



State Solicitor's Office

Corporate Plan
2024-27

ACKNOWLEDGEMENT OF COUNTRY

The State Solicitor's Office acknowledges the traditional custodians throughout Western Australia and their continuing connection to the land, waters, and community. We pay our respects to all members of Aboriginal Communities and their cultures, and to Elders both past and present.

Forward from the State Solicitor

I am pleased to present the State Solicitor's Office Corporate Plan for 2024-27. The plan will be the cornerstone for our strategic direction over the next three years, and will help us serve the State of Western Australia as the preeminent legal service provider, and to assist the Attorney General in upholding the rule of law.

Our mission is underpinned by our values of excellence, integrity, impartiality, collaboration and a deep respect for our people. These values are not just words; they define our culture and guide every decision we make. Our key result areas outline the priorities that will propel us forward:

- delivering high-quality legal services,
- achieving client satisfaction,
- ensuring sustainable finances,
- becoming an employer of choice, and
- effectively prioritising our resources.

By focusing on these areas, we aim to cultivate trusted relationships with our clients, enhance the public interest through quality representation, and ensure transparency and accountability.

The strategic goals we have set for 2024-27 reflect our commitment to innovation and excellence. We will provide specialised legal services, foster a supportive workplace, and build robust relationships with our clients and stakeholders. Our strategies will enhance our service delivery model, promote a culture of learning and inclusivity, and leverage technology to improve efficiency.

In the coming years, we will take significant strides toward these goals. I have every confidence in the organisation's commitment and ability to implement the actions in the corporate plan. Our focus will remain on our clients, with an increased focus on responding to their needs by crafting powerful solutions.

We are excited to announce the transition to a modern legal case management system, marking a pivotal move towards a paper-light office and be compatible with generative artificial intelligence.

Our initiatives are designed to address the evolving needs of our clients and stakeholders, ensuring that we remain a trusted and effective legal service provider, and partner to the State Government. We will review the client experience and redirect resources to areas of greatest need.

We are not merely looking to the future; we are shaping it. We will build on our legacy of delivering high-quality legal services that not only meet the needs of government but also contribute positively to the State of Western Australia.

Together, we will navigate the challenges and opportunities ahead, guided by our shared vision and commitment to excellence. We look forward to working with all our partners to achieve our strategic goals and deliver outstanding legal services for the State of Western Australia.

Sincerely,



Dr Graham Hill

State Solicitor



The State Solicitor's Office

Established in 1838, the State Solicitor's Office (SSO) is the Western Australian Government's legal advisor.

SSO's primary functions are to manage the State Government's legal risk, support the Attorney General as Western Australia's First Law Officer, and to enable government action. The State Government is SSO's sole client.

Legal Services provided by SSO include:

- the provision of legal advice;
- the preparation of legal documents;
- the conduct of litigation; and
- representation as counsel in courts and tribunals.

SSO remains a centre of legal excellence that is committed to the highest standards of service and professionalism. Services are provided in a cost effective and timely way, consistent with maintaining legal excellence and integrity in the Government's legal dealings.

OUR VISION

To be the preeminent legal service provider for the State of Western Australia.

OUR MISSION

To support and protect the State of Western Australia by providing the highest quality legal services and assisting the Attorney General to uphold the rule of law.

WHAT WE VALUE

Excellence

Integrity

Impartiality

Collaboration

Our People

Key Result Areas

To deliver the vision and mission, five key result areas have been identified. These are areas where the State Solicitor's Office expects to demonstrate and be accountable for high levels of performance by the end of 2027.

1. High Quality Legal Services
2. Client Satisfaction
3. Sustainable Finances
4. Employer of Choice
5. Effective Resource Prioritisation

Strategic Priorities

To deliver against the key result areas, four strategic priorities have been identified. These strategic priorities will be enacted through 75 initiatives that will be implemented over a three-year period. These initiatives will be implemented through the Office's annual business planning process, and will be actively monitored by the State Solicitor and the Corporate Executive Team. The four strategic priorities are:

1. Provide a high quality specialist legal service
2. Attract, develop and support our people
3. Build strong client and stakeholder relationships
4. Build our systems, structures, and capabilities

GOAL 1

Provide a high-quality specialist legal service

STRATEGY 1: Promote practical and responsive solutions-based legal services

We will achieve this by:

- a) Publishing core and non-core guidelines to assist agencies to determine what work should be referred to SSO
- b) Training on the purpose and practice of client communication
- c) Designing a more client centric advice process

STRATEGY 2: Refine our legal advice to ensure that it is clear, concise and understandable for clients

We will achieve this by:

- a) Developing a plain English template, with training and ongoing support to implement
- b) Clarifying whether advice can be provided by email and if so, review email advice process

STRATEGY 3: Enhance our legal services delivery model to prioritise sensitive, complex and high-value legal work

We will achieve this by:

- a) Reviewing our service delivery model to prioritise sensitive, complex and important legal work, including core/non-core guidelines
- b) Reviewing the briefing policy
- c) Developing internal KPIs
- d) Reviewing the advice request form

STRATEGY 4: Ensure continuity of services

We will achieve this by:

