

FRAMING THE FUTURE

ANNUAL
REPORT
15.16



Queensland
Law Society

About us

Queensland Law Society is the peak representative body for solicitors in Queensland, providing leadership in law to more than 13,200 members. We:

Provide a dynamic hub for the state's legal community by actively engaging with our members and with the public to provide leadership, practical solutions and reliable support.

Represent and promote Queensland's legal professionals, increase community understanding of the law, help protect the rights of individuals, and advise the community about the many benefits solicitors can provide.

Assist legal practitioners to continually improve their services by offering high-quality products and services to help them maintain and build their professional skills, legal practice, wellbeing and careers.

Represent members' and the community's interests by advising the Government on improvements to laws affecting Queenslanders, and working to improve their access to justice.

Help members to resolve ethical dilemmas, and provide practical tools for assessing problems and guiding ethical decision-making through our Ethics Centre.

Support members with information and advice for trust account compliance and Guidance Statements to set a high standard of professionalism and trust in Queensland solicitors and help them manage potential issues in legal practice.

Have obligations under the *Legal Profession Act 2007* (LPA) in respect to the profession's compliance with the trust account provisions of the LPA, external intervention of law practices and managing the Legal Practitioners' Fidelity Guarantee Fund.

Provide practising certificates to lawyers in Queensland under s52 of the LPA.

Provide professional indemnity insurance to members of the Queensland legal profession via the Society's wholly-owned subsidiary company Lexon Insurance Pte Ltd.

The world has changed since the Society's inception but our purpose remains steadfast: to serve good law and support good lawyers in Queensland.

Our vision

To lead the legal profession by advocating for good law and supporting good lawyers.

Our mission

To be the profession's trusted advisor through providing quality advice, advocacy, and learning and professional development for our members.

Our history

1873	The first initiative to found Queensland Law Society begins.
1883	The remnants of the first Queensland Law Society form into Queensland Law Association.
1927	Legislation incorporating Queensland Law Society is passed in 1927 and comes into force in 1928.
1931	The Society introduces the Fidelity Guarantee Fund to protect clients from defaulting solicitors.
1938-39	Solicitors prepare soldiers' wills and powers of attorney without charge as a Society initiative.
1941	Beryl Donkin becomes the Society's first full-time employee.
1952	<i>Queensland Law Society Act 1952</i> consolidates the 1927 Act and the 1930 Amendment Act.
1982	The Society's <i>Proctor</i> magazine is launched.
1987	The Society moves into Law Society House at 179 Ann Street, Brisbane.
1993	Membership records are entered into a computerised database.
2001	QLS Insurance, now Lexon Insurance Pte Ltd, is established as a special purpose insurance entity wholly owned by the Society to provide professional indemnity insurance for solicitors.
2005	Continuing professional development for solicitors becomes mandatory.
2008	LawCare introduced as a member assistance program providing free, confidential and voluntary counselling services.
2015	Queensland Law Society introduces Guidance Statements to the profession.
2016	QLS Ethics Centre introduces a Practice Support Consultancy Service to assist practitioners to practise efficiently, practically and ethically.

Our values

Our values frame our service delivery, legal profession leadership and internal and external relationships.

Respect We value people and acknowledge their contributions.

Integrity We are honest and fair in our actions.

Service We work together to anticipate needs, exceed expectations and honour commitments.

About this report

Queensland Law Society's 2015-16 annual report presents our corporate performance information for the period 1 July 2015 to 30 June 2016.

This report records our activities, achievements and challenges for the 2015-16 financial year and evaluates them against strategic and operational planning objectives. It also provides a summary of our strategic plan, which we are reshaping to convey our thinking around the next strategic plan, and future priorities for initiatives in 2016-17 and beyond.

Queensland Law Society is incorporated under the *Legal Profession Act 2007* and defined as a statutory body under the *Financial Accountability Act 2009*. Our member-elected Council includes an Attorney-General's nominee and maintains our independence in governance. Our annual report complies with Queensland Government reporting requirements.

This report aligns with the Society's 2013-18 strategic plan and measures our performance against four strategic objectives: growth, leading the profession, embedding a culture of excellence, and strengthening our financial sustainability.

