

# THE UNIVERSITY SECTOR

How Bartier Perry can work with you



Bartier  
Perry  
LAWYERS



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**Bartier Perry has  
worked with universities  
for over 25 years**

**Bartier Perry teams  
have acted for over 15  
universities in this time**

# WELCOME TO BARTIER PERRY LEGAL SERVICES

Australia's universities operate in a dynamic commercial and regulatory environment which includes:

- A shift to a more competitive and business-oriented management style in many universities.
- Advent of national regulation and standards.
- Increased engagement and collaboration between universities and the private sector including joint ventures and collaborations.
- Challenges in managing diverse workplaces and student bodies.
- Growth in overseas student enrolment and increasing financial importance of this market to the sector.
- Opportunities in development of university estates to fund infrastructure and operations.
- Rapid growth in philanthropic donations and the challenges of balancing donor expectations with independence and simplicity of administration.

Bartier Perry is an independent Australian commercial law firm with substantial practice in acting for government, statutory bodies, charities and not-for-profits and the education sector. We have over 25 years' experience working with Australian universities and currently act for at least 15 universities. Our lawyers have gained an understanding of universities' thinking and objectives and the environment in which they operate. We bring this experience and our understanding of the university sector when working with you.

In this publication, we provide an overview of our expertise in the university sector. You can use this document to understand what areas we can assist with, who is the right person to contact and how we go about our business of working with universities.

## How we add value

Our goal is to deliver high-end legal services that provide value to you, whilst being easy to do business with. We spend significant time looking at ways we can assist universities outside of just providing legal advice. We have also at times sought feedback to clarify what is of importance to you and what else we can do to assist you in your role.

Our model is to provide the highest quality advice but without the high rates and layering of service typical of many larger firms.

## Support and understanding

Bartier Perry regularly sponsors and provides speakers to the Society of University Lawyers (SOUL) conference. We also partner with other associations such as the Licensing Executives Society, the Hire and Rental Association, the Australian Property Institute (API) and Planning Institute of Australia (PIA).

We distribute electronic articles on a weekly basis which detail legislative and case law changes and industry developments as they occur. We encourage our clients to re-publish our articles across their internal communication platforms, as appropriate.

We provide our university clients with tailored seminars, workshops and executive briefings for senior management on current legislative changes and regulatory issues. Seminars are captured via webcast and footage is then uploaded to our website.





“Universities can benefit greatly from properly conducted and focussed fundraising”

## NOT-FOR-PROFIT AND CHARITABLE TRUST LAW

Universities are charities, registered at and regulated by the Australian Charities and Not-for-profits Commission (ACNC). They enjoy income tax exemption and are able to receive tax deductible gifts. With the increase in private wealth held in property and other assets, and the rapid growth in philanthropic giving by alumni and corporations amongst others, universities can benefit greatly from properly conducted and focussed fundraising.

Our specialist team of not-for-profit lawyers helps universities and other not-for-profit organisations manage risk, understand tax concessions and maximise efficiency. Our clients include several 'household name' charities, a number of universities, several of the largest authorised trustee companies and many significant private and public foundations.

Work undertaken by the firm for clients in this sector has included:

- Obtaining and advising on ACNC registration and endorsement under Federal income tax, GST and FBT laws, including in relation to deductible gift recipient status and tax concession charity status.
- Advising in relation to bequests and tax effective charitable giving (including public and private ancillary funds).
- Advising on the interpretation of trust instruments and representing our clients' interests in relation to disputed estates, cy-pres schemes, trust law and trust and estate-related disputes.
- Advising on the establishment and variation of charitable trusts.
- Assisting with the development of terms for standard contracts for endorsement and sponsorship.

- Advising on the merger and amalgamation of charities and research bodies. For example, we advised a university on the merger of four incorporated associations and the conversion of the merged association into a company limited by guarantee conducting childcare.
- Reviewing memoranda of understanding in relation to alliances with private and public sector agencies and on funding and related contracts.

Advice on philanthropic structures and charitable trusts in the university sector is a particular specialty. In the last two years we have:

- Advised a university in successfully resolving proceedings brought by a body that sought perpetual rights of management of a significant campus asset under the terms of a poorly drafted instrument signed in the 1960's. We also acted in subsequent cy-pres proceedings.
- Obtained successfully for another University a landmark ATO ruling on whether its charitable purposes trusts all need to be registered at ACNC or whether this could be avoided due to the structure of its common funds and pooling provisions in relevant legislation.
- Advised at least six universities on gift structuring including testamentary contracts with intending donors, conditional gifts and DGR 'conducting' issues.
- Established, updated and varied the terms of numerous private and public ancillary funds.

