



The Law Society

## The Law Society business plan 2013

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# THE LAW SOCIETY'S STRATEGIC FRAMEWORK

## Our purpose

The Law Society is the independent professional body, established for solicitors in 1825, that works globally to support and represent its members, promoting the highest professional standards and the rule of law.

## Our vision

We aim to be the leading representative of the world's best legal profession, valued as a vital partner by all we serve and engage with.

## Our strategy to deliver our vision over the next three years

Directly and in partnership we will:

1. Improve the competitiveness of the environment for our legal profession
2. Provide exemplary services
3. Be an exemplary organisation

## Core goal 1: Improve the competitiveness of the environment for our legal profession

We will focus on the priorities which unite our members:

1. Regulation and law
2. People
3. Promotion

## Core goal 2: Provide exemplary services

We will produce the best:

1. Information
2. Accreditation
3. Training

## Core goal 3: Be an exemplary organisation

We will ensure the Law Society has the best:

1. People
2. Culture
3. Infrastructure

## Shared values – the principles we uphold

At the Law Society:

1. We keep our promises
2. We care about quality
3. We care about performance
4. We care about people
5. We are one team

## Shared behaviours – how we work together

At the Law Society:

1. We lead by example
2. We inspire and motivate others
3. We improve ourselves and our organisation continually
4. We make a positive difference
5. We collaborate to do more than we thought possible.

## Introduction to the business and operational plan

The Law Society's 2012 business plan was prepared at a time of transition for the Society and the profession. As the legal environment changes the Law Society is evolving to ensure that we are best placed to deliver what our members want and need. That transition has been maintained as we continue to move forward in line with the strategic framework agreed for the Law Society in 2012.

For the first time this business plan focuses solely on the Society, as the representative body for the profession, with separate plans for the Solicitors Regulation Authority (SRA) and for Organisation Services which provides support to both the Society and the SRA.

During 2012, I reformed the top management structure of the Law Society. The new, smaller, Leadership Board now consists of me as Chief Executive, a Chief of Corporate Affairs, a Chief of Commercial Affairs, and the Director of Organisational Services. The purpose of this streamlined structure is to make sure each part of the organisation is focused on delivering value for our members.

Further changes are in progress to ensure that the corporate and commercial affairs teams are aligned most effectively to deliver against the core goals of our strategic framework.

As our external environment continues to evolve, we have taken the opportunity to review our strategic positioning, and we have also taken careful account of feedback from our members and our staff.

The research and analysis helped the Leadership Board develop three organisational priorities for the Law Society in 2013 which will help focus the delivery of our core goals.

### Organisational priorities

- Priority 1: We will engage more effectively and proactively with members, communicating clearly the value that we add by what we do.
- Priority 2: We will develop a clear segmentation strategy for our members which will drive everything that we do - including services and products, lobbying and policy development, and communication. The segments will be: top 50, next 200, in-house, Alternative Business Structures (ABS), and High Street. In 2013, alongside our work that serves High Street and in-house practitioners, we will further enhance the services and products we provide that are targeted at top 50, next 200 and ABS to our existing portfolio.

Taken together, priorities 1 and 2 will help us deliver core goal 1: improve the competitiveness of the environment for our legal profession, and core goal 2: provide exemplary services.

- Priority 3: We will be one organisation, working flexibly and effectively together across organisational boundaries.

Priority 3 will help us deliver core goal 3: be an exemplary organisation.

Supporting these overarching organisational priorities, we have identified priority areas of focus for 2013 for corporate affairs, commercial affairs, organisation services, and private office.

### Corporate affairs priorities

Core Goal 1: Improve the competitiveness of the environment for our legal profession

- We will improve our relationship with our members so that satisfaction levels increase.
- We will engage with members, and focus our research capability, so that we better understand what members want and need.

Core Goal 2: Provide exemplary services

- We will deliver succinct and informative messaging which, where appropriate, is targeted to each of our key member segments.

- We will work with colleagues to develop distinct offerings, or tailor existing ones, for each of our key member segments.

#### Core Goal 3: Be an exemplary organisation

- We will work as one team across Corporate Affairs and with Commercial Affairs and Organisation Services.
- We will deliver the immediate priorities required of us.

### Commercial affairs priorities

#### Core Goal 1: Improve the competitiveness of the environment for our legal profession

- We will ensure that our members recognise the value that our products and services provide.
- We will deliver what our members want and value and therefore increase sales of all of our products and services.

#### Core Goal 2: Provide exemplary services

- We will develop and market valued products and services for each segment of our membership.
- We will focus on immediate service priorities, including will writing and our digital presence (including Find a Solicitor, the CQS Portal, and the *Gazette* online).

#### Core Goal 3: Be an exemplary organisation

- We will complete the building of a refocused Commercial Affairs team.
- We will work as one team across Commercial Affairs and with Corporate Affairs and Organisation Services.

