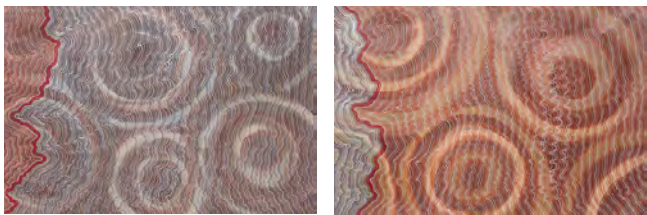


Victorian Legal Services
BOARD + COMMISSIONER

The background of the cover is a deep red. On the right side, there are several concentric green circles of varying thicknesses, some of which are incomplete, creating a sense of motion or a stylized sunburst. The bottom half of the cover features a complex, wavy pattern in shades of grey, white, and red, resembling a topographical map or a stylized landscape. The text is positioned in the upper left and center-right areas.

Annual Report
2024–25

MAKING A MEANINGFUL IMPACT



Robby Wirramanda (Wergaia/Wotjobaluk)
 'Walpa #6' 2023, acrylic on linen
 'Walpa #7' 2023, acrylic on linen

The artworks are Walpa #6 (cover) and Walpa #7, both by artist Robby Wirramanda who is a proud Wergaia and Wotjobaluk descendant. They are part of his Walpa series – Walpa meaning 'to burn' in the language of Robby's ancestors.

Burning practices are used for hunting and the regeneration of Country, which maintain a happy and healthy relationship with the land, both flora and fauna. Walpa Winaka – to burn and leave – is a big part of connection to Country and culture.

This collection explores the profound relationship between fire, wind and the ever-changing landscapes they shape.



These artworks were created through The Torch, a not-for-profit organisation that provides art, cultural and arts industry support to First Nations people currently in, or recently released from, Victorian prisons.

We have a longstanding relationship with The Torch. Their work to directly support the livelihood of First Nations artists continues to be a vital part of the path out of the justice system for the people they work with.

We chose these artworks for their connection to renewal and our annual report theme, **'Making a meaningful impact'**.

The cover features a solid olive green background with faint, large-scale, concentric curved lines. At the top, there is a horizontal band with a complex, wavy, multi-colored pattern in shades of red, white, and grey.

Annual Report 2024–25



We acknowledge the Wurundjeri Woi Wurrung People as the Traditional Custodians of Naarm (Melbourne), the land on which our office sits. We pay our respects to their Elders; past and present. We support Treaty for Victoria.



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Published by order, or under the authority, of the Parliament of Victoria.

October 2025

Victorian Legal Services Board + Commissioner

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Commissioner ABN 66 489 344 310

Abbreviations and acronyms used in this report

ADR	alternative dispute resolution
Application Act	<i>Legal Profession Uniform Law Application Act 2014 (Vic)</i>
Bar	Victorian Bar Inc
CPD	continuing professional development
DIB	diversity, inclusion and belonging
EE	External Examiner
FRAC	Finance, Risk and Audit Committee
IFC	Investment and Funding Committee
Legal Profession Uniform Law	Schedule 1 to the Application Act
LIV	Law Institute of Victoria Inc
PPF	Public Purpose Fund
RMS	Regulatory Management System
SDA	statutory deposit account
SLP	supervised legal practice
Uniform Law	Legal Profession Uniform Law
VALS	Victorian Aboriginal Legal Service
VCAT	Victorian Civil and Administrative Tribunal
VLA	Victorian Legal Aid
VLSB	Victorian Legal Services Board
VLSB+C	Victorian Legal Services Board and Commissioner
VLSC	Victorian Legal Services Commissioner

Accessing this report

This report is available on our website at lsbc.vic.gov.au/resources/2025-annual-report

If you need this information in an accessible format, please telephone 03 9679 8001.

A free interpreting service is available for consumers to assist in communicating with our office. To access this service, call the Translating and Interpreting Service on 131 450.

30 October 2025

Dear Attorney-General,

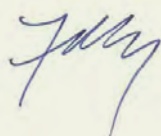
We are pleased to provide you with the 2024–25 Annual Report of the Victorian Legal Services Board and Commissioner.

This report provides an overview of the operations and financial status of the Board and Commissioner for the reporting year to 30 June 2025. It has been prepared in accordance with the requirements of the *Financial Management Act 1994* and the *Legal Profession Uniform Law Application Act 2014*.

Yours sincerely,



Mr Sam Hay KC
Chair
Victorian Legal Services Board



Fiona McLeay
Chief Executive Officer (CEO), Victorian Legal Services Board
Victorian Legal Services Commissioner

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About this report

This is the annual report of the Victorian Legal Services Board and Commissioner. It provides an overview of our operations, achievements and financial status for the year ending 30 June 2025.

Our governing legislation is the *Legal Profession Uniform Law Application Act 2014 (Vic)* (the Application Act). Although we were established as two independent statutory authorities (the Victorian Legal Services Board and the Victorian Legal Services Commissioner), we operate as one body under a unified name: the Victorian Legal Services Board and Commissioner (VLSB+C).

We present a combined annual report of operations and financial statements.



Message from the Chair and the CEO & Commissioner

Making a meaningful impact

As we prepare to launch our *Strategic Plan 2026–29*, it's the right time for our annual report theme, 'Making a meaningful impact'. To make such an impact requires vision, flexibility, and above all, a commitment to action. We also need to question what we value and find meaningful.

This theme reflects the significant long-term change we have supported for the Victorian legal profession, consumers of legal services and the broader Victorian community.

It also reflects more recent changes as we have welcomed a new Board Chair, moved to a new building, and invested a record amount in grants and funding. These positive changes position us well to create lasting value for the Victorian legal profession and the communities it serves.

Managing increasing volume and complexity

Economic pressures continue to affect demand for our regulatory services. We've seen a marked increase in complaints about legal costs, reflecting the financial pressures on both consumers and lawyers.

We received 6,486 enquiries from the public — an increase of almost 17% — and opened 1,112 new complaints.

We increased staffing to manage this demand without slowing our response or creating service bottlenecks.

The changing face of the profession

At the midpoint of the decade, we have included a 10-year snapshot to demonstrate the changing face of the profession.

Our role as regulator, funder and investor demands we know the profession well, and insights from this data help ensure our service delivery matches emerging needs.

Improving accessibility and communication

One in seven Australians are likely to experience communication difficulties at some point. This matters to us, and this year we earned accreditation as a Communication Access Approved Organisation by Scope Australia. This accreditation allows us to display the recognised Communication Access Symbol that indicates our organisation can help anyone experiencing communication difficulties.

Preparing and training for the accreditation process has contributed to a positive cultural shift at all levels of the organisation. We continue to embrace continuous improvement in service delivery.

Supporting First Nations justice

We deepened our commitment to reconciliation and invested in increasing access to justice for First Nations peoples — completing 42 of 47 actions from our first Reconciliation Action Plan.

We sponsored community events as part of the Yoorrook Walk for Truth. This was a 25-day journey from Portland to Parliament House to conclude Victoria's first formal Truth-Telling process.

Another key sponsorship this year was *Blak In-Justice: Incarceration and Resilience*, a landmark exhibition at Heide Museum of Modern Art. The exhibition was created with The Torch, a First Nations-led and not-for-profit arts organisation. It was a moving exhibition celebrating culture, creativity and strength.

We continue to support key First Nations organisations and funded the Victorian Aboriginal Legal Service to lead the creation of a First Nations Cultural Capability Statement for the legal sector — Australia's first.

Driving systemic change for lawyer wellbeing

A key milestone this year was launching the Lawyer Wellbeing Systems Theory of Change framework.

We worked with legal sector partners to drive systemic change by creating a shared understanding of where, how and why change should happen within our legal system to promote lawyer wellbeing.

The framework has attracted international interest, and we shared this work with professional associations and the judiciary. We look forward to continuing the rollout of big-picture shared outcomes to work towards, and to complementing the framework with guides for organisational leaders.

Building an evidence base for regulation and policy

Building robust evidence to inform regulatory decisions is central to our approach. In February 2025, we launched our first Lawyer Census covering topics across AI use, wellbeing, skills and harassment.

We supported collaborative research with The Australian National University and The University of Melbourne on lawyer wellbeing, and commissioned research on vicarious trauma in the legal profession.

These research partnerships with our Uniform Law colleagues ensure our work is informed by shared evidence. We avoid duplication and enable better decisions across jurisdictions.

Connecting on a local and global stage

We maintained active engagement through panels, podcasts and industry events this year. This ensures ongoing dialogue about regulatory priorities and professional development needs. We continued to partner with the Law Institute of Victoria (LIV) to visit regional law associations and gain crucial insights into the unique challenges facing regional practitioners.

We hosted the first combined International Conference of Legal Regulators + Conference of Regulatory Officers (ICLR + CORO).

We welcomed over 220 international guests to ICLR + CORO 2024 to collaborate on legal regulatory issues including AI, access to justice, and lawyer wellbeing.

This showcased our regulatory approach and our commitment to collaboration and innovation. Congratulations to all our staff for setting a high bar for this key international event and demonstrating the evolving maturity of our organisation.

Reporting against the Risk Outlook

For the first time this year, this report includes a summary of our responses to the emerging and ongoing risks outlined in *Risk Outlook 2024*.

We've provided crucial guidance as the profession navigates AI adoption. We enhanced cybersecurity support across the sector, including funding to help community legal centres. We addressed concerns about 'claim farming' practices with new guidance on ethical engagement with vulnerable clients.

Our Costs Support program, mediation services, and new confidentiality guidance helped address compliance issues.

The effectiveness of our costs program has seen lawyers volunteering for the program based on industry feedback. This is testament to our exceptional staff and leadership.

We engaged with AUSTRAC's anti-money laundering reforms, commenced a project to understand the issues facing in-house counsel. We also released the results of our survey of over 400 supervising lawyers, as part of our continuing work into early career lawyers and their supervisors.

Record investment in access to justice

In 2024-25, we awarded a record \$139 million in grants and funding from the Public Purpose Fund.

This included \$90.8 million in annual funding to justice organisations, \$16.9 million to other Victorian Government organisations, and \$31.2 million in grants, including our Advancing Housing Justice round of Change Grants. We also provided \$150,000 in strategic sponsorships for access to justice, lawyer wellbeing and First Nations justice initiatives.

Organisational growth

Our commitment to meaningful impact extends to how we operate.

We grew our workforce by over 20% to meet increased demand for our services.

In August 2024, we relocated to 500 Bourke Street, Melbourne. One of the city's most sustainable buildings, it has a 6-star Green Star rating and Platinum WELL certification. This reflects our commitment to accessibility, environmental responsibility and staff wellbeing.

We continue to develop our approach towards data-driven, customer-first service delivery and business decisions. This leads to better outcomes for consumers and the legal profession.

Acknowledgements

We welcomed the Hon. Sonya Kilkeny as Victoria's new Attorney-General and the Hon. Justice Richard Niall as Chief Justice of the Supreme Court of Victoria.

We were delighted to welcome Sam Hay KC as the new Chair of the Victorian Legal Services Board in January 2025. Sam brings over 20 years of experience as a barrister. His deep knowledge provides sound guidance in regulating and supporting the profession.

Our thanks to Fiona Bennett, who retired from the Board after serving as Chair from 2013 to 2024 and as a Board member since 2008. Our thanks for her wise judgement, enthusiasm and exemplary leadership.

We welcomed new Consumer Panel members in April 2025, including Kat George as our new Consumer Panel Chair, ensuring that we continue to benefit from independent community perspectives.

Making a meaningful impact

We are proud of the real and lasting impact we have made and helped others to make.

The cultural shifts and digital transformation we have embraced leave us well-positioned to continue to have a meaningful impact, and create meaningful change, in Victoria's legal system.

We will continue working toward a future where all Victorians can access high-quality legal services. We want the legal profession to thrive in an environment that supports both excellence and wellbeing.

There is much work ahead, but we are ready.



S Hay

Sam Hay KC
Chair



F. McLeay

Fiona McLeay
CEO & Commissioner

2024–25 at a glance



Earned **Communication Access Symbol** accreditation from Scope Australia



Hosted the **first-ever combined international conference, ICLR + CORO 2024**



Launched the **Theory of Change framework** to create a shared pathway towards better lawyer wellbeing in Victoria



Provided a record **\$139 million** in grants and funding from the Public Purpose Fund



Appointed new **Chair, Mr Sam Hay KC**, in January 2025



Boosted accessibility and environmental credentials with **new 6-star building**



Our **decision upheld** by the Court of Appeal in *Giurina v McLeay* [2024] VSCA 326, validated our regulatory approach



Released the **Access to justice impact report**, highlighting how our work and funding improve access to justice for Victorians

Regulator

6,486

enquiries received from the public

1,112

new complaints opened

20

external managers appointed at legal practices

\$800,000+

paid in Fidelity Fund claims

Investor

\$132 million

investment growth in 2024–25

Funder

\$90.8 million

in annual funding to legal and justice organisations

\$12.2 million

in Change Grants

\$14 million

in Advancing Housing Justice funding

\$5 million

in Strong Foundations Grants funding

\$150,000

in sponsorships for events raising awareness of justice system issues



30,013

registered lawyers in Victoria



40.6 years

is the average age of Victorian lawyers



55.6%

of Victorian lawyers are women



01

ABOUT US

We are the independent regulator of the Victorian legal profession. We license lawyers and oversee service standards and conduct.

We are also the stewards of the Public Purpose Fund and the Fidelity Fund. We administer these funds to support legal regulation and access to justice in Victoria.

We exist to maintain and enhance public trust and confidence in the legal profession in Victoria, and to support the rule of law and the administration of justice.

Our strategic objectives

In 2024–25 we delivered our work against the following strategic objectives:

- › Protect and empower consumers
- › Improve legal practice and ethics
- › Improve access to justice.

Our work to deliver on our strategic pillars is supported by our people, governance and technology.

How we work

How we work is guided by the Victorian Public Service values and our shared commitments shown in Figure 1.



we collaborate



we are courageous



we value relationships



we lead and inspire



we adapt

FIGURE 1: VLSB+C COMMITMENTS

Our functions

Board functions

- › License lawyers
- › Assist and intervene in law firms experiencing issues
- › Provide fraud and theft compensation via the Fidelity Fund
- › Vary, suspend or cancel practising certificates; apply for strike-off
- › Oversee and audit trust accounts
- › Improve access to justice via our Public Purpose Fund programs
- › Oversee professional indemnity insurance
- › Prosecute unqualified legal practice

Commissioner functions

- › Receive complaints about lawyers and law practices
- › Resolve disputes between lawyers and clients
- › Resolve costs disputes
- › Investigate and prosecute breaches of the legislation

Our regulatory approach

The legal profession and the Victorian community rightfully expect us to efficiently and effectively regulate the legal profession.

To do this, we target regulatory resources towards areas of greatest potential harm to consumers of legal services. We aim to strike a balance between responding to immediate issues and identifying emerging areas of concern.



Immediate issues

We respond to information we receive through complaints about lawyers, or directly from lawyers or the courts. We identify and prioritise issues of high risk, while looking for ways to streamline our response to lower risks of harm.



Emerging issues

We use data to identify trends and design programs of work to address emerging risks. These programs aim to prevent or minimise harm to consumers of legal services and the reputation of the profession.

Our Risk Outlook

We publish a Risk Outlook to provide strategic guidance to Victorian lawyers. The Risk Outlook identifies:

- › key risks
- › our planned response
- › tips for lawyers on avoiding or minimising those risks.

For more on our responses to *Risk Outlook 2024*, see **Improving legal practice and ethics**.

Our partnerships

We work collaboratively to benefit the legal profession and the broader community. We partner with:

- › the Legal Services Council
- › the Commissioner for Uniform Legal Services Regulation
- › our fellow Uniform Law regulators in other jurisdictions.

We value the expertise provided by the Law Institute of Victoria (LIV) and the Victorian Bar (the Bar). We work together to improve legal practice standards and protect consumers.

Principles that guide our approach to regulation

The principles outlined in Table 1 guide our response to immediate and emerging issues. The principles reflect how we work and our goal for continuous improvement.

TABLE 1: PRINCIPLES THAT GUIDE OUR RESPONSE TO IMMEDIATE AND EMERGING ISSUES

Risk-based 	We target our resources to the areas of greatest potential harm.	➤ We proactively identify area of greatest risk to consumers of legal services or to the reputation of the profession and prioritise our resources accordingly.
Evidence-based 	We make decision based on the best available data and intelligence.	➤ Our decisions are supported by evidence gained from a variety of sources, including data provided by lawyers, complaints, external examiners' reports, investigations, audits and stakeholder feedback. ➤ We undertake monitoring to ensure our programs are effective. ➤ We build the outcomes of evaluation into regulatory design.
Outcome focused 	We aim to achieve practical outcomes when we take regulatory action.	➤ Although process guides our decisions, our focus is on delivering tangible improvements for consumers and the profession. ➤ We will adapt our processes if necessary to deliver better outcomes. ➤ We independently exercise our discretion and make objective decisions.
Collaborative 	We collaborate with our Uniform Law partners and Victorian stakeholders to achieve positive outcomes.	➤ We seek to foster good relationships with our Uniform Law partners to achieve the best outcomes for the legal profession and consumer of legal services. ➤ We engage with our Victorian stakeholders as we respect their expertise and value their opinion.
Consistent 	We provide the same quality and accuracy of advice and service.	➤ Our business areas are connected and communicate effectively to ensure consumers and the profession receive consistent messages from us. ➤ We rely on our policies, procedure and standards to ensure we act in the same way over time, so our advice and decisions are fair and accurate. ➤ We work closely with the professional associations that exercise delegated regulatory functions for us, to ensure our approaches and advice are consistent.
Transparent 	We publish information on our activities and are clear about the reasons for our decisions.	➤ We present information in a way that is easily understood and clearly explains our reasoning. ➤ We report on our activities to demonstrate our performance and make sure we can be held to account.
Consumer focused 	We seek to understand consumers and help them make informed choices about legal services.	➤ We seek a deeper understanding of consumer interests and needs through our work with our Consumer Panel and in undertaking consumer research. ➤ We seek to develop systemic responses to systemic harms. We work towards more accessible and streamlined assistance to consumers. ➤ We provide guidance and targeted responses to lawyers to improve consumer services.

02

PROTECTING AND EMPOWERING CONSUMERS

We protect consumers by helping them make informed choices about legal services and understand the costs.

We continued our proactive, risk-based approach to:

- › understanding consumer experiences with lawyers
- › managing increasingly complex complaints
- › addressing poor lawyer behaviour through our disciplinary processes.



Improving the customer experience

As our organisation matures, we've improved our approach to understanding customers and enhancing their experience. Listening to our customers helps us achieve better results for people who use legal services and for the legal profession.



Earned Communication Access Symbol accreditation from Scope Australia



Strengthened our work with vulnerable consumers, including First Nations peoples



Launched the Customer Experience Survey pilot for lawyers and consumers



Scope Australia Communications Access Accreditation Program

We want everyone to be able to use our services and get the help they need.

We earned Communication Access Symbol accreditation from Scope Australia in June 2025. Displaying the internationally recognised Symbol shows that we:

- › are welcoming and treat everyone with dignity and respect
- › can communicate well with people with communication difficulties
- › have communication tools to help people share their message and understand what others are saying.

The accreditation program supported our staff to recognise different needs and adjust for people who find legal processes hard to understand.

We introduced new staff training and resources to support our **Reasonable Adjustments Guidance**. Our staff know how to spot and assist those who need extra help, even if they don't ask.



Consumer Panel

Our independent Consumer Panel remains the first of its kind in Australia. The Panel helps us to understand community needs and expectations for the legal profession and our role as their regulator.

The Consumer Panel played an important role in a range of projects this year, including feedback to shape claim farming guidance and raising issues about lawyers and family violence.

The Panel underwent a refresh in April 2025 to ensure diverse membership that reflected strong experience in, among other things:

- › consumer research
- › customer and disability advocacy
- › policy
- › change management.

The Panel met four times in 2024–25.



Kat George

Chair (first appointed as Chair in April 2025)

Kat is an experienced consumer advocate and has led strategic policy reform, research and stakeholder engagement in not-for-profit, government and regulatory settings. Kat has driven significant projects to promote economic and social inclusion, especially in relation to delivering equitable, consumer-focused outcomes in essential services markets.

Kat has a Master of Laws (LL.M), with a focus on human rights, as well as consumer and competition law and policy. Kat is the Chair of the Board at Hope Street Youth and Family Services and previously served as Non-Executive Director on the Board of CHOICE.



Adeel Nabeebux

Adeel Nabeebux has over 10 years of experience across financial services, leading strategy development and delivery. In addition to his legal background, Adeel brings experience in people leadership, project management, policy and strategy. Adeel has worked closely with boards and the Federal Government to establish the Australian Financial Complaints Authority and the Compensation Scheme of Last Resort. Adeel is an advocate for diversity, inclusion and belonging at work, in his community and on the board of Arts Access Victoria. Adeel holds Bachelor's degrees in Laws and Commerce from Melbourne University, as well as Master's degrees in Risk Management and Business Law from Monash University.



Ado Barker

Ado is a social worker with extensive practice experience in the specialist homelessness and community legal assistance sectors. Within the homelessness sector, Ado has held varied roles, including direct crisis support, program management and coordination, and has also undertaken project work aimed at improving service system responses to homelessness and housing crisis. Currently, Ado is employed as a social worker at Justice Connect, working within Homeless Law's integrated legal assistance program. Whether in direct practice or broader advocacy, Ado brings a critical, structural lens to his work, attuned to the role of systems and institutions in shaping the experiences of legal services consumers.



Catherine Wolthuizen

(Victorian Legal Services Board representative)

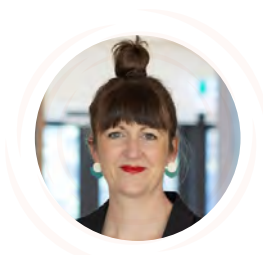
Catherine is Ombudsman at the Energy and Water Ombudsman Victoria (EWOV) and has a track record of leadership in Australia and the UK, with a particular focus on dispute resolution and fair outcomes in regulated markets. Before joining EWOV, Catherine held positions as the Customer Advocate at NAB, Board Director of the Australian Telecommunications Industry Ombudsman, panel member at the Australian Financial Services Ombudsman, Ombudsman with the UK Financial Ombudsman Service, Chair of the Economic Abuse Reference Group and was a member of the UK Legal Services Consumer Panel.



Hugh McDonald

(Victoria Law Foundation representative)

Dr Hugh McDonald is Research Director at Victoria Law Foundation where he leads a team researching legal need and capability, and measuring what works to meet community legal need and capability. For more than twenty years, Hugh has studied access to justice and legal need from all angles. He has worked closely with legal aid commissions, community legal centres, and state and federal governments, which has given him a deep understanding of legal services, justice institutions, and policy and practice.



Genevieve Grant

Associate Professor Genevieve Grant is Director of the Australian Centre for Justice Innovation in the Faculty of Law at Monash University. Genevieve's research uses empirical methods to evaluate justice system performance, including the design and operation of dispute resolution, civil justice and injury compensation systems. Genevieve's research focuses on the experiences of participants in these systems, and she is particularly interested in using administrative data to enhance access to justice.



Jeannie Paterson

Jeannie Marie Paterson is a Professor of Consumer Protection and Technology Law, as well as founding Director of the Centre for Artificial Intelligence and Digital Ethics at the University of Melbourne. Jeannie's research and teaching expertise lies in the fields of consumer protection and regulatory design. Much of her current work focuses on the regulatory and ethical challenges of Artificial Intelligence. Jeannie holds a current practising certificate and is a Fellow of the Australian Academy of Law. She is an affiliate of the Centre of Excellence for Automated Decision Making and Society and a member of both the research committee of the Consumer Protection Research Centre and the data governance advisory committee of Beyond Blue.

Claim farming on the Consumer Panel agenda

We were concerned by reports that some lawyers were **targeting people in vulnerable situations seeking redress** to get them as clients. Known as claim farming, it can be considered unprofessional behaviour or even serious misconduct.

Our Consumer Panel and private lawyers, including Board member Ms Jacinta Lewin, helped shape new guidance on this issue released in June 2025. *Engaging Ethically with People Eligible for Statutory Redress*:

- › explains what we expect from lawyers working with people who are eligible for redress
- › gives examples of good and bad behaviours
- › reminds lawyers they must act in clients' best interests and protect the reputation of the legal profession.

Working with First Nations people and organisations

Aboriginal and Torres Strait Islander peoples still face unfair treatment and barriers in the legal system. We're learning more and improving how we work with First Nations peoples and organisations. Our Reconciliation Action Plan (RAP) guides this work.

Reconciliation Action Plan

Reconciliation Australia approved our first Reflect RAP in April 2024. We've taken meaningful steps towards reconciliation by completing 42 of the 47 actions from our RAP.

Actions to boost cultural awareness and strengthen ties with First Nations peoples included:

- › recognising our First Nations stakeholders including organisations and First Nations solicitor and barrister networks
- › researching best practice and principles to support partnerships with First Nations stakeholders and organisations
- › promoting reconciliation and developing understanding and significance of cultural protocols

- › Truth-Telling sessions for our staff to better understand history and the impacts of justice
- › recognition of key dates such as NAIDOC Week and National Reconciliation Week
- › supporting procurement from Aboriginal and Torres Strait Islander businesses.

We continue to work on five actions.

A recent staff survey found we are making good progress in understanding cultural safety, history and our role in reconciliation. These strong foundations support the development of our Innovate RAP.

Funding, grants and sponsorships

We provide annual funding to the Victorian Aboriginal Legal Service, Djirra and other First Nations community-controlled organisation through our grants programs. We sponsored a range of activities this year to support access to justice for First Nations peoples.



Supporting the Yoorrook Walk for Truth

The Yoorrook Walk for Truth was a 25-day journey led by Travis Lovett, Deputy Chair of the Yoorrook Justice Commission. The Walk started in Portland and ended at Parliament House in Melbourne, passing through Warrnambool, Colac, Geelong and Footscray.

We sponsored a series of community events and information sessions around the Walk, reflecting our commitment to increasing access to justice for First Nations peoples.

The Walk invited all Victorians to listen, reflect and take part in Victoria's first formal truth-telling process. It honoured the strength of Aboriginal people and helped build shared understanding as we work toward a fairer future based on truth and healing.

Working together to improve cultural understanding and responsiveness across the legal profession

We funded the Victorian Aboriginal Legal Service to develop, in partnership with Victoria Legal Aid and the Law Institute of Victoria, a **First Nations Cultural Capability Framework** for the legal profession.

The framework will improve First Nations understanding and responsiveness across the legal profession. It is shaped by the lived experiences of First Nations people, legal experts and was informed by findings of the Coronial Inquest into the preventable death of Veronica Nelson – Gunditjmara, Dja Dja Wurrung, Wiradjuri and Yorta Yorta woman.

Bringing together key knowledge, attitudes and actions is key to creating real change for First Nations communities.

Progress on the new consumer and lawyer portal

We continued to build our new online portal for consumers and lawyers. We're using human-centred design and user feedback to make sure the portal meets their needs.

For lawyers, the portal will replace LSB Online and combine all interactions with us into one system. For consumers, the portal will provide a secure and simple way to connect with us.

Understanding consumer experiences through research

We're building our research function to take a strategic, evidence-based approach to regulation. We want our research to drive real change and support greater access to legal services.

Our research program has two focus areas:

1. legal consumers and barriers to accessing justice
2. the legal profession, including private law firms, and improving the way they work.

We also consider legal capability – a person's ability to recognise and deal with a legal problem. When someone has low legal capability, they're less likely to have their legal needs met.

Customer experience pilot surveys

We ran a 5-month pilot of customer experience surveys. The survey measured satisfaction with our staff, processes and communication.

The pilot set a baseline for customer satisfaction and improved our survey questions.

Legal Understanding and Lawyer Use surveys

We are undertaking a pilot of the Legal Understanding and Lawyer Use (LULU) survey.

We are using the survey to understand how people interact with the law and lawyers. This includes:

- › what people need when they face legal problems
- › how they use technology to get help
- › how geographic mapping of legal resources could target support.

This research supports us to shape policy and design a system that reflects legal needs and capabilities.

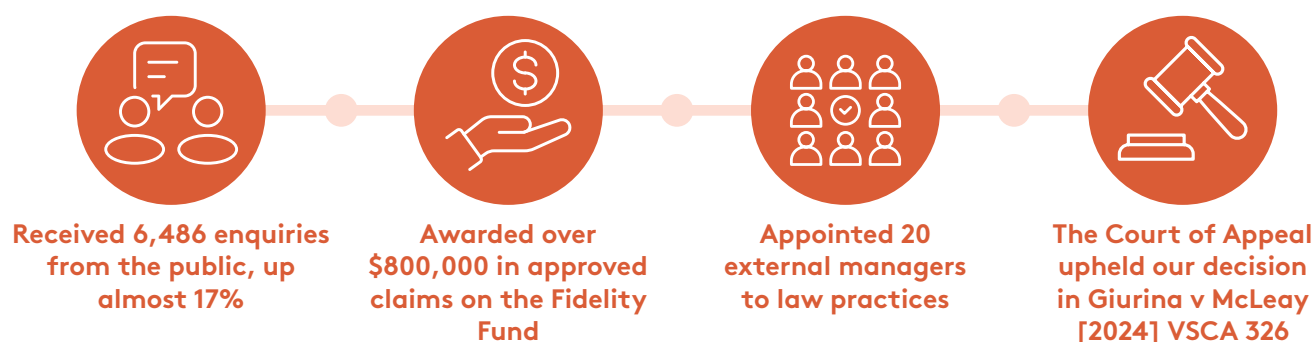
Lawyer Census

In February 2025, we launched our first Lawyer Census. The anonymous survey asks lawyers for feedback on key issues for the profession.

Topics included AI, wellbeing, lawyer skills and harassment. We also asked lawyers about the key competencies they believe are important to be an effective lawyer.

The Lawyer Census is part of ensuring we have a good understanding of the profession's views on topics that affect them and can build data to guide our decision-making.

Managing legal complaints and disputes



In 2024–25, 3.7% of all solicitors and 2.1% of all barristers had a complaint made against them.

The majority of complaints related to solicitors (95.5%) rather than barristers. This reflects the significantly higher number of solicitors registered in Victoria compared to barristers and the higher level of direct contact solicitors have with clients.

How we handle enquiries

When we receive an enquiry, it may be:

- › resolved with general information
- › resolved with resources and support for the consumer
- › withdrawn
- › referred on within our organisation
- › escalated to a complaint.

If an enquiry is escalated to a complaint, it is categorised as a consumer complaint, disciplinary complaint, or a mixed complaint which involves both types of issues.

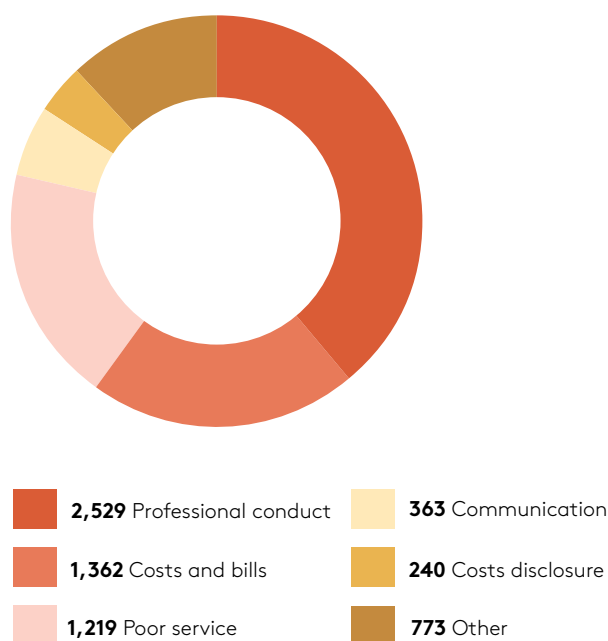


FIGURE 2: COMMON ISSUES IN ENQUIRIES 2024–25

Receiving disputes and complaints

In 2024–25, we received 6,486 enquiries from the public, an increase of almost 17% on last year. Some of these involved potential complaints about a lawyer.

As shown in Figure 2, professional conduct was the most common issue (39%) raised, followed by concerns about legal costs and bills (21%). This was followed by poor service (18.8%), communication (5.6%), and costs disclosure (3.7%).

Over 230 enquiries were yet to be classified at 30 June 2025.

Figure 3 shows how we handled enquiries in 2024–25. We resolved over 35% of enquiries with general information, usually about our forms.

In 23.5% of enquiries, we talked to the consumer and provided resources to help them manage the relationship with their lawyer and resolve their issue.

In 21% of enquiries, people no longer needed our help or withdrew their enquiry. This reflects our organisational efficiency and commitment to customers.

Of all enquiries, over 16% escalated to a complaint or were referred on within our organisation. This is a significant increase from 9% last year.

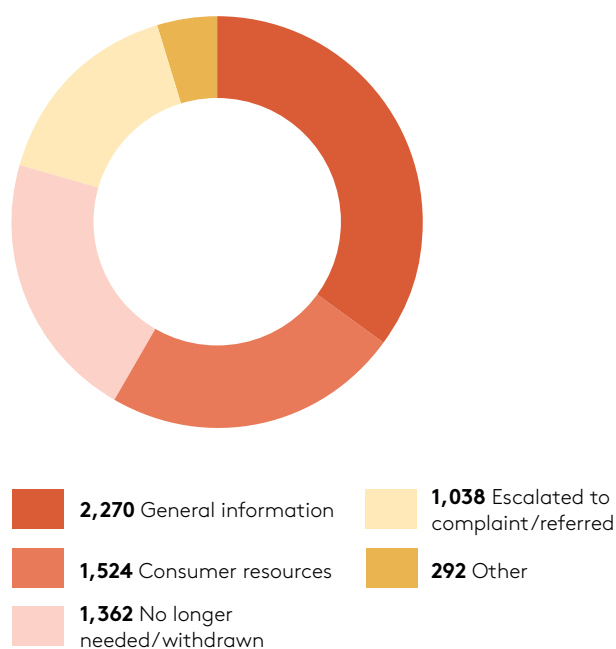


FIGURE 3: HOW WE HANDLED ENQUIRIES 2024–25

New complaints opened

We opened 1,112 new complaints, a 12% increase on last year. As shown in Figure 4, the types of complaints we received changed significantly this year:

- consumer matters dropped from 44% to 28% of all complaints. These typically involve disputes over legal costs or service quality issues
- disciplinary matters increased from 51% to 56%. These involve potential breaches of professional conduct rules
- mixed complaints, which involve both types of issues, rose slightly from 5% to 7%.

Nine per cent had yet to be classified at 30 June 2025.

This shift toward more disciplinary matters suggests a rise in more serious conduct issues. It may reflect improved early resolution of consumer disputes, increased awareness of professional standards, or changes in lawyer behaviour patterns. We continue monitoring these patterns to ensure our regulatory responses remain effective.

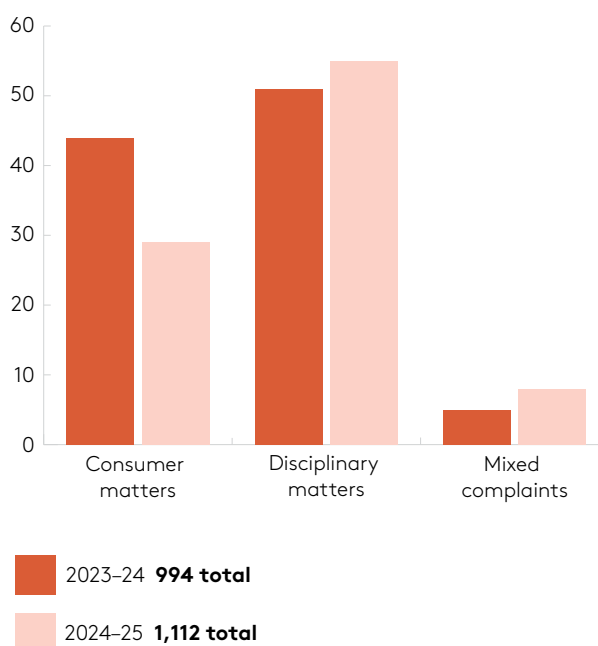


FIGURE 4: NEW COMPLAINTS 2023–24 VS 2024–25

Issues within complaints

Among the new complaints opened, we identified 1,461 individual issues – an average of 1.3 issues per complaint, in line with last year. As shown in Figure 5, there was a lot of change from last year, including:

- › disciplinary issues (827) now comprise 57% of all identified issues compared to 49% last year
- › consumer matters dropped from 43% to 25% (362) of total issues. We are handling more complaints overall and they are increasingly focused on lawyer behaviour
- › mixed matters (174) were over 15% of total complaints.

Ninety-eight matters had yet to be classified at 30 June 2025.

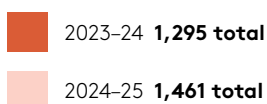
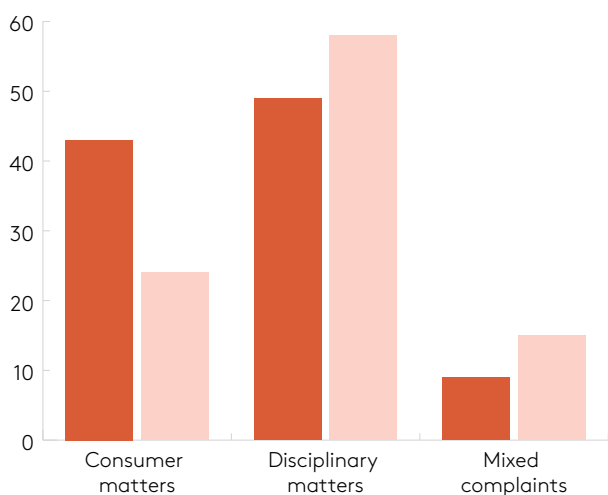


FIGURE 5: ISSUES WITHIN COMPLAINTS 2023-24 VS 2024-25

Note: Complaint figures in this annual report may differ from the Legal Services Council 2024-25 annual report due to the different times the data is extracted.

As shown in Figure 6, family law (26%) is the most common type of law attracting complaints this year. This is followed by civil (18.7%), probate (9%), criminal law (6.5%) and conveyancing (6%).

The most common issues raised in complaints were about costs and bills, professional conduct, poor service, costs disclosure and trust account concerns.

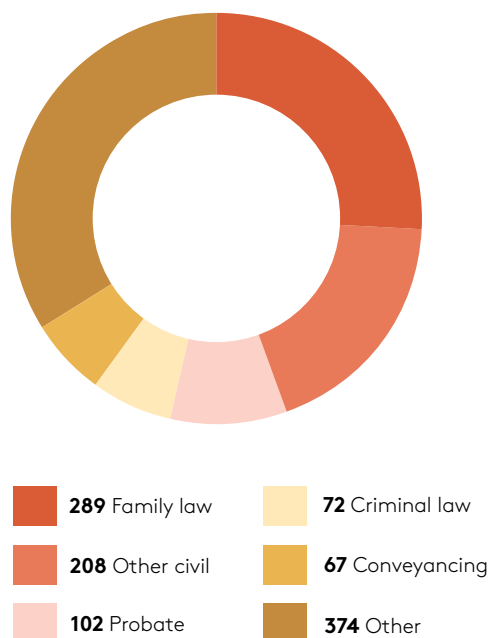


FIGURE 6: AREAS OF LAW ATTRACTING COMPLAINTS 2024-25

How we use alternative dispute resolution



Introduced Fast-Track Mediation for some costs disputes



195 mediations and informal resolution processes for consumer matters



38 mediations conducted as part of the Costs Support program

We support some parties to reach a settlement by using alternative dispute resolution (ADR) tools like mediation and restorative practices. With ADR, the parties control the process and outcome, which usually means faster and more effective results for both the consumer and the lawyer.

Mediation

We take a risk-based approach to identifying matters suitable for mediation.

Our nationally accredited staff mediators conducted 38 mediations, an increase of more than 80% on the previous year. This reflects our commitment to resolving low consumer harm disputes and our use of Fast-Track Mediation (FTM) for some costs disputes.

Of these mediations, 33 were successfully resolved. Our mediators effectively used restorative practices to restore relationships between the parties. We used co-mediation sessions in some matters where two mediators work with the lawyer and their client. Co-mediation helps parties feel there is an even power balance, supporting a fair resolution.

Restorative practice

We use restorative practices where appropriate in mediation sessions.

Restorative practices go beyond resolving the issues to healing and restoring relationships. This can be in the interests of both parties, for example, repairing relationships with long-term clients, or where it would be too complex or costly for the consumer to take their legal matter to another lawyer.

Restorative practices can help lawyers gain insight, preventing from repeating conduct that caused their clients harm. For consumers, it can help restore their faith and trust in the lawyer and the wider legal profession.

Reflective practice

We use reflective practice where appropriate during mediation or Costs Support program sessions.

Reflective practice focuses on what is and isn't working in a voluntary discussion. It can help:

- › build self-awareness
- › improve analysis of business practices
- › bring a continuous improvement focus for the future.

Reflective practice is a key part of our early intervention approach for low-risk lawyers.

Fast-Track Mediation creates quicker pathway to closure

We introduced FTM for straightforward complaints where both parties agree to use the FTM approach, and there is real potential for a timely and fair outcome.

FTMs are informal, face-to-face meetings focused on constructive communication, clarity and collaboration.

FTMs often deliver a quicker resolution that satisfies both parties by:

- › building trust
- › giving people the opportunity to be heard in a less adversarial setting
- › encouraging open discussion.

Resolving issues and closing complaints

We resolved 1,872 issues within complaints and closed 1,108 complaint files during the year.

Resolving consumer matters

We resolved 905 consumer matter issues, including 401 from mixed complaints.

We closed 516 complaint files that involved consumer matters (including 129 mixed complaints). We resolved 38% (195) of these consumer matters through mediation, informal resolution processes, or by supporting parties to sort out their differences. In one matter, we made binding cost determinations, limiting what the lawyer could charge.

In 100 consumer matters, we were unable to help the parties resolve the issue or to make a formal determination about the outcome. We referred these matters to the Victorian Civil and Administrative Tribunal (VCAT) or to the Supreme Court of Victoria's Costs Court to seek a costs assessment or judicial determination.

Resolving disciplinary matters

We do not need to investigate all disciplinary complaints that we open. We may resolve lower-level conduct matters in early discussion, or consumers may withdraw their complaint. We close disciplinary complaints if the information provided does not justify or require an investigation, or where evidence does not support the allegations.

We resolved 1,368 disciplinary issues in 2024–25, including 401 issues from mixed complaint files.

We closed 720 disciplinary complaint files, including 129 mixed complaints and 27 Commissioner-initiated complaints.

In 27 disciplinary matters*, we used our powers to make a formal determination that the lawyer had failed to meet reasonable expectations of competence, diligence, service quality and performance.

We made the following orders

- › ordered reprimands in 11 matters
- › made 16 cautions for unsatisfactory professional conduct
- › ordered a fine in two matters
- › ordered an apology in two matters
- › ordered six lawyers to undertake further education and training.

We decided to prosecute eight matters before VCAT. For more information, see **Appendix 3**.



1,872

issues resolved within complaints



905

consumer matter issues resolved (including 401 from mixed complaints)



1,368

disciplinary issues resolved in 2024–25 (including 401 from mixed complaints)

* Multiple orders can be made in relation to the set of orders made on one file where a finding of unsatisfactory professional conduct (UPC) is made – so the number of orders may differ from 27.

Commissioner-initiated complaints

We opened 27 Commissioner-initiated complaints that all involved disciplinary matters. These do not involve a complaint from the public and are opened if we have information about a lawyer's conduct that requires attention.

Time taken to resolve issues

Time taken to resolve the 1,872 issues varied depending on several factors, including:

- › their complexity
- › the lines of enquiry available
- › how cooperative the parties are with our processes.

We resolved 33% of matters within six months of receiving the complaint.

Outstanding complaints

We had 947 complaint files open at 30 June 2025.

These contained 205 consumer matters, 495 disciplinary matters and 147 mixed matters. We had yet to categorise 100 matters received shortly before 30 June 2025.



27

Commissioner-initiated
complaints opened



1,872

issues resolved during
the year



33%

matters resolved within
six months of receiving
the complaint



947

complaint files open
at 30 June 2025

Prosecuting disciplinary breaches

We brought eight new disciplinary applications before VCAT.

VCAT heard and determined eight of our disciplinary prosecutions this year. A further 25 matters were awaiting a hearing or final orders at 30 June 2025.

We had three appeals/applications for review lodged with VCAT against our internal determinations. We had one appeal/review determined by VCAT during the year. We have three appeals/judicial reviews awaiting determination in the Supreme Court.

