

Annual Report



18-19

**We acknowledge the First Nations peoples
as the original inhabitants of Australia.
We recognise, respect and celebrate
the cultural distinctions of First Nations
peoples and value their rich and positive
contribution to not only Queensland but
also to the broader Australian society.**



About this report

Queensland Law Society's 2018-19 annual report presents our corporate performance information for the period 1 July 2018 to 30 June 2019.

This report records our activities, achievements and challenges for the 2018-19 financial year and evaluates them against our strategic and corporate planning goals and targets. It also provides a summary of our corporate performance, our planning around the next strategic plan, and priorities for initiatives in 2019-20 and beyond.

2018-19 has been a year of significant achievement for QLS. Across our organisation, we have delivered on some of QLS's long-held goals, implemented significant projects and realised bold plans as an effective and cohesive team. We are excited to share our progress here.

QLS is incorporated under the *Legal Profession Act 2007* and is defined as a statutory body under the *Financial Accountability Act 2009*. The QLS Council is responsible for overseeing the Society's governance and setting the strategic direction.

The Society's annual report complies with Queensland Government reporting requirements. This report aligns with the Society's current operational plan and corporate performance against our strategic focus areas of Advocate, Educate, Connect, Guide, Protect, Culture, Sustain and Improve.

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 qls.com.au 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:

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9 September 2019

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

Dear Attorney

I am pleased to submit for presentation to the Parliament the Annual Report 2018-2019 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 on pages 188-189 of this document.

Yours faithfully

Bill Potts
President

Email: president@qls.com.au

Table of contents



Introduction

4	About us
6	Year in review
8	Performance overview
20	President's review
22	CEO's review
24	Membership snapshot
26	Here for our members

Strategic focus area

28	Advocate
36	Educate
42	Connect
50	Guide
56	Protect
62	Culture
72	Sustain
86	Improve

Finances

97	Queensland Law Society Incorporated
152	Law Claims Levy Fund
170	Legal Practitioners' Fidelity Guarantee Fund



Left
QLS Symposium
held at the Brisbane
Convention &
Exhibition Centre.

About us



Queensland Law Society (QLS) is the peak representative body for the legal profession in Queensland, providing leadership, guidance and support for more than 13,000 members, across all categories.

The Society empowers good lawyers, advocates for good law and serves the public good by providing a clear and passionate voice for solicitors and the legal profession in Queensland. We engage with government, the public and the legal community on issues of importance to the profession.

The Society is a versatile, responsive and collegiate representative body which supports and advocates on behalf of the Queensland legal profession. We represent the profession with courage, fidelity and service in an ethically sound, calm and professional manner.



Across many platforms and in conjunction with our members, the Society provides:

- high-quality, ethical support and guidance to Queensland solicitors, including direct ethical consulting, bespoke educational sessions and published guidance statements
- calm, clear and courageous advocacy on matters of importance to the legal profession and the broader community
- accessible, high-quality, ongoing professional development and specialist accreditations
- practical resources and opportunities for the profession to maintain and develop professional skills
- referrals via our Find a Solicitor web search and promotion of solicitors' role in the community
- support for practitioners' mental health, including the LawCare service
- support and guidance on trust account issues and trust account compliance
- direct practice support consultancy services to new and developing law firms throughout the state
- regulation of trust account provisions of the *Legal Profession Act 2007*, external administration of law practices and management of the Legal Practitioners' Fidelity Guarantee Fund
- records administration for the issuing of practising certificates
- professional indemnity insurance to the members of the Queensland legal profession through Lexon Insurance Pte Limited.

Our vision

Good law. Good lawyers. Public good.

Our purpose

- Supporting our members to 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.
- Being the authoritative voice of solicitors in Queensland, speaking out for justice and the rule of law.

Our values

Our values frame our service delivery, leadership of the legal profession 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.

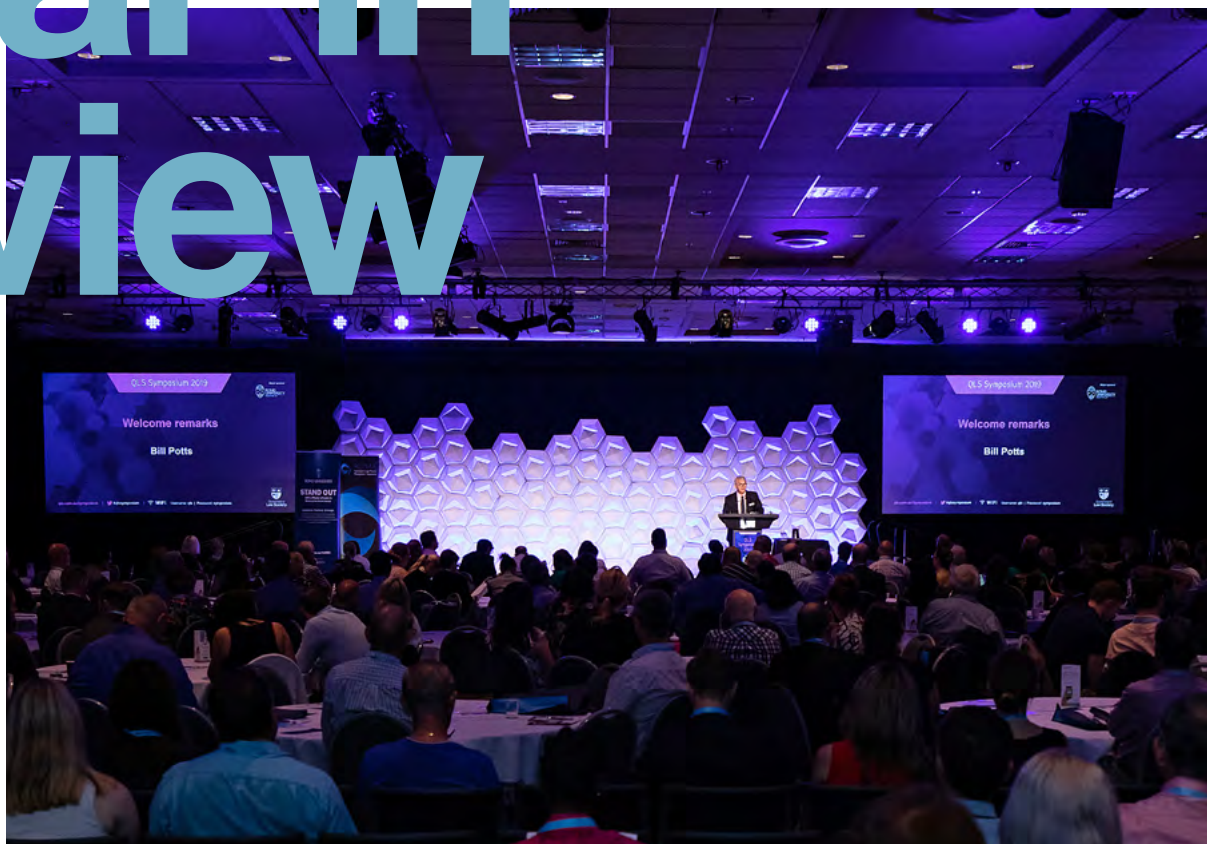
Year in review

Left
QLS Symposium held at the Brisbane Convention & Exhibition Centre.

Middle
QLS Early Career Lawyers' Ball.

Right
QLS Legal Careers Expo.

