

# Index

- Aboriginal Australians *see* Indigenous Australians (First Nations people)
- Aboriginal Interpreting Service 163
- access to justice *see also* administration of justice
- absence of choice, impact of 147, 149–50
  - access arrangements 129
  - Australia Wide Survey of Legal Need (LAW Survey)* 126, 134, 135, 137, 138
  - barriers 127, 134–9, 144, 150–2, 156, 165
  - ‘cluster’ of needs and disadvantage 135, 138, 151–2, 166
  - ‘collaborative practice’ 139–40, 144, 211
  - Cooperative Legal Service Delivery Program 140
  - cultural norms of community, adoption by lawyer 143
  - definition 128
  - dispute resolution services 210
  - domestic violence 151, 155, 156
  - ‘double whammy’ 138
  - equity, achievement of 144
  - geographical remoteness 127, 135, 139, 152, 153
  - government funding 152
  - Indigenous Australians 146–7, 149, 155–6
  - information and communication technologies 139–40, 152–4, 166
  - Inquiry into Access to Justice Arrangements* report 127, 128, 140
  - jurisdictional forums 141
  - law review and reform, exclusion of voice in 139, 144
  - lawyer ratio 82, 136–7
  - ‘legal problems’ and ‘legal need’ 135
  - ‘national equality’ 130–1
  - National Partnership Agreement for Legal Assistance Services* 133–4, 141
  - overview 126–8
  - ‘postcode justice’ 85–6, 134
  - practice management systems 141–2
  - ‘problem resolution behaviour’ 129–30, 137–8
  - pyramid of justice orderings 129
  - reflective practice 141
  - Regional Justice Plans 140
  - rural disadvantage and 150–2, 165–6
  - role of lawyers 127, 131–3, 140–2, 144
  - ‘same sentence’, differential impact of 151
  - social and economic disadvantage 138, 144
  - social stigma, impact of 15–8
  - systemic disadvantage, entrenchment of 134, 151
- accountants
- relationship with rural and regional lawyers 60, 63, 207
- ‘active listening’
- client interview structure 199–200
  - emotions, acknowledgement of 200–1
  - meaning 200
  - options and advice 202
  - questioning 201–2
- activist, the
- CAALAS and 39–42
  - rural and regional lawyer as 38–41
  - moral assumptions 38–9
  - political leaning 38
  - practice areas 39
- administration of justice *see also* access to justice
- cultural factors 143
  - meaning 131
  - role of lawyers 131–2, 140–2, 144
- advocacy skills 209
- Anunga Rules*
- interpreters, right to 164–5
- Auslan services
- interpreters 163, 164
- Australia
- conquest 17
  - ‘imperial’ history 17
  - law of the land 17–19
  - ‘pastoral conquest’ 10
  - population 8
  - rural *see* rural and regional Australia
  - ‘spatial’ history 17–18
- Australia Wide Survey of Legal Need (LAW Survey)* 126, 134, 135, 137, 138
- Australian Barristers Conduct Rules*
- ‘paper rule’, as 21

- Australian Productivity Commission
  - Inquiry into Access to Justice Arrangements* report 127, 128, 140
- Australian Solicitors Conduct Rules*
  - confidential information 92
  - conflicts of interest 81–2, 92, 94, 96, 97
  - ‘paper rule’, as 21
  - supervision 225–6
- barristers
  - Fly-In, Fly-Out 26
  - moral type 26
  - rural bars 25–6
  - women 64
- Brain and Mind Research Institute (BMRI)
  - mental health study 239, 240
- ‘the bush’
  - concept 8–11, 24
  - legal practice in *see* rural and regional legal practice
  - mythologising 8, 12
  - use of term 9
- Bushweb Regional Issues Committee 78
- capital
  - entrepreneurial 114–15
  - human 113
  - tangible and non-tangible forms 114
- caseload management 256
- Central Australian Aboriginal Legal Aid Service (CAALAS)
  - base project 40
  - challenges 40, 41, 42
  - collegiality 40
  - founding 23, 26
  - lawyers, characteristics of, 39, 40–2
  - rule of law 42–3
- change, drivers of 215–16
- clients
  - access to justice *see* access to justice
  - ‘active listening’ and 199–202
  - assumptions, negative or incorrect 201
  - ‘compromised relationship’ with lawyer 91
  - culture, influence of *see* cultural context
