



Annual Report 2019 - 2020



ALPMA. Adding Value to the Business of Law.

The Australasian Legal Practice Management Association, (ALPMA), is the peak body representing business executive managers and lawyers who perform a legal practice management role. ALPMA provides an authoritative voice on issues relevant to legal practice management across Australasia. Members of ALPMA provide professional management services to legal practices in areas of financial management, strategic management, technology, human resources, facilities and operational management, marketing and information services, innovation and technology.

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ALPMA.

Vision, Mission and Values

OUR VISION

To be the leading voice in professional business management in Australasia.

OUR MISSION

To create, empower and elevate professional business management leaders in Australasia.

OUR VALUES

Empowering, Collaborate, Supportive, Collegial,
Inclusive, Transparent

PRESIDENT'S REPORT



Dion Cusack
ALPMA President

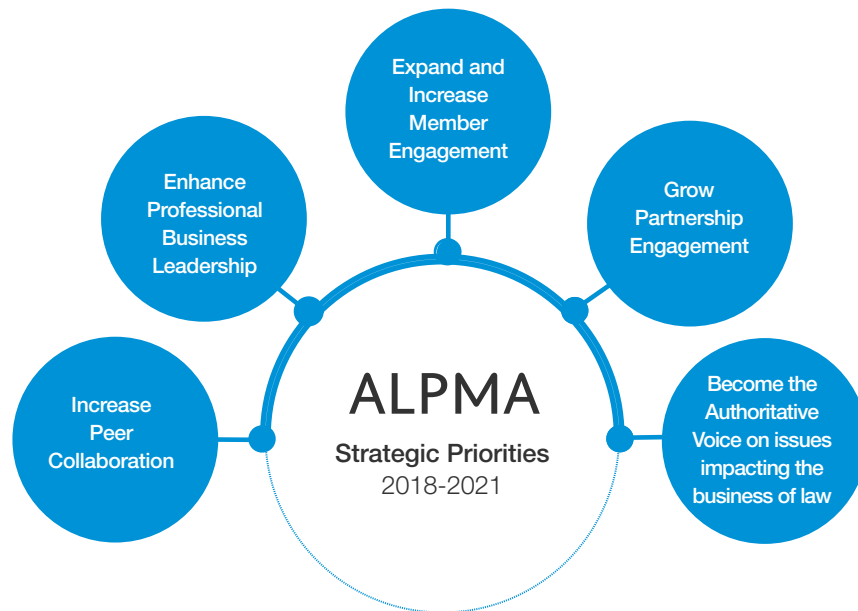
“The business of law is changing and so are we. Innovation, technology, new law, change and disruption are the themes of today. We are on a mission to disrupt.”

Those were my opening remarks from this time last year. Little did I know when I penned those comments how real and relevant they would become. That, not only would we disrupt, but be disrupted. In spite of the many great challenges the world has endured this year, we as an association have not only survived, but thrived. And we will continue to do so.

In a year of such challenge I am pleased to report to you on a few highlights:

- Last year I reported to you the establishment of various sub-committees, namely IT steering, governance and risk, membership development, and new markets. Those committees are all now well established and produced volumes of work and initiatives across many areas, that have or will, deliver greater value to all our stakeholders and define ALPMA in the years to come.
- Yet again, another successful Summit was held in Melbourne. A great event that included many new firsts such as the Hackathon and Podcast series and of course it was great to see such a big turnout from our New Zealand members again.
- Bestowment of life membership upon Ann-Marie David and Andrew Barnes. These bestowments recognise these two for having made significant shape shifting contributions to ALPMA over the years. I would like to take this opportunity to once again congratulate and thank Ann-Marie and Andrew for their service.
- Another successful Regional Law Management Forum was held in Singapore in October 2019. Building on that success and the relationships developed up there over time, I am delighted to report that we signed a Memorandum of Understanding with the Singapore Law Society in July 2020. This is an exciting development as we work together to develop further initiatives and ideas for collaboration that will benefit all our members.

PRESIDENT'S REPORT (cont.)



- The development and roll out of mental health first aid training programmes. The issue of mental health cannot be underestimated and it is humbling to see such a great uptake by our members in obtaining their certification.
- Covid-19. While not a highlight itself, what has been a highlight, is that our association, CEO, staff, contractors and volunteers pivoted at rapid pace to respond to the crisis. It is exhausting to go into the detail of how rapid we had to pivot our offerings to support our members, but we did. As I mentioned earlier, we have not only survived, but thrived.

Finally, the Board and I want to pay tribute to you. You, being our members, partners, various committees and volunteers, contractors and staff, during these challenging times and say thank you for your support, dedication, commitment and friendship.

Stay safe, stay strong, stay well.

