

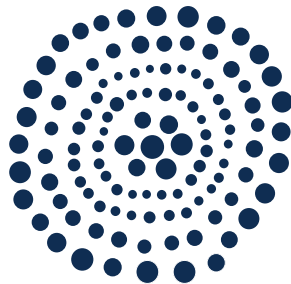
ANNUAL REPORT 2017.2018



Queensland
Law Society

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 2017-18 annual report presents our corporate performance information for the period 1 July 2017 to 30 June 2018.

This report records our activities, achievements and challenges for the 2017-18 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 2018-19 and beyond.

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 2017-21 strategic plan and corporate performance against four key areas: grow, lead, culture and strength.

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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7 September 2018

The Honourable Yvette D'Ath MP
Attorney-General and Minister for Justice
Minister for Training and Skills
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 2017-2018 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 143-144 of this document.

Yours faithfully

Ken Taylor
President

Email: president@qls.com.au

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.

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 the 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
- 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

The 2017-18 financial year was productive for QLS across all areas of the organisation and the broader profession. Below are highlights from our year.

JULY 2017

- 5 QLS launches its Reconciliation Action Plan (RAP) at an event attended by Indigenous elders and state and federal representatives of government and the judiciary



- 9 2017 President Christine Smyth, Immediate Past President Bill Potts and Acting CEO Matt Dunn attend the annual Opening of the Law Year church service at the Albert Street Uniting Church

- 13-15 QLS and Family Law Practitioners Association host the Family Law Residential

AUGUST 2017

- 5 QLS Touch Football Tournament – won by Legal Aid Queensland
- 11 QLS Government Lawyers Conference
- 15 QLS congratulates members Louise Young, Naazihah Jamal, Patrick Turner and Danielle Barry, recognised in the Lawyers Weekly 30 under 30 Awards

- 17-18 QLS Roadshow: Law in the Tropics, Port Douglas

- 23 President Christine Smyth presents 25- and 50-year membership pins to 35 QLS members, including 50-year pin recipients John Nagel, Bill Delaney, Michael Meadows, Brian Ward, John Ker and Gino Milani

- 30 QLS Modern Advocate Lecture Series, lecture three, delivered by Justice Peter Applegarth

SEPTEMBER 2017

- 1 QLS Senior Counsellors' Conference
- 8 QLS Criminal Law Conference
- 14-15 QLS Property Law and Conveyancing Conference

OCTOBER 2017

- 5 Annual breakfast for QLS policy committee chairs and deputy chairs
- 6-7 QLS Succession and Elder Law Residential
- 16 Announcement of QLS election results
- 20-21 Central Queensland Law Association and QLS Conference, Rockhampton
- 26 QLS Modern Advocate Lecture Series, lecture four, delivered by Justice Roslyn G Atkinson AO
- 27 QLS Personal Injuries Conference 2017, with keynote presenter the Honourable Ian Callinan AC
- 30 QLS announces Call to Parties document for the November state election

NOVEMBER 2017

- 1 QLS and Chartered Accountants Australia & New Zealand host the Young Professionals Networking Evening
- 2-3 QLS Toowoomba Roadshow: Law on the Range
- 15 QLS Appreciation Evening at the State Library
- 16 Legal Profession Breakfast, supporting Women's Legal Service at Brisbane City Hall
- 16 QLS annual general meeting
- 21 QLS Past, Present and Future Presidents Dinner

DECEMBER 2018

- 8 Chief Justice Catherine Holmes joins new and current accredited specialists at the annual QLS Specialist Accreditation Christmas Breakfast at the Hilton Brisbane Hotel

FEBRUARY 2018

- 1 QLS member new year celebration
- 16 QLS Dispute Resolution Conference

MARCH 2018

- 5 Rolf Moses takes up appointment as QLS Chief Executive Officer
- 8 Annual district law association presidents' workshop
- 9-10 QLS Symposium



- 9 QLS Legal Profession Dinner and Awards
- 15 The first 2018 lecture in the QLS Modern Advocate Lecture Series features Queensland Civil and Administrative Tribunal President Justice Martin Daubney
- 20 The annual QLS Legal Careers Expo attracts more than 490 law students
- 27 Roma local workshop