  - fiduciary relationship with lawyer 81–2, 90, 92, 158
  - Indigenous communities *see* Indigenous Australians (First Nations people)
  - informed consent 96–7
  - interpreters, use of *see* interpreters
  - interviews 175–7
  - judgement by lawyers 177
  - marginalised and disadvantaged, challenges of 56, 58, 166
  - protection, concern for 38
  - rural and regional contexts 57–8, 145–7
  - ‘situational context’/place 147, 165
  - social networking 244
  - warm referral 185
- communication
  - ‘active listening’, client interviews and 199–202
  - aim 205
  - assumptions, negative or incorrect 201
  - body language 203
  - breakdown 173–5, 192
  - complaints, source of 196–7
  - costs disclosure 200, 202
  - cultural competence 159–61, 166
  - cultural diversity and 158–9, 166, 205–6
  - effective 158–9, 197, 198–9
  - importance of 196
  - information and communication technology problems 153, 154
  - interpreters, working with 160–5
  - legal jargon 199, 205
  - misconceptions 161–2
  - non-verbal 203
  - oral 197, 198
  - professional and social 204
  - professional relationships 206–7
  - rural and regional context 197–8
  - styles 202–3
  - tone 203
  - TTY services 163
  - understanding and 199
  - versatility, importance of 203
  - workplace 206–7
  - written 197, 198, 204–5
- community and local networks
  - role and importance of 58–9
- competitive advantage
  - human resources and 112
  - meaning 111–12
- confidential information
  - Australian Solicitors Conduct Rules* 92
  - decision-making flowchart 94
  - former clients, protection of 92–3
  - rural and regional legal practice, accumulation in 82–3, 92, 135
  - storage 92–3
  - triage assessment, conflict of interest and 99
- conflicts of interest
  - ‘actual’ 84, 90, 93
  - avoidance as ethical norm 103

- client register searches 98
- 'compromised relationship' with client 91
- concurrent matters for multiple clients 94–5
  - decision-making flowchart 96
- Conflict of Interest in Victorian Rural and Regional Legal Practices* 135–6
- discretion of lawyer 83, 84
- divergence of client interests 95
- former client decision-making flowchart 94
- identification 82, 84
- incidence in rural and regional practice 42, 50, 53–4, 135
- informed client consent 96–7
- legal and other professionals 99–100
- 'loyalty principle' 95
- paper rules 42
- 'possible' 84, 93
- 'postcode justice' and 85–6, 134
- professional autonomy and 83, 103
- Register of Interests* 84, 90–1, 98
- responses to 142–3
- risk management 214
- robust approach 90, 103
- rules proscribing 81–2, 92
  - rigid application 83
- rural and regional environment
  - different complexities 89–90, 103
  - influence 85–6
- 'threshold screening' 86–7, 93
- triage assessment 86, 87–8, 90
  - professional judgments 98–9, 103
  - value of 97–8
- 'work around' and 86, 89
- 'turn away' practice 85, 103
- continuing professional development 257
- costs *see* fees and billing
- 'countrymindedness'
  - core tenets 11
  - state of mind 10–11, 14
- cultural context
  - access to justice and *see* access to justice
  - communication, role of 158–9, 166, 205–6
  - competence, building 159–61, 166, 168
  - 'close' communities 156, 166
  - critical race theory 184, 194
  - 'cultural awareness' 159
  - cultural humility 192
  - neutrality of legal system 195
  - 'one-size-fits-all' approach 160–1
  - overview 146–7
  - patriarchal attitudes 157
  - racism 156–7, 194
  - 'rural disadvantage' 147, 148–9, 165–6
  - 'small town attitudes', conformity and control 156–8
  - 'social closeness' and difference 155–6, 166
  - social stigma 157–8
  - 'three rings', stories and 193
  - 'demographic erosion'
    - rural and regional communities 148
- dispute resolution
  - access to services 210
  - 'collaborative practice' 211
  - negotiation 210–11
  - preferences, rural and urban compared 129–30
  - skills 209
- emotional intelligence (EI)
  - components 212, 250–2