CEO'S REPORT



Emma Elliott
ALPMA CEO

The FY20 year can largely categorised into two parts, pre-COVID and COVID. Notwithstanding that COVID has significantly disrupted our world for the majority of 2020 it would be remissive to not outline the pre-COVID period and the progress achieved during the first half of FY20.

ALPMA, in the first half of FY20, launched our new website, held a successful ALPMA Summit in Melbourne, held the 4th annual Regional Law Firm Management Forum in Singapore, held approximately 30 local, in person, events across Australia and New Zealand, provided members with access to LinkedIn Learning for 6-months, launched Mental Health First Aid Training Courses and continued to conduct industry benchmarking research for our members and legal industry.

It goes without saying that the second half of FY20 was vastly different to the first half. 2020 brought disruption and challenge, both personally and professionally, for all.

ALPMA however was well placed to respond to our members needs and pivoted our services quickly by increasing the frequency of our webinars to provide relevant and topical content to inform members of the rapid changes being experienced across Australia and New Zealand.

Our online webinar program increased from one per month to one-two webinars per week with a record 37 webinars being held online up to 30 June. Our online engagement and webinar attendance rates increased significantly during this period and the decision to provide this information free for all, member or not, was well received within the market and the right decision for the time.

Amongst this disruption, came opportunity and new member services were established. Initiatives included the introduction of member connect sessions, member discussion forums, Facebook member groups, new membership categories including 6-month and online memberships, plus alternate payment plans and a corporate subscription model to be implemented in FY21.

CEO'S REPORT (cont.)

As a Member Association without the support and assistance of our many dedicated volunteers ALPMA would not have been able to introduce and deliver on these many initiatives nor be in the strong position it is today. The contribution of many has been significant including all Board Members and members of the following Committees, so we thank you for your continued support, time and effort:

- Branches Committees NSW, VIC, QLD, SA, WA and NZ
- L&D Committee
- Membership Development Committee
- New Strategic Markets Committee
- Governance Risk and Nominations Committee
- Crisis Management Team

Finally, it is important to highlight and recognise the contribution of the ALPMA staff and contractors that have worked tirelessly this year to deliver value to our members. The ALPMA team have excelled this year and have worked together in an environment that needed agility, resilience, and pure grit. I personally thank them for their effort, patience, and ability to adapt to constant changes and challenges this year.

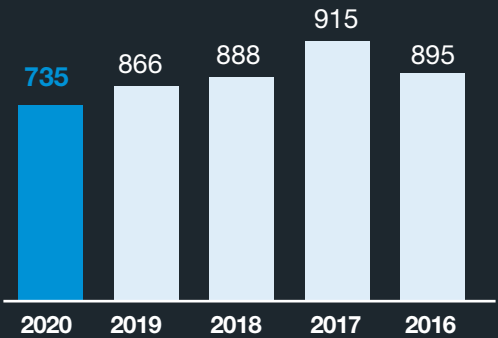
In FY21, we look forward to continuing to bring new initiatives and value to our ALPMA members and to grow our supportive community.

GROWING OUR MEMBERSHIP

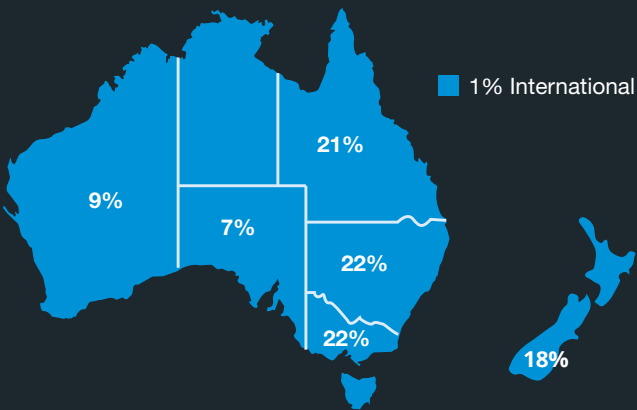
ALPMA’s membership reduced slightly for the 2019-2020 financial year, finishing at at 735 members. Whilst there was a decrease overall in memberships strong growth was seen in QLD, WA and NZ for the year.

Small Firms continue to be a large contingent for ALPMA’s membership base, with 60% of members working in firms with 1-24 people.

