



Australian
Women Lawyers

STRATEGIC & BUSINESS PLAN

July 2019 to June 2024

**Australian Women Lawyers Ltd.
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1. Our Vision

Australian Women Lawyers Ltd. (**AWL**) is a justice and equity champion advancing women within the legal profession and beyond.

2. Objects

The objects of AWL are to:

1. achieve justice and equality for all women;
2. drive further understanding and support for the legal rights of all women;
3. identify, highlight and eradicate discrimination against women inherent in the legal system and in the community generally;
4. advance equality for women in the legal profession;
5. create and enhance awareness of the contribution of women to the practice and development of law; and
6. provide a professional and social network for women lawyers.

3. Key Five Year Goals

Our three key goals for this period are to:

1. educate and inform the profession and the public about matters affecting women in the profession and legal system;
2. provide leadership on issues affecting women in the profession and the legal system by driving and advocating for change; and
3. effectively manage AWL to ensure its continued operation and continued accountability to its members.

4. Goal 1: Education

Educate and inform the profession and the public about matters affecting women in the profession and legal system

4.1. Strategy

- 4.1.1. Deliver a national conference every two years.
- 4.1.2. Create opportunities for networking and career advancement for women lawyers.
- 4.1.3. Launch the AWL Ambassador program to champion AWL and raise further awareness of issues impacting on women in the legal profession.

4.2. Key Board Approvals

- 4.2.1. Approve conference strategies.
- 4.2.2. Approve AWL Ambassador program.

4.3. Action Items

No.	Responsible Entity	Action
1.	President / Vice President	<ul style="list-style-type: none"> • Develop the AWL Ambassador program to champion AWL and continue to raise awareness of issues impacting on women in the legal profession. • Invite past AWL Board members to become AWL Ambassadors.
2.	Conference Subcommittee	Develop strategies for: <ul style="list-style-type: none"> • ongoing and sustainable management of the conference event; • sponsorship for the conference; and • media and communications.

No.	Responsible Entity	Action
3.	Media & Communications Subcommittee	<p>Keep members and the general public informed of law reform issues relevant to AWL's vision by:</p> <ul style="list-style-type: none"> maintaining, monitoring and updating all AWL media platforms with relevant content (including direct correspondence, website, Twitter, LinkedIn and Facebook); and acting as a repository of resources for members.
4.	Board	<ul style="list-style-type: none"> Encourage state constituent bodies to attend the conference. Arrange face-to-face meetings to coincide with constituent body events.

5. Goal 2: Policy & Advocacy

Provide leadership on issues affecting women in the profession and the legal system by driving and advocating for change

5.1. Strategy

- 5.1.1. Become a leading advocate for change.
- 5.1.2. Be a driving force on the Equal Opportunity Committee of the Law Council of Australia (**EOC**) and other organisations (including our constituent bodies) for progressive cultural change within the legal profession.

5.2. Key Board Actions

- 5.2.1. Proactively formulate and assist in the development of solutions to the problem of gender-based discrimination in the legal profession, particularly in relation to sexual harassment and the gender pay gap.
- 5.2.2. Champion equitable briefing.
- 5.2.3. Advocate for consistent abortion law reform across Australia to decriminalise the procurement or provision of abortions.
- 5.2.4. Champion flexible work arrangements.
- 5.2.5. Contribute to policy development and law reform at a national level.

5.3. Action Items – Sexual Harassment

5.3.1. The Policy Subcommittee and President will take the following actions:

No.	Action
1.	Lead discussions on strategies to address sexual harassment in the workplace (with a particular focus on the legal profession) and advocate for those strategies
2.	Collaborate with constituent bodies to the greatest extent possible
3.	Develop a meaningful response to the recommendations from the Australian Human Rights Commission Inquiry into Sexual Harassment in the Workplace
4.	Compile and disseminate information on the impact of intersectionality on discrimination in the legal profession, particularly in the context of sexual harassment
5.	Prepare policy/ Develop policy position document

5.4. Action Items – Gender Pay Gap

5.4.1. The Australian Gender Equality Council (**AGEC**) Representative, Policy Subcommittee and President will take the following actions:

No.	Action
1.	Advocate to reduce the gender pay gap in the profession and beyond it
2.	Develop policy position document
3.	Monitor data
4.	Collaborate with AGEC and the Workplace Gender Equality Agency (WGEA) on their work in this area