APRIL 2018



- 1 QLS celebrates its 90th anniversary
- 19 QLS and Chartered Accountants Australia & New Zealand host the Young Professionals Networking Evening

MAY 2018





- 10 QLS Modern Advocate Lecture Series, lecture two, delivered by Di Fingleton
- 14-20 Law Week 2018 features the Legal Walk, QLS Open Day, a wellbeing breakfast and the QLS Ball, among other activities








JUNE 2018

- 8 QLS Gold Coast Symposium

STRATEGIC AND OPERATIONAL PERFORMANCE OVERVIEW

On 1 July 2017, the Society's four-year strategic plan came into effect. 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 first year of our strategic plan has been embedded in our Operating Plan 2017-18, with our operating plan categorised by strategic goal and objective, as well as setting out our key actions, our strategic (KPI) and operational targets for the financial year. Measures include both qualitative and quantitative assessments to gauge engagement across the membership and key stakeholders. The Society's performance in beginning the Strategic Plan 2017-21 and the annual Operating Plan 2017-18 is outlined in this report.

Strategic goal 1: Advocate for the role of solicitors in the community and speak out for justice and the rule of law			
Initiatives	Key actions	Targets 2017-18	Achieved 2017-18
1. Undertake a public campaign to advocate for justice and the rule of law	1.1 Develop, approve, disseminate and report on the effectiveness of the 2017 QLS State Call to Parties	KPI5: Staff are engaged, collaborative and productive: <ul style="list-style-type: none"> a. Publication of the 2017 QLS State Call to Parties b. Media undertaken on the 2017 QLS State Call to Parties c. Publication of the Access to Justice Scorecard d. Media undertaken on the Access to Justice Score Card 	 1.1 Completed <ul style="list-style-type: none"> • Call to parties campaign published in <i>Proctor</i> • Written response received from major parties • Written support and commitment on key areas to progress QLS advocacy • Call to parties piece published on web and in <i>Proctor</i>. Referenced in social media and <i>QLS Update</i>.
	1.2 Publicly promote access to justice in Queensland through the Access to Justice Score Card	KPI4: We are listened to by government and members of parliament by: <ul style="list-style-type: none"> e. A written response received from major parties f. Written support or commitment to progress QLS advocacy g. QLS invited to consult and provide feedback on law reform set out in 2017 QLS State Call to Parties 	 1.2 Completed <ul style="list-style-type: none"> • Access to justice media releases and consultation with various mainstream media. With promotion across multiple channels • Mini campaign developed • Access to Justice document designed and produced • News items in <i>Proctor</i>, <i>QLS Update</i> and website • 2017 Access to Justice Scorecard report was drafted by Advocacy and released on 4 April 2018. A record number of survey responses were obtained.
2. Promote the role of solicitors in the community	2.1 Position QLS Awards as a key demonstration of the role of solicitors in the community	KPI2: Increased membership engagement in our products and services: <ul style="list-style-type: none"> a. Increased number of candidates for QLS awards KPI5: Staff are engaged, collaborative and productive: <ul style="list-style-type: none"> b. QLS awards are consolidated and presented annually c. Elder abuse trial is reported and published 	 2.1 Completed <ul style="list-style-type: none"> • Nine awards were presented at the Legal Profession Dinner and Awards – which itself was also successful, with 331 people attending (up on last year) • There were 75 nominations and 36 shortlisted • Advocacy and reconciliation action plan (RAP) teams assisted with the formation of guidelines and reviewed applicants' claims against the selection criteria prior to the final selection by the judges
	2.2 Evaluate the elder abuse trial and report on findings	d. Media undertaken on the results of the QLS awards and elder abuse trial	 2.2 In progress and continuing <ul style="list-style-type: none"> • Elder abuse trial completed • Advocacy has obtained a confidential draft of the elder abuse trial results from the Elder Abuse Prevention Unit • The Society ran an elder abuse forum 'Bad Behavior or Criminal Conduct?' that was highly rated and well attended. We are considering holding a public forum to create community awareness about elder abuse. • Working with stakeholders to create an evaluation framework to assist with reporting on findings • Collaborating with QUT and the Law Society of New South Wales on different projects in this space

