



## THE VISION TO SUCCEED

Our Business Objectives

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# LOOKING FORWARD – ADAPT AND THRIVE

This plan identifies our objectives, values and ambitions. It sums up what we stand for and how we intend to evolve over the next five years. Continued success and growth is the overriding objective.

In preparing the plan we have considered where KWW Solicitors has great strengths and where we need to improve to compete at the highest level. There are also factors which we believe are likely to present us with particular opportunities and challenges.

Particular attention has been given to:

### SERVICE DELIVERY

- Drive to improve client care/customer service
- Drive to improve working conditions
- Drive for quality – kitemarks such as Lexcel
- Know what we are good at
- Know where we need to improve
- Teamwork
- Developing and changing the profile of KWW
- The growing importance of referral networks to our business
- The firm's enthusiasm to provide services for more commercial clients.

### BUSINESS STRUCTURES

- Management and leadership models and principles
- Competing with alternative business structures financially and structurally
- Succession issues
- Maintaining and improving profitability
- Managing the cash needs of the firm.



Multi-disciplinary partnerships and non-lawyer investment in law firms means there will be increased competition from well funded firms with a competitive edge over traditional High Street law firms.

The Partners of KWW January 2013

## KEEP CHANGING – KEEP IMPROVING

Continued success and growth will be achieved by honest endeavour, strong management and commitment to client care. We must take brave but considered management decisions and prove our ability to change and embrace the changes of the present legal market.

### OUR GOALS:

- Be a recognised market leader throughout Surrey and South West London
- Demonstrate a commitment to client care, quality of service and commerciality of advice for private and business clients
- Demonstrate a commitment to fair deals for our employees, to work/life balance and improvement within the firm
- Double in size by reference to fee earners.

### A QUALITY SERVICE

Clients expect a quality, cost-effective service. We are committed to be a market leader as far as the quality of advice and service that we provide clients. Where service is good we aspire to be even better.

### A CONSISTENT SERVICE

Clients demand consistency. Reputations are built on consistency. We are committed to consistency in the quality of advice and service that we provide.

### A MODERN SERVICE

To achieve our objectives we must always focus on our clients, our colleagues, the financial management of the firm and our corporate responsibilities. We must embrace technology and systems that are required for greater business efficiency and better client service and outcomes.

### OUR COMMITMENT TO CLIENTS

We will:

- Know and understand the sectors in which we offer services
- Provide the best possible quality of advice to all clients
- Provide the best possible customer service to all clients
- Continue to grow in presence and profile within Surrey and South West London
- Increase the number of our clients
- Increase the number of instructions
- Increase the quality of transactions.

## OUR COMMITMENT TO COLLEAGUES AND TEAM MANAGEMENT

We will:

- Focus on teamwork and team integration
- Recruit to maintain the appropriate number of staff to maintain service standards
- Retain and continue to train colleagues
- Further develop staff skills
- Retain open approach to information and management
- Improve availability and use of key performance indicators
- Prepare and review clear annual team business plans regularly
- Continue to develop case management systems and IT service and delivery.

## OUR BUSINESS

We will:

- Increase turnover
- Increase profitability
- Build equity in the business
- Target investment in IT and employees
- Reduce outstanding bills and debts
- Attempt to equalise the balance/split of contribution to the turnover of commercial work.



## FIVE PATHS TO SUCCESS

Our business values reflect how we operate as a business. Each decision made in the interests of achieving the overall business objective of continued success and growth will be consistent with the following business values:

### 1. GOOD COMMUNICATION

Good communication allows confidence in the firm's management and in our quality of service to grow. What do we mean by good communication?

#### FOR COLLEAGUES IT MEANS:

- Providing strong leadership – clearly defined business aims and objectives
- Ensuring clear lines of management and communication are maintained
- No secrets! – regular briefings and team meetings
- Treating all colleagues with respect and courtesy
- Support through coaching, mentoring and training
- Regular appraisals
- Technical growth through training
- Listening and acting on new ideas.
- Emphasising the importance of commitment to the team and developing policies to assist in team building and rewarding.

