

DELIVERING THE VISION

STRATEGIC DIRECTION 2014–2018

UPDATED DECEMBER 2014



STRONG
ADVOCACY

HIGH VALUE
SERVICES

ORGANISATIONAL
EXCELLENCE

The **essential** membership
for the legal profession

1 INTRODUCTION

The Law Society of Western Australia has created a strategic plan that:

- Reflects key stakeholders' needs and expectations; and,
- Provides a clear focus and direction for the future.

In developing this plan, the Society adopted the following stakeholder engagement plan:

- **Scoping workshops** with Council, Executive and staff
- **Online survey** with a representative sample of members and non-members
- **Focus groups** with a cross section of members
- **In-depth interviews** with senior decision makers in legal firms
- **Various planned and ad hoc activities** over the year, including meetings, workshops, conferences, social events, CPD events and committee and working group activities
- **Strategic planning workshops** with Council, Executive and senior staff

Council approved the plan which commences 1 July 2014 at a Special Council meeting held on the 16 April 2014. The plan has subsequently been reviewed by Council following the completion of an organisational review in December 2014.

SUPPORTING PLANS

To support the achievement of outcomes outlined in the Strategic Plan, staff will be responsible for developing and implementing a series of supporting plans, as follows:

- Forward Financial Plan*
- Membership and Marketing Plan*
- IT Plan*
- Law Mutual (WA) Business Plan*
- Francis Burt Law Education Programme and Old Court House Law Museum Plan*
- Professional Development Plan*
- 2014 Organisational Review Report (December 2014)

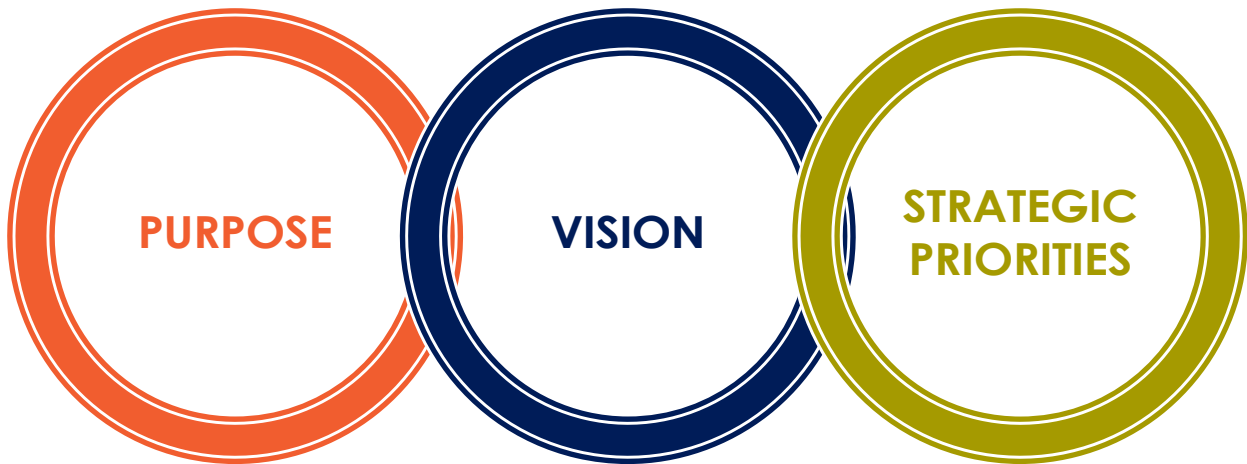
*Team business plans (exact make-up of these plans will be subject to revisions and change).

Team business plans will be reviewed annually in March-April to support May budget process.

This plan reflects the desired outcomes and recommended strategies for 2014 to 2018.

The responsibility for implementing this plan is shared among Council, Executive and employees, with involvement from the Society's committees, and members.

2 OUR PURPOSE, VISION AND STRATEGIC PRIORITIES



The **voice** of the legal profession in Western Australia

The **essential** membership for the legal profession

- Strong Advocacy
- High Value Services
- Organisational Excellence

OUTCOMES

STRONG ADVOCACY

The Society is respected as the voice of the legal profession. It pro-actively engages key stakeholders on key issues and facilitates rational analysis to adopt sensible positions that are sought after by members, Law Council of Australia, government and media representatives. The Society's views are considered to be well researched, measured, reasonable and representative. Members are highly engaged in committees and working groups. The Society is not afraid to speak on controversial issues, but it 'picks its battles'. It is transparent about why and how decisions have been made. Opinions are easy to access and well promoted via spokespeople, press releases, the website and ecommunications.

