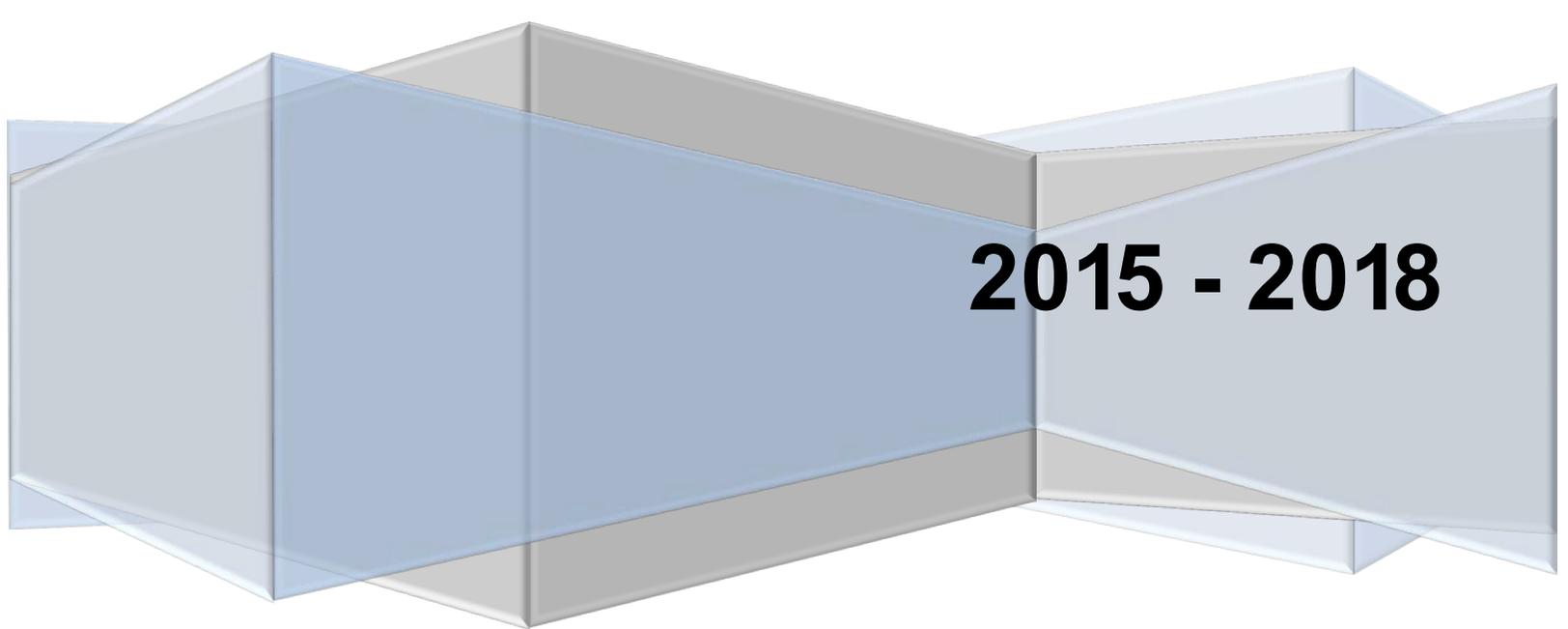


# Safety, Licensing Appeals and Standards Tribunals Ontario

## Business Plan



**2015 - 2018**

[DATE]

The Honourable Madeleine Meilleur  
Attorney General  
Attorney General's Office  
720 Bay St., 11<sup>th</sup> Floor, Toronto, ON, M7A 2S9

Dear Attorney General:

**RE:** Safety, Licensing Appeals and Standards Tribunals Ontario, 2015 – 2018 Business Plan

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On behalf of the Safety, Licensing Appeals and Standards Tribunals Ontario, it is my pleasure to submit the Business Plan for 2015 – 2018.

The cluster is committed to the initiatives outlined in the plan and to ensuring excellence in the service it provides to the Ontario public.

Yours sincerely,

A handwritten signature in cursive script that reads "Linda P. Lamoureux".

Linda P. Lamoureux  
Executive Chair  
Safety, Licensing Appeals and Standards Tribunals Ontario  
(Animal Care Review Board, Fire Safety Commission, Licence Appeal Tribunal, Ontario  
Civilian Police Commission, Ontario Parole Board),

Anne Marie Predko, Executive Lead  
Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO)

## INTRODUCTION

This Business Plan will guide the work of the Safety, Licensing Appeals and Standards Tribunals Ontario for the period April 2, 2015 to March 31, 2018. It confirms the mission and vision of the cluster and establishes strategic priorities for the next three years.

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## **A. EXECUTIVE SUMMARY**

On April 1, 2013, the Safety, Licensing Appeals and Standards Tribunals Ontario (SLASTO) was designated as the third adjudicative tribunal cluster under the *Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009* (the 'Act'). The Act permits the government to designate two or more adjudicative tribunals as a cluster if, in the opinion of the Lieutenant Governor in Council, the matters that the tribunals deal with are such that they can operate more effectively and efficiently as part of a cluster than alone. Moreover, the clustered tribunals' operations and dispute resolution will benefit from the coordination and sharing of resources, expertise, best practices and administrative and professional support.

With the creation of SLASTO, five constituent tribunals were transferred to the responsibility of the Ministry of the Attorney General, including the:

- Animal Care Review Board (ACRB)
- Fire Safety Commission (FSC)
- Licence Appeal Tribunal (LAT)
- Ontario Civilian Police Commission (OCPC)
- Ontario Parole Board (OPB)

An Executive Chair, who also assumes the powers, duties and functions assigned to the Chair of each constituent tribunal, leads the cluster. While under the leadership of the Executive Chair, each constituent tribunal maintains its adjudicative independence and legislative mandate.

Since the approval of its first Business Plan in 2014, SLASTO has achieved a number of successes. Three key organizational initiatives are the integration of financial services for the five constituent tribunals, the establishment of a shared legal services unit with the Environment and Land Tribunals Ontario cluster and the completion of the first phase of the organizational transformation work to identify further areas where services may be consolidated and centralized.

By developing this business plan, SLASTO has identified a number of strategic directions and initiatives that will continue to lead it down its transformative path over the next three years. The strategic directions maintain a focus on:



### **Building Public Confidence**

SLASTO will provide accessible, responsive service that is consistent, accountable and independent.