#### FOR CLIENTS IT MEANS:

- Understanding what a client actually wants
- Visiting and meeting clients
- Agreeing clear terms of instruction and setting expectations
- Maintaining consistency of service delivery
- Treating all clients with respect and courtesy
- Recognising that client care/customer service is of paramount importance
- A commitment to friendly, informative and prompt telephone and e-mail communication
- A commitment to prompt and informative correspondence in straightforward language
- A commitment to consistent and reliable service delivery
- Smart teamwork
- A commitment to continuously improving standards of client care/customer service.

#### TO THE OUTSIDE WORLD IT MEANS:

- Showing strong leadership and management style
- Sharing clearly defined team aims and objectives
- Developing a strong and consistent brand of the firm together with an associated reputation
- Maintaining a consistent growth in the firm's profile – both regionally and nationally
- Maintaining a reputation for fair play, quality people and good service.



## 2. HONEST ENDEAVOUR

The continued success and growth of the practice is our main objective. We believe that will be achieved through honest endeavour applied to all areas of business.

### OUR DELIVERY OF SERVICES

- High quality of service delivery to clients
- High quality support and services to colleagues
- High quality legal advice
- Securing repeat business and recommendations.

### OUR MARKETING

- Focus on key performance indicators at team and firm level
- Agree, set, communicate and monitor team and firm targets
- Improve risk analysis and reduce claims reporting.

### OUR PERSONNEL POLICIES

- Attract high quality applicants for vacancies
- Develop staff skills
- Increase staff retention
- Continue to improve effectiveness in consultation, setting communicating and monitoring staff satisfaction
- Provide high quality training
- Improve from within.

## 3. RESPECT FOR OTHERS

We value our colleagues and the firm in which we work. We believe in mutual respect and celebrate the diversity of talents we bring to work. We celebrate equality and diversity of colleagues, clients and service providers. We believe it is important to ensure colleagues achieve an appropriate work-life balance.

An appropriate work-life balance has a positive impact on the enthusiasm and motivation of colleagues to their work and their team. Clients benefit from a positive attitude, heightened levels of service in both speed and quality, and client care in general. We believe happy colleagues result in happy clients – an appropriate work/life balance clearly contributes to this.

We seek to ensure that a work-life balance is maintained by:

- Knowing our colleagues
- An emphasis on approachable partners and regular communication
- Frequent 1-2-1s where workloads, stress levels and performance are monitored
- Not encouraging work being taken home
- Encouraging colleagues to take their full entitlement to annual leave
- Flexibility of management by empowering managers to individually manage the members of their teams (working hours, making up time etc).
- Focus on rewards and recognition so as to be ahead of our competitors.

## 4. CORPORATE RESPONSIBILITIES

As a business we do not exist in isolation. We are committed to running our business responsibly. We are a firm in a small town that we will support and help develop. We want to work actively with local businesses and people.

Our focus is to take this approach and obtain new work from further afield in Surrey and South West London.

## 5. ACCOUNTABILITY

Continuing to improve the quality and consistency of our work and service is the main thrust of our plan. The quality and consistency of our methods of communication are the benchmarks on which our clients measure us.

In aiming to achieve our objectives we must recognise the importance of individual and corporate accountability. Accountability means we should have high expectations of ourselves as well as our colleagues in working toward the firm's and our team's objectives.

We should expect and welcome feedback and support measures to improve quality and service on an individual and corporate level. As a firm we are accountable to the Solicitor's Regulatory Authority for breaches of professional conduct. As a firm we are accountable to our clients for the quality of advice and service they receive.

As the partners we are accountable to our colleagues for the decisions made that affect the firm. As individuals we are accountable to our clients, our colleagues and the partners for the quality of advice and service we deliver and for our attitude and approach to our work.

