



# AUSTRALIAN PRO BONO CENTRE

**Submission to the NSW Department of Justice**

**Review of community legal centre (CLC) services**

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## ABOUT THE AUSTRALIAN PRO BONO CENTRE

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The **Australian Pro Bono Centre** is an independent centre of expertise that aims to grow the capacity of the Australian legal profession to provide pro bono legal services that are focused on increasing access to justice for socially disadvantaged and/or marginalised persons, and furthering the public interest.

While the **Centre** does not provide legal advice, its policy and research work supports the provision of free legal services and informs government of the role that it can play to encourage the growth of pro bono legal services. The **Centre's** work is guided by a board that include representatives of community legal organisations, pro bono clearing houses, the private legal profession, universities and government.

Established in 2002 as an independent, not-for-profit organisation at the University of New South Wales, it was envisaged that the **Centre** would:

*“Stimulate and encourage the development, expansion and co-ordination of pro bono services, as well as offer practical assistance for pro bono service providers (and potential providers). The **Centre** would play the key roles of facilitating pro bono practice and enabling the collection and exchange of information.”*

The strategies that the Centre employs to grow pro bono capacity include:

### 1. Strengthening and promoting the place of pro bono legal work within the Australian legal profession

**Sustaining Commitment:** Promoting the pro bono ethos and sustaining the Australian legal profession's commitment to undertake pro bono.

**Promoting Growth and Impact:** Leading advocacy for continuing growth in the provision of pro bono and enhancing its impact, especially in areas of unmet legal need, and by a broader range of Australian lawyers.

**Policy Development and Law Reform:** Engaging in policy development, advocacy and law reform with key stakeholders on issues impacting on pro bono services, including the removal of any constraints or barriers to lawyers undertaking pro bono.

**Thought Leadership:** Leading in the development of new ideas and innovative project and partnership models to build pro bono engagement among all Australian lawyers.

**Community Building:** Strengthening relationships between members of the pro bono legal community to promote exchange of knowledge and to stimulate and encourage the development, expansion and coordination of pro bono.

**Enhanced Public Visibility:** Raising the profile of pro bono through a wide range of media and maintaining a strong public presence as a centre of expertise within the legal assistance sector in Australia.

**Events and Forums:** Convening and supporting events and forums to enhance communication about pro bono practice among key stakeholders and to celebrate the Australian legal profession's commitment to pro bono legal service.

**International Relationships:** Developing and building networks with international pro bono programs and providers to strengthen research and guide development of pro bono policies and practice in Australia.

### 2. Developing expertise and providing practical assistance to facilitate pro bono legal service

**Expertise:** Developing and sharing expertise to advance national best practice in the delivery of pro bono.

**Practical Support:** Providing practical assistance, including practical guides and resource kits, to existing and potential pro bono providers and seekers.

**Communication:** Communicating news and insights about issues affecting pro bono practice in Australia.

**Research:** Conducting research to build knowledge of, and expertise about, pro bono.

**Reporting:** Collecting data and reporting on the pro bono work being undertaken nationally.

**Professional Indemnity Insurance:** Providing professional indemnity insurance, underwritten by Lawcover, to support eligible lawyers to undertake pro bono work on projects approved by the Centre.

The **Australian Pro Bono Centre** operates with the financial assistance it receives from the Commonwealth and State and Territories Attorney-General Departments, and support from the Faculty of Law at the University of New South Wales.

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## SUMMARY

The Australian Pro Bono Centre (**Centre**) thanks the Department of Justice Law Council of Australia (**Department**) for its invitation to provide a submission to the Review of community legal centre (**CLC**) services (**Review**).

This submission provides the Centre's insights in the pro bono context on:

- the type, scope and geographic spread of activities of CLCs that should be funded by the NSW government (**Term of Reference 2**), and
- funding levels required to enable CLCs to deliver the legal assistance services that the review considers should be provided by CLCs in the context of pro bono legal services undertaken in partnership with CLCs (**Term of Reference 3**).