- a) Identifying and addressing single points of failure
- b) Conducting succession planning in specialist areas
- c) Increasing internal engagement between junior and senior lawyers
- d) Reviewing the Opinions database
- e) Implementing the legal templates and precedent project
- f) Reviewing administrative and paralegal support
- g) Considering improvements to the Cohort System and addressing any associated impacts on legal work streams

GOAL 2

Attract, develop and support our people

STRATEGY 1: Maintain an environment for our staff that is safe, productive and promotes wellbeing

We will achieve this by:

- a) Increasing the number of wellbeing initiatives
- b) Expanding work health and safety training across all levels
- c) Implementing a WHS representative committee
- d) Increasing completion rates of mandatory online course
- e) Increasing usage of the Employee Assist Program
- f) Promoting a positive workplace culture with active staff engagement and participation
- g) Developing a Workplace Strategy to address SSO's long-term accommodation needs

STRATEGY 2: Build stronger relationships and improve communication across all levels of the SSO

We will achieve this by:

- a) Conducting regular team meetings
- b) Reintroducing cross-team meetings
- c) Completing the Intranet review and redevelopment project
- d) Developing a strategy for communications from the leadership group
- e) Making people information easily accessible when it is needed
- f) Developing a strategy to welcome and integrate lateral hires

STRATEGY 3: Nurture a supportive organisational culture that encourages inclusivity and diversity

We will achieve this by:

- a) Developing a position statement on inclusivity and diversity
- b) Identifying opportunities that integrate diversity and inclusivity in our recruitment
- c) Creating a Reconciliation Action Plan
- d) Delivering training in equity, diversity and inclusion
- e) Reviewing our recruitment strategy and employment practices

STRATEGY 4: Promote continual learning that supports the development of our staff

We will achieve this by:

- a) Identifying training opportunities for legal, paralegals and corporate staff
- b) Implementing a performance development process
- c) Providing corporate training programs for all employees
- d) Providing more extensive induction training for lateral hires in government law

STRATEGY 5: Identify and build leadership capability

We will achieve this by:

- a) Designing and implementing a leadership program
- b) Designing and implementing succession and development planning

GOAL 3

Build strong client and stakeholder relationships

STRATEGY 1: Proactively engage with the Attorney General, the Attorney General's Office and other government agencies and their Ministers to promote effective relationships

We will achieve this by:

- a) Reviewing the Communications Agreement
- b) Attending Chiefs of Staff meetings
- c) Attending the Public Sector Leadership Council
- d) Maintaining positive relationship with the Department of Justice and the Attorney General's Office

STRATEGY 2: Collaborate and build trust with our clients to facilitate the provision of legal services that support the delivery of quality outcomes for the State

We will achieve this by:

- a) Regular engagement with key client agency leadership (e.g. DG, DDGs) and other key client representatives
- b) Inviting clients to provide education on key issues, subjects, initiatives, and processes
- c) Reviewing the avenues available for obtaining feedback on client satisfaction

STRATEGY 3: Foster collaborative relationships with government lawyers on whole of government and complex legal issues to build capability within the sector

We will achieve this by:

- a) Developing a client management model
- b) Continuing with the quarterly heads of legal function meetings
- c) Offering training opportunities to the Public Sector including whole of Government CPDs and other training
- d) Appropriate engagement with individual agency heads of legal services
- e) Assigning dedicated contacts for key clients

STRATEGY 4: Increase engagement and build relationships with funders and key stakeholders

We will achieve this by:

- a) Establishing consistent collaboration with Treasury to seek support of our priorities, identify opportunities, and ensuring cost and demand pressures are met.
- b) Developing a stakeholder strategy

GOAL 4

Build our systems, structures, and capability

STRATEGY 1: Adopt technology, systems, and processes best suited to delivering optimal outcomes

We will achieve this by:

- a) Implementing a new electronic case management system with AI capabilities
- b) Improving litigation management practices through new technology
- c) Completing the laptop replacement program
- d) Updating the record keeping plan to allow for digital records
- e) Developing a Digital Transformation Strategy
- f) Implementing consistent document management and sharing practices

STRATEGY 2: Improve financial and strategic planning business practices

We will achieve this by:

- a) Documenting critical business processes
- b) Implementing strategic business planning to prioritise resource allocation and ensure financial sustainability
- c) Building business intelligence and data capability
- d) Enhancing corporate executive processes

STRATEGY 3: Establish regular review mechanisms

We will achieve this by:

- a) Establishing a mechanism for staff feedback
- b) Developing an annual evaluation plan
- c) Completing annual reviews of the Service Level Agreement with the Department of Justice
- d) Analysing organisation structure to determine if fit for purpose

STRATEGY 4: Develop robust governance strategies and frameworks to ensure effective compliance and risk management

We will achieve this by:

- a) Establishing the SSO Internal Audit and Risk Committee
- b) Commencing the internal audit process
- c) Conduct comprehensive risk assessment and establish the SSO risk management framework
- d) Establishing SSO procurement framework
- e) Developing a Policy Framework and commence reviews of policies
- f) Developing a Project Management Framework to flexibly support projects
- g) Establishing a governance structure for committees and working groups

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