  - mindfulness and 252
  - strengthening 212
- entrepreneurship
  - capital 114–15
  - characteristics of entrepreneurs 106, 115
  - competitive advantage 111–12
  - growth 121–2
  - human capital 113
  - management and *see* management
  - resources available to lawyers 112–15
  - rural and regional legal practice 106–7, 122–3
  - small business ownership distinguished 121
- ethics
  - billing 230–1
  - collegial sharing 102, 143
  - conflicts of interest *see* conflicts of interest
  - decentred regulation 102
  - geographical locality, acuity and 82
  - officers of the court and 104
  - professional communities of practice, role of 100–2
  - professional standards, *Allinson* test and 100–1
  - reflective practice 102
  - responsibility 101–2
  - risk management and 215
  - 'round tables' 102
  - supervision and 231
- fees and billing
  - approaches to 118
  - billable hours, demands of 243
  - costs disclosure 200, 202
  - ethical issues 230–1

- fees and billing (*cont*)
  - legal and non-legal work distinguished 120–1
  - marketing and 120
  - regulatory requirements 121–2
  - reliance on expertise 119
  - self-examination and self-audits 119
  - strategic approach 119–20, 123
- fiduciary relationship 81–2, 90, 98, 158
- financial resources
  - rural and regional legal practices 113
  - self-examination and self-audits 119
- gender politics
  - rural and regional Australia, in 14, 157
- gentleman, the
  - rural and regional lawyer as 28–33
- Great Depression
  - impact on rural legal practice 25
- human capital 113
- human resources, competitive advantage and 112
- incorporated legal practice (ILP)
  - appropriate management systems 108–10
  - benefits 110–11
  - governance structure 104, 107–8, 122
  - impetus of creation 108
  - incorporation status, attainment of 110
  - innovative practices 141–2
  - profit sharing 110
  - specialised business management partners 110
- Indigenous Australians (First Nations people)
  - ‘Aboriginal cultural awareness’ training 168
  - Aboriginal English 171–3
  - access to justice 146–7, 149, 155–6
  - Anglo-Australian legal system, cultural divide between 167–8, 170–1
  - Anunga Rules* 164–5
  - Bowraville murders 167–8, 181
  - CAALAS *see* Central Australian Aboriginal Legal Aid Service (CAALAS)
  - client context 58
  - ‘close knit social connections’, barriers arising from 156
  - communication breakdown 173–5, 192
  - cosmology 13, 18
  - cultural assumptions 183–4
  - cultural competency and 159–61, 168
  - discrimination, systemic 172–3, 179, 180–1, 185
  - dispossession 13
  - extended family networks 182
  - interpreters 161, 164–5
  - kinship 182–3, 187–8
  - language 172
  - lawyers’ experiences with 167–94
  - native title 18–19
  - police, relationship with 178
  - racism 156–7, 194
  - relationship building 186–91
  - warm referral 185
  - ‘whiteness’ factor and 177–8
- information and communication
  - technology
    - access to justice, role in 139–40, 152–4, 166
    - ‘dehumanising’ 154
    - innovative use 115
    - legal knowledge and expertise, development of 117
    - marketing opportunities 116–17
    - online mediation 139
    - problems with reliance 153–4, 166
    - strategic use 115–16
- interpreters
  - accreditation and training 162
  - Auslan 163, 164
  - considerations for using 161, 162
  - meaning based interpretation 164
  - right to 164–5
  - role 163, 164
  - telephone services 163
  - Western-centric view 162–2
- jurisdictional forums 141
- justice
  - access to *see* access to justice
  - administration of *see* administration of justice
  - definition 127–8
  - ‘everyday justice’ 129–30
  - formal 129, 130
  - informal 129, 143
  - legal 131
  - ‘postcode justice’ 85–6, 134
  - procedural 128, 131
  - Regional Justice Plans 140
  - rule of law 128
  - shared endeavour of, framing as 143
  - substantive 128
- Kimberley Interpreting Service 163
- larrikin, the
