



**Anika**  
Legal

# Annual Report

**FY20/21**





**Our vision is a  
world where  
everyone can  
access justice.**



Anika Legal is a not-for-profit social enterprise that reduces barriers to entry for legal help by providing free, ongoing legal support, 100% online.

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# CEO's message

## NOEL LIM

There's a certain type of spirit that has always characterised Anika Legal. Simply put, it is a fierce enthusiasm for the vision of a world where everyone can access justice.

COVID-19 meant this year was fraught for most people, particularly vulnerable renters. In this second year of operation, as we expanded the team and our impact, it has thrilled me to see this spirit roaring and stronger than ever in our people, and the direct impact it had on the communities we serve.

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This spirit has manifested in many different ways. As the pandemic uprooted the lives of millions of vulnerable Australians, no one knew what to expect. The sector, the country, the whole world looked at the future with complete uncertainty. We began to see vulnerable renters thrust into hardship. Being an already virtual team with capability to deliver legal assistance entirely online, we felt called to step up. To make the most of our unique position to help vulnerable renters navigate some of the most brutal hardships of their lives.

I saw that spirit shine as the team worked tirelessly to fill the gaps created by the pandemic by developing practical, innovative solutions. As thousands were stood down from their jobs, we launched a COVID-19 Rent Reduction service to negotiate rent reductions and maintain secure homes for those impacted. When the ban on eviction lifted in March 2021, we launched an Eviction Support service which gives Australians in rental debt the best chance at negotiating a payment plan and keeping a roof over their heads.

This spirit was fostered by our supporters and partners who share it. Our new Board members, Denis Nelthorpe and Marcia Pinski, undoubtedly embody this spirit - they bring invaluable expertise to the organisation, but also set an inspiring example of helping the organisation have impact in whatever way they can. Similarly, our early partners and funders who believed in Anika's mission enabled the impact we were able to have. Through referral partnerships with Tenants Victoria and Victoria Legal Aid we were able to reach hundreds of vulnerable people when they needed our services most. Further, it was only because of our early funders' belief in Anika's mission, particularly the Sunshine Foundation, that we had the means to help them navigate the pandemic.

Thank you to our team, partners, supporters and clients - your trust and contributions have created an organisation that is ready to continue growing our impact with optimism and courage, however the world continues to change.



# Chair's message

## MARCIA PINSKIER FAICD

At Anika, recognition of the need for access to justice for many, drove a visionary leadership team, supported by law students, lawyers and volunteers, to launch an invaluable service model to assist those in need of legal service.

As Anika now looks to continue growth and evolution, it has recognised the time for transition to improved leadership practices, thereby enabling enhanced organisational practices and outcomes.

The leadership committee has been re-structured, along with the appointment of a number of new, independent Directors.

It is a privilege at this time to join the Board as the newly appointed Chair. I look forward with much anticipation to the opportunity to contribute to all aspects of the growth and success of Anika Legal, and most importantly, to become part of the highly significant contributions made by every member of the Anika team in this next step of the Anika journey.

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# President's message

## DENIS NELTHORPE

It takes courage and commitment to start a not-for-profit without the guarantee of recurrent funding. The founders of Anika observed a gap in the free legal services provided to tenants in Victoria and decided to start up an organisation that could address that need. Their timing was impeccable as the pandemic created a vast number of tenants in need of assistance. It was therefore a pleasure to accept the invitation to join the board of Anika to assist with the development of a new organisation devoted to the provision of free legal services to a client cohort in desperate need of assistance.

Anika has made a bold start to the provision of legal services to unassisted tenants. It has attracted an enthusiastic band of volunteers to assist the small number of paid staff. The next challenge will be to secure funding to ensure that the organisation can continue to assist tenants into the future. I look forward to working with the other Board members, the staff, volunteers and law students to meet this challenge to ensure that an ever greater number of tenants can obtain representation to enforce their rights and be assured of a roof over their head.

# About Anika

Access to justice is in crisis  
in Australia.

13% of Australians live below the poverty line, but only 8% qualify for legal aid. This means more than 600,000 Australians don't receive the legal help they need every year.

Anika Legal is a not-for-profit social enterprise that reduces barriers to entry for legal help by providing vulnerable Australians with free, ongoing casework, 100% online.

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## OUR MISSION

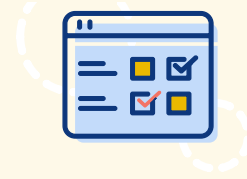
To provide **free legal assistance** to people who can't access it, through **practical legal education** and **trusted partnerships**.

## CLIENT JOURNEY

# 01

### QUESTIONNAIRE

The client visits our website and completes a 10-minute questionnaire



### PHONE CALL

A paralegal assigned to the client's case calls them within two working days to discuss their situation

# 02

# 03

### LEGAL ADVICE

The client receives an email outlining their rights and options, in plain English and free of legal jargon



### RESOLUTION

Anika supports the client through the legal process, negotiating with the other side and empowering them to advocate for themselves.

# 04

It's easy, accessible and fast, and our clients are supported by a real human every step of the way.