### **Organizational Transformation**

SLASTO will build an integrated organization that is proactive, innovative and agile.

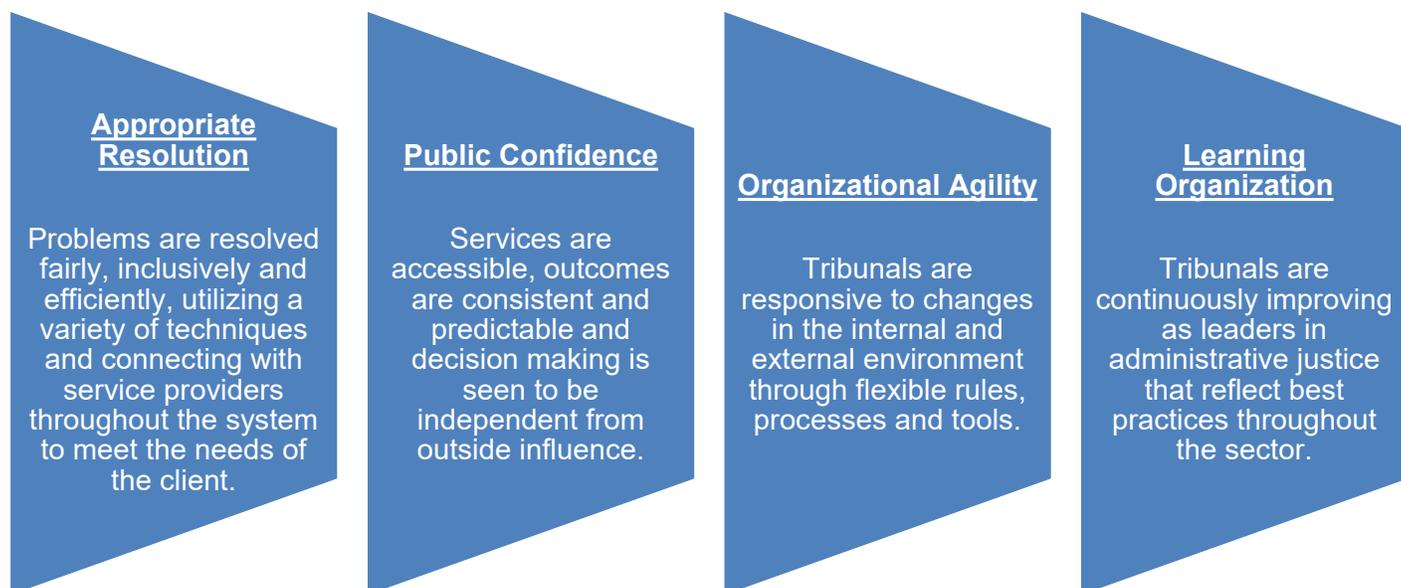


### **Investment in People**

SLASTO will provide education and development, succession planning, engagement and diversity initiatives that are supportive of members and staff.

Specific initiatives, described on page 14, have been identified to meet these strategic directions.

While recognizing the autonomy of the cluster and its constituent tribunals, the leaders of SLASTO came together in the fall of 2013 with the other clusters/tribunals that report through the Ministry of the Attorney General (MAG) to identify common goals across clusters/tribunals. There was agreement on four common goals or “pillars” for these adjudicative tribunals operating under MAG:



Over the next three years, SLASTO will continue to be guided by its initial successes as it concentrates on its strategic directions and initiatives, its transformation plan and these four pillars.

## **B. MANDATE**

### **Our Mandate**

The Safety, Licensing Appeals and Standards Tribunals Ontario is a cluster of five tribunals that resolve and decide matters arising from over 30 statutes relating to public protection and safety – including compensation claims and licensing, policing, parole, fire safety, and animal care orders.

### **Our Mission**

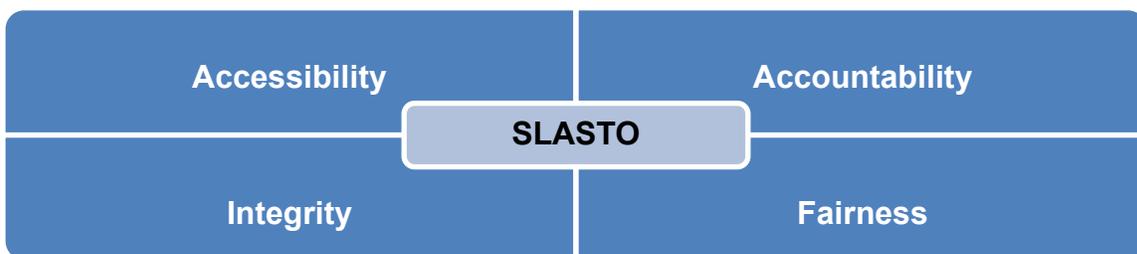
The Safety, Licensing Appeals and Standards Tribunals Ontario will deliver administrative justice in a fair, independent and timely manner. We promote public confidence through integrity and excellence, and by being accessible, accountable and responsive.

### **Our Vision**

The Safety, Licensing Appeals and Standards Tribunals Ontario will be a leader in administrative justice as an integrated cluster of tribunals resolving and deciding matters of public protection and safety.

### **Our Core Values**

Core values are the guiding principles of the cluster and the foundation on which its constituent tribunals fulfill their mandates. SLASTO's core values include:



These can be further understood as:

**Accessibility:** Publications, communications and facilities will provide for full and equitable access. Practices and procedures will be designed to promote informed and meaningful participation, and support diversity and inclusion.

**Accountability:** High quality services are delivered consistently and with regard to value for money, resulting in a fair and accessible experience for parties, stakeholders, staff and members.

**Integrity:** Staff and members will act with honesty and professionalism, exhibiting the highest standards of public service.

**Fairness:** Proceedings will be conducted impartially and parties will have a reasonable opportunity to be heard. Decisions will be principled and based on the facts, the applicable law and the merits of the case.

### **C. OVERVIEW OF PROGRAMS AND ACTIVITIES, INCLUDING PERFORMANCE MEASURES**

Overviews of the main business functions of SLASTO’s constituent tribunals are provided below, including individual performance measures for service standards. A party before one of SLASTO’s tribunals, whose application has been accepted for processing, can expect that the following performance measures will be met 80% of the time, with statutory obligations being met 100% of the time. Due to differences in business processes and case management systems, SLASTO does not have validated data to report on these performance metrics for 2014/15. As a priority in 2015/16 SLASTO will work with MAG’s analytics unit to develop key indicators of performance which can be drawn from existing data sources.