### Key points in this submission:

- Pro bono legal work, whether provided by individual volunteers or by virtue of a pro bono partnership with a firm or in-house legal team, is integral to the operation of many CLCs across NSW.
- By the same token, CLCs play a crucial role as enablers of pro bono legal work that assists people experiencing disadvantage, by providing pro bono lawyers and firms with access to these clients, and by providing ongoing training and supervision of the work. However, building and maintaining pro bono partnerships requires substantial CLC resources.
- Although pro bono legal work in Australia is steadily growing, it is not, and cannot be, a substitute for substantial publicly funded legal assistance services. Government has a clear role in strengthening the public funding of CLC services in ways that facilitate the continuing development of pro bono partnerships.  
It is therefore crucial, from a funding perspective, that CLCs have adequate resources to develop and maintain pro bono programs.
- Funding models should reflect the limited ability of CLCs to engage pro bono assistance in certain types of matters, particularly in matters involving multiple legal problems.
- There is also an opportunity for government to support collaborative service delivery in the planning and delivery of legal services by funding for a coordinated approach that involves pro bono legal assistance together with non-legal assistance.

The Centre makes the following recommendations:

#### **Recommendation 1**

That government strengthen the funding of CLCs to reflect the significant resources required to develop and maintain pro bono programs and projects.

#### **Recommendation 2**

That funding models should reflect the limited ability of CLCs to engage pro bono legal assistance in certain areas, including areas involving multiple legal problems.

#### **Recommendation 3**

That funding for CLCs should support collaborative service delivery models that actively coordinate pro bono legal services with other legal and non-legal services.

## INTRODUCTION

In this submission the Centre's responses draw from its national perspective on the features of pro bono legal services in Australia. In particular, the submission highlights that although pro bono legal work significantly boosts the capacity of CLCs, CLCs play a crucial role in enabling this work to happen. Pro bono legal services necessarily play a limited part in the delivery of legal services in areas of legal need affecting disadvantaged people.

The submission identifies funding measures that would best support pro bono programs in community legal centres and pro bono partnerships with lawyers, law firms and in-house legal teams. It is crucial that funding models for CLCs reflect the level of resourcing required to engage pro bono assistance, while also reflecting that in certain types of matters, the availability of pro bono assistance is necessarily limited.

## 1. PRO BONO LEGAL AND THE CAPACITY OF COMMUNITY LEGAL CENTRES

### 1.1 THE ROLE OF PRO BONO LEGAL WORK

Pro bono legal work is provided in association with CLCs in a variety of ways. The standard models of pro bono service delivery include:

- individual volunteers attending a CLC legal advice clinic, or law firm (or in-house team) employees attending on a rostered basis
- secondee lawyers from firms or in-house teams working with the CLC for a period
- pro bono lawyers attending outreach programs or projects, including collaborative service delivery programs
- CLCs referring legal matters to lawyers, firms or in-house teams
- firms or in-house teams assisting on specific projects such as law reform advocacy or community legal education, and
- firms or in-house teams providing pro bono legal services to the CLC itself.

Regardless of the model adopted, individual volunteers and pro bono partnerships are integral to the operation of many CLCs across NSW. The 2016 NALCLC Census Report indicates that in 2015-2016 individual law students and volunteer lawyers contributed an estimated 889,096 hours to 112 CLCs nationally.<sup>1</sup> In terms of pro bono partnerships, 63% of CLCs responding to the NALCLC Census question on pro bono reported having a partnership with a professional firm or team providing pro bono legal assistance, which provided 57,848 hours of pro bono assistance nationally.<sup>2</sup> The Centre's Law Firm Pro Bono Survey for 2015-2016 found that law firms of 50 or more FTE lawyers (**large law firms**) on average did 20.0% of their pro bono work in partnership with CLCs, with the figures ranging up to 100%.<sup>3</sup>

Much of this pro bono work boosts the capacity of CLCs to deliver core services. In the 2015-2016 NALCLC Census, direct service delivery was the main type of work provided by volunteers for 91% of respondents, and pro bono partnerships were reported to contribute 46,261 hours of direct service

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<sup>1</sup> National Association of Community Legal Centres, *National Census of Community Legal Centres: 2016 National Report (Census Report)*, p 22.

<sup>2</sup> As above, p 26.

