

ANNUAL REPORT 2026

Delivering impact

LAW INSTITUTE VICTORIA

Acknowledgment of Country

On behalf of the LIV, we would like to formally acknowledge the many Traditional Owners of Country throughout our state and recognise their continuing connection to the lands, waters and communities. We pay our deep respects to First Nations peoples' cultures and to Elders past and present, and we extend that to all Aboriginal and Torres Strait Islander people.

We would like to specifically acknowledge the Wurundjeri people of the Kulin Nation as the Traditional Owners of the land on which the LIV is based. We owe an enormous debt of gratitude to the First Peoples of this land for their custodianship over tens of thousands of years, and we acknowledge that this land was never ceded.

Front cover:
James Richardson
Principal Solicitor, Margalit Injury Lawyers

Audrey Thoman
Lawyer, Margalit Injury Lawyers

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About the LIV

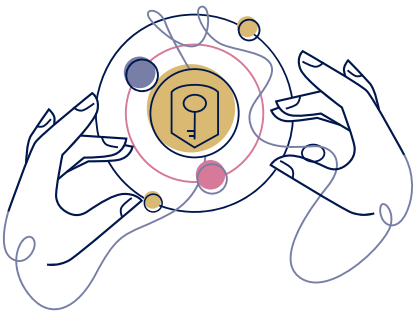
As the peak body for the Victorian legal profession, the Law Institute of Victoria (LIV) represents more than 22,000 lawyers, law students and people working in the legal sector in Victoria, Australia, and internationally.

The LIV supports the ethical standards, professionalism and practice management of lawyers, so the community benefits from strong legal representation, effective advocacy and a fair and equitable legal and justice system. The LIV delivers services that support the needs of a changing profession, such as legal education programs and accredited specialisation in contemporary legal disciplines, as well as providing the profession with practice support services and resources.

With a long history of promoting justice, the LIV undertakes extensive advocacy to shape and develop effective state and federal legislation, and it contributes to the legal education of the community and professional development of lawyers. At its core, the LIV's purpose is to foster the rule of law and to promote improvements and developments in the law as it affects Victorians.

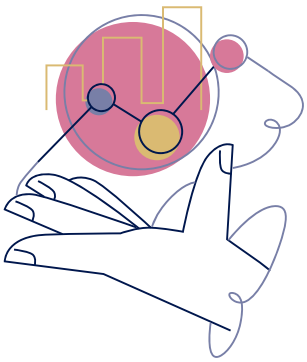
The LIV promotes justice for all by supporting the operation of the courts and legal system, as well as advancing education and public confidence both in the legal profession and in the way the law is made and administered.

As a not-for-profit organisation and registered charity, the LIV is dedicated to developing, maintaining and sustaining the law for the benefit of the community.



Vision

Our vision is for an empowered community, a trusted legal profession and justice for all.



Purpose

We connect the legal profession with the community it serves, advancing access to justice, supporting excellence in legal practice and ethics, and building a legal system that reflects the needs of all.



Values

Integrity – is how we are trusted
Collaboration – is how we build
Adaptability – is how we evolve
Respect – is how we connect
Excellence – is how we deliver

The LIV's ecosystem

The LIV's ecosystem is shaped by our many stakeholders and the clients and communities our members ultimately serve. Our influence depends on our capacity to build trusted relationships across this broader ecosystem, understand the interdependencies that exist within it and create opportunities for collaboration that deliver shared value.





About this report

This annual report covers the activities of the LIV for the financial year from 1 July 2025 to 30 June 2026.

It provides a picture of how the LIV has created value through our business model over the past 12 months.

The structure of the report reflects the last six months of the previous LIV four-year Strategic Plan for 2022–26, with most of the content shaped to reflect the new LIV Strategic Plan for 2026–31, which was approved by the Board in November 2025.

The Strategic Plan enables us to achieve our vision – an empowered community, a trusted legal profession and justice for all.

It also reinforces our purpose – to connect the legal profession with the community it serves, advancing access to justice, supporting excellence in legal practice and ethics, and building a legal system that reflects the needs of all.

The principal audience for this report is our members, although we hope the information is also valuable to stakeholders across the profession and the community.

The financial section at the end of this report has been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements.

This report is available online at www.liv.asn.au/AnnualReport.

We welcome your feedback on this report and any inquiries about policies or practices. For more information, contact ceo@liv.asn.au.

From the President

It is a privilege to write to you as President of the Law Institute of Victoria.

Since taking on the role in November 2025, I have had the opportunity to talk to members from across the profession. Whether in large firms, suburban and regional practices, government, community legal centres, corporate legal teams or at the Bar, I have been struck by the commitment lawyers bring to their work. Our practices may differ, but we share the same challenges and underlying drivers. In conversation, members have spoken of adapting to rapid technological change, responding to greater regulatory demands and navigating a more complex operating environment, all while continuing to serve their clients, the administration of justice and the wider community with professionalism and integrity.



These conversations have reinforced something else: lawyers do more than provide legal advice. Every day, they help people resolve disputes, protect their rights, build businesses, support families and navigate some of life's most significant moments. In doing so, they contribute to community confidence in our legal system and uphold the rule of law that underpins a fair, democratic and prosperous society. It is a responsibility the profession carries with quiet determination, often away from public view, but one that benefits every Victorian.

That is why the work of the LIV matters. Our role extends beyond supporting members in their professional lives. We advocate for an independent legal profession, promote high professional standards and work to strengthen a justice system that is fair, accessible and trusted. Every decision by the LIV is guided by that purpose.

Advocacy is one of the LIV's most important responsibilities. During the year, we continued to work closely with governments, the judiciary, regulators and other stakeholders on issues affecting the profession and the administration of justice. Sustainable legal assistance funding, access to justice, legal regulation and the implementation of Australia's anti-money laundering and counter-terrorism financing (AML/CTF) reforms were all considered. They differ in detail, but the issues share a common objective: ensuring lawyers can continue to serve the community while maintaining the independence and ethical obligations fundamental to our legal system.

One issue that attracted considerable attention during the year was the Victorian government's proposed mandatory reporting reforms.

The LIV argued the proposals risked undermining long-established professional obligations without delivering a corresponding public benefit. We welcomed the government's decision not to proceed at this time and appreciated the constructive engagement that took place throughout. It demonstrated the value of considered, evidence-based advocacy and reinforced the vital role the LIV plays in representing the profession on matters of public interest.

Another defining issue has been the emergence of artificial intelligence (AI). These technologies have the potential to transform legal practice and improve access to legal services, but they also reinforce the importance of qualities that technology cannot replace. Independent judgment, ethical decision making and lawyer–client trust will remain at the heart of professional practice. The LIV will continue to support members in embracing innovation while upholding the standards that define our profession. We will also continue to work with government and the courts to ensure that technology is used in a way that balances its benefits with the necessary safeguards for the justice system and the community.

This year marked an important milestone with the completion of the 2022–26 Strategic Plan and the approval of the new 2026–31 Strategic Plan. The Board has taken a deliberate approach to ensuring the LIV continues to evolve alongside the profession. Our new strategy builds on strong foundations and provides a clear direction for the years ahead, ensuring the LIV is well placed to support members, advocate for the profession and contribute to a justice system that serves the community.

I would like to acknowledge my predecessor, Matthew Hibbins. Matthew's leadership helped guide the LIV through an important period in its development and laid much of the groundwork for the new strategic direction. I thank him for his service to the profession and support he provided during the leadership transition.

This year also brought great sadness with the passing of our Board colleague and friend, Michael Liu. As an inaugural Non-Member Director, Michael made an outstanding contribution to the Board through his wisdom, commercial insight and commitment to the profession and community. He helped strengthen the organisation during a period of significant change, and his contribution will continue to be felt for many years to come.

The strength of the LIV has always rested on the willingness of people to contribute beyond their own practice. I thank my fellow Directors, Deputy Presidents Louisa Gibbs and Juliana Smith, our committee members, section leaders, LIV Accredited Specialists and the many volunteers who share their expertise in service to the profession. I also thank Chief Executive Adam Awty and the rest of the LIV team for their professionalism and commitment.

Finally, I thank you, our members. Whatever area of law you practise, your work makes a difference every day. It is an honour to represent a profession that serves the community with integrity, independence and skill. I look forward to working with you as we continue to strengthen the profession, uphold the rule of law and support a justice system that benefits all Victorians.



Tom Ballantyne AccS(PI)
President

From the CEO

Members and the communities they serve judge the Law Institute of Victoria by the support they receive when they need it. Whether they are seeking guidance on an ethical issue, assistance with their practice, professional development or a voice of authority representing the profession, they expect an organisation that is responsive, capable and relevant. Meeting that expectation has remained our focus this past year.



I am pleased to report the LIV has continued to grow in capability and member confidence. During the year, we reached record membership, reflecting the value lawyers place in belonging to a strong professional association. To me, that milestone is about more than numbers. It demonstrates that members want an organisation that supports them throughout their careers, brings the profession together and advocates for conditions that allow lawyers to serve their clients and the community well.

While members experienced continuity in the services they rely on, the organisation itself was changing. We completed the 2022–26 Strategic Plan, started to implement our new 2026–31 Strategic Plan and undertook organisational renewal. Much of that work took place behind the scenes, but it has strengthened the foundations of the LIV and positioned us well for the years ahead.

Good organisations never stand still. Expectations continue to evolve, technology is changing the way professional services are delivered and the profession itself faces increasing complexity. Responding to that environment means continually reviewing how we work, where we invest and ways we can deliver greater value to members and the broader community. During the year, we strengthened leadership capability, refined our operating model, improved internal processes and continued investing in technology to support a more connected and responsive organisation.

At the same time, we delivered the services members depend on to deliver measurable community benefit. Thousands of lawyers participated in professional development, sought ethics and practice guidance, and contributed through our sections and committees, engaging in policy development and connecting with practitioners across the profession. Preparing members for the introduction of Australia's AML/CTF reforms became a major focus, with the LIV providing practical guidance, education and resources to help practitioners understand and prepare for regulatory change. Supporting members through periods of change is one of the most important roles the LIV performs, and it will remain a priority as these reforms unfold.

The LIV continued to participate in public policy. Working alongside President Tom Ballantyne, the Board and many members who generously contributed their expertise, our policy and legal teams engaged with government, regulators and the judiciary on issues affecting the profession and the community. Whether advocating for sustainable legal assistance funding, responding to proposed mandatory reporting reforms or contributing to the implementation of new regulatory obligations, our approach remained practical, constructive and informed.

Robust organisations require strong financial foundations. I am pleased the LIV delivered a positive financial result for the year despite economic pressures. Careful management of revenue and expenditure has enabled us to continue investing in services, advocacy, technology and organisational capability while maintaining the financial resilience needed to support future priorities.

The LIV recorded an operating surplus of $0.58 million (2025: $0.23 million), with revenue of $24.49 million and net assets of $43.18 million at 30 June 2026. These results are important because they provide the capacity to invest in the organisation rather than simply maintain it. Every surplus is retained to strengthen the services, people and capability that support members of today while preparing the LIV to meet the needs of the profession and community of tomorrow.

No annual report can properly capture the commitment of the people behind these pleasing outcomes. Throughout a year of organisational change, the LIV team continued to deliver for members while embracing new ways of working and supporting one another, strengthening the profession and the community it serves. Change inevitably creates uncertainty, but I have been impressed by the professionalism, resilience and generosity shown across the organisation. It is one of the privileges of my role to see that every day.

The LIV also benefits from an extraordinary network of volunteers. Our sections, committees, working groups and LIV Accredited Specialists contribute expertise that strengthens every aspect of our work, from education and public policy to professional standards and member engagement.

Their willingness to share their knowledge ensures the LIV remains connected to the realities of legal practice, and I thank each and every volunteer for the contribution they make.

I also thank President Tom Ballantyne, Deputy Presidents Louisa Gibbs and Juliana Smith, and the Board for their leadership and support throughout the year. The partnership between the Board and the executive team has been one of mutual respect, clear accountability and shared purpose. I would also like to acknowledge former president Matthew Hibbins, whose leadership helped guide the LIV through an important period of organisational development. The successful transition to the new Strategic Plan reflects the work of many people over several years, and Matthew's stewardship has positioned the LIV well for its next chapter.

I look to the year ahead with confidence. We have a clear strategy, record membership, a dedicated team and an organisation stronger than it was 12 months ago. Our task now is to build on that foundation through better services, stronger engagement and practical support that makes a difference to members, the profession and the community.

Lawyers play a vital role in the lives of individuals, businesses and communities, helping to protect rights, uphold the rule of law and promote the public good. Supporting those lawyers is our responsibility and our privilege. I look forward to working with members, volunteers, the Board and staff as we continue to build an organisation that helps the profession thrive, and, through that work, contribute to a stronger, more accessible justice system for all Victorians.



Adam Awty
Chief Executive

2025–26 At a glance

Growing impact through membership

22,766
LIV members

23%
growth in student members

Advancing public interest outcomes

118
media mentions

211
legal policy submissions

53,500
followers across all LIV social media platforms

1.2m
total impressions

Advancing access to justice

240
people attended LIV Law Week events

53,600+
referrals generated for legal services to community members

Keeping the profession informed

LawNews delivered to
13,000+
legal professionals daily

LawNews
32.05%
open rate (daily average)

33%
increase in readers to the *Law Institute Journal*

6,372
digital library loans

1,425
requests for information completed by LIV librarians

Advancing professional excellence

59
new LIV Accredited Specialists conferred

1,100+
LIV Accredited Specialists supported

Supporting a profession that serves Victoria

Supporting
10 regional and
5 suburban law associations

Engaging with
18
CALD law associations

417
participants in 12 regional and suburban Proactive Practice Workshops

273
participants in the Mental Health First Aid Program for legal professionals

Strengthening the profession

184
events held

15,284
registrations

6
conferences held

Building AML/CTF capability

94%
reported improved confidence in understanding their obligations

93%
reported improved awareness of key risks

89%
reported improved confidence in managing AML/CTF risks

The AML Hub alone attracted more than 8,700 users, 15,000 sessions and
20,300
page views

Supporting ethical and professional practice

4,346
inquiries resolved

2,965
attendees at tailored in-house ethics sessions

7,184
members covered under the Professional Standards Scheme



‘The LIV has been incredibly valuable for its practical support, advocacy for the profession and the relationships that come with being part of a strong legal community.’

Rosy Dean
Director, Burke Lawyers

Strategic journey

LIV evolution

The needs of the legal profession continue to evolve, and so too must the LIV.

Over the past eight years, the profession has navigated significant change; from the disruption of the COVID-19 pandemic to rapid advances in technology and AI, increasing regulatory complexity and changing community expectations. Throughout that time, the LIV has evolved to better support members, strengthen the profession and fulfil its purpose of advancing the administration of justice for the benefit of the Victorian community.

Our strategic direction has developed in step with that changing environment. Rather than altering course with each new challenge, successive strategic plans have built on the work of the last. Each has responded to the priorities of its time while strengthening the organisation's ability to serve members, advocate for the profession and create lasting public benefit. The strategic evolution below reflects that deliberate and disciplined approach.

The journey from **stabilising the foundations** to **positioning for growth** and now **delivering impact** is more than the progression of three strategic plans. It reflects the evolution of an organisation that has strengthened its governance, built organisational capability and developed the confidence to focus on broader outcomes for members, the profession and the community. Each strategic horizon has created a platform for the next strategy plan, ensuring the LIV has continued to evolve and build without losing sight of its purpose.

The 2026–31 Strategic Plan marks the next stage of that journey. It recognises the pace of change across the legal profession is unlikely to slow and that the LIV's role will continue to evolve alongside it. Guided by a clear purpose and informed by the progress of the past eight years, the strategy positions the LIV to support members through change, advocate for a strong and independent profession, and contribute to a justice system that is fair, accessible and trusted by the Victorian community.

The Strategic Plan is available on the LIV website at www.liv.asn.au/strategicplan.

The evolution of our strategy

2018–22
We stabilised the foundations

- This period marked a deliberate change in our structure and leadership to build the trust and confidence of the membership and key stakeholders.
- Our members supported once-in-a-generation governance reforms to enable the LIV to be more agile, future-focussed and aligned to the risks and opportunities the profession and we would encounter
- It was a time for listening, strengthening internal capability and resetting the foundation for future direction
- The global pandemic brought with it significant shifts in the legal sector, community expectations and how the law operated. We pivoted, drove change and supported the profession during this time.

2022–26
We positioned for growth

- In the wake of the pandemic, we responded to fundamental shifts in community expectations of legal professionals, the operation of the justice sector and how legal practices were managed.
- This was a time for embedding resilience, rethinking service delivery and evolving our value propositions to grow our membership and meet the needs of a changed environment.
- We had a focus on changing aspirations within the profession – diversity and inclusion, health and wellbeing, and our continual emphasis on promoting high standards of ethics and professional practice for the benefit of consumers of legal services.

2026–31
We will deliver impact

- Our next strategic horizon is bold and ambitious. We are embarking on a period of innovation, transformation and growth.
- This strategy positions us to enhance our leadership of the profession and service to the community as we encounter new challenges and opportunities. These include adopting new technologies, ensuring the sustainability of legal practices to provide access to justice, strengthening connections across the profession and ensuring reliable access to legal services for those in the community.

Highlights from our 2022–26 Strategic Plan

One of the year's significant achievements was the completion of the 2022–26 Strategic Plan* six months ahead of schedule. This milestone reflected several years of disciplined execution across the organisation and provided an opportunity to commence planning for the 2026–31 Strategic Plan.

Influence and lead to uphold the rule of law for the benefit of the community

Driving meaningful reform to strengthen justice

356
policy submissions

Ensuring the public hears a strong, credible voice

454
media mentions

Standing beside practitioners with expert guidance

10,776
practice enquiries resolved

Expanding public protection and trust

6,898
members of the Professional Standards Scheme

Support and grow a connected and engaged community of members

Building a strong community of professionals

Membership up
18.3% to
21,518

Providing a legal lifeline for the public

165,800
referrals



Transforming how the community and practitioners find resources and support



Leading change in legal culture, lawyer wellbeing and resilience

Transform, evolve and enhance the performance and capability of the legal profession through lifelong learning



Equipping the profession to thrive in a fast-changing world

Delivering learning, networking and professional growth opportunities

421 events
37,406
attendees

Cementing legal excellence

16
LIV Accredited Specialist fields



Strengthening the future of the profession

*Metrics 1 July 2022 – 30 June 2025
Please refer to LIV 2023, 2024 and 2025 Annual Reports for additional information

2026-31 Delivering impact

Over the past year, the LIV has concentrated its efforts on producing the 2026–31 Strategic Plan, ushering in a new era of delivering meaningful impact. Built around five strategic pillars and supported by five internal priorities, the Strategic Plan provides a roadmap for strengthening the profession, delivering greater value for members and creating lasting benefits for the Victorian community.

Our strategic pillars

COMMUNITY

1 We advocate for a legal system that is accessible and fair, and serves the community

- We advocate for equitable access to justice, removing barriers to participation
- We influence law reform and public policy to strengthen the legal system for public benefit
- We promote public confidence in the rule of law
- We promote the independence and integrity of the legal profession to protect the community

2 We support a resilient and sustainable community through the practice of law

- We boost economic growth and community resilience by supporting the practice of law through innovation, collaboration and initiatives that enable legal practices to flourish
- We advocate for the critical role of the legal profession in upholding the rule of law
- We support public trust and confidence in the rule of law to promote justice and thereby contribute to economic growth and community resilience
- We support legal practices across the state to ensure suburban and regional communities have reliable access to legal services

LEGAL COMMUNITY

3 We represent and connect the legal community

- We advocate for a strong and viable legal profession by engaging with government and regulators to influence reforms that advance justice, ensure fair regulation and create a sustainable and resilient legal system
- We provide authoritative legal insights that promote the rule of law, support the effective administration of justice and advance access to justice
- We foster connection across the legal sector by strengthening networks and promoting collaboration among legal professionals

MEMBERS AND LEGAL PROFESSIONALS

4 We help legal practices of all sizes operate smarter and grow stronger for the communities they serve

- We lead discussion about the future of law, including legal technology, ethics and standards, to ensure the profession remains responsive to community needs
- We equip legal practices of all sizes with tools, education and advice to help them grow, adapt to community expectations and meet future challenges
- We create opportunities for legal practices to operate smarter and grow stronger so that they remain sustainable into the future

5 We support our members and legal professionals build expertise and community throughout their careers

- We support our members and legal professionals with building their expertise through resources and education
- We promote professional ethics and standards among our members and legal professionals to foster trust, accountability and integrity across the legal profession
- We promote the wellbeing and resilience of our members and the legal profession, individuals and those who support them
- We support our members and legal professionals throughout their career, and their inclusion in, and long-term contribution to, the community and the profession

Internal priorities



Building a high-performing team

We will invest in leadership and individual capability to build a high-performing team that delivers excellence for members and the community

We will empower our people and provide an environment in which we will lead innovation by embedding a continuous improvement mindset



Delivering service excellence

We will ensure our products and services are sustainably resourced, balancing current operational needs with investment for the future

We will complement the work of the Victorian Legal Services Board and Commissioner (VLSB+C) to promote consumer confidence in, and the integrity of, the profession



Ensuring sustainability

We will make strategic use of our resources to support innovation and growth while protecting long-term financial stability

We will strengthen our sustainability by growing, diversifying and scaling our products, services and support



Leveraging technology

We will use technology to personalise and deliver our products and services as seamlessly as possible, exceeding the expectations of our communities

We will modernise our technology to enable us to make data-driven decisions and work more efficiently

Living our values

We will underpin all our activities with efficient and effective governance to ensure transparency, integrity and accountability, giving our members and the community confidence in our leadership and trust that we hold ourselves to the highest standards.

To bring the strategy to life, an Operational Plan sets out how the LIV will achieve the strategic objectives over the next five years, through a balanced portfolio of initiatives that strengthen the profession, deliver measurable community benefit and support a sustainable, modern organisation. This strategic foresight ensures the LIV remains agile and responsive to the evolving needs of its members and the broader legal community.

The Strategic Delivery Framework connects strategy with execution through clear governance, effective planning and intentional ways of working. It ensures priorities are aligned to strategic objectives, decision making is transparent and accountable, and progress and impact are consistently monitored. Through defined processes, roles and delivery practices, the framework supports collaboration, manages risk and helps ensure strategic initiatives are delivered efficiently, effectively and with measurable outcomes.

Overall, the Strategic Plan highlights the LIV's commitment to strengthening the legal profession, supporting its members and advancing access to justice for the benefit of the Victorian community. Through advocacy, leadership and collaboration, the LIV works to promote a fair, accessible and resilient legal system; represent and connect the legal community; and help legal professionals and practices thrive. The Strategic Plan positions the LIV to continue to create positive outcomes for members, the profession and the communities it serves.

Pillar 1 Community:

We advocate for a legal system that is accessible and fair, and serves the community



Honourable Sonya Kilkenny MP
Victorian Attorney-General

Advocacy and law reform

The LIV continued its advocacy on law reform that is centred on rule of law, access to justice and administration of justice.

For the financial year 2025–26, the LIV provided input into 211 consultations, across both Victorian and commonwealth jurisdictions. This included targeted confidential consultation to ensure the voice of the Victorian legal profession is heard in ongoing law reform conversations.

The LIV is a member of the Law Council of Australia (LCA) to represent Victoria on commonwealth law reform issues.

The LIV also accepted invitations to appear at several parliamentary inquiries, including:

- the Legislative Council Legal and Social Issues Committee's Inquiry into the redevelopment of Melbourne's public housing towers
- the Integrity and Oversight Committee's Inquiry into the adequacy of the legislative framework for the Independent Broad-based Anti-corruption Commission (Inquiry into the IBAC Act)
- the legislative council legal and social issues committee's Inquiry into claims made through the Transport Accident Commission (TAC).

Key policy submissions for FY 2025–26

Practical Legal Training reform

The LIV provided a strong voice to highlight the effects of proposed changes to the Practical Legal Training (PLT) framework for Victorian legal practitioners and students in regional and remote areas.

A national review of legal education and PLT is timely and necessary. The review must ensure PLT continues to adapt to meet the contemporary needs of students and employers, as well as community expectations. There is consensus in the sector that the legal professional skills required of graduates have changed significantly since the last major PLT review in 2017. This is reflected in the National Survey findings, which identify clear opportunities to improve PLT and achieve a better cost-value ratio for participants.

The LIV supports continuous improvement in legal education. However, we are concerned about several aspects of the proposed reforms.

- They are likely to have a significant impact on working, regional, rural and remote law graduates. The reforms risk limiting broader access to justice for these communities.
- It is unclear whether the reforms will deliver cost savings for students, which was a major driver of the review. There is a risk that reforms may simply shift costs, resulting in higher university fees or lower graduate wages.
- The impact on small law practices needs careful consideration. Practices may face a loss of staff for extended periods due to requirements for face-to-face learning. They may also face additional regulatory burdens as they adapt their employment practices to meet new post-admission legal training requirements.
- The timing of the reforms is a further concern. Rushing reforms without proper consideration of jurisdiction-specific effects and a thorough interrogation of evidence and assumptions could produce unintended negative outcomes.

The LIV continues to advocate for careful, evidence-based reform that prioritises equitable access and a sustainable future for the profession.

Proposed amendments to the National Disability Insurance Scheme (NDIS)

The LIV highlighted its concerns about how proposed amendments to the NDIS framework could affect access to justice and administrative of justice. The LIV provided its submission through the LCA and joined efforts to extend the consultation period. This extension aimed to ensure that stakeholders had adequate time to consider the full impact of the proposed changes.

The LIV identified the following key issues for committee examination during the review of the *National Disability Insurance Scheme Act 2013* (Cth) (NDIS Act) reforms:

- the proposed changes introduce a fundamental tension by embedding financial sustainability and consistency into the objects and principles of the NDIS Act
- the cumulative effect of the reforms risks hindering access to justice for people with disability
- the proposed reforms appear to reallocate burdens, responsibilities and duties onto participants and providers, raising concerns about the impact on these groups
- the reforms include new civil penalties and increased regulatory and information gathering powers, which require careful consideration to protect the rights of affected parties
- the LIV recommends improvements to ensure responsible use of automated administrative and evaluative actions under the scheme
- the LIV highlights additional concerns about the unequal impact of the reforms on women.

The LIV will continue to advocate for reforms that support fairness, access and the rights of people with disability.

