

Government
Legal Services
Annual Report
2007- 2008

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DEPARTMENT
OF JUSTICE

State Government
Victoria

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1 Purpose of the Report

The purpose is to report to the Attorney General on the operation of the Legal Services to Government Panel Contract and associated arrangements for the financial year 2007-08.

This report includes the following:

- Executive Summary
- Background
- Administration
- Expenditure on Panel Legal Services 2007-2008
- Social Justice Outcomes.

2 Executive Summary

The Panel arrangements continued to be successful across government. The 10 Departments for whom the arrangements are mandatory have now been joined by a total of 19 other government agencies and they receive value for money legal services from the 34 private firms on the Panel and the Victorian Government Solicitor's Office (VGSO).

In 2007-2008, the total expenditure by government departments and participating statutory authorities on external legal services under the Panel arrangements increased to \$53.62m¹. The total expenditure on external legal services includes legal fees of Panel firms and the VGSO, barristers' fees and disbursements, but it does not include fees of barristers directly briefed by departments or statutory authorities nor VGSO exclusive services. In the first five years of operation, government expended a total of \$223.59m on legal services under the Panel arrangements.

In 2007-2008 Panel firms delivered pro bono legal services to the value of \$12.4 as part of their obligations under the Panel arrangements. Since commencing in 2002, the contractual obligation has directed over \$30 million dollars in free legal services giving access to justice for disadvantaged people or assistance in public interest matters.

In the briefing of barristers, 43% of briefs going to women barristers is significantly higher than their representation at the Bar where women comprise 22% of all barristers. However, the total number and value of briefs to both men and women has decreased and women barristers received fewer briefs and to a lesser value than in the previous year. Although the full reason for the decline in the total number of briefs is unclear, some of it is partly attributable to a change in the means of counting briefs by the department that does most of the briefings.

Highlights 2007-2008

The sixth year of the Panel's operation further consolidated the benefits to the 29 government clients of the Panel and to government more generally.

- **Detailed expenditure information:** The Panel arrangements provide government and the legal service providers with a detailed breakdown on the client expenditure on legal services

¹ All figures exclusive of GST unless stated

and provided the initial base for forecasting future demand for the new Panel starting 1 July 2009.

- **Surveys of the performance of Panel firms and VGSO:** The number of completed surveys in 2007-2008 was 65.
- **Increasing number of government clients of the Panel arrangements:** During 2007-08 Barwon Water, National Gallery of Victoria and the Victorian Institute of Teaching became clients of the Panel arrangements for its corporate legal work.
- **Implementation of the recommendations from the Review of the Panel arrangements:** Beaton Consulting undertook a review of the Panel arrangements for Legal Services to Government Panel and provided a report to government. Implementation of the recommendations took place over the 2007-2008 year. In preparation of the tender of the panel (for the 2008-2009 year) an extensive demand forecast was undertaken as recommended by the Beaton Report. All departments and the larger spending agencies participated in estimating the scale of their future legal expenditure by area of law. These estimates became the basis of determining how many law firms would be recommended for appointment to each of the Panels when they were put to tender.

3 Background

The Panel commenced on 1 July 2002, when 33 (now 34) private sector legal firms were appointed to the Legal Services Panel entitling them provide legal services to government clients (all departments and participating agencies and authorities). There was no guarantee of any minimum level of work being given to any firm. The legal services required by government from the firms are divided into nine broad component areas of law, each comprised of several specialised sub-component areas of law as set out in Appendix A to this Report.

4 Administration

Coordination

The Government Legal Services Unit (GLS) coordinates the arrangements and manages and monitors the delivery of legal services according to the provisions of the Service Level Agreement under the Panel Contract. GLS does this in conjunction with client legal services contract managers in departments and agencies who manage internal access to the firms and the VGSO. The Government Lawyers Forum is convened by the Department of Justice and comprises the Departmental Contract Managers. It normally meets quarterly to provide a whole of government perspective on the operation of the Panel arrangements. However, it met more frequently in 2008 in preparation for the tender to finalise the levels of expected future demand for legal services and to develop the Panel structure.

Use of non-Panel firms

The Secretary to the Department of Justice, as the Executive Contract Manager, can approve the engagement of a non-Panel firm in certain circumstances. In 2007-2008, three exemptions to engage a non-Panel firm were granted.

5 Policy Development and Implementation

Existing Policy Guidelines

All Panel firms are required to follow the Model Litigant Guidelines, Equal Opportunity in Employment and Work Allocation Practices and Equality of Opportunity in the briefing of barristers. All policies were complied with.

Performance Management

Standards and Key Performance Indicators

The firms are required to meet minimum standards in the delivery of legal services based on standards published by the Victorian Government Purchasing Board and set out in the Service Level Agreement. The performance of each firm and VGSO in delivering legal services under the arrangements is assessed against key performance indicators in the Service Level Agreement.

Conflict of Interest

Panel firms are required by the contract to disclose where they perceive a conflict of interest or duty exists or may arise. Government encourages full disclosure and departments and agencies check with firms when they engage them that there are no conflicts. Where a private client seeks to use a Panel firm and the firm perceives that there may be a conflict, it contacts the Panel administrator and seeks clearance. In 2007-08, firms advised the Panel administrators of twenty two potential conflict of interest matters involving acting for parties against government agencies. Upon checking with the relevant departments and agencies, all twenty two were cleared as being no conflict.

Performance Assessment

In 2007-2008, 65 Client Satisfaction Surveys were completed that assess the quality of legal services delivered. The overall average rating of 3.85 (out of 5) reflects a good level of satisfaction of the panel firm's quality, timeliness, and value for money. The rating for 2007-08 is slightly down from 2006-07 overall average of 4.0 (out of 5). Accounting for costs by Panel firms was an issue for some clients on some occasions and the systems and procedures used by firms to control costs was made one of the criteria to be evaluated in the tender.

A total of 905 surveys have now been carried out since October 2004. This has enabled GLS to provide more meaningful feedback to Panel firms and the VGSO about their performance, particularly in identifying performance trends which can be traced back to individual matters. GLS can also now more accurately compare firm performance against Panel averages and averages for component areas and provide that information to government clients to assist them in selecting a legal services provider.

The data shows each firm its own score on the performance indicators relative to the average scores for all firms. This identifies areas of strength as well as areas requiring improvement on an ongoing basis. As a model of contract monitoring this is a means of competitively encouraging excellence during the life of the contract.

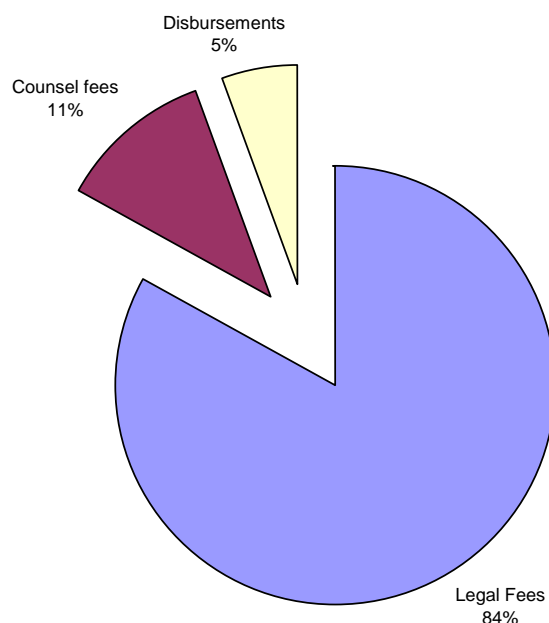
6 Expenditure on Panel Legal Services 2007-2008

Total Expenditure by Government Clients on Legal Services

The total expenditure by government departments and participating statutory authorities on external legal services under the Panel arrangements increased to \$53.62m in 2007-2008, up from \$46.68m in 2006-2007. Table 1 below shows the breakdown into categories of legal fees.