<sup>3</sup> Australian Pro Bono Centre, *Report on the Fifth National Law Firm Pro Bono Survey — Australian firms with fifty or more lawyers (Survey Report)*, March 2017, p. 43.

delivery.<sup>4</sup> CLC use pro bono referrals to assist in areas beyond their core legal expertise. In 2015/2016 CLCs reported that 4951 hours of specialist legal work was done through pro bono partnerships.<sup>5</sup>

This pro bono work makes a significant contribution to addressing unmet legal need experienced by disadvantaged individuals. The areas of law nominated by large law firms as their top five areas of pro bono legal practice include consumer law, housing/tenancy, administrative, employment, family violence, debt, fines, discrimination, human rights, commercial agreements, and wills/probate<sup>6</sup> — all areas in which individuals in NSW experience a high prevalence of legal problems.<sup>7</sup>

Pro bono assistance also makes a significant contribution by assisting CLCs with policy advocacy and law reform work, community legal education, and capacity building, through providing legal advice or assistance to the CLC or by helping to triage clients. In 2015-2016, 4678 hours of these types of pro bono work were reported by CLCs.<sup>8</sup>

## 1.2 EXAMPLES OF PRO BONO PARTERSHIPS ASSISTING DISADVANTAGED PEOPLE

Below are several examples illustrating the importance of pro bono legal partnerships in NSW in addressing the needs of disadvantaged people in NSW. The examples reflect the Review's terms of reference and do not indicate the full breadth of pro bono legal work undertaken across the State.

### (a) Economically disadvantaged and impoverished Australians

Assisting economically disadvantaged and impoverished Australians is a specific focus area or objective for many law firm pro bono programs, and it often underpins pro bono projects. For example, Marrickville Legal Centre has partnered with Spark Helmore, HWL Ebsworth, Minter Ellison and Santone Lawyers to deliver the Employment Law Advice Clinic in Sydney. Pro bono lawyers in the Clinic provide legal advice on employment law issues to those on low incomes, workers with a disability, young workers and recent migrant workers. As at October 2016, the clinic had assisted approximately 1,225 people.<sup>9</sup>

### (b) Homeless Persons

Homeless Persons' Legal Services exist in most states and territories of Australia and have been largely developed by pro bono clearing houses in each jurisdiction. For example, the Homeless Persons' Legal Service (**HPLS**) in NSW is a key project operated by the Public Interest Advocacy Centre (**PIAC**) and developed by the Public Interest Law Clearing House NSW. It addresses the legal needs of homeless people in NSW through a human rights framework, by providing free legal advice and ongoing representation to people who are homeless or at risk of homelessness.<sup>10</sup>

HPLS currently operates 14 free legal clinics on a roster basis, importantly partnering with welfare agencies in the greater Sydney metropolitan and Hunter regions which provide direct

<sup>4</sup> National Association of Community Legal Centres, Census Report, p 23.

<sup>5</sup> As above.

<sup>6</sup> Australian Pro Bono Centre, Survey Report, pp 35-6.

<sup>7</sup> Coumarelos, C, Macourt, D, People, J, MacDonald, HM, Wei, Z, Iriana, R & Ramsey, S 2012, *Legal Australia-Wide Survey: legal need in Australia (LAW Survey)*, Law and Justice Foundation of NSW, Sydney, p 60.

<sup>8</sup> National Association of Community Legal Centres, Census Report, p 25.

<sup>9</sup> For further details see: <http://www.sparke.com.au/insights/media-releases/sparke-helmores-workplace-team-a-finalist-in-the-2016-justice-awards/> and <http://www.probonocentre.org.au/apbn/oct-2016/nsw-justice-awards-deliver-pro-bono-partnership-award-small-regional-partnership/>

<sup>10</sup> For further details see: <https://www.piac.asn.au/projects/homelessness/>

services, such as food and accommodation, to people in housing crisis and which provide the premises and context where advice can be provided. The clinics are coordinated by HPLS and staffed by lawyers from a number of firms and other organisations, including Allens, Burke & Mead, Carroll & O’Dea, Corrs Chambers Westgarth, Gilbert + Tobin, Henry Davis York, Hicksons, HWL Ebsworth, Legal Aid NSW, Macquarie Bank, Maddocks, Minter Ellison, Moray & Agnew, Norton Rose Fulbright and Thomson Geer.<sup>11</sup>

