Victorian Legal Services
BOARD + COMMISSIONER

Annual Report

2025–26



Momentum for change



Gumarran (Yolngu people)
'They Float Beside Us', 2026, acrylic on canvas

This Aboriginal painting depicts shimmering orbs and delicate feathers drifting through the wind, symbolising the ever-present spirits of our ancestors. The soft movement across the canvas represents their gentle guidance and protection, surrounding us as they float between worlds. Each orb glows with ancestral energy, reminding us that we are never alone — their presence moves with the wind, watching over and walking beside.

Gumarran is a Yolngu artist from the north-eastern Arnhem Land region of the Northern Territory. Gumarran belongs to the Dhuwa moiety, which is one of the two divisions that all Yolngu plants, animals, places and people belong to, the other being the Yirritja moiety. Gumarran's paintings often incorporate flowing, expressive brushwork and a colour palette that takes inspiration from natural ochre colours.

TORCH

This artwork was created through The Torch, a not-for-profit organisation which supports a First Peoples community of artists to break the cycle of incarceration by strengthening cultural connection and knowledge through arts practice. 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.



Annual Report

2025–26

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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October 2026

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Abbreviations and acronyms used in this report

ADR	alternative dispute resolution
AI	artificial intelligence
Application Act	*Legal Profession Uniform Law Application Act 2014* (Vic)
the Bar	Victorian Bar
CPD	continuing professional development
Legal Profession Uniform Law	Schedule 1 to the Application Act
LIV	Law Institute of Victoria Inc
LSRC	Legal Services Research Centre
PC	practising certificate
PPF	Public Purpose Fund
RAP	Reconciliation Action Plan
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	Victoria Legal Aid



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5 October 2026

Dear Attorney-General,

We are pleased to provide you with the 2025–26 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 2026. 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,



Fiona McLeay
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 2026.

Our governing legislation is the *Legal Profession Uniform Law Application Act 2014* (Vic). 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.

The theme of this year's report is **Momentum for change**. This reflects our deliberate, sustained progress towards lasting impact for the profession and the Victorians it serves.



Message from the CEO & Commissioner



Momentum for change

Last year, we focused on making meaningful change to the way we work and to the legal and justice sector. This year was about momentum – sustaining what we had begun and building on it, with lasting impact for the profession and the Victorians it serves.

In the first year under the *Strategic Plan 2026–29*, we established our independent Legal Services Research Centre (LSRC), took action on lawyer wellbeing and sexual harassment, and set clear expectations for lawyers using artificial intelligence (AI).

It was a testing year. Economic pressure bore down on consumers and lawyers alike. Our focus stayed where it belongs: on the people who rely on a strong, well-regulated legal profession and the lawyers who make that happen.

Regulating through uncertainty

We received 5,957 enquiries this year and registered 1,207 new complaints, a 6% increase. More of those complaints were complex and serious: 63% were disciplinary matters, up 7 percentage points.

We finalised 59% of complaints within six months of opening them, and worked through 1,417 separate issues raised within those complaints. We have been able to adapt to higher demand and respond at scale without dropping our service standards.

Standing with the profession in difficult times

The value of legal work is never clearer than in a crisis. Summer bushfires and flash flooding caused widespread harm across Victoria this year, and many people urgently needed legal help. Lawyers from the regions to the city stepped up – often pro bono – to support Victorians who had lost so much. We thank them.

The Bondi Beach terrorist attack brought profound shock and grief to the Jewish community, which reverberated across the nation. We joined the Law Institute of Victoria, the Victorian Bar and the Legal Practitioners' Liability Committee to express our sorrow. With the wider legal community, we marked the National Day of Mourning. Moments like these show the profession's instinct to come together.

Artificial intelligence in the legal profession

AI is already part of everyday legal practice: 36.7% of lawyers told our 2025 Lawyer Census they use AI tools, over half of them daily or weekly. In an Australian first, we disciplined a lawyer after they filed fabricated AI-generated case citations. The Supreme Court also disciplined a principal lawyer over AI-generated references. We expect anyone using AI to understand the technology they rely on, including its risks and limits.

Advancing First Nations justice

When the Victorian Statewide Treaty passed into law, it marked a historic moment for our state and the nation. First Peoples spent generations as truth-tellers and custodians of this land to bring that moment about, and we acknowledge them.

Reconciliation Australia approved our Innovate RAP in May. Over the next two years it commits us to understanding Treaty and what it means for our work. We'll champion the First Nations Cultural Capability Framework for the legal sector and deepen our understanding of First Peoples' experiences of the legal profession. We continued to support First Nations–led services, including the Victorian Aboriginal Legal Service (VALS) and Djirra.

Strengthening practice and supporting the next generation

Good supervision sets early career lawyers up for the rest of their working lives. In December we published three resources to strengthen the supervision relationship: an Early Career Lawyer Capability Framework, a Supervision Plan Template and a Reflective Practice Template. We also updated our supervised legal practice guidance and issued three resources for corporate in-house lawyers.

We updated our guidance for lawyers who provide advice to consumers after a motor vehicle accident, and a guide helping consumers understand the risks of 'free' services after an accident.

With Women's Legal Service Victoria, we funded training to help private family lawyers respond to family violence.

Promoting safe and healthy legal workplaces

Lawyer wellbeing is everyone's responsibility, from individuals to whole organisations. This year we launched the Wellbeing Guidelines for Legal Workplaces.

We're clear about conduct that has no place in the profession. Sexual harassment remains a persistent and corrosive problem, and we took regulatory action on sexual harassment and bullying this year. Anyone can report sexual harassment or inappropriate behaviour by a lawyer through our online anonymous tool, the first of its kind in Australia.

Building our evidence base

Sound regulation rests on sound evidence. In August we launched the LSRC, with Professor Nigel Balmer as its Research Director. The Centre is fully independent, which ensures trust in its findings. Its early work, including new evidence on sexual harassment in the sector, is already shaping how we design services, set policy and regulate.

Investing in access to justice

We kept investing in a stronger, fairer legal system through the Public Purpose Fund. In January we announced the latest Strong Foundations grants recipients – five organisations sharing $5 million over four to five years. In all we awarded $206 million in grants and funding, including $156 million in annual funding to legal and justice organisations. Investments like these widen access to justice for everyday Victorians.

Vale Dr Hugh McDonald

We mourn the death of Dr Hugh McDonald, a distinguished researcher and champion of access to justice whose work shaped legal assistance policy and practice across Australia and beyond. Hugh combined intellectual rigour with a deep commitment to fairness – a rare combination of humanity and brilliance.

He had many friends and long-time collaborators at VLSB+C and we'll miss him greatly. For more on Hugh's legacy, see page 23.

Acknowledgements

We welcomed two new lay members to the Board: Dr Alice Parkhill and Bronwen Bock. We also welcomed Gabi Crafti SC as a barrister (advocate) member.

Our Consumer Panel welcomed Dr Alice Parkhill (Board representative) and Jess Gregory, whose perspectives will help keep consumers at the centre of our work.

Justice Sam Hay stepped down as Chair in April 2026, after his appointment to the Supreme Court of Victoria. Justice Hay first joined the Board in May 2023 and was Chair of the Investment and Funding Committee that year. He was also a member of the Finance, Risk and Audit Committee and became Chair in December 2024. We thank him for his purpose-driven leadership and service to the Board and wish him well in his appointment as a judge.

I also thank our outgoing lay members: Dr Lynne Williams AM, who served 12 years, and Catherine Wolthuizen, who served eight years.

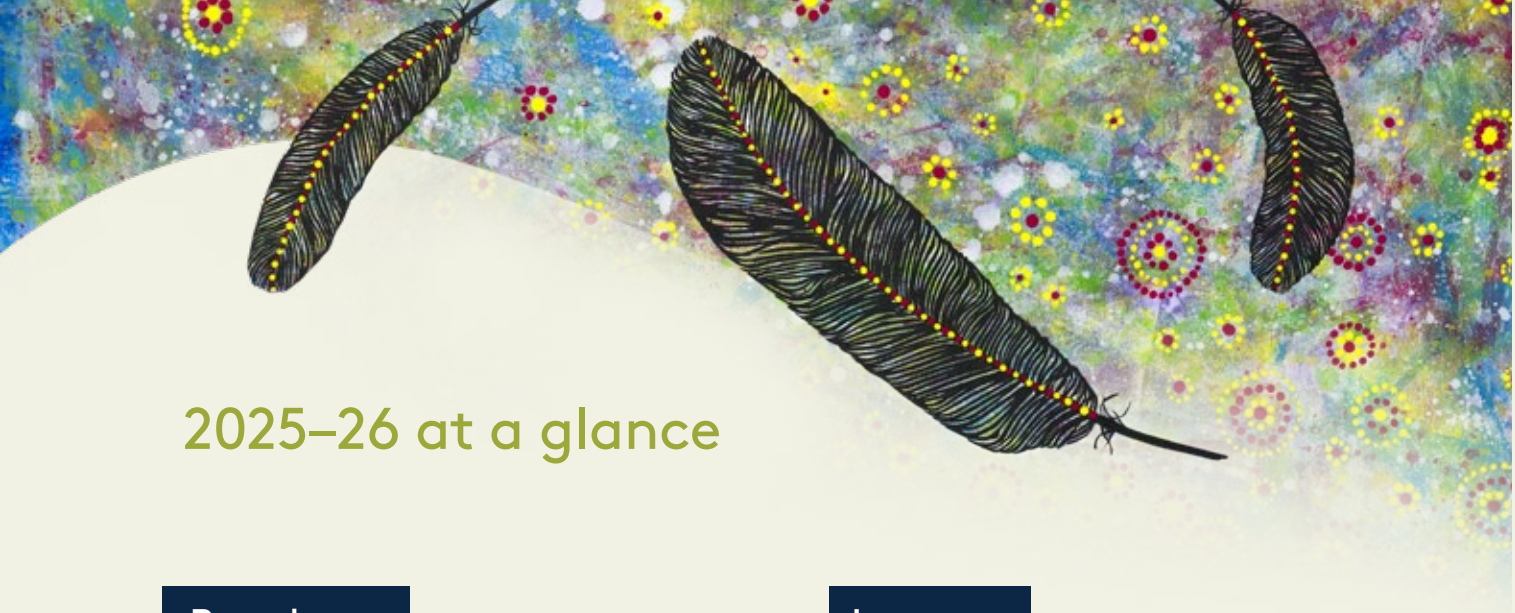
Finally, thank you to our staff for their dedication in a demanding year, and to everyone across the profession and the community who works alongside us. What we achieve, we achieve together.

Looking ahead

As our organisation matures, our momentum increases. With a clear strategy, a strong evidence base and the experience to meet what comes next, we're ready.



Fiona McLeay
Chief Executive Officer and Commissioner



2025–26 at a glance

Regulator

5,957 enquiries received from the public

1,207 new complaints opened

$715,532 paid in Fidelity Fund claims

Funder

2 rounds of Change Grants for community legal centres (CLCs) and not-for-profit organisations

$5 million in Strong Foundations grant funding

$195,000 in sponsorships for events and programs raising awareness of justice system issues

$206 million in funding to legal and justice organisations

Investor

$96.7 million

investment growth in 2025–26

Snapshot of the Victorian legal profession

31,284 registered lawyers in Victoria, up by 4.2%

42.6 years is the average age of Victorian lawyers

56% of Victorian lawyers are women



1

About us

We are the independent regulator of the Victorian legal profession.

We exist to maintain and enhance public trust and confidence in Victorian lawyers and support the rule of law.

We license lawyers and oversee service standards and conduct.

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

How we work

We are guided by the Victorian Public Sector values and our shared commitments shown below.

- **we collaborate**
- **we are courageous**
- **we value relationships**
- **we lead and inspire**
- **we adapt**

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 PPF 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 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 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
- Legal Profession Uniform Law (Uniform Law) regulators in other jurisdictions.

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



Principles that guide our approach to regulation

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

PRINCIPLES THAT GUIDE OUR RESPONSE TO IMMEDIATE AND EMERGING ISSUES

Risk-based 	**We target our resources to the areas of greatest potential harm.**	We target our resources to the areas of greatest potential harm. We proactively identify areas of greatest risk to consumers of legal services or to the reputation of the profession and prioritise our resources accordingly.
Evidence-based 	**We make decisions 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 consumers 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, procedures 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.

Reporting progress against our Strategic Plan

This is the first year we are reporting against our *Strategic Plan 2026–29*.

The plan takes an outcomes-based approach to planning, measurement and reporting. This helps us understand how well we're delivering our work and whether we're contributing to positive outcomes for consumers, the legal profession and access to justice.

It uses:

- performance measures – these assess how effectively and efficiently we deliver our work
- outcome indicators – these assess progress towards the changes we want to see within our sphere of influence, recognising that many outcomes are influenced by factors beyond our control.

Results are drawn from a range of evidence sources including administrative data, surveys and structured reviews of documentation. Where survey data is used, results are only reported where there are enough responses to support robust and meaningful reporting.

We assess the results for each measure and indicator using the categories below:

LEGEND	DESCRIPTION
Met expectations	The result is consistent with, or better than, what we would reasonably expect to see if we are on track to achieving the intended outcome.
Partly met expectations	The result is within an acceptable range, but aspects are below the level we would reasonably expect, or performance is mixed.
Below expectations	The result is materially below what we would reasonably expect to see if we are on track to achieving the intended outcome.
Data not available	No result is reported because the required data is unavailable or insufficiently robust.

We make these assessments using factors like historical performance, agreed benchmarks, risk tolerances and management expectations.

For customer experience surveys, our headline results include the proportion of respondents who reported a neutral or positive view of their experience with us. This reflects our expectation as an independent regulator that even customers who do not receive the outcome they hoped for still have an acceptable experience of our service and processes.

Progress against our measures and indicators

The results and assessments in this report represent our best judgement based on the information available at the time of reporting.

The majority of measures and indicators met or exceeded expectations, with a small number falling short of expectations and identified as areas for uplift.

TABLE 1: STRATEGIC PLAN PERFORMANCE AND OUTCOME RESULTS

ASSESSMENT RESULT	PERFORMANCE MEASURES	OUTCOME INDICATORS
Met expectations	8	6
Partly met expectations	4	1
Below expectations	2	1
Data not available	0	5

The performance measures and outcome indicators are aligned to our strategic pillars. Results are reported at the start of each chapter.

Note: Since publishing the plan, we have updated some measures and indicators to improve clarity. The underlying outcomes and performance areas remain unchanged, and we expect measures and methodologies to evolve over the life of the plan.

Progress against our Action Plan: Years 1 and 2

Our two-year Action Plan helps us to deliver the Strategic Plan. It is renewed annually.

All 21 initiatives in the first Action Plan are either complete or on track for 2025–26, or continuing for the life of the plan.

Seven actions will continue for the life of the plan, with initiatives completed in 2025–26. This includes continuing actions, such as publishing our Lawyer Census and Legal Understanding and Lawyer Use (LULU) research, managing our investments and funding, and using data to understand the experience of consumers.

TABLE 2: ACTION PLAN PROGRESS

ACTION PLAN STATUS	INITIATIVES
Completed in 2025–26	5
Continuing for life of the plan	7
In progress – on track	9

For more on our Action Plan progress, see Appendix 6.



2

Protect and empower consumers

We help consumers make informed choices about legal services and understand the costs.

Strategic Plan results

TABLE 3: OUR PERFORMANCE AGAINST THIS STRATEGIC PILLAR

	2025–26		
PERFORMANCE MEASURE	VALUE	RESULT	COMMENTARY
% of public enquiries finalised within agreed timeframes	**73%**	○	This result fell marginally short of expectations due to slower response times in the first quarter, but was consistently over 80% in the final nine months.
Number and outcomes of finalised enquiries	**104 finalised per 100 received**	●	We finalised 6,179 enquiries and more enquiries were finalised than received, which reduced the backlog. The majority (62%) were resolved by providing information or assistance.
Number, outcomes and timeframes of finalised complaints	**101 finalised per 100 received** **78% on time**	○	We finalised 1,217 complaints, slightly more than we received, and we finalised 78% within agreed timeframes. Most complaints were resolved informally or through appropriate regulatory responses.
Customer engagement with the VLSB+C website	**148,160 visits**	●	Consumer visits to our website increased by 3% from last year, reflecting ongoing use of digital information and self-service resources.

Legend

- ● Met expectations
- ○ Partly met expectations
- ⊘ Below expectations
- ■ Data not available



TABLE 4: OUTCOMES WE WANT TO SEE

		2025–26		
OUTCOME	INDICATOR	VALUE	RESULT	COMMENTARY
Consumers understand their rights when engaging a lawyer	Legal capability of Victorians	**N/A**	■	This relies on responses to our Legal Understanding and Lawyer Use (LULU) survey. The results of the 2026 survey were not available in time for publication.
Lawyers provide legal services that meet consumer needs	Satisfaction of Victorians with legal services meeting their needs	**N/A**	■	This relies on responses to our LULU survey. The results of the 2026 survey were not available in time for publication.
Consumer harm is identified and acted upon	Number of regulatory actions taken to avoid or respond to consumer harm	**712**	●	We took 712 targeted actions to respond to, mitigate or prevent consumer harm, which represents 2.3 actions per 100 lawyers regulated. The mix included direct resolution, enforcement, prevention and targeted guidance, demonstrating a proportionate, balanced and risk-based approach to addressing consumer harm.
	Consumer satisfaction with our decision on their complaint	**N/A**	■	The results for this are based on a limited number of respondents to our customer experience surveys (fewer than 50) which aren't considered sufficiently robust for reporting. We'll continue to monitor satisfaction with complaint outcomes as more data becomes available.

Improving the customer experience

We continued to improve the customer experience this year. By listening to customer feedback and acting on it, we made changes that led to better outcomes for people who use legal services and for the legal profession.

Accessible Communications Framework

We launched the Accessible Communications Framework in April 2026. It gives staff a clear, consistent way to create, review and improve our communications. It aims to make our information easier to find, understand and use for as many people as possible.

The framework draws on the International Plain Language and Consumer Vulnerability Standards. It sets out five guiding principles for our communications:

- clear
- accessible
- consistent
- tailored
- timely.

To put the framework into practice, we're providing plain language training for all staff and tailored training for customer-facing staff. This is one part of a larger program to improve our communications and make it easier for people to interact with us.

Consumer Panel

Our independent Consumer Panel helps us understand community needs and expectations for the legal profession and for us as their regulator.

The Panel met four times in 2025–26.

This year, the Panel collaborated on several key projects, including shaping our guidance for consumers and lawyers about 'car napping' and supporting family violence training for family lawyers.

The Panel's diverse membership reflects experience that includes consumer research, customer and disability advocacy, policy and change management.

Vale Dr Hugh McDonald

The Panel acknowledges the sad passing of Dr Hugh McDonald in July 2026. Hugh was a leading access to justice researcher whose work transformed legal policy and practice in Australia and beyond. Through his pioneering research at the Victoria Law Foundation and the Law and Justice Foundation of NSW, and his contributions to our Consumer Panel, funding programs, and the Legal Services Research Centre, Hugh helped build a deeper understanding of legal need and the consumer experience.

Kat George, Chair of the Consumer Panel, said, "Through his research, Hugh helped ensure the voices of consumers – particularly those experiencing exclusion – were heard by policy makers, regulators and service providers. His contributions to the Consumer Panel were invaluable, helping us better understand what good legal services look like from the consumer perspective. His legacy will continue to shape our work and he is deeply missed."



Consumer Panel members



Kat George (Chair)

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 the 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.



Dr Alice Parkhill (Victorian Legal Services Board representative)

Dr Alice Parkhill holds a Doctorate in Psychology (Clinical and Forensic) and currently serves on the Adult Parole Board of Victoria. Previously, Alice has held senior executive roles in health, aged care and community services in the not-for-profit and public sectors. Alice has extensive experience across governance, consumer engagement and strategic planning. She is deeply committed to fair, accountable and accessible governance, and to advancing the quality and impact of essential services for all consumers and communities.



Genevieve Grant

Associate Professor Genevieve Grant is Director of the Warren Centre for Civil Justice (previously 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.



Hugh McDonald (Victoria Law Foundation representative)

Dr Hugh McDonald was Research Director at Victoria Law Foundation where he led a team researching legal need and capability, and measuring what works to meet community legal need and capability. For more than 20 years, Hugh studied access to justice and legal need from all angles. He worked closely with legal aid commissions, community legal centres, and state and federal governments, which gave him a deep understanding of legal services, justice institutions, and policy and practice.



Jess Gregory

Jess Gregory is a policy and regulatory professional passionate about consumer safety, equity and inclusion. She is currently an Acting Senior Investigator at Victoria's Essential Services Commission, where she has held roles in reform, education and engagement, compliance and enforcement to promote the rights of water and energy consumers. For over 10 years Jess has worked at the nexus of consumer vulnerability and family violence policy, research and regulation, with previous roles at Domestic Violence Victoria (now Safe and Equal) and Australia's National Research Organisation for Women's Safety. She is completing a Master of Business Administration (Social Impact) and is the president of Ormond Community Kindergarten.

CASE STUDY

Free doesn't always come cheap – 'car napping' guidance for consumers and lawyers

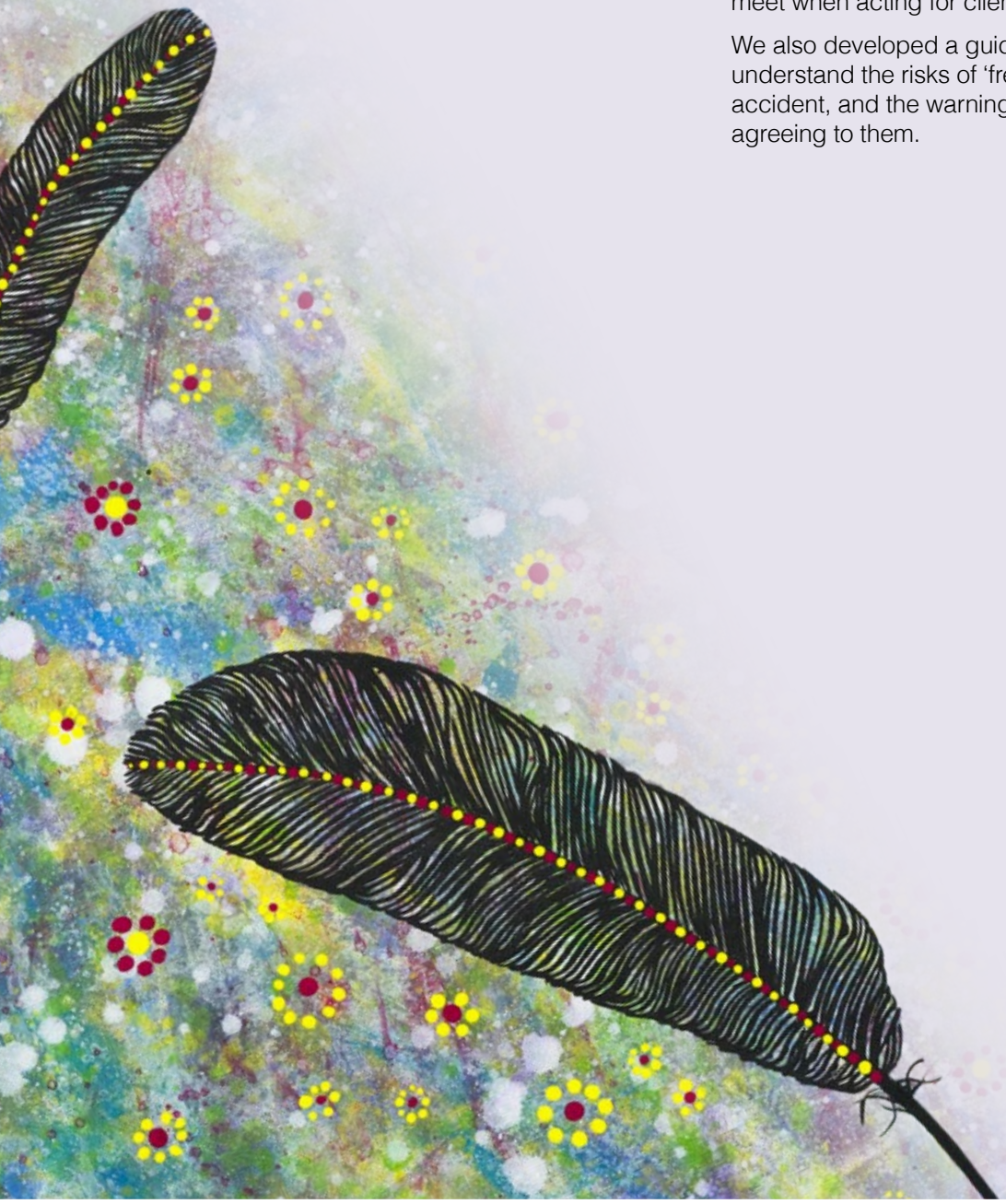
In mid-2025, the Consumer Panel heard from a community legal centre about concerns linked to 'car napping' after a car accident.

Car napping can happen when a business offers a driver who is not at fault 'free' services, such as towing, repairs or a hire car. The business may tell the driver it will recover the costs from the at-fault driver or their insurer.

To access these services, drivers are often asked to sign an 'Authority to Act' form. This form can allow a lawyer to act for them. Many people say they didn't understand what they were signing, and some didn't know they had agreed to a lawyer acting for them. Others didn't know legal work was being done in their name.

We updated our guidance for lawyers who act in these matters explaining the standards they must meet when acting for clients.

We also developed a guide to help consumers understand the risks of 'free' services after a car accident, and the warning signs to look for before agreeing to them.



CASE STUDY

Building the capability of private family lawyers to respond to family violence

In mid-2024, the Consumer Panel raised concerns about how family lawyers work with people affected by family violence. It identified a need for practical training, especially for private lawyers working in small regional and suburban firms.

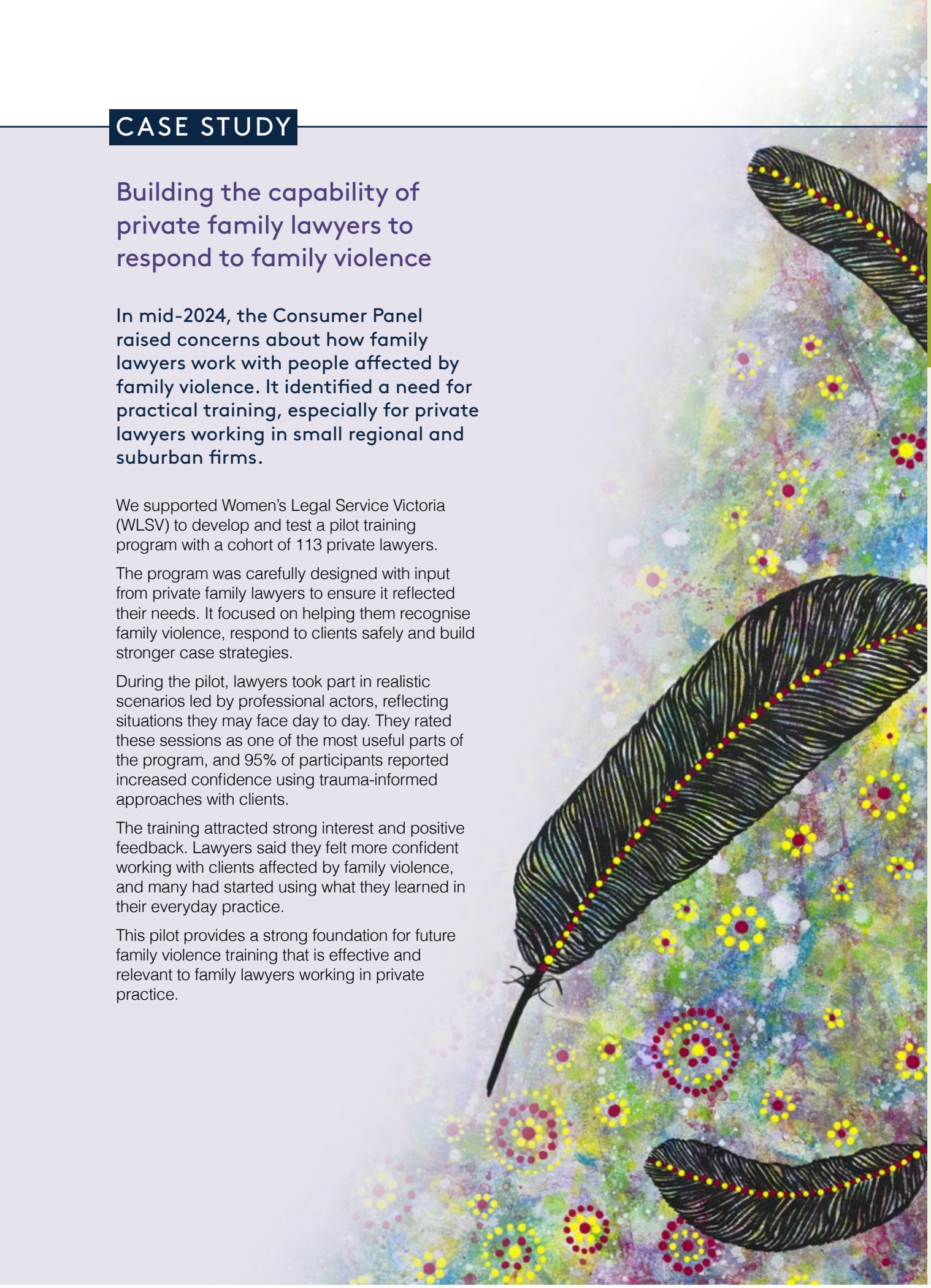
We supported Women's Legal Service Victoria (WLSV) to develop and test a pilot training program with a cohort of 113 private lawyers.

The program was carefully designed with input from private family lawyers to ensure it reflected their needs. It focused on helping them recognise family violence, respond to clients safely and build stronger case strategies.

During the pilot, lawyers took part in realistic scenarios led by professional actors, reflecting situations they may face day to day. They rated these sessions as one of the most useful parts of the program, and 95% of participants reported increased confidence using trauma-informed approaches with clients.

The training attracted strong interest and positive feedback. Lawyers said they felt more confident working with clients affected by family violence, and many had started using what they learned in their everyday practice.

This pilot provides a strong foundation for future family violence training that is effective and relevant to family lawyers working in private practice.



Working with First Nations peoples and organisations

Aboriginal and Torres Strait Islander peoples still face unfair treatment and barriers in the legal system. Our Reconciliation Action Plan (RAP) commits us to learning more and improving how we work with First Nations peoples and organisations. Our funding, grants and sponsorships support that work.

Reconciliation Action Plan

Reconciliation Australia approved our Innovate RAP in May 2026. The plan commits us to understanding where we can make the greatest impact and to taking practical steps to advance reconciliation.

Over the next two years, we will:

- understand Treaty and its implications for our organisation
- plan for the implementation of Yoorrook's *Truth Be Told* report
- champion the First Nations Cultural Capability Framework
- strengthen our understanding of First Peoples' experiences of the legal profession.

These commitments will strengthen our relationships with First Peoples and support collaboration to advance reconciliation.

Funding, grants and sponsorships

We provided annual funding to the Victorian Aboriginal Legal Service and Djirra to support access to justice for First Nations peoples.

We funded other First Nations projects through our grants and sponsorships program, including:

- the Yallum Yallum Justice Program in Horsham
- the Shara Clarke Aboriginal Culture and Education Centre
- the Tarwirri Indigenous Law Association for the 2026 Blak Letter Law Gala.

CASE STUDY

Celebrating our Innovate RAP on Wurundjeri Country

Our staff, Board members and partners came together to celebrate the launch of our Innovate RAP at the State Library of Victoria.

Speakers highlighted our commitment to building stronger, more respectful relationships with First Peoples. They encouraged attendees to continue their reconciliation journey by reading the Innovate RAP, listening and learning from First Peoples and visiting the Library's *Treaty* exhibition.



Understanding legal consumers

Legal Understanding and Lawyer Use surveys

Understanding people's lived experience of the law is essential to improving access to justice. The Legal Understanding and Lawyer Use (LULU) surveys help capture and explain these experiences.

Following a successful pilot LULU survey, the Legal Services Research Centre (LSRC) will run an ongoing LULU program over the next four years.

The LULU survey is one of the most ambitious legal needs surveys in the world. It looks at how people deal with legal problems and how they use lawyers and other sources of help.

It also examines what people need when they face legal problems, what help they receive, how technology is changing the way they seek help, and how legal needs vary across different regions.

Unlike conventional legal needs surveys, LULU follows the same people over time. It tracks their full journey in dealing with legal problems and focuses on legal capability – people's ability to understand the law.

We have published the findings of the pilot survey widely in reports, papers and research briefs.

For more about the LSRC, see page 73.

Customer experience surveys

These surveys measure how satisfied people are with the processes, communication and outcomes they receive from VLSB+C services.

This program links closely with the broader research program. It helps:

- build a clearer picture of people's experiences and needs
- identify better ways to meet those diverse needs and show what works in practice.