Bottom
QLS member Andrew Kelly receiving a pin from President Bill Potts acknowledging 25 years of membership



July 2018

- 3 QLS celebrates the first anniversary of the launch of its Reconciliation Action Plan (RAP) with a luncheon for more than 80 staff, RAPWG members and guests.
- 17 QLS acknowledges the successes of its members with a 'Best Lawyers' breakfast at Brisbane's Blackbird.
- 24 Townsville workshop, followed by our Celebrate, Recognise and Socialise event.
- 25 Modern Advocate Lecture Series 2018: Lecture 3 — Justice Andrew Greenwood of the Federal Court.

August 2018

- 3 The QLS Criminal Law Conference attracts 116 delegates, making it the biggest on record.
- 10 A special QLS event engages the chairs and deputy chairs of its 26 policy committees.
- 11 Legal Aid retains its championship at the QLS Touch Football Tournament 2018 at Finsbury Park, Newmarket.
- 17 Mackay workshop, followed by our Celebrate, Recognise and Socialise event.
- 31 Annual QLS Senior Counsellors Conference.

September 2018

- 4-5 QLS property Law Conferences draws 130 delegates.
- 14 Government Lawyers Conference.

October 2018

- 12 Personal Injuries Conference.
- 19 QLS launches pilot online cybersecurity program to help members strengthen their defences against cyber attacks.
- 25 Modern Advocate Lecture Series 2018: Lecture four — Former District Court Judge John Robertson.

November 2018

- 2-3 Almost 200 delegates attend the annual QLS Succession and Elder Law Conference.
- 5 Inaugural meeting of the QLS Human Rights Working Group. Chaired by Dan Rogers.
- 20 Toowoomba workshop, followed by our Celebrate, Recognise and Socialise event.
- 28 QLS launches the first mental health first aid (MHFA) course for the legal profession.

December 2018

- 4 QLS annual general meeting held at Law Society House.
- 4 QLS representatives appear before the parliamentary Legal Affairs and Community Safety Committee to present submissions on whether the proposed Human Rights Bill 2018 would achieve its stated objectives.
- 13 QLS representatives appear before the Senate Legal and Constitutional Affairs Committee to explain flaws in legislation merging the Federal Circuit Court and Family Court of Australia.

January 2019

- 1 Bill Potts returns to the role of QLS President — only the second practitioner in the Society's 91-year history to hold the office of President on two occasions.



February 2019

- 7 New Year Profession Drinks functions held at the Banco Court in Brisbane and on 13 February at the Southport Yacht Club.

March 2019

- 15-16 QLS Symposium held at the Brisbane Convention & Exhibition Centre.
- 15 At the QLS Legal Profession Dinner and Awards, the top awards go to Glen Cranny (President's Medal) and Edwina Rowan (Agnes McWhinney Award).
- 15 QLS releases its 2019 Call to Parties Statement in the lead-up to the federal election.
- 20 Inaugural meeting of the QLS Innovation Committee.
- 25 Record attendance at the QLS Legal Careers Expo.
- 25 QLS representatives appear before the parliamentary Legal Affairs and Community Safety Committee to raise major concerns on the Criminal Code and Other Legislation Amendment Bill 2019 and Criminal Code and Other Legislation (Mason Jett Lee) Amendment Bill 2019.

April 2019

- 1 New-look *Proctor* sent to members.

May 2019

- 1 QLS calls for immediate end to housing of children in police watchhouses.
- 14 Law Week's Queensland Legal Walk leads into a range of activities, including a complimentary member mental health breakfast (15 May) and QLS Open Day (16 May).
- 19 'Find a solicitor' ad campaign launch.
- 31 QLS Early Career Lawyers' Ball proves a winner in Brisbane's James Street precinct.

June 2019

- 1 National Reconciliation Week Cultural Walk.
- 7 Gold Coast Symposium.
- 14 World Elder Abuse Awareness Day Breakfast.



Strategic and operational performance overview

INITIATIVE	STRATEGIC KPI	KEY ACTION
Advocate Goal		
1 Position QLS as a trusted advisor of law reform in Queensland by engaging with Government in areas of legislative reform important to our members and the community	KPI4 We are listened to by government and members of parliament	1.1 Engage with Government and Parliamentary Committees on law reform as trusted advisor
		1.2 Adopt effective positions on behalf of members and support with appropriate lobbying and media
2 Educate and engage with our members in areas of law reform where QLS can advocate on behalf of the profession and the community	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	2.1 Form a current awareness hub for Legal Policy and Queensland legislation
		2.2 Engage with members in the Legal Policy process
3 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	KPI2 Increased membership engagement in our products and services KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	3.1 Enhance reputation as the go to for comment on issues affecting the law in Queensland
		3.2 Engage with members on issues in the media relating to the law

On 1 July 2017, the Society's four-year strategic plan came into effect. The end of this financial year marks the half way point of the Society's four-year strategic plan. Our Strategic Plan 2017-21 sets out to achieve **our vision** for good law, good lawyers and the public good and **our purpose** to support our members to have more satisfying, balanced and rewarding legal careers and businesses, to promote the value of solicitors in the community, to support the professional values of fidelity, service and courage, and to be the authoritative voice of solicitors in Queensland, speaking out for justice and the rule of law. Our four-year strategic plan particularises five strategic goals, two strategic objectives and six measures of success (key performance indicators [KPIs]). Measurement of the second year of our strategic plan has been embedded in our Operating

Plan 2018-19, with our operating plan categorised by strategic goals and objectives, as well as setting out our key actions, our strategic KPIs and operational targets for the financial year. Measures include both qualitative and quantitative assessments to gauge engagement across the membership, staff and key stakeholders. Environmental factors such as changing trends in the demographics of the legal profession, the speed of digital advancements, corporate culture and innovation present both strategic challenges and opportunities for the Society and are set out in the report; with initiatives to continue into the next operating plan. The Society's performance in continuing the Strategic Plan 2017-21 and the annual Operating Plan 2018-19 is outlined in this report.

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
1.1.1 150 requests for comment received during financial year	1.1.1 COMPLETED: 244 requests for comment
1.1.2 QLS invited to 10 public hearings for Parliamentary Committees	1.1.2 COMPLETED: Attended 17 parliamentary public hearings
1.2.1 Success to submission ratio of 1 to 3 achieved	1.2.1 COMPLETED: 1:1 – 251 Successes, 178 reactive submissions and 48 proactive submissions
1.2.2 100 positive mentions of QLS in <i>Hansard</i>	1.2.2 COMPLETED: 286 mentions in <i>Hansard</i>
2.1.1 Launch dedicated QLS webpage on legal policy and legislation reform current awareness	2.1.1 COMPLETED: Legal Policy blog has been launched (via medium) First blog was "Legal Policy at QLS" on 5 September 2018
2.1.2 Legal Policy team provide update presentations at 5 professional development events	2.1.2 COMPLETED: 8 presentations
2.2.1 At least 15% of submissions on proactive issues of concern to members	2.2.1 COMPLETED: 21% of submissions on proactive issues
2.2.2 Member feedback on current legal policy work topics is sought each week	2.2.2 COMPLETED: QLS Update seeks member feedback on policy work topics every week
3.1.1 Weekly reporting of media inquiries to QLS seeking comment or assistance	3.1.1 COMPLETED: Weekly reporting of media enquires: 510 enquiries logged
3.2.1 Weekly news item as headline on QLS webpage	3.2.1 COMPLETED: 42 news headlines and 22 media releases as webpage items: 64

