



ALPMA
Australasian Legal Practice
Management Association

ANNUAL REPORT
2013-2014 

MENU



3 Our Vision, Mission & Values

4 President's Report

5 Membership

7 Learning & Development Program

10 ALPMA Summit

12 Online Services and Community

14 Becoming a Respected Voice

15 Legal Industry Research

16 Building a Strong Organisation

17 People and Structure

19 Corporate Partners

20 Looking Ahead

21 Financial Summary



Our Vision

To be the key resource and leading voice for the legal practice management profession in Australasia.

Our Mission

- Enhance the theoretical and practical understanding, skills and knowledge of legal practice management professionals.
- Promote excellence and innovation in legal practice management.
- Represent the legal management professional within the legal industry and broader community.

Our Values

Our values provide the members, Board, staff and volunteers with a model against which individual, team and organisational behaviours can be aligned and measured.

Knowledge: We aim to grow the knowledge of our members, their organisations, our partners and the legal practice management profession.

Development: We strive to support the personal and professional development of our members and the development of their organisations, our partners and the legal practice management profession.

Community: We aim to build a close-knit community of legal practice management professionals to support our members, their organisations, our partners and the legal practice management profession.

Respect: We treat each other with respect and strive to enhance the respect in which our individual members, their firms, our partners and the legal practice management profession are held.

Innovation: We seek innovation in all that we do and encourage innovation by our members, their organisations, our partners and the legal practice management.



It has been another huge year for ALPMA and as I look back on all that has been achieved, I am pleased to report that we continue to build on our success; delivering on our promise to members, launching new programs, forming new partnerships and strengthening existing ones.

One of the key highlights for the year was the development of a new Learning and Development strategy for ALPMA. The new strategy led to the creation of the ALPMA Legal Practice Management Learning & Development Framework that outlines the core 'pillars of knowledge' to help law firm leaders effectively manage their firms. All of our events, programs and online resources are now designed to deliver content aligned to this framework.

We also created the Leading Your Firm program to provide tailored, accessible content to small and regional firms.

A great deal of effort and resources have been put in place to deliver this new program and the feedback so far has been very positive.

In early 2014, we responded to growing interest from the New Zealand market by officially expanding ALPMA's operations to New Zealand. The traction and growth since then has been phenomenal. Thanks to a dedicated committee of New Zealand members and various alliance organisations, we now have over 100 New Zealand members. This is in addition to consistent membership growth in our established markets during the year, with an overall increase in membership on last year.


We remain fiercely proud of our ALPMA Summit. The event continues to go from strength to strength in an ever-competitive market. For many it is the high point of their ALPMA year, and who can argue, but for us as a Board it is simply part of the annual framework of L&D and networking opportunities available throughout the year and across the regions.

It has been a year of change for the ALPMA Board with the transition of Presidency from Warrick McLean (stepped-down as President in November 2013), to Anthony Bleasdale who served as President until June, 2014 when he accepted a leadership role at BigHand. I offer my sincere thanks both Warrick and Tony for their significant contribution to ALPMA.

I also extend this thanks and appreciation to the ALPMA Board and committee volunteers who dedicate a great amount of time to ALPMA - setting the direction, developing the program and being involved at a national and local level. Thanks also to our dedicated team of secretariats for bringing our vision to life and ensuring ALPMA delivers so well on our promise to members.



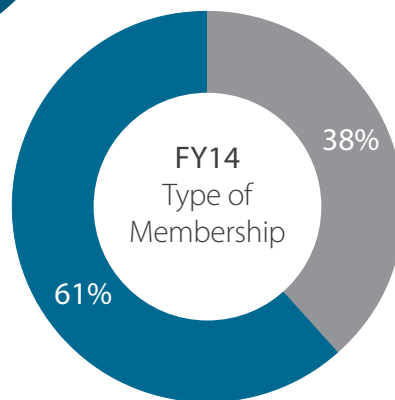
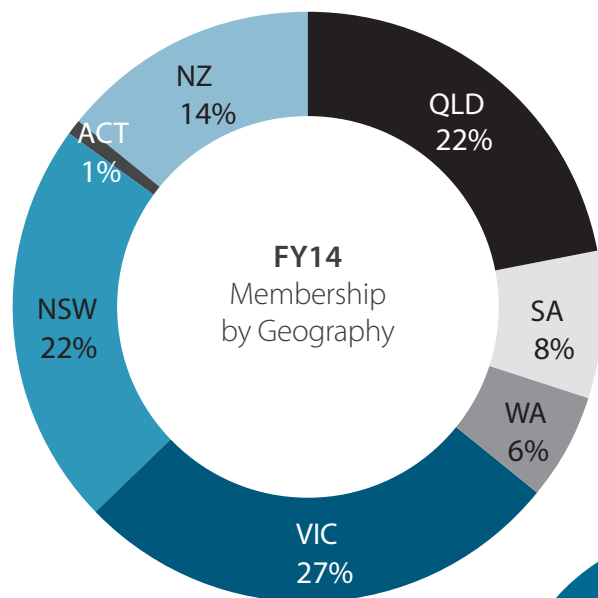
Andrew Barnes
ALPMA President



