



CULTURE

EMBEDDING
OUR
CULTURE

Digital

Media

Embedding our culture

Queensland Law Society employs more than 100 people who work across diverse areas. Our people, their range of skills and their commitment ensure we are a leading professional society valued by members.

Structuring for the future

In the past year, the Society underwent an internal restructure to manage the organisation as a sustainable business into the future. In conjunction with the president and deputy president, our management team worked to design an organisational structure (see page 48) to best meet the 2016 Council's vision for the Society to be a membership organisation for all Queensland solicitors.

The restructure took into account a skills and experience audit of the workforce and the requirements of our members into the future. The Society's divisions were expanded to eight, with our Ethics Centre becoming a division in its own right and creation of our External Affairs division.

Through a combination of redundancies and natural attrition, we reshaped the workforce into member-focused or dedicated operational teams with strong leadership and clear objectives to deliver excellent member service. Due to the restructure, our permanent separation (turnover) rate increased over the past 12 months (to 34%). The turnover related to employees who we would have chosen to retain was only 9.3%, demonstrating that the increase can be attributed to the restructure. We anticipate the turnover rate returning to less than 18% over the coming year. In the year, total employee expenses were \$9,009,166.

Ensuring diversity

The Society is committed to attracting and retaining quality staff. This year we welcomed 48 new team members across our departments, all of whom took part in our comprehensive induction program.

We have diversity and flexibility policies in place, in line with legislation, and we seek to promote a broad range of work options within the Society. The majority of our staff (72%) are employed full-time. More than 30% have flexible work arrangements, including working from home, job-share, compressed working weeks and flexible start and finish times.

Promoting gender equality

Part of the Society's role is to support the legal profession through education, awareness and advocating for gender equality. One way we do this is partnering with the Workplace Gender Equality Agency to help promote their work and resources to all law firms in Queensland. For the first time this year we reported on our own statistics to the agency. We are pleased to advise that QLS is compliant with the *Workplace Gender Equality Act 2012*.

More than 30% of staff have flexible work arrangements, including working from home, job-share, compressed working weeks and flexible start and finish times

Item	Number
Staff	125 (FTE: 106.8)
Employment type	Full-time: 90 (72%) Part-time: 27 (22%) Casual: 8 (6%)
Gender	Male: 32 (26%) Female: 93 (74%)
New team members	48
Permanent separation (turnover) rate	34%

Conclusion of culture change project

A major corporate plan initiative between 2014 and 2016 was our rebranding/culture change project, internally known as Project Sapphire. Phase 1 was launched in July 2014 and Phase 2 (project implementation) launched on 1 July 2015.

The second phase focused on embedding Project Sapphire and our excellent service ethos at an individual and team level, and on identifying opportunities for process improvement across each of our divisions. This involved the input of more than 30% of staff across three internal working groups with our process improvement champions, known internally at Sapphire Champions.

Key outcomes achieved in 2015-16 included:

- Design and implementation of a new online staff performance system which is simple, clear and motivating. Known as Career Expanda, it replaces our previous Link Success
- Introduction of a QLS Recognition Program with six staff awards presented quarterly
- Increased information sharing across the business via a monthly staff e-newsletter and revamp of our staffroom, the Sapphire Lounge
- Training for team members in all teams in identifying and implementing process improvements.

Staff engagement survey

Using CATALYSE, an independent research and strategy consultancy, we participated for the first time in a national employee engagement study to see how we rate in areas such as leadership, communication and staff benefits benchmarked against other organisations. Also participating were The Law Society of Western Australia, The Law Society of South Australia, and The Law Institute of Victoria, with the study aiming to help generate national industry standards.

We maintained a high staff participation score (78%), and measured staff commitment at 76% and overall workplace rating at 77%. We performed well overall, and achieved national leader in 13 key areas, including top-down and in-team communication, workplace health and safety, strong team spirit, flexible working arrangements, free from discrimination, training and respect, empowered employees, and conflict management.

Staff by division



Developing our staff

We know that staff development is critical to our success as an organisation and we continue to strengthen professional development opportunities for our staff.

We also increased our focus on staff mental health awareness and wellbeing and introduced more 'lunch and learn' sessions around these topics. These sessions had high attendance and received positive feedback. We will look to continue to incorporate this initiative into our learning and development program, as it aligns with our ongoing work in encouraging mental health awareness.