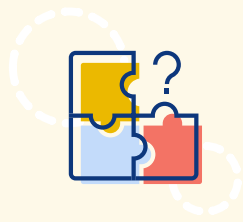
## OUR MODEL

Our service delivery model is built on a simple idea - we provide advice to renters with assistance from law students, who are in turn supervised by our experienced Principal Lawyer.

By integrating law students who amplify the capacity of our lawyers, using technology to streamline the work, and focusing on the most prevalent problems, this model enables us to efficiently provide a service which is fast, accessible, and lets our clients speak to a real human every step of the way.

It also means that universities pay us for the practical training we provide to their students, which we reinvest into expanding our services.

Anika runs practical legal training programs with university partners



# 01

## PROBLEM

Clients contact Anika with a legal issue



# 02

## DRAFT

Law students prepare legal advice



# 03

## REVIEW

Anika lawyers review advice before sending to clients

**Our vision is a world where everyone can access justice.**





# Renters in crisis

## Renting is often unaffordable and unfair

More than half of low-income renters face rental stress, meaning they spend more than 30% of their income on rent.

There is a huge power imbalance between renters and landlords in Australia. Renters feel unable to raise issues out of fear of retaliation from their landlord. Over 50% of renters live in a home in need of repairs. Seven in ten fear that asking for a repair will result in the landlord retaliating by increasing their rent. Almost half fear they would be evicted.

COVID-19 has only compounded these problems. Hundreds of thousands of Australian renters were forced into rental debt following numerous job-ending lockdowns.

A ban on evictions instated at the start of the pandemic ended in March 2021, meaning many of these renters, their savings still impacted by ongoing lockdowns, are facing eviction.

The pandemic has left hundreds of thousands of renters in unsafe, insecure homes, about to begin or continue the cycles of disadvantage that lead to housing insecurity or homelessness.

That's why Anika has started its journey by helping Victorian renters stay in safe, secure homes.

## IN FY 20/21 WE OFFERED THREE SERVICES TO STOP THE CYCLE OF DISADVANTAGE:

### RENTAL REPAIRS



800,000 Victorian renters are living in a home in need of repairs.

Our Rental Repairs service helps tenants secure urgent repairs for issues like black mould or a failing gas heater.

### RENT REDUCTION SUPPORT



In March 2020, COVID-19 drove Victoria's underemployment rate to a historical high, with 500,000 Victorians working reduced or no hours.

Our COVID-19 Rent Reduction service helped tenants experiencing financial hardship negotiate rent reductions with their landlords to avoid falling into rental arrears while still being able to afford to put food on the table.

### EVICTION SUPPORT



About a third of Australian renters struggled to make ends meet in 2020. Many fell into rental arrears and are at risk of eviction and homelessness now the ban on eviction has been lifted.

Our Eviction Support service helps tenants in rental arrears avoid eviction by negotiating payment plans with their landlords, or buying them time in their current home so they can organise their next accommodation before being evicted with nowhere to go.

# The people we help

We started Anika knowing hundreds of thousands of Australians had their legal needs unmet each year.

Legal assistance services provide a wraparound service for the most vulnerable people. For those unable to meet eligibility criteria they provide freely accessible self-help resources or one-off advice. Anika provides a service that supports vulnerable people who fall short of eligibility criteria. We offer ongoing casework for people who can't access wraparound services but require a legal service to negotiate with the other side to solve their problem.

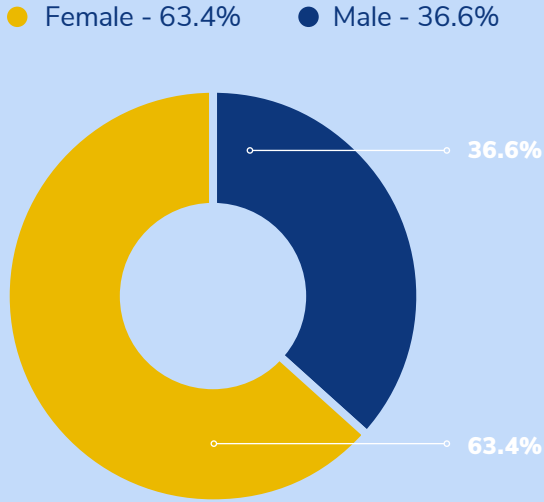
By servicing over 300 clients over the past three years, we've found that ongoing casework is not only helpful, but necessary for many in this cohort.

This year we researched our client base and found two priority groups are falling through the gaps - people who are in insecure work, underemployed or unemployed, and single parents. We also discovered our clients felt greatly assisted by a lawyer who would negotiate with the other side, and preferred a service like this to online tools or one-off legal advice.