INITIATIVE	STRATEGIC KPI	KEY ACTION
Protect Goal		
4 Introduce membership based, personally funded Group Life and Salary Continuance insurance plans	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	4.1 Investigate membership based, personally funded group life and salary continuance insurance plans including benchmarking against other group life and salary continuance insurance plans
		4.2 Offer membership based, personally funded group life and salary continuance insurance plans to members in January 2019
		4.3 Introduce a salary continuance insurance scheme for eligible staff members.
5 Introduction of Cyber Risk insurance option for member firms	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	5.1 Investigate through Lexon Insurance Pte Ltd the introduction of Cyber Risk insurance options for member firms
		5.2 Offer membership based, Cyber Risk insurance options for member firms
Guidance Goal		
6 Development of a member services capability expanding the QLS Ethics and Practice Centre offering into practice care, practice support and career advancement	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	6.1 Prepare a project plan and strategy for incorporation
		6.2 Project plan and strategy implemented
7 Overhaul so as to align with the law and the basic tenets of fairness the Society's collection, use and distribution of private information obtained in the course of the provision of all services by the Society	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	7.1 Scope project plan
		7.2 Draw project plan

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
4.1.1 Proposal from JLT Brokerage finalised	4.1.1 COMPLETED: Proposal from JLT Brokerage has been completed
4.2.1 Launch membership based, personally funded Group Life and Salary Continuance insurance plans by 2 January 2019	4.2.1 IN ABEYANCE: Work undertaken and advice from Brokers that there are challenges in progressing as there are no insurers to offer the product
4.3.1 Eligible staff have access to the insurance plans	4.2.1 CONTINUING: Work has been undertaken and progression is subject to securing annual budgeting
5.1.1 Proposal from Lexon finalised	5.1.1 COMPLETED: Investigations completed and reported to Council
5.2.1 Launch membership based, Cyber Risk insurance options for member firms	5.2.1 COMPLETED: Cyber risk insurance product approved by Council and launched
6.1.1 Project plan and strategy approved by CEO	6.1.1 COMPLETED: Project plan and strategy for the ILP has been completed with the Council approving the constitution, service agreement and application for the ILP. The Office of General Counsel has lodged the application with the Department of the Attorney General and Justice
6.2.1 Depending on external stakeholder engagement, project plan and strategy implemented by 30 June 2019	6.2.1 CONTINUING: The implementation of project plan and strategy is still subject to discussion. The Centre during the course of 2018-2019 undertook an evaluation of the services offered by the Centre in practice management. The review led to a decision to appoint two new officers. Those officers are an Organisational Culture and Support Officer and a Practice Management Consultant. The Organisational Culture and Support Officer has been appointed. The Practice Management Consultant has not yet been appointed
6.2.2 Quarterly reporting on project plan and strategy	6.2.2 COMPLETED: Updates to Council and CEO provided quarterly
7.1.1 Project scoped	7.1.1 COMPLETED: Project scoped
7.2.1 Project plan completed and approved by CEO	7.2.1 COMPLETED: Project Plan CEO approved by CEO
7.2.2 Quarterly reporting on project plan	7.2.2 COMPLETED & CONTINUING: Whilst there has been quarterly updates and reporting the initiative has proved to be beyond resources particularly with one of the two leads on the project leaving QLS

INITIATIVE	STRATEGIC KPI	KEY ACTION
Connect Goal		
8 Launch a revised job board and recruitment portal to members	KPI2 Increased membership engagement in our products and services	8.1 Launch membership campaign to address junior solicitors, associates, students, clerks and graduates
		8.2 Report on membership campaign
9 Undertake a public marketing campaign to reposition the online find a solicitor service and reach out to the Community	KPI2 Increased membership engagement in our products and services	9.1 Undertake research on website traffic trends and activity including implementing google tracking codes
		9.2 Launch the public marketing campaign
10 Promote the use of expert solicitors in ADR processes in Queensland	KPI2 Increased membership engagement in our products and services	10.1 Scope a project plan to raise awareness of expert solicitors in ADR processes throughout the legal profession
		10.2 Implement the project plan
	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	
	KPI2 Increased membership engagement in our products and services	10.3 Undertake a public campaign with the wider Queensland community for the use of expert solicitors in ADR processes

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
8.1.1 Membership campaign launched	8.1.1 COMPLETED: Jobconnector product refinement and pricing reduction launched in October 2018
8.2.1 Report to CEO on the effectiveness and impact on the revised job board and recruitment portal	8.2.1 CONTINUING: Report to CEO on effectiveness and impact of this campaign on the job board by end of June 2019 is not complete. Monthly reporting included in above 8.1.1. However, recent developments have meant that we are winding down the offering
9.1.1 Research undertaken	9.1.1 COMPLETED: Research has been undertaken: Page views across the QLS site decreased by 26.9% in June however the number of users only dropped 10.8%. Fewer events and the start of the school holiday period contributed to the decline. The new 'Advice' landing page for the public Find a solicitor campaign attracted 7,203 users and became the third most visited page on the site. The page also drew 6,090 new users to the site. Compared to June 2018, the audience percentage using mobile has grown significantly (to 33.5% from 21.3%) while desktop usage has declined
9.2.1 Campaign launched	9.2.1 COMPLETED: Campaign launched. Pageviews on the primary 'Find a solicitor' were down slightly from a high in May but remained strong, spurred by the seek advice campaign. As in May, across the board growth in the number of entrances to the site and to pageviews (total and unique) can be attributed to the advice campaign. The number of pageviews of the 'Find a solicitor' search (referral list of QLS members) grew by 11.2%. Pageviews for the 'Register of solicitors' (list of all QLS solicitors) remained steady. Entrances to the 'Find a solicitor' search eclipsed that of the Register of solicitors. This is a notable gain toward the 'Find a solicitor' (referral list) becoming the preferred search in the future. The new 'Advice' campaign page (launched on 19 May) became the third most popular page on the site
10.1.1 Project scoped	10.1.1 COMPLETED: Project scoped with consultations internally, with members and with the ADR Committee about how best to promote expert solicitors in ADR processes
10.1.2 Survey of the profession undertaken	10.1.2 COMPLETED: Feedback received from ADR Committee members regarding improving the website and functionality of the 'find a mediator' function on the website
10.1.3 A minimum of two publications online or through <i>Proctor</i> on expert appointments and ADR processes	10.1.3 COMPLETED: Article published regarding Commercial arbitration in September 2018. The State Budget article for 2019 was also published in <i>Proctor</i> in June 2019 which promoted the initiative of the Queensland Dispute Resolution Hub (QDRH) and its benefit to the range of ADR practitioners. ADR content for the QLS website specific to family law disputes has also been published
10.2.1 Project plan implemented	10.1.2 COMPLETED: Project plan implemented as part of the wider promotion of ADR services, various stakeholder engagements including with members of the judiciary and the ADR Committee have taken place to work towards the establishment of a QDRH Working Group with the inaugural meeting to occur in August 2019
10.3.1 Formulate the campaign	10.3.1 COMPLETED: Campaign has been formulated
10.3.2 Implement the campaign	10.3.2 COMPLETED: Campaign is to be rolled out in the 2019-20 financial year to ensure all newly registered Nationally Accredited Mediators' details are correct and records are up to date. Nationally Accredited Mediators registered with the Society who have provided the Society with their consent will have their services promoted to the profession from July 2019