### OUR TEAM

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“Corporate and commercial matters demand a deep knowledge of the law and its application”

## CORPORATE AND COMMERCIAL

Universities increasingly undertake collaboration with each other and with the private sector. In addition, they generate, maintain and exploit significant physical infrastructure and intellectual property assets.

Our Corporate & Commercial team helps clients to maximise opportunities and achieve commercial and community objectives efficiently, with minimal exposure to risk and without sacrificing quality.

Because we work with a variety of commercial and government clients, we understand the different drivers and needs of each. Our aim is always to gain the optimal outcome for each client given their specific circumstances.

That requires an understanding of the variables and risks that can be at play in a given situation. It also demands a deep knowledge of the law and its application, and practical approaches to get results that work for universities.

### TALK TO US ABOUT:

#### Risk management

We help clients identify commercial and legal risks in their functions and activities. We focus on the appropriate allocation of risk in commercial agreements, securing the right balance between prudence and ability to achieve results.

#### Contracts

We prepare, review and advise clients on contracts such as consulting and contractor agreements, supply agreements, distribution agreements, IT and IP agreements, confidentiality agreements, sub-contract arrangements and licence arrangements.

#### Governance

We advise officials, administrators, officers and directors on good governance practices, risk management, processes for convening and holding meetings, decision making, and their duties and obligations as officers.

#### Data Protection & Privacy

We advise public and private sector clients about their obligations under the Australian Privacy Principles, the *Government Information (Public Access) Act 2009* (NSW) and other legislation dealing with the collection, storage, use and disclosure of personal information. We also conduct privacy workshops for clients who want a deeper understanding of this important area.

#### Intellectual Property

We can help you protect, manage and commercialise all types of Intellectual Property, including trademarks, copyright, designs and patents.

#### Information Technology

We assist in drafting and negotiating IT licences, distribution agreements, reseller arrangements, and transfers on major transactions for governing bodies, businesses and universities.

#### Competition & Consumer

We can advise you on how competition and consumer law applies at every stage of a commercial transaction – from drafting terms and conditions through to advertising your product or service. We can also advise you on negotiating with suppliers and customers, acquiring businesses and companies and dispute resolution.

#### Mergers and Acquisitions

Bartier Perry acts for a broad range of clients in the acquisition and sale of shares, businesses and other commercial assets, and provides advice on restructuring corporate enterprises.

#### Personal Property Securities Act 2009 (PPSA)

From registering your property interests, advising you on your rights, drafting security clauses or agreements, representing you in disputes to assisting you to develop a strategy for enforcing, we have extensive experience in PPSA matters.

#### Public/Private partnerships

We advise on appropriate joint venture and alliance structures and documentation between government and public enterprises.

### OUR TEAM

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Given the time and cost pressures involved in construction, the last thing you need is for the law to slow you down, cost you excessive money or to compound any problems on the building site

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## BUILDING AND CONSTRUCTION

The Building and Construction industry is highly complex, and subject to a multitude of Acts and regulations that are constantly being developed and revised by local, state and federal governments.

Universities enter into construction related contracts with consultants, head contractors or subcontractors every day for both small and major works projects of significance.

These works and infrastructure projects are subject to a level of scrutiny from stakeholders, regulatory authorities, the media, and from the community that private development and construction organisations are not.

Our role is to add value to your project – to consider the many stakeholders, project variables and construction risks that need to be looked at when advising you, and to always take approaches and make recommendations that get the results that you require.

Combined with our procurement, finance, insurance, workplace and WHS law expertise, we provide comprehensive coverage on all aspects of building and construction law, and associated areas.

### OUR APPROACH

Our approach is collaborative, informative, thorough and in line with your goals. Our focus is not only to get great results but to:

- Provide clearly drafted and negotiated contract documentation and procedures to reduce risk.
- Keep you informed at the most appropriate risk levels.
- Take a project management approach to disputes giving you the ability to monitor the big picture whilst also keeping a clear view of the day-to-day completion of tasks, control of legal spend and identify responsibilities.