### Organisation services priorities

Organisation Services is developing its own business and operational plan which will take into account the plans of its two customers, the Law Society

and the Solicitors Regulation Authority. It has agreed the following priorities against each of the Law Society's core goals.

#### Core Goal 1: Improve the competitiveness of the environment for our legal profession

- We will ensure the provision of technology, including telephony and IT solutions, which will allow a single view of members to be captured.
- We will develop detailed costing methods which provide management with more robust and accurate financial information to demonstrate value.

#### Core Goal 2: Provide exemplary services

- We will ensure the provision of a Customer Relationship Management technology solution which will allow the membership to be segmented and analysed.
- We will build and implement member segmentation and channel profitability reporting to allow a greater level of commercial decision making to be made and to enable resources to be better targeted.

#### Core Goal 3: Be an exemplary organisation

- We will work together with colleagues in Commercial Affairs and Corporate Affairs to understand their requirements from Organisation Services.
- We will build capability within Organisation Services to deliver the shared services required by the Law Society as effectively and efficiently as possible.

### Private office priorities

#### Core Goal 1: Improve the competitiveness of the environment for our legal profession

- We will support the Office Holders and Chief Executive in engaging effectively with our membership.
- We will ensure that issues raised by members with Private Office are dealt with effectively within the organisation, involving the Office Holders and Chief Executive as required.

#### Core Goal 2: Provide exemplary services

- We will support the Office Holders and Chief Executive as they drive forward the Law Society's segmentation strategy in 2013.
- We will ensure that the diaries of the Office Holders and Chief Executive are managed effectively so that they engage appropriately with the identified segments of our membership.

Desmond Hudson  
Chief Executive Officer  
The Law Society

#### Core Goal 3: Be an exemplary organisation

- We will work as one team with colleagues across the whole organisation.
- We will continuously look for ways to improve the way we work.

### Conclusion

The outcomes and activities which we set out at a high level in this 2013 business plan will ensure that we achieve the core goals included in our strategic framework and the organisational priorities set for 2013. Their delivery is dependent on the availability of sufficient resources.

The core of the plan (p 7-11) shows the outcomes and activities to be delivered by the organisation as a whole. Annexed to this is a detailed operational plan showing how each of our teams will support the delivery of our strategy.

Throughout the plan we have also shown the resources we expect to commit, overall and by team, to the delivery of the components of our strategy.

I would like to thank all our staff for all your efforts in helping the Law Society towards achieving our vision - to be the leading representative of the world's best legal profession, valued as a vital partner by all we serve and engage with.

## Business plan: high-level outcomes organised by core goal

Core Goal	Outcome	What will we do in 2013?
1: We will improve the competitiveness of the environment for our legal profession	Our legal profession is seen as the world's best, and key decision makers in the UK and internationally see us as the authoritative and credible voice of that profession.	<ul style="list-style-type: none"> <li>• We will build and develop trusted relationships with MPs, peers and other major UK stakeholders, influencing them effectively in our members' interests.</li> <li>• We will secure effective and visible engagement on international matters.</li> <li>• We will complete our competitiveness audit of the legal services market, publish the outcome, and ensure that appropriate information is made available to targeted segments of our membership.</li> <li>• We will ensure that our representation work is robustly supported by relevant research and evidence.</li> </ul>
1.1: We will focus on the priorities that unite our members - regulation and law.	Each identified segment of our membership understands and works effectively within the regulated environment in which it operates.	<ul style="list-style-type: none"> <li>• We will take a proactive approach in influencing regulation and law that affect each identified segment of our membership.</li> <li>• We will influence emerging policies that will impact on each identified segment of our membership so as to minimise impact and maximise our members' ability to provide excellent service to their clients.</li> <li>• We will provide appropriately targeted information and advice to our members to help them understand changes to the legal and regulatory framework and provide the best service to the public in the light of these.</li> <li>• We will run events for members and stakeholders that consolidate our position as a thought leader on professional regulation and legal services.</li> </ul>
1.2: We will focus on the priorities that unite our members - people.	The legal profession has access to the best possible talent pool, enabling it to prosper and deliver the highest quality services to the public.	<ul style="list-style-type: none"> <li>• We will exert a positive influence on the education and training environment for legal professionals.</li> <li>• We will develop and roll out plans to secure fairer access to all parts of the profession at all levels.</li> <li>• We will continue our efforts to secure a greater number of solicitor judges.</li> </ul>