**(c) The elderly**

Henry Davis York partnered with the Senior Rights Service NSW and Holding Redlich in 2016 to launch a telephone legal advice service for vulnerable elderly people.<sup>12</sup>

**(d) Children**

Several law firm and in-house corporate legal teams are in partnership with the National Children’s and Youth Law Centre (**NCYLC**) to provide pro bono legal advice under its Cyberlaw Volunteer Project. Those partners include Telstra and King & Wood Mallesons (**K&WM**). NCYLC offers online legal information and advice to children and young people through their Lawstuff website and LawMail. In the year 2016-2017 over 1,800 LawMail advices were provided. Telstra and K&WM legal employees participate as cyber-volunteer lawyers who update and maintain the Lawstuff website, and read and respond to LawMails. Participating Telstra lawyers volunteer two hours each month either from their desk or in the office at the nearest K&WM office.<sup>13</sup>

**(e) Those who experience family violence**

In 2015 Colin Biggers & Paisley partnered with Women’s Legal Service NSW (**WLSNSW**) to launch the ‘Victims of Violence’ Project. This collaborative partnership involves only female Colin Biggers & Paisley lawyers (trained by WLSNSW), which is consistent with the casework practice of WLSNSW and helps to ensure that clients are more likely to feel comfortable to disclose details about acts of violence and injury. The project is part of a broader relationship involving Colin Biggers & Paisley giving access to its city rooms for volunteer lawyers to provide a weekly evening telephone advice service, as well as support to WLSNSW through Colin Biggers & Paisley’s workplace giving program and taking on other referrals.<sup>14</sup>

**(f) Those residing or working in regional and remote areas of Australia**

Various private law firms in NSW have provided pro bono legal assistance through Legal Aid NSW’s Cooperative Legal Service Delivery (CLSD) Program to assist people living in regional, rural and remote areas. For example, in 2014-2015 Ashurst and Gilbert + Tobin were involved in the CLSD wills clinic, providing pro bono legal advice to Aboriginal people residing in Coffs Harbour, Kempsey, Taree, Dubbo, Bourke and Brewarrina on matters relating to wills and estates.<sup>15</sup>

<sup>11</sup> For further details see: <http://www.probonocentre.org.au/whatworks/part-4/chap-21/#21.5.1>

<sup>12</sup> For further details see: <https://www.hdy.com.au/about-us/responsible-business/pro-bono>

<sup>13</sup> For further details see: [http://www.probonocentre.org.au/wp-content/uploads/2017/08/Corporate-Lawyers-Guide-FINAL-PRINT\\_1707172.pdf](http://www.probonocentre.org.au/wp-content/uploads/2017/08/Corporate-Lawyers-Guide-FINAL-PRINT_1707172.pdf), p.22

<sup>14</sup> For further details see: <http://www.probonocentre.org.au/apbn/oct-2016/nsw-justice-awards-deliver-pro-bono-partnership-award-small-regional-partnership/>

<sup>15</sup> For further details see: <http://www.legalaid.nsw.gov.au/publications/annual-report/annual-report-2014-2015/collaborating-with-our-partners/regional-partnerships>

## 2. COMMUNITY LEGAL CENTRES AS ENABLERS OF PRO BONO LEGAL WORK

As discussed in Section 1, pro bono legal work conducted in association with CLCs helps to address unmet legal need by boosting the capacity of CLCs.

From the perspective of law firm pro bono practices, in-house teams and individual volunteers, CLCs play a crucial role in enabling this work to happen by providing direct access to disadvantaged clients in need of legal assistance. Partnering with a specialist CLC enables pro bono lawyers and firms to match their skills and interests with particular areas of unmet legal need or particular client groups. Generalist CLCs provide opportunities to do pro bono legal work in a lawyer's local area, and this is of particular benefit in remote or regional areas where legal assistance is scarce. Remote and regional CLCs also create opportunities for city-based lawyers to assist in the CLC's local area by generating pro bono referrals or developing an outreach program.

Partnering with CLCs also provides volunteers, law firms and in-house teams opportunities to do pro bono work in areas of practice that would otherwise be beyond their expertise. For example, legal advice clinics, secondment programs and outreach programs often involve the CLC lawyers and other staff providing an induction program, information resources, ongoing training and supervision of the work. Training often includes technical legal training in unfamiliar areas of law. It may also include client management training focusing on the specialist skills required to work with particular client groups, such as those experiencing trauma or mental health issues.