Strategic goal 2: Regulate to uphold the good standing of all solicitors			
Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
3. Modernise the Queensland Law Society Rules in the administration of practising certificate and membership records, including how they are accessed and updated through our systems	3.1 Undertake an audit of practising certificates and member records to ensure compliance with the Queensland Law Society Administration Rule 2005 and Legal Profession (Society) Rules 2007 ('the Rules')	KPI5: Staff are engaged, collaborative and productive: <ul style="list-style-type: none"> a. Number of identified errors corrected b. Roll of practising certificate holders correctly established and set out 	 3.1 Completed <ul style="list-style-type: none"> • Fully compliant with the Rules and continuing improvements in member record management
	3.2 Draft amendments to the Rules as required and obtain approval from council for amendments to the Rules	KPI3: Members express high levels of satisfaction with our products and services: <ul style="list-style-type: none"> c. The Rules constructed to meet modern needs after due consultation culminating in council approval and application from 1 July 2018 	 3.2 In progress <ul style="list-style-type: none"> • Proposed amendments drafted and provided to the acting CEO in late November 2017, with a discussion paper on some proposals for further consideration by the CEO and council. Room for amendment is limited this year because of the state of the iMIS system.
	3.3 Review the content of the Rules against the reality of modern practice involving stakeholders		 3.3 In progress <ul style="list-style-type: none"> • As for 3.2
	3.4 Action the recommendations arising from the audit to ensure compliance and accuracy of data		 3.4 In progress <ul style="list-style-type: none"> • As for 3.2
Strategic goal 3: Guidance to encourage the professional values of fidelity, service and courage			
Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
4. Provide ethics and practice support guidance	4.1 Publish guidance statements on discrete practical ethical issues	KPI5: Staff are engaged, collaborative and productive: <ul style="list-style-type: none"> a. Publication of the Guidance Statement within one month of Ethics Committee approval b. Respond to at least 200 calls per month c. Respond to members within one business day 	 4.1 Completed <ul style="list-style-type: none"> • In 2017-18 the centre issued three guidance statements
5. Continue to deliver and expand the QLS Ethics Centre offerings	5.1 Continue to provide telephone and direct contact guidance on ethical and practice support issues to our membership	KPI2: Increased membership engagement in our products and services: <ul style="list-style-type: none"> a. Obtain confirmation that a visited practice adopts one of the processes recommended in the consultation b. Positive recommendation to other members for use of the service 	 5.1 Completed <ul style="list-style-type: none"> • The centre answered 4259 enquiries in 2017-18 (average enquiries over the financial year each month were 355)
	5.2 Continue to develop and extend the Practice Support Consultancy Service		 5.2 Completed <ul style="list-style-type: none"> • The centre delivered 64 Practice Support Consultancy Service visits during 2017-18

Strategic goal 4: Educate to develop the reputation and expertise of members and their businesses

Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
6. Review our Learning and Professional Development strategy to identify the best options for QLS to meet solicitors' needs into the future	6.1 Survey of member feedback on Learning and Professional Development offering	KPI5: Staff are engaged, collaborative and productive: a. Survey completed	● 6.1 Completed • Survey of regional practitioners undertaken
	6.2 QLS to analyse current Learning and Professional Development offering from a financial, member perception, delegate attendance and satisfaction perspective	b. Research completed c. Options paper presented to Council Deliver the Trust Account Remedial Course d. Deliver the Trust Account Remedial Course	● 6.2 Completed • Working group reviewed and analysed Learning and Professional Development offering from a financial, member perception, delegate attendance and satisfaction perspective
	6.3 Options paper on results highlighting future trends and best options for QLS to be presented to council		● 6.3 Completed • Options paper submitted to council
7. Further our key education offerings	7.1 Continuing delivery of Symposium	KPI2: Increased membership engagement in our products and services: a. Positive increase number of delegates to Symposium	● 7.1 Completed • Symposium 2018 successful with over 564 delegates and presenters • Report submitted to Council
	7.2 Deliver roll out of Trust Account Remedial Course	KPI5: Staff are engaged, collaborative and productive	● 7.2 Completed • Three courses completed with two at 100% success rate. The April 2018 course had a failed candidate
8. Provide solicitors with guidance on the emerging issues of: • cyber security • new technologies that may potentially affect the profession	8.1 Develop appropriate guidance and education on the identified emerging issues	KPI5: Staff are engaged, collaborative and productive: a. Produce, publish, and educate guidance on the emerging issues	● 8.1 Completed and continuing • The centre has established a cybersecurity and scam prevention working group to assist in the development of cyber resources and has dedicated the work of one of its solicitors to this project • Awareness resources have been published and circulated to the profession via social media and in conjunction with Lexon
9. Provide ethics and practice support education services	9.1 Continue to develop and deliver Bespoke Ethics Sessions for members	KPI2: Increased membership engagement in our products and services: a. Deliver three Bespoke Ethics Sessions each quarter	● 9.1 Completed • 31 Bespoke Ethics Sessions were delivered in 2017-18
	9.2 Deliver the Modern Advocate Lecture Series	KPI3: Members express high levels of satisfaction with our products and services: b. Achieve 4 out of 5 for each session KPI5: Staff are engaged, collaborative and productive:	● 9.2 Completed • Dedicated website has been created to deliver the Modern Advocate Lecture Series with four sessions held in the financial year. Sessions have dedicated YouTube clips and are broadcast through Facebook Live. Each session was rated at over 4/5
	9.3 Deliver the QLS Legal Ethics Course	c. Finalise course content d. Deliver the course	● 9.3 Completed • The Centre delivered one course for referred practitioners in 2017-18

Strategic goal 5: Connecting the profession with each other and the public			
Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
10. Implement our Reconciliation Action Plan (RAP)	10.1 Implement the action items as set out in the RAP for 2017-18	<p>KPI1: Proportion of members in law practices grows each financial year:</p> <p>a. Increased participation of First Nations people as QLS members</p> <p>KPI2: Increased membership engagement in our products and services:</p> <p>b. Increased engagement with First Nations stakeholders</p> <p>KPI5: Staff are engaged, collaborative and productive:</p> <p>c. 2017-18 actions implemented and reported to the membership and Reconciliation Australia</p>	<p>10.1 Completed and continuing (two-year project)</p> <ul style="list-style-type: none"> Implemented – refer to RAP Report 2017-18 Data collection and benchmarking of First Nations practitioner members has greatly improved since the 2015-16 year. With changing parameters, benchmarking and reporting is to begin with the 2017-18 year to be used as a base. As of 30 June 2018: 37 First Nations practitioners and students voluntarily updated their details and identified as being First Nations of that list, 35 or (94.6%) are full or student members Of the 35 full and student members, 28 (or 80%) First Nations people listed their origins of country and people QLS has increased engagement with First Nations stakeholders including the Indigenous Lawyers Association of Queensland, and has appointed Aboriginal and Torres Strait Islander Women's Legal Service North Queensland as one of our community partners
11. Improve our member and public online solicitor search facilities	11.1 Progress streamlining and public orientating of the online 'find a solicitor' and online referrals	<p>KPI5: Staff are engaged, collaborative and productive:</p> <p>a. Streamline the online search facilities</p> <p>KPI 2: Increased membership engagement in our products and services:</p> <p>b. Increased hits to the 'find a solicitor' website (100 per month)</p> <p>c. Increased online referrals (five per month)</p>	<p>11.1 In progress and continuing</p> <ul style="list-style-type: none"> 18,625 internal and external hits per month on the 'find a solicitor' page and an increase of five hits per month on the referral list link on that page from a base total of 5854 There was a refocus to obtain data on only external hits per month Redesign of the 'find a solicitor' page to accommodate this was completed in April. Referral list access went online on 1 May 2018. In June 2018, the landing page was at 29,460 views which is an enormous increase over target In June 2018, referral list visits were 5652 These figures will be monitored into the next financial year, with a revision of KPIs to track performance and impact
12. Assessing, evaluating and improving our information management and business processes	12.1 Establish our information management governance board to provide leadership and oversee our information management governance practices	<p>KPI5: Staff are engaged, collaborative and productive:</p> <p>a. Deliverables set out in the Information Management Governance Plan</p> <p>b. More accurate member data</p>	<p>12.1 Completed</p> <ul style="list-style-type: none"> Board established and meeting monthly
	12.2 Prioritise the iMIS review and renewal 2018 projects	<p>c. Business Continuity Policy implemented and communicated to the staff and profession</p> <p>KPI3: Members express high levels of satisfaction with our products and services:</p>	<p>12.2 Completed</p> <ul style="list-style-type: none"> Renewals completed. Lessons learned scheduled for the end of July. Business case and request for information prepared – with submission of request for information to Qtender
	12.3 Progress the Information Management Business Initiatives program of works	d. Decreased requests to Member Records to update membership data	<p>12.3 In progress and continuing</p> <ul style="list-style-type: none"> Monthly progress reports submitted to CEO and board Electronic document and records management system builds continuing with events and matters ready for testing. Data migration testing progressing successfully. Stage 2 funding approved. Electronic document and records management system about to be implemented.
	12.4 Implement the Business Continuity Policy		<p>12.4 In progress and continuing</p> <ul style="list-style-type: none"> Business Continuity Plan internal committee convened and is progressing draft policy. Strategy formulated for consultation, finalisation, approval and testing in the event of business disruption. To be advanced in the 2018-19 operating plan.