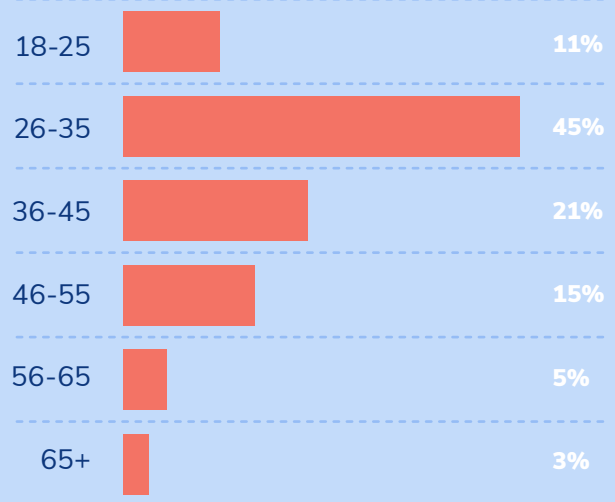
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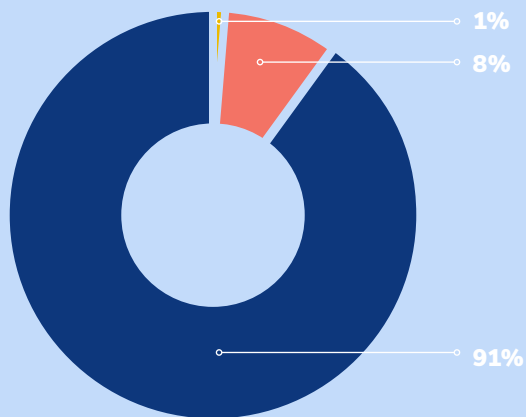
## GENDER BREAKDOWN



## AGE BREAKDOWN

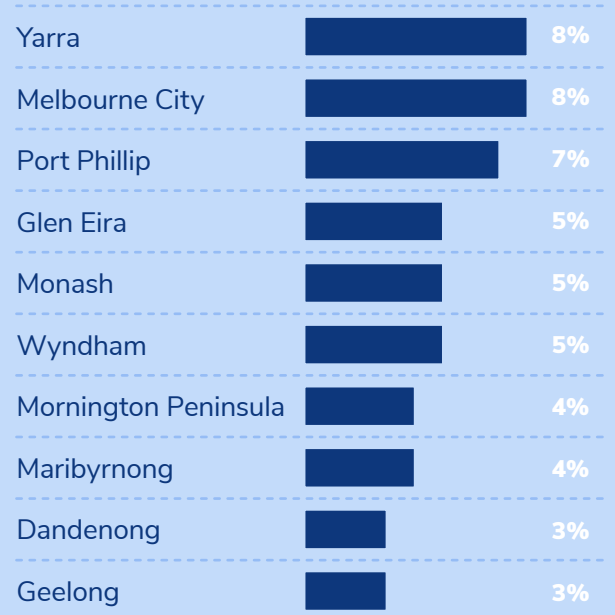


## LIVING SITUATION



- Live in private rentals - 91%
- Live in public housing - 8%
- Live in community housing - 1%