CASE STUDY

Findings shared at Legal Services Research Centre launch

We launched the LSRC at the State Library of Victoria, with guests including the Honourable Chief Justice Niall.

CEO and Commissioner Fiona McLeay spoke about the value of evidence in improving the justice system. Research Director, Professor Nigel Balmer, outlined the Centre's mission to build strong evidence to improve the justice system, through two areas of work:

- on people's experiences of law, legal needs and barriers to access
- on the legal profession and the conditions that shape how lawyers support their clients.

Professor Balmer also presented the results of the LULU survey. Alongside LULU, the LSRC's work includes the annual Lawyer Census, small area modelling of legal need, and research with people who use our services.



FOCUS AREA

Costs Support for Lawyers program

Disputes can happen when lawyers don't clearly explain their fees or give clients written costs information upfront.

Costs disputes often happen alongside service or behaviour complaints. These issues can become harder to resolve if lawyers don't address client concerns early.

How the program helps

The Costs Support for Lawyers program is free, confidential and voluntary. It helps lawyers and law practices explain costs to clients and meet their obligations under the Uniform Law.

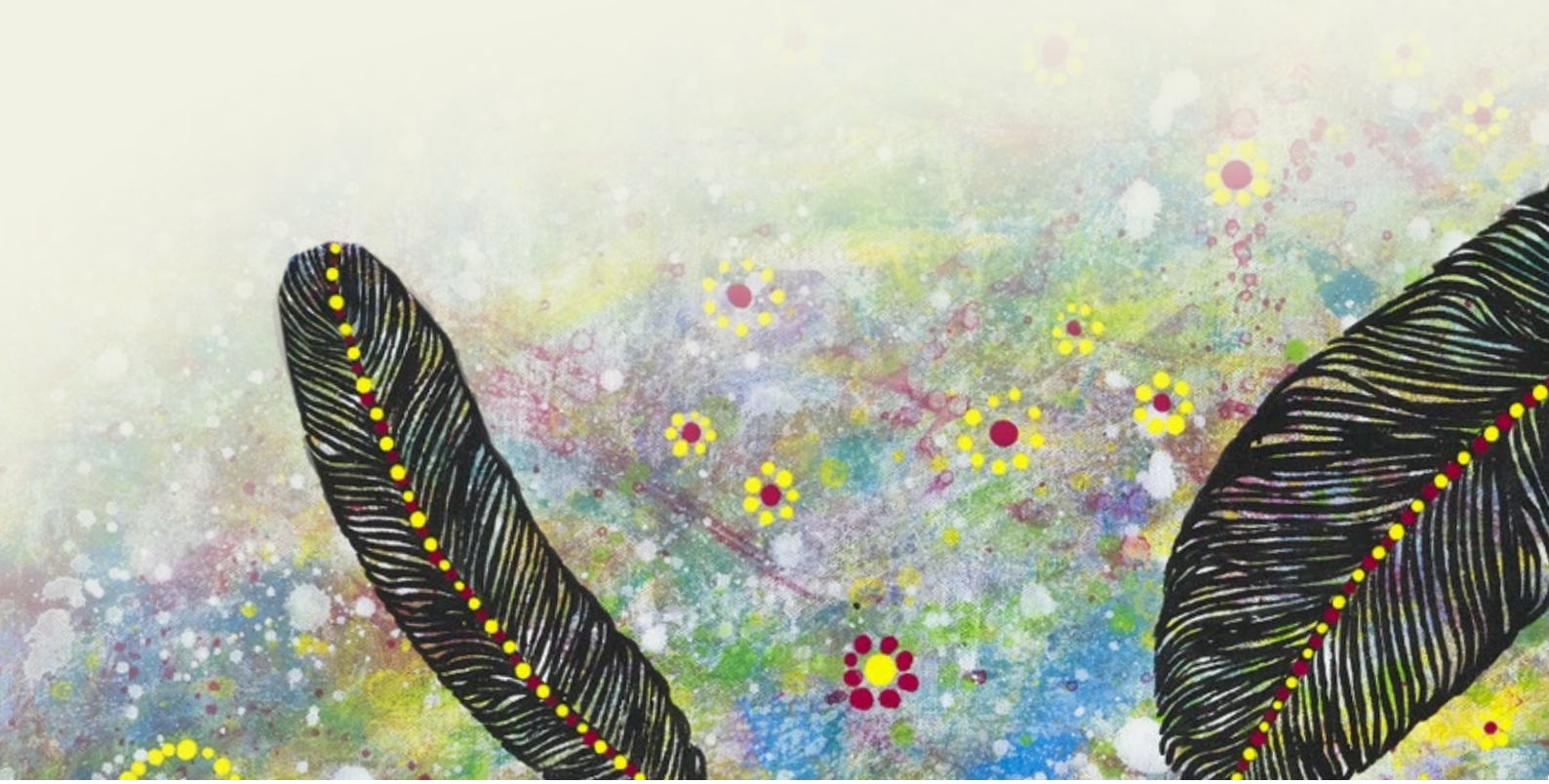
As part of the program, lawyers attend two face-to-face sessions with our specialist staff. Together they review the lawyer's complaint history, identify common issues with costs disclosure and discuss practical ways to communicate better with clients.

We use reflective practice to help lawyers think about what's working, what isn't and what they can do over time.

Growing interest

The program is attracting a wider range of participants – including lawyers with a complaints history, and experienced and early career lawyers who want practical support with costs disclosure.

This interest shows that lawyers want to improve their compliance and serve their clients better.



CASE STUDY

Practical costs support drives meaningful national change

A lawyer leading a small branch of a national firm joined our Costs Support for Lawyers program after feeling overwhelmed by their costs disclosure obligations. Balancing leadership, business management and legal practice, they were unsure where to begin and hesitant about the program.

The lawyer met with our specialist advisers. Together, they looked at examples of effective costs information and reviewed the firm's documents and processes. They talked about simple ways to explain legal costs to clients. The program helped the lawyer understand the Uniform Law better and feel more confident talking to clients about costs.

We have shared the positive results of our costs support initiative with the Legal Services Council as it reviews costs disclosure thresholds and practices.

By building lawyers' confidence and capability, the Costs Support program helps strengthen compliance, improve the client experience and prevent disputes before they arise. This supports better outcomes for the legal profession and the Victorian community.



Managing enquiries and complaints



Received 5,957 enquiries from the public

Paid over $715,000 in approved claims on the Fidelity Fund

Finalised 6,179 open enquiries

How we handle enquiries

Figure 1 shows the pathways an enquiry may take under the Uniform Law. 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
- progressed to a complaint under the Uniform Law.

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

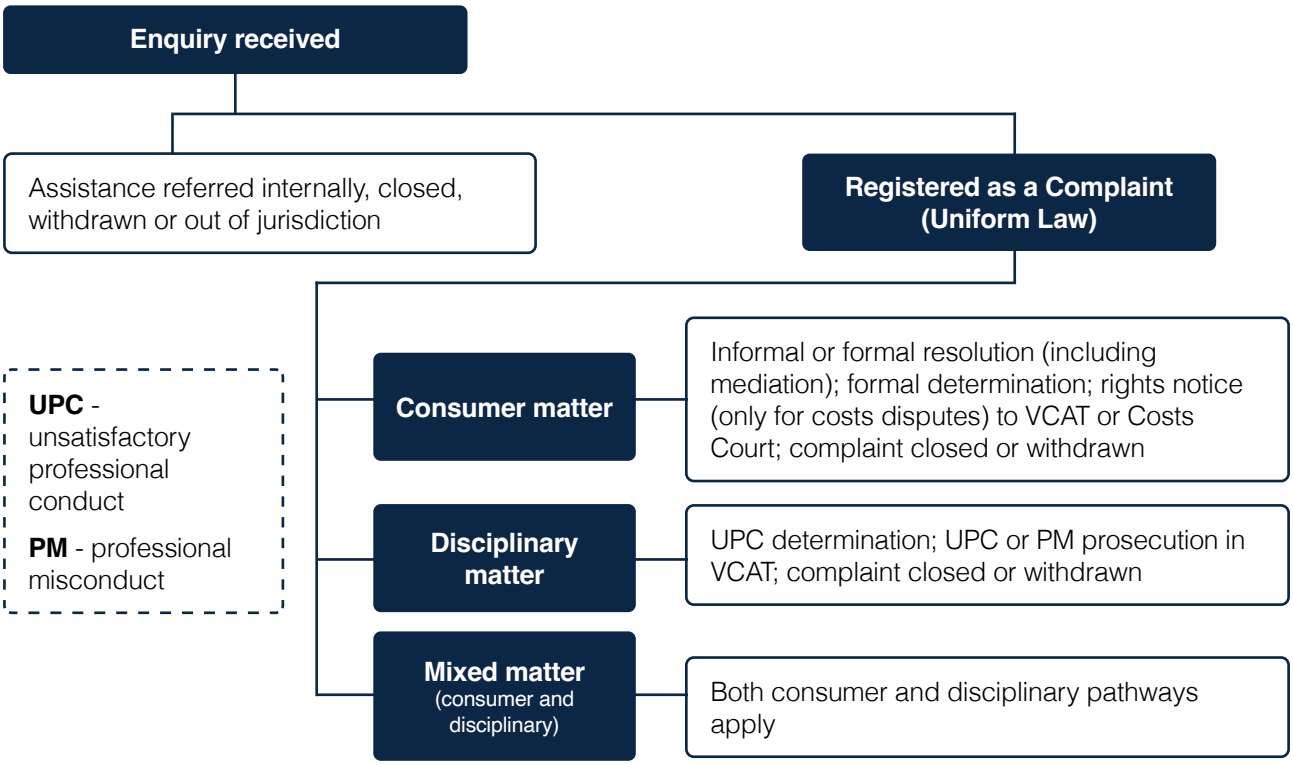


FIGURE 1: PATHWAY FROM AN ENQUIRY TO A COMPLAINT UNDER THE UNIFORM LAW

Enquiries in 2025–26

In 2025–26, we received 5,957 enquiries from the public, a decrease of 8% on the previous year. We finalised 6,179 open enquiries, reducing the number of open enquiries by 222 over the year.

Figure 2 shows how we handled enquiries in 2025–26. An enquiry may have multiple outcomes.

In 38% of enquiries, we provided general information, usually about our forms.

In 24% of enquiries, we talked to the consumer and provided resources to help them manage the relationship with their lawyer and resolve their issue.

In 10% of enquiries, people no longer needed our help or withdrew their enquiry.

In 12% of enquiries, their issues were escalated to a complaint or referred on within our organisation.



FIGURE 2: HOW WE HANDLED ENQUIRIES 2025–26



New complaints opened in 2025–26

Some enquiries involved potential complaints about a lawyer. We registered 1,207 new complaints, a 6% increase on last year. Of these, 94.3% were complaints against solicitors and 5.7% were against barristers.

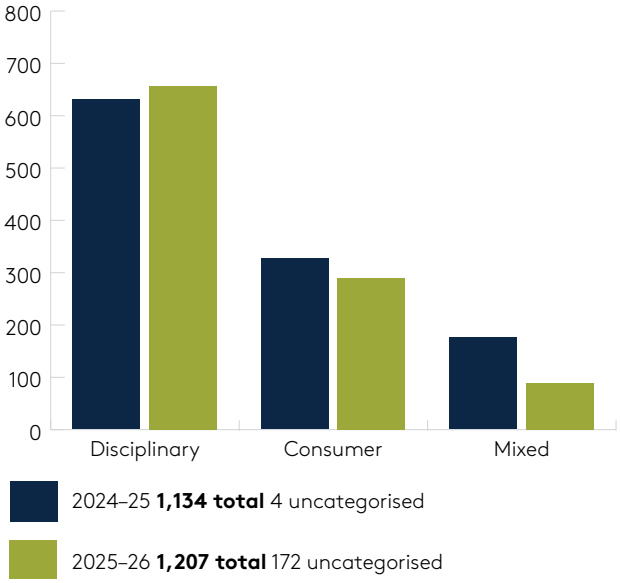


FIGURE 3: NEW COMPLAINTS 2024–25 VS 2025–26

As shown in Figure 3, the types of complaints we received changed significantly this year:

↓ consumer matters

decreased by 1 percentage point to 28%. These typically involve disputes over legal costs or service quality issues.

↑ disciplinary matters

increased by 7 percentage points to 63%. These involve potential breaches of professional conduct rules.

↓ mixed complaints

which involve both types of issues, fell by 6 percentage points to 9%.



Issues within complaints

Of those assessed, the most common areas of law attracting complaints are shown in Figure 4.



305 Family/de facto
200 Other civil
105 Probate/family provisions
85 Criminal
77 Personal injuries
73 Commercial/ corporations/franchise
70 Conveyancing
42 Will/power of attorney
31 Employment law
25 Immigration
25 Building law
25 Leases/mortgages
14 Workers compensation
23 Other

FIGURE 4: AREAS OF LAW ATTRACTING COMPLAINTS 2025–26

Of those assessed, the most common issues raised in new complaints are shown in Figure 5.



440 Professional conduct
335 Service
349 Costs/bills
103 Communication
65 Costs disclosure
44 Trust
54 Documents/ trust property
18 Money
6 Court system
3 Victoria Legal Aid

FIGURE 5: COMMON ISSUES IN COMPLAINTS 2025–26



FOCUS AREA

Alternative dispute resolution for consumer matters



7 staff completed mediation training

229 informal resolutions and mediations

53 mediations facilitated by accredited staff mediators

We support consumers and lawyers to resolve consumer matter complaints using alternative dispute resolution (ADR) processes. This includes conciliation (informal resolution), mediation and restorative practices. ADR lets parties keep control of the process and the outcome. It often leads to faster, more practical and mutually satisfactory resolutions while avoiding the need for more formal regulatory action.

Mediation

We use a risk-based approach to identifying matters suitable for mediation, focusing on disputes where early intervention is likely to achieve a fair, timely outcome.

During the year, our accredited mediators facilitated 53 mediations, up more than 50% on the previous year. This growth reflects our continued investment in resolving lower-harm consumer matters through mediation, including expansion of our Fast-Tracked Mediation (FTM) program for suitable costs disputes.

Of all mediations, 70% reached a successful resolution. This demonstrates the effectiveness of mediation in helping parties reach practical, mutually agreed outcomes.

Growing our mediation capability

We increased our nationally accredited mediators from four to seven during the year. A further four staff completed mediation training and intend to seek accreditation in the year ahead. With more accredited mediators, we can run more mediations and keep growing our ADR use.

Restorative practice

Where appropriate, we bring restorative practices into mediation to support outcomes that go beyond resolving the immediate dispute.

Restorative practice encourages parties to understand the impact of the issues on one another, repair relationships where possible, and rebuild trust. It can be particularly valuable where a consumer wants to keep working with their lawyer, or where finding a new lawyer would be difficult or costly.

For lawyers, restorative practice promotes reflection and learning that makes similar issues less likely in the future. For consumers, it can restore confidence in their lawyer and the wider legal profession.

Reflective practice

We run our mediations using an evaluative mediation model informed by reflective practice and restorative justice principles.

Mediators provide information about the relevant legal and regulatory framework. They use reflective questioning to help parties understand the issues, consider the impact of their actions and see each other's perspectives. This promotes accountability, empathy and constructive problem-solving. It helps parties reach practical, informed agreements that address both the dispute and its underlying causes.

Reflective practice is an important component of our early intervention approach. It helps parties:

- build self-awareness
- critically reflect on actions and decision-making
- find opportunities for continuous improvement.

Fast-Tracked Mediation

We continued to expand our FTM program for straightforward complaints where both parties agree to take part and there's a strong chance of reaching a timely and fair resolution.

FTMs are informal meetings, conducted either in person or online, that focus on constructive communication, collaboration and practical outcomes. We delivered more than half of all mediations this year through the FTM program.

FTM offers a quicker path to resolution by:

- building trust between parties
- giving each party a chance to be heard in a less adversarial setting
- encouraging open, constructive dialogue.

By resolving simpler matters more efficiently, the FTM program enables case handlers to spend more time on complaints involving greater consumer harm.

CASE STUDY

A practical outcome through mediation

A client disputed legal fees of around $24,000 for work on three commercial law matters. The client had already paid around half the fees.

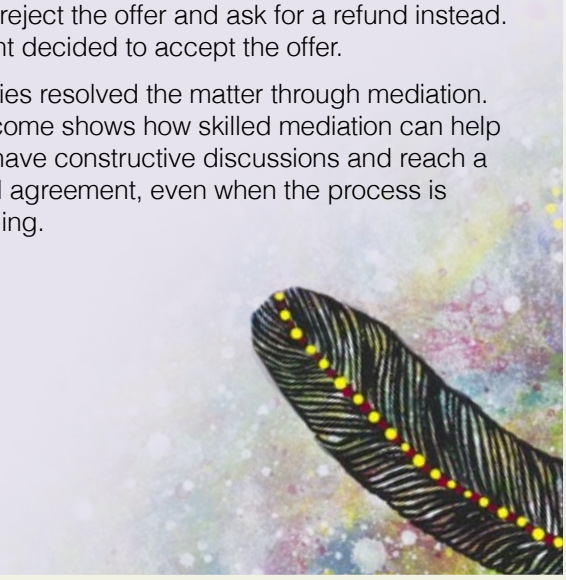
The law practice had mostly met its duty to give costs information. However, it didn't update the client about the expected costs as the matter continued.

The client brought an 'Ethics Consultant' as a support person to the mediation. Support people are welcome, but their role is to provide personal support, not speak for the person they're with. The law practice agreed to the support person being present.

During the mediation, the support person often interrupted, argued with others and made it hard for the discussion to move forward. The mediator asked to speak with the client alone so they could have a more productive conversation. Although the support person objected at first, the private discussion went ahead.

The law practice accepted that it should have updated the client about the likely costs. It offered to waive the unpaid fees. The support person urged the client to reject the offer and ask for a refund instead. The client decided to accept the offer.

The parties resolved the matter through mediation. The outcome shows how skilled mediation can help people have constructive discussions and reach a practical agreement, even when the process is challenging.



Finalising issues and complaints

We finalised 1,217 complaint files this year, including 2,733 separate issues within complaints.

Issues within complaints

For each complaint finalised in 2025–26, there was an average of 2.2 issues, a 32% increase on the previous year. Case handling teams report an increase in the complexity of complaints we received, which is reflected in the higher number of issues per complaint.

As shown in Figure 6, the vast majority of issues within complaints finalised relate to disciplinary matters, rather than consumer matters.

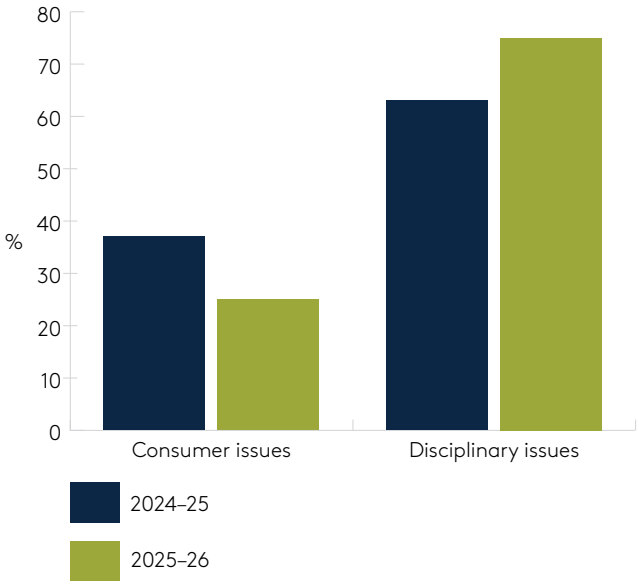


FIGURE 6: ISSUES WITHIN COMPLAINTS 2024–25 VS 2025–26

Note: Complaint figures in this report may vary slightly from the Legal Services Council 2025–2026 annual report due to different reporting methodologies.

Resolving consumer matters

In 2025–26, we finalised 671 individual issues relating to consumer matters.

We finalised 491 complaint files that involved consumer matters (including 223 mixed complaints). In three matters, we made binding costs determinations, limiting what the lawyer could charge.

For information about how we use alternative dispute resolution (ADR), see page 36.

In 82 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.

Finalising disciplinary matters

Complaints containing disciplinary matters are either finalised by closing the complaint without further investigation, making a formal determination or issuing charges at VCAT. We close disciplinary complaints for a range of reasons including where the information does not require an investigation, where there is insufficient evidence, or due to the need to prioritise based on levels of risk or harm.

We finalised 2,060 disciplinary issues in 2025–26.

We finalised 949 disciplinary complaint files, including 223 mixed complaints and 39 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 and diligence.



Following a finding of unsatisfactory professional conduct, we made the following orders:

- ordered reprimands in eight matters
- ordered 19 cautions
- ordered a fine in three matters
- ordered four lawyers to undertake further education and training.

We decided to prosecute six matters before VCAT.

For more information, see Appendix 3.

* 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 commenced 26 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 further attention.

Time taken to finalise complaints

Time taken to finalise the 1,217 complaints varied depending on several factors, including:

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

We finalised 59% of all complaints within six months of being opened. Of the complaints with disciplinary matters (including mixed complaints), 61% were finalised within six months.

Outstanding complaints

We had 854 complaint files open at 30 June 2026. Figure 7 shows how long these complaints have been open.

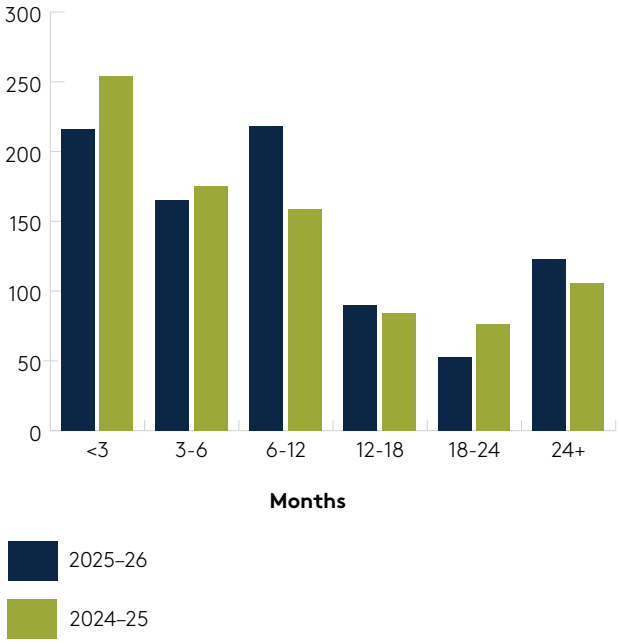


FIGURE 7: AGE OF OPEN COMPLAINTS 2024–25 VS 2025–26



Prosecuting disciplinary breaches

We brought six new disciplinary prosecutions before VCAT this year.

VCAT determined 10 of our disciplinary prosecutions. A further 21 matters were ongoing at 30 June 2026.

We commenced three strike-off proceedings, seeking to have a person's name removed from the Supreme Court roll. All three are ongoing.

We were involved in:

- nine appeals/reviews arising from disciplinary prosecutions in VCAT
- three appeals/reviews arising from internal determinations of unsatisfactory professional conduct.

Significant licensing decisions

A successful disciplinary prosecution brought by the Commissioner may result in VCAT ordering that a practising certificate be suspended or cancelled. The Board has separate powers to refuse to grant, refuse to renew, vary, suspend or cancel a practising certificate. We refer to the exercise of these Board powers as licensing decisions.

We made nine decisions to refuse to grant, refuse to renew or suspend a practising certificate this year.

We were involved in 14 appeals/reviews arising from licensing decisions.

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 11 law practices and supervisors of trust money to two law practices. The reasons included:

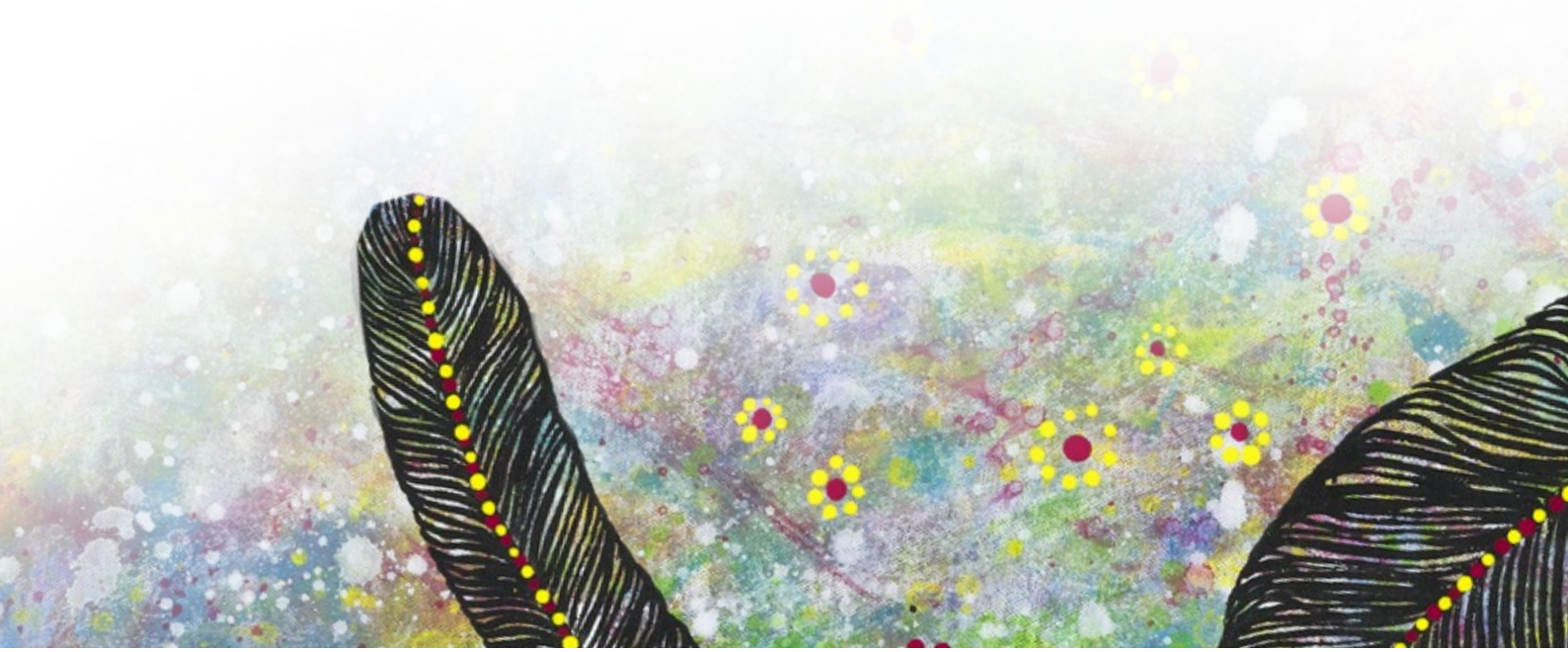
- the principal mismanaging trust money or the law practice, and failing to comply with a requirement of an investigator or external examiner (1)
- a lawyer without a current practising certificate and/or ceasing legal practice without proper provision for dealing with trust money/property or winding up the affairs of the practice (5)
- serious illness of the principal solicitor (2)
- incorporated legal practices (ILPs) where the company was being, or had been, wound up (2)
- a serious irregularity with trust money or affairs of the practice (3).

Of these appointments, nine managers and two supervisors remained in place at 30 June 2026.

One supervisor appointment and 27 manager appointments continued from the previous year. Of these, 13 manager appointments ended. Fourteen managers and the supervisor remained ongoing at 30 June 2026.

Twenty-six external interventions remained active at 30 June 2026.

We appointed one person to temporarily exercise the responsibilities of a principal in the absence of an authorised principal of an ILP. The appointment ended before 30 June 2026.



CASE STUDY

External manager challenged by lack of access

In December 2025, VCAT cancelled a sole practitioner's practising certificate. This left their law practice with no principal, so we appointed a manager.

The former practitioner didn't cooperate with the manager, arguing the appointment was invalid. They started legal action to review the appointment, but didn't apply to stay its operation, so it stayed in effect.

They refused to give the manager access to law practice records, even after we wrote to them alleging unlawful obstruction. They maintained there were no active matters requiring attention but didn't provide documents the manager needed to confirm all client business was finalised and to safely wind up the law practice.

In March 2026, the Board obtained Supreme Court orders requiring the former practitioner to give access to various practice records.

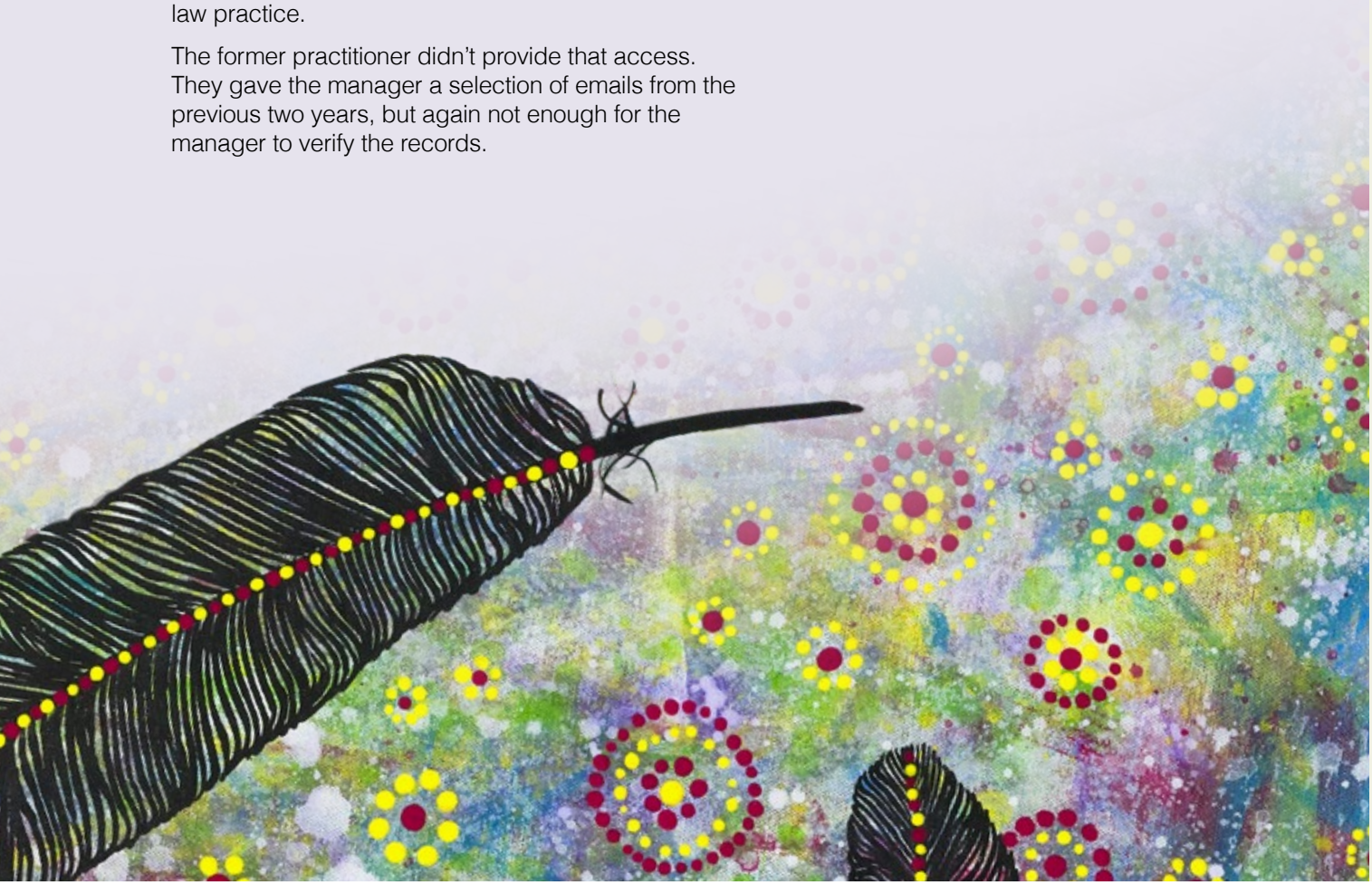
In April and May 2026, the Court made further orders requiring access to the email account used to run the law practice.

The former practitioner didn't provide that access. They gave the manager a selection of emails from the previous two years, but again not enough for the manager to verify the records.

In separate judgments in April and June 2026, the Court decided that:

- a manager needs access to a law practice's records and communications – however they're kept – to assess its obligations to existing clients
- the former practitioner had to give access to the email account, even though they had also used it for personal matters
- they were in contempt of court for breaching orders to provide access to the account and password.

The Court of Appeal refused the former practitioner leave to appeal the May 2026 orders requiring access to the email account. The review challenging the manager's appointment was ongoing at 30 June 2026.



Dealing with unqualified legal practice

We didn't open any new investigations into potential unqualified legal practice this year. Four investigations carried over from previous years.

Closed investigations

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

We closed one investigation this year after the unqualified person provided an undertaking.

Criminal charges

We didn't file any new criminal charges against people engaging in unqualified legal practice. However, we made three referrals to Victoria Police.

