that experience a high incidence of adverse legal events – 190 sessions reached 10,991 people over the year**
- **Legal information and advice by telephone – 17,810 calls handled and 9,625 referrals to non-legal service providers**

Performance Analysis

- **Legal advice in person – 5,950 services over the year**
- **Duty lawyer services at court – 3,740 services**
- **Mediation services for high-conflict cases concerning children – 347 conferences with an 87% success rate**
- **Grants of aid for legal representation – 4,904 new grants over the year.**

4. Be better integrated with non-legal service providers to provide a ‘joined up’ service that treats the client rather than just the legal problem

The Legal Aid Commission has a referral strategy and maintains a list of 603 agencies for referral and has worked on greater collaboration with those agencies. Over the year, Legal Aid has referred 9,625 clients to other services. These services included financial counselling, anger management, drug and alcohol rehabilitation, emergency housing and mental health services.

The aim of Legal Aid’s referral strategy is to help clients break the cycle and turn their lives around.

5. To provide more services to self-represented litigants

With self-represented litigants making up about 40% of all cases before the courts, Legal Aid resolved to reconfigure its services to help unrepresented people and also to help the courts. Over the year, Legal Aid

increased duty lawyer services by 26% to help 3,747 people who would otherwise not have had legal help. Legal Aid has duty lawyers on site at both the Magistrates Court and the Family Court registries around Tasmania. Legal Aid also provided unbundled legal services’ to self-represented litigants involved in civil cases. These unbundled services included writing letters for clients, negotiating on their behalf, helping to draw and settle pleadings, and preparing clients in hearings. We also improved our website presence for self-represented litigants with self help kits on police matters; family law and minor civil claims. The website also includes fact sheets including going to the Magistrates Court and on family violence for self-represented litigants.

6. To save court days by settling high conflict children’s cases through mediation.

The Legal Aid Commission conducted 347 family dispute resolution mediations over the year. These were high conflict cases concerning the living arrangements for children. Legal Aid achieved an 87% settlement rate in these cases. Over the year, Legal Aid has pioneered ‘child inclusive mediation’ where an expert attends the mediation to provide information about how the dispute is affecting the children. This initiative has led to successful settlements of many cases previously thought beyond resolution. With 302 cases settled, or partially settled, Legal Aid’s mediation program has saved hundreds of court days and enabled the parties to tailor their own guided solutions to disputes over children’s living arrangements.

Performance Analysis

7. To launch a re-designed website

Legal Aid's website has been the authoritative source of legal information for the Tasmanian community. The high number of page views warranted a re-designed website that was more appealing and more intuitive. On 12 August 2015, the Attorney-General formally launched the new website at an event in Hobart. The new website is far more intuitive; contains legal information on YouTube videos and in fact sheets; is adaptable to any screen size depending on the device used; is available in over 90 languages; and has literacy support. The new website received 367,664 page views over the year. The website is a preventative service that provides legal information to assist the community in avoiding or minimising legal problems.

8. To remove the 'daily limit' on grants

For many years, Legal Aid has imposed a 'daily limit' on the value of grants made to the private profession. Although it was an effective budgetary measure, the 'daily limit' could cause inconsistency because the success of an application for aid depended on the number and seriousness of competing applications received on that day. In 2015-16, Legal Aid set itself the goal of removing the daily limit by ensuring that our guidelines matched the funds available for grants. Legal Aid used over seven years of predictive data as the basis for changing the guidelines so that eligible applications equalled the funds available. Legal Aid's Board successfully removed the daily limit at its meeting in June 2016.

9. To continue determining applications for legal aid within a day

The Legal Aid Commission of Tasmania is Australia's fastest in determining applications for aid. Legal Aid set itself the goal in 2015-16 of continuing to determine applications for aid within one working day. Legal Aid has exceeded this goal because our grants officers determine almost all applications within a few hours of receipt. The speedy determination of applications provides certainty for applicants and their lawyers and also eliminates the need for adjournments at court.

10. To continue paying lawyers' bills within one working day

Over the year, 77 law firms delivered legal aid to the community on our behalf. Legal Aid in Tasmania set itself the goal of continuing to be the nation's fastest in paying bills rendered by law firms. Legal Aid has consistently paid bills within one working day of receipt. The speedy payment of bills has ensured cash flow to law firms and enabled them to undertake legal aid work at heavily discounted rates. The fast payment of lawyers' bills therefore ensures that Legal Aid is able to help more Tasmanians than would otherwise be the case.

Performance Analysis

11. To pro-actively manage risk

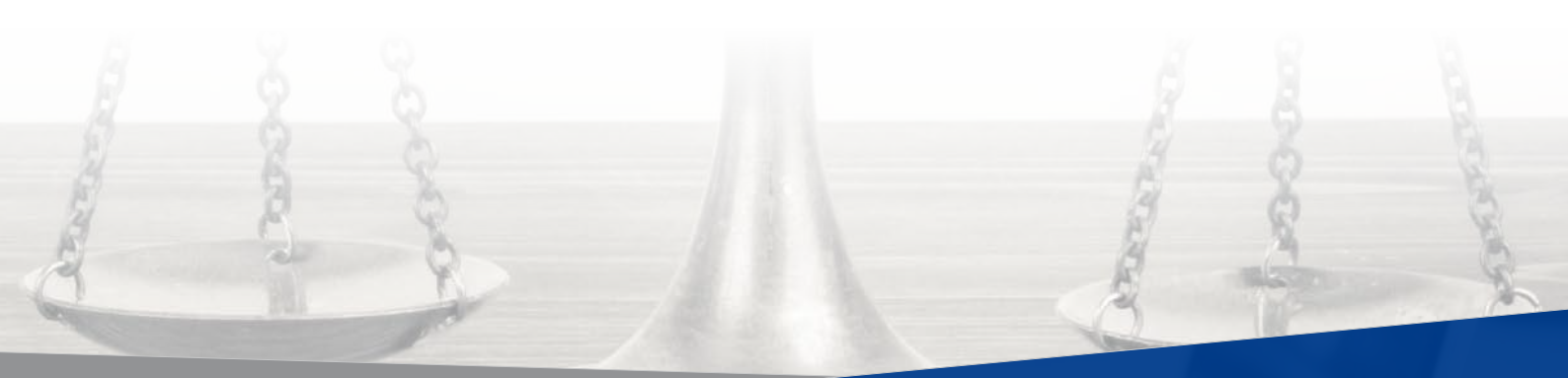
The Board set up a risk and audit committee and approved a risk management register during the financial year. These measures will give independent advice to the Board on better managing the risks facing Legal Aid. Our risks include the safety of staff, adverse financial events, fraud, reputational damage, loss of electronic information, or loss or damage to our physical assets. A risk register provides a framework for identifying and managing risk. The aim is to proactively establish programs and processes that support business objectives while protecting the organisations assets, staff, property, finances, IT, and reputation from loss or harm. Successful risk management will preserve our high standard of service to the community by avoiding or minimising adverse events.

12. To re-build financial reserves to a prudent level

Legal Aid needs to have sufficient cash reserves to cover commitments and liabilities. Commitments include grants of legal aid, leases of offices, and grants from the Civil Disbursement Fund. Liabilities include employee salary and leave entitlements. Accounting advice holds that Legal Aid should aim for \$2 million in cash reserves to cover the legally binding promises that we have made. Over recent years, Legal Aid's cash reserves fell below this level and in 2015-16 the Board set itself the goal of rebuilding cash reserves. Legal Aid successfully finished the year with a \$721,000 surplus and the Board applied these funds to cash reserves.

13. To improve access to justice for Indigenous clients

Tasmanian Aboriginals are among the most disadvantaged group within the justice system. They are disproportionately over-represented in our prison system. In 2015-16, the Board sought to improve Legal Aid's service delivery to Tasmanian Aboriginals and other Indigenous clients. Over the year, Legal Aid worked with the Tasmanian Aboriginal Community Legal Service ('TACLS') to improve access to culturally appropriate legal aid services. The two agencies have agreed to share our knowledge and expertise; provide joint training opportunities; set up a framework for effective communication between key individuals; regular meetings to discuss the needs of Indigenous Australians; promote the services of each organisation; and provide support for law reform submissions where appropriate. Legal Aid and TACLS formalised the agreement in a Memorandum of Understanding signed on 28 June 2016.



Performance Analysis

Reporting against the National Partnership Agreement

The National Partnership Agreement on Legal Assistance Services ('NPA') is the funding agreement between the Australian Government and Tasmania. The Agreement started on 1 July 2015 and will run for five years.

The NPA sets out objectives and outcomes that Legal Aid Commissions will achieve by delivering outputs listed in the agreement. The NPA also sets out performance indicators that measure a Legal Aid Commission's progress toward the objectives and outcomes.

The Legal Aid Commission of Tasmania has performed strongly against a range of NPA indicators.

Reporting against Commonwealth performance indicators

- **Proportion of representation services delivered to 'priority clients' (people experiencing financial disadvantage; children and young people; people at risk of family violence; older people; Indigenous Australians; and people with a disability or mental illness.) 100%**
- **The number of mediations conducted and the percentage settled. 347 mediations, 87% settlement rate**

Reporting Against Commonwealth Performance Indicators*

Performance Indicator	Service Count 2015 - 16
Information and referral	28,171
Legal Advice	5,950
Legal tasks	339
Duty lawyer services (Commonwealth only)	413
Court litigation and other representation (Commonwealth only)	1,330
Dispute resolution	Initiated 521, conducted 347
Community legal education	Activities 369, Resources developed 185

Performance Analysis

Review of the Legal Aid Commission of Tasmania

On 5 June 2015, the Attorney-General publicly released the Review of the Legal Aid Commission of Tasmania by the Honourable Peter Evans (27 March 2015).

The Department of Justice identified ten recommendations in the review and worked with Legal Aid to develop an implementation plan. Legal Aid has implemented most of the recommendations.

✓ **Parliament should reduce the Board from ten to five members** – the Government introduced the Legal Aid Commission Amendment Bill 2016 into the House of Assembly on 14 June 2016 in accord with this recommendation.

✗ **Parliament should amend the Legal Aid Commission Act 1990 (Tas) to ensure that Legal Aid can provide non means tested services such as the telephone helpline and duty lawyers** – it is considered that section 19(1)(b) of the Act already authorises these services as being ‘reasonable in the circumstances.’

✓ **Legal Aid should regularly compare the cost of legal services provided in-house against legal services outsourced to the private profession** – Legal Aid has been developing a methodology to compare cost and quality of service and expects to implement this recommendation in 2016-17.

✓ **Legal Aid should permit transfers from one private lawyer to another where there is no additional cost to Legal Aid** – Legal Aid has changed its guidelines to permit transfers in these circumstances.

✓ **Legal Aid should not set up panels of private lawyers to do legal aid work** – Legal Aid currently has no plans to establish panels.

✓ **Legal Aid should do all that it can to speedily determine reviews of grants officers’ decisions** – Legal Aid now determines reviews within two weeks.

✓ **Legal Aid should determine the staff profile it needs and can sustain** – this has been completed.

✓ **Legal Aid should use fixed-term contracts whenever it can to ensure its flexibility** – this has been done.