Membership Growth



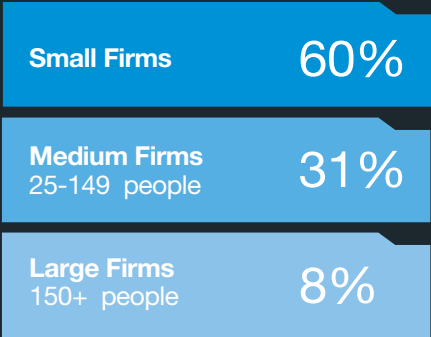
Membership by Location



Membership Retention



Membership by Firm Size



DELIVERING ON OUR PROMISE TO MEMBERS

**Being a member of ALPMA
will help you:**

- **Develop** your core management skills
 - **Build** your knowledge across multiple professional domains
 - **Lead** your firm's development
 - **Connect and collaborate** with peers, experts & industry leaders
 - **Accelerate** your career progression
 - **Gain respect** as a legal practice management professional.
-

DELIVERING ON OUR PROMISE TO MEMBERS

Learning & Development

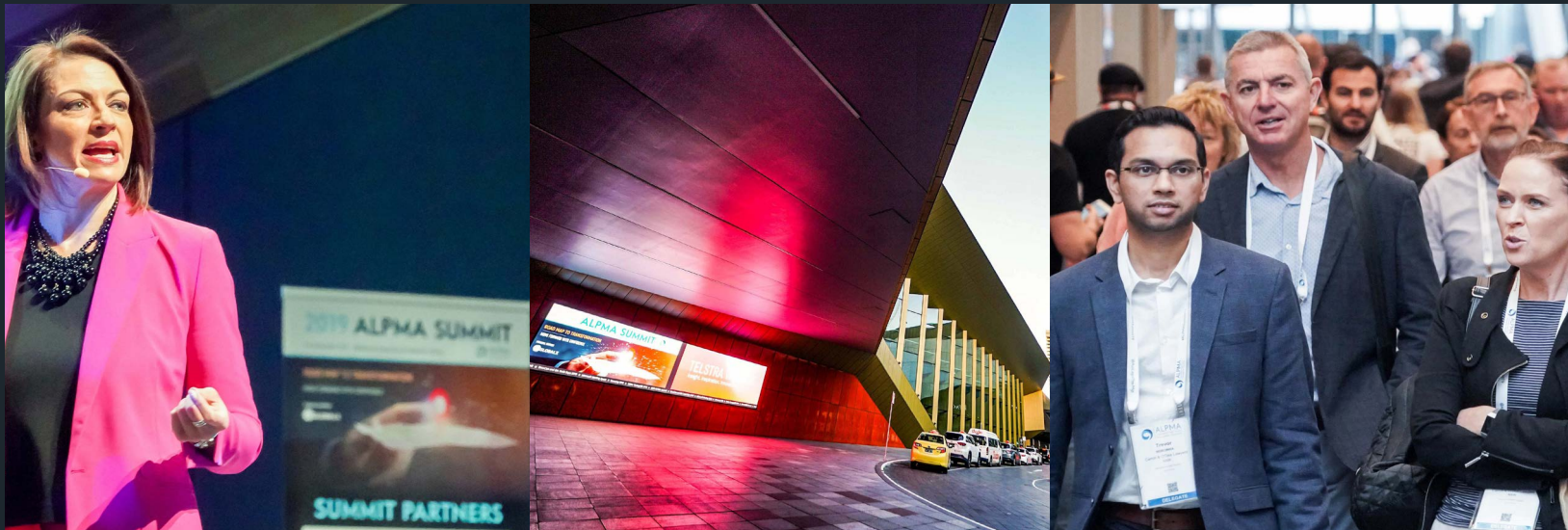
It has been another busy year of delivering an outstanding professional learning and development program for ALPMA members. In FY20, ALPMA:

- Conducted 74 practice management events and seminars across ALPMA branches in Australia and New Zealand
- Conducted 17 Member Connect sessions which were introduced in March 2020 to support Members during the COVID-19 lockdown.
- Held 37 webinars to 30 June 2020 – to help Members navigate the disruption caused by COVID-19 ALPMA webinars went from being scheduled once per month to up to 1 or 2 webinars per week, depending on need and support required due to changes in legislation and pandemic requirements.
- Launched the offering of Mental Health First Aid accreditation program and conducted 2 workshops in FY20 with 48 Participants completing the workshop.
- 60 On-Demand recordings added to the On-Demand Learning Centre. ALPMA members now have access to more than 250 seminars on-demand for free and we will continue to add new digital content to continue to grow our online learning capability.
- In October 2019 ALPMA, in partnership with the Law Council of Australia, Law Management Hub, successfully held the 4th Annual Regional Law Firm Management Forum in Singapore. This event was a huge success attracting our largest delegate attendance to date thanks to the support of the Law Society of Singapore. This event continues to grow year on year and we are grateful to our Partners who help us to achieve this success. We must also thank the Singapore Academy of Law for their L&D support and our speakers who willing and openly share their knowledge and experiences.

DELIVERING ON OUR PROMISE TO MEMBERS

2019 ALPMA SUMMIT

More than 450 delegates attended including 51 trade exhibitors at the 2019 ALPMA Summit
“ROAD MAP TO TRANSFORMATION MOVE FORWARD WITH CONFIDENCE” held at the Melbourne Convention
& Exhibition Centre on 4-6 September 2019.



