

Our operating plan 2026-27 at a glance

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.

Strategic objectives for 2026-27

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

OBJECTIVE 1: Belonging

Foster lifelong Belonging in the legal profession

- Build a unified membership portal – Phase 2
- Implement a service and enquiry management system – Phase 2
- Implement a community engagement platform to foster connection within the profession and with QLS

OBJECTIVE 2: Advocate

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

- Conduct a Policy committee review – Phase 2
- Develop a government relations strategy
- Develop a campaign to promote role of solicitors in the community

OBJECTIVE 3: Guide

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

- Develop and implement renewed PMC curriculum
- Support AML Compliance
- Develop a system to identify at risk practices – Phase 2

OBJECTIVE 4: Regulate

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

- Appropriate Management Standards – Phase 2
- Develop a system to identify at risk practices – Phase 2

Success measures 2026-27

1. **Belong:** Growing the profession and its engagement
2. **Advocate:** We are listened to by law makers and the community
3. **Guide and Regulate:** The legal profession engages with our guidance and support resources and policies
4. **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
5. **Safeguard:** Maintenance of our mandatory professional indemnity insurance and fidelity cover in a viable and sustainable way
6. **Grow:** An engaged, high performing and productive QLS team
7. **Grow:** Annual financial targets and non-financial performance targets achieved