✗ **When confronted with budget cuts, Legal Aid should reduce non means tested services first** – Legal Aid regards non means tested services (website; community legal education; telephone helpline; face-to-face advice; and duty lawyer services) as important preventative and early intervention services. These services are integral to the outcomes set out in the Commonwealth agreement to fund Legal Aid in Tasmania.

✗ **The Department of Health and Human Services be required to reimburse Legal Aid for all grants concerning child protection applications** – this is a whole-of-government issue best determined through the Treasury budget process.

Performance Analysis

Against the Legal Aid Commission Corporate Plan 2014-16

Achievements at a glance

1. Ensure the right people get access to legal aid

- Removed the daily limit to deliver greater certainty with grants decisions
- Completed 104 independent reviews of grants officers' decisions

2. Strike an appropriate balance in allocating resources between information, advice and representation

- Launched an improved new website – 367,000 page views
- Increased community legal education by 114% - 10,991 people
- Increased face-to-face legal advice by 5.2%

3. Deliver high-quality legal services

- Agreed on a Memorandum of Understanding with the Tasmanian Aboriginal Community Legal Service to deliver a seamless and better service to Indigenous clients
- Conducted State-wide training for Independent Children's Lawyers and Separate Representatives

4. Contribute to the efficiency and effectiveness of the court system

- Provided over 8,644 legal representation services to clients – up 9.4%
- Duty lawyer services increased 26%
- Conducted 347 high-conflict mediations that achieved an 87% settlement rate
- Provided a highly trained mediator to the Magistrates Court to chair pre hearing conferences
- Legal Aid staff chosen for roles as a Magistrate and as President of the Guardianship and Administration Board

5. Manage taxpayers funds appropriately

- Delivered a \$721,000 budget surplus to rebuild cash reserves
- Established a Risk and Audit Committee and a risk management register
- Met new National Partnership Agreement data collection requirements

Better Access to Justice for the Tasmanian Aboriginal Community

On 28 June 2016, the Legal Aid Commission of Tasmania and the Tasmanian Aboriginal Community Legal Service ('TACLS') signed a significant Agreement.

Legal Aid works closely with the TACLS to provide effective and responsive legal services to Aboriginal Tasmanians. Legal Aid and TACLS are the two biggest providers of services to Tasmanian Aboriginals. The two organisations have been working in partnership to improve access of Aboriginal and Torres Strait Islanders to high quality and culturally appropriate legal services. Over the year, Legal Aid provided a total of 926 services to Aboriginal clients. Over the same period last year (2014-15) it was 720 services. These increases account for our renewed commitment to improving professional services.

At the signing, TACLS CEO Wayne Muir said: "We are excited to formalise our relationship with the Legal Aid Commission Tasmania. This new agreement will deliver better access to justice for Tasmanian Aboriginals and other Aboriginal and Torres Strait Islanders and contribute to improved outcomes in the long term for the Aboriginal community."

Signing for Legal Aid, Chairperson, Patrick Lunn said the MoU (Memorandum of Understanding) formalises collaboration between the two organisations.

We have both committed to:

- **Sharing professional knowledge, expertise and practice resources;**
- **Providing joint training opportunities on substantive legal issues and cultural safety;**
- **Setting up a framework for easy and effective communication between key individuals in each practice;**

- **Maintaining an open dialogue about the needs of Tasmanian Aboriginals; and**
- **Sharing statistical information to better identify risks and trends and to better target services.**

The Agreement ensures that two of Tasmania's main legal assistance providers deliver a seamless service for Tasmanian Aboriginals and other Aboriginal and Torres Strait Islanders.



From left to right: Wayne Muir and Patrick Lunn

Commission staff recognised and promoted

The Legal Aid Commission of Tasmania acknowledges the achievements of long-serving Legal Aid staff Rowena Holder and Tam Jago.

In July, the Tasmanian Government appointed Rowena Holder as President of the Guardianship and Administration Board. This followed the appointment of Tam Jago as a Magistrate in February 2016.

The Government's choice of Ms Jago and Ms Holder demonstrates the strength and vitality of Legal Aid as a source of outstanding personnel for senior leadership and judicial roles.

Rowena Holder's appointment as President is a tremendous endorsement of her considerable legal skills and administrative ability. She will make a significant contribution to the lives of Tasmanians living with a disability. Ms Holder spent the last four years at Legal Aid providing legal advice to Tasmanians, either face to face or via video conferencing. Ms Holder successfully co-managed the Advice and Legal Services team since July 2014.

Ms Jago had been a Legal Aid "institution" for more than a decade and a half as an employee, Manager, Acting-Director and Board member. Tam Jago joined the Legal Aid Commission in 2000 and spent 16 years doing criminal law and appellate work where she developed a tremendous reputation and earned the respect of the

profession and the judiciary. In 2010, Tam was appointed Senior Counsel, the first Tasmanian woman and first Legal Aid lawyer to be appointed Senior Counsel. Also that year, Tam was nominated by Commission staff to be their Board nominee, in which position she served for the next six years. Ms Jago was also Acting-Director of the Commission in 2013-14.



Tam Jago
Legal Aid Commission of Tasmania



Rowena Holder
Legal Aid Commission of Tasmania



Our Partners

Working with our partners

The Legal Aid Commission collaborates with the private profession, the Department of Justice and Community Legal Services to deliver a seamless service that uses taxpayers funds efficiently.

Private lawyers

The Legal Aid Commission grants aid to private lawyers to represent legally aided clients. The private profession delivers about 62% of all legal aid in Tasmania for representation. Over the financial year, the Legal Aid Commission paid \$3.7M in making 22,000 new grants and extensions of aid to 77 law firms and 83 other service providers.

The Legal Aid Commission publicly acknowledges and thanks all the private lawyers who delivered legal aid to disadvantaged Tasmanians. Private lawyers provide these services at heavily discounted rates. The Legal Aid Commission could not maintain its high levels of service delivery without the contribution of the private profession.

Tasmanian Legal Assistance Forum

The Tasmanian Legal Assistance Forum ('TASLAF') is made up of the Legal Aid Commission; the Community Legal Centres; the Tasmanian Aboriginal Community Legal Service; the Tasmanian Council of Social Services; the Law Society of Tasmania; the Pro Bono Clearing House; the Tasmanian Department of Justice; and the Commonwealth Attorney-General's Department. TASLAF aims to improve service delivery to disadvantaged Tasmanians through improved planning and alignment of services by these providers.

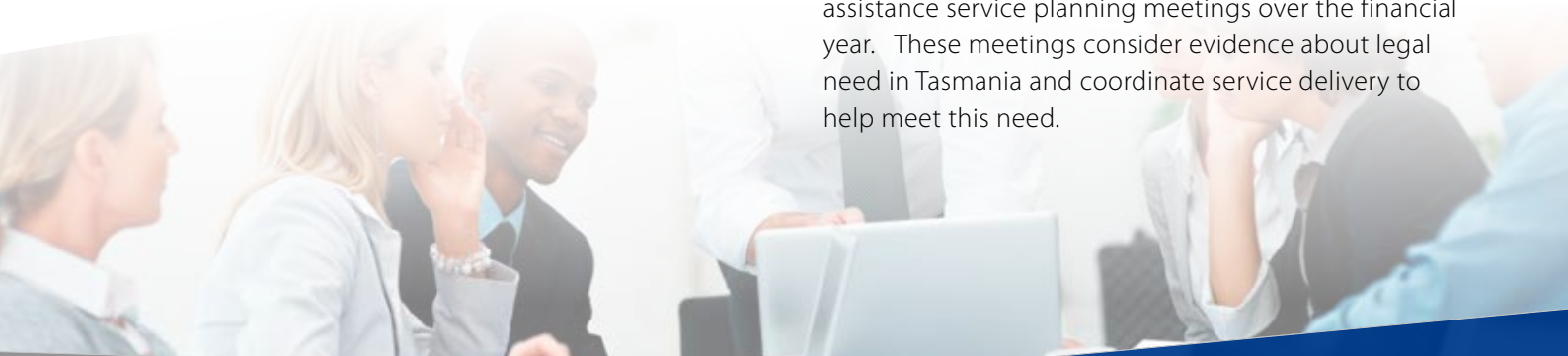
Over the financial year, TASLAF met on the 26 November 2015 and the 10 May 2016. The meetings exchanged information to better coordinate services to socially and economically disadvantaged Tasmanians.

Community Legal Centres

Legal Aid works closely with the Community Legal Centres ('CLCs') to deliver a seamless service to the Tasmanian community and to avoid duplication of services.

The Legal Aid Commission and the CLCs enjoy close bilateral relationships. Legal Aid contracts with the Hobart CLC to provide week-end duty lawyer services. The CEOs of three CLCs serve as volunteer members on Legal Aid review committees.

Under the National Partnership Agreement, Legal Aid and the CLCs jointly participate in legal assistance service planning meetings. There were seven legal assistance service planning meetings over the financial year. These meetings consider evidence about legal need in Tasmania and coordinate service delivery to help meet this need.



Our Partners

The Department of Justice

The Department of Justice and the Legal Aid Commission work closely together in Human Resources and with other Justice agencies. All officers of the Legal Aid Commission are employees of the Department of Justice.

The Legal Aid Commission attends Justice Outputs Managers' Meetings convened by the Secretary of the Department of Justice. These meetings help ensure the efficient operation of the justice system in Tasmania. They also work to improve standards in workplace health and safety; reporting; and people management.

The Department's Strategic Legislation and Policy Branch regularly consults with Legal Aid about proposed amendments to legislation in both criminal and civil law.

The Legal Aid Commission also maintains close working relationships with the Commonwealth Attorney-General's Department and participates in Commonwealth justice system advisory groups including the Family Law Consultative Committee and the Family Pathways Network.



Our Organisation

Organisational Overview

The Legal Aid Commission of Tasmania operates under the Legal Aid Commission Act 1990 (Tas). The purpose of the Legal Aid Commission is to provide vulnerable and disadvantaged Tasmanians with access to justice. This is achieved by delivering a range of legal aid services.

Vision

A safer and fairer Tasmania through enhanced access to justice.

Mission

To deliver a range of high-quality legal services to as many needy Tasmanians as possible.