This year, we invested \$72,757 in training for staff, an average of \$582 per staff member. Learning and development activity included:

- attendance at external workshops and conferences, including on process improvement, influence and negotiation, problem-solving and decision-making, commercial and financial acumen, leadership and management, industry and networking events, specialised training and Microsoft Office programs
- mental health awareness sessions focused on managing mental health concerns and early warning signs
- one-hour 'lunch and learn' sessions with topics including law 101, membership 101, Society business unit 101 sessions, and general wellbeing
- study assistance for our team members undertaking law degrees and postgraduate qualifications including in law, finance and corporate governance
- annual refreshers of our regulatory and compliance requirements.

Developing our leaders

We have supported our executive leadership team through external individual coaching relationships and full-day team building/strategic planning workshops.

We have invested in our middle management group through structured group coaching sessions with an external consultant, Excell Performance, as well as tailored workshops focusing on recruitment, building high-performance teams and giving feedback effectively.

Encouraging staff wellbeing

In October 2015, we moved to Davidson Trahaire Corpsych (DTC) to provide our LawCare employee assistance services due to its enhanced offerings that encompass overall employee wellbeing.

As well as the six hours of counselling offered in the past, there are a range of new wellbeing services now available to staff, Society members and their families. These services include access to financial expertise, a telephone dietitian service, the National Home Doctor Service, and an online health and wellbeing portal with information and online counselling and support. There is also telephone coaching and support for managers and supervisors dealing with complex people issues, and a trauma assist service for onsite support, coaching and risk management following a workplace incident.

We are a signatory to the Tristan Jepson Memorial Foundation (TJMF) Psychological Wellbeing Best Practice Guidelines for the Legal Profession and conducted a comparative assessment of our position against the TJMF guidelines to establish our key initiative to raise mental health awareness among staff.

We also conducted the People at Work survey, which focused on four key areas: high psychological wellbeing, high job demands, low resources, and workplace bullying. We provided our general managers with divisional reports and worked with our executive team to identify high-risk positions and how we can support them. Outcomes from this included development of a full-

day workshop in partnership with DTC centred on dealing with high-risk situations, development of a framework to respond to high-risk situations, and implementation of a quarterly debriefing process.

About 60% of the executive and middle management teams have completed their mental health first aid officer qualification, equipping them with the skills to identify and support staff experiencing mental health issues and to be leaders in educating staff. The remainder will be qualified by December 2016.

Staff giving

Our staff have supported several causes over the financial year, and for the first time in 2016 specifically nominated six charities to support over a calendar year.

Staff activities have included internal fundraisers, assisting in joint events, participating in the QPILCH Queensland Legal Walk during Law Week and donating toys at Christmas to the children of Women's Legal Service Queensland clients. Staff are not required to participate in these activities and events and generously do so in their own time.

Our CEO Amelia Hodge also took part in the 2016 Dancing CEOs competition to raise funds for Women's Legal Service Queensland. With support from QLS staff, the legal profession and others, Amelia exceeded her fundraising target and raised \$10,786.50.

Remuneration approach

To ensure all salaries are in line with the market median, we introduced a new remuneration benchmarking tool, Payscale. We have reviewed all remuneration to ensure that salaries are in line with the professional services market median within Brisbane and will continue to follow a transparent, structured, performance-bonus program. Employees who reach their performance objectives have the opportunity to receive a monetary bonus of up to 8% of their annual salary. In the year, \$148,702 in bonuses was paid to staff.

Our governance framework

Our Council

In accordance with the *Legal Profession Act 2007* (LPA), Queensland Law Society Council comprises 12 elected members: four office bearers and eight members. In addition, the Attorney-General nominates a Council representative. The four office bearers are our president, deputy president, vice president and immediate past president. Council is elected for a two-year term, the president for one year. In the second year of Council's term, the elected deputy president succeeds to the office of president. This means there are 13 Council members in the first year and 12 Council members in the second year of a Council term.

Council is responsible for the governance of the Society, including the continual review of the strategic plan and the Society's performance as reported through the CEO. Council is also responsible for approving the annual budget and overseeing the financial management of the Society's affairs. Our Council ensures Queensland Law Society meets the needs of our legal profession.