Strategic objective 1: Continuously improve our member experience, with a focus on technology, service, connectedness, convenience, accessibility and collegiality			
Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
13. Leverage technology to facilitate members to better engage with the Society	13.1 Facilitate our members updating their data online	KPI5: Staff are engaged, collaborative and productive: a. Online election platform implemented KPI 2: Increased membership engagement in our products and services: b. Increase of members updating their data online (five per month) c. Increase of online voting from 2015 (5%)	● 13.1 Completed <ul style="list-style-type: none"> Multi-channel campaign completed – developed revised 'myQLS' interface to encourage members to update their information
	13.2 Deliver an online election platform		● 13.2 Completed <ul style="list-style-type: none"> Successfully engaged BigPulse to deliver online election platform. Online platform successfully delivered with no down time. 27% of the full membership voted (2597 out of 9633) Approximately 2% increase of voting from 2015 (2302 out of 9152; that is, 25.2%). Reflections for next year are to aim for a conservative increase. Developed successful communications campaign around the election (before, during and after) Legal update: Government Information Technology Contracting agreement for 2017 election secured with BigPulse (e-voting service provider)
14. Enhance our member orientated culture service initiative	14.1 Implement stage 2 of our Employee Value Proposition (EVP) focused on attraction and retention	KPI5: Staff are engaged, collaborative and productive: a. Completion of stage 2 of EVP b. Project charter approved and implemented KPI 2: Increased membership engagement in our products and services: c. Increased Trust Account Consultancy (12 per month)	● 14.1 Completed <ul style="list-style-type: none"> Staff photo competition for #workingatQLS is up and running and will be ongoing on a monthly basis EVP feature story in internal First Friday newsletter is up and running and will be ongoing on a monthly basis QLS is now featured on Work180 (formerly DCC Jobs) as an endorsed employer for women QLS holds quarterly all-staff legal and industry news updates and business unit 101 lunch and learns every second month Rollout of compulsory QLS101 quiz in September 2017 and May 2018 to test knowledge and compare the results Stage 2 of EVP is now complete
	14.2 Prepare a project charter on member orientated culture initiative for delivery in 2018-19		● 14.2 In progress and continuing <ul style="list-style-type: none"> A project charter on member-orientated culture initiative has been replaced by other priority member initiatives identified in the 2018-19 operational plan
	14.3 Continue to roll out Trust Account Consultancy for members		● 14.3 Completed <ul style="list-style-type: none"> There have been 58 consultancies this financial year. Four were provided in June 2018. We found the target of 12 per month to be unrealistic when results across the entire year are considered. Initial high numbers were due to intense work, a dedicated full-time staff member, and an early rush when QLS offered consultancies to practices established in the 18 months preceding, as well as new practices. This has now been absorbed into business as usual. After analysis, the better measure will be delivery to 80–90% of eligible practices None of the practices that have taken a consultation have come up for a trust account audit so there are not yet measures that show the effect consultancy has had on standard