We had one judicial review application heard and determined before the Supreme Court.

One lawyer, Elisa Berry, was removed from the Supreme Court's roll of legal practitioners (struck off) on 28 November 2024.

Safeguarding consumers after serious misconduct

Nine clients and two lawyers complained about Elisa Berry's dishonest actions while practising law. Our investigation found serious misconduct, including:

- › forging court orders and signatures – including temporary intervention orders falsely claiming that her client had protections from the risk of violence, as well as forging a divorce order and parenting orders
- › taking client money from trust accounts without permission
- › using property settlement platform PEXA to move money without being detected
- › consenting to steps without client instructions, including the lodgement of caveats and agreement to intervention orders
- › telling clients she had completed work that was never done.

The Board suspended and later cancelled Ms Berry's practising certificate in 2022. The Board applied to the Supreme Court of Victoria to have them struck off in 2024.

Ms Berry agreed to our application. The Court ordered her removal from the roll of legal practitioners in November 2024. The Court found Ms Berry unfit to be a lawyer and likely to remain so indefinitely. Justice O'Meara stated that Ms Berry had "seriously abused and betrayed the public trust reposed in her."

External interventions in law practices

We intervene in the operation of some law practices to protect their clients and the public.

We appointed managers to 20 law practices. The reasons for the appointment included:

- › the principal mismanaging trust money or the law practice (6)
- › a lawyer without a current practising certificate (5)
- › the principal solicitor died (5)
- › incorporated legal practices where the company was being, or had been, wound up (3)
- › a serious irregularity with trust money or affairs of the practice (1).

Eighteen managers remained in place at 30 June 2025.

One supervisor appointment and 25 manager appointments continued from the previous year. Of these, 16 management appointments ended.

Nine managers remained ongoing at 30 June 2025.

Twenty-eight external interventions remained active at 30 June 2025.

Intervening in a practice without a principal

When a sole legal director died with no contingency plan, his small regional practice lost its principal lawyer. This left them unable to handle client matters or manage trust funds.

Without a plan or another local legal principal to act as a director, we appointed a manager.

Not having a contingency plan delayed the law practice's closure and raised intervention costs. This uncertainty affected the family and staff during a tough time.

The intervention ended when a regional firm bought the practice files and secure, confidential documents.

Sole operators are encouraged to submit their contingency plan to the Board when renewing their practising certificate.

Dealing with unqualified legal practice

We opened two new investigations into potential unqualified legal practice. One of these cases involved a non-lawyer. The other involved a former lawyer previously struck off the Supreme Court roll of lawyers.

Closed investigations

We consider a range of issues before we act, especially the risk to the public.

We closed four investigations this year.

We closed one investigation without further action.

We closed two investigations after warning the unqualified person.

We closed one investigation after completing post-litigation monitoring. Previous enforcement action included obtaining an injunction and then a contempt finding against the unqualified person.

Court prosecutions

We did not file any new criminal charges against people engaging in unqualified legal practice.

The Court of Appeal gave judgment in the matter of *Giurina v McLeay* [2024] VSCA 326. The matter concerned a criminal prosecution and appeal from previous years.

The Court found each of Mr Giurina's proposed grounds of appeal without merit and refused an extension of time to seek leave to appeal. The Court held that the County Court was correct that section 11 of the Uniform Law – banning an unqualified person from advertising, representing or doing anything that states or implies that they can engage in legal practice – creates a strict liability offence.

We commenced one new injunction proceeding. The Supreme Court of Victoria granted the injunctive orders sought against the unqualified person.

How skipping a reference check ended up in the Supreme Court

We started injunction proceedings against a person from Surrey Hills. They had a long history of misrepresenting themselves to employers as a qualified lawyer. They had never been admitted to the legal profession or held a practising certificate in Australia.

The unqualified person consented to injunctive orders against them made by the Court.

Injunctions play a significant role in protecting the public by deterring unqualified persons from engaging in legal practice. A breach of the orders will attract further charges of contempt of Court and a possible criminal conviction.

The case highlights the importance of thorough reference checks – and ideally criminal history checks – for prospective employees.

Early intervention in action

Compliance audits of law practices

We take a proportionate, risk-based approach to regulation to deter lawyers from risky or non-compliant conduct. Our Early Intervention Strategy is central to how we proactively identify and engage with law practices to address issues and mitigate risks.

Members of our Compliance Audit Panel complete audits. Access to a pool of specialist auditors allows flexible, timely audits that are responsive to regulatory objectives.

We conducted 49 compliance audits of law practices, with varying levels of complexity. The outcomes ranged from firms adopting our recommendations to identifying serious matters for further regulatory action.

After some audits, we give management system directions to ensure that law practices meet their regulatory obligations. This enables a nuanced response to compliance concerns that effectively targets the issue. This approach often avoids the need for more serious regulatory action.

Our existing Compliance Audit Panel operates until 31 December 2026 with an extension option of up to two years.

Winding up a practice without ending a legal career

A compliance audit revealed that a sole practitioner law practice had failed to comply with trust accounting and practice management obligations for an extended period.

The principal chose to wind up the practice. We supported them to:

- › close their trust account
- › transfer existing clients
- › securely maintain files and safe custody documents in line with client instructions.

The principal moved to another firm as an employee without the responsibilities of managing a law practice.

Mediation of costs disputes

ADR, including mediation, is a key part of our Costs Disputes program for lawyers with recurring costs complaints.

Repairing a longstanding relationship strained by costs communication

A consumer engaged a lawyer for conveyancing who was a long-time family friend and had acted for his parents for many years.

The lawyer provided a costs agreement and early estimate. As the matter became more complex, the consumer didn't receive a formal revised estimate or update. The complainant felt dismissed when they asked about costs and unsupported throughout the process. When the final bill significantly exceeded the original estimate, they were reluctant to complain due to their personal history.

The complainant wanted the lawyer to understand the impact of the experience. He wanted an apology and a practical resolution of the fees.

The lawyer listened, acknowledged the poor communication and agreed that they should have provided clear written updates.

Recognising the impact on the consumer, the lawyer made a sincere apology, took responsibility and offered to reduce the final bill.

The complainant felt informed and supported.

Managing expectations and the balance of power in a personal injury matter

After a workplace incident, a consumer engaged a lawyer to pursue a personal injury claim.

Despite early optimism, the prospects of success became increasingly limited. The lawyer stopped acting on the matter, based on a clause in a conditional costs agreement.

The consumer was disappointed with the lack of transparent legal advice and support. She felt she could not raise concerns due to a perceived imbalance in the relationship. The consumer did not believe she should have to pay the full costs and lodged a complaint.

The independent mediator created a calm and balanced environment for both parties.

The complainant shared how the experience left them feeling powerless, confused and misled. The lawyer acknowledged their communication gaps. They agreed they should have advised the client in writing as the matter became less viable. The lawyer offered to reduce the costs.

The outcome brought closure to both parties and avoided a lengthy and adversarial process.

Bridging the gap in a complex and emotive family law matter

After a marriage breakdown, a consumer engaged a family lawyer to finalise the separation and secure a financial settlement to support her children.

The complainant was unhappy with the lawyer's communication, responsiveness and case management.

The lawyer claimed they had dedicated extra time and effort to the matter without charge. The lawyer felt their actions were reasonable and fair and justified the fees.

The difference in views caused tension and a breakdown in their professional relationship. The complainant lodged a formal costs dispute.

The mediator worked to create a calm and fair space. Despite strong emotions and tense exchanges, the mediator supported the parties to reach a mutual agreement on the costs in dispute.

Owning the process led to a successful outcome and gave both parties some control.

Investigating indictable offences

We investigate indictable offending when we suspect trust account deficiencies and fraud/theft offences in law practices.

We worked on six investigations involving lawyers in 2024–25. One started this financial year, and the other five continued from previous years.

We concluded three of these investigations this financial year. For all three matters, we:

- obtained strong evidence of suspected indictable offending
- prepared briefs of evidence
- referred them to Victoria Police to complete the investigation.

All investigations involved multiple alleged victims. The total of alleged misappropriated funds for each investigation ranged from approximately \$200,000 to over \$600,000.

Three investigations remained ongoing at 30 June 2025.

Compensation for lost trust money

We manage a compensation scheme for the Fidelity Fund. This protects people who have lost trust money or trust property due to dishonest or fraudulent behaviour of a lawyer, an employee of a law practice or a barrister's clerk.

In 2024–25, we received 22 new claims for compensation against the Fidelity Fund, totalling \$30,310,433.01. We carried over a further 20 claims from the previous reporting year.

The total value of new claims is a significant increase on the previous financial year total of \$5,231,390.20. However, the majority of this year's total relates to one claim, which remains under consideration.

We resolved 26 claims:

- 10 claims were wholly or partly allowed or settled – totalling \$802,101.44
- 12 claims were wholly disallowed – totalling \$4,366,546.82
- four claims were withdrawn by the applicants.

We had 16 unresolved claims at 30 June 2025.

The total value of disallowed claims this year was almost equal to that of the previous financial year, when seven claims totalling \$4,368,001.22 were disallowed.

The total sum allowed was significantly less this year, with 18 claims paid last year totalling \$4,595,138.14. However, the majority of this higher sum related to three high-value claims between approximately \$600,000 and \$1.8 million.

We allowed claims when we found there had been a 'default' due to a failure to pay or deliver trust money

involving fraud or dishonesty, and where the claimant had suffered a relevant financial loss of trust money due to the default.

We generally disallowed claims when we were not satisfied that a claim involved a default for which the Fidelity Fund was liable, including cases where a relevant exclusion applied.

Some claims on the Fidelity Fund are not paid in full, even if we can establish the client has suffered a relevant loss. If the client has been able to recoup some of their losses through another avenue, or could have done so, we may reduce the claim payable.

Allowing a Fidelity Fund claim after charitable donations diverted for personal use

An executor claimed compensation after discovering that charitable donations required by a will were never made.

A lawyer was administering a deceased estate that included specific bequests to named charities. The executor received a trust ledger showing these donations had been completed. In reality, no money had been paid to any charity.

An investigation revealed the lawyer had:

- used the charity funds for his own legal expenses
- made other unauthorised withdrawals from the trust account
- acted without the executor's knowledge or consent.

While some funds were later returned to the trust account, the estate still suffered a financial loss.

The Board found the lawyer was in default and approved the claim in full.

Disallowing a Fidelity Fund claim for invested funds and expected interest

A lawyer was the executor of a deceased estate and trustee of a trust set up for one of the beneficiaries. The lawyer was to invest money distributed from the trust so the beneficiary could live off the interest payments.

After the lawyer received the funds but did not invest them, the beneficiary submitted a claim for the invested funds plus expected interest.

The Board was not satisfied that the claim related to trust money. The claim was disallowed because money for 'investment purposes' and/or 'mortgage financing' is excluded from claims on the Fidelity Fund. The claim for 'lost' interest was also disallowed as consequential losses are not compensable from the fund.

Oversight of trust accounts

Our *Risk Outlook 2024* highlights the mishandling of trust money as a key risk. Despite ongoing education and engagement, some lawyers do not meet their legal obligations. This puts consumers at risk and may result in us taking further regulatory action.

Responding to concerning trends in trust management

There was a marked increase in our detection of law practices accepting trust money without authority. We continued to engage and educate lawyers on their obligations.

Some law practices wanted to hire their External Examiner (EE) as their bookkeeper. EEs provide invaluable information about law practice compliance with trust account obligations. We warned EEs that acting as a bookkeeper for a practice was not appropriate and could affect their ability to act independently.

We saw more law practices where non-legal staff were stealing from their employers. We are engaging with law practice principals to ensure strong oversight of trust accounts. We encourage criminal record checks on all employees as part of the hiring process.

Trust account breaches identified by External Examiners

There was a slight increase in breaches identified by EEs in end-of-trust year reports, as shown in Figure 7.

We use these reports to assess if we need to investigate the trust records of a law practice. The information used to assess the reported issue may include:

- › reports of deficiencies and irregularities
- › historical trust records investigation reports
- › previous non-compliance
- › complaint history.

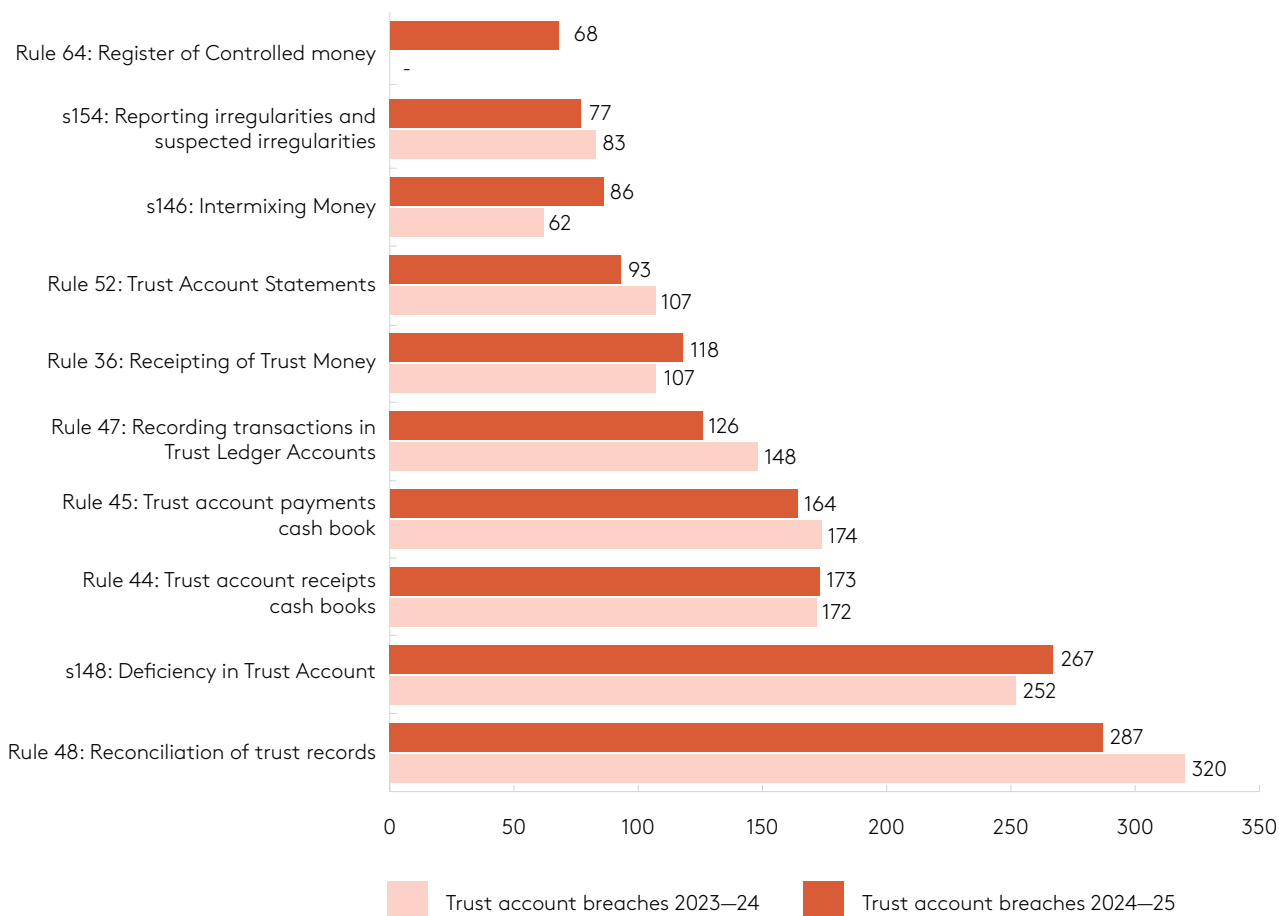


FIGURE 7: REPORTED BREACHES OF TRUST ACCOUNTING RULES 2023–24 VS 2024–25*

* Only rule types with more than 50 breaches are shown.

Investigating trust records

We started 99 new trust record investigations this year. Our regulatory responses included:

- › directing law practices to rectify breaches and issuing management system directions
- › referral for possible disciplinary action
- › referral to the Legal Institute of Victoria (LIV) for training and support.

The Board may intervene or appoint a manager where there are serious concerns.

Law practices self-reporting trust irregularities

Law practices typically self-report irregularities in their trust account. We continue to see a steady increase in these reports.

Most minor issues are easy to fix, like accounting errors in statements or accidental intermixing of money. We monitor practice self-reports for serious issues such as fraud or theft. We act on those reports, identify trends and inform how we communicate with banks and law practices.

Cyber incidents

Cyber incidents are a significant issue for the legal industry. We receive online reports from law practices of cyber incidents and near misses. These reports sometimes result in email compromise or loss of trust money. Issues often arise in law practices that lack robust cybersecurity systems, training and checks.

Since we introduced our Minimum Cybersecurity Expectations, trust account investigators are asking law practices about:

- › cybersecurity
- › the controls they have implemented
- › their compliance with these expectations.

Unprotected trust account compromised by hacked mobile phone

When a hacker breached a law practice employee's mobile phone, the practice's trust account was compromised. The account wasn't protected by access controls like multi-factor authentication.

Only the authorised principal of the law practice can direct or approve payments from the trust account. If the principal is unavailable, strict controls and procedures must be in place to determine who is authorised to do so.

In this case, the bank recovered all the trust money.

Quality Assurance and Review

Complaints about us

In 2024–25, we received 24 complaints about us. The 55% reduction in complaints about us reflects fewer service complaints and improved complaint handling.

Regulatory bodies like the Victorian Ombudsman, the Victorian Human Rights and Equal Opportunity Commission and the Australian Human Rights Commission, received 11 of the complaints.

Thirteen complaints were received directly by the Commissioner or Board.

We closed 27 service-level complaints. We identified four complaints with merit. Most of these issues involved file-handling or delays, which we resolved.

Internal review of our decisions

In keeping with Uniform Law guidelines, we only assess internal review requests on decisions we made to close a complaint, or in consumer matters or costs disputes.

Internal reviews consider:

- › if the original decision was a regulatory assessment
- › if the decision affects the rights and entitlements of a complainant
- › case law
- › guidance issued by the Commissioner for Uniform Legal Services Regulation.

Three possible outcomes of an internal review:

- › confirm the original decision
- › make a new decision
- › refer the matter back to the original decision-maker.

While the purpose of an internal review is to consider if the statutory decision we made was the correct one, internal review assessments also provide insight into our customers' experiences. They provide an opportunity to evaluate the quality of our communication and decision-making processes.

In 2024–25, complainants made 107 review requests, which accounted for 17.5% of all cases eligible for review. As shown in Figure 8, most requests were objections to our regulatory assessments on disciplinary complaints i.e. reports about lawyers' conduct.

Family law was the most common area of law featured in review requests. This is followed by the combined areas of wills, probate and powers of attorney, civil and conveyancing.

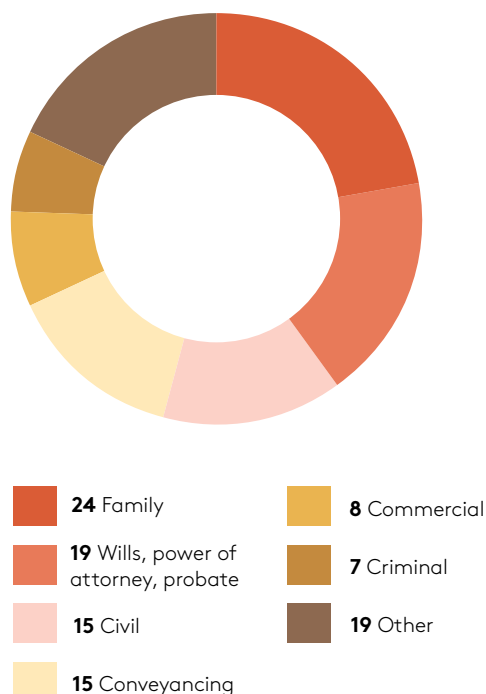


FIGURE 8: AREAS OF LAW FEATURED IN INTERNAL REVIEW REQUESTS 2024–25

We assessed 60 review requests in 2024–25 and conducted a review in two cases. Both matters related to allegations about professional conduct. In one case, we set aside the original decision and referred the complaint back to the original decision-maker. In the other case, we confirmed that the original decision was appropriate and based on reasonable grounds.

03

IMPROVING LEGAL PRACTICE AND ETHICS

We improve legal practice and ethics in Victoria by helping lawyers meet high professional and ethical standards. This helps protect consumers and builds trust in the legal system.

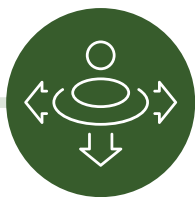
We continued our commitment to a fair, competent and ethical legal profession by:

- › engaging lawyers to understand and meet their professional responsibilities
- › promoting lawyer wellbeing and a positive workplace culture
- › monitoring and managing emerging risks in legal practice.





Launched the Theory of Change framework to improve lawyer wellbeing



Acted on key issues like AI and money laundering, guided by our *Risk Outlook 2024*



Supported industry learning via talks, podcasts and live events



Hosted the first combined ICLR + CORO international conference

The Victorian legal profession in 2024–25

Consistent growth and change

We collect demographic information as part of the annual practising certificate renewal process.

At 30 June 2025, 30,013 lawyers held a practising certificate in Victoria.

Of these lawyers, 92.3% were solicitors and 7.7% were barristers.

The demographics of the legal profession in Victoria continue to evolve in line with the broader Victorian community: more women are joining the profession, cultural and ethnic diversity is increasing, and how and where lawyers work is ever changing.

The questions we get from lawyers about licensing continue to get more complex.





30,013

registered lawyers in Victoria,
up by 4.4%



2,147

new lawyers admitted in Victoria,
a 1.3% increase



40.6

years is the average age of
Victorian lawyers



53.7%

of lawyers work in the Melbourne
CBD and 12.20% work in regional
Victoria



55.6%

of Victorian lawyers are women



29%

of lawyers work for an
incorporated legal practice and
17% for a sole practice



12,689

legal entities registered as
employing lawyers in Victoria



69%

of all newly admitted lawyers had
begun work with a law practice by
30 June 2025

Exploring new licensing pathways under the TTMRA

Most practitioners apply to the Victorian Legal Services Board (the Board) for a practising certificate after they are admitted to the Supreme Court of Victoria.

In February 2025, a lawyer from New Zealand applied to register in Victoria under the *Trans-Tasman Mutual Recognition Act 1997* (Cth) (TTMRA).

The TTMRA recognises regulatory standards adopted in New Zealand, including the registration of equivalent occupations in Australia, like 'legal practitioner'. The TTMRA allows admission and registration to occur at the same time. If the requirements are met, the applicant is considered registered, pending a final decision.

However, applications for registration under the TTMRA are rare, and the 1-month timeframe for a decision posed a challenge. There was a lack of guidance and uniformity in how legal regulators respond to these applications across other Australian jurisdictions.

The Board assessed the application and ensured the admissions body was satisfied with the applicant's eligibility. The Board granted the applicant registration and issued them with a Victorian practising certificate.

Newly admitted lawyers

There were 2,147 new lawyers admitted to the legal profession in Victoria during 2024–25, a 1.3% increase on the previous year.

Of all newly admitted lawyers, 69% had begun work with a law practice by 30 June 2025, a slight increase from 67% last year.

Cultural diversity

Most Victorian lawyers (95.5%) told us about their ancestry. Lawyers identified with 185 different ancestries*.

Almost 25% of Victorian lawyers were born overseas. The most common countries of birth are shown in Figure 9 – the United Kingdom (3.2%), New Zealand (2.2%), Malaysia (1.9%) and China (1.6%).

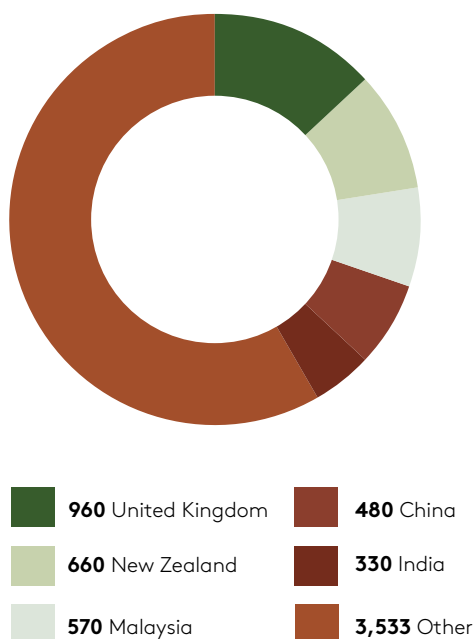


FIGURE 9: TOP 5 COUNTRIES OF BIRTH FOR LAWYERS BORN OVERSEAS 2024–25

* Note correction of 2023–24 annual report reference from 109 to 180 ancestries.

Over 5,180 lawyers in Victoria speak a language other than English (17.2%).

The top five languages, as shown in Figure 10, are Mandarin (28.7%), Italian (19.3%), French (19.2%), Greek (18.5%) and Cantonese (14.4%). This is consistent with results in previous years.

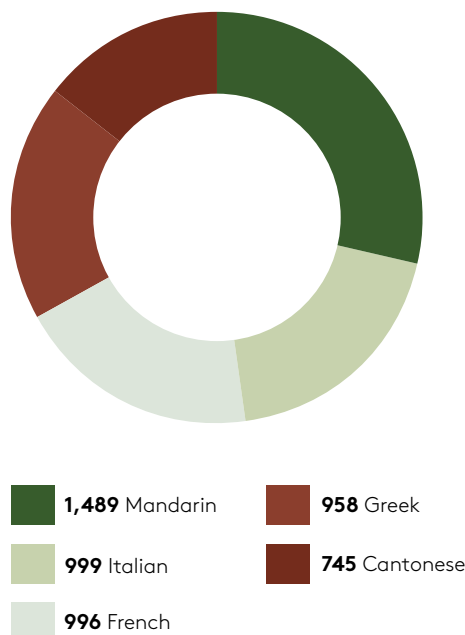


FIGURE 10: TOP 5 LANGUAGES SPOKEN OTHER THAN ENGLISH 2024–25

Of the lawyers who provided their information this year, 115 identified as having Aboriginal and/or Torres Strait Islander ancestry, a slight decline on 129 last year. Of those, 51 have practised law for more than 10 years. Just over 0.2% of new lawyers in 2024–25 identified as Aboriginal and/or Torres Strait Islander, a slight decline on 0.5% last year.

Gender balance

Women continue to outnumber men in the Victorian legal profession. Over 55% (55.6%) of Victorian lawyers are women, 44.30% are men and 0.5% identify as non-binary (up on 0.1%).

The number of female lawyers overtook the number of males for the first time in 2018, and the profession has shown sustained growth in women's participation since. Over 63% of lawyers receiving their first practising certificate in 2024–25 were women.

Male lawyers still dominate leadership positions, making up 60.7% of principals.

Age

The average age of Victorian lawyers is 40.6 years, a significant decrease from 47.6 years in the previous year.

The average:

- › Female lawyer is 40 years old
- › Male lawyer is 46 years old
- › Non-binary lawyer is 36 years old.

For lawyers in regional areas, the average age is 45 (down from 57). Women make up 59% of regional lawyers.

The average age of regional lawyers decreased from 57 years in 2023–24 to 45 years – which may suggest post-pandemic relocation of younger lawyers.

Types of employment

There were 12,689 legal entities registered in Victoria at 30 June 2025 as shown in Figure 11.

Incorporated legal practices (ILPs) continued to be the fastest growing type of legal entity in Victoria, increasing by 7% on last year to 3,279 ILPs.

ILPs employ 8,824 (29%) of Victorian lawyers, 55% of whom are women.

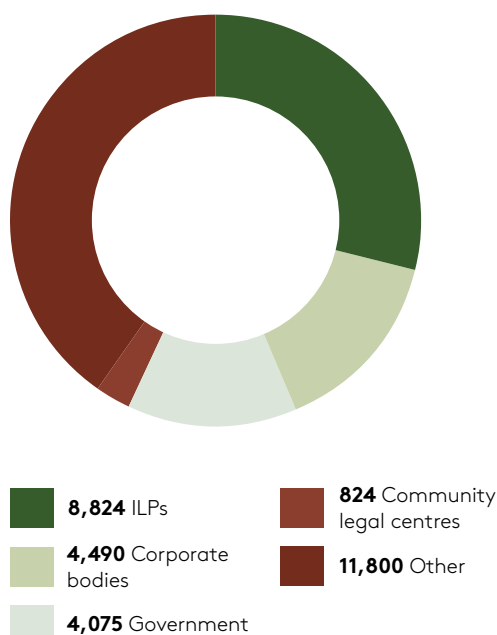


FIGURE 11: HOW VICTORIAN LAWYERS ARE EMPLOYED 2024–25

Employers of women

ILPs are the largest employers of women across the profession, employing over 29% of all female lawyers in Victoria.

The next largest employers of women were corporate bodies employing 27% and government bodies employing 24%.

By comparison, the 67 community legal centres (CLCs) in Victoria employed a total of 824 lawyers, 74% of whom were women.

Men remained the most common holders of a principal practising certificate, as 61% of the 7,194 principals.

Work hours

Most lawyers work more than standard hours.

In 2024–25, 47% lawyers told us they expect to be working more than 40 hours per week – a drop from 53%.

Of the 2,147 new lawyers who obtained their first practising certificate during the year, 422 (29.6%) expect to be working more than 40 hours a week, and 907 (63.6%) expect to be working between 30–40 hours a week.

Location of work

As shown in Figure 12, most lawyers work in the Melbourne CBD (53.7%), followed by metropolitan Melbourne (34.1%) and regional Victoria (12.2%). The rest are located interstate and overseas.

There was a 3.6% increase in the number of regional lawyers in Victoria from last year.

Regional hubs like Ballarat, Bendigo and Geelong experienced overall growth of around or above 5% in the number of lawyers during 2024–25.

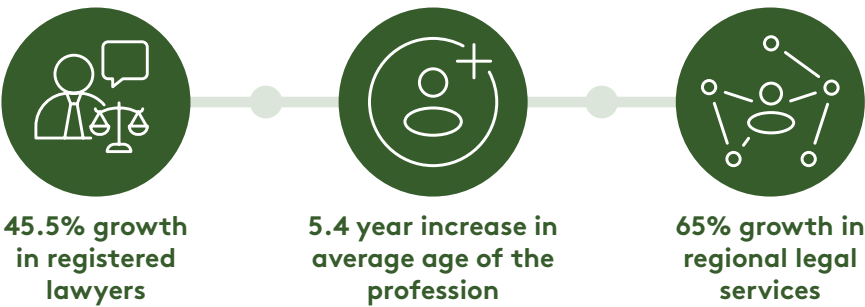


FIGURE 12: WHERE LAWYERS WORK IN VICTORIA 2024–25

10-year demographic snapshot

A decade in the Victorian legal profession

The profession has steadily grown, there are more female than male lawyers, and regional Victoria is emerging as a significant legal services hub.



Steady growth of the profession

From 2015 to 2025, the number of Victorian lawyers rose by 45.5% to 30,013 (see Figure 13). This was a steady annual growth rate of around 4%.

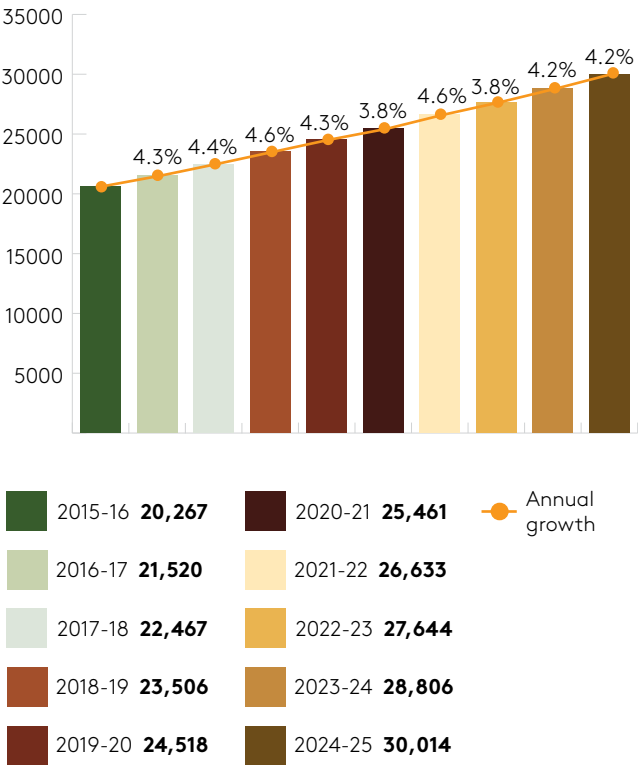


FIGURE 13: TOTAL LAWYER GROWTH 2015–2025

The gender evolution

Female lawyers make up 55.6% of the legal profession in Victoria, up from 48.6% in 2015. As shown in Figure 14, women crossed the 50% threshold for the first time in 2018.

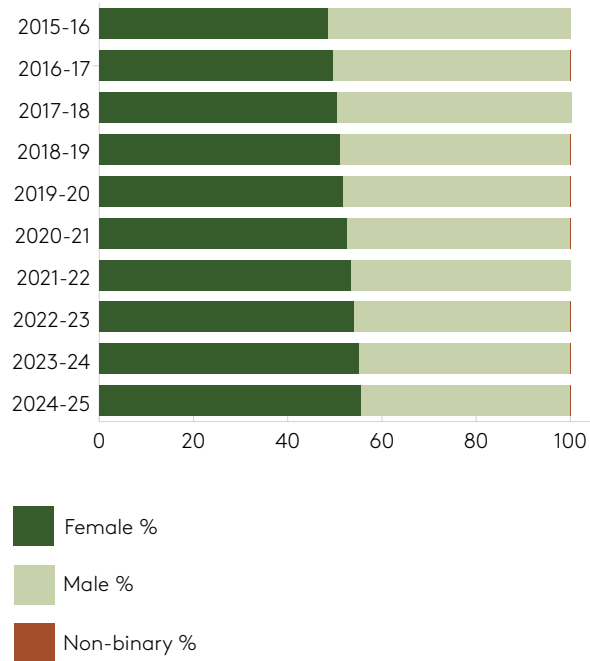


FIGURE 14: GENDER OF LAWYERS 2015–2025

Age of lawyers

The average age of the profession decreased from 43.6 to 41.9 years, as shown in Figure 15.

The average age of female lawyers moved from 41.2 to 39.9 years over the decade.

The average age of male lawyers dropped from 46 to 44.5 years.

The average age of non-binary lawyers has remained consistent at around 36-37 years.

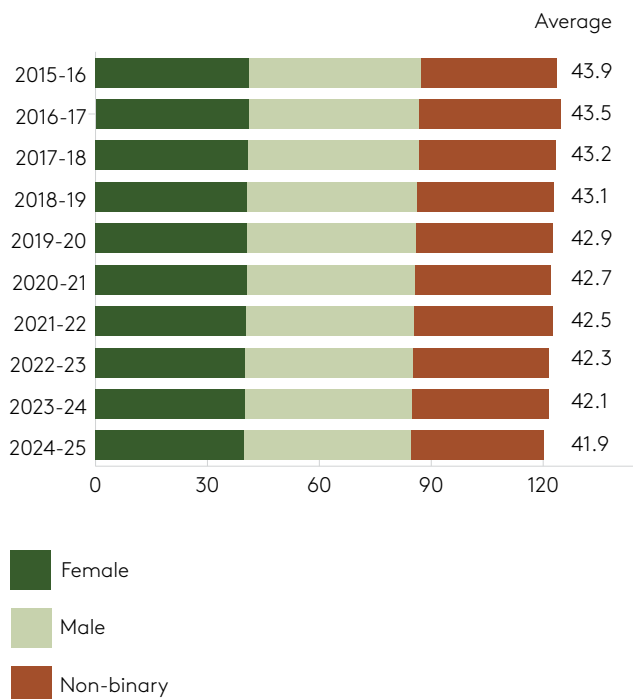


FIGURE 15: AVERAGE AGE OF LAWYERS 2015-2025

A regional redistribution

The past decade has seen a slow decline in lawyers operating in the Melbourne CBD from 56% to 53.7% in 2025, as shown in Figure 17.

The number of lawyers in metropolitan Melbourne has remained steady in the range of 32-37% throughout the decade.

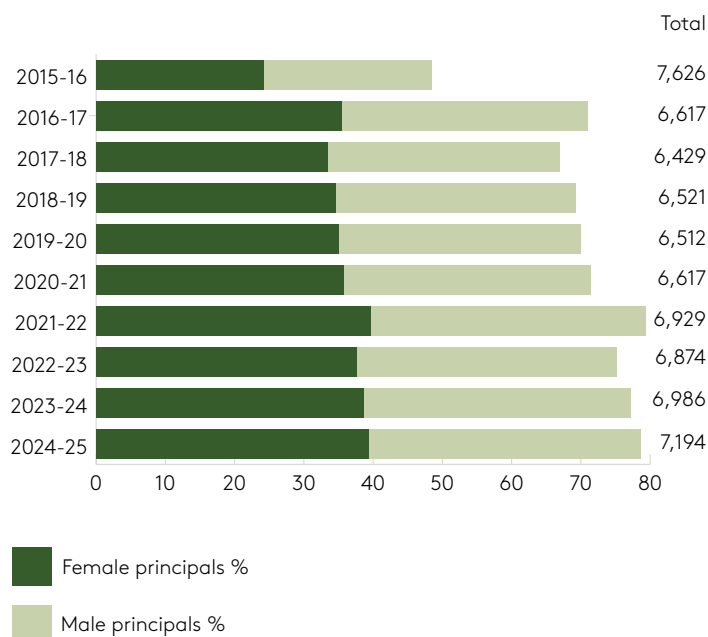
Regional Victorian lawyers have climbed almost 5 percentage points to 12.2% – a 65% relative increase through the decade, largely post-COVID.

This analysis is based on data collected through VLSB+C's annual practising certificate renewal process and published in our annual reports from 2015-16 to 2024-25 inclusive.

Principal positions shifting

While women are the majority in the profession, they remain underrepresented at senior levels.

As shown in Figure 16, male dominance of principal positions shifted from 75.8% to 60.7% over the decade. This decline included the elimination of over 1,000 principal positions in 2016-17.



Note: Non-binary principal data not shown to preserve anonymity (< 1%). Male and female figures rounded to make 100%.

FIGURE 16: PRINCIPALS BY GENDER FROM 2015-2025

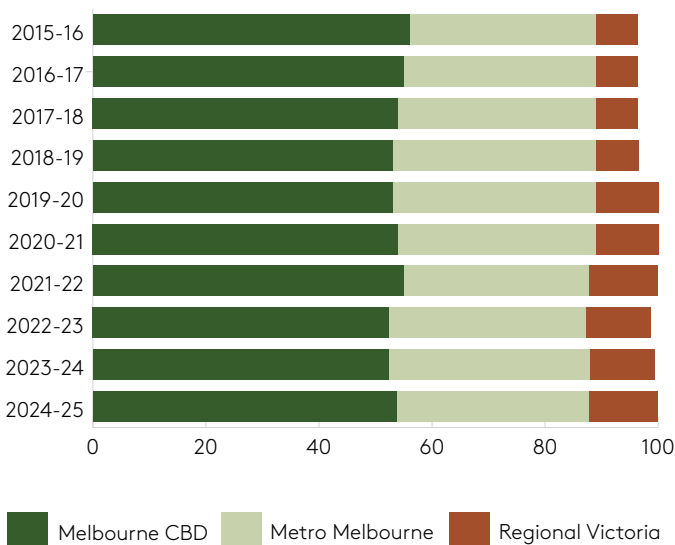


FIGURE 17: WHERE LAWYERS WORK FROM 2015-2025

Lawyer wellbeing

Supporting lawyers to stay safe and well

Ensuring that lawyers stay safe and well while they provide high-quality legal services is critical to Victoria's legal system.

Research shows that many lawyers will struggle with their health and wellbeing. Common causes of poor wellbeing include:

- › high workloads
- › pressure to be perfect
- › lack of support
- › high client expectations.



Around one-third of lawyers report experiencing moderate to severe psychological distress. For early career lawyers, this increases to 45%.

Source: *Lawyer wellbeing, workplace experiences and ethics report*



For family lawyers, client issues like abuse or neglect, high-conflict divorce and restraining orders can be traumatic.

Source: *Vicarious trauma in the legal profession: Discussion paper*

Theory of Change

A shared pathway towards better lawyer wellbeing

To make real and lasting change in lawyer wellbeing, we must go beyond personal resilience. We need to address the systemic issues stemming from the way the legal system operates.

We launched the Lawyer Wellbeing Systems Theory of Change framework in April 2025 (Figure 18). Co-designing the framework in partnership with the legal sector means it's meaningful, actionable and reflects the experiences, insights and expertise from those involved in the legal system.

A first for Victoria's legal sector, the framework gives us a new way to think about the problem and helps everyone work together to improve wellbeing.

The framework builds on our existing body of research into lawyer wellbeing. It defines the key outcomes needed across all levels of the legal sector to drive systemic change in lawyer wellbeing.



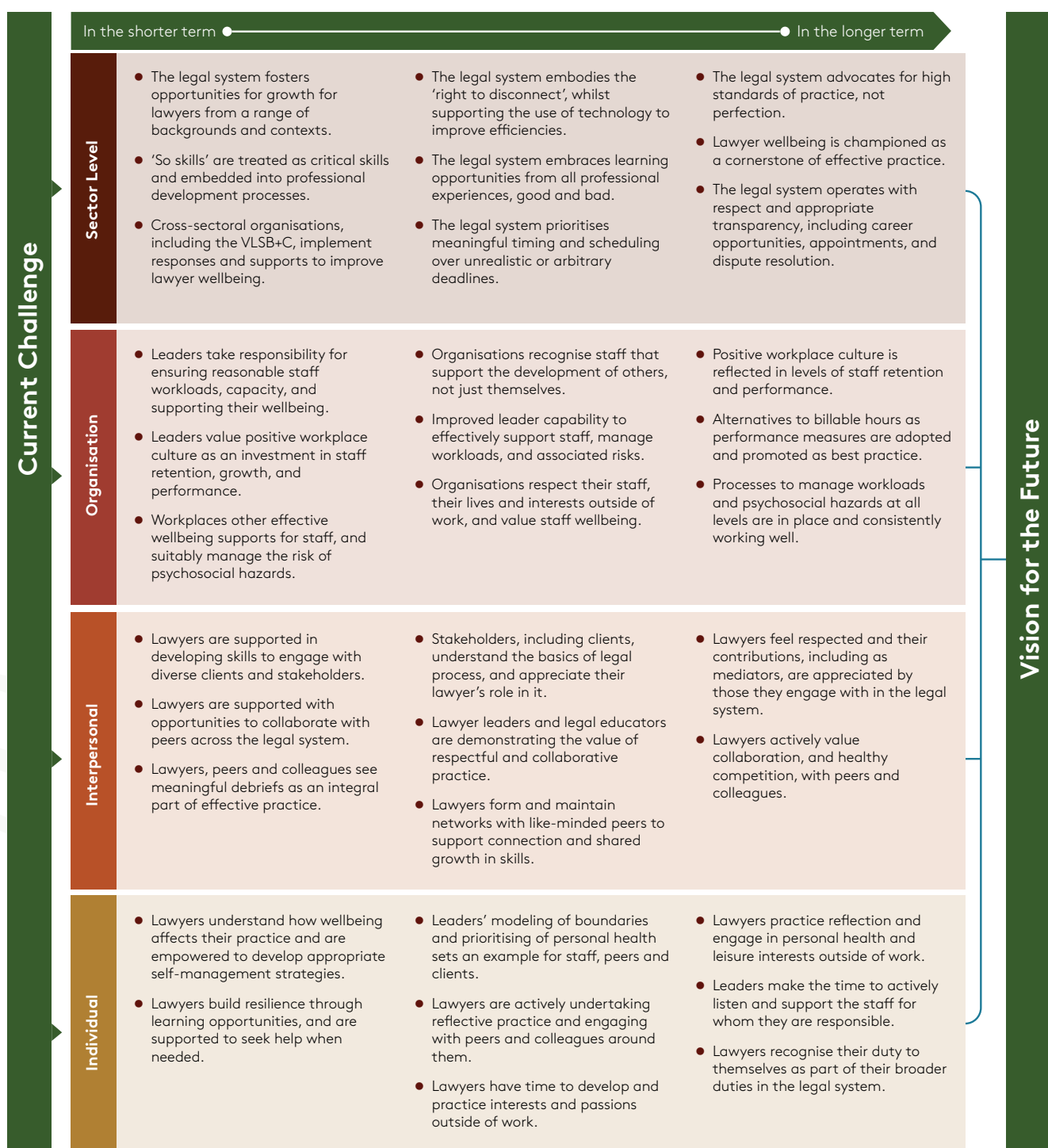


FIGURE 18: LAWYER WELLBEING SYSTEMS THEORY OF CHANGE

Long-term vision: The Victorian legal system fosters a connected and empathetic legal profession that values wellbeing while delivering services to a high standard for clients.