	Total period 2002 to 2008	2007-08	2006-07	2005-06	2004-05	2003-04	2002-03
Legal fees only (not including VGSO exclusive work)	\$188.11m	\$46.12m	\$38.96m	\$33.07m	\$27.52m	\$27.75m	\$14.69m
Barristers' fees (not including direct briefs from departments nor VGSO exclusive work)	\$23.94	\$5.44m	\$5.64m	\$4.47m	\$3.95m	\$2.88m	\$1.56m
Disbursements/out of pocket expenses	\$11.54m	\$2.06m	\$2.08m	\$2.15m	\$1.93m	\$2.23m	\$1.09m
Total	\$223.59m	\$53.62m	\$46.68m	\$39.69m	\$33.40m	\$32.86m	\$17.34m

Table 1: Breakdown of legal fees, 2002-2003 to 2007-2008



Graph 1 – Breakdown of total expenditure on legal services (Jul-07 – Jun-08)

The total of \$53.62m expended by government clients on legal services, ie legal fees, barristers' fees and other disbursements was in relation to work that can be performed by Panel firms or the VGSO under the Panel arrangements in the nine component areas of law. A further \$3.9m, again

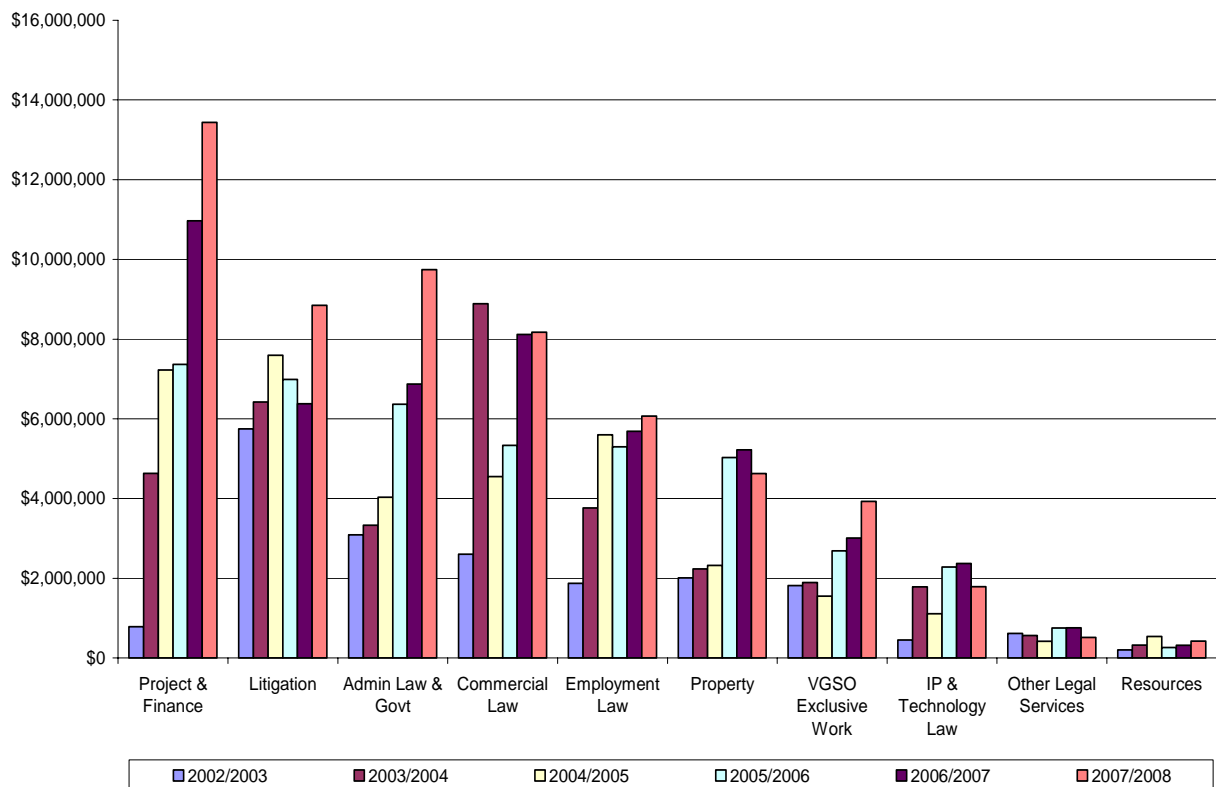
including barristers' fees and other disbursements, was expended for exclusive government legal services that can only be provided by VGSO (defined in Schedule 6 of the Panel Contract)

The total for barristers' fees reported under the Panel arrangements was \$6.61m, after adding in barristers' fees for VGSO exclusive work. A further \$3.95m was spent by Departments on direct briefs to barristers. These have not been counted as part of the Panel arrangements.

Expenditure by Component

There was an overall increase of 15% in the government's expenditure on legal services under the panel arrangements in 2007-2008 compared with 2006-2007. The most significant changes in expenditure on legal services in 2007-08 compared with 2006-07 were:

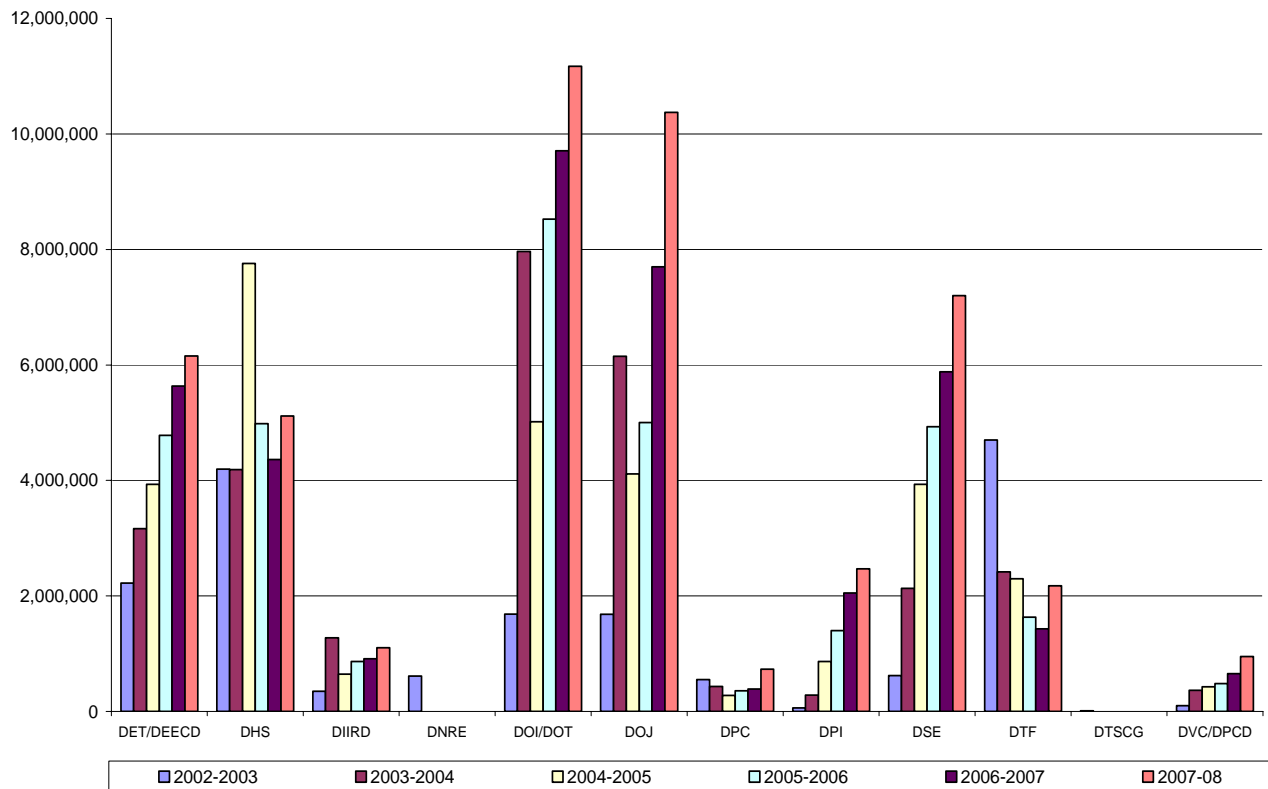
- Expenditure on Project & Finance remained the largest component at \$13.56m, with an increase of 24% from 2006-2007. Reflecting the government's continued investment in major infrastructure,
- Expenditure on Administrative Law & Government increased significantly by 42% and moved to the second highest area of expenditure of \$9.75m.
- Expenditure on Litigation increased by 39% with a total of \$8.85m, and all expenditure on other components remained fairly static.