Values

Integrity

We act ethically at all times

Professionalism

We provide high quality services

Efficiency

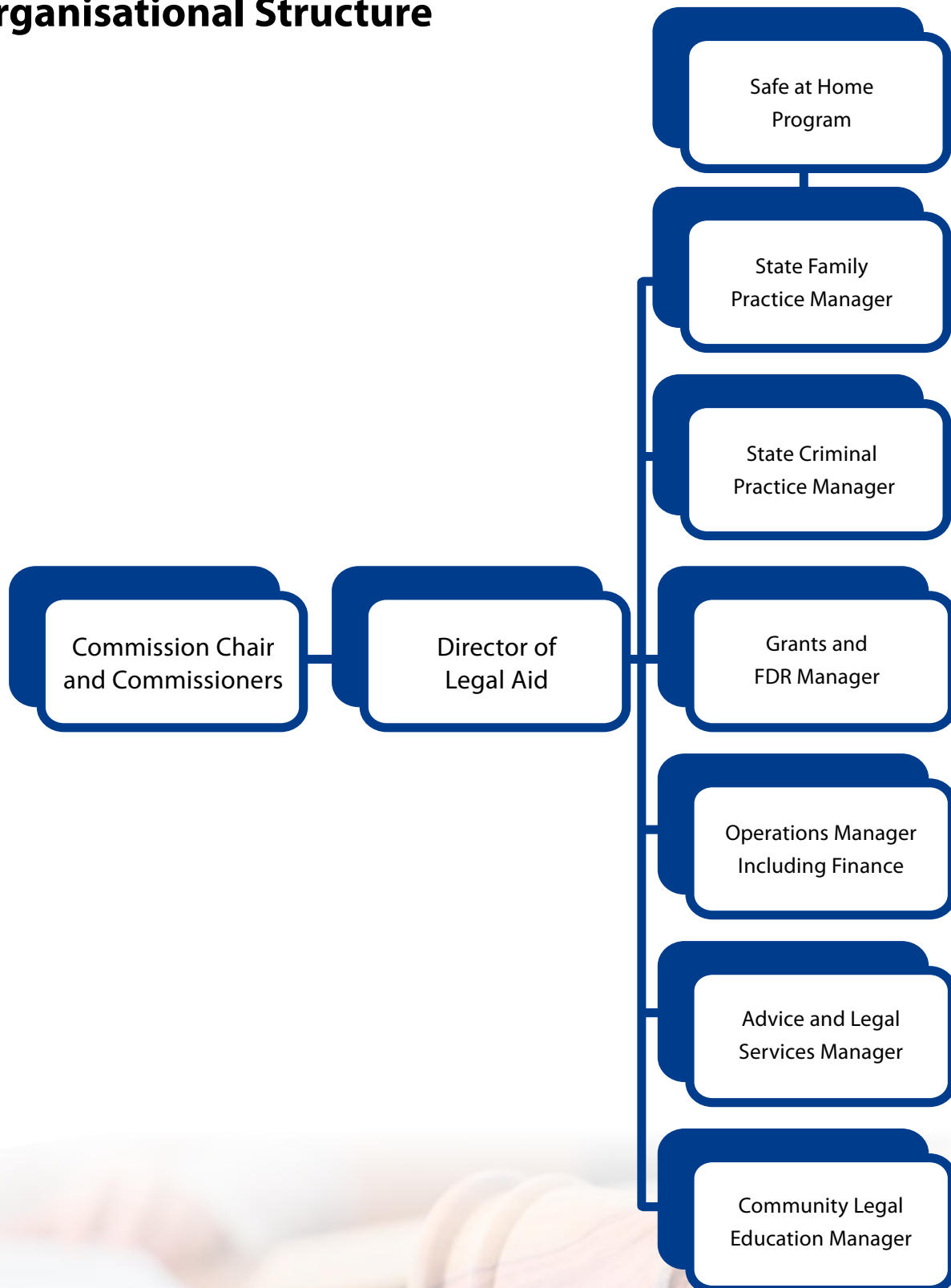
We use taxpayers resources responsibly and pursue continuous improvement

Fairness

We ensure equitable access to the right services

Our Organisation

Organisational Structure



Our Organisation

Commissioners

The Legal Aid Commission of Tasmania is responsible to a Board of Commissioners, all of whom are appointed to the Commission by the Attorney-General

Patrick Lunn

Patrick graduated from the University of Tasmania with the combined degrees of a Bachelor of Arts and Bachelor of Laws, majoring in political science in 1995. He was admitted to practice in the Supreme Court of Tasmania in 1996, appointed a partner of Simmons Wolfhagen in 2004 and managing partner of Simmons Wolfhagen in 2011.



Patrick has practised in commercial litigation since 1995. His practice has included; debt recovery and securities enforcement, Testator's Family Maintenance Act applications, estate disputes, partnership and shareholder's disputes, bankruptcy and insolvency litigation, professional negligence claims, residential and commercial tenancy disputes and commercial disputes between vendors and purchasers of property and businesses and other contracting parties.

Patrick became a member of the board of management of Plane Tree Studio Inc. in 1997 and has been a chair of its board of management since 1998. On 4 November 2014, Patrick was appointed Chairperson of the Legal Aid Commission.

Graham Hill

Graham Hill became Director of the Legal Aid Commission of Tasmania on 28 January 2014.



Graham came from the Department of Justice in Victoria where he had spent three years in a Deputy Secretary role leading courts administration. Before then, Graham had been Director of the Legal Branch at the Victorian Department of Premier and Cabinet. Graham spent 14 years in private practice and was a partner at the Melbourne law firm of Ryan Carlisle Thomas. He was also an Associate to Justice Gray at the Federal Court of Australia.

Graham was admitted to practice as a Barrister and Solicitor of the Supreme Court of Victoria and the High Court of Australia in 1990. He has a Bachelor of Economics and a Master of Laws from Monash University. Graham has also completed a doctoral thesis at the University of Melbourne's law school.

Our Organisation

Commissioners

Tamara Jago SC

Ms Jago is the Northern Criminal Practice Manager for the Legal Aid Commission.

Ms Jago was nominated by the Staff and re-appointed on 12 August 2013 for a further term of three years.

She was admitted to practice in 1994 and spent the next 6 years in private practice working in the areas of criminal law and family law. In 2000, Ms Jago joined the Legal Aid Commission, and since then her practice has predominantly involved criminal trial and appellate work.

On 1 April 2010, Ms Jago was appointed Senior Counsel.

Ms Jago is also responsible for the management and professional development of the criminal lawyers employed in the Commission's Launceston, Devonport and Burnie offices. Upon appointment as a Magistrate Ms Jago resigned from the Board effective 26 February 2016.



Natalie practices in the North-West of the State in the Criminal Practice, dealing with matters in the Magistrates Court, the Supreme Court and also Appeals. Since 2014 she has also undertaken the additional role of Grants Officer.

Stephen Morrison

Re-appointed on 24 February 2016 for a term of twelve months.

Mr Morrison has been an employee in the Tasmanian Public Service for a period of 19 years. He is currently the Director Finance in the Department of Justice.

Mr Morrison has previously been employed within the Tasmanian Audit Office, the Department of Treasury and Finance and the former Department of Economic Development in a variety of auditing and accounting roles. Mr Morrison has a Degree in Commerce from the University of Tasmania (1992) and is an FCPA member of CPA Australia.



Natalie Everett

Natalie Everett was nominated by the staff and appointed on the 16th June 2016 for a term of twelve months.

Natalie graduated from the University of New England with a combined Bachelor degree in Arts/ Law. She holds a Graduate Diploma in Legal Practice from the Australian National University.

Natalie was admitted to practice in the Australian Capital Territory and Tasmania in 2003 and has been employed by the Legal Aid Commission since that time.



Yvette Cehtel

Reappointed on 24 February 2016 for a term of twelve months.

Ms Cehtel is currently self employed as a consultant in Launceston. She graduated from the University of Tasmania with a Bachelor of Laws in 1995 and was admitted to the Supreme Court of Tasmania in 2000.

Ms Cehtel brings a diverse range of legal experience to the Commission, having worked as a private practitioner with Douglas & Collins, Barristers & Solicitors, for the



Our Organisation

Commissioners

Crown Law Office in Wellington New Zealand and as Legal Adviser to the former Attorney General, Judy Jackson.

Ms Cehtel's diverse background and experience in government law, private practice, international and treaty law, law reform activities, social justice and the rights of Aborigines led to her appointment to the Commission in September 2009.

Greg Barns

Nominated by the Law Society of Tasmania – appointed on 11 November 2013 for a term of three years.



Mr Barns graduated BA LLB from Monash University in 1984. He is a member of the Tasmanian Bar, and is also a member of the Victorian and Western Australian Bars. Greg practices from Salamanca Chambers in Hobart and Stawell Chambers in Melbourne. He is a Spokesperson for the Australian Lawyers Alliance and was National President of the Alliance in 2011-12. Greg is a founder of the Prisoners Legal Advisory Service. He has experience as a non-executive director of ASX listed companies and is the author of 3 books on Australian politics. He writes a weekly column for the Hobart Mercury.

Tom Baxter

Nominated by the Community Legal Centres in Tasmania – appointed on 18 June 2014 for a term of three years. Tom is a lecturer, and the Corporate Governance Course Coordinator at the Tasmanian School of Business and Economics, University of Tasmania, where he has worked since June 2003.



He previously worked as a lawyer for: the Australian Government statutory authority managing the Great Barrier Reef (January 2000 - May 2003); and Dobson, Mitchell & Allport (September 1997 - December 1999).

Tom holds a PhD in Law (Tasmania), Master of Laws (Australian National University), and Bachelor of Economics and Law (Tasmania). He is a Fellow of the Governance Institute of Australia Ltd and of the Institute of Chartered Secretaries and Administrators. He was admitted as a Barrister and Solicitor of the Supreme Court of Tasmania and the High Court of Australia in 1998, but no longer maintains a legal practising certificate now he works as an academic.

Daniel Zeeman

Nominated by the Law Society of Tasmania and appointed on 7 November 2014. Daniel is a graduate of the University of Tasmania in Law and Arts. He was admitted to the Supreme Court of Tasmania on 2 September 1992. His areas of practice are defamation, estate litigation and workers' compensation.



Daniel is a past Deputy Chairman of the Parole Board of Tasmania, President of the Law Society of Tasmania and is currently a member of the Andrew Inglis Law Library Management Committee. He is also a member of the Society of Trust in Estate Practitioners (Tasmania Branch). Daniel became a partner of the Hobart law firm Butler, McIntyre and Butler in May 1999.

History

The Commission commenced operations on 1 January 1991 with offices in Burnie, Launceston and Hobart staffed by 34 former ALAO staff who had exercised an option to transfer to the new body.

Pierre Slicer was appointed as the first director and the Honorable Henry Cosgrove QC as the first Chair. After four months Pierre Slicer was appointed to the Supreme Court Bench and Henry Cosgrove retired due to ill health. David Gunson was appointed as Chair and Debra Rigby acted as director until the appointment of Colin Brown.

In a very short time Colin implemented a system of staged grants of Legal Aid approved by dedicated Grants Offices to counter the ad hoc expenditure on legal aid and thereby bringing expenditure within budget. Duty lawyer services around the State were improved and free legal advice sessions in all offices implemented.

To counter the severe funding cuts of the mid to late 1990s he implemented technological changes which reduced the number of non legal staff while keeping legal staff engaged in service provision. This strategy led ultimately to legal aid being granted to applicant's solicitors via the Internet and payment for these services the following day after certification of the invoice generated with the grant of aid. It was quite some time before any other Commission adopted such a cost saving strategy.

During Colin's period as director the Commission opened its Advice and Community Education unit (recently rebadged as Advice and Legal Services) which provides for free telephone advice during business hours. This service is staffed by legal practitioners who also provide face to face advice in two of the Commission offices and video linked advice to Burnie and Devonport offices.

The Commission opened an office in Devonport to meet needs in the area and provide duty lawyer services in the new Devonport Court complex. During this period mediation conferences were introduced with dedicated suites and staff providing dispute resolution as an alternative to court based solutions.