Framing the future is the theme of this 2015-16 annual report, reflecting the change and innovation we have undertaken to strengthen how we deliver on our vision to lead the profession by advocating for good law and supporting good lawyers.

The report demonstrates how we are:

- the voice of the legal profession in Queensland and represent the interests of Queensland lawyers
- our members' trusted advisor in the areas of ethics, advocacy, practice management, learning and professional development, and
- a membership society maintaining ethical, commercial and practical values and high professional and regulatory standards.

Our commitment to accessibility

This annual report can be accessed at qls.com.au/annual-reports, via the **Queensland Parliament website** or in print form by contacting us (see below). Our website also contains the required reporting in relation to the Council of Queensland Law Society as a Government body. Recent annual reports can be accessed via our website.

Please contact us if you require assistance in understanding the annual report or for referral to interpreter services. Our open data reports can be accessed via data.qld.gov.au.



Feedback

If you have feedback or questions about content in this annual report, please contact:

Law Society House, 179 Ann Street, Brisbane Qld 4000
1300 367 757 | info@qls.com.au

Contents

About us	i
Year in review	2
Key performance indicators 2015-16	4
Performance overview	6
President's review	8
CEO's review	9
Membership snapshot	10
Grow: Serving our members	11
Lead: Leading our profession	25
Culture: Embedding our culture	37
Strength: Ensuring our sustainability	49
Financial statements	59
Compliance checklist	141
Glossary	143
Index	144

8 September 2016

The Honourable Yvette D'Ath MP
Attorney-General and Minister for Justice
and Minister for Training and Skills
Level 18, State Law Building
50 Ann Street
Brisbane Qld 4000

Dear Ms D'Ath,

I am pleased to submit for presentation to the Parliament the Annual Report 2015-2016 and financial statements for Queensland Law Society.

I certify that this Annual Report complies with:

- the prescribed requirements of the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2009*, and
- the detailed requirements set out in the *Annual report requirements for Queensland Government agencies*.

A checklist outlining the annual reporting requirements can be found at page 141 of this annual report.

Yours sincerely

Bill Potts
President
Queensland Law Society

Year in review

The 2015-16 financial year was a productive and full period for Queensland Law Society across all areas of the organisation and the broader profession. Below are highlights from our year.

July

10 Early Career Lawyers Conference 2015

16-18 30th Family Law Residential 2015



20 New Queensland Law Society CEO Amelia Hodge officially takes up her role

August

7 District Law Association Presidents' Workshop, attended by Attorney-General Yvette D'Ath and Acting Chief Justice and president of the Court of Appeal Margaret McMurdo AC



20 Queensland Law Society welcomes the Government announcement that all 140 recommendations in the *Not Now, Not Ever* report on domestic violence will be implemented

21 Government Lawyers Conference 2015

28 QLS Senior Counsellors Conference

September

3 Launch of our inaugural Student Ambassador program

4 Criminal Law Conference 2015

7 The Society welcomes the appointment of Chief Justice Catherine Holmes

10-11 Property Law Conference 2015

21 Announcement of the QLS Council election outcome, the two-year term commencing 1 January 2016

October

1 QLS Property and Development Law Committee compiles Guidelines for E-Conveyancing

7 Mental Health Week Early Career Lawyers Twilight Event: Building Resistance



16 Personal Injuries Conference 2015

30 Townsville solicitor Michelle Morton is presented with the QLS Agnes McWhinney Award. Solicitors Penny White and Sarah Atkinson receive Outstanding Achievement Awards

November

2 QLS Guidance Statement No.5 – Witnessing Enduring Powers of Attorney is released

6-7 Succession and Elder Law Residential 2015

18 James Bell QC delivers the inaugural Queensland Tristan Jepson Memorial Foundation Lecture at Law Society House

20 North Queensland Symposium 2015

23 QLS joins in hosting the White Ribbon Day Supreme Court Breakfast raising awareness of domestic violence



27 Conveyancing Conference 2015

December

1 Announcement of 2015 QLS president Michael Fitzgerald's election to the Law Council of Australia Executive for 2016

3 QLS Annual General Meeting

11 Specialist Accreditation Breakfast in Brisbane with the Chief Justice

18 QLS welcomes the first all-electronic property settlement in Queensland through the PEXA system

January

- 1 Bill Potts commences as 2016 QLS president, succeeding 2015 president Michael Fitzgerald. Christine Smyth commences as deputy president
- 27 Launch of the official QLS Member Logo for use by full members