Graph 2 - Total Expenditure on Legal Services – 6 Year Comparison

Expenditure by Government Clients

The Departments of Infrastructure (DOI), Justice (DOJ), Sustainability & Environment (DSE), and Education & Training (DET) were the four major purchasers of legal services, all purchasing over \$6m of legal services as shown in Graph 3 below. Victoria Police was by far the largest purchaser of legal services of any of the Statutory Authorities utilising the Panel arrangements, with expenditure of \$5.8m.



Graph 3 - Total expenditure on legal services by Department (excluding VGSO exclusive work. Note DNRE and DTSCG Departments ceased to exist after 2002.)

A detailed breakdown of each government client's expenditure by component area is contained in Appendix B to this Report.

Revenue Earned by Panel Firms and the VGSO

There appeared to be a further improvement in the spread of fees, with 16% of fee revenue going to Specialist Panel firms, compared to 12% in the previous year. However, two of the Specialist firms are large firms and represent the majority of the revenue to Specialist firms. In the whole Panel, 28 firms out of the 34 received government legal work in 2007-2008.

General Panel firms tended to secure work because of their expertise and capacity to provide the range of legal services required to support larger engagements and substantial government projects and litigation and because they were represented in all of the component areas of law. The VGSO also secured work, in varying proportions, across all component areas.

Panel firms and the VGSO earned fee revenue of \$46.12m in 2007-2008. This total excludes barristers' fees and disbursements and also excludes the VGSO exclusive work. General Panel firms and the VGSO earned \$38.96m and firms in the Specialist Panels earned \$7.16m.

7 Social Justice Outcomes

The Panel arrangements have resulted in \$12.4 million in free legal services in 2007-2008 and approximately \$30 million from 2002 to 2008. Panel firms commit themselves under the Panel contract to deliver pro bono legal services that give access to justice for disadvantaged people or are in the public interest. In addition, Panel firms must report on equal opportunity in the workplace and in their use of barristers for government work.

Pro Bono Services

In 2002 with the start of the Panel arrangements, the social justice requirements, particularly the pro bono obligations, were viewed with apprehension by the non-profit sector because they were perceived as contrary to the voluntary nature of pro bono. However, the development of pro bono policy guidelines has resulted in greater clarity about what types of activity are 'approved causes' and supported more organised pro bono activity in Victoria, as well as promoting a more general awareness about what pro bono is and should be. Twenty-four panel firms and the VGSO reported pro bono work for 2007-2008.

The twenty-four Panel firms that earned legal fees from government in 2007-08 were contractually committed to deliver pro bono services to the value of \$4.6 million. Nineteen firms reported pro bono legal services that far exceeded their required obligation. Two Panel firms with modest pro bono obligations elected to carry over part of their commitment to the next financial year. Both firms were exploring a pro bono partnership with a Community Legal Centre for future pro bono support.

The work reported by firms is evidence of a strong commitment by the legal profession to assisting disadvantaged people and the non-profit sector with their legal problems. Panel law firms, big and small, have made a significant contribution to helping ordinary people get legal advice and assistance. For some people, they may have had to negotiate several referrals, through community legal centres or PILCH before obtaining assistance and the benefit of free legal advice and representation is their only way of having their story heard. Access to justice means knowing that economic disadvantage will not preclude individuals with meritorious cases from asserting their claims.

In March 2008, the National Pro Bono Resource Centre surveyed the 34 Panel law firms to gauge their support for the Victorian model of contractually obligated pro bono². At the time, the Commonwealth government was also considering how it could encourage pro bono work through their contractual relationships with the legal profession. Of the 34 Panel law firms, 23 responded to the survey, with the majority stating that the Victorian scheme was beneficial and there was an increase in their firm's pro bono work since joining the Panel arrangements. While the majority also supported the definition of 'approved causes', suggested changes included broadening the definition by including all work undertaken for charities, non-profit groups and removing the requirement, that pro bono work must enhance access to justice.

Of the \$12.4 million in reported pro bono, the areas of pro bono activity that are sometimes least consistent with the policy guidelines are some of the work reported for charities and non-profit organisations and some direct casework.

Pro bono work for charities and non-profit organisations is regarded as an 'approved cause' where the charity or non-profit organisation has objectives that relate to improving access to

² The Victorian Government Legal Services Tender Scheme Pro bono Condition Survey Results – published June 2008 – at <http://www.nationalprobono.org.au/reports>

justice. Pro bono referrals to law firms through either community legal centres (CLCs) or the Public Interest Law Clearing House (PILCH) are subject to means and merit testing. Where a matter has come to a Panel firm through another route and there may be some doubt about whether the area of assistance is one that meets the Guidelines, then Panel firms usually contact Government Legal Services to check whether the matter meets the Guidelines. However, the assessment of merit by either CLCs or PILCH is preferred because it ensures independent decision making, particularly when some potential actions may relate to the behaviour of government or its accountability.

Typical areas, which have not been approved, are where the assistance is for a non-profit organisation whose statement of purposes is unrelated to access to justice. Usually the help relates to their corporate governance, tax structure (particularly eligibility for tax concessions), trademark, or intellectual property, use of volunteers etc. These problems are normal to non-profit organisations and in 2007-2008 the Public Interest Law Clearing House (PILCH) established PILCHConnect – a new specialist legal centre for not-for profit community organisations. PILCHConnect services include legal information fact sheets, seminars and other services to help them comply with their legal obligations. PILCHConnect is a positive step in providing assistance to many non-profit organisations in a manner that understands the commonalities of their issues and reserves direct referrals for advice ‘when things go wrong.’

Pro bono and conflicts of interest – real or commercial?

In this context, commercial conflicts mean circumstances where a firm is unwilling to act in a pro bono matter because of concerns that their government clients will be concerned about the firm’s allegiance or loyalty. Government Legal Services and Panel firms have adopted a practice that where a Panel firm is acting in a pro bono matter against the State, then either GLS or the business areas are contacted. There is a discussion about the matter to ensure that there is no direct conflict, the nature of pro bono work is understood and that the relationship is not damaged. The government accepts that it is appropriate for firms to act against the State where there is no direct conflict of interest.