A plan for change by and for the Victorian legal profession

The framework provides practical guidance on where the Victorian legal profession can affect the biggest change. The framework outlines a series of outcomes for the shorter and longer term at sector, organisational, interpersonal and individual levels.

Our role in the Theory of Change

We know the way we deliver regulatory services affects how lawyers feel and cope at work. To make lasting change, we are:

- › reviewing our role in the system and our regulatory processes
- › supporting research to understand more about how lawyers experience the legal profession
- › aligning our lawyer wellbeing funding to the framework.

Supporting the framework

The framework has attracted international interest. We shared this work in several ways, including a series of presentations to the Victorian Bar Association and the Chief Justice of Victoria.

We will continue to champion systemic change. We will support the legal profession in implementing the framework by sharing wellbeing resources, funding pilot projects and collaborating with others to drive change.

Researching and measuring lawyer wellbeing

Making a research impact with our Uniform Law partners

Collaboration is key to how we work with the legal profession and others to increase our impact.

We share data and research with our Uniform Law Partners – The Law Society of New South Wales and the Legal Practice Board of Western Australia. This helps us to build a stronger evidence base and to:

- › find common problems
- › avoid repeating the same work
- › make better decisions based on shared evidence.

These partnerships ensure our work is informed, visible and effective across the sector.

Research informs pathway for systemic change

We supported a new report by researchers at The Australian National University and The University of Melbourne. *Lawyer wellbeing, workplace experiences and ethics* was released in November 2024. The report looks at the impact of workplace ethics, treatment of lawyers and mental health support on lawyer wellbeing.

Around 2,000 lawyers from the three Uniform Law jurisdictions took part in the research. The report examines the relationships between wellbeing, ethical climate, workplace incivility and wellbeing safeguards in legal workplaces, and how these factors influence individuals' intentions to leave either their current workplace, or the legal profession altogether. The report found issues in common with those in the Theory of Change framework.

Because this research comes from three jurisdictions, we can trust the findings and take action.

Vicarious trauma in the workplace

Lawyers often deal with other people's traumatic experiences in their daily work. This can lead to vicarious trauma – a build-up of stress that can harm a lawyer's mental and emotional health.

We asked Phoenix Australia to write a paper and published the *Vicarious trauma in the legal profession: discussion paper* in May 2025.

The paper highlights the need for action across the whole legal system and supports the ideas in the Theory of Change framework. It details practical steps to 'prevent, prepare, respond and recover' when managing the risk of vicarious trauma. These steps support our broader wellbeing goals of creating safer, more supportive workplaces where lawyers can manage the emotional impact of their work.

Improving information for lawyers

Connecting with the Commissioner Update

We send our bi-monthly *Commissioner Update* newsletter to the inbox of every registered lawyer in Victoria. It has an open rate of around 55%, which is higher than the industry average.

The newsletter aligns with our Risk Outlook to highlight the key focus areas for the year. It shares useful tools, tips and updates to help lawyers stay informed and do their job properly.

Strategic shifts boost social media engagement

Our social media engagement on LinkedIn has significantly improved in the past year. This success is directly linked to several key strategic shifts.

We saw a noticeable boost by embracing 'in the moment' content, which provided our audience with timely and relevant updates, making our feed more dynamic and authentic.

We adopted a 'quality over quantity' approach, focusing on creating fewer, but more impactful and well-crafted posts that truly resonated with our key audiences.

Stronger collaboration with our partners allowed us to amplify our reach and credibility by co-creating and sharing valuable content.

A renewed focus on recruitment, highlighting our organisational culture and career opportunities, attracted a larger and more engaged audience interested in joining our team.



27.6%

increase in followers to 7,204



9.07%

engagement rate up from 5.95%



213,817

LinkedIn post impressions in 2024-25

Events for the legal profession

We hosted and attended events to connect with people in the legal profession. Our CEO and Commissioner, Fiona McLeay, spoke with lawyers through panels, podcasts and legal industry events. These included:

- › the first Morwell Legal Laneway Breakfast hosted by the Victoria Law Foundation (pictured below right)
- › the launch of Women's Legal Service Victoria's *Challenging disrespect and inequality in the legal profession* report
- › the Commonwealth Lawyer Conference 2025 on AI regulation and governance.

Bringing international insights from five decades of lawyer wellbeing research to Victoria's legal profession

We were delighted to host the *Lawyer wellbeing: research and practice* event for Victoria's legal profession and international guests in October 2024.

Industry-leading researcher and International Bar Association commissioner, Lucinda Soon, pictured below left, shared insights into 50 years of research into lawyer wellbeing, and where we are heading.

Professor Vivien Holmes from the Australian National University shared initial findings from research we supported into workplace culture, ethics and lawyer wellbeing.

Lucinda Soon joined a panel with researcher Dr Carly Schrever and the Law Institute of Victoria's Emily Knowles to share research, information and ideas about lawyer wellbeing.

Step by step, this important work is creating a system that fosters better lawyer wellbeing.



Regional law association visits

We joined the LIV again this year to visit local law associations in regional Victoria. Our CEO and Commissioner, along with senior staff, met with local lawyers in a relaxed setting to hear about regional challenges. We spoke to lawyers about the pressure of working outside Melbourne, both in their business and personal lives, and how legal regulation affects their work.

In 2024–25, we visited:

- › Colac, Hamilton, and Warrnambool in the south-west region
- › Bendigo in the Goldfields region
- › Mildura in the Mallee region.

Welcoming legal regulators to ICLR + CORO 2024

We hosted the first-ever joint International Conference of Legal Regulators (ICLR) and Conference of Regulatory Officers (CORO) in October 2024.

We welcomed over 220 guests to share expertise and collaborate on issues in legal regulation.

The conference program, themed for 'Regulating from Different Perspectives', covered global issues, including:

- › AI
- › access to justice
- › using research and data
- › diversity
- › the rule of law
- › consumer-centricity
- › lawyer wellbeing.



Illustration: Rashmi Makela

Addressing sexual harassment in the profession

Sexual harassment is never acceptable. It continues to harm the wellbeing of people in the legal profession.

We continued to investigate and act on cases involving sexual harassment by lawyers.

We know sexual harassment is often not reported. Some people are afraid to speak up because they fear backlash or damage to their career. We worked to raise awareness of how people can report this behaviour. Complainants can report via phone, email and our online reporting tool.

Anyone can use our online tool to share a detailed report about sexual harassment or inappropriate behaviour by lawyers. Even anonymous reports provide us with helpful information that we can use to investigate or take other action.

Members of the public and the profession also contacted us directly with complaints and other information about lawyer behaviour.

Regulatory action on sexual harassment

Two sexual harassment cases were still being heard at the Victorian Civil and Administrative Tribunal (VCAT) at 30 June 2025. VCAT also finished one case where the lawyer was found guilty, but the penalty had not been decided at 30 June 2025.

We also took legal action in one case after receiving a report through our online portal. For more information, see **Appendix 3**.

We continued to use both disciplinary action and our other regulatory powers to protect and empower consumers and ensure that lawyers meet the required standards.

Responding to *Risk Outlook 2024*

We kept improving how we communicate with lawyers about the risks they face in their work. When lawyers know what is expected of them, they can improve services and prevent complaints.

Our *Risk Outlook 2024* named six main risks for lawyers and their clients. We included AI, referral schemes and money laundering for the first time.

Table 2 summarises our response to managing each of these risks in 2024–25.

TABLE 2: OUR RESPONSE TO RISK OUTLOOK 2024

Risk identified in <i>Risk Outlook 2024</i>	Our response in 2024–25
1. Cybersecurity breaches	
Cybersecurity is still the biggest risk in the legal field. Lawyers are trusted by their clients, other lawyers, banks, government offices and courts. If a lawyer's computer system is hacked, it could compromise the whole legal system.	We shared our Minimum Cybersecurity Expectations and <i>Red Flags and Good Practices</i> resources last year to help law practices lower the risk of cyberattacks. We developed new resources and collaborated with professional associations to raise awareness and support lawyers to improve their cybersecurity. We provided funding to the Federation of Community Legal Centres (FCLC), the main organisation that represents community legal centres (CLCs) in Victoria. This funding was to develop support for CLCs in relation to cybersecurity.
2. Artificial intelligence – improper use	
Artificial intelligence (AI) presents opportunities and risks for the legal profession and for consumers of legal services. As lawyers and their clients learn to use AI, people need trustworthy guidance – both on how to use AI lawfully and what to do if someone else's AI use harms them.	We published a joint statement on AI in December 2024 with our Uniform Law partners. The statement guides lawyers on using AI tools in line with professional and legal standards. We supported the Legal Services Regulatory Dialogue, a forum set up under the Australia-UK Free Trade Agreement (A-UKFTA), and its working group on AI. Our CEO and Commissioner, Fiona McLeay, presented on the working group's progress at the 2024 Uniform Law Summit. We connected with the legal profession on AI through events. This included a presentation on AI regulation at the 24th Commonwealth Law Conference in Malta. Fiona McLeay discussed how regulators can approach AI. We shared insights at the Legal Laneway Breakfast 2025, the 2025 New Barristers Conference and the Commonwealth Law Conference to help lawyers better understand the challenges and responsibilities that come with using AI in legal practice. We made submissions on consultations about AI in the legal system, including: ➤ the Victorian Law Reform Commission's Artificial Intelligence in Victoria's Courts and Tribunals. The results will form recommendations on legislative reform and principles to guide the safe use of AI ➤ the Federal Court of Australia's (FCA's) consultation on the use of Generative AI in the Court. The FCA is looking at how other courts are using AI and consulting with self-represented people as well as lawyers before making a final decision. We supported AI-related projects through our grants and funding program. We funded the Fitzroy Legal Service to transform the accessibility of the popular The Law Handbook. Using user-centred design, the project will empower the community and lawyers with reliable, up-to-date legal information.

3. Uniform Law obligations – non-compliance

Costs disclosure

Lawyers receive more complaints about their fees than any other issue. We see a small number of lawyers with persistent problems in how they explain their costs and run their practice.

Trust money

It can harm consumers when lawyers mishandle trust money, keep incorrect records or fail to comply with mandatory notification requirements.

Confidentiality

The duty of confidentiality is set out in rule 9 of the *Legal Profession Uniform Law Australian Solicitors' Conduct Rules 2015* (the professional conduct rules). It is important to understand the exceptions to the duty that permit the disclosure of confidential information.

We continued our **Costs Support program** to help lawyers with recurring complaints to understand and meet their responsibilities under the Uniform Law. The program is not disciplinary action – it is a free and voluntary opportunity for personalised support and education for lawyers at low risk.

We encourage lawyers in the program to:

- create a plan to follow the cost rules in the Uniform Law
- set up complaint handling processes
- ask clients for feedback on their service and fees.

We used **mediation to help settle cost complaints** – especially in personal injury, family law, and wills and estates.

We provided feedback to the Legal Services Council about updates to costs disclosure forms.

We supported lawyers in meeting their **trust money obligations** by providing clear guidance on Part 4.2 of the Uniform Law. Lawyers who aren't allowed to handle trust money still need to understand the rules and report issues. If lawyers need help, we encourage them to read our *Managing trust accounts* guide or contact the Law Institute of Victoria's free TrustConsult service.

We submitted two responses to the Commonwealth Department of Climate Change, Energy, the Environment and Water (DCCEEW) consultation on water market intermediaries, addressing a **proposed trust accounting framework**.

In August 2024, we published guidance for lawyers on the **duty of confidentiality to clients**. The guidance focused on exceptions to the duty and practical support to assess when they can disclose confidential information.

4. Failure to comply with fundamental ethical duties

It's a fundamental ethical duty of all lawyers to be honest, avoid compromising their integrity and professional independence, and act in a client's best interests.

Most Victorian lawyers acquit their duties admirably, but unethical and unprofessional conduct can occur.

In-house counsel

We renewed our focus on **supporting in-house counsel**. We aim to help lawyers understand their professional responsibilities and ethical obligations, ensuring they have the resources to remain competent in their roles. We released a research and consultation paper to learn more.

NDA's and sexual harassment

We took part in the Victorian Government's **review of the use of non-disclosure agreements (NDAs)** in workplace sexual harassment cases. NDAs are sometimes used to keep parts of a legal agreement private. While they can protect people who make complaints, they can also hide bad behaviour. We reminded lawyers of their duty to act honestly and fairly when using these agreements. We shared the Respect@Work guidelines to help lawyers use NDAs in the right way, so that sexual harassment cases are handled with care.

We made a **submission to the Commonwealth Attorney-General's Department and the Treasury's** Joint Review of the Use of Legal Professional Privilege (LPP) in Commonwealth Investigations – Discovery Phase. We provided examples of the misuse of LPP by lawyers.

Risk identified in *Risk Outlook 2024*

Our response in 2024–25

5. Money laundering

Money laundering occurs when someone tries to hide where illegal money or property came from by moving it through the economy to make it look legal.

The *Anti-Money Laundering and Counter-Terrorism Financing Act 2006* (Cth) (AML/CTF Act) is a national law that helps stop money laundering, terrorism funding and other serious financial crimes.

We continued **working with AUSTRAC** as the government prepares to introduce Phase 2 of Anti-Money Laundering (AML) reforms. We provided submissions to these formal consultation processes:

- A Joint Committee on Law Enforcement Inquiry into Money Laundering and Financial Crime – Response to Money Laundering
- A Senate Legal and Constitutional Affairs Legislation Committee – Inquiry into the provisions of the AML/CTF Bill Provisions 2024
- Consultation by AUSTRAC – AML/CTF Rules Exposure Draft 1
- Consultation by AUSTRAC – AML/CTF Rules Exposure Draft 2.

We helped AUSTRAC understand more about:

- how lawyers might be involved in money laundering
- what help lawyers need to comply with upcoming reforms
- how to connect with other legal regulators.

6. Inadequate supervision

Good supervision lays the foundation for good legal practice. We are especially concerned about principals who don't effectively supervise their law practices or employees.

We published the results of a survey for lawyers who had supervised an early career lawyer. We looked into how principals working in more than one business are meeting their responsibilities for supervised legal practice (SLP).

More than 400 lawyers shared insights into how they were managed and supported by their supervisors during SLP and the challenges they faced. We also asked supervisors about their experience of supervising early career lawyers.

The results will help us offer better tools and support for early career lawyers and supervisors. We are developing a capability framework for early career lawyers to help supervisors provide clear direction and foster a productive learning experience.

Supporting lawyers with recurring costs complaints to make long-term change

Most cost disputes are about fees under \$5,000. Disputes often arise when lawyers fail to clearly explain their costs in the first meeting or don't provide written cost details upfront.

Cost disputes are often mixed with service or behaviour complaints, so cases can be complex.

Once we accept a lawyer into the Costs Support program, they have a face-to-face meeting with our specialist staff to discuss their complaint history. We look at common mistakes they have made and how to improve their communication with clients. We use reflective practice to help lawyers think about what's working, what isn't and what they can do over time.

In a follow-up meeting a few months later, we check on progress and review any changes to their business practices.

In its second year, some lawyers asked to join the program rather than receiving an invitation. This reflects a growing interest and positive momentum of the program.

Continuing professional development compliance

Lawyers may be audited for compliance with their annual continuing professional development (CPD) obligations.

CPD compliance is a key indicator of their commitment to their broader professional obligations. Lawyers who don't meet their CPD obligations or falsely certify compliance are likely to have other issues with their approach to legal practice. We consider the suitability for renewal of all practitioners who fail to respond, rectify or confirm compliance within the nominated timeframes.

We delegate certain CPD functions:

- the Law Institute of Victoria (LIV) conducts general audits and an annual targeted, risk-based audit of solicitors
- the Bar conducts audits of barristers.

We worked with the LIV to deliver CPD compliance training this year.

Note: the CPD year runs from 1 April to 31 March. Data provided by the LIV reflects the CPD year ended 30 March 2024.

Targeted audits of solicitors

This year, we asked the LIV to focus its audit on lawyers who hold a Government Practising Certificate and practise criminal law.

From a pool of principal solicitors, 396 were audited – a 33% increase on last year.



95.5%

met their CPD obligations
– up 3.5% on last year



2.25%

were required to complete a
rectification plan to make up for
missed CPD



47%

of government solicitors working
in criminal law audited have
undertaken First Nations cultural
awareness or capability training

Measuring cultural awareness and capability

We asked the audit sample if they had undertaken First Nations cultural awareness or capability training as part of their CPD. Just under half (47%) said yes.

We asked this question of government solicitors working in criminal law, since it is more likely that government entities will prioritise the issue. Cultural competency training is likely to be particularly relevant to their work, noting the vulnerability of people interacting with the criminal justice system.

Self-identified non-compliance by solicitors

Lawyers must declare they have met their CPD obligations when they renew their practising certificate each year. If solicitors don't meet their obligations, we ask the LIV to follow up with them to complete a rectification plan.

This year, 223 solicitors self-identified as non-compliant with their CPD obligations. Of these, 207 (93%) went on to comply, and 15 (7%) remain unresolved at 30 June 2025.

Twenty-one per cent of practitioners failed to lodge their rectification plans – almost half of these practitioners were subject to additional follow-up.

Barrister compliance

The Bar selected 5% of barristers (111) for a random audit. Only 14 barristers had not met their CPD obligations. Nine barristers subsequently submitted rectification plans outlining how they plan to remedy their non-compliance.

The Bar took follow-up action with one barrister who remained non-compliant at the end of the audit process.

Note: the CPD year runs from 1 April to 31 March. Data provided by the Bar reflects the CPD year ended 30 March 2025.

04

IMPROVING ACCESS TO JUSTICE

We fund organisations that deliver legal services, improve access to justice, and support legal education and regulation in Victoria.

We continued to:

- › support legal regulation, improve justice accessibility and strengthen the legal system
- › provide essential funding via the Public Purpose Fund (PPF)
- › support community organisations via our long-running grants, funding and sponsorship program.

Funding access to justice



Provided a record
\$139.2 million in total
funding and sponsorship
in 2024–25



Gave \$150,000 in
sponsorships to raise
awareness of justice
system issues



Launched Advancing
Housing Justice
grants to support
safe and secure
housing



Published the *Access to
justice impact* report
on the work we have
done and supported in
2022–24

How we fund our work

The Public Purpose Fund (PPF) supports all our activities, including funding authorised by our legislation.

The rules about how PPF money can be used are complex. Last year, we created a new Allocation Strategy to clarify how the PPF works and how our Board decides where the money goes. We allocate PPF money based on three themes:

1. regulation of the legal profession
2. system improvement
3. access to justice.

For more about the PPF, see **Managing our funds**.

Measuring our impact

The Shared Outcomes Framework links funded projects to our long-term goals, such as better legal services and strong community trust. We use the framework to track and measure the impact of PPF funding in the legal sector.

The organisations applying for annual funding from the PPF matched their requests to at least one activity and one shared outcome area.

The framework also helped shape the *Access to justice impact* report, released in June 2025.

Showcasing our achievements as a regulator, funder and investor in the Access to justice impact report

The Access to justice impact report highlights our work as a regulator, funder and investor in 2022–24.

As a regulator, we resolved 602 complaints through mediation and paid nearly \$7 million to people affected by dishonest lawyers. As a funder, we gave over \$140 million to 13 organisations, \$25 million in grants to 68 projects, and \$7 million in Strong Foundations funding to help eight new groups strengthen their capability. As an investor, we set up a new Impact Investing Fund, including a sub-fund focused on projects that improve access to justice.

The report sets a clear benchmark for how we talk about our impact. It gives practical ways to build understanding of access to justice, measure progress and guide future funding and investment decisions.

We wrote the report in Plain English to reflect our commitment to making justice more accessible for everyone.

Annual funding from the Public Purpose Fund

We use the PPF to support organisations that help make Victoria's legal system better, fairer and stronger cases about lawyer behaviour and costs disputes.

We gave \$107.7 million to organisations to do this important work in 2024–25.

Djirra

Djirra is an Aboriginal family violence and prevention legal service. It offers legal and non-legal support by phone or in person to Aboriginal people who are experiencing, or have experienced, family violence. It also offers a range of other support services.

Our funding helps Djirra create and run First Nations cultural safety training for the legal sector.

Federation of Community Legal Centres

The Federation of Community Legal Centres is the main organisation that represents community legal centres in Victoria. For 50 years, these centres have helped drive social change and made it easier for people to get legal help. They've also worked to make laws fairer and to support better government and democracy.

Our funding helps the Federation carry out its 10-year plan to support and improve community legal centres in Victoria.

Justice Connect

Justice Connect is a community legal organisation that helps more people get legal support and works to make the legal system fairer across Australia. It helps both everyday people and not-for-profit organisations by working with volunteer lawyers to give free legal help to those who need it most. Its specialised legal services respond to rising legal needs that impact the public.

Our funding helps Justice Connect run the Bar's Pro Bono Scheme and the Law Institute of Victoria's (LIV) Legal Assistance Scheme. This work is done in partnership with both professional groups.

Law Library of Victoria

The Law Library of Victoria is an important resource for the courts, the legal profession and the community. It gives Victorian lawyers and judges access to reliable legal information to help them apply the law fairly and effectively.

Our funding supports the library to keep providing high-quality legal information, both online and in print.

Legal Services Council and Commissioner for Uniform Legal Services Regulation

The Legal Services Council and the Commissioner for Uniform Legal Services Regulation work together to manage the Legal Profession Uniform Law regulatory scheme.

The Legal Services Council oversees how the Uniform Law works in the three states that use it. It also creates rules for the legal profession. The Commissioner for Uniform Legal Services Regulation makes sure rules about lawyer conduct and discipline are applied the same way in each state.

We provide funding to support their work.

Law Institute of Victoria

The Law Institute of Victoria (LIV) is a not-for-profit group that supports its members and works to uphold the rule of law to benefit the Victorian community. LIV represents over 20,000 lawyers, legal workers and law students in Victoria, across Australia and overseas.

We provide funding to LIV to run education and engagement programs. These include legal policy, support for legal practice, wellbeing services, referral help and ethics programs that benefit lawyers and the community. LIV also checks that lawyers complete their required continuing professional development (CPD) on our behalf, under delegation.

Sentencing Advisory Council

The Sentencing Advisory Council (SAC) helps people understand sentencing in courts. It works to connect the community, courts and government by giving information and advice.

Our funding helps SAC keep track of sentencing data, write policy and research reports, and run an online program called 'You Be the Judge' to teach the public about sentencing.

Victoria Law Foundation

The Victoria Law Foundation (VLF) helps people better understand the justice system in Victoria. It also works to improve justice outcomes through research, education and grants.

VLF researches how people understand and navigate the law, how well services help people with legal problems and the community's legal needs. The VLF runs projects that help both lawyers and the community, such as Victorian Law Week, and it manages a small grants program.

We give funding to VLF to create resources for teaching the community about the law and to carry out legal research.

Victorian Bar

The Victorian Bar represents more than 2,200 Victorian barristers. It provides its members with resources and opportunities like professional development, best practice training, wellness programs, social justice work and community activities.

Our funding helps the Bar create ethics and practice support materials for barristers working in civil, criminal and family law. We also fund the Bar to offer mental health services through counselling and to improve the Bar's pro bono portal. This portal helps courts ask for free legal help for people involved in civil or criminal cases.

The Bar issues practising certificates to barristers and handles some suitability checks concerning barristers on our behalf under legal authority.

Victorian Civil and Administrative Tribunal Legal Practice List

The Victorian Civil and Administrative Tribunal (VCAT) helps people in Victoria get fair, fast and affordable justice. It makes decisions on many types of cases and helps people solve disputes. Because it's a tribunal, it's less formal than a court.

VCAT is the busiest tribunal in Australia, handling cases across various areas of law and lists. We fund VCAT's Legal Practice List, which deals with cases about lawyers' behaviour and disputes about legal services and fees.

Victorian Law Reform Commission

The Victorian Law Reform Commission (VLRC) leads law reform in Victoria. Guided by referrals from the Attorney-General, the VLRC studies law reform issues, writes reports and makes recommendations.

We provide funding to help VLRC pay its running costs and involve the community in suggesting areas for reform. The funding also helps the VLRC give presentations and online information to Victorian Certificate of Education (VCE) legal studies students and community groups.

Victorian Legal Admissions Board

The Victorian Legal Admissions Board (VLAB) is a statutory body that manages the process of admitting new lawyers to the Supreme Court of Victoria.

We fund VLAB to support this work.

Victoria Legal Aid: The biggest yearly funding allocation from the PPF

Victoria Legal Aid (VLA) is an independent statutory authority that provides legal representation, family dispute resolution and non-legal advocacy. This includes issues like family breakdown, child protection, family violence, criminal matters, guardianship, fines and renting problems. VLA mostly works with people who are socially and financially disadvantaged, providing free legal information and education.

We fund VLA to support its day-to-day operations, improve its digital systems and cybersecurity, and strengthen its services for First Nations people.

Victorian Aboriginal Legal Service

The Victorian Aboriginal Legal Service (VALS) is run by the Aboriginal community and helps Aboriginal and Torres Strait Islander people with legal problems. It provides advice, information, referrals and legal help in court.

Our PPF funding helps VALS offer public policy, education and advocacy work. It also adds to the government funding VALS gets for direct legal services.

Other funding

This year we gave a total of \$16.9 million to other Victorian Government organisations.

TABLE 3: OTHER FUNDING PROVIDED 2024–25

Organisation	Description	Funding
Court Services Victoria	Court Services Victoria (CSV) supports the operation of the courts and tribunals independently of the direction of the executive branch of government. CSV provides services and facilities to support the performance of the judicial, quasi-judicial and administrative functions of the Victoria's courts and tribunals, Judicial College and Judicial Commission. We provided funding to CSV to expand disability support, court wellbeing programs, self-representation services, education initiatives, AI pilots and for VCAT's Guardianship List.	\$7,181,883
Department of Justice and Community Safety	The Department of Justice and Community Safety (DJCS) leads the delivery of justice and community safety services in Victoria by providing policy and operational management. Its extensive service delivery responsibilities range from managing the State's prison system, to enforcing court warrants. We provided funding to DJCS for targeted early intervention programs, bail training for Bail Justices, and family violence victim safety reforms.	\$6,279,000
Office of Public Prosecutions	The Office of Public Prosecutions (OPP), alongside the Crown Prosecutors' Chambers, supports the Director of Public Prosecutions (DPP) in beginning, preparing, and conducting serious criminal matters in Victoria, on behalf of the Victorian community. We provided funding to OPP to implement new requirements of the <i>Victims Charter Act 2006</i>, and to address psychological risks to mental health and wellbeing for staff.	\$3,294,000
Victorian Equal Opportunity and Human Rights Commission	The Victorian Equal Opportunity and Human Rights Commission (VEOHRC) is an independent organisation with responsibilities under Victoria's human rights laws. The VEOHRC protects and promotes human rights in Victoria. We provided funding to VEOHRC to implement legislative reforms to anti-vilification protections.	\$187,000

Our grants

Our grants program grew significantly this year. We awarded 39 grants worth a record \$31 million across our:

- › Change Grants
- › Change Grants – Advancing Housing Justice round
- › Strong Foundations grants.

Funding through Change Grants

Our Change Grants help not-for-profit organisations run projects that make it easier for people in Victoria to get access to justice.

In the 2024 round, we awarded over \$12 million to support 24 projects led by legal and community organisations across Victoria (Table 4).

The next round of Change Grants will open in September 2025.

TABLE 4: CHANGE GRANT RECIPIENTS 2024–25

Organisation and project	Description and aims	Funding and duration
Cancer Council Victoria Legal labyrinth: finding a way through cancer’s legal and financial challenges	There are many confronting aspects of a cancer diagnosis – starting with diagnosis itself and increasingly, the rapid legal and financial burden placed on individuals, their families and carers. This project will use data and case studies to uncover common legal and financial issues for people affected by cancer. It will develop specialist resources and education tools to assist people to navigate these challenges.	\$316,862 over 2 years
Consumer Action Law Centre Understanding and fixing harmful car industry sales practices with First Nations	First Nations people face some of the harshest practices from used car dealers and experience substantial and far-reaching harm. This First Nations-led project aims to reduce harm caused by licensed traders selling faulty vehicles and address the barriers to exercising legal protections. Additionally, learnings will inform a model and guidance on co-design with First Nations communities, to fill a known practice gap in consumer advocacy, legal assistance and comparable settings.	\$558,000 over 2 years
Council of the Ageing (COTA) Health Justice Partnership: Seniors Rights Victoria and Better Health Network	Elder abuse is a pervasive issue affecting the independence and dignity of older Victorians, with a complex interplay of health, legal, and social factors that can create barriers to justice for people being mistreated. This health justice partnership between Seniors Rights Victoria and the Better Health Network will combine legal expertise with healthcare resources to create a holistic support service for senior Victorians who may be experiencing or are at risk of elder abuse.	\$343,000 over 2 years

Organisation and project	Description and aims	Funding and duration
Digital Rights Watch Resisting data extractive business models through privacy reform	Significant privacy reform will likely take place in Australia over the next year, representing a once-in-a-generation opportunity to update these laws. This project will assist community and civil society organisations to better understand the connection between data extractive business models and predatory industries and other consumer harms, and how privacy rights can be used to protect vulnerable people.	\$100,000 over 1 year
Environmental Justice Australia Legally empowering Aboriginal peoples to care for Country	This project will provide legal support, advice and representation to Aboriginal peoples and their representative organisations to advance and use the law to better protect, care for, and exercise authority over Country and its environmental and ecological values. Led by Aboriginal clients, this project will identify innovative legal pathways to achieve water, land, and sea and coastal justice-based outcomes.	\$300,000 over 2 years
Fitzroy Legal Service The Law Handbook AI project	The Law Handbook offers some of the most extensive legal information in the country in a single resource. This project will use user-centred design and artificial intelligence to transform the Handbook into a highly accessible digital legal product that will further empower the community and lawyers to find reliable up-to-date legal information in intuitive ways, while promoting knowledge about these emerging technologies.	\$300,000 over 1.5 years
Goolum Goolum Yallum Yallum – Elders and Respected Persons Council	Located in the Grampians Region, this independent and self-determining justice model seeks to divert Aboriginal community members away from the criminal justice system, while promoting cultural healing, social and emotional wellbeing and a stronger role in culture and community. This project will implement and refine the model, with a view to it being adopted beyond the Grampians Region.	\$800,000 over 3 years
Health Justice Australia Study on impact of health justice partnership on health and legal practitioner capability to address complex need	This study explores the impact of health justice partnership (HJP) on the capability of health and legal practitioners to respond to complex intersecting need, and on the sustainability of their efforts (burnout). A key focus will be on the legal capability of health practitioners, who act as a pathway to legal support for HJP clients who may otherwise not get legal help. The study will also explore how HJP supports lawyers to respond to legal issues that intersect with health needs.	\$236,000 over 2 years
Hume Riverina Community Legal Service Expanding and improving integrated family violence partnerships to advance a comprehensive response to family violence in North East Victoria	There is an increasing demand for family violence support services in North East Victoria. This project will strengthen the existing integrated partnership with Centre Against Violence and extend the program to include Upper Murray Family Care family violence practitioners. Initiatives to improve the effectiveness of the program and to ensure sustainability for its planned growth will include trauma-informed care to program lawyers, legal up-skilling of family violence practitioners, community of practice for practitioners and lawyers, strategic-level program governance, triage booking system, and improved data management for better evaluation.	\$690,000 over 2 years

Organisation and project	Description and aims	Funding and duration
Inner Melbourne Community Legal Specialist Social Housing Legal Program	Delivery of social housing in Victoria is undergoing a rapid transformation with the provision of housing shifting from public sector to not-for-profit community organisations. This project will establish a dedicated Specialist Social Housing Legal Program to bridge knowledge and service gaps for social housing renters, aiming to result in safe, secure, comfortable, affordable homes and prevent cycles of homelessness.	\$1,000,000 over 3 years
Jesuit Social Services Restorative practice as early intervention	Disengagement from school is a known driver for justice-system involvement. Restorative justice practice has demonstrated success at decreasing disengagement from school and other justice-related matters, including intervention orders and conflict among young people that leads to violence in schools and the community. Using restorative justice practice in education as an early intervention tool, this project aims to facilitate systemic change that stems the flow of young people into the justice system through early intervention in the education setting.	\$668,000 over 3 years
Mental Health Legal Centre Supporting change in Supported Residential Services	Institutional domestic abuse of vulnerable adults, limited awareness about the nature and impacts of coercive control of people living in Supported Residential Services environments and systemic barriers that hinder addressing these matters were among the findings of the initial Supported Residential Services legal assistance pilot project. Seeking to increase access to justice for people living with psychosocial disability in supported residential services and other 'supported' accommodation, this new project will extend on those initial findings by leveraging extensive sector-wide relationships to provide advocacy, deliver education and contribute to systemic reform.	\$1,000,000 over 3 years
Mind Australia Justice at Local Mental Health and Wellbeing Services	Partnering with local community legal centres, Mind Australia will set up health justice partnerships at Mind-run Mental Health and Wellbeing Local services in Bendigo-Echuca, Dandenong and Melton. This project will provide a holistic, person-centred model of care, so that legal and mental health issues can be addressed concurrently at each service. The project will also leverage Mind's expertise in lived experience-led community-based models of care, informed by Intentional Peer Support and trauma informed practice, to collaboratively develop a holistic wellbeing and legal health check toolkit.	\$1,184,818 over 2 years
National Justice Project Hear Me Out as part of TECH4JUSTICE (TM) Expansion to Victoria	Hear Me Out is an important component of the broader Tech4Justice project, a collaborative initiative that leverages technology and evidence-based advocacy to enhance access to justice through complaint pathways. Hear Me Out is a digital platform that provides resources to help people navigate complex complaint systems for individual redress. It also enables ethical data collection, to identify opportunities for systemic change. This digital platform is already successfully operating in NSW, and this project will bring it to Victoria.	\$300,000 over 2 years
PartnerSPEAK Families affected by child sex offending - support at warrant and beyond	Working closely with police, this project will support non-offending partners and affected family members at and beyond warrants executed by the Victorian Joint Anti Child Exploitation Team (JACET) and the Sexual Offences and Child Investigations Teams. PartnerSPEAK will also provide peer support and specialised training and advice to police.	\$1,184,818 over 2 years

Organisation and project	Description and aims	Funding and duration
Peninsula Community Legal Centre No Pressure: Youth Theatre Project	No Pressure is an interactive theatre project for young people and secondary school students which provides legal education on youth crime and family violence, exploring common themes of coercive control, controlling behaviour and peer pressure. Using professional actors, the performance will provide legal education by telling a story about the impact of these harmful behaviours on perpetrators, victim survivors, and their families and friends. In addition to providing legal education about young people's rights and responsibilities, the performances aim to give young people the tools to question and challenge violence-supporting attitudes and behaviours within their own community.	\$400,000 over 2 years
Rotary Club of Castlemaine (Read-Along Dads/Mums) Extending the Reach of Read-Along Dads/Mums programs across Victoria	This project will refine and strengthen the existing Read-Along Dads/Mums program in regional Victoria and establish a state-wide 'community of practice' across Victoria's prisons, to promote and support program adoption.	\$223,140 over 3 years
Sexual Assault Services Victoria Civil Justice and Recovery Project	This project will undertake the foundational work of developing resources, referral pathways and networks to support the future work of Justice Navigators within specialist sexual assault services, to improve the outcomes of sexual violence victim survivors engaged in civil claims.	\$118,472 over 15 months
Shara Clarke Aboriginal Culture and Education Centre Yallum Yallum for the Western District of Victoria	This project builds on the principles of Yallum Yallum to create a tailored, self-determining justice model unique to the needs and aspirations of Western District Aboriginal communities. The model would aspire to provide an alternative option for Aboriginal community members facing the Magistrates' Court that diverts them away from further involvement in the criminal justice system and promotes cultural healing, social and emotional wellbeing and a stronger role in culture and community.	\$180,000 over 1.5 years
Shara Clarke Aboriginal Culture and Education Centre Yallum Yallum for the Western District of Victoria	This project builds on the principles of Yallum Yallum to create a tailored, self-determining justice model unique to the needs and aspirations of Western District Aboriginal communities. The model would aspire to provide an alternative option for Aboriginal community members facing the Magistrates' Court that diverts them away from further involvement in the criminal justice system and promotes cultural healing, social and emotional wellbeing and a stronger role in culture and community.	\$180,000 over 1.5 years
Social Security Rights Victoria Specialist social security hub and spoke model to increase access to justice for vulnerable and disadvantaged Victorians	This project will use Social Security Rights Victoria's expertise in social security law and experience in integrated practice to increase access to justice for vulnerable and disadvantaged community members by establishing a hub-and-spoke model of service delivery via partnerships with four services. This model will provide advice, case work, secondary consultation, mentoring and training in relation to people experiencing social security legal issues in Victoria.	\$763,250 over 2 years

Organisation and project	Description and aims	Funding and duration
Southside Justice Strengthening a holistic response to family violence – integrating legal into Alexis: Family Violence Response Model (A-FVRM)	Alexis: Family violence Response Model (A-FVRM) is a well-established model that responds to families who have repeated contact with police and social services due to family violence. Alexis is a partnership between The Salvation Army and Victoria Police and currently operates in the inner-south of Melbourne and Gippsland. Working collaboratively, Southside Justice and Gippsland Community Legal Service will integrate legal services into A-FVRM, to offer specialised and trauma-informed legal assistance.	\$856,435 over 3 years
Worawa Lotjpadhan Restorative Justice Project	The Lotjpadhan project provides restorative justice conciliation services in the Eastern Metro region with a view to expand statewide. It responds to an identified need within the community to restore healthy connections to self, family, community and culture – particularly for people who have been involved in the criminal justice system or those at risk of involvement. The restorative justice framework allows for healing on multiple levels and provides the fundamental foundations for Aboriginal-led justice outcomes throughout the justice continuum, from early intervention to tertiary engagement. This project will support the continuation of the Lotjpadhan Restorative Justice Project, including the continuing engagement work necessary to establish trusting collaborations with community.	\$607,000 over 2 years
Youthlaw Tackling the overrepresentation and criminalisation of young people aged 18–25: An intervention and advocacy project	This project focuses on the over representation and criminalisation of 18–25 year olds in the Victorian criminal justice system. It aims to develop a specialised, multidisciplinary and integrated model to successfully engage with and respond to the needs of young people. With a three-pronged approach involving early intervention, intensive assistance and collaborative advocacy, the project will deliver, test and build the evidence base for what works.	\$600,000 over 2 years
RMIT Centre for Innovative Justice Restorative justice for victim survivors of sexual violence	Through their restorative justice service, Open Circle, the Centre for Innovative Justice will use their Change Grant to increase access to safe restorative justice practice in Victoria. They will continue to accept community-based referrals, build the evidence base to support awareness-raising, and develop national guidelines to address the gap in standards and guidance around restorative justice in the context of sexual violence.	\$386,558 over 3 years

How StreetLaw over Coffee improves access to legal services for isolated communities

As part of our **2024 Change Grants round**, we awarded the Peninsula Community Legal Centre (PCLC) \$400,000 over two years to improve access to legal services for isolated and disengaged communities across south-east Melbourne.

When Steffi met the StreetLaw team, she was living in her car after an IVO, even though her former partner had since left the rental. The PCLC family violence lawyer lodged a variation application with the court and Steffi was back in her home after three days.

The **StreetLaw over Coffee van**, pictured below, uses free coffee to engage with communities – staffed by a lawyer, a community engagement officer and a barista.

The coffee van visited 67 venues across four local government areas this year, including community houses, emergency relief centres and public libraries.

They also attended community events such as Bring Your Bills Day and Frankston Zero's Rough Sleeping Connect Day.

StreetLaw conducted 1,910 legal health checks – 35% of these checks identified legal issues.

As well as connecting community members to legal assistance, the StreetLaw Project also enhanced relationships and referral pathways with community sector staff, volunteers and case managers.

Travis was living in the garage of his rental property. He felt unsafe because of significant mould inside the house, and the real estate agent had not responded. The StreetLaw team organised representation for Travis for several calls to the agent, resulting in the property being cleaned and all mould removed.



Advancing Housing Justice funding round

A lack of stable housing is a big reason why many people face legal problems.

We launched the Advancing Housing Justice grant round as a priority-themed Change Grants round. This round was based on a key recommendation from our 2024 report, *Advancing housing justice*, which showed that legal services can help more people get and keep safe, secure housing.

The grants were designed to support legal and housing organisations to work together – through services, advocacy or new ideas – to create projects that drive long-term, systemic change.

More than 30 organisations shared \$14 million in funding for 10 projects (Table 5). These projects focus on areas where help is needed most – such as for people with disability, renters and victim survivors of family violence.

TABLE 5: ADVANCING HOUSING JUSTICE FUNDING RECIPIENTS 2024–25

Organisation and project	Description and aims	Funding and duration
Justice Connect A voice at VCAT for renters and family violence victim survivors	Justice Connect will extend its free, online self-help tools for Victorian renters, Dear Landlord and Home of Your Own, to help more Victorian renters successfully access, navigate and exit VCAT. Home of Your Own empowers renters facing family violence to safely and proactively avoid homelessness, while Dear Landlord guides those behind in rent or worried they might fall behind in rent, through their options, helping them to take action.	\$650,000 over 4 years
Mental Health Legal Centre Big builds and building big: housing with hope for people with psychosocial disabilities	Working in partnership with Mind Australia and in collaboration with other key services, this project seeks to address the issue of inappropriate housing for people with psychosocial disabilities. It aims to free them from compulsory mental health detention or long hospital stays for the lack of appropriate housing and disentangle the regulatory and legal barriers to safe and supported housing. The project will provide services to individuals on a casework basis and lobby for change at a systems level.	\$1,000,000 over 3 years
Peninsula Community Legal Centre REACHHer pilot – Recover, empower, advocate, collaborate, house	This collaboration between Peninsula Community Legal Centre, Southside Justice, and South East Community Links will focus on supporting women who are fleeing family violence by integrating legal services, financial counselling and psychosocial supports to secure safe and sustainable housing. It will bring together community organisations and legal services to address debts, ensure fair property settlements, and meet the emotional and social needs of women and children. The project will include legal case management and specifically address complex legal issues where women need specialised and ongoing legal support. By addressing underlying financial and legal issues early on, this project seeks to prevent the rising number of older women experiencing homelessness.	\$2,000,000 over 3 years
Villamanta Disability Rights Legal Service Housing justice for people in disability accommodation	This project will work with people with disability in disability accommodation settings to address the legal and regulatory complexity they face. It will develop dedicated legal and self-advocacy assistance alongside evidence-based and co-designed recommendations for systematic change and law reform, identifying areas of unmet legal need and building capacity in the legal and non-legal sector to address that need.	\$1,000,000 over 3 years

Organisation and project	Description and aims	Funding and duration
Mortgage Stress Victoria Consumer protections, fair mortgages and housing security for homeowners in debt	This project will focus on promoting housing security for homeowners in debt, by championing legal consumer protections so that small debts do not escalate and force bankruptcy. It will provide services to individuals – with a focus on victim survivors of family violence, over 55s and new Victorians – and then use that casework data to inform research and advocacy. Through analysis of casework data, it will expand the evidence base for these escalating problems with research and development of policy papers and reports.	\$1,300,000 over 3 years
Women’s Legal Service Victoria Safe settlements: Family law and housing justice	This project is a collaboration between four community legal centres – Women’s Legal Service Victoria, WestJustice, Barwon Community Legal Service and Brimbank Melton Community Legal Centre – which seeks to reduce the risk of women and children who have experienced family violence falling into insecure housing and homelessness. The collaboration aims to address this critical issue by providing legal assistance to victim survivors of family violence, with a focus on Melbourne’s west and Geelong region. Alongside providing negotiation assistance to resolve property disputes, the project will build the evidence base on the important role of family law property assistance and secure further improvements to the family law property system.	\$3,100,000 over 3 years
Advocacy and Rights Centre Collaborate for change: Advancing housing justice in regional Victoria	This project unites the six regional, rural and remote community legal centres in Victoria to tackle the unique housing justice challenges faced by the 25% of Victorians who live in these communities. Recognising gaps in existing statewide housing justice efforts, the collaboration aims to enhance service delivery by leveraging the combined capacity and capability of the centres and building on local, community sector partnerships to improve access to legal and complementary services. It will advocate for the needs of these communities and, through local and academic partnerships, build more effective, tailored responses to serve them.	\$2,700,000 over 2 years
Consumer Policy Research Centre Identifying, growing and championing best practice property management services	This project will identify, grow and champion best practice property management services for collaboration between Consumer Policy Research Centre (CPRC), Tenants Victoria, University of Melbourne and Real Estate Institute of Victoria (REIV). These partners will form a collaborative committee seeking to change the behaviour of property managers, so that more property managers offer best practice services beyond minimum legal standards. Collaborating with industry, community and academic leaders, the project aims to create a property management code of practice to help people who rent identify good property managers.	\$1,000,000 over 3 years
Centre for Innovative Justice at RMIT University Handing the keys to young people: Towards a youth-informed homelessness–justice partnership model	Through a partnership between Youthlaw, WestJustice and Melbourne City Mission, this project aims to directly improve access to housing and drive law reform for young people with interrelated experiences of family violence and homelessness, who have entered the homelessness system without a protective parent. This will culminate with the design and delivery of a homelessness–justice partnership model, which will seek to provide unaccompanied young people up to 25 with specialist, wraparound support to address both legal and non-legal barriers to accessing and maintaining housing. The project will also generate evidence and practice resources to inform system-wide improvements to support these young people to access and maintain housing.	\$950,000 over 2 years

Strong Foundations grants

Our Strong Foundations grants provide long-term funding to organisations that help improve access to justice for Victorians. This stable and flexible funding, over three to five years, helps organisations reach their strategic goals.