#### **Animal Care Review Board (ACRB)**

As provided in the *Ontario Society for the Prevention of Cruelty to Animals Act (OSPCAA)*, the mandate of the ACRB is to adjudicate applications related to the care, treatment and removal of animals.

<b><u>Performance Measures (ACRB)</u></b>	<b><u>2015/16 (Target)</u></b>	<b><u>2016/17 (Target)</u></b>	<b><u>2017/18 (Target)</u></b>
Hearing will be scheduled within 5 business days of receipt of a completed appeal (statutory obligation).	100%	100%	100%
First hearing event will take place no later than 10 business days after receipt of a completed appeal (statutory obligation).	100%	100%	100%
Decisions of the Board will be released within 30 days of the final hearing event.	80%	80%	80%

**Fire Safety Commission  
(FSC)**

As provided in the *Fire Protection and Prevention Act, 1997 (FPPA)* or the Fire Code, the mandate of the FSC is to adjudicate applications and resolve disputes regarding inspections, orders and decisions for repairs, alterations or installations to be made to a building, structure or premises made by inspectors and the Fire Marshal.

<b><u>Performance Measures (FSC)</u></b>	<b><u>2015/16 (Target)</u></b>	<b><u>2016/17 (Target)</u></b>	<b><u>2017/18 (Target)</u></b>
A hearing will be scheduled to take place within 45 days of receipt of a completed appeal.	80%	80%	80%
Decisions will be released within 60 days of the final hearing event.	80%	80%	80%

**Licence Appeal Tribunal  
(LAT)**

As provided under the *Licence Appeal Tribunal Act, 1999, (LAT Act)* the mandate of the LAT is to adjudicate and resolve appeals concerning compensation claims and licensing decisions made by a variety of regulators under laws that protect consumers and the public, and ensure the integrity of the regulated businesses and occupations.

<b><u>Performance Measures (LAT)</u></b>	<b><u>2015/16 (Target)</u></b>	<b><u>2016/17 (Target)</u></b>	<b><u>2017/18 (Target)</u></b>
A hearing will take place within 30 days of receipt of a completed appeal in medical appeals under the <i>Highway Traffic Act (HTA)</i> , motor vehicle impoundments under the <i>HTA</i> , and in appeals of immediate suspension orders regarding businesses or business privileges.	80%	80%	80%

<u>Performance Measures (LAT)</u>	<u>2015/16 (Target)</u>	<u>2016/17 (Target)</u>	<u>2017/18 (Target)</u>
If a statutory period regarding an order of immediate suspension will expire in less than 30 days, a hearing will be scheduled to commence within the statutory period.	80%	80%	80%
In all other appeal types, the first hearing event will be scheduled to take place within 60 days of receipt of a completed appeal.	80%	80%	80%
A final decision will be issued within 30 days of the final hearing event.	80%	80%	80%

### Ontario Civilian Police Commission (OCPC)

As provided in the *Police Services Act*, R.S.O. 1990, c. P. 15, as amended, and the *Interprovincial Policing Act*, R.S.O. 2009, c. 30, the mandate of the OCPC is to adjudicate applications, conduct investigations and resolve disputes regarding the oversight and provision of policing services.

<u>Performance Measures (OCPC)</u>	<u>2015/16 (Target)</u>	<u>2016/17 (Target)</u>	<u>2017/18 (Target)</u>
Disciplinary appeals – Hearing will be scheduled within 60 days after the appeal is perfected; and the hearing will be held within 90 days thereafter.	80%	80%	80%
First Instance Proceedings – a hearing will be held within 90 days after a proceeding is perfected.	80%	80%	80%

<u>Performance Measures</u> <u>(OCPC)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</u> <u>(Target)</u>	<u>2017/18</u> <u>(Target)</u>
Proposed police restructuring – Public meeting held within 60 days after receipt of all necessary information about the proposal.	80%	80%	80%
Section 25 Investigation Requests – Tabled by no more than the following month’s Commission meeting, when in the Commission’s view, sufficient information is received for members to consider the request.	80%	80%	80%
Section 54(1) Approval Requests – will be processed within 5 business days of receipt of the request.	80%	80%	80%
All decision types will be released within 90 days after the final event.	80%	80%	80%

### Ontario Parole Board (OPB)

As provided in the federal *Corrections and Conditional Release Act*, the federal *Prison and Reformatories Act*, the Ontario *Ministry of Correctional Services Act* and Regulations and a variety of other provincial and federal statutes, the mandate of the OPB is to consider applications for supervised conditional release of adult offenders sentenced to Ontario provincial correctional institutions. In addition, the OPB sees young persons transferred from a youth centre to adult provincial custody under the *Youth Criminal Justice Act*.

<u>Performance Measures</u> <u>(OPB)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</u> <u>(Target)</u>	<u>2017/18</u> <u>(Target)</u>
Decisions will be rendered within 24 hours of the hearing event.	80%	80%	80%

## **D. ENVIRONMENTAL SCAN**

### **External Assessment**

#### **Strengths**

##### **Proceedings Conducted Throughout Province**

SLASTO's constituent tribunals conduct their proceedings throughout the province to provide access to justice for all Ontarians.

##### **Accountability and Transparency**

The Government has ongoing initiatives that are intended to enhance the accountability, transparency and functioning of Agencies, Boards and Commissions, as well as to modernize the Ontario Public Service and to support the Government in meeting its objectives. SLASTO will continue to collaborate with the Social Justice Tribunals of Ontario and Environment and Land Tribunals of Ontario and other adjudicative tribunals to share best practices and identify opportunities to streamline operations.

##### **Access to Justice and the Administrative Law System**

SLASTO will continue to work to strike a balance between the provision of accessible services in a quasi-judicial environment with mostly unrepresented appellants or applicants and institutional respondents, and the provision of independent and fair decision-making.

#### **Challenges**

##### **Government's Fiscal and Accountability Agenda**

In the 2014 Economic Outlook and Fiscal Review, the Ontario Government projected deficits of \$8.9 billion in 2015-16, \$5.3 billion in 2016-17 with a return to balance in 2017-18. Among other things, it noted that should economic conditions result in the Province's revenue outlook falling further below the 2014 Budget projection, the Government will consider other tools, as necessary, to balance the budget by 2017-18.