Pro Bono services delivered by Panel law firms

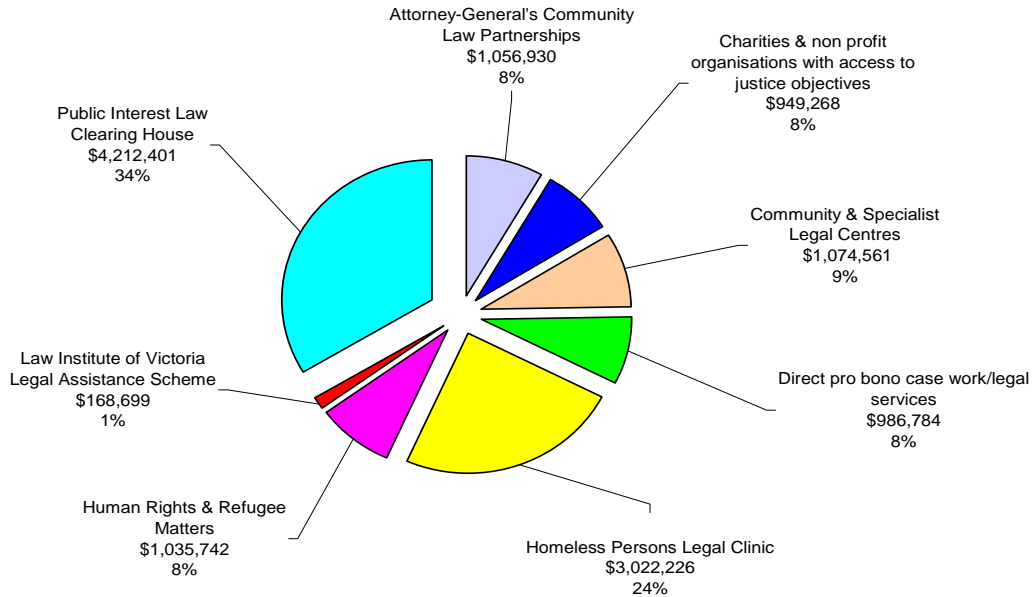
All the larger Panel firms and most of the smaller sized Panel firms have a pro bono co-ordinator and/or a partner with responsibility for pro bono matters. Nineteen Panel firms are members of PILCH. Twenty-two Panel firms reported pro bono legal services through community and specialist legal centres. Most of the pro bono work was undertaken in Victoria however, some firms also reported pro bono work undertaken by Victorian lawyers for remote aboriginal communities. One firm that exceeded its pro bono obligations by more than 500 % reported a secondment to Reprieve. Reprieve fights the death penalty around the world and aims to provide effective legal representation and humanitarian assistance to those facing the death penalty, to advocate against the death penalty and to raise awareness about human rights. The firm’s support for Reprieve was just one small element of an otherwise substantial pro bono program with significant work reported by that firm in the area of Human Rights and refugee matters.

There is a balance between pro bono work at home and internationally – in the UK, the Attorney-General Goldsmith has encouraged firms to deliver 10 % of their pro bono internationally in recognition of their responsibility as global citizens.

The Panel firms’ pro bono programs vary according to the culture, interests and skills of the firm. Some firms undertake and report a range of activity across the community sector and give varied types of support to different sectors. Smaller firms may limit their involvement to fewer sectors.

Panel firms have provided services in eight different areas as the following diagram illustrates:

Breakdown of pro bono legal services under the Panel contract 2007 - 2008



Public Interest law Clearing House (PILCH)

Fourteen panel firms reported pro bono legal services with PILCH. Their pro bono legal services to PILCH were valued at \$4.2M and were 34% of the total pro bono delivered by Panel firms. Victoria has benefited from the work done by PILCH particularly in pro bono coordination but also from their strategic activities such as, amongst other things, establishing PILCHConnect.

The types of pro bono work reported for PILCH include advising not for profit organisations, assistance with conduct of legal seminars for not for profit organisations, assistance with advocacy and law reform and representing clients in litigation matters referred by PILCH. This last area has meant that firms have undertaken actions in the Supreme or Federal Court or VCAT – in jurisdictions with legal costs that are often prohibitive for the ordinary person.

The Law Institute of Victoria (LIV) Legal Assistance Scheme is managed for the LIV by PILCH and involves lawyers from suburban, rural regional and large city firms willing to undertake pro bono work. Like all pro bono schemes managed by PILCH, participation is wider than the Panel law firms. Nine Panel firms accepted referrals through this Scheme undertaking matters involving property or loans disputes, small claims and employment issues.

Homeless Persons' Legal Clinic (HPLC)

The HPLC is supported by PILCH. It provides free legal assistance and advocacy to people who are homeless or at risk of homelessness. Significantly, it is the second largest beneficiary of the contractual pro bono requirement and 24% of the contractual pro bono in legal services to the value of \$3.02m are delivered through out reach clinics run by seven Panel law firms in different locations around Melbourne. Many of the matters resolved through the HPLC are housing and tenancy matters, infringements, social security, crimes compensation, mental health issues and credit problems.

Human Rights and Refugee matters

Seven Panel firms reported pro bono activity in this area to the value of \$1.04m. Legal advice and representation for refugees is directed to Panel firms either through individual networks or by PILCH and the Refugee and Immigration Legal Centre. Assistance to the Human Rights Law Resource Centre (HRLRC) is also reported in this category. Assistance to the HRLRC included a secondment to the Centre, working on law reform submissions and advice on legal problems related to human rights issues. Two Panel firms reported advising on matters related to the Victorian Human Rights Charter and it is anticipated that this will increase in 2008-2009 as awareness about the Charter grows.

Community and Specialist Legal Centres (CLCs)

Sixteen Panel firms reported pro bono work to the value of \$1.07m that was done with Community and Specialist Legal Centres. Some of the work concerns advising CLCs on their workplace or governance issues, research and advice on issues that enable the CLC to improve services or assist the CLC to advocate for law reform, as well as undertaking litigation or advice in matters referred by the CLC. Two Panel firms are supporting rural CLCs in both their service delivery and as advocates for law reform.

Attorney-General's Community Law Partnerships

In early 2007, the Federation of Community Legal Centre employed a sector development worker, with among other things, responsibility for the Attorney-General's Community Law Partnerships. After an initial mapping project to identify existing relationships between CLCs and law firms and ascertain CLC needs, the worker has been building networks and bridging relationships across the private and community legal sectors. The VGSO and five Panel law firms have provided secondees to CLCs. The secondments reflect an ongoing commitment between the firm and the CLC and enable the CLC to expand services. Several smaller firms are exploring flexible partnerships with CLCs. The Attorney-General's Community Law Partnerships accounted for 8% or \$1.06m of the pro bono activity reported under the Panel arrangements

Direct Pro Bono Casework

Sixteen panel firms reported pro bono legal services in this area to the value of about \$1.0m, covering advice and representation in matters such as dealing with trusts and estates, housing and property, breach of contract, discrimination and employment claims, and bankruptcy and debt matters. The range and scope of the work is similar to matters referred to the firm either by PILCH or by a CLC.

Charities and non-profit organisations with access to justice activities

Eleven Panel firms reported pro bono work for charities and non-profit organisations to the value of \$0.95m. These tend to be the larger more established charities and non-profit organisations. In 2006-07 panel firms delivered 14% of their pro bono in this area, but in 2007-2008 the work for charities and non-profit organizations as a percentage of the total pro bono declined to 8%, although the amount remained almost the same (within a larger total).

