

# New Zealand Law Society Te Kāhui Ture o Aotearoa

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## Strategy 2023 – 2026

"He tawhiti kē tō tātou haerenga ki te kore e haere tonu, he tino nui rawa tā tātou mahi ki te kore e mahi tonu"

We have come too far not to go further, we have done too much not to do more

— Tā James Henare

# ABOUT THIS STRATEGY

The New Zealand Law Society Te Kāhui Ture o Aotearoa (Law Society) is the kaitiaki of an exemplary legal profession in Aotearoa. We want everyone in Aotearoa to benefit from a strong, progressive and trusted legal profession.

We are responsible for a regulatory system which sets the standards for entry to New Zealand's legal profession and throughout a lawyer's years of practice, with clear protections for consumers. We regulate over 16,000 lawyers to ensure everyone in New Zealand can have confidence in how legal services are provided throughout our country. The Law Society is also a national membership body providing education, networking and connection for members. We promote a well-functioning legal system to support the wellbeing and continued professional development of all lawyers. As both a regulator and a representative body, we play a significant role in the justice sector, the legal profession and broader society.

## Context: Aotearoa 2023-26

There are increasing challenges for the legal profession, the justice system and broader society. Both the profession and the Law Society must respond to the evolving societal and economic trends. Access to justice is not available for some of our most vulnerable communities. Lawyers who are aiming to support people in need face unmanageable workloads. We will continue to work with the profession to address these challenges.

Consumers need to be aware of their rights when engaging with the profession, and the standards that lawyers must uphold. We regulate the profession so that consumers can trust in the services that they receive from lawyers.

Aotearoa's political environment is fluid, which can flow through to changes in policy settings. We have a critical role in seeing that good law is developed and applied well. We will continue to influence lawmakers and other key players in the justice system as a trusted, balanced and expert advisor.

Aotearoa is becoming ever more ethnically diverse, but this is not yet reflected in the legal profession. A more representative profession and Law Society will have a significant increase in Māori, Pacific and Asian lawyers. A strong profession must look like the nation it serves. Tikanga is being recognised and embraced, and this presents many of us with a positive and welcome learning opportunity. While the traditional gender disparity has narrowed, the legal profession is ageing. The average age of all lawyers is 42. For barristers it is 53 and for sole practitioners 58. In order to be strong and progressive, the profession as a whole needs to adapt to a multi-generation reality, reflected in a modern working culture and practices.

Accelerating technology advances – particularly in the AI space – have ongoing profound implications for legal practice and the way in which consumers interact with the justice system. The pace of development currently outstrips our full understanding of these implications. However, we will work to provide the profession with the knowledge it needs to deliver excellent consumer services and build rewarding careers.

## Our Strategic Plan 2023-2026

Our Strategic Plan for 2023-2026 sets out the Law Society's areas of focus as we strive to fulfil our purpose of serving as the kaitiaki of an exemplary legal profession in Aotearoa. To do this effectively, we must ensure that we modernise and continue to adapt to new challenges. This will require us to lead change where needed, while building on our work over many years to strengthen the profession and society.

Our strategy highlights the outcomes and priority actions we'll be concentrating on as we move towards 2026.



Frazer Barton  
Law Society President

# OUR RESPONSIBILITIES

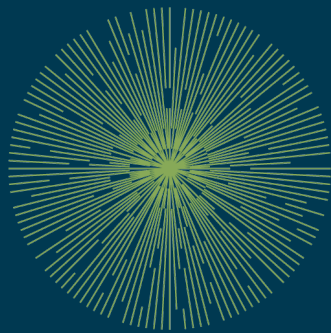
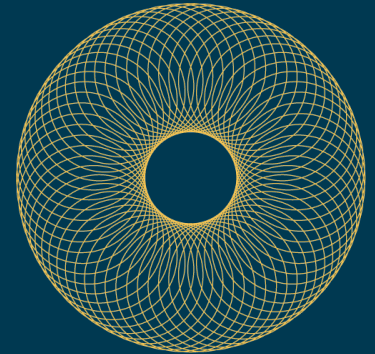
The legal profession plays a vital role in supporting a well-functioning society in Aotearoa New Zealand. We are responsible for maintaining trust and confidence in the provision of legal services and protecting consumers of legal services.

## Our purpose

Kaitiaki of an exemplary legal profession in Aotearoa

We have goals and priorities that support our purpose to be the **kaitiaki (guardian) of an exemplary legal profession in Aotearoa**. We achieve this purpose through both our regulatory role and membership services.