Examples of how we value the principle of accountability include:

- Partners accepting staff and client feedback
- Internal reviews of how we are performing
- Partners and fee earners – monthly performance reviews, file quality reviews and 1-2-1s involving input from all staff
- Client feedback questionnaires
- Complaints procedure
- Disciplinary procedure
- Grievance procedure.



## CREATING THE RIGHT IMAGE

Our profile in the marketplace must reflect our business objectives and values. Individual and corporate marketing, our branding, general publicity and staff recruitment will all have an influence on our profile.

### OUR OBJECTIVES ARE:

- To be commonly known throughout East and West Molesey, Surrey and South West London (our marketing territory)
- To be known as a quality commercial and private practice
- To be known as a progressive and exciting firm to work for
- To be known as forward thinking and innovative.

### OUR APPROACHES WILL INCLUDE:

- Defining and increasing the publicity of the KW/W brand and its reputation
- Increasing the awareness of specialisms and key individuals to other colleagues
- Increasing the publicity of specialisms and key individuals externally – throughout our marketing territory
- Increasing the number of private clients initially introduced from referrers and commercial clients
- Use of newsletters
- Use of business press articles
- Use of local newspaper articles
- Local advertising and sponsorship
- Improving the look, functionality and purpose of our website(s) so we attract new traffic
- Increasing the number of panel and association members
- Developing consistency and expertise in the firm's brand guidelines and marketing publications both internally and with our marketing partners
- Improving the look and functionality of our offices.





# OUR SERVICE OBJECTIVES

## RIGHT FIRST TIME EVERY TIME

Excellence in the quality of our advice and service and will significantly assist in our realising our objective of continued success and growth. Our specific service objectives are to focus on:

- Quality and consistency in our service delivery
- The setting and monitoring of service levels
- Principle of zero tolerance when it comes to complaints regarding service delivery
- Monitoring responsibilities at partner level
- Annual team business plans will reflect success of compliance
- Caseload Reviews and File Quality Reviews
- Agreed service levels that are adhered to
- Monitoring responsibilities will be at partner level
- Individual supervision and reviewing will improve and ensure levels of service delivery.

### A LIVING OFFICE PROCEDURE MANUAL

The Office Procedure Manual (OPM) will reflect the systems adopted across the firm to ensure excellent service delivery. The manual will be user-friendly, up to date and be subject to evaluation, review and change.

### CROSS REFERRING CLIENTS

We aim to maximize the level of cross referrals. To do this we need to:

- Enthuse about the firm and its services to clients.
- Encourage clients to visit the firm's website.

### LEXCEL

KW/W Solicitors aspires to be compliant to Lexcel standard as soon as possible and no later than the end of 2014. Compliance thereafter will be subject to annual re-assessment.



### REVIEW INTERVALS

The Five-Year Business Plan will be considered when preparing annual team business plans. There will be full reviews in 2015 and 2017.

## CONCLUSIONS

# WINNING WAYS WILL UNDERPIN OUR GROWTH

Our business objectives identified to help us achieve continued success and growth are:

- To keep changing and keep improving
- To be a market leader in East and West Molesey, Surrey and South West London
- To deliver a quality service
- To deliver a consistent service.

Our business values which underpin the culture of our firm and each decision made to achieve our objectives can be summarised by the following:

- Good Communication
- Honest Endeavour
- Respect for Others
- Corporate Responsibilities
- Accountability

We aspire to be the firm of choice for:

- Clients who want excellent service and high quality advice
- Employees who want career progression, to feel valued and to be treated with respect
- Business partners who want consistency of approach and delivery of service levels.

We believe we shall see continued success and growth through our ability to anticipate and react positively to changing demands and markets.

The Legal Services Act will mean that many firms who do not embrace change will be left behind. KWW will not be one of those firms. Over the course of the next five years we shall strive to deliver higher and higher levels of service and advice in those areas where we specialise. By doing so we hope to evolve into a true market leader within each of the business sectors in which we operate.

Our commitment and enthusiasm to continually look for areas to improve our delivery service will ensure we are well placed to meet the opportunities and challenges facing solicitors in the years ahead.





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