  - rural and regional lawyer as 24, 33–7
  - American lawyers distinguished 34, 35
  - bush-craftiness 37
  - characteristics and behaviour 35–6

- contemporary remodelled 33–4
- origins 33
- law
  - myths 19
  - native title 18–19
  - nature and character, assumptions
    - about 17, 19
  - neutrality 195
  - ‘paper rules’ 21
  - ‘placeless principle’ 17
  - power imbalance 175–6
  - rule of law 42–4
    - justice and 128
  - sovereignty 17, 18
  - Western conceptions 18–19
- law societies
  - histories 23
  - regional 78
- lawyers
  - access to justice, role in 126, 131, 140–2, 144
  - activist pledge 132–3
  - administration of justice, role in 131–2, 140–2, 144
  - clients *see* clients
  - common morality and 38
  - communication *see* communication
  - competencies
    - additional 218
    - generic 56
    - traditional 217
  - consistency and trust 179–81
  - demands, balancing of 104–5
  - ethical norms 81
  - expectations, competing 243
  - fiduciary duty 81–2, 90, 92, 158
  - ‘good’ and ‘right’ 81
  - judgement of clients 177
  - justice, activists for 38
  - ‘justice professional’ 142
  - legal and non-legal work distinguished 120–1
  - mental health *see* mental health problems
  - own interests, managing 90–1
  - ‘professional’ and ‘being in business’, conflict between 121
  - ‘purposive’ 143
  - ratios, rural and urban 82, 136–7
  - ‘rebellious lawyering’ 193
  - rural and regional *see* rural and regional lawyers
  - self-care and wellbeing *see* self-care and wellbeing
  - skills *see* professional and interpersonal skills
  - supervision *see* supervision
  - traditional model 70
  - training 105–6
  - women *see* women lawyers
  - young 66
    - Bushweb Regional Issues Committee 78
- Legal Aid Commission of New South Wales
  - Cooperative Legal Service Delivery Program 141
- management
  - appropriate systems 108–10
  - competitive advantage 111–12
  - human resources 112
  - risk *see* risk management
  - self, of *see* self-management
  - specialised business management partners 110
  - strategic 111–12, 122
    - rural and regional lawyer, role of 112
- marketing
  - billing and 120
  - prospective clients and staff 116–17
- media
  - role 61–2
  - urban, rural and regional distinguished 62
- mental health problems *see also* self-care and wellbeing
  - BMRI study 239
  - ‘burnout’ 212, 240, 246, 250
  - complaints, link with 241
  - depression 240–2, 245, 246, 247, 249, 254–5
  - desensitisation 248
  - effects 241
  - law students 212–13, 239
  - legal practice, health implications of 242–3
  - Mental Health Plan 255
  - overview 239–40
  - post-traumatic stress disorder (PTSD) 240, 247
  - prevention 241–2, 243, 245
  - rural and regional practice, challenges of 244–5
  - self-care and 245–6
  - self-questioning and doubt 243
  - signs and symptoms 245–6
  - social stigma, impact of 158
  - stress 246, 247, 248
  - vicarious trauma 240, 243, 245, 247–8, 251
  - workplace culture 243–4

- mentoring
  - benefits 258
  - purpose 79
  - women lawyers 77, 78–9, 80
- mindfulness 252
- Multicultural NSW Language Services
  - interpreter services 163
- National Accreditation Authority
  - for Interpreters and Translators (NAATI) 162
- National Auslan Interpreter Booking and Payment Service (NABS)
  - Auslan services 163, 164
- National Partnership Agreement for Legal Assistance Services*
  - jurisdictional forums 141
  - participants 133–4
- National Relay Service
  - TTY service 163
- negotiation
  - BATNA 210
  - overview 210
  - styles 210–11
- pastoralism 10
- police
  - Indigenous Australians, relationship with 178
  - role in rural and regional areas 61
  - rural and regional lawyers, relationship with 61, 63, 207
- ‘postcode justice’
  - conflict of interests and 85–6, 134
- presentation skills 209
- professional and interpersonal skills
  - advocacy 209
  - change, dealing with 215–16
  - collaboration 206–8
  - communication *see* communication