Our work involves commercial buildings, public infrastructure, single and multi-dwelling residential buildings, and industrial buildings. We regularly handle tasks such as:

- Pre-contract and planning advice and documentation for construction and development projects.
- Advising on the appropriate method of project delivery.
- Assisting principals with the drafting and negotiating of suite of consultant and builder construct only and design and construct contracts.
- Interpretation and application of the *Building and Construction Industry Security of Payment Act 1999*, *Environmental Planning and Assessment Act 1979*, the *Local Government Act 1993*, the *Home Building Act 1989*, National Construction Code and related legislation.
- Preparation of tender documents and ancillary documents relating to a wide range of capital works projects.
- Advice, enforcement and defence of rights under construction contracts and construction related insurance policies.
- Advising principals and their superintendents on contract administration and contractor performance issues and, where necessary the termination of building contracts (commercial, residential and industrial).
- Defending and prosecuting *Building and Construction Industry Security of Payment Act 1999* claims.
- Resolving construction disputes through negotiation and alternative dispute resolution so that you minimise time and cost.

### OUR TEAM

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While we know that commercial disputes are sometimes inevitable, the best resolution technique is not necessarily to rush to court

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## COMMERCIAL DISPUTES

We have a long history of providing comprehensive litigation and dispute resolution services to statutory corporations – and while we know that commercial disputes are sometimes inevitable, the best resolution technique is not necessarily to rush to court.

Our approach to commercial disputes is to first try to negotiate a working solution that minimises disruption, maintains relationships and lets you get on with your business.

At the early stages, we explore all avenues for settlement. We assess legal risks, provide practical assessments and outline implications and costs.

However, litigation can sometimes be the only path to dispute resolution. At these times we ensure our clients are advised of their best position for achieving successful results.

Along with years of experience in litigious matters, Bartier Perry team members have a broad range of advocacy skills and often appear in court without the assistance of counsel.

We are adept at handling a wide range of litigation services, from small one-off matters to portfolios of repeat work and large-scale disputes covering:

- Asset damage and recovery
- Commercial contract disputes
- Building contracts
- Debt recovery and insolvency
- Intellectual property and defamation
- Professional indemnity

Typical work for our university clients includes:

- Advising on competition and regulatory issues including investigations and hearings.
- Helping you protect confidential information and enforce restraints and non-competition clauses.
- Advising on the enforcement of intellectual property (IP) rights such as copyright, trademarks, designs and patents, or defend a claim that you're misusing someone else's IP rights.
- Acting on your behalf to terminate contracts when needed or enforce a breach of contract claim where it is in your commercial interests to do so.
- Addressing claims based on false, misleading or deceptive conduct and misrepresentation, both alone and in conjunction with a contract claim.
- Advising on the enforcement of your property rights, such as establishing rights of access and easements, avoiding or enforcing mortgages or guarantees, maintaining or removing caveats and managing conflicts in commercial and retail leases.
- Assisting you with your credit management and debt recovery processes, from inception, through to court proceedings and bankruptcy of natural persons or winding up of companies.
- Advising on required appearances in Local, District, Supreme and Federal Courts, as well as before the NSW Civil and Administrative Tribunal.
- Applying alternative dispute resolution techniques that give you the best chance to settle a claim quickly and informally and obtain the best commercial outcome.
- Representing you at the mediation and arbitration stages, and in preparing submissions for adjudication applications and expert determination.
- Advising you on where you stand regarding unfair preference claims, proofs of debt, retention of title claims, PPSA and other technical insolvency issues.

### OUR TEAM

For more information, contact one of our key team members:



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Our team works closely with university in-house teams to minimise risk exposure and provide practical and effective solutions to successfully manage difficult human interaction issues unique to university campus environments”

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## WORKPLACE LAW & CULTURE

As trusted advisors to universities and other major employers, we understand the need for responsive, context-sensitive and commercial solutions to workplace problems.

Bartier Perry's Workplace Law & Culture team includes four accredited specialists in employment and industrial law, with a combined 100 years' experience advising on the full spectrum of workplace issues, industrial relations, employment law, anti-discrimination and work health and safety. Our team has deep and broad experience assisting universities to navigate complex and day to day workplace law and culture issues in a way that clients find collaborative, insightful and effective.

Our team works closely with university in-house teams to minimise risk exposure and provide practical and effective solutions to successfully manage difficult human interaction issues unique to university campus environments. Most importantly, we do this in a way that aligns with business and community service delivery expectations and university vision and values.