February

- 2 QLS welcomes the appointment of Judge Anne Demack as a Federal Circuit Court judge based in Rockhampton
- 3 New Year profession drinks hosted by QLS president Bill Potts to welcome members
- 19 Legal Profession Dinner with the keynote address by High Court Justice Susan Kiefel AC and presentation of the QLS President's Medal to Nambour solicitor Peter Boyce OAM



- 25 QLS congratulates Catherine Carew QC on her appointment as judge to the Family Court, commencing in the Brisbane registry

March

- 4 QLS welcomes the appointment of David Kent to the Queensland District Court
- 8 Annual QLS Legal Careers Expo in Brisbane for students interested in joining the legal profession
- 18 Past QLS president and chief executive Peter Carne is appointed as Public Trustee of Queensland

18-19 QLS Symposium 2016



April

- 13 QLS welcomes the announcement of the reintroduction of Murri Courts across Queensland, commencing in Rockhampton
- 15 QLS CEO Amelia Hodge takes part in Women's Legal Service fundraiser Dancing CEOs
- 22 QLS provides its submission to the Parliamentary Legal Affairs and Community Safety Committee Human Rights Inquiry

May

- 1 QLS releases its Call to Parties ahead of the Federal election
- 7 Second annual QLS Touch Football Tournament for law firms
- 17 Law Week Queensland Legal Walk in support of QPILCH
- 18 QLS Mindfulness for Lawyers breakfast



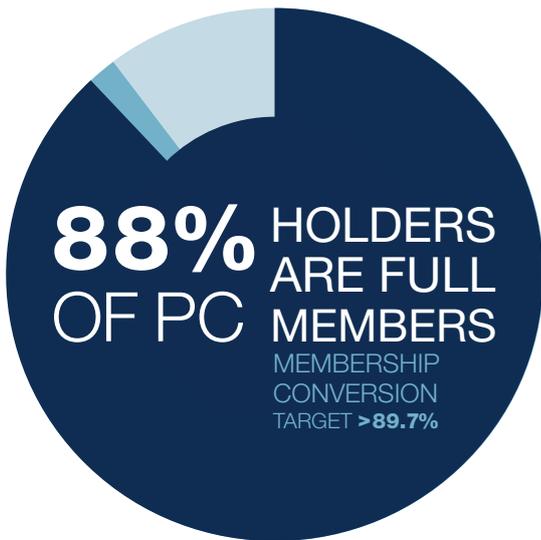
- 19 Open Day at Law Society House and presentation of QLS Equity and Diversity Awards
- 20 2016 Queensland Law Society Annual Ball
- 26 & 27 Early Career Lawyers Law Revue: *Captain Amicus: Civil Law*

June

- 8 MemberConnect breakfast celebrating members acknowledged in Chambers Asia-Pacific Guide, Best Lawyers in Australia list and The Legal 500 Asia Pacific
- 9 Logan & Scenic Rim Law Association launch
- 10 Gold Coast Symposium

Key performance indicators 2015-16

In 2015-16 we achieved the following outcomes against our key performance indicators set out in our corporate plan 2015-16.



NUMBER OF FULL MEMBERS GREW BY

4.64% TO

9,971

GROWTH TARGET OF AT LEAST 1.5%

146
ADVOCACY SUBMISSIONS MADE WITH A **60%** SUCCESS RATE



MEMBERS' SATISFACTION SCORES OUT OF **5**

POSITIVE STAFF ENGAGEMENT

A change in staff engagement survey methodology, which sets the benchmark for future years, means direct comparison with last year's survey is not possible. This year's research showed QLS was a leader against other law societies in 13 scorecard areas.

LEADER
IN **13**
SCORECARD
AREAS

Overall rating as a place of work

NATIONAL AVG. 73

77_{QLS}

Strong team spirit

NATIONAL AVG. 83

87_{QLS}

In-team communication

NATIONAL AVG. 85

89_{QLS}

Employees' commitment

NATIONAL AVG. 71

76_{QLS}

FINANCIAL **TARGETS** FOR
QUEENSLAND LAW SOCIETY
INCORPORATED (PARENT
ENTITY) **WERE MET**

\$18.4m
REVENUE
UP FROM **\$18.3m**

\$12m

IN MEMBERSHIP AND
PRACTITIONER FEES

UP FROM
\$10.9m 

+ **\$538k**
OPERATING SURPLUS

Performance overview

Queensland Law Society has identified four areas of focus to help us achieve our vision of leading the legal profession by advocating for good law and supporting good lawyers.

