

Our Strategic Plan FY 21/22 – FY 24/25

effective 1 July 2021

Our vision

Leading Solicitors in Queensland

Our purpose

Good Law – Good Lawyers – Public Good

- To be the authoritative voice of solicitors in Queensland
- To help our members succeed
- To connect the profession with Queensland Law Society (QLS) and each other
- To respect, protect and promote human rights in our decision-making and actions

Our objectives

Advocate for the role of solicitors and for balanced laws and the rule of law for the benefit of the profession and the community

Regulate solicitors in Queensland to protect the community and to foster, promote and protect the good reputation of the profession

Partner with solicitors in Queensland to **guide**, advise, promote and support their role as trusted advisors

Develop and deliver leading **education** experiences to advance the expertise and accreditation of solicitors and their businesses

Connect the profession with each other, stakeholders and the community to foster relationships, collegiality and cooperation

Grow the member centric capability of QLS and embed a positive work place culture, technological resilience and financial sustainability

Our strategies

Advocate

1. Enhance member and profession centric advocacy, research and thought leadership
2. Support and grow our volunteer committee member base, working with them to advance good law and our profession
3. Advocate for reform to the *Legal Profession Act 2007* to achieve a modern and efficient governance structure for QLS
4. Promote the reputation of solicitors in Queensland with the public by raising awareness, cultivating trust and understanding of the important role and contribution of solicitors to society

Regulate

5. Support and monitor Queensland solicitors and practices, identify and assist at risk practitioners and practices, and if necessary sanction

Guide

6. Lead solicitors in Queensland and work with stakeholders to adapt to disruption, support innovation and respond to internal and external adversities which face our community and the profession
7. Deliver practice support consultancy, guidance and outreach to solicitors in Queensland to help them build and maintain legal practices that are compliant, financially sustainable and professionally rewarding

Educate

8. Offer leading best value education and accreditation services
9. Lead positive advancement in workplace behaviour and culture, diversity, inclusion and First Nations cultural competence within the profession

Connect

10. Utilise our unique data, communication channels and capability to connect our members with each other and with consumers, and create opportunities to cooperate and collaborate with the broader profession and specialist associations
11. Increase engagement and services with member segments and specifically with younger members of the profession

Grow

12. Rebuild the Society's cash reserves (via diverse revenue streams) following the COVID-19 Financial Support Package to ensure sufficient reserves to support the profession in the future
13. Leverage our technology to deliver enhanced member services, experiences, education and guidance – accessible to all
14. Redevelop Law Society House as a member's hub, mediation and conference centre and to meet building codes and rectify end of life assets

Our strategic risks and challenges

1. **Service delivery** – Supporting all member segments with consistent valued services
2. **Non-compliance** – with statutory, professional and conduct standards resulting in adverse impacts on other solicitors, the profession, consumers of legal services and the community
3. **Sector reputation** – Damage created to the standing of solicitors by reporting on high profile instances of wrong doing, adverse workplace practices and inequality
4. **Loss of education market share** – due to increased competition in the legal education sector, decline in demand for face to face events and fragmentation of the legal profession
5. **Risk of growth and competition** of alternate advisory services
6. **Membership engagement** – Establishing deep and widespread engagement with members
7. **Business continuity** – Continued disruption to work, community and the legal system due to the pandemic and other disasters
8. **Digital innovation** – Missed opportunities to continue digitisation and innovation in the broader profession and delay in technology in QLS solutions for mediation facilities and education delivery
9. **Financial management** – Unable to strengthen QLS's financial sustainability due to unforeseen costs, fluctuations in the commercial property market and the current economic conditions
10. **Physical infrastructure** – Ageing building requiring upgrade and maintenance

Our strategic opportunities

1. Support long term growth of solicitors in Queensland and legal practices to serve organisations, the public and communities, and to contribute to the Queensland economy and access to justice
2. Respond to and support the needs of the changing profile of the solicitors in Queensland
3. Lead the profession in the cultural change required to create healthy, sustainable, high performing and safe workplaces
4. Utilise technology platforms and advancements to serve and support solicitors in Queensland
5. Lead the profession in Queensland to lift the profile, value, credibility and understanding in the community of the role played by legal practitioners, courts and tribunals

Our measures of success

1. Growing membership engagement and attendance numbers to events and CPD
2. Growing membership to PC conversion rate
3. Thriving, engaged and high quality QLS committee volunteer base
4. High levels of profession and member engagement with QLS communications
5. An engaged, high performing and productive QLS team
6. Annual financial targets and non-financial performance targets achieved
7. Return on investment on upgrades to Law Society House