Following two of our referrals, Victoria Police filed criminal charges against the unqualified persons. These matters are before the courts.

The other matter remains under investigation by Victoria Police.

Civil proceedings

We filed a summons for contempt proceedings in the Supreme Court against an unqualified person regarding an alleged breach of an injunction against them. This matter is yet to be finalised and is before the courts.

Early intervention in action

Compliance audits of law practices

We take a proportionate, risk-based approach to regulation. We aim to identify and respond as early as possible to lawyers and law practices who may be acting in risky or non-compliant ways. We proactively work with them to address concerns, reduce risks and protect consumers.

Members of our Compliance Audit Panel carry out the compliance audits. Access to a pool of specialist auditors lets us run audits that are flexible, timely and responsive to our regulatory objectives.

We commenced 36 compliance audits of law practices, of varying complexity. Outcomes ranged from law practices adopting our recommendations to meet their obligations, through to serious matters requiring further regulatory action.

After some audits, we gave management system directions to ensure law practices meet their obligations. This let us target specific issues and protect consumers, and often avoided the need for more serious regulatory action.

CASE STUDY

Practical change in a law practice following a compliance audit

We audited a law practice after receiving a number of costs-related complaints from clients.

The audit identified several concerning issues, including:

- charging of administrative fees and business overheads as legal work
- not updating clients on increases in estimated costs
- a lack of proper workplace policies
- no contingency plan
- trust accounting non-compliance.

Many of the issues presented significant risks to consumers. We provided the audit to the law practice for comment, along with proposed management system directions to address the areas of non-compliance.

We considered management system directions a proportionate way to address the specific concerns, giving the practice clear guidance and timeframes. The practice committed to rectifying its non-compliance, and the directions require monthly reporting, allowing us to monitor its progress.

Compliance audits paired with management system directions are powerful regulatory tools to address concerns, particularly where a law practice has misunderstood its obligations or failed to prioritise regulatory compliance appropriately. By issuing and monitoring management system directions, we can ensure that timely action is being taken to protect consumers. If a practice doesn't comply with the directions, we usually refer the concerns for further regulatory action.

Investigating indictable offences

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

We worked on seven investigations involving lawyers in 2025–26. One started this financial year, and the other six continued from previous years.

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

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

All seven investigations involved multiple alleged victims. The alleged misappropriated funds in each investigation ranged from approximately $250,000 to more than $3 million.

Three investigations remained ongoing at 30 June 2026.

Compensation for lost trust money

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

In 2025–26, we received 25 new claims for compensation, totalling $6,815,211.69. We carried over a further 16 claims from the previous reporting year.

We resolved 17 claims:

- six were wholly or partly allowed or settled – totalling $715,532.35 in principal compensation payments
- eight were wholly disallowed – totalling $28,803,692.87 in claim value
- three were withdrawn by the claimants.

Note: Two further prospective claims were assessed and determined to be out of time and so did not lie against the Fidelity Fund. One of these matters had previously been reported as a claim carried over in previous annual reports.

We had 22 unresolved claims at 30 June 2026.

The total value of disallowed claims was much higher than in previous years because of one high-value claim.

The total value of claims which were allowed or settled was comparable to last year, with 10 claims paid last year totalling $748,541.45 in principal compensation (note: this was mistakenly reported as $802,101.44 in our previous annual report).

We allowed claims when we found a 'default' – a failure to pay or deliver trust money involving fraud or dishonesty – and the claimant had suffered a relevant financial loss as a result.

We generally disallowed claims when we weren't satisfied that the Fidelity Fund was liable for the default, including where an exclusion applied.

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



CASE STUDY

Claim approved in full after improper use of administration funds

VCAT appointed a lawyer to act as administrator for a person with reduced decision-making capacity. After the person died, a relative became the executor of their estate.

The executor found that money belonging to the person had been withdrawn without a clear reason while the lawyer was the administrator. The executor made a claim to the Fidelity Fund.

The investigation found that the lawyer:

- took much more in funds than allowed under the VCAT order
- made a number of cheque withdrawals that couldn't be linked to the person's living expenses
- transferred money into their personal bank account.

The Board found the lawyer had acted improperly and approved the claim in full.

Claim for invested funds not for legal work disallowed

A client paid a large amount of money to a law practice and asked the lawyer to place it in a term deposit to earn interest. The money was not connected to any legal work.

When the client asked for the money to be returned, the law practice repaid only part of the original amount and some interest. The client then made a claim to the Fidelity Fund for the unpaid balance.

The Board decided the claim didn't relate to trust money held for legal services. The Fidelity Fund doesn't cover money held by a law practice only for investment purposes. The claim was not approved.

Multiple sources identify serious trust account breaches

We investigated a law practice with a history of poor record-keeping to check whether it had fixed ongoing problems.

During the investigation, new information came in from several sources. This raised further concerns and led to a closer review of the firm's trust records. Investigators looked at monthly reconciliations, client files and ledger accounts.

The review found serious breaches, including:

- mishandling trust money
- misusing ledger accounts
- sending documents to clients that didn't match the firm's records.

This case shows the value of using information from different sources to identify problems. It also shows the importance of our reporting channels, including external examinations, irregularity reports and other information we receive.

We take a risk-based approach to our work, using the information available to target our resources on those matters that pose the highest risk to consumers and the profession.

Oversight of trust accounts

Our *Risk Outlook 2026* highlights non-compliance with trust money obligations as a key risk. This includes failing to follow the rules when withdrawing money from trust to pay legal costs, and dealing with trust money without authorisation. Despite ongoing education and engagement, some lawyers don't meet their legal obligations. This puts consumers at risk and may lead to us taking further regulatory action.

Responding to trust management trends

We continued to detect law practices handling trust money without authorisation. As well as educating lawyers on their obligations directly during investigations, we've expanded our communications to the profession via our social media and newsletter channels.

We saw a number of law practices where the principal authorised to handle trust money didn't adequately supervise the trust account. This led to serious errors, and to non-legal staff stealing from office and trust accounts. In most cases, proper supervision would have caught these problems earlier.

We also continued to see cybersecurity incidents where large amounts of money were lost from trust accounts. In nearly all of these cases, the loss could have been avoided if the law practices had followed our cybersecurity minimum expectations – particularly the behavioural controls.

When we carry out a trust records investigation, we give law practices guidance on improvements to avoid further breaches. When required, we take further regulatory action to address non-compliance and reduce risk to consumers.

Trust account breaches identified by external examiners

The intelligence our external examiners gather is critical to preventing harm to clients. The breaches they identify help us monitor whether law practices are failing to meet their trust account obligations, so we can intervene early and reduce the risk of further harm.

Figure 8 presents the breaches that external examiners identified more than 50 times in total. Overall, total breaches rose slightly.

These reports, with other intelligence we gather, help us decide the right regulatory response to prevent potential harm to clients. Depending on the nature and severity of the issues, our response may include:

- providing guidance to law practices on how to comply with their obligations, emphasising the importance of trust record-keeping
- commencing an investigation to assess the practice's compliance with trust accounting and record-keeping requirements.

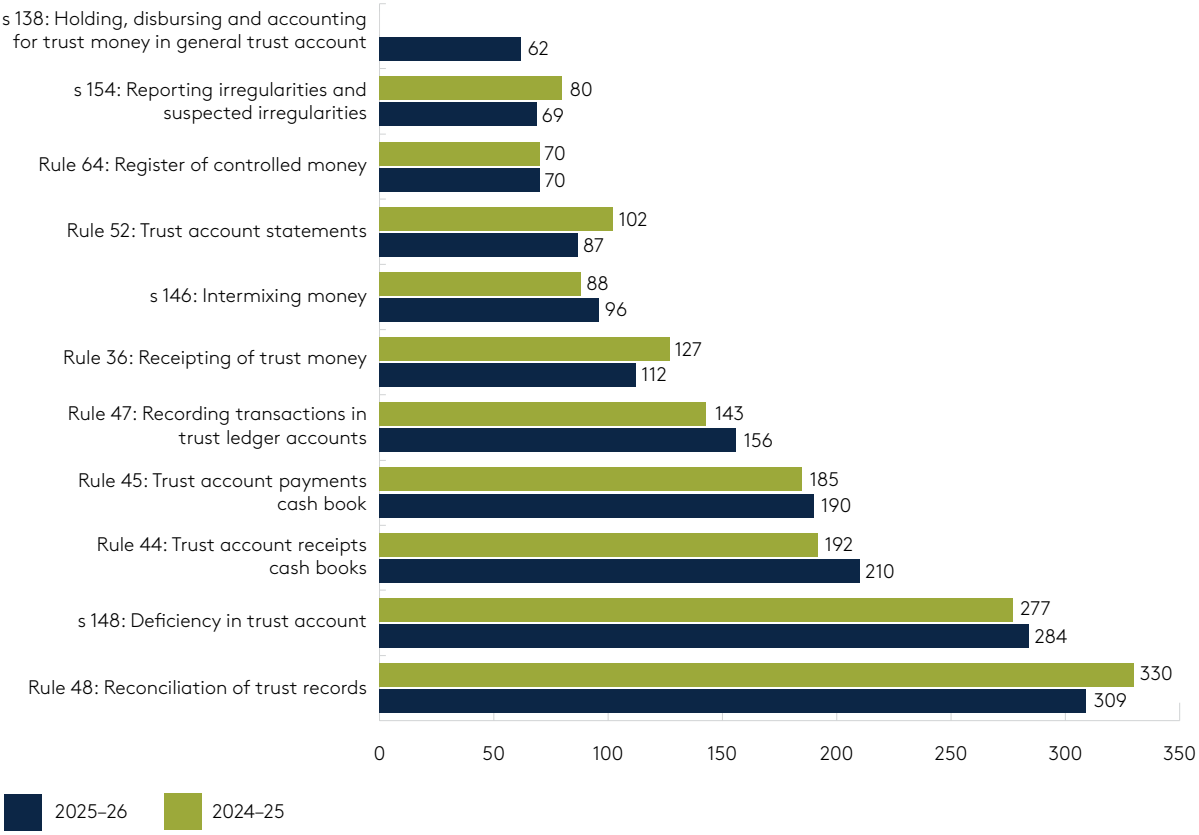


FIGURE 8: REPORTED BREACHES OF TRUST ACCOUNTING RULES 2024–25 AND 2025–26*

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

Investigating trust records

We started 92 new trust records investigations this year. Our regulatory responses included:

- directing law practices to rectify breaches and issuing management system directions
- referring matters for possible disciplinary action
- referring practices to the Law Institute of Victoria (the LIV) for education and support
- recommending further training or continuing professional development (CPD).

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

Law practices self-reporting trust irregularities

Law practices must report irregularities in their trust accounts. Reports rose again this year to 1,988, up from 1,513. This appears to reflect a greater awareness of the need to report, and an online form that makes reporting easier.

Banks, external examiners and individual lawyers can also use the trust irregularities reporting webform, not just law practices. These reports have led to trust records investigations that found significant misuse of funds and poor management of trust accounts. Finding these issues early lets us act quickly to prevent further harm to clients.

Many reported issues are easy to fix, such as accounting errors in statements or accidental intermixing of money. Of the irregularities reported to us, 95% are fixed before or soon after being reported.

Cyber incidents

We monitor irregularity reports for serious issues such as fraud, theft or cybersecurity issues. We act on those reports, identify trends and use them to shape how we communicate with banks and law practices about emerging or systemic issues.



Quality assurance and review

Complaints about us

Complaints about us relate to the quality of our service, administrative processes, or staff conduct. Complaints received from oversight bodies, and those that are not resolved by the team handling the matter, are dealt with by the Quality Assurance and Review team.

Of the 25 complaints about us, 13 were raised by oversight bodies and 12 were from internal teams.

Seven of the 25 complaints about us closed in 2025–26 were found to have merit.

Internal review of our decisions

Under the Uniform Law, decisions we make about a complaint are final. The Commissioner isn't required to reconsider a closed complaint but can conduct an internal review if it's appropriate to do so.

Review requests

In 2025–26, we received 239 review requests, a significant increase on the previous year.

Most requests related to regulatory decisions we made about allegations of poor professional conduct.

We considered 90 review requests. Five of these resulted in an internal review.

In two cases, we set aside the closure decision and referred the matter back for further consideration. In three cases we made a new decision.

CASE STUDY

Review granted for costs dispute oversight

A lawyer acted for a complainant in a dispute between them and their neighbour. The complainant raised concerns with us about the legal costs charged and their lawyer's compliance with professional obligations.

We finalised the complaint after deciding it didn't require further investigation.

The complainant was unhappy with that outcome and requested a review of our decision. Our independent review team assessed the request and decided to conduct an internal review. We determined our decision for no further action on the professional conduct concerns was appropriate. However, the decision hadn't sufficiently dealt with the costs dispute.

The review team referred the matter back to our complaints teams to address the costs issue.



CASE STUDY

Review denied for complaint about the other side's lawyer

A complainant reported their concerns about the professional conduct of the lawyer who had represented the opposing party in court proceedings.

Because the complaint didn't relate to the complainant's own lawyer, our only role was to consider if regulatory action was appropriate. We assessed the material and determined no further investigation was required.

The complainant was unhappy and requested an internal review of our decision.

We considered the request and decided a review was not appropriate. We assess an allegation of misconduct on its merits, not on either party's preferences. There was nothing to indicate an error in the decision or that it had been made improperly.

While the complainant was dissatisfied with the original outcome, that was not a reason for us to set aside the closure decision.







3

Maintain and enhance 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.

Strategic Plan results

TABLE 5: OUR PERFORMANCE AGAINST THIS STRATEGIC PILLAR

	2025–26		
PERFORMANCE MEASURE	VALUE	RESULT	COMMENTARY
% of lawyer enquiries finalised within agreed timeframes	**93%**	●	We received 11% more lawyer enquiries this year and finalised 93% within agreed timeframes.
% of compliance audits with appropriate regulatory action taken	**80%**	●	Sixteen of the 20 compliance audits we undertook this year found a moderate or significant breach requiring regulatory action. This shows we're effectively targeting higher-risk matters.
% of trust account investigations with appropriate regulatory action taken	**70%**	○	We completed 104 trust account investigations this year and 70% found moderate or significant breaches requiring regulatory action. This shows we're focusing on the higher-risk accounts.
Lawyer engagement with the VLSB+C website	**391,754**	○	Lawyer visits to our website rose by just under 3% this year, reflecting ongoing engagement with our guidance and resources.

Legend

- ● Met expectations
- ○ Partly met expectations
- ⊘ Below expectations
- □ Assessment withheld
- ■ Data not available



TABLE 6: OUTCOMES WE WANT TO SEE

		2025–26		
OUTCOME	INDICATOR	VALUE	RESULT	COMMENTARY
Lawyers conduct themselves ethically and in compliance with the Uniform Law	Compliance rating for the profession (max = 100)	**87**		This rating tracks how well the profession meets minimum regulatory obligations. Overall compliance was strong, with most regulated lawyers and entities meeting their requirements for record-keeping, practising certificate renewal, trust account reporting and continuing professional development. The timeliness of trust account reporting was identified as an area for improvement.
	Public trust and confidence in the legal profession	**N/A**		This relies on responses to our Legal Understanding and Lawyer Use (LULU) survey. The results of the 2026 survey were not available in time for publication.
The legal profession is connected and sustainable, and values wellbeing	Profession Wellbeing indicator (max = 100)	**45**		Perceptions of wellbeing in the legal profession remain below expectations. While a majority of lawyers surveyed agreed that wellbeing is treated as a priority in their workplace (58% agree, 24% disagree), fewer agreed that wellbeing is valued across the profession as a whole (33% agree, 31% disagree). This lowered the average indicator result and highlighted opportunities to strengthen wellbeing culture across the sector.
	% of lawyers intending to leave the profession in next five years	**14%**		Fourteen percent of lawyers surveyed indicated they intend to leave the profession within the next five years, with retirement accounting for half of all planned departures. For the rest, health, wellbeing and career-related factors remain important drivers that we'll continue to monitor.
The regulatory framework for the legal profession is effective and improving	Annual rating of whether the regulatory framework enables us to achieve our purpose (max = 4)	**2.9**		Our annual review of our regulatory framework (including the Uniform Law, Uniform Rules, delegated powers, our Regulatory Approach Statement and operational guidance) found it mostly enables us to act on the key risks to consumers, the legal profession and access to justice. For a small number of risks, our powers were unclear or limited and we responded through guidance and education to the profession. We'll monitor this through our Risk Outlook process in the coming year.

The Victorian legal profession in 2025–26

Lawyer Census seeks professional perspectives

In March 2026, the LSRC launched its second annual Lawyer Census. The survey ensures our regulatory decision-making is based on a clear and current understanding of the working conditions for lawyers. The Census asks Victorian lawyers about their experiences and perspectives on key issues affecting the profession, including wellbeing, sexual harassment, artificial intelligence (AI), and tailoring services to needs and capabilities. Responses exceeded last year, and we look forward to sharing the findings.

During the year, the LSRC produced a range of reports from data collected in the 2025 Census across sexual harassment, uncivil behaviours and lawyer wellbeing.

Profession continues to grow

Aside from the Census, we collect demographic information as part of the annual practising certificate renewal process.

At 30 June 2026, 31,284 lawyers held a practising certificate in Victoria. Of these, 92.5% were solicitors and 7.5% were barristers.

There was continued growth in the Victorian legal profession, with increases in registered lawyers and newly admitted lawyers.

The most notable changes were a significant decrease in registered legal entities and the continued growth of incorporated legal practices (ILPs).

More lawyers were employed by community legal centres (CLCs), and work locations shifted towards the Melbourne CBD and away from regional Victoria.

Women continued to outnumber men across the profession, although men remained more likely to hold principal practising certificates.



31,284
registered lawyers in Victoria, up by 4.2%



2,293
new lawyers admitted in Victoria, a 6.8% increase



56%
of Victorian lawyers are women



56%
of lawyers work in the Melbourne CBD and 9.3% work in regional Victoria



10,533
legal entities registered as employing lawyers in Victoria



30.2%
of lawyers employed by an entity work for an ILP and 15.9% for a sole practice

CASE STUDY

Pilot presentation program educates the profession on complaint triage

Several of our licensing and complaints staff presented to 90 lawyers from the Victorian Government Solicitor's Office.

They talked about our triage and preliminary assessment process, our complaint handling process and how we manage challenging complainants and self-represented litigants.

The presentation is part of an outreach initiative designed to demystify how we consider and manage enquiries and complaints made about a lawyer's conduct.

We'll work with the LIV with a view to running similar sessions for a broader audience.



Newly admitted lawyers

There were 2,293 new lawyers admitted to the legal profession in Victoria during 2025–26, a 6.8% increase on the previous year.

Of all newly admitted lawyers, 62.2% had commenced work with a legal entity by 30 June 2026, a decrease from 69% in 2024–25.

Cultural diversity

Most Victorian lawyers (82.1%) provided ancestry information and identified with 181 ancestries.

Almost one-third (31.2%) of lawyers in Victoria were born overseas. The most common countries of birth were the United Kingdom, New Zealand, Malaysia and China.

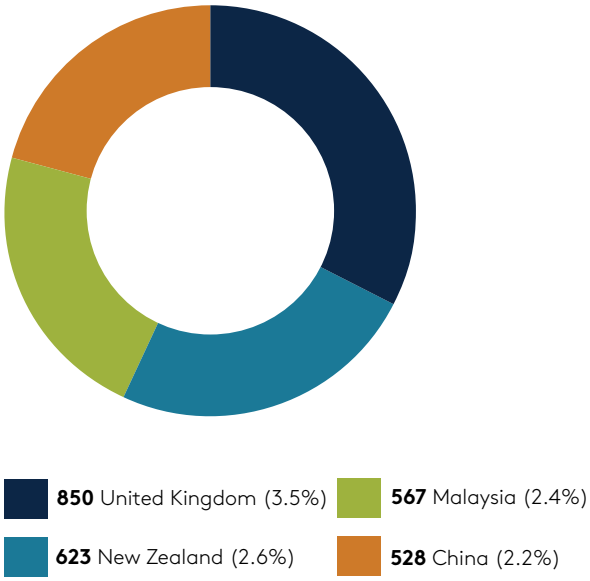


FIGURE 9: TOP COUNTRIES OF BIRTH FOR LAWYERS BORN OVERSEAS 2025–26

A total of 9,710 lawyers provided information about speaking a language other than English. Among those lawyers, the most commonly spoken languages were Mandarin, French, Italian, Greek and Cantonese.

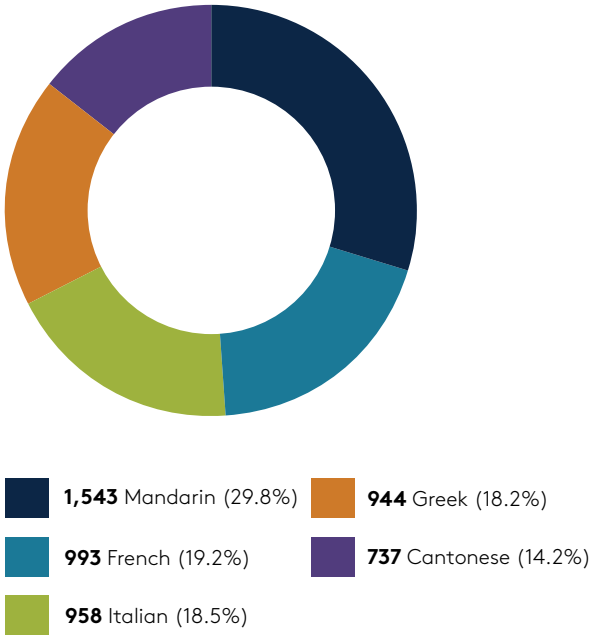


FIGURE 10: SHARE OF THE TOP 5 LANGUAGES SPOKEN OTHER THAN ENGLISH 2025–26

Of the lawyers who provided their information this year, 115 (0.4%) identified as Aboriginal and/or Torres Strait Islander. Of those, 42 had practised law for more than 10 years. Nine newly admitted lawyers identified as Aboriginal and/or Torres Strait Islander, representing 0.4% of all newly admitted lawyers in 2025–26.

Gender balance

Women continue to outnumber men in the Victorian legal profession. In 2025–26, 56% of Victorian lawyers are women, 44% are men, and 1% identify as gender diverse.

Male lawyers continue to be more likely to hold leadership positions, making up 60% of principal practising certificate holders.

Age

The average age of Victorian lawyers was 42.6 years in 2025–26.

The average:

- female lawyer is 40 years old
- male lawyer is 46 years old
- gender-diverse lawyer is 36 years old.

Lawyers working in regional Victoria had an average age of 44.3 years.

The average age of regional female lawyers was 41 years, compared with 50 years for regional male lawyers and 35 years for regional gender-diverse lawyers.



42.6 years

is the average age of Victorian lawyers

Types of employment

There were 10,533 legal entities registered in Victoria by 30 June 2026, including 3,490 ILPs.

Compared with the previous year, the number of registered legal entities declined by 17%. This decrease may partly reflect the Board's ongoing minimum requirements project, through which inactive entities, including those without assigned legal practitioners or professional indemnity insurance, were identified and, where appropriate, administratively closed. This resulted in a more accurate register of active legal entities.

As shown in Figure 11, ILPs remained the largest category of legal employer in Victoria, employing 8,943 lawyers (30.2% of lawyers employed by an entity).

Women comprised 55.6% of lawyers employed by ILPs, with 4,976 female lawyers compared with 3,961 male lawyers and 6 gender-diverse lawyers.



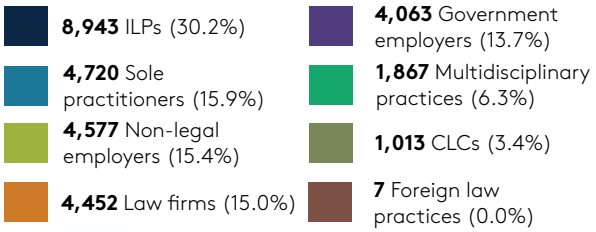


FIGURE 11: HOW VICTORIAN LAWYERS ARE EMPLOYED 2025–26



Employers of women

ILPs continued to be the largest employers of women across the profession, employing 4,976 female lawyers – 29.8% of all actively employed female lawyers in Victoria. The next largest employers of women were government employers, which employed 2,873 female lawyers (17.2%), followed by non-legal employers, which employed 2,826 female lawyers (16.9%).

CLCs employed 1,013 lawyers in 2025–26, including 753 women, representing approximately 74.3% of the CLC workforce.

Men continued to hold the majority of principal practising certificates. Of the 7,238 principal practising certificate holders in Victoria, 4,328 (60%) were men, 2,907 (40%) were women and 3 were gender-diverse lawyers.

Work hours

Most lawyers continued to work more than standard hours.

In 2025–26, 14,290 lawyers (46%) reported expecting to work more than 40 hours per week, a slight decrease from 47% in the previous year.



74.3%

of the community legal centre workforce in Victoria is made up of women



46%

of lawyers reported working more than 40 hours per week

Location of work

As shown in Figure 12, most Victorian lawyers worked in the Melbourne CBD (56%), followed by metropolitan Melbourne (31.2%) and regional Victoria (9.3%). The remaining 2.7% of lawyers worked overseas.

At 30 June 2026, 17,526 lawyers worked in the Melbourne CBD, compared with 16,117 in 2024–25. At the same time, the proportion of lawyers working in metropolitan Melbourne decreased from 34.1% to 31.2%, while the proportion working in regional Victoria declined from 12.2% to 9.3%.

There were 9,773 lawyers working in metropolitan Melbourne, 2,908 in regional Victoria, and 840 overseas at 30 June 2026. Regional Victoria continued to be an important centre for legal practice, with women representing 1,812 of the 2,908 lawyers working there, comprising approximately 62% of the regional legal profession.

Among the major regional centres, Geelong remained the largest legal hub, with 357 lawyers, followed by Bendigo (180) and Ballarat (131). Women represented the majority of lawyers in each of these centres.

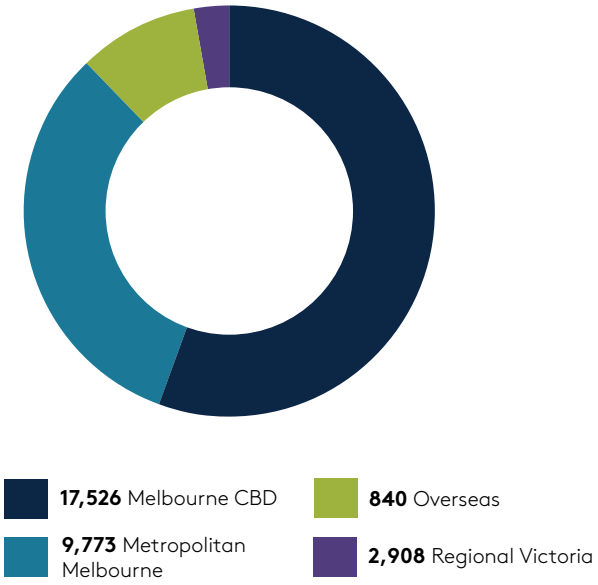


FIGURE 12: WHERE LAWYERS WORK IN VICTORIA 2025–26



Lawyer wellbeing

Supporting lawyers to stay safe and well

Keeping lawyers safe and well while they provide high-quality legal services is critical to the sustainability and effectiveness of Victoria's legal system. Lawyers who are healthy and supported are better able to provide high-quality legal services.

Over the past few years, we have worked with the legal profession to better understand lawyer wellbeing. This research showed that improving wellbeing requires action across the whole profession – legal workplaces, leaders and individual lawyers. During 2025–26, we focused on turning this research into practical tools and programs that help legal workplaces create healthier and safer working environments.

Wellbeing Guidelines

The Lawyer Wellbeing Systems Theory of Change provided the Victorian legal profession with a clear message: lawyer wellbeing is not a single issue, but emerges from 45 different factors.

We launched the Wellbeing Guidelines for Legal Workplaces, written by lawyer wellbeing expert Dr Carly Schrever. The guidelines give legal workplaces practical steps to improve lawyer wellbeing, no matter where they start.

The guidelines help leaders:

- identify risks to lawyer wellbeing
- create healthier ways of working
- meet new psychological health and safety requirements.

They include a simple guide and practical templates that legal workplaces of all sizes can use.

To test the guidelines, we worked with four legal workplaces: a government agency, a community legal service, an in-house legal team and a mid-sized legal firm. We looked at what worked well, what challenges they faced and what extra support they needed.

The pilot received positive feedback and will continue in 2026–27. What we learned will help us improve the guidelines and develop more resources for the profession.

Turning research into practice

During 2025–26, we ran four pilots to move the Theory of Change from research into practice. These focused on:

- helping leaders better manage workloads
- giving lawyers practical tools for working with clients
- helping lawyers reflect on how wellbeing affects their work
- improving debriefing and reflective practice after difficult work.

We developed these pilots with legal organisations and experts, and will refine them before we share across the profession.

Helping lawyers manage vicarious trauma

Lawyers are sometimes exposed to traumatic material through their work. Over time, this can affect their health and wellbeing.

During 2025–26, we developed practical resources to reduce this risk, including guidance for employers and lawyers, and an e-learning module accredited for continuing professional development (CPD).

We developed the resources with input from lawyers, professional bodies and wellbeing experts. They were tested across the sector during the year and will be released in late 2026.



CASE STUDY

Promoting Wellbeing Guidelines for legal workplaces

Following the August 2025 launch of the Wellbeing Guidelines, we worked with partners – including the College of Law, Leo Cussen Centre for Law and the LIV – to promote the guidelines through face-to-face and online CPD events.

These sessions focused on principals, employers and people leaders, because they can make the biggest difference to workplace culture. Participants learned how to use the guidelines to identify wellbeing risks and take practical steps to create healthier workplaces.

Our sector partners have continued to promote the guidelines through professional development, including the Practice Management course and LIV CPD sessions. By working together, we're helping more legal workplaces build healthier cultures and support workplace wellbeing.

Pictured below from left to right: Lucy Fraser, Manager, Lawyer Wellbeing Program, VLSB+C; Fiona McLeay; Dr Carly Schrever (Guidelines author); Melissa Hardham, CEO WestJustice; and Ellen Flint, Director People & Culture, WestJustice.



New guidance for corporate lawyers

More than 8,000 lawyers now work in corporate or government roles. This is more than one in four practising lawyers in Victoria.

In-house lawyers face unique challenges. They're employees of the organisation they advise, but are also expected to give independent legal advice. Many work alone or in small teams, without the same support as those in private practice. Some also face pressure linked to workplace culture and decision-making.

Recent public inquiries in Australia and the United Kingdom have highlighted the importance of independence, good judgement and ethical practice for in-house roles.

To support these lawyers and explain our expectations as a regulator, we worked with corporate lawyers, professional bodies and academic experts to develop three new guidance resources. They cover:

- what we expect from corporate in-house lawyers
- what to consider when moving into an in-house role, including due diligence
- what employers can reasonably expect from in-house lawyers.

The resources support good practice and help lawyers manage the challenges of in-house work.

In 2026–27, we'll continue to engage with corporate lawyers and develop similar guidance for government in-house lawyers.



Continuing professional development compliance

Lawyers may be audited for compliance with their annual CPD obligations.

Meeting CPD obligations is vital to ensuring lawyers reflect on and refine their ethical and professional standards. It maintains the quality of legal services, and protects consumers' interests. CPD compliance is also a key indicator of lawyers' commitment to their broader professional obligations. Lawyers who don't meet CPD obligations, or falsely certify compliance, are likely to have other issues with their approach to legal practice.

We delegate certain CPD functions:

- the LIV conducts general audits and an annual targeted, risk-based audit of solicitors
- the Bar conducts audits of barristers.

Through our delegates, we give lawyers every opportunity to meet their obligations. In rare cases, repeated non-compliance may affect a lawyer's suitability to practise law in Victoria.

In July 2025, we decided not to renew a lawyer's practising certificate, partly because they had repeatedly failed to meet their CPD obligations. VCAT dismissed an application to stay that decision, and the Supreme Court later dismissed an appeal of the VCAT decision.

Note: the CPD year runs from 1 April to 31 March. Data provided by the LIV reflects the CPD year ended 31 March 2026.

Targeted audits of solicitors

This year the LIV audited the CPD compliance of 446 practitioners – 12% more than last year.

The LIV found that 31 practitioners (7%) had incorrectly declared they were compliant with their CPD obligations. Of this group, many realised their mistake and took steps to rectify their non-compliance. At 30 June 2026, three practitioners are yet to rectify their non-compliance.

Measuring cybersecurity awareness

This year, as part of the annual CPD verification audit, we asked the LIV to survey the audited lawyers about their experience with and awareness of cybersecurity risks in the legal profession.

Of those who responded:

- 64% had undertaken cybersecurity CPD in the CPD year ending 31 March 2026
- 87% were aware of VLSB+C's minimum expectations for managing cybersecurity risk
- 8% had experienced a cybersecurity incident or 'near miss' in the previous year.