INITIATIVE	STRATEGIC KPI	KEY ACTION
Educate Goal		
11 Development of a leading accessible technology supported Learning and Development offering	KPI2 Increased membership engagement in our products and services	11.1 Have a consultant investigate and report on viable options and accessible technology to advance the professional development offering
12 Guide the profession in emerging issues, in particular cyber security and new technologies, anti-money laundering and the Legal Profession Uniform Laws	KPI2 Increased membership engagement in our products and services	12.1 Update the profession on emerging issues in ethics, cyber security and new technologies
	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	12.2 Update the profession on emerging issues on anti-money laundering and the Legal Profession Uniform Laws
Culture		
13 Focus our second year Reconciliation Action Plan around our staff, broaden our service offering to consult to members and develop a stretch RAP 2019-22 for Council approval in 2019	KPI2, 5, 6 Increased membership engagement in our products and services Staff are engaged, collaborative and productive and there is a reduction of staff turnover Annual financial targets are achieved	13.1 Identify and implement staff initiatives in the roll out of the second year of the RAP
	KPI2, 5 Increased membership engagement in our products and services Staff are engaged, collaborative and productive and there is a reduction of staff turnover	13.2 Develop a service offering to consult to members
	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	13.3 Draft and submit a stretch RAP 2019-2022 for Council approval

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
11.1.1 Consultant engaged	11. CONTINUING: PD Manager in discussions with Director, Information Management about the project. Consultant to be engaged. Scope of work needs to be finalised between People and Culture, Professional Development and Information Management. This project will continue into the next financial year
11.1.2 Report undertaken	
11.1.3 Report delivered to CEO	
12.1.1 Publication of quarterly updates to the profession on ethics, cyber security and new technologies	12.1.1 COMPLETED: The Centre continues to deliver online resources to members in ethics, cybersecurity and practice management. A program for solo and small practices have been implemented. Additional resources have been prepared and published since last month with respect Android and iOS security, USB best practices and self-assessment template for small firms
12.1.2 A minimum of two continuing professional development sessions in ethics, cyber security and new technologies	12.1.2 COMPLETED: Two cybersecurity sessions were delivered.
12.2.1 Biannual publication to the profession on anti-money laundering and the Legal Profession Uniform Laws	12.2.1 COMPLETED: Position on Legal Profession Uniform Law (LPUL) published 4 April 2019. Position on Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) published on blog 9 June 2019
13.1.1 Achieved action items set out in the RAP	13.1.1 COMPLETED: see RAP reporting Q4
13.1.2 QLS teams report back to the RAP team in their area of responsibility	13.1.2 COMPLETED: RAP Reporting Table year 2 refocused and improved with staff engagement and reporting completed throughout the year
13.1.3 Reported on achievements to Council, Reconciliation Australia and in the Annual Report	13.1.3 COMPLETED: (Annual target) Reported high level achievements to Council (October 2018) and in Annual Report (October 2018); Quarterly reporting to Council on RAP; RAP Impact statement reported to Reconciliation Australia by online survey; RAP budget approved, RAP cadet recruitment completed, Council approved Stretch RAP
13.1.4 Annual financial targets for RAP project achieved	13.1.4 COMPLETED: Annual financial targets achieved and within budget
13.2.1 Service consultation offering delivered by 30 June 2019	13.2 COMPLETED: Consultancy program has been delivered and is gaining momentum; engagement has taken place with TDLA, JCU and CQDLA. Support has been provided to CQDLA and a call out to the membership through QLS Update rolling out service consultation with 6 requests so far
13.3.1 Drafted Stretch RAP 2019-22	13.3.1 COMPLETED: Stretch RAP Initiatives 2019-22 drafted
13.3.2 Council approval for Stretch RAP 2019-22	13.3.2 COMPLETED: Stretch RAP Initiatives 2019-22 approved by Council

INITIATIVE	STRATEGIC KPI	KEY ACTION
14 Develop an internal QLS graduate solicitor program	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	14.1 Develop framework for QLS graduate solicitor program
		14.2 Review staff learning and development policy as part of workforce strategy development
15 Improving organisational culture procedures and processes to become a citation holder as an Employer of Choice for Gender equity and application for the Workplace Gender Equality Agency and Employer of Choice for Women Award	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	15.1 Project plan and strategy developed
		15.2 Recommendations and action items from project plan and strategy implemented in order to work towards delivering the requirements to submit a successful nomination for this award and citation holder in 2020
Improve objective		
16 Implement our information management and business processes systems upgrades and improvements	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	16.1 Implementation and reporting of iMIS Replacement, Web Replacement and Information Security Projects (two year project)
		16.2 eDRMS is rolled out across teams
17 Implement our Business Continuity and Disaster Recovery plans	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	17.1 Develop business-wide Business Continuity Plan (BCP) incorporating Disaster Recovery Plan (DRP)
		17.2 Conduct testing of BCP and DRP

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
14.1.1 QLS graduate solicitor program framework developed	14.1.1 COMPLETED: A decision has been made to commence this program from February 2020. The inaugural QLS graduate program will be a 12 month program with two six month rotations in Legal Policy and Ethics. The Legal Careers Expo on 25 March 2019 was the initial launching platform to promote this program. 19 applications have been lodged in the expressions of interest job opening since launch. P&C has partnered with Membership and Engagement team to develop strategy to promote QLS Graduate Program leading up to August 2019
14.2.1 QLS graduate solicitor program framework implemented	14.2.1 COMPLETED: QLS graduate solicitor program framework implemented
14.2. Staff learning and development policy reviewed and updated	14.2.2 COMPLETED: Staff learning and development policy reviewed and updated
15.1.1 Project plan and strategy developed and approved by CEO	15.1.1 COMPLETED: The inaugural Diversity and Inclusion (D&I) committee meeting was held on 6 March 2019. The committee has an action plan with two key projects to help us progress WGEA items. A subgroup has been formed to review current policies as part of the WGEA citation
15.2.1 Recommendations actioned	15.2.1 COMPLETED: Recommendations actioned
15.2.2 Reduction of staff turnover	15.2.2 COMPLETED: Staff turnover reduced over 2%: 30/6/19: 26.82% 30/6/18: 29%
16.1.1 Projects implemented and milestones reached	16.1.1 CONTINUING: EDRMS A mid project health check was conducted which identified improvements to be made to planning and governance. Web Project: Project Steering Committee created. Tracking to plan based on reforecasting of project dates. Procurement stage in progress. External reference group formed. Internal working group formed. CRM: Project iMIS Replacement project has commenced. IM Project Manager recruited. Project Steering Committee formed
16.1.2 Regular reporting of projects' implementation status	16.1.2 COMPLETED & CONTINUING: Regular reporting of the projects' progress will be through the Information Management Governance Board. A weekly EDRMS project management meeting is held with the vendor. A Web Redesign and Content Management Project Steering Committee as well as a CRM Project Committee have been established. Reports are completed, as required, for the Council.
16.1.3 Annual financial targets for projects achieved	16.1.3 COMPLETED & CONTINUING: Project budgets are within the overall envelope of Business Initiatives funding
16.2.1 eDRMS implemented in 7 out of the 8 Departments	16.2.1 COMPLETED & CONTINUING: EDRMS project moved to Implementation stage in December 2018 with three business units accessing the EDRMS and the residual business units coming onboard stage by stage. Five business units and fifteen departments are using the EDRMS by the end of the FY19. Project will close at end of calendar year 2019
17.1.1 BCP and DRP plan developed and approved by CEO	17.1 COMPLETED: Business Continuity Plan (BCP) developed by internal staff team and approved by CEO
17.2.1 BCP and DRP testing undertaken and reported to FRC and Council	17.2.1 COMPLETED: The Information Technology Disaster Recovery Plan (IT DRP) has now been endorsed by the Information Management Governance Board (IMGB). ICT DR / BCP procedures were tested on 2 June. Remediation steps for issues discovered during the test have been developed and another scenario will be tested in September 2019