Genetic tests and life insurance

The LIV provided a submission to Treasury about the draft legislation that would ban life insurers from using adverse genetic test results to deny coverage, raise prices or set unfair conditions.

The LIV highlighted a potential loophole in the draft legislation could have led to unintended consequences, where life insurers could still use genetic testing information if applicants shared favourable results to receive cheaper premiums. This would still have disadvantaged individuals with less favourable genetic testing results.

The proposed legislation was amended to reflect the LIV's concerns.

Legal assistance funding

The LIV approached 18 Members of Parliament (MPs) to advocate for increased funding for the legal assistance sector. These members either had relevant portfolios, sat in electorates with high levels of legal assistance work or had experience in the legal sector. This led to meetings with eight MPs. For each meeting, the LIV developed targeted electoral profiles containing information provided by Victoria Legal Aid (VLA). Each highlighted trends relating to the declining number of firms delivering legal aid work and the value of grants of aid in each area.

While many were sympathetic to the funding crisis, certain MPs identified that, to advocate for this issue in a tight fiscal environment, they required a figure that reflected the cost to Victorians of allowing the legal aid sector to collapse. The LIV has since met with academics, private consulting firms and others to investigate commissioning economic modelling on this issue.

Legal assistance funding is also the centrepiece of the LIV's 2026 Call to Parties. There will be dedicated media supporting the Call to Parties, which will draw upon the legal assistance experiences of our committee members.

Call to Parties

The LIV has engaged in widespread consultation with LIV committee members, Victorian heads of jurisdiction, the VLSB+C, VLA, the Federation of Community Legal Centres (FCLC) and other relevant stakeholders to develop the 2026 Call to Parties. This culminated in an embargoed copy of the LIV's 2026 Call to Parties being finalised and sent to major and minor parties on 8 July 2026.

The Call to Parties focuses on six key objectives for the 61st parliament, shaped by the shared priorities of our members and other legal advocacy bodies:

- making Victoria the state of choice for business
- funding critical need in the justice system
- navigating the opportunities and challenges of AI
- safeguarding the rule of law
- addressing the causes of crime
- protecting democratic participation.

The Call to Parties will be launched to members and the public on 21 July 2026. A communications plan will guide the launch and delivery of key messages via the *LIJ*, social media channels, media releases and podcast episodes to be recorded and released on select topics in the second half of 2026. The Attorney-General and Shadow Attorney-General have been invited to provide their responses to the Call to Parties on the LIV's Cross-Examined podcast.



Rule of law

The LIV has also worked indirectly towards preserving the rule of law by:

- contributing to the LCA's forward work plan in relation to civics education by providing examples of best practice materials and information from a Victorian context (17 March 2026)
- issuing a media release querying the validity of a report being used to justify criticism of the number of suppression orders issued in Victoria (3 March 2026)
- contributing to the development of the LCA's Legal Professional Privilege Guidelines 2026, including guidance on client legal privilege where government agencies are auditing or querying claims made by firms in an AML/CTF context (15 June 2026).

Stakeholder engagement

The Legal Policy team has had 58 stakeholder engagements during the period 1 July 2025 to 30 June 2026. Engagements included consultations with:

- government departments, such as the Department of Justice and Community Safety (DJCS) and the Department of Transport and Planning (DTP)
- MPs
- heads of jurisdiction
- various members of the Judiciary and the Victorian Civil and Administrative Tribunal (VCAT)
- commissioners, such as the Youth Crime Commissioner and the Victorian Small Business Commissioner
- expert panels, such as the Owners Corporation Expert Panel and VLA's Mental Health Expert Panel Report
- roundtables involving stakeholders including the Victorian Aboriginal Legal Service (VALS), VLA, Victorian Police, Land Use Victoria, PEXA, Real Estate Institute of Victoria (REIV), ARNECC and the FCLC.

The LIV and expert members from its Section Committees were also invited to appear at parliamentary hearings to provide evidence, including the Victorian Integrity and Oversight Committee's Inquiry into the IBAC Act and the Legislative Council Legal and Social Issues Committee's public hearing on TAC claims.



CASE STUDY

2026 Justice Leaders AI Forum

The Victorian Justice Leaders AI Forum, convened by the LIV in collaboration with the Victorian Attorney-General Sonya Kilkenny, brought together justice sector leaders to identify priority actions on AI, with a focus on improving access to justice, delivering economic benefits to Victoria and maintaining trust in the legal system.

Participants discussed practical and policy responses to pressing issues emerging as AI adoption accelerates, including governance, accountability, capability building, investment, safeguards, responsible use, implications for legal education and training and opportunities to improve efficiency and justice outcomes for the community.

More than 130 leaders from Victoria's legal and justice system attended the forum in Melbourne, including heads of jurisdiction from state and federal courts, regulators, law firm leaders and government and regulatory authority executives.

'My thanks to the Law Institute of Victoria for organising the Victorian Justice Leaders AI Forum, especially its CEO, Adam Awty, and to the Honourable Sonya Kilkenny MP, Attorney General, for partnering with the LIV on such an important initiative'

The Honourable Chief Justice Richard Niall
Supreme Court of Victoria

Public policy influence – proactive advocacy

Inquiry into the IBAC Act

The LIV provided a submission to the Victorian Parliamentary Integrity and Oversight Committee's Inquiry into the IBAC Act. The LIV submission provided several recommendations. However, it primarily called for the lowering of the threshold definition of 'corrupt conduct' under the IBAC, so that it may include more instances of 'grey corruption', which is corruption that does not meet a criminal offence threshold but is serious enough to threaten confidence in public administration integrity. The LIV was subsequently called to appear before the Committee at a public hearing to advocate for its views.

The Final Report extensively referenced the LIV's views. In some cases, it relied on LIV input for its final recommendations. For example:

- 'Further, as suggested by the LIV, the Committee recommends amending the *IBAC Act 2011* (Vic) to mandate that IBAC must state, in its relevant reports, that its duties and functions only relate to investigating and providing findings about allegations of corrupt conduct and police personnel misconduct, and that this does not amount to findings of criminal guilt.' (Page 116)
- The report recommended that the Victorian government seek to broaden the definition of 'corrupt conduct' in s4 of the *IBAC Act 2011* (Vic), to remove the requirement that conduct constitute a relevant offence and include matters involving a serious disciplinary offence, misconduct worthy of termination or other relevant offences or instances considered in breach of public trust in the public officer by reason of their appointment as a public officer.

Building (Statutory Insurance Scheme) Amendment Regulations 2026 (June 2026)

Members of the LIV Property Law Committee raised concerns about amendments to the *Building Act 1993* (Vic). These changes are meant to implement the Victorian government's First-Resort Home Warranty Scheme. However, the committee noted that the amendments had a legislative gap that accidentally excluded people who buy homes that owner builders have constructed or renovated under a certificate of consent, contrary to intent. The amendments were due to commence from 1 July 2026. On 4 June 2026, the LIV wrote to senior executive leadership in the DTP to highlight the legislative gap. DTP confirmed that the framework likely excluded construction done under a certificate of consent - and that this would need to be rectified. The government passed the *Building (Statutory Insurance Scheme) Amendment Regulations 2026* (Vic) to close the gap and ensure the issue identified by the LIV was addressed.

'Victoria Legal Aid (VLA) values the important role the Law Institute of Victoria plays in supporting the legal profession. Through its work in professional development, advocacy and fostering engagement across the profession, the LIV helps sustain a strong, independent and connected legal profession. A skilled, ethical and well-supported profession is fundamental to ensuring Victorians can access high-quality legal services and to maintaining confidence in our justice system. VLA greatly values its constructive relationship with the LIV and looks forward to continuing to work with the LIV on issues that strengthen the legal profession and improve access to justice for Victorians.'

Toby Hemming
CEO, Victoria Legal Aid



Pillar 2 Community:

We support a resilient and sustainable community through the practice of law



Hugh de Kretser
President of the Australian Human Rights Commission

LIV Find Your Lawyer Referral Service

The LIV Find Your Lawyer Referral Service provides access to legal services to the public and continues to be a trusted and reliable entry point to navigate the legal system. Clients are regularly referred to the service by other organisations in the legal assistance sector, including VLA, the courts, community legal centres and Justice Connect.

Member firms provide a free interview of up to 30 minutes for clients of the service to discuss their legal issue with a lawyer, determine the available options and obtain an estimate of costs to proceed.

The referral service has three entry points:

- Monday to Friday, 9am–12.30pm and 1.30pm–4.30pm, handling about 3,300 requests per month
- online self-service – a directory of participating firms, it is searchable by location, legal issue, area of law or firm name, and can be refined by language, accessibility and no-win, no-fee where applicable
- an online request form or email with a 24-hour turnaround time.

Assistance is most often sought with general dispute resolution; general employment and workplace relations issues; termination of employment; motor vehicle damage and traffic offences; and wills, probate and estates.

Modernising the referral service through AI

The LIV is modernising the referral service with the introduction of AI-enabled digital tools designed to enhance the experience of help-seekers while improving operational efficiency. This initiative responds to greater demand for legal referrals by addressing unanswered calls and inquiries received outside operating hours. It also reflects a strategic shift from a largely self-service model towards more guided and personalised assistance, leveraging emerging technologies to improve accessibility and responsiveness.

During 2026, work was done to establish requirements for an AI-enabled referral service. This included development of functional and non-functional requirements, recommended architectural approaches and key assumptions to inform development and implementation.

The improved service availability will enhance user experience and more efficient referral management.

Law Week

The LIV continued its longstanding support of Victorian Law Week, an annual initiative led by the Victoria Law Foundation that promotes community understanding of the law, legal rights and the justice system.

In 2026, Victorian Law Week was held from 18 to 24 May and featured a range of free and low-cost events delivered online, face-to-face and in hybrid formats.

As part of the program, the LIV hosted practical education sessions for both legal professionals and the broader community. Key topics included:

- **family violence and pets** – the session explored the growing intersection between pets, family law and family violence, highlighting how pets frequently show up in family violence dynamics, whether as victims, tools of coercion or central considerations in separation.
- **new changes to rental laws and your rights as a tenant** – focusing on recent changes to Victorian rental laws and explaining what has changed, what those changes mean in practice, and the rights and responsibilities of tenants, landlords and agents
- **elder and succession law** – substitute decision making in Victoria – this session explained the different types of substitute decision makers and their roles, from guardians and administrators to medical treatment decision makers.

377
firms in the referral network

5,600
online requests for assistance

48,000
inquiries received

53,600+
referrals facilitated



2025 LIV Victorian Legal Sector Dinner

The Victorian Legal Sector Dinner has proven to be one of the LIV's most significant annual events, bringing together leaders from the legal profession, judiciary, government and business community to celebrate the achievements of the legal sector.

The event provides a valuable forum for networking, professional engagement and discussion of key issues affecting the legal profession, while strengthening relationships across the sector. The 2025 keynote address was delivered by the Hon Chief Justice Niall of the Supreme Court of Victoria.

The evening featured a diverse program of engaging experiences and entertainment. As part of the LIV's ongoing commitment to its Reconciliation Action Plan, the event also included an exhibition of artwork from not-for-profit organisation The Torch.

The Torch delivers the Statewide Indigenous Arts in Prisons and Community Program within the Victorian Aboriginal Justice Agreement. The program recognises the important role of culture, artistic expression and cultural identity in supporting the rehabilitation of First Nations peoples affected by incarceration.

The Torch exhibition provided guests with an opportunity to engage with First Nations art and stories while reinforcing the LIV's commitment to reconciliation, cultural awareness and meaningful community partnerships.

National Access to Justice and Pro Bono Conference 2025

The ninth National Access to Justice and Pro Bono Conference was successfully delivered in Melbourne in October 2025, bringing together Australia's legal assistance sector with the theme 'Transforming Systems, Empowering Communities'. The conference was co-hosted by the LCA, the Australian Pro Bono Centre and the LIV, bringing together thought leaders and legal professionals dedicated to improving access to justice.

Across the two-day conference and gala dinner, attendees had the opportunity to attend sessions, approach current challenges, and share knowledge and best practices.

More than 500 representatives from private practice, community legal centres, legal aid commissions, Aboriginal and Torres Strait Islander legal services and family violence prevention legal services discussed how governments, not-for-profits and the legal community could better support access to justice for all, particularly people experiencing difficult challenges in their lives.

Elena Rosenman, Chair of Women's Legal Services Australia, Antoinette Braybrook AM, CEO of Djirra, Pia Briac, Solicitor in Charge at the Domestic Violence Unit of Legal Aid NSW and Dr Tessa Boyd-Caine, CEO of ANROWS.

‘Disaster Legal Help Victoria demonstrates the legal profession at its best – coordinated, timely, practical, trauma-informed support when people need it most. Through this important partnership, Victorians can access trusted legal assistance and information as they recover and rebuild their lives.’

Louisa Gibbs
LIV Deputy President, and CEO,
Federation of Community Legal Centres



Disaster Legal Help Victoria

The LIV continued its partnership role in Disaster Legal Help Victoria (DLHV), a service that coordinates legal assistance and community legal education for people affected by natural disasters. DLHV brings together the LIV, VLA, Justice Connect, the FCLC, the Victorian Bar and VALS to provide timely legal information, referrals and support following disaster events.

Throughout 2025–26, DLHV supported communities affected by bushfires and other emergencies by providing access to legal information and assistance on issues including insurance claims, tenancy and housing matters, property damage, financial hardship, replacement of important documents and family law concerns. DLHV also connected affected individuals with local legal assistance providers and community legal centres.

The LIV played an important role in engaging the legal profession to support disaster recovery efforts. Throughout the year, it continued to build a network of volunteer lawyers and promote legal sector preparedness, helping ensure communities affected by disasters could access timely legal support when needed.

In addition to response activities, DLHV continued its work building community resilience through legal preparedness resources and public legal education, helping Victorians better understand and manage legal issues before and after disasters.

Benchmarking the Costs and Challenges of Running a Legal Practice

The LIV conducted important research to understand the costs, challenges and opportunities for those running law firms in Victoria in 2025. The research had two key aims:

- to enable the LIV to advocate more effectively on key issues such as the burden of additional regulation on legal practies and the overall sustainability of the legal sector
- to offer participating law firms a detailed insights report for benchmarking operating costs, productivity and key challenges against other similar practices.

The challenges and costs that legal practices reported differed considerably by their firm’s characteristics, especially their size. Firm size was determined by the number of full-time equivalent (FTE) partners, rather than the number of total FTE within a firm:

- sole practitioners are defined as firms with one or fewer FTE partners
- small-to-medium firms have more than one and up to 10 FTE partners.

Productivity and legal assistance insights were also drawn from the research.

- Twelve per cent of firms currently provide legal assistance, with most (74%) survey respondents stating they have never provided these services. Of the firms that currently provide legal assistance, the greatest proportion provide summary crime and family law services. The primary reasons these firms provide legal assistance are that it helps vulnerable members of the community and it supports revenue while building other income streams.
- Although this is a small sample size and may not be representative of the broader population of firms, the firms surveyed reported considering ceasing or being unsure if they will cease legal aid provision, attributing fees and fee structures as the key driver. Onerous administration requirements were also commonly identified as a reason firms stop legal aid work.
- Challenges were experienced by all firm sizes, with recruitment a key challenge for sole practitioners, especially those located in regional Victoria. Client-related challenges were related to managing their expectations, especially the costs of matters, attracting new clients, finding trusted practitioners for referrals and managing client communications.
- More than half of sole practitioners, regardless of location, considered cybersecurity, along with data security, to be key technological challenges.
- Managing cash flow was the key financial and strategic challenge reported by sole practitioners, with budgeting and forecasting a common issue.
- The composition of expenditure was spread across four key areas: employment, accommodation, administration and insurances, with employment being by far the largest expense category.

Insights gained from this research will inform LIV learning development programs, products and resources.

Pillar 3 Legal community:

We represent and connect the legal community



Carina Ford AccS(Adm), AccS(Imm)
Managing Partner, Carina Ford Immigration Lawyers

Membership and representation

22,766
total members

23%
growth in student membership

The LIV recorded another strong year of membership growth in 2025–26, with practising full membership increasing by 2% and Student Membership growing by 23%. As a result, total membership reached 22,766 members.

This achievement builds on the sustained growth of recent years and reflects the LIV's ongoing commitment to supporting the profession through high-quality services, professional development opportunities and meaningful member engagement.

For the second consecutive year, the number of practising full members reached a record high, representing the largest cohort of practising members in the LIV's 167-year history. This milestone demonstrates the continued relevance and value of LIV membership to legal practitioners across Victoria.

Supporting the next generation of lawyers remains a strategic priority.

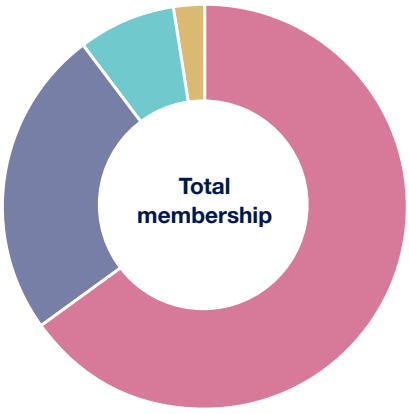
A vibrant and engaged early-career profession is essential to the long-term strength and sustainability of the legal sector. We were therefore delighted to see continued strong growth in student membership, with an increase of 23% to 5,627 members – the highest level recorded in eight years.

The LIV's membership profile continues to reflect broader national trends within the legal profession, with women comprising 56% of total membership. This representation highlights the ongoing evolution of the profession and the importance of ensuring that LIV services and programs meet the diverse needs of members at every stage of their careers.

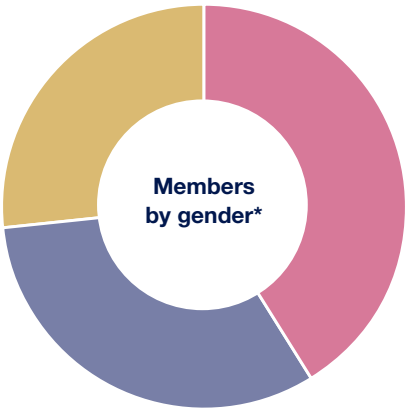
We are proud that the LIV continues to be relevant and accessible to practitioners across all parts of Victoria. Our membership is strongly represented across metropolitan, suburban and regional communities, reinforcing the LIV's role as the peak professional association supporting lawyers wherever they practise.

By developing a deeper understanding of the diverse needs of members across demographics, geographic locations and professional settings, we are better positioned to tailor our services and support. This includes recognising the distinct requirements of practitioners working in private practice – across large, mid-sized, small and sole practices – as well as those employed in government, legal assistance and in-house roles.

Through this member-centred approach, we actively design and deliver offerings that provide meaningful value, support professional success and align with the evolving expectations of members and their employers.

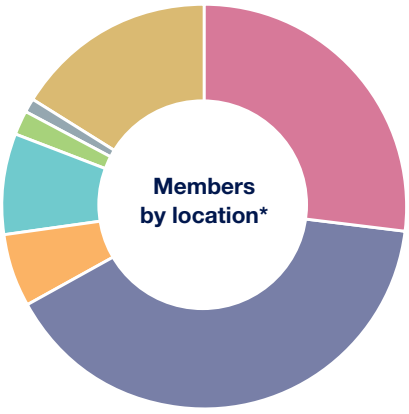


Practising full member	14,855
Student member	5,627
Affiliate member	1,771
Honorary member	513



Female	9,363
Male	7,350
Not specified	6,054

*Gender data continues to degrade as non-mandatory. Trends continue to largely reflect national profession trends (female-dominated). % information in previous annual reports has included percentages based on M/F data only and should continue for this comparison to remain relevant.



City	27%
Suburban	40%
Provincial city	6%
Country	8%
Interstate	2%
Overseas	1%
Not specified	16%

*Where location data is available.



‘As a member of the LIV for close on 40 years, an active member of the Property Law Committee for most of that time and more recently a member of the PELS Executive, I’m keen to promote the vital work of the Law Institute and the opportunities it provides for giving of one’s time and talents for the betterment of the profession and the wider community in a spirit of generous and collegial service.’

Michael Dowling AccS(Prop)
Special Counsel, Russell Kennedy

Emerging Lawyers

Emerging Lawyers (formally known as Young Lawyers) is a collegiate community of law students, graduates and junior lawyers with up to six years' post-admission experience.

Supporting the next generation of lawyers in a rapidly changing profession entered a new phase this year. In February 2026, the LIV changed the section name from Young Lawyers, in use since 1979, to Emerging Lawyers (EL) to better reflect the diversity and professional growth of members. This change created a more inclusive and representative identity for an evolving membership and emphasised their role in shaping the future of the profession.

In 2025–26, the EL community grew to 9,265 members. Led by EL President Samira Lindsey, executive and sub-committees support the career journey of emerging lawyers from university to admission and practice. Through the work of EL committees, students and lawyers collaborate to develop legal skills, professional knowledge and networks, this year resulting in more than 80 in-person and hybrid meetings, seminars and events.

In 2025–26, EL focused on supporting the career development of junior lawyers and strengthening their engagement with the LIV. The Emerging Lawyers Professional Development Program and the new Emerging Lawyers in Practice series gave junior lawyers opportunities to build professional skills, practice-based knowledge and networks. Close collaboration with the LIV policy sections led to greater participation by EL in submissions and co-hosting of events and seminars for junior lawyers. These initiatives strengthened the connection between junior lawyers and the broader LIV community, further supporting their growth within the profession. The new LIV Emerging Lawyers Award and LIV Emerging Lawyers Writing Competition also recognised the important contribution of junior lawyers to the future of the profession.

The LIV continued to strengthen its role as a bridge between law school and the profession. LIV Legal Career Pathways and the Beyond Law School series drove growth in student membership and engagement with the LIV. The new name creates a more inclusive identity for all law students, especially those studying law later in life.

Highlights

- Annual events included Welcome to the Profession, Legal Career Pathways and the Victorian Golden Gavel Competition.
- The inaugural Emerging Lawyers Writing Competition was launched.
- The Emerging Lawyers in Practice series gave junior lawyers the opportunity to learn from judicial officers and senior practitioners.

Community grew to

9,265

members

'Emerging lawyers are the future of our profession, and investing in their development is an investment in the future of justice. The Emerging Lawyers Section provides opportunities to build capability, foster meaningful professional connections and develop the next generation of leaders who will shape the legal profession and serve the Victorian community.'

Samira Lindsey
Emerging Lawyers President



Law associations

Regional and suburban law associations

The LIV continues to work closely with the 10 regional and five suburban law associations, strengthening partnerships and ensuring the perspectives of both associations and their members are reflected across the LIV and the broader profession. These relationships also help the LIV stay connected to the experiences of members serving their local communities.

A key component of this partnership is the annual Law Associations Presidents Day, which brings together all the law association presidents for a dedicated discussion on the priorities and needs of regional and suburban practitioners and the communities they serve. The ongoing support of the presidents, their committees and association members is critical in helping the LIV identify opportunities to deliver more personalised, targeted services and support regional and suburban legal professionals.

This collaboration is further strengthened through the Regional and Suburban Series webinars, which deliver high-quality, tailored continuing professional development (CPD). These webinars ensure accessible professional development for practitioners regardless of location.

Regional and suburban visits

The LIV CEO and membership team continued to engage directly with members across suburban and regional Victoria with visits to local communities, helping strengthen relationships and maintain ongoing dialogue with members.
Visits included:

- Legal Laneway Breakfast marking the beginning of the legal year
- Geelong Opening of the Legal Year
- Ballarat Opening of the Legal Year Breakfast
- Horsham Opening of the Legal Year Breakfast
- Shepparton Opening of the Legal Year Breakfast
- Southern Solicitors Law Association CPD Dinner
- Northern Suburbs Law Association CPD Dinner
- Eastern Solicitors Law Association CPD Dinner
- Western Suburbs Law Association CPD Dinner

417

participants in 12 regional and suburban Proactive Practice Workshops

Proactive Practice Workshops

LIV Proactive Practice Workshops remained a key feature of the 2025–26 year, with an expanded program delivering a broader range of content and speakers to members in the regions and suburbs.

Covering topics such as supervision, wellbeing, AML/CTF compliance, succession planning, ethics and insurance considerations, the workshops provided members with practical insights into current and emerging challenges. Supported by a panel of LIV and affiliated experts, participants were equipped with the knowledge and resources needed to navigate change and plan confidently for the future.

Twelve workshops were delivered, including:

- **July 2025** – Bendigo Law Association, Southern Solicitors Law Association, Gippsland Law Association
- **August 2025** – Geelong Law Association, Mornington Peninsula Law Association
- **September 2025** – North East Law Association, Goulburn Valley Law Association
- **October 2025** – Ballarat Law Association, Wimmera Law Association
- **April 2026** – Western Suburbs Law Association
- **June 2026** – Southern Solicitors Law Association, Bendigo Law Association

‘Regional lawyers play a vital role in ensuring communities across Victoria can access high-quality legal services. Through our partnership with the LIV, we strengthen the voice of regional practitioners, share local perspectives and work together to support a profession that serves every corner of the state.’

Juliana Smith
LIV Deputy President and Member Director (Regional Legal Practitioner category)



‘Tarwirri plays an important role in supporting and amplifying the voices of Aboriginal and Torres Strait Islander lawyers across Victoria. Our partnership with the LIV reflects a shared commitment to building a legal profession that is more inclusive, culturally safe and strengthened by the perspectives and leadership of First Nations practitioners.’

Andrew Williams
President, Tarwirri



Diverse law associations

The 18 culturally and linguistically diverse (CALD) law networks associated with the LIV continue to reflect the breadth and diversity of Victoria’s legal profession. The LIV supports these groups in a variety of ways, including by meeting with their presidents, providing a valuable forum to share perspectives and discuss opportunities and challenges affecting their members and communities.

It has been particularly encouraging to see CALD associations deliver events that promote inclusion and engagement across the profession. Notable examples include the Tarwirri Blak Letter Law Gala 2026 and the Muslim Legal Network’s Annual Grand Iftar Dinner.

During 2025–26, the LIV was pleased to welcome the Assyrian Law Association Victoria and the Latin Legal Network Australia as new additions to this growing network.

