



NEW SOUTH WALES
BAR ASSOCIATION

2021-25

STRATEGIC PLAN

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NEW SOUTH WALES
BAR ASSOCIATION

Vision

Justice

Independence

Leadership

Service

Mission

Serve the administration of justice and the community

Leadership in the law and access to justice

Deliver independent advice and quality service

Support the profession with expert, flexible and efficient services

Values

Excellence

Integrity

Respect

Candour

Collegiality

Dedication

Humanity

PREAMBLE

The NSW Bar Association presents this strategic plan for 2021-2025 in the context of unprecedented disruption to the Bar, the justice system, the economy and to society.

The Bar Association is focused on securing, elevating and promoting the standing of the Bar, supporting barristers in the conduct of their profession and their dedication to legal excellence, as well as their development of successful practices.

To do this we resolve to deliver services, advice and innovation that achieve resilience for the Bar and support its ongoing commitment to excellence, the rule of law and fair and equal justice.

March 2021

Summary

1

Preserve the integrity, independence, ethics, service and excellence of the Bar

Promote the rule of law and advocate for fair and equal justice for all

Ensure that the Bar attracts the best candidates to maintain high standards

Improve and support diversity at the Bar to represent and support the society it serves

Commit to respectful conduct toward all those with whom we deal including the elimination of sexual harassment, discrimination and workplace bullying

Maintain ethics, integrity and excellence

Maintain a leadership role in the community and the legal profession

Maintain the integrity of the Bar through the Bar Association's co-regulatory role

2

Support barristers in the conduct of their profession

Retain the best talent at the Bar

Support the Bar as we all deal with COVID-19

Deliver excellent professional development and education for barristers at all career stages

Support the appropriate use of technology

Maintain advocacy for appropriate legal aid funding and access

3

Support barristers in the conduct of their practice

Assist barristers to adapt their practices to meet changing operating environments post COVID-19

Support the Junior Bar

Support the Regional Bar

Create first class marketing and communication operations

Assist barristers with the economic challenges of being a sole practitioner

Support the health and wellbeing of members

4

Reinforce the Bar Association as a representative organisation, a co-regulator, as leader in the legal and broader communities and as an employer

REPRESENTATION

Develop strategies to enable the Bar Association to identify and respond to both significant predicted and unforeseen issues, to protect the reputation of the Bar, barristers' practices and our people

Provide outstanding services to members

Promote the Bar Association's policy positions

Optimise representation and participation

REGULATORY

Carry out our responsibilities under the Uniform Law including monitoring and review of the regulatory environment and support for members

EMPLOYER

Optimise staff performance, safety and job satisfaction

LEGAL AND BROADER COMMUNITY LEADER

Continue to increase access to the Bar Association's pro bono and support services

WORK

Provide strong financial management and performance

Adhere to good governance

Enhance communication systems and practices

Enhance internal systems including reviewing technologies



Preserve the integrity, independence, ethics, service and excellence of the Bar

AIMS	INITIATIVES
Promote the rule of law and advocate for fair and equal justice for all	<p>Support and advocate for policies and legislation that promote the rule of law and the administration of, and access to, fair and equitable justice</p> <p>Promote the Bar Association's contributions to policy and law reform</p> <p>Encourage and enable members to provide and engage in pro-bono or reduced fee services, including policy work and volunteering, through the Bar Association, the Legal Assistance Referral Scheme ('LARS') and in individual practices</p>
Ensure that the Bar attracts the best candidates to maintain high standards	<p>Provide a Bar Practice Course to the highest standard</p> <p>Engage with universities to capture imaginations and sow the seed for a career at the Bar, and communicate positively about the achievements, lifestyle and opportunities for a successful career</p> <p>Continue to encourage strong candidates from diverse backgrounds to come to the Bar</p>
Improve and support diversity at the Bar to represent and support the society it serves	<p>Promote equality of opportunity in the practise of law regardless of gender, age, disability, class, race, ethnicity, sexual orientation or religion, respecting and taking into account commitments outside the workplace</p> <p>Promote the adoption of and ensure the implementation of the Equitable Briefing Policy for female barristers by clients, solicitors, government, barristers' clerks and barristers</p> <p>Continue to support First Nations' Peoples and communities both in relation to access to justice and in their participation at the Bar</p>
Commit to respectful conduct toward all those with whom we deal including the elimination of sexual harassment, discrimination and workplace bullying	<p>Encourage the continuity of, or enhancement of, workplaces which empower people to do the best work of their careers</p> <p>Establish and implement best practices for support, reporting and processing of complaints of sexual harassment, workplace bullying and discrimination</p> <p>Work with members, chambers and other bodies to bring about cultural change in the profession</p>

AIMS	INITIATIVES
Maintain ethics, integrity and excellence	<p>Continue to promote ethical practice and develop ethics training</p> <p>Promote barristers' rules regarding duty to the Court and efficient administration of justice</p>
Maintain a leadership role in the community and the legal profession	<p>Continue to provide outstanding policy advice and commentary on legislative reform</p> <p>Take a proactive role on issues of concern to fair and equal justice, the legal community, the operation and future of the law and the justice system</p> <p>Work with other professional associations where our respective members' interests align, to promote our policy and law reform positions</p> <p>Work with other experts where the combined voice and knowledge adds to our own</p> <p>Strengthen direct relationships with governments and heads of jurisdiction</p> <p>Support the Climate Change Law Panel in its work</p> <p>Continue to encourage and enable support from barristers for victims of natural disasters</p>
Maintain the integrity of the Bar through the Bar Association's co-regulatory role	<p>Improve communication and awareness of the Bar Association's Professional Conduct and co-regulatory roles</p>