Council is committed to excellence in corporate governance and believes that good corporate governance is consistent with respect, integrity and service, the Society's core values. Our Council uses the Australian Institute of Company Directors (AICD) *Good Governance Principles and Guidance for Not-for-Profit Organisations* as its benchmark and key guidance for the Society's corporate governance.

Council has delegated responsibility for management and day-to-day operations to the Society's CEO, and the CEO has the authority to carry out these responsibilities in accordance with the directions and policies established by the Council. The CEO supports the Council in carrying out its governance functions and ensures that the Society operates in compliance with all statutory obligations.

Council election 2015

Our biennial Council election was held in October 2015. The conduct of the election is governed by the LPA and the *Legal Profession (Society) Rules 2007*. There were 9,152 QLS members eligible to participate in the election. A total of 9,088 members received invitations to vote via the electronic platform and 64 members received ballots in the post, as the Society did not hold an email address for them. There were multiple nominations for each available position on Council.

By close of election, 2,302 members had submitted and confirmed their votes (2,290 electronic votes and 12 postal ballots). This is just over 25% of eligible members, and a comparatively high engagement with the election process compared to similar membership associations with 5-10,000 voters which average a response rate of about 9% and an upper limit of 25%.

The Society's website received exceptional traffic throughout the election, with 6,908 unique page views of election pages.

Council is committed to good corporate governance consistent with respect, integrity and service

Queensland Law Society Council 2015-16

	Council 1 July-31 December 2015	Council 1 January-30 June 2016
Michael Fitzgerald Consultant, Ashurst Australia	President	Immediate past president
Deborah Awyzio Accredited Specialist (Family Law) Director, DA Family Lawyers	Vice president	–
Bill Potts Criminal Lawyer, Director, Potts Lawyers	Member	President
Christine Smyth Accredited Specialist (Succession Law) Partner, Robbins Watson Solicitors	Member	Deputy president
Kara Cook Director and Principal Lawyer, CookLegal	Member	Vice president
Christopher Coyne Accredited Specialist (Commercial Litigation) Principal, Lexon Legal	Member	Member
Elizabeth Shearer Legal Practitioner Director, Affording Justice	Member	Member
Ken Taylor Accredited Specialist (Personal Injuries) Director, Purcell Taylor Lawyers	Member	Member
Paul Tully Practice Chair and Principal, McInnes Wilson Lawyers	Member	Member
Danielle Keyes Senior Associate, DLA Piper	Member	–
Michael Brennan Trustee in Bankruptcy and Official Liquidator Managing Principal, Offermans Partners	–	Member
Jennifer Hetherington Accredited Specialist (Family Law) Principal Lawyer and Founder, Hetherington Legal	–	Member
Chloe Kopilovic Lawyer, Ferguson Cannon Lawyers	–	Member
Kara Thomson Accredited Specialist (Personal Injuries) Senior Associate, Cooper Grace Ward Lawyers	–	Member
Paul Spiro Partner and Brisbane Chairman, Gadens Lawyers	Member – Attorney-General's nominee	–
Karen Simpson General Manager, Compensation, Slater+Gordon Lawyers	–	Member – Attorney-General's nominee

2015 Council



Back row: Paul Spiro, Deborah Awyzio, Christine Smyth, Ian Brown (2015 immediate past president who resigned in June 2015 following appointment to QCAT)
Middle row: Ken Taylor, Elizabeth Shearer, Bill Potts, Kara Cook, Christopher Coyne
Front row: Michael Fitzgerald, Noela L'Estrange (QLS CEO 2009-2015).



Danielle Keyes Paul Tully

2016 Council



Back row: Kara Thomson, Michael Fitzgerald
Middle row: Ken Taylor, Paul Tully, Kara Cook, Michael Brennan
Front two rows: Karen Simpson, Christine Smyth, Amelia Hodge (QLS CEO), Bill Potts, Chloe Kopilovic, Elizabeth Shearer.



Christopher Coyne Jennifer Hetherington

Council subcommittees

Council operates three subcommittees to assist it in carrying out its core business:

- Executive Committee – which exercises delegated power to make decisions on practising certificate matters and related occupational matters arising under the LPA, and considers operational matters where required
- Audit and Investment Committee (AIC) – responsible for overseeing and ensuring the integrity of the financial reporting process, for monitoring the Society’s risk management framework and for overseeing the responsible investment of surplus funds in accordance with the Society’s investment policies

- Governance Committee – responsible for reviewing and providing recommendations to Council on delegations and corporate governance policies, processes and practices.