The Society plays a pivotal role in driving a range of public education initiatives. This contributes to improved public perceptions of the legal profession.

HIGH VALUE SERVICES

The Society stays in touch with members' needs and responds with a range of desirable, value adding services and benefits, covering:

- Information services
- Referral and support services
- Education
- Member privileges
- Networking and social events
- Professional indemnity insurance via Law Mutual (WA)
- Mentoring services

ORGANISATIONAL EXCELLENCE

The Society utilises modern IT and CRM systems to develop and promote customised services, targeted at various member segments.

The Society is considered to be forward thinking and financially sustainable, with effective systems. The Council offers strong, representative and collaborative leadership. Priorities are aligned across the organisation with resources allocated to areas of greatest need.

There is a strong and compelling value proposition, supported with a clear marketing strategy to retain and attract a growing number of members. This is supported with modern technology and information systems, enabling communication to be responsive, effective and tailored for individual member needs.

Staff, committee members and volunteers have a clear understanding about their role and are motivated to achieve the Society's vision.

3 KEY LINKAGES TO STRATEGIC PRIORITIES

3.1 STRATEGIC LEVEL

Responsible ● Supporters ○

	Advocacy Team	Programmes Team	Corporate Services Team	Law Mutual Team	Council, Executive and ED	Committees
STRONG ADVOCACY						
1. Represent members' interests	●	●	●	●	●	●
2. Drive regulatory reform	●				●	●
3. Promote access to justice	●				○	○
4. Create strategic campaigns	○	○	●	○	○	○
HIGH VALUE SERVICES						
1. Consider recommendations from the external review under organisational excellence and implement those endorsed by Council	●	●	●	●	●	○
2. Better utilise IT and CRM systems to: 1) provide targeted, individualised services and communications 2) provide more timely and effective communications; and 3) ensure accurate membership information	○	●	●	○		
3. Review the CPD model to determine the best fit to meet members' needs sustainably and effectively		●			○	○
ORGANISATIONAL EXCELLENCE						
1. Undertake an external review of all services, activities and resources to ensure the Society is financially sustainable and that both the structure and spend is aligned to the organisation's priorities	○	○	○	○	●	○
2. Review and improve information systems by: 1) determining user information requirements; and 2) reviewing IT capacity and requirements		●	●			
3. Review and document team procedures across the organisation	●	●	●	●		
4. Understand the best ways in which to communicate to our members (who, what, how, why)	○	○	●	○	○	○

3.2 OPERATIONAL LEVEL

Responsible ● Supporters ○

	Advocacy Team	Programmes Team	Corporate Services Team	Law Mutual Team	Council, Executive and ED	Committees
STRONG ADVOCACY						
1. Continue to build and strengthen key stakeholder relationships	●	●	●	●	●	○
2. Prepare a team of Society advisors to support the President			●		●	○
3. Improve the promotion of, and ease of accessing, opinions, submissions, policy statements and press releases	●		●		○	○
4. Inform and educate the community about the law and other good works being done by lawyers to help improve public perceptions	○	●	○		○	○
5. Identify strategic campaign topics	●	●	●	●	●	
HIGH VALUE SERVICES						
1. Regularly review the Society's website to ensure it remains modern and relevant to members	○	○	●	○	○	
2. Introduce initiatives to increase member support for an expanded ecommunication strategy in future	○	●	●	○	○	
3. Continue to attract member privileges comparable to other professional associations, that are relevant and appealing for members		●				
4. Increase the promotion of mental health and wellbeing services available to members	●	○	●	○	○	
5. Promote the Professional Standards Scheme	●	○	○	○	○	
6. Review existing events and activities – rationalise where appropriate	○	●	○		●	○
7. Develop 'KPI/Engagement dashboard' for all events and activities		●	○			
8. Law Mutual to utilise Law Society CPD services on a fee for services basis for Risk Management training		●		●		
ORGANISATIONAL EXCELLENCE						
1. Tailor value propositions for various member segments and decision makers	●	●	●			
2. Improve transparency with more effective promotion of staff, Council, Committee and working group's profiles, responsibilities and achievements	●	●	●	●	○	○
3. Improve internal communication and collaboration across teams	●	●	●	●		
4. Develop Marketing and Communications Strategy	○	○	●	○	○	○
5. Implement new structure	●	●	●	●	●	
6. Identify professional development opportunities and strategies for staff and Council	●	●	●	●	●	
7. Undertake an audit of Law Mutual against MYR Report recommendations				●	●	