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. Last year, 229 solicitors self-identified as non-compliant. Of these, 224 (98%) went on to comply, and five (2%) remained unresolved at 30 June 2026.

Barrister compliance

The Bar selected 5% of barristers (114) for a random audit. Of that sample, 10 barristers (9%) failed to meet the audit requirements, of which five (4%) remained non-compliant at 30 June 2026. Following the audit, two barristers didn't renew their practising certificates for 2026–27.

Thirty barristers voluntarily declared their non-compliance with CPD obligations either on renewal of their practising certificate or to the Bar. Of these, seven barristers remain non-compliant with their CPD obligations at 30 June 2026.

Note: the CPD year runs from 1 April to 31 March. Data provided by the Bar reflects the CPD year ended 31 March 2026.

FOCUS AREA

Addressing sexual harassment in the profession

Sexual harassment 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 worked to raise awareness of how people can report this behaviour – 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 give us 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

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.

Four sexual harassment cases were still being heard at VCAT at 30 June 2026.

VCAT also determined one case where the lawyer was found guilty of professional misconduct and reprimanded. An order was made that:

- the lawyer's name be removed from the roll of legal practitioners
- the lawyer not be granted a practising certificate for five years
- following the cessation of the preclusion period, the lawyer be subject to a condition on any practising certificate to engage in legal practice only as an employee of a law practice
- the lawyer pay the Commissioner's costs.

We also took regulatory action in one case after receiving a report of sexual harassment.

CASE STUDY

Strong message to perpetrators of sexual harassment and bullying

In 2019, we told the legal profession that harassment of any kind is unacceptable. We also said that lawyers who engage in sexual harassment may be found guilty of professional misconduct.

In 2025, after a complex investigation, VCAT found that Mr Nickita Knight had committed professional misconduct. The Tribunal recommended that he be struck off the roll of Australian lawyers and ordered him to pay $40,000 in costs.

VCAT found that Mr Knight sexually harassed and bullied staff in his law practice. He used substances in a way that affected his work and failed to follow trust accounting rules.

This finding shows that this behaviour is serious and has consequences. As the legal regulator, we don't accept bullying or sexual harassment of any kind in the profession, and we'll take action against perpetrators.

We have introduced steps to address this issue, including a nation-first anonymous reporting tool and a sexual harassment regulatory strategy.

We encourage lawyers and non-legal staff who experience sexual harassment to contact our specialist staff to make a complaint or submit an anonymous report.

Supervised legal practice

Inadequate supervision

Good supervision lays the foundation for good legal practice. We're especially concerned when principals don't properly supervise their law practices or staff.

In 2023 and 2024, we surveyed lawyers who were being supervised, and their supervisors, to understand their experience of supervised legal practice (SLP). The surveys showed what worked well, what didn't and where more support is needed.

Most supervisees and supervisors agreed supervision is important, but many wanted more guidance on the skills lawyers should learn during this period. They also asked for better tools to help supervisors and early career lawyers work together.

In response, we published new resources in December 2025:

- Early Career Lawyer Capability Framework – explains the skills early career lawyers should learn and helps supervisors plan suitable work and learning opportunities
- Supervision Plan Template – helps supervisors plan work and guide day-to-day supervision
- Reflective Practice Template – helps lawyers think about their progress, learning needs and wellbeing.

We also updated the SLP guidance on our website to reflect current best practice.



FOCUS AREA

AI and legal services

AI is becoming part of everyday legal practice. It can help lawyers work more efficiently, but it must be used carefully.

This year, we helped lawyers understand how to use AI safely and responsibly. In our *Risk Outlook 2026*, we encouraged lawyers to build their AI skills to benefit both the profession and consumers of legal services.

Responding to misuse

In August 2025, we became the first Australian legal regulator to take action against a lawyer, Mr Dayal, for misusing AI.

This shows our commitment to ensuring legal practitioners using AI do so responsibly.

We're also investigating other cases where lawyers have misused AI. Some lawyers filed court documents that included fake cases generated by AI – lawyers are responsible for checking that everything they file with a court is accurate.

If we find that a lawyer has not met the required professional standards, we may take further action.

Working with the courts

Victoria's courts are also responding to the growing use of AI.

During the year, the Supreme Court of Victoria disciplined a principal lawyer (Re Walker [2025] VSC 714) who filed court documents with AI-generated case references. The Court also referred several other lawyers for investigation.

The Supreme Court of Victoria and VCAT have both published guidance to help lawyers use AI safely in court matters.

Sharing knowledge

Sharing our knowledge with the profession is important. We contributed to the Victorian Law Reform Commission's work on AI in Victoria's courts and tribunals. We also spoke at legal sector events to help lawyers understand the benefits, risks and limits of AI – including the Victorian Government Legal Services Network's Public, Constitutional and Administrative Law Practice Group and the Victorian Justice Leaders AI Forum.

As AI continues to change legal practice, we'll keep working with the profession to support its safe and responsible use.



CASE STUDY

Misuse of AI leads to variation of practising certificate

In Dayal [2024] FedCFamC2F 1166, Federal Circuit and Family Court Judge Humphreys referred the matter to the VLSB+C after the lawyer filed AI-generated case citations and incorrect summaries.

In August 2025, we varied Mr Dayal's practising certificate. He can no longer work as a principal lawyer or handle trust money, and must complete two years of supervised legal practice.

The case highlights the risks of relying on AI without checking its output. Lawyers who use AI remain responsible for the accuracy of their work and for meeting their professional and ethical duties. Misusing AI can lead to disciplinary action and may affect a lawyer's ability to practise.

To support the profession, we continue to promote our *Statement on the use of artificial intelligence in Australian legal practice*, and the guidelines for the responsible use of AI published by the Supreme Court of Victoria and the County Court of Victoria.

Generative AI use in the legal profession

The LSRC released a report in April 2026 highlighting that Victorian lawyers need more support to adopt AI beyond workflows and productivity.

The report, *Generative AI use in the legal profession*: Findings from the 2025 Victorian Lawyer Census, found that 36.7% of lawyers surveyed are using AI tools in their legal practice, and over half of them use the tools daily or weekly.

We encourage lawyers to develop the skills to use these technologies responsibly so they meet their ethical and professional obligations while protecting their clients from potential risks.



Improving information for lawyers

Expanding our social media reach through Instagram

In November 2025, we launched our Instagram account to complement our LinkedIn and YouTube channels.

Instagram helps us reach people who may not use LinkedIn, including law students and early career lawyers. We share regulatory updates, practical information and news in a simple and engaging way. It helps us raise awareness of lawyers' professional responsibilities and connect with our partners across the legal sector.

During 2025–26:

- LinkedIn followers increased by 19.9% to 8,640
- LinkedIn engagement increased from 9.1% to 13.8% (up 52%)
- LinkedIn posts were viewed 407,107 times
- Instagram gained 234 followers and 1.2 million content views.

Keeping lawyers informed

The *Commissioner Update* is our newsletter for every registered lawyer in Victoria. It's published every two months and remains one of the most effective ways to communicate with the profession.

In 2025–26, the newsletter had an average open rate of about 58%, well above the industry average.

The newsletter shares regulatory updates, practical guidance, research and tools to help lawyers meet their professional obligations. It also keeps lawyers informed about emerging risks and other issues affecting the profession.

Events for the legal profession

We hosted and took part in a range of events to connect with people in the legal profession.

We attended more than 110 events to share our strategic priorities and initiatives with key audiences and stakeholders. These events included:

- Women in Law Lunch
- Victorian Law Week
- International Conference of Legal Regulators (ICLR).

Our CEO and Commissioner spoke at a range of industry events, panels and podcasts, including:

- International Association of Legal Ethics Conference
- Supreme Court of Victoria Biennial Conference
- Association of Corporate Counsel (ACC) Conference for in-house lawyers.

Regional law association visits

We joined the LIV again this year to visit three regional law associations across Victoria – Loddon Mallee, Western District and Gippsland. These visits let us engage directly with the profession and understand emerging regional issues. We shared guidance, resources and programs that support access to justice and a healthy, sustainable legal profession.

Chief Justice Richard Niall, Supreme Court of Victoria, joined us to meet stakeholders in the Loddon Mallee and the Western District covering the Bendigo, Castlemaine, Gisborne, Colac and Warrnambool regions.

On the Eastern Victoria trip to Gippsland, we met stakeholders in Leongatha, Bairnsdale, Sale, Traralgon, Morwell and Drouin.



CASE STUDY

Connecting with the profession at Legal Laneway Breakfasts

The Legal Laneway Breakfast is held each year to mark the start of the legal year.

More than 300 people attended the Melbourne event in February 2026, with breakfasts also held in Ballarat, Horsham and Shepparton. The events brought together lawyers, judges, government representatives and others who work in the legal sector.

Fiona McLeay spoke at the Melbourne and Ballarat events. She welcomed Victoria's first Statewide Treaty Agreement and thanked lawyers for the work they do to help people and support the justice system.

She spoke about VLSB+C's work to support lawyers – including resources for early career lawyers, improving wellbeing, guidance on AI use and continued funding for projects that help people access legal services.

At the Ballarat breakfast, the Commissioner thanked local lawyers for the extra support they gave their communities during the disastrous bushfire season. She acknowledged their service to the community going above and beyond in the preparation, immediate aftermath and many stages of recovery.

Pictured below left to right: Tim Goodwin, Victorian Bar; the Hon Sonya Kilkenny; Justice Greg Garde; Lynne Haultain, Victoria Law Foundation; Chief Justice Richard Niall; and Fiona McLeay.

Image supplied by Victoria Law Foundation. Photographer: Eugene Hyland.



Risk Outlook 2026

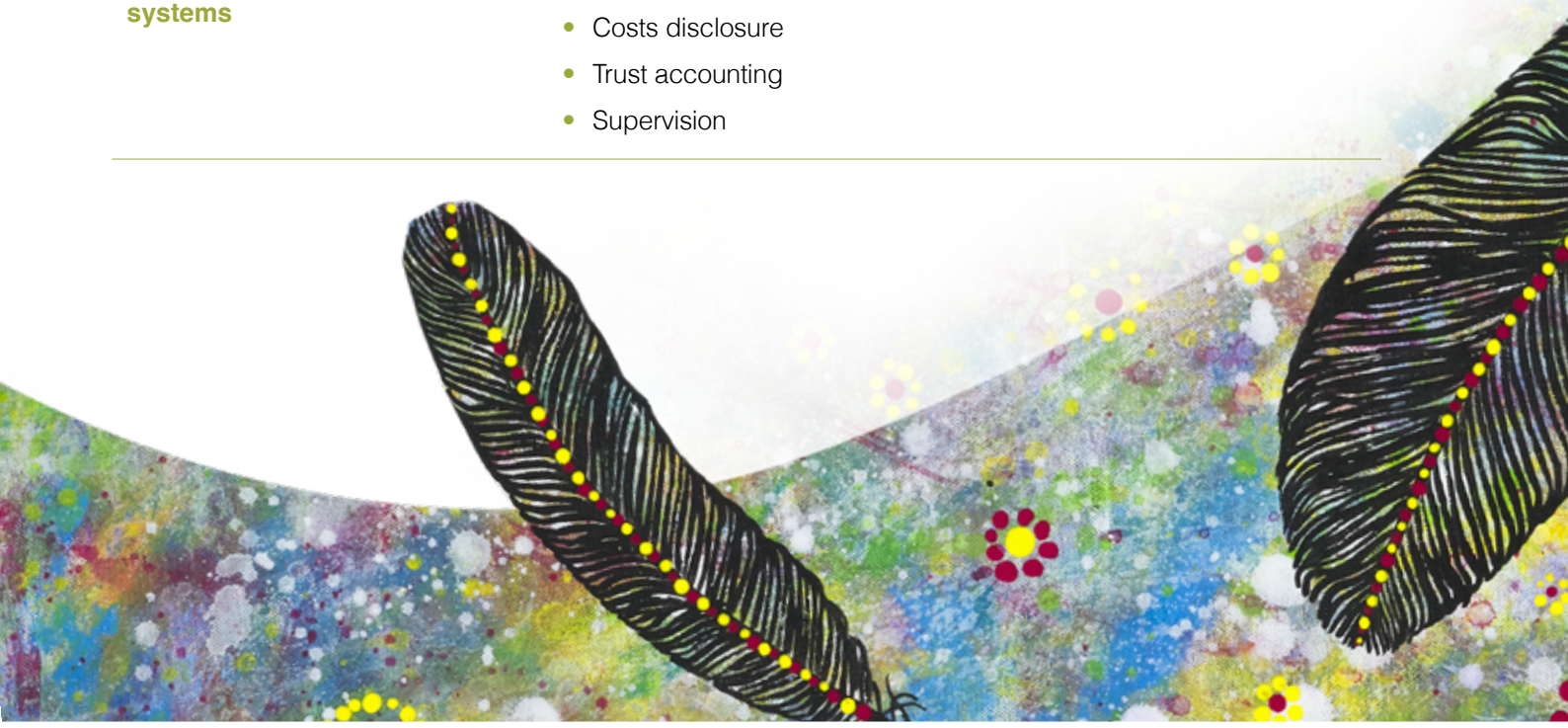
Risk Outlook 2026 is our third overview of key risks and opportunities facing the legal profession in Victoria.

This year's outlook focuses on risks that have the potential to cause significant consumer harm. The harm may be direct, like clients experiencing non-compliant or unethical service. It may also be indirect, such as reduced confidence in the profession and its role in delivering access to justice.

Table 7 shows our four categories of risk, with 14 specific risks for lawyers and their clients.

TABLE 7: RISK OUTLOOK 2026

Role and reputation of the profession	• Motor vehicle accident claims • Claim farming • Mortgage financing • Ethical risks and professional pressures facing in-house lawyers
Health and sustainability of the profession	• Poor lawyer wellbeing • Sexual harassment • Bullying, harassment, discrimination and uncivil behaviour
Professional competency	• Using AI • Understanding clients' legal capability and/or experiences of vulnerability • Complying with new anti-money laundering (AML) and counter-terrorism financing obligations (CTF)
Practice management and systems	• Cybersecurity • Costs disclosure • Trust accounting • Supervision







4

Improve access to justice

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

Strategic Plan results

TABLE 8: OUR PERFORMANCE AGAINST THIS STRATEGIC PILLAR

	2025–26		
PERFORMANCE MEASURE	VALUE	RESULT	COMMENTARY
% of practising certificate applications approved without additional regulatory requirements	**99.7%**	●	Nearly all applications processed during the year were approved. A small number (88) had discretionary conditions applied, while only 14 applications were refused, suspended or cancelled.
Customer trust in the independence of VLSB+C	**50%**	⊘	Based on 352 survey responses (326 consumers, 26 lawyers), the level of trust in us to act independently was below our expectations. Confidence was lower among consumers than lawyers and remains an area for continued improvement.

Legend

- ● Met expectations
- ○ Partly met expectations
- ⊘ Below expectations
- ■ Data not available



TABLE 9: OUTCOMES WE WANT TO SEE

		2025–26		
OUTCOME	INDICATOR	VALUE	RESULT	COMMENTARY
Our research, funding and grants activities have improved access to justice	Annual value of funding provided for access to justice	**$215.8m**	●	For the first time, we distributed more than $200 million through organisational funding, grants and sponsorships to support access to justice, legal assistance and sector capability initiatives across Victoria. Almost all funded activities met their agreed access to justice outcomes, as assessed through a review of the reporting from funded organisations, grants and sponsorships.
	% of our funding, granting and sponsorship activities that meet agreed access to justice outcomes	**95%**	●	
Our impact investment activities have improved access to justice	Annual value of impact investment deployed	**$4.5m**	●	We appointed an impact investment adviser this year to manage and report on our dedicated funds. $4.5 million, or 0.4% of our portfolio, is currently deployed in impact investments, however there are no active impact investments yet related directly to access to justice. We expect to report on examples in future years as our investments expand.
	Demonstrated examples of increased access to justice from impact investments	**N/A**	■	

Understanding justice from the ground up

Legal Services Research Centre

The LSRC is VLSB+C's independent research function. It helps us make decisions based on evidence. By subjecting our own regulatory environment to independent scrutiny, we make sure the evidence is credible and useful.

The LSRC supports our strategic approach with a research program focused on three areas:

- the public and their experience of law and legal problems
- the legal profession and how it functions for those within it and those who depend on it
- consumers of legal services, where the two meet.

Together, these areas help build a clearer picture of how the justice system works in practice. The research is grounded in the experience of the people who use and work within the system.

A key focus of the program is legal capability – people's ability to understand, access and use the law. By better understanding legal capability, the LSRC will identify barriers and opportunities to make the justice system more effective, accessible and fair.

Small area modelling

This project uses data from the Public Understanding of Law Survey (PULS) to show how common civil legal problems are in local areas. It turns survey data into practical information we can use in real work.

This is a leading way of mapping legal problems across locations. It combines legal needs survey data with person-level census data to show where legal needs are higher or lower.

We'll update and improve these tools as new LULU survey data becomes available.

The interactive map and guidance are available at lsbc.vic.gov.au/sites/default/files/maps/index.html.

Pictured below left to right: His Honour Judge Cain; Her Honour Judge Sanger; Fiona McLeay; Nigel Balmer, LSRC; and the Honourable Chief Justice Niall.



Funding access to justice



Provided $201 million in funding to legal and justice organisations

Gave $195,000 in sponsorships

Awarded $5 million in Strong Foundations grants

How we fund our work

The PPF supports all our activities, including funding authorised by our legislation.

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 on page 109.

Measuring our impact

The Shared Outcomes Framework links work that we fund to our long-term outcomes. 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 outcome area in the framework.

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.

We gave $156 million to organisations to do this important work in 2025–26.

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 and open new Koorie Women's Centres in the regions.

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 CLCs 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 LIV's 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 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 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

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

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

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 $45 million to other Victorian Government organisations.

TABLE 10: OTHER FUNDING PROVIDED 2025–26

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 Victoria's courts and tribunals, Judicial College and Judicial Commission.	$5,787,285
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.	$38,788,000
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 introduce AI Capability responsibly to drive efficiency and reduce exposures to traumatic material.	$850,000



Our grants

Our grants program has two funding streams:

- Change Grants
- Strong Foundations grants.

Funding through Change Grants

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

This year, we held two Change Grants rounds.

The **Justice Anew** stream supports the Victorian community legal sector to work in partnerships on ambitious initiatives that will shape the future of legal assistance in Victoria.

We welcomed applications from Victorian CLCs partnering to harness technology, redesign service systems or create economies of scale to improve justice outcomes.

The **Building Justice** stream builds on what works to improve justice outcomes. It supports NFP organisations to embed, scale or replicate initiatives that help more Victorians prevent or resolve their legal problems.

We welcomed applications from NFPs working to improve access to justice in Victoria.

We look forward to announcing our new grantees when the funding decisions have been approved by the Attorney-General.



CASE STUDY

Funding legal help for communities hit by climate disasters

Change Grant to Gippsland Community Legal Service (GCLS) – $600,000 over two years

In 2024, severe storms hit parts of Victoria. Many communities lost power and saw damage to homes and property. People were unsure about their rights to compensation.

Mirboo North was one of the hardest-hit towns. The GCLS Disaster Preparedness and Recovery Team responded quickly. They worked to correct false information about compensation after power outages, and gave clear advice about people's rights and options.

Because the impact in Mirboo North was so severe, the team worked with local community groups to set up an outreach service in the town. This service gave people direct legal help with tenancy issues, insurance claims and compensation and made it easier for vulnerable residents to get support in person during a difficult time.

The team continued to provide legal information and tailored support in Mirboo North long after the event – disaster recovery takes time and affected communities need access to legal help throughout the process.

How a Change Grant helped change the law for whistleblowers

Change Grant to the Human Rights Law Centre (HRLC) – $320,000 over three years

The HRLC's Whistleblower Project is Australia's only specialist legal service for whistleblowers.

The project helped a former NDIS worker who wanted to report the mistreatment of a person with disability. During the case, the project found that former workers were not protected under the NDIS Act when they spoke up about wrongdoing.

The HRLC used this and other cases to advocate for law reform. In 2025, changes to the NDIS Act extended legal protections to former workers, allowed anonymous whistleblowing and strengthened confidentiality safeguards.

Since launching in 2023, the project has responded to more than 650 enquiries, advised more than 200 clients and represented 50 whistleblowers in litigation – helping more people speak up safely.



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 four to five years, helps organisations reach their strategic goals.

We announced the latest recipients in January 2026. Five organisations already working with diverse communities across Victoria will share $5 million in funding (Table 11).

The next round of Strong Foundations grants is planned for August 2026. We've asked an independent group to review the program to make sure it's working well and to guide what we do next. The interim report found that:

"grantees are growing stronger as a direct result of the Strong Foundations grant…A strong theme amongst grantees was that the funding enabled them to progress towards realising the strategic objectives of their organisation."

Another independent assessment report will be prepared in 2027.

TABLE 11: STRONG FOUNDATIONS GRANT RECIPIENTS 2025–26

ORGANISATION	DESCRIPTION	FUNDING
Fitzroy Legal Service (FLS)	Fitzroy Legal Service (FLS) is Victoria's first CLC and provides community-driven justice to the cities of Yarra and Darebin. With this funding, FLS will build the foundations of a modern and capable organisation by undertaking a rebuild of its digital and organisational systems. FLS will also contribute to sector-wide improvement by sharing insights, models and tools.	$1,000,000
Gippsland Community Legal Service (GCLS) – Anglicare Victoria	Gippsland Community Legal Service (GCLS) has been providing free legal services to the Gippsland community since 2000. GCLS will enhance its impact by creating a new role to drive the strategic work of the organisation. This will enable GCLS to develop and sustain more targeted advocacy and partnership approaches to address key access to justice barriers in Gippsland.	$1,000,000
Inner Melbourne Community Legal (IMCL)	Inner Melbourne Community Legal (IMCL) is a not-for-profit community organisation providing free legal assistance to disadvantaged people in the City of Melbourne area. To deliver its Impact Priorities, IMCL needs additional support and skills in three essential operational functions identified in its Business System Review. These functions will streamline IMCL's operations thereby improving organisational effectiveness.	$1,000,000
Women's Legal Service Victoria (WLSV)	Women's Legal Service Victoria (WLSV) provides free legal advice, casework and representation to women and non-binary people experiencing family violence, sexual violence and relationship breakdown. WLSV will accelerate best practice integrated legal assistance to become a centre of excellence and sector leader, mature its data capability, and engage specific expertise to develop and implement a fundraising plan.	$1,000,000
Young People's Legal Rights Centre (Youthlaw)	Youthlaw is a free statewide CLC providing assistance to people under 25 in Victoria. Youthlaw will employ a Director of Policy and Advocacy and a Communications Manager. This will enable Youthlaw to increase the depth, reach and impact of its advocacy and better engage with young people so they're able to access the legal information and assistance they require.	$1,000,000

CASE STUDY

Long-term funding strengthens advocacy for women

Strong Foundations Grant to the Law and Advocacy Centre for Women (LACW) – $1 million over five years.

The grant helped the LACW employ a Director of Policy and Strategic Advocacy, supporting them to take on complex cases and advocate for changes to improve the justice system for women.

The funding supported legal research and strategic advocacy for pregnant women facing prison.

This work helped LACW secure bail and earlier release for women so they could give birth in the community, with the support of their families, rather than in prison.

The grant also strengthened LACW's work to improve the law. In 2025, the organisation took part in an important court appeal about how the justice system considers the impact of imprisonment on children.

Our long-term funding helps community legal organisations build specialist expertise, support more clients and work towards lasting change.

Backing legal support for people rebuilding their lives

Strong Foundations Grant to the Refugee Legal Centre – $1 million over five years.

This grant helped the Refugee Legal Centre expand its services, implement its digital strategy and strengthen its internal leadership.

Yasmin* came to Australia from Myanmar on a student visa. After the military took control of the country in 2021, she joined peaceful protests. She later learned the military was looking for her because of her involvement.

Yasmin realised it was no longer safe to return home. Refugee Australia helped her apply for a protection visa and supported her throughout the process.

In late 2025, Yasmin was granted a permanent protection visa and can stay in Australia safely.

Our long-term funding helps community legal organisations provide expert legal support to people facing serious risks – giving them the chance to rebuild their lives safely.

** Name changed*



Our sponsorships

We sponsor other organisations to run events and programs that support our strategic priorities – particularly those that maintain and improve legal practice, protect and empower consumers, and improve access to justice.

We gave $195,000 to support events and activities this year that raise awareness of issues in the justice system. These included events focused on First Nations access to justice, lawyer wellbeing and our role as a regulator.

We sponsored activities by eight organisations:

- About Time Media Ltd
- BottledSnail Productions Inc
- High Court of Australia
- International Conference of Legal Regulators
- LIV
- Monash University Law School
- Tarwirri Indigenous Law Association of Victoria Inc
- Victoria Law Foundation.

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

CASE STUDY

Supporting the national conversation on access to justice

The LIV, Victoria's peak legal representative body, ran the 9th National Access to Justice and Pro Bono conference in Melbourne in October 2025.

We proudly sponsored the event, which brought people together from across Australia to discuss the latest ideas on access to justice and pro bono work, and how to support society's most vulnerable people.

More than 500 people attended the two-day event from Aboriginal and Torres Strait Islander legal services, CLCs, legal aid commissions and family violence prevention legal services across Australia. They shared challenges and opportunities to help people get the legal help they need. Sessions covered topics such as limited funding, practical knowledge sharing and looking after both lawyers and clients.

Pictured below far left: VLSB+C's Lucy Fraser joined the Lawyer Wellbeing panel at the conference.



CASE STUDY

Music supports lawyer mental health

We supported the Habeas Chorus (Melbourne's lawyers' choir) and the Melbourne Lawyers' Big Band to perform the Australian premiere of Nils Lindberg's Requiem in November 2025.

More than 60 people took part, including lawyers, barristers, judges, students and legal support staff – and more than 450 people attended the event.

BottledSnail, the not-for-profit group behind the event, works to raise awareness of mental health and wellbeing in Melbourne's legal profession.

Pictured below: Members of the choir and big band.





5 Enabling our work

Strategic Plan results

TABLE 12: OUR PERFORMANCE AGAINST THIS STRATEGIC PILLAR

	2025–26		
PERFORMANCE MEASURE	VALUE	RESULT	COMMENTARY
Consumer satisfaction with VLSB+C service and processes	**39%**	⊘	Based on 329 survey responses, consumer satisfaction with our processes was below our expectations. This result reflects both service experience and the outcomes available to us as a regulator, which may not align with what consumers want. We're continuing to work on improving customer experience.
Lawyer satisfaction with VLSB+C service and processes	**88%**	●	Based on 280 survey responses, most lawyers who interacted with us had a positive experience. Satisfaction was highest for lawyers completing a service request with us, such as practising certificate renewal, while slightly lower for lawyers involved in the complaints process.
% variance from approved annual expenditure	**-5%**	●	We spent 5% less than our agreed budget for the year. Project and consultant costs were lower than expected.
% of internal reviews where we overturned the original decision	**6%**	●	Of the 90 internal review requests of complaint decisions we closed during the year, the vast majority were upheld with only five referred back or had the original decision overturned.

We also monitor internal outcome indicators to assess whether our enabling functions are delivering their intended outcomes.

In 2025–26, all enabler outcome indicators with sufficient data available met or exceeded expectations. This provides confidence that our people, processes, technology, governance and financial stewardship support delivery of the Strategic Plan.

Legend

- ● Met expectations
- ○ Partly met expectations
- ⊘ Below expectations
- ■ Data not available



People, culture and change

Diversity, equity and inclusion

We released a two-year Diversity, Equity and Inclusion (DEI) Action Plan in June 2026. It sets out the systems, behaviours and leadership our people need to do their work effectively, ethically and inclusively. Embedding inclusion into how we work, lead and make decisions helps us deliver our regulatory and service responsibilities consistently and fairly.

We also reported our progress to the Commission for Gender Equality in the Public Sector and provided our new Gender Equality Action Plan for review.

People Matter survey results

This anonymous survey measures staff sentiment and compares our results with similar public sector agencies and the wider public sector.

This year, we scored higher than the wider public sector on 84% of the survey's question groups, with less than 1% difference on the rest.

We maintained a high response rate of 83%. Our staff engagement index rose two points to 73% and staff satisfaction rose nine points to 75%.

Several results stood out in 2026:

- staff rated manager leadership (93%) well above similar agencies and the sector
- manager support (86%) was one of our most improved areas, following a focus on leadership development and skills during the year
- staff reported working well within their own teams (90%) and other teams (92%)
- staff rated inclusion highly (84%), above similar agencies and the sector
- understanding of the Code of Conduct (97%) and of our human rights obligations as public sector employees (96%) were among the highest-scoring questions.

These results reflect staff working together to maintain our positive, supportive culture. We use the survey results to support ongoing improvement.

Learning and development

Staff learning and development are critical to job satisfaction, professional growth and continuous improvement.

We updated our compliance curriculum and added SCOPE Communication Tool training and refresher workshops on Dealing with Complex Behaviour to help staff interact better with consumers. In all, 113 staff completed it.

We continued to prioritise staff wellbeing by partnering with external organisations on specialised training. With the Victorian Ombudsman, we redesigned our dealing with complex behaviour workshops. We finished consultation on a new vicarious trauma training plan and will develop it next year. With the Victorian Government Solicitor's Office (VGSO), we delivered the next instalment of administrative law training focused on procedural fairness, and 117 staff completed it.

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.

CASE STUDY

VLSB+C is a Great Place to Work™

In April 2026, VLSB+C became a certified Great Place to Work™ (GPTW) – and we achieved it in our first year taking part.

Great Place to Work™ certification reflects the positive, supportive culture we've built – where our people are happy and thriving.

We invited staff to take part in GPTW's Trust Index Survey, answering questions about their workplace experience. Of the 180 employees who completed a survey, 80% told us VLSB+C is a great place to work.

The survey also gave us useful data we're looking at alongside the People Matter survey to keep improving our employee experience.



Our organisational structure

Figure 13 shows our organisational structure in 2025–26. Roles are listed to manager level only.



FIGURE 13: OUR ORGANISATIONAL STRUCTURE 2025–26

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 don't include our Board Chair, Board members or the Board CEO and Commissioner, who were all appointed by the Governor in Council.

Table 13 shows the number of staff classified as SES. This reflects employment levels at the last full pay periods in June 2025 and June 2026, respectively.

TABLE 13: NUMBER OF SES POSITIONS 2025–26

	2024–25		2025–26	
CLASSIFICATION	MALE	FEMALE	MALE	FEMALE
SES-3	0	0	0	0
SES-2	3	1	3	1
SES-1	3	4	3	3
Total	**6**	**5**	**6**	**4**

Table 14 discloses the total salaries in $20,000 bands for our SES staff and Senior Technical Specialist (STS) staff.

TABLE 14: ANNUALISED TOTAL SALARY FOR SES AND STS STAFF (EXCLUSIVE OF SUPERANNUATION) 2025–26

INCOME BAND (SALARY)	SES	STS
$200,000 – $219,999	-	4
$220,000 – $239,999	-	3
$240,000 – $259,999	2	-
$260,000 – $279,999	2	-
$280,000 – $299,999	2	-
$300,000 – $319,999	3	-
> $380,000	1	-
Total	**10**	**7**

Table 15 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 15: RECONCILIATION OF KEY MANAGEMENT PERSONNEL NUMBERS 2024–25 AND 2025–26

CATEGORY	2024–25	2025–26
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 three meetings. The Committee maintained oversight of activities including emergency procedures, first aid officer and fire warden training.

Table 16 tracks our occupational health and safety (OHS) incidents over time.

TABLE 16: OHS INCIDENTS – 3-YEAR COMPARISON

OHS INDICATOR	2023–24	2024–25	2025–26
Number of reported hazards per 100 FTE	2	3	0.4
Number of ‘lost time’ claims per 100 FTE	0	0	0
Average cost per claim	$0	$0	$0



Workforce data and staffing trends

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**

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

Table 18 outlines key workforce data for 2025–26.

TABLE 18: OUR STAFF AT 30 JUNE 2026

	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	181	171.6	122	34	147.4	25	24.2
Male	87	86	69	2	70.2	16	15.8
Self-described	1	1	1	0	1	0	0
TOTAL	**269**	**258.6**	**192**	**36**	**218.6**	**41**	**40**
Age							
Under 25	8	7.5	7	1	7.5	0	0
25-34	80	79.1	66	2	67.3	12	11.8
35-44	92	85.4	55	24	72.8	13	12.6
45-54	56	55.1	39	4	42.3	13	12.8
55-64	27	26.3	21	3	23.5	3	2.8
Over 64	6	5.2	4	2	5.2	0	0
TOTAL	**269**	**258.6**	**192**	**36**	**218.6**	**41**	**40.0**
Classification							
VPS 1	0	0.0	0	0	0.0	0	0.0
VPS 2	5	4.5	4	1	4.5	0	0.0
VPS 3	32	31.8	29	1	29.8	2	2.0
VPS 4	50	49.2	38	3	40.2	9	9.0
VPS 5	81	76.7	59	14	69.3	8	7.4
VPS 6	83	78.6	58	17	70.8	8	7.8
STS	7	6.8	4	0	4	3	2.8
SES	10	10	0	0	0.0	10	10.0
CEO and Board Commissioner#	1	1	0	0	0.0	1	1
TOTAL	**269**	**258.6**	**192**	**36**	**218.6**	**41**	**40**

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

Business partnering and technology

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.

