

# Our operating plan 2020-21 at a glance



Approved by Council on 19 June 2020

## Our vision

Good Law. Good Lawyers. Public good.

## Our purpose

Supporting our members and the profession to navigate through the challenges of and recovery from COVID-19 and to ensure members and the profession have more satisfying, balanced and rewarding legal careers and businesses. Promoting the value of solicitors in the community and supporting the professional values of fidelity, service and courage. Be the authoritative voice of solicitors in Queensland, speaking out for justice and the rule of law.

## Strategic objectives for 2020-21

- Be at the forefront of identifying issues and market trends that may affect solicitors, helping them to prepare for the future by actively producing resources to assist them in the practice of law, with specific focus on COVID-19
- Promote the benefits of solicitors and positively differentiating the services of solicitors from other providers of legal services, with specific focus on COVID-19
- Actively represent Queensland solicitors with lawmakers and law enforcers, promoting laws that are necessary, just and workable, with specific focus on COVID-19
- Better connect and engage with our members and promote collegiality
- Continue to promote our professional values of fidelity, service and courage as a basis for active public involvement
- Continue to support good corporate governance and best practice governance arrangements

## Success measures 2020-21

- We achieve our annual financial targets
- Membership and PC numbers are retained in accordance with budgeted forecasts including the conversion rate
- Measurable evidence of being listened to by government and members of Parliament
- Measurable evidence of stakeholders' increased engagement with Queensland Law Society
- Members express high levels of satisfaction with our website resources, facilities, events, guidance and committees
- Staff are engaged, collaborative and productive
- Benefits are realised and reported for QLS's projects

## COVID-19

On 11 March 2020, the World Health Organisation (WHO) declared the coronavirus (COVID-19) a pandemic. This Operating Plan 2020-21 represents a balance of initiatives the Society will undertake to support members through the pandemic, with a specific focus on Q1 and Q2, as well as key activities the Society will roll out by Q4.

## Advocate

**Advocate for the role of solicitors in the community and speak out for justice and the rule of law**

- **\*\* Priority \*\*** Position QLS as a trusted advisor of law reform in Queensland by engaging with Government in areas of legislative reform important to supporting the profession and the community generally and navigating through the challenges of and recovering from COVID-19
- **\*\* Priority \*\*** Coordinating with Government, the Courts and key stakeholders to support and advocate for the continuation of legal work throughout the COVID-19 pandemic and in the recovery stages in supporting and upholding the administration of justice
- **\*\* Priority \*\*** Leading COVID-19 communications to the profession and the community by positioning QLS as a key conduit and stakeholder for legal notices to the profession
- Demonstrate a position of credibility and authority to the profession and the community by positively and strategically engaging the media and the community on issues affecting the law particularly as where impacted by COVID-19

## Educate

**Educate to develop the reputation and expertise of members and their businesses**

- Introduce leading online CPD and conference delivery
- Lift the competence of the profession in cybersecurity, trust accounting and practice management
- Educate on innovation, new technologies and the future of the legal profession
- Continue the academic research project on the profession of the future and job readiness of graduate solicitors
- Review and reform the Practice Management Course and offer online delivery
- Develop online content delivery of Criminal Law and Personal Injury Accredited Specialist programs
- Implement the early career lawyers education syllabus
- Develop an online free CPD syllabus for members
- Continue to lead culture change in the profession towards a healthy and sustainable profession, particularly in dealing with sexual harassment, bullying and discrimination in the legal profession
- Develop and implement product lines of educational services to the profession and related industries which offer quality and value with economic intention

## Connect

**Connect the profession with each other and the public**

- Roll out a further public marketing campaign to raise the profile of solicitors in the legal profession and the community, with a specific focus on COVID-19 legal services and support
- Enhance our knowledge and news hub and thought leadership by connecting practitioners through a digital platform
- Support education and guidance to regional practitioners and provide support and services to District Law Associations, with a specific focus on COVID-19 resources

## Guide and protect

**Guidance to encourage and protect the professional values of fidelity, service and courage**

- **\*\* Priority \*\*** Publishing COVID-19 related guidance notes and resources to reflect and assist rapid changes and new practice developments with the profession as a result of the COVID-19 pandemic
- Development and implementation of a syllabus for Practice Support Interventions for sole, micro and small practices to equip those solicitors with business skills, financial literacy and corporate governance, including COVID-19 resources support
- Continue development of a syllabus for the Solicitor Advocate Qualifying Scheme for higher courts
- As required, provide the following additional member services during the COVID-19 period:
  - Employment Law Advice Service
  - General Manager Support Service
  - Government Grants Access Service
  - Financial planning and budgeting support

## Regulate

**Regulate to uphold the good standing of all solicitors**

- Finalise the LOL Scheme
- Preparations made for complimentary membership for eligible ILP members for a period of one year
- Implement a new trust account procedure

## Sustain

**Deliver results that balance the value provided to members and the public with the need to ensure ongoing financial viability while managing our risks and challenges, with specific reference to COVID-19**

- Membership recruitment and retention with a focus on future lawyers, suburban practitioners and in-house counsel
- Prepare, where possible, for the next stage of the QLS House Premises Refurbishment Strategy.
- Implement automation into finance processes where possible to achieve efficiencies
- Review and reform cost and process efficiencies
- Increase financial literacy within QLS
- Set revenue KPI targets and stretch targets, and provide support and analysis to achieve them
- Develop audio/visual production capability to enable QLS to produce high quality podcasts, video presentations and content streaming
- Develop new advertising model to replace one based on printed Proctor

## QLS Culture

**\*\* Priority \*\* To be diverse and inclusive and continue to strengthen our culture of member centricity and value through collaboration, collegiality, commerciality, efficiency and service.**

- Roll out a First Nations Cultural Outreach Strategy and First Nations Plan with a focus on profession Cultural support and education
- Apply for and be awarded the WGEA Employer of Choice for Gender Equality citation

## Improve

**Continuously improve our member experience, with a focus on service, connectedness, convenience, accessibility collegiality and technology**

- **\*\* Priority \*\*** Implement technologies such as a Learning Management System to support our Learning and Development offering and provide learning support alternatives to overcome the challenges of COVID-19
- Strengthen our internal information management processes and systems for a robust cybersecurity and compliance stance
- Replace our key member management system with a contemporary portal to improve our members' digital experience
- Mature our use of data to develop relevant services, improve outcomes and inform decision making
- Offer eligible members an easy to access online portal for engagement in the inaugural QLS Future Leaders election