Equal opportunity

The State government uses the contractual obligations with Panel firms to encourage equal opportunity in the law. Panel firms must monitor and report on equal opportunity initiatives within their firm and on the distribution of work to male and female barristers. The reporting on equal opportunity within the firm is a qualitative assessment by the firm, whereas reporting on equal opportunity in the briefing of barristers is quantitative analysis drawn from data on the number, value, area of law and jurisdiction of briefs to male and female barristers.

Panel Firms' Equal Opportunity in employment & work allocation within the workplace

There is diversity in the approaches taken by firms to equal opportunity reflecting their different sizes, and the distinctive nature of their workforce and the culture of the firm. All firms continue to report on the uptake and use of flexibility policies within the firm. Flexibility and diversity policies are dominant element in demonstrating the impact of equal opportunity initiatives within the firm. Larger Panel firms also report to the Commonwealth Equal Opportunity Agency and six firms noted they were declared "Employer of Choice" by that Agency. Panel firms, large and small, noted improved accessibility of women to promotion and many reported strategies and programs to support high potential women. Several firms also reported on strategies that had been implemented to ensure their workplace was more family friendly and one firm also mentioned that it had received accreditation as a "Breast Feeding Friendly Workplace" from the Australian Breast Feeding Association.

Equality of Opportunity in the Briefing of Barristers

Panel firms must apply and report to government on the use of barristers for government work in accordance with their contractual obligation to adhere to the Victorian Bar Equal Opportunity Briefing policy. The Victorian Government Solicitor's Office and departments also monitor expenditure on barristers briefed by gender and jurisdiction, seniority and type of work in compliance with the Bar Policy.

Table 2 below shows that women are 22% of the Victorian Bar as a whole and 7% of Senior or Queen's Counsel. This is a significant increase from ten years earlier, when women when 198 women represented 16% of the Bar, although the percentage share of women as senior counsel is roughly similar. Since 1998, the number of women barristers has increased by 86% whereas the number of men barristers has only increased by 26%. However, comparing the ratio of Senior Counsel to Junior Counsel by gender shows a striking difference between women and men that has barely changed between 1998 and 2008.

VICTORIAN BAR MEMBERSHIP STATISTICS 1998 - 2008

Description 2008	Women	Women: Ratio of Seniors to Juniors	Percentage Women	Men	Men: Ratio of Seniors to Juniors	Total
Victorian Practising Counsel	369		22%	1333		1702
Queen's or Senior Counsel	16	1	7%	210	1	226
Junior Counsel	353	22	24%	1123	5	1476
Description 1998						
Victorian Practising Counsel	198		16%	1055		1253
Queen's or Senior Counsel	9	1	6%	143	1	152
Junior Counsel	189	21	17%	912	6	1101

Table 2- Membership of the Victorian Bar 1998-2008, source Victorian Bar website.

Table 3 below reports on the aggregated distribution of work and fees to men and women barristers in litigation and advice matters from Panel firms, departments and the Victorian Government Solicitor's Office. Women barristers receive a proportionally greater percentage of work from government sources than their number at the Victorian Bar and women barristers have received 49% of briefs since 2003/04.

Panel Arrangements	% Briefs to Women	% fees Invoiced by Women	Total fees Invoiced by Women	No of Briefs to Women	No. of Briefs to Men	Total Invoiced
2007/2008	43%	24%	\$2,544,727	1766	2382	\$10,445,955
2006/2007	52%	28%	\$2,940,242	2526	2313	\$10,496,845
2005/2006	52%	32%	\$3,151,515	1864	1701	\$9,866,790
2004/2005	53%	26%	\$1,927,011	1452	1294	\$7,403,976
2003/2004	42%	21%	\$1,279,166	751	1034	\$6,023,560

Table 3 – Female and male barristers: respective percentages of briefs and fees earned

In 2007-2008 the overall percentage share of briefs to women has declined from 52% of briefs in 2006/07, to 43% of briefs. The reasons for the decline relate to changes in the reporting of Children's Court matters and are due not to a significant decrease in the volume of work to women barristers. The 2006/07 GLS report had noted a significant rise in the number of Children's Court matters. These inflated numbers were due to the disaggregated payments to barristers in the Children's Court for multiple appearances. However the 2007-2008 data is reported based on a brief fee which may include a number of appearances within the Children's Court on one day/ or in one matter. The difference is an accounting detail that results in consolidating the invoice and brief fee to pay Counsel for a number of appearances in a variety of matters (further information is in Table 5 below).

It is to be expected that where the composition of the bar is mainly bottom heavy and there are many more junior women barristers and only 16 senior women barristers, that there is less likelihood of parity in the briefing dollar with men barristers. Government uses senior barristers for, amongst other things, complex litigation or advice on legislation. Therefore significant litigation in any year can inflate numbers in any area of law. There are 210 men and 16 women who are Senior or Queen's Counsel; therefore, when there is a matter requiring the expertise of senior counsel - with more men barristers available - the briefing dollar is weighted in favour of men.

Expenditure on Barristers' Fees, Excluding Statutory Authorities

Table 4 below shows the breakdown of legal services from barristers by component area of law. The greatest number of briefs to women barristers is for Other Legal Services, these are primarily Children's Court matters briefed by the Department of Human Services but also include a criminal law matters from the Department of Primary Industries and the VGSO and some Hague Convention matters briefed by the VGSO. Other Legal Services is the only component where the number of briefs to women barristers is almost equal to the share of fees invoiced: 48% of the briefs go to women barristers who receive 47% of the fees invoiced.

The next three areas by component with higher volumes of briefs and expenditure were in Litigation matters with the highest overall expenditure, Administrative Law and Government and VGSO Core work. In the Litigation component, 34% of the briefs went to women barristers who received 20% of the fees invoiced. Litigation as an activity also occurs in the other component. The Litigation component covers building disputes, coronial inquests, personal injury, prosecutions and general matters that could not be categorised elsewhere. Appendix A has the component and subcomponent structure.

In Administrative Law and Government matters, women barristers worked in 38 % of matters and received 24% of the fees and in VGSO exclusive work, women barristers were used in 32% of matters and received 22% of the fees. VGSO exclusive matters provide barristers with a good understanding of how government works and in developing relationships which can benefit in other areas, particularly Administrative Law and Government matters.

Component	Number of Women Briefed	Total Briefed	% Briefs to women	Fees to women	Total invoiced (\$)
Admin. & Government	159	417	38%	\$518,466 (24%)	\$2,180,918
Commercial	38	104	37%	\$164,822 (24%)	\$696,066
Employment Law	26	82	32%	\$116,299 (11%)	\$1,013,467
Litigation	179	522	34%	\$554,740 (20%)	\$2,840,077
Other legal services	1303	2733	48%	\$931,688 (47%)	\$1,980,126
Property	2	84	2%	\$5,873 (1%)	\$457,913
Project & Finance	1	7	NM*	\$3,643 (NM)	\$42,103
Resources	-	18	-	-	\$86,750
VGSO core work	57	178	32%	\$249,195 (22%)	\$1,114,568

Table 4 - Reported expenditure by Departments, Panel firms and the VGSO on barristers by component area of law.

* NM: Not Meaningful because of the small number of total briefs in Project and Finance

Table 5 below separates the sources of work briefed to the Victorian bar from government into the VGSO, Panel firms and departments. The number of briefs from the Department of Human Services in the Children's Court skews the results for the representation of women. Nevertheless, the dramatic decline in the number of briefs to women in that jurisdiction for 2007-2008 is a result of changes in counting methodology rather than a shift in briefing practices.