This report is structured to present our achievements against each of these areas of focus:

- 1. Grow:** Serving our members to grow our membership (see pages 11-24);
- 2. Lead:** Leading our profession through targeted advocacy, providing ethical guidance and setting professional standards (see pages 25-36);
- 3. Culture:** Embedding a culture of excellence in member service (see pages 37-48); and
- 4. Strength:** Ensuring our sustainability by strengthening our financial sustainability (see pages 49-58).

Our corporate plan 2015-16 identified priority areas and initiatives for our focus this year. Our performance against these is set out in this table.

	Initiatives	Actions 2015-16
Grow membership	Grow membership and member engagement by: <ol style="list-style-type: none"> a. implementing our marketing strategy; and b. finalising our membership strategy 	<p>Introduce targeted electronic communications to member depending on their member segment and practice area/s</p> <p>Communicate our member value propositions in marketing to our four key member segments</p> <p>Utilise website usability testing (completed in 2014-15) to develop a website redevelopment plan and commence implementation</p> <p>Finalise our membership strategy to grow member numbers and engagement in selected member segments</p>
	Lead the profession	<p>Deliver proactive and strategic advocacy which effectively applies the skills and knowledge of our volunteer members</p> <p>Monitor implementation of government policy to address priority issues raised in the 2015 QLS Call to Parties and proactively advocate for the adoption of those policies</p> <p>Strengthen policy committee governance to better manage committee composition and ensure linkages between committee work and QLS strategic goals</p>
	Investigate and research circumstances that give rise to claims. Develop a business model for development and delivery of risk management and early intervention educational programs to address underlying causes giving rise to claims	<p>Scope and plan desired process for investigation, research and development of a recommended business model for delivery of educational and support programs</p> <p>Engage appropriately skilled and experienced new resource to undertake the project</p> <p>Together with Council, consider recommendations and move toward implementation</p>
A culture of excellent member service	Embed our culture of service excellence to members at an individual and divisional level and pursue opportunities for process improvement	<p>Engage with individual team members to build awareness and desire around what service excellence means at an individual (role specific) level</p> <p>Engage with teams to build awareness and desire at a team level around what service excellence means at a divisional level (applying feedback from the service standards survey)</p> <p>Partner with Sapphire Champions and teams to devise opportunities to change/improve/streamline a process, system or practice to help improve service excellence</p>
Strengthen our financial sustainability	Review and maximise alternative revenue sources including investments and service charges	<p>Review service charges for Lexon, Legal Practitioners' Fidelity Guarantee Fund (LPFGF), Law Claims Levy Fund and Legal Practitioners Admissions Board to ensure appropriate service charges apply</p> <p>Develop and implement investment policies for LPFGF and QLS general funds to improve investment returns within statutory constraints</p>