“Everything we do is designed to deliver on our promise to members

Being a member of ALPMA will help you:

- **Develop** your core management skills
- **Build** your knowledge across multiple professional domains
- **Lead** your firm's development
- **Connect and collaborate** with peers, experts & industry leaders
- **Accelerate** your career progression
- **Gain respect** as a legal practice management professional.



■ Regional
■ Full

Membership Growth

ALPMA's membership continued to grow during 2013-2014 with an 8% growth on the previous year, bringing our total membership numbers to 695 (as at 30 June 2014).

In 2013/2014 we introduced a new membership and pricing structure to better reflect the value of membership. This included the introduction of a multiple member discount (sliding scale) to reward firms with 3+ members. This new structure was well supported by our members with strong renewals and growth in number of members per firm. Membership with ALPMA continues to offer outstanding value for money.

Launch of ALPMA in New Zealand

In response to growing interest from the New Zealand market and with the support of local members, we officially launched in New Zealand with a networking event held on 18 March 2014. Since then, the growth in New Zealand has been phenomenal – we now have over 100 New Zealand members, an active New Zealand Committee (supported by a local Secretariat), and a program of events being held on-the-ground in Auckland, Christchurch and other regional locations.

Thanks very much to the hard work of the newly formed New Zealand Committee led by the enthusiastic and dedicated Sheryll Carey, General Manager at Lowndes Jordan in Auckland. Thanks also to Warrick McLean for his direction in getting New Zealand up and running, and supporting organisations such as NZ Law and Lawlink who have fuelled the growth in membership. Finally, thanks to our new New Zealand Partners – we look forward to working with you.



One of the key projects for ALPMA during the year was the development of a comprehensive Learning & Development strategy, which aimed to:

- Continue to provide a high quality L&D program to deliver on our promise to members
- Support ALPMA's thought leadership agenda
- Improve accessibility for all members and support membership growth objectives
- Optimise the resources required to deliver the program
- Generate additional revenue sources from L&D content

The implementation of this strategy has been a core focus for ALPMA. We now have a dedicated national L&D resource and a very active and hard-working L&D Committee with representatives from all branches.

Thanks to Board Director and L&D Chair Mary Hockaday, for her significant work in driving the changes and setting the new program for ALPMA.



New Learning & Development Framework

The new ALPMA Legal Practice Management Learning & Development Framework outlines the key 'pillars of knowledge' that legal practice managers and law firm leaders need to understand in order to effectively manage and lead their firms. All of our events, programs and resources (including the ALPMA website) are designed to deliver content aligned to this framework.

GROW YOUR FIRM



- Business development & sales
- Customer satisfaction & retention
- Marketing & communications
- Mergers & acquisitions

DEVELOP & MANAGE PEOPLE



- Recruitment, retention & engagement
- Performance management
- Remuneration
- Succession planning
- Diversity
- Career development

IMPROVE FIRM PROFITABILITY



- Financial performance analysis & communication
- Non-financial performance drivers
- Resource planning
- Working capital management
- Pricing

ENSURE EFFICIENT OPERATIONS



- Technology & automation
- Process improvement & quality management
- Facilities management
- Project, change & risk management
- Document & knowledge management

CREATE SOUND STRATEGY



- Leadership, team & cultural development
- Business strategy & planning
- Competitive analysis & intelligence
- Legal industry trends
- Legal business models

BECOME A BETTER LEADER



- Leadership skills development
- Communication & interpersonal skills
- Negotiation & conflict management
- Resilience



New Leading Your Firm Program

ALPMA's new Leading Your Firm program is designed to meet the specific needs of law firm leaders at small and regional law firms offering accessible, affordable L&D opportunities. This new initiative recognises that small and regional firms face specific operating challenges that are compounded by the changing legal landscape, and this program is designed to provide practical, hands-on advice and strategies to help them thrive and prosper in the 'new normal'.