## MOST COMMON POSTCODES

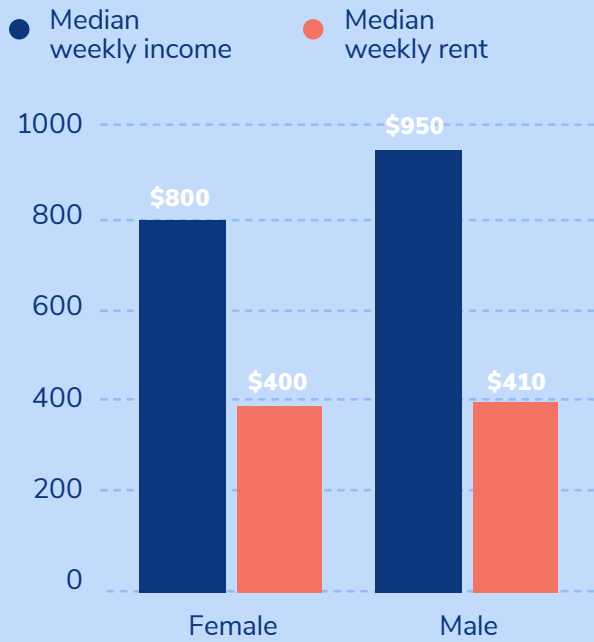


## PRIORITY GROUPS

**52%**  
52% of our clients are in insecure work, underemployed or unemployed

**28%**  
28% of our clients are single parents

## INCOME VS RENT



45%  
MEDIAN PERCENTAGE  
OF INCOME SPENT  
ON RENT

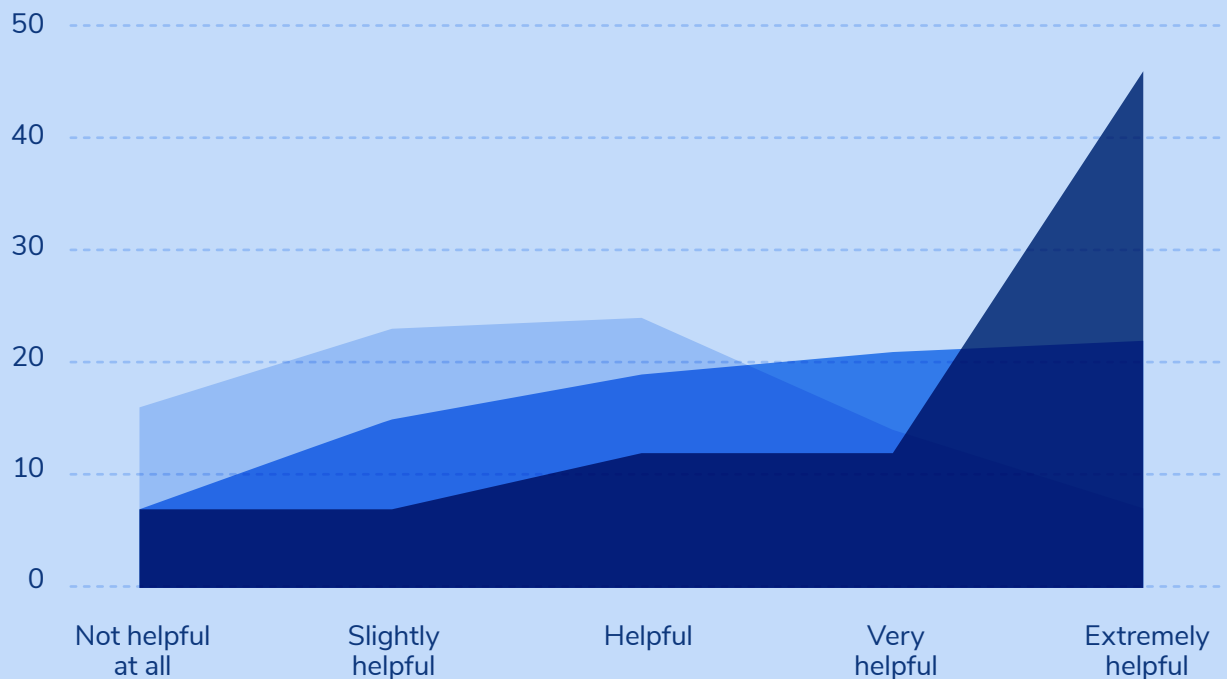
\$800  
MEDIAN  
WEEKLY INCOME

\$400  
MEDIAN  
WEEKLY RENT

14

## WHAT STYLE OF LEGAL HELP DO THEY FIND MOST HELPFUL?

- An online tool to help me solve the problem myself
- A letter from a lawyer advising me of my rights
- A lawyer who will negotiate for me

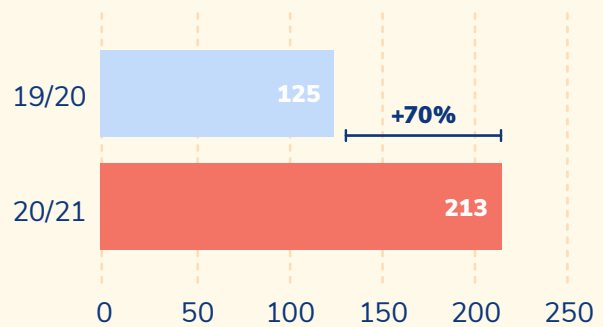


# Impact

FY20/21

**213**  
CLIENTS PROVIDED WITH  
LEGAL ASSISTANCE

**70%**  
INCREASE FROM  
FY19/20 TO FY20/21



**9.1**  
OUT OF 10 CLIENT  
SATISFACTION SCORE

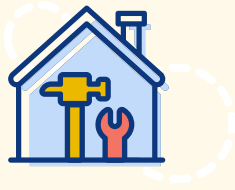
**3.9**  
AVERAGE CASE DURATION  
IN WEEKS, FROM START  
TO RESOLUTION

**0**  
ELIGIBLE CLIENTS  
TURNED AWAY

**70%**  
OF CLIENTS LEFT WITH A  
POSITIVE VIEW OF THE  
LEGAL SYSTEM AND ITS  
ABILITY TO ADDRESS  
THEIR NEEDS

**50%**  
OF OUR CLIENTS WERE  
REFERRED BY OUR  
TRUSTED PARTNERS

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## RENTAL REPAIRS

Living in a safe home in good repair is the foundation for good mental and physical health. It's also every Australian renter's right, yet more than half live in homes in need of repair. That's why Anika started here.

Through the Rental Repairs service we help our clients to understand their rights and legal options, we negotiate with their landlords to perform the repairs, and for the minority of cases which go to VCAT, we prepare our clients to self-represent at their hearings.

### MOST COMMON REASONS FOR NEEDING A REPAIR

1	Water	15%
2	Heating or cooling	13%
3	Roof	12%
4	Toilet	8%
5	Cooking	8%
6	Electricity	5%
7	Laundry	5%
8	Mould	4%
9	Gas	3%
10	Windows	2%

16

**137**  
RENTERS ASSISTED TO  
OBTAIN REPAIRS

**Living in a safe home  
in good repair is the  
foundation for good mental  
and physical health.**





## RENT REDUCTION SUPPORT

In 2020, as lockdown restrictions intensified, underemployment reached new highs. A year-long ban on evictions meant the thousands of renters who had been stood down from work were protected from eviction temporarily, but faced a year's worth of rental debt as soon as the ban ended.