Strategic objective 2: 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			
Initiatives	Key actions	Performance target/KPI	Achieved 2017-18
15. Review our asset management strategy	15.1 Use new available space in Law Society House for Society business to enable us to increase third-party bookings of level 2 facilities	KPI6: Annual financial targets achieved: a. Increased third-party bookings (5%) KPI3: Members express high levels of satisfaction with our products and services: b. User and staff satisfaction of Law Society amenities (4 out of 5)	15.1 Completed • Target exceeded: Room booking revenue April–June 2018 is 37% higher than for the equivalent period last year • Q4 results – user satisfaction: 4.6 average; staff satisfaction: 4 average
	15.2 QLS to identify the commercial use of Law Society House	KPI5: Staff are engaged, collaborative and productive: c. Research undertaken and presented to council	15.2 In progress and continuing • 2018 review process and strategy underway with options paper expected to be available to the Finance and Risk Committee (FRC) and council in December 2018 as per the 2018-19 operating plan
16. Finalise and promote our member service value proposition (MVP)	16.1 Refine and better communicate the value our members receive through QLS membership (that is, our MVP)	KPI5: Staff are engaged, collaborative and productive: a. Develop and finalise a one-page A4 summary of the MVP b. Present the MVP at the Legal Profession Dinner c. Roll out the MVP from March 2018	16.1 In progress and continuing • MVP working group created • Draft MVP produced • Currently aligning all activities to an MVP value • Draft MVP to be provided to council for strategy day in July 2018. MVP strategy progressing as per operating plan 2018-19
	16.2 Continue our member retention strategies	d. Continue engaging with non-members to improve conversion e. Undertake and present research on member retention strategies to council by 30 June 2018 KPI1: Proportion of members in law practices grows each financial year: f. Positive increase of members in law practices	16.2 In progress and continuing • Currently developing membership segment strategies for: <ul style="list-style-type: none"> • Large law firms • early career lawyers • in-house lawyers • district legal associations • To be advanced in 2018-19

DISTRIBUTION OF QLS MEMBERS

14.60%
OTHER
QUEENSLAND

20.89%
SOUTH EAST
QUEENSLAND

3.96%
OTHER

60.55%
BRISBANE

PRESIDENT'S REVIEW

My focus in 2018 has been to build and maintain lasting and beneficial relationships with our members, stakeholders, government and wider community, to ensure we are supporting good lawyers, advocating for good law and looking out for the public good.



Your connection

One of the highlights of 2018 has been connecting with stakeholders, including the Queensland Government and its representatives, our opposition members, other representative bodies and our judicial officers. We make these connections for our members, to ensure that their voice is heard at all levels.

We have also remained connected to our regional areas through professional development and networking events in person and via livestream or webinar. I have enjoyed travelling around Queensland to meet personally with our members, court representatives, district law association members, media and others to speak about the important issues with Queenslanders and the legal profession.

I regularly visit members across Queensland, with visits thus far including Mackay, Townsville, Gold Coast, Sunshine Coast, Cairns, Roma, Toowoomba, Ipswich, Gladstone, Rockhampton, as well as Brisbane and surrounds. A key change during my tenure has also been the commencement of our chief executive officer Rolf Moses, who has taken on the Society's operations, and is driving us forward to remain a relevant and connected membership organisation.

Your voice

As part of our connection with stakeholders and media, we endeavour to capture and share our members' views on areas of interest to them. As a representative body, we are the voice of the profession on new legislation and amendments to existing laws. We are also the source of truth to explain the law to the community – which we have continued to carry out this year.

We have a wealth of expertise in our policy committees and our QLS Council, and we have used our subject matter experts to speak to the media about key decisions in the courts or in the parliament. Our role as your voice is to educate the community on the law, explain the court process, and also to be your voice before the government. Our committees have

had 390 successes in the policy space, from meetings and attendance at public hearings, to submissions and quotes in *Hansard*.