Our AIC is led by an independent chair, who is not a member of the Council but is appointed by Council based on a selection and recruitment process. The chair provides leadership to the AIC in fulfilling its duties and responsibilities, with the benefit of having current accountancy qualifications and other financial expertise and experience. Grant Wallace was appointed AIC chair in February 2012, and reappointed in November 2015 to a further two years. Grant is a qualified chartered accountant and advisor with more than 30 years’ industry experience spanning all facets of accounting

and financial services. The AIC chair receives remuneration of \$1,200 per month plus GST (increased in November 2015 from \$1,000 per month plus GST).

The Society does not operate an internal audit function. Sufficiency of controls is assessed through the audit process conducted by the Auditor-General.

During the year, the AIC observed its charter and made recommendations to Council for updates to its charter. Council reviewed and reissued the AIC Charter.

Council also in the year reviewed and reissued the Council Charter, the president’s role description, and the Policy Committees Charter, with the benefit of detailed work by the Governance Committee.

Council and AIC meetings

1 July 2015 – 30 June 2016	QLS Council		AIC	
	Attended	Scheduled	Attended	Scheduled
Michael Fitzgerald (2015 president; 2016 immediate past president)	7	7	4	4
Deborah Awyzio (2015 vice president)	3	3	1	2
Bill Potts (2016 president)	7	7	1	2
Christine Smyth (2016 deputy president)	7	7	1	2
Kara Cook (2016 vice president)	5	7	1	2
Michael Brennan	4	4	2	2
Christopher Coyne	6	7	2	2
Jennifer Hetherington	3	4	–	–
Danielle Keyes	2	3	–	–
Chloe Kopilovic	4	4	–	–
Elizabeth Shearer	7	7	4	4
Paul Spiro (2015 Attorney-General’s nominee)	1	3	–	–
Karen Simpson (2016 Attorney-General’s nominee)	4	4	–	–
Ken Taylor	7	7	–	–
Kara Thomson	4	4	–	–
Paul Tully	5	7	3	4
Grant Wallace (independent chair)	–	–	4	4

Other committees

Council has established a number of other committees to assist it in discharging its statutory responsibilities and to carry out other business of the Society. These include:

- Committee of Management for the Fidelity Guarantee Fund – established under s366 of the LPA to exercise delegated powers of Council in relation to management of the Legal Practitioners’ Fidelity Guarantee Fund
- Practice Management Course Committee – established under Part 5 of the *Queensland Law Society Administration Rule 2005* to oversee the conduct and management of the Practice Management Course conducted by the Society
- Continuing Professional Development Committee – established under Part 6 of the *Queensland Law Society Administration Rule 2005* to assist Council in managing and monitoring the obligations of legal practitioners to complete 10 CPD units per year
- Ethics Committee – established by Council to assist, advise and report to Council on matters relating to lawyers’ professional ethics.

All committee chairs, deputy chairs and members are appointed by Council. Each committee is supported by an appropriately qualified and experienced staff member from the Society.

Ensuring risk management

The Society has a risk management and compliance framework which includes clear accountabilities for managing areas of risk and compliance, regular monitoring and updating of a centralised risk register and oversight of the framework and key risks as identified by the AIC and Council. Risk assessments are performed routinely in the development of business cases and project plans and in the normal course of business. The Society's in-house legal unit provides advice on risk and compliance issues and delivers regular compliance training to staff.

During the year, a review was undertaken of the risk register in line with good governance practice, to ensure it remains effective in its purpose and current in its content. The previous format of the register and style of risk reporting had been in use since approximately January 2012. The template was revised to make it more user-friendly and all executive staff engaged in freshly identifying and classifying the risks to QLS. An assessment was undertaken of items from the former risk register and continuing risks were reviewed and incorporated into the new register. Further improvements to our risk-management framework will be made in 2016-17.

Our ethics

The Society is a public sector entity under the *Public Sector Ethics Act 1994* and has developed and implemented a Code of Conduct that applies to all staff. We encourage our Council, committee members, member and business colleagues to partner with us in implementing our Code. Staff are educated in the importance of the Code, requirements to ensure adherence and potential impacts if the Code is breached. During the year our Code of Conduct was reviewed and updated. Our updated Code of Conduct was approved by the Attorney-General by letter dated 12 May 2016.