  - competencies 56, 217–18
  - dispute resolution 209–11
  - independence 208
  - overview 196, 216–18
  - presentation 209
  - risk management 208, 213–15
  - ‘traditional’ competencies 217
- racism
  - Indigenous Australians, impact on 156–7, 194
- ‘rebellious lawyering’ 193
- reflective practice
  - access to justice 141
  - meaning 213
  - overview 102
  - risk management and 213, 215
  - utility of 213
- Regional Justice Plans 140–1
- Register of Interests
  - conflicts of interest and 84, 90–1, 98
  - sample 91
- relationship capital 114
- reputational/relationship resources 112, 114
- risk management
  - ethics training 215
  - limitations of self, recognising 208
  - overview 213–14
  - personal safety 214–15
  - reflective practice and 213, 215
  - supervision and 215, 224
- rural and regional Australia
  - challenges 42, 55, 61, 191, 245
  - concept 9
  - contribution to national life 8
  - culture and *see* cultural context
  - ‘demographic erosion’ 148
  - demographics 13
  - discontents, settlement pattern and 15–16
  - dispossession of Indigenous Australians 13
  - English and European agrarian traditions 9–10
  - employment 14
  - environmental consciousness 13–14
  - ‘fishbowl’ living 155–6
  - gender politics 14
  - idealised images 12, 155
  - lawyer ratio 82
  - legal practice *see* rural and regional legal practice
  - lifestyle considerations 50
  - ‘Lock The Gate’ Alliance 14
  - masculinist virtues 14
  - media, local 61–2
  - mining 14
  - ‘paradox of rural privacy’ 74
  - ‘pastoral settlement’ 17
  - perceptions 12
  - police, role of 61
  - population
    - estimates 137
    - make-up, impact on services 49
  - pressures 15–16
  - ‘real’ Australia, as 8, 12, 14
  - ‘rural disadvantage’ 147, 148–9, 165–6
  - ‘rural proofing’ of policy 150
  - service planning, needs and assumptions 150
  - urban contrasted 9, 11, 12, 15
  - ‘waste’ land 10

- rural and regional lawyers  
 accountants, relationship with 60, 63, 207  
 adaptiveness 107  
 anonymity, lack of 50, 74, 75, 76, 80, 204  
 biographical literature 22–4  
 ‘bush-bred’ 26  
 career development 51–2, 55, 76–7  
 clients *see* clients  
 communication *see* communication  
 ‘community of peers’ 60  
 community profile and expectations 75  
 cultural competence 159–61, 166, 168  
 ‘dual relationships’ 204  
 ‘embeddedness’ in community 105, 114  
 entrepreneurial characteristics 106–7, 122–3  
 environmental differences, alteration of role by 48–50  
 Fly-In, Fly-Out 26, 42  
 gender distribution 66, 67  
 job satisfaction 51, 52–3, 70–1  
 legal knowledge 56–7  
   developing areas 57  
 moral types 20–2, 24, 28  
   activist 38–41  
   gentleman 28–33  
   homogeny 41  
   larrikin 24, 33–7  
 morality 41–4  
   rule of law, commitment to 43–4  
 ‘paper rules’ 21, 42  
 perceptions 50–1, 116–17, 201  
 police, relationship with 61, 63, 207  
 practice location statistics 24, 206  
   gender, by 66  
 professional and social boundaries, blurring of 204, 213  
 professional networks 59–63, 74, 206–7  
 ratio 82  
 reflective practice 213, 215  
 remuneration 55–6  
 reputational/relationship resources 112, 114  
 resources available to 112–15, 122, 206–7  
 self-care and wellbeing *see* self-care and wellbeing  
 self-management 211–13  
 skills *see* professional and interpersonal skills  
 stereotypes 27, 50–1  
 strategic management 112, 122  
 supervision *see* supervision  
 visibility, heightened 62, 74, 75, 244, 214–15, 244  
 women *see* women lawyers  
 work-life balance 51, 70, 71, 76, 80
- rural and regional legal practice  
 alliances, formal and informal 59  
 areas of practice 57, 60  
 benefits 51–2, 70, 244  
 biographical literature 24  
 bush justice 42–3  
 challenges 52–6, 58, 63, 70, 74, 185–6, 208, 211–12, 213–14, 219–20, 244–5  
 community and local networks, role and importance of 58–9, 63  
 confidential information 82–3  
