

# BUSINESS PLAN 2010 – 2013

The Law Society of New South Wales Council has adopted a three-year business plan to direct the organisation's servicing, leadership and representation of the profession.

## **OBJECTIVE 1: Provide high value membership through dynamic support and services to members**

### **Strategy 1:**

#### **Deliver relevant and highly-valued services for members**

##### **Tasks:**

- 1 Enhance the relevance of our member communications and take-up of our services through the further development of targeted strategies focusing on the specific needs of the legal profession's key segments.
- 2 Regularly survey practitioners to inform the development of member services and monitor member satisfaction.
- 3 Develop on-line and electronic tools to further facilitate the interaction between the Law Society and the profession.
- 4 Develop on-line processes for application for and renewal of practising certificates and membership and monitoring of CPD requirements.
- 5 Develop and implement an integrated professional development strategy across segments, regions, areas of practice and career stages.
- 6 Design new methods for delivering more widely accessible CPD using multi-media technology.
- 7 Enhance member experience by improving facilities, member relations and technology, including through the refurbishment of Law Society premises.
- 8 Enhance services for sole practitioners and small firms through regular and relevant communications and practice resources including benchmarking tools and low cost access to a dynamic CPD program.
- 9 Develop a dynamic events schedule for members which facilitates networking and promotes collegiality, thought leadership and sharing of knowledge across the profession and the broader community.
- 10 Establish and evaluate mentoring programs in key segments and cohorts of the profession.
- 11 Achieve the alignment of a new professional standards scheme with identical cover throughout the eastern seaboard.
- 12 Partner with the College of Law where there are opportunities to maximise services to members.
- 13 Reconfigure and modernise the Law Society's precedent and electronic subscription service for members.

- 14 Identify and promote workplace policies which advance flexibility and diversity throughout the profession, including policies which deal with any impediments or disincentives to the advancement of women to senior positions in the profession.

### **Strategy 2:**

#### **Strengthen and expand personal support services**

##### **Tasks:**

- 1 Establish a member assistance program to provide triage and referral for personal support services.
- 2 Further develop the roll-out of mental health, depression and financial information training seminars throughout metropolitan and regional NSW.
- 3 Implement an integrated and appropriately funded practitioner support system to ensure effective and efficient coordination of services such as the Lawyers Assistance Program, Law Care and the Member Assistance Program.

## **OBJECTIVE 2: Promote the rule of law and access to justice and advocate effectively on behalf of the profession**

### **Strategy 1:**

#### **Actively participate in the formulation of legal policy and law reform proposals**

##### **Tasks:**

- 1 Develop a strategic legal policy agenda for the Law Society as a pre eminent legal thought leader.
- 2 Empower members to help shape legislation and legal policy across all areas of practice through a dynamic and well-resourced Committee process.
- 3 Monitor Parliamentary and political cycles, including State and Federal Elections and Budgets, to identify opportunities to promote the Law Society's policy agenda and influence debate on law reform and legal policy issues.

### **Strategy 2:**

#### **Provide services for the community which improve access to justice**

##### **Tasks:**

- 1 Provide leadership and coordinate with other stakeholders in the delivery of high-quality pro bono legal services, which complement legal aid availability across NSW.

2 Continue to deliver referral services which recognise the importance of timely access to legal advice for members of the public.

3 Develop capacity for the Law Society to act as a support hub for Sydney as a focal point for commercial arbitration in the Asia Pacific region.

#### Strategy 3:

### **Maximise the effectiveness of the Law Council of Australia to respond to the needs of its constituent members**

#### Tasks:

1 Further advance the attainment of a unified Australian legal profession by contributing to and influencing the formulation of the LCA's national legal policy agenda.

2 Deploy Law Society resources to enable the LCA to undertake national legal policy projects, particularly in areas of importance to the NSW profession.

3 Work with the LCA to identify and extract the maximum benefit from opportunities to promote the interests of the Australian profession in the international legal services market.

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### **OBJECTIVE 3: Deliver efficient and high quality coregulation within a unified Australian legal services market**

#### Strategy 1:

### **Maximise the ongoing role of the Law Society in regulation during and following implementation of the COAG national legal profession reforms**

#### Tasks:

1 Review proposed COAG national legal profession reforms and, if legislated, work to ensure that they are implemented effectively and efficiently in NSW.

2 Review governance framework to achieve alignment with re-allocated regulatory functions following implementation of the COAG national legal profession reforms.

#### Strategy 2:

### **Promote ethics and efficiency in the profession by providing relevant services and compliance tools**

#### Tasks:

1 Provide a continuing program of CPD which addresses the required areas of regulatory compliance (for example, costs, ethics and practice structures).

2 Strengthen and enhance programs and tools to assist sole practitioners and small firms to comply with trust account and other existing and developing regulatory reporting requirements.

3 Enhance understanding of ethical responsibilities by providing advice and assistance through a program of field visits and responses to telephone inquiries.

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### **OBJECTIVE 4: Maintain and build financial strength to secure long term sustainability and service excellence**

#### Strategy 1:

### **Secure and maintain the Law Society's financial strength**

#### Tasks:

1 Deliver operational break-even budgets whereby investment returns are not absorbed in the recurrent funding of the business.

2 Preserve and build on balance sheet strength through maximisation of investment returns within risk parameters which are prescribed in periodically reviewed investment policies.

3 Complete building refurbishment within agreed budget and time parameters and with minimal disruption to stakeholders and Law Society services.

4 Develop strategies to diversify commercial revenue streams.

5 Provide parent company support and guidance of the LawCover group of companies as the APRA-regulated provider of professional indemnity insurance for the profession.

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### **OBJECTIVE 5: Strengthen the Law Society organisation and capability**

#### Strategy 1:

### **Harness organisational strength through a culture of open communication, staffing excellence and quality servicing**

#### Tasks:

1 Develop internal communications capability to promote a shared understanding of and commitment to corporate priorities.

2 Foster an integrated and collegiate Law Society staff team through active leadership which develops capacity to the benefit of members.

#### Strategy 2:

### **Review and enhance practices to ensure an integrated corporate governance, risk management and organisational compliance framework**

#### Tasks:

1 Review existing practices and implement improvements to the Law Society's corporate governance and risk management framework to ensure that it promotes the active management of corporate governance and risk in order to assist sustainability and growth.

2 Adjust organisational compliance practices to ensure they are an efficient resource in the comprehensive management of risks.

3 Develop an integrated and compliant system for the collection, accuracy, security and release of data.