Table 5 shows that after excluding Children's Court matters, in 2007-2008 women barristers received 34% of the briefs from government and 19% of the fees. This is a slight increase in the volume of briefs; in 2006/07, women barristers received 31% of the briefs from government and 24% of the fees. The drop in the fees to women is mainly in the areas of administrative law and government and employment law matters. Whilst there is a slight decline in the share of fees to women barristers, there was an increase in the mean amount invoiced to women barristers from an average brief of \$1164 in 2006/07 to \$1441 in 2007-2008.

Area		Total Number of Briefs to Women	Total Briefs	Percentage of Briefs to Women	Percentage of Fees Invoiced by Women	Total fees invoiced
Departments	2007/08	1371	2960	46%	34%	\$3.95m
<i>Departments2007/2008 (Excluding all Children's Court matters)</i>		112	322	35%	21%	\$2.27m
Departments	2006/07	2193	3741	59%	38%	\$3.5m
<i>Departments2006/2007 (Excluding Court Advocacy Unit, mainly the Children's Court)</i>		104	297	35%	28%	\$1.94m
Departments	2005/06	1631	2809	58%	44%	\$3.44m
<i>Departments2005/2006 (Excluding Court Advocacy Unit, mainly the Children's Court)</i>		141	380	37%	30%	\$2.04m
Departments	2004/05	1289	2108	61%	41%	\$2.69m
<i>Departments2004/2005 (Excluding Court Advocacy Unit, mainly the Children's Court)</i>		99	334	30%	24%	\$1.64m
Departments	2003/04	555	1034	54%	24%	\$2.33m
Panel Firms						
Panel Firms	2007/08	83	246	34%	18%	\$2.27m
Panel Firms	2006/07	75	266	28%	27%	\$2.8m
Panel Firms	2005/06	111	374	30%	31%	\$3.37m
Panel Firms	2004/05	56	251	22%	13%	\$2.82m
Panel Firms	2003/04	67	270	25%	14%	\$1.53m
VGSO						
VGSO	2007/08	312	942	33%	19%	\$4.21m
VGSO	2006/07	258	832	31%	20%	\$4.1m
VGSO	2005/06	122	382	32%	20%	\$3.05m
VGSO	2004/05	107	388	28%	24%	\$1.89m
VGSO	2003/04	129	481	27%	24%	\$2.15m

Whole of Panel Aggregate 2007/08	1766	4148	43%	24%	\$10.44m
Whole of Panel Aggregate 2007/08 <i>(Excluding all Children's Court matters)</i>	507	1510	34%	19%	\$8.76m
2006/07 <i>(Excluding all Children's Court matters)</i>	437	1395	31%	24%	\$8.93m

Table 5 - Panel arrangements breakdown of briefs to women

Panel firms have shown the greatest evidence of sustained improvements in developing and implementing practices and procedures supporting the Victorian Bar Equal Opportunity Briefing Policy. Over the past five years, Panel firms have briefed an average of 250 barristers each year and allowing for variations between years, there have been improvements in their distribution of work and fees to women barristers. Many Panel firms are supporting and mentoring women barristers in developing their legal practice and establishing relationships with government clients; some law firms have run seminars with women barristers as key speakers and this has assisted women barristers to raise their profile within the firm. The Government Lawyers Forum, whose members are the principal lawyers from all departments, Victoria Police and the Victorian Government Solicitor, will discuss initiatives that take a strategic view to improving the distribution of work to women barristers.

Government Legal Services
Department of Justice
September 2009

Government Legal Services - Areas of Law

Component	Sub-Component
Component 1 – Property	Crown Land Leases and Licences Planning Real Property and Conveyancing Wills and Estates
Component 2 – Commercial Law	Contract Corporations Law Government Tendering Taxation and Stamp Duty Trade Practices/Competition Trusts
Component 3 – Project and Finance	Banking and Finance Construction & Project Management Infrastructure Insurance Joint Ventures Risk Management
Component 4 – Litigation	Expertise and resources to conduct litigation or represent the State in any jurisdiction affecting the State of Victoria. Particular Sub Components are: Building Disputes Coronial Inquests Personal Injury Prosecutions General Litigation
Component 5 – Employment Law	Discrimination/Equal Opportunity (including Sexual Harassment) Employment Industrial Relations Occupational Health and Safety Superannuation
Component 6 – Administrative Law and Government	Corporate Governance Freedom of Information Government/Public Law Natural Justice Privacy
Component 7 – Intellectual Property and Technology Law	Biotechnology Information Technology Intellectual Property (Copyright, Patents, Trademarks)
Component 8 – Resources	Agriculture Environmental, Water and Energy Fisheries/Marine Genetic Modification Minerals & Petroleum
Component 9 – Other Legal Services	Criminal law Family and child welfare law, Hague Convention including abduction matters. Migration Public transport franchising arrangements.

Appendix B

Individual Government Client Expenditure By Component (excluding VGSO Exclusive Work)

Total expenditure on legal services, including barristers' fees and other disbursements but excluding GST

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Department of Education and Training/Department of Education and Early Childhood Development	Admin Law & Govt	\$355,497	\$297,022	\$398,236	\$782,012	\$895,762	\$948,814
	Commercial Law	\$81,053	\$193,440	\$216,571	\$227,110	\$166,824	\$40,648
	Employment Law	\$825,102	\$1,501,997	\$1,311,163	\$1,784,562	\$2,507,071	\$1,723,112
	IP & Technology Law	\$55,452	\$78,218	\$39,253	\$145,239	\$458,332	\$453,110
	Litigation	\$699,999	\$767,726	\$1,270,800	\$1,269,996	\$753,672	\$1,582,593
	Other Legal Services						\$4,171
	Project & Finance	\$14,123	\$31,990		\$141,714	\$287,508	\$686,766
	Property	\$207,166	\$306,112	\$361,526	\$429,123	\$565,317	\$698,545
	Total	\$2,238,392	\$3,176,505	\$3,940,376	\$4,779,756	\$5,634,486	\$6,137,758

Department of Human Services	Admin Law & Govt	\$558,821	\$304,326	\$288,206	\$401,521	\$94,299	\$205,201
	Commercial Law	\$520,577	\$508,853	\$342,078	\$385,329	\$303,421	\$407,400
	Employment Law	\$648,289	\$743,031	\$2,556,217	\$551,932	\$390,063	\$1,393,636
	IP & Technology Law	\$193,180	\$205,494	\$229,364	\$623,466	\$322,052	\$241,711
	Litigation	\$797,038	\$948,924	\$1,306,247	\$1,024,829	\$589,729	\$555,449
	Other Legal Services	\$249,045	\$139,383	\$80,187	\$292,708	\$126,056	\$144,896
	Project & Finance	\$314,994	\$657,612	\$2,259,204	\$670,362	\$1,850,213	\$1,009,263
	Property	\$914,691	\$680,952	\$692,143	\$1,030,975	\$687,530	\$1,030,014
	Total	\$4,196,633	\$4,188,575	\$7,753,647	\$4,981,121	\$4,363,363	\$4,987,571

Department of Infrastructure/Department of Transport	Admin Law & Govt	\$225,932	\$221,847	\$147,392	\$618,760	\$943,132	\$1,293,300
	Commercial Law	\$573,504	\$3,900,801	\$211,522	\$596,327	\$2,029,768	\$1,337,993
	Employment Law	\$8,976	\$18,484	\$59,006	\$168,979	\$93,256	\$129,510
	IP & Technology Law	\$30,861	\$1,148,219	\$412,282	\$575,078	\$655,945	\$146,957
	Litigation	\$123,742	\$68,746	\$434,459	\$543,530	\$323,443	\$877,358
	Other Legal Services	\$341,665	\$222,728	\$195,283	\$200,322	\$217,376	\$193,222
	Project & Finance	\$124,891	\$2,026,140	\$3,214,962	\$4,207,460	\$4,818,329	\$6,922,699
	Property	\$163,367	\$192,105	\$110,150	\$1,491,199	\$557,062	\$172,146
	Resources	\$92,329	\$163,908	\$229,992	\$123,790	\$67,571	\$8,296
Total	\$1,685,268	\$7,962,979	\$5,015,047	\$8,525,446	\$9,705,882	\$11,081,481	