The Leading Your Firm program includes a series of five lunchtime webinars, plus three live streamed events, where expert speakers are broadcast live to events held simultaneously in regional locations across Australia and New Zealand. During 2013/2014 we planned and laid the ground work for these events for launch in FY15.

Practice Management Seminars & Webinars

During 2013-2014 ALPMA delivered over 50 practice management seminars in Melbourne, Sydney, Brisbane, Adelaide and Perth, and 6 national webinars. Free for our members, these events covered topical subjects spanning ALPMA's Legal Practice Management Learning and Development Framework, and were presented by dynamic speakers with deep subject matter expertise and extensive legal industry experience.

Each of our seminars/webinars are recorded live and available free to members to view in the new ALPMA On-Demand Learning Centre, while some seminars are also available for purchase for non-members.

During the year, ALPMA also conducted various state-specific events such as the well-attended VIC HR Workshop, QLD Regional Forums, NSW Awards and SA Breakfast events. The state specific events underline ALPMA's ability to deliver a nationally aligned L&D framework without losing sight of the unique local objectives of our branch network.



“Without a doubt, the pre-eminent
conference in Australia for the
management of a successful law firm”

ALPMA Summit 2013

The ALPMA Summit is the premier event in the Australasian legal management calendar, bringing together more than 250 senior legal management professionals and law firm leaders, with world-class industry and subject-matter experts and the leading industry suppliers for an intensive two days of professional development and networking.

The 2013 Summit, "Law Firm 3.0: Leading the New Normal", was held on 18-19 October 2013 at the Sydney Convention and Exhibition Centre. The program included a key note address from Major General Peter Cosgrove and other high profile speakers including Robert Milliner, Martina Sheehan and Craig Rispin. Thanks to our Platinum 2013 Summit Partner, LexisNexis for their generous, on-going support and to all of our partners and exhibitors who made this event such a success.

Summit Platinum Partner



Summit Major Partners

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Enhanced ALPMA Website

As part of the implementation of the new learning and development strategy, the ALPMA website was restructured, with content categorised by each of the learning and development framework pillars, making it easier to find the information you are looking for. The new site, launched in July 2014, also features responsive design which makes it easier to navigate, view and use on mobile devices, tablets and computers.

New On-Demand Learning Centre

The new ALPMA On-Demand Learning Centre contains a library of live recordings from ALPMA's practice management seminars and webinars, Leading Your Firm program and our annual Summit. It provides practical advice from leading legal industry and subject-matter experts on-demand, from anywhere, at anytime.

ALPMA members have free access to 100+ recordings from our practice management seminars, national webinars and Leading Your Firm program.

Some of these event recordings are also available for non-members to view for a small fee. ALPMA has also recorded most sessions from the 2014 ALPMA Summit, and made them available on-demand.



Online Resources

The ALPMA website includes a range of on-line resources for the legal practice management community, including:

The ALPMA Blog: A Survival Guide for Legal Practice Managers

ALPMA's Blog: A Survival Guide for Legal Practice Managers provides practical advice and useful information for legal practice managers and law firm leaders, and features original blog posts from ALPMA members and guest bloggers. Members can subscribe to receive the blog direct to their inbox each week.

Member-Only Deals

Our Partners put together a great range of special deals exclusively for ALPMA members. This year's deals included discounts on document storage, preparing resumes for tenders, legal marketing programs, and business development systems

Job Bank

The online ALPMA Job Bank allows members to post a job free of charge on the ALPMA website and generates quite a bit of site traffic for ALPMA. During 2013-2014 over 20 jobs for legal practice management professionals were posted on the site. We are planning to expand this service in FY15 to include jobs wanted (members only) and job alerts for members.

Member Directory

This member-only resource provides an easy way for members to contact other members.

Knowledge Bank

The ALPMA Knowledge Bank is an online library of information relevant to legal practice managers. This year, we categorised the content in line with the new Learning & Development Framework, so that it is much easier to find the content you are looking for.

Business Directory

The Business Directory provides an on-line listing of legal industry suppliers.



