



Safety, Licensing Appeals and Standards Tribunals Ontario

Business Plan

2014 - 2017



March 31, 2014

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

Dear Attorney General:

RE: Safety, Licensing Appeals and Standards Tribunals Ontario, 2014 – 2017 Business Plan

On behalf of the Safety, Licensing Appeals and Standards Tribunals Ontario, it is my pleasure to submit the Business Plan for 2014 – 2017.

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,

Linda P. Lamoureux
Executive Chair
Safety, Licensing Appeals and Standards Tribunals Ontario

c: David Barbour, Acting Associate Chair
Animal Care Review Board

Richard Judge, Associate Chair
Fire Safety Commission

Gary Yee, Associate Chair
License Appeal Tribunal

David Gavsie, Associate Chair
Ontario Civilian Police Commission

Arnold Galet, Associate Chair
Ontario Parole Board

Lynn Norris, Executive Lead
Policy and Adjudicative Tribunals Division

INTRODUCTION

This Business Plan will guide the work of the Safety, Licensing Appeals and Standards Tribunals Ontario for the period April 2, 2014 to March 31, 2017. 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 its inception on April 1, 2013, SLASTO has achieved a number of key successes, including the development of its mandate, vision and mission statements. Having established its overarching direction, the cluster has since co-located the administrative and operational functions of the ACRB, FSC and LAT and integrated the financial services for four of the five constituent tribunals.

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 include 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.

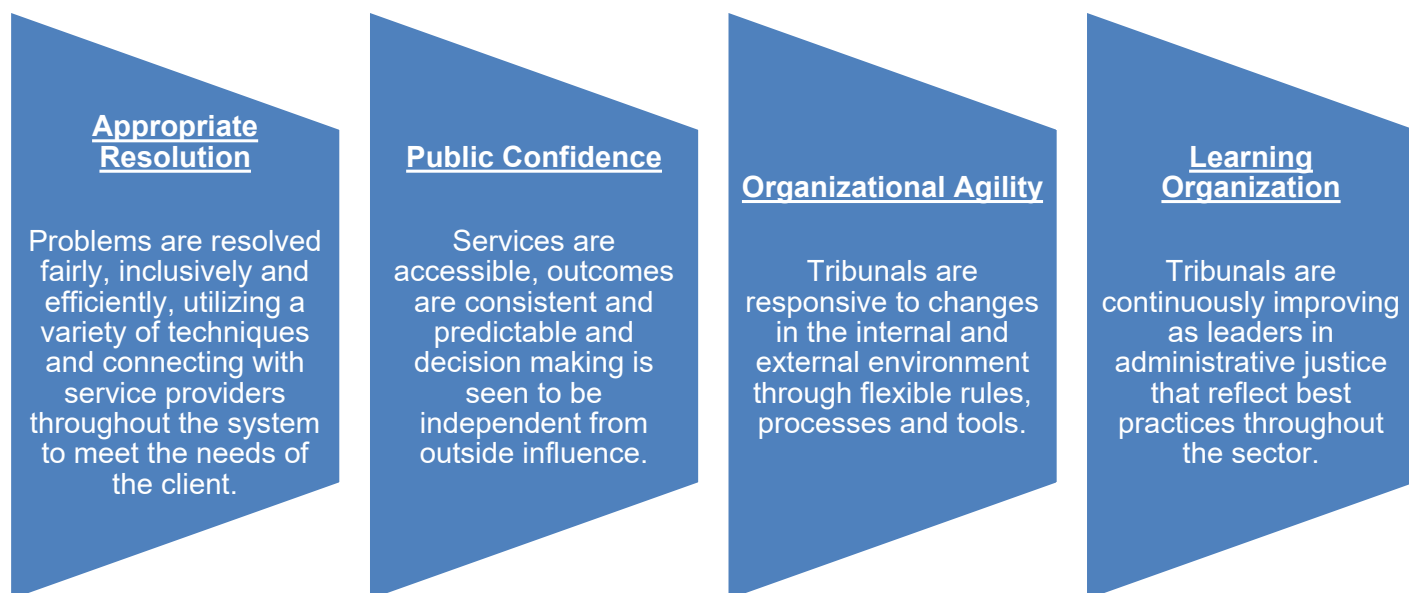


Investment in People

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 be guided by its initial successes as it concentrates on its strategic directions and initiatives, and cross-cluster goals laid out in this plan.

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. While these measures are currently represented at the individual tribunal level, the cluster will be working to develop a broader and consolidated set of performance measures for the next reporting period.