In summary, partnerships with CLCs are an important way of enabling pro bono lawyers to work in areas of high unmet legal need that would not otherwise be available to them. Put simply, without the support of CLCs, this pro bono legal work simply would not happen.

## 3. SUPPORT FOR COMMUNITY LEGAL CENTRES TO ENGAGE IN PRO BONO PARTNERSHIPS

It is crucial in successful pro bono partnerships that CLCs have adequate, and adequately skilled, staff to develop and maintain the necessary relationships and to develop and run the pro bono programs.

As discussed above in section 2, pro bono lawyers work with CLCs in a variety of ways. Regardless of which model of pro bono service delivery is used, the CLC resources required to develop and run a pro bono program are substantial.

Sustainable pro bono programs are the product of strong working relationships which take time and effort on the part of CLC staff to develop and maintain. These relationships build up gradually over months or years, often requiring sustained communication, 'repeat requests' and a series of small tasks or referrals leading to a longer-term collaboration. Some CLCs invest time in developing relationships with partners at law firms involved in the relevant area of practice, in addition to dealing with the firm's pro bono coordinator. The need to invest in relationships is particularly acute for CLCs in remote areas, which often experience the highest levels of unmet legal need, and where it can be more difficult to establish pro bono partnerships in the first place. The need is also magnified in the case of collaborative service models requiring the coordination of multiple service providers (discussed further in Section 6 below).

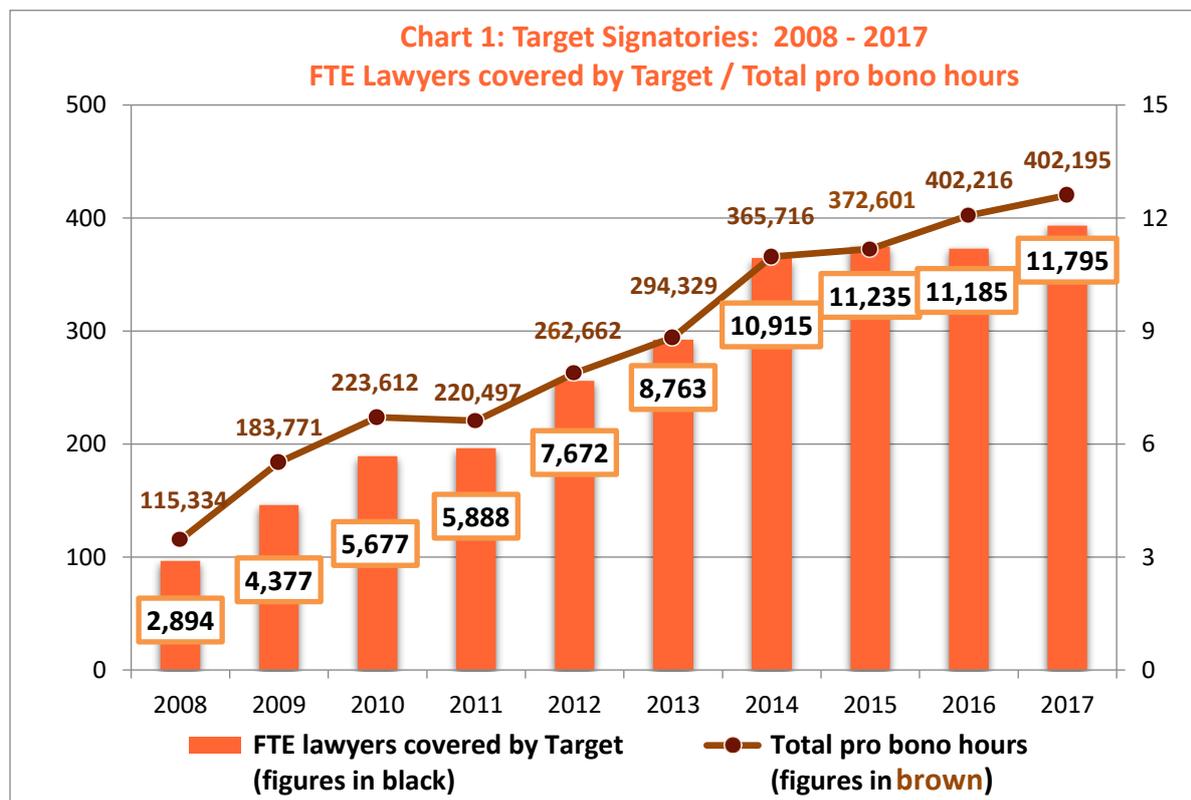
Running pro bono and volunteer programs also requires significant resources. Time and effort is needed to administer rosters and provide facilities to accommodate the extra staff. Staff in CLCs often invest substantial time in inducting, training, supervising and mentoring pro bono lawyers, even when a supportive framework is provided by the firm. Respondents to the 2016 NCLC Census