- We maintain professional standards and ensure that lawyers are fit to practise
- We represent lawyers and enhance their practice through education, health and wellbeing, and connection
- We engage with lawyers, the public and the government to provide a strong and trusted voice for the rule of law



## Our vision

All people in Aotearoa benefit from a strong, progressive and trusted legal profession

- A strong profession will meet the needs of consumers and the justice system
- A progressive profession will reflect Aotearoa's diversity and support access to justice
- A trusted profession will meet high standards of expertise, ethics, and conduct

## Our values

Kaitiakitanga – tāria te wā

- we support the profession and consumers - responsively and effectively
- we nurture and embed best practice
- we think forward and progressively

Manaakitanga

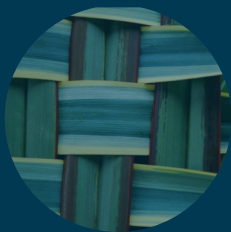
- we have a spirit of generosity and respect for all
- we work well together and with all parties
- we listen well

Pono

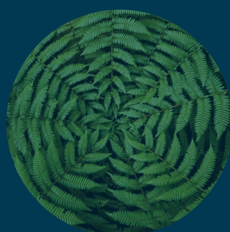
- we do what's right
- we do what we say we will
- we own what we do
- we stand strong when needed
- we are always trustworthy



## STRATEGIC GOALS 2023 – 2026



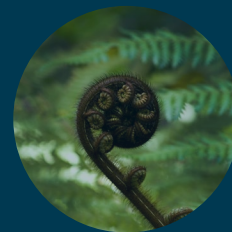
Strengthening the profession



Protecting and supporting consumers



Promoting and protecting a just and accessible legal system



Ensuring a sustainable, high-performing and values-driven organisation

## PRIORITIES, KEY ACTIVITIES AND OUTCOMES 2023 – 2026

### Strengthening the profession

Priorities	Key activities	Outcomes we seek
Serve as a strong and fair regulator, ensuring robust regulatory services and decision-making	Consistent and timely application of professional standards	A trusted legal profession
Equip the profession to provide exemplary services	Deliver valued education and professional support services to support an innovative profession	A competent, innovative and thriving legal profession
Support connectedness and collegiality	Create opportunities for connection through events and communications	A sense of belonging in a professional community
Be the leading voice of the profession	Speak on behalf of the profession and speak up for consumers and the public on relevant issues of wider public interest	Seen as trusted, respected and considered
Shape the culture of the profession	Regulatory framework is fit for purpose and a strategy to support diversity and inclusion in the profession is in place	A healthy, diverse and inclusive profession

# PRIORITIES, KEY ACTIVITIES AND OUTCOMES 2023 – 2026

## Protecting and supporting consumers

Priorities	Key activities	Outcomes we seek
Informing consumers of their rights when engaging with the profession	Deliver clear and accessible information to consumers	People understand and trust the profession and regulatory process
Being an effective advocate for and kaitiaki of consumers' interests	Pro-actively challenge regulatory settings and influence system change	Consumers are informed and empowered when engaging with the profession
High quality regulatory services and robust decision-making processes	Build tools and knowledge to support an evidence- and risk-based approach to decision-making	Timely, consistent, clear and robust decision-making
Ensure that lawyers are fit and proper to practice	Maintain the registry of lawyers	Public information is current, accessible and accurate  Practising lawyers meet required standards

## Promoting and protecting a just and accessible legal system

Priorities	Key activities	Outcomes we seek
Provide reasoned, objective and accurate advocacy for access to justice and the rule of law	Identify and respond to areas of weakness in access to justice and the rule of law	Seen as a trusted and respected advisor to Government and the judiciary
Informing the development of good law	Work closely with decision-makers to influence and shape the law	The laws of Aotearoa reflect our advice
Supporting a healthy justice ecosystem	Engage and collaborate with national and international stakeholders	Communities are well served by justice systems

# PRIORITIES, KEY ACTIVITIES AND OUTCOMES 2023 – 2026

## Ensuring a sustainable, high-performing and values-driven organisation

Priorities	Key activities	Outcomes we seek
Deliver excellent and sustainable services	Increase representative revenue	Sustainable representative services
	Deliver services valued by the profession and consumers	The profession uses our services and consumers feel protected
	Invest in modern technology and business processes and services	Fit for purpose systems and processes
	Attract and retain excellent people	A skilled and engaged team
	Effective engagement with consumers and the profession	Our role and what we offer is understood
	Increase organisational capability in te ao Māori all offerings grounded in Aotearoa NZ context	A bi-cultural perspective across our work
	Increase cultural competence	A diverse and inclusive organisation