DELIVERING ON OUR PROMISE TO MEMBERS

The 2019 ALPMA Summit was a coming together of innovation, news and on trend legal issues impacting any law firm today. The three days were filled with seminars, workshops, a hackathon, networking, and the hugely successful gala dinner all centered around the road map to transformation.

There were a broad range of high-profile speakers who shared their insights into transformation and how to move forward with confidence. The summit provided delegates with practical, innovative and thought-provoking content over the three days.

Generously supported by Principal Partner GlobalX the action-packed program included high calibre speakers including Chris Riddell, global futurist on emerging trends, Rabia Siddique, humanitarian and author and Tony Wilson, high performance coach and speaker.

Not just talking the talk, ALPMA walks the walk with innovation. New to the 2019 program was:

- a Hackathon sponsored by InfoTrack which was a popular and inclusive event
- a podcast series
- the inclusion of all post conference content On-Demand within full registrations
- live streaming of key note speakers

We thank our Principal Partner, GlobalX for their continued support of this annual event along with our other major Summit Partners and Trade Exhibitors. Our Partner support and contribution makes the ALPMA Summit the largest Legal Practice Management and trade exhibition in the southern hemisphere. We also thank our Summit delegates who networked, learned, participated and collaborated during this outstanding event.

BECOMING THE AUTHORITATIVE VOICE

ALPMA/LexisNexis Thought Leadership Awards

ALPMA was delighted to welcome back LexisNexis as our Thought Leadership Awards partner in 2019. The Awards were presented at the 2019 Summit Gala Dinner. Congratulations to the joint winners WLW for The Bridge Project and Lander & Rogers for their LawTech Hub and Award finalists Shine Corporate and Hall & Wilcox.



BECOMING THE AUTHORITATIVE VOICE

ALPMA Legal Industry Research

ALPMA's strong research program focuses on providing members with insights to help them successfully lead and manage their firms in a changing legal landscape. FY20 in particular required additional research to be conducted to assist our members.

In FY20, ALPMA conducted the following research in conjunction with our research partners:

- 2019 Summit Research “Move Forward with Confidence – Your Roadmap to Transformation”
The annual ALPMA and GlobalX Summit Research project involved surveying Australasian law firms to explore how firms are adapting to rapid change in the legal industry and establish a benchmark for firms who are potentially falling behind in future-proofing their firm.
- 2019 Financial Performance Benchmarking Survey supported by Index

- 2020 Australian Legal Industry Salary & HR Issues Survey supported by In2view and Mason Ledger.
The 2020 survey was released in March/April of 2020 and provided a clear snapshot of the market pre-COVID. Over 310 law firms participated representing over 11,707 staff.
- 2020 ALPMA/McLeod Duminy New Zealand Legal Industry Salary & HR Issues Survey. Over 111 law firms participated representing over 3,289 staff.
- Update to the 2020 New Zealand Legal Industry Salary and HR Issues Survey in mid-2020.
- 2020 Australasian Legal Practice Management Association COVID-19 Member Impact Survey – a report that looked at the immediate impacts of COVID-19 on the profession, perceived threat levels, impacts on revenues, salaries and the legal workforce.

ALPMA Blog & Newsletter

The ALPMA blog ‘A Survival Guide for Legal Practice Managers’ provides a regular source of opinions and advice on the business of law from leading industry experts. The ALPMA Newsletter has become a regular stream of helpful information for our ALPMA Member this year as we navigated the COVID-19 global pandemic.



DEVELOPING NEW MARKETS AND STRATEGIC RELATIONSHIPS

In FY20 ALPMA continued to build on the efforts of prior boards to further enhance its strategic relationships.

Across the year ALPMA has:

- Continued to strengthen its collaborative relationship with the Association of Legal Administrators (ALA) with ALPMA President, Dion Cusack, sitting on the ALA's International Relations Committee and the Chair of this Committee, Kathy Scorby attending the 2019 ALPMA Conference.
- ALPMA held the fourth annual Regional Law Firm Management Forum, in conjunction with the Australian Law Management Group (ALMG), in Singapore in October 2019. Attendees for this conference grew again this year thanks to strong support from the Law Society of Singapore. Our partnership with the Singapore Academy of Law ensured the speaker program delivered both an international and local flavour.

We have a committed group of partners invested in this event and we continue to make key introductions to new business opportunities. Unfortunately, the fifth event scheduled for October 2020 will be postponed for the coming year, due to the global pandemic.

- We have strengthened our relationships with the Law Society of Singapore with their executive team joining us at the 2019 ALPMA Summit in Melbourne. ALPMA and the Law Society of Singapore have now entered into a Memorandum of Understanding (MOU) to partner together to deliver L&D into the region.
- ALPMA continues to strengthen our relationship with The College of Law to develop initiatives that will provide additional education and standing to law firm business management. The College of Law, ALPMA and Legalsuper have worked together to bring the Mental Health First Aid training course to our membership and wider community.

