

## Strategic Plan 2010–2011

Vision: Be the leading legal professional membership association

### Members

#### Objective 1:

To understand our membership needs and identify and grow additional services and products to meet these needs

Strategy	Actions	Performance measures	Resources
Understand membership needs and perceptions of value	<b>1 Gather and develop Business and Market Intelligence to support business decisions</b>		
	a Review current data and utilise completed market research and member feedback to be included as part of business decision making	Member data and information is appropriately collated and circulated as member insights/intelligence to inform decisions	MC/CC&M
	b Develop and implement a future market research strategy to inform business decisions on product offerings, services and determine member satisfaction measures	Quality and relevant market research outcomes that provide robust information for business decisions, project delivered, to time, to budget and meets or exceeds expectations	CC&M
	c Segment the member base into target audiences and develop a specific communications plan for each. These will include: students, new and early lawyers, specialist accreditation, areas of law, geographic, DLA	Member base is appropriately segmented and key characteristics documented	CC&M/MC
	d Design and implement strategic learning and development strategy for members and staff	L&D strategy developed and endorsed by Council	MC/HR
	<b>2 Maintain and improve corporate reputation of QLS</b>		

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	a Develop and implement community relations strategy to promote law in Queensland to build and maintain awareness of the roles of lawyers in the local community	Strategy developed and approved	CC&M
	b Define preferred positioning for Society Supporting brand revitalisation Strategy implemented	New brand fully implemented Research demonstrates strong Society association and improved brand awareness and equity	CC&M
	c Review SCES program for fit and effectiveness	Recommendation presented to CEO by February 2011	CC&M
<b>Retain and grow membership</b>	<b>3 Review current member offering against business intelligence and undertake gap analysis to refine and develop core offerings as required</b>		CC&M/MC
	<b>4 Develop/refine to ensure profitability of product offering</b>		CC&M/MC
	a Determine if Society's corporate services offerings (HR, IT, Finance) are potential products/services of value to members and develop in consultation with stakeholders if viable	Review and present recommendation to CEO by April 2011	HR/MC/CC&M
	b Establish working forum and better links with key decision makers within law firms including marketing, HR and L&D areas	Undertake ten face-to-face meetings with identified stakeholders Establish working group that will meet tri-monthly to identify potential speaker	MC
	c Communication and marketing strategy development and implementation to support product offerings	Achieved/deployed	CC&M

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	d Explore current member offerings and look for alternate ways of delivering services more efficiently, eg <i>QLS Diary and Legal Directory</i>	All member offerings delivered in most cost-effective manner and to members' satisfaction	CC&M/MC
<b>Establish satisfaction benchmarks</b>	<b>5 Development and implementation of customer service standards</b>		
	a Develop a customer service charter and supporting strategy for the organisation	Development and agreement of charter and strategy	MC
	<b>6 Establish 'cost to serve' metrics and review current cost structure and price points of member services offered with a view to increasing margin</b>	Cost to serve metrics benchmarked and recommendation to CEO by 1 June 2011	MC/Finance

## Systems and process

### Objective 2:

To build and implement technology, systems and processes to meet business needs and enable superior delivery of member services

Strategy	Actions	Performance measures	Resources
<p><b>Use technology to improve, support and enhance processes and efficiencies</b></p> <p><b>Establish corporate governance framework</b></p>	<p><b>7 Scope, purchase and implement new membership relationship management (MRM) solution and related systems</b></p> <p>Staged major business project commenced in Q4 09/10 and proceeding till Q4 10/11 and ongoing</p>	System selected, acquired and implementation commenced by 30 June 2011	IS/All
	<p><b>8 Establish corporate governance framework that provides 'best fit' compliance regime for Society</b></p>	No unknown compliance breaches	Secretariat
	<p>a Review and implement revised and current Code of Conduct across all areas and divisions</p>	Revised Code of Conduct implemented by August 2010	HR
	<p><b>9 Development of appropriate and integrated risk management system for Society</b></p>	Integrated risk management system established	Secretariat
	<p><b>10 Define and document process maps for all business units</b></p>	All core business process are mapped and centrally located	All
	<p><b>11 Develop and implement Council and whole of business reporting templates to provide accurate, relevant and timely information to Council for strategic plan, key projects and milestones</b></p> <p>Review format of Council papers</p>	Council reporting templates reviewed, amended as required to satisfy corporate governance requirements and implemented by 30 June 2011	Secretariat
	<p><b>12 Provide regular, accurate and timely financial information to assist managers and directors make appropriate and informed business decisions</b></p>	Standardised monthly finance reporting template for all business units developed, implemented and circulated	Finance
	<p><b>13 Increase financial understanding of Society's staff by providing practical summaries to improve general business understanding at quarterly information sessions</b></p>	At least two staff information sessions held by May 2011 – staff feedback/staff survey shows understanding of Society's business financials	Finance

## People

**Objective 3:**  
**Have the right people in the right roles, sharing our values and demonstrating a strong client ethos**

Strategy	Actions	Performance measures	Resources
<b>Employee Engagement</b>  Develop positive employee relations to encourage discretionary effort	<b>14 Development of positive culture for Society</b>	Member feedback surveys, climate survey	HR/Managers
	a Evaluate recruitment and selection methodology of HR metrics (ie, absenteeism, churn, LTI, grievances, exit feedback)	Standard HR reporting metrics and framework are established by December 2010	HR
	b Integrate Society's values into recruitment, performance and development strategies	Evidence of Society's values demonstrated	All
<b>Organisational Performance</b>  Develop an organisational culture of integrity, trust, respect, customer service ethos, through effective leadership and appropriately skilled staff	<b>15 Develop and implement a recruitment strategy</b>	Recruitment strategy approved, and implemented by November 2010	HR
	<b>16 Review, refine and implement appropriate performance strategy</b>	Position descriptions and all Link Success forms updates by December 2010  Staff survey results	HR
	<b>17 Design and implement appropriate learning and development framework for Society staff</b>	L&D strategy developed and endorsed by Council, March 2011	HR/MC
	<b>18 Workplace Health and Safety – culture of zero harm, appropriate wellness and work-life balance</b>	Establish a benchmark of workplace grievances by December 2010	HR
	<b>19 Develop and implement an appropriate remuneration strategy to encourage and reward performance and to attract and retain quality staff</b>	Remuneration strategy developed and communicated  Churn benchmarks established and reported to Council, half-yearly	HR/Managers