INITIATIVE	STRATEGIC KPI	KEY ACTION
18 Finalise and promote our member service value proposition, attraction and retention strategies with a focus on Early Career Lawyers (ECL) District Law Associations (DLA) and rural, regional and remote practice support Large Law Firms (LLF Group) In-house counsel	KPI1, 2, 3 Proportion of members in law practices grows each financial year Increased membership engagement in our products and services Members express high levels of satisfaction with our products and services	18.1 Undertake market research with members to determine satisfaction levels with our facilities, events, website, guidance and committees, member value levels and identification of goods and services and improvements
	KPI2, 5 Increased membership engagement in our products and services Staff are engaged, collaborative and productive and there is a reduction of staff turnover	18.2 Publish an MVP with particular focus on ECL, DLA, LLF and in-house counsel
Sustain objective		
19 Enhance financial management practices to maximise efficiency and effectiveness	KPI5, 6 Staff are engaged, collaborative and productive and there is a reduction of staff turnover Annual financial targets are achieved	19.1 Roll out stage 1 of overhead allocations to the business 19.2 Develop and implement purchase order system
	KPI5 Staff are engaged, collaborative and productive and there is a reduction of staff turnover	19.3 Develop strategy for the future of Law Society House and present to Council through Finance and Risk Committee
	KPI5, 6 Staff are engaged, collaborative and productive and there is a reduction of staff turnover Annual financial targets are achieved	19.4 Investigate and (if necessary) implement alternative options for QLS payroll service

PERFORMANCE TARGET/KPI	1 JULY 2018 TO 30 JUNE 2019 REPORT
18.1.1 Market research undertaken	18.1.1 COMPLETED: Oral survey of ECL committee members during Early Career Lawyers (ECL) meetings to ascertain what offerings, from the existing member benefits, are of value. Supreme Court library resources identified as prime benefit. Task ECL committee to ascertain from their colleagues what further benefits would make membership of value to them (especially for regional members). Suggestion of discounted member rate for regional or ECL practitioners
18.1.2 Committee research undertaken	18.1.2 COMPLETED: Focus groups established and committee research undertaken using existing ECLs under the employ of QLS, on Policy committees and on the current ECL Committee.
18.1.3 Members express high levels (80% and over) with QLS's goods and services	18.1.3 COMPLETED: Our member satisfaction rating for our QLS House facilities for the period 1 July 2018 – 30 June 2019 was 4.74 out of 5 – averaged over 11 months. Our member satisfaction rating for the financial year for events is 4.55 out of 5
18.1.4 Conversion rate of 87% of Practising Certificate holders to QLS membership	18.1.4 CONTINUING: As at 7 July 2019, 2694 ECL full member of 3302 ECL PC (~80%)
18.2.1 Attraction and retention strategies finalised	18.2.1 COMPLETED: Worked with all managers in Membership & Engagement to create: <ul style="list-style-type: none"> • ECL syllabus and micro-credential with Bond University • Settle 2019 regional education strategy <p>Early career lawyers (ECLs) In conjunction with QLS Senior Counsellors, create legal competency framework</p> <p>District Law Associations (DLAs) Settle the regional education strategy and communicate at the DLA President's Workshop in March</p> <p>Large Law Firm Group (LLFG inhouse counsel) Create a suite of modules to deliver to large law firm and in-house counsel:</p> <ul style="list-style-type: none"> • Leading Wellbeing in the Legal Profession (version 2.0) • Unconscious Bias • Mental Health First Aid Officer • Resilience @ Work • Workplace behaviours (sexual harassment, bullying and discrimination)
18.2.2 Member service value proposition published	18.2.2 COMPLETED: MVP published on the web
19.1.1 Stage 1 implemented	19.1.1 COMPLETED: Allocations included in June monthly management reports
19.2.1 Purchase order system developed	19.2.1 COMPLETED: Initial scoping commenced in 2017-18. Statistics show that there is a comparatively low level of significant purchases (above \$5k). A simple approach has being developed using email as a first stage, with potential integration with OnBase to be explored later. Training in the new system was scheduled for 24 July 2019 as part of procurement training
19.2.2 Purchase order system implemented	19.2.2 COMPLETED: Initial scoping commenced in 2017-18. Statistics show that there is a comparatively low level of significant purchases (above \$5k). A simple approach has being developed using email as a first stage, with potential integration with OnBase to be explored later. Training in the new system was scheduled for 24 July 2019 as part of procurement training
19.3.1 Strategy recommended by FRC and approved by Council	19.3.1 COMPLETED: Strategy recommended by FRC and approved by Council
19.3.2 Strategy implemented	19.3.2 COMPLETED & CONTINUING: Strategy has been endorsed by Council and is expected to roll out over the next 1-3 years. Capital plan for 2019-24 includes estimates of works required
19.4.1 Options investigated and reported to CEO	19.4.1 COMPLETED: Options paper has been prepared and provided to CEO

President's review



The Society has worked diligently to deliver a great member experience, to advocate for good law, to demonstrate the value of good lawyers, and to champion diversity and inclusion.

The pace of the Society and the role of the President has changed remarkably in the two years between my terms. As President in 2019, I am the leader of a far more agile and energetic organisation than I was during my 2016 presidency. The pace has picked up exponentially and QLS President is now a far more demanding and challenging role. That is a good thing. It means we are now providing far more value to members of our organisation and the community.

This change of pace hasn't come by accident. The Society has worked diligently throughout 2018-19 to deliver a great member experience, to advocate expertly for good law for the profession and the broader community, to demonstrate the value of good lawyers in our communities, and to champion diversity and inclusion throughout the profession.

A great member experience

We are providing more relevant services to our members, encouraging them to access practice support, ethics guidance, a full range of CPD resources, advocacy assistance and the protection of our regulatory function. We have refined our member value proposition throughout 2018-19, and you can read more about that on page 88. One of the things I am most proud of is the work we're doing to encourage all of our member practitioners to become leaders in the profession. During 2018-19, we worked to set up the Aspire Leadership Lecture Series to complement our highly-successful Modern Advocate Lecture Series. The first Aspire lecture will be held early in the new financial year and I look forward to the impact the series will have on tomorrow's legal leaders.

Expert advocacy

We are representing the interests of Queensland solicitors more actively and more accurately than ever before. Our 26 policy committees are truly dedicated to understanding the needs of the profession and Queenslanders and effectively representing them to law makers. You can find out more about the Society's advocacy work on page 28.

Demonstrating the value of good lawyers

QLS has continued to actively champion the role of solicitors in our community. During 2018-19 we launched a significant, state-wide advertising campaign encouraging members of the public to seek advice from a solicitor at each of life's great milestones. The campaign successfully highlighted how a solicitor can help navigate some very tricky situations, and generated a 3254% increase in traffic to our Find a Solicitor search function during the campaign. You can find a more in-depth review of the campaign and its impact on page 35.

QLS is a responsible member of the broader legal community in Queensland. Good law, good lawyers, for the public good is more than a stale phrase printed on a wall; it's an ethos embodied by every member of our organisation. We invest significant time and energy into advocating for good law for all Queenslanders, and in explaining the laws and judgments of the courts. That's why our engagement with the media is so important. This year, I've had the pleasure to represent QLS, our members and our profession in the media, explaining issues as diverse as changes to child homicide laws and the importance of eradicating claims farming. You can find out more about our engagement with the media in the Advocate section of this report on page 28.