We are grateful for The College of Law's support to help deliver this training – and this new and essential initiative. Neville Carter, Chief Executive Officer of the College of Law is a Director of ALPMA which ensures the partnership between our two organisations continues to develop and strengthen.

- Additionally, the ALPMA board and staff continue to further other strategic relationships to strengthen our position and reach within the legal industry. We would like to thank our local Law Society relationships in particular the Queensland Law Society who continue to provide their venue for local seminars.

DEVELOPING THE ASSOCIATION

ALPMA is committed to ensuring that we provide the best possible experience to members while building a sustainable Association in an ever-changing, competitive and uncertain landscape.

Strategic Plan

FY20 saw ALPMA entering into the second year of our three-year strategic plan. This strategic plan focuses on ALPMA building a sustainable Association not only for today, but for the future. ALPMA must remain on the forefront of professional services education and is focused strengthening our Association so we can provide additional benefits to our members.

Technology

In August 2019 ALPMA launched our new website after a significant project of work was completed. During the year ALPMA has endeavoured to streamline the online member experience, customise our offering for members and provide additional member only content through this system.

Mental Health First Aid Training

After launching this initiative in late 2019 ALPMA was able to train 46 Mental Health First Aid Officers before the end of 2019. In 2020, as a result of COVID, the blended Mental Health First Aid training course was converted into a 100% online training program in May. ALPMA has since run monthly online training courses, which have been hugely popular with over 80 registrations, for our Members and wider community.

L&D Advancements - LinkedIn

In November 2019, ALPMA launched a new initiative to provide ALPMA Members with complimentary access to LinkedIn Learning for six months.

LinkedIn Learning has a vast number of educational courses and online training programs that complimented ALPMA's L&D program and this initiative was popular with our Members.

Collaborations with Members

ALPMA continues to listen to and invite our members to be part of our many Committees. Committees play a vital role to help develop and further ALPMA's purpose and initiatives each year. There will be more opportunities for members to get involved this coming year.

DEVELOPING THE ASSOCIATION

Members

To say 2020 has been a challenging year for all would be an understatement. The effects of the global pandemic saw a significant increase in the volume of information and content being delivered to members this year. ALPMA was fortunate to be able to quickly adapt to the changing landscape. As a virtual association, with an already established webinar program in place, ALPMA was able to pivot and deliver content to members (and the wider community) quickly.

With the move away from in person events into the online only events, along with financial constraints in firms, came the need to redevelop our membership options. The Membership Development Committee saw the need to meet market demands by increasing our optionality for members to choose from a variety of membership options and pricing structures.

A welcomed initiative from members. Further initiatives, such as the introduction of a Corporate Subscription, will be introduced shortly further supporting firms and their staff to not only survive, but thrive.

Partners

ALPMA Partners play a vital role within our Association so we thank our Partners for their continued support. This year, we developed bespoke and collaborative partnership arrangements and with ALPMA's continuous focus on our strategic initiatives, our Partners are front of mind as we look to grow and strengthen our Association in the years ahead.




 **ALPMA**
Cyber-Security: Should you be concerned about protecting your information from 'nation state actors'?



 **ALPMA**
Using your professional services firm's largest source of market intelligence: Your website's analytics



 **ALPMA**
Restructuring and Redundancy

ALPMA BOARD OF DIRECTORS AS AT 30 JUNE 2020

The ALPMA Board drives the strategic direction for ALPMA and includes elected members from each Branch Committee as well as board nominated representatives.



Dion Cusack, President

K&L Gates
Corporate Services Manager
(Vic Branch Appointed)



Begonia Silvestre, Treasurer

Hunt & Hunt
General Manager
(Board Appointed)



**Angela Scarfo
Company Secretary**

Statewide Super
Senior Manager – Risk
(Board Appointed)



Emily Mortimer, Director

Piper Alderman
Director of Human Resources
(SA Branch Appointed)



Mark Beale, Director

Malley & Co
General Manager
(NZ Branch Appointed)



Sam Sofianos, Director

Colin Biggers & Paisley
Chief Information Officer
(Board Appointed)



Debra Filippin, Director

Asia Pacific Pinsent Masons
Head of Development
(Board Appointed)



Neville Carter, Director

The College of Law
Chief Executive Officer
(Board Appointed)



Myra Quartermaine, Director

Valenti Lawyers
General Manager
(WA Branch Appointed)



Alistair Marshall, Director

Professional Services BD Director
(NSW Branch Appointed)

(Qld Branch Appointee resigned March 2020. New appointment to be made.)