We deliver astute advice and representation to ensure universities maintain functional and productive workplace relationships, cost effectively and sensitive to broader industrial, commercial partnership and other stakeholder interests.

Our mantra is: helping workplaces work and people and business prosper. It means we put you first at the centre in all we do.

We provide advice on all matters relating to employment and industrial law, including:

- Interpreting and negotiating industrial instruments – such as awards, enterprise agreements and other 'side agreements'.
- Representation in employment-related litigation, including unfair dismissal, bullying, discrimination and common law-related litigation and industrial disputes.
- Managing workplace complaints, commissioning investigations, defending claims and developing strategies to restore normality in the workplace and to comply with award, regulatory and other reporting obligations.

- Performance and conduct issues, including preparation of workplace policies, tailored training for managers and assistance with disciplinary and dismissal action.
- Equal opportunity, discrimination and harassment issues – including advice on strategy, policies and training.
- Pre-termination advice and strategies, as well as assistance with implementation of those strategies.
- Workforce restructuring, including developing strategy, liaising with stakeholders and employees, and strategy implementation.
- The interface between disciplinary action and workers' compensation/psychological injury claims for managing difficult and disruptive behaviour in the workplace.
- Industrial relations law, including right of entry and agreement making, and in defending and resolving industrial disputes.
- Conducting hearings before the New South Wales Civil and Administrative Tribunal and the Fair Work Commission and in federal and state courts.
- Managing ill and injured employees' rehabilitation and ongoing employment when a return to work is not foreseeable – as well as advice and strategy on balancing return to work, employment, discrimination, industrial and workers' compensation considerations.
- Practical advice on work safety law, including developing WHS procedures and policies; managing critical safety events, and dealing with Safe Work to protect university interests in investigations and prosecutions.

Sometimes the best defence is prevention. As a result, we provide practical training and guidance to legal and human resources personnel to help them to self-manage situations. This can translate into significant savings for clients, as once the experience is shared it reduces the need for professional legal advice.

### OUR TEAM

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“We strive to get the right result for our university clients and our focus is very much outcome driven”



# ENVIRONMENT AND PLANNING

There is perhaps no issue that raises as much passion in the community as the environment.

Our environment and planning team have extensive experience advising clients who manage small and large facilities and projects, dealing with industry players in the marketplace, community groups and all levels of government.

Our exposure at all levels of the planning arena means that our team has a detailed insight into perspectives of all parties and can advise constructively and effectively with an understanding of all issues and opportunities that could arise.

Our team’s expertise includes:

- Advising clients in relation to planning proposals.
- Advising on all aspects of the development application process from start to finish including obtaining easements across adjoining properties to facilitate developments.
- Advising and acting on behalf of clients on a wide range of matters including construction and interpretation of works-in-kind agreements and developer contributions.
- Advising on town planning, with our team member, Steven Griffiths, being a former town planner.
- Advising and representing private sector clients with respect to challenges to the validity of Concept Plan Approvals granted by the Planning Assessment Commission.

- Drafting of Voluntary Planning Agreements.
- Regularly appearing as solicitor advocates in Local Court prosecutions.
- Conducting hundreds of Class 1 Appeals, some of which have involved related legislation that deal with heritage issues, contamination, road permits, and compulsory acquisition.
- Acting in relation to Class 5 prosecution proceedings.
- Appearing successfully on behalf of both developers and councils in respect of section 56A appeals against decisions of the Land and Environment Court.
- Defending pollution prosecutions, appeal conditions on licences to pollute and negotiate a variety of contamination issues with the Environmental Protection Authority (EPA).
- Advising on all heritage related issues with a team member having previously been a member of the heritage council of NSW.
- Undertaking planning due diligence on acquisitions and development proposals.
- Advising and appearing on behalf of both dispossessed landowners and acquiring authorities with respect to compulsory acquisitions.

## OUR TEAM

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Given the funding constraints currently faced by universities, efficient utilisation of property holdings has become critical

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## PROPERTY LAW

Our property lawyers are well regarded for providing clear and accurate legal advice and for navigating clients through complex, transactional processes in a way that achieves excellent outcomes.

We consider many variables and risks that need to be looked at when advising you – and not only just show application and knowledge of the law. Knowledge of the law only goes part way when seeking optimum results that satisfy stakeholders. We always take a holistic approach to get the results that work for universities.