We strengthened the systems that support our day-to-day operations and service delivery. We implemented a new people management system, improving employee self-service for payroll, leave and performance management and streamlined expense management, reducing manual processes and strengthening financial oversight.

We also progressed the transition from physical records to a digital mailroom, improving the way information is received, managed and accessed across the organisation.

Regulatory Management System

We continued to progress a modern Regulatory Management System (RMS) to support more efficient and user-centred regulatory services. Key achievements during the year included the completion of a service blueprint and a proof of concept to evaluate vendor capability and inform the selection of a new systems integrator.

We continued to apply human-centred and inclusive design principles, ensuring the needs of customers and staff are reflected in the future solution. Implementation of the new RMS will occur progressively over the next two financial years.

Artificial intelligence

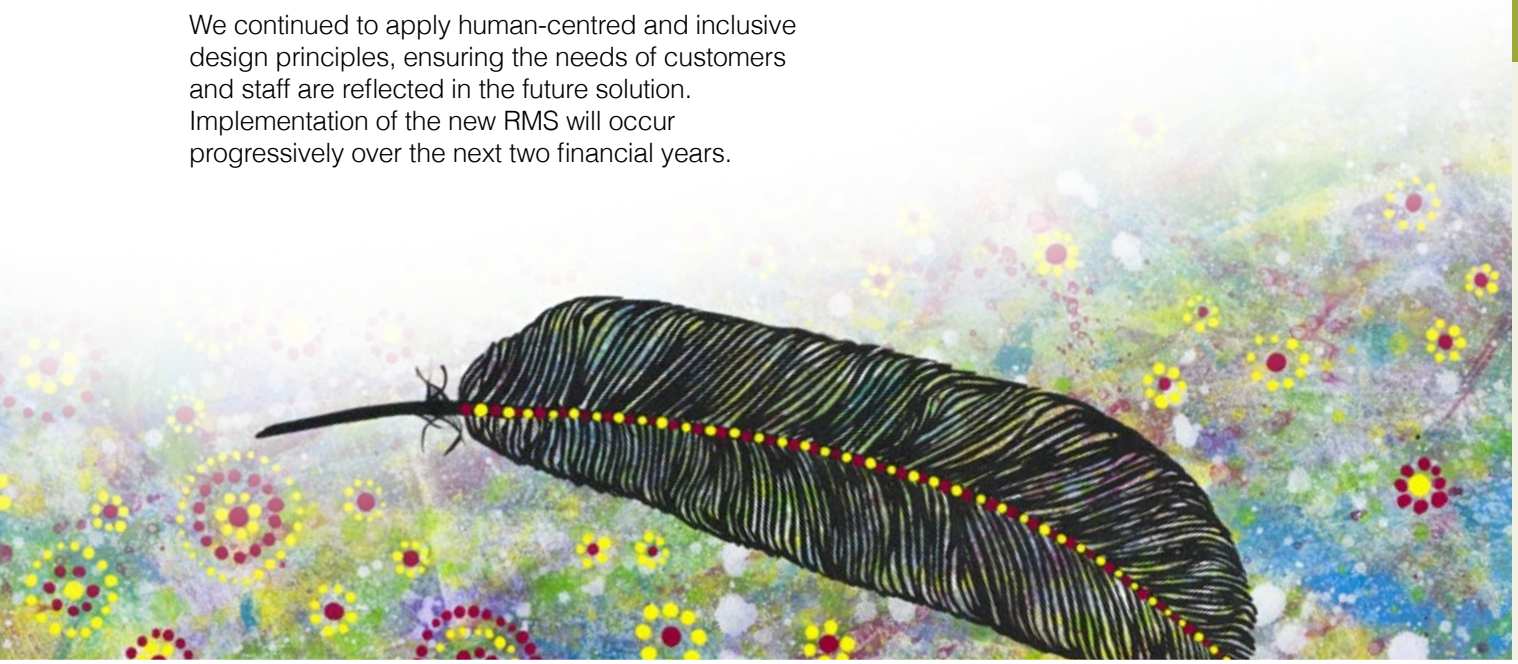
We launched and progressed our internal AI Strategy to help the organisation use emerging technologies in a safe and practical way. By introducing an AI policy, governance framework and assessment process, we created a clear pathway for innovation while ensuring appropriate oversight and accountability.

We also undertook our first AI tools trial, piloting VicChat and Microsoft Copilot to build staff capability and better understand opportunities for the safe and effective use of AI across the organisation.

Cybersecurity

We made significant changes to uplift our cybersecurity posture. Key initiatives included continual cybersecurity awareness training, partnership with the Australian Cyber Security Centre (ACSC) and technical hardening activities to uplift the organisation's overall security posture.

VLSB+C continues to mature its systems and strengthen protections against current and emerging threats.



Governance

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

Policy

We updated our corporate policies to stay current with best practice, including procurement, gifts, benefits and hospitality, incident management, business continuity, conflicts of interest, and fraud, corruption and other losses.

We also developed new policies and frameworks across:

- AI
- records digitisation
- privacy.

Risk management

We reviewed our Risk Management Policy and risk consequence matrix, created a Risk Management Procedure, and improved our risk guidance for staff.

We rolled out the audit module and configured the compliance module for our systems. We ran risk management workshops for key projects and activities, further embedding a risk-aware culture. The Board reviewed our Strategic Risks and Risk Appetite Statement. Senior risk advisers completed additional insurance training.

Privacy

We developed a new privacy awareness training module for all staff, using specific examples of how we collect, use and disclose personal information.

We introduced two new privacy policies – one sets out how we manage the personal information of staff, contractors and Board members. The other covers how we manage privacy obligations for the people who interact with our office: lawyers, clients and other stakeholders.

We delivered face-to-face training to staff about privacy and ran several workshops to help them carry out Privacy Impact Assessments on key activities and projects.

We updated the privacy pages of our website, adding detailed Privacy Collection Notices that explain how we collect, use and share information for our key functions and activities.

Our governance structure

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're 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 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.

Our Board members

The Board comprises seven members – a Chair, three lawyer members and three who are not lawyers.

The Chair and non-lawyer members of the Board are nominated by the Attorney-General and appointed by the Governor in Council for a four-year term. One non-lawyer member must represent the interests of consumers, and one must have experience in financial or prudential management.

The Governor in Council appoints the lawyer members on the recommendation of the LIV and the Bar, also for a four-year term. Two lawyer members are solicitors (non-advocate members) and one is a barrister (advocate member). The Chief Executive Officer manages the day-to-day activities of the Board.



Mr Sam Hay KC – Chair

On 21 April 2026, former Board Chair Sam Hay KC was appointed as a Justice of the Supreme Court of Victoria. The Chair of the Victorian Legal Services Board is nominated by the Attorney-General and appointed by the Governor in Council for a four-year term. Justice Hay's successor will be announced in due course.



Ms Gabi Crafti SC – barrister (advocate member)

Gabi is a senior barrister at the Victorian Bar with a substantial practice in complex, high-value commercial disputes, acting for major insurers, government entities, infrastructure participants, ASX-listed companies and superannuation trustees in trials and appeals across Australia. She has appeared in class actions, Royal Commissions and commercial arbitrations, and as court-appointed amicus in judicial advice applications. She previously practised as a commercial litigation solicitor and Associate at the Federal Court of Australia. Gabi is a former Victorian Bar Council member and current Chair of the Insurance Law Section of the Commercial Bar Association.





Ms Liz Harris – solicitor (non-advocate member)

Liz is a lawyer who has specialised in consumer complaints relating to lawyers, acting for both lawyers and consumers. She is a recognised expert in costs law as co-author of Quick on Costs, the pre-eminent Australian text. She has conducted her own legal practice, 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. Liz conducts a consultancy advising government and corporate legal departments about best practice in managing external lawyers. She is regularly engaged as an expert witness regarding best practice in management of legal work and costs in class actions and other significant litigation. Liz is also a member of the Legal Services Council.



Ms Jacinta Lewin – solicitor (non-advocate member)

Jacinta is a Principal Lawyer at Maurice Blackburn Lawyers. She has a diverse range of experience across the profession working in administrative law, human rights, and torts law litigation. Her current work entails collaborating with stakeholders within and outside the legal profession to improve access to justice outcomes, with a particular focus on AI and emerging governance practices and policy. Jacinta is a member of the Law Council of Australia's National Human Rights Committee and was the Co-Chair of the LIV Human Rights Committee from 2019 to 2023. In 2022 she received the LIV President's Award for Outstanding Service. She is also listed in the Best Lawyers guide.





Mr Glen Noonan – lay member

Glen is an experienced non-executive director, board chair, chair of audit, risk and finance committees, professional services partner CEO and Professor. Glen serves on several boards, including the Telecommunications Industry Ombudsman and The Royal Women's Hospital. Previously Glen was a Senior Partner with PwC where he worked for 33 years, including 24 years as a Senior Partner. He held a range of leadership roles and has extensive experience in finance, risk and audit, digital transformation, strategy and growth. He is the current CEO of Diabetes Victoria where he provides strategic direction and leadership to reduce the impact of all types of diabetes on individuals, families, communities, health systems and society. Glen is also an Honorary Enterprise Professor with The University of Melbourne and an Adjunct Professor with Deakin University. Glen is a Chartered Accountant and Graduate of the Australian Institute of Company Directors.



Dr Alice Parkhill – lay member

Dr Alice Parkhill holds a Doctorate in Psychology (Clinical and Forensic) and currently serves on the Adult Parole Board of Victoria. Previously, Alice has held senior executive roles in health, aged care and community services in the not-for-profit and public sectors. Alice has extensive experience across governance, consumer engagement and strategic planning. She is deeply committed to fair, accountable and accessible governance, and to advancing the quality and impact of essential services for all consumers and communities.



Ms Bronwen Bock – lay member

Bronwen brings over 18 years of experience across investment banking, in-house mergers and acquisitions (M&A), venture capital investing, strategic portfolio management, corporate governance, gender equality and politics. Among other roles, she was an Executive Manager at REA Group (owner of realestate.com.au), where she led M&A and venture capital investing, and sat on boards of investee companies. Prior to this she held senior executive positions in investment banking with Macquarie Capital. Bronwen has completed the Company Director Course through the Australian Institute of Company Directors.



Board and committee meetings

Meeting attendance

Our Board met seven times in the reporting year (Table 19).

TABLE 19: BOARD MEMBERS AND MEETING ATTENDANCE 2025–26

BOARD MEMBER	ATTENDANCE
Mr Sam Hay KC (Chair*)	5
Ms Liz Harris	7
Ms Jacinta Lewin	6
Mr Glen Noonan	6
Dr Lynne Williams AM	1
Ms Catherine Wolthuizen	3
Ms Gabi Crafti SC	7
Dr Alice Parkhill	3
Ms Bronwen Bock	6

* Sam Hay KC was appointed as a Justice of the Supreme Court of Victoria and stepped down as Board Chair in April 2026. The Board did not have a Chair at 30 June 2026.

Board committees

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

This year we established the Regulatory Policy Committee. The Committee provides strategic advice regarding the development of key regulatory policy initiatives and products.

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

Members at 30 June 2026:

- Mr Glen Noonan – Chair
- Ms Gabi Crafti SC
- Dr Alice Parkhill.

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

Members at 30 June 2026:

- Ms Liz Harris – Chair
- Ms Jacinta Lewin
- Ms Bronwen Bock.

Our Regulatory Policy Committee met four times in the reporting period.

Members at 30 June 2026:

- Ms Jacinta Lewin – Chair
- Ms Gabi Crafti SC
- Prof Steven Vaughan (external member).



Executive Leadership Team



Fiona McLeay

Chief Executive Officer and Commissioner

Fiona McLeay is a strategic leader, systems thinker and agent for change. She leads with curiosity and empathy.

As the Victorian Legal Services Board CEO and Commissioner since 2018, she regulates the Victorian legal profession and manages the PPF.

Fiona is motivated by access to justice and the core value of service to others. She is a forward-thinking leader, having established one of the first Environmental, Social and Governance programs at an Australian law firm as Special Counsel at Clayton Utz, and transformed PILCH into Justice Connect as CEO.

Fiona's participation on not-for-profit boards extends her leadership impact to other areas of social justice she is passionate about. She is currently Chair of the Australian Communities Foundation and Co-Chair of Equality Australia.

In 2025, Fiona was awarded an IPAA Victoria Fellowship in recognition of her outstanding contribution and exemplary service in the Victorian public sector.



Matt Anstee

Executive Director, Legal and Investigations

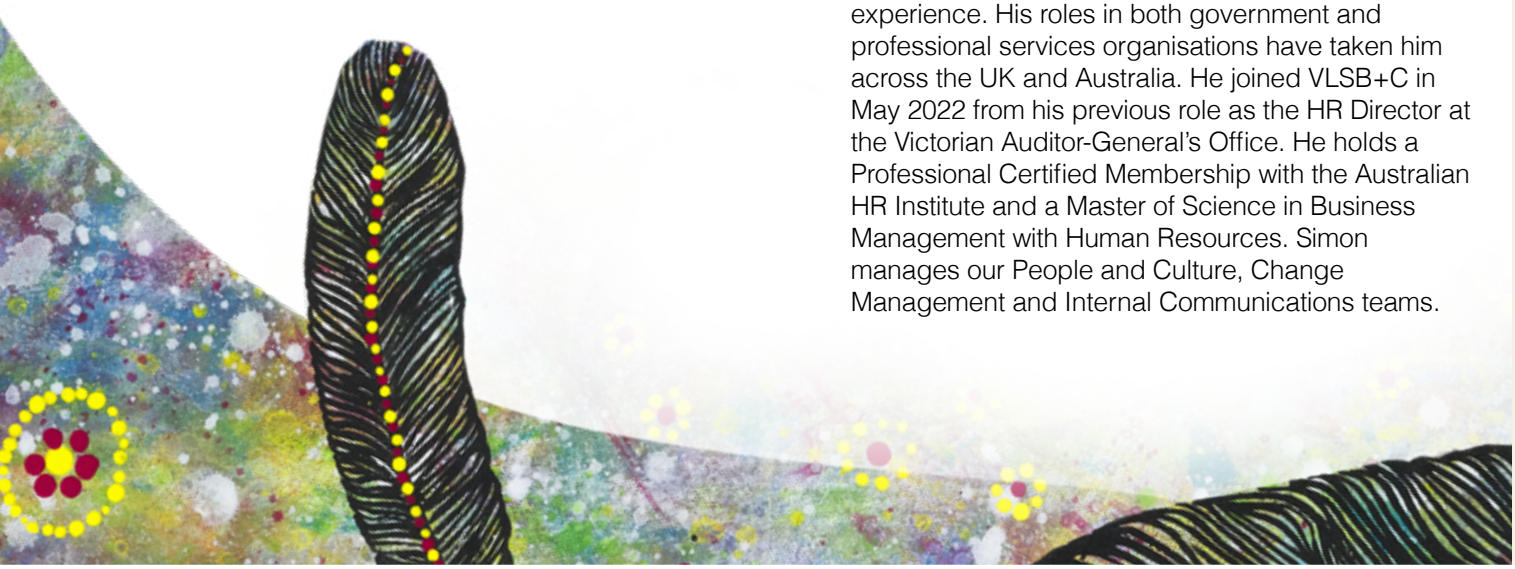
Matt was appointed in April 2020. He was formerly Head of Operational Legal Team at the UK Foreign and Commonwealth Office, where he focused on national security, counter-terrorism and international relations. Matt has also worked with the National Crime Agency in the UK, Anti-torture NGO Redress, the 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 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, Change Management and Internal Communications teams.





Nicholas Diss

Executive Director, Shared Services and Digital Transformation

Nicholas Diss is a transformation-focused leader who brings a practical, outcomes-driven approach to organisational change. He leads with clarity and a strong focus on performance, accountability and delivery.

As Executive Director, Shared Services since 2022, Nicholas oversees finance, investment, technology and corporate services, supporting the organisation's regulatory and stewardship functions. He brings over 25 years' experience across regulated, government and purpose-led organisations across Australia and the UK.

Nicholas combines deep experience in digital and operating model reform with strong expertise in finance, investment oversight, risk and governance. He has led major system modernisation and performance improvements and is responsible for stewardship of a multi-billion-dollar investment portfolio, including the establishment of an impact investment fund. Nicholas is a Fellow of CPA Australia and a Graduate of the Australian Institute of Company Directors.



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 and brings over 20 years of experience in regulatory environments, most recently with WorkSafe Victoria. He holds a Bachelor of Arts with a major in psychology and has developed strong expertise in contact centre and operations management. Danny is highly experienced in leading teams through periods of significant change, as well as driving initiatives to improve operational efficiency. He is responsible for overseeing the organisation's licensing function, Customer Experience team, and the division managing enquiries and initial complaints.

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 60 new requests under the FOI Act for access to documents we held. All requests were from the general public. None were from Members of Parliament or the media.

Forty requests were not processed for various reasons such as being invalid, withdrawn or not yet determined.

We made 20 FOI decisions during the 12 months ended 30 June 2026. All decisions were made within the statutory time periods.

Of the decisions made:

- three were granted access in full
- five were granted access in part
- 12 were denied access in full.

During 2025–26, six requests were reviewed by the Office of the Victorian Information Commissioner (OVIC). Four of our decisions were upheld and the outcomes of the other two are pending.

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

GPO Box 24234, Melbourne Vic 3001

Telephone: 1800 422 284

Email: info@ibac.vic.gov.au

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 statewide 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 2025–26.

Consultancies

Details of consultancies valued at $10,000 or greater

In 2025–26, we engaged 18 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 $2,635,360 (excluding GST). Details of individual consultancies are outlined in Table 20 below.

Details of consultancies under $10,000

In 2025–26, we engaged three consultancies where the total fees payable to the consultants was less than $10,000 per consultancy. Our total expenditure incurred during 2025–26 on these consultancies was $15,429 (excluding GST).

TABLE 20: CONSULTANCIES SPEND 2025–26

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EXCL. GST) $	EXPENDITURE 2025–26 (EXCL. GST) $	FUTURE EXPENDITURE (EXCL. GST) $
Allen and Clarke Consulting	Strong Foundations grant evaluations	187,117	42,057	108,192
am actuaries	Actuarial services	89,600	89,600	-
Amy Nicholas	Provision of vicarious trauma tools and resources	83,440	41,920	-
Bevington Consulting Pty Ltd	Business case data update project	46,080	44,640	1,440
Controls Risks Group	Security risk and threat assessment	57,476	57,476	-
CyberCX	Security risk profile assessment	42,500	42,500	-
Deloitte Actuaries & Consultant Limited	Banking agreement market process	306,645	177,323	-
Dench, McClean, Carlson	Probity advice - banking review	25,200	28,350	-

CONSULTANT	PURPOSE OF CONSULTANCY	TOTAL APPROVED FEE (EXCL. GST) $	EXPENDITURE 2025–26 (EXCL. GST) $	FUTURE EXPENDITURE (EXCL. GST) $
Design Psychology	Theory of Change Pilot - meaningful debriefs	50,016	44,437	5,579
First Person Consulting Pty Ltd	Theory of Change project - lawyer wellbeing	122,000	-	11,500
Grosvenor	Lessons learned review of RMS	57,733	11,904	-
Human Ethos	Wellbeing guidelines and resources	86,500	8,300	-
Human Ethos	Specialist lawyer advisory program - resources and guidelines	120,000	60,000	60,000
JBWere	Investment management and advisory	1,400,000	1,400,000	-
Kate Fazio Consulting	Consulting on impact investing service	not fixed	20,825	-
Nous Group	Customer Experience Continuous Improvement Framework	138,948	97,264	41,684
Portable Australia	Design review and specification updates for RMS project	388,214	388,214	-
Untangld	Efficiency Project - licensing and complaints	149,850	80,550	-
Total		**3,351,319**	**2,635,360**	**228,395**

Disclosure of reviews and studies

We undertook a range of reviews and studies during 2025–26, as shown in Table 21. This work helps us to deliver on our corporate objectives and make a meaningful impact.

TABLE 21: REVIEWS AND STUDIES 2025–26

NAME OF REVIEW/STUDY	REASON FOR REVIEW/ STUDY	SCOPE	TIMELINE	ANTICIPATED OUTCOME	2025–26 COST (EXCL. GST)	FINAL COST IF COMPLETE (EXCL. GST)	PUBLICLY AVAILABLE?
Strong Foundations Funding Stream Evaluation	To evaluate the Strong Foundations funding model	Explore the strengths and weaknesses of the funding approach, the experience for grantees, the impact of the funding program, and opportunities for improvement	May 2024 - August 2027	A report with evidence, analysis and recommendations	$42,057	$42,057	Yes https://lsbc.vic.gov.au/resources/strong-foundations-funding-stream-evaluation-december-2025
Practitioner Remuneration Order review	Legislative responsibility for the Instrument and appropriate for review	Expand on historical review to consult with profession to assess its level of use and whether it is fit for purpose or could be improved	March 2026 - June 2026	A further report that provides evidence and recommendations	$24,443	$24,443	No, in progress
Pilot Victorian Legal Understanding and Lawyer Use (V-LULU) survey	To improve access to justice	To help us understand how the public interact with law, experience legal issues and use legal services	March 2024 - August 2025	An in-depth report, a summary and a 2-page brief with findings from the survey	$19,400	$19,400	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/report-pilot-victorian-legal-understanding-and-lawyer-use-v
Pilot Ex-Victoria Legal Understanding and Lawyer Use (X-LULU) survey	To improve access to justice	To help us understand how the public interact with law, experience legal issues and use legal services	March 2024 - March 2026	An in-depth report, a summary and a 2-page brief with the findings from the survey	$12,738	$12,738	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/report-pilot-ex-victoria-legal-understanding-and-lawyer-use

NAME OF REVIEW/STUDY	REASON FOR REVIEW/ STUDY	SCOPE	TIMELINE	ANTICIPATED OUTCOME	~~2025~~ 2025–26 COST (EXCL. GST)	FINAL COST IF COMPLETE (EXCL. GST)	PUBLICLY AVAILABLE?
Sexual Harassment in the Legal Profession: Findings from the 2025 Victorian Lawyer Census	To maintain and enhance legal practice and ethics	This report explores the extent to which Victorian lawyers experience and witness sexual harassment during their work	February 2025 - December 2025	An in-depth report and a 2-page brief on the findings from the survey	$10,420	$10,420	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/sexual-harassment-legal-profession-findings-2025-victorian
Two Worlds of Law: Public Experience of Contentious and Non-Contentious Justiciable Issues	To improve access to justice	This paper draws on data from the pilot V-LULU survey to summarise and contrast public experience of contentious and non-contentious justiciable issues	March 2024 - August 2025	A report with analysis and findings from the survey	$3,272	$3,272	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/two-worlds-law-public-experience-contentious-and-non
Uncivil Behaviours in the Legal Profession: Findings from the 2025 Victorian Lawyer Census	To maintain and enhance legal practice and ethics	This report explores the extent to which Victorian lawyers experience and witness uncivil behaviours during their work	February 2025 - March 2026	An in-depth report and a 2-page brief on the findings from the survey	$10,200	$10,200	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/uncivil-behaviours-legal-profession-findings-2025-victorian
Generative AI Use in the Legal Profession: Findings from the 2025 Victorian Lawyer Census	To maintain and enhance legal practice and ethics	This report examines how Victorian lawyers are using AI tools in their legal practice, the types of tools being used, and the tasks they are being applied to	February 2025 - April 2026	An in-depth report and a 2-page brief on the findings from the survey	$9,395	$9,395	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/generative-ai-use-legal-profession-findings-2025-victorian
Wellbeing in the Legal Profession: Findings from the 2025 Victorian Lawyer Census	To maintain and enhance legal practice and ethics	This report examines the prevalence and distribution of psychological distress and burnout across the sector, and the factors that contribute to poor lawyer wellbeing	February 2025 - June 2026	An in-depth report and a 2-page brief on the findings from the survey	$12,560	$12,560	Yes https://lsbc.vic.gov.au/research-centre/what-we-do/publications/wellbeing-legal-profession-findings-2025-victorian-lawyer

Information and communications technology expenditure

TABLE 22: ICT EXPENDITURE 2025–26

TOTAL OPERATIONAL EXPENDITURE $'000	TOTAL CAPITAL EXPENDITURE $'000	BUSINESS AS USUAL (BAU) $'000		PROJECTS (NON-BAU) $'000	
		OPEX	CAPEX	OPEX	CAPEX
13,595	0	8,372	0	5,223	0

Government advertising expenditure

We did not undertake any Victorian Government advertising campaigns in 2025–26.

Procurement

Social Procurement Strategy

We continued to advance social and sustainable outcomes through procurement in accordance with the Victorian Government's Social Procurement Framework.

During 2025–26, we looked for more ways to buy from Victorian social enterprises and First Nations businesses. We also supported businesses that promote women's equality and safety.

We gave staff better tools and information to help them choose suppliers that create social value. This included guides, market approach documents and supplier lists. We also updated our procurement policy and procedure material so staff consider social, environmental and economic benefits before they buy goods or services.

As a Kinaway Corporate Partner, we continued to support First Nations businesses. We also maintained learning resources through the SharePoint Procurement Knowledge Hub to help staff make better purchasing decisions.

Emergency procurement

We did not need to make any emergency procurements within the scope of the Victorian Government Purchasing Board procurement framework during 2025–26.

Procurement complaints

We did not receive any complaints about our procurement processes or activities during 2025–26.

Office-based environmental impacts

Total electricity consumption

Our office total electricity use was 138.4 megawatt hours (MWh), a decrease of 3.6% from the previous year.

The amount of energy used per FTE was 535 kWh.

We continued to purchase 100% of our office electricity supply from renewable energy sources. We avoided emitting 120.4 tonnes of greenhouse gas based on our electricity use for the year.

Building efficiency rating

The National Australian Built Environment Rating System (NABERS) energy rating measures a building's environmental performance.

Our office space at 500 Bourke Street, Melbourne, has a 5.5-star NABERS Energy Base Build rating. It also has a 6-star Green Star Design & As-Built rating and a Platinum WELL rating.

Vehicle use

We do not operate a fleet of vehicles. Staff use taxis for short trips and have access to the State Government Shared Services vehicle pool.

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
Tel: 03 9679 8001
Website: www.lsbc.vic.gov.au/contact-us





6

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.

$215.6 million paid in funding and grants in 2025–26

$96.7 million investment growth in 2025–26

Our financial performance

The composite net result for 2025–26 was a surplus of $52 million, a reduction of $113.2 million from last year's surplus of $165.2 million. The net surplus combined a $19.7 million net operating surplus and a $32.3 million gain on other economic flows, predominantly through capital gains on investments. Our total expenditure was $287.5 million, which was higher than the expenditure of $184.1 million in 2024–25 largely due to an increase in funding. Table 23 provides an overview of our five-year financial performance and position.

Revenue

Our total revenue for the year ending 30 June 2026 was $307.2 million, which was slightly higher than the previous year. The slight increase is attributable to an increase in return on investments of $49.1 million compared with $45.2 million in 2024–25. Other revenue, comprised mainly of practising certificate fees and Fidelity Fund contributions, increased to $17.8 million, up from $16.7 million in the previous year.



Expenditure

Total expenditure for the year ending 30 June 2026 was $287.5 million, an increase of $103.4 million compared with $184.1 million in 2024–25. 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 Strategic Plan.

TABLE 23: FIVE-YEAR FINANCIAL PERFORMANCE AND POSITION OF THE BOARD AND COMMISSIONER

FINANCIAL PERFORMANCE ($'000)	2021–22	2022–23	2023–24	2024–25	2025–26
Interest and distributions	51,333	226,586	290,790	287,397	288,792
Other revenue	14,797	14,984	15,741	18,187	18,444
Total revenue	66,130	241,480	306,531	305,584	307,236
Total expenditure	(64,310)	(75,339)	(132,911)	(184,108)	(287,543)
Net operating result	1,820	166,141	173,620	121,476	19,693
Net gain/(loss) on investments	(94,322)	29,496	44,315	43,732	32,287
Net result from continuing operations	**(96,142)**	**195,637**	**217,935**	**165,208**	**51,980**
Total assets	4,199,805	3,701,196	3,304,166	3,571,069	3,608,895
Total liabilities	(3,897,555)	(3,203,309)	(2,588,344)	(2,690,039)	(2,675,885)
Net assets	**302,250**	**497,887**	**715,822**	**881,030**	**933,010**

About the Public Purpose Fund

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

As shown in Figure 14, money comes into the PPF from:

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

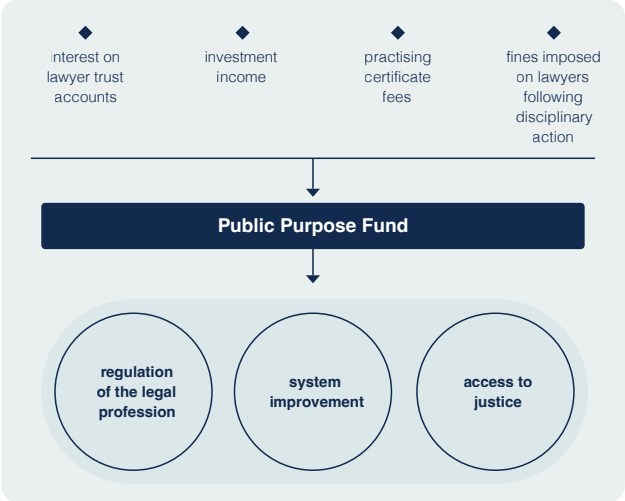


FIGURE 14: HOW MONEY COMES INTO THE PPF

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 Commission and other organisations through our grants and funding program.

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 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're independent of the professional associations that represent lawyers, and at least half of our Board's members are non-lawyers.

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 agreed Investment Policy Statement.

At 30 June 2026, the total value of the PPF was $3.5 billion, of which $1.2 billion was invested in financial investments. This is similar to last year's total of $3.4 billion, of which $1.1 billion was invested in financial investments. This gain in the capital value of the financial investments for the year ending 30 June 2026 is attributable to a positive return on capital markets during the year.

The total value of the Fidelity Fund as at 30 June 2026 was $108.7 million, of which $79.6 million was invested in non-cash investments. This can be compared with last year's total of $98.9 million, of which $80.8 million was invested in non-cash investments. Table 24 shows the types of investments we managed.

TABLE 24: FINANCIAL INVESTMENTS UNDER EXTERNAL MANAGEMENT 2025–26

	PUBLIC PURPOSE FUND ($'000)	FIDELITY FUND ($'000)	NET FUNDS MANAGED ($'000)
2026			
Cash	120,000	45,984	165,984
Credit	328,814	10,124	338,938
Government bonds	212,632	1,040	213,672
Real assets	166,670	2,571	169,241
Equity – domestic	182,473	6,743	189,216
Equity – international	213,333	13,124	226,457
Uncorrelated strategies	22,265	-	22,265
Total	**1,246,187**	**79,586**	**1,325,773**
2025			
Cash	120,000	49,029	169,029
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	**1,148,314**	**80,755**	**1,229,069**

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 25 shows the strategic asset allocations designed to achieve these objectives.

TABLE 25: ASSET ALLOCATIONS 2025–26

	PUBLIC PURPOSE FUND		FIDELITY FUND	
ASSET ALLOCATION	BENCHMARK RANGES	ACTUAL 30/06/26	BENCHMARK RANGES	ACTUAL 30/06/26
Cash	2%	5%	65%	62%
Credit	27%	28%	10%	11%
Government bonds	19%	18%	0%	1%
Real assets	12%	14%	2%	3%
Equity - domestic	18%	15%	8%	7%
Equity - international	18%	18%	15%	15%
Uncorrelated strategies	4%	2%	0%	0%
Total	**100%**	**100%**	**100%**	**100%**

Our distributions

2025–26 continued to see an operating surplus. This positive result is reflected in the General Account and will transfer into the Distribution Account for 2025–26.

A capital gain on the investment portfolio contributed to a surplus in the General Account of $490.3 million, compared with $482.3 million as at 30 June 2025. The distributions we made from the General Account and the Distribution Account during 2025–26 are listed in Table 26.