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 administer a fair, accountable and independent process through which orders and removals made under *the OSPCAA* may be appealed; to make decisions that resolve the matters that are correctly appealed to it and that are determined to be within this jurisdiction; and to ensure that the welfare of the animals involved is of paramount consideration.

<u>Performance Measures (ACRB)</u>	<u>2014/15 (Target)</u>	<u>2015/16 (Target)</u>	<u>2016/17 (Target)</u>
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 provide the public with an independent and impartial review of appeals and applications correctly filed within its jurisdiction; hold a hearing as prescribed in the *FPPA Act*; follow due process for disclosure of facts relevant to the appeal or application; and render a decision to the appeal or application within the authority of the *FPPA* and as quickly as reasonable following the hearing.

<u>Performance Measures</u> <u>(FSC)</u>	<u>2014/15</u> <u>(Target)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</u> <u>(Target)</u>
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 resolve appeals regarding compensation claims and licensing decisions made by a wide variety of regulators and pursuant to appeal rights set out under a number of statutes.

<u>Performance Measures (LAT)</u>	<u>2014/15 (Target)</u>	<u>2015/16 (Target)</u>	<u>2016/17 (Target)</u>
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%
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 ensure that adequate and effective policing services are provided to the community in a fair and accountable manner.

<u>Performance Measures</u> <u>(OCPC)</u>	<u>2014/15</u> <u>(Target)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</u> <u>(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%
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%

<u>Performance Measures</u> <u>(OCPC)</u>	<u>2014/15</u> <u>(Target)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</u> <u>(Target)</u>
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 grant, deny, cancel, terminate or revoke parole and to grant, deny or cancel temporary absence passes of over 72 hours in duration for offenders serving provincial sentences. The guiding principle underlying all conditional release decision-making is the protection of society.

<u>Performance Measures</u> <u>(OPB)</u>	<u>2014/15</u> <u>(Target)</u>	<u>2015/16</u> <u>(Target)</u>	<u>2016/17</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 partner with the Social Justice Tribunals of Ontario, Environment and Land Tribunals of Ontario, the Criminal Injuries Compensation Board 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 delivering services in a quasi-judicial environment that are easily accessed and understood by parties, largely unrepresented, and that provide fair, equitable processes in an administrative law system.

Challenges

Government's Fiscal and Accountability Agenda

In the 2013 Ontario Budget, the Government projected deficits of \$11.7 billion in 2013-14, \$10.1 billion in 2014-15, \$7.2 billion in 2015-16, and \$3.5 billion in 2016-17. Among other things, it noted that the majority of ministries contained growth in spending and managed well below their 2012-13 budgets, and that Ontario currently has the lowest program spending per capita among Canadian provinces.

During this planning period, and as a part of ongoing audit activities, the Ontario Auditor General is undertaking a value-for-money audit that includes the activities of the Ontario Parole Board. SLASTO will look forward to receiving and acting 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

In developing strategies, SLASTO will consider unexpected events such as significant increases in caseload resulting from changes, for example in mandate or jurisdiction, or in the number of matters requested. Further, SLASTO will consider its ability to achieve internal efficiencies by continuously streamlining business operations.

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

Ontario is working towards full implementation of the *Accessibility for Ontarians with Disabilities Act, 2005*. SLASTO must comply with new and existing legislated requirements, such as the Integrated Accessibility Standards Regulation (IASR) that came into effect June 2011, consistent with its core value of accessibility.

Diversity

Ontario's population is expected to continue to grow to a projected 17.4 million citizens by 2036, with immigration expected to account for a significant percentage of the increase. Many will not have English or French as their first language. SLASTO must ensure that its composition represents the communities it serves and that its policies, training and decision tools respect issues of diversity.

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

Web Presence

SLASTO has recently established a public internet homepage, with direct links to its constituent tribunals. As the cluster continues to develop its web presence, parties and the public will become more familiar with the cluster's jurisdiction, processes and accessibility.

Consolidated Case Management and Financial Management

Case management and operational processes for the ACRB, FSC and LAT have been

centralized and co-located, while leaving the adjudicative functions separate and independent. Financial management for all five tribunals will be consolidated by the end of April 2014. SLASTO will continue to look for ways to streamline its operations and maximize the utilization of its resources.

Challenges

Financial Management and Administrative Processes

SLASTO's senior management team will continue to review and streamline the cluster's back office business practices, 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 Services (MGS) 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 member 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, this success is particularly dependent on a timely and efficient process of appointment and reappointment that ensures a full complement of trained appointees.