Given the funding constraints currently faced by universities, efficient utilisation of property holdings has become critical.

Using our extensive experience across all areas of property law, the Bartier Perry property team assists universities to optimise the benefits derived from their property portfolios.

The team works with and draws on the expertise of our environment and planning lawyers in relation to property matters involving planning and consent issues.

In delivering continuous value for our clients, we ensure you always have direct access to responsive Partners who balance deep technical expertise with providing clear, unambiguous and client-centric advice.

The property team can assist universities with matters including:

- Acquisition and disposal of land.
- Leasing and licensing of retail and commercial premises, sports fields and other premises.
- Property development – subdivision and consolidation of land, joint venture agreements, development management agreements.
- Telecommunication tower licences and access agreements.
- Advice relating to carriers' powers under Schedule 3 of the *Telecommunications Act 1997* (Cth).
- Student accommodation.
- Co-ownership agreements with other universities or third parties.
- Acting on compulsory acquisitions on behalf of universities or in relation to university land.
- Easements, restrictive covenants and easements in gross.
- Crown land matters.
- Facility management agreements.
- Leasing agency agreements.

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“We work to resolve workers compensation disputes through negotiation, mediation and other alternative dispute resolution techniques”

## WORKERS' COMPENSATION

Do you know where you stand legally if you have an employee injured at work? We do. Workers' Compensation is a key practice area for Bartier Perry, acting solely for employers.

### OUR APPROACH

In workers' compensation cases, prevention and minimisation of injury, as well as supporting recovery at work, are critical. Early medical, rehabilitation and injury management intervention supports injured workers to recover at work while maintaining their dignity and independence.

When necessary, we work closely with employers and their insurers to resolve workers' compensation issues effectively and enable business to continue uninterrupted. Our approach includes negotiation, mediation and other dispute resolution techniques.

When contesting claims for clients, we employ 'model litigant' practices which focus on the issues, prevent escalation of disputes and litigation, and save costs. Contentious and unsubstantiated claims are thoroughly investigated and challenged in an evidence-based manner to narrow issues and encourage resolution.

We don't just focus on liability and cost of claim, but strive to identify the cause of the claim. This can include workplace system failure and dysfunction, as well as cultural reasons for claim types, clusters and trends. We feed this information back to clients and help them develop solutions.

We currently:

- Act for one quarter of the 60 self-insurers in NSW.
- Act for StateCover Mutual Limited, the specialised insurance mutual pooling arrangement for local government.
- Hold appointment on the icare Workers Insurance legal panel for whom we represent the NSW Workers Compensation Nominal Insurer on instructions from EML, GIO and Allianz.
- Are appointed to the legal panel of the NSW Self Insurance Corporation (now icare Insurance for NSW) which administers the Treasury Managed Fund for the NSW Government.

### What we do

We help clients investigate and assess claims for statutory benefits including weekly payments, lump sums for permanent impairment, medical costs, home and vehicle modification, and domestic assistance.

We also defend higher-cost work injury damages (common law) and dust disease claims.

The claims we handle encompass all type of injuries, including complex psychiatric injury, physical and catastrophic injury.

We are adept at identifying suspect or fraudulent claims for targeted action.

Typical work for our university clients includes:

- Helping develop claim management strategy that integrates workers' compensation with work health and safety (WHS), employment and industrial relations considerations.
- Assembling factual and medical evidence to enable clients to respond to and contest claims in a compliant fashion.
- Recovering compensation costs from negligent third parties.
- Contesting high-cost work injury damages claims.
- Advising on workers' compensation regulatory requirements, particularly relating to self-insurance.
- Containing and resolving unexpected dust disease claims.
- Briefings and training for management and in-house legal teams on WHS compliance, workplace diversity and privacy.
- Briefing clients on contentious, sensitive or high-cost claims and providing tailored advice to help resolve both liability and employment issues.
- Establishing precedent letters and forms for workers' compensation claims and injury management.
- Providing advice on processes for claim investigations, determinations and management, including dispute.
- Representing you on disputed claims for weekly payment, medical expenses and lump sum compensation and common law claims.
- Providing expert court representation.

### OUR TEAM

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“Our team knows the easiest legal solution is to avoid incidents, complaints and claims in the first place”



## PUBLIC LIABILITY & PROFESSIONAL RISKS

Our public liability and professional risks team represents defendants and insurers in disputes, claims, public inquiries and professional misconduct and other disciplinary matters.