4 DELIVERING THE VISION

4.1 STRATEGIC LEVEL

	2014/2015	2015/2016	2016/2017	2017/2018
STRONG ADVOCACY				
1. Represent members' interests	•	•	•	•
2. Drive regulatory reform	•	•	•	•
3. Promote access to justice	•	•	•	•
4. Create strategic campaigns	•	•	•	•
HIGH VALUE SERVICES				
1. Consider recommendations from the external review under organisational excellence and implement those endorsed by Council	•	•		
2. Better utilise IT and CRM systems to: 1) provide targeted, individualised services and communications 2) provide more timely and effective communications; and 3) ensure accurate membership information		•	•	•
3. Review the CPD model to determine the best fit to meet members' needs sustainably and effectively		•		
ORGANISATIONAL EXCELLENCE				
1. Undertake an external review of all services, activities and resources to ensure the Society is financially sustainable and that both the structure and spend is aligned to the organisation's priorities	•			
2. Review and improve information systems by: 1) determining user information requirements and 2) reviewing IT capacity and requirements				•
3. Review and document team procedures across the organisation	•	•		
4. Understand the best ways in which to communicate to our members (who, what, how, why)		•	•	•

4.2 OPERATIONAL LEVEL

	2014/2015	2015/2016	2016/2017	2017/2018
STRONG ADVOCACY				
1. Continue to build and strengthen key stakeholder relationships	•	•	•	•
2. Prepare a team of Society advisors to support the President	•			
3. Improve the promotion of, and ease of accessing, opinions, submissions, policy statements and press releases		•		
4. Inform and educate the community about the law and other good works being done by lawyers to help improve public perceptions	•	•	•	•
5. Identify strategic campaign topics	•	•	•	•
HIGH VALUE SERVICES				
1. Regularly review the Society's website to ensure it remains modern and relevant to members	•	•	•	•
2. Introduce initiatives to increase member support for an expanded ecommunication strategy in future		•	•	•
3. Continue to attract member privileges comparable to other professional associations, that are relevant and appealing for members	•	•	•	•
4. Increase the promotion of mental health and wellbeing services available to members	•	•	•	•
5. Promote the Professional Standards Scheme	•	•		
6. Review existing events and activities – rationalise where appropriate	•			
7. Develop 'KPI/Engagement dashboard' for all events and activities	•	•	•	•
8. Law Mutual to utilise Law Society CPD services on a fee for services basis for Risk Management training	•	•	•	•
ORGANISATIONAL EXCELLENCE				
1. Tailor value propositions for various member segments and decision makers	•	•	•	•
2. Improve transparency with more effective promotion of staff, Council, Committee and working group's profiles, responsibilities and achievements		•		
3. Improve internal communication and collaboration across teams	•	•	•	•
4. Develop Marketing and Communications Strategy		•		
5. Implement new structuree	•			
6. Identify professional development opportunities and strategies for staff and Council		•	•	•
7. Undertake an audit of Law Mutual against MYR Report recommendation	•			

5 EVALUATION AND REPORTING

Council will receive **monthly scorecards** showing progress against key targets, as follows:

ORGANISATIONAL EXCELLENCE	TARGET
% of actual vs forecast expenditure	On budget
% increase in secured funds compared to previous year	On target as per investment policy
Membership size	As per annual budget
Member market share (practising certificates and section 36)	2% - 5% per annum growth

Monthly scorecards will also include a summary of progress against relevant targets in supporting business plans, such as website hits and member take up of services.

Council will receive **annual scorecards** showing progress against the following targets, based on results from an annual member survey:

	TARGET	
Strong Advocacy % of members agreeing that the Society:	Has a good understanding of members' needs	80%+
	Keeps members well informed about changes in legislation and key issues affecting the profession	80%+
	Is the voice of the legal profession in WA	80%+
	Effectively promotes access to justice	80%+
High Value Services % of members who are satisfied with:	The Society's website	80%+
	<i>Brief</i> journal	80%+
	eNewsletters	80%+
	Regular email information alerts	80%+
	Continuing Professional Development	80%+
	Committees and working groups	70%+
	Free networking and social events	65%+
	Find-a-Lawyer	65%+
	Member Privileges	65%+
	Community Services (including Law Access, the Old Court House Law Museum, the Francis Burt Law Education Programme (including Mock Trial Competition) and Law Week)	65%+
	LawCare (WA)	65%+
	Senior Advisors' Panel	65%+
	Advocacy training for young practitioners	65%+
	Mentoring programmes	65%+
Grad-Match	65%+	
Organisational Excellence	Member satisfaction	80%+
	Member Net Promoter Score	30+
	Employee Net Promoter Score	30+

Performance scorecards will be provided to members annually in the Annual Report.