In March 2025, we announced the latest recipients. The five organisations already working with diverse communities across Victoria will share \$5 million in funding (Table 6).

The next round of Strong Foundations grants is planned for August 2025. We've asked an independent group to review the program to make sure it's working well and to guide what we do next.

TABLE 6: STRONG FOUNDATIONS GRANT RECIPIENTS 2024–25

Organisation and project	Description and aims	Funding
Peninsula Community Legal Centre	Peninsula Community Legal Centre (PCLC) provides services to Melbourne's south-eastern communities. To enhance their collaborative work with community partners, and deliver on two key strategic objectives, PCLC will recruit a full-time Partnership Development Manager and a part-time Communications Officer. These roles will support the implementation of the Stakeholder Engagement Framework, Quality Improvement and Communication Strategy. The roles will also be integral to progress their Innovate Reconciliation Action Plan.	\$1,000,000
Refugee and Immigration Legal Centre	Refugee and Immigration Legal Centre (Refugee Legal) is Australia's largest provider of free legal assistance for people seeking asylum, refugees and disadvantaged migrants. To strengthen, develop and sustain their core services, Refugee Legal will implement their comprehensive Digital Strategy Project (DSP), develop an annual leadership program to strengthen capability of the leadership team, and develop a separate and expanded Family Violence Program for women and children on temporary visas or without visas.	\$1,000,000
South-East Monash Legal Service	South-East Monash Legal Service (SMLS) provides free legal services to the south-eastern region of Victoria including cities of Greater Dandenong, Casey and Cardinia. SMLS will allocate resources to three key areas to expand reach, deepen impact and strengthen staff engagement. These areas are impact monitoring, reporting and storytelling; data systems uplift; and internal cultural safety and skills development.	\$1,000,000
Upper Murray Family Care Limited trading as Hume Riverina Community Legal Service	Hume Riverina Community Legal Service (HRCLS) improves access to justice for communities in regional and rural north-eastern Victoria through legal services and advocacy. HRCLS will deliver targeted legal services which will strengthen operations, improve efficiency, and maximise impact. They have eight key priorities including disaster recovery support, technological capabilities to support delivery across a vast catchment area, and innovative Health Justice Partnerships (HJP) with the Bagaraybang bagaraybang mayinygalang program and Gateway Health. They will also explore a new HJP with Albury Wodonga Health.	\$1,000,000
West Heidelberg Community Legal, a program of Banyule Community Health	West Heidelberg Community Legal (WHCL) is one of Australia's longest running health justice partnerships, servicing the residents of Banyule. WHCL will secure more sustainable resourcing as they move into their next phase of growth. They will allocate resources across key areas including a dedicated Partnerships and Integration Lead, a new role to implement their Monitoring and Evaluation Framework, and additional resources to enhance their intake and access processes.	\$1,000,000

Servicing unmet legal need in Wallan

Wallan is an urban growth corridor in the Lower Mitchell region with the highest projected growth rate of any area in Victoria. The Mitchell region population is anticipated to triple by 2046, with large growth in the lower region. The Wallan population is anticipated to grow by 175% by 2046 and the Beveridge population is anticipated to grow by 1135% by 2046.

Newly arrived and refugee communities are bringing diversity to the lower Mitchell region. The number of people born overseas, living in Mitchell Shire, increased by 53.9% between 2016 and 2021.

The Mitchell Shire has almost double the state average of family violence incidents and a higher rate of child protection reports (43.05% higher) than metropolitan Melbourne.

Natural disasters, including floods and bushfires have also impacted residents.

We recognised that there is significant unmet legal need in the area. We awarded the Northern Community Legal Centre (NCLC) \$1 million in funding in the 2023 Strong Foundations round to open a new office at the Wallan Community Services Hub.

NCLC opened their new office in Wallan in September 2024 (see image below). This extended service provides free and confidential legal advice to people who live, work and study in Mitchell Shire. The new office is enhancing collaboration among agencies, streamlining referrals, and providing residents with more timely access to legal assistance.



Our sponsorships

We sponsor other organisations to run events that support our goals – particularly making the legal system fairer and easier to access.

We gave \$150,000 to support events and activities this year raising awareness about issues in the justice system. This included events focused on access to justice, lawyer wellbeing and First Nations.

We sponsored activities run by:

- › Australian Red Cross Society

- › Australian Women Lawyers
- › Family Lawyers Association Victoria
- › Heide Museum of Modern Art and The Torch Project
- › Tarwirri
- › Yoorrook Justice Commission.

We continue to measure and assess how our sponsorships are making a difference.

Leading the way in gender equality and justice at the 2024 Australian Women Lawyers Conference

We supported the 2024 Australian Women Lawyers National Conference. Held every two years, the event brings together law students, lawyers and leaders from across Australia.

This year's conference, themed 'Leading the Way', featured powerful talks on gender equality and justice.

Highlights included a welcome from Patron Justice Jacqueline Gleeson and a keynote from leading human rights lawyer, Jennifer Robinson, who spoke about how the law can silence women. Panels featured some of Australia's top lawyers and change-makers.

We support events like this to amplify women's voices and improve access to justice.

***Blak In-Justice: Incarceration and Resilience* gives a voice to injustice faced by First Nations people**

We sponsored ***Blak In-Justice: Incarceration and Resilience***, a landmark exhibition at Heide Museum of Modern Art, pictured below.

The exhibition was created with The Torch, a First Nations-led, not-for-profit arts organisation. The Torch's work shows how connecting with culture and earning income through art can support healing and reduce repeat prison time.

Curated by artist, Kent Morris, the exhibition explored how prison time affects Aboriginal and Torres Strait Islander people. It featured works by leading First Nations artists and people who have been in prison.

The exhibition gave a strong voice to the injustice faced by First Nations people. The works celebrated culture, creativity and strength.

Our support of this exhibition and longstanding support of The Torch reflect our commitment to ensuring First Nations communities have access to culturally safe legal services.



05

ENABLING OUR WORK

Our people, technology and governance support our work and the impact we make and help to make.

Uncertain economic conditions challenged us in our roles as regulator, funder and investor. We maintained our focus on:

- › continuous improvement across the organisation
- › supporting staff learning, development and leadership journeys
- › investing to fund access to justice.

Our people



Grew our headcount to 245, up 20.6% from 203 a year earlier



Increased our People Survey scores by 23% across 42 questions



Launched a modern Intranet for staff built in SharePoint



Relocated to 500 Bourke Street, Melbourne

Recruitment and on-boarding

We continued to expand to support our operational requirements by:

- › recruiting 98 new staff as fixed term or ongoing Victorian Public Sector employees
- › engaging 38 temporary staff
- › managing a significant number of internal secondments.

Our headcount at 30 June 2025 grew to 245, up 20.6% from 203 the previous year.

Our staff departure rate remained extremely low.

Diversity, inclusion and belonging

We formed a new committee to promote diversity, inclusion and belonging (DIB) across the organisation.

The committee will create a new 4-year Diversity, Inclusion and Belonging (DIB) Plan to align existing plans like our Gender Equality Action Plan and Access & Inclusion Plan. It will outline our goals to support LGBTQ employees, people with disability, gender equality, cultural diversity and neurodiversity.

We continued to celebrate the diversity of our staff through events like IDAHOBIT, the International Day of People with Disability, and National Reconciliation Week.

People Matter survey results

We take part in the annual Victorian Government's People Matter survey. The anonymous survey measures staff sentiment and compares our results to similar public sector agencies and the wider public sector.

We maintained our 94% participation rate and high levels of staff satisfaction and engagement. Over half of our questions saw a percentage increase from the previous year.

Staff rated their job satisfaction almost 8% higher than similar agencies and 10% higher than the public sector. We recorded our highest level of staff engagement with our organisational goals and values. At 78.6%, our result is almost 11% higher than the public sector.

Staff confidence in management remained extremely high at 95.4%.

There was a 12% improvement in staff understanding their obligations under the Charter of Human Rights when making statutory decisions that affect individuals. This follows the introduction of a new training program in response to the previous year's survey results.

Of the 42 questions consistently asked since 2019, our scores have increased by an impressive 23%. These results are thanks to a collective effort from staff to build a positive culture and improve the way we work. They reflect a proactive Social Club and Health & Wellbeing Committee that boost workplace satisfaction, participation and retention.

Learning and development

Staff learning and development play a key role in job satisfaction and continuous improvement.

We did a detailed gap analysis of our learning program. As a result, we added 28 new courses and updated multiple online learning modules.

We supported guidance to staff, like Reasonable Adjustments, with new training modules aligned with our ongoing commitment to accessibility.

We continued supporting our leadership with masterclasses, a Leadership Circle, and a coaching and mentoring program.

We worked with:

- › the Victorian Government Solicitor's Office (VGSO) to design and deliver a foundational Administrative Law workshop for customer-facing staff
- › the Victorian Ombudsman to co-develop and deliver workshops on dealing with complex behaviour.



25%

higher participation rate
than similar agencies



8%

higher average scores
than similar agencies



47%

higher average scores
than the public sector

Our governance

Policy

We focused on reviewing and embedding internal policies. We created training to support our Delegations and Authorisations Policy and procedure.

We worked to:

- › uplift our internal auditing function
- › review our sub-committee structures to support the work of the organisation
- › support the reintroduction of General Counsel.

Risk management

We completed a major review of our Risk Management Framework and established reporting against key risk indicators (KRIs) for our strategic risks. KRIs help us to monitor risks and provide early warning signs before tolerance measures are breached.

We progressed implementation of our new compliance, risk and audit management system, with full rollout to be completed in 2025-26. The system helps our staff better manage risk, audit and compliance-related activities.

We continued to support sound decision-making and a culture of continuous improvement through ongoing monitoring and evaluation of our work. This year, we:

- › supported development of the outcomes-based approach to our new Strategic Plan
- › used our Shared Outcomes Framework for our funded organisations to underpin our *Access to justice impact* report
- › implemented measurement frameworks across our grants, funding and sponsorships.

Impact investing

We are committed to supporting access to justice in the way we invest public monies held in the Public Purpose Fund (PPF).

The Board established the framework for a new Impact Investing Fund. A sub-fund is dedicated to investments that advance access to justice. The framework uses a range of strategies to fund access to justice, including recycling capital for maximum impact.

Digital Transformation Strategy

Modernised service delivery

To support a growing workload, we focused on modernising the core applications we need to operate effectively: payroll, financial systems and document management.

We implemented a new budgeting, forecasting and reporting tool. We transformed our organisational and IT operating model by adopting cloud-based Infrastructure-as-a-Service and Software-as-a-Service solutions.

Regulatory Management System

We continued to plan a modern Regulatory Management System (RMS). We made significant progress on a range of projects as part of the complex transformation from our legacy systems. Following a change of vendor, we used the opportunity to re-evaluate our requirements through external and internal consultation.

We continued to apply human-centred and inclusive design principles to embed the voice of the customer and provide choice in how they interact with us. We expect to progressively roll out the new RMS technology over the next 2 financial years.

Artificial intelligence

Artificial intelligence (AI) is moving fast in the legal sector. Along with a range of industry-based initiatives (see Table 2), we will publish an internal AI strategy in 2025–26.

Cybersecurity

Cybersecurity in the legal profession is a key regulatory concern. As the top risk in our *Risk Outlook 2024*, we must lead by example.

We made significant changes to uplift our cybersecurity posture. This included mandatory training to build a cyber-aware culture.

Office move boosts accessibility and environmental credentials

In August 2024, we relocated to 500 Bourke Street, Melbourne, pictured below. It is one of Melbourne's few buildings with:

- › a 6-star Green Star Design & As-Built rating
- › a 5.5-star National Australian Built Environment Rating System (NABERS) Energy Base Build rating

- › a Platinum WELL rating from the International WELL Building Institute (IWBI).

The design of the office space reflects our work with Scope Australia and includes accessible features, including hearing loops and adjustable lighting.

The new building means our staff can do more for the environment, by using container deposit, waste tracking and composting, and electric vehicle chargers.



06

MANAGING OUR FUNDS

We manage the Public Purpose Fund (PPF) and the Fidelity Fund through sound financial management practices and a strong, transparent governance framework.

We continued to:

- › invest to achieve our investment objectives
- › allocate money out of the PPF based on three key themes
- › manage the Fidelity Fund compensation scheme.



**\$104.4 million paid in
funding and grants
in 2024–25**



**\$132 million
investment growth
in 2024–25**

Our financial performance

The composite net result for 2024–25 was a surplus of \$165.2 million, a reduction of \$52.7 million from last year's surplus of \$217.9 million. The net surplus combined a \$121.5 million net operating surplus and a \$43.7 million gain on other economic flows, predominantly through capital gain on investments. Our total expenditure was \$184.1 million, which was higher than the expenditure of \$132.9 million in 2023–24 largely due to an increase in funding. Table 7 provides an overview of our five-year financial performance and position.

Revenue

Our total revenue for the year ending 30 June 2025 was \$305.6 million, which was slightly lower than the previous year. The decrease is attributable to lower trust/SDA balances and lower interest rates resulting in \$228 million compared with \$247.5 million in 2023–24. Other revenue, comprised mainly of practising certificate fees and Fidelity Fund contributions, increased to \$16.7 million, up from \$15.7 million in the previous year.

Expenditure

Total expenditure for the year ending 30 June 2025 was \$184.1 million, an increase of \$51.2 million compared with \$132.9 million in 2023–24. This increase was driven by our delivery of our grant program and access to justice strategy combined with increased expenditure on our investment in technology in line with our Corporate Plan.

TABLE 7: FIVE-YEAR FINANCIAL PERFORMANCE AND POSITION OF THE BOARD AND COMMISSIONER

	2020-21	2021-22	2022-23	2023-24	2024-25
FINANCIAL PERFORMANCE (\$'000)					
Interest and distributions	68,224	51,333	226,586	290,790	287,397
Other revenue	13,069	14,797	14,984	15,741	18,187
Total revenue	81,292	66,130	241,480	306,531	305,584
Total expenditure	(63,788)	(64,310)	(75,339)	(132,911)	(184,108)
Net operating result	17,504	1,820	166,141	173,620	121,476
Net gain/(loss) on investments	92,822	(94,322)	29,496	44,315	43,732
Net result from continuing operations	110,326	(92,502)	195,637	217,935	165,208
FINANCIAL POSITION (\$'000)					
Total assets	3,110,127	4,199,805	3,701,196	3,304,166	3,571,069
Total liabilities	(2,715,375)	(3,897,555)	(3,203,309)	(2,588,344)	(2,690,039)
Net assets	394,752	302,250	497,887	715,822	881,030

About the Public Purpose Fund

The work we do and support is funded through the Public Purpose Fund (PPF). The PPF is a Victorian statutory fund established by the *Legal Profession Uniform Law Application Act 2014* (Vic).

As shown in Figure 19, money comes into the PPF from:

- › interest on lawyer trust accounts
- › investment income
- › practising certificate fees
- › fines imposed on lawyers following disciplinary action.

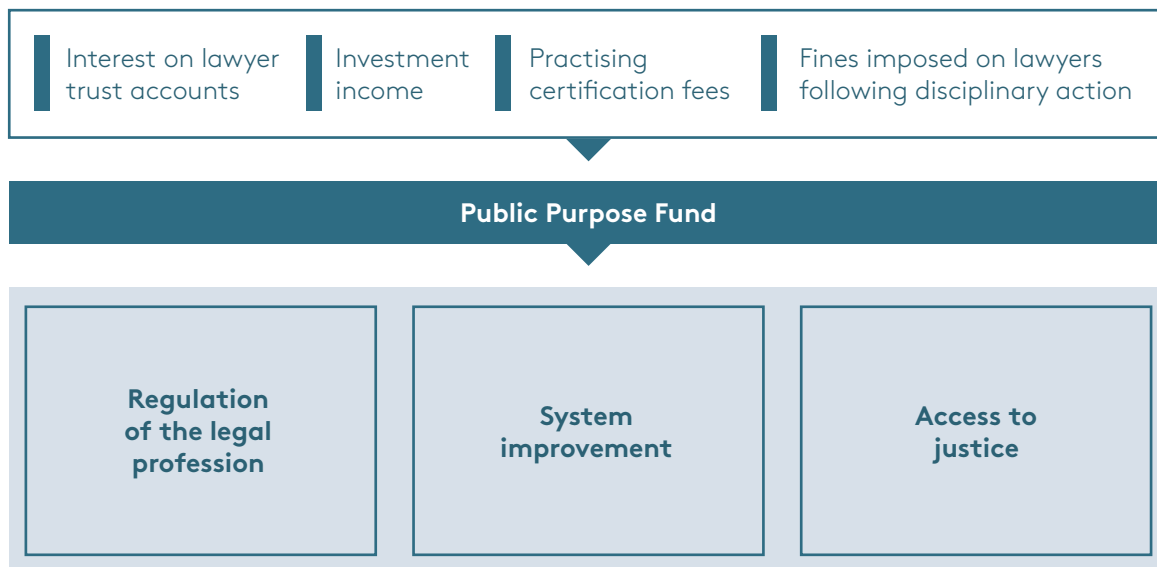


FIGURE 19: HOW MONEY COMES INTO THE PPF

The PPF has **three separate accounts**.

The General Account receives interest from law practices' general trust accounts, investment earnings, practising certificate fees and other ancillary funds. This account funds our contribution to the Legal Profession Uniform Framework, the costs of running Victoria's legal profession regulatory regime, VCAT's Legal Practice List and continuing legal education programs run by the Bar and the LIV.	The Statutory Deposit Account (SDA) is a series of accounts linked to individual law practice trust accounts. The SDA balance earns interest and investment returns in line with our Investment Policy Statement. These earnings are paid into the General Account. All monies in the SDA are available at call to law practices.	The Distribution Account receives 50% of the surplus funds from the General Account at 30 June each year. This account provides funding to Victoria Legal Aid, the Victoria Law Foundation, the Victorian Law Reform Committee and other organisations through our grants and funding program.
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Money is allocated out of the PPF based on three themes:

1. regulation of the legal profession
2. system improvement
3. access to justice.

About the Fidelity Fund

We manage a compensation scheme called the Fidelity Fund. It protects people who have lost trust money or trust property due to dishonest or fraudulent behaviour of a lawyer, an employee of a law practice or a barrister's clerk.

Money comes into the Fidelity Fund from annual fees for lawyers and approved clerks when they apply for a new certificate or renew their existing practising certificate.

There are different fee requirements for Victorian lawyers, foreign lawyers and approved barristers' clerks based on practising certificate type and trust money received. Contributions can change each year based on the balance of the Fidelity Fund and the advice of actuaries who help us manage the Fund.

How decisions are made about compensation from the Fidelity Fund

We consider all claims made on the Fidelity Fund and make our decisions based on each claim's individual merits. Claims are determined independently, with oversight from our Board. As a statutory authority, we are independent of the professional associations that represent lawyers, and at least half of our Board members are non-lawyers.

For more on Fidelity Fund claims in 2024–25, see **Protecting and empowering consumers**.

Our investments

We may invest any money standing to the credit of the PPF that is not immediately required for the purposes of that Fund, in line with the requirements under the *Trustee Act 1958* (Vic). Consistent with our powers, we have established an offset account against the SDA account that is invested in non-cash investments. This allows income to be generated in a more diversified way. In the same way, we may also invest any money standing to the credit of the Fidelity Fund that is not immediately required for the purposes of that Fund.

JBWere manage VLSB's entire investment portfolio (both PPF and Fidelity Fund accounts) in line with the Investment Policy Statement.

At 30 June 2025, the total value of the PPF was \$3.4 billion, of which \$1 billion was invested in non-cash investments. This can be compared with last year's total of \$3.2 billion, of which \$915 million was invested in non-cash investments. This gain in the capital value of the non-cash investments for the year ending 30 June 2025 is attributable to a positive return on capital markets during the year.

The total value of Fidelity Fund as at 30 June 2025 was \$94 million, of which \$31.7 million was invested in non-cash investments. This can be compared with last year's total of \$87.8 million, of which \$34.5 million was invested in non-cash investments. Table 8 shows the types of investment we managed this year.

TABLE 8: TYPES OF INVESTMENTS MANAGED 2024–25

	General Account	Statutory Deposit Account	Total Public Purpose Fund	Fidelity Fund	Net funds managed by the Board
2025					
Cash	362,582	2,035,451	2,398,033	62,320	2,460,353
Credit	121,108	167,963	289,071	9,678	298,749
Government bonds	76,037	120,961	196,998	1,054	198,052
Real assets	28,679	110,717	139,396	2,271	141,667
Equity – domestic	113,464	62,385	175,849	6,951	182,800
Equity – internal	67,346	136,878	204,224	11,772	215,996
Uncorrelated strategies	22,776	0	22,776	0	22,776
Total	791,992	2,634,355	3,426,347	94,046	3,520,393
2024					
Cash	319,937	1,936,166	2,256,103	53,250	2,309,353
Credit	72,889	167,963	240,852	9,336	250,188
Government bonds	39,899	120,961	160,860	1,020	161,880
Real assets	25,201	110,717	135,918	1,946	137,864
Equity – domestic	90,012	62,385	152,397	7,887	160,284
Equity – internal	75,868	136,878	212,746	14,312	227,058
Uncorrelated strategies	11,751	0	11,751	0	11,751
Total	635,556	2,535,071	3,170,627	87,751	3,258,378

Our investment objectives

PPF:

- restrict the frequency of negative returns, so they do not exceed one in every five years when modelling the PPF long-term asset allocation and risk/return objectives
- achieve capital growth of CPI + 3.0% per annum over a rolling five-year period.

Fidelity Fund:

- restrict the frequency of negative returns, so they do not exceed one in every 10 years, and restrict capital losses, so they are not expected to exceed 10% for any 12-month period, when modelling the Fidelity Fund long-term asset allocation and risk/return objectives
- achieve capital growth of CPI + 2.0% per annum over a rolling five-year period.

Table 9 shows the strategic asset allocations designed to achieve these objectives.

TABLE 9: ASSET ALLOCATIONS 2024–25

Asset allocation	Public Purpose Fund		Fidelity Fund	
	Benchmark ranges	Actual 30/06/25	Benchmark ranges	Actual 30/06/25
Cash	2%	1%	65%	53%
Credit	27%	28%	10%	14%
Government bonds	19%	19%	0%	2%
Real assets	12%	13%	2%	3%
Equity - domestic	18%	17%	8%	10%
Equity - international	18%	20%	15%	17%
Uncorrelated strategies	4%	2%	0%	0%
Total	100%	100%	100%	100%

Our distributions

2024-25 continued to see a strong operating surplus. This positive result is reflected in the General Account and will transfer into the Distribution Account for 2024-25.

A capital gain on the investment portfolio contributed to a surplus in the General Account of \$477.3 million, compared with \$403.8 million as at 30 June 2024. The distributions we made from the

General Account and the Distribution Account during 2024-25 are listed in Table 10. The distributions outlined in Table 10 include the funding we provide to the LIV and the Bar to perform regulatory functions on our behalf. These include the Bar's practising certificate licensing and continuing professional development auditing administration activities, and the LIV's continuing professional development auditing activities.

TABLE 10: PPF DISTRIBUTIONS — ACTUAL 2025, FORECAST 2026

	Actual 2024-25	Budget 2025-26
PPF GENERAL ACCOUNT BALANCE		
General Account balance as at 1 July 2024 and 1 July 2025	403,821	477,319
Allocation of General Account funds		
Funds allocated to the Distribution Account	(201,910)	(238,660)
Investment Performance*	90,714	30,000
Income	260,469	180,915
Funding allocated from the General Account		
Operating expenditure (Board and Commissioner)	(62,392)	(73,149)
Law Institute of Victoria - payments to professional associations for programs	(6,511)	(8,236)
Victorian Bar	(1,076)	(1,016)
Victorian Civil and Administrative Tribunal - Legal Practice List	(1,336)	(5,035)
Victorian Legal Admissions Board	(2,103)	(2,193)
Delegated functions: Law Institute of Victoria	(429)	(479)
Delegated functions: Victorian Bar	(339)	(940)
Legal Services Council - Uniform Law Scheme	(689)	(719)
Department of Justice and Community Safety	(900)	(1,837)
Total General Account payments	(75,775)	(93,604)
General Account balance as at 30 June 2025 and 30 June 2026	477,319	355,970

Distribution Account balance as at 1 July 2024 and 1 July 2025	236,802	333,533
Transfer from General Account	201,910	238,660
Grants and funding paid from the Distribution Account		
Major grants and projects	(12,514)	(16,646)
Victoria Legal Aid	(62,841)	(65,760)
Victorian Law Reform Commission	(2,937)	(2,020)
Victoria Law Foundation	(3,598)	(4,577)
Justice Connect	(1,982)	(2,481)
Law Library of Victoria	(768)	(1,090)
Federation of Community Legal Centres	(1,893)	(2,014)
Sentencing Advisory Council	(466)	(494)
Victorian Aboriginal Legal Service	(2,067)	(1,561)
Djirra	(1,792)	(1,582)
Department of Justice and Community Services (DJCS)	(6,279)	(93,359)
Court Services Victoria (CSV)	(4,562)	(5,787)
Office of Public Prosecutions	(3,294)	-
Victorian Equal Opportunity and Human Rights Commission	(187)	-
Total Funding Grants	(105,179)	(197,370)
Distribution Account balance as at 30 June 2025 and 30 June 2026	333,533	374,823

Note: Table 10 represents both the General Account and Distribution Account cash flows and includes accruals.

* Budget includes interest and distribution income only.

07

CORPORATE GOVERNANCE

Our internal governance processes enable us to comply with the Victorian Government's rules, regulations and reporting standards.

We continued to:

- › meet standards in a transparent and efficient way
- › foster a culture of continuous improvement
- › reinforce our position as a modern regulator.

Our governance structure



**Welcomed Sam Hay
KC as the new
Chair of the VLSB in
January 2025**



**Received 38 new
requests made
under the FOI Act,
nearly double the
previous year**

Our Board is a body corporate with perpetual succession. It is a public entity, although it does not represent the Crown. Our Commissioner, Fiona McLeay, is also the CEO of our Board.

As statutory authorities, we are accountable to the Victorian Parliament.

Our responsible minister is the Attorney-General, The Hon. Sonya Kilkenny.

As the regulator of the legal profession in Victoria, we are responsible for implementing the Legal Profession Uniform Law (the Uniform Law). This forms Schedule 1 to the Application Act. A series of rules and regulations under the Uniform Law further support the regulatory regime. These serve to protect consumers of legal services and enhance the integrity of the legal profession.

Our organisational structure

Figure 20 shows our organisational structure in 2024–25.

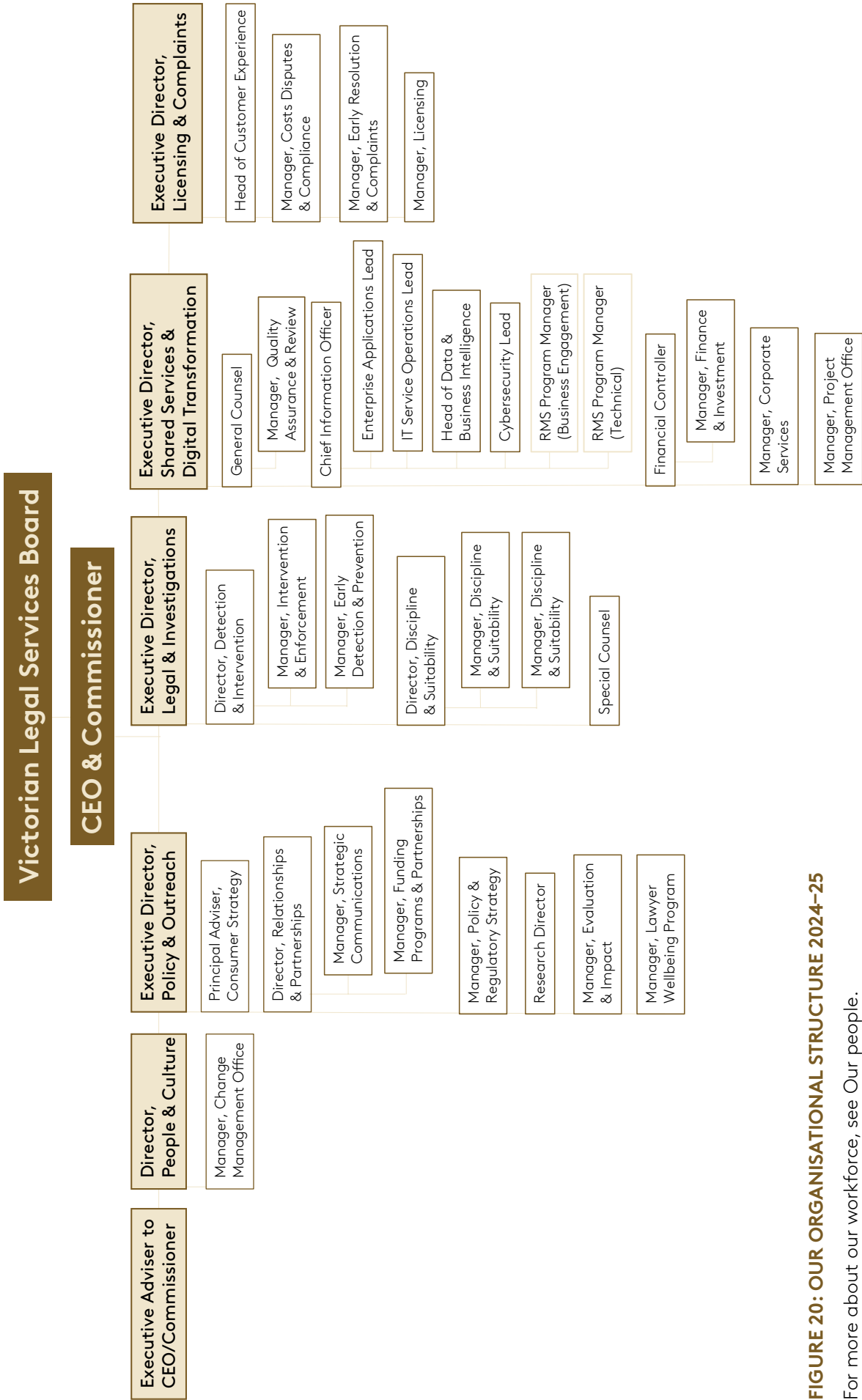


FIGURE 20: OUR ORGANISATIONAL STRUCTURE 2024–25

For more about our workforce, see Our people.

Our leadership

Our Board consists of:

- › a Chair
- › three lawyer members (one barrister and two solicitors)
- › three non-lawyer members.

The Governor in Council appoints all Board members on the Attorney-General's recommendation. Appointments are made for a four-year term.

Non-lawyer Board members are appointed for their extensive experience in fields relevant to the Board's responsibilities, such as financial management, investment management, accounting, public sector administration, governance processes and consumer interests.

The Bar and the LIV call for expressions of interest from barristers and solicitors, respectively, and make recommendations to the Attorney-General. Our three lawyer members are appointed from that pool.

Board members



Ms Fiona Bennett

Chair, non-lawyer member (first appointed January 2008, appointed Chair January 2013 – December 2024)

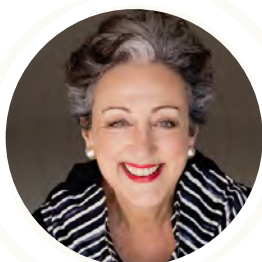
Fiona is an experienced non-executive director and has held directorships at listed companies and not-for-profit entities. She has previously held senior executive positions at BHP Limited and Coles Group Limited, and has extensive experience in commercial and financial management, governance, risk management and audit. Fiona is a director of Common Equity Housing Limited. She is also a Fellow of Chartered Accountants Australia and New Zealand and the Australian Institute of Company Directors.



Mr Sam Hay KC

Chair (appointed January 2025), Lawyer (advocate) member (appointed May 2023)

Sam is a barrister with more than 20 years' experience in a broad range of commercial, administrative and common law matters. He was appointed Senior Counsel in 2019. He is a past President of the Victorian Bar Council, and the current Chair of Conferences of the Australian Bar Association. He has previously served as a member of the Victorian Legal Admissions Committee.



Ms Liz Harris

Lawyer (non-advocate) member (first elected June 2018, appointed May 2023)

Liz has specialised in consumer complaints relating to lawyers, acting for both lawyers and consumers. She is a recognised expert in costs law and has run her own legal practice. She has been a sessional member of the VCAT Legal Practice list, a member of the Victorian Supreme Court Costs Committee, Chair of the LIV Advisory Board on costs law specialisation and Chair of LIV Cost Lawyers section.



Ms Jacinta Lewin

Lawyer (non-advocate) member (appointed May 2023)

Jacinta is a Principal Lawyer at Maurice Blackburn Lawyers in the social justice practice. She worked in federal worker's compensation law managing a national law firm practice, before working at the Victorian Equal Opportunity and Human Rights Commission. Jacinta currently works in complex litigation and collaborates with stakeholders to improve access to justice outcomes for her clients. Jacinta was Co-Chair of the LIV Human Rights Committee from 2019 to 2023.



Mr Glen Noonan

Non-lawyer member
(appointed
September 2023)

Glen is an experienced non-executive director, board chair, professional services partner and CEO. He is the current CEO of Diabetes Victoria. Previously Glen was a Senior Partner with PwC where he worked for 33 years, including 24 years as a partner. He held a range of leadership roles and has extensive experience in digital transformation, strategy, growth, commercial and financial management, risk and audit. Glen is a chartered accountant and graduate of the Australian Institute of Company Directors.



Dr Lynne Williams AM

Non-lawyer member
(appointed October 2013)

Lynne is an economist with over 30 years' experience in the public sector. She is also a Commissioner with the Commonwealth Grants Commission, and is Principal Fellow and a board member (Vice President) at St Hilda's College, a member of the Australian Institute of Company Directors and Fellow of the Institute of Public Administration Australia.



**Ms Catherine
Wolthuizen**

Non-lawyer member
(appointed December
2017)

Catherine is the Energy and Water Ombudsman (Victoria) (EWOV) and has a track record of leadership in Australia and the UK, with a particular focus on dispute resolution and fair outcomes in regulated markets. Before joining the EWOV, Catherine held positions as the Customer Advocate at NAB, a board director of the Australian Telecommunications Industry Ombudsman, a panel member at the Australian Financial Services Ombudsman, Ombudsman with the UK Financial Ombudsman Service, Chair of the Economic Abuse Reference Group and member of the UK Legal Services Consumer Panel.

Executive Leadership Team



Fiona McLeay

Chief Executive Officer
and Commissioner

Fiona was appointed CEO and Commissioner in January 2018. Fiona was previously the CEO of Justice Connect, General Counsel at World Vision Australia and Special Counsel at Clayton Utz.

She is Co-Chair of Equality Australia and Chair of the Australian Communities Foundation. Fiona was the Deputy Chair of the Australian Not-for-Profit and Charities Commission Advisory Board. She has previously served on a number of for-purpose boards, including the Human Rights Law Centre and Health Justice Australia. Fiona has degrees from the universities of Melbourne, NSW and New York, and has attended Harvard and Stanford Business Schools.



Matt Anstee

Executive Director, Legal
and Investigations

Matt was appointed in April 2020. He was formerly Head of Operational Legal Team at the UK Foreign and Commonwealth Office where he focused on national security, counter-terrorism and international relations. Matt has also worked with the National Crime Agency in the UK, Anti-torture NGO Redress, the International Criminal Court in the Hague, the Commonwealth Director of Public Prosecutions and the Victorian Office of Public Prosecutions. Matt leads our Early Detection and Prevention, Discipline and Suitability, Intervention and Enforcement, and Special Counsel teams. He holds a Masters in Law, specialising in human rights.



Simon Dally

Director, People and
Culture

Simon is an HR professional with over 20 years' experience. His roles in both government and professional services organisations have taken him across the UK and Australia. He joined the VLSB+C in May 2022 from his previous role as the HR Director at the Victorian Auditor General's Office. He holds a Professional Certified Membership with the Australian HR Institute and a Master of Science in Business Management with Human Resources. Simon manages our People and Culture, and Internal Communications teams.



Nicholas Diss

Executive Director,
Shared Services & Digital
Transformation

Nicholas was appointed in August 2022. He brings over 25 years' experience in education, government, not-for-profit, and food and beverage industries across Australia and the UK. Nicholas has a strong background in strategic and operational planning, large complex IT systems implementation, integrated reporting and leadership of customer-focused, multinational shared services functions. He is also a Fellow of CPA Australia and holds a Master of Business Administration.



Kerri-anne Millard

Executive Director,
Policy and Outreach

Kerri-anne has over 25 years' experience in the public service. As a lawyer and public policy specialist, she has driven policy and legislative reform for many Victorian regulators, including EPA Victoria, Earth Resources, Consumer Affairs Victoria and Biosecurity Victoria. A member of our executive leadership team since 2018, Kerri-anne leads our teams responsible for Policy and Regulatory Strategy, Strategic Communications, Funding Programs and Partnerships, Lawyer Wellbeing, Research, and Evaluation and Impact. Her division also supports our independent Consumer Panel and leads our stakeholder engagement and relationship management work.



Kelly Spiteri

Executive Adviser to the
CEO and Commissioner

Kelly was appointed in 2019. With a background spanning multiple strategic roles across the public sector over 30 years, Kelly plays a pivotal role in advising the CEO/Commissioner, Board and executive team, and ensures alignment between our strategy and operational delivery. She has a background in dispute resolution and specialist expertise in stakeholder management. Kelly is passionate about cultivating positive connections and establishing intuitive, efficient and collaborative processes that benefit both consumers and the organisation.



Danny Whelan

Executive Director,
Licensing and Complaints

Danny was appointed in May 2022. He has over 20 years' experience in regulatory environments, most recently at WorkSafe Victoria. He holds a BA majoring in psychology and his expertise lies in contact centre and operations management. He is experienced in leading teams through significant change, and in implementing and improving operational efficiency. Danny oversees our licensing function, Customer Experience team and the division that manages enquiries and initial complaints.

Board and committee meetings

Meeting attendance

Our Board met six times in the reporting year (Table 11).

TABLE 11: BOARD MEMBERS AND MEETING ATTENDANCE 2024-25

Board member	Attendance
Ms Fiona Bennett (Chair*)	3
Ms Liz Harris	6
Mr Sam Hay KC (Chair**)	6
Ms Jacinta Lewin	6
Mr Glen Noonan	6
Dr Lynne Williams AM	6
Ms Catherine Wolthuizen	5

Notes:

* Fiona Bennett retired in December 2024 and was not eligible to attend the 2025 meetings.

** Sam Hay KC replaced Fiona Bennett as Chair in January 2025.

Board committees

Our Board operates two committees. Each has a Board member appointed as Chair.

Our **Finance, Risk and Audit Committee** met five times in the reporting year.

Members:

- Mr Glen Noonan – Chair commencing 28 August 2025
- Dr Lynne Williams AM – ceased as Chair on 27 August 2025
- Ms Liz Harris
- Ms Fiona Bennett.

Our **Investment and Funding Committee** met four times in the reporting period.

Members:

- Mr Sam Hay KC – Chair
- Ms Catherine Wolthuizen
- Ms Jacinta Lewin
- Ms Sue Dahn AM (external advisor).

Public administration values, and employment and conduct principles

Our staff uphold the Victorian public sector values, and the employment and conduct principles of managing and valuing diversity, managing underperformance, reviewing personal grievances and selecting on merit.

We apply merit and equity principles when appointing staff. Our selection processes ensure that we assess and evaluate applicants fairly and equitably based on the key selection criteria and other accountabilities without discrimination.

We correctly classify our employees in workforce data collections.

Executive data

A member of the Senior Executive Service (SES) is defined as a person employed as an executive under Part 3 of the *Public Administration Act 2004* (Vic) or is a person to whom the Victorian Government's Policy on Executive Remuneration in Public Entities applies.

Statutory office holders and accountable officers are not counted as SES officers. Accordingly, our SES officer disclosures do not include our Board Chair, Board members or the Board CEO and Commissioner, who were all appointed by the Governor in Council.

Table 12 shows the number of staff classified as SES. This reflects employment levels at the last full pay periods in June 2024 and June 2025, respectively.

TABLE 12: NUMBER OF SES POSITIONS 2024-25

Classification	2023-24		2024-25	
	Male	Female	Male	Female
SES-3	0	0	0	0
SES-2	2	1	3	1
SES-1	3	1	3	4
Total	5	2	6	5

Table 13 discloses the total salaries in \$20,000 bands for our SES staff and Senior Technical Specialist (STS) staff.

TABLE 13: ANNUALISED TOTAL SALARY FOR SES AND STS STAFF (EXCLUSIVE OF SUPERANNUATION) 2024-25

Income band (salary)	SES	STS
< \$160,000	0	0
\$160,000 – \$179,999	0	0
\$180,000 – \$199,999	0	1
\$200,000 – \$219,999	3	3
\$220,000 – \$239,999	3	2
\$240,000 – \$259,999	0	0
\$260,000 – \$279,999	2	0
\$280,000 – \$299,999	2	0
\$300,000 – \$319,999	0	0
\$320,000 – \$339,999	0	0
\$340,000 – \$359,999	0	0
\$340,000 – \$359,999	0	0
\$360,000 – \$379,999	1	0
Total	11	6

Table 14 shows our key management personnel (KMP), which does not include all SES staff. Further information on the KMP can be found in Note 9.5 in the consolidated financial statements (see Appendix 2). This disclosure does not include our Board Chair, Board members or the Board CEO and Commissioner.

TABLE 14: RECONCILIATION OF KEY MANAGEMENT PERSONNEL NUMBERS 2024-25 AND 2023-24

Category	2023-24	2024-25
Key management personnel (see Financial Report Note 9.5)	6	6
Less separations	0	0
Total key management personnel numbers at 30 June	6	6

Workplace Health and Safety Committee and OHS incidents

In the past year, our Workplace Health and Safety Committee held two meetings. The Committee maintained oversight of activities, including emergency procedures, first aid officer and fire warden training.

Table 15 tracks our OHS incidents over time.

TABLE 15: OCCUPATIONAL HEALTH AND SAFETY INCIDENTS – 3-YEAR COMPARISON

OHS indicator	2022–23	2023–24	2024–25
Number of reported hazards per 100 FTE	1	2	3
Number of 'lost time' claims per 100 FTE	0	0	0
Average cost per claim	\$0	\$0	\$0

Workforce data and staffing trends

Table 16 outlines key workforce data for 2023–24.