Pictured: (right to left) 2013 Thought Leadership Award winner, Scott Thompson, Managing Director of Anderssen Lawyers with representatives from Award finalists; Bennett + Co, Hall & Wilcox and Emil Ford Lawyers; and Will Irving, Group Managing Director, Telstra Business.



Thought Leadership Awards 2013 Finalists



IT'S HOW
WE CONNECT



ALPMA
Australasian Legal Practice
Management Association

2013 ALPMA/Telstra Thought Leadership Awards

In 2013, ALPMA introduced the ALPMA Thought Leadership Awards, to shine a light on innovative projects and new initiatives being conducted by firms across the legal sector in response to the changing legal landscape. The Awards provide recognition for firms and legal departments who have successfully implemented innovative projects and strategic initiatives in response to the challenges facing the Australasian legal industry. The awards are generously sponsored by Telstra.

The 2013 Award winner, Anderssen Lawyers, a Brisbane-based commercial and property law firm with just 16 staff, secured the overall win for an impressive project creating a unique, online operating environment that supports a 100% paperless and highly automated legal process that is accessible 24/7 for both staff and clients from anywhere on any device. Congratulations also to the 2013 Award finalists Bennett + Co, Hall & Wilcox and Emil Ford Lawyers.

Growing Online community

ALPMA's LinkedIn Discussion Group continues to provide a great forum for members, eligible non-members and ALPMA partners to share news, ask questions and discuss topical issues.

This year, we celebrated our 1,000th LinkedIn Group member. ALPMA also continued to grow its presence on Twitter, Facebook and Google+ this year.



Lexis Nexis Research into the Changing Legal Landscape

For the first time in 2013, ALPMA and LexisNexis collaborated in ground-breaking research to track the impact of the changing legal landscape on the Australasian legal industry. This research provided information on the changes impacting the legal industry, how firms are responding and intentions for the year ahead. Over 100 firms participated in the inaugural 2013 research study, with the results launched at the 2013 ALPMA Summit.

Legal Industry Salary & HR Issues Survey

This annual survey provides information on salary trends for a comprehensive range of positions and experience levels at law firms across the region and helps firms benchmark their compensation strategy to like firms. This year's survey was expanded to include insight on the critical HR issues and challenges facing Australasian law firms.

The 2014 survey, proudly supported by Rusher Rogers Recruiting, was conducted in March-April 2014 and the results are now available. 230 Australian and New Zealand law firms participated this year making it the most comprehensive independent study of salary data at law firms in Australia.

Legal Industry Financial Performance Benchmarking Study

The ALPMA Legal Industry Financial Performance Benchmarking Study, conducted in conjunction with Crowe Horwath, enables law firms to compare the financial health of their practices using Crowe Horwath's proprietary benchmarking tool, Open Measures.

More than 100 firms across Australia participated in this year's study. Participants were invited to attend a free webinar to gain insights on financial trends and outlook for the legal industry.



“ALPMA is committed to ensuring the highest standards of corporate governance”

Governance

ALPMA is committed to ensuring the highest standards of corporate governance. During 2013-2014 ALPMA's governance practices were reviewed against the Australian Charities and Not-for-profits Commission's Governance Standards. Changes to policies and procedures were made during the year to align with the new standards. Board training on governance and directors and offices responsibilities, was conducted in November 2013.

ALPMA is committed to the continual review and improvement of our governance structure, practices and procedures.

ALPMA Hosted Environment

ALPMA's hosted environment was enhanced during the year to include a new sub-site and document portal for the WA and NZ Committees. The environment acts as an intranet and document portal for ALPMA and facilitates communication and collaboration across the organisation. All Board, Committee and Contractors have access to the site.



National Board

The ALPMA Board is comprised of appointed members from each State Branch Committee as well as board appointed representatives. The Board meets monthly and holds two face-to-face strategic planning meetings each year. 2013-14 was a year of change for the ALPMA Board with the transition of Presidency from Warrick McLean (stepped down as President in November 2013), to Anthony Bleasdale who served as President and Director until June 2014, when he accepted a leadership role at BigHand. Sally King also resigned her board position in June 2014. Thanks to Anthony and Sally for their significant contribution to the ALPMA Board.