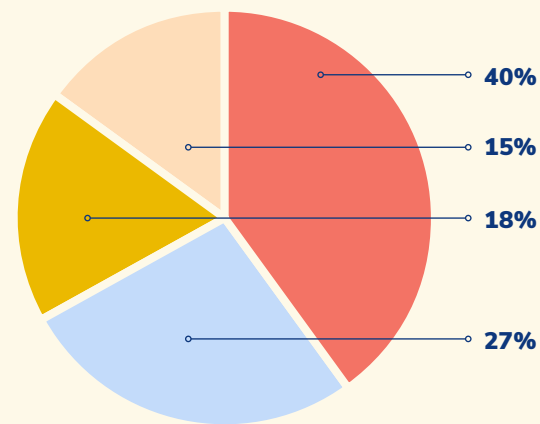
The urgency of the unmet need pushed us to rapidly build the COVID-19 Rent Reduction service and protect vulnerable renters from this looming catastrophe. Through this service we helped them understand their rights as tenancy laws changed, and negotiate rent reductions that would make the tenancy sustainable for them and their landlords.

**64**  
RENTERS EXPERIENCING  
FINANCIAL HARDSHIP  
DUE TO COVID-19  
ASSISTED TO NEGOTIATE  
A RENT REDUCTION  
WITH THEIR LANDLORD

**63%**  
OF OUR CLIENTS  
OBTAINED A RENT  
REDUCTION THROUGH  
OUR SERVICE

**11-25%**  
MEDIAN RENT  
REDUCTION

### MOST COMMON REASONS FOR NEEDING A RENT REDUCTION



- Reduced income - 40%
- Unable to work - 27%
- Emotional distress - 18%
- Other - 15%



## EVICTION SUPPORT

Before the pandemic, 20,000 rental arrears evictions went to VCAT each year. However, record high levels of underemployment among Victorian renters in 2020, combined with a ban on evictions, meant the state faced a massive increase in evictions in 2021.

As the end of the evictions ban inched closer, we built our Eviction Support service with the aim of keeping the thousands of renters still in rental arrears off the streets.

Our Eviction Support service helps clients avoid eviction by negotiating payment plans with their landlords, or alternatively, buying them some extra time in their current home so they could organise their next accommodation.

**12** RENTERS WHO HAD BEEN EVICTED ASSISTED TO AVOID HOMELESSNESS

**50%** ACHIEVED PAYMENT PLANS OR FAVOURABLE JUDGMENTS

18

**Before the pandemic, 20,000 rental arrears evictions went to VCAT each year.**

# Client stories



## MUHAMMAD

Muhammad and his family have been renting in the Western suburbs for the last three years. Since April 2021, Muhammad had been going back and forth with his agent about the inadequate heating and the window sills not being sealed, but he didn't seem to be getting anywhere.

His property's issues allowed an excess of cold air in, affecting his family's physical health.

**"My daughter developed a harsh skin condition due to the cold in the house. We all [had] to sleep in the living room to keep warm. My children's clothes are damp from the constant cold air coming inside."**

Feeling helpless, exhausted and confused, Muhammad approached Anika.

Within a matter of days, Anika's free legal service provided Muhammad with personalised legal advice concerning urgent and non-urgent repairs. Anika also sent a formal letter to the agent on Muhammad's behalf.

**"After the formal letter was sent, I was concerned that the agent would still not act. However, I saw that once Anika sent the formal letter and got involved, the agent was in a different framework and was ready to listen."**

**"Prineeka (Anika's paralegal) engaged in constant communication to ensure satisfactory completion of the repairs. She assisted us when we were unsure of what was happening and guided us in the right direction."**

Anika worked with Muhammad throughout the process until all repairs were completed. Through open communication and transparency with Muhammad, Anika was able to reassure him that living in a safe environment is a right, not a privilege.

**"My concern shifted from the repairs in the property to just having a safe environment for my daughter so her condition would not worsen. I can now say that after having the repairs completed, I can feel a difference in the temperature of the home, and now my family and I can live comfortably."**



## ERICA

Things changed very quickly for Erica and her partner, Mark. When COVID-19 hit, they both lost their jobs and suddenly found themselves unemployed, in lockdown, and unable to pay their rent.

The retail business Erica worked for was one of many that was forced into immediate shutdown. With no notice, she was simply told not to come into work again.

After years of living in a place she considered 'home', Erica now faced a great deal of uncertainty around things that had been stable for years. She applied for Centrelink's JobKeeper payment, but having only been in her current job for 5 months, she was not eligible.

**"We couldn't stay in our place, the rent was simply too expensive. We knew there was a ban on evictions, but we still weren't able to pay the rent that would build up."**

Stress set in and things started to look like they could go from bad to worse. With no income, nowhere to go, and rent starting to pile up, the couple were desperate and didn't know what to do next. That's when Erica stumbled across Anika and decided to reach out for assistance through the COVID-19 Rent Reduction Service.

After reading Anika's rent reduction guide that was provided along with her legal advice, Erica felt confident enough to reach out to her landlord and apply for a rent reduction.

**"Without Anika's assistance, I wouldn't have felt comfortable negotiating with the agent. I was kind of terrified, to be completely honest, as they had been really difficult in the past."**

After some back and forth with her landlord and agent, Erica was able to secure a 50 percent rent reduction for the next 3 months, allowing her and her partner to remain in their home without the fear of a mountain of unaffordable debt piling up.