TABLE 16: OUR STAFF AT 30 JUNE 2024

	All employees		Ongoing		Fixed-term & casual		
	No. (headcount)	FTE (rounded)	Full-time (h/count)	Part-time (h/count)	FTE (rounded)	Number (h/count)	FTE (rounded)
Gender							
Female	135	128.7	92	23	108.7	20	20.0
Male	68	66.5	50	5	53.7	13	12.8
Self-described	0	0.0	0	0	0.0	0	0.0
TOTAL	203	195.2	142	28	162.4	33	32.8
Age							
Under 25	8	6.9	6	2	6.9	0	0.0
25–34	62	61.2	47	4	50.2	11	11.0
35–44	65	60.8	41	16	52.8	8	8.0
45–54	42	41.4	27	2	28.6	13	12.8
55–64	20	19.3	16	3	18.3	1	1.0
Over 64	6	5.6	5	1	5.6	0	0.0
TOTAL	203	195.2	142	28	162.4	33	32.8
Classification							
VPS 1	0	0.0	0	0	0.0	0	0.0
VPS 2	4	2.9	2	2	2.9	0	0.0
VPS 3	26	25.7	19	3	21.7	4	4.0
VPS 4	43	41.4	34	5	37.4	4	4.0
VPS 5	62	60.7	48	5	51.7	9	9.0
VPS 6	55	51.7	36	13	45.7	6	6.0
STS	5	4.8	3	0	3.0	2	1.8
SES	7	7.0	0	0	0.0	7	7.0
CEO and Board Commissioner [#]	1	1.0	0	0	0.0	1	1.0
TOTAL	203	195.2	142	28	162.4	33	32.8

[#]This role is the Commissioner, Fiona McLeay, who is a statutory office holder.

Table 17 outlines key workforce data for 2024–25.

TABLE 17: OUR STAFF AT 30 JUNE 2025

	All employees		Ongoing		Fixed-term & casual		
	No. (headcount)	FTE (rounded)	Full-time (h/count)	Part-time (h/count)	FTE (rounded)	Number (h/count)	FTE (rounded)
Gender							
Female	170	161.6	115	29	136.5	26	25.1
Male	75	74.3	57	3	58.5	15	14.8
Self-described	-	0.0	0	0	0.0	0	0.0
TOTAL	245	235.9	172	32	195.0	41	39.9
Age							
Under 25	11	10.4	8	2	9.4	1	1.0
25-34	80	77.9	63	6	66.3	11	10.6
35-44	82	77.2	51	17	63.7	14	13.5
45-54	43	42.5	28	2	29.7	13	12.8
55-64	24	23.2	18	4	21.2	2	2.0
Over 64	5	4.6	4	1	4.6	0	0.0
TOTAL	245	235.9	172	32	195.0	41	39.9
Classification							
VPS 1	0	0.0	0	0	0.0	0	0.0
VPS 2	5	4.4	2	2	3.4	1	1.0
VPS 3	26	25.8	24	1	24.8	1	1.0
VPS 4	44	43.6	38	2	39.6	4	4.0
VPS 5	75	71.1	55	10	61.0	10	9.1
VPS 6	77	73.2	52	17	65.2	8	8.0
STS	6	5.8	1	0	1.0	5	4.8
SES	11	11.0	0	0	0.0	11	11.0
CEO and Board Commissioner [#]	1	1.0	0	0	0.0	1	1.0
TOTAL	245	235.9	172	32	195.0	41	39.9

Governance and compliance statements

Building Act 1993 (Vic)

We do not own or control any government buildings. We are exempt from notifying our compliance with the building and maintenance provisions of the *Building Act 1993* (Vic).

Freedom of information

We are subject to the *Freedom of Information Act 1982* (Vic) (the FOI Act). This Act provides every person with a legally enforceable right to access documents in our possession, subject to certain exemptions.

We received 38 new requests under the FOI Act for access to documents we held. This is a substantial increase on the previous year, nearly doubling from 20 requests.

We finalised 34 requests. Four were yet to be determined at 30 June 2025.

In three applications, we granted partial access to documents. Nine applicants withdrew their applications before we made a decision.

We can deny access to an application when the information requested is exempt under the FOI Act or the application isn't validly made. This year, we denied access to three applications.

We refused to process 19 requests that were unclear or for which the fee had not been paid. One of these applicants appealed to the Office of the Victorian Information Commissioner (OVIC). OVIC upheld our decision.

No appeals were made to VCAT this year.

Making a request

A request for access to documents made under the FOI Act must:

- › be in writing
- › provide information that is reasonably necessary to enable us to identify the relevant documents
- › be accompanied by the prescribed application fee.

You can send requests to access documents we hold to:

Freedom of Information Officer

Victorian Legal Services Board and Commissioner
Level 27, 500 Bourke Street
Melbourne VIC 3000

You can email your request to foi@lsbc.vic.gov.au

Fees may be charged for search and retrieval or photocopying. A copy of our Freedom of Information Policy is available on our website, or you can request it from our office.

More information about Freedom of Information is available at ovic.vic.gov.au/freedom-of-information/

Public interest disclosures

As a government entity, we are subject to the *Public Interest Disclosures Act 2012* (Vic). This legislation provides protection from detrimental action against people who make disclosures of improper conduct by public officers and public bodies.

We cannot receive disclosures under this legislation. You can make disclosures of improper conduct or detrimental action by our Board members, the Commissioner, our officers or employees to the Independent Broad-based Anti-corruption Commission.

Independent Broad-based Anti-corruption Commission

Level 1, North Tower, 459 Collins Street
Melbourne VIC 3000

Telephone: 1300 735 135

Fax: 03 8635 6444

Website: www.ibac.vic.gov.au

Competitive Neutrality Policy

The government's Competitive Neutrality Policy ensures government-run services don't have a competitive advantage because of their public ownership if they compete with similar services offered by the private sector. As an independent regulator, our services don't fall within the scope of the Competitive Neutrality Policy.

Local Jobs First Policy

Under the *Local Jobs First Act 2003* (Vic), government departments and public sector bodies are required to apply the government's Local Jobs First Policy to projects valued at \$3 million or more in metropolitan Melbourne or for state-wide activities, and \$1 million or more in regional Victoria. The Major Projects Skills Guarantee Policy applies to all construction projects of \$20 million or more in value.

Minimum local content requirements are set for government projects worth \$50 million or more, or for other projects as agreed.

We apply the Local Jobs First Policy to applicable procurements.

Disclosure of major contracts

We did not engage in any major contracts with a value of greater than \$10 million during 2024–25.

Consultancies

Details of consultancies valued at \$10,000 or greater

In 2024–25, we engaged 19 consultancies where the total fees payable to the consultants were \$10,000 or greater. Our total expenditure incurred on these consultancies during the reporting year was \$3,994,634 (excluding GST). Details of individual consultancies are outlined in Table 18.

Details of consultancies under \$10,000

In 2024–25, we engaged 1 consultancy where the total fee payable was less than \$10,000. Our total expenditure incurred during 2024–25 on these consultancies was \$5,650 (excluding GST).

TABLE 18: CONSULTANCIES SPEND 2024–25

Consultant	Purpose of consultancy	Total approved fee (excl. GST) \$	Expenditure 2024–25 (excl. GST) \$	Future expenditure (excl. GST) \$
Accenture Australia Pty Ltd	Design and implementation of the RMS	7,100,000	961,641	-
Allen and Clarke Consulting	Strong Foundations grant evaluations	187,117	36,869	150,248
am actuaries	Actuarial services	99,900	99,900	-
Amy Nicholas	Provision of vicarious trauma tools and resources	83,440	41,720	41,720
Ashurst Risk Advisory	Advice regarding Board matters	41,522	41,522	-
Ashurst Risk Advisory	Facilitation of risk management workshops	48,000	24,000	-
Bevington Consulting Pty Ltd	Business process improvement project	175,920	66,480	100,240
Customer Service Benchmarking Australia Pty Ltd	Customer experience survey pilot	121,345	97,218	-
Deloitte Actuaries & Consultant Limited	Banking Agreement Market Process	224,828	199,998	24,829
The Difference Incubator Ltd	Employee collaboration project	117,511	117,511	-

Consultant	Purpose of consultancy	Total approved fee (excl. GST) \$	Expenditure 2024-25 (excl. GST) \$	Future expenditure (excl. GST) \$
First Person Consulting Pty Ltd	Theory of change project - Lawyer wellbeing	122,000	97,600	11,500
Grosvenor	Lessons learned review of RMS	69,914	45,829	24,085
Kate Fazio Consulting	Consulting on impact investing service	not fixed	40,425	-
Living Collaborations	Collaboration principles evaluation	100,018	75,818	24,200
Pascoe Pleasance	LULU Research Writeup	34,850	34,850	-
Phoenix	Lawyer wellbeing Vicarious Trauma Environmental Scan	82,500	50,000	7,500
Untangld	Brand Strategy and Identity Proposal	297,569	297,569	-
Untangld	Efficiency project - Licensing and Complaints	149,850	69,300	80,550
Women's Legal Service Victoria Inc	Family Violence training pilot	145,922	145,922	-
Total		10,688,705	3,994,634	2,036,172

Disclosure of reviews and studies

We are a reflective regulator with a focus on continuous improvement.

We undertook several reviews and studies during 2024–25, as shown in Table 19. This work helps us to deliver on our corporate objectives and make a meaningful impact.

Where possible, our staff undertake our reviews and studies.

TABLE 19: REVIEWS AND STUDIES 2024–25

Reason	Scope	Anticipated outcomes	Est. cost for the year (ex. GST)	Final cost if completed (ex. GST)	Publicly available?
Vicarious trauma in the legal profession – literature review and discussion paper					
To identify vicarious trauma risks and exposures specifically for legal professionals and their staff, and to highlight best practice approaches to addressing this risk.	An environmental scan of current practices addressing the risk of exposure to vicarious trauma in the legal profession across Victoria, New South Wales, and Western Australia.	Sharing the paper with the legal sector will inform greater evidenced-based, proactive action, especially at the organisational and sector level, to reduce the harm of vicarious trauma for lawyers and legal staff.	\$50,000	\$75,000	Y https://lsbc.vic.gov.au/lawyers/practising-law/lawyer-wellbeing/lawyer-wellbeing-research-and-projects/vicarious-trauma
To provide an evidence base that informs efforts to address vicarious trauma specifically for legal professionals and their staff.					
Lawyer wellbeing, workplace experiences and ethics research – additional data analysis					
To extend the value of the original research through a supplemental report based on additional analysis of the data set.	Further analysis and reporting of survey research conducted across Victoria, New South Wales, and Western Australia.	By sharing the paper with the legal sector, it can inform greater evidenced-based action, especially at the organisational and sector level, to address key factors relating to wellbeing including organisational ethical climate, lawyer incivility and wellbeing safeguards in legal workplaces.	\$2,500	n/a	N

Reason	Scope	Anticipated outcomes	Est. cost for the year (ex. GST)	Final cost if completed (ex. GST)	Publicly available?
Historical review of the Practitioner Remuneration Order (PRO)					
To undertake a review of the background and history to the PRO.	To provide a background paper into the implementation of the PRO, including the historical and contextual circumstance under which the Order operated at that time. The goal is to determine the key problems that the PRO was trying to address including the size and significance of the problem.	To provide further information about the background to the PRO. This includes the historical basis for the changing of scales over time and the use of the PRO as a benchmark for costs disputes.	\$21,388	\$21,388	N

Information and communications technology (ICT) expenditure

TABLE 20: ICT EXPENDITURE 2024–25

Total operational expenditure \$'000	Total capital expenditure \$'000	Business as usual (BAU) \$'000		Projects (non-BAU) \$'000	
		OPEX	CAPEX	OPEX	CAPEX
12,665	273	8,327	0	4,337	273

Government advertising expenditure

We did not undertake any Victorian Government advertising campaigns in 2024–25.

Procurement

Social Procurement Strategy

We are committed to advancing social and sustainable objectives through procurement in accordance with the Victorian Government’s Social Procurement Framework.

We continue to update our Social Procurement Strategy, which prioritises supporting opportunities for Victorian social enterprises, First Nations people and businesses, and women’s equality and safety.

In November 2024, we became a Corporate Partner of Kinaway, the peak body representing certified Aboriginal and Torres Strait Islander business in Victoria. Kinaway is from the Gunnai language meaning ‘exchange’. Our partnership helps build and map social procurement opportunities and facilitates opportunities for Aboriginal and Torres Strait Islander businesses.

Emergency procurement

We did not make any emergency procurements within the scope of the Victorian Government Purchasing Board procurement framework during 2024–25.

Procurement complaints

We did not receive any complaints about our procurement processes or activities during 2024–25.

Office-based environmental impacts

Total electricity consumption

Our office total electricity use was 143.50 megawatt hours (MWh), an increase of 10% from the previous year. This reflects a 20.6% growth in our staff levels in 2024–25.

The amount of energy used per FTE increased to 1.70 MWh per FTE.

We continued to purchase 100% of our office electricity supply from renewable energy sources. We avoided emitting 123.41 tonnes of greenhouse gas based on our electricity use for the year.

For more about our new building, see **Enabling our work**.

NABERS energy ratings

A building’s environmental performance determines the National Australian Built Environment Rating System (NABERS) energy rating.

In August 2024, we moved to a new office space at 500 Bourke Street, Melbourne. The building achieved a 5.5-star NABERS Energy Base Build rating.

Vehicle use

We do not operate a fleet of vehicles.

Additional information available on request

We hold other information that is available on request to the Attorney-General, Members of Parliament and the public (subject to Freedom of Information requirements, if applicable).

You can request:

- › a statement confirming that all relevant officers have completed declarations of pecuniary interests
- › details of shares held by a senior officer as nominee, or held beneficially in a statutory authority or subsidiary
- › details of our corporate publications, and how these can be obtained
- › details of changes in prices, fees, charges, rates or levies charged
- › details of any major external reviews carried out on our operations
- › details of major research and development activities we have undertaken
- › details of any staff or Board members' overseas

visits, including a summary of the objectives and outcomes of each visit

- › details of any major promotional, public relations and marketing activities we have undertaken to develop community awareness of our services
- › details of assessments and measures we have undertaken to improve the occupational health and safety of our staff
- › a general statement on industrial relations within our organisation, and details of any time lost through industrial accidents and disputes
- › a list of major committees we have sponsored, the purposes of each committee and the extent to which the purposes have been achieved
- › details of all consultancies and contractors.

To request any of this information, contact:

Victorian Legal Services Board and Commissioner

Telephone: 03 9679 8001

Website: www.lsb.vic.gov.au/contact-us



08

APPENDICES

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Appendix 1

Disclosure index

The annual report of the Board and Commissioner is prepared in accordance with all relevant Victorian legislations and pronouncements. This index has been prepared to facilitate identification of the Board and Commissioner's compliance with statutory disclosure requirements.

TABLE 21: MINISTERIAL DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS – REPORT OF OPERATIONS 2024–25

Legislation	Requirement	Page reference
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	93
FRD 22	Purpose, functions, powers and duties	16-19
FRD 8	Departmental objectives, indicators and outputs	n/a
FRD 22	Key initiatives and projects	10-13
FRD 22	Nature and range of services provided	18-19
Management and structure		
FRD 22	Organisational structure	94
Financial and other information		
FRD 8	Performance against output performance measures	n/a
FRD 8	Budget portfolio outcomes	85-86
FRD 10	Disclosure index	113
FRD 12	Disclosure of major contracts	105
FRD 15	Executive disclosures	101
FRD 22	Employment and conduct principles	100
FRD 22	Occupational health and safety policy	102
FRD 22	Summary of the financial results for the year	85-86
FRD 22	Significant changes in financial position during the year	85-86
FRD 22	Major changes or factors affecting performance	85
FRD 22	Subsequent events	162
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	104
FRD 22	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	104
FRD 22	Statement on National Competition Policy	104
FRD 22	Application and operation of the <i>Public Interest Disclosures Act 2012</i>	104
FRD 22	Application and operation of the <i>Carers Recognition Act 2012</i>	n/a
FRD 22	Details of consultancies over \$10,000	105-106

Legislation	Requirement	Page reference
FRD 22	Details of consultancies under \$10,000	105-106
FRD 22	Disclosure of government advertising expenditure	109
FRD 22	Disclosure of ICT expenditure	109
FRD 22	Reviews and studies expenditure	107-108
FRD 22	Statement of availability of other information	110
FRD 22	Asset Management Accountability Framework (AMAF) maturity assessment	n/a
FRD 22	Disclosure of emergency procurement	109
FRD 22	Disclosure of social procurement activities under the Social Procurement Framework	109
FRD 22	Disclosure of procurement complaints	109
FRD 24	Reporting of environmental data	109
FRD 25	Local Jobs First	105
FRD 29	Workforce data disclosures	102-103
SD 5.2	Specific requirements under Standing Direction 5.2	117
Compliance attestation and declaration		
SD 5.4.1	Attestation for compliance with Ministerial Standing Direction	6
SD 5.2.3	Declaration in report of operations	6

TABLE 22: MINISTERIAL DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS – FINANCIAL STATEMENTS 2024–25

Legislation	Requirement	Page reference
Declaration		
SD 5.2.2	Declaration in financial statements	117
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian Accounting Standards and other authoritative pronouncements	117
SD 5.2.1(a)	Compliance with Standing Directions	117
SD 5.2.1(b)	Compliance with Model Financial Report	117
Other disclosures as required by FRDs in notes to the financial statements		
FRD 9	Departmental Disclosure of Administered Assets and Liabilities by Activity	n/a
FRD 11	Disclosure of <i>Ex gratia</i> expenses	n/a
FRD 13	Disclosure of Parliamentary Appropriations	n/a
FRD 21	Disclosures of Responsible Persons, Executive Officers and other Personnel (contractors with significant management responsibilities) in the Financial Report	158
FRD 103	Non-financial physical assets	134
FRD 110	Cash flow statement	122
FRD 112	Defined benefit superannuation obligations	n/a
FRD 114	Financial Instruments – general government entities and public non-financial corporations	145

TABLE 23: COMPLIANCE WITH LEGISLATIVE REQUIREMENTS 2024–25

Legislation	Requirement	Page reference
<i>Legal Profession Uniform Law Application Act 2014</i>		
s. 46(a)	Delegations in force as at 30 June	173
s. 46(b)	Delegations revoked during the year	188
s. 46(c)	Number and type of trust investigations conducted	37-38
s. 57(1)(a)	Number and type of complaints made to the Commissioner	27
s. 57(1)(b)	Number of complaints involving disciplinary matters investigated	28
s. 57(1)(c)	Outcome of complaints made	31-32
s. 57(1)(d)	Number and type of applications made to VCAT and results	33
s. 57(1)(e)	Number of complaints outstanding at end of year	32
s. 57(1)(f)	Time taken to investigate disciplinary matters in complaints	31-32
s. 57(1)(g)	Delegations in force as at 30 June	202
s. 57(1)(h)	Delegations revoked during the year	217

Appendix 2

Board and Commissioner consolidated financial report

Victorian Legal Services Board and
Victorian Legal Services Commissioner
Financial Statements for the year ended
30 June 2025.

How this report is structured

The Victorian Legal Services Board and Victorian Legal Services Commissioner has presented its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with information about the stewardship of resources entrusted to it.

Declarations

Declaration of financial statements

Independent Auditor's Report

Financial statements

Comprehensive operating statement

Balance sheet

Cash flow statement

Notes to the financial statements

Victorian Legal Services Board Financial Management Compliance Attestation Statement

I, Sam Hay, on behalf of the Responsible Body, certify that the Victorian Legal Services Board has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Sam Hay
Chairperson, Victorian Legal Services Board
9 September 2025

Victorian Legal Services Commissioner Financial Management Compliance Attestation Statement

I, Fiona McLeay, certify that the Victorian Legal Services Commissioner has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Fiona McLeay
Victorian Legal Services Commissioner
9 September 2025



Victorian Auditor-General's Office

Independent Auditor's Report

To the Board members of the Victorian Legal Services Board and the Victorian Legal Services Commissioner

Opinion	I have audited the financial report of the Victorian Legal Services Board (the Board) and the Victorian Legal Services Commissioner (the Commissioner) which comprises the: • balance sheet as at 30 June 2025 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • financial statements declaration In my opinion, the financial report presents fairly, in all material respects, the financial position of the Board and the Commissioner as at 30 June 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and applicable Australian Accounting Standards – Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the Board and the Commissioner in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	The Board is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Board is responsible for assessing the Board's and Commissioner's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Level 31 / 35 Collins Street, Melbourne Vic 3000

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**Auditor's
responsibilities
for the audit
of the financial
report**

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Board's and Commissioner's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board.
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Board's and Commissioner's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Board and Commissioner to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
12 September 2025


Charlotte Jeffries
as delegate for the Auditor-General of Victoria

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COMPREHENSIVE OPERATING STATEMENT

For the financial year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
CONTINUING OPERATIONS			
REVENUE AND INCOME FROM TRANSACTIONS			
Interest and distributions	3.1	287,397	290,790
Practising certificate fees and Fidelity Fund contributions	3.2	16,711	15,444
Other income	3.3	1,476	297
Revenue and income from transactions		305,584	306,531
EXPENSES FROM TRANSACTIONS			
Employee expenses incl Board/Committee member fees	4.1	(40,927)	(29,851)
Funding and grants	4.2	(118,562)	(76,719)
Legal expenses	4.3	(8,905)	(6,389)
Fidelity Fund claims		(1,027)	(5,146)
Depreciation		(2,330)	(2,259)
Other operating expenses	4.4	(12,357)	(12,547)
Total expenses from transactions		(184,108)	(132,911)
Net result from transactions		121,476	173,620
OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT			
Net gain/(loss) on financial instruments	9.1	44,687	44,359
Net gain/(loss) on non-financial assets		(76)	18
Other gain/(loss) from other economic flows	9.1	(879)	(62)
Total other economic flows included in net result		43,732	44,315
Net result		165,208	217,935
Comprehensive result		165,208	217,935
RETAINED EARNINGS			
Retained earnings at the beginning of the reporting period		715,822	497,887
Retained earnings at the end of the reporting period		881,030	715,822

The accompanying notes form part of these financial statements.

BALANCE SHEET

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
ASSETS			
FINANCIAL ASSETS			
Cash and cash equivalents	7.1.1	2,289,382	2,153,947
Receivables	6.1	33,325	39,490
Investments and other financial assets	5.2	1,229,069	1,094,045
Total financial assets		3,551,776	3,287,482
NON-FINANCIAL ASSETS			
Property, plant and equipment	5.1	14,959	14,726
Intangible assets		158	541
Other non-financial assets		4,176	1,417
Total non-financial assets		19,293	16,684
Total assets		3,571,069	3,304,166
LIABILITIES			
Payables	6.2	6,133	6,238
Lease liabilities	7.3	9,042	9,538
Provisions	6.4	17,330	16,500
Employee related provisions	4.1.2	5,968	4,701
Income received in advance	6.3	17,211	16,296
Statutory deposit account	7.2	2,634,355	2,535,071
Total liabilities		2,690,039	2,588,344
Net assets		881,030	715,822
EQUITY			
Contributed capital		29	29
Accumulated surplus/(deficit)		881,001	715,793
Net worth		881,030	715,822

The accompanying notes form part of these financial statements.

CASH FLOW STATEMENT

For the financial year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Interest and distributions received		294,229	286,444
Practising certificate fees and Fidelity Fund contributions		17,608	16,519
Other receipts		614	357
Total receipts		312,451	303,320
PAYMENTS			
Payments to suppliers and employees		(59,749)	(43,565)
Goods and Services Tax paid to the ATO ⁽ⁱ⁾		194	(317)
Payments of Fidelity Fund claims, costs and other expenses		(1,116)	(5,174)
Payments of grants		(120,514)	(75,951)
Total payments		(181,185)	(125,007)
Net cash flows provided by/(used in) operating activities	7.1.2	131,266	178,313
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of non-financial assets		(3,680)	(5,703)
Purchases of financial assets		(90,260)	(103,439)
Net cash flows used in investing activities		(93,940)	(109,142)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of leasing liabilities ⁽ⁱⁱ⁾		(1,176)	(1,078)
Deposits into statutory deposit accounts by solicitors		1,795,459	1,760,353
Withdrawals from statutory deposit accounts by solicitors		(1,696,174)	(2,390,666)
Net cash flows from/(used in) financing activities		98,109	(631,391)
Net increase/(decrease) in cash and cash equivalents		135,435	(562,220)
Cash and cash equivalents at the beginning of the financial year		2,153,947	2,716,167
Cash and cash equivalents at the end of the financial year	7.1.1	2,289,382	2,153,947

Note:

(i) GST paid to the Australian Tax Office (ATO) is presented on a net basis.

(ii) VLSB+C recognise cash payments for the principal and interest portion of lease payments as financing activities.

The accompanying notes form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

1. ABOUT THIS REPORT

These annual financial statements are Tier 2 general-purpose financial statements for the Victorian Legal Services Board (Board) and the Victorian Legal Services Commissioner (Commissioner) as consolidated entities (collectively VLSB+C) for the period ended 30 June 2025.

These financial statements are the first general purpose statements prepared in accordance with AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not for Profit Tier 2 Entities and Financial Reporting Direction 101 Application of Tiers of Australian Accounting Standards (FRD 101).

The VLSB+C is defined as a Tier 2 entity in accordance with FRD 101 effective 1 July 2024. Prior year financial statements were prepared in accordance with Australian Accounting Standards (Tier 1).

As VLSB+C is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

The Board and Commissioner are not-for-profit government agencies of the State of Victoria. The Board and Commissioner were originally established under the *Legal Profession Act 2004* (the former Act) on 12 December 2005. Both agencies' roles and functions now come under the *Legal Profession Uniform Law Application Act 2014* (the Act) which repeals the former Act, effective from 1 July 2015.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

The principal address is: Level 27, 500 Bourke Street Melbourne VIC 3000

A description of the nature of the operations of the Board and Commissioner and their principal activities is included in the annual report which does not form part of these financial statements. Further information on the roles of the Board and Commissioner and funds administered are provided in Note 2.

1.1 Basis of preparation

Reporting entity

These consolidated financial statements cover the Board and the Commissioner as consolidated entities following the Minister for Finance making a determination pursuant to section 53(1)(b) of the *Financial Management Act 1994* (FMA) on 25 May 2013. The Board is comprised of the Public Purpose

Fund (Note 2.1) and Legal Practitioners' Fidelity Fund (Note 2.2).

The consolidated report presents an aggregation of the transactions and balances of the Board and Commissioner as a single reporting entity with all inter-group transactions eliminated. Additional disclosure has been included in the notes to the financial statements, where applicable, for the Public Purpose Fund, Legal Practitioners' Fidelity Fund and the Commissioner.

Currency and rounding

These financial statements are in Australian dollars and have been rounded to the nearest \$1,000 unless otherwise stated. Figures in the financial statements may not equate due to rounding.

Measurement and accounting basis

The historical cost convention is used unless a different measurement basis is specifically disclosed in the note. Items not recorded at historical cost include:

- › the Fidelity Fund claims provision that is calculated at fair value with regard to actuarial assessments and employee long-service leave provisions; and
- › financial instruments including funds under management after initial recognition, which are measured at fair value with movements reflected in 'other economic flows included in net result' (refer to Note 9.1 for further detail).

The accrual basis of accounting has been applied in the preparation of these financial statements whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Judgements, estimates and assumptions

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes.

Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances.

Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

Comparatives

Where applicable, comparative figures have been updated to reflect more current information, including changes in accounting policy. The nature, amount, class and reason for reclassification is shown in relevant notes.

Changes in accounting policy

The Board and the Commissioner have adopted the disclosure requirements set in AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not for Profit Tier 2 Entities* after transitioning to Tier 2 reporting under FRD 101.

Compliance information

These general purpose financial statements have been prepared in accordance with the *Financial Management Act 1994* (FMA) and applicable Australian Accounting Standards (AAS) which include interpretations, issued by the Australian Accounting Standards Board (AASB). In particular, they are presented in a manner consistent with the requirements of AASB 1049 *Whole of Government and General Government Sector Financial Reporting*.

Where appropriate, those paragraphs of the AAS applicable to not-for-profit entities have been applied. Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

2 FUNDS ADMINISTERED

The Board

The Board is an independent statutory authority; a public entity but it does not represent the Crown. Ms Fiona McLeay is the Chief Executive Officer of the Board. The Attorney-General, The Hon. Sonya Kilkenny, MP is the responsible Minister.

The Board's statutory objectives as stated in section 30 of the Act are to:

- › ensure the effective regulation of the legal profession and the maintenance of professional standards;
- › address the concerns of clients of law practices and legal practitioners through the regulatory system and provide for the protection of consumers of legal services;
- › ensure the adequate management of trust accounts; and
- › contribute to the effective administration of a Legal Profession Uniform Law Framework through cooperation with other involved entities.

The Board is established as a body corporate with perpetual succession under section 28 of the Act. Under the provisions of the Act it is required to maintain two funds:

- › the Public Purpose Fund (section 133); and
- › the Legal Practitioners Fidelity Fund (section 121).

2.1 Public Purpose Fund

The Board must maintain a fund called the Public Purpose Fund under section 133 of the Act. The Public Purpose Fund is comprised of three separate accounts below:

General Account – section 136

The General Account derives income from the following:

- › fines imposed by an order of VCAT;
- › money transferred to the Public Purpose Fund from the Fidelity Fund under section 147;
- › money derived from any investment of the Public Purpose Fund;
- › any profits arising on the realisation or revaluation of any investment of the Public Purpose Fund;
- › any fees that are paid to the Board in relation to an application for, or the grant or renewal of an Australian practising certificate; and
- › any other money received by the Board that is not required to be credited to another account in the Public Purpose Fund or to the Fidelity Fund, including (but not limited to) interest amounts received in accordance with arrangements made with Approved Deposit Institutions (from Law Practices Residual Trust Accounts) and interest earned from cash held in the Statutory Deposit Account not invested.

Under section 87 the Board can make arrangements with banks for the keeping of trust accounts. Under the arrangements in place, interest earned on law practices' trust accounts is received by the Board and paid to the General Account of the Public Purpose Fund.

Funding for the Board, VCAT Legal Practice List, the Victorian Legal Admissions Board, the Commissioner, and payments to professional associations for continuing legal education programs and other programs are debited to this account.

The Board has two operating bank accounts for administration purposes:

- › Practising certificate fees – for the receipt of practising certificate fees; and
- › General Account – for the payment of expenses incurred in carrying out its functions other than grants made from the Distribution Account and receipt of income.

Statutory Deposit Account – section 137

Each law practice or approved clerk with trust accounts has an individual Statutory Deposit Account (SDA) held in their name by the Board; the balance in this account is linked to their trust account. The SDA balance in the Board's financial statements is the sum of the individual SDAs.

Law practices or approved clerks with trust accounts must deposit the "required deposit amount" (if any) into the SDA on a quarterly basis. The required deposit amount is 70% of the sum of the lowest daily balance in their trust account at any time during the quarter plus the SDA balance on the last day of the previous quarter (section 79(1)) unless the calculated figure using that formula in respect of any quarter is less than \$10,000, in which case the required deposit amount in respect of that quarter is zero (section 79(2)).

Distribution Account – section 138

The Act requires that 50% of the amount standing to the credit of the General Account at 30 June is transferred to the Distribution Account during the following year.

Funding and grants made under sections 143 and 146 for Victoria Legal Aid and section 144 for law-related services and activities are paid from the Distribution Account. Grants are approved by the Board and amounts are decided with consideration given to available resources.

2.2 Legal Practitioners' Fidelity Fund

The Board must maintain a fund called the Fidelity Fund under section 121 of the Act. All monies held in the Fidelity Fund are kept separate from any other money held by the Board and are in trust.

Receipts include Fidelity Fund contributions and levies, income from investments of the Fidelity Fund, monies transferred from the Public Purpose Fund (General Account), and monies received as a result of the exercise of any right or remedy arising from the claim.

Payments include any claim including interest, costs and disbursements allowed against the Fund, and legal and other expenses incurred by the Board in investigating or defending claims against the Fund.

The Commissioner

The Commissioner is an independent statutory office holder accountable to the Victorian Parliament. Ms Fiona McLeay is the Commissioner.

The Commissioner is responsible for the following objectives as specified in Chapter 5 of the Act:

- › to provide a framework for the timely and effective resolution of disputes or issues between clients and lawyers or law practices;
- › to provide a scheme for the discipline of the Australian legal profession, in the interests of the administration of justice and for the protection of clients of law practices and the public generally; and
- › to monitor, promote and enforce the professional standards, competence and honesty of the Australian legal profession.

In addition to this, the Commissioner has an important educative role which involves:

- › educating lawyers about issues of concern to the legal profession and consumers of legal services; and
- › educating the community about legal issues and the rights and obligations that flow from the client-lawyer relationship.

3 FUNDING DELIVERY OF OUR SERVICES – INCOME FROM TRANSACTIONS

The Board predominantly earns interest income from Law Practice Residual Trust Accounts and Statutory Deposit Accounts, as well as investment distribution income from the investment portfolios of the Public Purpose Fund and Fidelity Fund. In addition, the Board receives income from practising certificate fees and Fidelity Fund contributions as it is responsible for the registration of all lawyers in Victoria.

All income received by the Board is generally required to be paid into the Public Purpose Fund, with the exception of Fidelity Fund contributions which is paid into the Legal Practitioners' Fidelity Fund.

Other income of the Board and Commissioner includes other interest, fines and cost recoveries.

3.1 Interest and distribution income

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Distributions from investments	42,022	30,023
Interest on Statutory Deposit Account	94,818	109,944
Interest on Law Practice Residual Trust Accounts	133,138	137,592
Interest on operating accounts	13,414	10,164
Total Public Purpose Fund interest and distributions	283,392	287,723
FIDELITY FUND		
Distributions from investments	3,231	2,381
Interest on operating account	774	686
Total Fidelity Fund interest and distributions	4,005	3,067
Total interest and distributions	287,397	290,790

Interest income includes interest received on bank accounts, bank term deposits and other investments. Interest income is recognised using the effective interest method which allocates interest over the relevant period.

Distribution income is recognised when the right to receive payment is established. Distributions represent the income arising from the entity's investments in financial assets, net of any applicable management fees.

Distribution income should be considered in conjunction with the net gains/(losses) on financial instruments arising from changes in fair value to assess total investment returns for the year (refer to Note 9.1).

3.2 Practising certificate fees and fidelity fund contributions

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Distributions from investments	12,627	11,589
FIDELITY FUND		
Fidelity Fund contributions	4,084	3,855
Total Practising certificate fees and Fidelity Fund contributions	16,711	15,444

Practising certificate fees are prescribed under section 73 of the Act in order to engage in legal practice in Australia. The fees for an application for the grant or renewal of an Australian practising certificate are payable by practitioners where their principal place of practice is Victoria. The practicing year runs from 1 July to 30 June, with fees payable annually in advance. Practising certificate fees attributable to the current financial year are recognised as revenue. Fees relating to future periods are accounted for as income received in advance (refer to Note 6.3).

Fidelity Fund contributions are determined by the Board pursuant to section 128 of the Act. Practising certificate fees are to be accompanied by a contribution to the Fidelity Fund pursuant to section 73 of the Act for certain classes of practitioners. Fidelity Fund contributions for the financial year 1 July 2025 to 30 June 2026 are payable prior to 30 June 2025. This income has been accounted for as income received in advance (refer to Note 6.3).

3.3 Other income

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Income from fines	32	6
Income from Commissioner - asset usage	906	902
Sundry income	225	228
Total Public Purpose Fund other income	1,163	1,136
FIDELITY FUND		
Fidelity Fund recoveries	1,172	4
Total Fidelity Fund other income	1,172	4
VICTORIAN LEGAL SERVICES COMMISSIONER		
Board funding to the Commissioner	32,591	19,844
Employee benefits recharged	17,448	12,027
Income from the Board - asset usage	7	7
Costs recoveries	46	58
Total Commissioner other income	50,092	31,936
Elimination of inter-entity income	(50,951)	(32,779)
Total other income	1,476	297

The Board receives income from fines and the Commissioner receives income from cost order recoveries. Fines and cost orders granted are recognised when the amount of revenue can be measured reliably, the settlement date is determined or agreed and it is probable that the economic benefits associated with the transaction will flow to the Board or the Commissioner.

Fidelity Fund recoveries are received by the Board as a result of the exercise of a right and remedy. The recoveries are recognised when received.

Income for asset usage relates to inter-entity charges between the Commissioner and the Board for use of assets i.e. recharge of depreciation. These charges are eliminated upon consolidation.

Board funding to the Commissioner and the employee benefit recharged are inter-entity recoveries from the Board and these are eliminated upon consolidation.

4 COST OF DELIVERING SERVICES – EXPENSES FROM TRANSACTIONS

This section provides an account of the expenses incurred by the Board and the Commissioner in carrying out their responsibilities. The Board is responsible for regulating the legal profession in Victoria while the Commissioner is responsible for handling complaints about lawyers and educating lawyers and the community about legal issues.

Recharges of services between the Board and the Commissioner

Where expenses for costs such as occupancy, depreciation and other relevant operating costs have been incurred in the normal course of operations by either the Board or the Commissioner, on behalf of the other, these costs have been apportioned and expenses recovered.

4.1 Employee benefits in the comprehensive operating statement

	2025 \$'000	2024 \$'000
VICTORIAN LEGAL SERVICES COMMISSIONER		
Salaries and wages, annual leave, long service leave	(34,258)	(25,116)
Superannuation contributions	(3,292)	(2,373)
Other employee on-costs and training	(2,750)	(1,962)
Termination benefits	(258)	(34)
Board and Committee member fees	(369)	(366)
Total employee benefits expense	(40,927)	(29,851)

Employee expenses include all costs related to employment including wages and salaries, leave entitlements, superannuation contributions, fringe benefits tax, payroll tax, Workcover premiums, staff training and development and termination benefits.

Termination benefits are payable when employment is terminated before normal retirement date, or when an employee accepts an offer of benefits in exchange for the termination of employment. Termination benefits are recognised when the Commissioner is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits as a result of an offer made to encourage voluntary redundancy.

Under section 59 of the Act, staff supporting the activities of the Board are classified as employees of the Commissioner, who employs all staff under Part 3 of the *Public Administration Act 2004*. The Commissioner recharges staff costs to the Board for those staff undertaking Board functions.

4.1.2 Employee benefits in the balance sheet

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2025 \$'000	2024 \$'000
CURRENT EMPLOYEE PROVISIONS		
Annual leave	1,965	1,584
Long service leave	1,975	1,650
Provisions for on-costs	806	652
Total current provisions for employee benefits	4,746	3,886
NON-CURRENT PROVISIONS		
Employee benefits	1,030	689
Provisions for on-costs	192	126
Total non-current provisions for employee benefits	1,222	815
Total employee benefits and related on-costs	5,968	4,701

Wages and salaries, annual leave and sick leave

Liabilities for salaries and wages (including non-monetary benefits and annual leave) are recognised as part of the provision for employee benefits as current liabilities.

The liability for salaries and wages is recognised in the balance sheet at remuneration rates which are current at the reporting date. As the Board and the Commissioner expect the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as the Board and Commissioner do not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the comprehensive operating statement as it is taken.

Long service leave (LSL)

Unconditional LSL is disclosed as a current liability; even where the Commissioner does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

- undiscounted value – if the Board or Commissioner expects to settle within 12 months; and
- present value – if the Board or Commissioner does not expect to settle within 12 months.

Conditional LSL is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL liability is measured at present value.

Any gain or loss following revaluation of the present value of non-current LSL liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' (refer to Note 9.1) in the net result.

Employee on-costs

Employee on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Superannuation

Employees are entitled to receive superannuation benefits. Superannuation contributions paid or payable for the reporting period are included as part of employee benefits in the comprehensive operating statement.

4.2 Funding and grants expenses

PUBLIC PURPOSE FUND	2025 \$'000	2024 \$'000
Funding and grants allocated from the Distribution Account		
Other funding		
Victoria Legal Aid	62,841	50,800
Department of Justice and Community Services	6,279	-
Court Services Victoria	4,562	-
Victorian Law Reform Commission	2,937	2,338
Victoria Law Foundation	3,598	2,942
Justice Connect	1,982	1,622
Grants		
Major grants and projects	22,212	9,224
Total funding and grants allocated from the Distribution Account	104,411	66,926
Funding allocated from the General Account		
Funding to perform functions under the Act		
Victorian Civil and Administration Tribunal - Legal Practice List	1,336	1,290
Victorian Legal Admissions Board	2,103	1,810
Professional association programs to the Law Institute and Victorian Bar	8,355	5,246
Department of Justice and Community Services	900	-
Law Library of Victoria	768	812
Legal Profession Uniform Framework	689	635
Total funding allocated from the General Account	14,151	9,793
Total funding and grants	118,562	76,719

Funding and grants are paid from either the Distribution Account or General Account of the Board's Public Purpose Fund (refer to Note 2) as follows:

Funding represents payments made to law-related entities in performing functions under the Act or other funding allowed for under the Act. Other payments are recognised in the reporting period in which they are paid or payable.

Grant expenses are discretionary contributions of the Board's resources to another party for specific or general purposes where there is no expectation that the amount will be repaid in equal value (either by money, goods or services). Amounts granted from year to year vary depending on the level of discretionary resources available.

Grants can either be operating or capital in nature. Grants can be paid as general purpose grants, which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Grant expenses are recognised in the reporting period in which they are paid or payable. All grants take the form of monetary payments.

4.3 Legal expenses

	2025 \$'000	2024 \$'000
Legal expenses		
Investigations	2,055	2,100
Litigation and other legal expenses	2,329	1,501
External interventions	4,067	2,331
Compliance audits	454	457
Total legal expenses	8,905	6,389

Legal expenses are legal fees and associated costs incurred by the Board and the Commissioner in regulating the legal profession in Victoria and handling complaints about lawyers. Legal fees are recognised in the reporting period in which they are paid or payable.

4.4 Other operating expenses

	2025 \$'000	2024 \$'000
Other operating expenses		
Information technology	3,498	2,831
Occupancy	1,639	824
Administration	1,330	1,202
External audit fees	81	86
Internal audit fees	39	139
Investment advice ⁽ⁱ⁾	1,879	2,034
Consultants	3,591	5,171
Other staff costs	104	72
Community and education	46	23
Sponsorships	150	165
Total other operating expenses	12,357	12,547

(i) VLSB+C appointed JBWere as their new investment advisor in August 2023. Fees represent their annual investment management fee plus performance fees (pro rated) of the International Infrastructure Wholesale Fund.

Other operating expenses generally represent the day to day running costs incurred in normal operations. Operating expenses are recognised as an expense in the reporting period in which they are incurred.

The following lease payments are recognised on a straight-line basis:

- Short-term leases – leases with a term 12 months or less; and
- Low value leases – leases where the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

Variable lease payments that are not included in the measurement of the lease liability (i.e. variable lease payments that do not depend on an index or a rate and which are not, in substance fixed), are recognised in the comprehensive operating statement in the period in which the event or condition triggers those payments.

5 ASSETS TO SUPPORT THE DELIVERY OF SERVICES

The Board and Commissioner controls infrastructure and investments that are utilised in conducting its activities and fulfilling its objectives.

Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 8.3 in connection with how those fair values were determined.

The Board and Commissioner entered into a 10-year accommodation lease in February 2024. The right-of-use asset is presented in the below notes and associated right-of-use liability is presented in note 7.3.1.

5.1 Plant and equipment

Public Administration	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Computer equipment at fair value	1,153	949	(955)	(940)	198	9
Office equipment at fair value	65	135	(24)	(57)	41	78
Right-of-use assets at fair value	8,994	13,874	(1,227)	(5,012)	7,767	8,862
Leasehold improvements at fair value	6,469	3,106	(554)	(3,047)	5,915	59
Office furniture and fittings at fair value	1,200	55	(162)	(33)	1,038	22
Assets under construction at cost ⁽ⁱ⁾	-	5,696	-	-	-	5,696
Total plant and equipment	17,881	23,815	(2,922)	(9,089)	14,959	14,726

(i) Costs relate to the fit out of the new accommodation premises.

2025 Public Administration	Computer equipment at fair value	Office equipment at fair value	Right-of-use assets at fair value	Leasehold improvements at fair value	Office furniture and fittings at fair value	Assets under construction at cost	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Opening balance	9	78	8,862	59	22	5,696	14,726
Additions	273	49	-	1,064	868	-	2,254
Disposals	(1)	(74)	-	-	-	-	(75)
Transfer in/out of assets under construction	-	-	-	5,404	292	(5,696)	-
Depreciation	(83)	(12)	(1,095)	(612)	(144)	-	(1,946)
Closing balance	198	41	7,767	5,915	1,038	-	14,959

The following tables are subsets of buildings, plant, equipment and vehicles by right-of-use assets.

5.1.1 Total right-of-use assets: buildings, plant, equipment and vehicles

Public Administration	Gross carrying amount		Accumulated depreciation		Net carrying amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Buildings at fair value ⁽ⁱ⁾	8,893	13,774	(1,192)	(4,995)	7,701	8,779
Plant, equipment and vehicles at fair value	101	101	(35)	(18)	66	83
Net carrying amount	8,994	13,875	(1,227)	(5,013)	7,767	8,862

(i) VLSB+C relocated to new premises in August 2024.