Current Board Members (Sept. 2014)



President
Andrew Barnes
Sladen Legal (VIC)



Vice President
Valmai Vickers
Ryan Carlisle
Thomas (VIC)



Treasurer
(from Sept 2014)
Begonia Silvestre*
Hunt & Hunt (NSW)



L&D Director
Mary Hockaday
Mary Hockaday
Consulting (QLD)



Company Secretary
Susan Comerford
Cowell Clark (SA)



**New Projects
& Past President**
Warrick McLean
Coleman Greig
Lawyers (NSW)



**Board Member &
former Treasurer**
(until Sept. 2014)
Tobias Crush
Piper Alderman (SA)



Board Member
Lisa Sikorski
Septimus Jones
& Lee (VIC)



Board Member
Carey Waterworth
Bennett & Philp (QLD)



Board Member
Jovan Bogdanovic

PREVIOUS DIRECTORS UNTIL JUNE 2014: Anthony Bleasdale, BigHand, NSW, Sally King, Carroll & O'Dea Lawyers NSW

* Begonia Silvestre appointed to board in July 2014, and Treasurer in Sept. 2014.



Committees

ALPMA currently has Branches operating in VIC, NSW, QLD and SA. We also have a Committee operating in WA (under the SA Branch) and in New Zealand (under the NSW Branch). Each Committee comprises up to 10 elected members who volunteer their time to help with the implementation of ALPMA's programs at a local level.

The National Learning & Development (L&D) Committee is made up of nominated representatives from the Branch Committees and oversees the development and implementation of the L&D program for ALPMA.

A dedicated Summit Committee also operates as a sub-Committee of the ALPMA Board.

Expanded Team of Contractors

ALPMA is a "virtual" organisation, staffed by a part-time dedicated team of contractors, working typically from home offices to deliver ALPMA's programs and services, support committees and members, and help grow the organisation.

The National team including Connie Finestone - Operations Manager, Nicki Hauser - Marketing & BD Manager and Heather Connell - Bookkeeper, was expanded during the year to include Michelle Brookes in the role of National Learning & Development Coordinator (in addition to her role as QLD Secretariat).

Kerrie Billings (VIC), Sally Lowe (NSW) and Jo Hood (SA) continue to support their local committees. We also welcomed Deb Shaw (NZ) and Angelique Cooper (WA) to the team this year.

ALPMA's structure continues to evolve to meet the ever expanding needs of the Association and its growing member base. Thanks to our contractors for their dedication, hard work and commitment to ALPMA.



We thank our 2013-14 Corporate Partners whose generous support is crucial to our delivery of a quality learning & development program, and networking opportunities for members.

National Corporate Partners



State Corporate Partners





Looking ahead

This reporting period marks the second year of a 3-year strategic plan for ALPMA and we are pleased to report that we are on track to achieving all of our planned initiatives. We are now in the final year of this plan and the Board will soon start to develop a new 3-year plan. Our focus moving forward will be to use what we have achieved over the last few years as the platform for creating a sustainable future for ALPMA.





ALPMA incurred another trading deficit for 2013/14. On the back of consecutive deficits, the Association has budgeted to break even as a minimum for 2014/15. Recent years have seen significant investment in infrastructure (specifically the re-creation of a failed new website from 2012/13) to ensure the foundations are in place to support the strategic objectives set down by the Board. Such investments are not capitalised. The commitment to having third-party contractors implement the programs is substantial and crucial to ensuring ALPMA continues to fulfill its promise to members and provides a key promotional platform for its many Partners who look to ALPMA as an entrée into the law firm supplier markets.

Financial Summary 2013-2014

	2014	2013	\$ Var	% Var	
Cash at Bank	740,129	561,845	178,284	31.7%	Cash receive in advance for next (2014/15) financial year
Receivables	169,714	253,804	-84,090	-33.1%	Commitment from new partners/members/ Summit registrations
Income in Advance	478,647	377,644	101,003	26.7%	2014/15 members and partners
Conference in Advance	174,735	146,412	28,323	19.3%	2014 Melbourne Summit registrations
Members Funds	143,047	188,440	-45,393	-24.1%	Net equity position of the Association
Gross Income	1,078,582	918,793	159,789	17.4%	
Operating Expenses	1,123,975	953,813	170,162	17.8%	
Surplus/(Deficit)	-45,393	-35,020	-10,373	29.6%	

ALPMA is a not-for-profit company limited by guarantee. The full ALPMA financial report for the year ended 30 June 2014 is available at www.alpma.com.au – Member area, member news

For more information about ALPMA

Email: info@alpma.com.au

Visit www.alpma.com.au

Call: 1300 692 256

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