TABLE 26: PPF DISTRIBUTIONS – ACTUAL 2026, BUDGET 2027

PPF GENERAL ACCOUNT BALANCE	ACTUAL 2025–26	BUDGET 2026–27
	$'000	$'000
General Account balance as at 1 July 2025 and 1 July 2026*	**482,345**	**490,305**
Funds allocated to the Distribution Account (50% of 30 June 2025 closing balance)	(238,660)	(245,153)
Adjusted General Account balance as at 1 July 2025 and 1 July 2026	**243,685**	**245,153**
Investment Performance**	80,071	33,916
Income	252,602	251,224
General Account balance before expenses	**576,359**	**530,293**
Funding/Expenses allocated from the General Account		
Operating expenditure (Board+Commissioner)	(68,458)	(81,306)
Assets purchased	(41)	-
Law Institute of Victoria - payments to professional associations for programs	(7,931)	(6,303)
Victorian Bar	(985)	(1,571)
Victorian Civil and Administrative Tribunal - Legal Practice List	(2,136)	(2,206)
Victorian Legal Admissions Board	(2,193)	(2,638)
Delegated functions: Law Institute of Victoria	(784)	(2,739)
Delegated functions: Victorian Bar	(971)	(1,003)
Legal Services Council - Uniform Law Scheme	(719)	(744)
Department of Justice and Community Safety	(1,837)	(1,745)
Total General Account payments	**(86,054)**	**(100,255)**
General Account balance as at 30 June 2026 and 30 June 2027	**490,305**	**430,037**

* The approach to accounting the General Account was reviewed during the year which resulted in a small adjustment to the opening balance.

** Budget includes interest and distribution income only.

TABLE 26: PPF DISTRIBUTIONS – ACTUAL 2026, BUDGET 2027 CONTINUED

DISTRIBUTION ACCOUNT BALANCE	ACTUAL 2025–26	BUDGET 2026–27
	$'000	$'000
Distribution Account balance as at 1 July 2025 and 1 July 2026	**333,533**	**374,143**
Transfer from General Account	238,660	245,153
Distribution Account balance before funding/grants	**572,193**	**619,296**
Grants and funding paid from the Distribution Account		
Major grants and projects	(13,577)	(23,679)
Victoria Legal Aid	(122,168)	(133,733)
Victorian Law Reform Commission	(2,020)	(2,086)
Victoria Law Foundation	(4,577)	(4,789)
Justice Connect	(2,481)	(2,766)
Law Library of Victoria	(1,090)	(1,307)
Federation of Community Legal Centres	(2,014)	(1,708)
Sentencing Advisory Council	(494)	(701)
Victorian Civil and Administrative Tribunal - Improving Access to Justice through pathways	(2,899)	(6,783)
Victorian Aboriginal Legal Service	(1,561)	(4,902)
Djirra	(1,582)	(2,283)
Department of Justice and Community Safety	(36,951)	(41,302)
Court Services Victoria (CSV)	(5,787)	(2,328)
Office of Public Prosecutions	(850)	(506)
AI Enablement VLA LIV and Justice Connect	-	(2,000)
Total Funding Grants	**(198,050)**	**(230,873)**
Distribution Account balance as at 30 June 2026 and 30 June 2027	**374,143**	**388,423**

Note: Table 26 represents both the General Account and Distribution Account cash flows and includes accruals.

FOCUS AREA

Impact investing

We continue to support access to justice through the way we invest money held in the PPF.

In 2024–25, we established an Impact Investment Fund (IIF), including a dedicated sub-fund specifically for access to justice impact investing. During 2025–26, we continued to grow this program.

Impact investing helps us to use our funds to support projects that create positive social and environmental outcomes while also delivering sustainable financial returns.

Guiding our investments

During 2025–26, we developed a Theory of Change (ToC) for the IIF. This sets out what we want to achieve and helps guide our allocation of funds.

The ToC focuses on investments that:

- tackle the causes of legal problems before they grow
- help people with unmet legal needs
- support new legal products and services that improve access to justice, especially for people who find it hard to access traditional legal services

The difference we want to make

Over time, we expect these investments to help create:

- new and better ways to deliver legal services
- fairer and easier-to-use legal and justice systems
- greater trust and engagement with the legal and justice systems across Victoria
- better wellbeing for people facing legal problems by helping resolve issues earlier
- a stronger justice impact investing market in Australia that encourages more investors to support projects with both social and financial benefits.

Growing our capability

On 18 June 2026, we appointed Australian Impact Investments (Aii) as our specialist impact investment advisor after a competitive tender process.

Aii will now work with our primary investment advisor, JBWere, to manage our impact investment portfolio in line with our agreed Investment Policy Statement. Aii will identify new investment opportunities, assess their financial and social impact, and help build a strong pipeline of future investments.

During the year, work also commenced on a framework to measure and report on the impact of our investments.

Progress to date

At 30 June 2026, we had made our first two impact investments, with a total of $5 million invested.







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Appendices

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Appendix 6 – Progress against the Action Plan 243

Appendix 1

Disclosure index

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

TABLE 27: MINISTERIAL DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS – REPORT OF OPERATIONS 2025–26

LEGISLATION	REQUIREMENT	PAGE REFERENCE
Charter and purpose		
FRD 22	Manner of establishment and the relevant Ministers	10
FRD 22	Purpose, functions, powers and duties	14-17
FRD 8	Departmental objectives, indicators and outputs	n/a
FRD 22	Key initiatives and projects	11-13
FRD 22	Nature and range of services provided	14-17
Management and structure		
FRD 22	Organisational structure	88
Financial and other information		
FRD 8	Performance against output performance measures	n/a
FRD 8	Budget portfolio outcomes	109
FRD 10	Disclosure index	119
FRD 12	Disclosure of major contracts	102
FRD 15	Executive disclosures	89
FRD 22	Employment and conduct principles	86
FRD 22	Occupational health and safety policy	90
FRD 22	Summary of the financial results for the year	109
FRD 22	Significant changes in financial position during the year	109
FRD 22	Major changes or factors affecting performance	109
FRD 22	Subsequent events	n/a
FRD 22	Application and operation of *Freedom of Information Act 1982*	101
FRD 22	Compliance with building and maintenance provisions of *Building Act 1993*	101
FRD 22	Statement on National Competition Policy	102
FRD 22	Application and operation of the *Public Interest Disclosures Act 2012*	101
FRD 22	Application and operation of the *Carers Recognition Act 2012*	n/a
FRD 22	Details of consultancies over $10,000	102
FRD 22	Details of consultancies under $10,000	102
FRD 22	Disclosure of government advertising expenditure	106
FRD 22	Disclosure of ICT expenditure	106

TABLE 27: MINISTERIAL DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS – REPORT OF OPERATIONS 2025–26 CONTINUED

LEGISLATION	REQUIREMENT	PAGE REFERENCE
FRD 22	Reviews and studies expenditure	104
FRD 22	Statement of availability of other information	107
FRD 22	Asset Management Accountability Framework (AMAF) maturity assessment	n/a
FRD 22	Disclosure of emergency procurement	106
FRD 22	Disclosure of social procurement activities under the Social Procurement Framework	106
FRD 22	Disclosure of procurement complaints	106
FRD 24	Reporting of environmental data	106
FRD 25	Local Jobs First	102
FRD 29	Workforce Data disclosures	91-92
SD 5.2	Specific requirements under Standing Direction 5.2	124-126
Compliance attestation and declaration		
SD 5.1.4	Attestation for compliance with Ministerial Standing Direction	124
SD 5.2.3	Declaration in report of operations	124

TABLE 28: MINISTERIAL DIRECTIONS AND FINANCIAL REPORTING DIRECTIONS – FINANCIAL STATEMENTS 2025–26

LEGISLATION	REQUIREMENT	PAGE REFERENCE
Declaration		
SD 5.2.2	Declaration in financial statements	123
Other requirements under Standing Directions 5.2		
SD 5.2.1(a)	Compliance with Australian accounting standards and other authoritative pro-nouncements	125-127
SD 5.2.1(a)	Compliance with Standing Directions	125-127
SD 5.2.1(b)	Compliance with Model Financial Report	125-127
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 Ex gratia 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	164
FRD 103	Non Financial Physical Assets	134
FRD 110	Cash Flow Statements	129
FRD 112	Defined Benefit Superannuation Obligations	145
FRD 114	Financial Instruments – general government entities and public non-financial corporations	153

TABLE 29: COMPLIANCE WITH LEGISLATIVE REQUIREMENTS 2025–26

LEGISLATION	REQUIREMENT	PAGE REFERENCE
Legal Profession Uniform Law Application Act 2014		
s. 46(a)	Delegations in force as at 30 June	183
s. 46(b)	Delegations revoked during the year	202
s. 46(c)	Number and type of trust investigations conducted	45-46
s. 57(1)(a)	Number and type of complaints made to the Commissioner	34
s. 57(1)(b)	Number of complaints involving disciplinary matters investigated	34
s. 57(1)(c)	Outcome of complaints made	38
s. 57(1)(d)	Number and type of applications made to VCAT and results	175
s. 57(1)(e)	Number of complaints outstanding at end of year	39
s. 57(1)(f)	Time taken to investigate disciplinary matters in complaints	39
s. 57(1)(g)	Delegations in force as at 30 June	203
s. 57(1)(h)	Delegations revoked during the year	229



Appendix 2

Victorian Legal Services Board and Victorian Legal Services Commissioner

Financial statements for the financial year ended 30 June 2026

How this report is structured

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Financial Statements Declaration

The attached consolidated financial statements for the Victorian Legal Services Board and Victorian Legal Services Commissioner have been prepared in accordance with the *Standing Directions 2018 Under The Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the statement of income and retained earnings, balance sheet, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2026 and financial position of the Victorian Legal Services Board and Victorian Legal Services Commissioner at 30 June 2026.

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.

We authorise the attached financial statements for issue on 8 September 2026.



G Noonan

Board Member,
Victorian Legal Services Board

Melbourne

Date: 8 September 2026



F McLeay

CEO,
Victorian Legal Services Board and Victorian Legal Services Commissioner

Melbourne

Date: 8 September 2026



N Diss

Chief Finance Officer,
Victorian Legal Services Board and Victorian Legal Services Commissioner

Melbourne

Date: 8 September 2026

Compliance Attestation Statement

OFFICIAL

Victorian Legal Services
BOARD

Level 27, 500 Bourke Street Melbourne Vic 3000
GPO Box 492 Melbourne Vic 3001
T 03 9679 8001 T 1300 796 344 (local call) F 03 9679 8101
W www.lsbc.vic.gov.au

Victorian Legal Services Board Financial Management Compliance Attestation Statement

I, Glen Noonan, 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.

Glen Noonan
Victorian Legal Services Board
8 September 2026

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
8 September 2026

LEGAL PROFESSION
Uniform Law

Board ABN 82 518 945 610 Commissioner ABN 66 489 344 310

OFFICIAL

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 2026 • 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 2026 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and applicable Australian Accounting Standards – Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975.* 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 *Code of Ethics for Professional Accountants (including Independence Standards)* (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 *Financial Management Act 1994,* 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.

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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
10 September 2026

Charlotte Jeffries
as delegate for the Auditor-General of Victoria

Statement of Income and Retained Earnings

For the financial year ended 30 June 2026

	NOTES	2026 $'000	2025 $'000
CONTINUING OPERATIONS			
REVENUE AND INCOME FROM TRANSACTIONS			
Interest and distributions	3.1	**288,792**	287,397
Practising certificate fees and Fidelity Fund contributions	3.2	**17,770**	16,711
Other income	3.3	**674**	1,476
Revenue and income from transactions		**307,236**	**305,584**
EXPENSES FROM TRANSACTIONS			
Employee expenses incl Board/Committee member fees	4.1	**(46,585)**	(40,927)
Funding and grants	4.2	**(215,605)**	(118,562)
Legal expenses	4.3	**(7,687)**	(8,905)
Fidelity Fund claims		**(900)**	(1,027)
Depreciation		**(1,928)**	(2,330)
Other operating expenses	4.4	**(14,838)**	(12,357)
Total expenses from transactions		**(287,543)**	(184,108)
Net result from transactions		**19,693**	**121,476**
OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT			
Net gain/(loss) on financial instruments	9.1	**35,850**	44,687
Net gain/(loss) on non-financial assets		**-**	(76)
Other gain/(loss) from other economic flows	9.1	**(3,563)**	(879)
Total other economic flows included in net result		**32,287**	43,732
Net result		**51,980**	**165,208**
Comprehensive result		**51,980**	**165,208**
RETAINED EARNINGS			
Retained earnings at the beginning of the reporting period		**881,030**	715,822
Retained earnings at the end of the reporting period		**933,010**	**881,030**

The accompanying notes form part of these financial statements.

Balance Sheet

As at 30 June 2026

	NOTES	2026 $'000	2025 $'000
ASSETS			
FINANCIAL ASSETS			
Cash and cash equivalents	7.1.1	**2,225,564**	2,289,382
Receivables	6.1	**42,256**	33,325
Investments and other financial assets	5.2	**1,325,773**	1,229,069
Total financial assets		**3,593,593**	**3,551,776**
NON-FINANCIAL ASSETS			
Property, plant and equipment	5.1	**13,212**	14,959
Intangible assets		**18**	158
Other non-financial assets		**2,072**	4,176
Total non-financial assets		**15,302**	19,293
Total assets		**3,608,895**	**3,571,069**
LIABILITIES			
Payables	6.2	**4,521**	6,133
Lease liabilities	7.3	**8,568**	9,042
Provisions	6.4	**20,948**	17,330
Employee related provisions	4.1.2	**7,945**	5,968
Income received in advance	6.3	**18,243**	17,211
Statutory deposit account	7.2	**2,615,660**	2,634,355
Total liabilities		**2,675,885**	2,690,039
Net assets		**933,010**	**881,030**
EQUITY			
Contributed capital		**29**	29
Accumulated surplus/(deficit)		**932,981**	881,001
Net worth		**933,010**	**881,030**

The accompanying notes form part of these financial statements.

Cash Flow Statement

For the financial year ended 30 June 2026

	NOTES	2026 $'000	2025 $'000
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Interest and distributions received		**279,082**	294,229
Practising certificate fees and Fidelity Fund contributions		**18,802**	17,608
Other receipts		**1,524**	614
Total receipts		**299,408**	**312,451**
PAYMENTS			
Payments to suppliers and employees		**(68,291)**	(59,749)
Goods and Services Tax paid to the ATO [(i)]		**(71)**	194
Payments of Fidelity Fund claims, costs and other expenses		**(977)**	(1,116)
Payments of funding and grants		**(213,653)**	(120,514)
Total payments		**(282,992)**	(181,185)
Net cash flows provided by operating activities		**16,416**	**131,266**
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of non-financial assets		**(10)**	(3,680)
Purchases of financial assets		**(60,405)**	(90,260)
Net cash flows used in investing activities		**(60,415)**	**(93,940)**
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of leasing liabilities [(ii)]		**(1,124)**	(1,176)
Deposits into statutory deposit accounts by solicitors		**1,829,924**	1,795,459
Withdrawals from statutory deposit accounts by solicitors		**(1,848,619)**	(1,696,174)
Net cash flows from /(used in) financing activities		**(19,819)**	**98,109**
Net increase/(decrease) in cash and cash equivalents		**(63,818)**	**135,435**
Cash and cash equivalents at the beginning of the financial year		**2,289,382**	**2,153,947**
Cash and cash equivalents at the end of the financial year	7.1.1	**2,225,564**	**2,289,382**

(i) Goods and Services Tax paid to the Australian Taxation 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 prepared in accordance with AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not for Profit Tier 2 Entities (AASB 1060) and Financial Reporting Direction 101 Application of Tiers of Australian Accounting Standards (FRD 101) 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 2026.

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 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, 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 Commissioner have made a change in accounting policy to change the measurement basis from the revaluation model to the cost model for the subsequent measurement of right-of-use assets arising from market leases, in accordance with the updated requirements under FRD 104.

Previously, the Board and Commissioner had measured all right-of-use assets arising from market leases using the revaluation model under AASB 13. Following the change in accounting policy, the Board and Commissioner will measure all right-of-use assets using the cost model. Right-of-use assets measured using the cost model are held at cost less accumulated depreciation and impairment and any adjustments for remeasurement of lease liability.

The Board and Commissioner has applied a modified retrospective approach. The approach takes the right-of-use asset's carrying amounts recorded under the revaluation model as at 30 June 2025 as the right-of-use asset's opening balances on application of the cost model.

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 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; and
- 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 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 Fidelity Fund.

Other income of the Board and Commissioner includes other interest, fines and cost recoveries.

3.1 Interest and distribution income

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Distributions from investments	**45,723**	42,022
Interest on Statutory Deposit Account	**90,846**	94,818
Interest on Law Practice Residual Trust Accounts	**136,019**	133,138
Interest on operating accounts	**11,985**	13,414
Total Public Purpose Fund interest and distributions	**284,573**	**283,392**
FIDELITY FUND		
Distributions from investments	**3,384**	3,231
Interest on operating account	**835**	774
Total Fidelity Fund interest and distributions	**4,219**	**4,005**
Total interest and distributions	**288,792**	**287,397**

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 contributions

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Practising certificate fees	**13,300**	12,627
FIDELITY FUND		
Fidelity Fund contributions	**4,470**	4,084
Total Practising certificate fees and Fidelity Fund contributions	**17,770**	**16,711**

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 practising 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 2026 to 30 June 2027 are payable prior to 30 June 2026. This income has been accounted for as income received in advance (refer to Note 6.3).

3.3 Other income

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Income from fines	**45**	32
Income from Commissioner - asset usage	**914**	906
Sundry income	**284**	225
Total Public Purpose Fund other income	**1,243**	**1,163**
FIDELITY FUND		
Fidelity Fund recoveries	**221**	1,172
Total Fidelity Fund other income	**221**	1,172
VICTORIAN LEGAL SERVICES COMMISSIONER		
Board funding to the Commissioner	**36,233**	32,591
Employee benefits recharged	**20,338**	17,448
Income from the Board - asset usage	**7**	7
Cost recoveries	**124**	46
Total Commissioner other income	**56,702**	**50,092**
Elimination of inter-entity income	**(57,492)**	**(50,951)**
Total other income	**674**	**1,476**

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 expenses in the comprehensive operating statement

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Salaries and wages, annual leave, long service leave	**(38,313)**	(34,258)
Superannuation contributions	**(4,031)**	(3,292)
Other employee on-costs and training	**(3,390)**	(2,750)
Termination benefits	**(481)**	(258)
Board and Committee member fees	**(370)**	(369)
Total employee benefits expense	**(46,585)**	**(40,927)**

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-related provisions 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.

	2026 $'000	2025 $'000
CURRENT EMPLOYEE PROVISIONS		
Annual leave	**2,723**	1,965
Long service leave	**2,499**	1,975
Provisions for on-costs	**1,097**	806
Total current provisions for employee benefits	**6,319**	**4,746**
NON-CURRENT PROVISIONS		
Employee benefits	**1,364**	1,030
Provisions for on-costs	**262**	192
Total non-current provisions for employee benefits	**1,626**	1,222
Total employee benefits and related on-costs	**7,945**	**5,968**

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;
- 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

	2026 $'000	2025 $'000
FUNDING AND GRANTS ALLOCATED FROM THE DISTRIBUTION ACCOUNT		
Other funding		
Victoria Legal Aid	**122,168**	62,841
Department of Justice and Community Services	**36,951**	6,279
Court Services Victoria	**5,787**	4,562
Victorian Law Reform Commission	**2,020**	2,937
Victorian Civil and Administrative Tribunal	**2,899**	-
Law Library of Victoria	**1,090**	768
Victoria Law Foundation	**4,577**	3,598
Justice Connect	**2,481**	1,982
Grants		
Major grants and projects	**20,077**	22,212
Total funding and grants allocated from the Distribution Account	**198,050**	**105,179**
FUNDING ALLOCATED FROM THE GENERAL ACCOUNT		
Funding to perform functions under the Act		
Victorian Civil and Administrative Tribunal	**2,136**	1,336
Victorian Legal Admissions Board	**2,193**	2,103
Professional association programs to the Law Institute and Victorian Bar	**10,670**	8,355
Department of Justice and Community Services	**1,837**	900
Legal Profession Uniform Framework	**719**	689
Total funding allocated from the General Account	**17,555**	13,383
Total funding and grants	**215,605**	**118,562**

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

	2026 $'000	2025 $'000
LEGAL EXPENSES		
Investigations	**1,323**	2,055
Litigation and other legal expenses	**3,031**	2,329
External interventions	**3,014**	4,067
Compliance audits	**319**	454
Total legal expenses	**7,687**	**8,905**

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

	2026 $'000	2025 $'000
OTHER OPERATING EXPENSES		
Information technology	**3,327**	3,498
Occupancy	**1,765**	1,639
Administration	**1,676**	1,330
External audit fees	**85**	81
Internal audit fees	**118**	39
Investment advice [(i)]	**1,847**	1,879
Consultants	**5,652**	3,591
Other staff costs	**127**	104
Community and education	**46**	46
Sponsorships	**195**	150
Total other operating expenses	**14,838**	**12,357**

(i) JBWere investment advisor 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 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	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Computer equipment at fair value	1,153	1,153	(1,048)	(955)	105	198
Office equipment at fair value	65	65	(34)	(24)	31	41
Right-of-use assets[(i)]	8,994	8,994	(2,086)	(1,227)	6,908	7,767
Leasehold improvements at fair value	6,500	6,469	(1,204)	(554)	5,296	5,915
Office furniture and fittings at fair value	1,210	1,200	(338)	(162)	872	1,038
Total plant and equipment	**17,922**	**17,881**	**(4,710)**	**(2,922)**	**13,212**	**14,959**

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value.

2026 PUBLIC ADMINISTRATION	COMPUTER EQUIPMENT AT FAIR VALUE	OFFICE EQUIPMENT AT FAIR VALUE	RIGHT-OF-USE ASSETS	LEASEHOLD IMPROVEMENTS AT FAIR VALUE	OFFICE FURNITURE AND FITTINGS AT FAIR VALUE	TOTAL
	$'000	$'000	$'000	$'000	$'000	$'000
Opening balance	198	41	7,767	5,915	1,038	14,959
Additions	-	-	-	31	10	41
Disposals	-	-	-	-	-	-
Depreciation[(i)]	(93)	(10)	(859)	(650)	(176)	(1,788)
Closing balance	**105**	**31**	**6,908**	**5,296**	**872**	**13,212**

(i) Total depreciation does not include amortisation on intangible assets ($140k).

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	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Buildings[(i)]	8,893	8,893	(2,033)	(1,192)	6,860	7,701
Plant, equipment and vehicles	101	101	(53)	(35)	48	66
Net carrying amount	**8,994**	**8,994**	**(2,086)**	**(1,227)**	**6,908**	**7,767**

(i) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value.

2026 PUBLIC ADMINISTRATION	BUILDINGS	PLANT, EQUIPMENT AND VEHICLES
	$'000	$'000
Opening balance	7,701	66
Additions	-	-
Disposals	-	-
Depreciation	(841)	(18)
Transfer to disposal group held for sale	-	-
Closing balance	**6,860**	**48**

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 (excluding artwork). All assets with a value of $5,000 or less are expensed on acquisition.

Subsequent measurement

Property, plant and equipment (PPE) 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.

Right-of-use assets under leases are subsequently measured at cost less accumulated depreciation. 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. As at 30 June 2026, 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 2026
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.

2026 CURRENT - INVESTMENTS	PUBLIC PURPOSE FUND	FIDELITY FUND	TOTAL
	$'000	$'000	$'000
Cash	15,000	35,984	**50,984**
Credit	328,814	10,124	**338,938**
Government bonds	212,632	1,040	**213,672**
Real assets	166,670	2,571	**169,241**
Equity - domestic	182,473	6,743	**189,216**
Equity - international	213,333	13,124	**226,457**
Uncorrelated strategies	22,265	-	**22,265**
Total investments	**1,141,187**	**69,586**	**1,210,773**
CURRENT - OTHER FINANCIAL ASSETS	PUBLIC PURPOSE FUND	FIDELITY FUND	TOTAL
Term deposits - Operating cash	-	10,000	**10,000**
Term deposits - Distribution account	105,000	-	**105,000**
Total investments and other financial assets	**1,246,187**	**79,586**	**1,325,773**

2025 CURRENT - INVESTMENTS	PUBLIC PURPOSE FUND	FIDELITY FUND	TOTAL
	$'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**
CURRENT - OTHER FINANCIAL ASSETS	PUBLIC PURPOSE FUND	FIDELITY FUND	TOTAL
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**

Hedging is performed by the investment advisor.

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 2026 (and 30 June 2025).

6 OTHER ASSETS AND LIABILITIES

6.1 Receivables

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Contractual receivables		
Trade receivables	**67**	41
Allowance for impairment losses of contractual receivables	**(26)**	(26)
Accrued investment distributions	**13,512**	11,608
Accrued interest - Residual Trust Accounts	**15,519**	10,173
Accrued interest - Statutory Deposit Accounts	**8,335**	7,423
Accrued other interest and income	**2,934**	1,790
Total contractual receivables	**40,341**	**31,009**
Statutory receivables		
GST recoverable	**452**	381
Total statutory receivables	**452**	**381**
Total Public Purpose Fund receivables	**40,793**	**31,390**
FIDELITY FUND		
Contractual receivables		
Cost recovery - Fidelity Fund Claims	**-**	900
Accrued investment distributions	**711**	529
Accrued interest	**426**	205
Total Fidelity Fund receivables	**1,137**	**1,634**
VICTORIAN LEGAL SERVICES COMMISSIONER		
Contractual receivables		
Trade receivables	**594**	496
Provision for impairment of receivables	**(268)**	(195)
Total Victorian Legal Services Commissioner receivables	**326**	**301**
Total receivables	**42,256**	**33,325**

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

	2026 $'000	2025 $'000
CURRENT PAYABLES		
Public Purpose Fund		
Contractual payables and accrued expenses	3,489	4,942
Total Public Purpose Fund current payables	**3,489**	**4,942**
Fidelity Fund		
Contractual payables and accrued expenses	4	6
Total Fidelity Fund current payables	**4**	**6**
Victorian Legal Services Commissioner		
Contractual payables and accrued expenses	1,028	1,185
Total Victorian Legal Services Commissioner current payables	**1,028**	**1,185**
Total current payables	**4,521**	**6,133**

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 Contract Liabilities (income in advance)

	2026 $'000	2025 $'000
Public Purpose Fund		
Practising certificate fees	13,945	13,260
Fidelity Fund		
Fidelity Fund contributions	4,298	3,951
Total income received in advance	**18,243**	**17,211**

Income received in advance (contract liabilities under AASB 15) includes practising certificate fees and Fidelity Fund contributions for the financial year 1 July 2026 to 30 June 2027 that are payable prior to 30 June 2026.

6.4 Other Provisions

	NOTE	2026 $'000	2025 $'000
CURRENT PROVISIONS			
Fidelity Fund claims provision			
Fidelity Fund current provision for claims lodged and anticipated	6.4.1	3,153	3,200
Total current Fidelity Fund claims provision		**3,153**	**3,200**
Non-current provisions			
Fidelity Fund non-current provision for claims lodged and anticipated	6.4.1	17,795	14,130
Total non-current provisions		**17,795**	**14,130**
Total provisions		**20,948**	**17,330**

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 Fidelity Fund as at 30 June 2026. 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.

	2026 $'000	2025 $'000
CLAIMS EXPECTED TO BE PAID		
Later than one year discount rate[(i)]	**4.70%**	3.89%

(i) The discount rate shown above for the discounting of the outstanding defalcations liability as at 30 June 2026 is a term structure of rates based on current yields for medium term dated Commonwealth Government bonds.

ESTIMATED OUTSTANDING DEFALCATION LIABILITY AS AT 30 JUNE	2026 $'000	2025 $'000
Undiscounted liability of lodged claims	4,174	2,455
Plus: Estimated liability for claims incurred but not lodged	13,791	11,243
Estimated undiscounted liability for incurred defalcations	**17,965**	**13,698**
Plus/(minus) adjustments		
Less: Discounted to net present value	(4,008)	(2,272)
Plus: Internal management expenditure	2,157	1,905
Plus: Risk margin (30%) (2025: 30%)	4,834	3,999
Net provision per actuarial report	**20,948**	**17,330**
Net provision including allowance for costs	**20,948**	**17,330**

RECONCILIATION OF MOVEMENTS IN PROVISION	2026 $'000	2025 $'000
Opening balance	17,330	16,500
Additions / (Reductions) in provisions recognised	3,618	830
Closing balance	**20,948**	**17,330**

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	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
General Account		
General operating account	**156,194**	192,259
Practising Certificate Fees account	**2,780**	2,601
Investment cash account	**21,746**	42,461
Total General Account	**180,720**	**237,321**
Distribution Account		
Operating account	**102**	96
Total Distribution Account	**102**	**96**
Statutory Deposit Account (net offset) - cash trust accounts (i)	**2,016,756**	2,035,451
Total Public Purpose Fund - cash and cash equivalents	**2,197,578**	**2,272,868**
Fidelity Fund		
Fidelity Fund operating account	**10,104**	6,422
Investment cash account	**17,882**	10,092
Total Fidelity Fund - cash and cash equivalents	**27,986**	**16,514**
Balances per cash flow statement and balance sheet	**2,225,564**	**2,289,382**

(i) Refer to Note 7.2 for breakdown of Statutory Deposit Account.

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

2026	CASH AND CASH EQUIVALENTS (NOTE 7.1.1)	INVESTMENTS	OTHER ASSETS/ LIABILITIES	TOTAL
	$'000	$'000	$'000	$'000
PUBLIC PURPOSE FUND				
General account	156,194	-	-	**156,194**
Investment cash account	21,746	-	-	**21,746**
Practising Certificate fees account	2,780	-	-	**2,780**
General Account non cash investment	-	273,242	-	**273,242**
Receivables	-	-	40,793	**40,793**
Prepayments	-	-	1,846	**1,846**
Payables	-	-	(3,489)	**(3,489)**
Employee provisions	-	-	(2,105)	**(2,105)**
Victorian Legal Services Commissioner	-	-	(702)	**(702)**
Total General Account	**180,720**	**273,242**	**36,343**	**490,305**
Distribution account	102	374,041	-	**374,143**
Statutory Deposit account	2,016,756	598,904	-	**2,615,660**
Total Public Purpose Fund	**2,197,578**	**1,246,187**	**36,343**	**3,480,108**
FIDELITY FUND				
Total Fidelity Fund	**27,986**	**79,586**	**1,133**	**108,705**
Total Board and Commissioner funds administered	**2,225,564**	**1,325,773**	**37,476**	**3,588,813**

2025	CASH AND CASH EQUIVALENTS (NOTE 7.1.1)	INVESTMENTS	OTHER ASSETS/ LIABILITIES	TOTAL
	$'000	$'000	$'000	$'000
PUBLIC PURPOSE FUND				
General Account	192,259	-	-	**192,259**
Investment Cash Account	42,461	-	-	**42,461**
Practising Certificate Fees Account	2,601	-	-	**2,601**
General Account Non Cash Investment	-	215,973	-	**215,973**
Receivables	-	-	31,390	**31,390**
Prepayments	-	-	1,312	**1,312**
Payables	-	-	(4,942)	**(4,942)**
Employee provisions	-	-	(1,241)	**(1,241)**
Victorian Legal Services Commissioner	-	-	(884)	**(884)**
Total General Account*	**237,321**	**215,973**	**25,635**	**478,929**
Distribution Account	96	333,437	-	**333,533**
Statutory Deposit Account	2,035,451	598,904	-	**2,634,355**
Total Public Purpose Fund	**2,272,868**	**1,148,314**	**25,635**	**3,446,817**
FIDELITY FUND				
Total Fidelity Fund	**16,514**	**80,755**	**1,628**	**98,897**
Total Board and Commissioner funds administered	**2,289,382**	**1,229,069**	**27,263**	**3,545,714**

* The General Account balance 2025 includes a Prior Year adjustment. Refer to page 114 for further information.

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.

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Current		
Statutory Deposit Account	**2,615,660**	2,634,355
Total Statutory Deposit Account balances	**2,615,660**	**2,634,355**

Accounts held by the Board in individual law practices' names totalled and were represented by the following investment assets which are all categorised as funds under management:

	2026 $'000	2025 $'000
PUBLIC PURPOSE FUND		
Cash trust accounts	**2,016,756**	2,035,451
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	**2,615,660**	**2,634,355**

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	
	2026 $'000	2025 $'000
LEASE LIABILITIES PAYABLE		
Not longer than 1 year	**1,216**	1,149
Longer than 1 year but not longer than 5 years	**5,347**	5,096
Longer than 5 years	**5,065**	6,507
Minimum future lease payments	**11,628**	**12,752**
Less future finance charges	**(3,060)**	(3,710)
Present value of minimum lease payments	**8,568**	**9,042**

Interest Expense

Interest expense includes the interest component on lease repayments. The Board and Commissioner's interest expense at 30 June 2026 was $650K (2025: $680K). 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;
- 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

The 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.

2026	LESS THAN 1 YEAR	BETWEEN 1 & 5 YEARS	OVER 5 YEARS	TOTAL
	$'000	$'000	$'000	$'000
Operating commitments	879	728	-	**1,607**
Other commitments[(i)]	11,845	8,096	-	**19,941**
Total commitments (inclusive of GST)	**12,724**	**8,824**	**-**	**21,548**
Less GST recoverable	80	66	-	**146**
Total commitments (exclusive of GST)	**12,644**	**8,758**	**-**	**21,402**

(i) Other commitments represent major project, regulatory, non-regulatory, and distribution grants.