Participating associations include:

- African Australian Legal Network
- Asian Australian Lawyers Association
- Assyrian Law Association Victoria
- Australian Hazara Legal Network
- Australian Indian Lawyers Network
- Australian Italian Lawyers Association
- Disabled Australian Lawyers Association
- Filipino Australian Lawyers Association
- French Australian Lawyers Society
- Hellenic Australian Lawyers
- Latin Legal Network Australia
- LIVOut
- Melbourne Catholic Lawyers’ Association
- Muslim Legal Network
- North American Australian Lawyers Alliance
- Tarwirri
- Victorian Christian Legal Society
- Victorian Women Lawyers

Sections and committees

The LIV's sections and committees play a key role in assisting with advocacy efforts by undertaking research, preparing submissions and arranging for expert guest speakers to attend committee and stakeholder meetings.

The sections and committees also support the LIV's constituent roles with state and national bodies, including the LCA. The section and committee structures allows committee members to maintain strong relationships with the wider legal community including the courts, government and various regulatory bodies and service providers.

Administrative Law and Human Rights Section

The Administrative Law and Human Rights (ALHR) Section advocates for law reform and policy development on human rights and social justice issues across a range of areas. This includes legal issues relating to First Nations peoples, administrative law, constitutional law, migration and refugee law, and laws relating to animal welfare.

Highlights

- The ALHR Section welcomed the Diversity Committee as a sub-committee following a resolution by the LIV Board to dissolve it as a committee of Council. The Diversity Committee promotes cultural change within the legal profession to support diversity and equal opportunity. It works on a range of initiatives to address systemic gender inequality and champions diversity in First Nations peoples' representation, disability, sexual orientation and identity, and cultural awareness.
- The Human Rights Committee ran a series of articles commemorating the 20th anniversary of the *Charter of Human Rights and Responsibilities Act 2006* (Vic) in the *LIJ*. Articles focused on the right to freedom from unlawful or arbitrary interference with privacy, family, home or correspondence, potential reforms to the Victorian Charter and how it can be used to protect the public from abusive strategic lawsuit against public participation (SLAPP) lawsuits.
- The Human Rights Committee held its second event, Securing Better Housing Outcomes for Victorian Tenants, as part of the Human Rights Conversations series on 13 November 2025, which focused on concerns regarding housing supply and tenancy rights.
- The ALHR Section made a submission to the Legislative Council Environment and Planning Committee on the Inquiry into the 2026 summer fires across Victoria with contributions from LIV members practising in regional and rural areas, the Regional Lawyers Reference Group, the Animal Law and Welfare. Committee, the Environmental Issues Committee and VALS. This cross-committee submission contained case studies from practitioners outlining their experiences providing legal services during and after natural disasters and outlined the disproportionate impact of disasters on First Nations clients.
- The Migration Law Committee has consistently raised matters with the LCA for attention by the Department of Home Affairs about issues arising with the migration program, particularly in terms of the visa application process, correspondence with the department and processing delays.
- The Animal Law and Welfare Committee, provided a letter to the Minister for Outdoor Recreation outlining its concerns regarding the regulation of native duck hunting in Victoria.
- The ALHR Section held a Migration Lawyers Networking Night in November 2025, bringing together refugee and migration lawyers from diverse backgrounds to connect and build networks, with a second event planned for 2026.
- The Reconciliation and Advancement Committee provided a submission to the LCA on the UN Special Rapporteur on the Rights of Indigenous Peoples' visit to Australia and provided feedback to inform an LCA submission on the Joint Standing Committee on Aboriginal and Torres Strait Islander Affairs Inquiry into racism, hate and violence directed at Aboriginal and Torres Strait Islander people.

Agency Prosecutions Section

The Agency Prosecutions Section (APS) was established in 2024 and represents legal professionals who are involved in prosecutorial work on behalf of government departments and agencies, and other similar prosecutors. The APS provides a community for those involved in this niche area of practice who experience some unique professional challenges.

The APS meets regularly to discuss common issues affecting members' work, exchange relevant information, share cases of interest, develop advocacy work and scope the development of LIV's CPD events tailored for agency prosecutors. The APS has engaged in successful advocacy, including with Victoria Police in relation to the recording of Agency Prosecutions on the Law Enforcement Assistance Program (LEAP).

Highlights

- The APS established an education working group in early 2026 aimed at progressing the Section's CPD, including events, workshops and planning for the annual conference.
- The APS held its annual conference on 7 November 2025 at the RACV Club, featuring a keynote address from Emeritus Professor Arie Freiberg AM (Monash University Faculty of Law), alongside sessions on advocacy and court skills, coercive powers, wellbeing, civil injunctive relief, costs applications, sentencing reform for occupational health and safety (OHS) offences and ethics for agency prosecutors.
- The APS supported emerging lawyers through a career pathways event and outreach with law schools in early 2026, including a 'meet the profession' initiative at which APS hosted a successful booth, with a focus on supporting emerging lawyers within APS practice.
- The APS provided feedback regarding the implementation of the new Magistrates' Court of Victoria Case Management System, reflecting issues experienced by members since its rollout.

Commercial Law Section

The Commercial Law Section brings together practitioners with expertise across a broad range of commercial disciplines, including corporations law, charities and not-for-profit law, competition and consumer law, taxation and sports law. The Section provides a platform for members to examine legislative, regulatory and market developments; exchange specialist knowledge; and engage with emerging legal and policy issues. Through advocacy, education and professional collaboration, the Section contributes to law reform, supports the development of effective and responsive legal frameworks, and promotes best practice to help businesses, organisations and communities navigate an increasingly complex commercial environment.

Highlights

- The Competition and Consumer Law Committee hosted an event with the Australian Competition and Consumer Commission on its Sustainability Collaboration Guidelines, providing practical guidance on environmental, social and governance-related collaborations and competition law compliance.
- The Sports Law Committee, in partnership with Emerging Lawyers, delivered a successful Sports Law Career Pathways event, promoting engagement with emerging practitioners and showcasing opportunities in a growing area of practice.
- The Business and Corporate Law Committee engaged with the REIV on commercial leasing reform, retail leasing issues and potential joint advocacy on matters affecting Victorian businesses and investors.
- The Taxation and Revenue Committee prepared a submission on the ATO Vulnerability Framework and continued engagement on federal taxation and tax administration issues.
- The State Taxes Committee maintained engagement with the State Revenue Office and the State Taxes Consultative Council, providing practitioner expertise on state taxation matters.
- The Section continued to provide feedback on LIV precedents and practice resources, including the Partnership Deed Template and Sale of Business Contract, supporting practice excellence for members.

Costs Law Section

The Costs Law Section serves as the leading forum for practitioners with an interest in legal costs and costs regulation. It advances the profession's understanding of costs law, drives discussion on emerging challenges and reforms, and contributes to policy and advocacy initiatives that promote fair, transparent and efficient costs practices. Through education, collaboration and professional engagement, the Costs Law Section helps practitioners navigate an evolving regulatory environment, reduce the incidence of costs disputes and support outcomes that enhance client confidence, access to justice and the effective delivery of legal services.

Highlights

The Cost Law Section supported the profession through implementation of the *Supreme Court (Chapter I Costs Amendment) Rules 2024* (Vic), which introduced a new time-based regime for the recovery of party-party costs from 1 January 2025. The Section delivered education, advocacy and guidance on the practical implications of these significant reforms.

- The Section informed and delivered CPD programs, including the Regional and Suburban Series, which focused on:
  - the new hourly-rate costing regime
  - compliant costs agreements
  - Costs Court assessments under the new framework.
- The Costs Law Section provided detailed submissions to the Legal Services Council's Costs Thresholds Review, advocating for practical disclosure thresholds and greater clarity for practitioners operating under the Uniform Law.
- The Section successfully advocated, with the Litigation Lawyers Section, for the inclusion of a separate court book cost item in the Magistrates' Court Scale of Costs following the introduction of mandatory court book requirements.
- The Section has driven engagement with VCAT's review of costs arrangements and contributed to discussions regarding the possible development of a dedicated VCAT scale of costs, following the discontinuation of the former Supreme Court scale.
- The Section made submissions supporting the indexation of solicitors' fees, advocating for regular fee adjustments to reflect inflation and the increasing cost of legal service delivery.
- The Costs Law Section continued engagement with the Supreme Court Prothonotary regarding practitioner experience and operation of the Costs Court under the new costs framework.

Criminal Law Section

The Criminal Law Section (CLS) advocates for law reform and policy development in the criminal justice system. This is achieved through strategic advocacy, including by meeting with and providing submissions to entities including the Sentencing Advisory Council, Victorian Law Reform Commission, the LCA, government departments, parliamentary committees, courts and other stakeholders.

Highlights

- The CLS held a successful Criminal Law Conference in 2025. Themed Navigating Change & Innovation in Criminal Law, it focused on recent changes to bail laws and its practical impact on committal hearings, emerging technologies in legal practice and opportunities for prosecution and defence practitioners to collaborate more closely to facilitate open disclosure. The successful two-day conference attracted more than 200 delegates and featured two dozen speakers across 15 sessions.
- The CLS's Diversion Working Group welcomed new Chair Kate da Costa in 2026 and is continuing its efforts to expand the working group.
- The CLS's Practitioner Support and Wellbeing Action Group welcomed new Chair Kim McFarlane in late 2025, as well as the LIV Wellbeing Manager, who provided insight into ongoing initiatives and programs supporting lawyer wellbeing. The group is in the process of establishing a support panel and looks forward to continuing to support members of the profession.
- In 2025, Prison Conditions Sub-Committee advocated on a range of issues, including policies surrounding legal practitioner identification, client phone calls, the Melbourne Assessment Prison three-day notice requirement for professional visits and overcrowding in Melbourne prisons.
- In 2025, the Homelessness Law Sub-Committee wrote a letter to the Melbourne Lord Mayor raising concerns about the City of Melbourne's Security Guard Pilot Program. This resulted in an in-person meeting with the Head of Security, Safety and Amenities. Follow-up correspondence to the City of Melbourne regarding the Security Guard Pilot Program is in progress, along with a follow-up letter continuing the Sub-

Committee's earlier advocacy regarding the Begging (Alms) offence.

- Under the CLS, a Financial Assistance Scheme (FAS) Working Group was established to inform its representatives on the FAS Advisory Group convened by the DJCS. The Advisory Group continues to meet periodically to address administrative matters and discuss proposed amendments to the FAS Guidelines.
- The CLS provided feedback to inform a letter to VLA, which raised concerns regarding legal assistance funding and the pressures faced by private practitioners and supported the call for further government funding and clearer guidelines.
- The CLS provided feedback to the government on several criminal law reforms, including 'Post and Boast', 'Adult Time for Violent Crime', proposed ram-raid offences and several other bespoke criminal law proposals.

Disability, Elder and Health Law Section

The Disability, Elder and Health Law Section advocates for key reforms across areas of law affecting people's health, vulnerable older people in the community and people living with a disability. This includes issues relating to mental health, guardianship and administration, patients' rights, supported decision making and various forms of elder abuse.

Highlights

- The Elder Law Committee finalised a resource for older Australians, titled 'Your Decision-Making Rights as You Age', in collaboration with Seniors Rights Victoria (SRV) and Council on the Ageing (COTA) Victoria.
- The Health Law Committee prepared a submission to the LCA regarding the Australian Law Reform Commissions' Discussion Paper on the Review of Australia's Human Tissue Laws.
- The Elder Law Committee and Succession Law Committee hosted a Victorian Law Week event on substitute decision making.
- The Elder Law Committee contributed to the LIV's submission to the LCA on Treasury's consultation into preventing perpetrators of family violence from accessing victims' superannuation death benefits.
- The Elder Law Committee and Succession Law Committee prepared a submission to the LCA regarding the retention and destruction of testamentary documents.
- The Elder Law Committee liaised with the LCA's National Elder and Succession Law Committee regarding the use of automated decision making in the aged care setting, particularly the use of the Integrated Assessment Tool.
- Representatives from the Elder Law Committee and Succession Law Committee attended a consultation with VCAT to discuss persistent delays in supported decision-making matters.
- The Disability Law Committee, with feedback from the Health Law Committee, provided a submission to the LCA regarding the review by the Attorney-General's Department of the *Disability Discrimination Act 1992* (Cth).
- The Disability Law Committee and Health Law Committee contributed to an LIV submission into the banning of genetic testing in life insurance contracts.
- The Disability Law Committee provided a submission to the LCA on the new NDIS framework planning rules.
- The Disability Law Committee provided a submission to the LCA in response to the Senate Committee's Inquiry into the proposed reforms to the NDIS Act.

Family Law Section

The Family Law Section (FLS) informs and supports its members through regular communication with the Federal Circuit and Family Court of Australia (FCFCOA), government and the community on family and relationship law matters. The FLS regularly engages in advocacy on key family, property, financial and parenting matters, including family violence. The FLS Executive Committee oversees several sub-committees and working groups with a focus on aspects of family law practice.

Highlights

- The FLS contributed a submission to the LCA on the Treasury consultation regarding preventing family violence perpetrators from accessing victims' superannuation death benefits. Sub-committees have provided other submissions to confidential and Cabinet-in-Confidence matters.
- The Courts Practice Committee continues to meet quarterly with representatives of the FCFCOA to raise and advocate on practice and procedural issues. Engagement with the Court sees proactive changes to practices for the benefit of Court participants and practitioners.
- Members continue to progress proactive advocacy projects such as the clarification of change of name orders in parenting cases, including drafting a precedent template order and consultation with the FCFCOA and County Court. In 2025, the FLS wrote to the Attorney-General's office to address an inconsistency giving rise to a lack of clarity with respect to change of name orders in a family law proceeding and the interaction with requirements under the *Births, Deaths and Marriages Registration Act 1996* (Cth).
- The Junior Family Lawyers Working Group hosted networking events as part of the Junior Family Law Education and Networking Series, including the Children and Parenting matters, which heard from various stakeholders to expand understanding of the various influences on family law parenting proceedings. The group continues to explore networking opportunities with senior barristers and practitioners to expand their networks and enhance collaboration within the profession.
- The FLS collaborated with the FCFCOA to deliver a joint webinar series with Senior Judicial Registrars and Judicial Registrars to provide updates on recent changes to the *Family Law Act 1975* (Cth) as well as current operation of the Court.
- A member of the FLS delivered a Victorian Law Week session on the impact of family violence on pets, which was well attended by community members and practitioners.
- The Education Working Group and other committees continue to collaborate with the LIV professional development team on education sessions, including those within the LIV 2026 Legal Forum, such as examination of unacceptable risk to children and urgency assessments, the family violence annual panel discussion that examined the intersection of family violence and migration matters, and development of an interactive workshop focused on neurodiversity, neurodevelopment differences and vicarious trauma.

Government Law Section

The Government Lawyers Executive Committee has responsibility for matters of law and policy in government law and the practice of government lawyers. This includes providing practical information and networking opportunities for government lawyers and legally qualified public sector employees at all levels of government, including private practitioners, government in-house lawyers and policy officers.

Through FY 2025–26, the Executive Committee grew in both size and diversity, with new members bringing fresh perspectives and a broad range of professional experience. This expansion has enriched the committee's discussions with new ideas and approaches.

Highlights

The Government Lawyers Section panel event, *Exploring Careers in Government Law*, presented by the LIV Government Lawyers Executive Committee, highlighted the benefits of working in the public sector and gave participants a better understanding of the role of government lawyers in shaping public policy, driving law reform and safeguarding the rule of law. It was well attended by students, recent graduates and practitioners considering a career change.

The Executive Committee launched the Government Lawyers Discussion Forums, with the first forum focusing on the use of AI by government lawyers in everyday practice.

- The Executive Committee provided significant organisational support for the inaugural government lawyers stream of the LIV 2025 Legal Forum, with one member presenting a paper in a well-attended session.

Litigation Lawyers Section

The Litigation Lawyers Section represents practitioners involved in litigation and dispute resolution and advances the interests of the profession through advocacy, education and law reform. The Section provides a forum for members to engage with developments in litigation practice, collaborate with key stakeholders in the justice system and contribute to discussions on procedural and substantive legal issues. It promotes understanding of dispute resolution processes, supports the effective administration of justice and develops policy and reform initiatives that strengthen the accessibility, efficiency and integrity of Victoria's legal system.

Highlights

- The Litigation Lawyers Section provided submissions on VCAT delays, WorkSafe Common Law Releases, Medicare delays, Access to Documents by Non-Parties in the Federal Court, the Australian Mediator and Dispute Resolution Accreditation Standards, and reforms to the *Wrongs (Part VBA Claims) Regulations 2025* (Vic) and *Wrongs (Part VB) (Dust and Tobacco-Related Claims) Regulations 2026* (Vic).
- The Section contributed to LIV advocacy on AI in courts, Court Books in the Magistrates' Court of Victoria and Legal Professional Privilege.
- The Litigation Lawyers Section worked closely with the County Court of Victoria to deliver an arbitration event and support the renewed LIV/County Court of Victoria Mediator Referral Protocol, reinforcing the LIV's role in court-connected dispute resolution and strengthening referral pathways to LIV-accredited mediators.
- The Litigation Lawyers Section progressed the TAC Protocols Optimisation Project in partnership with TAC and the Australian Lawyers Alliance, including a comprehensive review of TAC protocols and joint medical examination processes.
- The Section represented the LIV during the Legislative Council and Legal and Social Issues Committee's Inquiry into TAC claims, ensuring practitioner and claimant perspectives were represented in discussions regarding the future operation of the scheme.
- Improvements to the WorkCover Scheme, including WorkCover Releases, the new Victorian WorkCover Claim Form and revised protocols with WorkSafe, were advocated for by the Litigation Lawyers Section.
- The Litigation Lawyers Section maintained active representation on TAC Legal Liaison Groups, TAC No-Fault Forums, TAC Legislative Working Groups, Medical Panel discussions and Court User Groups, ensuring practitioner perspectives informed policy and operational reform.
- The Litigation Lawyers Section continued to champion access to justice, timely dispute resolution, reduced delays and practical reform across Victoria's courts, tribunals and compensation jurisdictions.

Property and Environmental Law Section

The Property and Environmental Law Section promotes and supports the interests of and participation from practitioners who work in the broader property law-based field, including those who practise in property law, leasing law, environmental law, planning law, local government law, liquor law, gaming law, hospitality law, owners corporation law and related complementary areas.

Committee members promote further education and the professional development of practitioners through webinars on developments in their practice areas. They also contribute to property and environmental law articles published in the *LIJ*. Committee members participate in the planning and organisation of the LIV's annual Property Law Conference.

Highlights

- Members of the Planning and Local Government Law Committee and the Property Law Committee participated in a confidential consultation with the Department of Transport and Planning (DTP) and provided submissions as part of its review of the *Planning and Environment Act 1987* (Vic) and the Planning and Environment Amendment (Better Decisions Made Faster) Bill 2025 (Vic).
- Members of the Owners Corporation Committee participated in a consultation with the Owners Corporation Expert Review Panel and contributed to LIV submissions on improvements to the *Owners Corporations Act 2006* (Vic) and voting processes under the Act.
- Members of the Planning and Local Government Committee participated in a consultation with the DTP's Regulations Advisory Committee, drafting and implementing regulations for the Planning Amendment (Better Decisions Made Faster) Bill 2025 (Vic).
- Members of the Environmental Issues Committee provided feedback to inform a submission by the LCA on investing in cheaper, cleaner energy and the net zero transformation.
- Members of the Environmental Issues Committee provided feedback to inform a submission by the LCA on the independent review of the *Environmental Protection and Biodiversity Conservation Act 1999* (Cth) (Environment Protection Reform Bill 2025 and related bills).
- Members of the Property Law Committee provided submissions to the DTP and Consumer Affairs Victoria on owner-builder issues within s137B of the *Building Act 1993* (Vic).
- Members of the Building and Construction Law Committee contributed to an LIV submission to the DTP on the *Building Legislation Amendment (Buyer Protections) Act 2025* (Vic), which strengthens protections for Victorians buying a home.
- Members of the Building and Construction Law Committee contributed to an LIV submission to the DTP regarding new minimum financial requirements for builders.
- Members of the Leases Committee reviewed and edited the Victorian Small Business Commission's updated Retail Leases Information Brochure.
- Members of the Property Law and Leases Committees reviewed and provided feedback to help with updates to LIV precedents including the lease, renewal of lease, transfer of lease and contract of sale of land.
- Members of the Property Law Committee presented a session on residential tenancy law during Victoria Law Week.
- Members of the Property Law Committee met with delegates from the Singapore Land Authority to discuss electronic conveyancing and digital lodgement.
- The Owners Corporation Working Group transitioned to a sub-committee of PELS.

Succession Law Section

The Succession Law Section provides support to succession law practitioners, participates in law reform and works to create professional development programs to ensure that processes and practice in succession law promotes best practice to enable justice and equity in the community.

Highlights

- The Succession Law Committee contributed to an LIV submission regarding Deceased Estates – Double Tax Determination.
- Members of the Succession Law Committee attended a consultation meeting with representatives from the DJCS, and separately with the Australian Banking Association, to discuss the early release of banking funds for the payment of court filing fees.
- The Succession Law Committee prepared a letter to the Australian Taxation Office regarding grants and certifications. This letter received a substantive response from the Second Commissioner of Taxation, addressing the LIV's concerns and recommendations.
- The Succession Law Committee and Elder Law Committee hosted a Victorian Law Week event on substitute decision making.
- The Succession Law Committee contributed to the LIV's submission to the LCA on Treasury's consultation into preventing perpetrators of family violence from accessing victims' superannuation death benefits.
- Representatives from the Elder Law Committee and Succession Law Committee attended a consultation with VCAT to discuss persistent delays in supported decision-making matters.
- The Succession Law Committee and Elder Law Committee prepared a submission to the LCA regarding the retention and destruction of testamentary documents.
- Members of the Succession Law Committee collaborated with Emerging Lawyers to host a Wills 101 webinar.

Technology and Innovation Section

The Technology and Innovation Section (TIS) monitors and advises the LIV on issues and opportunities relating to the intersection of technology, innovation and the law. The TIS Executive Committee informs advocacy in relation to privacy law and cybersecurity in Australia, and the implementation and regulation of automated decision making and AI tools. The TIS also promotes awareness, knowledge and understanding of technology in the legal profession.

Highlights

- Developing education series on legal prompt engineering and public AI platforms training for practitioners who may not access private or costly tools. These events are being progressed with the LIV professional development team for delivery in 2026 and 2027.
- Provided a submission to the LCA regarding the FCFCOA draft *Practice Direction: Use of Artificial Intelligence* (PD-AI).
- Contributed to a response to the LCA for the purpose of its submission to the Fair Work Commission (FWC) *Guidance Note: Use of Generative Artificial Intelligence in Commission cases*.
- Contributed a submission to the LCA for the Office of the Australian Information Commissioner's (OAIC) consultation on the *Privacy (Children's Online Privacy Code) 2026* (Cth).
- Contributed a submission to the LCA for the response to the OAIC's consultation on guidance for transparency in automated decision making.

Workplace Relations Law Section

The Workplace Relations Section supports practitioners working in industrial relations and employment law, equal opportunity and discrimination law, and OHS. The workplace relations executive committee meets to discuss and advocate for law reform initiatives in the area. This includes preparing legal policy submissions on a range of consultations and inquiries related to workplace relations. Committee members also actively further the education of the profession by writing for the *LIJ* and contributing professional development and networking opportunities for practitioners.

Highlights

- Members of the Workplace Relations Executive Committee delivered a webinar and drafted a fact sheet on addressing family violence in the workplace.
- The Workplace Relations Executive Committee drafted a fact sheet about the new psychosocial health regulations that commenced in December 2025.
- The Workplace Relations Executive Committee contributed to the LIV's joint Women in Industrial Relations event with the Industrial Relations Society of Victoria, featuring the Hon Jaclyn Symes, Minister for Industrial Relations, as the guest speaker.
- The Workplace Relations Executive Committee provided feedback to the LCA regarding the Inquiry into the operation and adequacy of the National Employment Standards.
- The Workplace Relations Executive Committee contributed to a response to the LCA for the purpose of its submission to the FWC *Guidance Note: Use of Generative Artificial Intelligence in Commission cases*.
- The Workplace Relations Executive Committee reviewed materials for Industrial Relations Victoria ahead of the start of reforms restricting the use of non-disclosure agreements in workplace sexual harassment matters.
- Members of the Workplace Relations Executive Committee attended a consultation with the Federal Court of Australia regarding pro bono practices.
- The Workplace Relations Executive Committee drafted a submission to the LCA regarding changes to the FWC's processes, systems and information.
- The Workplace Relations Executive Committee continues to consider the Victorian government's proposed work from home reforms.
- Members of the Workplace Relations Executive Committee are contributing to a Working Group project to develop precedent documents for use in settling FWC unfair dismissal proceedings.

'The LIV's strong support for lawyers and law firms is critical for the health of the profession in Victoria. Law Firms Australia and our members value the LIV's role as a thoughtful, inclusive and energetic advocate within the community, together with its leadership on important issues, such as the adoption of artificial intelligence and access to justice.'

Mitch Hillier
Law Firms Australia



Law Institute Journal

The *LIJ* is the official publication of the LIV. It is currently in its 100th volume and is available in print and online to eligible members.

The *LIJ* is the leading, authoritative publication for the Victorian legal profession. The *LIJ* is one of the most accessed and valued services the LIV provides for members and the profession, with more than two-thirds of members saying they regularly read the *LIJ*.

In 2025–26, the journal published nine issues, including three special editions (technology, property and wellbeing).

The journal also took the next step in its digital transformation, rebalancing content delivery from print-first to digital-first, in line with member preferences.

From February 2026, the print edition became bimonthly, with a corresponding increase in online articles and news briefs, as well as the addition of the new Cross-Examined podcast.

In 2025–26, the average year-on-year growth has been:

- 33% increase in number of readers
- 31% increase in number of online sessions.

Since the digital transition in February 2026, the year-on-year growth is looking even better:

- 81% increase in the number of readers
- 75% increase in the number of online sessions.

81%
increase in the number of readers

12,571
page views (monthly)

800+
pages of content published across print and online



Cross-Examined

The Cross-Examined podcast was launched in February 2026.

The podcast aims to fill the audio content gap for the LIV and provide useful, practical and actionable content to members in a previously unavailable format at previously unavailable times (for example, during their commute, exercise or screen-free time).

Between launch and 30 June 2026, Cross-Examined released two series:

- AI and the law (4 episodes)
- Cybersecurity for law firms (5 episodes).