ALPMA TEAM



Volunteers

ALPMA has over 80 member and non-member volunteers who generously give their time to branches, committees and working groups. We currently have branches in VIC/TAS, NSW/ACT, QLD/NT, SA, WA and NZ. Each branch has up to 10 local committee members who drive L&D programs and other initiatives at the local level.

The National Learning & Development Committee is made up of nominated representatives from the Branch Committees and oversees the development and implementation of the L&D program for ALPMA.

Along with the Summit Committee that is formed each year to plan the ALPMA Summit, other operating committees within ALPMA include:

- IT Steering Committee
- Governance, Risk and Nominations Committee
- Membership Development Committee
- New Strategic Markets Committee
- Crisis Management Team

We would like to thank all of our volunteers for generously giving their time and for their significant contribution to ALPMA, in particular to the volunteers who formed part of the Crisis Management Team in early 2020 in response to the COVID-19 pandemic.

Employees and Contractors

ALPMA is pleased to announce the appointment of Emma Elliott as the Chief Executive Officer of ALPMA. Our resources team is an experienced and dedicated group of professionals who operate both at the national and local level to delivering support, operational

efficiencies, and strategic initiatives. We sincerely thank everyone for their contribution. The outcome of a Resources Review in early 2020 has resulted in an updated Resources structure in line with ALPMA operational and strategic plans.

During the year Lesley Hays has commenced as ALPMA's Customer Experience Specialist and joins:

- Fiona Croswell – L&D Manager
- Tanya Burns – Operations Manager
- Jo Hood – Membership Co-ordinator
- Melanie Grace – Events Co-ordinator NZ | VIC | SA
- Angelique Cooper – Events Co-ordinator WA | NSW | QLD
- Heather Connell – Bookkeeper

ALPMA BRANCH REPORTS

Victoria and Tasmania

It's been a busy, challenging and highly unusual year for the Victorian Branch Committee. We've had a settled committee for a few years now - the committee works well together and does a great job of developing a robust program of topics and events for our members.

The financial year started off well, with Victoria hosting ALPMA members and partners from Australia and New Zealand at the Summit held in Melbourne. It was another great event and once again showcased all that ALPMA has to offer, while also giving ALPMA members from interstate and across the ditch a chance to enjoy some time in Australia's most livable city.

Attendance at the monthly practice management seminars and our popular quarterly Small Firm Managers Group and Risk Managers Group meetings remained strong right up until the time that COVID-19 hit in mid-March and changed the playing field for all concerned.

The quality and variety of the seminars and meetings are evident from the positive feedback consistently received from attendees.

ALPMA has responded well to the pandemic with a number of initiatives run at both national and state level (such as national webinars, member connect meetings and continuing small interest group meetings) to keep our members engaged and informed. The National L&D Committee is to be commended for their efforts in pivoting to a new, webinar-based model that has allowed us to continue to offer great value to members despite the drastically altered circumstances.

The Vic Committee had particularly notable success early on with special interest group sessions run for members on how the pandemic will affect members and their firms. Members have appreciated the various offerings provided by ALPMA, including the member connect meetings which have given members a chance to stay in touch with fellow members and share ideas.

We have enjoyed working closely with our Partners again this year, whom we thank for their involvement and support. Thank you also to our venue partner, Pitcher Partners for their continued support up till the start of the pandemic, along with our other host venues and all our speakers.

Thanks also to our fun and hard working committee members - 'best committee ever', as we like to say! Special mentions to Nives Dall'Oglio, who steps down after 10 years of excellent service to ALPMA, and Svetlana Johnson, who has moved into a different profession. We look forward to catching up once again with members and partners, once we return to the 'new normal'. We also thank our hardworking secretariat, Melanie Grace, for her ongoing support.

ALPMA BRANCH REPORTS



New South Wales and Australian Capital Territory

FY20 will forever be remembered as the year of unprecedented change; never before has every industry seen such a significant impact on all aspects of business. We are encouraged by the way ALPMA, both nationally and locally, has supported our members in adapting to and overcoming the challenges all of us have faced in our professional and personal lives in the past months.

Since the FY19 branch report, the New South Wales and Australian Capital Territory Branch Committee experienced some significant changes.

Immediately after Summit '19 we welcomed the experienced Sue-Ella Prodonovich, Alistair Marshall and John Willey to the branch committee. We continued to strengthen the expertise of your committee with Sally King, Suzanne Moulis and Megan Haigh joining us toward the latter half of FY20. Sadly we have to note the resignations of Jane Ritchard, Steve Sampson, Jodi Proudlock, Joanne Boog, Anzer Khan and Joanne Luxa.

We wish them well and thank them for their service to ALPMA. One of the renewed focus areas for the branch committee is increasing our engagement for all NSW/ACT members and non-members, not just for those based in the Sydney CBD. I am pleased to

note that Suzanne is based in the ACT and will be developing initiatives to enhance ALPMA's presence in the ACT, an important but often overlooked membership area.