2025	Buildings at fair value	Plant, equipment and vehicles at fair value
Public Administration	\$'000	\$'000
Opening balance	8,779	83
Additions	-	-
Disposals	-	-
Depreciation	(1,078)	(17)
sale	-	-
Closing balance	7,701	66

Initial recognition

Items of plant and equipment are measured initially at cost. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition.

The cost of a leasehold improvement is capitalised as an asset and depreciated over the shorter of the remaining term of the lease or the estimated useful life of the improvements.

The costs of property, plant and equipment under construction includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 8.3 in connection with how those fair values were determined.

The initial cost of property, plant and equipment under a lease that is recognised as a right-of-use asset is measured at amounts equal to the present value of the unpaid lease payments at the commencement date, adjusted for any lease payments made at or before the commencement date less any lease incentive received.

The Board and the Commissioner have adopted a policy of only capitalising both physical and intangible assets with a cost exceeding \$5,000. All assets with a value of \$5,000 or less are expensed on acquisition.

Subsequent measurement

Property, plant and equipment (PPE) as well as right-of-use assets under leases are subsequently measured at fair value less accumulated depreciation and impairment. Fair value is determined with regard to the asset's highest and best use (considering legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset) and is summarised on the following pages by asset category. In addition, for right-of-use assets the net present value of the remaining lease payments is often the appropriate proxy for fair value of relevant right-of-use assets.

Right-of-use assets under leases are subsequently measured at fair value. The Board and the Commissioner depreciate right-of-use assets on a straight line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful life of right-of-use assets are determined on the same basis as PPE and also subject to revaluation. As at 30 June 2025, the Board and the Commissioner right-of-use assets did not require an adjustment to their values.

In addition, the right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain re-measurements of the lease liability.

Vehicles are valued using the current replacement cost method.

Impairment of non-financial assets

Non-financial physical assets, including items of plant and equipment, are tested for impairment whenever there is an indication that the asset may be impaired.

The assets concerned are tested as to whether their carrying value exceeds their recoverable amount. Where an asset's carrying value exceeds its recoverable amount, the difference is written off as an 'other economic flow-included in net result', except to the extent that the write-down can be debited to an asset revaluation surplus account applicable to that class of asset.

5.1.2 Depreciation and amortisation

All plant and equipment and other non-financial physical assets that have finite useful lives are depreciated and intangible produced assets with finite useful lives are amortised. Depreciation is calculated on a straight-line basis over its estimated useful life.

Right-of-use assets are depreciated over the shorter of the asset's useful life and the lease term.

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

Useful life

Estimated useful lives for the different asset classes for current and prior years are included in the table below:

CLASS OF ASSET	Useful life 2025
Leasehold asset and improvements	10 years
Right-of-use assets	5 to 10 years
Office equipment	5 to 10 years
Office furniture and fittings	5 to 10 years
Computer equipment	3 to 5 years
Motor vehicles	3 years
Intangible assets (capitalised software development costs)	5 years

5.2 Investments and other financial assets

Investments are categorised as financial assets at fair value through net result and include fixed interest, equities and funds under management that are managed externally by independent investment advisers. Investments are held in the Public Purpose Fund and the Fidelity Fund in line with the Board's investment policy and objectives.

	Public Purpose Fund	Fidelity Fund	Total
2025			
CURRENT - INVESTMENTS	\$'000	\$'000	\$'000
Cash	15,000	36,029	51,029
Credit	289,071	9,678	298,749
Government bonds	196,998	1,054	198,052
Real assets	139,396	2,271	141,667
Equity - domestic	175,849	6,951	182,800
Equity - international	204,224	11,772	215,996
Uncorrelated strategies	22,776	-	22,776
Total investments	1,043,314	67,755	1,111,069
	Public Purpose Fund	Fidelity Fund	Total
CURRENT - OTHER FINANCIAL ASSETS			
Term deposits - Operating cash	-	13,000	13,000
Term deposits - Distribution account	105,000	-	105,000
Total investments and other financial assets	1,148,314	80,755	1,229,069
	Public Purpose Fund	Fidelity Fund	Total
2024			
CURRENT - INVESTMENTS	\$'000	\$'000	\$'000
Cash	-	30,020	30,020
Credit	240,852	9,336	250,188
Government bonds	160,860	1,020	161,880
Real assets	135,918	1,946	137,864
Equity - domestic	152,397	7,887	160,284
Equity - international	212,746	14,312	227,058
Uncorrelated strategies	11,751	-	11,751
Total investments	914,524	64,521	979,045
	Public Purpose Fund	Fidelity Fund	Total
CURRENT - OTHER FINANCIAL ASSETS			
Term deposits - Operating cash	-	10,000	10,000
Term deposits - Distribution account	105,000	-	105,000
Total investments and other financial assets	1,019,524	74,521	1,094,045

(i) The VLSB+C does not engage in active hedging. Hedging is performed by the managed investment. Balances represent the strategic asset allocation in line with VLSB+C revised investment strategy.

Investments and other contractual financial assets are not past due and not impaired as at 30 June 2025 (and 30 June 2024).

6 OTHER ASSETS AND LIABILITIES

6.1 Receivables

PUBLIC PURPOSE FUND	2025 \$'000	2024 \$'000
Contractual receivables		
Trade receivables	41	29
Allowance for impairment losses of contractual receivables	(26)	(16)
Accrued investment distributions	11,608	15,869
Accrued interest - Residual Trust Accounts	10,173	11,481
Accrued interest - Statutory Deposit Accounts	7,423	8,095
Accrued other interest and income	1,790	2,095
Total contractual receivables	31,009	37,553
Statutory receivables		
GST recoverable	381	575
Total statutory receivables	381	575
Total Public Purpose Fund receivables	31,390	38,128
FIDELITY FUND		
Contractual receivables		
Cost recovery - Fidelity Fund Claims	900	-
Accrued investment distributions	529	929
Accrued interest	205	93
Total Fidelity Fund receivables	1,634	1,022
VICTORIAN LEGAL SERVICES COMMISSIONER		
Contractual receivables		
Trade receivables	496	523
Provision for impairment of receivables	(195)	(183)
Total Victorian Legal Services Commissioner receivables	301	340
Total receivables	33,325	39,490

Receivables consist of:

- **Contractual receivables** are classified as financial instruments and categorised as 'financial assets at amortised cost', e.g. debtors in relation to goods and services. They are initially recognised at fair value plus any directly attributable transaction costs. Subsequent to initial measurement, they are measured at amortised cost using the effective interest method, less any impairment.
- **Statutory receivables** do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments for disclosure purposes. They are accounted for in accordance with AASB 9 where initially recognised at fair value plus any directly attributable transaction costs.

Details about the Board and Commissioner's impairment policies and expected credit losses for contractual receivables are set out in Note 8.1.3.

6.2 Payables

CURRENT PAYABLES	2025 \$'000	2024 \$'000
Public Purpose Fund		
Contractual payables and accrued expenses	4,942	4,548
Total Public Purpose Fund current payables	4,942	4,548
Fidelity Fund		
Contractual payables and accrued expenses	6	25
Total Fidelity Fund current payables	6	25
Victorian Legal Services Commissioner		
Contractual payables and accrued expenses	1,185	1,665
Total Victorian Legal Services Commissioner current payables	1,185	1,665
Total current payables	6,133	6,238
NON-CURRENT PAYABLES		
Total payables	6,133	6,238

Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to the Board and the Commissioner prior to the end of the financial year that are unpaid, and arise when the Board or the Commissioner become obliged to make future payments in respect of the purchase of those goods and services.

Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from a contract.

Payables for supplies and services have an average credit period of 30 days. The terms and conditions of amounts payable for other liabilities vary according to the particular agreements.

All contractual payables and statutory deposit account balances have a maturity period of 30 days or less.

6.3 Income in advance

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Practising certificate fees	13,260	12,585
FIDELITY FUND		
Fidelity Fund contributions	3,951	3,711
Total income received in advance	17,211	16,296

Income received in advance (contract liabilities under AASB 15) includes practising certificate fees and Fidelity Fund contributions for the financial year 1 July 2025 to 30 June 2026 that are payable prior to 30 June 2025.

6.4 Other provisions

	Note	2025 \$'000	2024 \$'000
CURRENT PROVISIONS			
Fidelity Fund claims provision			
Fidelity Fund current provision for claims lodged and anticipated	6.4.1	3,200	2,350
Total current Fidelity Fund claims provision		3,200	2,350
NON-CURRENT PROVISIONS			
Fidelity Fund non-current provision for claims lodged and anticipated	6.4.1	14,130	14,150
Total non-current provisions		14,130	14,150
Total provisions		17,330	16,500

Provisions are recognised when the Board or the Commissioner has a present obligation, the future sacrifice of economic benefits is probable, and the amount of the provision can be measured reliably. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows, using the discount rate that reflects the time value of money and risks specific to the provision.

6.4.1 Fidelity Fund claims provision

The Board appoints actuaries to independently determine the liability of the Legal Practitioners Fidelity Fund as at 30 June 2025. The Board has recognised a provision for Fidelity Fund liabilities based on the actuarial assessment.

The assessment considers outstanding claims in respect of claims incurred but not yet paid, claims incurred but not yet lodged (IBNL), and the anticipated direct and indirect costs of settling those claims.

IBNL claims are incidents where a defalcation has occurred but the claim amount has not yet been lodged. IBNL claims arise from solicitors in respect of whom some claims amounts have already been lodged as well as solicitors whose defalcations have yet to be discovered.

The following discount rates were used in estimating the liability for outstanding claims. No explicit rate of defalcation is adopted. Defalcations are assumed to increase at the same rate as experienced in the past.

CLAIMS EXPECTED TO BE PAID	2025	2024
Later than one year discount rate ⁽ⁱ⁾	3.89%	4.27%

(i) The discount rate shown above for the discounting of the outstanding defalcations liability as at 30 June 2025 is a term structure of rates based on current yields for medium term dated Commonwealth Government bonds.

	2025 \$'000	2024 \$'000
Estimated outstanding defalcation liability as at 30 June		
Undiscounted liability of lodged claims	2,455	3,690
Plus: Estimated liability for claims incurred but not lodged	11,243	9,520
Estimated undiscounted liability for incurred defalcations	13,698	13,210
Plus/(minus) adjustments		
Less: Discounted to net present value	(2,272)	(2,250)
Plus: Internal management expenditure	1,905	1,740
Plus: Risk margin (30%) (2024: 30%)	3,999	3,800
Net provision per actuarial report	17,330	16,500
Net provision including allowance for costs	17,330	16,500

	2025 \$'000	2024 \$'000
Reconciliation of movements in provision		
Opening balance	16,500	16,350
(Reductions) / additions in provisions recognised	830	150
Closing balance	17,330	16,500

7 HOW WE FINANCE OUR OPERATIONS

This note provides information on the sources of finance utilised by the Board and the Commissioner during its operations, along with other information related to financing activities of the Board and Commissioner.

This note includes disclosures of balances that are financial instruments (such as cash balances). Note 8.1.3 provides additional, specific financial instrument disclosures.

7.1 Cash flow information and balances

7.1.1 Reconciliation of cash and cash equivalents

CASH AND CASH EQUIVALENTS	2025 \$'000	2024 \$'000
Public Purpose Fund		
General Account		
General operating account	192,259	52,012
Practising Certificate Fees account	2,601	2,109
Term Deposits - Current	-	30,000
Investment cash account	42,461	53,258
Inter-entity balance - Fidelity Fund	(2,138)	(1,887)
Total General Account	235,183	135,492
Distribution Account	96	67,172
Statutory Deposit Account - cash trust accounts	2,035,451	1,936,166
Total Public Purpose Fund - cash and cash equivalents	2,270,730	2,138,830
Fidelity Fund		
Fidelity Fund operating account	6,422	5,048
Investment cash account	10,092	8,182
Total Fidelity Fund - cash and cash equivalents	16,514	13,230
Victorian Legal Services Commissioner		
Inter-entity balance - Board	2,138	1,887
Total amounts eliminated	2,138	1,887
Balances per cash flow statement and balance sheet	2,289,382	2,153,947

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank, deposits at call and those highly liquid investments with an original maturity of three months or less, which are held for the purpose of meeting short-term cash commitments rather than for investment purposes, and are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

7.1.2 Funds Administered

	Cash and cash equivalents (Note 7.1.1)	Investments and other assets and liabilities	Total
2025	\$'000	\$'000	\$'000
PUBLIC PURPOSE FUND			
General Account	194,860	458,870	653,730
Investment Cash Account	42,461	-	42,461
Less: Inter-entity - due to Commissioner	-	(9,295)	(9,295)
Net General Account	237,321	449,575	686,896
Distribution Account	96	105,000	105,096
Statutory Deposit Account	2,035,451	598,904	2,634,355
Total Public Purpose Fund	2,272,868	1,153,479	3,426,347
FIDELITY FUND			
Total Fidelity Fund	16,514	77,532	94,046
Total Board and Commissioner funds administered	2,289,382	1,231,011	3,520,393

	Cash and cash equivalents (Note 7.1.1)	Investments and other assets and liabilities	Total
2024	\$'000	\$'000	\$'000
PUBLIC PURPOSE FUND			
General Account	54,121	330,148	384,269
Investment Cash Account	53,258	-	53,258
Term Deposits - Current	30,000	-	30,000
Less: Inter-entity - due to Commissioner	-	(4,142)	(4,142)
Net General Account	137,379	326,006	463,385
Distribution Account	67,172	105,000	172,172
Statutory Deposit Account	1,936,166	598,904	2,535,070
Total Public Purpose Fund	2,140,717	1,029,910	3,170,627
FIDELITY FUND			
Total Fidelity Fund	13,230	74,521	87,751
Total Board and Commissioner funds administered	2,153,947	1,104,431	3,258,378

7.2 Statutory deposit account balances

Each law practice or approved clerk with Trust Accounts has an individual Statutory Deposit Account (SDA) held in their name by the Board; the balance in this account is linked to their Trust Account. The liability represents the total sum of their individual SDA balances. Refer to Note 2.1 for further detail on the SDA.

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Current		
Bank - Statutory Deposit Account	2,634,355	2,535,071
Total Statutory Deposit Account balances	2,634,355	2,535,071

	2025 \$'000	2024 \$'000
PUBLIC PURPOSE FUND		
Cash trust accounts	2,035,451	1,936,167
Credit	167,963	167,963
Government bonds	120,961	120,961
Real assets	110,717	110,717
Equity - domestic	62,385	62,385
Equity - international	136,878	136,878
Total Statutory Deposit Account balances	2,634,355	2,535,071

7.3 Leases

The Board and Commissioner's leases comprise of the office premises and motor vehicles.

The Board and Commissioner's property lease term includes the term stated in the contract adjusted for any options period (i.e. extension options) if the options are reasonably certain of being exercised.

Leases related to motor vehicles are leased through the VicFleet lease facility. The lease term is the period over which the vehicle is to be leased.

Right-of-use assets are presented in Note 5.1.1.

7.3.1 Lease liabilities payable

	Minimum future lease payments	
	2025 \$'000	2024 \$'000
Lease liabilities payable		
Not longer than 1 year	1,149	1,176
Longer than 1 year but not longer than 5 years	5,096	4,874
Longer than 5 years	6,507	7,878
Minimum future lease payments	12,752	13,928
Less future finance charges	(3,710)	(4,390)
Present value of minimum lease payments	9,042	9,538

Interest expense

Interest expense includes the interest component on lease repayments. The Board and Commissioner's interest expense at 30 June 2025 was \$680K (2024: \$288K). Interest expense is recognised as an expense in the period in which it is incurred.

Recognition and measurement of leases as a lessee

Lease liability – initial measurement

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable.

Lease payments included in the measurement of the lease liability comprise the following:

- › fixed payments (including in-substance fixed payments) less any lease incentive receivable;
- › variable payments based on an index or rate, initially measured using the index or rate as at the commencement date;
- › amounts expected to be payable under a residual value guarantee; and
- › payments arising from purchase and termination options reasonably certain to be exercised.

Lease liability – subsequent measurement

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in-substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right-of-use asset is already reduced to zero.

Presentation of right-of-use assets and lease liabilities

VLSB+C presents right-of-use assets as 'property plant and equipment' unless they meet the definition of investment property, in which case they are disclosed as 'investment property' in the balance sheet.

7.4 Commitments for expenditure

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are disclosed by way of a note at their nominal value and inclusive of the goods and services tax (GST).

Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
2025	\$'000	\$'000	\$'000	\$'000
Operating commitments	2,154	128	-	2,282
Capital commitments	-	-	-	-
Other commitments ⁽ⁱ⁾	13,451	12,877	-	26,328
Total commitments (inclusive of GST)	15,605	13,005	-	28,610
Less GST recoverable	196	11	-	207
Total commitments (exclusive of GST)	15,409	12,994	-	28,403

(i) Other commitments represent major project, regulatory, non-regulatory, and distribution grants.

	Less than 1 year	Between 1 and 5 years	Over 5 years	Total
2024	\$'000	\$'000	\$'000	\$'000
Operating commitments	5,274	4,134	-	9,408
Capital commitments	1,827	-	-	1,827
Other commitments ⁽ⁱ⁾	6,136	4,263	-	10,399
Total commitments (inclusive of GST)	13,237	8,397	-	21,634
Less GST recoverable	645	376	-	1,021
Total commitments (exclusive of GST)	12,592	8,021	-	20,613

(i) Other commitments represent major project, regulatory, non-regulatory, and distribution grants.

Statutory commitments

The Act requires that 50% of the Public Purpose Fund General Account balance as at 30 June each year is to be transferred to the Distribution Account in the following year.

The amount transferred from the 2024 General Account balance to the Distribution Account in 2025 was \$238.7m (2024: \$201.9m).

Funding under sections 143, 144 and 146 are paid to recipients from the Distribution Account as per section 138 of the Act. Recipients include Victoria Legal Aid, Victorian Law Reform Commission, Victoria Law Foundation and successful project and major grants applicants. For further details, refer to the Annual Report.

8 FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

The Board and Commissioner are exposed to risk from its activities and outside factors. In certain circumstances it is necessary to make reasonable judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information and those items that are contingent in nature and valuation judgements associated with fair valuation determination.

8.1 Financial instruments specific disclosures

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the Board and Commissioner's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such financial assets and financial liabilities do not meet the definition of financial instruments in AASB 132 Financial Instruments: Presentation.

Movements in the fair value of financial instruments will continue to be accounted for through net result.

8.1.1 Categories of financial instruments

Financial assets at amortised cost

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:

- › the assets are held by the organisation to collect the contractual cash flows; and
- › the assets' contractual terms give rise to cash flows that are solely payments of principal and interest.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

The Board and Commissioner recognise the following assets in this category:

- › cash and deposits;
- › receivables (excluding statutory receivables);
- › term deposits; and
- › certain debt securities.

Financial liabilities at amortised cost are initially recognised on the date they are originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method.

Financial instrument liabilities measured at amortised cost include all payables (excluding statutory payables), deposits held and advances received, and interest-bearing arrangements (including lease liabilities).

Financial assets and liabilities at fair value through net result are categorised as such at trade date, or if they are classified as held for trading or designated as such upon initial recognition. Financial instrument assets are designated at fair value through net result on the basis that the financial assets form part of a group of financial assets that are managed by the entity concerned based on their fair values, and have their performance evaluated in accordance with documented risk management and investment strategies.

Financial instruments at fair value through net result are initially measured at fair value and attributable transaction costs are expensed as incurred. Subsequently, any changes in fair value are recognised in the net result as other economic flows. Any distributions or interest on a financial asset is recognised in the net result from transactions. The Board recognises investments in equities and funds under management in this category.

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the assets have expired;
- the Board and Commissioner retains the right to receive cash flows from the asset, but have assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement;
- the Board and Commissioner have transferred their rights to receive cash flows from the asset and either:
 - have transferred substantially all the risks and rewards of the asset, or
 - have neither transferred nor retained substantially all the risks and rewards of the asset but have transferred control of the asset.

Where the Board and Commissioner have neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the Board and Commissioner's continuing involvement in the asset.

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the consolidated comprehensive operating statement. The carrying amounts of contractual financial assets and financial liabilities are disclosed below with loans between the Board and the Commissioner eliminated.

8.1.2 Financial instruments categorisation - Net holding gain/(loss) on financial instruments by category

	Carrying amount	Net/gain/(loss)	Total interest income/(expenses)	Fee income/(expenses)
2025	\$'000	\$'000	\$'000	\$'000
FINANCIAL ASSETS AT AMORTISED COST				
Cash and deposits				
Cash and deposits	2,289,382	-	147,326	-
Receivables	32,944	-	-	-
Term deposits	118,000	-	-	-
Total financial assets at amortised cost	2,440,326	-	147,326	-
FINANCIAL LIABILITIES AT AMORTISED COST				
Contractual payables and accrued expenses	6,133	-	-	-
Lease liabilities	9,042	-	(679)	-
Statutory Deposit Account balances	2,634,355	-	94,818	-
Total financial liabilities at amortised cost	2,649,530	-	94,139	-
FINANCIAL ASSETS AT FAIR VALUE THROUGH NET RESULT				
Investments and other contractual financial assets				
Funds under management	1,111,069	41,092	45,253	(1,879)
Total financial assets through net result	1,111,069	41,092	45,253	(1,879)
	Carrying amount	Net/gain/(loss)	Total interest income/(expenses)	Fee income/(expenses)
2024	\$'000	\$'000	\$'000	\$'000
FINANCIAL ASSETS AT AMORTISED COST				
Cash and deposits				
Cash and deposits	2,153,947	-	148,442	-
Receivables	38,915	-	-	-
Term deposits	115,000	-	-	-
Total financial assets at amortised cost	2,307,862	-	148,442	-
FINANCIAL LIABILITIES AT AMORTISED COST				
Contractual payables and accrued expenses	6,238	-	-	-
Lease liabilities	9,538	-	(288)	-
Statutory Deposit Account balances	2,535,071	-	109,944	-
Total financial liabilities at amortised cost	2,550,847	-	109,656	-
FINANCIAL ASSETS AT FAIR VALUE THROUGH NET RESULT				
Investments and other contractual financial assets				
Funds under management	979,045	42,924	32,404	(2,034)
Total financial assets through net result	979,045	42,924	32,404	(2,034)

8.1.3 Financial risk management objectives and policies

The Board and Commissioner use different methods to measure and manage the different risks to which it is exposed. Primary responsibility for identification and management of financial risks rests with the Finance, Risk and Audit Committee and Investment and Funding Committee.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement, and the basis on which income and expenses are recognised, with respect to each class of financial asset, financial liability and equity instrument above are disclosed in the relevant notes to the financial statements.

The main purpose in holding financial instruments is to prudentially manage the VLSB+C's financial risks within the government policy parameters.

The VLSB+C's main financial risks include liquidity risk, interest rate risk and equity price risk. The VLSB+C manages these financial risks in accordance with its financial risk management policy.

VLSB+C uses different methods to measure and manage the different risks to which it is exposed. Primary responsibility for the identification and management of financial risks rests with the Responsible Persons of VLSB+C.

Impairment of financial assets under AASB 9

VLSB+C records a provision for the relevant financial instruments by applying AASB 9's expected credit loss approach. Subject to AASB 9, impairment assessment includes contractual receivables and statutory receivables.

Equity instruments are not subject to impairment under AASB 9. Other financial assets measured at fair value through net result are not subject to impairment assessment under AASB 9. While cash and cash equivalents are also subject to the impairment requirements of AASB 9, no impairment loss was identified.

Contractual receivables at amortised cost

VLSB+C applies a simplified approach to measure expected credit losses for all contractual receivables using a lifetime expected loss allowance based on the assumptions about risk of default and expected loss rates.

Credit loss allowance is classified as other economic flows in the net result. Contractual receivables are written off when there is no reasonable expectation of recovery and impairment losses are classified as either a transaction expense or other economic flow in the net result.

Statutory receivables at amortised cost

VLSB+C's non-contractual receivables arising from statutory requirements are not financial instruments. However, they are nevertheless recognised and measured in accordance with AASB 9 requirements as if those receivables are financial instruments.

Statutory receivables are considered to have low credit risk, taking into account the counterparty's credit rating, risk of default and capacity to meet contractual cash flow obligations in the near term. As a result, the loss allowance recognised for these financial assets during the period was limited to 12 months of expected losses. No loss allowance has been recognised.

8.1.3 Financial risk management objectives and policies continued

Financial instruments: market risk

The Board is exposed to market risk which includes interest rate risk, equity price risk and foreign currency risk. The Commissioner is exposed to interest rate risk. Objectives, policies and processes used to manage each of these risks are disclosed on the next page.

Financial instruments: interest rate risk

Fair value interest rate risk is the risk that the fair value of a financial instrument will fluctuate because of changes in market interest rates.

The Board has significant exposure to both Australian and global fixed interest investments through funds under management.

The Board also has significant exposure to cash flow interest rate risk through its cash, term deposits and deposits that are at floating rates. Interest rate sensitivity analysis in the following section illustrates the potential impact of 25 basis points movement on the Board's revenue.

The Board manages this interest rate risk through:

- a diversified asset allocation strategy;
- the establishment and maintenance of Deeds of Arrangement with Approved Deposit Institutions; and
- SDA management contracts in place with Commonwealth Bank of Australia.

The diversified asset allocation strategy is reviewed at least annually and the banking arrangements are subject to periodic review and re-negotiation. Management monitors movement in interest rates on a daily basis.

The Commissioner does not hold any interest bearing instruments that are measured at fair value and therefore has no exposure to fair value interest rate risk.

The inter-entity loan balance owed by the Board to the Commissioner (which has been eliminated on consolidation) attracts no interest as, under the Act, the Board must only pay out of the Public Purpose Fund each year an amount determined by the Board to meet the expenses of, and discharge the liabilities incurred by, the Commissioner in performing functions under the Act during the year (section 141 of the Act).

The Board and Commissioner have no financial liabilities subject to movements in market rates and prices.

Interest rate exposure of financial instruments for the year ended 30 June 2025

2025	Weighted average interest rate	Interest rate exposure			
		Carrying amount	Fixed interest rate	Variable interest rate	Non- interest bearing
	%	\$'000	\$'000	\$'000	\$'000
FINANCIAL ASSETS⁽ⁱ⁾					
Cash and cash equivalents	4.73%	2,289,382	-	2,289,382	-
Receivables					
Trade receivables		316	-	-	316
Accrued investment distributions		12,137	-	-	12,137
Accrued interest - Statutory Deposit Account		7,423	-	-	7,423
Accrued interest - Residual Trust Account		10,173	-	-	10,173
Accrued other income		1,995	-	-	1,995
Investments and other contractual financial assets					
Funds under management	4.58%	1,111,069	28,000	563,238	519,831
Term deposits - operating cash	5.01%	118,000	118,000	-	-
Total financial assets		3,550,495	146,000	2,852,620	551,875
FINANCIAL LIABILITIES⁽ⁱ⁾					
Payables					
Payables and accrued expenses		6,133	-	-	6,133
Borrowings and deposits					
Lease liabilities	1.25%	9,042	9,042	-	-
Statutory Deposit Account balances		2,634,355	-	-	2,634,355
Total financial liabilities		2,649,530	9,042	-	2,640,488

(i) Excludes statutory financial assets and liabilities.

Interest rate exposure of financial instruments for the year ended 30 June 2024

2024	Weighted average interest rate	Interest rate exposure			
		Carrying amount	Fixed interest rate	Variable interest rate	Non- interest bearing
	%	\$'000	\$'000	\$'000	\$'000
FINANCIAL ASSETS⁽ⁱ⁾					
Cash and cash equivalents	4.79%	2,153,947	30,000	2,123,947	-
Receivables					
Trade receivables		353	-	-	353
Accrued investment distributions		16,798	-	-	16,798
Accrued interest - Statutory Deposit Account		8,095	-	-	8,095
Accrued interest - Residual Trust Account		11,481	-	-	11,481
Accrued other income		2,188	-	-	2,188
Investments and other contractual financial assets					
Funds under management	4.75%	979,045	62,989	379,099	536,957
Term deposits - operating cash	4.98%	115,000	115,000	-	-
Total financial assets		3,286,907	207,989	2,503,046	575,872
FINANCIAL LIABILITIES⁽ⁱ⁾					
Payables					
Payables and accrued expenses		6,238	-	-	6,238
Borrowings and deposits					
Lease liabilities	1.25%	9,538	9,538	-	-
Statutory Deposit Account balances		2,535,071	-	-	2,535,071
Total financial liabilities		2,550,847	9,538	-	2,541,309

(i) Excludes statutory financial assets and liabilities.

Interest rate sensitivity analysis

The Board and Commissioner's sensitivity to market risk is determined based on the observed range of actual historical data for the preceding five-year period, with all variables other than the primary risk variable held constant. The Board's fund managers cannot be expected to predict movements in market rates and prices. Sensitivity analyses shown are for illustrative purposes only.

Sensitivity analysis is presented in the table below for a movement of 25 basis points up and down.

	Carrying amount	Interest rate exposure			
		-25 basis points (2024: -25 basis points)		+25 basis points (2024: +25 basis points)	
		Net result	Equity	Net result	Equity
2025	\$'000	\$'000	\$'000	\$'000	\$'000
CONTRACTUAL FINANCIAL ASSETS					
Cash and cash equivalents	2,289,382	(5,723)	(5,723)	5,723	5,723
Term deposits - operating cash	118,000	(295)	(295)	295	295
Investments	1,111,069	(1,370)	(1,370)	1,370	1,370
Total impact		(7,388)	(7,388)	7,388	7,388
2024					
CONTRACTUAL FINANCIAL ASSETS					
Cash and cash equivalents	2,153,947	(5,385)	(5,385)	5,385	5,385
Term deposits - operating cash	115,000	(288)	(288)	288	288
Investments	979,045	(1,105)	(1,105)	1,105	1,105
Total impact		(6,778)	(6,778)	6,778	6,778

Residual Trust accounts

The above analysis does not reflect the impact on the Board's revenue from interest rate changes on returns from Residual Trust accounts. Under the provisions of the Act, the Board receives interest from Approved Deposit Institutions for funds deposited in non-SDA Residual Trust accounts held by legal practitioners or approved clerks.

The quantum of interest received on residual trust funds for the year ended 30 June 2025 was \$133.1m (2024: \$137.6m). Based on a rolling average balance in Residual Trust Funds as at 30 June 2025 of \$3.79bn (2024: \$3.69bn), a 25 basis point movement would impact the revenue attributable to the Board by \$8.47m (2024: \$9.22m).

Equity price risk

The Board is exposed to equity price risk through its investments in listed and unlisted funds under management. Such investments are allocated and traded to match the approved investment objectives appropriate for the Board's liabilities.

The Board oversees the management of equity price risk throughout the year. The Board's objective of managing other price, foreign and interest risks is to minimise negative impacts on investment value due to the volatility of financial markets.

The Board has appointed JBWere as its external, independent investment advisor to review and provide recommendations on its investment strategies, asset allocation and fund managers. Management and JBWere closely monitor investment performance and provide reporting to the Funding and Investment Committee at each meeting.

The investment advisor and the Investment and Funding Committee is expected to manage this risk with parameters set by the Board and with appropriate oversight by management and the Board. The risk is managed through the appropriate diversification of funds under management as outlined in VLSB+C's Investment Policy Statement.

Equity price risk sensitivity

JBWere estimates that movements in equity price risk will be from negative 19% to positive 31% in the next 12 months. Management does not believe that it is possible to reasonably estimate the variables used further than for 12 months.

		Equity price risk			
		-19%		31%	
	Carrying amount	Net result	Equity	Net result	Equity
2025	\$'000	\$'000	\$'000	\$'000	\$'000
FINANCIAL ASSETS					
Investments at fair value through profit or loss ⁽ⁱ⁾	1,111,069	(107,015)	(107,015)	174,604	174,604
Total impact		(107,015)	(107,015)	174,604	174,604
2024					
FINANCIAL ASSETS					
Investments at fair value through profit or loss ⁽ⁱ⁾	979,045	(107,391)	(107,391)	107,391	107,391
Total impact		(107,391)	(107,391)	107,391	107,391

(i) Of investments totalling \$1.1B (2024: \$979M), \$563.2M are exposed to equity price movements (2024:\$537.0M).

8.2 Contingent Assets and Liabilities

Contingent assets and contingent liabilities are not recognised in the balance sheet, but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity. These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

At 30 June 2025 there were no contingent assets (2024: nil).

Contingent liabilities are also classified as either quantifiable or non-quantifiable and include:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- present obligations that arise from past events but are not recognised because it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

Quantifiable contingent liabilities

For the 2025/26 financial year, VLSB+C's Board approved funding agreements totalling \$217.8m with various partners to support legal regulation and access to justice in Victoria. These agreements are ongoing arrangements however remain contingent on approval by the Attorney-General on a year-to-year basis (2024: \$117.7m).

Non-quantifiable contingent liabilities

Other potential obligations that are non-quantifiable at this time arise from unclaimed monies, which may be subject to future claims by the general public against the State.

8.3 Fair value determination

Significant judgement: fair value measurements of assets and liabilities

Fair value determination requires judgement and the use of assumptions. This section discloses the most significant assumptions used in determining fair values. Changes to assumptions could have a material impact on the results and financial position of the Board and Commissioner.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- financial assets and liabilities at fair value through profit or loss
- plant and equipment.

The Board and Commissioner determine the policies and procedures for determining fair values for both financial and non-financial assets and liabilities as required.

Fair value hierarchy

In determining fair values, a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The three levels of the fair value hierarchy and fair value determination are as follows:

- Level 1 - the fair value of financial instruments with standard terms and conditions and traded in active liquid markets are determined with reference to quoted market prices;
- Level 2 - the fair value is determined using inputs other than quoted prices that are observable for the financial asset or liability, either directly or indirectly; and
- Level 3 - the fair value is determined in accordance with generally accepted pricing models based on discounted cash flow analysis using unobservable market inputs.

The Board and Commissioner determine whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

How fair value disclosures are structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- carrying amount and the fair value (which would be the same for those assets measured at fair value)
- valuation techniques.

8.3.1 Fair value determination of financial assets and liabilities

The Board and Commissioner currently holds a range of financial instruments that are recorded in the financial statements where the carrying amounts are a reasonable approximation of fair value, either due to the short term nature of the financial instruments or with the expectation that they will be paid in full by the end of the reporting period. These financial instruments include:

Financial assets	Financial liabilities
Cash and deposits	Payables
<i>Receivables</i>	➤ For supplies and services
➤ Practicing certificate income	➤ Amounts payable to government and agencies
➤ Accrued investment income	➤ Other payables
<i>Investments and other contractual assets</i>	➤ Statutory Deposit Account Balances
➤ Term deposits	➤ Lease liability
➤ Investments at fair value through profit or loss	

8.3.2 Fair value of financial assets and liabilities at amortised costs

The carrying amounts of the Board and Commissioner's cash and deposits, receivables (excluding statutory receivables), payables (excluding statutory payables) are reasonable approximations of their fair values as at 30 June 2025.

8.3.3 Fair value determination for financial assets at fair value through net result

The Board and Commissioner's managed investment schemes are carried at their fair values and are categorised within the following table:

	Carrying amount	Fair value measurement at end of reporting period using:		
		Level 1	Level 2 ⁽ⁱ⁾	Level 3 ⁽ⁱⁱ⁾
2025	\$'000	\$'000	\$'000	\$'000
Financial assets				
Investments at fair value through profit or loss	1,111,069	326,779	695,811	88,479
Total impact	1,111,069	326,779	695,811	88,479

	Carrying amount	Fair value measurement at end of reporting period using:		
		Level 1	Level 2	Level 3
2024	\$'000	\$'000	\$'000	\$'000
Financial assets				
Investments at fair value through profit or loss	979,045	169,538	673,589	135,918
Total impact	979,045	169,538	673,589	135,918

(i) Level 2 assets relate to managed funds and corporate bonds.

(ii) Level 3 assets relate to illiquid investments, with their assets valued occasionally and unit pricing sent through monthly by fund managers.

8.3.4 Fair value determination of non-financial assets

Capitalised plant and equipment, including right-of-use assets, of \$14.9m at 30 June 2025 (2024: \$14.7m) is measured at level 3 of the fair value hierarchy. There have been no transfers between levels during the period.

Motor vehicles are valued using the depreciated replacement cost method.

Plant and equipment is held at fair value. When plant and equipment is specialised in use, such that it is rarely sold other than as part of a going concern, fair value is determined using the depreciated replacement cost method.

There were no changes in valuation techniques throughout the period to 30 June 2025. For all assets measured at fair value, the current use is considered the highest and best use.

9 OTHER DISCLOSURES

9.1 Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. Other gains/(losses) from other economic flows include the gains or losses from:

- the revaluation of the present value of the long service leave liability due to changes in the bond interest rates; and
- reclassified amounts relating to available-for-sale financial instruments from the reserves to net result due to a disposal or derecognition of the financial instrument.

Other economic flows – by type

	2025 \$'000	2024 \$'000
Net gain/(loss) on financial instruments		
Net gain/(loss) on financial instruments arising from changes in fair value	41,092	42,924
Net gain/(loss) on disposal of financial instruments through net result	3,595	1,435
Total net gain/(loss) on financial instruments	44,687	44,359
Net gain/(loss) on non-financial instruments		
Net gains/(loss) on disposal of property, plant and equipment	(76)	18
Total net gain/(loss) on non-financial instruments	(76)	18
Other gains/(loss) from other economic flows		
Bad debts written off unilaterally and doubtful debts	(22)	36
Change due to actuarial valuations	(830)	(150)
Net gain/(loss) from the revaluation of present value of long service leave	(27)	52
Total other gains/(loss) from other economic flows	(879)	(62)
Total other economic flows included in net result	43,732	44,315

9.2 Responsible persons

In accordance with the Ministerial Directions issued by the Minister of Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

9.2.1 Names of responsible persons

The persons who held the positions of Responsible Minister, Board Member and Accountable Officer in the Victorian Legal Services Board and Victorian Legal Services Commissioner are as follows:

Position	Responsible person	Period
Attorney-General	The Hon Sonya Kilkeny MP	19 Dec 2024 to 30 June 2025
	The Hon. Jaclyn Symes MP	1 July 2024 to 18 Dec 2024
Accountable Officer	Ms Fiona McLeay	1 July 2024 to 30 June 2025
Chairperson	Mr Sam Hay KC	28 January 2025 to 30 June 2025
Chairperson	Ms Fiona Bennett	1 July 2024 to 27 January 2025
Board Member	Ms Liz Harris	1 July 2024 to 30 June 2025
Board Member	Dr Lynne Williams AM	1 July 2024 to 30 June 2025
Board Member	Ms Catherine Wolthuizen	1 July 2024 to 30 June 2025
Board Member	Mr Sam Hay KC	1 July 2024 to 27 January 2025
Board Member	Ms Jacinta Lewin	1 July 2024 to 30 June 2025
Board Member	Mr Glen Noonan	1 July 2024 to 30 June 2025

9.2.2 Remuneration of responsible persons

Remuneration received or receivable by the responsible persons in connection with the management of the Board and Commissioner (excluding the responsible Minister) during the reporting period are as follows:

Position	2025 No.	2024 No.
Income band	-	-
less than \$9,999	-	-
\$10,000 to \$19,999	-	-
\$30,000 to \$39,999	-	1
\$40,000 to \$49,999	-	5
\$50,000 to \$59,999	5	-
\$60,000 to \$69,999	1	-
\$70,000 to \$79,999	1	-
\$90,000 to \$99,999	-	1
\$460,000 to \$469,999	-	1
\$480,000 to \$489,999	1	-
Total numbers	8	8
Total amount (\$)	895,268	830,957

9.3 Remuneration of executives

The number of senior executive service members, other than the responsible Minister and Accountable Officer, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided by or on behalf of the Commissioner, in exchange for services rendered, and is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Post-employment benefits include pensions and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Other long-term benefits include long service leave, other long service benefits or deferred compensation.

Position	Compensation 2025	Compensation 2024
REMUNERATION OF EXECUTIVE OFFICERS		
Total remuneration	1,984,979	1,632,094
Total number of executives⁽ⁱ⁾	6	6
Total annualised employee equivalents⁽ⁱⁱ⁾	6	6

(i) The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 Related Party Disclosures.

(ii) Annualised employee equivalent is based on the time fraction worked over the reporting period. The total annualised employee equivalent provides a measure of full time equivalent executive officers over the reporting period.

9.4 Related parties

Related parties of the Board and Commissioner include:

- all key management personnel and their close family members and personal business interests
- (controlled entities, joint ventures and entities they have significant influence over);
- all cabinet ministers and their close family members; and
- all departments and public sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with government-related entities

During the year, the Board had the following government-related entity transactions:

- Funding to Victoria Legal Aid of \$62.8m (2024: \$50.8m) under Sections 143 and 146 of the *Legal Profession Uniform Law Application Act 2014*;
- Funding to Victoria Law Reform Commission of \$2.93m (2024: \$2.33m) to continue performing functions under the *Victorian Law Reform Commission Act 2000*;
- Funding to Victoria Law Foundation of \$3.59m (2024: \$2.94m) to continue performing functions under the *Victoria Law Foundation Act 2009* (Vic);
- Funding to Victoria Civil and Administrative Tribunal of \$1.33m (2024: \$1.29m) for the Legal Practice List.
- Funding to Victoria Legal Admissions Board of \$2.103m (2024: \$1.810m) to perform functions under the *Legal Profession Uniform Law Application Act 2014* – primarily to regulate entry to the legal profession in Victoria;
- Funding to Department of Justice and Community Safety of \$7.179m (2024: nil) to continue performing functions under various legislation; and
- Funding to Court Services Victoria of \$4.562m (2024: nil) to continue performing functions under the *Court Services Victoria Act 2014* (Vic).

9.5 Key management personnel

Key management personnel of the Board and Commissioner includes responsible Minister MP, members of the Board and Senior Executive Team as follows:

Position	Key management personnel	Period
Attorney-General	The Hon Sonya Kilkenny MP	19 Dec 2024 to 30 June 2025
Attorney-General	The Hon. Jaclyn Symes MP	1 July 2024 to 18 Dec 2024
Accountable Officer	Ms Fiona McLeay	1 July 2024 to 30 June 2025
Chairperson	Mr Sam Hay KC	28 January 2025 to 30 June 2025
Chairperson	Ms Fiona Bennett	1 July 2024 to 27 January 2025
Board Member	Ms Liz Harris	1 July 2024 to 30 June 2025
Board Member	Dr Lynne Williams AM	1 July 2024 to 30 June 2025
Board Member	Ms Catherine Wolthuizen	1 July 2024 to 30 June 2025
Board Member	Mr Sam Hay KC	1 July 2024 to 27 January 2025
Board Member	Ms Jacinta Lewin	1 July 2024 to 30 June 2025
Board Member	Mr Glen Noonan	1 July 2024 to 30 June 2025
Executive Director, Shared Services & Digital Transformation/CFO	Nicholas Diss	1 July 2024 to 30 June 2025
Executive Director, Investigations	Matthew Anstee	1 July 2024 to 30 June 2025
Executive Director, Policy & Outreach	Kerri-anne Millard	1 July 2024 to 30 June 2025
Executive Director, Enquiries & Complaints	Danny Whelan	1 July 2024 to 30 June 2025
Director, People and Culture	Simon Dally	1 July 2024 to 30 June 2025
Executive Adviser to the CEO/ Commissioner	Kelly Spiteri	1 July 2024 to 30 June 2025

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances are set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

Position	Compensation 2025	Compensation 2024
COMPENSATION OF KEY MANAGEMENT PERSONNEL		
Total	2,880,247	2,463,050

Transactions and balances with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian Public sector occur on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with the Board and Commissioner, the following related party transactions occurred during the year:

- (a) Ms Liz Harris is a current member of the Legal Services Council (LSC) with a commencement date October 2020.

LSC received \$688,977 for Victoria's contribution to the national Uniform Law Scheme. The payment is allowed under s139 of the Uniform Law Act.

- (d) Catherine Wolthuizen's spouse is a current Board member of the Consumer Action Law Centre (CALC) and he commenced in the role in 2017.

CALC received a \$250,000 instalment as part of the Strong Foundation Grant and \$279,000 instalment as part of the Change Grant. The payment is allowed under s144(1) of the Uniform Law Act.

All amounts are GST exclusive and there is no outstanding amount payable as at 30 June 2025.

All other transactions that have occurred with Key Management Personnel and their related parties have not been considered material for disclosure. In this context, transactions are only disclosed when they are considered necessary to draw attention to the possibility that the Board and Commissioner's financial position and profit or loss may have been affected by the existence of related parties, and by transactions and outstanding balances, including commitments, with such parties.

