



DELIVERING THE VISION

STRATEGIC DIRECTION 2017–2020

**The essential membership
for the legal profession**

This Plan reflects the desired outcomes and recommended strategies for 2017 to 2020.

The responsibility for implementing this Plan is shared among Council, Executive, Chief Executive Officer and employees, with involvement from the Law Society's Committees, and members.

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, implementing and reviewing this Plan, the Law 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 seminars and committee and working group activities
- **Strategic planning workshops** with Council, Executive and Senior Staff

Council approved the *Strategic Plan 2014–2018* which commenced 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 and again in February 2017. Given many of the recommendations have been implemented during 2014–2016, and a number of new initiatives have been included as of February 2017, it was agreed by Council to adopt this revised *Strategic Directions 2017–2020*.

SUPPORTING PLANS

To support the achievement of outcomes outlined in the Strategic Plan, a series of supporting business and financial plans are in place.

2. OUR PURPOSE, VISION AND STRATEGIC PRIORITIES



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

Vision The **essential** membership for the legal profession

Strategic Priorities

- Strong Advocacy
- High Value Services
- Organisational Excellence

OUTCOMES

STRONG ADVOCACY

The Law Society is respected as the voice of the legal profession. It proactively 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 Law Society's views are considered to be well researched, measured, reasonable and representative. Members are highly engaged in expert committees and working groups. The Law 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 Law Society plays a pivotal role in driving a range of profession and public education initiatives. This contributes to improved public perceptions of the legal profession.

HIGH VALUE SERVICES

The Law Society continues to stay in touch with members' needs and responds with an improved range of desirable, value adding services and benefits, including:

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

ORGANISATIONAL EXCELLENCE

The Law Society develops and promotes customised services, targeted at various member segments.

The Law Society is forward thinking and financially sustainable, with effective systems. The Council offers strong, representative and collaborative leadership.

There is a strong and compelling value proposition, supported with clear strategies to retain and attract a growing number of members. Our communication is responsive, effective and tailored for member needs.

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

3. KEY LINKAGES TO STRATEGIC PRIORITIES

3.1 STRATEGIC LEVEL

Responsible ● Supporters ○					2017/2018	2018/2019	2019/2020	Advocacy	Programmes	Corporate Services	Law Mutual	Council, Executive and CEO	Committees
STRONG ADVOCACY													
1.	Represent members' interests individually and as a profession	●	●	●	●	●	●	●	●	●	●	●	●
2.	Drive regulatory reform	●	●	●	●	●	●	●	●	●	●	●	●
3.	Promote access to justice	●	●	●	●	●	●	●	●	●	●	○	○
4.	Pursue strategic campaigns	●	●	●	●	●	●	●	●	●	●	●	●
HIGH VALUE SERVICES													
1.	Provide appropriate services and communications to member segments	●	●	●	○	●	●	○	●	●	○	●	●
2.	Review the future of the CPD model against 'best practice' models to determine the best fit to meet members' needs sustainably and effectively	●	●	●	●	●	●	●	●	●	●	○	○
ORGANISATIONAL EXCELLENCE													
1.	Review current Customer Relationship Management (CRM) systems against future needs	●	●	●	●	●	●	●	●	●	●	●	●
2.	Continue to review and document functional procedures	●	●	●	●	●	●	●	●	●	●	●	●
3.	Continue to review and investigate the best ways to communicate to our members in a timely and effective way	●	●	●	○	○	●	○	○	○	○	○	○

3.2 OPERATIONAL LEVEL

Responsible ● Supporters ○				2017/2018	2018/2019	2019/2020	Advocacy	Programmes	Corporate Services	Law Mutual	Council, Executive and CEO	Committees
STRONG ADVOCACY												
1. Continue to build, strengthen and promote key stakeholder relationships	●	●	●	●	●	●	●	●	●	○		
2. Ensure reporting focuses on outcomes whenever the opportunity arises	●	●	●	●	●	●	●	●	●	○		
3. Improve the promotion of, and ease of accessing, submissions, policy statements, practice resources and press releases via the Law Society's communication channels		●	●	●		●			○	○		
4. Inform and educate the community about the law and other good works being done by lawyers to help improve public perceptions	●	●	●	○	●	○		○	○	○		
5. Contribute to the discussion and provide leadership on the future of the legal profession (e.g. via the LCA Futures Committee and a local focus)	●	●	●	●	●	●	●	●	●	●		
HIGH VALUE SERVICES												
1. Review the Law Society's website to ensure it remains accessible and relevant	●		●	○	○	●	○	○				
2. Members are fully supported, informed and engaged with <i>Brief</i> , the website and ecommunications, evidenced by high levels of satisfaction	●	●		○	●	●	○	○				
3. Promote the benefits attached to the member privileges programme	●	●	●		●							
4. Undertake a comprehensive review of content, structure, design, pricing and competitive forces of the CPD environment against 'best practice' models and submit a report with recommendations to Council	●				●			○	○			
5. Provide resources and information to members on issues relevant to the future of the profession and legal practice	●	●	●	●	●	●	●	●	●	●		
ORGANISATIONAL EXCELLENCE												
1. Deliver value propositions across member segments	●	●		●	●	●						
2. Review the value proposition(s) to make the perceived intangible, tangible, and articulate tangible benefits in a targeted approach		●	●	○	●	●	○	○	○	○		

5. EVALUATION AND REPORTING

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

STRONG ADVOCACY	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% to 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 Law 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 Western Australia	80%+
High Value Services % of members who are satisfied with:	The Law Society's website	80%+
	<i>Brief</i> journal	80%+
	ecommunication	80%+
	Continuing Professional Development	80%+
Organisational Excellence	Member satisfaction	80%+

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

OUR PURPOSE AND VISION

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

The **essential** membership for the
legal profession

OUR STRATEGIC PRIORITIES

Strong Advocacy
High Value Services
Organisational Excellence

OUR VALUES

Respect
Innovative
Professional
Adaptable



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The Law  Society[®]
— OF WESTERN AUSTRALIA —
The voice of the legal profession in Western Australia