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 along with the other MAG clusters and the Criminal Injuries Compensation Board are planning for eventual co-location. However, due to the potential for delays or deferrals, and since SLASTO's constituent tribunals operating out of downtown Toronto are currently located at three different sites, the cluster will continue to look for an interim solution.

E. STRATEGIC DIRECTIONS / FRAMEWORK

SLASTO has established three key strategic directions for the period 2014 – 2017:



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"> • Develop cluster-wide expense and per diem guidelines. • Conduct internal value-for-money audit of constituent tribunals. • Conduct a customer service and stakeholder survey.
Strengthening governance	Clear processes and protocols that govern interactions with the government and within the cluster.	<ul style="list-style-type: none"> • Develop governance protocols with Ministry of the Attorney General and SLASTO's policy ministries. • Develop governance protocols internal to SLASTO.
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"> • Develop a Communication Plan. • Develop an Issues Management Protocol. • Develop stakeholder relations strategy.

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"> • Review and assess current organizational resources, structure and opportunities for transformation, including technology-enabled support for effective and efficient delivery of services. • Develop and implement a comprehensive organizational plan.
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"> • Identify 'as is' and 'to be' business lines and workflow.

<p>Co-location</p>	<p>Administrative and operational services and Toronto hearing rooms will be centralized, providing increased accessibility to the public and cost savings for the cluster.</p>	<ul style="list-style-type: none"> • Determine value-for-money in co-locating prior to the 25 Grosvenor co-location • Develop program requirements for co-location with other Ministry clusters and tribunals at 25 Grosvenor Street.
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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"> • Regular professional development sessions for members and staff. • Issue-specific and targeted training for members (e.g. presiding member, decision writing, legislative amendments, accessibility etc.) • Members and staff engage in diversity and accessibility training, including SLASTO's obligations under the <i>Accessibility for Ontarians with Disabilities Act, 2005</i>. • Members and staff participate in training to support SLASTO's responsibilities under the <i>French Language Services Act</i>.

<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 the language of proceeding has been identified as French, 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"> • Increase the geographic and cultural representation by recruiting more members from diverse groups, including an increased number of members with French language competencies. • Embed inclusion in policies and services, and provide training on cultural competence. • Increase the number of members who can conduct and decide proceedings in French. • Develop and administer an annual cluster-wide employee engagement survey. • Increase the number of joint member-staff engagements.
<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"> • Develop a job-shadowing program within the cluster. • Develop a succession plan for key positions.

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>
Risk Category: Governance/Accountability/Organizational			
Not implementing a stable organizational structure & integrated service delivery model.	Low	Medium	<ul style="list-style-type: none"> • Identify current resources (human, financial, I&IT, other). • Identify current and future workflow. • Review and assess current organizational structure and opportunities for transformation.
Risk Category: Strategic/Policy/Performance			
Delay of co-location.	Medium	Medium	<ul style="list-style-type: none"> • Co-location of administrative functions of ACRB, FSC and LAT and financial management for all tribunals are well underway in first year of cluster.

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
Budget is reduced.	Medium	Medium	<ul style="list-style-type: none"> Increased internal efficiencies through modernization streamlining processes.
Risk Category: Political Commitment/Stakeholder and Public Perception			
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"> Apply more statistical metrics for measuring and monitoring operations.
Media attention with respect to high profile or complex cases.	Medium	Low	<ul style="list-style-type: none"> Develop communication and issues management strategies.
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"> Increase the geographic and cultural representation by recruiting more members from diverse groups. Develop and implement and monitor the cluster's multi-year accessibility plan to ensure compliance with AODA. Training of members and staff on accommodating accessibility needs both in advance and during proceedings.

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
Not meeting stakeholder expectations in an effective, efficient and economical manner.	Low	Low	<ul style="list-style-type: none"> Develop 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.
Risk Category: Workforce			
Delays in appointing adjudicators	Medium	Medium	<ul style="list-style-type: none"> Work closely with MAG to identify all potential vacancies, and provide all required information to MAG/PAS for appointment/ re-appointment of members.

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
Unable to attract and retain Members with requisite expertise and qualifications.	Low	Medium	<ul style="list-style-type: none"> • 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. • Provide orientation to new Members and experience-based professional development for longer serving Members. • 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. • Work with stakeholders to encourage qualified candidates to apply to competitions. • Develop a recruitment strategy using the OPS Executive 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"> • Cluster will develop contingency plans in concert with stakeholders and government ministries.