Targets 2015-16	Achieved 2015-16	Aims 2016-17
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Membership conversion as at 30 June 2016 is at least 89.7%	✘ Membership conversion as at 30 June 2016 is 88%	Review our membership value proposition for newly admitted lawyers and investigate potential paralegal offerings Utilise data to drive targeted membership growth tactics Review core IT applications that support delivery of services directly to members, to ensure they facilitate future product and service excellence Reposition <i>Proctor</i> as an interactive online resource
Number of full members as at 30 June 2016 has increased by at least 1.5% from number of full members at 30 June 2015	✔ Number of full members as at 30 June 2016 has increased by 4.64% from number of full members at 30 June 2015	
Evidence of effective consultation and engagement between government and QLS on the issues in the QLS Call to Parties	✔ Generally consultation is effective, and QLS has reported a number of significant 'wins' from the Call to Parties	Position the Society as a thought leader and raise the profile and reputation of the profession
All policy committee work plans to be reviewed and approved by Council by 30 September 2015	✔ Plans approved by Council on 17 June 2015	
Revised policy committee charter to be approved by Council by 31 December 2015	✔ Revised charter approved by Council on 27 August 2015 and being rolled out operationally	
Regular policy committee reports against work plans to be initiated by 31 January 2016	✔ Increased detail on policy committee submissions included in CEO reports	
Project plan completed by 31 December 2015 Plan for delivery of new risk management and early intervention educational and support programs developed and approved by Council in accordance with project plan	✔ Specialist project manager commenced 1 February 2016. Investigation and research into the risk circumstances that give rise to claims undertaken and a program of initiatives developed and commenced implementation	Provide a Practice Support Consultancy Service to newly opened law practices, whether they are sole practitioners or recently established micro/small legal practices Establish educational diversion programs for "at risk" practitioners in conduct and trust account matters
Positive change is observed in the 2016 staff engagement/culture survey in relation to staff depth of knowledge of the business and connection to our members, and at a team level in the top four engagement drivers	N/A New survey methodology adopted. Where comparison to the 2015 survey was possible, index scores remained stable	Entrench a deeper knowledge of QLS's role and purpose in every staff member and ensure they believe in and can clearly articulate the benefits of QLS membership
Positive changes noted through the internal service standards survey upon re-test, and in the leadership surveys upon re-test	N/A Second internal service standards survey not conducted due to change program	
QLS wide service excellence standards are implemented and embedded into our work practices	✔ A number of initiatives embedded to recognise staff service excellence	
Clearly articulated KPIs are in place for the CEO and all GMs relating to culture and engagement and are embedded into Link Success	✔ Service excellence standards were included in each staff member's performance plan	
Process improvements are identified and enhancements/improvements are embedded into our work practices	✔ Working groups made significant progress in process improvement work, and implementing a new performance management system, identified as key organisation-wide process for improvement. Process improvement training conducted for key staff	
Achieve a reasonable service charge for business units	▶ Ongoing Reviewed service charges and made adjustments in consultation with stakeholders. Some agreements undergoing further consolidation and review	Invest in our IT systems and infrastructure to address IT and business continuity risks Develop a robust asset management strategy
Achieve the performance indicators in the investment policies by 30 June 2016	▶ Ongoing Investment policy for LPFGF finalised and implemented. Review of QLS investment policy proposal is subject to final determination of cash requirements on capital project proposals prior to further progress	

President's review

My focus during 2016 has been to ensure we are assisting solicitors in their day-to-day practice, lobbying for more resources for our justice system and connecting with members and the community.



Speaking to and for the profession

I have endeavoured to speak to members, and for members, about matters important to them. This has included the economics of their practices, mental health and legal reform.

The Society's External Affairs team has assisted me to issue press releases, speak directly to media or refer the media to QLS members for comment. I believe it is important that we, as a profession, stay engaged with both the media and our communities to ensure that the law is better understood by all.

We have advocated and lobbied the Queensland and federal governments for better laws which will positively impact our profession and the wider community. This year, we have seen positive responses to our advocacy submissions in the areas of domestic violence, common law rights as part of the National Injury Insurance Scheme, anti-bikie laws, lemon laws, alcohol-fuelled violence, youth justice and environmental amendments, to name a few.

This year, we also had an historic opportunity to have our say on whether Queensland should introduce a Human Rights Act. We formed a QLS Human Rights Working Group, chaired by Dan Rogers, with representatives including lawyers, academics and the Honourable Richard Chesterman AO RFD QC.

The Society submitted views to the parliamentary Human Rights Inquiry which reflected the views both of the working group and our broader membership.

Defending the rule of law

I am passionate about defending the rule of law, our courts, and insisting on better resources to bring the practice of law into the 21st century.

Many will have seen the media coverage the Society received in explaining the process of the law in well-publicised cases such as Baden-Clay and Zaburoni. I will continue to explain the law throughout my term and beyond, to ensure engagement with our local communities.

Another area about which I am passionate is modernising our laws. Updating legislation such as the *Trusts Act 1973* and the *Property Law Act 1974* will greatly assist the profession and the public. We will also continue to work toward harmonising some of Queensland's laws with other states' to ensure that large law firms can run practices across the country with minimum disruption.