Department of Innovation, Industry and Regional Development	Admin Law & Govt	\$112,344	\$49,789	\$19,436	\$1,723	\$76,222	\$138,876
	Commercial Law	\$75,794	\$349,760	\$288,540	\$157,519	\$332,912	\$305,890
	Employment Law	\$132,072	\$463,956	\$238,967	\$539,307	\$274,642	\$90,455
	IP & Technology Law	\$9,258	\$10,616	\$12,628	\$41,164	\$62,503	\$72,940
	Litigation	\$9,872	\$227,631	\$19,213	\$27,973	\$551	\$40,080
	Project & Finance	\$3,993	\$174,231	\$58,903	\$92,043	\$152,548	
	Property	\$8,134			\$3,144	\$14,423	\$283,651
	Resources			\$7,543			\$162,795
	Total	\$351,468	\$1,275,984	\$645,229	\$862,872	\$913,801	\$1,094,688

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Department of Justice	Admin Law & Govt	\$653,616	\$696,823	\$801,572	\$1,413,456	\$1,921,994	\$3,117,279
	Commercial Law	\$608,807	\$2,790,103	\$2,006,722	\$2,230,243	\$3,728,129	\$3,345,165
	Employment Law	\$39,446	\$371,602	\$237,686	\$167,440	\$164,748	\$195,451
	IP & Technology Law	\$30,357	\$43,497	\$40,290	\$218,756	\$433,495	\$67,982
	Litigation	\$243,598	\$690,854	\$405,304	\$373,817	\$543,820	\$1,029,497
	Other Legal Services	\$16,112	\$9,697	\$22,907	\$63,908	\$67,163	\$33,576
	Project & Finance	\$78,801	\$1,547,154	\$607,484	\$486,286	\$796,129	\$411,910
	Property	\$11,607	\$4,014	\$12,313	\$47,171	\$42,301	\$138,563
	Total	\$1,682,344	\$6,153,744	\$4,134,277	\$5,001,076	\$7,697,779	\$8,339,424
Department of Premier and Cabinet	Admin Law & Govt	\$242,658	\$125,371	\$26,719	\$75,114	\$62,559	\$201,188
	Commercial Law	\$77,065	\$150,136	\$79,512	\$82,426	\$132,867	\$173,950
	Employment Law	\$99,376	\$122,963	\$95,840	\$73,905	\$26,191	\$16,292
	IP & Technology Law	\$6,667	\$25,869	\$55,007	\$55,877	\$114,691	\$112,087
	Litigation	\$108,126			\$35,789	\$36,518	\$7,943
	Other Legal Services		\$2,547				
	Project & Finance	\$6,280		\$6,112	\$14,411	\$2,282	\$192,035
	Property	\$9,861	\$7,212	\$12,331	\$10,148	\$11,011	\$15,292
	Resources			\$3,387	\$8,516		
	Total	\$550,034	\$434,098	\$278,908	\$356,186	\$386,119	\$718,788
Department of Primary Industries	Admin Law & Govt	\$24,732	\$46,179	\$62,783	\$168,308	\$86,175	\$186,617
	Commercial Law	\$3,903	\$4,054	\$99,993	\$84,733	\$94,332	\$114,552
	Employment Law	\$2,020	\$104,040	\$452,392	\$329,380	\$384,731	\$355,234
	IP & Technology Law	\$15,732	\$3,054	\$16,023	\$30,091	\$530	\$14,898
	Litigation	\$9,893	\$82,297	\$163,193	\$134,528	\$26,808	\$65,892
	Project & Finance			\$3,493	\$576,881	\$1,260,478	\$9,428
	Other Legal Services					\$394	\$1,387,811
	Property	\$1,726	\$11,874	\$37,549	\$5,220	\$83,263	\$7,341
	Resources	\$2,121	\$31,186	\$26,891	\$67,804	\$113,668	\$278,691
Total	\$60,127	\$282,683	\$862,317	\$1,396,944	\$2,050,379	\$2,420,464	
Department of Sustainability and Environment	Admin Law & Govt	\$281,729	\$764,055	\$1,590,013	\$1,780,075	\$971,909	\$939,108
	Commercial Law	\$52,495	\$148,207	\$480,812	\$187,994	\$351,702	\$823,548
	Employment Law	\$21,267	\$82,507	\$88,572	\$288,307	\$95,496	\$159,382
	IP & Technology Law	\$6,728	\$31,150	\$23,192	\$14,995	\$7,044	\$161,765
	Litigation	\$66,912	\$419,690	\$802,084	\$684,386	\$570,215	\$795,432
	Other Legal Services	\$10,127	\$4,649	\$41,166	\$36,623	\$5,715	\$26,246
	Project & Finance	\$57,185	\$1,500	\$55,608	\$727,899	\$1,636,005	\$2,286,522
	Property	\$111,254	\$347,092	\$428,351	\$1,143,105	\$2,144,809	\$1,270,717
	Resources	\$11,883	\$115,731	\$246,760	\$64,372	\$99,029	\$134,668
	Total	\$619,580	\$1,914,581	\$3,756,557	\$4,927,757	\$5,881,924	\$6,597,388

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Department of Treasury and Finance	Admin Law & Govt	\$144,942	\$125,330	\$52,418	\$148,796	\$176,214	\$293,549
	Commercial Law	\$368,584	\$388,963	\$231,036	\$508,940	\$255,470	\$516,643
	Employment Law	\$50,517	\$106,446	\$39,833	\$19,470	\$16,582	\$19,989
	IP & Technology Law	\$6,616	\$19,428	\$45,367	\$54,652	\$98,620	\$106,310
	Litigation	\$3,547,206	\$1,212,993	\$875,875	\$220,130	\$264,028	\$689,896
	Project & Finance	\$180,095	\$127,882	\$627,956	\$249,452	\$119,969	\$96,330
	Property	\$404,347	\$427,238	\$424,683	\$431,524	\$499,724	\$447,080
	Resources		\$8,335				\$225
	Total	\$4,702,307	\$2,416,615	\$2,297,168	\$1,632,965	\$1,430,607	\$2,170,020
Department for Victorian Communities/Department of Planning & Community Development	Admin Law & Govt	\$35,377	\$255,965	\$189,310	\$221,068	\$397,308	\$698,048
	Commercial Law	\$2,809	\$47,329	\$57,742	\$55,654	\$16,217	\$68,200
	Employment Law	\$3,933	\$26,263	\$45,066	\$60,042	\$64,033	\$37,511
	IP & Technology Law	\$39,094	\$2,576	\$24,193	\$4,311	\$6,222	\$9,466
	Litigation			\$15,640	\$93,165	\$46,462	\$24,925
	Project & Finance			\$15,198	\$664	\$3,358	\$89
	Other Legal Services					\$77,390	
	Property	\$19,178	\$32,651	\$77,624	\$47,859	\$44,082	\$81,594
	Total	\$100,392	\$364,784	\$424,773	\$482,763	\$655,072	\$919,834
Adult Multicultural Education Service	Admin Law & Govt		\$4,500		\$5,775		
	Commercial Law		\$32,510	\$16,722	\$18,912	\$3,160	\$6,720
	Employment Law	\$16,063			\$18,160	\$40,080	\$100,013
	IP & Technology Law		\$1,635				
	Property	\$3,506	\$26,917	\$62,979	\$48,769	\$10,998	\$22,336
	Total	\$19,568	\$65,562	\$79,701	\$91,616	\$54,238	\$129,069
Anti-Cancer Council of Victoria	Admin Law & Govt		\$1,142				
	Commercial Law	\$15,095	\$34,428				
	Employment Law	\$3,250	\$7,143				
	IP & Technology Law	\$2,275	\$15,941	\$640	\$6,537	\$29,370	\$21,349
	Project & Finance	\$1,834					
	Property		\$451				
	Total	\$22,454	\$59,105	\$640	\$6,537	\$29,370	\$21,349
Barwon Water	Project & Finance						\$26,505
	Total						\$26,505
Building Commission	Admin Law & Govt	\$211,783	\$215,987	\$182,441	\$135,766	\$406,484	\$700,337
	Commercial Law	\$38,480	\$16,535	\$4,488	\$13,602	\$5,945	
	Employment Law	\$6,456		\$8,650	\$6,478	\$10,098	\$8,938
	IP & Technology Law	\$1,409			\$2,312	\$10,106	\$16,616
	Litigation	\$69,004	\$169,736	\$89,707	\$194,753	\$172,105	\$383,455
	Project & Finance	\$1,674	\$13,353	\$3,320			
	Property				\$17,151	\$5,018	\$9,263
	Total	\$328,805	\$415,613	\$288,604	\$370,061	\$609,756	\$1,118,609