The podcast launch episode, featuring the Hon Chief Justice Niall of the Supreme Court of Victoriadefied all expectations, landing in the top 5% of podcasts worldwide based on performance in its first week.

Following the launch episode, listener and subscriber numbers have grown steadily as the podcast is discovered and builds an audience. Less than six months since launch, the podcast has established itself as an authoritative voice in the profession, attracting high-calibre guests and receiving positive feedback from across the legal profession.

4,419
Cumulative downloads

351 hours
Listening time

559
Cumulative subscribers

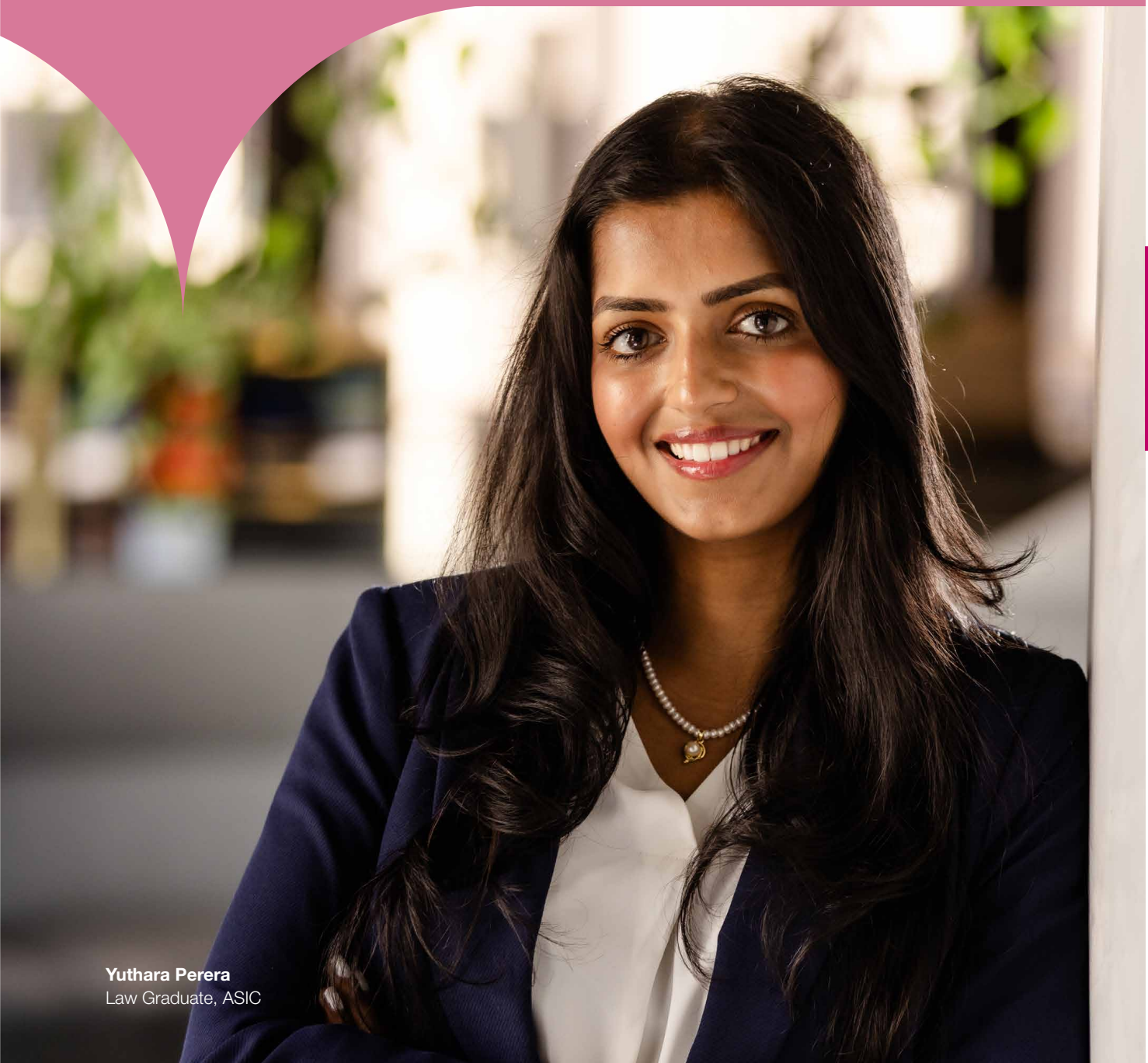


Karen Finch
LIV Head of Operations, Legal Policy

Chief Justice Richard Niall on AI and the legal system

Pillar 4 Members and legal professionals:

We help legal practices of all sizes operate smarter and grow stronger for the communities they serve



Yuthara Perera
Law Graduate, ASIC

AML readiness

The LIV's AML/CTF readiness work focused on helping Victorian legal practices understand new Tranche 2 obligations, prepare for implementation and manage the interaction between financial crime compliance, legal professional privilege and professional conduct duties.

The Tranche 2 AML/CTF obligations for law firms providing designated services commenced on 1 July 2026. The introduction of AML/CTF obligations marks a major shift for the legal profession, requiring firms that provide designated services to embed risk assessment, client due diligence, ongoing monitoring and suspicious matter reporting into everyday practice.

These reforms represent both a significant compliance burden and a critical test of readiness. Legal practices have traditionally focused on client service, confidentiality and transaction execution, but they are now required to adopt a new compliance lens, one that demands closer scrutiny of clients.

The LIV is a member of AUSTRAC's Legal Sector Rules and Guidance Working Group, giving the profession an opportunity to provide feedback on the drafting of rules and guidance. During the reporting period, the LIV made 14 submissions to the LCA and AUSTRAC, attended quarterly AUSTRAC forums and met with the LCA and other law societies regularly to help ensure the new regulatory framework is tailored to the unique circumstances of the legal profession and professional conduct rules.

A major focus during the year which was to develop resources and training, showcased via an enhanced LIV AML Hub designed to provide a step-by-step process for legal practitioners to transition to the new AML/CTF regime. The AML Hub is complemented by a chatbot responding to frequently asked questions (FAQs) and providing access to source regulation and guidance developed by the LIV.

During the reporting period, the LIV delivered more than 47 AML presentations, live chats, webinars and workshops, equipping practitioners and firms with awareness training, risk and implementation strategies, ethical guidance and practical insight into risk assessment and potential ethical dilemmas.

The establishment of the LIV AML/CTF Helpline provides an opportunity for the profession to access expert advice. The Helpline assists with:

- clarifying if specific everyday legal services, such as conveyancing or trust management, count as 'designated services' that trigger compliance
- guiding practitioners on how to develop and implement required AML/CTF programs and governance
- complex compliance steps such as customer due diligence, risk-rating clients and reporting suspicious matters
- helping lawyers balance their new financial crime reporting duties with existing ethical obligations and legal professional privilege.

Acknowledging AML/CTF and professional ethics are deeply intertwined, the LIV Ethics team developed guidance on compliance obligations with the AML/CTF regime, as well as balancing legal professional privilege and AML/CTF. The ethical guidance was used in AML/CTF Ethics presentations to help practitioners understand how to balance the statutory obligations of suspicious matter reporting with the fundamental duty to keep client communications confidential.



AML Hub alone attracted more than

8,700
users

15,000
sessions

20,300
page views

Adopting good practice

Proactive Practice Workshops

The LIV delivered 12 one-day Proactive Practice Workshops across Victoria to help members explore current and emerging risks and implement good practice in cybersecurity, AI, supervision, wellbeing and AML/CTF. Designed in consultation with regional and suburban law associations, the workshops gave practitioners an opportunity to examine contemporary issues, regulatory guidance and expectations from regulators and the courts.

Trust accounting and practice management guidance

The LIV's complimentary trust accounting and practice management consulting services provided practical, confidential and proactive support to more than 1,253 practitioners, helping to strengthen compliance, manage risk and reduce the need for regulatory intervention by the VLSB+C. Through LIV Trust Consult, practitioners received guidance on trust account obligations, including the handling of trust money and records in accordance with the Uniform Law and Legal Profession Uniform General Rules.

The practice management consulting service complemented this support through tailored one-on-one programs for practitioners struggling to meet their practice management obligations, helping them to develop remedial action plans and address practice contingency, continuity and succession planning issues.

CPD compliance

Under s44(1) of the *Legal Profession Uniform Law Application Act 2014* (Vic), the VLSB+C delegates responsibility for monitoring compliance with the *Legal Profession Uniform Continuing Professional Development (Solicitors) Rules 2015* to the LIV. During the 2025–26 CPD year, the LIV approved 623 CPD practitioner exemptions, facilitated 229 recertification programs and conducted 450 CPD audits. The LIV also enhanced website guidance to improve clarity and share good practice tips.

Building expertise throughout the careers of members and the legal profession as a whole

The Ethics and Practitioner Support team continued to deliver highly interactive, scenario-based seminars that provided attendees with 1 CPD point for Ethics and Professional Responsibility. The seminars were tailored to attendees and featured de-identified ethics scenarios and FAQs to the LIV Ethics Advice and Practice Support Lines. In 2025–26, the team delivered 82 seminars to more than 2,965 attendees. About one-third of these sessions were delivered externally to law firms, universities and other organisations, with the balance delivered internally via LIV CPD activities and through initiatives such as Regional and Suburban Series and Proactive Practice.

The ethics seminars continue to employ scenario-based training to allow participants to workshop a real-life example and discuss an appropriate course of action that can be taken in such a situation to comply with a practitioner's ethical obligations. A variation of the seminar format focuses on the Ethics Toolkit – an LIV resource available to practitioners facing an ethical challenge, which can help them to resolve the issue ethically.

Most ethics seminars were delivered face-to-face, with hybrid attendance options, but most are recorded to ensure access to ethics education for those unable to attend in person. Ethics seminars continue to receive positive feedback from participants and prompt attendees to use the Ethics and Practice Support advice lines.

AI in practice

Throughout 2025–26, the LIV helped the profession understand, assess and responsibly adopt AI in legal practice through a coordinated program of education, resources and practical skills development.

AI was embedded across the CPD calendar as a key professional capability and practice risk issue, rather than treated as a standalone technology topic. This approach reflected the profession's need for practical guidance on how AI affects legal work, client service, supervision, ethical obligations, drafting, risk management and the future delivery of legal services.

A feature of the February–March 2026 CPD program was the integration of AI into practical skills-based learning. The program positioned skills development as a point of difference in a crowded CPD market, with AI-related sessions forming part of a broader strategy to help practitioners build capability at the intersection of technology, regulation and professional responsibility.

The LIV also developed AI and technology education as part of its Risk Outlook Education program, recognising AI as both an opportunity and an emerging professional risk.

AI was a recurring theme across major CPD and conference programs. The Criminal Law Conference 2025 included content on digital evidence and deepfakes, while the Property Law Conference 2025 included an AI in property law practice panel, alongside sessions on AML/CTF, ethics and technology. These practice-area programs helped lawyers connect AI developments to the realities of their own practice areas and client work.

The LIV further supported AI capability through the launch of Cross-Examined, the LIV's podcast, which opened with a four-part series on AI and the law.

LIV Library

The LIV Library continues to offer a range of important services and resources as well as provide new offerings to members and the profession – both in person and digitally.

In May 2026, the LIV Library completed its biennial review of the physical collection. In addition to buying new material during the review, the LIV Library continues to purchase new material to ensure the collection meets members' ongoing information needs.

The past year saw the start of LIV Library tours and research training offered via the LIV's CPD, Education & Networking listing. The 11 new events held have proven popular and are in addition to the successful member firm organised library events and external party training.

Significant enhancements have also been made during 2025–26 to onsite and remote access databases, with the addition of generative AI and AI functionality, while extra collections have been added to remote access databases.

The LIV Library continues to welcome more in-person visits by members. Visits have increased by 5% on the previous year, highlighting the flexibility and utility of the library's collections and workspaces.

Highlights

- 6% increase in member use of eLending platforms, with 79% of all transactions completed by members using the self-service functionality.
- 6,372 ebooks and digital remote access loans and 789 hard copy loans.
- 1,315 eLending titles loaned, with additional training and assistance provided by LIV librarians.
- Librarians accessed library resources more than 4,869 times to fulfil member requests, logging more than 584 hours assisting members with research and document supply requests.
- 1,854 documents supplied to members.
- 1,425 requests for information completed, most within 24 hours.
- 2,190 library records created or updated, to ensure the collection is current and relevant.



6,372
digital library loans



1,425
requests for information completed by LIV librarians



‘Excellence in legal practice doesn’t happen in isolation. The Law Institute of Victoria has been a valued constant and trusted backstop throughout my career, giving me the resources, community and professional foundation to serve my clients with confidence.’

Michel Margalit AccS(PI)
Principal, Margalit Injury Lawyers

LawNews

LawNews is the LIV email newsletter, distributed to more than 13,000 members of the legal profession daily.

Each weekday morning, LawNews is curated to provide news that affects the legal profession. This includes legislative changes and updates from courts, government and peak industry bodies, as well as media coverage related to the legal sector and news from the LIV. The newsletter is a valuable benefit for LIV members, offering access to behind-the-paywall content from major news outlets.

LawNews also serves as the key channel informing members about latest updates on topics that matter to them, including AML/CTF, AI and cybersecurity, making a clear connection between events in the legal environment and support the LIV provides through its website resource hubs.

In 2025-2026, LawNews readers were most interested in:

- judicial appointments to Victorian and federal courts
- analysis of advancements in AI and cybersecurity and their implications for the legal profession
- recognition of excellence including King's Birthday Honours, Australia Day Honours and LIV Legal Awards recipients
- updates to court practice directions and procedural notices
- notifications of legislative changes impacting legal practice, such as AML/CTF
- announcements and updates from prominent figures and leading bodies within the Victorian and national legal sectors.

LawNews was delivered to individual inboxes more than 2.8 million times across the year. The open rate has remained strong at 32%, with an average click-through rate of 22% – a 2% increase on the previous year.

Delivered

2.8 million

times with an average



32%

open rate

(cumulative, in FY 2025–26)

Social media

Social media continues to be an effective platform for the LIV to engage with the legal profession and the public by sharing information on professional activities, amplifying communication on key legal issues and promoting the LIV's advocacy work and events.

The LIV's social media presence continued to strengthen in 2025–26, with the number of followers rising above 53,500, an increase of 7% on the previous year. The LIV published 745 posts, an 18% increase on the year before, and achieved more than 1.2 million impressions.

Members and followers showed strong and sustained engagement with the LIV across all social media platforms.

Members continue to engage most strongly with content that showcases people, professional achievement and issues affecting the profession. Judicial appointments, member and practitioner profiles, advocacy campaigns and *LIJ* content consistently generated the highest levels of engagement. The announcement of Her Honour Judge Rosemary Falla's judicial appointment was among the LIV's best-performing posts of the year and highlighted the strong appeal of people-centred storytelling.

LinkedIn was the LIV's strongest-performing platform, reaching 37,100 followers and generating 89,300 engagements, an increase of 121% on the previous year. The platform continues to be the LIV's primary channel for engaging legal professionals, with advocacy, thought leadership and member-focused content delivering consistently strong results.

Instagram was the LIV's fastest-growing platform, with follower numbers increasing by 19% and engagements growing by 274%. The channel's strong performance reflects the success of increased investment in visual storytelling, member profiles and profession-focused content.



1.2 million

total impressions

121% 

increase in LinkedIn engagement

Pillar 5 Members and legal professionals:

We support our members and legal professionals build expertise and community throughout their careers



Monte Gaffney
Senior Analyst, RSM Australia

Continuing professional development

In 2025–26, the LIV's CPD program went from a broad calendar of learning activities to a more targeted, data-informed program focused on reach, relevance and practical capability. In a competitive CPD market, the LIV deliberately positioned its education offering around the issues practitioners most urgently needed help with: AML/CTF readiness, AI, cybersecurity, supervision, wellbeing, advocacy, drafting, ethics and practice risk.

A key achievement was successful delivery of a dual-track CPD model. Complimentary, high-volume sessions supported broad access and member value, while paid specialist workshops, conferences and intensives provided deeper practical learning and generated strong commercial outcomes. This approach was particularly successful during the February–March CPD period, when the LIV exceeded participation and revenue targets despite a crowded market.

Across the year, member behaviour showed clear shifts. Practitioners increasingly engaged with CPD on a just-in-time basis, with registrations often peaking one to two weeks before events. Flexibility remained a baseline expectation, with members valuing the ability to choose between online or in-person attendance. At the same time, major conferences showed a strong return to face-to-face learning and networking, reinforcing the importance of venue selection, delegate experience and opportunities for professional connection.

11,807

Registrations for LIV CPD programs

The LIV's major practice-area conferences continued to perform strongly. In 2025–26, five major conferences – National Costs Law, Criminal Law, Property Law, Succession Law and Agency Prosecutions – exceeded their combined target. The Succession Law and Agency Prosecutions conferences both grew compared with the previous year, reinforcing the value members place on specialist, practice-specific education.

The in-house CPD program also expanded considerably, with five additional programs added during the year. Mindfulness, wellbeing and client centricity were the most requested topics, highlighting growing interest from firms in tailored learning that supports practitioner capability and workplace culture.

The CPD program's success was supported by strong collaboration across LIV teams and with sections, committees, working groups, presenters, chairs and subject matter experts.

Overall, the year's CPD program reinforced the LIV's role as a trusted provider of practical, timely and profession-led education. It supported practitioners in meeting their CPD obligations, responding to regulatory and technological change, building core professional skills and remaining connected to the broader legal profession.



LIV Professional Standards Scheme

The LIV Professional Standards Scheme continued to provide a valuable benefit to members in private practice. The scheme allows eligible members to limit their civil liability, provided they meet the scheme instrument requirements.

During the reporting period, participation grew by 4.1% to 7,184 participating members.

A one-year extension to the scheme was approved by the Victorian Attorney-General with the current scheme now expiring 30 June 2028. An application for a new scheme will be lodged in 2027.

Ethics support

Keeping members and the profession up to date with issues and information relevant to their practice

The LIV supports the legal profession by providing a broad range of online content on ethical issues accessible to members and the entire legal profession.

Resources available to the profession include de-identified rulings of the LIV Ethics Committee, a vital member resource. A database of rulings and ethics guidelines spanning more than 25 years provides succinct summaries on topics frequently raised on the Ethics Advice Line.

The Ethics Hub is a member-only resource, providing additional online content such as ethics case law, articles, blog posts, CPD videos and FAQs.

Supporting practitioners with their ethical obligations

The Ethics and Practitioner Support team administers the LIV Ethics Advice and Practice Support Lines, LIV Ethics Committee and LIV Guidelines Review Sub-Committee to provide members of the legal profession with confidential guidance, support, resources and education. The Ethics and Practitioner Support team also assists with the operation of the AML Helpline.

In 2025–26, the LIV Ethics and Practitioner Support team received 4,346 inquiries from legal practitioners calling the Ethics, Practice Support and AML support lines. Most callers were suburban practitioners, followed by city practitioners and regional practitioners, in law practices of all sizes. The team uses FAQs and de-identified scenarios from the support lines with consent of callers to inform content for seminars, *LIJ* articles and resources on the LIV website.

Most queries received related to ethical issues and the Legal Profession Uniform Law Australian Solicitors' Conduct Rules 2015 (ASCRs) (61.3%). The most common topic remained conflict of interest in all its forms (former client, current client and solicitor conflicts), which accounted for more than one-quarter of all calls to the Ethics Advice Line. Calls received varied, and some of the topics that arose frequently included:

- duty of client confidentiality
- the overarching obligation to the court and administration of justice
- legal professional privilege and client legal privilege
- obligations relating to client documents.

The Practice Support Line also received a large portion of queries (28.42%) across a diverse range of topics. Practice management queries were the most common category of practice support calls, often dealing with opening a new law practice, business structures, retiring from legal practice and purchasing or acquiring another law practice. The Practice Support Line also received queries concerning compliance with the Uniform Law, property, powers of attorney, and wills and estates.

The AML Helpline received many queries in the second half of the financial year as the commencement of the AML/CTF obligations for Tranche 2 entities approached on 1 July 2026 (10.29%). Most queries related to designated services and whether a law practice is providing them. If a law practice is providing a designated service that is not exempt from the AML/CTF regime, then it will be required to register with AUSTRAC and comply with the new obligations. In the last three months of the financial year, there were also many queries about enrolling with AUSTRAC.

The Ethics and Practitioner Support team also administers the LIV Ethics Committee, which is composed of past and present members of the LIV Board, to help LIV members in the resolution of complex ethical dilemmas by providing non-binding rulings. In 2025–26, the Ethics Committee met eight times and provided rulings on 11 matters. The team received further requests for rulings that were resolved by the team on the papers or the phone without progressing to the Ethics Committee for a formal ruling. De-identified Ethics Committee rulings continue to be published in the *LIJ* and on the LIV website.

The LIV Guidelines Review Sub-Committee includes members of the Ethics and Practitioner Support team and the LIV Ethics Committee. The sub-committee continued to develop and review guidelines for the profession based on frequent topics raised on the Ethics Advice Line.

One set of guidelines was published on the LIV Ethics Hub in 2025–26, after undergoing rigorous review and amendments, as follows:

- Ethical and Responsible Use of Artificial Intelligence (published 14 August 2025).

Reviews were also undertaken to update the following existing guidelines to reflect new case law and changes to the ASCRs:

- Solicitor as a Material Witness (updated 1 October 2025)
- Capacity Guidelines and Toolkit (updated September 2025).

Risk outlook education

In partnership with the VLSB+C, the LIV continued to deliver its Risk Outlook Education program throughout 2025–26, helping legal practitioners to understand and respond to key professional risks identified across the sector.

The program forms part of the LIV's contribution to the regulatory continuum, focusing on prevention, capability building and reflective practice rather than compliance alone. Key focus areas included themes such as AML, AI and emerging technology, cybersecurity, supervision, wellbeing, ethics and professional obligations.

The LIV recognises that meaningful behaviour change requires more than a single learning intervention. Working closely with the regulator and industry stakeholders, the LIV adopted a practitioner-centred model designed to build awareness, strengthen knowledge and skills, foster confidence and wellbeing, and ultimately support better risk management and professional practice outcomes. Education was tailored to practitioners at different career stages and delivered through a combination of live learning, self-paced education, practical resources and opportunities for reflection.

A key strength of the program has been its integrated multi-channel delivery model. Risk outlook topics were embedded across webinars, conferences, regional and suburban Proactive Practice workshops, online resource hubs, podcasts, articles, news briefs, recorded CPD and self-paced learning formats, ensuring practitioners could engage with information in ways that suited their needs and circumstances. This approach extended the reach of risk outlook education, with strong participation in AML, AI, ethics and supervision programs, alongside high levels of engagement with dedicated online resource hubs.

Through this integrated education strategy, the LIV continued to support a more informed, capable and resilient legal profession, helping practitioners navigate emerging challenges while maintaining the high standards of ethics, professionalism and service the community expects.

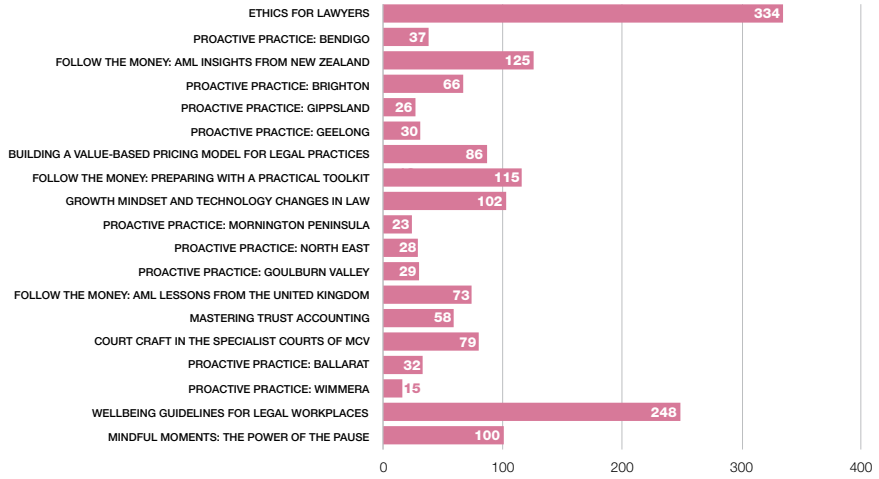


Figure A: Registrants by webinars and Proactive Practice events from Q1 – Q2 2025.

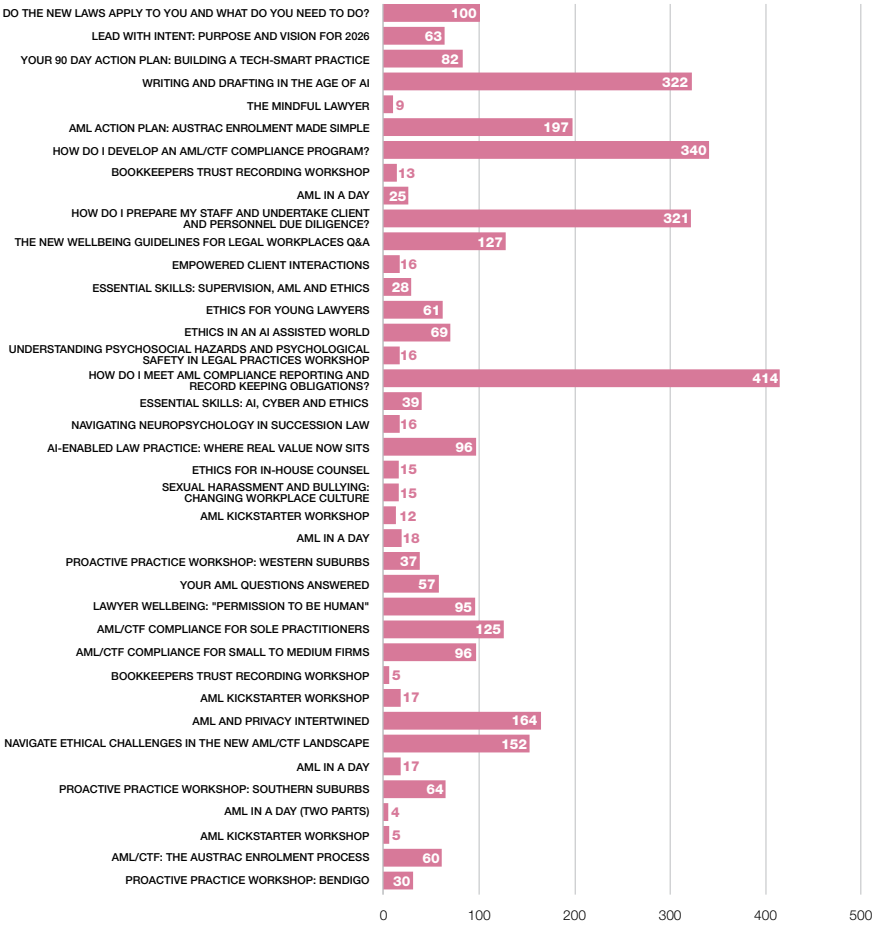


Figure B: Registrants by webinars and Proactive Practice events from Q3 – Q4 2026. Notable insight: Ethics, AI/Tech, AML, Supervision webinars are highest registrations.