A diverse and inclusive profession

Queensland Law Society is both a leader for members and constantly reflecting the values of our members. We have worked throughout 2018-19 to transition to a more inclusive and diverse organisation that truly represents Queensland solicitors. We now have slightly more female members than male members (48% male; 52% female), echoing the changing demographic of our profession as a whole (the Queensland legal profession is 49% male and 51% female). We have invested significant time and energy in better engaging with the LGBTQIA+ community, both internally as an employer and through our many touchpoints with members. Our Innovate Reconciliation Action Plan (RAP) continues to guide our relationship with First Nations people as we plan to grow into our Stretch RAP in the coming months. And we are attracting more members at early stages of their careers, an encouraging sign that we are appealing to the broad range of practitioners engaged in modern legal practice.

I look forward to all that the future has in store for the Society and our profession. The items I have highlighted here are only a snapshot of what has been achieved in the 2018-19 year and the promise the future holds for us all. I encourage you to read on and reflect on how the Society has represented you, advocated for you, educated you and protected you throughout the year. And during this reflection, I encourage you to share your feedback with us—both negative and positive. It is through this feedback that we will grow and, together, create a strong future for us all.



Bill Potts
President



CEO's review

I am proud of the work we have done at Queensland Law Society over the last twelve months to identify and respond to generational change.

The last twelve months have been significant, for a number of reasons, in the legal industry both in Australia and in Queensland. Importantly it is the year in which, throughout every jurisdiction in Australia, we have gender parity of practitioners between men and women. In Queensland, during the course of the last financial year, we hit 51% female to 49% males in our profession. The percentage rates of females are higher in government roles and in in-house counsel roles. In private practice in Queensland, we are still 1% off achieving gender parity. This shift in the gender make-up of the profession has largely been driven by significant growth and generational change that is moving through our profession and is reflected in our member base.

The Queensland legal profession continues to grow faster than the national average and the rate of women entering the profession in Queensland far out-grows the national average. 48% of practitioners in Queensland during the course of this financial year are now under the age of 39, and of that group 63% are female.

I have been proud of the work we have done at Queensland Law Society over the last twelve months to identify and respond to this generational change. The work we have done—and are preparing to do—will accommodate this shift into the future.

We are seeing significantly more practices open up for the first time and our number of practices with three partners and fewer is now one of the highest of any jurisdiction. To support this we have increased our practice support services to those practices. Overall we opened 3878 matters (from calls, emails or personal attendances seeking guidance from the QLS Ethics and Practice Centre) to support Queensland practices, we provided 60 practice support visits to assist firms, we provided 681 trust account visits throughout the state and we ran seven Practice Management Courses to prepare practitioners to have a principal practising certificate. We have now also completed all the work required to set up a Queensland Law Society Incorporated Legal Practice (ILP), which can provide a greater depth of practice and ethics advice to members under the protections of an ILP.

In addition, this year we made the significant investment in effort, preparation, and resourcing to prepare and then launch, from 1 July 2019, the Cyber Essentials Insurance offering. This insurance product is critical in a period when the legal profession is at significant risk (and some say under attack) from cyber criminals looking to monetise data obtained illegally, to divert funds via fraud, or to collect ransoms by placing restrictive and prohibitive malware on systems.

The Cyber Essential Insurance product provides essential emergency cover to all member firms of Queensland Law Society which are also insured by Lexon Insurance Pte Ltd. It is a significant protective policy underwritten by Chubb insurance.

Again, this year I have been very pleased to have been personally involved in a significant number of Continuing Professional Development (CPD) events, directly engaging with individual law firms when required, but also through our program of Symposiums and masterclasses across the state. We have trained 5500 delegates in CPD over the year and provided 385 CPD hours for the profession. We continue to grow and be a significant educator of legal content within the Queensland legal profession. You can find out more about our education for members of the legal profession in the Educate section of this report on page 36.

Our advocacy work, again, has been significant. Full details are contained in this report on page 28 but it is safe to say that the Society has developed an enviable advocacy team which is now relied on and sought after by both the government and opposition. Our advocacy work has resulted in 226 submissions to government inquiries and 286 mentions in *Hansard*.

It is with pride that we look back over the year and consider the impact we have had on policy direction in Queensland as an association of solicitors. Our vision at Queensland Law Society is “Good Law, Good Lawyers, Public Good” and in my second year as the CEO I have been pleased to be able to ensure that all of our energies and all of our activities are focused on achieving these outcomes. I am energised too that internally, as an employer, we have worked hard to role model these values.

We have advanced a productive Community, Charity and Volunteering Committee and added an important Diversity, Equity and Inclusion Committee at the Society. We have continued to advance our sophistication and contribution to reconciliation in Australia and Queensland through our Reconciliation Action Plan (RAP), and we continue to grow the number of talented QLS employees who identify as Aboriginal and Torres Strait Islander.

The preparations are in place as a result of this year’s work to launch a graduate recruitment program at the Queensland Law Society, to credential much of our education syllabus in line with university qualifications, and to enter a new digital engagement strategy for the benefit of our members. We aim to be thought leaders and a knowledge centre relied upon by our members, the profession, government and the community at large.

Finally, I would like to acknowledge the hundreds of members who volunteer their time, effort and expertise to QLS to benefit the profession both in Queensland and nationally. These volunteers run our policy committees and working groups, speak at conferences, chair events and appear on expert panels. They write articles and make themselves available to mentor and support their colleagues. To all of you who help make the profession and the Society so valuable to our community, thank you.

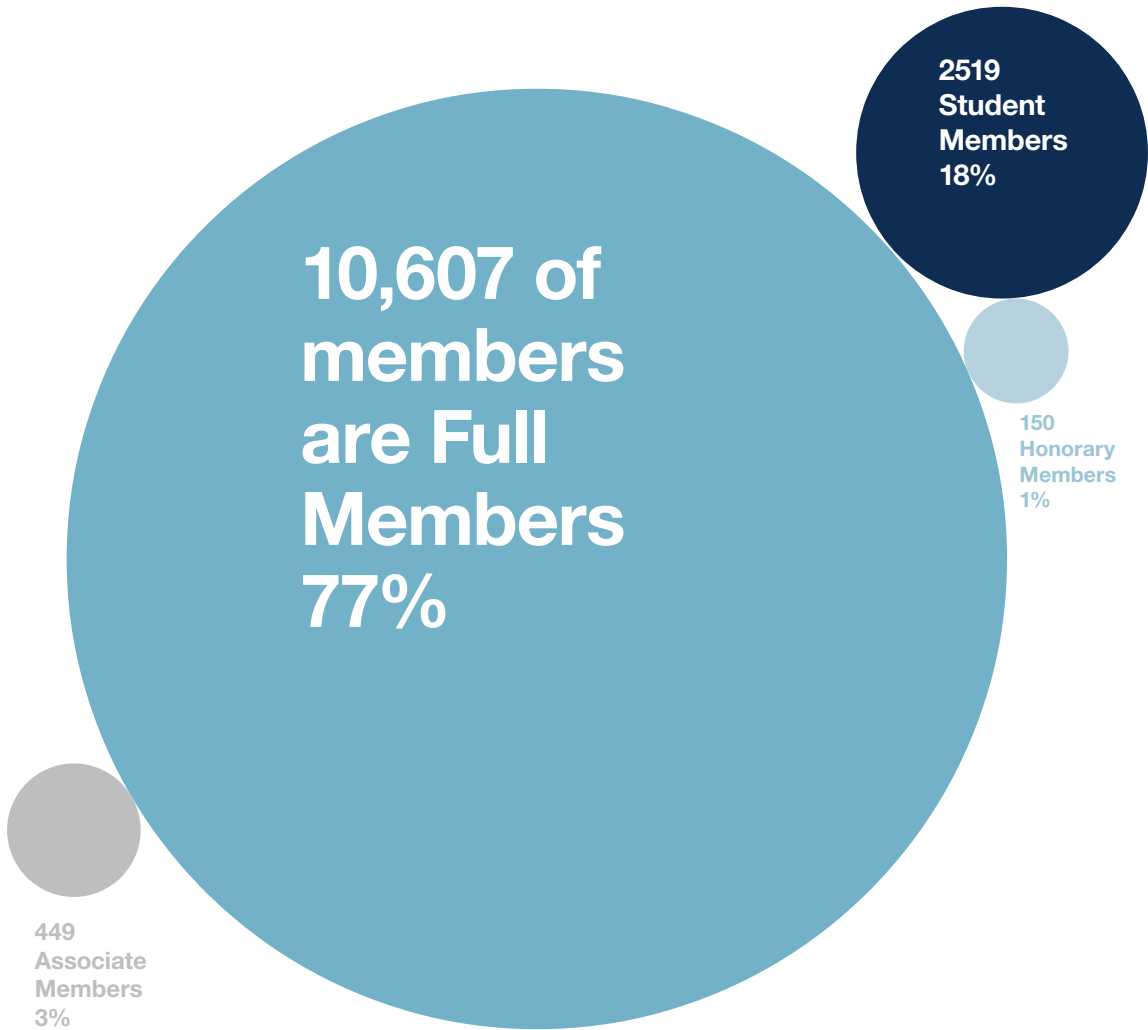
It is a privilege to serve the profession as CEO of Queensland Law Society and I encourage you to read the outcomes of our year in the pages of this annual report.