No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

9.6 Remuneration of auditors

	2025 \$'000	2024 \$'000
VICTORIAN AUDITOR-GENERAL'S OFFICE⁽ⁱ⁾		
Audit or review of financial statements	81	86
Total remuneration of auditors	81	86
Total net gain/(loss) on financial instruments	44,687	44,359

(i) The Victorian Auditor-General's Office is not allowed to provide non-audit services.

9.7 Entities consolidated pursuant to section 53(1)(b) of the FMA

The following entities have been consolidated into the VLSB+C's financial statements pursuant to a determination made by the Assistant Treasurer under section 53(1)(b) of the FMA:

- Victorian Legal Services Board
- Victorian Legal Services Commissioner.

	Victorian Legal Services Board		Victorian Legal Services Commissioner		Eliminations and adjustments		VLSB+C consolidated group	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Total income from transactions	305,538	306,473	32,637	19,902	(32,591)	(19,844)	305,584	306,531
Net result from transactions	117,046	187,645	4,430	(14,025)	-	-	121,476	173,620
Total assets	3,567,410	3,302,943	12,954	5,365	(9,295)	(4,142)	3,571,069	3,304,166
Total liabilities	2,692,086	2,586,034	7,248	6,452	(9,295)	(4,142)	2,690,039	2,588,344

9.8 Subsequent events

No subsequent events occurred after the reporting date.

The policy in connection with recognising subsequent events for events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- Adjustments are made to amounts recognised in the financial statements for events where those events provide information about conditions which existed at the reporting date; and/or
- Note disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.

10 GLOSSARY OF TERMS AND STYLE CONVENTIONS

The following is a summary of major technical terms used in this report.

Act

Legal Profession Uniform Law Application Act 2014
(replaces the former *Legal Profession Act 2004*)

Administered item

Administered item generally refers to a department or entity lacking the capacity to benefit from that item in the pursuit of the entity's objectives and to deny or regulate the access of others to that benefit.

Amortisation

Amortisation is the expense which results from the consumption, extraction or use over time of a non-produced physical or intangible asset.

Commitments

Commitments include those operating, capital and other outsourcing commitments arising from non-cancellable contractual or statutory sources.

Comprehensive result

The net result of all items of income and expense recognised for the period. It is the aggregate of operating result and other comprehensive income, representing total change in net worth other than transactions with owners as owners.

Depreciation

Depreciation is an expense that arises from the consumption through wear and tear or time of a produced physical or intangible asset. This expense is classified as a 'transaction' and so reduces the 'net result from transaction'.

Effective interest method

The effective interest method is used to calculate the amortised cost of a financial asset or liability and of allocating interest income over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument, or, where appropriate, a shorter period.

Employee benefits expenses

Employee benefits expenses include all costs related to employment including wages and salaries, fringe benefits tax, leave entitlements, redundancy payments and superannuation contributions.

Fidelity Fund

The Fidelity Fund is maintained under section 121 of the Act. The purpose of the Fidelity Fund is to compensate clients for losses arising out of defaults by law practices arising from acts or omissions of associates and defaults by approved clerks. The amount in the Fidelity Fund must be kept separate from any other money held by the Board and be held in trust. The Board may invest any money in the Fidelity Fund that is not immediately required for the purposes of the Fidelity Fund in the manner in which money may be invested under the *Trustee Act 1958*.

Financial asset

A financial asset is any asset that is:

- (a) cash;
- (b) an equity instrument of another entity;
- (c) a contractual or statutory right:
 - i. to receive cash or another financial asset from another entity; or
 - ii. to exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity; or
- (d) a contract that will or may be settled in the entity's own equity instruments and is:
 - i. a non-derivative for which the entity is or may be obliged to receive a variable number of the entity's own equity instruments; or
 - ii. a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments.

Financial instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Financial assets or liabilities that are not contractual are not financial instruments.

Financial liability

A financial liability is any liability that is:

- (a) a contractual obligation:
 - i. to deliver cash or another financial asset to another entity; or
 - ii. to exchange financial assets or financial liabilities with another entity under conditions that are potentially unfavourable to the entity; or
- (b) a contract that will or may be settled in the entity's own equity instrument and is:
 - i. a non-derivative for which the entity is or may be obliged to deliver a variable number of the entity's own equity instruments; or
 - ii. a derivative that will or may be settled other than by the exchange of a fixed amount of cash or another financial asset for a fixed number of the entity's own equity instruments. For this purpose the entity's own equity instruments do not include instruments that are themselves contracts for the future receipt or delivery of the entity's own instruments.

Financial statements

Financial statements comprise:

- (a) a balance sheet as at the end of the period;
- (b) a comprehensive operating statement for the period;
- (c) a cash flow statement for the period;
- (d) notes, comprising a summary of significant accounting policies and other explanatory information;
- (e) comparative information in respect of the preceding period as specified in paragraph 38 of *AASB 101 Presentation of Financial Statements*; and
- (f) a statement of financial position as at the beginning of the preceding period when an entity applies an accounting policy retrospectively or makes a retrospective restatement of items in its financial statements, or when it reclassifies items in its financial statements in accordance with paragraphs 41 of *AASB 101*.

Grants

Transactions in which one unit provides goods, services, assets (or extinguishes a liability) or labour to another unit without receiving approximately equal value in return. Grants can either be operating or capital in nature.

While grants to governments may result in the provision of some goods or services to the transferor, they do not give the transferor a claim to receive directly benefits of approximately equal value. Receipt and sacrifice of approximately equal value may occur, but only by coincidence. For example, governments are not obliged to provide commensurate benefits, in the form of goods and services, to particular taxpayers in return for their taxes. For this reason, grants are referred to by the AASB as involuntary transfers and are termed nonreciprocal transfers.

The Board provide grants for any of the following purposes under s 144 of the Act:

- (a) law reform;
- (b) legal education;
- (c) judicial education;
- (d) legal research; and
- (e) any purpose relating to the legal profession or the law that the Board considers appropriate.

The conditions of the grant payments are provided in the Act.

Grants can be paid as general purpose grants which refer to grants that are not subject to conditions regarding their use. Alternatively, they may be paid as specific purpose grants which are paid for a particular purpose and/or have conditions attached regarding their use.

Intangible assets

Intangible assets represent identifiable non-monetary assets without physical substance.

Interest expense

Represents costs incurred in connection with borrowings. It includes interest on advances, loans, overdrafts, deposits, interest components of finance lease repayments, and amortisation of discounts or premiums in relation to borrowings.

Interest income

Interest income includes interest received on bank term deposits, interest from investments, and other interest received.

Law Practice Residual Trust Accounts

Trust accounts held by law practices that receive trust money held on behalf of a client or other people in the course of, or in connection with, the provision of legal services.

Leases

Leases are rights conveyed in a contract, or part of a contract, to use an asset (the underlying asset) for a period of time in exchange for consideration.

Managed funds

Refers to funds managed on behalf of the VLSB+C by investment fund managers.

Net result

Net result is a measure of financial performance of the operations for the period. It is the net result of items of revenue, gains and expenses (including losses) recognised for the period, excluding those that are classified as 'other non-owner movements in equity'.

Net result from transactions/net operating balance

A net result from transactions or net operating balance is a key fiscal aggregate and is revenue from transactions minus expenses from transactions. It is a summary measure of the ongoing sustainability of operations. It excludes gains or losses resulting from changes in price levels and other changes in the volume of assets. It is the component of the change in net worth that is due to transactions and can be attributed directly to government policies.

Net worth

Is calculated as assets less liabilities, which is an economic measure of wealth.

Non-financial assets

Non-financial assets are all assets that are not 'financial assets'. It includes plant and equipment and intangible assets.

Other economic flows included in net result

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions. It includes gains and losses from disposals, revaluations and impairments of non-current physical and intangible assets, fair value changes in financial instruments and depletion of natural assets (non-produced) from their use or removal. In simple terms, other economic flows are changes arising from market re-measurements.

Payables

Includes short and long term trade debt and accounts payable, grants and interest payable.

Public Purpose Fund

The Public Purpose Fund is maintained under section 133 of the Act. The Fund is comprised of three separate accounts – the General Account, Statutory Deposit Account and the Distribution Account. The funding and expenditure requirements of each of the accounts are detailed in the Act. The amount in the Public Purpose Fund must be kept separate from any other money held by the Board and be held in trust. The Board may invest any money standing to the credit of the Fund that is not immediately required for the purposes of the Public Purpose Fund in the manner in which money may be invested under the *Trustee Act 1958*.

Receivables

Includes short and long term credit and accounts receivable, grants, taxes and interest receivable.

Statutory Deposit Account balances (SDA)

Each law practice with Trust Accounts has an individual SDA held in their name by the Board; the balance in this account is linked to their Trust Account. The liability represents the total sum of the individual SDA balances.

Supplies and services

Supplies and services generally represent cost of goods sold and the day to day running costs, including maintenance costs, incurred in the normal operations of the Board or the Commissioner.

Transactions

Transactions are those economic flows that are considered to arise as a result of policy decisions, usually an interaction between two entities by mutual agreement. They also include flows within an entity such as depreciation where the owner is simultaneously acting as the owner of the depreciating asset and as the consumer of the service provided by the asset. Transactions can be in kind (e.g. assets provided/given free of charge or for nominal consideration) or where the final consideration is cash. In simple terms, transactions arise from the policy decisions of the Board or the Commissioner.

Style conventions

The notation used in the tables is as follows:

-	zero, or rounded to zero
(xxx.x)	negative numbers
200x	year period
200x-0x	year period

The financial statements and notes are presented based on the illustration for a government department in the 2024-25 Tier 2 Model Report for Victorian public sector entities. The presentation of other disclosures is generally consistent with the other disclosures made in earlier publications of the Board or the Commissioner's annual reports.

Appendix 3

Prosecutions in VCAT and the courts

TABLE 24: DISCIPLINARY APPLICATIONS MADE BY THE COMMISSIONER WHICH WERE HEARD AND DETERMINED AT VCAT AS AT 30 JUNE 2025 (BY DATE OF APPLICATION)

No.	Matter identification	Summary of VCAT findings	Data and summary of orders made
1	Name: Xiao Yi Chen aka Anna CHEN VCAT reference: J38/2017 Application date: 29/06/2017 Hearing date: 12/11/2024 (on costs)	Applications for costs by both the applicant and respondent were refused.	29/5/2025 – applications by both parties for costs refused. 25/6/2025 – appeal lodged in Supreme Court.
2	Name: Patrick LENNON VCAT reference: J44/2023 Application date: 29/5/2023 Hearing date: 25/7/2024 (Liability hearing), 14/1/2025 (Penalty hearing)	Found to have engaged in professional misconduct in sending a series of text messages to threaten a witness.	6/8/2024 – found guilty of 1 charge of professional misconduct. 16/1/2025 – reprimanded; recommended that the Supreme Court remove name from the roll of lawyers; Respondent to pay costs.
3	Name: Alan Walter SANDBACH VCAT reference: J50/2023 Application date: 19/6/2023 Hearing date: 18/2/2025	Found the charges proven with 1 charge of unsatisfactory professional conduct in failing to complete legal work as he had been briefed to do, and 1 charge of professional misconduct for making a false and misleading statement.	30/5/25 – guilty of 1 charge of unsatisfactory professional conduct and 1 of professional misconduct. Orders made to reprimand, prohibited from applying for a practising certificate before 30/5/26 and Respondent to pay costs.
4	Name: Nedene DORCICH VCAT reference: J56/2023 Application date: 27/6/2023 Hearing date: 2/9/2024	Found the charge proven with 1 charge of professional misconduct for failing to disclose to clients and to VCAT her association with a third party provider of home security products.	4/9/24 – guilty of 1 charge of professional misconduct. Orders made to reprimand, fine of \$15,000, must complete 2 additional points of CPD and Respondent to pay costs.
5	Name: Prakash RANIGA VCAT reference: J47/2024 Application date: 24/06/2024 Hearing date: 28/10/2024	Found the charge proven with 1 charge of professional misconduct for making an offer on behalf of client to settle a matrimonial property matter contingent on the client's ex-wife's statement of no complaint on a historical rape allegation.	13/12/2024 – guilty of 1 charge of professional misconduct. Orders made to reprimand, must complete 3 additional points of CPD and Respondent to pay costs.
6	Name: Andrew Patrick GREEN VCAT reference: J59/2024 Application date: 28/06/2024 Hearing date: 11/04/2024	Found the charge proven of professional misconduct for purporting to make an affidavit which had not been made in accordance with <i>Oaths & Affirmations</i> Act and then filing the purported affidavit and emailing it to an associate to an Associate Judge of the Court.	23/04/2025 – guilty of 1 charge of professional misconduct. Orders made to reprimand, must complete 4 additional points of CPD and Respondent is to pay costs.
7	Name: John Frederick PERRY VCAT reference: J52/2024 Application date: 28/6/2024 Hearing date: 1/04/2025	Found charge proven of professional misconduct in that he engaged in conduct discreditable to a barrister and in doing so contravened Barristers Conduct Rules.	1/04/2025 – guilty of 1 charge of professional misconduct. Orders made to reprimand, must undertake additional 5 units of CPD, must make a donation of \$5,000 to a charity as approved by the VLSC and Respondent to pay costs.
8	Name: Robert SQUIRRELL VCAT reference: J53/2024 Application date: 28/06/2024 Hearing date: 1/04/2025	Found charge proven of professional misconduct in that he engaged in conduct discreditable to a barrister and in doing so contravened Barristers Conduct Rules.	1/04/2025 – guilty of 1 charge of professional misconduct. Orders made to reprimand, must undertake additional 5 units of CPD, must make a donation of \$5,000 to a charity as approved by the VLSC and Respondent to pay costs.

TABLE 25: DISCIPLINARY APPLICATIONS TO VCAT MADE BY THE COMMISSIONER, WHERE APPLICATION IS AWAITING HEARING AND/OR DETERMINATION AS AT 30 JUNE 2025

No.	Date application made	Type of charges	Status at 30 June 2025
1	25/03/2022	Professional misconduct: drafted a will and codicil and witnessed the client sign them in circumstances where the client may have lacked testamentary capacity; engaged in conduct that was likely to bring the profession into disrepute; dishonestly and knowingly made false statements; incurred expenses on behalf of the estate and sought reimbursement without authorisation; threatened to not distribute money from the estate; discourteous correspondence with VLSC; failed to be open and frank with VLSC; failed to comply with VLSC requests for information; made written statements which demonstrate a disrespect, lack of regard for and contempt towards the legal profession (alternatively misconduct at common law). Professional misconduct: dishonestly and knowingly made false statements; conflict of interest; received money into trust account without instructions or authority. Unsatisfactory professional conduct: failed to comply with a written undertaking; drafted and had the client sign a will without certainty as to the will's legal effect and validity; commenced a guardianship application without client instructions; failed to inform client in writing about entitlements for executor's commission and charged legal costs for administration of estate before the signing of the will; failed to advise client to seek independent legal advice before signing the will and codicil; failed to give the client an accurate report of what had transpired at a hearing; appeared on behalf of a client at a hearing without the client's instructions to do so; discourtesy; sent correspondence likely to bring the profession into disrepute.	Contested liability hearing on 23 and 24/01/2024, decision on 9/8/2024 finding the charges proved, listed for penalty hearing on the papers.
2	06/04/2022	Professional misconduct: failed to appear at a final family law hearing and/or failed to arrange alternative representation; provided misleading information to the Court and VLSC (alternatively misconduct at common law). Professional misconduct: withdrew trust money without waiting 7 days after sending a bill. Unsatisfactory professional conduct: failed to keep appropriate records.	Contested liability hearing complete. Decision 20/9/2024 finding the charges proven. Penalty hearing held 12/6/2025. Awaiting decision.
3	14/04/2022	Professional misconduct: receipt of trust monies without authorisation (x2); failed to respond to VLSC; failed to perform work and failed to return funds; acted as material witness in proceeding in breach of rules. Misconduct at common law: supplied false invoice and attempted to mislead VLSC; swore false statutory declaration. Unsatisfactory professional conduct: breached mortgage financing rule.	Part heard – written submissions filed. Awaiting decision.
4	26/05/2022	Professional misconduct: substance use affecting practise; sexual harassment and/or workplace bullying; failed to adequately supervise employees (alternatively misconduct at common law).	Contested liability hearing on 23 and 24/01/2024, decision on 9/8/2024 finding the charges proved, listed for penalty hearing on the papers.
5	27/05/2022	Misconduct at common law: issued a bill when a win had not been achieved under the conditional cost agreement (alternatively professional misconduct). Professional misconduct: applied trust funds without authority; gross overcharging; made false representations to VLSC. Unsatisfactory professional conduct: failed to provide written costs update.	Contested liability hearing complete. Awaiting decision.
6	05/10/2022	Professional misconduct: published an advertisement for sexual services which contained a former employee's contact details; dishonesty with VLSC (x3); intentionally making a false statutory declaration and engaging in a dishonest course of conduct.	Contested liability hearing complete. Decision 20/9/2024 finding the charges proven. Penalty hearing held 12/6/2025. Awaiting decision.

7	4/05/2023	Professional misconduct: appropriated money to which she was not entitled. Professional misconduct: compromised integrity and professional independence by involving client in a dispute that did not involve them; appropriated money to which she was not entitled. Professional misconduct: failed to act in client's best interest by exposing them to ongoing financial liability and/or legal and financial consequences of failure to pay.	Listed for hearing on liability.
8	15/05/2023	Professional misconduct: sexual harassment of client (x2 with alternatives); intimidated/bullied/harassed client (with alternatives). Unsatisfactory professional conduct: issued non-compliant bill (with alternative).	Part heard – awaiting listing for resumption of hearing on liability.
9	20/06/2023	Professional misconduct: failed to properly advise or represent clients; made false or misleading statements to clients; made false or misleading statements to other party; failed to respond to VLSC.	Contested liability hearing part heard. Awaiting resumption of hearing.
10	27/06/2023	Professional misconduct: sent emails to court which were inappropriate, discourteous, gratuitous, or offensive; failed to comply in a timely manner with court orders; failed to avoid any compromise to integrity and professional independence by sending emails to the court concerning scandalous and/or seriously inappropriate comments; failed to honour an undertaking made to the court in the course of legal practice; sent inappropriate emails to VLSC. Unsatisfactory professional conduct: used tactics that went beyond legitimate advocacy and which were primarily designed to embarrass or frustrate another person.	Liability hearing 23/01/2024, charges not contested. 4 charges of professional misconduct proven. Matter heard and determined together with other application under section 82(1) (b) of the <i>Victorian Civil and Administrative Tribunal Act 1998</i>. Decision on 9/8/2024 finding the charges proved, listed for penalty hearing on the papers.
11	29/06/2023	Professional misconduct: failed to act in the client's interests, or to demonstrate reasonable competence or professional judgement; continued to act for client despite a potential or actual conflict; substantially and consistently failed to maintain client file to a reasonable competent and diligent standard; engaged in misleading or dishonest conduct; failed to comply with VLSC's requests for information. Unsatisfactory professional conduct: sought payment of trust money despite the law practice having ceased to operate and closed its trust account.	Liability hearing 17/07/2024 adjourned part heard. Waiting listing for resumption of hearing. Appeal/Judicial Review filed in Supreme Court re earlier orders.
12	30/06/2023	Professional misconduct: withdrew funds from trust without authorisation; withdrew funds from trust within 7 days; withdrew funds prior to issuing invoice; engaged in workplace bullying; engaged in sexual harassment and workplace bullying; engaged in sexual harassment; failed to respond to statutory request; failure of competence and diligence; withdrew funds from trust contrary to purpose in which they could be used; made payments from trust where recorded reason was false. Unsatisfactory professional conduct: made payment from trust account to pay for rent; failed to record trust payments in cash book.	Listed for Administrative Mention for further procedural orders prior to listing for hearing.
13	10/05/2024	Professional misconduct: failed to notify VLSB of being charged with a serious offence; failed to provide specified information and documents pursuant to a request made by VLSC; made false and misleading statements to VLSC.	Listed for Administrative Mention for further procedural orders prior to listing for hearing.
14	25/06/2024	Professional misconduct: forged the signature of another practitioner on a document, thereby creating a false document (x2). Professional misconduct: allowed another practitioner to file a document with a government body, knowing the document to be false. Professional misconduct: failed to notify government body that the document filed was a false document.	Listed for hearing.

15	27/06/2024	Professional misconduct: took commission without entitlement; took an unfair and unreasonable amount of commission; caused a deficiency in the trust account; charged unfair and unreasonable professional fees; party and privy to creation and execution of 'My Final Wishes' and 'Agreement' documents; acted in a conflict of interest.	Listed for Administrative Mention for procedural orders prior to listing for hearing.
16	27/6/2024	Professional misconduct: failed to conduct a proper review of a file and to properly supervise an employee solicitor; caused/ allowed the legal practice to fail to follow client instructions, engage in settlement correspondence following instructions to discontinue proceedings, fail to provide the client with proper advice, consent to judgment against the client without client instructions; caused or allowed an employee solicitor or the law practice to send misleading correspondence to the Court; caused or allowed an employee solicitor or the law practice to take instructions from a non-client; caused or allowed the law practice to try to convince a client to act in the interests of another in breach of the conduct rules (or in a failure to reach a reasonable standard of competence and diligence); acted in a conflict of interest.	Listed for hearing.
17	28/6/2024	Professional misconduct: facilitated the appointment of a 'dummy director' (x2); failed to act in client's best interests by facilitating appointment of client as a director of a likely insolvent company without proper advice (x2); prepared or arranged the preparation of false and misleading documents; knowingly presented a false document as a genuine record; failed to make or retain contemporaneous records. Unsatisfactory professional conduct: failed to make or retain contemporaneous records (x2 with alternatives).	Listed for compulsory conference and procedural orders made.
18	20/12/2024	Professional misconduct: made offensive statements in Law Practice's office; attended a strip club with an employee and received a private dance in the presence of an employee; discourteous in redundancy negotiations; threatening to report an employee to the Victorian Legal Admissions Board in the context of redundancy negotiations; and filing a retaliatory report to the Victorian Legal Admissions Board.	Listed for Administrative Mention with procedural orders made to ready the matter for hearing.
19	1/04/2025	Professional misconduct: failure to respond to correspondence from another practitioner; intentionally misleading another practitioner; failure to comply with statutory request for information; failure to maintain a reasonable standard of competence and diligence; failure to take action and delaying in taking action; failure to adequately communicate with client; failure in complying with obligations as to costs; failure to transfer funds held in the Law Practice trust account to client's new lawyer following a request; improperly purporting to exercise a lien over funds held in the Law Practice trust account; and misleading the Commissioner. Unsatisfactory professional misconduct: failure to provide trust account statements; failure to make file available to client when requested; improperly purporting to exercise a lien over a client's file.	Listed for directions hearing.
20	28/05/2025	Professional misconduct: Used a financial statement belonging to a former client, where the financial statement had been improperly obtained.	Listed for directions hearing.
21	26/06/2025	Professional misconduct: accepting and acting on instructions from a person without authority to provide instructions (x2).	Awaiting listing for directions hearing.
22	30/06/2025	Professional misconduct: engaging in uninsured legal practice; engaging in unqualified legal practice; misleading the Court by falsely describing themselves as an Australian legal practitioner in 2 affidavits filed in a Supreme Court proceeding; failing to respond substantively or adequately to a statutory request.	Awaiting listing for directions hearing.
23	30/06/2025	Professional misconduct: failed to reasonably progress the client's claim in court; informed the client that a Statement of Claim had been filed at court knowing that it had not been filed; failed to provide documents to client despite repeated requests; failed to notify client of Court orders made in the client's matter; informed the client court proceedings had been served on the client's former partner knowing they had not been served; failed to comply with VLSC's requests for information.	Awaiting listing for directions hearing.

24	30/06/2025	Professional misconduct: charging more than a fair and reasonable amount for legal costs (across 4 separate matters for 3 clients); provided misleading information as to costs (across 4 separate matters for 3 clients) – alternatively, failed to take reasonable steps to satisfy themselves that the clients understood and gave consent to costs; failure to deposit funds deducted at property settlement for costs into trust, having not rendered invoices to clients (4 instances across 3 separate matters). Unsatisfactory professional conduct: failure to provide proper costs disclosure in breach of s.174(1) (a) (single instance).	Awaiting listing for directions hearing.
25	30/06/2025	Professional misconduct: failing to file evidence in support of an application; practising contrary to conditions of practising certificate; made a misleading affidavit; allowed client to use medical condition for tactical purposes; failure to ensure his email could not be used by others. Unsatisfactory professional conduct: discourtesy to the court and opposing lawyer; appearing without being adequately prepared; failure to comply with Miscellaneous Civil Procedure Rules.	Awaiting listing for directions hearing.

TABLE 26: APPEALS/REVIEWS TO VCAT AGAINST THE COMMISSIONER'S INTERNAL DETERMINATION AT 30 JUNE 2025

No.	Date of Instrument of Determination	Date of appeal/ review application	Status at 30 June 2025
1	28/11/2024	17/12/2024	Listed for a compulsory conference
2	20/12/2024	13/1/2025	Listed for hearing
3	6/02/2025	8/04/2025	Awaiting first listing

TABLE 27: APPEALS/REVIEWS HEARD AND DETERMINED AT VCAT AS AT 30 JUNE 2025

No.	Name of lawyer	Appealed grounds	Summary of Orders made
1	Dino De Marchi	31/03/2023 – Unsatisfactory Professional Conduct in that he acted for a client in circumstances where the client lacked capacity and failure to make appropriate enquiries to ascertain client capacity. Orders made to reprimand and must undertake 1 additional unit of CPD.	24/6/2025 – Tribunal found that De Marchi acted for a client where the client lacked capacity and failed to make appropriate enquiries to ascertain the client's capacity prior to acting for the client in the preparation and execution of a power of attorney. Decision was set aside and a new decision substituted that reprimanded and ordered 1 additional CPD unit across CPD years in 2026, 2027 and 2028.

APPEALS HEARD AND AWAITING DETERMINATION IN THE SUPREME COURT OF VICTORIA AS AT 30 JUNE 2025

Nil.

TABLE 28: APPEALS HEARD AND DETERMINED IN THE SUPREME COURT OF VICTORIA AS AT 30 JUNE 2025

No.	Name	Appealed grounds	Summary of orders made
1	Sarah TRICARICO (Plaintiff/Applicant)	S ECI 2025 01457 – various grounds	25/03/2025 – decision in relation to Stay

TABLE 29: CASES ON APPEAL AND JUDICIAL REVIEW TO THE SUPREME COURT OF VICTORIA AS AT 30 JUNE 2025

No.	Date of decision	Date of appeal/review application	Status as at 30 June 2025
1	VCAT rulings and orders dated 5/06/2024, 18/07/2024 and 11/10/2024	21/10/2024	Listed for trial in November 2025
2	VCAT rulings and orders dated 5/06/2024, 18/07/2024 and 11/10/2024	26/11/2024	Listed for trial in November 2025
3	29/5/2025	25/6/2025	Listed for hearing in June 2026

STRIKE OFF APPLICATIONS BEFORE THE SUPREME COURT OF VICTORIA AS AT 30 JUNE 2025

Nil.

TABLE 30: STRIKE-OFF DECISIONS MADE BY THE SUPREME COURT OF VICTORIA AS AT 30 JUNE 2025

No.	Name	Appealed grounds	Summary of orders made
1	Elisa Kate BERRY	19/07/2024	Order made on 28 November 2024 that the name and other particulars of Ms Berry be removed from the Roll of persons admitted to the legal profession kept by the Supreme Court.

Appendix 4

Board delegations

Under section 44 of the Application Act, the Victorian Legal Services Board may delegate certain functions to:

- › a Board member
- › an employee
- › the Victorian Legal Services Commissioner
- › a local professional association
- › a prescribed person.

Copies of all instruments of delegation in force can be viewed on our website.

Current Board delegations

Table 31 lists all of the internal delegations in force at 30 June 2025. Table 32 lists all of the external Board delegations in force at 30 June 2025.

TABLE 31: INTERNAL DELEGATIONS IN FORCE AT 30 JUNE 2025

Legal Profession Act 2004 (Victoria)		
Part 3.6, Division 3 - Claims about defaults	s 3.6.8(1) – Allow further period to lodge fidelity fund claim	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 3.6.9 – Advertise for claims	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 3.6.10 – Extension of period for making claims	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 3.6.12(1) – Investigate fidelity fund claims	Victorian Legal Services Commissioner (26 Jun 23)
	s 3.6.12(2) – Require fidelity fund claimant to produce security, document or statement of evidence	Victorian Legal Services Commissioner (26 Jun 23)
	s 3.6.12(3) – Disallow claim if requirement for security or document etc. under s 3.6.12(2) is not met	Victorian Legal Services Commissioner (26 Jun 23)

**Part 3.6, Division 4 -
Determination of claims**

s 3.6.14 – Determination of claims but only in respect of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice	Director, Detection and Intervention (24 Jun 25)
	Executive Director, Legal and Investigations (24 Jun 25)
	Manager, Intervention and Enforcement (24 Jun 25)
	Victorian Legal Services Commissioner (26 Jun 23)
s 3.6.15 – Set maximum amount allowable	Director, Detection and Intervention (24 Jun 25)
	Executive Director, Legal and Investigations (24 Jun 25)
	Manager, Intervention and Enforcement (24 Jun 25)
	Victorian Legal Services Commissioner (26 Jun 23)
s 3.6.16 – Order payment of reasonable legal costs	Director, Detection and Intervention (24 Jun 25)
	Executive Director, Legal and Investigations (24 Jun 25)
	Manager, Intervention and Enforcement (24 Jun 25)
	Victorian Legal Services Commissioner (26 Jun 23)
s 3.6.17 – Determine interest payable	Director, Detection and Intervention (24 Jun 25)
	Executive Director, Legal and Investigations (24 Jun 25)
	Manager, Intervention and Enforcement (24 Jun 25)
	Victorian Legal Services Commissioner (26 Jun 23)
s 3.6.18 – Reduce claim because of other benefits	Director, Detection and Intervention (24 Jun 25)
	Executive Director, Legal and Investigations (24 Jun 25)
	Manager, Intervention and Enforcement (24 Jun 25)
	Victorian Legal Services Commissioner (26 Jun 23)

Legal Profession Uniform General Rules 2015

r 20(3) and (4) – Application for an Australian registration certificate	Victorian Legal Services Commissioner (26 Jun 23)
r 54 – Statements regarding receipt or holding of trust money	Victorian Legal Services Commissioner (26 Jun 23)
r 65A – Power to revoke external examiner appointment	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
r 66(4) & (5) – Approve termination of appointment and require evidence	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
r 67 – Exempt examiner from requirement to report using standard form	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
r 81 – Regulatory authority may inspect policies	Victorian Legal Services Commissioner (26 Jun 23)
r 82(1) (d) – Exempt community legal service from requirement to hold or be covered by approved insurance policy	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
r 86(1) – Receive claim against Fidelity Fund in specified form	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
r 87 – Require information and/or security related to claim	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
r 90 – Notify claimant of delay in determination of claim	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)

Legal Profession Uniform Law (Victoria)

Part 2.1 - Unqualified Legal Practice	s 14(b) – Institute prosecutions and other proceedings	Victorian Legal Services Commissioner (26 Jun 23)
Part 2.2, Division 2 - Admission	s 23 – Make recommendation to the Supreme Court	Victorian Legal Services Commissioner (26 Jun 23)
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Trust Account Analyst (19 Mar 21) Victorian Legal Services Commissioner (26 Jun 23)
	s 44 – Grant or renewal of an Australian practising certificate - excluding power to refuse a Practising Certificate	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Team Lead (24 Jun 25)
	s 44 – Grant or renewal of an Australian practising certificate - excluding the function of refusing to grant and renew practising certificates	Assistant Manager, Discipline and Suitability (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 45 – Consideration of prerequisites for grant or renewal of practising certificate	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Trust Account Analyst (19 Mar 21) Victorian Legal Services Commissioner (26 Jun 23)
	s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate	Senior Resolution Adviser (24 Jun 25)
	s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate - excluding power to refuse a practising certificate	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Team Lead (24 Jun 25)
	s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate - excluding the function of refusing to grant and renew practising certificates	Assistant Manager, Discipline and Suitability (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 46(2) – Rejection of notification of principal place of practice	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)

**Part 3.3, Division 3 -
Conditions of Australian
practising certificates**

s 47 – Grant of practising certificate subject to conditions	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Licensing Adviser (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
s 49(5) – Ability to place conditions on the exemption	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Licensing Adviser (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
s 50(2) – (5) - Impose conditions or exempt a barrister from the statutory condition to undertake the reading program	Victorian Legal Services Commissioner (26 Jun 23)
s 53 – Impose discretionary conditions on practising certificates	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)

Part 3.3, Division 4 - Miscellaneous	s 55 – Alteration or substitution of varied certificate	Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 62(1), (3) and (6) – Grant or renew Australian registration certificate	Assistant Manager, Discipline and Suitability (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 62(6)	Lawyer and Investigator (25 Jun 24) Senior Lawyer and Investigator (25 Jun 24)
	s 63(2) – Reject notification of principal place of practice for foreign lawyer	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 67 – Impose discretionary conditions on foreign lawyer	Assistant Manager, Discipline and Suitability (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)

Part 3.5, Division 2 – Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 76 – Vary, suspend or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 77 – Immediate variation or suspension before or during consideration of proposed action	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 78 – Ability to lift a suspension and power to renew a certificate while it is suspended until it is cancelled or the suspension is lifted	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	Part 3.5, Division 3 – Variation, suspension or cancellation of certificates on specific grounds	
	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences	Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 84 – Power to take action following consideration of response under section 83	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)

Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates

s 88(4) – Enable receipt of a statement about an automatic show cause event out of time	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 89 – Determine fitness following receipt of notice of automatic show cause event	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 89 – Determine fitness following receipt of notice of automatic show cause event - Determine if fit and proper and take appropriate action only in circumstances where the Commissioner has declared a conflict of interest	Executive Director, Licensing and Complaints (24 Jun 25)
s 90 – Service of designated show cause event	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Discipline and Suitability (24 Jun 25) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 91(3) – Accept a statement regarding a designated show cause event out of time	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 92 – Determine fitness following receipt of notice of designated show cause event	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
s 92 – Determine fitness following receipt of notice of designated show cause event - Determine if fit and proper and take appropriate action only in circumstances where the Commissioner has declared a conflict of interest	Executive Director, Licensing and Complaints (24 Jun 25)

Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 95(1)	Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24)
	s 95(1) (a)	Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24)
	s 96 – Deferral of action or temporary renewal for limited purposes	Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 3.7	s 106 – Appoint a practitioner to exercise the responsibilities of a principal where law practice does not have a principal	Victorian Legal Services Commissioner (26 Jun 23)
Part 3.9, Division 1 - Making of disqualification orders	s 119 – Apply for an order for disqualification of individuals	Victorian Legal Services Commissioner (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
	s 120 – Apply for an order for disqualification of an entity	
Part 3.9, Division 2 - Prohibitions and other provisions regarding disqualified persons and disqualified entities	s 121(2) – Approve a person as a lay associate	Assistant Manager, Discipline and Suitability (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.2, Division 1 - Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)

Part 4.2, Division 2 - Trust money and trust accounts	s 146 – Authorisation of intermixing trust money – may be subject to conditions	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
	s 151(3) – Set manner for notification of details of its trust accounts	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
	s 152 – Make determinations about status of trust money	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.2, Division 3 - External examinations of trust records	s 155 – Appointment of external examiner to conduct external examination of trust records	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
	s 160(2) and (3) – Recover costs of external examinations from law practice	Add in right column (note is same as above, is not a typo): Assistant Manager, Early Detection and Prevention (25 Jun 24) Manager, Early Detection and Prevention (26 Jun 23) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.2, Division 4 - External investigations	s 162 – Investigate or appoint external investigator to investigate the affairs of a law practice	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Early Intervention Lead (25 Jun 24) Early Intervention Strategic Advisor (25 Jun 24) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Intervention and Enforcement (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 163 – Authorise external investigator to undertake external investigations in relation to particular allegations or suspicions	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Intervention and Enforcement (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 166 – Recover costs of external investigation as a debt payable to the law practice	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Intervention and Enforcement (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 215(2) and (4)	Licensing Adviser (24 Jun 25)
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Resolution Adviser (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)

Part 4.5, Division 4 - Claims about defaults	s 235 – Publish notice inviting claims about a default	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 236(1) and (2) – Extension of period for making claims	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 238 – Making advance payments to a claimant in advance of a determination	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.5, Division 5 - Determination of claims	s 240 – Determination of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 242 – Order payment of reasonable legal costs	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 243 – Determine interest payment on a claim	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 244 – Reduce claim because of other benefits	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 246 – Exercising rights of subrogation	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.5, Division 6 - Defaults involving interjurisdictional elements	s 250 – Treatment of claims involving interjurisdictional elements where there is more than one associate involved in the default	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 251 – Treatment of claims involving interjurisdictional elements where default was committed by only one associate	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 252(1) and (2) – Request a fidelity authority of another jurisdiction to act as its agent in processing or investigating a claim in another jurisdiction	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4.6 - Business Management and Control	s 256 – Conducting or appointing a suitably qualified person to conduct a compliance audit	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Early Intervention Lead (25 Jun 24) Early Intervention Strategic Advisor (25 Jun 24) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 257 – Giving a management system direction to a law practice	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 257(1)	Assistant Manager, Cost Disputes and Compliance (26 Jun 23) Manager, Cost Disputes and Compliance (26 Jun 23)

Part 7.3 - Entry and Search of Premises	s 374(2) (c) (ii) – Authorise an investigator to enter non-residential premises without consent or a warrant (in writing or orally) - in respect of trust records investigations and compliance audits	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
Part 7.4 - Additional powers in relation to incorporated legal practises	s 383(2) (d) – Approved form for examination of persons	Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 385(2) (c) – Approved form for hearings	Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies	Assistant Manager, Discipline and Suitability (24 Jun 25) Assistant Manager, Early Detection and Prevention (25 Jun 24) Assistant Manager, Intervention and Enforcement (15 Mar 23) Assistant Manager, Licensing (24 Jun 25) Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Discipline and Suitability (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Manager, Intervention and Enforcement (24 Jun 25) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Principal Advisory Lawyer and Investigator (25 Jun 24) Principal Investigator Fidelity Fund (24 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
Part 9.5 - Notices and Evidentiary Matters	s 446	Director, Detection and Intervention (24 Jun 25) Director, Discipline and Suitability (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Discipline and Suitability (24 Jun 25) Manager, Intervention and Enforcement (24 Jun 25) Manager, Licensing (24 Jun 25)
Part 9.6 - Injunctions	s 447 – Apply to Supreme Court for an injunction	Victorian Legal Services Commissioner (26 Jun 23)
Part 9.7, Division 2 - Civil Penalties	s 453(1) and (4) – Apply for pecuniary penalty in respect of breaches of civil penalty provision	Victorian Legal Services Commissioner (26 Jun 23)
Part 9.9 - General	s 473(2) – Approval of forms	Victorian Legal Services Commissioner (26 Jun 23)

Legal Profession Uniform Law Application Act 2014

Part 10 - General	s 153(1) – Appoint a person to investigate an offence or contravention	Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
	s 154 – Filling of a charge-sheet charging a person with an offence under the Act, the Legal Profession Uniform or the regulations	Victorian Legal Services Commissioner (26 Jun 23)
Part 2, Division 2 - Further application provisions	s 13(2) – Approve terms and conditions of a policy of professional indemnity insurance	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 4, Division 2 - Australian practising certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
	s 75(2) – Refund all or any part of a surcharge payable for late application for renewal	Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (24 Jun 25) Executive Director, Licensing and Complaints (24 Jun 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (24 Jun 25) Principal Adviser & Projects (24 Jun 25) Senior Licensing Adviser (24 Jun 25) Senior Resolution Adviser (24 Jun 25) Team Lead (24 Jun 25) Victorian Legal Services Commissioner (26 Jun 23)
Part 5, Division 1 - Statutory deposits into Public Purpose Fund	s 80 – Determine required quarterly deposit amounts for a law practice or approved clerk to deposit into the Statutory Deposit Account and notification to law practices/ approved clerks	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Victorian Legal Services Commissioner (26 Jun 23)
	s 85 – Exempt law practice or approved clerk from SDA deposit requirements	Assistant Manager, Early Detection and Prevention (25 Jun 24) Director, Detection and Intervention (24 Jun 25) Executive Director, Legal and Investigations (24 Jun 25) Manager, Early Detection and Prevention (26 Jun 23) Trust Account Analyst (19 Mar 21) Victorian Legal Services Commissioner (26 Jun 23)

TABLE 32: EXTERNAL BOARD DELEGATIONS IN FORCE AT 30 JUNE 2025

Legal Profession Uniform Continuing Professional Development (Barristers) Rules 2015		
	r 13 – Receive certification of CPD compliance	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 14 – Require verification of compliance	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 15 – Give written notice requiring rectification plan	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 16 – Exempt from requirement to undertake CPD activities	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
Legal Profession Uniform Continuing Professional Development (Solicitors) Rules 2015		
	r 13 – Receive certification of CPD compliance	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 14 – Require verification of compliance	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 15 – Give written notice requiring rectification plan	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	r 16 – Exempt from requirement to undertake CPD activities	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
Legal Profession Uniform General Rules 2015		
Part Chapter 4, Division 2 - Trust and Trust Money	r 54 – Require statement on trust money	Law Institute of Victoria (01 Aug 16)
Legal Profession Uniform Law (Victoria)		
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate	Victorian Bar (29 May 18)
	s 45 – Determine prerequisites for grant or renewal of Australian practising certificate	Victorian Bar (29 May 18)
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant Australian practising certificate subject to conditions	Victorian Bar (29 May 18)
	s 50(2) - (5) – Impose conditions and grant exemptions in respect of the reading condition	Victorian Bar (29 May 18)
	s 53 – Impose discretionary conditions on practising certificates	Victorian Bar (29 May 18)
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a certificate	Victorian Bar (29 May 18)
	s 76 – Vary, suspend or cancel certificate	Victorian Bar (29 May 18)
	s 77 – Vary or suspend certificate	Victorian Bar (29 May 18)
	s 78 – Lift suspension of a certificate and renew certificate while suspended	Victorian Bar (29 May 18)
Part 3.5, Division 3 - Variation, suspension or cancellation on specific grounds	s 82 – Vary, suspend or cancel certificate	Victorian Bar (29 May 18)
	s 83 – Give certificate holder notice of variation, suspension or cancellation	Victorian Bar (29 May 18)
	s 84 – Take proposed action after giving notice	Victorian Bar (29 May 18)

Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation or, or refusal to renew, certificates	s 87 – Receive notice of show cause event	Victorian Bar (29 May 18)
	s 88 – Receive notice of show cause event	Victorian Bar (29 May 18)
	s 89 – Determine fitness following receipt of notice of show cause event	Victorian Bar (29 May 18)
	s 91 – Receive statement from certificate holder	Victorian Bar (29 May 18)
	s 92 – Determine fitness following receipt of notice of show cause event	Victorian Bar (29 May 18)
	s 93 – Take no action on disclosed event that occurred before admission	Victorian Bar (29 May 18)
	s 94 – Apply restriction on making practising certificate applications	Victorian Bar (29 May 18)
Part 3.5, Division 5 - Miscellaneous	s 95 – Require further information	Victorian Bar (29 May 18)
Part 3.9, Division 1 - Making of disqualification orders	s 119 – Apply for an order for disqualifications of individuals	Victorian Bar (29 May 18)
Part 4.2, Division 2 - Trust money and trust accounts	s 151 – Receive notice of accounts	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
	s 152 – Determine whether money is trust money	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
Part 4.2, Division 3 - External examination of trust records	s 159 – Receive written report from external examiners	Law Institute of Victoria (01 Aug 16)
Part 4.2, Division 4 - External Investigations	s 162 – Investigate or appoint external investigator	Law Institute of Victoria (01 Aug 16)
	s 163 – Undertake or authorise external investigations	Law Institute of Victoria (01 Aug 16)
	s 165 – Receive written report on investigation	Law Institute of Victoria (01 Aug 16)
Part 4.5, Division 4 - Claims about defaults	s 237 – Process and investigate claims	Law Institute of Victoria (01 Aug 16)
Part 4.6 - Business Management and Control	s 256 – Conduct compliance audits	Law Institute of Victoria (01 Aug 16)
Part 9.5 - Notices and Evidentiary Matters	s 446 – Seal or sign certificate confirming a person held an Australian practising certificate	Law Institute of Victoria (01 Aug 16) Victorian Bar (29 May 18)
Part 9.6 - Injunctions	s 447 – Apply to Supreme Court for injunction	Victorian Bar (29 May 18)
Legal Profession Uniform Law Application Act 2014		
Part 10 - General	s 153(1) - Appoint person to investigate offence	Victorian Bar (29 May 18)
	s 154 - File charge sheet	Victorian Bar (29 May 18)
Part 4, Division 2 - Australian practising certificates	s 73(4) - Refund all or part of a surcharge	Victorian Bar (29 May 18)
	s 75(2) - Refund all or part of a surcharge	Victorian Bar (29 May 18)
Part 5, Division 3 - Approved Clerks	s 88(1) - Approve barristers' clerks receiving trust money on account of legal costs of one or more barristers	Victorian Bar (29 May 18)

Revoked Board delegations

All Board delegations that were revoked during 2024–25 are listed in tables 33–38, along with the reasons for their revocation.