"Without the rent reduction, there is no way at all we would have been able to stay. I'm not sure where we would have been able to go."

**"It worked super well. Dan (Anika's paralegal) was quick to respond, and if I needed anything he was there. Having the law on your side makes you feel way more comfortable with dealing with these things. I didn't realise that as a renter I actually had some power!"**



## MARY

Mary, a busy nurse working 12-hour COVID-19 testing and vaccination shifts, felt her landlord was taking advantage of her. For over two months she begged her landlord to fix urgent issues that she had nothing to do with, including a broken back door she found when she moved in, and a broken toilet seat.

The back door was completely detached from its hinges on the balcony. Mary felt unsafe in her home and had to deal with cold air and insects coming in.

**“I felt very scared about reminding [my landlord], and when I brought up VCAT they dismissed it... I was feeling isolated and frustrated with the lack of action”.**

Despite spending her spare hours outside of work following up with her landlord, Mary’s efforts were met with excuses and a lack of communication. Her landlord insisted on using a tradesperson who was unreliable and organised last minute visits on Mary’s only day off.

**“I was just feeling so disempowered and exploited as a tenant and as a nurse during the COVID pandemic.”**

Before reaching out to Anika, Mary felt nervous about taking legal action, but she decided it was the only option left. When she contacted Anika, she was pleasantly surprised at how simple and easy Anika’s service made things.

**“Grace [Anika’s paralegal] was really understanding... she was sure to check in with [Anika’s Principal Lawyer] to address some of my fears”.**

After discussing her situation with one of Anika’s paralegals, Anika sent a formal letter to Mary’s landlord – and the repairs were completed swiftly. Her landlord even visited the house to fix the toilet seat themselves.

**“There was a warmth and professionalism that took me by surprise because with legal firms, my expectation was that they would be quite cold and dry... Anika exceeded my expectations and completely blew them out of the water by showing me compassionate and respectful legal assistance.”**

Mary felt relieved Anika was able to achieve results so quickly. She believes if she hadn’t reached out to Anika, she would have had to take time off her job as a nurse to go to VCAT.

**“For me it meant justice. It meant having my needs as a tenant respected... it made my home a home, and made me feel safer.”**

# Legal education

We believe that law students - the next generation of leaders in the legal industry - can create the systemic change needed to work towards a world where everyone can access justice.

Law students are smart, driven and eager for practical legal training. They want to gain valuable experience and help people who aren't getting the legal support they need.

With the right educational resources and guidance, they provide indispensable support to our lawyers - allowing them to assist twice as many clients as they normally would have.

We work closely with universities to provide law students with the experience that prepares them for work in an evolving legal industry, while giving vulnerable Australians access to justice.

22

43

STUDENTS PROVIDED WITH PRACTICAL LEGAL EDUCATION

8.4

/10 STUDENT SATISFACTION SCORE

## RAN PILOT PROGRAMS WITH FOUR UNIVERSITY LAW SCHOOLS



PARTNERED WITH LAUNCH HOUSING TO DELIVER TRAUMA-INFORMED COMMUNICATION TRAINING



SECURED OUR FIRST ONGOING UNIVERSITY PARTNERSHIP WITH DEAKIN UNIVERSITY



### LUCY (DEAKIN UNIVERSITY)

One of my favourite things about Anika was the autonomy we had over our cases. I was the first point of contact for my clients, which allowed me to build great relationships with them.

Although we were all working remotely, it didn't feel like we were. Everyone at Anika was super friendly and willing to provide us interns with any assistance or further information we needed.

Unlike other internships, Anika didn't demand set days or hours from us. This was super helpful for me as I was working part time at my job and completing another three university units.

“My internship with Anika has confirmed my desire to work in the non-for-profit sector. It has left me more excited for my future career in law than any other university subject I've taken.”



### PRINEEKA (DEAKIN UNIVERSITY)

Prior to being assigned to Anika, I never knew how to gain experience in the field. Whenever I applied for legal roles, they all required 3-5 years of experience, even at the most junior level! I found that I was constantly questioning how I would ever break into the legal field.

The skills you learn at Anika are so highly transferable that I can see myself continuing to develop these skills throughout my career. No paid internship would have ever exposed me to the experience I have now. From filing VCAT applications to preparing legal advice, I am sure that I would not have had this exposure elsewhere.

Interning at Anika is more than just the experience you gain. It's learning about some of the unfortunate situations that people are forced to live in. It's the connections you build with individuals in the community that are doing it tough. The connections I have made with my clients and the outcomes I have seen are truly rewarding and this makes all the work worth it!

**“My internship with Anika has confirmed my desire to work in the non-for-profit sector. It has left me more excited for my future career in law than any other university subject I've taken.”**

**- LUCY**

# Financials

The 2020-21 financial year was an outlier for most, if not all, not-for-profit organisations. The ongoing COVID-19 pandemic created considerable fundraising challenges for Anika, and government incentives such as the JobKeeper payment makes it difficult to draw meaningful insights from our financial reports or to compare this year's results to previous financial years.

However, with that caveat, there are many positive elements of our financial results to be cheerful about.