Rolf Moses
Chief Executive Officer

Membership Snapshot

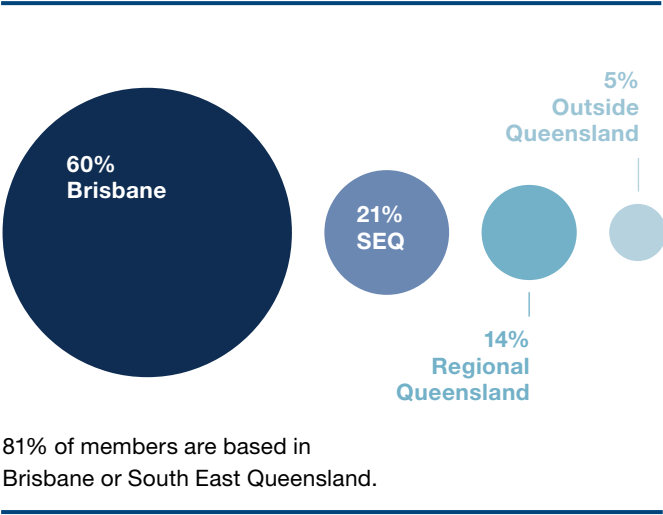
Total QLS membership by category



Distribution of QLS members

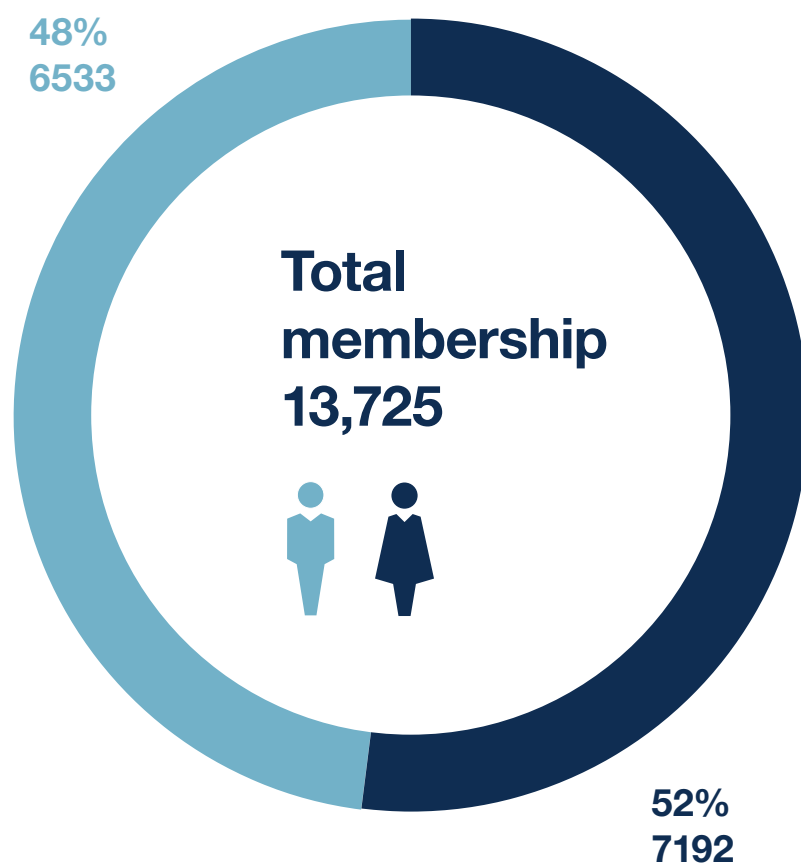
REGION	FM	PC HOLDERS
Brisbane CBD	3776	4435
Brisbane	2601	3202
South East Queensland	2208	2519
Central Queensland	138	157
North West Queensland	13	20
Far North Queensland	335	381
Mackay Isaac Whitsunday	139	144
North Queensland	339	388
Darling Downs South West	301	327
Wide Bay-Burnett	181	192
Outside Qld	576	793

Where members practise



The future is female

Almost 2/3 of members are female at early stages of practitioners' careers.



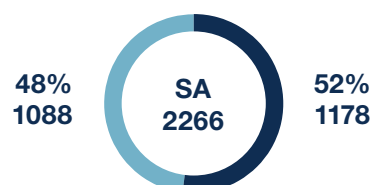
Early career lawyer



Career builder



Secure achiever

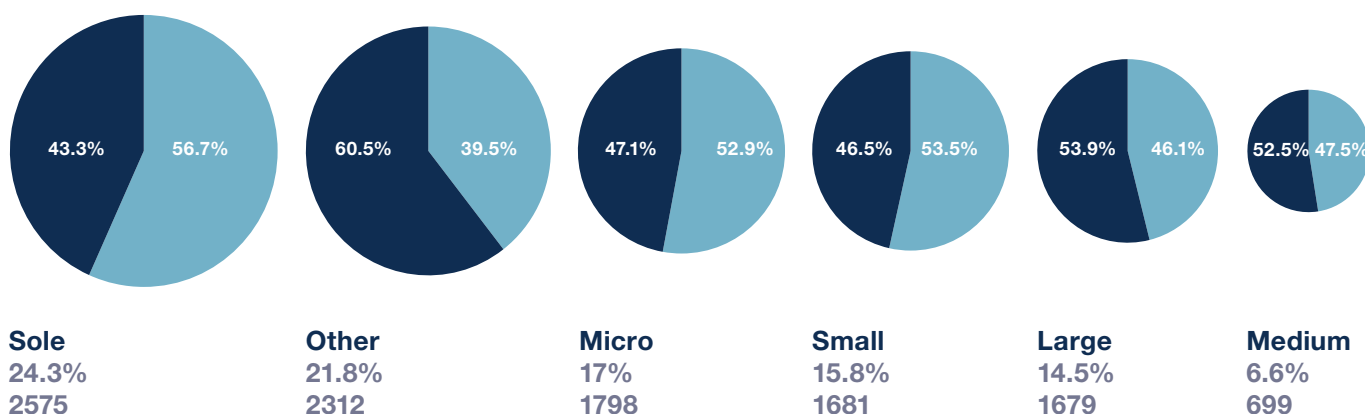


Pinnacle practitioner



The challenge is to keep our young, female lawyers engaged in the profession throughout their careers. Gender split of pinnacle practitioners is skewed 3:1 to male practitioners.

