

Policy

Contingency and Succession Planning

Purpose	1.1	This policy outlines the Victorian Legal Services Board and Commissioner’s approach to contingency and succession planning for sole practitioners and sole directors of incorporated legal practices (ILPs).
Introduction	2.1	<p>Law practices conducted by a sole practitioner are particularly vulnerable to disruption if the practitioner is suddenly unable to fulfil their duties due to illness, injury or death.</p> <p>Therefore, sole practitioners and sole directors of ILPs are encouraged to put arrangements in place to ensure that another legal practitioner is able to either continue running their practice, to attempt to sell the law practice or to wind up its affairs, as required in the circumstances of the case.</p> <p>The overriding rationale for having a contingency and succession plan should be to safeguard the interests of clients of the practice. However, these arrangements may lead to other benefits, such as minimising adverse impacts on the legal practitioner’s family and limiting the need for regulatory intervention such as the commencement of an external intervention by the Board.</p> <p>Therefore, every sole practitioner and sole director of an ILP is encouraged to put in place a plan for managing contingencies.</p>
Key definitions	3.1	Alternate means a person nominated to take control of the law practice of a sole practitioner in the event that a Personal Representative is not able to do so.
	3.2	Personal Representative means a person nominated to take control of the law practice of a sole practitioner in the event that they are no longer able to manage it.
	3.3	Uniform Law means the <i>Legal Profession Uniform Law 2014 (Vic)</i> .
	3.4	VLSB+C means the Victorian Legal Services Board and Commissioner
Guidelines for sole practitioners and sole directors of ILPs	4.1	<p>Appointing a Personal Representative</p> <p>Every sole practitioner and sole director of an ILP is encouraged to nominate a Personal Representative and an Alternate, who would be responsible for conducting and, if necessary, disposing of the practice in the event that the practitioner is unable to conduct their practice. Nominating a Personal Representative is a key component of any contingency plan and will ensure that the practice can continue to operate with minimum disruption to clients.</p> <p>Nomination of a Personal Representative can be either formal or informal and the nature of the appointment will depend on the circumstances in which they will be acting. For example, appointing a Personal Representative as your power of attorney will allow them to take over the law practice in the event that you are incapacitated due to serious illness or injury and can no longer manage your law practice. However, a power of attorney will not allow the Personal Representative to manage your law practice in the event of your death.</p> <p>Alternatively, you may wish to appoint your Personal Representative as a limited or joint executor under your will, or to leave them your law practice as trustee for the purposes of winding up or selling it.</p>

If you nominate a Personal Representative by informal agreement, in the event of your death or incapacity, the Board will need to formally appoint them as a Manager by commencing an external intervention under Chapter 6 of the Uniform Law in order for them to take control of your law practice. Appointment as a Manager under the Uniform Law will impose certain obligations on your Personal Representative, including regular reporting requirements and an obligation to report any potential misconduct discovered during the course of the Management.

4.2 Qualifications and experience required to be a Personal Representative

You need to carefully consider who you appoint as your Personal Representative.

Both the Personal Representative and the Alternate will need to meet the same requirements as you in order to take control of your law practice. That is, at a minimum, they will need to hold a principal practising certificate so they can step into your shoes and run your practice.

If you operate a trust account, you will need to appoint a Personal Representative and an Alternate who have trust authorisation, hold the appropriate levels of professional indemnity insurance and have made the required Fidelity Fund contributions.

Additionally, if you are the sole director of an incorporated legal practice, your Personal Representative and Alternate will need to meet any further requirements imposed on directors under the *Corporations Act 2001* (Cth).

4.3 Choosing a Personal Representative

You should choose someone who is familiar with the fields of law that you practice in.

You need to think about your preferred Personal Representative's ability to step into your shoes quickly. For example, a legal practitioner who works for another person may not be able to take on the responsibilities of your practice at short notice if their employer does not consent to the arrangements.

You also need to think carefully about your preferred Personal Representative's capacity to take on the demands of your practice in an emergency. Reciprocal arrangements with another sole practitioner may work well to cover a short period of time (for example, while you recover from an unforeseen illness or injury). However, these arrangements may not be appropriate for longer periods at short notice, which may well be the case in an emergency.