<u>Risk Description</u>	<u>Likelihood of Occurrence</u>	<u>Potential Impact</u>	<u>Mitigation Strategies</u>
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"> • Designate backup staff who can be leveraged in the event of an increase in caseload to provide administrative support. • Develop a cross-appointment strategy.
Risk Category: Information and Information Technology			
Implementation of new technology solutions is delayed because of lack of funding or service delivery.	Medium	Medium	<ul style="list-style-type: none"> • 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. • Identify opportunities to partner with other tribunals/clusters to fund and implement joint technology initiatives.
Risk Category: Services/Program Caseload/Utilization			
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"> • Monitor projected and existing caseload to identify trends. • Manage existing resources, including adjustment to training plans to be responsive to changes and mitigate delays.

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 88, and can be broken down by the following full-time and part-time categories:

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

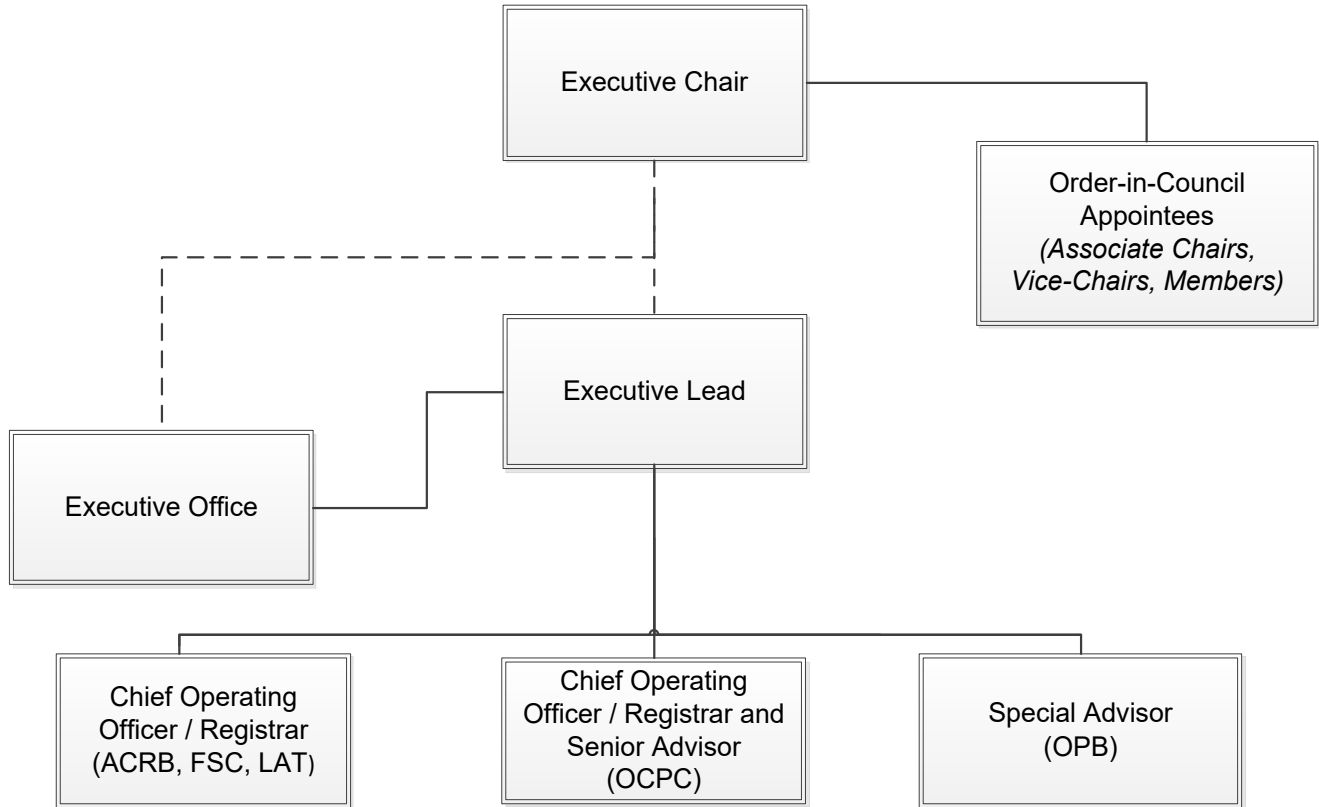
<u>Part-Time Adjudicators</u>	
Category	Total Number of Part-Time Adjudicators
Associate Chair	1
Vice-Chairs	15
Members	64
TOTAL:	80

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
TOTAL:	50

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 will identify specific projects and timelines for these strategic initiatives and will develop an Operational Plan to coordinate the planning and implementation. Individual projects in support of the strategic directions will be scheduled over the three-year period 2014/15 to 2016/17. In the third year, 2017/18, SLASTO will evaluate the progress in achieving the strategic directions.