##### **Auditor General of Ontario – Value-for-Money Audit**

As a part of ongoing audit activities, the Ontario Auditor General completed a value-for-money audit of Correctional Services that included the activities of the Ontario Parole Board. The final report and recommendations were released in December 2014. SLASTO will work with the Ministry of the Attorney General to act on the recommendations from the Ontario Auditor General, and continue to exercise fiscal prudence when aligning its resources to support business delivery and meet business needs.

## **Caseload and Increasing Jurisdiction**

An underlying principle of all SLASTO initiatives is to ensure that it is able to respond to variances in workload resulting from a variety of factors such as changes to its mandate, the legislation it supports, and variances in caseload.

In November 2014, the government passed Bill 15, *Fighting Fraud and Reducing Automobile Insurance Rates Act*. The Bill requires the transfer of the automobile insurance dispute resolution system (AIDRS) for Statutory Accident Benefits from the Financial Services Commission of Ontario to the Licence Appeal Tribunal of SLASTO. With a current caseload of about 25,000 claims, the AIDRS is a large component of government dispute resolution. This transfer from a staff model to an independent order-in-council (OIC) based model will take place early in the tenure of this business plan.

## **Mandate Reviews**

Pursuant to the *Adjudicative Tribunals Accountability, Governance and Appointments Act 2009* and the Agency Establishment Accountability Directive, mandatory mandate reviews of SLASTO's constituent tribunals will begin in 2015. The purpose of mandate reviews is to allow the government to assess whether or to what degree its classified agencies are aligned with current government priorities.

In compliance with the legislation and the directive, a mandate review of each of SLASTO's constituent tribunals will be conducted by a third party beginning in 2015 and into 2017. The Ontario Parole Board and the Ontario Civilian Police Commission will be the first of SLASTO's tribunals to be reviewed.

## **Media Exposure**

Due to well-publicized incidents relating to SLASTO's business and an increasingly complex caseload, SLASTO can expect greater public scrutiny concerning the substance of its decisions, procedural matters and operating costs.

## **Accessibility**

Consistent with SLASTO's core value of accessibility, it is in compliance with the Integrated Accessibility Standards Regulation (IASR), effective June 2011.

## **Diversity and Inclusion**

Ontario's population is expected to continue to grow to a projected 17.4 million citizens by 2036, with increasing diversity. SLASTO must ensure that its composition, policies and training reflect this diversity and the need for inclusion and cultural competence.

## **Technology**

New technologies continue to develop, with the potential to impact services provided by adjudicative tribunals. SLASTO needs to respond continually to new technological challenges and the service expectations they create by applying new approaches and solutions to the way in which its constituent tribunals provide access to the public, manage their caseload and support hearings. Privacy and security concerns, and

governmental policies and directives can affect these approaches

## Internal Assessment

### **Strengths**

#### **Financial Management**

SLASTO has established a consolidated and centrally located financial unit for its five constituent tribunals to increase effectiveness and gain efficiencies through streamlined processes, enhanced coordination and improved controllership. SLASTO will continue to look for ways to streamline its operations and maximize the utilization of its resources.

#### **Consolidated Expense and Per Diem Policy**

SLASTO has developed, and is piloting, a consolidated expense and per diem policy for adjudicators across all five constituent tribunals. The consolidated policy will enhance consistency among the tribunals and improve controllership.

#### **Internal Financial and Controllership Audit**

The Ministry of the Attorney General has completed an internal audit of the constituent tribunals' financial and controllership activities, including planning, reporting and expenses. The recommendations will be reviewed and implemented where appropriate by the consolidated financial unit.

#### **Legal Services**

Together with the Environment and Land Tribunals Ontario cluster, SLASTO has established a consolidated legal services unit. The consolidated model will improve resource utilization through coordination and alignment of legal services; enhance the provision of timely, high quality and consistent legal services to all tribunals to support the delivery of key priorities; and build expertise by sharing best practices.

#### **Cross-Appointment Strategy**

SLASTO has initiated cross-appointments of adjudicators across four of the five constituent tribunals (excluding the OPB). Cross-appointments will enhance consistency of process and outcome across the tribunals, and provide an ability to respond effectively to increasing jurisdiction or changing caseload demands across the province. Given the significant caseload implications from the transfer of the AIDRS, the use of cross-appointments will present a strategic approach for managing the expected initial surge in the cluster's caseload, and over a sustained period.

Over the next planning cycle, SLASTO will continue to consider cross-appointments across all of the tribunals as a strategy to ensure adjudicative excellence, enhance operational efficiencies, and improve service and support succession planning.

## **Challenges**

### **Organizational Transformation**

In support of its strategic directions, SLASTO is undergoing an organizational review and structural transformation, building an integrated organizational structure that directs resources and delivers services in a proactive, innovative and agile manner.

Over the next planning cycle, where appropriate, SLASTO will continue to consider what services may be integrated, centralized and/or consolidated, resulting in more efficient business practices and delivering improved value-for-money. Such changes will also be considered in the context of scalability, thus being able to adapt to potential increases in jurisdiction, such as the transfer of the AIDRS.

### **Financial Management and Administrative Processes**

SLASTO's senior management team will continue to review and streamline the cluster's back office business functions, including its financial management and other administrative procedures and processes. Further changes are being designed and implemented to support effective business delivery, to ensure compliance with the government directions on accountability and with corporate directives, policies and guidelines.

SLASTO is dependent on the Ministry of the Attorney General (MAG) and the Ministry of Government and Consumer Services (MGCS) to provide support on a range of corporate services including human resources, payroll and invoice processing. Any changes to service delivery levels for these government-wide functions will affect the cluster's operations.

### **Succession Planning**

Departures of experienced public service staff and expiring OIC appointments will have a significant impact on the corporate memory and critical knowledge base of the cluster and its constituent tribunals. SLASTO will be challenged to strengthen succession planning and to attract and retain qualified staff and appointees.

With respect to appointees, 2016 will be the first year in which many members may face non-renewal due to the ten-year limit starting to take effect. Additionally, there will be a significant demand for new OIC appointees due to the transfer of the AIDRS and the resultant increase in caseload. With increased numbers of new members, the success of the transition will be particularly dependent on a timely and efficient process of appointment and reappointment, and on increased resources being devoted to new member training.

### **Co-Location**

To achieve the full potential of improving access to justice, and achieving the increased effectiveness and efficiency associated with merging as clusters, SLASTO and the other MAG clusters are continuing to plan for co-location in 2017. In the interim, SLASTO will consider more effective use of current locations to response to the needs of the parties

and the increased capacity as a result of the AIDRS transfer.