Therefore, you and the person you nominate must both feel confident that the demands of your law practice can be accommodated in an emergency situation on the basis that it may be unclear at the outset how long their assistance will be required.

You may wish to choose someone that you know well and in whom you have trust and confidence. However, there is nothing to prevent you from entering into a professional arrangement, for example, by engaging another principal legal practitioner with appropriate qualifications to run your law practice while you recover from a serious illness. Similarly, a professional executor also holding a principal practising certificate with trust authority may be able to take control of your law practice after your death.

A Personal Representative is entitled to charge clients for work undertaken during the period in which they are acting in such a capacity. However, any work undertaken on client files must be charged in accordance with the costs agreement in place between the law practice and the relevant client.

4.4 When does a Personal Representative have to step in?

The most common situations in which the Personal Representative will be required to take control of the law practice are:

- Where the sole practitioner has been incapacitated due to injury or illness;
- Following the death of the sole practitioner; and
- In the event that a sole practitioner's practising certificate is suspended or cancelled and the Board determines that it is appropriate in the circumstances for the Personal Representative to do so.

4.5 Is the Personal Representative paid?

It is up to you and the Personal Representative to make arrangements relating to fees in addition to those paid for work done on client files. For example, it may be agreed that:

- No fees will be charged by the Personal Representative in relation to work completed other than for work on client files;
- The Personal Representative will be able to accept referrals where clients of the sole practitioner's law practice wish to retain the Personal Representative;
- The Personal Representative will be able to retain a percentage of any sale price in relation to client files and/or deeds; or
- Another arrangement that is suitable to both you and the Personal Representative.

The Board may consider the Personal Representative to have acted in a conflict of interest in circumstances where they benefit otherwise than in accordance with the agreement.

4.6 If there is no contingency plan in place

If a sole practitioner or sole director of an LLP does not have an agreement with a Personal Representative (and an Alternate) in place, the VLSB+C may need to appoint a Manager to the law practice under the Uniform Law in the event of their death or incapacity. This is a lengthy, disruptive and very costly process, requiring a legal practitioner to conduct a full audit of the law practice before attempting to either sell or refer all active client files to other legal practitioners.

Where a practitioner has been injured or has died suddenly, it can be difficult for their family, employees and clients if the Board is required to appoint a Manager to come in and take over the law practice. To date, these interventions have cost an average of \$40,000 each, with the law practice (or the practitioner's estate) being liable for these costs in the first instance in accordance with section 365 of the Uniform Law.

Ultimately, the best case scenario for the practitioner, their family and the clients of the law practice is for the practitioner to arrange for someone who knows the practice to take over and deal with it in accordance with their wishes.

4.7 **Relationship with the Alternate**

The purpose of appointing an Alternate is so that there is someone available to step into the Personal Representative's shoes if they are unable to act when required. Accordingly, the Alternate should be given all of the information and documentation that is held by the Personal Representative, ready to take control of the law practice in the event that both the sole practitioner and the Personal Representative are unable to manage the law practice due to death or incapacity.

All the guidelines set out above apply equally when determining who to appoint as an Alternate and putting in place a suitable arrangement with an Alternate. However, the arrangement with the Alternate does not need to be the same as the arrangement with the Personal Representative. For example, the Personal Representative may be a practitioner who agrees to manage the law practice without charge, while the Alternate may be someone who seeks to be reimbursed for time spent undertaking management tasks, or may be a professional executor or attorney rather than a colleague or friend.

Guidelines for Personal Representatives and Alternates

5.1 **What to consider before becoming a Personal Representative?**

If you are considering accepting a nomination as either a Personal Representative or an Alternate, you must ensure that you have sufficient information to decide whether you have the ability and capacity to run a particular practice. The following information may assist you to make a decision:

- *Knowledge of the practice:*
You may wish to ask questions about the practice including areas of law, systems and processes, record keeping and file management, financial health and staffing arrangements (if any). You should also take into consideration the health of the practitioner.
- *Proximity:*
This can be of particular concern in relation to rural and regional practices. You need to assess whether you are located sufficiently close to be able to run the practice at short notice.
- *Financial impacts:*
What arrangement are you considering in relation to payment for work performed as a Personal Representative? You may also wish to ask whether there is sufficient professional indemnity insurance in place to cover your actions and whether any funds have been set aside to meet liabilities while you are in control of the law practice.
- *Assessment of the risks posed by the practice:*
You should ask for information relating to past and present complaints and disciplinary matters to be disclosed and past trust account inspection reports (if applicable), as well as any insurance claims.