In our media and advocacy sections of this report, you will see the great work our teams have carried out in this space, and you will also see the range of topics we have commented on, or have been consulted or quoted on. This has also included our Call to Parties document released before the Queensland election. With 2834 mentions in the media, you can be sure your voice is being heard by a much wider audience.

I thank all of all of our subject-matter experts for lending us their knowledge and their voices throughout the year to explain the legal process or provide other thought leadership in their practice areas to both parliament and the media.

Your advocate

I have greatly enjoyed connecting with our stakeholders and members throughout the first half of 2018, ensuring that we are all working together for the good of the profession and the community. Many interactions have occurred where QLS has had the opportunity to speak on matters of importance and engage with our government, representative bodies and our court representatives.

We have advocated for not only good law, but also in the space of resourcing for courts, community legal assistance and other items of interest to our profession. We have defended the justice system where appropriate, and continue to advocate for the best justice system for Queensland, which included adequate staffing and support. We have also defended the profession on issues such as claim farming, because we know the majority of solicitors behave ethically at all times. By warning our profession on the one hand, and educating the public on the other, we ensure that we are supporting not only good lawyers for Queensland, but also looking out for the public good. Our QLS Ethics Centre continues to supply guidance and assistance to members on topics of importance to them.

Your protection

It has been important to us this year to continue protecting you from bad law, negative reputation, and less than positive media stories. We have not only come out against claim farming, but we have also encouraged the public to seek the advice of qualified solicitors, and we have spoken about protecting our compensation schemes to ensure compensation in Queensland remains fair and the schemes remain sustainable.

When court appointments have been announced, we have welcomed the appointees while also reiterating that solicitors make exceptional judicial members. Family law reform has also been on our agenda to watch and ensure your voices are heard, and that we have the most efficient and robust system for all Queenslanders.

We have also aimed to protect our wider community, with calls for additional legal assistance funding and better access to assistance for all members of the community.

Your future

We are conscious that you, our members, are what drives our profession forward into the future. We welcome your feedback – both negative and positive – on items not only of importance but even just of interest to you in your day-to-day practice, in your community or in your area of expertise.

Ken Taylor
President

CEO'S REVIEW

There are many diverse and dedicated professionals who make up Queensland Law Society and its membership, and it is a privilege to acknowledge the great work carried out by them for the good of our profession over the last year.



Prior to commencing as chief executive officer (CEO), I had been closely involved with the Society for many years as chair of a membership working group and as a faculty member in the Practice Management Course.

It is an honour to now occupy the role of CEO and to fully understand the work done by staff every day to advance our members' interests, in addition to getting to know many of the members who contribute to our committees, present at our events and work with the Society in one of many other avenues.

The breadth and depth of the work that has been accomplished over the financial year is noteworthy. The Society ran a total of 138 events including conferences, seminars, webinars and workshops, with over 4300 delegates in attendance – we are one of the key legal content educators and CPD providers in Queensland.

Over the last year we have changed the way we deliver professional development by linking face-to-face sessions with live online feeds. This has helped us connect with the regions and those unable to attend events in person. We have farewelled DVDs and moved completely into on-demand, downloadable clips that members can access immediately, from anywhere in the world, via the QLS shop. We also made renewals and QLS Council elections easier, by moving them online and using more effective technology.

During the past year, our QLS Ethics and Practice Centre received over 4300 phone calls from across the state, in which they supported individual practices and solicitors by guiding them in their professional decision making, day-to-day practice and individual workloads. Our ethics solicitors also visited over 60 practices to assist them to operate in successful and sustainable ways. Our Trust Account Investigations team engaged with many of our members, including visits to over 600 practices, and attended to over 5500 telephone and email enquiries from the profession.

President Ken Taylor mentioned the great work in our advocacy role in his report, which I would also like to acknowledge. Our membership policy committees made 212 submissions for good law in Queensland, with 12 addressing important First Nations issues, compiled by our newly formed Reconciliation and First Nations Advancement Committee.

Since my commencement I have valued the many opportunities I have had to meet and engage with members, who span across diverse firms, practice areas and demography. From visits with our large firms to our sole practitioners at regional events, I have been fortunate to meet members and present content, including sessions promoting wellbeing in the profession.