One of our specialties is the education sector. We have acted for universities in bullying, harassment, discrimination, defamation and sexual assault claims. We also act for universities, their office bearers and executive committee members in management liabilities, including PhD candidatures and alleged breaches of the *Higher Education Support Act*, the *Australian Consumer Law* and other legislation.

Another specialty is public inquiries, including Royal Commissions, ICAC, coronial inquests and other statutory-based administrative inquiries. We work closely with clients to devise and implement strategies to protect brand and reputation, to limit or avoid referrals or recommendations being made in respect of our clients, and to minimise the potential for civil claims.

We advise on and help manage risk across all aspects of public, professional, corporate and management liability.

We quickly get to the crux of the issue and provide clear, concise and frank legal advice that is designed to ensure the best outcome.

### HOW YOU'LL BENEFIT FROM OUR EXPERIENCE

**Strategic risk mitigation.** The ideal legal solution is to avoid incidents, complaints and claims in the first place. We take a strategic and proactive approach, which combines prevention and risk minimisation with robust but fair legal representation.

**Our deep knowledge of handling and defending claims.** We are experts in complex litigation, including multi-party, catastrophic injury; significant financial loss; property damage; and directors and office bearers' liability claims.

**Our professional standards expertise.** We provide expert legal advice and representation for organisations and office bearers, as well as executive management and professionals in administrative law matters, including public inquiries, complaint investigations and disciplinary matters.

**Focus on dispute resolution.** We are not just expert litigators; we are also expert negotiators. We know the value of alternative dispute resolution and are masterful at identifying and implementing effective strategies in this area.

**We are experts in policy interpretation and indemnity disputes.** We advise on construction and interpretation of insurance policies, compliance with the *Insurance Contracts Act* and acting as coverage counsel in indemnity disputes. Our coverage expertise includes public and product liability, management liability, directors' and officers' professional indemnity, group personal accident and sickness policies, and construction risk and contract works insurance policies.

**Cost-effective solutions.** We offer straightforward, user friendly claims management and advice with a focus on best results at a fair cost.

We can assist with:

- Reviewing universities' exposure to liability claims and helping to develop a comprehensive plan for reducing risks.
- Advising on universities' rights and obligations – as well as any potential liability – under the *Civil Liability Act 2002* and other relevant legislation.
- Advising on indemnity and insurance provisions in commercial agreements or arrangements.
- Reviewing and advising on insurance arrangements and policy interpretation and preparing and making claims for indemnity to insurers.
- Alternative dispute resolution and defending litigated and non-litigated claims.
- Auditing claims, including claims handling and claims management practices, and advising on and drafting claims administration agreements.
- Providing expert advice on professional standards and representing universities, their office bearers, professionals and management teams in Coronial Inquests, Royal Commissions and other public inquiries or administrative proceedings, including disciplinary matters.

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## ABOUT BARTIER PERRY

Bartier Perry is a firm of 75 lawyers based in a single office in the heart of the Sydney CBD.

Bartier Perry has an impressive history as a well-respected law firm in NSW. Since 2007, it has operated as a modern incorporated legal practice. It delivers legal services as a friendly and professional commercial enterprise – not as a partnership.

We act for clients across Australia. Our clients fall into four broad categories:

- > Businesses of all shapes and sizes
- > Government (including all tiers, as well as agencies and public bodies)
- > Insurance (including employers, self-insurers and specialised insurers)
- > Private clients (such as entrepreneurs and investors)

Our practice groups include:

- > Commercial Disputes
- > Corporate and Commercial
- > Property, Planning and Environment
- > Superannuation
- > Taxation
- > Wills, Estates and Trusts
- > Workers Compensation
- > Workplace Law & Culture

With over 77 years of operations behind us, we are hardly newcomers to the Australian legal landscape. We are proud of our pedigree as one of Sydney's well established and respected law firms. We are also proud of being a modern professional services firm.

We are collaborative in the way we work - not only with our clients, but with each other. Collaboration ensures that our clients receive the highest-quality legal advice that the firm as a whole can offer.

Our culture of hiring people who demonstrate integrity and respect, and work well in teams, means we work in an environment that is high achieving and honest.

Most importantly we grow and recruit lawyers who are the best and the brightest in their fields. Within our areas of focus, we encourage our lawyers to become specialists, and to collaborate whenever appropriate to obtain the best results for our clients.



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