Core Goal	Outcome	What will we do in 2013?
1.3: We will focus on the priorities which unite our members - promotion.	Stakeholders understand the contribution our members make to the economy and are well disposed to creating the environment our legal profession needs to flourish.	<ul style="list-style-type: none"> <li>• We will brief MPs, peers, MEPs, their advisers and other stakeholders on policy and legislative issues where we have a distinctive contribution to make.</li> <li>• We will work to ensure a positive climate of opinion about the legal profession among the wider public in England and Wales, and increase awareness and understanding of the economic and social contribution our members make.</li> <li>• We will develop our research capability to provide comprehensive data about our profession to support our promotional work.</li> <li>• We will continue to build a strong network of senior stakeholders in the UK, in Europe and internationally.</li> <li>• We will conduct representative test case litigation on cases that are significant for our members.</li> </ul>
2: We will provide exemplary services.	The services we provide to our members, and others, are, and are recognised as being, of the best quality and delivering significant value to those who use them.	<ul style="list-style-type: none"> <li>• We will develop and take to market products and services targeted to meet the needs of each segment of our membership.</li> <li>• We will build strong relationships with senior stakeholders in each segment of our membership so that we understand what they want and need.</li> <li>• We will track our products and services against leading competitors and will track customer satisfaction with our products and services.</li> </ul>
2.1: We will produce the best information.	We are the first port of call for members and others when they are looking for information about our legal profession, responding effectively to their requests with timely and accurate information.	<ul style="list-style-type: none"> <li>• We will tailor our information to meet the needs of identified member segments.</li> <li>• We will ensure that our information can be accessed quickly and easily through users' preferred media.</li> <li>• We will take steps to ensure that our Library services are more widely used and, where appropriate, charged for.</li> <li>• We will ensure that information provided is of the highest quality and robustly based on research, evidence and analysis.</li> <li>• We will monitor member perception of the timeliness, relevance and value of our information.</li> </ul>
2.2: We will produce the best accreditation.	Our accreditation schemes are recognised as the hallmark of competence and quality by our members and those who buy their services.	<ul style="list-style-type: none"> <li>• We will create new accreditation schemes where required (e.g. paralegals and will writing), and open up existing schemes to non-lawyers as appropriate.</li> <li>• We will implement improvements to a number of our existing accreditation schemes, including the enhancement of benefits available to particular segments of our membership.</li> <li>• We will launch new sections targeted at particular segments of our membership.</li> <li>• We will monitor member perception of the quality, relevance and value of our accreditation schemes.</li> </ul>

Core Goal	Outcome	What will we do in 2013?
2.3: We will produce the best training.	Our education and training policy and services meet our legal profession's needs and are well utilised.	<ul style="list-style-type: none"> <li>• We will influence the legal education and training review to seek adoption of our policies and aims.</li> <li>• We will keep members up to date on changes of regulation affecting training.</li> <li>• We will deliver a programme of free and paid-for events providing exemplary CPD support for our members that is appropriately targeted to specific segments of the membership.</li> </ul>
3: We will be an exemplary organisation.	As an organisation, we set the highest standards in everything we do – from the products and services we provide and the way we treat our customers to the way we treat each other and how we carry out even the most basic of tasks as we do our jobs from day to day	<ul style="list-style-type: none"> <li>• We will uphold and embed the shared values and behaviours agreed in 2011.</li> <li>• We will care about quality, lead by example, and learn from our mistakes.</li> <li>• We will deliver our commitment to run development centres for our manager in 2013.</li> <li>• We will deliver our commitment to implement our new career structure with three job types for managers.</li> </ul>
3.1: We will ensure the Law Society has the best people.	We attract and retain outstanding staff, all of whom are highly skilled and competent professionals.	<ul style="list-style-type: none"> <li>• We will develop a new career and progression structure.</li> <li>• We will ensure that our HR policies and processes for staff recruitment and retention deliver outstanding people.</li> </ul>
3.2 We will ensure the Law Society has the best culture.	Staff thrive in a supportive environment that facilitates organisational change.	<ul style="list-style-type: none"> <li>• We will embed our shared values and behaviours across the organisation.</li> <li>• We will continue to care about our people, improving ourselves and our organisation continually.</li> <li>• We will work as one team, collaborating to do more than we thought possible, establishing cross-departmental teams as appropriate to develop and deliver our products and services.</li> <li>• We will have effective internal communication, using a variety of channels to convey, and seek feedback on, corporate messages.</li> <li>• We will maintain and monitor an equality and diversity plan based on our role as an employer.</li> </ul>



Core Goal	Outcome	What will we do in 2013?
3.3: We will ensure the Law Society has the best infrastructure.	Council members and staff have the tools they need to do the job expected of them.	<ul style="list-style-type: none"> <li>• We will deliver the necessary infrastructure to enable a contact centre, full exploitation of our CRM system, implementation of online editions of the <i>Gazette</i>, and support of our communities, groups and sections, via our new website.</li> <li>• We will deliver systems that enable e-commerce.</li> <li>• We will provide managers with timely, accurate financial management information and a chart of accounts that reflects the current operational organisation, and use this information to report appropriately to the Society's Boards and the Council.</li> <li>• We will identify clear service standards for internal business support provision.</li> </ul>