## **E. STRATEGIC DIRECTIONS / FRAMEWORK**

SLASTO will maintain its focus on three key strategic directions for the period 2015 – 2018:



Specific initiatives have been identified to meet these strategic directions, and they include outcomes and performance measures in order to ensure that progress can be tracked, and activities are prioritized to accomplish goals.

## Strategic Direction 1: Building Public Confidence

SLASTO will provide accessible, responsive service that is consistent, accountable and independent.

<u>Initiative</u>	<u>Outcomes / Results</u>	<u>Performance Measures</u>
Strengthening accountability	Services are delivered consistently, with regard to value for money, and are of a high quality resulting in a fair and accessible experience for parties and stakeholders.	<ul style="list-style-type: none"> <li>• Implement a 6-month pilot of consolidated expense and per diem policy.</li> <li>• Implement, where appropriate, the recommendations from internal financial and controllership audit.</li> <li>• Conduct a customer service and stakeholder survey.</li> </ul>
Strengthening governance	Clear processes and protocols that govern interactions with the government and within the cluster.	<ul style="list-style-type: none"> <li>• Develop and implement governance protocols with Ministry of the Attorney General and SLASTO's policy ministries, and continue to look for ways to streamline communications.</li> <li>• Continue to develop governance protocols internal to SLASTO.</li> </ul>
Enhancing public information and communication.	<p>Clear processes and protocols regarding the content and modes of communication to parties and stakeholders.</p> <p>Clear processes and protocols for minimizing risk and managing issues that arise from both external and internal environments.</p>	<ul style="list-style-type: none"> <li>• Develop a strategic Communication Plan.</li> <li>• Develop an Issues Management Protocol.</li> <li>• Develop stakeholder relations strategy.</li> </ul>

## Strategic Direction 2: Organizational Transformation

SLASTO will build an integrated organization that is proactive, innovative and agile.

<u>Initiative</u>	<u>Outcomes / Results</u>	<u>Performance Measures</u>
Organizational structure transformation	An integrated organizational structure that directs resources and delivers services in a proactive, innovative and agile manner.	<ul style="list-style-type: none"> <li>• Review and assess current organizational resources, structure and opportunities for transformation, including technology-enabled support for effective and efficient delivery of services.</li> <li>• Develop and implement a comprehensive organizational, change management and communications plan.</li> </ul>
Integrated service delivery	Where appropriate, SLASTO's services will be integrated, centralized and/or consolidated, resulting in more efficient business practices with value for money.	<ul style="list-style-type: none"> <li>• Identify 'to be' business lines and workflow.</li> <li>• As part of transition for the automobile dispute resolution service, examine opportunities to integrate service delivery.</li> </ul>
Co-location	Administrative and operational services and Toronto hearing rooms will be centralized, providing increased accessibility to the public and cost savings for the cluster.	<ul style="list-style-type: none"> <li>• Determine value-for-money in changing use of current space prior to the move to 25 Grosvenor.</li> <li>• Develop program requirements for co-location with other Ministry clusters and tribunals at 25 Grosvenor Street, and consider opportunities for shared services.</li> </ul>

### Strategic Direction 3: Investment in People

SLASTO will provide education and development, succession planning, engagement and diversity initiatives that are supportive of members and staff.

<u>Initiative</u>	<u>Outcomes / Results</u>	<u>Performance Measures</u>
<p>Develop and implement an integrated Professional Development Plan.</p>	<p>Members and staff build, maintain and develop the skills and knowledge base to apply applicable laws, policies and directives.</p> <p>SLASTO's services are delivered consistently and are of a high quality resulting in a fair and accessible experience for parties and stakeholders.</p>	<ul style="list-style-type: none"> <li>• Regular professional development sessions for members and staff.</li> <li>• Issue-specific and targeted training for members (e.g. presiding member, decision writing, legislative amendments, accessibility etc.)</li> <li>• Members and staff engage in diversity and accessibility training, including SLASTO's obligations under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i>.</li> <li>• Members and staff participate in training to support SLASTO's responsibilities under the <i>French Language Services Act</i>.</li> </ul>

<u>Initiative</u>	<u>Outcomes / Results</u>	<u>Performance Measures</u>
<p>Develop and implement an engagement plan.</p>	<p>SLASTO will be responsive to, and inclusive of the diversity of Ontario.</p> <p>Matters will be conducted in French where identified or upon request.</p> <p>Parties and other stakeholders accessing services from SLASTO feel respected and believe that their views have been heard and considered.</p>	<ul style="list-style-type: none"> <li>• Increase the geographic and cultural representation by recruiting more members from diverse groups, including an increased number of members with French language competencies.</li> <li>• Embed inclusion in policies and services, and provide training on cultural competence.</li> <li>• Increase the number of members who can conduct and decide proceedings in French.</li> <li>• Develop and administer a cluster-wide employee engagement survey starting in 2016/17 and every two years thereafter.</li> <li>• Increase the number of joint member-staff engagements.</li> </ul>
<p>Develop and implement a People Plan.</p>	<p>Staff and members build, maintain and develop the skills and knowledge base in various program areas of the cluster.</p> <p>Staff and members feel valued and supported in enhancing their career opportunities.</p>	<ul style="list-style-type: none"> <li>• Develop a job-shadowing program within the cluster.</li> <li>• Develop a succession plan for key positions.</li> <li>• Develop a staff-mentoring program within the cluster.</li> </ul>

## F. RISK IDENTIFICATION, ASSESSMENT AND MITIGATION STRATEGIES

There is inherent risk associated with every decision and action that is undertaken by SLASTO and its constituent tribunals. With the underpinning of the legislative framework setting out the cluster’s mandate, as well as sound governance and controllership structures in place, these risks are well mitigated. Risks in this Business Plan are outlined in six distinct categories:

- Governance / Accountability / Organizational
- Strategic / Policy / Performance
- Political Commitment / Stakeholder / Public Perception
- Workforce
- Information and Information Technology
- Services / Program Caseload / Utilization

*(Note: The Risk Framework applied below is explained in Appendix 1, on page 32)*