## FY 20/21 FINANCIAL HIGHLIGHTS

- We derived 10.48% of our revenue (excluding JobKeeper) from our university business model (up from 0% in FY 19/20).
- Our revenue from donations and peer-to-peer fundraising increased by 200.3%.
- We experienced a 65.52% increase in funding from philanthropic grants.
- Our net assets at 30 June 2021 increased by 37.99%, to \$244,399, compared to the previous financial year.

## FUTURE CHALLENGES AND OPPORTUNITIES

While the overall picture is a positive one, Anika is a young organisation with many challenges ahead, including lack of certainty of funding, the ongoing COVID-19 pandemic, and the race to roll out services to help vulnerable people as quickly as possible without exhausting all of our resources.

Fortunately, there is significant opportunity for growth and increased impact.

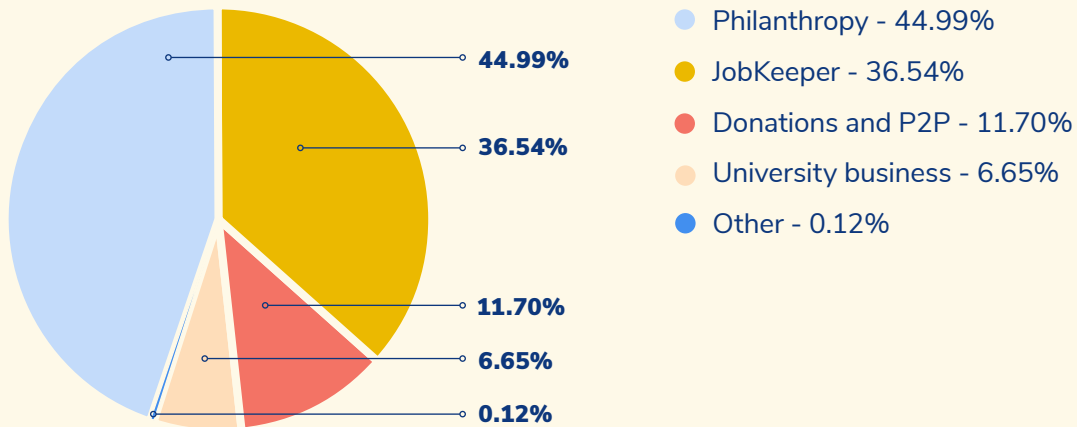
To ensure Anika Legal is well placed to pursue these opportunities, while carefully managing the continuing risks, in FY22 we plan to:

- Following the appointment of Denis Nelthrope and Marcia Pinskier as President and Chair of our Board of Directors respectively, continue to recruit experienced, passionate directors to oversee Anika's growth.
- Establish a dedicated Finance Committee to provide regular, detailed insights on our financial position to the Board.
- Hire a full-time Head of Partnerships & Philanthropy to pursue key philanthropic, community and corporate partnerships.

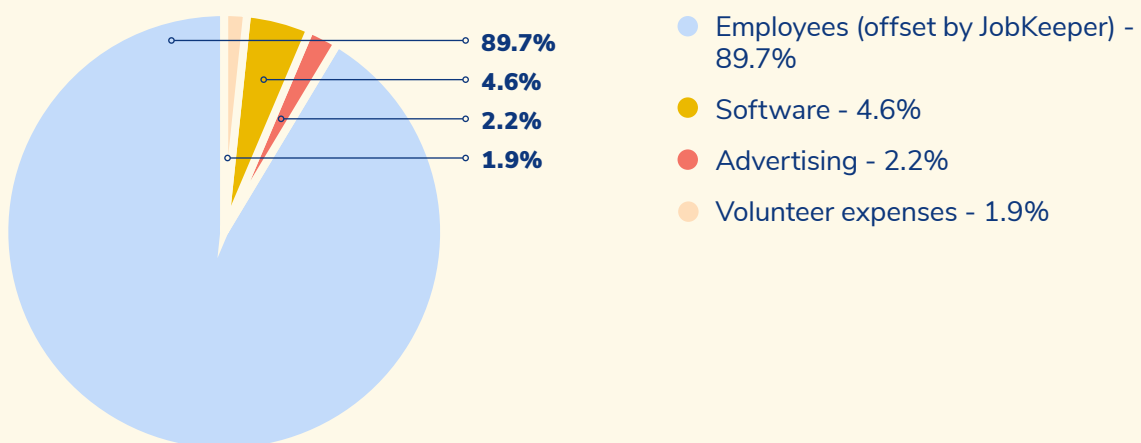
\*Our financial statements have not yet been audited. View the audited statements at <https://www.anikalegal.com/about/annual-reports/> when available.



## INCOME



## EXPENSES



# Our people

## BOARD



### **Denis Nelthorpe , President**

Denis joined the Board of Anika Legal in June 2021 and is the organisation's newly appointed President. He brings a wealth of experience from over 40 years in the legal assistance sector including as the CEO of WEStjustice and other leadership roles. He is currently also the Chair of St Kilda Legal Service and the Deputy Chair of the National Consumer Advisory Committee at the Insurance Council of Australia.