The Learning & Development Committee had an almost full schedule of content planned before the social distancing requirements of the COVID-19 pandemic forced us to transition to an online learning environment. We were able to bring forward the dates of many of these most pertinent sessions to our members nationally.

ALPMA BRANCH REPORTS

We extend our thanks to Fiona Croswell, ALPMA's Learning & Development Manager who has diligently worked with national branch committees to deliver an extensive and timely series of online learning resources that have benefitted the whole ALPMA community.

Of the seminars we hosted face-to-face, some of the highlights include Sue-Ella Prodonich's 'Business Development for Young Lawyers'. This presentation was also replicated in the Newcastle area. An additional session was scheduled to take place in Canberra before we had to postpone due to the social distancing requirements of the COVID-19 pandemic. Jerome Doraisamy presented on Mental Health and Wellness in the Legal Industry, a focus area that ALPMA recognises as an issue impacting law firms by promoting a Mental Health First Aid Training qualification.

We delighted to host Tim Corcoran, a US-based law firm consultant, author and speaker who presented on increasing profitability with your existing client base. Our annual kick-off event in early February was our first social event of the calendar year, despite the weather we welcomed over fifty members, non-members and corporate partners. Before COVID-19 put a halt to face to face meetings, our bi-monthly Practice Managers Breakfast Club meetings in both Sydney and Newcastle were well received with a mix of familiar and new faces in attendance.

Our community benefits from our committed and energetic corporate partners, each adding real value by providing opportunities to understand tools and services available to leverage solutions in the market. We truly value their participation.

We speak on behalf of everyone when we say that we're looking forward to the future when we are once again able to host in-person events and network face to face.

South Australia

For the 2019/2020 seminar series we have continued our commitment to developing our program of events in a consultative manner with our members. Results from our surveys demonstrated that people wanted greater opportunity to connect with others to share knowledge in an informal manner on a regular basis alongside our lunchtime series.

Commencing from 2020 we committed to additional social events which prior to COVID-19 were well attended by both members and partners to share knowledge on challenges and opportunities. Come March these were paused but we look forward to the opportunity to recommence them at the right time.

ALPMA BRANCH REPORTS



The committee was joined by Dayna Roberts, Marketing and Operations Manager at Kain Lawyers. The opportunity to have additional depth at our Branch committee at a Marketing level is an important and a strategic appointment to ensuring we have the appropriate diversity of thought for our SA members.

Throughout COVID-19 we have pivoted to try and ease the work load of our members at such an unprecedented time. We have leveraged the wealth of national content with our local focus being on a continued consultation through surveys to SA members about their priorities and burning issues. From member feedback Member Connect sessions were introduced in a timely and relevant manner.

Knowing the power of connection and shared knowledge we also reached out to members directly to understand how we could support them to navigate these uncharted and high intense waters.

Our members are the beneficiaries of professional and committed Partners who bring a wealth of solutions focused intelligence to the group. We are grateful for their continued support.

Once you pivot you don't stop and the 20/21 year will see us introduce further innovations to deliver on the ALPMA promise to members with the hope to see some 'normal schedule' operations during the 2021 calendar year.

New Zealand

From February 2020 onwards, an unprecedented pandemic in Covid-19 dominated ALL facets of business, and law firms had to adapt and change from having predominately full time office-based staff to embracing working from home practices for all staff during the lockdown in New Zealand.

The ALPMA New Zealand committee showed agility to shift from lunchtime face-to-face seminars to embrace online learning and Zoom video conference to stay connected with our members.

ALPMA BRANCH REPORTS

We are pleased with the result of the change, where participation in Zoom meetings increased throughout our member base.

Prior to February 2020, the ALPMA New Zealand committee were able to attract two new partners to our growing list, which demonstrates the strength of our offering to businesses, as well as to our members.

Our membership remained strong in 2020, and we are developing a calendar to provide greater participation through Zoom meetings and Webinars to stay connected with our members. We look forward to being able to once again hold face-to-face meetings but in the meantime, we are proud of our ability to adapt to the new online environment.

We know that our members have really appreciated the relevant information ALPMA have provided to support them through these difficult times.

Western Australia

This year has been like no other that our generation has ever experience. The impact of COVID-19 has been felt by all, not just in WA, or the legal profession but by each and everyone of us around the world on a personal and business level.

ALPMA is very fortunate to have such strong leadership from the National Board and Management who were able to adapt and change member benefits and our product offering quickly to adhere to government directive as dictated by the global pandemic. We are pleased to say that WA has, so far come out less impacted than other States and nations and we hope that it stays that way.