Female/Male breakdown by law firm



Here for our members

Congratulations to the following individuals awarded honorary QLS membership during the 2018-19 member year:

- **Richard Attwood**
- **Russell Bowie**
- **Varro Clarke**
- **Graham Moore**
- **John Punch**
- **John Goodwin**
- **John McGaw**
- **Howard Stack**
- **Geoffrey Rigby**
- **Dr Jeff Mann AM**
- **Michael Meadows**
- **Jeffrey Johnson.**

The Society's vision is for good law and good lawyers for the public good. We're committed to supporting the profession by advocating, regulating, guiding, educating, protecting and connecting our members across Queensland.

Our purpose is to support members to have more satisfying, balanced and rewarding legal careers and businesses. By promoting the value of solicitors in the community and supporting the professional values of fidelity, service and courage, we galvanise the good law and good lawyers we represent.

Throughout 2018-19, we built our engagement with regional practitioners by facilitating events where they could come together to learn and engage with peers, leaders in the profession and the Society. Many of these events recognised the significant contribution of members who have been long-serving members of their communities with the presentation of 25-year and 50-year membership pins.

We also focused on the next generation of legal practitioners by encouraging student members and young lawyers to access more from the Society. Our Legal Careers Expo grew to showcase 40 employers of legal graduates, up from 38 in 2018, and welcomed 585 students (2017-18: 497). Other QLS events to focus on early career lawyers were well patronised during the year, including the annual ball and touch football tournament. See page 46 for more information on these initiatives for Queensland's young lawyers.

Our focus on First Nations practitioners and communities has continued with the Innovate RAP and transitioning to our Stretch RAP being cornerstones of the Society's activities in 2018-19.

This year, we have also embarked on a substantial investment in communicating the many reasons to engage a solicitor to members of the community via our 'Seek legal advice' advertising campaign. You can read more about it on page 35.

Engaging members of the profession via our policy and membership committees and working groups remains strong and is of the utmost importance to the Society, as are the QLS Ethics and Practice Centre and Legal Policy teams.

There are over 350 volunteer members who make up our policy and membership committees and working groups. They assist us in our vision for good law, good lawyers and the public good. The commitment of our members who sit on these committees (on a voluntary basis) is vital to our success. They allow us to engage with all aspects of our varied membership, ensuring we work for each member and their area of law. You can see who they are and what committees they contribute to in the Committees section of this report on page 82.

We also recognise the contribution of members of the profession by conferring Honorary QLS membership to those who have enjoyed long and distinguished careers in the law.

QLS recognises the service of the following practitioners who were awarded 25-year and 50-year member pins.

25 years

2018

Mrs Karyn Cullen
Mr James Pattison
Mr Geoffrey Hobson
Mr Mark Fisher
Ms Lesley
Woodford-Carr
Mr Christopher Lenz
Mr Natale Scoglio
Mr Alexander Dalton
Mr Bernard Bradley
Mr Leo Cruise
Ms Carol Lee
Mr David Strutynski
Mr Adam
Carlton-Smith
Ms Margo MacGillivray
Mr Song Sia
Ms Kym-Marie Bush
Mrs Danetta French
Mr John Foster
Mr Clive Nichol
Mr Andrew Goodman
Mr William Goodwin
Ms Denise Hawthorne
Mr Michael Hefferan
Mr Stephen Higgins
Mr Bruce Hollas

Ms Jennifer Humphris
Mrs Caroline Janssen
Mr Peter Janssen
Mr Elefterios Karydas
Mr Denis Kearney
Mr Stephen King
Mr Jeffrey Guy
Mrs Toni Lake
Ms Sara Loughnan
Mr Andrew Lind
Mr Michael Lynch
Mr Joseph Lyons
Mr Dominic McGann
Mr Wayne Richardson
Ms Margaret Mertens
Mr Peter Thomas
Mr Neale Tobin
Mr Peter Tobin
Mr Graeme Traves
Mrs Bernadette Farnell
Mr Philip Pan
Miss Kristyn Everett
Mr Paul Kusy
Mr Timothy Longwill
Mr James Holding
Mr Anthony Denholder
Mr Peter Anderson

Mr Steven Watkinson
Mr Stephen Walker
Mr Simon Jensen
Mr John Siganto
Mr John Carey
Magistrate Terence
Browne
Mr Peter Carrigan
Mr Leigh Rollason
Mr Gregory Pointon
Mr John Roati
Mr Scott Budd
Mr Gary Bugden OAM
Mr George Makridakis
Mr Raymond Murphy
Mr Malcolm Carroll
Mr Damien Carter
Mr Michael Richardson
Mrs Gillian Bristow
Mr Michael Goss
Mr Mark Lyons
Mr Drew Castley
Mr Geoffrey Ebert
Mr David Siemon
Mr Craig Worsley
Mr Roland Taylor
Mr Garv Couper

Mr Matthew Derrick
Mr Conrad Freeman
Mr Joseph Riba
Mr Gareth Jenkins
Mr Julian Harrison
Mr Michael Wood
Mr Mark Anning
Miss Keira Brennan
Mr Peter Barnett
Mr William Morrissey
Mrs Lynette Reynolds
Mr Anthony Kingston
Mr Marcus Woodfield
Mr David Bell
Mr Rafik Sabdia
Mr Paul Clough
Mr Michael Marshall
Mr Luke Smith
Mr Bryan Mitchell
Mr Simon Pattison
Ms Tracey Robinson
Ms Marie Coimbra
Mr Harry Rigney
Ms Antra Hood
Mr Timothy Ryan
Mr Adam Robinson
Mrs Jane Fittler
Ms Linda Leong
Mr Patrick Lynch
Ms Sharon Smith
Mr Darren Sekac
Mr Paul Radford
Mr Eugene O'Sullivan
Mr Robert Jackson
Mr Paul Davis
Ms Sarah Davies
Mr William Mitchell
Ms Suzanne Stannett
Ms Joanne Sourris
Ms Julie Devery
Mr Francis Armstrong
Ms Suzanne Hadley

2019

Mr Richard Hyett
Mr Joseph McMahon
Mrs Joanne Boughton
Mr Bruce Johnston
Mr Andrew Mumford
Mr William Sanderson
Mr Calvin Kong
Mr Simon Browne
Mr Damian Quinn
Mr Wayne McStay
Mr Scott Falvey

50 years

2018

Mr Richard Attwood
Mr John Goodwin
Mr Colin Greatorix
Mr Stuart Bale
Mr Jeffrey Johnson
Mr Douglas Kerr
Dr Jeff Mann AM
Mr Barry Marsden
Mr John McGaw
Mr Alexander Bell OAM
Mr Graham Moore
Mr John Punch
Mr Geoffrey Rigby
Mr Howard Stack
Mr Russell Bowie
Mr Varro Clarke
Mr John Edgar



QLS Gold Coast
Celebrate, Recognise
and Socialise