 conflicts of interest *see* conflicts of interest 42, 50, 53–4  
 costs disclosure 200, 202  
 creation of 107–8  
 crisis 16  
 dealing with change 215–16  
 diversity of contexts 46–8, 63  
   Armidale and Inverell compared 47–50  
 entrepreneurship and 104, 105, 122–3  
 fees and billing *see* fees and billing  
 financial resources 113  
 general practice 24–5  
 Great Depression, impact of 25  
 human capital 113  
 ILPs *see* incorporated legal practice (ILP)  
 influences on 22–3  
 management 106–7  
 marketing 116–17, 120  
 nature of 56–7  
 opportunities 27, 50–2  
 organisational resources 113–14  
 perceptions 50–1, 116–17, 201  
 precedents 205  
 private versus public sector 55–6, 66–7, 88  
 profit and growth 117–18, 121, 123  
 reasons for working in 26–7  
 rule of law 42–4  
 setting 24–8  
 technological resources 113–14, 122
- ‘rural disadvantage’  
 absence of choice 147, 149–50  
 access to justice and 150–2, 165–6  
 geographic distance 148–9, 152  
 overview 147, 148

- self-care and wellbeing *see also* mental health problems
  - alternative intellectual/creative pursuits 258–9
  - balance 249–50, 259
  - ‘Big Picture’, remembering 158
  - caseload management 256
  - continuing professional development 257
  - debriefing 254
  - EI 212, 250–2
  - empathy 251
  - humour 259
  - ‘intentional’ regime 245, 249
  - mentoring 258
  - mindfulness 252
  - overview 245
  - positive feedback 258
  - referring on/rejecting work 257
  - reflective practice 251
  - regular breaks 257
  - resilience 234, 250
  - seeking help 254–5, 258
  - self-awareness 212, 251, 252, 256
  - self-expectations 251, 252, 257
  - sharing problems 252–3, 258
  - strategies 248–9
  - support networks 257
  - ‘time out’ 259
  - top tips 256–9
  - variety of work 256
  - wellness, habits supporting 249–52
  - workplace safety 253–4
- self-management
  - EI and 212
  - importance of 212–13
  - overview 211–12
  - reflective practice and 213
- social stigma
  - access to justice, influence on 157–8
- supervised legal practice 226–7
- supervision
  - attributes of supervisees 223–4, 238
  - billable hours/financial constraints 230–1, 257
  - challenges 208, 211, 213, 219–20, 228
  - duty 225–6
    - fulfilment of 227
  - ethical issues 230, 231
  - experience-appropriate 232
  - feedback 235–6
  - functions 224
  - guidelines for supervisees 238
    - approach to task-related matters 234–5
  - initiative 233
    - objectives 233–4
    - relationship-building and expectations 234
  - interpersonal endeavour, as 227–8
  - management decisions 230
  - medical and legal professions
    - compared 220–1
  - overview 219–20
  - relationship between individuals 228, 237–8
  - risk management and 215, 224
  - scope 224–5
  - Self-Determination Theory 223
  - skill development 229
  - strategies 208
  - structure 222, 232
  - supervisee issues 230–2
  - supervisor issues 228–30
  - technology, use of 236–7
  - time, finding 229
  - value 222–4, 237, 238
  - video-conferencing 237
  - ‘virtual peer teams’ 221
- support networks 257
- technology *see also* information and communication technology
  - ‘disruptive’ 216
  - innovative use 115, 122
  - resources 113–14
  - supervision, use in 236–7
- Translating and Interpreting Service (TIS National) 163
- women lawyers
  - barriers to practice 64–5
  - career development 76–7
  - legal sector, distribution in 66–8
  - right of entry into profession 64
  - rural and regional practice
    - challenges 70, 72–4, 80
    - lived experience 65, 69, 80
    - mentors 78–9, 80
    - ‘othering’ intensified 73–4
    - opportunities 70–2, 80
    - professional support network 74, 77, 78, 80
    - senior roles 68, 69
    - snapshot 66–9
    - strategies 77
  - rurality, influence of 69
  - social conservatism towards 72, 73, 77, 80
- Women Lawyers’ Association
  - networking support 79
- work-life balance 51, 70, 71, 76, 80
- workplace safety 253–4