

Our Strategic Plan 2025-29

1 July 2025- 30 June 2029

Our vision

We are for good law and good lawyers serving the public good.

We want to be the leading voice in the legal profession, fostering excellence in law, access to justice and the rule of law.

Our purpose

We support solicitors to serve the community and the law with integrity, innovation and expertise.

Belong



Advocate



Guide



Regulate



Educate



Safeguard



Grow



Our objectives and strategies

Foster lifelong **Belonging** in the legal profession

1. Be the hub for the legal community in Queensland for professional recognition, information, services, advancement and connection
2. Encourage solicitors to engage in their community and their profession

Advocate for the rule of law, laws that serve the public good and for a respected legal profession

3. Advance good law through advocacy, research and thought leadership
4. Raise community awareness of law and the unique role solicitors play in our system and community

Guide and support solicitors as trusted advisors for their clients integral to the administration of justice

5. Support solicitors to maintain the highest ethical standards in practice
6. Support law practices to meet the ongoing challenges of practice
7. Support the professional and personal wellbeing of the legal profession

Regulate legal practitioners in Queensland to protect the community and the reputation of the profession

8. Establish standards of conduct in legal practice and the appropriate management of law practices that protects the community and the reputation of the profession
9. Identify, monitor and proactively assist legal practitioners and law practices to meet standards and sanction, where necessary

Educate the profession to enhance expertise in law and the practice of law

10. Offer professional development that enhances standards of legal practice and the management of law practices
11. Develop, accredit and certify expertise in law and the practice of law

Safeguard the community and the profession through mandatory professional indemnity insurance and fidelity cover for all law practices

12. Maintain a wholly owned insurer to provide all law practices with cost effective and balanced coverage capable of meeting claims now and into the future
13. Keep a fund to compensate for defaults by all law practices and invest in tools, programs and education to improve trust accounting compliance

Grow our capability, sustainability and governance as an organisation

14. Engage and develop our people, fostering continuous improvement in a values-based workplace
15. Build our cultural capability
16. Leverage technology and increase financial resilience to ensure our sustainability
17. Modernise and strengthen our governance arrangements

Our Strategic opportunities

- **A better lifestyle through a stronger economy** – in guiding, advocating, educating and supporting law practices to meet the ongoing challenges of practice
- **A plan for Queensland's future** – by investing in skills in educating the profession to enhance expertise in law and the practice of law
- **Making Queensland safer** – by advocating for the rule of law, laws that serve the public good and for advancing good law through advocacy, research and thought leadership
- **Connecting Queensland** – as the hub for professional recognition, information, services, advancement and connection and through leveraging technology
- **Honouring and embracing our rich and ancient cultural history** – in recognising and building our cultural capabilities

Our Strategic risks and challenges

- **Non-compliance** – with statutory, professional and conduct standards resulting in adverse impacts on other solicitors, the profession, consumers of legal services and the community
- **Sector reputation** – Damage created to the standing of solicitors by reporting on high profile instances of wrong doing, adverse workplace practices and inequality
- **Stakeholder engagement** – Establishing deep and widespread engagement with members and stakeholders
- **Digital innovation** – Missed opportunities to continue digitisation and innovation in the broader profession and delay in technology in QLS solutions
- **Financial management** – Unable to strengthen QLS's financial sustainability due to unforeseen costs, fluctuations in the commercial property market and the current economic conditions

Our measures of success

- **Belong:** Growing the profession and its engagement
- **Advocate:** We are listened to by law makers and the community
- **Guide and Regulate:** The legal profession engages with our guidance and support resources and policies
- **Educate:** Our education program is taken up and recognised by the legal profession as enhancing the standards of the profession and the practice of law
- **Safeguard:** Maintenance of our mandatory professional indemnity insurance and fidelity cover in a viable and sustainable way
- **Grow:** An engaged, high performing and productive QLS team
- **Grow:** Annual financial targets and non-financial performance targets achieved