In 2024–25 the Board revoked all delegations to the Director, Detection and Intervention as additional power given under s446.

TABLE 33: BOARD DELEGATIONS TO THE DIRECTOR, DETECTION AND INTERVENTION REVOKED IN 2024–25

Legal Profession Act 2004 (Victoria)	
Part 3.6, Division 3 – Claims about defaults	- s 3.6.8(1) – Allow further period to lodge fidelity fund claim - s 3.6.9 – Advertise for claims - s 3.6.10 – Extension of period for making claims
Part 3.6, Division 4 – Determination of claims	- s 3.6.14 – Determination of claims but only in respect of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice - s 3.6.15 – Set maximum amount allowable - s 3.6.16 – Order payment of reasonable legal costs - s 3.6.17 – Determine interest payable - s 3.6.18 – Reduce claim because of other benefits - s 3.6.19 – Subrogation on payment of fidelity fund claim
Legal Profession Uniform General Rules 2015	
	- r 65A – Power to revoke external examiner appointment - r 66(4) & (5) – Approve termination of appointment and require evidence - r 67 – Exempt examiner from requirement to report using standard form - r 86(1) – Receive claim against Fidelity Fund in specified form - r 87 – Require information and/or security related to claim - r 90 – Notify claimant of delay in determination of claim
Legal Profession Uniform Law (Victoria)	
Part 4.2, Division 1 – Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions
Part 4.2, Division 2 – Trust money and trust accounts	- s 146 – Authorisation of intermixing trust money – may be subject to conditions - s 151(3) – Set manner for notification of details of its trust accounts - s 152 – Make determinations about status of trust money
Part 4.2, Division 3 – External Examination of Trust Records	- s 155 – Appointment of external examiner to conduct external examination of trust records - s 160(2) and (3) – Recover costs of external examinations from law practice
Part 4.2, Division 4 – External investigations	- s 162 – Investigate or appoint external investigator to investigate the affairs of a law practice - s 163 – Authorise external investigator to undertake external investigations in relation to particular allegations or suspicions - s 166 – Recover costs of external investigation as a debt payable to the law practice
Part 4.5, Division 4 – Claims about defaults	- s 235 – Publish notice inviting claims about a default - s 236(1) and (2) – Extension of period for making claims - s 238 – Making advance payments to a claimant in advance of a determination

Part 4.5, Division 5 - Determination of claims	s 240 – Determination of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice
	s 242 – Order payment of reasonable legal costs
	s 243 – Determine interest payment on a claim
	s 244 – Reduce claim because of other benefits
	s 246 – Exercising rights of subrogation
Part 4.5, Division 6 - Defaults involving interjurisdictional elements	s 250 – Treatment of claims involving interjurisdictional elements where there is more than one associate involved in the default
	s 251 – Treatment of claims involving interjurisdictional elements where default was committed by only one associate
	s 252(1) and (2) – Request a fidelity authority of another jurisdiction to act as its agent in processing or investigating a claim in another jurisdiction
Part 4.6 - Business Management and Control	s 256 – Conducting or appointing a suitably qualified person to conduct a compliance audit
	s 257 – Giving a management system direction to a law practice
Part 7.3 - Entry and Search of Premises	s 374(2) (c) (ii) – Authorise an investigator to enter non-residential premises without consent or a warrant (in writing or orally) - in respect of trust records investigations and compliance audits
Part 7.4 - Additional powers in relation to incorporated legal practices	s 383(2) (d) – Approved form for examination of persons
	s 385(2) (c) – Approved form for hearings
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies
<i>Legal Profession Uniform Law Application Act 2014</i>	
Part 10 - General	s 153(1) – Appoint a person to investigate an offence or contravention
Part 5, Division 1 - Statutory deposits into Public Purpose Fund	s 80 – Determine required quarterly deposit amounts for a law practice or approved clerk to deposit into the Statutory Deposit Account and notification to law practices/approved clerks
	s 85 – Exempt law practice or approved clerk from SDA deposit requirements

In 2024-25 the Board revoked all delegations to the Executive Director, Legal and Investigations as additional powers were granted under ss 96, 121(2) and 446.

TABLE 34: BOARD DELEGATIONS TO THE EXECUTIVE DIRECTOR, LEGAL AND INVESTIGATIONS REVOKED IN 2024-25

Legal Profession Act 2004 (Victoria)	
Part 3.6, Division 3 - Claims about defaults	- s 3.6.8(1) – Allow further period to lodge fidelity fund claim - s 3.6.9 – Advertise for claims - s 3.6.10 – Extension of period for making claims
Part 3.6, Division 4 - Determination of claims	- s 3.6.14 – Determination of claims but only in respect of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice - s 3.6.15 – Set maximum amount allowable - s 3.6.16 – Order payment of reasonable legal costs - s 3.6.17 – Determine interest payable - s 3.6.18 – Reduce claim because of other benefits - s 3.6.19 – Subrogation on payment of fidelity fund claim
Legal Profession Uniform General Rules 2015	
	- r 65A – Power to revoke external examiner appointment - r 66(4) & (5) – Approve termination of appointment and require evidence - r 67 – Exempt examiner from requirement to report using standard form - r 86(1) – Receive claim against Fidelity Fund in specified form - r 87 – Require information and/or security related to claim - r 90 – Notify claimant of delay in determination of claim
Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	- s 44 – Grant or renewal of an Australian practising certificate - s 45 – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	- s 47 – Grant of practising certificate subject to conditions - s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons - s 49(5) – Ability to place conditions on the exemption - s 53 – Impose discretionary conditions on practising certificates
Part 3.4, Division 3 - Registration	- s 62 – Grant or renew Australian registration certificate - s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 - Conditions of Australian registration certificates	- s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate - s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	- s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder - s 76 – Vary, suspend or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events - s 77 – Immediate variation or suspension before or during consideration of proposed action - s 78 – Ability to lift a suspension and power to renew a certificate while it is suspended until it is cancelled or the suspension is lifted

Part 3.5, Division 3 - Variation, suspension or cancellation on specific grounds	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences
	s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response
	s 84 – Power to take action following consideration of response under section 83
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 88(4) – Enable receipt of a statement about an automatic show cause event out of time
	s 89 – Determine fitness following receipt of notice of automatic show cause event
	s 90 – Service of designated show cause event
	s 91(3) – Accept a statement regarding a designated show cause event out of time
	s 92 – Determine fitness following receipt of notice of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer
	s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate
	s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 4.2, Division 1 - Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions
Part 4.2, Division 2 - Trust money and trust accounts	s 146 – Authorisation of intermixing trust money – may be subject to conditions
	s 151(3) – Set manner for notification of details of its trust accounts
	s 152 – Make determinations about status of trust money
Part 4.2, Division 3 - External examination of Trust Records	s 155 – Appointment of external examiner to conduct external examination of trust records
	s 160(2) and (3) – Recover costs of external examinations from law practice
Part 4.2, Division 4 - External investigations	s 162 – Investigate or appoint external investigator to investigate the affairs of a law practice
	s 163 – Authorise external investigator to undertake external investigations in relation to particular allegations or suspicions
	s 166 – Recover costs of external investigation as a debt payable to the law practice
Part 4.5, Division 4 - Claims about defaults	s 235 – Publish notice inviting claims about a default
	s 236(1) and (2) – Extension of period for making claims
	s 238 – Making advance payments to a claimant in advance of a determination

Part 4.5, Division 5 - Determination of claims	s 240 – Determination of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice
	s 242 – Order payment of reasonable legal costs
	s 243 – Determine interest payment on a claim
	s 244 – Reduce claim because of other benefits
	s 246 – Exercising rights of subrogation
Part 4.5, Division 6 - Defaults involving interjurisdictional elements	s 250 – Treatment of claims involving interjurisdictional elements where there is more than one associate involved in the default
	s 251 – Treatment of claims involving interjurisdictional elements where default was committed by only one associate
	s 252(1) and (2) – Request a fidelity authority of another jurisdiction to act as its agent in processing or investigating a claim in another jurisdiction
Part 4.6 - Business management and control	s 256 – Conducting or appointing a suitably qualified person to conduct a compliance audit
	s 257 – Giving a management system direction to a law practice
Part 7.3 - Entry and search of premises	s 374(2) (c) (ii) – Authorise an investigator to enter non-residential premises without consent or a warrant (in writing or orally) – in respect of trust records investigations and compliance audits
Part 7.4 - Additional powers in relation to incorporated legal practices	s 383(2) (d) – Approved form for examination of persons
	s 385(2) (c) – Approved form for hearings
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies
Legal Profession Uniform Law Application Act 2014	
Part 10 - General	s 153(1) – Appoint a person to investigate an offence or contravention
Part 5, Division 1 - Statutory deposits into Public Purpose Fund	s 80 – Determine required quarterly deposit amounts for a law practice or approved clerk to deposit into the Statutory Deposit Account and notification to law practices/approved clerks
	s 85 – Exempt law practice or approved clerk from SDA deposit requirements

In 2024-25 the Board revoked all delegations to the Assistant Manager, Licensing as to grant additional powers under: Legal Profession Uniform Law (VIC) - s441 and s88(4).

TABLE 35: BOARD DELEGATIONS TO THE ASSISTANT MANAGER, LICENSING REVOKED IN 2024-25

Legal Profession Uniform General Rules 2015	
	r 82(1)(d) – Exempt community legal service from requirement to hold or be covered by approved insurance policy
Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 – Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate - excluding power to refuse certificate s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate - excluding power to refuse certificate s 46(2) – Rejection of notification of principal place of practice
Part 3.3, Division 3 – Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.4, Division 3 – Registration	s 62 – Grant or renew Australian registration certificate s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 – Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate
Part 3.5, Division 2 – Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder
Part 3.5, Division 4 – Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 89 – Determine fitness following receipt of notice of automatic show cause event s 90 – Service of designated show cause event s 91(3) – Accept a statement regarding a designated show cause event out of time s 92 – Determine fitness following receipt of notice of designated show cause event
Part 3.5, Division 5 – Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 4.4 – Professional indemnity insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Legal Profession Uniform Law Application Act 2014	
Part 2, Division 2 – Further application provisions	s 13(2) – Approve terms and conditions of a policy of professional indemnity insurance
Part 4, Division 2 – Australian practising certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate s 75(2) – Refund all or any part of a surcharge payable for late application for renewal

In 2024-25 the Board revoked all delegations to the Manager, Licensing on two occasions, to grant additional powers.

TABLE 36: BOARD DELEGATIONS TO THE MANAGER, LICENSING REVOKED IN 2024-25

Legal Profession Uniform General Rules 2015	
	r 82(1) (d) – Exempt community legal service from requirement to hold or be covered by approved insurance policy
Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45 – Consideration of prerequisites for grant or renewal of practising certificate s 46(2) – Rejection of notification of principal place of practice
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.3, Division 4 - Miscellaneous	s 55 – Alteration or substitution of varied certificate
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder s 76 – Vary, suspend, or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events
Part 3.5, Division 3 - Variation, suspension or cancellation of certificates on specific grounds	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response s 84 – Power to take action following consideration of response under section 83
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 89 – Determine fitness following receipt of notice of automatic show cause event s 90 – Service of designated show cause event s 91(3) – Accept a statement regarding a designated show cause event out of time s 92 – Determine fitness following receipt of notice of designated show cause event

Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 3.9, Division 2 - Prohibitions and other provisions regarding disqualified persons and disqualified entities	s 121(2) – Approve a person as a lay associate
Part 4.2, Division 1 - Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Legal Profession Uniform Law Application Act 2014	
Part 2, Division 2 - Further application provisions	s 13(2) – Approve terms and conditions of a policy of professional indemnity insurance
Part 4, Division 2 - Australian practising certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate s 75(2) – Refund all or any part of a surcharge payable for late application for renewal

In 2024-25 the Board revoked all delegations to the Manager, Intervention and Enforcement and granted additional new delegations.

TABLE 37: BOARD DELEGATIONS TO THE MANAGER, INTERVENTION AND ENFORCEMENT REVOKED IN 2024-25

Legal Profession Act 2004 (Victoria)	
Part 3.6, Division 3 - Claims about defaults	s 3.6.8(1) – Allow further period to lodge fidelity fund claim s 3.6.9 – Advertise for claims s 3.6.10 – Extension of period for making claims
Part 3.6, Division 4 - Determination of claims	s 3.6.14 – Determination of claims but only in respect of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice s 3.6.15 – Set maximum amount allowable s 3.6.16 – Order payment of reasonable legal costs s 3.6.17 – Determine interest payable s 3.6.18 – Reduce claim because of other benefits s 3.6.19 – Subrogation on payment of fidelity fund claim
Legal Profession Act 2004 (Victoria)	
	r 86(1) – Receive claim against Fidelity Fund in specified form r 87 – Require information and/or security related to claim r 90 – Notify claimant of delay in determination of claim
Legal Profession Uniform Law (Victoria)	
Part 4.2, Division 4 - External investigations	s 162 – Investigate or appoint external investigator to investigate the affairs of a law practice s 163 – Authorise external investigator to undertake external investigations in relation to particular allegations or suspicions s 166 – Recover costs of external investigation as a debt payable to the law practice
Part 4.5, Division 4 - Claims about defaults	s 235 – Publish notice inviting claims about a default s 236(1) and (2) – Extension of period for making claims s 238 – Making advance payments to a claimant in advance of a determination

Part 4.5, Division 5 - Determination of claims	s 240 – Determination of claims up to \$250,000 and shortfall claims resulting from Supreme Court orders for pari passu distribution to clients of the balance of funds from the trust account of a defunct law practice s 242 – Order payment of reasonable legal costs s 243 – Determine interest payment on a claim s 244 – Reduce claim because of other benefits s 246 – Exercising rights of subrogation
Part 4.5, Division 6 - Defaults involving jurisdictional elements	s 250 – Treatment of claims involving interjurisdictional elements where there is more than one associate involved in the default s 251 – Treatment of claims involving interjurisdictional elements where default was committed by only one associate s 252(1) and (2) – Request a fidelity authority of another jurisdiction to act as its agent in processing or investigating a claim in another jurisdiction
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

In 2024-25 the Board revoked all delegations to the Executive Director, Licensing and Complaints on two occasions, to grant additional powers.

TABLE 38: BOARD DELEGATIONS TO THE EXECUTIVE DIRECTOR, LICENSING AND COMPLAINTS REVOKED IN 2024-25

Legal Profession Uniform General Rules 2015	
	Rule 82(1) (d) – Exempt community legal service from requirement to hold or be covered by approved insurance policy
Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45 – Consideration of prerequisites for grant or renewal of practising certificate s 46(2) – Rejection of notification of principal place of practice
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.3, Division 4 - Miscellaneous	s 55 – Alteration or substitution of varied certificate
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder s 76 – Vary, suspend or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events

Part 3.5, Division 3 - Variation, suspension or cancellation of certificates on specific grounds	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response s 84 – Power to take action following consideration of response under section 83
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 89 - Determine fitness following receipt of notice of automatic show cause event - Determine if fit and proper and take appropriate action only in circumstances where the Commissioner has declared a conflict of interest. s 92 – Determine fitness following receipt of notice of designated show cause event - Determine if fit and proper and take appropriate action only in circumstances where the Commissioner has declared a conflict of interest.
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 3.9, Division 2 - Prohibitions and other provisions regarding disqualified persons and disqualified entities	s 121(2) – Approve a person as a lay associate
Part 4.2, Division 1 - Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Part 4.6 - Business Management and Control	s 257 – Giving a management system direction to a law practice
Legal Profession Uniform Law Application Act 2014	
Part 2, Division 2 - Further application provisions	s 13(2) – Approve terms and conditions of a policy of professional indemnity insurance
Part 4, Division 2 - Australian practising certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate s 75(2) – Refund all or any part of a surcharge payable for late application for renewal

In 2024-25 the Board revoked all delegations to the Director, Discipline and Suitability to grant additional powers under ss 96, 121(2) and 446.

TABLE 39: BOARD DELEGATIONS TO THE DIRECTOR, DISCIPLINE AND SUITABILITY REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45 – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder s 76 – Vary, suspend or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events s 77 – Immediate variation or suspension before or during consideration of proposed action s 78 – Ability to lift a suspension and power to renew a certificate while it is suspended until the it is cancelled or the suspension is lifted
Part 3.5, Division 3 - Variation, suspension or cancellation on specific grounds	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response s 84 – Power to take action following consideration of response under section 83
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 88(4) – Enable receipt of a statement about an automatic show cause event out of time s 89 – Determine fitness following receipt of notice of automatic show cause event s 90 – Service of designated show cause event s 91(3) – Accept a statement regarding a designated show cause event out of time s 92 – Determine fitness following receipt of notice of designated show cause event

Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 4.2, Division 1 - Preliminary	s 130(4) – Exempt a particular law practice from complying with the trust account provisions of Part 4.2 – exemption may be subject to conditions
Part 4.2, Division 2 - Trust money and trust accounts	s 146 – Authorisation of intermixing trust money – may be subject to conditions s 151(3) – Set manner for notification of details of its trust accounts s 152 – Make determinations about status of trust money
Part 4.2, Division 3 - External examinations of trust records	s 155 – Appointment of external examiner to conduct external examination of trust records s 160(2) and (3) – Recover costs of external examinations from law practice
Part 4.2, Division 4 - External investigations	s 162 – Investigate or appoint external investigator to investigate the affairs of a law practice s 163 – Authorise external investigator to undertake external investigations in relation to particular allegations or suspicions s 166 – Recover costs of external investigation as a debt payable to the law practice
Part 4.6 - Business Management and Control	s 256 – Conducting or appointing a suitably qualified person to conduct a compliance audit s 257 – Giving a management system direction to a law practice
Part 7.4 - Additional Powers in Relation to Incorporated Legal Practices	s 383(2) (d) – Approved form for examination of persons s 385(2) (c) – Approved form for hearings
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

In 2024-25 the Board revoked all delegations to the Licensing Advisor as the title was changed from Advisor to Adviser.

TABLE 40: BOARD DELEGATIONS TO THE LICENSING ADVISOR REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)

Part 3.3, Division 3 - Conditions of Australian practising certificates	s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption
Part 4.4 - Professional Indemnity Insurance	s 215(2) and (4) – Exemptions from the requirement to obtain an approved insurance policy

In 2024-25 the Board revoked all delegations to the Resolution Advisor as the title was changed from Advisor to Adviser.

TABLE 41: BOARD DELEGATIONS TO THE RESOLUTION ADVISOR REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)

Part 3.3, Division 3 - Conditions of Australian practising certificates	s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy

In 2024-25 the Board revoked all delegations to the Senior Licensing Advisor as the title was changed from Advisor to Adviser and some delegations were restricted.

TABLE 42: BOARD DELEGATIONS TO THE SENIOR LICENSING ADVISOR REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Legal Profession Uniform Law Application Act 2014	
Part 4, Division 2 - Australian Practising Certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate - refund all or part of a surcharge s 75(2) – Refund all or any part of a surcharge payable for late application for renewal - refund all or part of a surcharge

In 2024-25 the Board revoked all delegations to the Senior Resolution Advisor as the title was changed from Advisor to Adviser.

TABLE 43: BOARD DELEGATIONS TO THE SENIOR RESOLUTION ADVISOR REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Legal Profession Uniform Law Application Act 2014	
Part 4, Division 2 - Australian Practising Certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate - refund all or part of a surcharge s 75(2) – Refund all or any part of a surcharge payable for late application for renewal - refund all or part of a surcharge

In 2024-25 the Board revoked all delegations to the Team Lead to reduce the delegations.

TABLE 44: BOARD DELEGATIONS TO THE TEAM LEAD REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer
Part 4.4 - Professional Indemnity Insurance	s 215(2), (4) and (6) – Exemptions from the requirement to obtain an approved insurance policy
Legal Profession Uniform Law Application Act 2014	
Part 4, Division 2 - Australian Practising Certificates	s 73(4) – Refund all or part of a surcharge paid in relation to a grant of a practising certificate s 75(2) – Refund all or any part of a surcharge payable for late application for renewal

In 2024-25 the Board revoked all delegations to the Manager, Discipline and Suitability and granted additional delegations.

TABLE 45: BOARD DELEGATIONS TO THE MANAGER, DISCIPLINE AND SUITABILITY REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.4, Division 3 - Registration	s 62 – Grant or renew Australian registration certificate s 63(2) – Reject notification of principal place of practice for foreign lawyer
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder s 76 – Vary, suspend or cancel in accordance with certain grounds under Division 3 or Division 4 in relation to show cause events s 78 – Ability to lift a suspension and power to renew a certificate while it is suspended until the it is cancelled or the suspension is lifted

Part 3.5, Division 3 - Variation, suspension or cancellation of certificates on specific grounds	s 82 – Power to vary, suspend or cancel a certificate on specific grounds: – Contravention of a condition – Failure without reasonable excuse to comply with a requirement under Chapter 7 or has committed an offence under Chapter 7 in connection with an investigation – Recommendation from the Commissioner for immediate suspension – Unable to fulfil the inherent requirements. Also power to vary or suspend on public interest grounds where a holder has been charged with certain offences
	s 83 – Giving practising certificate holder notice of intention to take action under section 82 and inviting a response
	s 84 – Power to take action following consideration of response under section 83
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 88(4) – Enable receipt of a statement about an automatic show cause event out of time
	s 89 – Determine fitness following receipt of notice of automatic show cause event
	s 90 – Service of designated show cause event
	s 91(3) – Accept a statement regarding a designated show cause event out of time
	s 92 – Determine fitness following receipt of notice of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer
	s 94 – Apply restriction on making further applications for a practising certificate as part of decision to refuse to grant, renew or cancel a certificate
	s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 4.6 - Business management and control	s 257 – Giving a management system direction to a law practice
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

In 2024-25 the Board revoked all delegations to the Assistant Manager, Discipline and Suitability as additional delegation powers were given under s121(2).

TABLE 46: BOARD DELEGATIONS TO THE ASSISTANT MANAGER, DISCIPLINE AND SUITABILITY REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 3.3, Division 2 - Australian practising certificates	s 44 – Grant or renewal of an Australian practising certificate - excluding the function of refusing to grant and renew practising certificates s 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate - excluding the function of refusing to grant and renew practising certificates
Part 3.3, Division 3 - Conditions of Australian practising certificates	s 47 – Grant of practising certificate subject to conditions s 49(4) – Exempt a person or class of persons from the requirement to engage in supervised legal practice or reduce the period for a person or class of persons s 49(5) – Ability to place conditions on the exemption s 53 – Impose discretionary conditions on practising certificates
Part 3.4, Division 3 - Registration	s 62(1), (3) and (6) – Grant or renew Australian registration certificate
Part 3.4, Division 4 - Conditions of Australian registration certificates	s 64 – Determination whether foreign lawyer can receive trust money as part of registration certificate s 67 – Impose discretionary conditions on foreign lawyer
Part 3.5, Division 2 - Variation, suspension or cancellation of certificates	s 74 – Vary a practising certificate for formal or clerical reasons. Vary suspend or cancel at the request or with the concurrence of the holder
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 88(4) – Enable receipt of a statement about an automatic show cause event out of time s 89 – Determine fitness following receipt of notice of automatic show cause event s 90 – Service of designated show cause event s 91(3) – Accept a statement regarding a designated show cause event out of time s 92 – Determine fitness following receipt of notice of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 93 – Power to take no action in relation to events that occurred before a person was admitted to the profession or first registered as a foreign lawyer s 95 – Give notice to applicant or holder requiring provision of further information as part of consideration and investigation of licensing decisions
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

Appendix 5

Commissioner delegations

Under section 56 of the Application Act, the Victorian Legal Services Commissioner may delegate certain functions to:

- › an employee
- › a local professional association
- › a prescribed person.

Copies of all instruments of delegation in force can be viewed on our website.

Current delegations

Table 47 lists all of the internal Commissioner delegations in force at 30 June 2025. There were no external Commissioner delegations in force at 30 June 2025.

TABLE 47: COMMISSIONER INTERNAL DELEGATIONS IN FORCE AS AT 30 JUNE 2025

Legal Profession Act 2004 (Victoria)		
Part 3.3, Division 3 - Investigations	s 3.3.44(2) – Obtain information from financial institutions and other specified bodies	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
Part 4.1, Division 2 - Application of Chapter	s 4.1.4(3) – Consent to deal with issue under corresponding law	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.1.4(5) – Consent to deal with issue under corresponding law	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
Part 4.2 - Making a Complaint	s 4.2.7 – Vary time limit for complaint	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.2.8 – Give written notification of a complaint	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.2.9 – Require further information from complainant	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.2.10 – Summarily dismiss complaint	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)

Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.3.4 – Deposit disputed legal costs in ADI	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.3.5 – Attempt to resolve civil dispute	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.3.5A(1) – Prepare written agreement	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.3.6 – Give written notice dispute	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.3.7 – Give written notice dispute unable to be resolved	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
Part 4.3, Division 3 - Mediation	s 4.3.9 – Appoint a mediator	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.3.13 – Dismiss complaint or give rights to apply to VCAT	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
Part 4.3, Division 4 - Resolution of civil disputes by the Tribunal	s 4.3.15 – Make application to the Tribunal	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)

Part 4.4, Division 3 - Investigations	s 4.4.7 – Investigate complaint	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.4.8 – Investigate without complaint	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.9 – Refer complaint to prescribed investigatory body	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.4.10(3) – Deal with complaint	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.11 – Require further information and documents	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 4.4.12 – Investigate expeditiously	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.12A – Suspend investigation	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24)
	s 4.4.12B – Take no further action	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24)
	s 4.4.12C – Notify practitioner of decision	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24)
	s 4.4.13 – Take appropriate action	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24)
	s 4.4.13(1), (3) (b), (3) (c), (4), (5) and (6) – Take appropriate action	Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.14 – Give notice of decision	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
Part 4.4, Division 7 - Inter-jurisdictional provisions	s 4.4.33 – Request another jurisdiction to investigate	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.34 – Receive request from another jurisdiction to investigate	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	s 4.4.36 – Cooperate with corresponding authorities	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
Part 7.2 - General Provisions	s 7.2.14 – Disclose information	Assistant Manager, Discipline and Suitability (16 Oct 20) Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24)
Schedule 2, Part 6 - Disputes and Discipline	Clause 6.1 – Handle disputes lodged under old Act	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	Clause 6.2 – Handle disputes lodged under old Act	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)
	Clause 6.3 – Handle disputes lodged under old Act	Director, Discipline and Suitability (25 Jun 24) Executive Director, Legal and Investigations (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20)

Legal Profession Uniform Law (Victoria)

Part 5.2, Division 1 – Making complaints and other matters about complaints

s 266(2) – Initiate a complaint containing a disciplinary matter	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24)
s 267 – Making a complaint	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24)
s 269 – Definition of consumer matters (including costs disputes)	Costs Resolutions Specialist (09 Dec 24) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Adviser (16 Jun 25)
s 269(1) – Definition of consumer matter	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24)
s 271 – Priority given to resolving consumer matter where there is a mixed complaint	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Adviser (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24)

s 272 – Making complaint within 3-year time limit	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24)
s 273(2) – Ability to continue investigation even where complaint is withdrawn	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Special Counsel (25 Jun 24)

**Part 5.2, Division 2 –
Preliminary assessment of
complaints**

s 276 – Conduct preliminary complaint	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Paralegal (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24) Trust Account Analyst (21 Aug 15)
s 277 – Ability to close complaint after conducting preliminary assessment	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24)
s 278 – Ability to make recommendation that a practising certificate be suspended	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24)

**Part 5.2, Division 3 -
Notifications to and
submissions by respondents**

s 279 – Notify respondent of complaint as soon as practicable	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25)
s 280 – Response to complaint by respondent	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24) Trust Account Analyst (21 Aug 15)
s 281 – Ability to not notify a respondent of a complaint under certain circumstances	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24)

**Part 5.2, Division 4 -
Investigation of complaints**

s 282 – Investigate internally or appoint externally	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Paralegal (16 Oct 20) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24)
s 282(1) – Investigate internally or appoint externally	Costs Resolutions Specialist (09 Dec 24) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Trust Account Analyst (21 Aug 15)
s 283 – Extend scope of investigation	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)
s 284 – Arrange assessment of costs charged or claimed by respondent	Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23)

**Part 5.3, Division 2 -
Provisions applicable to all
consumer matters**

s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt

Assistant Manager, Cost Disputes and Compliance (29 Aug 22)
Assistant Manager, Discipline and Suitability (16 Oct 20)
Assistant Manager, Early Resolution and Complaints (26 Jun 23)
Assistant Manager, Licensing (26 Jun 23)
Assistant Manager, Quality and Assurance Review (25 Jun 24)
Costs Resolutions Specialist (09 Dec 24)
Director, Discipline and Suitability (25 Jun 24)
Executive Director, Licensing and Complaints (25 Jun 24)
Investigator (26 Jun 23)
Lawyer and Investigator (25 Jun 24)
Licensing Adviser (16 Jun 25)
Manager, Cost Disputes and Compliance (29 Aug 22)
Manager, Discipline and Suitability (16 Oct 20)
Manager, Early Resolution and Complaints (26 Jun 23)
Manager, Licensing (26 Jun 23)
Manager, Quality Assurance and Review (26 Jun 23)
Principal Advisory Lawyer and Investigator (25 Jun 24)
Resolution Adviser (16 Jun 25)
Resolutions Adviser (16 Jun 25)
Resolutions Liaison Officer (29 Aug 22)
Senior Advisor (16 Jun 25)
Senior Investigator (26 Jun 23)
Senior Lawyer and Investigator (25 Jun 24)
Senior Licensing Adviser (16 Jun 25)
Senior Resolution Adviser (16 Jun 25)
Trust Account Analyst (21 Aug 15)

s 287 – Resolve consumer matter by informal means as soon as practicable

Assistant Manager, Cost Disputes and Compliance (29 Aug 22)
Assistant Manager, Discipline and Suitability (16 Oct 20)
Assistant Manager, Early Resolution and Complaints (26 Jun 23)
Assistant Manager, Licensing (26 Jun 23)
Assistant Manager, Quality and Assurance Review (25 Jun 24)
Costs Resolutions Specialist (09 Dec 24)
Director, Discipline and Suitability (25 Jun 24)
Executive Director, Licensing and Complaints (25 Jun 24)
Investigator (26 Jun 23)
Lawyer and Investigator (25 Jun 24)
Licensing Adviser (16 Jun 25)
Manager, Cost Disputes and Compliance (29 Aug 22)
Manager, Discipline and Suitability (16 Oct 20)
Manager, Early Resolution and Complaints (26 Jun 23)
Manager, Licensing (26 Jun 23)
Manager, Quality Assurance and Review (26 Jun 23)
Principal Advisory Lawyer and Investigator (25 Jun 24)
Resolution Adviser (16 Jun 25)
Resolutions Adviser (16 Jun 25)
Resolutions Liaison Officer (29 Aug 22)
Senior Advisor (16 Jun 25)
Senior Investigator (26 Jun 23)
Senior Lawyer and Investigator (25 Jun 24)
Senior Licensing Adviser (16 Jun 25)
Senior Resolution Adviser (16 Jun 25)
Trust Account Analyst (21 Aug 15)

s 288 – Order parties to the complaint attend mediation	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)
s 289 – Prepare written record of agreement to mediation	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)
s 290 – Resolve consumer matter by making determination	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)

Part 5.3, Division 3 - Further provisions applicable to costs disputes

s 291 – Deal with costs disputes the same way as consumer matters or inform parties of right to apply for costs assessment or to VCAT if total bill is over \$100,000 or the amount in dispute is over \$10,000 where the bill is over \$100,000	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolution Adviser (16 Jun 25) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)
s 291(1) – Deal with costs disputes the same way as consumer matters	Costs Resolutions Specialist (09 Dec 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Trust Account Analyst (21 Aug 15)
s 292 – Make a binding determination about costs	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
s 293 – Cease to act where dispute is less than \$10,000	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)

Part 5.4, Division 1 - Preliminary	s 297(2) – Consider matters that would be taken into account in terms of admission when deciding if a lawyer is a fit and proper person in terms of professional misconduct	Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Trust Account Analyst (21 Aug 15)
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (26 Jun 23) Lawyer and Investigator (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24)
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal	Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Discipline and Suitability (16 Oct 20) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)

Part 5.5 - Compensation Orders	s 306 – Make compensation order	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 307(4) – Request may be made at any time after complaint made	Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Trust Account Analyst (21 Aug 15)
	s 308 – Order to compensate aggrieved person	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 309 – Order not to be made unless the designated authority or tribunal is satisfied of a loss or that it be in the interest of justice or if compensation has been made by court or paid from a fidelity fund	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)
	s 313(2) – Conduct an internal review	Trust Account Analyst (21 Aug 15)

Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
	s 320 – Make order directing or refraining action	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Intervention and Enforcement (16 Oct 20) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Detection and Intervention (25 Jun 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Intervention and Enforcement (16 Oct 20) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24)
Schedule 3, Part 4 - Dispute Resolution and Professional Discipline	Clause 14 – Conduct of lawyer does not apply if it is being dealt with under a corresponding law	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (16 Oct 20) Assistant Manager, Early Resolution and Complaints (26 Jun 23) Assistant Manager, Licensing (26 Jun 23) Assistant Manager, Quality and Assurance Review (25 Jun 24) Costs Resolutions Specialist (09 Dec 24) Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (16 Oct 20) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (25 Jun 24) Senior Advisor (16 Jun 25) Senior Investigator (26 Jun 23) Senior Lawyer and Investigator (25 Jun 24) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25)

**Schedule 4, Division 7 -
Dispute resolution and
professional discipline**

Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation

Assistant Manager, Cost Disputes and Compliance (29 Aug 22)
Assistant Manager, Discipline and Suitability (16 Oct 20)
Assistant Manager, Early Resolution and Complaints (26 Jun 23)
Assistant Manager, Licensing (26 Jun 23)
Assistant Manager, Quality and Assurance Review (25 Jun 24)
Costs Resolutions Specialist (09 Dec 24)
Director, Discipline and Suitability (25 Jun 24)
Executive Director, Licensing and Complaints (25 Jun 24)
Investigator (26 Jun 23)
Lawyer and Investigator (25 Jun 24)
Licensing Adviser (16 Jun 25)
Manager, Cost Disputes and Compliance (29 Aug 22)
Manager, Discipline and Suitability (16 Oct 20)
Manager, Early Resolution and Complaints (26 Jun 23)
Manager, Licensing (26 Jun 23)
Manager, Quality Assurance and Review (26 Jun 23)
Principal Advisory Lawyer and Investigator (25 Jun 24)
Resolution Adviser (16 Jun 25)
Resolutions Adviser (16 Jun 25)
Senior Advisor (16 Jun 25)
Senior Investigator (26 Jun 23)
Senior Lawyer and Investigator (25 Jun 24)
Senior Licensing Adviser (16 Jun 25)
Senior Resolution Adviser (16 Jun 25)
Trust Account Analyst (21 Aug 15)

Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

Assistant Manager, Cost Disputes and Compliance (29 Aug 22)
Assistant Manager, Discipline and Suitability (16 Oct 20)
Assistant Manager, Early Resolution and Complaints (26 Jun 23)
Assistant Manager, Licensing (26 Jun 23)
Assistant Manager, Quality and Assurance Review (25 Jun 24)
Costs Resolutions Specialist (09 Dec 24)
Director, Discipline and Suitability (25 Jun 24)
Executive Director, Licensing and Complaints (25 Jun 24)
Investigator (26 Jun 23)
Lawyer and Investigator (25 Jun 24)
Licensing Adviser (16 Jun 25)
Manager, Cost Disputes and Compliance (29 Aug 22)
Manager, Discipline and Suitability (16 Oct 20)
Manager, Early Resolution and Complaints (26 Jun 23)
Manager, Licensing (26 Jun 23)
Manager, Quality Assurance and Review (26 Jun 23)
Principal Advisory Lawyer and Investigator (25 Jun 24)
Resolution Adviser (16 Jun 25)
Resolutions Adviser (16 Jun 25)
Senior Advisor (16 Jun 25)
Senior Investigator (26 Jun 23)
Senior Lawyer and Investigator (25 Jun 24)
Senior Licensing Adviser (16 Jun 25)
Senior Resolution Adviser (16 Jun 25)
Trust Account Analyst (21 Aug 15)

Legal Profession Uniform Law Application Act 2014

Part 3, Division 4 - General provisions for the Victorian Legal Services Board and Victorian Commissioner	s 60 – Appoint a panel of mediators	Director, Discipline and Suitability (25 Jun 24) Executive Director, Licensing and Complaints (25 Jun 24) Special Counsel (25 Jun 24)
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TABLE 48: COMMISSIONER EXTERNAL DELEGATIONS IN FORCE AS AT 30 JUNE 2025

Legal Profession Act 2004 (Victoria)

Part 4.3, Division 2 - Dealing with Civil Complaints	4.3.5(1)	Victorian Bar (20 Apr 10) Victorian Bar Ethics Committee (20 Apr 10)
	4.3.5(3)	Victorian Bar (20 Apr 10) Victorian Bar Ethics Committee (20 Apr 10)
	4.3.5A(1) (a)	Victorian Bar (20 Apr 10) Victorian Bar Ethics Committee (20 Apr 10)

Revoked delegations

In 2024-25 the Commissioner revoked all delegations to the Costs Resolutions Specialist and issued new delegations.

TABLE 49: COMMISSIONER DELEGATIONS TO THE COSTS RESOLUTIONS SPECIALIST REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)

Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269 – Definition of consumer matters (including costs disputes) s 271 – Priority given to resolving consumer matter where there is a mixed complaint s 272 – Making complaint within 3-year time limit
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282(1) – Investigate internally or appoint externally s 283 – Extend scope of investigation
Part 5.3, Division 2 - Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt s 287 – Resolve consumer matter by informal means as soon as practicable s 288 – Order parties to the complaint attend mediation s 289 – Prepare written record of agreement to mediation
Part 5.3, Division 3 - Further provisions applicable to costs disputes	s 291(1) – Deal with costs disputes the same way as consumer matters
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Schedule 3, Part 4 - Dispute Resolution and Professional Discipline	Clause 14 – Conduct of lawyer does not apply if it is being dealt with under a corresponding law
Schedule 4, Division 7 - Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Senior Advisor as the title was changed from Advisor to Adviser.

TABLE 50: COMMISSIONER DELEGATIONS TO THE SENIOR ADVISOR REVOKED IN 2024-25

Legal Profession Uniform Law (Victoria)	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269 – Definition of consumer matters (including costs disputes) s 271 – Priority given to resolving consumer matter where there is a mixed complaint s 272 – Making complaint within 3-year time limit
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282(1) – Investigate internally or appoint externally s 283 – Extend scope of investigation
Part 5.3, Division 2 - Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt s 287 – Resolve consumer matter by informal means as soon as practicable s 288 – Order parties to the complaint attend mediation s 289 – Prepare written record of agreement to mediation
Part 5.3, Division 3 - Further provisions applicable to costs disputes	s 291(1) – Deal with costs disputes the same way as consumer matters s 293 – Cease to act where dispute is less than \$10,000
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Schedule 3, Part 4 - Dispute Resolution and Professional Discipline	Clause 14 – Conduct of lawyer does not apply if it is being dealt with under a corresponding law
Schedule 4, Division 7 - Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Senior Resolution Advisor as the title was changed from Advisor to Adviser.

TABLE 51: COMMISSIONER DELEGATIONS TO THE SENIOR RESOLUTION ADVISOR REVOKED IN 2024–25

<i>Legal Profession Uniform Law (Victoria)</i>	
Part 5.2, Division 1 – Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter s 272 – Making complaint within 3-year time limit
Part 5.2, Division 2 – Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 – Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable s 280 – Response to complaint by respondent
Part 5.2, Division 4 – Investigation of complaints	s 282 – Investigate internally or appoint externally s 283 – Extend scope of investigation
Part 5.3, Division 2 – Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt s 287 – Resolve consumer matter by informal means as soon as practicable s 288 – Order parties to the complaint attend mediation s 289 – Prepare written record of agreement to mediation
Part 5.3, Division 3 – Further provisions applicable to costs disputes	s 291 – Deal with costs disputes the same way as consumer matters or inform parties of right to apply for costs assessment or to VCAT if total bill is over \$100,000 or the amount in dispute is over \$10,000 where the bill is over \$100,000 s 293 – Cease to act where dispute is less than \$10,000
Part 5.6 – Appeal or Review	s 313 – Conduct an internal review
Schedule 3, Part 4 – Dispute Resolution and Professional Discipline	Clause 14 – Conduct of lawyer does not apply if it is being dealt with under a corresponding law
Schedule 4, Division 7 – Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Licensing Advisor as the title was changed from Advisor to Adviser.

TABLE 52: COMMISSIONER DELEGATIONS TO THE LICENSING ADVISOR REVOKED IN 2024-25

<i>Legal Profession Uniform Law (Victoria)</i>	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable
	s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
Part 5.3, Division 2 - Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt
	s 287 – Resolve consumer matter by informal means as soon as practicable
Part 5.3, Division 3 - Further provisions applicable to costs disputes	s 291 – Deal with costs disputes the same way as consumer matters or inform parties of right to apply for costs assessment or to VCAT if total bill is over \$100,000 or the amount in dispute is over \$10,000 where the bill is over \$100,000
Schedule 4, Division 7 - Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation
	Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Resolution Advisor as the title was changed from Advisor to Adviser.

TABLE 53: COMMISSIONER DELEGATIONS TO THE RESOLUTION ADVISOR REVOKED IN 2024-25

<i>Legal Profession Uniform Law (Victoria)</i>	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable
	s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
Part 5.3, Division 2 - Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt
	s 287 – Resolve consumer matter by informal means as soon as practicable
Part 5.3, Division 3 - Further provisions applicable to costs disputes	s 291 – Deal with costs disputes the same way as consumer matters or inform parties of right to apply for costs assessment or to VCAT if total bill is over \$100,000 or the amount in dispute is over \$10,000 where the bill is over \$100,000
Schedule 4, Division 7 - Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation
	Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Resolutions Advisor on two occasions.

TABLE 54: COMMISSIONER DELEGATIONS TO THE RESOLUTIONS ADVISOR REVOKED IN 2024-25

<i>Legal Profession Uniform Law (Victoria)</i>	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269 – Definition of consumer matters (including costs disputes) s 271 – Priority given to resolving consumer matter where there is a mixed complaint
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282(1) – Investigate internally or appoint externally
Part 5.3, Division 2 - Provisions applicable to all consumer matters	s 286 – Not to take action resolving consumer matter unless parties have made reasonable attempt to resolve matter, or it would be unreasonable to expect complainant to be involved in such attempt s 287 – Resolve consumer matter by informal means as soon as practicable s 288 – Order parties to the complaint attend mediation s 289 – Prepare written record of agreement to mediation
Part 5.3, Division 3 - Further provisions applicable to costs disputes	s 291(1) – Deal with costs disputes the same way as consumer matters s 293 – Cease to act where dispute is less than \$10,000
Schedule 4, Division 7 - Dispute resolution and professional discipline	Clause 26 – Complaint made under the old Chapter 4 is to be investigated with the provisions of the old legislation Clause 27 – Investigation may be commenced under the new law as long as conduct was not investigated before that day under the old legislation

In 2024-25 the Commissioner revoked all delegations to the Senior Licensing Advisor as the title was changed from Advisor to Adviser and some delegations were restricted.

TABLE 55: COMMISSIONER DELEGATIONS TO THE SENIOR LICENSING ADVISOR REVOKED IN 2024-25

<i>Legal Profession Uniform Law (Victoria)</i>	
Part 5, Division 1 - Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 272 – Making complaint within 3-year time limit
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
Part 5.2, Division 3 - Notifications to and submissions by respondents	s 279 – Notify respondent of complaint as soon as practicable
	s 280 – Response to complaint by respondent
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
	s 283 – Extend scope of investigation







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