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
<b>Risk Category: Governance/Accountability/Organizational</b>			
Not implementing a stable organizational structure & integrated service delivery model.	Medium	Medium	<ul style="list-style-type: none"> <li>• Identify current resources (human, financial, I&amp;IT, other).</li> <li>• Identify current and future workflow.</li> <li>• Review and assess current organizational structure and opportunities for transformation.</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
<b>Risk Category: Strategic/Policy/Performance</b>			
Delay of co-location at 25 Grosvenor Street.	Medium	Medium	<ul style="list-style-type: none"> <li>• Co-location of administrative functions of ACRB, FSC and LAT and financial management for all tribunals are well underway in first year of cluster.</li> <li>• Making accommodation of automobile dispute resolution service staff a key component of planning the transition.</li> </ul>
Budget is reduced.	Medium	Medium	<ul style="list-style-type: none"> <li>• Increased internal efficiencies through modernizing and consolidating processes.</li> </ul>
<b>Risk Category: Political Commitment/Stakeholder and Public Perception</b>			
Not achieving Service Standard goals made in accordance with <i>Adjudicative Tribunals Accountability, Governance and Appointments Act (ATAGAA)</i> .	Low	Medium	<ul style="list-style-type: none"> <li>• Leverage expertise in the new Analytics Branch within CSMD to analyze and provide feedback on appropriate metrics.</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
Media attention with respect to high profile or complex cases.	Medium	Low	<ul style="list-style-type: none"> <li>Develop integrated communication and issues management strategies.</li> </ul>
Inability to fulfil legislated accessibility obligations under the <i>Accessibility for Ontarians with Disabilities Act, 2005 (AODA)</i> .	Low	Medium	<ul style="list-style-type: none"> <li>Develop, implement, and monitor the cluster's multi-year accessibility plan to ensure compliance with AODA.</li> <li>Training of members and staff on accommodating accessibility needs both in advance and during proceedings.</li> </ul>
Not meeting stakeholder expectations in an effective, efficient and economical manner.	Low	Low	<ul style="list-style-type: none"> <li>Develop integrated stakeholder outreach strategy to ensure consultation and communication processes are in place to provide relevant information to the public and stakeholders and seek input and feedback.</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
<b>Risk Category: Workforce</b>			
Delays in appointing adjudicators	Medium	Medium	<ul style="list-style-type: none"> <li>Work closely with MAG to identify all potential vacancies, and provide all required information to MAG/PAS for appointment/ re-appointment of members.</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
<p>Unable to attract and retain Members with requisite expertise and qualifications.</p>	<p>Low</p>	<p>Medium</p>	<ul style="list-style-type: none"> <li>• Maintain and implement an annual professional development plan based on core competencies and learning needs. This will allow SLASTO to focus on enhanced professional development.</li> <li>• Provide orientation to new Members and experience-based professional development for longer serving Members.</li> <li>• Promote collegiality and a culture of excellence to attract and retain skilled competent Members. Training will be targeted to reflect emerging trends in the cluster's cases and Member needs.</li> <li>• Work with stakeholders to encourage qualified candidates to apply to competitions.</li> <li>• Develop a recruitment strategy using the OPS Executive</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
			Inclusion Lens.
Labour disruptions due to complex negotiations with public service unions in a time of restraint.	Medium	Medium	<ul style="list-style-type: none"> <li>Cluster will develop contingency plans in concert with stakeholders and government ministries.</li> </ul>
Increased workload due to mounting case complexity may put a strain on members and staff in the provision of adjudicative services and administrative support.	Low	Low	<ul style="list-style-type: none"> <li>Designate backup staff who can be leveraged in the event of an increase in caseload to provide administrative support.</li> <li>Develop a cross-appointment strategy.</li> </ul>
<b>Risk Category: Information and Information Technology</b>			
Implementation of new technology solutions is delayed because of lack of funding or service delivery.	Medium	Medium	<ul style="list-style-type: none"> <li>Ongoing monitoring of projects to focus Justice Technology Services on SLASTO's priorities and reinforce requirements set out in service level agreements and project charters.</li> <li>Identify opportunities to partner with other tribunals/clusters to fund and implement joint technology initiatives.</li> </ul>

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
<b>Risk Category: Services/Program Caseload/Utilization</b>			
Significant changes to the jurisdiction of the tribunals and complexity of the caseload, may affect timelines and ability to meet service standards.	Medium	Medium	<ul style="list-style-type: none"> <li>• Monitor projected and existing caseload to identify trends.</li> <li>• Manage existing resources, including adjustment to training plans to be responsive to changes and mitigate delays.</li> </ul>
Delay in implementing Automobile Dispute Resolution System Transfer Project from Financial Services Commission of Ontario to Licence Appeal Tribunal.	Medium	Medium	<ul style="list-style-type: none"> <li>• Ongoing review and assessment of current organizational resources, structure and support within the MAG, SLASTO, FSCO and the policy ministries.</li> </ul>

## **G. HUMAN RESOURCES**

### **Adjudicators**

A full-time Executive Chair, who is also appointed as a full-time member of each constituent tribunal, leads the cluster. The cluster's total complement of order-in-council adjudicators is 83, broken down by the following full-time and part-time categories:

<b><u>Full-Time Adjudicators</u></b>	
<b>Category</b>	<b>Total Number of Full-Time Adjudicators</b>
Executive Chair	1
Associate Chairs	3
Vice-Chair	1
Members	3
<b>TOTAL:</b>	<b>8</b>