2025	LESS THAN 1 YEAR	BETWEEN 1 AND 5 YEARS	OVER 5 YEARS	TOTAL
	$'000	$'000	$'000	$'000
Operating commitments	2,154	128	-	**2,282**
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.

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 2025 General Account balance to the Distribution Account in 2026 was $245.2m (2025: $238.7m). 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; or
- 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; or
- 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

2026	CARRYING AMOUNT	NET GAIN/ (LOSS)	TOTAL INTEREST INCOME/ (EXPENSES)	FEE INCOME/ (EXPENSES)
	$'000	$'000	$'000	$'000
FINANCIAL ASSETS AT AMORTISED COST				
Cash and deposits				
Cash and deposits	2,225,564	-	148,839	-
Receivables	41,804	-	-	-
Term deposits	115,000	-	-	-
Total financial assets at amortised cost	**2,382,368**	**-**	**148,839**	**-**
FINANCIAL LIABILITIES AT AMORTISED COST				
Contractual payables and accrued expenses	4,521	-	-	-
Lease liabilities	8,568	-	(650)	-
Statutory Deposit Account balances	2,615,660	-	90,846	-
Total financial liabilities at amortised cost	**2,628,749**	**-**	**90,196**	**-**
FINANCIAL ASSETS AT FAIR VALUE THROUGH NET RESULT				
Investments and other contractual financial assets				
Funds under management	1,210,773	35,850	49,107	(1,847)
Total financial assets through net result	**1,210,773**	**35,850**	**49,107**	**(1,847)**

2025	CARRYING AMOUNT	NET GAIN/ (LOSS)	TOTAL INTEREST INCOME/ (EXPENSES)	FEE INCOME/ (EXPENSES)
	$'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)**

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 the 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.

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 below:

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 2026

		INTEREST RATE EXPOSURE			
2026	WEIGHTED AVERAGE INTEREST RATE	CARRYING AMOUNT	FIXED INTEREST RATE	VARIABLE INTEREST RATE	NON-INTEREST BEARING
	%	$'000	$'000	$'000	$'000
FINANCIAL ASSETS [(i)]					
Cash and cash equivalents	4.34%	**2,225,564**	-	2,225,564	-
Receivables					
Trade receivables		**367**	-	-	367
Accrued investment distributions		**14,223**	-	-	14,223
Accrued interest - Statutory Deposit Account		**8,335**	-	-	8,335
Accrued interest - Residual Trust Account		**15,519**	-	-	15,519
Accrued other income		**3,360**	-	-	3,360
Investments and other contractual financial assets					
Funds under management	3.79%	**1,210,773**	71,492	607,180	532,101
Term deposits - operating cash	4.39%	**115,000**	115,000	-	-
Total financial assets		**3,593,141**	**186,492**	**2,832,744**	**573,905**
FINANCIAL LIABILITIES [(i)]					
Payables					
Payables and accrued expenses		**4,521**	-	-	4,521
Borrowings and deposits					
Lease liabilities	1.25%	**8,568**	8,568	-	-
Statutory Deposit Account balances		**2,615,660**	-	-	2,615,660
Total financial liabilities		**2,628,749**	**8,568**	**-**	**2,620,181**

(i) Excludes statutory financial assets and liabilities.

INTEREST RATE EXPOSURE OF FINANCIAL INSTRUMENTS FOR THE YEAR ENDED 30 JUNE 2025

		INTEREST RATE EXPOSURE			
2025	WEIGHTED AVERAGE INTEREST RATE	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 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.

		INTEREST RATE RISK			
		-25 BASIS POINTS (2025: -25 BASIS POINTS)		+25 BASIS POINTS (2025: +25 BASIS POINTS)	
2026	CARRYING AMOUNT	NET RESULT	EQUITY	NET RESULT	EQUITY
	$'000	$'000	$'000	$'000	$'000
Contractual financial assets					
Cash and cash equivalents	**2,225,564**	(5,564)	(5,564)	5,564	5,564
Term deposits - operating cash	**115,000**	(288)	(288)	288	288
Investments	**1,210,773**	(1,509)	(1,509)	1,509	1,509
Total impact		**(7,361)**	**(7,361)**	**7,361**	**7,361**
2025					
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**

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 2026 was $136m. (2025: $133.1m) Based on a rolling average balance in Residual Trust Funds as at 30 June 2026 of $4.07bn (2025: $3.79bn), a 25 basis point movement would impact the revenue attributable to the Board by $9.03m (2025: $8.47m).

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 Investment and Funding 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's Investment Policy Statement.

Equity price risk sensitivity

JBWere estimates that movements in equity price risk will be from negative 18% to positive 30% 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			
		-18%		30%	
2026	CARRYING AMOUNT	NET RESULT	EQUITY	NET RESULT	EQUITY
	$'000	$'000	$'000	$'000	$'000
Financial assets					
Investments at fair value through profit or loss (i)	**1,210,773**	(105,285)	(105,285)	175,475	175,475
Total impact		**(105,285)**	**(105,285)**	**175,475**	**175,475**
2025					
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**

(i) Of investments totalling $1.2b (2025: $1.1b), $584.9m are exposed to equity price movements (2025:$563.2m).

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 2026 there were no contingent assets (2025: 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
- 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 2026/27 financial year, the Board approved funding agreements totalling $249.8m 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 (2025: $217.8m).

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

Cash and deposits

Receivables

- Practising certificate income
- Accrued investment income

Investments and other contractual assets

- Term deposits
- Investments at fair value through profit or loss

Financial Liabilities

Payables

- For supplies and services
- Amounts payable to government and agencies
- Other payables
- Statutory Deposit Account Balances
- Lease liability

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 2026.

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:

		FAIR VALUE MEASUREMENT AT END OF REPORTING PERIOD USING:		
2026	CARRYING AMOUNT	LEVEL 1	LEVEL 2 [i]	LEVEL 3 [ii]
	$'000	$'000	$'000	$'000
Financial assets				
Investments at fair value through profit or loss	1,210,773	433,237	712,496	65,040
Total	1,210,773	433,237	712,496	65,040
2025				
Investments at fair value through profit or loss	1,111,069	326,779	695,811	88,479
Total	**1,111,069**	**326,779**	**695,811**	**88,479**

(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 $13.2m at 30 June 2026 (2025: $14.9m) 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 2026. 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	2026 $'000	2025 $'000
Net gain/(loss) on financial instruments		
Net gain/(loss) on financial instruments arising from changes in fair value	**28,690**	41,092
Net gain/(loss) on disposal of financial instruments through net result	**7,160**	3,595
Total net gain/(loss) on financial instruments	**35,850**	**44,687**
Net gain/(loss) on non-financial instruments		
Net gains/(loss) on disposal of property, plant and equipment	**-**	(76)
Total net gain/(loss) on non-financial instruments	**-**	**(76)**
Other gains/(loss) from other economic flows		
Bad debts written off unilaterally and doubtful debts	**(73)**	(22)
Change due to actuarial valuations	**(3,618)**	(830)
Net gain/(loss) from the revaluation of present value of long service leave	**128**	(27)
Total other gains/(loss) from other economic flows	**(3,563)**	**(879)**
Total other economic flows included in net result	**32,287**	**43,732**

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 Kilkenny MP	1 July 2025 to 30 June 2026
Acting Attorney-General	The Hon Enver Erdogan MP	20 September 2025 to 28 September 2025 28 December 2025 to 11 January 2026
Accountable Officer	Ms Fiona McLeay	1 July 2025 to 30 June 2026
Chairperson	Mr Sam Hay KC	1 July 2025 to 21 April 2026
Board Member	Ms Liz Harris	1 July 2025 to 30 June 2026
Board Member	Dr Lynne Williams AM	1 July 2025 to 9 October 2025
Board Member	Ms Catherine Wolthuizen	1 July 2025 to 11 December 2025
Board Member	Ms Jacinta Lewin	1 July 2025 to 30 June 2026
Board Member	Mr Glen Noonan	1 July 2025 to 30 June 2026
Board Member	Ms Gabi Crafti SC	29 July 2025 to 30 June 2026
Board Member	Ms Bronwen Bock	14 October 2025 to 30 June 2026
Board Member	Dr Alice Parkhill	12 December 2025 to 30 June 2026

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:

INCOME BAND	2026 NO.	2025 NO.
$10,000 to $19,999	1	
$20,000 to $29,999	2	
$30,000 to $39,999	1	
$40,000 to $49,999	4	5
$50,000 to $59,999		1
$70,000 to $79,999		1
$80,000 to $89,999	1	
$420,000 to $429,999	1	
$480,000 to $489,999		1
Total numbers	**10**	**8**
Total amount ($)	**807,717**	**829,306**

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.

	COMPENSATION 2026	COMPENSATION 2025
Remuneration of executive officers		
Total remuneration	**1,901,049**	**1,817,908**
Total number of executives[(i)]	**7**	**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 $122.2m (2025: $62.8m) under Sections 143 and 146 of the Legal Profession Uniform Law Application Act 2014;
- Funding to Victorian Law Reform Commission of $2m (2025: $2.9m) to continue performing functions under the Victorian Law Reform Commission Act 2000;
- Funding to Victoria Law Foundation of $4.6m (2025: $3.6m) to continue performing functions under the Victoria Law Foundation Act 2009 (Vic);
- Funding to Victorian Civil and Administrative Tribunal of $2.1m (2025: $1.3m) for the Legal Practice List.
- Funding to Victorian Legal Admissions Board of $2m (2025: $2.103m) 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 $38.8m (2025: $7.2m) to continue performing functions under various legislation; and
- Funding to Court Services Victoria of $5.8m (2025: $4.6m) 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	1 July 2025 to 30 June 2026
Acting Attorney-General	The Hon Enver Erdogan MP	20 September 2025 to 28 September 2025 28 December 2025 to 11 January 2026
Accountable Officer	Ms Fiona McLeay	1 July 2025 to 30 June 2026
Chairperson	Mr Sam Hay KC	1 July 2025 to 21 April 2026
Board Member	Ms Liz Harris	1 July 2025 to 30 June 2026
Board Member	Dr Lynne Williams AM	1 July 2025 to 9 October 2025
Board Member	Ms Catherine Wolthuizen	1 July 2025 to 11 December 2025
Board Member	Ms Jacinta Lewin	1 July 2025 to 30 June 2026
Board Member	Mr Glen Noonan	1 July 2025 to 30 June 2026
Board Member	Ms Gabi Crafti SC	29 July 2025 to 30 June 2026
Board Member	Ms Bronwen Bock	14 October 2025 to 30 June 2026
Board Member	Dr Alice Parkhill	12 December 2025 to 30 June 2026
Executive Director, Shared Services & Digital Transformation/CFO	Nicholas Diss	1 July 2025 to 30 June 2026
Executive Director, Legal & Investigations	Matthew Anstee	1 July 2025 to 30 June 2026
Executive Director, Policy & Outreach	Kerri-anne Millard	1 July 2025 to 30 June 2026
Executive Director, Enquiries & Complaints	Danny Whelan	1 July 2025 to 30 June 2026
Director, People and Culture	Simon Dally	1 July 2025 to 30 June 2026
Executive Adviser to the CEO/Commissioner	Kelly Spiteri	1 July 2025 to 30 June 2026
Acting Director, People and Culture	Lucy Fraser	10 September 2025 to 10 November 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.

	COMPENSATION 2026 $	COMPENSATION 2025 $
Compensation of key management personnel		
Total	**2,708,766**	**2,647,214**

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 Purchasing 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 $718,889 for Victoria's contribution to the national Uniform Law Scheme. The payment is allowed under s139 of the Uniform Law Act.

b. 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 2026.

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

	2026 $'000	2025 $'000
Victorian Auditor-General's Office[(i)]		
Audit or review of financial statements	**85**	81
Total remuneration of auditors	**85**	**81**

(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	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Total income from transactions	**307,112**	305,538	**36,357**	32,637	**(36,233)**	(32,591)	**307,236**	305,584
Net result from transactions	**16,979**	117,046	**2,714**	4,430	**-**	-	**19,693**	121,476
Total assets	**3,607,588**	3,567,410	**14,863**	12,954	**(13,556)**	(9,295)	**3,608,895**	3,571,069
Total liabilities	**2,666,846**	2,692,086	**9,039**	7,248	**-**	(9,295)	**2,675,885**	2,690,039

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:

- to receive cash or another financial asset from another entity; or
- 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:

- 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
- 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:

- to deliver cash or another financial asset to another entity; or
- 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:

- 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
- 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 statement of income and retained earnings 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 s144 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 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 2025–26 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

Proceedings arising from Commissioner disciplinary action

TABLE 30: COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – DETERMINED IN 2025–26

LAWYER NAME	VCAT REF.	APPLICATION DATE	FINAL DECISION DATE	SUMMARY OF VCAT FINDINGS	SUMMARY OF ORDERS
Nickita Knight	J24/2022	01/04/2022	13/08/2025	Professional misconduct: failed to appear at a hearing; knowingly provided false/misleading information to the Federal Circuit Court of Australia; knowingly provided false/misleading information to the applicant; withdrew money from trust in a manner that did not comply with rule 42 of the General Rules. Unsatisfactory professional conduct: failed to maintain adequate file records.	Reprimand; recommendation for removal of respondent's name from roll of legal practitioners; disqualification from applying for practising certificate for 5 years; any practising certificate thereafter to be an employee practising certificate; costs.
John O'Brien	J22/2022	25/03/2022	06/11/2025	Misconduct at common law, professional misconduct and unsatisfactory professional conduct: preparing a will and codicil without instructions, where testamentary capacity was in doubt and he had a conflict of interest; threatening the deceased's family member; charging improperly; proposing a deed giving himself 15% of the estate; making offensive communications; making false statements to VCAT.	Reprimand; prohibited from applying for a practising certificate for 10 years; recommend strike off; costs.
Joseph Guss	J25/2022	07/04/2022	19/11/2025	Professional misconduct: receipt of trust funds when not authorised; delay in carrying out work and failure to return funds to client; delay or failure to respond to statutory information requests by VLSC; making a false statutory declaration; supplying a false document to VLSC; continued to act as the solicitor on record when he was a material witness. Unsatisfactory professional conduct: engaging in mortgage refinancing.	Reprimands; suspension of practising certificate (19 months cumulative); cancellation of practising certificate; disqualification from applying for practising certificate for 5 years; recommendation that the practitioner's name be removed from the roll of practitioners kept by the Supreme Court; compensation to victim; costs.
Nickita Knight	J24/2022	26/05/2022	13/08/2025	Professional misconduct: engaged in substance use which adversely affected his practice; sexually harassed and bullied employees of his law practice; failed to properly supervise employees.	Reprimand; recommendation for removal of respondent's name from roll of legal practitioners; disqualification from applying for practising certificate for 5 years; any practising certificate thereafter to be an employee practising certificate; costs.

TABLE 30: COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – DETERMINED IN 2025–26 CONTINUED

LAWYER NAME	VCAT REF.	APPLICATION DATE	FINAL DECISION DATE	SUMMARY OF VCAT FINDINGS	SUMMARY OF ORDERS
Nickita Knight	J24/2022	05/10/2022	13/08/2025	Professional misconduct: published an advertisement for sexual services with an employee's personal telephone number; intentionally provided false information to the applicant (x 3); intentionally made a false statutory declaration.	Reprimand; recommendation for removal of respondent's name from roll of legal practitioners; disqualification from applying for practising certificate for 5 years; any practising certificate thereafter to be an employee practising certificate; costs.
John O'Brien	J59/2023	21/06/2023	06/11/2025	Professional misconduct: inappropriate, discourteous and offensive correspondence.	Reprimand; prohibited from applying for a practising certificate for 5 years; fine of $5,000; recommend strike off; costs.
Orry Pilven	J48/2024	25/06/2024	22/06/2026	Professional misconduct: forged the signature of another practitioner on a legal document and certificate of advice thereby creating false documents; and provided both documents, knowing them to be false, to another practitioner and allowed that practitioner to file the documents with an authority.	Reprimand; 2 additional CPD units; PC suspended for 3 months; costs.
Stephen Walters	J51/2024	27/06/2024	28/05/2026	Professional misconduct: failed to properly supervise; failed to properly advise and obtain instructions; made false and misleading representations to the court; failed to avoid conflict of duties owed to clients; acted against client's best interests.	Reprimand; suspension of practising certificate for 4.5 months; any practising certificate thereafter to be subject to a condition that the respondent cannot supervise others for 1 year; costs.
Anita Aarons	DAP-2024-0001	28/06/2024	25/05/2026	Professional misconduct: facilitated appointment of client as 'dummy director'; failed to act in client's best interests; preparing and deploying false and misleading documents. Unsatisfactory professional conduct: failed to make/retain contemporaneous records.	Reprimands; fines totalling $7,500; 8 additional CPD units; suspension of practising certificate for 6 months (wholly suspended for 12 months).
William Grice	J42/2025	28/05/2025	27/11/2025	Professional misconduct: improperly obtained documents via the Commonwealth Courts Portal.	Reprimand; fine of $2,000; 3 additional CPD units in ethics and professional responsibility; costs.

TABLE 31: COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – ONGOING AS AT 30 JUNE 2026

APPLICATION DATE	SUMMARY OF CHARGES	STATUS AS AT 30 JUNE 2026
27/05/2022	Professional misconduct: issued a bill when a win had not been achieved under the conditional costs agreement; applied trust funds without authority; gross overcharging; made false representations to VLSC. Unsatisfactory professional conduct: failed to provide written costs update.	Charges proven. Awaiting penalty decision.
03/05/2023	Professional misconduct: appropriated money to which she was not entitled.	Charge proven. Awaiting date for penalty hearing.
10/05/2023	Professional misconduct: sexual harassment, intimidation, bullying and/or harassment. Unsatisfactory professional conduct: issuing a bill that failed to comply with s 192 of the Uniform Law.	Awaiting liability decision.
19/06/2023	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 complete. Awaiting liability decision.
29/06/2023	Professional misconduct: failing to act in client's best interests; acting in a conflict of interest; misleading client about status of their legal matter; misleading the Commissioner as to the status of the client's legal matter; failing to adequately or substantively respond to a s 371(1) request.	Listed for resumption of liability hearing for 2 days from 25/11/2026.
30/06/2023	Professional misconduct: making payments from trust prior to or without issuing an invoice; making payments from trust within 7 days of invoice being issued; making payments from trust where recording was false or misleading; making payments from trust contrary to the purpose instructed by the client; failing to reach or maintain a reasonable standard of competence and diligence across four client matters; sexual harassment of an employee; workplace bullying; failing to adequately supervise employees of the law practice; failing to comply with a s 371(1) request. Unsatisfactory professional conduct: making payments from trust without recording payments in the trust payments cash book; making a payment from trust to pay rent of the law practice.	Consent orders submitted to the Tribunal seeking to adjourn an administrative mention until 24/09/26, to allow a strike-off application to proceed.
10/05/2024	Professional misconduct: failing to notify the Board within 7 days of a criminal charge; failing to provide documents and information requested pursuant to s 95(1)(a); making false or misleading statements to the Commissioner.	Consent orders submitted to the Tribunal seeking to adjourn an administrative mention until 24/09/26, to allow a strike-off application to proceed.
27/06/2024	Professional misconduct: causing to be paid by the law practice to himself an executor's commission without entitlement to do so; causing to be paid by the law practice to himself an executor's commission in circumstances where the amount of commission was unfair and unreasonable; causing to be paid by the law practice to himself an executors commission which caused a deficiency in the estate trust account; charging professional fees in an amount exceeding that which was fair and reasonable; being party to and privy to the creation and execution of the 'My Final Wishes' and 'Agreement' documents; acting in a situation of conflict by placing his own financial interests ahead of the duties owed to the other beneficiaries; failing in his duty to ensure the due and proper administration of the estate.	Awaiting date for hearing.
20/12/2024	Professional misconduct: using offensive and derogatory language in the course of legal practice; attending and receiving a lap dance at a strip club in the presence of an employee; seeking the withdrawal of a complaint in the course of settling an employment dispute; threatening to report the complainant to VLAB if the complaint was not withdrawn; reporting the complainant to VLAB in retaliation for making a complaint to the Commissioner.	Hearing regarding respondent's preliminary applications adjourned; listed for 15/12/2026.

TABLE 31: COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – ONGOING AS AT 30 JUNE 2026 CONTINUED

APPLICATION DATE	SUMMARY OF CHARGES	STATUS AS AT 30 JUNE 2026
01/04/2025	Professional misconduct: failing to respond to correspondence; intentionally misleading other practitioners; failing to comply with statutory request for information and documents; taking no action or delaying in taking action; failing to adequately communicate with their client; failing to comply with obligations as to costs; failing to make the client file available; improperly purporting to exercise a lien over the file; failing to transfer the file; improperly purporting to exercise a lien over estate funds held in trust; intentionally seeking to mislead the Commissioner. Unsatisfactory professional conduct: failing to provide an itemised bill and failing to provide trust account statements.	Listed for penalty hearing in November 2026.
25/06/2025	Professional misconduct: accepting and acting on instructions from a person without authority to provide instructions.	Listed for plea hearing on 15/10/2026.
27/06/2025	Professional misconduct: engaging in uninsured legal practice; engaging in unqualified legal practice; falsely describing themselves as an Australian legal practitioner in affidavits filed with the Supreme Court; failing to adequately or substantively respond to a s 371(1) request.	Interlocutory application for summary dismissal of proceeding listed for hearing on 27/11/2026.
30/06/2025	Professional misconduct: charging more than a fair and reasonable amount; failure to include integral/standard tasks in costs documents and later issuing further invoices for these tasks; failure to deposit monies into trust account as soon as practicable.	Awaiting date for plea hearing.
30/06/2025	Professional misconduct: failure to progress a matter at Court; lying to client about filing a Statement of Claim; failing to notify client of Court orders; lying to client about having served a party when they were not served; failing to provide client with copies of documents.	Adjourned for administrative mention on 02/11/2026 to see if matter will proceed to a hearing.
30/06/2025	Professional misconduct: engaging in legal practice contrary to conditions of his practising certificate; failing to prevent unauthorised emails being sent in his name; making a misleading affidavit; allowing his client to use his medical condition for tactical purposes. Unsatisfactory professional conduct: failing to comply with procedural rules of the court; appearing in court without being adequately prepared; repeatedly asking the court to allow a lay person to address the court; sending a discourteous email to another practitioner.	Parties have filed a joint submission involving pleas of guilty and a recommended penalty; listed for hearing on 17/11/2026.
23/10/2025	Professional misconduct: contravention of rule 8 of the *Legal Profession Uniform Conduct (Barristers) Rules 2015* (x 3).	Compulsory conference listed on 24/11/2026.
17/11/2025	Professional misconduct: failure to exercise reasonable supervision over employees engaged in the purported provision of legal services for conveyancing matter; signing and causing the law practice to deliver the transfer of land form to the vendor's solicitor without authority from the purported client.	Charges not being contested. Awaiting orders listing the matter for a penalty hearing.
11/12/2025	Professional misconduct: systemic overcharging; systemic non-disclosure; systemic unauthorised receipt of trust money; unqualified legal practice. Unsatisfactory professional conduct: failing to avoid conflict of interest.	Charges not being contested. Parties making penalty submissions.
10/03/2026	Professional misconduct: engaged in sexual harassment; gave unlawful advice to the complainant; victimised the complainant by threatening defamation action.	First directions hearing listed on 23/07/2026.
16/03/2026	Professional misconduct: engaged in unqualified legal practice; stated or implied that she was entitled to engage in legal practice while not a qualified entity; caused or allowed $28,042 to be paid to her in consideration of work she completed while engaging in unqualified legal practice.	First directions hearing listed on 03/07/2026.
29/06/2026	Professional misconduct: engaged in legal practice contrary to the conditions of practising certificate; falsely represented that he was the principal of a firm.	Recently filed. Next steps to be determined.

TABLE 32: APPEALS/REVIEWS ARISING FROM COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – DETERMINED IN 2025–26

LAWYER NAME	NATURE OF APPEAL/ REVIEW	APPEAL/ REVIEW FORUM	APPEAL/ REVIEW PROCEEDING REF.	APPEAL/ REVIEW APPLICATION DATE	APPEAL/ REVIEW DECISION DATE	SUMMARY OF APPEAL/ REVIEW DECISION
Paul Simon	Appeal of VCAT decision under s 148 VCAT Act.	Supreme Court	S ECI 2024 05637	21/10/2024	10/10/2025	Appeal dismissed by consent.
Paul Simon	Judicial review of VCAT orders.	Supreme Court	S ECI 2024 06747	26/11/2024	10/10/2025	Application dismissed by consent.
Xiao Yi Chen	Appeal of VCAT's refusal of lawyer's application for costs.	Supreme Court	S ECI 2025 03600	25/06/2025	28/05/2026	Appeal dismissed.

TABLE 33: APPEALS/REVIEWS ARISING FROM COMMISSIONER DISCIPLINARY PROSECUTIONS IN VCAT – ONGOING AS AT 30 JUNE 2026

NATURE OF APPEAL/REVIEW	APPEAL/REVIEW FORUM	APPEAL/REVIEW APPLICATION DATE	STATUS AS AT 30 JUNE 2026
Review of VCAT findings under Administrative Law Act.	Supreme Court	17/09/2025	Awaiting hearing.
Application to re-open VCAT orders under s 120 VCAT Act.	VCAT	10/10/2025	Stayed pending the determination of the related Court of Appeal matters.
Appeal of VCAT liability decision under s 148 VCAT Act.	Supreme Court	20/10/2025	Matter has been referred to the Court of Appeal. Applicant lawyer has foreshadowed an application for leave to amend his application for leave to appeal and his written case.
Appeal of VCAT penalty decision under s 148 VCAT Act.	Court of Appeal	29/12/2025	Applicant lawyer has foreshadowed an application for leave to amend his application for leave to appeal and his written case.
Appeal of VCAT decision under s 148 VCAT Act.	Supreme Court	08/01/2026	Awaiting hearing.
Appeal of Supreme Court decision upholding VCAT's refusal of lawyer's application for costs.	Court of Appeal	25/06/2026	Commissioner to file response to application by 03/07/2026.

APPEALS/REVIEWS ARISING FROM COMMISSIONER DETERMINATIONS OF UNSATISFACTORY PROFESSIONAL CONDUCT – DETERMINED IN 2025–26

Nil.

TABLE 34: APPEALS/REVIEWS ARISING FROM COMMISSIONER DETERMINATIONS OF UNSATISFACTORY PROFESSIONAL CONDUCT – WITHDRAWN OR ONGOING AS AT 30 JUNE 26

COMMISSIONER DETERMINATION DATE	NATURE OF APPEAL/ REVIEW	APPEAL/REVIEW FORUM	APPEAL/REVIEW APPLICATION DATE	STATUS AS AT 30 JUNE 2026
20/12/2024	Review of Commissioner's determination of unsatisfactory professional conduct.	VCAT	13/01/2025	Application withdrawn.
06/02/2025	Review of Commissioner's determination of unsatisfactory professional conduct.	VCAT	08/04/2025	Listed for an administrative mention on 30/09/2026 to have matter listed for final hearing.
31/03/2023	Appeal of VCAT's decision on review of Commissioner's determination of unsatisfactory professional conduct.	Supreme Court	22/07/2025	Further Amended Notice of Appeal filed 19/06/2026; directions hearing listed on 26/08/2026.

Strike-off proceedings

STRIKE-OFF PROCEEDINGS IN THE SUPREME COURT – DETERMINED IN 2025–26

Nil.

TABLE 35: STRIKE-OFF PROCEEDINGS IN THE SUPREME COURT – ONGOING AS AT 30 JUNE 2026

APPLICATION DATE	PLAINTIFF (BOARD OR COMMISSIONER)	STATUS AS AT 30 JUNE 2026
05/12/2025	Board	Application is listed for hearing on 30/07/2026 (2 days). The practitioner has indicated that they consent to the Board's application. The parties have filed a Statement of Agreed Facts with the Court.
16/01/2026	Commissioner	Hearing listed on 13/07/2026 to hear Commissioner's application to, *inter alia*: join the Board as the second plaintiff; have leave to amend their originating motion; and have the determination of the proceeding be reserved to the consideration of the Court of Appeal, to be heard together with the other related matters before the Court of Appeal.
11/03/2026	Commissioner	Application is listed for final hearing on 20/10/26, together with 3 other Supreme Court proceedings involving the practitioner. The practitioner defends the Commissioner's application.

Proceedings arising from Board licensing decisions

TABLE 36: APPEALS/REVIEWS ARISING FROM BOARD LICENSING DECISIONS – DETERMINED IN 2025–26

LAWYER NAME	BOARD DECISION DATE	NATURE OF APPEAL/ REVIEW	APPEAL/ REVIEW FORUM	APPEAL/ REVIEW PROCEEDING REF.	APPEAL/ REVIEW APPLICATION DATE	APPEAL/ REVIEW DECISION DATE	SUMMARY OF APPEAL/ REVIEW DECISION
Roona Nida Fazal	Refuse to renew PC: 19/08/2021 Refuse to grant PC: 29/05/2023	Review of Victorian Bar's decisions (on delegation from the Board) to refuse to renew and refuse to grant PC.	VCAT	J83/2021 & J51/2023	17/11/2021; 26/06/2023	15/01/2026	Decisions to refuse to renew PC and to refuse to grant PC affirmed. Lawyer not entitled to apply for a PC for 4 years, commencing on 17/10/2023 and ending 16/10/2027.
Jonathan Edward Kingsford Andrews	2 x constructive refusals, no Board decisions	Review of constructive refusals pursuant to s 464(3).	VCAT	J104/2024	10/01/2025	26/08/2025	Constructive refusals upheld (not fit and proper).
Dimitrios Diakou	Board decision: 25/07/2025 VCAT stay decision: 25/10/2025	Appeal of VCAT's refusal to stay Board's decision not to renew practising certificate, pending substantive review of Board's decision.	Supreme Court	S ECI 2025 06946	25/11/2025	29/05/2026	Appeal dismissed.

TABLE 37: APPEALS/REVIEWS ARISING FROM BOARD LICENSING DECISIONS – ONGOING AS AT 30 JUNE 2026

BOARD DECISION DATE	NATURE OF APPEAL/ REVIEW	APPEAL/REVIEW FORUM	APPEAL/REVIEW APPLICATION DATE	STATUS AS AT 30 JUNE 2026
30/06/2021	Review of Board's decision to refuse to grant PC.	VCAT	27/07/2021	Pending outcome of related disciplinary prosecutions in VCAT.
25/09/2023	Review of Board's decision to refuse to renew PC.	VCAT	04/10/2023	Pending outcome of related disciplinary prosecution in VCAT and strike-off proceeding in the Supreme Court.
16/10/2023	Review of Board's decision to cancel PC.	VCAT	19/10/2023	Matter heard, awaiting decision.
11/10/2023	Review of Board's decision to refuse to renew PC.	VCAT	17/11/2023	Pending outcome of related disciplinary prosecution in VCAT.
18/10/2023	Review of Victorian Bar's decision (on delegation from the Board) to refuse to renew PC.	VCAT	20/11/2024	Pending outcome of related disciplinary prosecution in VCAT.
17/02/2025	Review of Board's decision to refuse to renew PC.	VCAT	27/03/2025	Administrative Mention on 12/06/2026.
15/05/2025	Review of Board's decision to cancel PC.	VCAT	19/06/2025	Review application listed for hearing on 21/07/2026.
23/07/2025	Review of Board's decision to refuse to renew PC.	VCAT	20/08/2025	Application is listed for a compulsory conference on 08/09/2026.
25/07/2025	Review of Board's decision not to renew PC.	VCAT	22/08/2025	Listed for hearing on 12 and 13/10/2026.
Refuse to renew principal PC: 10/03/2026 Constructive refusal of employee PC: 09/06/26	Stay and review of Board's decision to refuse to renew principal PC and review of Board's constructive decision to refuse to grant employee PC.	VCAT	01/04/2026	Listed for half day stay hearing on 20/07/2026.
07/04/2026	Review of Board's decision to refuse to grant PC.	VCAT	21/04/2026	Listed for first directions hearing on 31/08/2026.

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.

Table 38 lists all internal delegations in force at 30 June 2026.

Table 39 lists the external Board delegations in force at 30 June 2026.

TABLE 38: INTERNAL DELEGATIONS IN FORCE AT 30 JUNE 2026

Legal Profession Act 2004 (Vic)		
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)
s 3.6.19 – Subrogation on payment of 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)

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 2.1 - Unqualified Legal Practice	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 – 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 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 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 – 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 45(1), (3) and (4) – Consideration of prerequisites for grant or renewal of practising certificate	Senior Resolution Adviser (24 Jun 25)
	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 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 (09 Dec 25) Lawyer and Investigator (09 Dec 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) Senior Investigator (09 Dec 25) 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 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)
	s 120 – Apply for an order for disqualification of an entity	Victorian Legal Services Commissioner (26 Jun 23)
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	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)
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), (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 (09 Dec 25) Lawyer and Investigator (09 Dec 25) 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 (09 Dec 25) Senior Lawyer and Investigator (25 Jun 24) Special Counsel (25 Jun 24) Victorian Legal Services Commissioner (26 Jun 23)
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 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)
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)

TABLE 39: EXTERNAL BOARD DELEGATIONS IN FORCE AT 30 JUNE 2026

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 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)
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)

Revoked Board delegations

All Board delegations that were revoked during 2025–26 are listed in Tables 40-42, along with the reasons for their revocation.