Our values of respect, integrity and service are reinforced in our people and culture policies and procedures and staff awards.

Recordkeeping

In 2015-16 the Society regularly undertook archival activities in accordance with its obligations under the *Public Records Act 2002*. The Society has policies to meet its obligations regarding the destruction of temporary public records and the transfer of permanent public records to Queensland State Archives (QSA).

We are also conducting a review of QSA's Queensland Disposal Authority Number (QDAN) 674 version 1 to ensure it captures Society records not caught by the QSA's General Retention and Disposal Schedule for Administrative Records.

All Society staff, as part of our induction program, complete online training modules in recordkeeping, managing emails which are public records, and the *Information Privacy Act 2009* (IP Act) and *Right to Information Act 2009* (RTI Act), to ensure that we are all aware of our regulatory obligations. All staff also complete refresher courses on an annual basis in relation to these obligations.

Right to Information

The RTI Act allows members of the public access to certain information controlled by government. We support RTI principles by operating in an open, transparent and accountable manner, while protecting the privacy of members and staff. The Society is required to report the number of applications for access to documents under the RTI Act and submits these figures to the Department of Justice and Attorney-General for inclusion in its Right to Information and Information Privacy Annual Report. This report can be found on the Queensland RTI website.

Our publication scheme is designed to release information we routinely make available to the public, without people having to apply through the formal RTI Act or the IP Act application processes. The publication scheme and its information are being reviewed.

Information privacy

The Society is committed to ensuring that personal information collected is dealt with in accordance with the Information Privacy Principles contained in the IP Act and the Australian Privacy Principles contained in the *Privacy Act 1988* (Cth).

We have procedures in place to prevent unauthorised access to and use of personal information we collect. Society members and the public have the right to request access to any personal information which relates to them and the right to request that the information be corrected should it be inaccurate.

Our values of respect, integrity and service are reinforced in our people and culture policies and procedures and staff awards

Our leadership team



Amelia Hodge

Chief Executive Officer

LLB GradCertPropEc MAICD

Amelia Hodge joined Queensland Law Society in July 2015 as Chief Executive Officer, bringing with her more than 25 years' experience in senior roles along with experience operating a small property practice. Her experience leading and contributing to corporate business performance in management roles and as a non-executive director has seen her drive successful outcomes in managing issues, risks and opportunities across a range of sectors, projects and industries.

Previously, Amelia worked in senior management and project roles with Origin Energy, Powerlink Queensland, Coffey Commercial Advisory and the Sustainable Industries Division of the Queensland Environmental Protection Agency. She is a non-executive director of Transmax Pty Ltd, Artisan and Lexon Insurance and was previously a non-executive director of Gladstone Area Water Board and a member of the Great Artesian Basin Advisory Council on behalf of the Office for Women.

She is currently completing an Executive Masters of Business Administration at the Australian Graduate School of Management (AGSM NSW) and is a member of the Australian Institute of Company Directors, the Brisbane Club and Women on Boards.



Matt Dunn

**Government Relations
Principal Advisor**

BSc LLB (Hons)

Matt Dunn returned to Queensland Law Society in early 2016 and is responsible for growing and maintaining the Society's strong relationships with government, the Parliament and departments at both the state and federal level.

The Society utilises these relationships to speak on behalf of members about issues of concern and to promote good law. Matt also manages the Advocacy team to progress the Society's policy agenda of promoting the development of good law.

Previously, Matt was Director of Policy at the Law Council of Australia in Canberra and the Society's Principal Policy Solicitor. He has a background in information technology and intellectual property law.



Katherine Gonzalez-Cork

**General Manager, Membership
and Strategic Partnerships**

Katherine Gonzalez-Cork joined Queensland Law Society in September 2015 and was promoted to General Manager of the Membership and Strategic Partnerships division in December. She is responsible for driving engagement with members, increasing membership and overseeing the execution of more than 150 professional development and social events each year.

Katherine is an accomplished general manager and mentor with more than 20 years' experience driving customer service and business profits. With a team of 30, Katherine manages the largest of the Society's divisions and oversees the Business Development, Events Management, Learning and Professional Development and Records and Member Services teams.