More resources for justice

Our judges and magistrates do a great job but are being worked into the ground. There are opportunities for us to lobby for sustainable funding for both the courts and community legal centres (CLCs). I have worked to obtain greater resources through engaging with various leaders of the jurisdictions and government. It was encouraging to see the Federal Coalition's election commitment of \$30 million for legal aid, community and Aboriginal legal services over three years, but there is still a long way to go.

The Society called for increased court funding numerous times this year, and I am pleased to see more judicial appointments. There is still more to be done. Our magistrates in particular are at the coalface of the legal profession and deserve to have the resources required to serve justice for the community.

Action on domestic violence

The issue of domestic violence is also an important item for the Society. I have spoken to media on this subject and the Society has lobbied successfully for changes in legislation to assist in stopping perpetrators of domestic violence and protecting victims.

The Society is also focused on ensuring that lawyers are equipped to deal with the legal response to domestic and family violence, through developing the *QLS Domestic and Family Violence Best Practice Guidelines* launched in July 2016. Thank you to the many volunteers, led by Deborah Awyzio, who created these guidelines.

We also acknowledge all those involved with the domestic violence court project at Southport. We are pleased to see the project initiated and the trial extended. We encourage the Government to roll out this project to other regions including Cairns, Townsville, Ipswich and Brisbane.

Connecting with the regions

I look forward to continuing to see the profession grow and change during my term as president. I believe we can further utilise the local knowledge and enthusiasm that our district law association (DLA) members possess. Their energy and ideas are integral to ensuring that we remain connected to our profession. I also believe that members in our regions can assist in promoting good news stories about the positive things that our lawyers do for their clients and for their communities.

I look forward to working with our DLAs and our broader membership throughout the rest of 2016 and beyond. It has been a pleasure to represent you thus far.

Bill Potts
President

CEO's review

This year has been one of transformation for your Society, with a focus on structuring the organisation for our service excellence priorities and business sustainability. My priority is to see that our members are provided the most relevant, valuable, efficient and effective services.

Transforming your Society

At the heart of the Society is its members, and each year we seek to improve upon how we support and assist our practitioners. With the overall aim of providing seamless support and interaction with our members, we have rebuilt our internal structure this year to facilitate a new approach.

I believe that we have acquired the skillsets that will transform the way you connect with your Society. Specifically, we have seen new appointments, including a general manager focused on membership and strategic partnerships, a government relations advisor, digital manager, data analyst and others who can enhance our relationship with you.

Our teams are developing our digital and social media strategy to support key membership initiatives and services, upgrading our internal technology platform and systems, revising our membership strategy and reviewing our website to ensure ease of accessibility and ongoing value for all members.

Another area close to my heart is ensuring our members' voice is heard. We have introduced a new External Affairs team led by a specialist media advisor, which has seen our media activity and influence significantly increase and enabled greater engagement across multiple government and stakeholder areas.

The External Affairs team also assists members with public relations and media inquiries, and connects media with local experts on key topics. The team worked closely with the government relations advisor to promote the federal election Call to Parties document, highlighting Queensland issues of concern to our members and their local communities.

Improving member services

During my inaugural year with the Society, I have identified and acted on a number of priorities to ensure members are being provided with the most useful offerings for their practice and careers.

Our highly regarded Ethics Centre has grown to incorporate practice support, providing a unified service based on the premise that combined ethical and practice support guidance leads to responsible lawyers imbued with practical wisdom.

We have developed a firm outreach/consultancy program that brings this guidance directly to your firm, while also rationalising and refining our extensive practice support guidance and educational resources.

Our Ethics Centre in conjunction with the Ethics Committee is continuing to develop Guidance Statements for the profession on specific issues. As part of this, practical tools to be utilised for discrete task services (limited scope retainers) will be prepared for the benefit of Society members.

Exciting initiatives

We have some exciting new initiatives that will roll out over the next financial year.

We will finalise a disaster readiness and recovery guide for members which will provide practical tools and suggestions, improving members' ability to be ready and withstand a multitude of disasters.

The Society will also be rolling out a regional roadshow to replace, or combine with, the current regional intensive professional development program. Our regional members are an integral part of the Society and we will continue to engage with them in better and broader ways.

Other exciting initiatives include working with the Queensland Police Service on a series of guidelines to be followed



when executing warrants on solicitors' premises, as well as creation of a Reconciliation Action Plan.