5.5. Action Items – Equitable Briefing

5.5.1. The EOC Representative, Policy Subcommittee and President will take the following actions:

No.	Action
1.	Advocate for uptake of the policy
2.	Monitor reports on progress and outcomes

5.6. Action Items – Abortion Law Reform

5.6.1. The Policy Subcommittee and President will take the following actions:

No.	Action
1.	Advocate for decriminalisation of laws across Australia that render the procurement or provision of an abortion a criminal offence

5.7. Action Items – Flexible Work Arrangements

5.7.1. The Policy Subcommittee will take the following actions:

No.	Action
1.	Support and raise awareness of flexible work practices
2.	Provide guidance and materials explaining the benefits of flexible work practices to practitioners and employers

5.8. Action Items – National Law Reform

5.8.1. The Policy Subcommittee will take the following actions:

No.	Action
1.	Contribute to policy development and law reform at a national level by making submissions on law reform proposals relevant to AWL's vision/objectives

5.9. Action Items – Diversity & Inclusion Initiatives

5.9.1. The EOC Representative, Policy Subcommittee and President will take the following actions:

No.	Action
1.	Support the identification and implementation of diversity and inclusion initiatives arising from the National Attrition and Re-Engagement Survey (NARS) Report and subsequent review and work undertaken by the Law Council of Australia
2.	Represent women lawyers on the EOC

6. Goal 3: Corporate Governance

Effectively manage AWL to ensure its continued operation and continued accountability to its members.

6.1. Strategy

- 6.1.1. Ensure the continued operation of AWL.
- 6.1.2. Preserve the history of AWL.

6.2. Key Board Actions

- 6.2.1. Maintain AWL records management systems, corporate governance documentation and operational protocols and practices.
- 6.2.2. Approve policies developed by subcommittees.

6.2.3. Ensure AWL actions align with its visions and goals.

6.3. Action Items

No.	Responsible Entity	Action
1.	President	Guide, coordinate and manage AWL, the Board and the Subcommittees
2.	Vice President	Assist the President in managing AWL
3.	Secretary	Ensure AWL compliance with all legislative requirements and reporting obligations to ACNC and ASIC
4.	Treasurer	<p>Maintain robust and appropriate financial management practices and associated policies by:</p> <ul style="list-style-type: none"> • reporting monthly to the Board regarding AWL's financial status • preparing and ratifying forecasted budgeted at the start of each financial year • ensuring that AWL meets its financial reporting obligations • maintaining, ratifying and distributing capitation fee policy and procedures • record data to enable AWL to record and report on the history of its membership numbers and fees • record data to enable AWL to record and report on forecasted and actual expenses • guiding and managing Finance Subcommittee

No.	Responsible Entity	Action
5.	Board	<p>Review current procedures, executive management documents and induction documents</p> <p>Review records management processes including reviewing documents in Dropbox, removing duplicate documents and archiving relevant material</p> <p>Conduct regular review of progress against strategic plan</p> <p>Conduct review of constitution/articles of association</p>
6.	Media and Communications Subcommittee	<p>Increase AWL's exposure and influence by:</p> <ul style="list-style-type: none"> • developing and implementing media and marketing strategies • developing website and social media policy • compiling media distribution list • reviewing media and press release template • regularly preparing media releases on issues relevant to AWL vision/objectives • improving communication with members including by developing an AWL blog
7.	Finance Subcommittee	<p>Secure AWL's long-term financial future by:</p> <ul style="list-style-type: none"> • preparing overarching revenue/sponsorship strategy including identifying potential sponsors from a range of diverse sectors and alternative sources of revenue such as government grants • developing a business case for establishment of a stand-alone charitable fund/trust to assist women lawyers to advance and prosper in the profession, with a particular focus on assisting indigenous and other disadvantaged women and secure sponsorship if fund/trust established

7. Authors

7.1. This Strategic and Business Plan was developed by the AWL Board on 23 March 2019 at the AWL Strategic Planning Day.

7.2. AWL adopts this Strategic and Business Plan on the approval of the 2019 AWL Board members comprised of:

- President - Adrienne Morton (TWL)
- Vice President - Leah Marrone (WLASA)
- Treasurer - Astrid Haban-Ber (WBA)
- Secretary - Rosslyn Chenoweth (NTWLA)
- Immediate Past President - Ann-Maree David (WLAQ)
- Board Members - Anne Wood (WLWA)
- Michelle Berry (VWL)
- Kirsty Easdale (WLA ACT)
- Holly Lam (WLANSW)