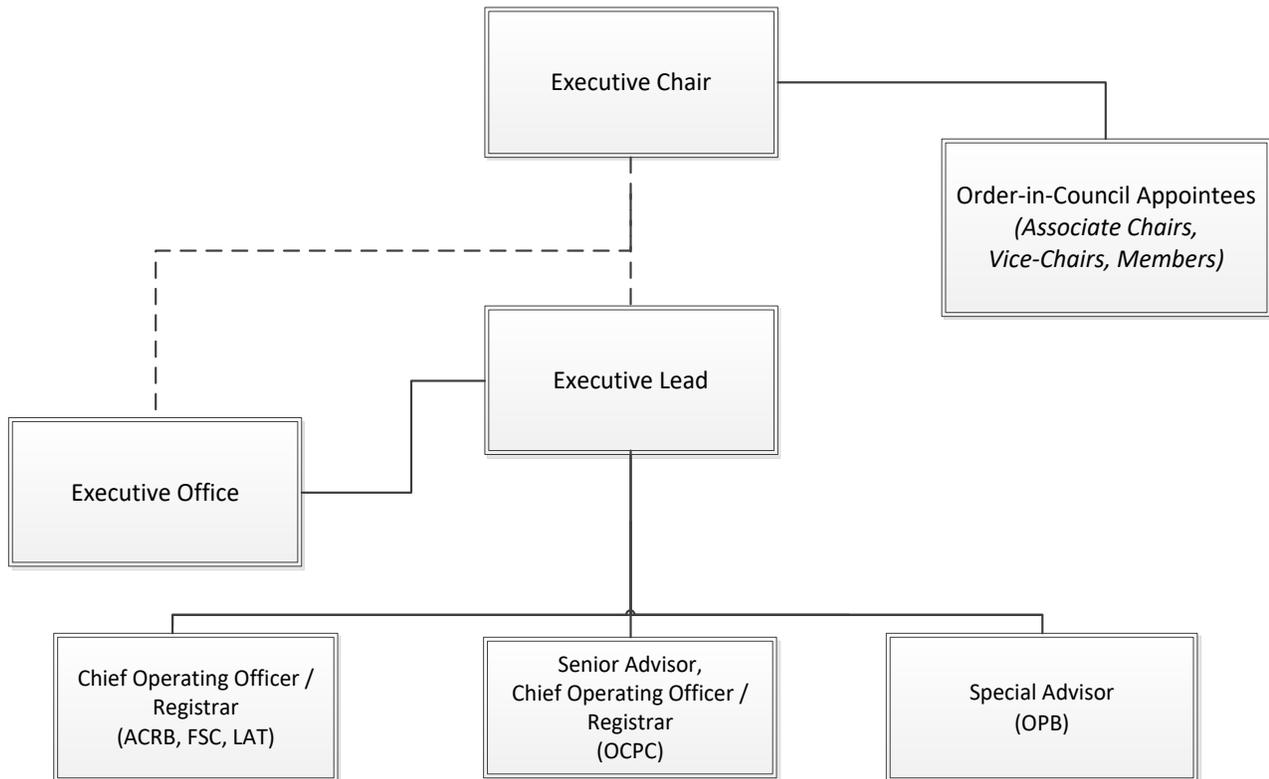
<b><u>Part-Time Adjudicators</u></b>	
<b>Category</b>	<b>Total Number of Part-Time Adjudicators</b>
Associate Chair	0
Vice-Chairs	14
Professional Members	7
Members	54
<b>TOTAL:</b>	<b>75</b>

## Staff

The cluster's staff complement can be broken down into the following categories:

<u>Full-Time Equivalents (FTEs)</u>	
Category	Total Number of FTEs
SMG/MCP (Management)	13
Excluded (Non-management)	1
ALOC	2
AMAPCEO	5
OPSEU	29
<b>TOTAL:</b>	<b>50</b>

## H. ORGANIZATIONAL CHART



## I. INITIATIVES INVOLVING THIRD PARTIES

SLASTO does not have any initiatives that involve third parties.

## J. IMPLEMENTATION PLAN

SLASTO has identified three primary strategic directions with corresponding initiatives designed to achieve these goals. In 2014/15, SLASTO identified specific projects and timelines for these strategic initiatives, as identified below. Individual projects in support of the strategic directions are scheduled over the three-year period 2015/16 to 2017/18. In the third year, 2017/18, SLASTO will evaluate the progress in achieving the strategic directions.

Strategic Initiative	Project	Resources	Target Dates
<b>Strategic Direction: Building Public Confidence</b>			
<b>Strengthening Accountability</b>	Develop cluster-wide expense and per diem guidelines for members	Developed by SLASTO resources.	<b>Completed:</b> Fall 2014
	Conduct internal value-for-money audit of constituent tribunals	Developed by SLASTO resources.	<b>Completed:</b> Winter 2015
	Develop and implement a FLS Strategic Plan	Developed by SLASTO resources.	Spring 2015
<b>Strengthening Governance</b>	Develop governance protocols with Ministry of the Attorney General and SLASTO's policy ministries	Developed by SLASTO resources in collaboration with MAG.	<b>Completed:</b> Summer 2014
	Develop governance protocols internal to SLASTO	Developed by SLASTO resources..	Spring 2015

Strategic Initiative	Project	Resources	Target Dates
	Develop Performance Measures/Service Standards	Developed by SLASTO resources.	Summer 2015
<b>Enhancing Public Information and Communication</b>	Develop a Stakeholder Outreach Strategy	Developed by SLASTO resources.	Spring 2015
<b>Strategic Direction: Organizational Transformation</b>			
<b>Organizational Structure Transformation</b>	Review and assess current organizational resources, structure and opportunities for transformation, including technology-enabled support for effective and efficient delivery of services	Developed by SLASTO resources.	Spring 2015
<b>Integrated Service Delivery</b>	Identify “as is” business lines and workflow	Developed by SLASTO resources.	<b>Completed:</b> Summer 2014
	Integrate the financial services of constituent tribunals to increase efficiency through streamlined processes, promote expertise and sharing of best practices and improve use of resources	Developed by SLASTO resources.	<b>Completed:</b> Spring 2015

Strategic Initiative	Project	Resources	Target Dates
	Develop and implement a consolidated legal services model to enhance legal support, build tribunal expertise and better utilize resources.	Developed by SLASTO resources in collaboration with ELTO.	<b>Completed</b> Winter 2014
	As part of transition for the AIDRS, examine opportunities to integrate service delivery.	Developed by SLASTO resources.	Spring 2016
<b>Co-location</b>	Determine value-for-money in changing use of current space prior to the co-location to 25 Grosvenor.	Developed by SLASTO resources.	Summer 2015
	Develop program requirements for co-location with other Ministry clusters and tribunals at 25 Grosvenor Street.	Developed by SLASTO resources in collaboration with MAG and Infrastructure Ontario.	Spring 2017
<b>IT</b>	Server centralization.	Developed by SLASTO resources..  Additional IT resources.	Summer 2015

Strategic Initiative	Project	Resources	Target Dates
<b>Strategic Direction: Investment in People</b>			
<b>Develop and Implement an Integrated Professional Development Plan</b>	Develop professional development plan for members and staff.	Developed by SLASTO resources.	Summer 2015
<b>Develop and implement an Engagement Plan</b>	Develop a member recruitment strategy.	Developed by SLASTO resources.	Summer 2015
	Develop an Internal Staff Hiring Protocol.	Developed by SLASTO resources.	Summer 2015
	Establish a Quiet Room for all SLASTO staff and members at 20 Dundas.	Developed by SLASTO resources.	<b>Completed</b> Fall 2014
<b>Develop and implement a People Plan</b>	Develop a job-shadowing program for the cluster.	Developed by SLASTO resources.	Fall 2015
	Develop a member performance assessment plan.	Developed by SLASTO resources.	Fall 2015
	Develop a succession plan for key positions.	Developed by SLASTO resources.	Fall 2015