Future focus

Our future focus will continue to be on better servicing members in day-to-day practice as well as a focus on early intervention, including corporate health, stress and mental health. We have begun development on re-education and early intervention programs supporting referred practitioners, business continuity planning tools and an expansion of our strategic partnerships.

This project will be funded from the professional indemnity insurance Law Claims Levy Fund, tightly controlled under the *Queensland Law Society Indemnity Rule 2005*. The funds will be strictly applied under section 17 of the rule for:

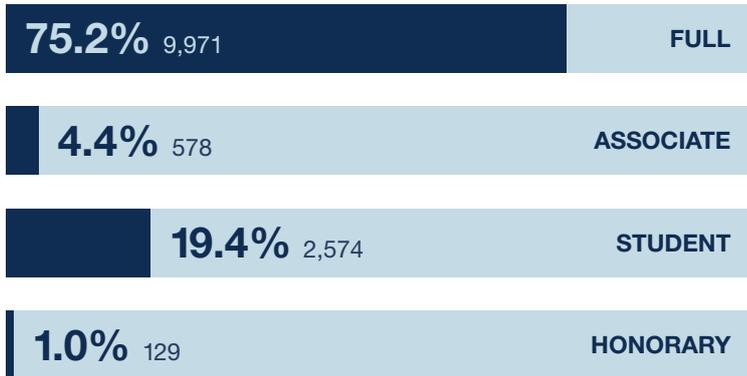
"(3)(iii) the investigation of and research into the circumstances that give rise to Claims and the development and delivery of risk management and early intervention educational programmes to address the underlying causes giving rise to such Claims."

It has been an exciting year to date. I look forward to continuing to work with the QLS Council, our members and staff over the coming year to ensure our Society continues to grow and enhance valuable membership services and offerings.

Amelia Hodge
Chief Executive Officer

Membership snapshot

TOTAL MEMBERSHIP BY CATEGORY



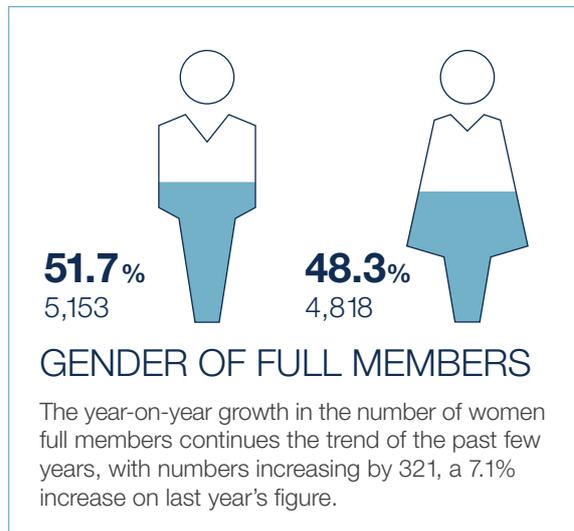
TOTAL MEMBERSHIP GREW  5.14% TO 13,252 

FULL MEMBERS
9,971

FULL MEMBERS WORKING IN LAW FIRMS*

There was marked growth of 89% in the numbers of full members employed in medium firms and they made up 18% of full members this year (compared with 11% last year). The number of sole practitioners also rose by about 28% and they made up 12.3% of full members (11% last year). In contrast, numbers working in small firms decreased by 22%. They made up 16.6% of full members this year, compared with 24% last year.

*Full members who are in-house counsel, government solicitors, community legal centre practitioners, consultants or academics are not included in these figures.



FULL MEMBERS BY SEGMENT

Post-admission experience	Number	%
0-5 years	2,891	29.0%
6-12 years	2,734	27.4%
13-20 years	1,936	19.4%
21+ years	2,410	24.2%

FULL MEMBERS BY GENERATION

Generation	Male	Female	%
Builder	101	8	1.1
Baby Boomer	1,699	542	22.4
Generation X	1,815	1,633	34.6
Generation Y	1,533	2,626	41.7
Generation Z	4	6	0.1
Unknown	1	3	<0.1
Subtotal	5,153	4,818	-

Generation category and year of birth range:

Builders 1925-1945; Baby Boomers 1946-1964; Generation X 1965-1979; Generation Y 1980-1994; Generation Z 1995-2010