CASE STUDY

AML Risk Outlook Education: Proactive risk education

The rollout of Australia's Tranche 2 AML/CTF reforms has created one of the most significant regulatory changes facing the legal profession in recent years. In response, the LIV's Risk Outlook Education program delivered a coordinated and practical AML/CTF education strategy designed to help legal practitioners understand their obligations, identify key risks and build confidence to act.

The data demonstrates both the scale of practitioner need and the impact of a multi-channel education approach. Before participating in the education sessions, many practitioners reported low confidence and awareness levels: 58% were somewhat or not confident in understanding their AML obligations, 80% were somewhat or not aware of key AML-related risks and 65% were somewhat or not confident in managing those risks. Following participation, 94% reported improved confidence in understanding their obligations, 93% reported improved awareness of key risks and 89% reported improved confidence in managing AML risks.

How aware are you of the key risks?

80%

said they were somewhat or not aware of key sector risks (pre-poll)

How has your awareness of the key risks related to AML changed?

93%

said confidence improved after this session

How has your confidence changed in managing risks related to AML?

89%

said confidence to manage risks improved after this session

How confident are you in understanding your obligations?

58%

said somewhat or not confident of obligations (pre-poll)

How has your confidence in understanding your obligations changed?

94%

said confidence in obligations improved after this session

This outcome was achieved through an integrated education ecosystem rather than a single learning intervention. AML content was delivered across webinars, workshops, conferences, practical guides, online resources, recordings, articles and dedicated AML resource hubs, allowing practitioners to engage with information whenever and however they needed it. This reflects the LIV's broader Risk Outlook Education approach, which recognises that regulatory readiness requires ongoing access to information, practical tools and opportunities for reflection, not just attendance at formal training.

The strong engagement with AML resources highlights the profession's appetite for trusted guidance during a period of significant change. In 2025–26, the AML Hub alone attracted more than 8,700 users, 15,000 sessions and more than 20,300 page views. Users spent an average of about seven minutes engaging with AML-related content, while practitioners downloaded practical tools such as designated services summaries, compliance ready-reckoners, client due diligence resources and implementation templates.

Participation in AML-focused education was also among the strongest across all risk outlook topics, with AML webinars and workshops consistently attracting high registrations. Sessions such as *How do I meet AML compliance reporting and record keeping obligations?* drew more than 400 registrations, while a range of other AML-focused programs collectively engaged thousands of practitioners across the financial year.

The AML case study demonstrates the value of the LIV and VLSB+C partnership and the effectiveness of a proactive, multi-channel risk education model. By combining practical learning, readily accessible resources and ongoing support, the program has helped legal practitioners move from uncertainty towards preparedness, enabling the profession to respond confidently to new AML obligations while contributing to improved professional standards and better outcomes for the Victorian community.



Professor Edward Santow and **Mary Gearin** at LIV 2026 Legal Forum

LIV 2026 Legal Forum: Shaping the future of legal practice

The LIV 2026 Legal Forum brought together legal professionals from across Victoria to explore the future of legal practice in an era of rapid technological, regulatory and societal change. As the LIV's flagship learning and thought leadership event, the forum combined substantive legal updates with practical discussions on leadership, AI, AML, wellbeing, ethics, practice management and professional capability.

The forum was designed to support practitioners to not only meet their current professional obligations, but also to prepare for the future of legal practice. Consistent with the LIV's broader education strategy, the event focused on helping lawyers build capability, strengthen professional confidence and respond proactively to emerging risks and opportunities. Risk Outlook themes including AI, AML, ethics, supervision and wellbeing were integrated throughout the program, ensuring participants could connect contemporary challenges with practical actions for their own workplaces, not only to build knowledge but also to support reflection, confidence and behavioural change.

Feedback from speakers, sponsors, stakeholders and staff highlighted the forum's success in creating an engaging and positive environment. Participants consistently identified the quality of speakers, contemporary content, networking opportunities and venue experience as key strengths. Many noted that the event successfully balanced professional learning with opportunities for meaningful connection across the profession, reinforcing the LIV's role in bringing the legal community together. Participants also said the forum helped them prepare for future professional challenges, strengthen their capability to navigate change and increase their confidence in adopting new technologies and ways of working.

The event also demonstrated collaboration across the organisation. Staff feedback highlighted improved cross-functional teamwork, stronger accountability and a more positive delivery experience than previous years, with many respondents recognising the high level of engagement across teams in designing and delivering the event. Several noted that the forum fostered a culture of innovation, service excellence and shared ownership, contributing to a seamless experience for delegates, speakers, sponsors and exhibitors.

Importantly, the forum formed part of a broader, integrated learning ecosystem. Delegates were able to extend their learning through webinars, resource hubs, articles, podcasts, recordings and ongoing professional development opportunities. This multi-channel approach ensures the insights and conversations generated at the forum continue to support practitioners long after the event ends.

By creating space for learning, collaboration and forward-thinking discussion, the LIV 2026 Legal Forum continued to strengthen the capability of the profession and support lawyers to deliver high-quality, ethical and client-focused legal services in a rapidly evolving environment.

> 'Thank you again for having me as part of the LIV Legal Forum. It was a genuine pleasure to speak, and I wanted to pass on how impressed I was with the event overall and it was great to see the turnout. It was so well organised, and the production quality and design were excellent!'
>
> **Isaac Wong**
> CEO, TILT Legal

414
attendees at the LIV 2026 Legal Forum with
57%
LIV member registrants

LIV flagship events

2025	
July	Proactive Practice Workshop Bendigo Law Association
	Mental Health First Aid Training LIV
	Proactive Practice Workshop Southern Solicitors
	Proactive Practice Workshop Gippsland Law Association
August	Proactive Practice Workshop Geelong Law Association
	Mental Health First Aid Training North West Suburbs Law Association
	Victorian Golden Gavel Competition
	Proactive Practice Workshop Mornington Peninsula Lawyers Association
	LIV Victorian Legal Sector Dinner
September	Mental Health First Aid Training Footscray
	Mental Health First Aid Training Eastern Solicitors Law Association
	Proactive Practice Workshop North East Law Association
	Property Law Conference
	Mental Health First Aid Training Northern Suburbs Law Association
	Proactive Practice Workshop Goulburn Valley Law Association
	Mental Health First Aid Training Southern Solicitors Law Association
	Future Focus Forum
October	Member Awards and Recognition Event
	Mental Health First Aid Training Bendigo Law Association
	Succession Law Conference
	Proactive Practice Workshop Ballarat & District Law Association
	Proactive Practice Workshop Wimmera Law Association
	Mental Health First Aid Training LIV
	National Access to Justice and Pro Bono Conference
November	Agency Prosecution Conference
	Mental Health First Aid Training North West Victorian Law Association
	Mental Health First Aid Training Mornington Peninsula Association
	LIV Legal Fun Run and Walk
	LIV Annual General Meeting
	LIV Accredited Specialist Conferral Ceremony
December	Mental Health First Aid Training (Online)
2026	
February	Mental Health First Aid Training – Warrnambool
	National Costs Law Conference
March	Administrative Law Symposium
	International Women's Day Event – Balance the Scales
April	Proactive Practice Workshop – Western Suburbs
	Legal Career Pathways
May	Tarwirri Blak Letter Law Gala
	Victorian Justice Leaders AI Forum
June	LIV Legal Forum
	Proactive Practice Workshop – Southern Solicitors
	Proactive Practice Workshop – Bendigo

184
LIV events attracting

15,284
registrations

6
conferences

Practical Legal Training program

The LIV and the Australian College of Applied Professions University College (ACAP) have continued their strong relationship to design, develop and deliver PLT for Victorian law graduates.

PLT is one of the steps Victorian law graduates complete to be admitted to the Australian legal profession, and it continues to represent an opportunity for the LIV to demonstrate value and its role in shaping the future of the profession, while aligned to the LIV's Strategic Plan. The LIV ACAP PLT provides law graduates with an immersive, mentor-guided experience to equip them with the skills sought by employers, along with enhanced opportunities to engage with the profession through the LIV – a key differentiator from other PLT programs.

The program comprises:

- 14 weeks of online coursework (full time or part time)
- 45 days of work experience
- 10 hours of legal professional engagement
- LIV graduate membership.

The LIV ACAP PLT gives members the opportunity to support the development of emerging lawyers by hosting PLT students for workplace experience, while also helping to fill graduate positions in areas where it can be difficult to attract new lawyers. In the past 12 months, more member firms have hosted PLT students, allowing them to learn, grow and contribute, while also providing firms with access to potential future employees.

Highlights

- PLT enrolments in 2025–26 – achieved 71.76% of target.
- Two-year growth of 39%.
- More than 30 host firms for PLT students.
- PLT promoted at LIV Legal Career Pathways event.
- PLT promoted by LIV at university careers fairs and events.
- Increased awareness among firms about the LIV ACAP PLT pathway.



Two-year growth of
39%

'NWF Lawyers has had several LIV ACAP PLT students who have undertaken work placement at our firm. The students were all very knowledgeable, engaged exceptionally well with our existing staff and were very committed to contributing to matters in a highly ethical and efficient manner. The varied skill set they were able to bring to the firm ensured that our experience was as rewarding as we hoped theirs would be. We are very pleased to say that our past three candidates have joined NWF and we continue to benefit from the opportunities provided through LIV ACAP.'

Nevett Wilkinson
Frawley Lawyers

LIV Accredited Specialisation

The LIV Accredited Specialisation Scheme continued to promote excellence in legal practice by recognising practitioners who demonstrate advanced expertise, substantial experience and a commitment to the highest professional standards. LIV Accredited Specialisation provides a trusted benchmark for consumers seeking specialist legal services while supporting excellence and leadership across the profession. The scheme continues to support a community of more than 1,100 LIV Accredited Specialists across 16 areas of law.

In 2025, 59 lawyers were conferred as new specialists across six areas of law: Commercial Law, Commercial Litigation Law, Family Law, Personal Injury Law, Property Law and Workplace Relations Law. These practitioners successfully completed a rigorous assessment process designed to evaluate their specialist legal knowledge, practical skills and professional judgment.

The LIV Accredited Specialisation Board continued to provide strategic oversight of the scheme, ensuring that accreditation standards remain robust, relevant and responsive to contemporary legal practice. This work was supported by the significant contribution of volunteer advisory committee members, examiners and assessors who develop, review and assess specialist-level examinations and practical assessments. Their expertise and commitment are central to maintaining the integrity and reputation of accredited specialisation.

Collaboration with key stakeholders across the profession remained an important feature of the scheme's success. During 2025, the FWC again supported the delivery of the Workplace Relations Law assessment program by assisting with advocacy-style oral assessments and contributing the expertise of commission members to the assessment process. This partnership helps ensure assessments remain reflective of contemporary workplace relations practice and provides candidates with an authentic assessment environment aligned with the realities of specialist practice.

The LIV strengthened its collaboration with interstate partners to support specialist accreditation beyond Victoria. Through its delivery partnership with the Law Society of Western Australia, the scheme contributes to the delivery and recognition of accredited specialisation across jurisdictions. This supports consistent professional standards and strengthens the national profile of accredited specialisation.

This partnership extends the reach and impact of accredited specialisation while maintaining the rigorous standards expected of the scheme.

LIV Accredited Specialists continued to make a substantial contribution to the profession through their involvement as presenters, committee members, mentors, examiners and assessors.

The LIV acknowledges and thanks members of the Accredited Specialisation Board, advisory committees, examiners, assessors, specialist volunteers and professional partners, including the FWC, for their ongoing contribution to a program that continues to strengthen professional standards, support practitioner excellence and enhance public confidence in specialist legal services.

The LIV Accredited Specialisation Board has continued its succession planning for Board and advisory committee positions. The LIV acknowledges and thanks all the volunteers and examiners who retired from the various committees in 2025; in particular, some long-serving members, many of whom have been volunteering since they were accredited:

- Renata Alexander, Family Law Principal Examiner
- Brendan Annear AccS(Childs), Children's Law Advisory Committee
- Jamie Bedelis AccS(ComTen), Property & Commercial Tenancy Law Advisory Committee
- Philip Clarke, Commercial Law Principal Examiner
- Cathleen Corridon AccS(Childs), Children's Law Advisory Committee
- Lydia Eastwood AccS(Prop), Property & Commercial Tenancy Law Advisory Committee
- Ben Gee AccS(WR), Workplace Relations Advisory Committee
- Georgina Gregory AccS(Fam), Chair of the family law advisory committee
- Kaitlyn Gulle AccS(WR), Workplace Relations Advisory Committee
- Matthew Kinross-Smith AccS(Com), Chair of the Commercial Law Advisory Committee
- Tamsin Mildenhall AccS(Childs), Children's Law Advisory Committee
- Rosemary Prior AccS(Wills&Estates), Wills and Estates Law Advisory Committee.

Supporting the legal profession to build their expertise

It is for the public benefit to have ethical, well trained and competent lawyers. The LIV Accredited Specialisation Scheme awarded four scholarships in 2026, targeting practitioners working in community legal centres and small or sole practice settings. These scholarships support practitioners who provide legal assistance to vulnerable and underserved communities, helping to strengthen specialist expertise across the profession and enhance community access to high-quality legal services.

59

new LIV Accredited Specialists joined the community of

1,100+

Wellbeing in the legal community

Strategic and operational support for lawyer wellbeing continued throughout the year, recognising the complex and multi-layered factors that influence dimensions of psychological, physical and social wellbeing across the legal profession.

Aligned with the VLSB+C's Theory of Change, the LIV's approach acknowledges that wellbeing is shaped by sector-wide (professional), organisational (workplace), interpersonal (relational) and individual-level demands. Research continues to demonstrate the impact of workplace conditions on lawyers' wellbeing, reinforcing the imperative for coordinated responses that consider the needs and experiences of lawyers.

The LIV's approach extends beyond standalone wellbeing programs by embedding wellbeing principles across existing services, products, platforms and professional activities. This includes promoting healthy ways of working, strengthening leadership practices and supporting cultures that enable sustainable performance.

The distinction between organisational wellbeing (the influence of work factors) and individual wellbeing (the capacity for lawyers to flourish in their professional and personal lives) continues to inform our implementation agenda. Increasing attention is also being given to the relationship between wellbeing, ethics, reflective practice, debriefing and professional supervision as important contributors to professional capability and high-quality practice.

The LIV remains committed to an evidence-informed approach to lawyer wellbeing, drawing on contemporary research, established frameworks and emerging best practice guidelines. Initiatives and resources are designed to promote and enhance wellbeing, protect against known risks and provide appropriate support in response to emerging concerns and periods of crisis.

Through a systems-based approach, we continue to support a healthier, more sustainable legal profession for members and the broader community.

Highlights

- Mental Health First Aid for Legal Professionals Pilot Program: Successfully delivered the sector-wide pilot program for LIV staff, members and the broader Victorian legal profession. The program builds mental health literacy, increases early intervention capability and received consistently positive participant feedback. Strong engagement was achieved across blended cohorts, with a total of 273 participants.
- Member value: Expanded member wellbeing offerings through a broad range of events, digital resources and a dedicated *LIJ* wellbeing special edition. Continued to provide free counselling, support services and critical incident debriefing for the profession through partnership with third party provider, AccessEAP. Wellbeing education and supports were further integrated across LIV's workshops, conferences and professional development activities throughout the year.
- Community engagement: Maintained broad engagement across the Victorian legal profession, connecting with individual practitioners, law firms, legal employers, legal associations, community legal centres, emerging lawyers and regional practitioners. This advocacy work focused on increasing access to support, removing barriers, normalising lawyer wellbeing and reducing stigma.
- Sector-wide collaboration: Strengthened strategic partnership with the VLSB+C in support of the 2026 Risk Outlook Education program, including promotion of the Wellbeing Guidelines for Legal Workplaces. Enhanced referral pathways with AccessEAP, including proactive promotion of wraparound support service for lawyers experiencing regulatory complaints and investigations (VLSB+C). The LIV continued to co-chair the Lawyer Wellbeing Community of Practice, collaborating with the Victorian Bar, the Law Society of New South Wales and subject matter experts to advance lawyer wellbeing across the profession.



273

participants in the Mental Health First Aid Program for legal professionals

Awards and recognition

At the 2025 LIV Law Awards, the LIV recognised 20 lawyers for their outstanding contribution to the LIV, the legal profession and the community. The awards celebrated excellence, leadership and dedicated service across the profession.

The LIV's highest honour, Honorary Life Membership, was awarded to John Cain and Tania Wolff AccS(Crim) in recognition of their distinguished careers and significant contributions to the LIV, the legal profession and the wider community.

The LIV Distinguished Service Award was presented to Jacqueline Campbell AccS(Fam), Philip Colman, James Dowsley AccS(Crim), Sally Nicholes and Megan Thorburn AccS(Prop) for their significant and sustained service to the LIV and the profession.

The LIV President's Award for Outstanding Service recognised the exceptional voluntary contributions of Alan Alpass, Peter Burt, Professor Philip Clarke, Davids Darzins AccS(Prop), Christopher Gunasekera, Lynne Haultain, Emma King AccS(Crim), Elsie Stokie, Eu-Jin Teo and Gillian Wilks.

The Paul Baker Award was awarded to Hannah Dickinson AccS(Imm), recognising her commitment to social justice, human rights and advocacy for people seeking asylum and those in immigration detention.

The LIV also acknowledged members celebrating 50 and 60 years of membership, recognised Elena Pappas as the recipient of the Victorian Magistrates" Association"s Stephen Myall Award, and celebrated Courtney Bristow as the inaugural winner of the LIV Emerging Lawyers Writing Competition.



Back Row: LIV President, Matthew Hibbins, Emma King AccS (Crim), Elsie Stokie, Davids Darzins AccS (Prop), Clara Davies Accs (Pl) on behalf of Peter Burt, Alan Alpass. Front Row: Eu-Jin Teo, Gillian Wilks, Executive Director Victoria Law Foundation Lynne Haultain, Christopher Gunasekera, Philip Clarke, LIV Chief Executive, Adam Awty.

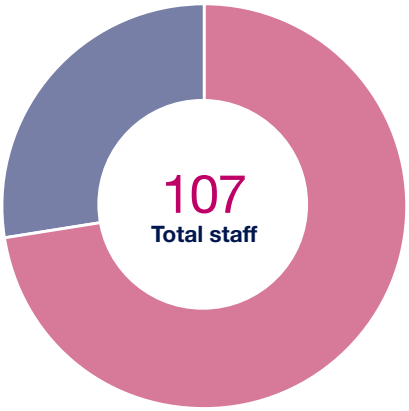
Organisational capability

Strengthening organisational capability through leadership, structure and people



Maya Thomas
LIV IT Applications Manager

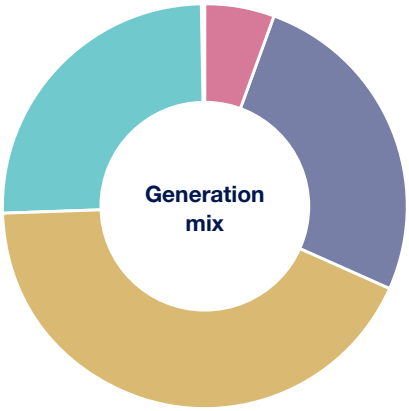
Workforce demographics



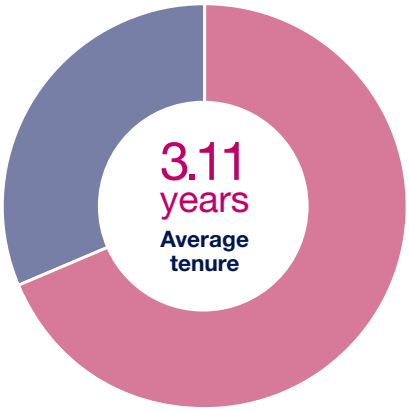
Female	72.7%
Male	27.3%

Senior leadership

Female	72%
Male	28%



Baby boomers	5.5%
Gen X	25.6%
Millennials	42.2%
Gen Z	24.8%
Average age	40.8 years



Full time	68.75%
Part time	31.25%

Promotion

1 July 2025 – 30 June 2026	2.8%
Female	66.7%
Male	33.3%

Financial year 2025–26 was a significant period of organisational transformation, with the completion of the LIV's organisational realignment and the continued evolution of the People, Culture and Wellbeing function.

The organisational realignment established a structure better aligned with the LIV's 2026–31 Strategic Plan, creating clearer accountability, strengthening leadership capability and positioning teams to deliver against the organisation's future priorities. New executive and leadership roles were introduced to better align functions around member outcomes, strategic delivery and organisational performance, while recruitment activity brought additional capability and contemporary expertise into key areas of the business.

Alongside these organisational changes, the People and Culture function evolved into People, Capability, Culture and Wellbeing (PCCW), recognising that employee wellbeing is fundamental to building sustainable organisational performance. The integration strengthened the LIV's holistic approach to supporting employees by bringing together workforce capability, leadership, health, safety, wellbeing and organisational culture within a single function.

The expanded PCCW team also undertook a comprehensive review of core people processes, including recruitment, onboarding, learning and development, workplace health and safety, psychosocial risk management, policies and remuneration practices.

These reviews are designed to modernise people practices, improve service delivery and ensure the organisation remains well positioned to attract, develop and retain high-performing employees.

During the year, the PCCW team also strengthened its role as a trusted business partner through increased engagement with leaders and employees across the organisation. Greater visibility, proactive stakeholder engagement and stronger partnerships have enhanced the team's ability to understand workforce needs and provide strategic advice that supports organisational performance.

Collectively, the organisational realignment, the evolution of the PCCW function and the introduction of the ICARE Values and Behaviours Framework have established the foundations for the LIV's broader Internal Capability Framework. Together, these initiatives ensure the organisation has the structure, leadership, culture and capability required to successfully deliver its Strategic Plan while building a workforce that is adaptable, collaborative and future focused.

This work positions the LIV to continue strengthening organisational capability, enhancing employee experience and supporting sustainable organisational performance over the coming years.

Building project management capability

The LIV has developed a comprehensive Project Management Framework (PMF) that is set to provide greater rigour and assurance around the delivery of projects and complex work programs. Work has begun on embedding structured governance, investment management and project delivery practices, facilitated through a new Project Management Office (PMO).

A controlled pilot was undertaken in the second half of the year, with the PMF being applied retrospectively to several active projects. There has since been a positive impact on effective decision making, improved visibility through standardised project status reporting and better inputs into forward planning activity, now with a clearer view of the project pipeline.

With this new system in place, the PMO has begun pivoting its focus to capability uplift and building on the organisation's project management maturity, as we progress with a full rollout of the PMF.

This includes establishing a community of practice for project leads sitting across the business, conducting internal training/coaching and building awareness of the PMO, PMF and best practice standards.

Driving efficiency through technology

During the past year, the LIV advanced its digital infrastructure by migrating the Customer Relationship Management database to a self-hosted platform deployed within the LIV's own secure Microsoft Azure environment. This strategic deployment allows utilisation of a modern, 100% browser-accessible interface with dynamic KPI dashboards while retaining direct, internal control over the database infrastructure.

This upgrade serves as a powerful catalyst for organisational efficiency and risk mitigation. Through the integration of native process automation engines, labour-intensive administrative tasks were converted into automated, trigger-based workflows and scheduled background services. Simultaneously, the platform has strengthened the data governance framework through advanced data encryption and granular role-based access security, which enables the organisation to be fully equipped to defend against malicious traffic and protect sensitive information.

The upgrade has established a scalable, secure and future-ready foundation that empowers innovation, strengthens operational resilience and supports the evolving needs of staff and members.

Reconciliation

Throughout 2025–26, the LIV has committed to continuing its journey towards reconciliation with First Nations peoples. The LIV has consistently focused on developing its Reconciliation Action Plan (RAP) in consultation with First Nations legal experts, the Board, senior leadership and key actors across the organisation. The RAP is currently under consideration by Reconciliation Australia.

As part of the RAP, the LIV has committed to advancing reconciliation through three pillars:

First, that the legal system is fair and just for all

The LIV recognises the continuing systemic injustices faced by First Nations peoples in their interactions with the legal and justice system. Many laws disproportionately negatively affect First Nations peoples. As part of the LIV's advocacy and law reform function, it is committed to advocating for legal and justice reform to address the legislative and systemic injustices and support First Nations self-determination. To further this goal, the LIV has continued to advocate for changes to laws that disproportionately affect First Nations peoples, such as bail laws, changes to youth justice and disaster legal response.

The LIV also advocated towards the road to Treaty through the First Peoples' Assembly of Victoria and supported truth-telling through the Yoorrook Justice Commission. The past financial year has seen significant developments towards reconciliation, with the release of the final Yoorrook Justice Commission report and passing of the *Statewide Treaty Act 2025* (Vic).

Second, that the legal profession recognises, respects and values First Nations cultures and lore

For tens of thousands of years, First Nations lore governed all aspects of First Nations peoples' lives. It continues today through the strength of culture and community. The legal profession has had no systematic training to help address the systemic injustices that First Nations peoples face in interacting with the justice system.



As the peak body for the Victorian legal profession, the LIV recognises it is responsible for supporting lawyers to build the cultural capability to ensure that legal services delivered to First Nations peoples are as culturally safe as possible within an inherently culturally unsafe system. The LIV was proud to support the VALS alongside VLA to launch the First Nations Cultural Capability Framework in June 2025 and looks forward to rolling out training for legal practitioners to help build the knowledge and skills needed to work in a culturally responsive and empowering way.