This is not a comprehensive list of the matters that you may need to consider and you should seek advice if necessary about whether it is appropriate for you to be a Personal Representative or an Alternate in the Circumstances.

Policy

Contingency and Succession Planning

5.2 Storage of files

Where the law practice is being wound up, the Personal Representative will be required to either make arrangements or take responsibility for all archived client files for the seven-year retention period as well as for secure destruction thereafter. This may represent a significant expense and the parties should consider attempting to estimate and set aside sufficient funds to cover these costs.

5.3 Charging for other costs

A Personal Representative or Alternate should not expect any consideration for satisfying him/herself about the nature and extent of their powers and duties. Those costs are an incident of practice where a person has accepted the responsibility of being a Personal Representative or Alternate.

Content of contingency plan

6.1

Once you have nominated both a Personal Representative and an Alternate, you should create a 'contingency pack' for their use in the event that they are required to take over the law practice at short notice. This should be kept somewhere safe, to be provided to them when needed, and should include:

- A duplicate set of keys and computer and banking passwords for their use;
- A list of key contacts, ensuring that at least one of those key contacts is aware of your contingency plan and who you have nominated as your Personal Representative and Alternate; and
- Details relating to any clerks, secretaries or other solicitors employed by the law practice and the conditions of their employment.

6.2

It will also be important to make arrangements to have your Personal Representative and Alternate added as signatories to any trust and/or office accounts when needed. The steps to be taken will depend on the nature of the arrangements in place with your Personal Representative and will need to be discussed with the relevant bank.

For example, it may be possible to have your Personal Representative and Alternate added as 'available signatories' to an account, such that they cannot presently access any funds but will be able to do so on completion of formalities set by the bank. Alternatively, the bank may have a set process in place for a Power of Attorney or Executor to be able to become a signatory to these accounts in the event of your death or incapacity.

On the other hand, where the arrangements with your Personal Representative and Alternate are informal only, it is likely that the Board would need to commence an external intervention and appoint him or her as a Manager in order to allow them to access the accounts of the law practice under the Uniform Law.

6.3

You should also put in place a communication plan with both your Personal Representative and Alternate, to ensure that you can update each other in relation to changes that may impact on the arrangements you have in place.

For example, if you operate a law practice that maintains a trust account and your Personal Representative no longer holds trust authorisation, you will need to consider nominating a new Personal Representative.

Policy	Contingency and Succession Planning	
Reporting to the VLSB+C	7.1	The VLSB+C will maintain a register of all nominated Personal Representatives and Alternates as well as the details of any formal or informal arrangements in place with the relevant sole practitioners.
	7.2	<p>In the event that a sole practitioner dies or is incapacitated, the Personal Representative and/or the Alternate is to contact the VLSB+C as soon as practicable to provide notification and advise that they will be taking control of the law practice pursuant to the relevant arrangement with the practitioner. Where necessary, the Board will formally appoint the Personal Representative or Alternate as Manager in order to allow them to exercise the formal powers available under the Uniform Law.</p> <p>Where the VLSB+C is notified that a sole practitioner has died or is no longer able to manage their law practice without having been informed by the Personal Representative or the Alternate, VLSB+C staff will first contact the Personal Representative and, if he or she cannot take control of the law practice, will contact the Alternate to request them to take control of the law practice pursuant to their arrangement with the sole practitioner. In the event that neither the Personal Representative nor the Alternate can take control of the law practice, the Board will be required to commence an external intervention at the expense of the law practice, the sole practitioner and/or the practitioner's estate.</p>
	7.3	Where the nomination of a Personal Representative and/or an Alternate is revoked or terminated, the VLSB+C must be notified as soon as practicable so that the register can be updated.