Colin passed away in July 1990 and Norman Reaburn was appointed as director and continued to encourage improvement and innovation in service delivery. Norman's experience as a Commonwealth Departmental Deputy Secretary proved invaluable in dealing with funding and other challenges throughout his period as director.

Norman retired in late 2013 and Dr Graham Hill is the current director. He has implemented a program of management reform, and as with all previous directors, is faced with competing funding imperatives. Newer initiatives include a dedicated Community Legal Education unit with staff in all areas, a Mental Health representational program and a completely re-vamped website.



Pierre Slicer
Director #1



Colin Brown
Director #2



Norman Reaburn
Director #3



Graham Hill
Director #4

Finance

Statements





Financial Statements

**For the Year Ended
30 June 2016**



Tasmanian
Audit Office

Independent Auditor's Report

To Members of the Tasmanian Parliament

Legal Aid Commission of Tasmania

Financial Report for the Year Ended 30 June 2016

Report on the Financial Report

I have audited the accompanying financial report of the Legal Aid Commission of Tasmania (the Commission) which comprises the statement of financial position as at 30 June 2016 and the statements of comprehensive income, changes in equity and cash flows for the year ended on that date, a summary of significant accounting policies, other explanatory notes and the statement by the Commissioners.

Auditor's Opinion

In my opinion the Commission's financial report:

- (a) presents fairly, in all material respects, its financial position as at 30 June 2016, and its financial performance, cash flows and changes in equity for the year then ended
- (b) is in accordance with Australian Accounting Standards.

The Responsibility of the Commissioners for the Financial Report

The Commissioners are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards. This responsibility includes establishing and maintaining internal controls relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on the financial report based upon my audit. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether the financial report is free of material misstatement.

...1 of 2

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on my judgement, including the assessment of risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, I considered internal control relevant to the Commissioners' preparation and fair presentation of the financial report in order to design audit procedures that are appropriate to the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Commission's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Commissioners, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Independence

In conducting this audit, I have complied with the independence requirements of Australian Auditing Standards and other relevant ethical requirements.

The *Audit Act 2008* promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

Tasmanian Audit Office



Jara K Dean
Assistant Auditor-General Financial Audit
Delegate of the Auditor-General

Hobart
26 September 2016

LEGAL AID COMMISSION OF TASMANIA
FINANCE REPORT
FOR THE YEAR ENDED 30 JUNE 2016

CERTIFICATION OF FINANCIAL STATEMENTS

The accompanying financial statements of the Legal Aid Commission of Tasmania have been prepared in accordance with Australian Accounting Standards and Australian Interpretations and the Audit Act 2006, and are in agreement with the relevant accounts and records to present fairly the financial transactions for the twelve months ending 30th June 2016 and the financial position as at the 30th June 2016.

At the date of signing we are not aware of any circumstances which would render the particulars included in the financial statements misleading or inaccurate.



PATRICK LUNN
Chair



DR GRAHAM HILL
Director

Dated: 26 SEPTEMBER 2016.

**LEGAL AID COMMISSION OF TASMANIA
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016**

	<i>Note</i>	2016 (\$000's)	2015 (\$000's)
Revenues			
Commonwealth Grants and Contributions	<i>1f,3</i>	6,012	6,192
Commonwealth Community Legal Centre Grants	<i>1f,3</i>	-	1,725
State Government Grants and Contributions	<i>1f,4</i>	6,417	6,032
State Government Community Legal Centre Grants	<i>1f,4</i>	-	200
Other Revenue	<i>1f,5</i>	950	586
Total Revenues		13,379	14,735
Expenses			
Legal Services Expenses	<i>6</i>	3,749	3,863
Employee Benefits Expenses	<i>7</i>	6,716	7,437
Supplies and Services	<i>8</i>	542	568
Accommodation Expenses	<i>9</i>	662	780
Information and Technology	<i>10</i>	434	397
Other Expenses	<i>11</i>	293	413
Depreciation and Amortisation Expenses	<i>12</i>	140	115
Debts Written Off	<i>13</i>	122	21
Disbursements to Community Legal Centres	<i>14</i>	-	1,925
Total Expenses		12,658	15,519
NET SURPLUS/(DEFICIT) FOR THE YEAR		721	(784)
OTHER COMPREHENSIVE INCOME			-
TOTAL COMPREHENSIVE RESULT	<i>31</i>	721	(784)

The accompanying notes form part of these financial statements.

LEGAL AID COMMISSION OF TASMANIA
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016

	<i>Note</i>	2016 (\$000's)	2015 (\$000's)
ASSETS			
Current Assets			
Cash and Cash Equivalents	<i>1i, 15</i>	3,646	1,865
Receivables	<i>1m, 16</i>	819	1,216
Other Assets		161	87
Total Current Assets		4,626	3,168
NON-CURRENT ASSETS			
Property, Plant & Equipment			
Land and Buildings	<i>1g, 17</i>	354	361
Office Equipment	<i>1g, 17</i>	65	96
Furniture and Fittings	<i>1g, 17</i>	11	13
Leasehold Improvements	<i>1g, 17</i>	94	88
Intangible Assets	<i>1h, 17</i>	82	138
Total Non-Current Assets		606	696
Total Assets		5,232	3,864
LIABILITIES			
Current Liabilities			
Payables	<i>1o, 19</i>	1,153	632
Provisions	<i>1p, 20</i>	1,239	1,126
Total Current Liabilities		2,392	1,758
NON-CURRENT LIABILITIES			
Provisions	<i>1p, 20</i>	277	264
Total Non-Current Liabilities		277	264
Total Liabilities		2,669	2,022
Net Assets		2,563	1,842
EQUITY			
Contributed Equity		325	325
Asset Revaluation Reserve		203	203
Civil Law Disbursement Fund Loan Scheme Reserve		1067	1,138
Accumulated Surplus/(Deficit)		968	176
Total Equity		2,563	1,842

The accompanying notes form part of these financial statements.

**LEGAL AID COMMISSION OF TASMANIA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016**

	<i>Note</i>	2016 (\$000's) Inflows (Outflows)	2015 (\$000's) Inflows (Outflows)
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Commonwealth Grants and Contributions		6,012	6,192
Commonwealth Grants for Community Legal Centres		-	1,725
State Government Grants		6,517	6,032
State Government Grants for Community Legal Centres		-	200
Contributions and Recovered Costs from Clients		157	89
GST Receipts		858	462
Interest Income		76	68
Other		1,050	431
<i>Total Operating Receipts</i>		<u>14,670</u>	<u>15,199</u>
Payments			
Payments for Legal Services		(3,742)	(4,099)
Employee Benefits Expense		(6,553)	(7,531)
Administrative Expense		(1,946)	(2,021)
GST Payments on Purchases		(598)	(727)
Disbursements to Community Legal Centres		-	(1,925)
<i>Total Operating Payments</i>		<u>(12,839)</u>	<u>(16,303)</u>
Net Cash Provided By/(Used In) Operating Activities	23	<u>1,831</u>	<u>(1,104)</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of Non-Current Physical Assets		(42)	(171)
Purchase of Non-Current Intangible Assets		(8)	(23)
Net Cash Provided By/(Used In) Investing Activities		<u>(50)</u>	<u>(194)</u>
Net Increase/(Decrease) in Cash and Cash Equivalents Held		<u>1,781</u>	<u>(1,298)</u>
Cash Assets and Cash Equivalents at the Beginning of the Year		1,865	3,163
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	15	<u>3,646</u>	<u>1,865</u>

The accompanying notes form part of these financial statements.

**LEGAL AID COMMISSION OF TASMANIA
STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016**

	Contributed Equity	Asset Revaluation Reserve	Civil Law Disbursement Fund Loan Scheme Reserve	Accumulated Surplus/Deficit	Total Equity
	\$000's	\$000's	\$000's	\$000's	\$000's
Balance as at 1 July 2015	325	203	1,138	176	1,842
Total Comprehensive Result	-	-	-	721	721
Transfers to Reserves	-	-	(71)	71	-
Balance as at 30 June 2016	325	203	1,067	968	2,563

	Contributed Equity	Asset Revaluation Reserve	Civil Law Disbursement Fund Loan Scheme Reserve	Accumulated Surplus/Deficit	Total Equity
	\$000's	\$000's	\$000's	\$000's	\$000's
Balance as at 1 July 2014	325	203	1,112	986	2,626
Total Comprehensive Result	-	-	-	(784)	(784)
Transfers to Reserves	-	-	26	(26)	-
Balance as at 30 June 2015	325	203	1,138	176	1,842

The accompanying notes form part of these financial statements.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1 Summary of significant accounting policies

(a) General Information

The Legal Aid Commission of Tasmania was established under the Legal Aid Commission Act 1990, on the 1st of January 1991.

These statements have been prepared on a going concern basis in the expectation that the Commission will continue to function and be funded in the future on the basis as set out in the existing Commonwealth/State Agreement which commenced on the 1st July 2015, and was still in effect as at the 30th June 2016. This National Partnership Agreement will expire 30 June 2020.

(b) Basis of Preparation

The financial statements have been prepared in accordance with the requirements of the Audit Act 2008 and Australian Accounting Standards issued by the Australian Accounting Standards Board (AASB). The following accounting policies have been adopted, and unless otherwise stated are consistent with those adopted in the preceding year, and throughout all periods.

The Financial Statements were signed on the 11th August 2016 by the Commission Chair and the Director of Legal Aid. Following the audit the statements were resigned on the 26th September 2016.

Compliance with the Australian Accounting Standards (AAS) may not result in compliance with International Financial Reporting Standards (IFRS), as the AAS include requirements and options available to not-for-profit organisations that are inconsistent with IFRS. The Commission is considered to be not-for-profit and has adopted some accounting policies under the AAS that do not comply with IFRS.

The financial statements have been prepared on the accrual basis of accounting using the historical cost convention, except for the revaluation of land and buildings which have been measured at fair value. The financial statements are presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated.

Judgements made by management in the application of Australian Accounting Standards that have significant effects on the financial statements are disclosed throughout the notes in the financial statements.

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

The following Australian Accounting Standards applicable to the Commission have recently been issued or amended but as they are not yet effective, management has chosen not to adopt them for the year ended 30th June 2016.