WA was the first ALPMA branch to provide regular online 'Member Connect' sessions, ensuring we continued to engage with members with the objective to share information and help one another through such challenging times.

We have now come out the other side and have reinvigorated face-to-face practice management breakfast meetings and networking events which have been very well received (whilst all adhering to social distancing rules). Our first lunchtime seminar since March is scheduled for September 2020.

The WA Committee remains strong and stable, continuing to work collaboratively as one. We look forward with optimism to be able to get back on track where we can continue to build relationships within the WA legal community, increase membership and the profile of ALPMA as a whole.

ALPMA BRANCH REPORTS



Queensland

Despite the lows of 2020 the Queensland Committee see a bright future ahead, with many highly engaged legal management professionals leading their firms through this challenging time. The Queensland Committee believe their engagement with the legal community through ALPMA can only strengthen that future.

A key ALPMA high point this past year was the hugely successful Summit in Melbourne. Nicole Anderson, who has recently joined the Queensland Committee, reflected on her experience at the opening sessions with Chris Riddell and

Rabia Siddique who delivered starkly different and relevant key notes and set the tone for an inspiring Summit.

It was felt by the committee that the takeaways from the 2019 Summit were more practical and focused than ever before and that delegates from across Australian and New Zealand could return to their firms with plans ready to put into action.

Qld committee member Justine Fletcher has been on the Summit Committee for four consecutive years and always finds it to be a hugely rewarding experience.

Our own Ann-Marie David was awarded life membership at Summit and delivered a truly humble speech about what she has gained from her time with ALPMA. Ann-Marie was also guest speaker at our Qld Christmas event.

Engagement between ALPMA and the Queensland Law Society has continued, and we will welcome a QLS representative onto our committee in the coming weeks.

A heightened focus on Mental health and well-being within ALPMA and the broader profession in recent years has offered timely preparation for some of the challenges that 2020 has brought.

ALPMA BRANCH REPORTS

We have contributed to podcasts and discussion supporting the value of mental health training in our firms and promoting the Mental Health First Aid Training Course; a resource that has recently been made available to members through their ALPMA membership and in conjunction with LegalSuper.

Our L&D offering pre COVID included a framework for sustainable personal wellbeing for leaders with the Stephenson Mansell Group, insights into the future of the profession with Sam Coupland and interesting trends into workplace design and psychology delivered by Simon Cole of Unispace Since the temporary move away from face to face events our L&D representative Karen Short has worked with the ALPMA team to contribute to the coordinated National schedule.

Our weekly Member Connect sessions lead by Katherine Webster have been a lifeline through the height of the COVID crisis and helped show what a truly valuable resource the collegiality of ALPMA provides.

In that forum we have discussed the progress we are experiencing around some of the changes that we have sometimes grappled with in law firms in the past, such as flexible working and the introduction of digital solutions. We've been heartened by this and see opportunity for our firms and for ALPMA as we emerge from the COVID 19 pandemic.

Our future focus is on strengthening partnerships, engaging members across the State including the regions and encouraging member engagement with the full gamut of ever evolving ALPMA resources. We see the diverse new range of delivery platforms that ALPMA has developed to support members through this time as a means to expand our reach throughout Queensland.

The Committee wish to extend our thanks to Jo Hood, Angelique Cooper and the team at ALPMA for their ongoing help and support.

OUR PARTNERS

We value the strong relationships we have built with our FY20 partners and thank them for their support, which allows us to continue to deliver our services to members.

Australian Corporate Partners



State Corporate Partners



New Zealand Corporate Partners



Webinar Partners



FINANCIAL SUMMARY 2019-20

In a very uncertain year the 2019/2020 financial year resulted in an overall surplus of \$9,593.

Income received in the first half of the year including profits from the 2019 Summit, along with Government stimulus packages, further partial recovery of lost cybercrime funds (\$11k) and tight expense management made it possible to weather the second half of FY2020. In a period that saw ALPMA's workload significantly increase, the decision in FY17 to move to an employee model from a contractor model, assisted financially this year to manage cashflows and provided certainty of expenditure.

This crisis has re-enforced the direction of the 2019-2021 strategic plan and these initiatives have been accelerated. ALPMA's focus on increasing value to our membership, growing our membership base and adding additional revenue streams has never been more relevant. This focus is advancing despite the setbacks.

The effects of COVID-19 will continue to have an effect on ALPMA's revenue in the new financial year. With the loss of the 2020 Summit profits, due to the event being postponed, the FY21 revenues will be lean and closely monitored by the Board.

	2020	2019
Cash at bank	578,675	511,724
Receivables	15,713	159,864
Income in Advance	129,484	184,548
Conference in Advance	-	22,263
Member Funds	513,628	504,035
Gross Income	868,375	902,705
Operating Expenses	858,782	900,632
Surplus/Deficit	9,593	2,073