Third, to actively encourage and promote inclusion of First Nations peoples in the legal profession

The LIV is committed to its vision for reconciliation to support First Nations lawyers in achieving their aspirations within the legal profession. To support this, the LIV has continued to build a valuable relationship with Tarwirri – Indigenous Law Association of Victoria Inc. This year, the LIV helped deliver the Tarwirri Blak Letter Law Gala on 23 May 2026, ahead of National Reconciliation Week, and continues to provide free LIV membership to all Tarwirri members. The LIV wishes to acknowledge the significant contribution that Tarwirri provides, not only to the LIV, but to the wider legal profession.

The LIV also continues to offer First Nations scholarships in PLT with its partner, ACAP, as well as through the LIV Accredited Specialisation assessment program.

The LIV also relies significantly on its Reconciliation and Advancement Committee, composed of Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander lawyers from a variety of different backgrounds and organisations, to inform advocacy and policy reform on matters affecting First Nations peoples.

The LIV and the legal profession still have more work to do to advance reconciliation, and the LIV remains committed to continuing this journey.

Supporting First Nations peoples

Tarwirri Blak Letter Law Gala

The LIV supported Tarwirri with the delivery of its inaugural Blak Letter Law Gala. The gala officially started National Reconciliation Week 2026, creating a space to gather as community and acknowledge the ongoing work of justice, self-determination and leadership of First Nations peoples within the legal system.

The event brought together First Nations legal professionals, law students, community leaders and key stakeholders from across the sector.

The evening began with a smoking ceremony led by a Wurundjeri elder, followed by performances by dance group Djarlo and singer-songwriter Mitch Tambo.

The keynote speaker, the Hon Justice Lincoln Crowley, the first Supreme Court justice who is also a First Nations Australian, reflected on the slow progress in Indigenous representation within the Australian legal profession and the importance of increasing diversity.

First Aboriginal Judge appointed to the County Court of Victoria

The LIV welcomed the appointment of her Honour Judge Rosemary Falla, a proud Wotjobaluk, Wemba Wemba and Mutti Mutti woman, to the County Court of Victoria. Judge Falla's appointment marked a significant milestone as the first Aboriginal judge appointed to the County Court in its 174-year history. The LIV acknowledged Judge Falla's outstanding contribution to the legal profession, her Honour's leadership in advancing First Nations justice, and longstanding commitment to the Koori Court and Victorian Aboriginal communities.

At Judge Falla's official welcome ceremony on 3 June 2026, LIV Deputy President Louisa Gibbs recognised her Honour's distinguished career and longstanding contribution to First Nations justice in Victoria.





Top: Keynote speaker, the Hon Justice Lincoln Crowley, Supreme Court of Queensland.
Bottom: A dancer from the Djarlo dance group.

Executive leadership



Adam Awty

BBus (Acc), CPA

Chief Executive Officer



Donna Cooper

LL.B, Cert IVTAA

General Manager Policy, Professional Standards and External Affairs



Jack Fitcher

BBus (Acc), CPA, GAICD

Chief Financial Officer



Dr Elizabeth Gray

BA (Hons) LLB (Hons) MA PhD

General Manager Public Affairs and Marketing

(concluded employment with the LIV on 15 May 2026)



Kellie Hamilton

BS, MAITD, MBA (Exec), GAICD

General Manager Member Knowledge and Learning

(concluded employment with the LIV on 30 June 2026)



Duncan Pittard

BBus (Acc), CA, CPA, GAICD

General Manager Member Experience and Support

(concluded employment with the LIV on 15 May 2026)



Dr Maresa Seabrook

PhD, MBS, MSc, FCPHR

General Manager People, Capability, Culture and Wellbeing



Xian Volkmer

BComm, GradDip Psych, FGIA, GAICD

General Manager Governance, Risk and Company Secretary

Board of Directors



Front row

Louisa Gibbs
BA, LLB (Hons)
Deputy President

Samantha Kinsey
LLB (Hons), BA, RITF

Tom Ballantyne
BA, LLB (Hons), AccS(PI)
President

Kathy Wilson
LLB, Assoc Dip Bus (Legal Practice)
MAICD, TEP, FInstLX, AccS(Wills&Estates)

David Campbell
LLB, BCom

Back row

Matthew Hocking
MBA, LLB, BCom

Lena Hung
AccS(Imm), LLB (Hons), B.Com, GDLP, Certificate IV in Training and Assessment (CertTAA), Certificate of Mediation, GAICD

Kot Monoah
LLB, GDLP, Master of Laws (Applied Law), majoring in Family Law

Robin Buckham
BA, DipEd, MCom (Mktg), GAICD

Simon Hann
BCom, LLB, Graduate Diploma Applied Finance and Investments (GradDipAppFin)

Juliana Smith
BNsg (Mid), LLB, GDLP, LLM
Deputy President

Monisha Sequeira
BA, Economics (High Honours), JD (*cum laude*)

Governance stewardship

Strong governance is fundamental to the LIV and its ability to fulfil its purpose, support the legal profession and maintain the confidence of members, government, regulators and the Victorian community. As the peak body representing Victoria's legal profession and a registered charity, the LIV recognises that effective governance extends beyond compliance with legislative and regulatory obligations. It is the foundation upon which strategic leadership, responsible stewardship and organisational performance are built.

The Board is responsible for ensuring the LIV remains focused on its purpose while responding to an evolving legal, regulatory and operating environment. In doing so, it seeks to balance the long-term interests of members with the LIV's broader responsibility to advance the administration of justice, uphold the rule of law and contribute to a strong, independent and ethical legal profession.

Throughout 2025–26, the Board continued to strengthen the LIV's governance by maintaining a clear focus on strategic leadership, financial stewardship, organisational capability and enterprise risk. A significant milestone was completion of the 2022–26 Strategic Plan and approval of the LIV's new 2026–31 Strategic Plan. This marked an important transition from one successful planning cycle to the next and provided the Board with an opportunity to review not only the LIV's future direction, but also the governance arrangements needed to support the new Strategic Plan's successful implementation.

The Board believes that good governance creates confidence. It provides confidence that decisions are made in the best interests of the LIV and its members, that resources are managed responsibly, that risks are appropriately overseen and that the organisation remains resilient in a changing environment.



Integrity



Accountability



Transparency



Stewardship

These principles underpin the Board's approach to governance and guide its oversight of strategy, organisational performance, financial sustainability and ethical leadership.

Governance framework and Board oversight

The LIV's governance framework provides a clear structure for accountability, decision making and organisational oversight. It defines the respective roles of the Board, its committees, the CEO and management, ensuring authority is appropriately delegated while responsibility for the LIV'S governance remains with the Board.

The Board governs the LIV in accordance with the LIV Constitution, the *Corporations Act 2001* (Cth), the Australian Charities and Not-for-profits Commission Governance Standards and other relevant legislative and regulatory obligations. The governance framework is supported by the Board Charter Committee Charters, Delegations of Authority and a comprehensive suite of governance policies that establish clear expectations for ethical conduct, responsible decision making and organisational accountability. Together, these instruments provide a consistent framework for governance while enabling the LIV to respond effectively to changing legislative requirements and the evolving needs of members.

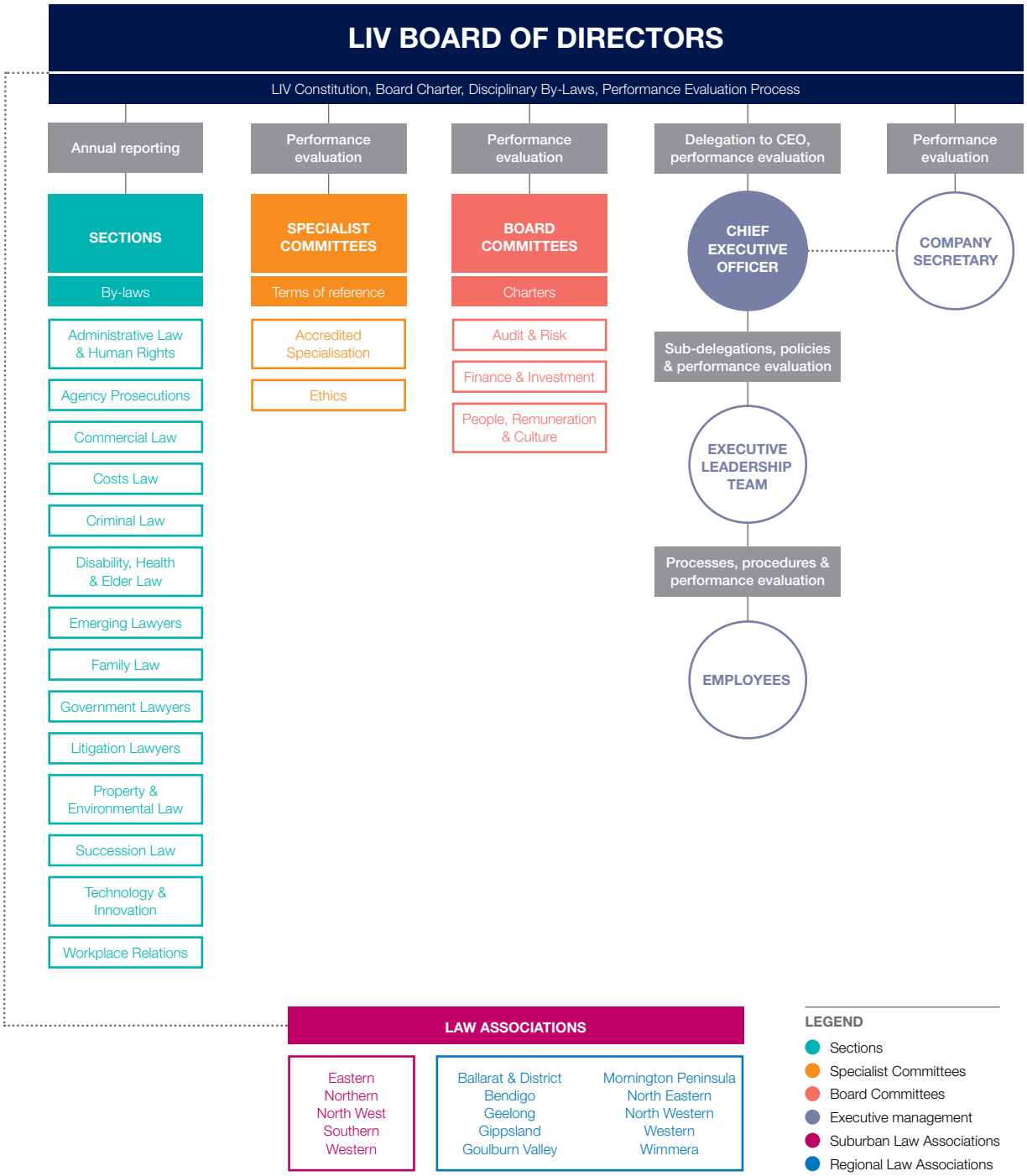
The Board is responsible for setting the LIV's strategic direction and overseeing its long-term sustainability. This includes approving the Strategic Plan and annual business plan, monitoring organisational performance, overseeing financial stewardship and enterprise risk, appointing and evaluating the CEO and ensuring the LIV maintains the capability, leadership and governance arrangements necessary to achieve its objectives. The Board also oversees organisational culture, recognising that strong governance depends not only on sound systems and processes but also on behaviours that reflect the LIV's values and commitment to professional excellence.

Responsibility for the day-to-day management of the LIV is delegated to the CEO who is supported by the executive leadership team. The CEO is responsible for implementing the strategic direction established by the Board, managing the organisation's operations and ensuring that the Board receives timely, accurate and relevant information to support effective decision making. This clear separation between governance and management enables the Board to remain focused on strategic leadership while providing constructive oversight and accountability.

The Board is supported by standing committees that examine matters requiring detailed consideration before making recommendations to the Board. Each committee operates under a Board-approved Charter that defines its responsibilities and reporting obligations.

- The Audit and Risk Committee assists the Board by overseeing financial reporting, enterprise risk management, internal controls, compliance and external audit.
- The Finance and Investments Committee provides oversight of the LIV's financial position, investment portfolio, reserves and long-term financial sustainability.
- The People, Remuneration and Culture Committee supports the Board in relation to executive performance, remuneration, leadership succession, organisational capability and workplace culture.

The Board reviews its governance framework and committee arrangements regularly to ensure they remain effective and aligned with the LIV's strategic priorities. During the year, governance processes continued to evolve through refinements to Board reporting, forward work planning and committee reporting, providing Directors with clearer strategic information and strengthening oversight of organisational performance, risk and implementation of key priorities.


LIV BOARD OF DIRECTORS
LIV Constitution, Board Charter, Disciplinary By-Laws, Performance Evaluation Process
Annual reporting
Performance evaluation
Performance evaluation
Delegation to CEO, performance evaluation
Performance evaluation
SECTIONS
By-laws
Administrative Law & Human Rights
Agency Prosecutions
Commercial Law
Costs Law
Criminal Law
Disability, Health & Elder Law
Emerging Lawyers
Family Law
Government Lawyers
Litigation Lawyers
Property & Environmental Law
Succession Law
Technology & Innovation
Workplace Relations
SPECIALIST COMMITTEES
Terms of reference
Accredited Specialisation
Ethics
BOARD COMMITTEES
Charters
Audit & Risk
Finance & Investment
People, Remuneration & Culture
CHIEF EXECUTIVE OFFICER
COMPANY SECRETARY
Sub-delegations, policies & performance evaluation
EXECUTIVE LEADERSHIP TEAM
Processes, procedures & performance evaluation
EMPLOYEES
LAW ASSOCIATIONS
Eastern
Northern
North West
Southern
Western
Ballarat & District
Bendigo
Geelong
Gippsland
Goulburn Valley
Mornington Peninsula
North Eastern
North Western
Western
Wimmera
LEGEND
Sections
Specialist Committees
Board Committees
Executive management
Suburban Law Associations
Regional Law Associations

Board composition

Office bearers:
President
Deputy Presidents (2)

12
Directors

9
Member Directors

Including two entrenched positions: a Suburban Legal Practitioner and Regional Legal Practitioner

3
Non-Member Directors

Board renewal and succession

Maintaining an appropriate balance of skills, experience and perspectives is fundamental to the Board's effectiveness. During 2025–26, the Board experienced several significant leadership and membership changes that reflected planned succession and unforeseen transition.

On 19 November 2025, Matthew Hibbins retired as a Director and concluded his term as President. The Board acknowledges Mr Hibbins's dedicated leadership and significant contribution to the LIV during a period of strategic renewal, including oversight of the development of the 2026–31 Strategic Plan and the continued strengthening of LIV governance.

Tom Ballantyne was appointed President on 19 November 2025, providing continuity of leadership as the LIV commenced implementation of its new Strategic Plan. Also on 19 November 2025, Louisa Gibbs was reappointed as Deputy President and Juliana Smith was appointed Deputy President, succeeding Tom Ballantyne following his appointment as President. Samantha Kinsey also joined the Board as a Director, bringing valuable professional experience and further strengthening the Board's capability.

The Board was deeply saddened by the passing of Non-Member Director Michael Liu on 25 January 2026. As an inaugural Non-Member Director, he made an outstanding contribution to the LIV's governance through his commercial expertise, strategic insight and thoughtful counsel. His commitment to the LIV and its long-term success left a lasting legacy, and the Board records its sincere appreciation for his service.

David Campbell was appointed as a Non-Member Director on 18 June 2026 in accordance with the LIV Constitution. Mr Campbell brings extensive executive, commercial and institutional investment experience, complementing the Board's existing skills and supporting its ongoing commitment to effective governance, sound stewardship and long-term organisational sustainability.

These changes reflect the Board's commitment to orderly succession, continuity of leadership and maintaining an appropriate balance of legal, commercial and governance expertise to support the LIV's strategic objectives and fulfil its responsibilities to members and the community.

Governance in action 2025–26

Throughout 2025–26, the Board remained focused on ensuring that the LIV's governance arrangements continued to support effective strategic leadership, informed decision making and organisational resilience. While maintaining oversight of its core governance responsibilities, the Board also devoted significant attention to strengthening the governance processes that underpin successful strategy implementation and long-term organisational performance.

A major focus during the year was the successful completion of the 2022–26 Strategic Plan and approval of the LIV's new 2026–31 Strategic Plan. The Board played an active role throughout the strategic planning process, considering environmental trends, stakeholder feedback and the future needs of the legal profession. In approving the new strategy, the Board also recognised that successful implementation would require strong governance, clear accountability and meaningful performance reporting. As a result, implementation planning, strategic performance measures and governance reporting were strengthened to provide Directors with greater visibility of progress against the LIV's long-term objectives.

The Board also continued to strengthen oversight of major organisational initiatives through improved governance arrangements and reporting. Significant projects were monitored against agreed objectives, timelines and resource allocations, providing greater transparency and assurance regarding delivery of strategic priorities. This disciplined approach supports organisational accountability while enabling the Board to respond proactively to changing circumstances and emerging risks.

Maintaining an effective Board is central to good governance. Throughout the year, Directors continued to consider Board capability, succession planning and the mix of skills required to govern an increasingly complex organisation. The Board recognises that diversity of professional experience, independent thinking and contemporary governance expertise contribute to stronger decision making and more effective stewardship.

The Board also continued to review its own effectiveness and the operation of its committees throughout the year. Board and committee work plans were

refined to better align with strategic priorities, while governance reporting and forward planning were enhanced to ensure sufficient time was allocated to matters of strategic importance. These improvements support more effective oversight of organisational performance and reinforce the Board's commitment to continuous improvement.

Enterprise risk and financial stewardship

Effective governance requires the Board to maintain oversight of the risks and opportunities that may affect the LIV's ability to achieve its strategic objectives and fulfil its charitable purpose. The Board is supported by the Audit and Risk Committee that assists in monitoring the effectiveness of the LIV's risk management framework, internal controls, compliance obligations and external audit arrangements.

Throughout the year, Directors regularly reviewed the LIV's strategic and operational risks, ensuring appropriate mitigation strategies were in place and that emerging issues were identified early. Particular attention was given to financial sustainability, cybersecurity, privacy, organisational capability, delivery of strategic initiatives, business continuity and the implications of regulatory reform.

Information governance continued to be an important area of Board oversight. During the year, the Board received regular reporting on cybersecurity, privacy information management and emerging technology risks. Ongoing investment in cyber resilience, together with continued staff awareness, security monitoring, incident response planning and periodic review of technical controls, strengthened the LIV's ability to respond to an increasingly sophisticated threat environment. Privacy governance also remained a priority, supported by established policies, procedures and governance arrangements that promote the responsible collection, use and protection of personal information.

The Board's governance responsibilities are further supported by a comprehensive policy framework that promotes ethical conduct, accountability and sound decision making throughout the organisation. Board-approved policies, including the Board Charter, Committee Charters, Delegations of Authority, Code of Conduct, Conflict of Interest Policy, Risk Management Framework and other governance policies, are reviewed regularly to ensure they remain aligned with legislative requirements, contemporary governance practice and the LIV's strategic priorities. The Board recognises that strong governance is achieved not only through policies and processes but also through a culture that encourages integrity, transparency and responsible leadership.

Financial stewardship remains one of the Board's core responsibilities. As a registered charity, the LIV is committed to managing its resources prudently to ensure long-term sustainability while continuing to invest in initiatives that support members, strengthen the legal profession and advance the LIV's charitable purpose. Throughout the year, the Board maintained close oversight of financial performance, reserves, investments and long-term financial planning, ensuring resources were allocated responsibly and in accordance with the LIV's strategic priorities.

Looking ahead

The Board remains committed to continuous improvement in governance. Regular review of governance policies, Board and committee effectiveness, Director development and governance processes ensures the LIV continues to build on its strong governance foundations and responds appropriately to changing expectations, emerging risks and opportunities. This commitment reflects the Board's belief that effective governance is dynamic and should evolve alongside the organisation it serves.

The year ahead will see continued implementation of the 2026–31 Strategic Plan. The Board will maintain its focus on strategic oversight, organisational capability, financial sustainability and enterprise risk while supporting management in delivering the LIV's priorities. Through disciplined stewardship, sound governance and a clear focus on purpose, the Board is committed to ensuring the LIV remains a trusted, resilient and forward-looking organisation, well positioned to support its members and strengthen the administration of justice for the benefit of all Victorians.

Financial stewardship

Management discussion and analysis

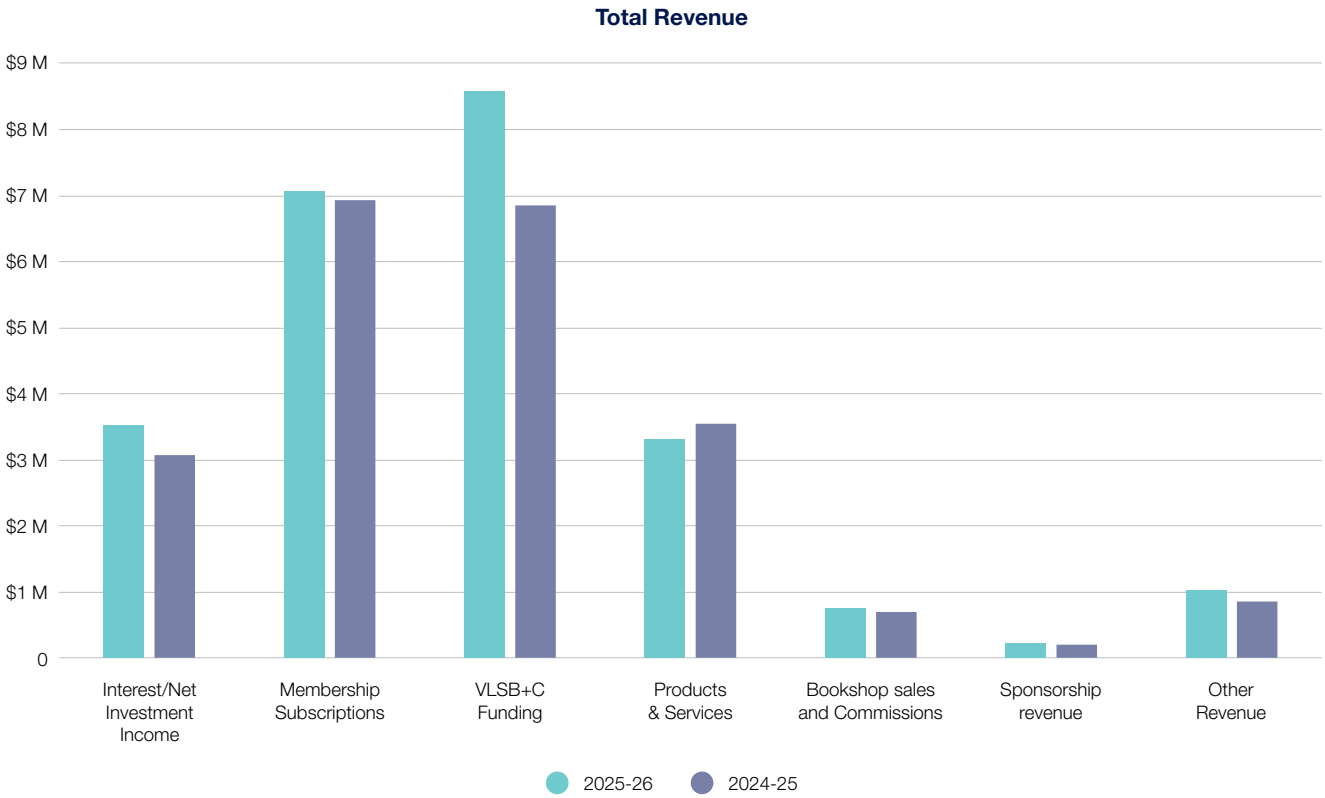
The LIV ended the 2025-26 year with an operating surplus of $580k.

There was an unrealised loss on the asset value of our managed investments of $380k which resulted in a total surplus for the LIV of $200k for the 2025-26 financial year.

Revenue

Total revenue for 2025-26 was $2.3m higher than the prior year.

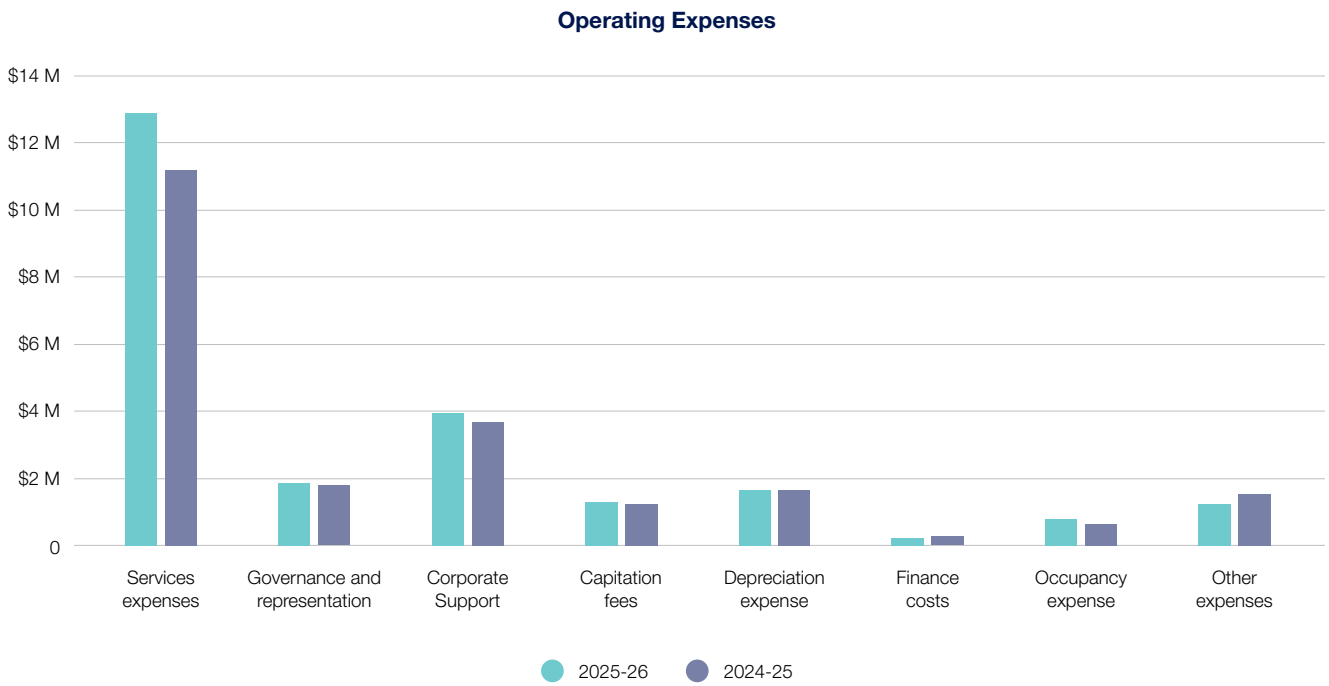
The key drivers were an increase in Victorian Legal Services Board + Commissioner (VLSB+C) funding (which included new funding to support the profession with the introduction of AML legislation) and also realised gains from the sale of investment assets during the year.