Affected Standard	AASB Amendment	Nature of Change to Accounting Policy	Reporting Periods Commencing On or After	Application Date for the Commission	Impact on Financial Report
AASB 2014-4	Clarification of Acceptable Methods of Depreciation and Amortisation.	Reinforcing the principle for the basis of depreciation and amortisation as being the expected pattern of consumption of the future economic benefits of an asset	1 January 2016	1 July 2016	Changes are not expected to materially affect the Commission.
AASB 9	Financial Instruments.	The Standard was revised to include a model for classification and measurement, a single, forward-looking 'expected loss' impairment model and a reformed approach to hedge accounting	1 January 2018	1 July 2018	Changes are not expected to materially affect the Commission.
Annual Improvement 2012-2014 Cycle	Annual Improvements to AASB 2012-2014 Cycle.	AASB 5 – Changes in methods of disposal of non-current assets. AASB 7 – applicability of amendments to interim financial statements. AASB 119 –clarifies the denomination of corporate bonds used as a discount factor. Changes to other AASB not relevant to the Commission.	1 January 2016	1 July 2016	Changes are not expected to materially affect the Commission.
AASB 15	Revenue from contracts with customers.	AASB 15 replaces AASB 118 and AASB 111 and specifies the accounting treatment arising from contracts with customers.	1 January 2018	1 July 2018	Changes are not expected to materially affect the Commission.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1 Summary of significant accounting policies (cont'd)

Affected Standard	AASB Amendment	Nature of Change to Accounting Policy	Reporting Periods Commencing On or After	Application Date for the Commission	Impact on Financial Report
AASB 2015-2	Amendments to Australian Accounting Standards – Disclosure Initiative.	Further encouragement to companies to apply professional judgment in determining what information to disclose in the financial statements.	1 January 2016	1 July 2016	Changes are not expected to materially affect the Commission.
AASB 2015-6	Amendments to Australian Accounting Standards – Extending Related Party Disclosures to Not-for-Profit Public	Extends to scope of AASB 124 <i>Related Party Disclosures</i> to include not-for-profit public sector entities	1 July 2016	1 July 2016	Changes are not expected to materially affect the Commission.
AASB 2016-3	Amendments to Australian Accounting Standards – Clarifications to AASB15	Clarifies requirements on performance obligations	1 January 2018	1 July 2018	Changes are not expected to materially affect the Commission.
AASB 16	Leases	The key feature is to recognise all leases with a term of more than 12 months as assets and liabilities, unless the underlying value is low.	1 January 2019	1 July 2019	This will impact the assets and liability disclosures of the commission.

(c) Goods and services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except:

- i. where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- ii. for receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

(d) Reporting Entity

The reporting entity comprises the Commission and there are no related bodies.

(e) Contributed Equity

Contributions made to Legal Aid by the Government (the owner) as contributions by owners are recognised as equity contributions and have been credited directly to Contributed Equity.

(f) Income

Revenue Recognition

Revenues are recognised at fair value of the consideration received, net of GST when applicable. Full details of the revenues received by the Commission are detailed within Notes 3, 4 and 5. The Commission's revenues consist predominantly of contributions by both Commonwealth and State Governments, contributions and recovered costs from legally aided clients and interest income from the investment of unutilised cash holdings.

State and Commonwealth Grants and Contributions

Grant Revenue and Contributions are recognised in the period in which the Commission gains control of the appropriate funds. Control is usually gained upon their receipt. Grant funds and contributions from Federal and State Governments are not required to be repaid if not fully expended within the financial year.

Other Revenue

Civil Law Disbursement Fund Loans Contributions relate to a premium charged on repayment of civil law disbursement loans. This revenue is recognised on a cash received basis as it is dependent on the outcome of the legal proceedings.

Client Contributions and Cost Recoveries are recognised on an accrual basis when the work has been performed.

Interest Income is recognised as the interest accrues to the net carrying amount of the financial asset.

The Solicitors' Trust Distributions represent monies received under Section 361 of the Legal Profession Act 2007. Under the Act if the Guarantee Fund exceeds a predetermined threshold the Minister may invite the Commission to make application for a grant of monies from the Guarantee Fund.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1 Summary of significant accounting policies (cont'd)

Distributions from The Solicitors' Trust are grants for specific purposes. The monies are recognised as income when the Commission has fulfilled the terms and conditions of receiving the grant. The receipt of the grant is recognised in the statement of financial position as a liability until the grant conditions are met or services provided.

(g) Property, Plant and Equipment

Initial recognition and measurement

All items of property, plant and equipment are initially recognised at cost. Plant and equipment purchased for less than \$5,000 are charged to expense as incurred. Items with a cost of more than \$5,000 but considered to contribute economic benefits beyond one year are held as assets and recorded in the Commission's asset register.

The Commission has not acquired any items of property, plant and equipment at no cost or for nominal consideration, during the reporting period.

Subsequent measurement

After recognition of an asset, the revaluation model is used for the measurement of land and buildings and the cost model for all other plant and equipment, and leasehold improvements. Land and buildings are carried at fair value less accumulated depreciation on buildings and accumulated impairment losses. All other items of plant and equipment are stated at historical cost less accumulated depreciation and accumulated impairment losses.

Revaluation increments, on a class of assets basis, are recognised in other comprehensive income and accumulated in the asset revaluation reserve. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus and the resultant decrease reflected in the asset revaluation reserve. All other decreases are recognised in profit and loss.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

The Commission has a library which has been progressively depreciated to zero value, with maintenance and additions expensed in the period in which those costs are incurred.

Depreciation and Amortisation

All non-current assets having a limited useful life are systematically depreciated over their estimated useful lives in a manner which reflects the consumption of their future economic benefits.

Land is not depreciated. Depreciation and amortisation on other assets is calculated using the straight line method, using rates which are reviewed annually. Estimated useful lives for each class of depreciable asset are:

Buildings on Freehold Land	25 Years
Office Equipment	4 Years
Furniture and Fixtures	4 Years
Leasehold Improvements	4 Years

(h) Intangible Assets

Software that is an integral part of the related hardware is treated as property, plant and equipment. Software that is not an integral part of the related hardware is treated as an intangible asset and amortised over 10 years. Software costing less than \$5,000 is expensed in the year of acquisition.

Key third party applications software is used under license and these costs are expensed in the period in which they are incurred.

The amortisation rate adopted reflects a useful life of 10 years, and this will be subject to annual impairment testing and review. The Case Management System is being amortised over 10 years, and this commenced on 1 July 2007.

(i) Impairment of Assets

Property, plant and equipment and intangible assets are tested for any indication of impairment at each reporting date. Where there is an indication of impairment, the recoverable amount is estimated. Where recoverable amount is less than the carrying amount, the asset is written down to the recoverable amount and an impairment loss is recognised. As the Commission is a not-for-profit entity, unless an asset has been identified as a surplus asset, the recoverable amount is the higher of an asset's fair value less costs to sell and depreciated replacement cost.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1 Summary of significant accounting policies (cont'd)

(j) Grants of Aid

Grants of aid are recognised as an expenditure commitment on the approval of the granting of aid and are based on a provisional cost estimate, and are detailed in Note 22 Legal Case Commitment. The provisional cost estimate reflects the estimated cost of the assignment based on the relevant scale of fees.

Legal costs in relation to the grants of aid are recognised as an expense and a liability on receipt of a claim for services provided.

Levies towards the cost of aid payable by the client are recognised as an asset, Contributions on approval of the grant of aid. Provision for impairment is provided for in accordance with Note 16.

(k) Leases

Lease payments are expensed on a straight line basis over the lease term, and in the period in which they are incurred as this represents the pattern of benefits derived from the leased property.

Classification of leases as to whether they are operating leases or finance leases involves the interpretation of the lease arrangement to determine whether the lessors retain the risks and benefits incidental to ownership.

The Commission has not entered into any finance lease arrangements.

(l) Cash and Cash Equivalents

Cash and cash equivalent assets, comprise cash on hand and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purposes of the Statement of Cash Flows, cash and cash equivalents consist of cash in the Commission's bank accounts and cash held at the Tasmanian Public Sector Finance Corporation (TASCORP).

(m) Receivables

Unsecured Debtors

Unsecured debtors are recognised and carried at the amounts receivable. The carrying amount is equivalent to fair value. The vast majority of the Commission's unsecured debtors are for small contributions toward the client's legal costs. The collectability of these receivables is reviewed on an ongoing basis and any receivables identified as uncollectible are written-off. The provision for uncollectible amounts is reviewed regularly.

(n) Employee Benefits Expenses

The related expense item includes salaries of Commission employees, superannuation contributions, leave entitlement adjustments, relocation, advertising, other direct related costs and the Commissioner's remuneration.

As at the 30th June 2016 the Commission employed 54.9 (2015: 62.8) full time equivalents.

(o) Payables

Payables are carried at amortised cost; due to their short term nature they are not discounted.

Legal Creditors are recognised upon certification of those amounts for payment. Grant of aid commitments are settled as the case progresses. Matters can be outstanding for between 3 months and several years.

Trade Creditors are recognised when the economic entity becomes obliged to make future payments resulting from the purchase of goods and services. Measurement is based on the agreed purchase/contract cost.

Accrued Salaries represent the amount due to staff but unpaid at the end of the financial year. The amount shown includes the employer funded superannuation contribution.

(p) Provisions

Annual Leave and Long Service Leave

All annual leave and unconditional long service leave provisions are classified as current liabilities as the Commission does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

Long service leave expected to be settled more than 12 months after the end of the reporting date is measured at the present value of amounts expected to be paid when the liabilities are settled. Leave liabilities are in respect of services provided by employees up to the reporting date.

When assessing the expected future payments, consideration is given to expect future wage and salary levels including non-salary components such as employer superannuation contributions.

Superannuation

The Commission is required to reimburse the Commonwealth Government for the employer share of the cost of Superannuation benefits paid in respect of staff transferred to the Commission and who remained members of the Commonwealth Superannuation Scheme or the Public Sector Superannuation Scheme. The Commission discharges this liability by periodic payments to the Retirement Benefits Office of amounts, expressed as a percentage of the salaries of eligible employees, estimated by the Retirement Benefits Office to be sufficient to meet the Commission's share of the full accruing cost of the pensions granted on the retirement or death of such employees.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

1 Summary of significant accounting policies (cont'd)

Superannuation expenses relating to defined benefit schemes relate to payments into the Consolidated Fund. The amount of the payment is based on an agency contribution rate determined by the treasurer, on the advice of the State Actuary. The current agency contribution is 12.75 per cent (2015: 12.75 per cent) of salary.

Superannuation expenses relating to defined contribution schemes are paid directly to superannuation funds at a rate of 9.5 per cent (2015: 9.5 per cent) of salary. In addition, departments are also required to pay into the Consolidated Fund a "gap" payment equivalent to 3.25 per cent (2015: 3.25 per cent) of salary in respect of employees who are members of contribution schemes.

For employees who are contributors under the Retirement Benefits Fund Act, the liability for the scheme is accepted by the Crown and administered by the Retirement Benefits Fund Board.

The Commission does not operate an employer sponsored defined benefits fund.

Sick Leave

No amount is shown for non-vested sick leave as no present obligation to employees exists.

(q) Taxation

Legal Aid Commission is considered to be a public benevolent institution under the Income Tax Assessment Act and is therefore exempt from income tax and fringe benefits tax. The Commission is also exempt from State based taxation, including Payroll Tax, Stamp Duties and Financial Institution Duty.

(r) Investments and Other Financial Assets

Investments and financial assets in the scope of AASB 139 *Financial Instruments: Recognition and Measurement* are categorised as either financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments or available-for-sale assets. The classification depends on the purpose for which the investments were acquired. Designation is re-evaluated at each financial year end, but there are restrictions on reclassifying to other categories. The Commission only has *Loans and Receivables* financial assets.

Loans and Receivables are carried at cost. Gains and losses are recognised in the profit or loss when the loans and receivables are derecognised or impaired. These are included in current assets, except for those with maturities greater than 12 months after balance date, which are classified as non-current. In both financial years disclosed the Commission did not have any non-current financial assets.

(s) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to confirm to changes in presentation for the current financial year.

