

**SASKATCHEWAN LEGAL AID COMMISSION
STRATEGIC PLAN
2005-2008**

The Saskatchewan Legal Aid Commission has developed a strategic plan for the period of 2005-2008 utilizing the Appreciative Inquiry Process. Three Propositions for the Future have been identified. These are similar to strategic goals but are grounded by realities from the past and are stated in the present tense as if they are already true. The Vision and Mission of the organization were also revised based on the consultations conducted with staff and external stakeholders. The articulated values of the organization remain the same.

Vision:

The Saskatchewan Legal Aid Commission will be an innovative, collaborative legal aid system that responds to the needs of low income persons.

Mission:

We promote access to justice for eligible persons through the provision of quality legal assistance.

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Values:

We value **INTEGRITY** therefore:

we conduct ourselves with honesty, openness and in an ethical fashion

We value **RESPECT** therefore:

we recognize diverse cultures, needs, and perspectives

we practice respect in our relationships

We value **INNOVATION** therefore:

we anticipate and plan for the future

we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:

we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:

we strive for the best possible outcomes for clients

we introduce and acknowledge best practices

we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:

we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:

we are accountable for quality services and the efficient use of public resources

we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:

we encourage our employees to find ways to connect with the needs of our clients

we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

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Propositions for the Future/Strategic Goals:

Community Connectedness/Relationships/Partnerships

We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners.

Skilled, Dedicated and Committed Staff

We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.

Social Justice/Advocacy

We provide required information, advice or representation in an appropriate, timely fashion.

The Propositions for the Future/Strategic Goals are not mutually exclusive. The following Action Plan will therefore need to be undertaken as an integrated process recognizing that the plan is iterative and many actions interdependent.

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Action Plan:

Goal 1. Community Connectedness/Relationships/Partnerships

We have strong relations with our partners which deliver on our vision and mission and address the concerns of our clients and partners

Note: This plan integrates C1, C2 and C4 from previous plan.

Action	How	Who	Resources	When
A. Work with Aboriginal People and communities as well as other partners and stakeholders to shape legal services and set future directions.	<p>Develop a formal program of contact with partners to discuss legal aid issues and their concerns</p> <p>Develop a procedure to regularly review by management the concerns raised</p> <p>Develop a procedure for addressing concerns and reporting back to whomever raised the concerns</p>	CEO and the Legal Directors	Administrative time	<p>Contact should take place annually with stakeholders.</p> <p>Review by CEO and Legal Directors with follow up at regular intervals.</p>

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Action	How	Who	Resources	When
B. Review, Update or rationalize the legal aid guidelines for eligibility and propose recommendations for consideration	<p>Research current eligibility guidelines in other legal aid plans and other related programs.</p> <p>Determine an equitable eligibility guideline formula and what would trigger its change</p> <p>Determine the form and costs of implementation</p>	Commissioners, CEO and Legal Directors	<p>Research costs</p> <p>Implementation costs</p>	Years 1-3
C. Determine the form and cost implications of an enhancement in the range of services dealing with advice and information.	Determine the feasibility of the provision of enhanced legal services through a call centre	Commissioners, CEO and Legal Directors	<p>Research costs</p> <p>Implementation costs</p>	Years 1-3
D. Determine ways to re-engage the private bar in legal aid services	Review results of the private bar survey and develop proposals to bring the private bar back into legal aid services	Commissioners, CEO and Legal Directors.	Implementation costs	Year 1

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Action	How	Who	Resources	When
E. Determine, after consultation with partners, what special projects need to be undertaken that will enhance the delivery of service	Discuss role of special projects and investigate sources of funding.	CEO	Administrative time	Years 1-3
F. Determine how to identify and respond to client concerns and feedback regarding legal aid service delivery on a system wide basis	Develop a clear and transparent process where clients and stakeholders can provide feedback Review Results of Family Law Survey.	CEO, Legal Directors	Implementation costs Administrative time	Year 1

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Goal 2. *Skilled, Dedicated and Committed Staff*

We, individually and in teams, are empowered by mutual respect and trust, support and encouragement through open and transparent communications, resulting in excellent client service.

Note: This plan integrates goals B5, C5, C6, D1, D2, D4, D6, E4, E5 and F2 from previous plan

Action	How	Who	Resources	When
A. Undertake an organizational review to include but not restricted to the following issues: specialization, quality of services, complex and serious cases, succession issues at all levels and recruitment	Through extensive analysis, a feasibility study and possibly legislative changes	Committee composed of Commissioners, CEO and staff	Research costs Implementation costs Administrative time	Year 1

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Action	How	Who	Resources	When
B. Undertake a workload review and analysis addressing but not restricted to the following issues: meaningful and consistent statistical collection, intake processes, rural/urban differences, resourcing, transparency, workload measurement and standards, work/life balance, teamwork, competitive compensation	Through extensive analysis and a feasibility study	Workload Committee	Administrative time Research costs Implementation costs	Year 1
C. Improve Morale – focus on open communication, mutual trust, personal empowerment, employee recognition, burn -out, leadership, professional development issues	Develop a strategic communications plan for external and internal communications. Website development and maintenance Obtain information about burn out and morale issues	Commissioners, CEO and Legal Directors	Implementation costs Administrative time	Years 1-3

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Goal 3. *Social Justice/Advocacy*

We provide required information, advice or representation in an appropriate, timely fashion.

Note: This plan integrates goals B1 and B2 from previous plan

Action	How	Who	Resources	When
A. Increase access to information for clients	Develop strategic comprehensive communications plan for external and internal purposes	Commissioners, CEO and Legal Directors	Implementation costs	Year 1
B. Increase accessibility to services	Advocate for additional programs and/or enhancements to existing services, e.g.,: - Maintain provision of travel allowance for criminal law clients and expand to include family law clients - Review location of court points.	Commissioners, CEO and Legal Directors	Implementation costs Administrative time	Year 1
C. Enhance service delivery	Identify special needs of clients and determine, if within our mandate, to initiate special projects Develop protocols for representing clients with special needs, e.g., mental health issues.	Commissioners, CEO and Legal Directors	Implementation costs Administrative time	Years 1-3

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Action	How	Who	Resources	When
D. Increase profile of SLAC and its services	Develop strategic comprehensive communications plan	Commissioners, CEO and Legal Directors	Implementation costs	Years 1-3