## **K. COMMUNICATION PLAN**

SLASTO recognizes that its ability to deliver fair and transparent processes and ensure consistent access to justice is contingent on establishing and maintaining strong communications with parties, the public and stakeholders. The key strategy for maintaining communications with parties is through the delivery of an effective case management model. This structure is founded in the principle that any party to an appeal will primarily receive service from one case manager who will maintain their file from the time an application is received until the time that the tribunal has rendered its final disposition. This structure is designed to maintain consistency in communications to the parties, and works toward providing an enhanced, tailored level of customer service to parties.

External communications are delivered through a number of different vehicles. SLASTO maintains a public internet homepage with direct links to its constituent tribunals, which includes general information about their respective tribunals, links to relevant legislation, policy information and contact information.

Each year, in compliance with the *Adjudicative Tribunals Accountability, Governance and Appointments Act (ATAGAA)*, SLASTO will publish an annual report, which will be submitted to the Attorney General and posted on its website. The annual report will contain information regarding SLASTO's operational and financial activity for the year.

SLASTO is committed to ensuring that the website is maintained with current information regarding its activities consistent with requirements under the *Accessibility for Ontarians with Disabilities Act* and the *French Language Services Act*. This information will be written in plain language easily understood by the public and customers accessing SLASTO's services.

SLASTO will consult with stakeholders as required, and provide key stakeholder groups with annual forums for discussion and the exchange of information and procedural updates.

## **L. DIVERSITY, INCLUSION AND MULTI-YEAR ACCESSIBILITY PLAN**

In 2013, SLASTO developed and made available on its website a Multi-Year Accessibility Plan to guide its obligations under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)*.

In taking an integrated approach, the cluster will ensure that its service delivery is responsive to the diverse communities it serves and that it promotes an inclusive workforce. This plan is an essential part of our Mission Statement's expressed commitment to be accessible, accountable and responsive, and is aligned with MAG's Agency Inclusion Vision: "Agencies are responsive to and inclusive of the diversity of Ontario through their people and processes, with measurable results."

Implementation of this plan will be guided by four key strategies identified in the OPS, MAG's Office of the Chief Diversity Officer, Agencies.



Guided by these strategies, SLASTO will focus its efforts on delivering four key initiatives:

1. People

Investing in the capacity of personnel to become inclusive leaders in developing good practices in the planning, development and delivery of policies, processes, services and activities, which incorporate diversity, inclusion and accessibility

2. Processes

Promoting an inclusive workplace culture that reflects the public served by the cluster's constituent tribunals

3. Services

Ensuring that inclusion is a fundamental component of all of the cluster's core business,

while demonstrating leadership in accessibility by establishing and monitoring an inclusion and multi-year accessibility plan

#### 4. Results

Developing measurements and reporting tools on inclusion and accessibility to report on progress and achievements.

SLASTO will continue to build a strong foundation of awareness, understanding, respect, commitment, support and accountability in its ongoing efforts to modernize the work of the tribunals. It is anticipated that this will result in a diverse and engaged workforce that reaches its full potential in an inclusive and healthy workplace.

## M. THREE-YEAR FINANCIAL PLAN

<u>Multi-Year Operating Budget</u>				
Expense Category	2014-15 Budget	2015-16 Budget	2016-17 Budget	2017-18 Budget
<b>Operating</b>				
Salaries and Wages	4638.3	4438.2	4439.0	4439.0
Benefits	653.2	653.2	653.2	653.2
<b>ODOE</b>				
Transportation and Communications	496.9	496.9	496.9	496.9
Services	1951.0	1828.3	1828.9	1828.9
Supplies & Equipment	82.7	82.7	82.7	82.7
<b>Recovery</b>	-437.3	-437.3	-437.3	-437.3
<b>TOTAL Operating</b>	<b>7384.8</b>	<b>7062.0</b>	<b>7063.4</b>	<b>7063.4</b>
<b>Capital</b>	0	0	0	0
<b>Revenue</b>	80.0	80.0	80.0	80.0

\* 2015-16 operating allocation reflects a 4.4% constraint. 2016-17 and 2017-18 base allocation is approved by Treasury Board as part of the Program Review, Renewal and Transformation (PRRT) process.

SLASTO continued to operate within the cluster budget allocation in 2014-15. SLASTO's workload is demand driven by its users based on the legislated jurisdiction and mandates, with its caseload and financial spending remaining steady over the past two years.

Over the 2015-18 planning period, as SLASTO operates within a new ministry-wide financial constraint, it will continue to look for additional efficiencies and best practices. In addition, once the AIDRS project is complete the budget related to those services will be reflected in SLASTO's overall budget.

## N. Appendix 1: Risk Management Framework

<u>Risk Ranking</u>	<u>Impact Criteria</u>	<u>Likelihood Criteria</u>
High	High (significant impact)	High (very likely)
Medium	Medium (moderate impact)	Medium (somewhat likely)
Low	Low (minor impact)	Low (not very likely)

<u>Risk Ranking</u>	<u>Impact Criteria</u>	<u>Likelihood Criteria</u>
High	<ul style="list-style-type: none"> <li>Risk may cause <b>significant service degradation</b> or a <b>stoppage of service delivery in core business areas</b>.</li> <li>Controls are in place that <b>mitigate little or none of the risk</b>.</li> <li>Action Plans have not been developed.</li> </ul>	70% to 100% chance of occurrence over the next year.
Medium	<ul style="list-style-type: none"> <li>Risk may cause <b>service degradation in core business areas</b>.</li> <li>Controls are in place to <b>mitigate much of the risk</b>.</li> <li>Action plans are in place to enhance current controls.</li> </ul>	30% to 70% chance of occurrence over the next year.
Low	<ul style="list-style-type: none"> <li>Risk may cause <b>minimal service degradation in core business areas</b>.</li> <li>Controls are in place to <b>mitigate most or all of the risk</b>.</li> <li>Action Plans are in place and being implemented on schedule.</li> </ul>	0% to 30% chance of occurrence over the next year.