reported that in 2015-2016 their employed CLC staff spent 138,602.7 hours in total supervising, inducting and training volunteers nationally, which equates to investing one CLC staff hour to garner 6.4 volunteer hours.

The capacity of CLCs to maintain pro bono programs and to provide the necessary levels of training and supervision depends directly on the certainty and quantum of government funding. There is an opportunity for government to assist by ensuring that CLCs are financially supported to develop, enter into and maintain these relationships so as to leverage real benefit from their pro bono partnerships over time.

#### 4. THE ROLE OF GOVERNMENT IN FUNDING LEGAL ASSISTANCE SERVICES

The steady growth in pro bono legal work undertaken by members of the Australian legal profession indicates that lawyers themselves see pro bono legal work as an increasingly important aspect of their professional lives. **Chart 1** below indicates the growth in the number of lawyers whose firms have signed up to the National Pro Bono Aspirational Target of at least 35 hours per lawyer per year, and the number of pro bono hours performed in those firms.



Although pro bono legal work in Australia is steadily growing, it is not, and cannot be, a substitute for substantial publicly funded legal assistance services such as legal aid and community legal centres. The Australian pro bono culture is built on the fundamental premise that the primary responsibility for ensuring that access to justice is within the reach of every Australian lies with the government.

The provision of pro bono legal work, while considered a lawyer’s professional responsibility, is underpinned by a voluntary ethic. The provision of pro bono legal services, although recommended

and encouraged by many, is not mandatory. Given its voluntary nature, the pro bono legal work done by the profession is therefore only able to respond to a small part of unmet legal need.

The limitations on responding to unmet legal need are not only related to the numbers of pro bono hours that the Australian legal profession is willing to contribute. They are also related to the areas of law and the types of clients which pro bono providers choose to assist, depending on their capacity, expertise and interests.

Given that CLCs play a crucial role as enablers of pro bono legal work that assists disadvantaged people, government has a clear role in strengthening the public funding of CLC services in ways that facilitate the continuing development of pro bono partnerships. There is a symbiosis between government's role in funding and supporting these organisations and the opportunities for pro bono lawyers to do more in addressing unmet legal need. The stronger CLCs are, the more possible it is to increase the availability of pro bono legal services.

#### **Recommendation 1**

That government strengthen the funding of CLCs to reflect the significant resources required to develop and maintain pro bono programs and projects.

### **5. SUPPORTING COMMUNITY LEGAL CENTRES TO RESPOND TO MULTIPLE LEGAL PROBLEMS**

As discussed in the preceding section, pro bono legal work in Australia is not, and cannot be, a substitute for substantial publicly funded legal assistance services such as CLCs. There are particular types of legal problems where it is more challenging for CLCs to engage pro bono assistance. This includes matters where clients are experiencing multiple or 'clustered' legal problems.

The Law and Justice Foundation's LAW Survey has found that in NSW, multiple problems are most likely to be experienced among certain disadvantaged groups: specifically, the aged, people with a disability, people living in disadvantaged housing, single parents and those who had been unemployed.<sup>16</sup> Multiple problems arise most commonly where one of these problems is in family law, criminal law, consumer law, rights, housing and government problems.<sup>17</sup> Combinations of legal problems include, for example, family law together with family violence, or criminal law together with housing.