### **Marcia Pinski FAICD, Chair**

Marcia joined the Board of Anika Legal in June 2021 and is the organisation's newly appointed Chair. Marcia is an expert on good governance in the not-for-profit sector. She is a Fellow of the Australian Institute of Company Directors and has chaired numerous not-for-profit boards. Marcia is currently a Doctoral Candidate at Monash University, researching Leadership and Institutional Child Sexual Abuse.



### **Noel Lim**

Noel is the Chief Executive Officer and co-founder of Anika Legal, and has led the founding team to become an organisation of 62 volunteers, and to receive successive AFR Client Choice Awards for Startup of the Year (2019, 2020).



### **Tessa Ramanlal**

Tessa has over four years of experience in legal and technology sectors. She has practiced as a Corporate lawyer / Innovation lawyer at Herbert Smith Freehills and is currently an Enterprise Partnerships Associate at DoorDash. She is also a co-founder of Anika Legal.



### **Michael Choong**

Michael has over five years of experience across the technology, retail, and not-for-profit sectors. He is currently a Strategy Manager at SEEK, responsible for supporting their Latin American businesses. He joined Anika Legal's leadership team in January 2020.

## EMPLOYEES

Our first employees took a chance on a not-for-profit startup. They grew the organisation, in spite of the pandemic, through their unwavering determination and belief in our vision. Anika Legal wouldn't be here without their faith and grit.

## VOLUNTEERS

Our 62 volunteers are a mix of professionals and students from a variety of disciplines united by their vision of a world where everyone can access justice. Their incredible energy and contributions to the cause are truly inspiring.

## INTERNS

Student interns are on the frontlines, fighting for our clients. Through their dedication to access to justice, they give our clients the support they need, and pave the way for a more socially-conscious next generation of lawyers.

## ADVISORS AND MENTORS

Countless brilliant minds have guided the Anika Team, enabling our team members to turn our energy into real impact. Their skills and good-nature will continue guiding us so that we can realise Anika Legal's full potential. Thank you - we hope you've gained a fraction of what you've given to those you've guided.

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## VOLUNTEER STORIES

### Peter (Software Engineer)

My work in Anika's software development team centres around a web application designed to support Victorian renters and our staff. We strive to follow best practices and use cutting-edge technology in building software. Working in Anika's development team has greatly improved my technical knowledge and experience, and I have become a more confident software engineer.

### Sam (User Experience Manager)

Anika has a great variety of volunteer opportunities - when I started, my focus was on client journey mapping and undertaking User feedback workshops with our clients. Anika provided a great management training program in 2020, and now as a manager of other volunteers I am working across larger cross-collaboration projects such as developing our new marketing content strategy.

# Our supporters and partners

## PHILANTHROPIC PARTNERS

We are grateful to our philanthropic partners and donors who empower us to build our services, grow our sustainable business model and achieve greater social impact. Their belief in our vision has kept Anika going and meant hundreds of vulnerable people have received the legal support they need.



## COMMUNITY PARTNERS

Our community partners have worked with us to develop referral pathways and execute transformational projects to tackle the barriers to justice in innovative ways. Their experience, insights and commitment to working together to maximise our collective impact has been invaluable.

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## CORPORATE PARTNERS

We are constantly motivated by the generosity of the individuals and organisations who believe in Anika. Our corporate partners have helped us provide free legal help to many more people by contributing funding and finding innovative ways to support us.



## UNIVERSITY PARTNERS

Our university partners are the engine behind Anika's social enterprise business model. We would not be able to provide free legal advice without their support and, most importantly, their driven and hardworking law students. We're thankful to the universities which participated in our pilot program for their belief in our vision.



# Our future

In the middle of 2020, as the pandemic worsened and the demand for our services grew, we faced another challenge - balancing our entrepreneurial mindset with the need to build a reliable, robust and sustainable infrastructure. We achieved our initial impact through innovation and agility, and many of us were new to the necessary shift toward long-term planning, IT systems and complex processes.

The entire organisation, from our paralegals on the frontline to our leadership, responded remarkably. They understood the need for change and worked hard to change mindsets, how we worked and who we recruited. Their hard work will hold us in good stead for years to come. During the worst of the pandemic the organisation reinvented itself so that we could continue providing quality assistance to vulnerable renters, on the scale the situation demanded. It's this combination of determination and agility that makes Anika's future so exciting.

As we conclude our second year of operation, we've learned a few things which illuminate Anika's path forward, towards a world where everyone can access justice. By studying our client base we've come to understand that it's insecure workers and single parents who are falling through the gaps. By servicing over 300 clients we've learned how Anika's service delivery model uniquely fills that gap - many who fail to meet legal assistance criteria will not be protected by their justice system without a lawyer to negotiate for them.

As Anika enters its third year of operation, we will focus on filling this gap. That means meeting our clients where they are, learning more about their needs, and continuing to develop practical, innovative solutions to assist them. It will mean creating services beyond tenancy, and cultivating the team and partnerships we need to do that effectively.

The path forward for Anika is becoming clearer - we understand the opportunity we have to change thousands of lives through access to justice. We know who we can help, how we can uniquely serve them, and who we need to work with in the sector to do that. With the path ahead illuminated, we're more passionate than ever about the access to justice that the sector can achieve, and our future contribution to it.



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