These engagements, together with discussions with many varied stakeholders and QLS staff, have helped us determine the best ways to move the Society forward via our updated operating plan which centres on what we will do to support, recognise, advocate for, and promote solicitors in our profession and wider community.

It has been my pleasure to assist in the acknowledgement of our long-term members and annual award winners. We have continued to present our 25- and 50-year pins to members at special events across the state. Over the past year 93 members were recognised with 25-year pins, and 10 members were recognised with 50-year pins.

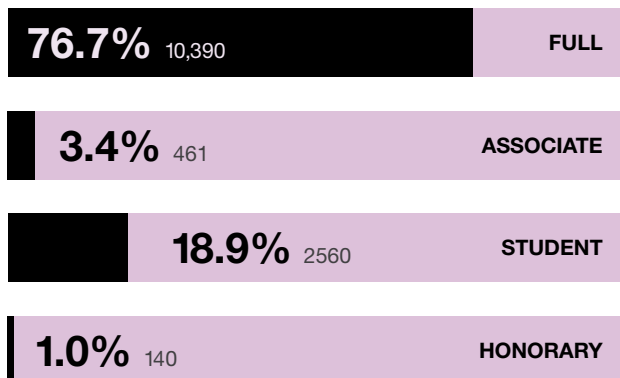
I look forward to executing our plans over the next 12 months, and encourage members and the wider profession to read this annual report to see how QLS has advocated for good law, supported good lawyers and protected the public good.

A handwritten signature in black ink, reading 'Rolf Moses'. The signature is stylized and fluid.

Rolf Moses
Chief Executive Officer

MEMBERSHIP SNAPSHOT

TOTAL MEMBERSHIP BY CATEGORY

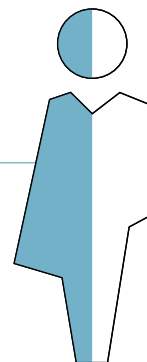
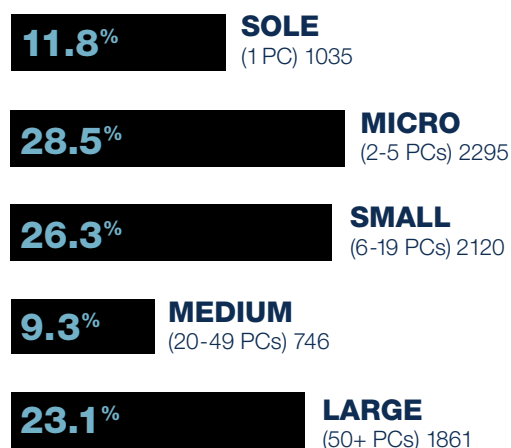


TOTAL MEMBERS

13,551

FULL MEMBERS WORKING IN LAW FIRMS

Of all QLS full members, 77.5% work for law firms, marginally down on last year's percentage of 77.6%. The most notable change was the increase in full members working for micro firms (2-5 practising certificates) and the corresponding decrease in full members working for medium firms (20-49 practising certificates). Current numbers reflect proportions similar to those in the 2014-15 financial year.



49.6%
5152

50.4%
5238

GENDER OF FULL MEMBERS

The proportion of female full members continues to climb, with females accounting for 49.6% of all full members, up from 49.1% last year. This change is driven by newly admitted practitioners, of which approximately 60% are female.

Female full members account for more than 53% of full members in large law firms (50+ practising certificates) and, outside of law firms, in the Corporate or Government sectors. Male full members account for 53.4% of all full members working for law firms.

FULL MEMBERSHIP

10,390

FULL MEMBERS BY SEGMENT

Post-admission experience	Male	Female	%
0-5 years	1101	1805	28
6-12 years	1087	1668	27
13-20 years	1065	1060	20
21+ years	1985	619	25

FULL MEMBERS BY GENERATION

Generation	Male	Female	%
Builder	70	6	0.7
Baby Boomer	1598	505	20.3
Generation X	1773	1608	32.5
Generation Y	1773	2983	45.8
Generation Z	24	50	0.7

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