SLASTO is currently developing its Operational Plan, which will incorporate a detailed implementation plan.

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. To meet the requirements under ATAGAA, SLASTO will finalize all outstanding public accountability documents and make them available on its website. These documents include:

- Consultation Policy;
- Service Standards Policy, including a Complaints Policy;
- Ethics Plan; and
- Member Accountability Framework.

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.

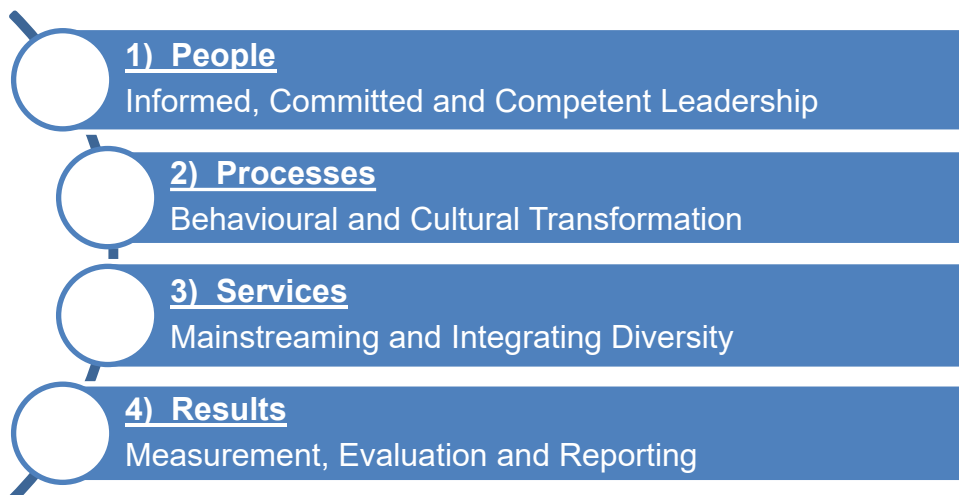
SLASTO will consult with stakeholders as required, and provide key stakeholder groups with annual forums for discussion and the exchange of information and procedural updates.

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>						
<u>Expense Category</u>	<u>2013-14 Budget Allocation</u>	<u>2013-14 Actuals</u>	<u>Variance*</u>	<u>2014-15 Budget Allocation</u>	<u>2015-16 Budget Allocation</u>	<u>2016-17 Budget Allocation</u>
<u>Operating</u>						
Salaries and Wages (S&W)	4638.3	3931.8	706.5	4541.5	4541.5	4571.5
Benefits	653.2	491.2	162.0	635.8	635.8	640.0
<u>ODOE</u>						
Transportation and Communications (T&C)	496.9	483.4	13.5	510	510	510
Services	1956.3	1823.3	133.0	1959.2	1959.2	1959.2
Supplies & Equipment (S&E)	82.7	85.9	-3.2	93.6	93.6	93.6
Recovery	-437.3	-302.9	-134.4	-350.0	-350.0	-350.0
TOTAL Operating	7390.1	6512.7	877.4	7390.1	7390.1	7390.1
Hold Back				-157.4	-139.7	-148.5
TOTAL	7390.1	6512.7	877.4	7232.7	7250.4	7241.6
Revenue	80	71.7	-8.3	80	80	80

*Includes a ministry constraint of a 2.13% reduction on the 13/14 allocation in 14/15 (\$157.4K); 1.89% in 15/16 (\$139.7K); and 2.01% in 16/17 (\$148.5). These reductions are reflected from the Hold Back and TOTAL lines.

During the initial transition period, SLASTO has operated within the cluster budget allocation. To develop operational efficiencies and ensure consistent financial controllership, SLASTO aims to create a centralized financial unit in 2014-15. While this will demonstrate some key benefits of clustering, the consolidated financial unit will provide financial planning and support the constituent tribunals in fulfilling individual and cluster mandates. Over the 2014-17 planning period, as SLASTO operates within a ministry-wide constraint, it will continue to look for additional efficiencies and best practices.

SLASTO continues to identify the potential of an increase in mandate. If such a change were to occur, the cluster would require additional resources over the current planning period, including funding and full-time employees. SLASTO will work closely with the Policy and Adjudicative Tribunals Division to assess these risks and identify one-time and ongoing financial implications associated with mandate expansion, and develop mitigation and management strategies.

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