Expenditure

Total expenditure of $23.9M was $2.0m higher than the prior year.

The major driver for the increase in costs relates to providing services in line with the increased VLSB+C funding.



Investments

The value of LIV's investment portfolio was $44.7M at year end, which was an increase of $0.4M from the previous financial year.

There was a larger than usual holding of cash in the portfolio at 30 June 2026 as some assets were sold late in the 2025-26 financial year and new assets were not purchased until early in the 2026-27 financial year.

The portfolio is structured to achieve an approximate balance between growth assets and income generating assets.

The breakdown by asset class is shown below.

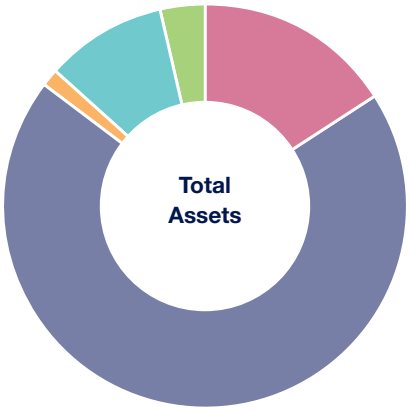


Cash	13%
Fixed Income	4%
Private Debt/High Yeild	39%
Australian Equities	14%
Property	10%
Growth Diversifiers	9%
International Equities	11%

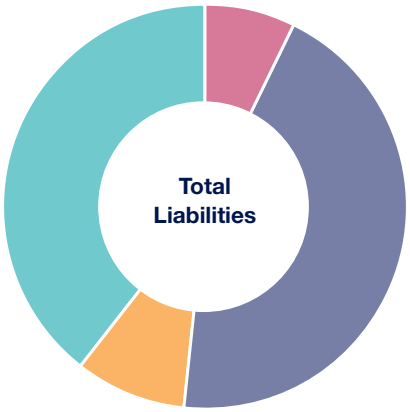
Assets & Liabilities

The value of total assets is closely aligned to the prior year with the major asset being the investment portfolio.

The main change in both the assets and liabilities compared to the previous year relates to the winding down of the lease assets and lease liability of the 140 William Street office, in line with accounting standards.



Cash	16%
Financial Assets	69%
Property Plant & Equipment	2%
Lease Assets	10%
Other	3%



Trade & Other Payables	8%
Lease Liabilities	44%
Provisions	9%
Deferred Income	39%

Financial Report



Alexander Susic
Principal Lawyer, Natalex Lawyers

Directors' report

FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2026
DIRECTORS' REPORT

The Directors present their report together with the financial report of the Law Institute of Victoria Ltd ("the Company") and of the consolidated entity, being the Company and its controlled entity, for the financial year to 30 June 2026 and auditors report thereon. This financial report has been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements.

The Directors in office at the end of the financial year are listed on pages 72 to 77 of the Annual Report, together with their qualifications, experience and special responsibilities. Details of meeting attendance are on page 78.

DIRECTORS

Directors in office during the financial year and at the date of this Report were:

First Name	Last Name	Date of first appointment	Current term end date
Tom	Ballantyne	1-Jan-19	Nov-27 AGM
Robin	Buckham	8-Aug-22	Nov-26 AGM
David	Campbell	18-Jun-26	Nov-28 AGM
Louisa	Gibbs	1-Jul-22	Nov-26 AGM
Simon	Hann	8-Aug-22	Nov-27 AGM
Matthew*	Hibbins	17-Jun-21	19-Nov-25
Matthew	Hocking	31-Mar-25	Nov-28 AGM
Lena	Hung	15-Nov-23	Nov-26 AGM
Samantha	Kinsey	19-Nov-25	Nov-28 AGM
Michael**	Liu	8-Aug-22	25-Jan-26
Kot	Monoah	20-Nov-24	Nov-27 AGM
Monisha	Sequeira	30-Sep-24	Nov-27 AGM
Juliana	Smith	1-Jul-22	Nov-26 AGM
Kathy	Wilson	1-Jan-21	Nov-28 AGM

*Matthew Hibbins retired as director on 19 November 2025.
**Michael Liu passed unexpectedly on 25 January 2026.

PRINCIPAL ACTIVITIES, OJECTIVES AND STRATEGIES

The principal activities of the Company during the financial year remain unchanged and were to:

(i) undertake the roles of a professional association of lawyers providing high standards, continuing education, informed debate on issues within the areas of its professional competence, setting and maintaining the highest professional and technical standards and promoting the role of members for the benefit of the community and

(ii) perform some functions, under delegation or contract, on behalf of the Victorian Legal Services Board and Commissioner

which it performs as a non-profit organisation, registered as a charity, dedicated to the development, maintenance and sustenance of the law for the benefit of the community.

No significant change in the nature of these activities occurred during the financial year and operations are in accordance with the LIV's Constitution.

OBJECTIVES 4

The Company's constitutional objectives are pursued through the vision statement and Strategic Plan set out on pages 2 to 13 of the Annual Report.

The Company strives to meet its purpose and long-term objectives, to:

- foster the rule of law and promote improvements and developments in the law
- safeguard the rule of law by fostering the independence of the Australian legal profession to promote public confidence
- advance education, training and research in the practice of law for the Australian legal profession
- determine, enforce and maintain competent, highly professional and ethical standards for the practice of law
- provide an environment to strengthen and promote the development and support of the community in respect of legal matters and those working in the law
- provide authoritative advice, information and opinion to other professional organisations, to governments and to the community, and
- promote justice and access to justice for all.

To meet its objectives, the Company will continue to:

- promote high standards of practice, ethics and professional integrity in relation to training, specialist education, assessment, research and practice to protect the community and the rights of members of the community;
- establish education and training programs for lawyers to support their continuing competence and effectiveness
- encourage and support members and all legal practitioners to undertake continuing professional development;
- engage with members of the community to ensure that the interactions with the legal system are informed, fair and effective
- work with governments, regulators and other relevant organisations to advance the interests of the legal profession and to protect the community
- advocate as an informed party on any issue which affects the ability of lawyers to meet their responsibilities to the community, and
- promote cooperation with organisations which have objectives similar to the Company in Australia as well as internationally.

The Company's short-term objectives in the next 12 months will be to focus on delivering the 2026-31 Strategic Plan and to continue to grow and strengthen the sustainability of the Company.

As the peak body for the Victorian legal profession, the Company will initiate and maintain programs to promote high standards of competence, professionalism and ethics within the legal profession, promote an active law reform advocacy agenda, respond publicly to issues relevant to the legal profession and the broader community, deliver continuing legal education programs and continue to provide expert services and resources to support high standards in legal practice for the benefit of the community.

REVIEW AND RESULT OF OPERATIONS

The Company performance is assessed by the Board of Directors at their eight (8) Board meetings held during the year.

The Board is assisted by its three standing committees:

- The **Audit and Risk Committee** assists the Board of Directors in discharging its risk management responsibilities. In particular, this committee assists the Board of Directors in ensuring the integrity of the Company's financial reporting and for setting the appropriate risk appetite for the Company, ensuring that there is a strong risk management framework that is able to manage, monitor and control the various risks to which the Company is exposed.

- The **Finance and Investment Committee** assists the Board of Directors in fulfilling corporate governance and oversight responsibilities relating to the Company's financial strategies and oversees issues relating to investments for the Company. In particular, this committee monitors the financial position and performance of the Company, including financial and non-financial information reviews.

- The **People, Remuneration and Culture Committee** assists the Board of Directors in supporting and advising in responsibilities relating to the Company's people and culture, awards and appointments.

The Company continued to engage in its principal activity, the results of which are disclosed in the financial statements on pages 81 to 102 and in the discussion and analysis of financial results set out on pages 64 to 66.

FINANCIAL RESULTS

An operating surplus from ordinary activities of $580,788 (2025: $229,366) was made for the year.

The value of investments at year end totalled $41,588,065 (2025: $44,320,964). The lower value of investment assets at year end is offset by a higher level of cash being held. This resulted from the sale of investment assets occurring prior to year end and the subsequent purchase of new investment assets not occurring until early in the 2026-27 financial year.

THE PRINCIPLES FOR RESPONIBLE INVESTMENT

Reflecting a continued focus on responsible investment, the Company seeks to apply environmental, social and governance (ESG) principles to its investment portfolios. The Company has an Investment Policy Statement and works with its asset managers to put the principles of responsible investment into practice. Direct investments in companies in the following sectors: armaments, pornography, sex work industry, payday lending, tobacco, engaging in slave labour, predatory lending and gambling are excluded from consideration for investment and, wherever possible, indirect investments are managed by asset managers who are signatories to the UN Principles of Responsible Investment or have the endorsement of the Responsible Investment Association of Australia.

LIABILITY OF MEMBERS ON WINDING UP

The Company is incorporated under the *Corporations Act 2001* (Cth) and is a company limited by guarantee. If the Company is wound up, its Constitution states that each member is required to contribute to a maximum of $10 each towards meeting any outstanding obligations of the group. As at 30 June 2026, the number of members was 22,766. The combined total amount that members of the Company are liable to contribute if the Company is wound up is $227,660.

ROUNDING OF AMOUNTS

In accordance with ASIC *Corporations (Rounding in Financial/Directors' Reports) Instruments 2026/183*, the amounts in the Directors' Report and in the Financial Report have been rounded to the nearest dollar, unless otherwise stated.

SIGNIFICANT CHANGES IN STATE OF AFFAIRS

There were no significant changes in the Company's state of affairs that occurred during the financial year.

SUBSEQUENT EVENTS

Subsequent to the reporting date, a funding submission was signed 9 July 2026 by the Victorian Legal Services Board and Commissioner covering a service period until 30 June 2027.

There are no other items, transactions or events of a material or unusual nature that have arisen in the interval between the end of the financial year and the date of this Report pertaining to the Company's operations.

LIKELY DEVELOPMENTS

Likely developments in the operations of the Company and the expected results of those operations in future financial years are noted elsewhere in this Report, with the operations working towards the achievement of the Company's objectives under its 2026-31 Strategic Plan.

At the time of writing this Report, disasters as a result of climate events, geopolitical events and inflationary pressures are impacting all sectors of the economy. The Company recognises that there is uncertainty over the future impact on revenue and expenditure and the value of its investments, but these cannot be reliably estimated at present and are not expected to impact the ability of the Company to continue as a going concern.

INDEMNIFICATION OF OFFICERS

During or since the end of the year, the Company has paid a premium in respect of an insurance contract to indemnify officers against liabilities that may arise from their position as officers of the Company and its controlled entities.

Officers indemnified include the Company Secretary, all Directors and all Executive Officers participating in the management of the Company and its controlled entities.

Further disclosure required under section 300(9) of the *Corporations Act 2001* (Cth) is prohibited under the terms of the contract.

INDEMNIFICATION OF AUDITORS

No indemnities have been given or insurance premiums paid during or since the end of the financial year for any person who is or has been an auditor of the Company.

ENVIRONMENTAL REGULATIONS

The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied for leave of Court to bring proceedings on behalf of the Company or to intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings.

The Company was not a party to any such proceedings during the year.

INFORMATION ON DIRECTORS

Tom Ballantyne	**President, November 2025 – current**
Duration of current term	Until the November 2027 Annual General Meeting
Category	Member Director
Qualifications	BA, LLB (Hons), LIV AccS(PI)
Experience	Tom Ballantyne has served as a Director since January 2019. He currently serves as LIV President and Chair of the People Remuneration and Culture Committee, having been appointed to the position in November 2025. He previously served as Deputy President from July 2022 to December 2022 and again from November 2023 to November 2025 and as Chair of the Finance and Investment Committee from July 2022 to November 2025. Admitted in 2006 following articles of clerkship at Maurice Blackburn Lawyers. Since that time Mr Ballantyne has practised primarily in medical litigation and is now the head of Maurice Blackburn's national medical law practice. Mr Ballantyne also represents National Disability Insurance Scheme (NDIS) participants in reviews and appeals and is also active in NDIS policy and advocacy. Mr Ballantyne has a particular interest and experience in legal policy and law reform related issues and has previously served as Victorian President of the Australian Lawyers Alliance; and as a member of the Australian Lawyers Alliance Victorian Committee.

Louisa Gibbs	**Deputy President, November 2023 – current**
Duration of current term	Until the November 2026 Annual General Meeting
Category	Member Director
Qualifications	BA, LLB (Hons)
Experience	Louisa Gibbs has served as a Director since July 2022 and currently serves as LIV Deputy President and Chair of the Finance and Investment Committee. She was first appointed Deputy President in December 2022 and was reappointed to the position in November 2023, November 2024 and November 2025. She was appointed Chair of the Finance and Investment Committee in November 2025. Ms Gibbs previously served as a member of the Finance and Investment Committee from August 2022 to November 2023, as Chair of the Audit and Risk Committee from November 2023 to May 2025, and as Chair of the People Remuneration and Culture Committee from May to November 2025. Ms Gibbs provides strategic leadership and support for Victoria's 50 community legal centres as CEO of the Federation of Community Legal Centres. Community legal centres provide free, quality legal information, advice, representation, casework and education, focusing on working with people who are experiencing disadvantage, such as financial hardship, family violence, homelessness or discrimination. Ms Gibbs has worked as a lawyer in both the community legal sector and in private practice, including 13 years of living and working overseas in Vietnam, Solomon Islands and Senegal. Ms Gibbs also serves as a Director of the Law Council of Australia, having been appointed by the Law Institute of Victoria in its capacity as a constituent body of the Law Council of Australia.

Juliana Smith	**Deputy President, November 2025 – current**
Duration of current term	Until the November 2026 Annual General Meeting
Category	Member Director Regional Practitioner
Qualifications	BNsg (Mid), LLB, GDLP, LLM
Experience	Juliana Smith has served as a Director since July 2022 and currently serves as Deputy President, having been appointed to the position in November 2025. She serves as a member of the People, Remuneration and Culture Committee since 2022 and previously served as member of the Finance and Investment Committee as well as the Audit and Risk Committee.

Ms Smith has 18 years' experience as a lawyer in regional Victoria in the practice areas of family law, criminal law and family violence in both private and legal aid matters. Ms Smith has a particular interest in issues affecting rural Victorians and practitioners, and she represents the LIV on the Law Council of Australia Rural, Regional and Remote Lawyers Committee. She has been actively involved in the New Bendigo Law Courts Advisory Committee as well as the local law association, including in the role of President. Ms Smith has completed a Master of Laws at the University of Melbourne and was previously a registered nurse and midwife.

Ms Smith was previously a member of the Supreme Court Library Committee and Law Library of Victoria Committee. She is currently a member of the Bendigo Law Association Committee and a guest member of the Small Business Consultative Group.

Robin Buckham

Duration of current term	Until the November 2026 Annual General Meeting
Category	Non-Member Director
Qualifications	BA, DipEd, MCom (Mktg), GAICD

Experience

Robin Buckham has served as a Director since August 2022 and is a member of the People, Remuneration and Culture Committee.

Ms Buckham is a non-executive director and consultant, and was until recently a senior executive leader and CEO. Ms Buckham has more than 30 years' board-level experience across the public, commercial and not-for-profit sectors with particular experience in the manufacturing industry, the higher education sector and the not-for-profit space.

Ms Buckham chairs the Gippsland Port Committee of Management and is a Director of the Southern Metropolitan Cemeteries Trust.

In an executive capacity Ms Buckham has been an interim executive at the College of Surgeons, and at a metropolitan TAFE. Ms Buckham previously held senior roles in the higher education sector, including as Deputy Vice-Chancellor (International and Development) at Deakin University. Ms Buckham's early career included managing a steel pipe mill for BHP.

Ms Buckham is the President of the Albert Park South Melbourne Rowing Club, having previously served as the Secretary from 2022.

David Campbell

Duration of current term	Until November 2028 Annual General Meeting
Category	Non-Member Director
Qualifications	LLB, BCom

Experience

David Campbell has served as a Director since June 2026 and is a member of the Finance and Investment Committee.

Mr Campbell is a finance executive, strategic adviser and former lawyer, with more than two decades of experience across legal practice, financial services, capital markets, infrastructure, professional services and international investment. He has worked extensively throughout Australia, Europe and Asia, advising boards, executives, investors and government stakeholders on complex financial, governance and strategic matters. Mr Campbell's career has encompassed legal practice, investment banking, wealth and asset management, corporate finance, executive leadership and board roles. He has significant expertise in investment management, governance, capital allocation, and risk management from senior positions in institutional and investment banking including with ANZ Banking Group and UBS.

He also served as a senior Australian government trade and investment diplomat in Western Europe and Singapore, engaging with global investors, pension funds, multinational corporations and infrastructure developers to facilitate foreign direct investment and strategic partnerships. Most recently, he worked with leading projects, energy, infrastructure, finance and real estate teams within the legal profession and contributed to artificial intelligence initiatives.

	Mr Campbell holds Bachelor of Laws and Bachelor of Commerce degrees from the University of Melbourne and is admitted as a Barrister and Solicitor of the Supreme Court of Victoria.
Simon Hann	
Duration of current term	Until the November 2027 Annual General Meeting
Category	Non-Member Director
Qualifications	BCom, LLB, Graduate Diploma Applied Finance and Investments (GradDipAppFin)
Experience	Simon Hann has served as a Director since August 2022 and currently serves as Chair of the Audit and Risk Committee, having been appointed to the position in May 2025. Mr Hann previously served as a member of the Audit and Risk Committee. Mr Hann has extensive experience in the education sector, primarily focused on the innovation and commercialisation of new approaches to learning, credentialing and associated technology. Until May 2023, he served as a board member of the Australian Council of Professions and chaired the Education Committee - Employability, Accreditation and Micro-credentialling. He is currently Group Executive, Education & Marketing at Chartered Accountants Australia and New Zealand; Chair of the Future of Learning Advisory Group at the Melbourne Business School; and a member of the Global Accounting Alliance Education Directors Group.
Matthew Hibbins	**Retired November 2025**
Duration of current term	Until the November 2025 Annual General Meeting
Category	Member Director
Qualifications	BA (Hons), LLB, LLM
Experience	Matthew Hibbins served as a Director from June 2021 to November 2025 and as LIV President from November 2023 to November 2025. Prior, Mr Hibbins served as Deputy President from July 2022 to November 2023; and as Chair of the Audit and Risk Committee from August 2022 to November 2023. Mr Hibbins has over 20 years' experience as a mergers and acquisitions lawyer, with experience in domestic and cross-border M&A transactions, private equity, venture capital, restructures, workouts and advising on corporations and securities laws. Mr Hibbins is a Partner and member of the board of MinterEllison and admitted to practice in Victoria and Hong Kong. Mr Hibbins is also a Director of both the Law Council of Australia and the Peter and Lyndy White Foundation; and serves as a Governor of the American Chamber of Commerce in Australia.
Matthew Hocking	
Duration of current term	Until the November 2028 Annual General Meeting
Category	Member Director
Qualifications	MBA, LLB, BCom
Experience	Matthew Hocking has served as a Director since March 2025 and is a member of the Finance and Investment Committee. Mr Hocking is the Victorian Government Solicitor, leading the Victorian Government Solicitor's Office (VGSO) as the primary legal adviser to the government and public sector agencies, including the Attorney-General, ministers, and secretaries. With expertise in civil litigation and dispute resolution (including personal injury), administrative decision making and review, public sector governance and integrity, interpretation and development of legislation, commercial litigation, and policing and emergency management, Mr Hocking has extensive experience across both the public and private sectors. He joined the VGSO in September 2018 as Assistant Victorian Government Solicitor

(Litigation and Dispute Resolution). He was appointed Acting Victorian Government Solicitor in December 2019 and formally appointed Victorian Government Solicitor in November 2020. Previously, he held executive roles at the Transport Accident Commission, overseeing legal, health, and disability divisions and leading large multidisciplinary teams. His background also includes senior roles in private legal practice, commercial insurance, and in banking and finance in both legal and non-legal roles.

Mr Hocking is a Board Member of the Detention & Supervision Order Review Board, the Standing Council of Australian Crown Solicitors and the Deakin Law School Advisory Board.

Mr Hocking was admitted to practice in 2000 and holds a Master of Business Administration from the University of Melbourne (Melbourne Business School) and a Bachelor of Law and a Bachelor of Commerce from Deakin University.

Lena Hung

Duration of current term	Until the November 2026 Annual General Meeting
Category	Member Director
Qualifications	AccS(Imm), LLB (Hons), B.Com, GAICD, GDLP, Certificate IV in Training and Assessment (CertTAA) Certificate of Mediation

Experience

Lena Hung has served as a Director since November 2023 and is a member of the Audit and Risk Committee since May 2025, having previously served as a member of the People Remuneration and Culture Committee from November 2023 to May 2025.

Ms Hung was admitted to practice in 2004 and has been an LIV Accredited Specialist in Immigration Law since 2010. She has previously served as Chair of the LIV's Administrative Law and Human Rights Section, Chair of the LIV Accredited Specialisation Immigration Law Advisory Committee and Co-Chair of the LIV Migration Law Committee. Ms Hung is also an active member of the Law Council of Australia's Migration Law Committee and has made contributions to many law reform submissions. She currently serves as Treasurer of the Federal Dispute Resolution Section of the Law Council of Australia.

Ms Hung is a Director of Enriched Migration Training Pty Ltd, and has a keen interest in facilitating the professional development of legal professionals. She has presented for Enriched Migration Training, an OMARA approved CPD provider since 2016.

In 2021, Ms Hung received the LIV President's Award for Outstanding Service and has been recognised by her peers every year since 2021 as one of the Best Lawyers in Australia in Immigration Law.

Samantha Kinsey

Duration of current term	Until the November 2028 Annual General Meeting
Category	Non-Member Director
Qualifications	LLB (Hons), BA, RITF

Experience

Samantha Kinsey has served as a Director since November 2025 and is a member of the Audit and Risk Committee.

Ms Kinsey is a Partner of Mallesons, specialising in restructuring and insolvency, financial services regulatory investigations and high-stakes strategic commercial dispute resolution. She has a strong cross-border aspect to her restructuring and dispute resolution practices and has managed significant engagements for clients throughout Asia and globally.

Ms Kinsey has led many of Australia's major restructuring and insolvency deals and has built a strong reputation in the market for creative bespoke solutions to challenging problems.
Ms Kinsey is an ARITA and INSOL Fellow and currently sits on both the Law Council of Australia's Insolvency and Restructuring Committee and TMA Australia's Victorian Committee.

Michael Liu	**Retired January 2026**
Duration of current term	Until the November 2028 Annual General Meeting
Category	Non-Member Director
Qualifications	BCom, LLB (Hons)
Experience	Michael Liu served as a Director from August 2022 and was a member of the Finance and Investment Committee. Mr Liu commenced his professional career practising corporate finance and banking law, before moving to commercial roles in the investment banking and fintech industries. Mr Liu was a non-executive director at WCM Global Growth Limited and Chair of its Audit and Risk Committee; Police Financial Services Limited (trading as BankVic) and Chair of its Digital and Cyber Committee and member of its Governance, Remuneration and Nominations Committee; and Defence Health Limited and member of its Investment Committee.

Kot Monoah	
Duration of current term	Until the November 2027 Annual General Meeting
Category	Member Director, Suburban Legal Practitioner
Qualifications	LLB, GDLP, Master of Laws (Applied Law), majoring in Family Law
Experience	Kot Monoah has served as a Director since 20 November 2024 and is a member of the People, Renumeration and Culture Committee, having previously served as a member of the Audit and Risk Committee until May 2025. Mr Monoah is the Principal Lawyer at Sunshine Lawyers, which he established in 2019, and has specialised in personal injury law since 2010. He has previously held roles at prominent plaintiff and defendant personal injury firms, including nearly eight years at Slater and Gordon Lawyers in Sunshine and Maurice Blackburn in Rockhampton, Queensland. He is also a Director of the School of Sunshine Ltd. Mr Monoah has a longstanding commitment to community leadership and access to justice, for which he has received several awards including the Victoria University Young Alumni Award in October 2017; the LIV Rising Star Award in May 2017; the Afro-Shine Award for Excellence in Community Leadership in October 2016; and the Victoria Multicultural Commission (VMC) Meritorious Award for community service in September 2016. He served on former Premier Daniel Andrews' African Ministerial Advisory Board from April 2015 to April 2018 and has actively worked with not-for-profit organisations, providing pro bono legal services. In addition, he has worked alongside Victoria Police as part of a community patrol team to address youth crime issues in Victoria, and served in various leadership roles including former Chairperson of the South Sudanese Community Association of Victoria Inc. (SSCAV Inc.) and former board member and Youth Secretary of the Incubate Foundation Inc (Youth Mentor Organisation).

Monisha Sequeira	
Duration of current term	Until the November 2027 Annual General Meeting
Category	Member Director
Qualifications	BA, Economics (High Honours), JD (*cum laude*)
Experience	Monisha Sequeira has served as a Director since September 2024. She also serves as a member of the Finance and Investment Committee. Ms Sequeira has over 20 years of experience as a commercial litigator. She started her legal career in the United States at Shearman & Sterling. Following her requalification in Victoria, Ms Sequeira was admitted to practice in 2012. She is a partner at Allens, specialising in complex commercial litigation, tax disputes and class actions. Before her legal career, she was a technology consultant at Accenture. That professional intersection of law and technology allows her to think strategically about the impact of technology on our profession and the broader community, including data security and tech innovation.

While obtaining her law degree, Ms Sequeira taught in the Program on Negotiation at the Harvard Law School, a university consortium that develops negotiation theory and dispute resolution strategies. She has maintained her connection to the university, serving as a board member and former Co-President of the Harvard Club of Victoria, which raises funds to empower not-for-profit CEOs in Victoria, improving their impact in this vital sector. She has also heavily invested in her local community schools and sporting clubs in various roles.