Support barristers in the conduct of their profession

AIMS	INITIATIVES
Retain the best talent at the Bar	Promote flexible work practices and workplaces
	Provide career-long learning opportunities
	Continue to create protocols for safe, fair and effective workplaces
Support the Bar as we all deal with COVID-19	Support and inform the Bar in managing the impacts of the pandemic safely and assist in ensuring the disruption to the legal system is minimised
Deliver excellent professional development and education for barristers at all career stages	Support the Bar to act in arbitrations and mediations with appropriate training and examine the opportunity to promote Sydney as a centre for international Alternative Dispute Resolution
	Review and continually improve the content, learning experience and reach of our CPD training
Support the appropriate use of technology	Work with government, courts and other legal professional associations to facilitate the design and implementation of appropriate technology for ongoing use inside and outside courts to improve the efficiency of and access to the justice system
Maintain advocacy for appropriate legal aid funding and access	Work on behalf of the Bar and the community to advocate for appropriate, greater and expanded funding of legal aid



Support barristers in the conduct of their practices

AIMS	INITIATIVES
Assist barristers to adapt their practices to meet changing operating environments post COVID-19	Work with barristers to consider ways to adapt barristers' business models to counter changing work environments and the challenges of being a sole trader
Support the Junior Bar	<p>Continue to develop mentoring programs to support junior barristers throughout their entire careers</p> <p>Develop innovative ways to provide new barristers with opportunities for in-court and other advocacy experience, networking skills and opportunities to build career-long professional relationships with barristers and solicitors and access to advice work</p>
Support the Regional Bar	Engage with, understand and meet the needs of barristers and chambers in regional NSW
Create first class marketing and communication operations	<p>Define and articulate the 'barrister' and the 'New South Wales Bar Association' brands</p> <p>Define, market and communicate the value proposition of the Bar</p> <p>Deliver marketing, communication, strategies and programs that market barristers to solicitors and their clients, as well as to opinion leaders and other stakeholders</p>
Assist barristers with the economic challenges of being a sole practitioner	<p>Assist barristers in relation to fee recovery issues including the implementation of the Escrow Service</p> <p>Provide education to members in relation to financial management and appropriate financial planning, including the management of debt, superannuation and insurance</p>
Support the health and wellbeing of members	<p>Takes steps to mitigate the impact of trauma and vicarious trauma</p> <p>Review the Benevolent Fund and BarCare to ensure they continue to fulfil their purposes</p> <p>Continue to assist members to have a balanced and healthy lifestyle through research, information, awareness raising and activities</p>



Reinforce the Bar Association as a representative organisation, a co-regulator, as a leader in the legal and broader communities and an employer

AIMS	INITIATIVES
REPRESENTATION	
Develop strategies to enable the Bar Association to identify and respond to both significant predicted and unforeseen issues, to protect the reputation of the Bar, barristers' practices and our people	<p>Build capacity to deal quickly and well with major issues that emerge which impact on the Bar and its stakeholders</p> <p>Continue to develop the Bar Association's risk management framework including its policy, protocols, monitoring and reporting</p>
Provide outstanding services to members	<p>Promote a service culture</p> <p>Continue to provide a strong voice for members on issues affecting the Bar</p> <p>Provide quality research and information to support initiatives</p> <p>Communicate well with members and their external stakeholders</p>
Optimise representation and participation	<p>Encourage broad participation in the Bar Association, its committees and elections</p>
REGULATORY	
Carry out our responsibilities under the Uniform Law including monitoring and review of the regulatory environment and support for members	<p>Ensure that the selection process for Senior Counsel is conducted in accordance with the Senior Counsel Protocol, as determined by Bar Council from time to time</p> <p>Continue to work closely with relevant stakeholders including the Office of the Legal Services Commissioner and the Commissioner for Uniform Legal Services</p>

AIMS	INITIATIVES
EMPLOYER	
Optimise staff performance, safety and job satisfaction	<p>Enable staff to have the skills and capacity to succeed in their roles at the Bar Association, and support the Bar Council, Bar Association Committees and members</p> <hr/> <p>Support the health and wellbeing of staff</p>
LEGAL AND BROADER COMMUNITY LEADER	
Continue to increase access to the Bar Association's pro bono and support services	<p>Monitor BarCare and LARS to ensure that they are optimally effective and resourced</p>
WORK	
Provide strong financial management and performance	<p>Ensure financial management is of the highest standard</p> <hr/> <p>Examine opportunities to develop additional income streams for the Bar Association</p>
Adhere to good governance	<p>Ensure governance and compliance of appropriate standard</p> <hr/> <p>Provide high quality and timely advice to Bar Council with appropriate strategic and risk analysis</p>
Enhance communication systems and practices	<p>Continue to facilitate effective communication among Bar Council members, Bar Association Committees and staff</p>
Enhance internal systems including reviewing technologies	<p>Incorporate effective technologies into all aspects of the Bar Association's operations while ensuring any changes are appropriate and financially sustainable</p>



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