(t) Estimates and Judgement

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by management that have significant effects on the financial statements and estimates with a significant risk of material adjustments in the next year are disclosed, where applicable, in the relevant notes to the financial statements. These include:

- Provisions – Employee Benefits
- Commitments for Expenditure

2 Financial Risk Management Objectives and Policies

The Commission's activities expose it to a variety of financial risks: credit risk, liquidity risk and interest rate risk.

The Commission reviews and agrees policies for managing each of these risks and they are summarised below:

Risk exposures and Responses

Credit Risk

Credit risk arises from the financial assets of the organisation which comprise cash and cash equivalents and receivables. The organisation's exposure to credit risk arises from the potential default of the counter party, with the maximum exposure equal to the carrying amount of these assets.

The Commission is open to credit risks particularly in respect of Contributions due from its clients. It has policies in place to ensure that where possible significant debts due are adequately secured by way of caveats over the properties of the debtor. It is not practicable to secure all contributions either because the amount of the debt is small or the client does not have adequate assets to offer as security. The Commission monitors the debts on an ongoing basis to ensure that they are collected promptly to minimise the amount of irrecoverable debts to be written off.

Civil Law Disbursement Fund Loans comprise loans made for out of pocket legal expenses for items such as medical reports, assessments, court filing fees and other up front civil law case costs. The loans are made after consideration by a panel, and the application of a premium recovery as a buffer against failed claims where the expense is unrecoverable.

Credit risk is minimised due to a majority of the transactions taking place with State and Australian Government entities.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

2 Financial Risk Management Objectives and Policies (cont'd)

Liquidity Risk

Prudent liquidity risk management implies maintaining a balance between sufficient cash to meet obligations as and when they fall due and maximising revenues from surplus funds by investing in interest bearing investments.

Investment decisions are based on cash flow forecasts subject to ongoing review in order to meet cash requirements in a timely manner. The selection of the term of the investments will be dependent upon the cash flow requirements and the rate of return available for different terms.

All financial assets and liabilities of the Commission have a maturity of 6 months or less, except for the receivables - *Civil Law Disbursement Fund Loans* which by their nature have an unknown maturity profile.

Interest Rate Risk

The Commission's exposure to market risk for changes in interest rates relates primarily to the investments of surplus operating funds and surplus funds pertaining to the *Civil Law Disbursements Fund Loans* scheme.

The Commission is authorised under its act to invest surplus funds in any of the ways referred to in Section 5 of the Trustee Act 1898. The Commission's policy is to manage interest income with reference to what rates are offered by Tascorp and other major banking institutions.

Interest Rates on Cash and Cash Equivalents

	2016 (\$000's)	2015 (\$000's)
At Call Cash Management Account No 1 – Operating Account	-	-
	On Call – Interest Rate of 1.75%	On Call – Interest Rate of 2.00%
At Call Cash Management Account No 2 – Civil Law Disbursements Fund	2	495
	On Call – Interest Rate of 1.75%	On Call – Interest Rate of 2.00%
Operating Account	3,644	1,370
	On Call – Interest Rate of 2%	On Call – Interest Rate of 2.25%
	3,646	1,865

A 1 percentile movement in the interest rate will create \$36,460 (2015: \$18,650) movement in interest income.

The Commission is authorised under its act to invest surplus funds in any of the ways referred to in Section 5 of the Trustee Act 1898. During the reporting period investments were held in an at call cash management facility.

Interest revenue is recognised in the Statement of Comprehensive Income when earned. As the Commission's investments were held in the above instruments and held over relatively short periods it is considered that any interest rate exposure is minimal.

3 Commonwealth Grants and Contributions

	2016 (\$000's)	2015 (\$000's)
Base Grant	5,912	6,131
Community Legal Centre Administration Agency Payment	-	61
Data Standardisation Grant	100	-
	6,012	6,192
Disbursements to Community Legal Centres	-	1,725
	6,012	7,917

Base Grant

Government contributions are the result of a Commonwealth / State National Partnership Agreement which became effective from the 1st July 2015 for duration of 5 years. This agreement expires on 30th June 2020.

Community Legal Centre Administration Agency Payment

This payment is an agency payment to cover the costs of support for the Commonwealth Community Legal Centre program.

Disbursements to Community Legal Centres

The Commission previously disbursed Community Legal Centre funding on behalf of the Commonwealth Government. This item shows the revenue component, with outlays shown at Note 14.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

4 State Government Grants and Contributions

	2016 (\$000's)	2015 (\$000's)
Base Grant	6,177	5,796
"Safe at Home" Domestic Violence Intervention Program	240	236
	6,417	6,032
Disbursements to Community Legal Centres	-	200
	6,417	6,232

Base Grant

The Base Grant provides for the Service Delivery program agreed to between the Commission and the State Government.

"Safe at Home" Domestic Violence Early Intervention Program

This program provides early intervention and support against domestic violence.

Disbursements to Community Legal Centres

The Commission previously disbursed Community Legal Centre funding on behalf of the State Government for outreach services. This item shows the revenue component, with the outlays shown at Note 14.

5 Other Revenue

	2016 (\$000's)	2015 (\$000's)
Client Contributions and Cost Recoveries	119	87
Interest Income	76	68
Civil Law Disbursement Fund Loans Contributions	39	25
The Solicitors' Trust Distributions	362	-
Miscellaneous Income	354	406
	950	586

Client Contributions and Cost Recoveries

Contributions consist of amounts levied on clients by in-house practitioners and recovered costs. Not included are amounts collected by private legal practitioners and deducted from their accounts for services rendered to the Commission, prior to payment by the Commission. These payments are immaterial and hence have not been quantified for this report. Recovered costs consist of those costs awarded by the courts to the benefit of the Commission.

Interest Income

Derived from cash flow surpluses from monies held on call, or in short term cash management accounts.

Civil Law Disbursement Fund Loans Contributions

Small premiums charged against each loan as a buffer against actions that may be unsuccessful and unrecoverable.

The Solicitors' Trust Distribution

This disbursement is as a result of a determination made in accordance with Section 361 of the Legal Profession Act 2007.

6 Legal Services Expenses

	2016 (\$000's)	2015 (\$000's)
Grants of Legal Aid	3,693	3,802
Duty Lawyer Services	56	61
	3,749	3,863

Grants of Legal Aid

Grants of Legal Aid comprise payments made to private sector business partners for legal work undertaken during the course of the year. In addition to payments for legal services this includes payments for expenditure for items such as medical reports and other specialist services.

Duty Lawyer Services

The Commission engages external service providers for Duty Lawyer services in the Magistrates Court to support its own internal services.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

7 Employee Benefits Expenses

	2016 (\$000's)	2015 (\$000's)
Salaries, Superannuation and Related Costs	6,142	6,115
Employee Restructure Costs	-	705
Temporary Staff and Agency Staff Engagements	401	517
Professional Development	49	77
Annual Leave Entitlements	99	(76)
Long Service Leave Entitlements	25	99
	6,716	7,437

Salaries, Superannuation and Related Costs

Includes salaries and employer funded superannuation and workers compensation insurance.

Employee Restructure Costs

Includes staff redundancies.

Temporary Staff and Agency Staff Engagements

Includes temporary and agency staffing costs, as well as agency fees and staff relocation costs.

Professional Development

Includes costs of courses and seminar fees.

Annual Leave and Long Service Leave Entitlements

These amounts are the net movements to the annual and long service leave provision accounts held on the Commission's Statement of Financial Position.

8 Supplies and Services

	2016 (\$000's)	2015 (\$000's)
Communications	211	243
Travel	133	148
Office Machines	37	48
Consumables	82	54
Motor Vehicle Expenses	79	75
	542	568

9 Accommodation Expenses

	2016 (\$000's)	2015 (\$000's)
Lease Rentals and Associated Costs	395	548
Cleaning	81	76
Storage	34	4
Rates and Taxes	59	57
Power	41	53
Maintenance	41	30
Security	3	7
Insurance	8	5
	662	780

10 Information Technology

	2016 (\$000's)	2015 (\$000's)
Systems Maintenance and Development	351	312
Hardware Maintenance	-	1
Online Library Resources	71	76
Consumables	12	8
	434	397

11 Other Expenses

	2016 (\$000's)	2015 (\$000's)
Department of Justice Administration Fees	79	78
Audit Fees	23	23
Other	191	312
	293	413

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

12 Depreciation and Amortisation Expenses

	2016 (\$000's)	2015 (\$000's)
Office Equipment	43	22
Furniture and Fittings	4	1
Leasehold Improvements	22	26
Buildings	7	7
Intangibles – In-house Software Development	64	59
	140	115

13 Debts Written Off

	2016 (\$000's)	2015 (\$000's)
Bad Debt Write Off - Case Management System	7	15
Civil Law Disbursement Fund Loans	115	6
	122	21

The amount of \$6,673 (2015: \$14,943) reported comprises the bad debt write off as reported by the Commissions Case Management System. Bad Debts written off, if later recovered are shown as a revenue item in the year in which they are recovered.

Civil Law Disbursement Fund Loans are written off when the loan is deemed unrecoverable.

14 Disbursements to Community Legal Centres

	2016 (\$000's)	2015 (\$000's)
<u>Commonwealth Program</u>		
North West Community Legal Centre Inc.	-	220
Environmental Defender's Office (Tas) Inc.	-	-
Hobart Community Legal Service Inc.	-	619
Launceston Community Legal Centre Inc.	-	411
Tenant's Union of Tasmania Inc.	-	69
Women's Legal Services (Tas) Inc.	-	406
	-	1,725
<u>State Program</u>		
Hobart Community Legal Service Inc.	-	100
North West Community Legal Centre Inc.	-	100
	-	200
	-	1,925

15 Cash and Cash Equivalents

	2016 (\$000's)	2015 (\$000's)
Unrestricted Cash and Cash Equivalents		
Cash on Hand – Petty Cash	2	2
Bank Accounts	3,133	1,283
Investments – TASCORP No. 1	-	0
	3,135	1,285
Restricted Cash and Cash Equivalents		
Bank Account	509	85
Investments – TASCORP No. 2	2	495
	511	580
Total Cash and Cash Equivalents	3,646	1,865
Held as		
Operating Cash	3,135	1,285
State Civil Law Disbursements Fund Loans Scheme	511	580
Total and Balance as per Statement of Cash Flows	3,646	1,865

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

15 Cash and Cash Equivalents (cont'd)

Restricted Cash and Cash Equivalents - Civil Law Disbursements Fund Loans Scheme

The Civil Law Disbursements Fund Loans Scheme was established in June 2004. Over the following 3 year period the State Government provided funding of \$560,000 for the Scheme. In the June 2014 financial year monies obtained from the Solicitors Guarantee Fund were injected into the Scheme. The Scheme provides eligible applicants access to legal aid for disbursement costs, such as medical reports and court filing fees, in State Civil Law matters. The disbursements made are recovered upon successful completion of the matter. A small premium is applied as a buffer against actions that are unsuccessful, and disbursement loans deemed unrecoverable.

Unrecoverable loans for 2016 are shown at Note 13.