It can be difficult to source pro bono legal assistance in cases where one or more of these problem areas falls outside of the pro bono provider's legal practice. This often occurs if the combination of problems includes family law or criminal law, which are the two areas of law most often excluded from large law pro bono practices.<sup>18</sup> Numerous firms that undertake pro bono legal work in family violence matters cannot assist if the matter also involves family law, which is a highly specialised area of law outside of the expertise of most large law firms.<sup>19</sup>

<sup>16</sup> Coumarelos et al, LAW Survey, p 76.

<sup>17</sup> As above, p 65.

<sup>18</sup> Australian Pro Bono Centre, Survey Report, p 38.

<sup>19</sup> Australian Pro Bono Centre, *Pro bono legal services in family law and violence: Understanding the limitations and opportunities – Final Report (Family Law Report)*, October 2013, p 7.

Given the challenges associated with sourcing pro bono legal assistance for clients experiencing multiple legal problems, CLC funding models should reflect the fact that pro bono assistance in these cases is necessarily limited.

### Recommendation 2

That funding models should reflect the limited ability of CLCs to engage pro bono legal assistance in certain areas, including areas involving multiple legal problems.

## 6. SUPPORTING A COORDINATED APPROACH TO PRO BONO REFERRALS

In the pro bono context, there are recognised benefits to supporting ‘joined-up’ and collaborative service delivery models that involve pro bono legal services. These include:

- (a) **Easier referral of clients** - Collaborative partnerships can result in easier referral of clients between services, and easier access to legal and other services may mean greater awareness and better use of them by clients, particularly when travel time and expense are reduced.
- (b) **Filling gaps in unmet legal need** - The collaborative partnership model is by nature responsive to requests for assistance, and this means that it plays an important role in identifying unmet legal need, filling gaps in legal service delivery and providing access to justice for people who have otherwise been unable to obtain legal assistance.
- (c) **Safe and trusted environments** - If collaborative partnerships result in the establishment of safe and trusted environments for clients, the legal aspects of their problems are more likely to be identified.
- (d) **Impact on access to justice beyond the individual case** - Collaborative partnership models can have an impact on access to justice beyond the individual case that is referred. Pro bono providers can develop expertise and experience from having a number of similar cases referred to them from other sectors which allows them to identify trends and, if relevant, the need for law reform. Through collaboration with other service providers pro bono providers can see emerging trends and areas of need from patterns in the individual requests for assistance.<sup>20</sup>

However, a key challenge to collaborative partnerships, where they involve pro bono partnerships, is the high level of resourcing required to coordinate the appropriate assistance. The model may rely on those with unmet needs making requests for assistance as they are referred by a partner and requiring appropriate legal assistance resources being available at that time. Coordinating the right assistance, sometime over a sustained period, is usually the role of the CLC involved and this can involve significant input of skills and resources.

From a funding perspective, government can better support collaborative service delivery in the planning and delivery of legal services by funding for a coordinated approach that involves pro bono legal assistance together with legal assistance and non-legal assistance. This is particularly important in regional areas, where access to justice can be improved by enhancing the use of scarce resources. For example, in regional NSW, under the Cooperative Legal Service Delivery (CLSD)<sup>21</sup> program coordinated by Legal Aid NSW, regional coalitions between CLCs, pro bono referral organisations,

<sup>20</sup> See further Australian Pro Bono Centre, *Pro Bono Partnerships and Models: a Practical Guide to What Works*, 2<sup>nd</sup> ed, Sydney, LexisNexis, 2016.

<sup>21</sup> See Legal Aid NSW, ‘Cooperative Legal Service Delivery’, <http://www.legalaid.nsw.gov.au/what-we-do/community-partnerships/cooperative-legal-services-delivery-clsd-program>

Legal Aid NSW, local courts, law firms (both local and Sydney-based) and community organisations work to improve client outcomes by taking a coordinated approach to providing pro bono legal assistance, referrals to Legal Aid and/or referrals to non-legal agencies. Regional coalition projects include outreach clinics as well as referral programs, community legal education and training.<sup>22</sup>

**Recommendation 3**

That funding for CLCs should support collaborative service delivery models that actively coordinate pro bono legal services with other legal and non-legal services.

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<sup>22</sup> See section 1.2 above for case studies.