Elizabeth Nankivell

Manager, Special Projects

MProf Comms GAICD

Elizabeth Nankivell joined the Society in February 2016 specifically to progress a number of key strategic projects. She is responsible for leading the project management of the Law Claims Levy Fund project, which involves the investigation, research, development and delivery of early intervention educational risk programs and products, to address the underlying causes giving rise to professional indemnity insurance claims.

Elizabeth is an experienced stakeholder engagement professional and project manager from the private and public sectors in resources, tourism and government. She is an experienced non-executive director and currently sits on two not-for-profit boards.



Bronwyn Neroni

**General Manager, Legal and
Governance/Corporate Secretary**

BA LLB MAICD

Bronwyn Neroni ensures that Queensland Law Society maintains appropriate governance and effectively manages risk and compliance. She is also responsible for working with our Council and the leadership team to develop and implement strategy and manage reporting. She joined the Society in June 2014.

Bronwyn was admitted to practice as a solicitor in the Supreme Court of Queensland in 1999. She has experience as a litigation lawyer, in-house legal advisor, legal practice manager and as national manager of the Australian Government Solicitor pro bono practice. She is a non-executive director of Deaf Services Queensland.


Tony Keim
Media Manager

BA (Journalism)

Tony Keim joined Queensland Law Society in early 2016 as the Media Manager of the newly created External Affairs division. He is responsible for proactively managing the Society's image with members, stakeholders and the general public, as well as representing our interests in external publications.

Tony came to the Society after more than 25 years as a newspaper journalist, the last 17 years of which he worked as a senior crime and court reporter for Queensland's only metropolitan daily newspaper *The Courier-Mail*.


Julie Lamb
Financial Controller

BBus (Accounting) CA

Julie Lamb provides leadership in managing the financial operations of Queensland Law Society, working with the executive leadership team and Council to ensure financial governance and compliance is in place, as well as with internal and external stakeholders for daily financial operations.

Julie joined the Society in February 2016 and has more than 20 years of diverse commercial, financial and management accounting experience in large organisations. She is a Chartered Accountant with training and background experience in business services, audit and taxation in firms in both Australia and the United Kingdom.


Kerin McMahon
**General Manager,
Corporate Services**

CAHRI

Kerin McMahon joined Queensland Law Society in May 2015 and is responsible for overseeing the Corporate Services division which includes the Information Systems, People and Culture, Finance, and Facilities and Administration Services teams.

Previously, Kerin worked at McCullough Robertson for more than seven years in various roles. Prior to joining the Society, she was the head of Talent and Culture at CapitalB and Megaport, where she had responsibility for strategic and operational HR support.

Kerin is currently completing her Masters of Business Administration.


Jason Olsson-Seeto
**General Manager Marketing,
Digital and Branding**

Jason Olsson-Seeto joined Queensland Law Society in February 2016 and is responsible for providing and driving strategic and operational support in corporate branding, digital transformation, building member engagement, and marketing of services and products to ensure a commercially viable and relevant membership association.

With more than 18 years' experience across creative, advertising and digital industries, Jason has forged a career out of managing clients' advertising, branding, design and digital needs based in a variety of industries. He has worked with many renowned brands, including University of Queensland Business School, Uniting Care, BDO and Queensland Theatre Company.


Stafford Shepherd
Director, Ethics Centre

LLB LLM TEP J.P. (Qual) (Qld)

Stafford Shepherd is the Director of the Society's highly regarded Ethics Centre, which is responsible for providing ethical and practice support guidance to the profession, delivering legal ethics learning and professional development to members, university students and students undertaking practical legal training.

Stafford previously practised in partnership, as a sole practitioner and then worked as a consultant until 2008 when he joined the Society as an Ethics Guidance Officer. He also serves as secretary to the Ethics Committee and as executive editor of the *Australian Solicitors Conduct Rules 2012 in Practice: A Commentary for Australian Legal Practitioners*.


Craig Smiley
**General Manager,
Professional Leadership**

LLB (Hons)

Craig Smiley joined Queensland Law Society in June 2004 and heads the Society's Professional Leadership division.

Craig provides leadership to the professional standards team across trust account investigations, the Legal Practitioners' Fidelity Guarantee Fund and external interventions.

He has practised as a solicitor and barrister in private practice and as a government lawyer.

Our organisational structure