16 Receivables

	2016 (\$000's)	2015 (\$000's)
Contributions Receivable	15	14
Less Provision for Impairment	(2)	(2)
Civil Law Disbursement Fund Loans	556	558
Trade Debtors	188	324
Good and Services Tax (GST) Recoveries Due	62	322
	819	1,216

Contributions Receivable

Contributions consist of small amounts owing by clients as a contribution toward the cost of their legal matter. At the conclusion of each financial year a provision for impairment is recalculated. This estimate is made after a review of the current debtor's portfolio and the likelihood of payments being made. The provision consists of small contributions unlikely to be paid for which recovery action is considered uneconomical.

Civil Law Disbursement Fund Loans

Civil Law Disbursement Fund Loans are those amounts recoverable from the proceeds of successful actions by civil law litigants supported by the State Government Civil Law Disbursement Fund Loans Scheme. The loans are recovered with the addition of a small premium which is reinvested into the fund, to offset any failed or unsuccessful actions which may be written off. Details of loans written off are detailed in Note 13.

Trade Debtors

Trade Debtors consist of amounts owing by other Legal Aid State Branches for reimbursement of National Legal Aid Secretariat (resident in LACT) expenditure incurred, as well as amounts owing from Attorney General's Department for other grant monies that are receivable.

All Contributions and Trade Debtors owing except those identified as impaired, are considered receivable.

2016	Gross Amount	Past Due and Impaired	Due < 30 Days	Past Due but not Impaired 31 – 60 Days	Past Due but not Impaired 61 – 90 Days	Past Due but not Impaired > 90 Days
Contributions Owing	15	2	4	2	2	5
Trade Debtors	188	-	188	-	-	-
	203	2	192	2	2	5

2015	Gross Amount	Past Due and Impaired	Due < 30 Days	Past Due but not Impaired 31 – 60 Days	Past Due but not Impaired 61 – 90 Days	Past Due but not Impaired > 90 Days
Contributions Owing	14	2	4	3	2	3
Trade Debtors	324	-	323	1	-	-
	338	2	327	4	2	3

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

17 Non-Current Assets

Property, Plant & Equipment

	2016 (\$000's)	2015 (\$000's)
LAND & BUILDINGS		
Land at Fair Value	195	195
Buildings at Independent Valuation	250	250
Less: Accumulated Depreciation	(91)	(84)
Land and Buildings at Fair Value	354	361

The Commission owns its Burnie property unencumbered.

A formal independent valuation of the Commission's Freehold Property was obtained in April 2013 from Opteon (Tasmania) Pty Ltd. The valuation was based on Current Market Value on "an existing use" basis. The valuation received accorded with the buildings book value inclusive of improvements capitalised in the 2013 financial year. The Commission's policy is to review its freehold property every 4 years.

	2016 (\$000's)	2015 (\$000's)
OFFICE EQUIPMENT		
Historical cost	165	153
Less: Accumulated Depreciation	(100)	(57)
	65	96

	2016 (\$000's)	2015 (\$000's)
FURNITURE & FITTINGS		
Historical cost	20	23
Less: Accumulated Depreciation	(9)	(10)
	11	13

	2016 (\$000's)	2015 (\$000's)
LEASEHOLD IMPROVEMENTS		
Historical cost	177	225
Less: Accumulated Depreciation	(83)	(137)
	94	88

Intangibles

	2016 (\$000's)	2015 (\$000's)
INTANGIBLE ASSETS		
Historical cost	594	586
Less: Accumulated Amortisation	(512)	(448)
	82	138

The Commission developed a Case Management System with an "Off the Shelf" development application, which was deployed in July 2007. Costs represent software acquisition costs, installation and development.

Property, Plant & Equipment

Movement in the carrying amounts for each class of property, plant and equipment:

	2016 (\$000's)	2015 (\$000's)
LAND & BUILDINGS		
Opening Written Down Value	361	368
Depreciation Expense	(7)	(7)
Closing Written Down Value	354	361

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

17 Non-Current Assets (cont'd)

	2016 (\$000's)	2015 (\$000's)
OFFICE EQUIPMENT		
Opening Written Down Value	96	38
Additions	12	80
Depreciation Expense	(43)	(22)
Closing Written Down Value	65	96

	2016 (\$000's)	2015 (\$000's)
FURNITURE & FITTINGS		
Opening Written Down Value	13	3
Additions	2	11
Depreciation Expense	(4)	(1)
Closing Written Down Value	11	13

	2016 (\$000's)	2015 (\$000's)
LEASEHOLD IMPROVEMENTS		
Opening Written Down Value	88	34
Additions	28	80
Depreciation Expense	(22)	(26)
Closing Written Down Value	94	88

Intangibles

Movement in the carrying amount of intangibles:

	2016 (\$000's)	2015 (\$000's)
INTANGIBLES		
Computer Software		
Opening Written Down Value	138	174
Additions	8	23
Amortisation Expense	(64)	(59)
Closing Written Down Value	82	138

18 Impairment of Assets

There were no indications of impairment of property, plant and equipment and intangible assets at 30 June 2016.

19 Payables

	2016 (\$000's)	2015 (\$000's)
Accrued Salaries	23	194
Solicitors Trust Unexpended Funds	504	133
Other Operating Costs	626	305
	1,153	632

Other Operating Costs

Other Operating Costs include Legal Creditors, where the transaction cost or face value is deemed equivalent to fair value. The Commission facilitates prompt payment for legal services by the provision of an online invoicing facility, on its internet based business system.

Other Operating Costs also include Trade Creditors, where the carrying amount of trade creditors is equivalent to fair value, as they are generally settled within 30 days.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

20 Provisions

	2016 (\$000's)	2015 (\$000's)
Employee Related Provisions		
Current		
Annual Leave	478	378
Long Service Leave	761	748
	1,239	1,126
Non-Current		
Long Service Leave	277	264
	1,516	1,390

21 Contingent Liabilities

The organisation does not have any contingent liabilities or claims of a material nature which have not already been disclosed in these financial statements.

22 Commitments for expenditure

Legal Case Commitment

At 30th June 2016 the Commission's case management system disclosed a commitment of \$887,489 (2015 901,534) in respect of applications for legal assistance made and accepted by the Commission or its predecessors and which had not been paid or accrued as at the end of the financial year. The commitment was estimated on the basis of scale fees and/or hourly rates, depending on the nature of the action concerned and includes possible future recoveries.

Lease Commitments

The Commission has entered into standard commercial non-cancellable operating lease arrangements for its Hobart, Launceston and Devonport offices. The Burnie office is owned by the Commission. In addition the Commission leases multi-function document centres in all of its offices.

From 1st July 2014 a new lease arrangement was entered into for the Hobart office for 5 years with options for renewal for a further 5 years. Contingent rent provisions within the lease agreements variously require that the minimum lease payments shall be increased by the Consumer Price Index or a predetermined percentage per annum.

The aggregate of lease commitments for which no provisions are included in the financial statements can be classified as follows:

	2016 (\$000's)	2015 (\$000's)
Due within 1 year	333	386
Due within 1 - 5 years	532	893
	865	1,279

23 Reconciliation of Net Operating Surplus / Deficit to Net Cash Flows Provided by/(Used In) Operating Activities

	2016 (\$000's)	2015 (\$000's)
Operating Result – Surplus/(Deficit)	721	(784)
<u>Change In Assets – (Increase) / Decrease</u>		
Depreciation & Amortisation Expense	140	115
Loss on Sale of Fixed Assets	-	2
(Increase)/Decrease in Receivables	397	(648)
(Increase)/Decrease in Other Assets	(74)	(71)
<u>Change in Liabilities – Increase / (Decrease)</u>		
Increase/(Decrease) in Provisions	126	(94)
Increase/(Decrease) in Payables	521	376
Net Cash provided from Operating Activities	1,831	(1,104)

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

24 Financing Facilities Available

	2016 (\$000's)	2015 (\$000's)
Facility Limit	86	46
Less Used / Committed	(11)	(9)
	75	37

The nature of the credit facility is a corporate credit card facility, which is direct debited against the Commission's main operating bank account on a monthly basis. It is primarily used for travel and purchases of equipment and supplies.

25 Events Occurring after Balance Date

There were no events occurring after balance date which relate to any conditions existing at balance date or were material in relation to the financial statements.

26 Remuneration of Auditors

	2016 (\$000's)	2015 (\$000's)
Audit Fee	23	23
	23	23

The Tasmanian Audit Office audits the accounts of the Commission. The Audit comprises the annual financial statement audit.

27 Remuneration of Commissioners

	2016	2015
\$0 - \$10,000	2	2
\$10,001 - \$20,000	4	4
Commissioners Remuneration	63,718	63,618

There are eight Commissioners and two of these are State Public Servants. Commissioners are remunerated on an annual basis and superannuation is also paid to these Commissioners in accordance with the superannuation guarantee legislation. One of the Commissioners has foregone remuneration from the commission.

28 Remuneration of Senior Officers

The number of Senior Officers, excluding Commissioners, whose total salaries, superannuation and other benefits for the financial year fall within the following bands are:

	2016	2015
\$0 - \$60,000	-	2
\$60,001 - \$80,000	1	-
\$80,001 - \$100,000	2	1
\$100,001 - \$120,000	1	3
\$120,001 - \$140,000	3	1
\$140,001 - \$160,000	-	-
\$160,001 - \$180,000	1	-
\$180,000 +	1	2
Total Remuneration of Senior Officers	1,182,612	1,055,179

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

29 Related Party Transactions

Some Commissioners are associates with private legal firms to which the Commissioner made grants payments.

All transactions with the private legal firms were conducted on an arm's length basis in the normal course of business and on standard terms and conditions.

30 Client Trust Funds

The following transactions of the Commission acting as trustee have not been included in the financial statements. The Commission holds client funds in a Trustee capacity pending final settlement of case files.

	2016 (\$000's)	2015 (\$000's)
Balance at WESTPAC Bank as at 1 July	9000	-
Plus receipts	-	34,200
Less payments	(9,000)	(25,200)
Balance at Westpac Bank as at 30 June	-	9000

31 Underlying Operating Result

The Commission receives the majority of funds from Federal and State Government grants. With these grants the Commission manages the legal aid service, provides in house legal advice, education and representation to those who meet the eligibility criteria, including availability of funding. The balance of the grant funds are granted to the private sector to provide representation to those that meet the eligibility criteria, including availability of funds.

Under the current Australian Accounting Standards the grants are deemed non-reciprocal, which means the Commission as a not-for-profit entity is not permitted to match the costs associated with the grants with grant revenue. Rather, all grant revenue is recognised on receipt. For profit entities can match the recognition of revenue with the related expenditure. Given there is a timing difference between the granting of legal aid and the payment of that aid, there is a disconnect between the recognition of revenue and the expenses associated with that revenue, which results in an overstatement of the operating result of the Commission.

In addition, taking up a liability on the granting of aid to the private sector, though over 97% of aid granted is subsequently paid, has not been deemed to meet the definition of a liability under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets*. Larger Legal Aid jurisdictions are taking up a liability for work deemed completed by the private sector on aid granted and unpaid, based on actuarial calculations. The liability of granted but unpaid legal aid is identified in these financial report by way of a Commitment note 22.