In 2025–26 the Board revoked all delegations to the Investigator as additional delegation of powers given to this title enabling employees to:

(i). seek information under s95(1)

(ii). seek information when considering whether to register a foreign lawyer in Victoria under s62(6) of the Uniform Law, to grant additional powers under the Legal Profession Uniform Law (Vic) - ss 95(1)(d) and 62(6).

TABLE 40: BOARD DELEGATIONS TO THE INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 90 – Service of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 95(1)(a)
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

In 2025–26 the Board revoked all delegations to the Lawyer and Investigator as an additional delegation power given to this title enables employees to seek information under s95(1)(d) of the Uniform Law, as to grant additional powers under the Legal Profession Uniform Law (Vic) ss 269(1), 271, 293 and 441.

TABLE 41: BOARD DELEGATIONS TO THE LAWYER AND INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
Part 3.4, Division 3 - Registration	s 62(6)
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 90 – Service of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 95(1)(a)
Part 9.4 - Cooperative and other arrangements	s 441 – Allow cooperation with other bodies

In 2025–26 the Board revoked all delegations to the Senior Investigator as an additional delegation power given to this title enables employees to seek information when considering whether to register a foreign lawyer in Victoria under s62(6) of the Uniform Law, to grant additional powers under the Legal Profession Uniform Law (Vic) - s62(6).

TABLE 42: BOARD DELEGATIONS TO THE SENIOR INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
Part 3.5, Division 4 - Show cause procedure for variation, suspension or cancellation of, or refusal to renew, certificates	s 90 – Service of designated show cause event
Part 3.5, Division 5 - Miscellaneous	s 95(1)
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 43 lists all of the internal delegations in force at 30 June 2026.

There were no external Commissioner delegations in force at 30 June 2026.

TABLE 43: COMMISSIONER INTERNAL DELEGATIONS IN FORCE AT 30 JUNE 2026

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 (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.1.4(5) – Consent to deal with issue under corresponding law	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
Part 4.2 - Making a Complaint	s 4.2.7 – Vary time limit for complaint	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.2.8 – Give written notification of a complaint	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.2.9 – Require further information from complainant	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)

	s 4.2.10 – Summarily dismiss complaint	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.3.4 – Deposit disputed legal costs in ADI	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.3.5 – Attempt to resolve civil dispute	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.3.5A(1) – Prepare written agreement	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.3.6 – Give written notice dispute	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.3.7 – Give written notice dispute unable to be resolved	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.3.3 – Lodgement of disputed legal costs	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
Part 4.3, Division 3 - Mediation	s 4.3.9 – Appoint a mediator	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.3.13 – Dismiss complaint or give rights to apply to VCAT	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)

Part 4.4, Division 3 - Investigations	s 4.4.7 – Investigate complaint	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.4.8 – Investigate without complaint	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.4.9 – Refer complaint to prescribed investigatory body	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.4.10(3) – Deal with complaint	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.4.11 – Require further information and documents	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 4.4.12 – Investigate expeditiously	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.4.12A – Suspend investigation	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25)
	s 4.4.12B – Take no further action	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25)
	s 4.4.12C – Notify practitioner of decision	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25)
	s 4.4.13 – Take appropriate action	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25)
	s 4.4.13(1), (3)(b), (3)(c), (4), (5) and (6) – Take appropriate action	Manager, Discipline and Suitability (27 Nov 25)
	s 4.4.14 – Give notice of decision	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
Part 4.4, Division 7 - Inter-jurisdictional provisions	s 4.4.33 – Request another jurisdiction to investigate	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	s 4.4.34 – Receive request from another jurisdiction to investigate	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)

	s 4.4.36 – Cooperate with corresponding authorities	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
Part 7.2 - General Provisions	s 7.2.14 – Disclose information	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
Schedule 2, Part 6 - Disputes and Discipline	Clause 6.1 – Handle disputes lodged under old Act	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	Clause 6.2 – Handle disputes lodged under old Act	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
	Clause 6.3 – Handle disputes lodged under old Act	Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25)
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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Special Counsel (25 Jun 24)

s 267 – Making a complaint	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (27 Nov 25) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) 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 Advisor (16 Jun 25)
s 269(1) – Definition of consumer matter	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) Senior Licensing Adviser (16 Jun 25) Senior Resolution Adviser (16 Jun 25) Special Counsel (25 Jun 24)

s 280 – Response to complaint by respondent	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25)

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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) 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 (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) 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 (27 Dec 25) Lawyer and Investigator (27 Nov 25) Resolutions Adviser (16 Jun 25) Resolutions Liaison Officer (29 Aug 22) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)

	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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25)
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 (27 Nov 25) Assistant Manager, Quality and Assurance Review (25 Jun 24) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Discipline and Suitability (27 Nov 25) Manager, Quality Assurance and Review (26 Jun 23) Principal Advisory Lawyer and Investigator (27 Nov 25)
Part 5.5 - Compensation Orders	s 306 – Make compensation order	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
	s 307(4) – Request may be made at any time after complaint made	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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)

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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)

	s 320 – Make order directing or refraining action	Assistant Manager, Cost Disputes and Compliance (29 Aug 22) Assistant Manager, Discipline and Suitability (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)
Part 9.4 Cooperative and other arrangements	s 441 - Cooperation with Commonwealth, States and Territories	Assistant Manager, Discipline and Suitability (27 Nov 25) Director, Discipline and Suitability (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Manager, Discipline and Suitability (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25)
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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) 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 Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25)

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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Investigator (27 Dec 25) Lawyer and Investigator (27 Nov 25) Licensing Adviser (16 Jun 25) Manager, Cost Disputes and Compliance (29 Aug 22) Manager, Discipline and Suitability (27 Nov 25) Manager, Early Resolution and Complaints (26 Jun 23) Manager, Licensing (26 Jun 23) Manager, Quality Assurance and Review (26 Jun 23) Principal Adviser & Projects (27 Nov 25) Principal Advisory Lawyer and Investigator (27 Nov 25) Resolution Adviser (16 Jun 25) Resolutions Adviser (16 Jun 25) Senior Advisor (16 Jun 25) Senior Investigator (27 Nov 25) Senior Lawyer and Investigator (27 Nov 25) 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 (27 Nov 25) Executive Director, Legal and Investigations (27 Nov 25) Executive Director, Licensing and Complaints (25 Jun 24) Special Counsel (25 Jun 24)

Revoked delegations

In 2025–26 the Commissioner revoked all delegations to the Assistant Manager, Discipline and Suitability as to grant additional powers under the Legal Profession Uniform Law (Vic) - s 441.

TABLE 44: COMMISSIONER DELEGATIONS TO THE ASSISTANT MANAGER, DISCIPLINE AND SUITABILITY REVOKED IN 2025–26

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
Part 4.2 - Making a Complaint	s 4.2.7 – Vary time limit for complaint
	s 4.2.8 – Give written notification of a complaint
	s 4.2.9 – Require further information from complainant
Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs
	s 4.3.5 – Attempt to resolve civil dispute
	s 4.3.5A(1) – Prepare written agreement
	s 4.3.7 – Give written notice dispute unable to be resolved
Part 4.4, Division 3 - Investigations	s 4.4.11 – Require further information and documents
	s 4.4.7 – Investigate complaint
	s 4.4.9 – Refer complaint to prescribed investigatory body
Part 7.2 - General Provisions	s 7.2.14 – Disclose information
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
	s 267 – Making a complaint
	s 269(1) – Definition of consumer matter
	s 271 – Priority given to resolving consumer matter where there is a mixed complaint
	s 272 – Making complaint within 3-year time limit
	s 273(2) – Ability to continue investigation even where complaint is withdrawn
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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
	s 281 – Ability to not notify a respondent of a complaint under certain circumstances
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
	s 290 – Resolve consumer matter by making determination
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 292 – Make a binding determination about costs
	s 293 – Cease to act where dispute is less than $10,000
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
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal
Part 5.5 - Compensation Orders	s 306 – Make compensation order
	s 308 – Order to compensate aggrieved person
	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
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations
	s 320 – Make order directing or refraining action
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended
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 2025–26 the Commissioner revoked all delegations to the Director, Discipline and Suitability as to grant additional powers under the Legal Profession Uniform Law (Vic) - s 441.

TABLE 45: COMMISSIONER DELEGATIONS TO THE DIRECTOR, DISCIPLINE AND SUITABILITY REVOKED IN 2025–26

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
Part 4.1, Division 2 - Application of Chapter	s 4.1.4(3) – Consent to deal with issue under corresponding law
	s 4.1.4(5) – Consent to deal with issue under corresponding law
Part 4.2 - Making a Complaint	s 4.2.10 – Summarily dismiss complaint
	s 4.2.7 – Vary time limit for complaint
	s 4.2.8 – Give written notification of a complaint
	s 4.2.9 – Require further information from complainant

Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs
	s 4.3.4 – Deposit disputed legal costs in ADI
	s 4.3.5 – Attempt to resolve civil dispute
	s 4.3.5A(1) – Prepare written agreement
	s 4.3.6 – Give written notice dispute
	s 4.3.7 – Give written notice dispute unable to be resolved
Part 4.3, Division 3 - Mediation	s 4.3.13 – Dismiss complaint or give rights to apply to VCAT
	s 4.3.9 – Appoint a mediator
Part 4.3, Division 4 - Resolution of civil disputes by the Tribunal	s 4.3.15 – Make application to the Tribunal
Part 4.4, Division 3 - Investigations	s 4.4.10(3) – Deal with complaint
	s 4.4.11 – Require further information and documents
	s 4.4.12 – Investigate expeditiously
	s 4.4.12A – Suspend investigation
	s 4.4.12B – Take no further action
	s 4.4.12C – Notify practitioner of decision
	s 4.4.13 – Take appropriate action
	s 4.4.14 – Give notice of decision
	s 4.4.7 – Investigate complaint
	s 4.4.8 – Investigate without complaint
	s 4.4.9 – Refer complaint to prescribed investigatory body
Part 4.4, Division 7 - Inter-jurisdictional provisions	s 4.4.33 – Request another jurisdiction to investigate
	s 4.4.34 – Receive request from another jurisdiction to investigate
	s 4.4.36 – Cooperate with corresponding authorities
Part 7.2 - General Provisions	s 7.2.14 – Disclose information
Schedule 2, Part 6 - Disputes and discipline	Clause 6.1 – Handle disputes lodged under old Act
	Clause 6.2 – Handle disputes lodged under old Act
	Clause 6.3 – Handle disputes lodged under old Act

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
	s 267 – Making a complaint
	s 269(1) – Definition of consumer matter
	s 271 – Priority given to resolving consumer matter where there is a mixed complaint
	s 272 – Making complaint within 3-year time limit
	s 273(2) – Ability to continue investigation even where complaint is withdrawn
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
	s 277 – Ability to close complaint after conducting preliminary assessment

	s 278 – Ability to make recommendation that a practising certificate be suspended
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
	s 281 – Ability to not notify a respondent of a complaint under certain circumstances
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
	s 283 – Extend scope of investigation
	s 284 – Arrange assessment of costs charged or claimed by respondent
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
	s 290 – Resolve consumer matter by making determination
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 292 – Make a binding determination about costs
	s 293 – Cease to act where dispute is less than $10,000
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
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal
Part 5.5 - Compensation Orders	s 306 – Make compensation order
	s 308 – Order to compensate aggrieved person
	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
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations
	s 320 – Make order directing or refraining action
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended
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

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

In 2025–26 the Commissioner revoked all delegations to the Executive Director, Legal and Investigations and issued new delegations to include s 441 to include cooperation with government and other specified bodies.

TABLE 46: COMMISSIONER DELEGATIONS TO THE EXECUTIVE DIRECTOR, LEGAL AND INVESTIGATIONS REVOKED IN 2025–26

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
Part 4.1, Division 2 - Application of Chapter	s 4.1.4(3) – Consent to deal with issue under corresponding law
	s 4.1.4(5) – Consent to deal with issue under corresponding law
Part 4.2 - Making a Complaint	s 4.2.10 – Summarily dismiss complaint
	s 4.2.7 – Vary time limit for complaint
	s 4.2.8 – Give written notification of a complaint
	s 4.2.9 – Require further information from complainant
Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs
	s 4.3.4 – Deposit disputed legal costs in ADI
	s 4.3.5 – Attempt to resolve civil dispute
	s 4.3.5A(1) – Prepare written agreement
	s 4.3.6 – Give written notice dispute
	s 4.3.7 – Give written notice dispute unable to be resolved
Part 4.3, Division 3 - Mediation	s 4.3.13 – Dismiss complaint or give rights to apply to VCAT
	s 4.3.9 – Appoint a mediator
Part 4.3, Division 4 - Resolution of civil disputes by the Tribunal	s 4.3.15 – Make application to the Tribunal
Part 4.4, Division 3 - Investigations	s 4.4.10(3) – Deal with complaint
	s 4.4.11 – Require further information and documents
	s 4.4.12 – Investigate expeditiously
	s 4.4.12A – Suspend investigation
	s 4.4.12B – Take no further action
	s 4.4.12C – Notify practitioner of decision
	s 4.4.13 – Take appropriate action
	s 4.4.14 – Give notice of decision
	s 4.4.7 – Investigate complaint
	s 4.4.8 – Investigate without complaint
	s 4.4.9 – Refer complaint to prescribed investigatory body
Part 4.4, Division 7 - Inter-jurisdictional provisions	s 4.4.33 – Request another jurisdiction to investigate
	s 4.4.34 – Receive request from another jurisdiction to investigate
	s 4.4.36 – Cooperate with corresponding authorities

Part 7.2 - General Provisions	s 7.2.14 – Disclose information
Schedule 2, Part 6 - Disputes and Discipline	Clause 6.1 – Handle disputes lodged under old Act
	Clause 6.2 – Handle disputes lodged under old Act
	Clause 6.3 – Handle disputes lodged under old Act
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
	s 267 – Making a complaint
	s 269(1) – Definition of consumer matter
	s 271 – Priority given to resolving consumer matter where there is a mixed complaint
	s 272 – Making complaint within 3-year time limit
	s 273(2) – Ability to continue investigation even where complaint is withdrawn
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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
	s 281 – Ability to not notify a respondent of a complaint under certain circumstances
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
	s 283 – Extend scope of investigation
	s 284 – Arrange assessment of costs charged or claimed by respondent
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
	s 290 – Resolve consumer matter by making determination
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 292 – Make a binding determination about costs
	s 293 – Cease to act where dispute is less than $10,000
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
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal

Part 5.5 - Compensation Orders	s 306 – Make compensation order
	s 308 – Order to compensate aggrieved person
	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
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations
	s 320 – Make order directing or refraining action
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended
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
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

In 2025–26 the Commissioner revoked all delegations to the Manager, Discipline and Suitability and issued new delegations to include s 441 to include cooperation with government and other specified bodies.

TABLE 47: COMMISSIONER DELEGATIONS TO THE MANAGER, DISCIPLINE AND SUITABILITY REVOKED IN 2025–26

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
Part 4.1, Division 2 - Application of Chapter	s 4.1.4(3) – Consent to deal with issue under corresponding law
	s 4.1.4(5) – Consent to deal with issue under corresponding law
Part 4.2 - Making a Complaint	s 4.2.10 – Summarily dismiss complaint
	s 4.2.7 – Vary time limit for complaint
	s 4.2.8 – Give written notification of a complaint
	s 4.2.9 – Require further information from complainant
Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs
	s 4.3.4 – Deposit disputed legal costs in ADI
	s 4.3.5 – Attempt to resolve civil dispute
	s 4.3.5A(1) – Prepare written agreement
	s 4.3.6 – Give written notice dispute
	s 4.3.7 – Give written notice dispute unable to be resolved
Part 4.3, Division 3 - Mediation	s 4.3.13 – Dismiss complaint or give rights to apply to VCAT
	s 4.3.9 – Appoint a mediator
Part 4.3, Division 4 - Resolution of civil disputes by the Tribunal	s 4.3.15 – Make application to the Tribunal

Part 4.4, Division 3 - Investigations	s 4.4.10(3) – Deal with complaint
	s 4.4.11 – Require further information and documents
	s 4.4.12 – Investigate expeditiously
	s 4.4.13(1), (3)(b), (3)(c), (4), (5) and (6) – Take appropriate action
	s 4.4.14 – Give notice of decision
	s 4.4.7 – Investigate complaint
	s 4.4.8 – Investigate without complaint
	s 4.4.9 – Refer complaint to prescribed investigatory body
Part 4.4, Division 7 - Inter-jurisdictional provisions	s 4.4.33 – Request another jurisdiction to investigate
	s 4.4.34 – Receive request from another jurisdiction to investigate
	s 4.4.36 – Cooperate with corresponding authorities
Part 7.2 - General Provisions	s 7.2.14 – Disclose information
Schedule 2, Part 6 - Disputes and Discipline	Clause 6.1 – Handle disputes lodged under old Act
	Clause 6.2 – Handle disputes lodged under old Act
	Clause 6.3 – Handle disputes lodged under old Act
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
	s 267 – Making a complaint
	s 269(1) – Definition of consumer matter
	s 271 – Priority given to resolving consumer matter where there is a mixed complaint
	s 272 – Making complaint within 3-year time limit
	s 273(2) – Ability to continue investigation even where complaint is withdrawn
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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
	s 281 – Ability to not notify a respondent of a complaint under certain circumstances
Part 5.2, Division 4 - Investigation of complaints	s 282 – Investigate internally or appoint externally
	s 283 – Extend scope of investigation
	s 284 – Arrange assessment of costs charged or claimed by respondent
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

	s 290 – Resolve consumer matter by making determination
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 292 – Make a binding determination about costs
	s 293 – Cease to act where dispute is less than $10,000
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
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal
Part 5.5 - Compensation Orders	s 306 – Make compensation order
	s 308 – Order to compensate aggrieved person
	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
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review
Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations
	s 320 – Make order directing or refraining action
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended
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 2025–26 the Commissioner revoked all delegations to the Principal Advisory Lawyer and Investigator as to grant additional powers under the Legal Profession Uniform Law (Vic) - s 441.

TABLE 48: COMMISSIONER DELEGATIONS TO THE PRINCIPAL ADVISORY LAWYER AND INVESTIGATOR REVOKED IN 2025–26

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
Part 4.2 - Making a Complaint	s 4.2.7 – Vary time limit for complaint
	s 4.2.8 – Give written notification of a complaint
	s 4.2.9 – Require further information from complainant
Part 4.3, Division 2 - Dealing with civil complaints	s 4.3.3 – Lodgement of disputed legal costs
	s 4.3.5 – Attempt to resolve civil dispute
	s 4.3.5A(1) – Prepare written agreement
	s 4.3.7 – Give written notice dispute unable to be resolved
Part 4.4, Division 3 - Investigations	s 4.4.11 – Require further information and documents
	s 4.4.7 – Investigate complaint

	s 4.4.9 – Refer complaint to prescribed investigatory body
Part 7.2 - General Provisions	s 7.2.14 – Disclose information
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
	s 267 – Making a complaint
	s 269(1) – Definition of consumer matter
	s 271 – Priority given to resolving consumer matter where there is a mixed complaint
	s 272 – Making complaint within 3-year time limit
	s 273(2) – Ability to continue investigation even where complaint is withdrawn
Part 5.2, Division 2 - Preliminary assessment of complaints	s 276 – Conduct preliminary complaint
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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
	s 281 – Ability to not notify a respondent of a complaint under certain circumstances
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
	s 290 – Resolve consumer matter by making determination
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 292 – Make a binding determination about costs
	s 293 – Cease to act where dispute is less than $10,000
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.4, Division 3 - Role of designated tribunal	s 300 – Initiate and prosecute proceedings against respondent lawyer in the designated tribunal
Part 5.5 - Compensation Orders	s 306 – Make compensation order
	s 308 – Order to compensate aggrieved person
	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
Part 5.6 - Appeal or Review	s 313 – Conduct an internal review

Part 5.7 - General Duties of Local Regulatory Authorities	s 318 – Provide the complainant and respondent written notice of decisions or determinations
	s 320 – Make order directing or refraining action
Part 9.9 - General	s 466(7) – Recommend practising certificate or registration certificate be suspended
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 2025–26 the Commissioner revoked all delegations to the Senior Investigator as an additional delegation power given to this title enables employees to seek information when considering whether to register a foreign lawyer in Victoria under s62(6) of the Uniform Law,to grant additional powers under the Legal Profession Uniform Law (Vic) - s62(6).

TABLE 49: COMMISSIONER DELEGATIONS TO THE SENIOR INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter
	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
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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(1) – Deal with costs disputes the same way as consumer matters
	s 293 – Cease to act where dispute is less than $10,000
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.5 - Compensation Orders	s 307(4) – Request may be made at any time after complaint made
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 2025–26 the Commissioner revoked all delegations to the Senior Lawyer and Investigator as to remove power s 307(4) and add additional power s 441 under the Legal Profession Uniform Law (Vic).

TABLE 50: COMMISSIONER DELEGATIONS TO THE SENIOR LAWYER AND INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
Part 5.2, Division 1 - Making complaints and other matters about complaints	s 269(1) – Definition of consumer matter
	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
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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(1) – Deal with costs disputes the same way as consumer matters
	s 293 – Cease to act where dispute is less than $10,000
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
Part 5.5 - Compensation Orders	s 307(4) – Request may be made at any time after complaint made
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 2025–26 the Commissioner revoked all delegations to the Investigator as additional delegation of powers given to this title enabling employees to:

(i). seek information under s95(1); and

(ii). seek information when considering whether to register a foreign lawyer in Victoria under s62(6) of the Uniform Law,to grant additional powers under the Legal Profession Uniform Law (Vic) - ss 95(1)(d) and 62(6).

TABLE 51: COMMISSIONER DELEGATIONS TO THE INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
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
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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(1) – Deal with costs disputes the same way as consumer matters
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
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 2025–26 the Commissioner revoked all delegations to the Lawyer and Investigator as an additional delegation power given to this title enables employees to seek information under s95(1)(d) of the Uniform Law, as to grant additional powers under the Legal Profession Uniform Law (Vic) - ss 269(1), 271, 293 and 441.

TABLE 52: COMMISSIONER DELEGATIONS TO THE LAWYER AND INVESTIGATOR REVOKED IN 2025–26

Legal Profession Uniform Law (Victoria)	
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
	s 277 – Ability to close complaint after conducting preliminary assessment
	s 278 – Ability to make recommendation that a practising certificate be suspended
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(1) – Deal with costs disputes the same way as consumer matters
Part 5.4, Division 2 - Determination by local regulatory authority	s 299 – Determine unsatisfactory professional conduct and make orders to rectify that conduct
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

Appendix 6

Action Plan progress report

Table 53 shows how we implemented our Action Plan Year 1 and 2 in 2025–26.

TABLE 53: ACTION PLAN PROGRESS 2025–26

ACTION	STATUS	PROGRESS AND COMMENTARY
1. Use data and insights to better understand the consumer experience and relevant trends in complaints.	●	We created an internal group to review performance data, identify trends and recommend improvements. We'll keep using these insights to understand the consumer experience, complaint trends, and what consumers need – so we can tailor our guidance and support.
2. Develop and implement a consumer strategy with the guidance of our Consumer Panel.	■	We started developing a Consumer Strategy, guided by our independent Consumer Panel.
3. Fund the development of family violence training for private practitioners.	▲	We funded Women's Legal Service Victoria to develop family violence training for private practitioners. It was piloted with family lawyers in small and sole practices.
4. Engage with stakeholders about the implementation of the anti-money laundering and counter-terrorism financing laws.	▲	With our Uniform Law partners, we published *How to be alert to this risk, and avoid facilitating financial scams or money laundering* in December 2025. We worked closely with the LIV to give the profession clear guidance, in a range of formats, on its new obligations. As an AUSTRAC government partner, we worked closely with its industry engagement team to support a collaborative approach to the Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF) reforms.
5. Use data to inform our regulatory responses.	■	We clarified our agreements with banks on reporting irregular transactions in trust accounts. This helps us detect fraud and cyber threats to trust money earlier, so we can protect consumers by stepping in earlier. We continued to use data to guide our regulatory responses.
6. Develop a public-facing document about how we communicate our regulatory outcomes.	▲	We published *How we work with media* in December 2025.
7. Conduct the Lawyer Census Survey and publish findings and opportunities for further research.	●	We published findings from our 2025 Lawyer Census Survey and are looking at further research to inform policies, procedures, guidance and resources that support the profession. We surveyed the profession again in 2026 and will publish findings in 2026–27. Some publications from the 2025 Lawyer Census include: *Uncivil Behaviours in the Legal Profession: Findings from the 2025 Victorian Lawyer Census* in March 2026; *Sexual Harassment in the Legal Profession: Findings from the 2025 Victorian Lawyer Census* in December 2025.

Legend

● Completed activity in FY26. This action continues for the life of the plan.

■ In progress - on track and Year 2 activities carried into Years 2 + 3.

▲ Completed

8. Pilot initiatives to address lawyer wellbeing and disseminate learnings to the profession.		We started four pilots targeting outcomes in our Systems Theory of Change for Lawyer Wellbeing. We will publish the pilot outcomes and resources in 2026–27.
9. Develop guidance and resources for lawyers on the benefits and risks of using AI legal tools.		We continued working with the profession to understand how lawyers use AI and the opportunities and challenges it presents. We're developing practical guidance to help lawyers use AI safely and with confidence, for publication in 2026–27.
10. Develop a competency framework for early career lawyers, and guidance for supervisors.		We developed and published the Early Career Lawyer Capability Framework in December 2025, with supporting resources including a supervision plan template and a reflective practice template.
11. Develop and implement a licensing strategy.		We started work on our Licensing Strategy to strengthen and support a more risk-based approach to licensing lawyers.
12. Implement a diversion strategy for lawyers.		We started work on a Diversion Strategy for lawyers. This work will continue in 2026–27.
13. Support in-house counsel with guidance on ethical legal service delivery.		We published *Guidance for prospective corporate lawyers* in March 2026. Guidance for in-house government lawyers will be published in 2026–27.
14. Review and update our Regulatory Approach Statement.		We started reviewing our Regulatory Approach Statement and will publish the update in 2026–27.
15. Facilitate more effective allocation of funding into the sector.		Under our Grant Program Strategy 2023–28, the Strong Foundations grants continue to run annually. These grants give organisations more freedom to decide how to use their funding. An independent interim evaluation report in 2025–26 indicates the funding is meeting its aim of increasing access to justice. In 2026–27, we'll review the processes of funded organisations to improve decision-making and make funding allocation more efficient.
16. Support First Nations-led organisations and projects that increase lawyer cultural capability and access to justice.		We provide annual funding to the Victorian Aboriginal Legal Service and Djirra to support their work in providing access to justice. In 2024, we awarded Goolum Goolum $800,000 over three years to refine the Yallum Yallum justice model, developed with support from RMIT's Centre for Innovative Justice. The project expanded in 2026, working with other First Nations communities we have funded, particularly Gunditjmara in the south-west.
17. Ensure our investments and the PPF continue to be well-managed.		We added controls, including an Investment Policy Statement that sets risk and investment limits.
18. Implement our impact investing strategy.		We delivered the first stage of our impact investing strategy: we appointed an independent adviser and made two impact investments.

19. Publish the Lawyer Census report and our response to it.	●	We embedded the Legal Services Research Centre's public research outputs to support evidence-led system design and access. See: • *New Vision for a New Future: Findings from the Pilot Victorian Legal Understanding and Lawyer Use Survey* in August 2025, which reveals significant opportunities to better tailor services to needs, improve accessibility, and resolve more problems justly. • Report of the Pilot Ex-Victoria Legal Understanding and Lawyer Use (X-LULU) Survey in March 2026, which explores consumer experience of legal services across all seven states and territories outside Victoria. • the Small Area Modelling interactive map which models legal need across Victoria to support planning, funding and policy decisions.
20. Publish the Legal Understanding and Lawyer Use Survey and our response to it.	●	We published the *Report of the Pilot Victorian Legal Understanding and Lawyer Use (V-LULU) Survey* in August 2025, and *Report of the Pilot Ex-Victoria Legal Understanding and Lawyer Use (X-LULU) Survey* in March 2026.
21. Commission and fund research into access to justice.	●	The Legal Services Research Centre's Legal Understanding and Lawyer Use (LULU) Survey continues to provide insights into how people in Victoria and other states and territories experience legal problems and use legal services, particularly access to justice across different groups and legal issues. Recent publications explore age, accessibility, and housing: *Age and everyday legal problem*s in November 2025; *How accessible are courts and lawyers* and *Housing problems and why they matter* in November 2025.

Legend

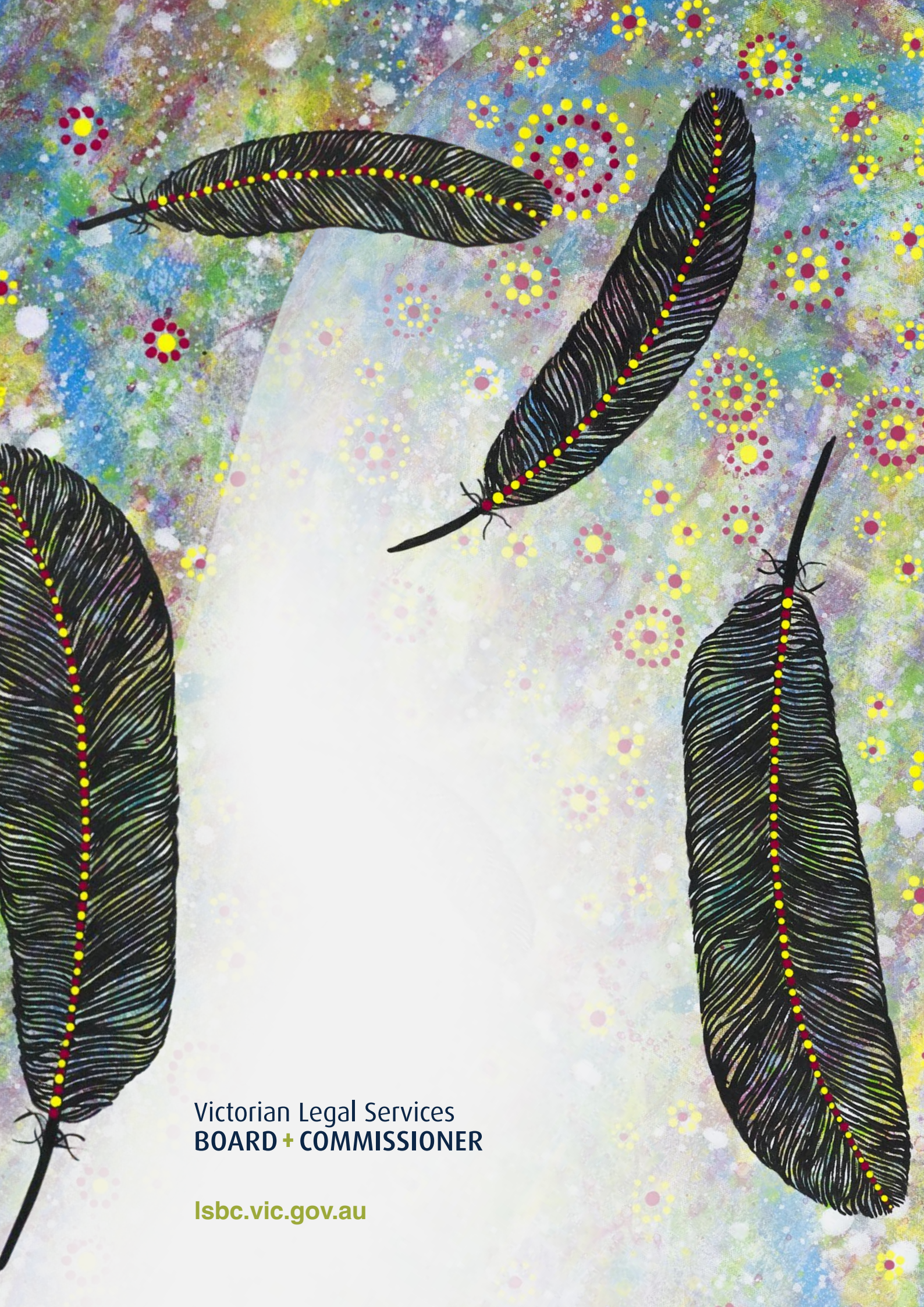
● Completed activity in FY26. This action continues for the life of the plan.

■ In progress - on track and Year 2 activities carried into Years 2 + 3.

▲ Completed







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