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Business Licencing Authority	Admin Law & Govt	\$61,988	\$65,073	\$88,419	\$42,079	\$35,609	\$669
	Commercial Law		\$2,597				
	Property	\$66					
	Total	\$62,054	\$67,670	\$88,419	\$42,079	\$35,609	\$669
Emergency Services Super	Admin Law & Govt		\$1,503		\$6,406	\$9,981	\$15,007
	Commercial Law			\$7,946	\$39,992		\$38,623
	Employment Law			\$4,362	\$20,789	\$81,552	\$92,134
	IP & Technology Law					\$3,444	\$7,250
	Project & Finance			\$204			
	Property		\$15,299	\$8,131	\$1,963	\$5,587	\$11,957
	Total		\$16,801	\$20,643	\$69,150	\$100,564	\$164,971
Melbourne & Olympic Parks	Litigation				\$3,478		
	Project & Finance				\$27,784	\$829	\$18,310
	Total				\$31,262	\$829	\$18,310
Motor Car Traders Guarantee Fund Claims Committee	Admin Law & Govt					\$11,158	\$8,424
	Litigation		\$12,032	\$12,420	\$8,227	\$5,408	
	Total		\$12,032	\$12,420	\$8,227	\$16,566	\$8,424
National Gallery of Victoria	Admin Law & Govt						\$6,139
	Commercial Law						\$50,631
	Employment Law						\$3,982
	Total						\$60,753
Parks Victoria	Admin Law & Govt			\$1,052	\$18,990	\$19,174	\$29,741
	Commercial Law			\$4,358	\$20,836		\$61,813
	Employment Law				\$8,124	\$17,395	\$9,594
	IP & Technology Law			\$10,277	\$516	\$30,336	\$34,259
	Litigation				\$8,671	\$19,609	
	Project & Finance			\$26,999	\$141,403	\$33,486	\$28,236
	Property			\$78,128	\$283,184	\$515,373	\$477,356
	Resources			\$25,928		\$38,348	\$1,846
	Total			\$146,742	\$481,725	\$673,721	\$642,845
State Trustees	Admin Law & Govt			\$18,748	\$127,753	\$151,946	\$178,286
	Commercial Law			\$31,507	\$210,672	\$63,762	\$251,748
	Employment Law			\$3,721	\$14,182	\$33,503	\$52,332
	IP & Technology Law					\$2,542	\$2,221
	Litigation			\$83,322	\$384,907	\$496,032	\$505,586
	Project & Finance						\$1,641
	Other Legal Services				\$6,643		\$595
	Property			\$3,110	\$20,509	\$64	\$54,063
	Total			\$140,407	\$764,666	\$747,849	\$1,046,471

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Victoria Legal Aid	Admin Law & Govt				\$21,975	\$541	\$2,274
	Commercial Law			\$1,893	\$15,243	\$96,476	\$24,702
	Litigation				\$28,366	\$4,644	
	Other Legal Services						\$242
	Property						\$1,042
	Total				\$1,893	\$65,584	\$101,661
Transport Accident Commission	Admin Law & Govt						\$91,595
	Commercial Law						\$277,974
	Employment Law						\$29,441
	IP & Technology Law						\$46,830
	Litigation						\$3,386
	Property						\$11,880
	Total						
Victoria Police	Admin Law & Govt		\$144,786	\$155,328	\$117,849	\$375,151	\$605,630
	Commercial Law		\$183,741	\$301,974	\$244,251	\$171,563	\$122,570
	Employment Law		\$215,759	\$457,538	\$737,529	\$852,107	\$1,482,598
	IP & Technology Law		\$35,089	\$189,223	\$437,246	\$11,466	\$136,474
	Litigation		\$2,030,019	\$2,117,531	\$1,731,033	\$2,376,773	\$2,284,849
	Other Legal Services		\$185,854	\$76,193	\$150,185	\$260,315	\$100,249
	Project & Finance					\$6,480	
	Property		\$9,390	\$12,428	\$12,507	\$24,211	\$7,060
	Total		\$2,804,639	\$3,310,215	\$3,430,600	\$4,078,066	\$4,739,429
Vic Energy Networks Corporation	Admin Law & Govt		\$10,718				
	Commercial Law	\$73,691	\$129,093	\$159,924	\$105,444	\$196,208	\$49,391
	Employment				\$3,968		
	IP & Technology Law		\$163,663				
	Project & Finance						\$21,175
	Resources	\$31,472	\$4,047				
	Total	\$105,163	\$307,520	\$159,924	\$109,412	\$196,208	\$70,566
Vic Inst of Forensic Medicine	Admin Law & Govt	\$8,202		\$11,951	\$33,915		
	Commercial Law	\$8,583	\$4,600	\$7,532	\$32,401	\$14,018	\$11,098
	Employment Law				\$809	\$5,880	
	IP & Technology Law			\$10,561	\$1,985	\$4,278	\$6,191
	Litigation		\$16,453				
	Project & Finance					\$2,203	
	Total	\$16,785	\$21,054	\$30,044	\$69,110	\$26,379	\$17,289
Victorian Law Reform Commission	Admin Law & Govt				\$33,915	\$55	\$1,364
	Employment Law	\$6,360			\$3,626		
	Total	\$6,360			\$3,626	\$55	\$1,364

Client	Component	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008
Victorian Institute of Teaching	Admin Law & Govt						\$14,716
	Total						\$14,716

Victorian WorkCover Authority	Admin Law & Govt				\$243,869	\$209,054	\$65,499
	Commercial Law				\$117,108	\$85,403	\$144,935
	Employment Law				\$502,471	\$626,541	\$171,538
	IP & Technology Law				\$72,200	\$121,018	\$131,923
	Litigation				\$218,929	\$148,468	\$100
	Project & Finance				\$40,409		\$62,693
	Property				\$5,014	\$6,651	\$6,022
	Total				\$1,200,000	\$1,197,135	\$582,709

Grand Total		\$16,747,734	\$31,940,544	\$33,387,951	\$39,690,542	\$46,587,418	\$53,620,830
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