The Commission for a number of years paid out additional aid based on accumulated surpluses that did not include a provision for legal aid granted and unpaid. The below table identifies the accumulated surplus/(deficit) position when granted but unpaid aid is factored into the financial statements.

	2016 (\$000's)	2015 (\$000's)
Accumulated Surplus	968	176
Granted but unpaid at 30 June	(887)	(901)
Accumulated Surplus/(Deficit) including granted but unpaid Aid	81	(725)

To reverse the underlying accumulated deficit representing the over allocating of legal aid in prior periods the Commission has set a surplus requirement for the 2016 year.

Given that the Commission manages its internal costs and the granting of legal aid through the private sector to the Commonwealth and State grants received for that financial year, the Commission would commend the following Underlying Operating Result detailed below to more accurately reflect the financial operations of the Commission in the 2016 and 2015 financial years.

**LEGAL AID COMMISSION OF TASMANIA
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

31 Underlying Operating Result (cont'd)

	2016	2015
	(\$000's)	(\$000's)
Revenues		
Commonwealth Grants and Contributions	6,076	6,269
Commonwealth Community Legal Centre Grants	-	1,725
State Government Grants and Contributions	6,367	6,123
State Government Community Legal Centre Grants	-	200
Other Revenue	950	586
Total Revenues	<u>13,393</u>	<u>14,903</u>
Expenses		
Legal Services Expenses	3,749	3,863
Employee Benefits Expenses	6,716	7,437
Supplies and Services	542	568
Accommodation Expenses	662	780
Information and Technology	434	397
Other Expenses	293	413
Depreciation and Amortisation Expenses	140	115
Debts Written Off	122	21
Disbursements to Community Legal Centres	-	1,925
Total Expenses	<u>12,658</u>	<u>15,519</u>
NET SURPLUS/(DEFICIT) FOR THE YEAR	<u>735</u>	<u>(616)</u>
OTHER COMPREHENSIVE INCOME	-	-
TOTAL COMPREHENSIVE RESULT	<u>735</u>	<u>(616)</u>

Finance

Payments to the profession



LEGAL AID COMMISSION OF TASMANIA

SOLICITOR, BARRISTER AND COUNSEL GRANTS PAYMENTS
TO PRIVATE LEGAL FIRMS

Between 1/07/2015 and 30/06/2016

Not part of the audited statements

		Total Payments
AC Family Legals	Civil	\$472.73
	Total	\$472.73
Andrei Slicer	Criminal	\$74,885.15
	Total	\$74,885.15
Baker Wilson Lawyers	Criminal	\$2,236.00
	Total	\$2,236.00
Bartletts	Family	\$260.00
	Total	\$260.00
Ben Lillas	Civil	\$330.00
	Criminal	\$330.00
	Total	\$660.00
Bennett Howroyd	Civil	\$3,200.00
	Criminal	\$1,375.00
	Family	\$1,305.00
	Total	\$5,880.00
Bishops	Civil	\$15,210.00
	Criminal	\$3,080.00
	Family	\$98,323.60
	Total	\$116,613.60
Blissenden Lawyers	Civil	\$5,922.80
	Criminal	\$8,783.00
	Family	\$12,321.50
	Total	\$27,027.30
Butler McIntyre & Butler	Civil	\$21,652.00
	Criminal	\$74,641.37
	Family	\$75,262.35
	Total	\$171,555.73
Cameron Scott - Barrister at Law	Civil	\$650.00

		Total Payments
Cameron Scott - Barrister at Law	Criminal	\$14,735.81
	Total	\$15,385.81
Cann Legal	Civil	\$23,673.10
	Criminal	\$2,589.20
	Family	\$22,974.18
	Total	\$49,236.48
Caroline Graves Barrister at Law	Civil	\$24,504.50
	Criminal	\$24,247.50
	Family	\$10,110.00
	Total	\$58,862.00
Charmaine Gibson	Civil	\$12,090.30
	Criminal	\$9,317.30
	Family	\$39,875.80
	Total	\$61,283.40
Clarke & Gee	Civil	\$11,821.30
	Criminal	\$117,940.59
	Family	\$29,300.10
	Total	\$159,061.99
Craig Rainbird Barrister & Solicitor	Criminal	\$63,292.79
	Total	\$63,292.79
David N Lewis Barrister at Law	Civil	\$32,535.82
	Family	\$28,799.50
	Total	\$61,335.32
Dobson Mitchell Allport	Civil	\$2,327.60
	Family	\$9,614.50
	Total	\$11,942.10
Douglas & Collins	Criminal	\$5,577.50
	Total	\$5,577.50
FitzGerald and Browne	Civil	\$24,899.69
	Criminal	\$4,678.75
	Family	\$77,861.70
	Total	\$107,440.15
Friend & Edwards Lawyers	Criminal	\$583.50

		Total Payments
Friend & Edwards Lawyers	Family	\$3,369.00
	Total	\$3,952.50
G A Richardson	Criminal	\$116,650.96
	Total	\$116,650.96
Garth Stevens	Criminal	\$31,458.60
	Total	\$31,458.60
Grant Tucker	Civil	\$11,760.40
	Criminal	\$116,306.01
	Family	\$41,661.00
	Total	\$169,727.41
Greens List Barristers	Criminal	\$23,215.91
	Total	\$23,215.91
Greg Barns Barrister	Civil	\$3,125.00
	Criminal	\$21,447.85
	Total	\$24,572.85
Heinz & Partners	Family	\$70.00
	Total	\$70.00
Ian Guest & Associates	Civil	\$3,037.50
	Family	\$10,879.00
	Total	\$13,916.50
Jacobs Family Law	Civil	\$4,550.00
	Family	\$10,035.00
	Total	\$14,585.00
James Crotty Barristers & Solicitors	Criminal	\$200.00
	Total	\$200.00
Jennifer Mary White	Civil	\$1,627.40
	Criminal	\$4,358.75
	Family	\$590.00
	Total	\$6,576.15
Jim Saric Law	Criminal	\$5.00
	Total	\$5.00
John Green	Civil	\$1,040.00
	Criminal	\$662.60

		Total Payments
John Green	Total	\$1,702.60
Joliman Lawyers	Family	\$980.00
	Total	\$980.00
Jonathan Smith Lawyers	Family	\$2,032.60
	Total	\$2,032.60
Kate Cuthbertson	Civil	\$3,185.00
	Criminal	\$19,117.50
	Total	\$22,302.50
Kate Mooney	Civil	\$8,253.30
	Family	\$22,041.00
	Total	\$30,294.30
Kay & Ruddle	Criminal	\$292.50
	Family	\$590.00
	Total	\$882.50
Kim Baumeler	Civil	\$8,537.80
	Criminal	\$150,215.27
	Total	\$158,753.07
Legal Solutions	Civil	\$130.00
	Criminal	\$1,756.30
	Family	\$24,181.70
	Total	\$26,068.00
Levis Stace & Cooper	Civil	\$6,144.50
	Criminal	\$23,341.33
	Family	\$38,236.00
	Total	\$67,721.83
Mahony's Lawyers	Family	\$2,020.00
	Total	\$2,020.00
Mary Anne Ryan	Civil	\$6,680.00
	Family	\$32,890.45
	Total	\$39,570.45
Matthew Verney Lawyers	Civil	\$61,636.45
	Criminal	\$810.00
	Family	\$30,928.80

		Total Payments
Matthew Vernev Lawyers	Total	\$93,375.25
McGrath & Co.	Civil	\$715.00
	Criminal	\$1,330.00
	Family	\$31,044.40
	Total	\$33,089.40
McVeity & Associates	Civil	\$17,146.40
	Family	\$102,400.40
	Total	\$119,546.80
Menzie Legal	Criminal	\$499.00
	Family	\$730.00
	Total	\$1,229.00
Milton & Meyer	Civil	\$25,474.60
	Criminal	\$143,536.15
	Family	\$6,986.30
	Total	\$175,997.05
Murdoch Clarke	Civil	\$337.80
	Criminal	\$1,235.00
	Family	\$4,420.20
	Total	\$5,993.00
Murray & Associates	Family	\$42,322.92
	Total	\$42,322.92
Nick Beattie Barrister and Solicitor	Family	\$720.00
	Total	\$720.00
Ogilvie Jennings	Civil	\$20,449.55
	Criminal	\$4,081.30
	Family	\$97,679.29
	Total	\$122,210.15
P L Corby & Company	Family	\$1,745.00
	Total	\$1,745.00
Pagett & Associates	Civil	\$5,005.00
	Family	\$14,918.90
	Total	\$19,923.90
Patterson's List	Family	\$494.55

		Total Payments
Patterson's List	Total	\$494.55
Paul Sullivan	Criminal	\$3,471.25
	Total	\$3,471.25
Pedder Schuh Lawyers	Criminal	\$340.00
	Total	\$340.00
Peter Heerey Lawyer	Civil	\$35,470.50
	Criminal	\$10,828.90
	Total	\$46,299.40
Philip Theobald	Family	\$12,613.36
	Total	\$12,613.36
Philip Welch	Civil	\$22,898.00
	Family	\$44,989.98
	Total	\$67,887.98
Philippa Morgan	Civil	\$16,910.00
	Criminal	\$49,245.70
	Family	\$70.00
	Total	\$66,225.70
Philippa Willshire	Civil	\$24,695.00
	Criminal	\$12,245.10
	Family	\$15,095.00
	Total	\$52,035.10
PWB Lawyers	Civil	\$8,560.89
	Criminal	\$9,310.00
	Family	\$115,138.04
	Total	\$133,008.93
Rae & Partners Lawyers	Civil	\$9,143.00
	Criminal	\$160,416.60
	Family	\$66,461.15
	Total	\$236,020.75
Sanchia Chadwick	Civil	\$3,610.80
	Criminal	\$8,170.00
	Total	\$11,780.80
Senior Legal	Family	\$1,945.00

		Total Payments
Senior Legal	Total	\$1,945.00
SGW Law	Civil	\$6,213.30
	Criminal	\$56,323.55
	Total	\$62,536.85
Simmons Wolfhagen	Civil	\$3,120.00
	Criminal	\$30,914.15
	Family	\$12,804.50
	Total	\$46,838.65
Steven Chopping	Criminal	\$22,660.10
	Total	\$22,660.10
Todd P. Kovacic	Civil	\$390.00
	Criminal	\$45,230.40
	Family	\$450.00
	Total	\$46,070.40
Verekers Wollongong Lawyers	Family	\$970.00
	Total	\$970.00
W J Friend	Family	\$4,500.00
	Total	\$4,500.00
Walker Henderson Lawyers	Civil	\$15,845.30
	Criminal	\$660.00
	Family	\$55,885.40
	Total	\$72,390.70
Wallace Wilkinson & Webster	Civil	\$21,913.30
	Criminal	\$200.00
	Family	\$66,949.60
	Total	\$89,062.90
Walsh Day James Mihal, Barristers & Solicitors	Civil	\$18,626.00
	Criminal	\$8,713.04
	Family	\$9,826.80
	Total	\$37,165.84
Wilkinson Throsby & Edwards	Family	\$590.00
	Total	\$590.00
Worrall Lawyers	Family	\$5,715.00

		Total Payments
Worrall Lawyers	Total	\$5,715.00
Total		\$3,387,042.54