Kathleen (Kathy) Wilson

Duration of current term	Until the November 2028 Annual General Meeting
Category	Member Director Suburban Practitioner
Qualifications	LLB, Assoc Dip Bus (Legal Practice) MAICD, TEP, FInstLX, AccS(Wills&Estates)

Experience

Kathy Wilson has served as a Director since January 2021 and is a member of the Audit and Risk Committee and the Ethics Committee.

Ms Wilson previously served as a member of the Finance and Investment Committee from August 2022 to May 2025

Ms Wilson was previously elected as a Director from January to December in 2018 in addition to her current term of office, and has broad board experience. Her board roles have included past Chair of the Nominations and Remuneration Committee, a member of the Governance Working Group, and a member of the Finance and Investment Committee.

Ms Wilson has a background in succession, elder and property law, as well as estate and commercial litigation, with over 25 years' experience. She is a member, and past Chair of the Succession Law Committee, Elder Law Committee and Ethics Committee. Ms Wilson's external roles include: membership of VCAT Guardianship List Users Committee, Supreme Court Probate Users Group, and the Victorian Legal Admissions Committee. She has previously also served as a member of the Law Council of Australia Elder and Succession Law Committee. Ms Wilson has media experience speaking on matters within her knowledge on radio, television and in print media.

Ms Wilson has broad experience as a director, including as past Chair and Director of Fed Square Pty Ltd. She is a Director and past President of the Institute of Legal Executives (Aus) Pty Ltd, a Director of the Institute of Legal Executives (Vic) Pty Ltd, a Director of Petaluma Investments Pty Ltd, and a Director of Select Market and Financial Services Pty Ltd. Ms Wilson is also a member of the Australian Institute of Company Directors.

ATTENDANCE AT DIRECTORS' MEETINGS

During the year, individual Directors' attendance at Board meetings and at meetings of the committees on which they served, is set out in the table below.

		Board		**Audit and Risk**		**People, Remuneration and Culture**		**Finance and Investment**	
		A	B	A	B	A	B	A	B
Tom	Ballantyne	**8**	**8**			**2**	**2**	6	6
Robin	Buckham	8	7			4	4		
David	Campbell	1	1						
Louisa	Gibbs	8	8			2	2	**3**	**3**
Simon	Hann	8	7	**5**	**5**				
Matthew	Hibbins	2	2						
Matthew	Hocking	8	7					6	6
Lena	Hung	8	7	5	4				
Samantha	Kinsey	6	5	2	2				
Michael	Liu	4	4					3	3
Kot	Monoah	8	7			4	4		
Monisha	Sequeira	8	7					6	6
Juliana	Smith	8	8	3	2	4	4		
Kathy	Wilson	8	8	5	5				

A= Number of meetings held in the period 1 July 2025 to 30 June 2026 during which time the relevant Director was a member of the Board or the Committee, as the case may be.
B = Number of meetings attended by the relevant Director from 1 July 2025 to 30 June 2026.

Chair = Bold and underlined. Denotes serving Chair as at 30 June 2026. The current Chairs of the Board sub-committees were appointed by the Board, effective 27 November 2025. Previously, from 1 May 2025 to 27 November 2025 Tom Ballantyne served as Chair of Finance and Investment Committee and Louisa Gibbs served as the Chair of the People, Remuneration and Culture Committee. The President serves as an *ex-officio* member of all committees of the Board**.** Directors meet regularly in the absence of management.

COMPANY DETAILS

Registered office and principal place of business:

Company Name: Law Institute of Victoria Ltd
Address: L13, 140 William Street
Melbourne VIC 3000
ABN: 32 075 475 731

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration under division 60-40 of the *Australian Charities and Not-for-profits Commission Act* 2012 in relation to the audit for the financial year is provided with this report.

DIRECTORS' REPORT

Signed on behalf of the Board of Directors.



Director: Tom Ballantyne



Director: Simon Hann

Date: 1st day of October 2026

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

AUDITOR'S INDEPENDENCE DECLARATION
TO THE DIRECTORS OF LAW INSTITUTE OF VICTORIA LTD

In accordance with section 60-40 of the *Australian Charities and Not-for-profits Commission Act 2012*, I declare to the best of my knowledge and belief in relation to the audit of the financial report of Law Institute of Victoria Ltd for the year ended 30 June 2026, there have been:

- no contraventions of the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* in relation to the audit.

This declaration is in respect of Law Institute of Victoria Ltd and the entity it controlled during the year.



J J MITCHELHILL

Partner



PITCHER PARTNERS

Melbourne

Date: 1 October 2026

Pitcher Partners. An independent Victorian Partnership ABN 27 975 255 196. Level 13, 664 Collins Street, Docklands, VIC 3008
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LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 $	2025 $
Revenue	2	24,493,214	22,165,155
Less: expenses			
Services expense		(12,909,041)	(11,170,571)
Governance and representation		(1,855,876)	(1,780,977)
Corporate support		(3,940,609)	(3,669,557)
Capitation fees		(1,300,418)	(1,227,803)
Depreciation and amortisation expense	3	(1,652,286)	(1,649,516)
Finance costs	3	(241,665)	(281,737)
Occupancy expense		(786,375)	(630,600)
Other expenses from ordinary activities		(1,226,156)	(1,525,028)
		(23,912,426)	(21,935,789)
Surplus from operating activities		580,788	229,366
Unrealised (loss) / gain on financial assets at fair value		(380,136)	1,158,214
Other comprehensive income for the year		-	-
Surplus		200,652	1,387,580

The accompanying notes form part of these financial statements.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	2026 $	2025 $
Current assets			
Cash and cash equivalents	4	9,557,046	7,495,558
Trade and other receivables	5	870,871	471,674
Inventories	6	203,462	195,123
Financial assets	7	41,588,065	44,320,964
Other current assets	8	902,819	628,297
Total current assets		53,122,263	53,111,616
Non-current assets			
Intangible assets	9	70,605	213,145
Lease assets	10	5,819,052	7,136,573
Property, plant and equipment	11	906,713	687,371
Total non-current assets		6,796,370	8,037,089
Total assets		59,918,633	61,148,705
Current liabilities			
Trade and other payables	12	1,252,420	1,452,976
Lease liabilities	10	1,489,006	1,384,895
Provisions	13	1,373,450	1,175,946
Other liabilities	14	6,597,004	6,606,871
Total current liabilities		10,711,880	10,620,688
Non-current liabilities			
Lease liabilities	10	5,941,174	7,430,179
Provisions	13	84,626	117,537
Total non-current liabilities		6,025,800	7,547,716
Total liabilities		16,737,680	18,168,404
Net assets		43,180,953	42,980,301
Equity			
Retained surplus	15	43,180,953	42,980,301
Total equity		43,180,953	42,980,301

The accompanying notes form part of these financial statements.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2026

	Retained surplus $	Total equity $
Balance as at 1 July 2024	41,592,721	41,592,721
Surplus for the year	1,387,580	1,387,580
Total comprehensive income for the year	1,387,580	1,387,580
Balance as at 30 June 2025	42,980,301	42,980,301
Balance as at 1 July 2025	42,980,301	42,980,301
Surplus for the year	200,652	200,652
Total comprehensive income for the year	200,652	200,652
Balance as at 30 June 2026	43,180,953	43,180,953

The accompanying notes form part of these financial statements.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 $	2025 $
Cash flow from operating activities			
Member subscriptions		7,511,659	7,728,459
Victorian Legal Services Board and Commissioner funding		8,799,300	6,939,809
Payments to suppliers and employees		(21,771,096)	(19,719,236)
Interest / Investment income received		2,478,534	3,049,716
Finance costs		(241,665)	(281,736)
Capitation fees		(1,300,418)	(1,227,803)
Bookshop sales, administration fees and other member activities		5,194,260	6,161,667
Net cash provided by operating activities		670,574	2,650,876
Cash flow from investing activities			
Payment for property, plant and equipment		(341,747)	(166,301)
Payment for intangible assets		(69,820)	(127,621)
Payment for investments		(10,838,491)	(255,097)
Proceeds from sale of investments		14,025,867	169,066
Net cash provided by / (used in) investing activities		2,775,809	(379,953)
Cash flow from financing activities			
Principal portion of lease payments		(1,384,895)	(1,286,031)
Net cash used in financing activities		(1,384,895)	(1,286,031)
Reconciliation of cash			
Cash at beginning of the financial year		7,495,558	6,510,666
Net increase in cash held		2,061,488	984,892
Cash at end of financial year		9,557,046	7,495,558

The accompanying notes form part of these financial statements.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION

General information

The financial report is a general purpose financial report that has been prepared in accordance with the *Australian Charities and Not-for-profits Commission Act 2012* and Australian Accounting Standards - Simplified Disclosures, Interpretations and other applicable authoritative pronouncements of the Australian Accounting Standards Board. This includes compliance with the recognition and measurement requirements of all Australian Accounting Standards, Interpretations and other authoritative pronouncements of the Australian Accounting Standards Board and the disclosure requirements of AASB 1060 *General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities.*

The financial report covers Law Institute of Victoria Ltd and its controlled entity. Law Institute of Victoria Ltd is a Company limited by guarantee, incorporated and domiciled in Australia. Law Institute of Victoria Ltd is a not-for-profit entity for the purpose of preparing the financial statements.

The financial report was approved by the directors as at the date of the directors' report.

Historical Cost Convention

The financial report has been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the accounting policies.

Material accounting policies

The following accounting policies have been applied in the preparation and presentation of the financial report.

(a) Principles of consolidation

The consolidated financial statements are those of the consolidated entity, comprising the financial statements of the parent entity and a dormant subsidiary entity (Collaborative Professionals Victoria Pty Ltd). As such the financial statements represent those of the parent entity.

(b) Income tax

No provision for income tax has been raised as the Group is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(c) Impairment of non-financial assets

Goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are not subject to amortisation and are therefore tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

For impairment assessment purposes, assets are generally grouped at the lowest levels for which there are largely independent cash flows ('cash generating units'). Accordingly, most assets are tested for impairment at the cash-generating unit level. Because it does not generate cash flows independently of other assets or groups of assets, goodwill is allocated to the cash generating unit or units that are expected to benefit from the synergies arising from the business combination that gave rise to the goodwill.

Assets other than goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are assessed for impairment whenever events or circumstances arise that indicate the asset may be impaired.

An impairment loss is recognised when the carrying amount of an asset or cash generating unit exceeds the asset's or cash generating unit's recoverable amount. The recoverable amount of an asset or cash generating unit is defined as the higher of its fair value less costs of disposal and value in use (where ‘value in use’ is determined as the present value of the future cash flows expected to be derived from an asset or cash-generating unit).

Impairment losses in respect of individual assets are recognised immediately in profit or loss unless the asset is measured at a revalued amount, in which case the impairment loss is treated as a revaluation decrease and is recognised in other comprehensive income to the extent that it does not exceed the amount in the revaluation surplus for the same class of asset. Impairment losses in respect of cash generating units are allocated first against the carrying amount of any goodwill attributed to the cash generating unit with any remaining impairment loss allocated on a pro rata basis to the other assets comprising the relevant cash generating unit.

A reversal of an impairment loss for an asset measured at cost is recognised in profit or loss. A reversal of an impairment loss for an asset measured at a revalued amount is treated as a revaluation increase and is recognised in other comprehensive income, except to the extent that an impairment loss on the same class of asset was previously recognised in profit or loss, in which case a reversal of that impairment loss is also recognised in profit or loss.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(d) Revenue

Membership fees and Subscriptions

The subscription year is 1 July to 30 June. Subscriptions are payable annually in advance. Only those membership fees and subscription receipts, which are attributable to the current financial year, are recognised as revenue. Fees and subscription receipts relating to periods beyond the current financial year are shown in the Consolidated Statement of Financial Position as deferred income under the heading Other Liabilities.

Investment income

Dividend, interest and distribution income is recognised when the right to receive has been established. Gains or losses for the sale of investments are recognised at the point of the sale. The difference between sales proceeds and the carrying amount of the investments is recognised as a gain or loss in the statement of profit and loss in accordance with note 1(i).

Government grants

Grant revenue is recognised in the statement of profit or loss when the entity obtains control of the grant, it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Sponsorship revenue

Revenue from sponsorship is recognised when performance obligations are satisfied under the agreement.

Book sales

Revenue is recognised as, or when goods are transferred to the customer, and is measured at an amount that reflects the consideration to which the group expects to be entitled in exchange for goods.

Member activities

Revenue from member activities derived from the delivery of training programs and short courses. Revenue is recognised in the period in which the event is held.

Other revenue is recognised when the right to receive the revenue has been established.

All revenue is measured net of the amount of goods and services tax (GST).

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(e) Inventories

Inventories held for sale are measured at the lower of cost and net realisable value.

(f) Property, plant and equipment

Plant and equipment

Depreciation

All property, plant and equipment is depreciated over their estimated useful lives.

Leasehold improvements

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

Class of fixed asset	Depreciation rates	Depreciation basis
Leasehold improvements at cost	12 years	Straight line / Diminishing value
Furniture, fixtures and fittings at cost	3 - 7 years	Straight line / Diminishing value

(g) Intangible assets

Intangible Assets

Except for indefinite useful life intangible assets, which are not amortised but are tested annually for impairment, intangible assets are amortised over their estimated useful lives commencing from the time the asset is available for use. The amortisation method applied to an intangible asset is consistent with the estimated consumption of economic benefits of the asset.

Expenditure on software and website development is capitalised only when technical feasibility studies demonstrate that the project will deliver future economic benefits and these benefits can be measured reliably. Capitalised software and website development expenditure is stated at cost less accumulated amortisation. Amortisation is calculated using a straight-line method to allocate the cost of the intangible assets over their estimated useful life of four years. Amortisation commences when the intangible asset is available for use.

(h) Employee benefits

Short-term employee benefits

Provisions for short-term employee benefits, including annual leave that are expected to be settled wholly within twelve months after the end of the reporting period, are measured at the (undiscounted) amount of the benefit expected to be paid.

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(h) Employee benefits (Continued)

Long-term employee benefits

Provisions for other long-term employee benefits, including long service leave and annual leave that are not expected to be settled wholly within twelve months after the end of the reporting period, are measured at the present value of the expected benefit to be paid in respect of the services provided by employees up to the reporting date.

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(i) Financial instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the group commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value adjusted for transaction costs, except where the instrument is classified as fair value through profit or loss, in which case transaction costs are immediately recognised as expenses in profit or loss.

Classification of financial assets

Financial assets recognised by the group are subsequently measured in their entirety at either amortised cost or fair value, subject to their classification and whether the group irrevocably designates the financial asset on initial recognition at fair value through other comprehensive income (FVtOCI) in accordance with the relevant criteria in AASB 9.

Financial assets not irrevocably designated on initial recognition at FVtOCI are classified as subsequently measured at amortised cost, FVtOCI or fair value through profit or loss (FVtPL) on the basis of both:

(a) the group's business model for managing the financial assets; and

(b) the contractual cash flow characteristics of the financial asset.

Classification of financial liabilities

Financial liabilities classified as held-for-trading, contingent consideration payable by the group for the acquisition of a business, and financial liabilities designated at FVtPL, are subsequently measured at fair value.

All other financial liabilities recognised by the group are subsequently measured at amortised cost.

Trade and other receivables

Trade and other receivables arise from the group's transactions with its customers and are normally settled within 30 days.

Consistent with both the group's business model for managing the financial assets and the contractual cash flow characteristics of the assets, trade and other receivables are subsequently measured at amortised cost.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 1: BASIS OF PREPARATION (CONTINUED)

(i) Financial instruments (Continued)

Impairment of financial assetsImpairment of financial assets

The following financial assets are tested for impairment by applying the 'expected credit loss' impairment model:

(a) debt instruments measured at amortised cost;

(b) debt instruments classified at fair value through other comprehensive income; and

(c) receivables from contracts with customers, contract assets and lease receivables.

The group applies the simplified approach under AASB 9 to measuring the allowance for credit losses for receivables from contracts with customers, contract assets and lease receivables. Under the AASB 9 simplified approach, the group determines the allowance for credit losses for receivables from contracts with customers, contract assets and lease receivables on the basis of the lifetime expected credit losses of the financial asset. Lifetime expected credit losses represent the expected credit losses that are expected to result from default events over the expected life of the financial asset.

The group has identified contractual payments more than 90 days past due as default events for the purpose of measuring expected credit losses. These default events have been selected based on the group's historical experience.

(j) Leases

Lease assets are measured at cost less accumulated depreciation and any accumulated impairment losses. Lease assets are depreciated over the shorter of the lease term and the estimated useful life of the underlying asset, on a basis that is consistent with the expected pattern of consumption of the economic benefits embodied in the underlying asset.

Lease liabilities are measured at the present value of the remaining lease payments. Interest expense on lease liabilities is recognised in profit or loss. Variable lease payments not included in the measurement of lease liabilities are recognised as an expense in the period in which they are incurred.

Lease payments made in relation to leases of 12-months or less and leases of low value assets (for which a lease asset and a lease liability has not been recognised) are recognised as an expense on a straight-line basis over the lease term.

(k) Comparatives

Where necessary, comparative information has been reclassified and repositioned for consistency with current year disclosures.

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 2: REVENUE		
Operating activities		
- Interest / Net investment income	3,523,839	3,072,873
- Membership subscriptions	7,076,660	6,931,645
- Victorian Legal Services Board and Commissioner funding	8,569,141	6,850,085
- Products and Services	3,316,057	3,538,001
- Bookshop sales and commissions	752,047	703,796
Other income		
- Sponsorship revenue	231,194	203,640
- Other revenue	1,024,276	865,115
	24,493,214	22,165,155
Revenue by timing of transfer of goods or services to customers:		
- Over time	20,217,328	18,388,486
- Point in time	752,047	703,796
	20,969,375	19,092,282
NOTE 3: OPERATING SURPLUS		
Surplus before income tax has been determined after:		
Cost of sales	517,062	487,182
Finance costs	241,665	281,737
Depreciation		
- lease asset	1,317,521	1,317,522
- leasehold improvements	251,540	174,278
	1,569,061	1,491,800
Amortisation of intangibles	83,225	157,716
Bad and doubtful debts/doubtful debts recovered	(11,459)	55,737
Stock write off	11,225	24,567
Employee benefits	14,180,298	12,385,856
NOTE 4: CASH AND CASH EQUIVALENTS		
Cash on hand	200	200
Cash at bank	9,556,846	7,495,358
	9,557,046	7,495,558

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 5: RECEIVABLES		
CURRENT		
Receivables from contracts with customers	432,216	255,169
Allowance for credit losses	(97,858)	(109,317)
	334,358	145,852
Accrued Income	536,513	325,822
	870,871	471,674
NOTE 6: INVENTORIES		
CURRENT		
Stock on hand	203,462	195,123
NOTE 7: FINANCIAL ASSETS		
CURRENT		
Financial assets at fair value through profit and loss		
Other financial assets	41,588,065	44,320,964
NOTE 8: OTHER CURRENT ASSETS		
CURRENT		
Prepayments	902,819	628,297

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 9: INTANGIBLE ASSETS		
Website and software at cost	1,289,361	1,348,676
Accumulated amortisation	(1,218,756)	(1,135,531)
	70,605	213,145
(a) Reconciliations		
Reconciliation of the carrying amounts of intangible assets at the beginning and end of the current financial year		
Opening balance	213,145	243,240
Additions	69,820	127,621
Amortisation expense	(83,225)	(157,716)
Transfer to plant & equipment	(129,135)	-
Closing balance	70,605	213,145
NOTE 10: LEASE ASSETS AND LEASE LIABILITIES		
(a) Lease assets		
Land and buildings		
Under lease	15,041,701	15,041,701
Accumulated depreciation	(9,222,649)	(7,905,128)
Total carrying amount of lease assets	5,819,052	7,136,573
Reconciliations		
Reconciliation of the carry amount of lease assets at the beginning and end of the financial year:		
Land and buildings		
Opening carrying amount	7,136,573	8,454,095
Depreciation	(1,317,521)	(1,317,522)
Closing carrying amount	5,819,052	7,136,573
(b) Lease liabilities		
CURRENT		
Lease liability	1,489,006	1,384,895
NON CURRENT		
Lease liability	5,941,174	7,430,179
Total carrying amount of lease liabilities	7,430,180	8,815,074

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 10: LEASE ASSETS AND LEASE LIABILITIES (CONTINUED)		
(c) Lease expenses and cashflows		
Interest expense on lease liabilities	241,665	281,737
Depreciation expense on lease assets	1,317,521	1,317,521
Cash outflow in relation to leases	1,626,560	1,567,768
(d) Future lease payments		
- Not later than 1 year	1,687,556	1,626,560
- Later than 1 year and not later than 5 years	6,249,211	7,139,504
- Later than 5 years	-	797,263
Total future lease payments at the reporting date	7,936,767	9,563,327
NOTE 11: PROPERTY, PLANT AND EQUIPMENT		
Leasehold improvements		
At cost	633,660	626,746
Accumulated depreciation	(410,341)	(370,173)
	223,319	256,573
Plant and equipment		
Furniture, fixtures and fittings at cost	2,321,496	1,857,528
Accumulated depreciation	(1,638,102)	(1,426,730)
	683,394	430,798
Total property, plant and equipment	906,713	687,371
(a) Movement in Carrying Amounts		
Reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year		
Leasehold improvements		
Opening carrying amount	256,573	287,133
Additions	6,914	14,626
Depreciation expense	(40,168)	(45,186)
Closing carrying amount	223,319	256,573

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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 11: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)		
(a) Movement in Carrying Amounts (Continued)		
Furniture, fixtures and fittings		
Opening carrying amount	430,798	408,215
Additions	334,833	151,675
Depreciation expense	(211,372)	(129,092)
Transfers from intangible assets	129,135	-
Closing carrying amount	683,394	430,798
Total property, plant and equipment		
Carrying amount at 1 July	687,371	695,348
Additions	341,747	166,301
Depreciation expense	(251,540)	(174,278)
Transfers to intangible assets	129,135	-
Carrying amount at 30 June	906,713	687,371
NOTE 12: PAYABLES		
CURRENT		
Unsecured liabilities		
Trade creditors and accruals	816,243	1,003,470
Sundry creditors	436,177	449,506
	1,252,420	1,452,976
NOTE 13: PROVISIONS		
CURRENT		
Employee benefits	1,373,450	1,175,946
NON CURRENT		
Employee benefits	84,626	117,537
NOTE 14: OTHER LIABILITIES		
CURRENT		
Deferred income	6,597,004	6,606,871

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

	2026 $	2025 $
NOTE 15: RETAINED SURPLUS		
Retained surplus at beginning of year	42,980,301	41,592,721
Net surplus attributable to members of the entity	200,652	1,387,580
Retained surplus at the end of the financial year	43,180,953	42,980,301
NOTE 16: KEY MANAGEMENT PERSONNEL COMPENSATION		
Total compensation paid or payable to key management personnel	815,587	704,732

NOTE 17: ECONOMIC DEPENDENCE

A portion of Law institute of Victoria funding is derived from the Victorian Legal Services Board and Commissioner to provide services to the profession, including compliance and delegated regulatory activities.

Subsequent to the reporting date, a funding submission was signed 9 July 2026 by the Victorian Legal Services Board and Commissioner covering a service period until 30 June 2027.

NOTE 18: MEMBERS' GUARANTEE

The economic entity is limited by guarantee. If the economic entity is wound up, the constitution states that each member is required to contribute a maximum of $10 each towards meeting any outstanding obligations of the economic entity. At 30 June 2026 the number of members was 22,766. The combined total amount that members of the company are liable to contribute if the company is wound up is $227,660**.**

NOTE 19: REMUNERATION OF AUDITORS

Remuneration of auditors for:		
Pitcher Partners (Melbourne)		
Audit and assurance services		
- Audit of the financial report	82,700	79,500
Other non-audit services		
- Investment advisory services	54,000	30,000
	136,700	109,500

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

NOTE 20: EVENTS SUBSEQUENT TO REPORTING DATE

Other than the funding submission signed on 9 July 2026 by the Victorian Legal Services Board and Commissioner for future funding detailed in Note 17, there has been no matter or circumstance, which has arisen since 30 June 2026 that has significantly affected or may significantly affect

(a) the operations, in financial years subsequent to 30 June 2026, of the Group, or
(b) the results of those operations, or
(c) the state of affairs, in financial years subsequent to 30 June 2026, of the Law Institute of Victoria Ltd.

NOTE 21: ENTITY DETAILS

The registered office of the Group is:

Law Institute of Victoria Ltd
140 William Street
Melbourne VIC 3000

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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DIRECTORS' DECLARATION

The directors of the Company declare that:

1. In the directors' opinion, the financial statements and notes thereto, as set out on pages 14 - 30, satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

   (a) complying with Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission Regulations 2022*; and

   (b) giving a true and fair view of the financial position as at 30 June 2026 and performance for the year ended on that date of the Company.

2. In the directors' opinion there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the *Australian Charities and Not-for-profits Commission Regulations 2022*.



Director: _____

Tom Ballantyne



Director: _____

Simon Hann

Dated this 1st day of October 2026

PITCHER PARTNERS

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
ABN: 32 075 475 731

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LAW INSTITUTE OF VICTORIA LTD

Opinion

We have audited the financial report of Law Institute of Victoria Ltd ("the Company") and the entity it controlled ("the Group"), which comprises the consolidated statement of financial position as at 30 June 2026, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements including material accounting policy information, and the directors' declaration.

In our opinion, the accompanying financial report of the Group, is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

(a) giving a true and fair view of the Group's financial position as at 30 June 2026 and of its financial performance for the year then ended; and

(b) complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* ("ACNC Act") and 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 our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LAW INSTITUTE OF VICTORIA LTD

Other Information (Continued)

information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and the Directors for the Financial Report

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Simplified Disclosures and the ACNC Act, and for such internal control as management determines is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

The directors are responsible for overseeing the Group's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives 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 our 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, we exercise professional judgement and maintain professional scepticism throughout the audit. We 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 our 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.

LAW INSTITUTE OF VICTORIA LTD AND CONTROLLED ENTITY
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INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF LAW INSTITUTE OF VICTORIA LTD

Auditor's Responsibilities for the Audit of the Financial Report (Continued)

- Conclude on the appropriateness of the directors' 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 Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the directors, would be in the same terms if given to the directors as at the time of this auditor's report.





J J MITCHELHILL
Partner

PITCHER PARTNERS
Melbourne

Date: 1 October 2026

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