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Strategic Context

OUR HISTORY

Legal Aid Manitoba became a legislated service in 1971 and opened its doors to clients in 1972. Legal Aid Manitoba operates at arms length from government. We receive our funding from the Province of Manitoba, the Government of Canada, the Manitoba Law Foundation and fees paid by clients.

We serve clients through our administration office, 12 community law offices in Winnipeg and 6 regional offices located in Thompson, Dauphin, The Pas and Brandon. We partner with private bar lawyers to provide legal services in a mixed delivery system. Lawyers and paralegals regularly travel to more than 40 communities throughout the province. We expect to provide service to approximately 75,000 people annually.

OUR MANDATE

Legal Aid Manitoba is governed by *The Legal Aid Manitoba Act*. The *Act* requires that we:

- Provide quality legal advice and representation to eligible low-income individuals and groups.
- Administer the delivery of legal aid in a cost-effective and efficient manner.
- Provide advice to the Minister on legal aid generally and the specific legal needs of low-income individuals.

OUR STATEMENT OF PURPOSE

Legal Aid Manitoba is committed to ensuring access to justice for eligible low-income individuals and groups in Manitoba.

OUR VISION

We serve eligible low-income individuals and groups who need legal help and strive to do so with respect and compassion. Our service is fundamental to a fair and balanced justice system and we play an important role in shaping a just and humane community.

- We are committed to creating an innovative, collaborative organization that is flexible and responsive to clients.
- Collectively, we are committed to creating a workplace where all employees feel valued and our reputation for excellence attracts talented new people and private bar partners to join us in making a difference.

OUR CORE VALUES

As a service, we are guided by these shared values:

- **CLIENTS**

We tailor our decisions, programs, and resources to best meet client needs in a manner that is culturally sensitive, fair and inclusive.

- **EMPLOYEES**

We are guided by an accessible Respectful Workplace policy and practices.

- **RESOURCES**

We are fiscally accountable, balance our budget, and make effective use of the resources we have while creatively seeking funding for special projects and major legal challenges.

- **PARTNERSHIPS**

We value our private bar partners as a critical part of our service.

- **COMMUNITY**

We participate in the broader public dialogue on justice and social issues and communicate our essential role in a positive manner.



An Overview of the Strategic Action Plan 2013-2018

AREAS OF STRATEGIC FOCUS	LEADERSHIP	2013/14				2014/15	2015/16	2016/17	2017/18
		1	2	3	4				
1. PEOPLE MANAGEMENT/MORALE <ul style="list-style-type: none"> • Fill vacancies • Improve orientation and training programs • Improve awareness of HR and Administrative policies/procedures • Develop evaluation protocols and core competencies for staff • Create Vacation & Succession plans • Complete revision of General Policy Manual • Establish functioning committees dealing with Labour/Management/Social Committee and Staff Seminar • Identify/Communicate Professional Development opportunities 	<i>EMC</i>	→							
		→							
		→							
		→							
		→							
		→							
		→							
		→							
2. CLIENT SERVICE <ul style="list-style-type: none"> • Improve efficiency/effectiveness • Advocate for funding increase for existing services and operations • Advocate for resources to meet reasonably necessary services to eligible low-income Manitobans • Communicate/report Law Society standards respecting client service • Review/Update public relations documents 	<i>EMC</i>	→							
		→							
		→							
		→							
		→							
		→							
3. RESOURCES & FINANCE <ul style="list-style-type: none"> • Stabilize Manitoba Law Foundation funding • Improve costing documents and Statistical Information to Government • Improve financial/accounting integration with LAMAS 	<i>EMC</i>	→							
		→							
		→							
4. SYSTEMS/TECHNOLOGY <ul style="list-style-type: none"> • Develop uses of CWC/statistical data • Develop Electronic Application & Certificate Management/Legal Accounts system • Create Electronic Document Capability • Create Online Billing system 	<i>EMC</i>	→							
		→							
		→							
		→							

AREAS OF STRATEGIC FOCUS	LEADERSHIP	2013/14	2014/15	2015/16	2016/17	2017/18
		1	2	3	4	
5. STAKEHOLDER COMMUNICATION <ul style="list-style-type: none"> • Improve communication and collaboration with Crown/Courts • Maintain communication and collaboration with Justice Finance & Administration • Improve communication and assistance to community groups • Improve communication and collaboration with Private Bar/Staff counsel • Improve public appreciation of Legal Aid Manitoba • Complete Private Bar Taxation Manual 	<i>EMC</i>					
6. NOTHERN & RURAL ISSUES <ul style="list-style-type: none"> • Review role of rural Area Directors • Develop initiatives to deal with Private Bar & Staff shortages • Provide better consultation & communication with rural offices and stakeholders 	<i>EMC</i>					
7. GOVERNANCE <ul style="list-style-type: none"> • CQI Review of existing By-Laws • CQI Review Management Council Chair Manual • Provide training opportunities for Board and committee members 	<i>Management Council</i>					



Areas of Strategic Focus

1. PEOPLE MANAGEMENT/MORALE

INTENT:	To ensure a positive working environment from the first day to the last.			
GOALS:	<ul style="list-style-type: none"> Standardize and improve Orientation and Training. Enhance awareness of Human Resources and Administrative police and practice. Standardize evaluation protocols and core competencies for all positions. Rationalize vacation schedules and succession plans to ensure proper staff coverage at all times. Improve morale and work satisfaction. 			
MEASURES:				
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> Fill vacancies in a timely manner. 	EMC/HR Justice	Ongoing	None	<ul style="list-style-type: none"> Essential positions are not left vacant/unoccupied.
<ul style="list-style-type: none"> Improve orientation & training programs for new staff. 	Department Managers, Supervising Attorneys, IT Training	Ongoing	None	<ul style="list-style-type: none"> New staff trained and operating within their position after the first two weeks.
<ul style="list-style-type: none"> Improve awareness of: <ul style="list-style-type: none"> * HR policies/ procedures *Administrative policies/procedures. 	EMC/Department Managers / Supervising Attorneys	Ongoing	Training and Programs as authorized by EMC	<ul style="list-style-type: none"> All Managers/Supervising Attorneys have training appropriate to their role completed within 12 months of assuming the role.
<ul style="list-style-type: none"> Develop evaluation protocols and core competencies as appropriate for staff. 	EMC/Compensation Services (TBS)	Within life of strategic plan	None	<ul style="list-style-type: none"> Rationalize staffing positions to meet the new organizational structure.
<ul style="list-style-type: none"> Create rational Vacation & Succession Plans per Department/Office. 	EMC/Department Managers/ Supervising Attorneys	Ongoing	None	<ul style="list-style-type: none"> Written polices to be developed on a department by department (office by office) basis and incorporated into the Policy Manual.
<ul style="list-style-type: none"> Complete revision of sections of General Policy Manual. 	EMC	Ongoing	None	<ul style="list-style-type: none"> Policy manual will be completed and a bi-annual review will be established.
<ul style="list-style-type: none"> Establish functioning committees dealing with Labour / Management, Social Committee and Staff Seminar(s). 	EMC/LALA/MGEU	Within life of strategic plan	As budget allows up to \$100,000	<ul style="list-style-type: none"> Committees will meet at least two times a year and subject to funding one system-wide event will be held.
<ul style="list-style-type: none"> Identify and communicate Professional Development opportunities. 	EMC/Supervising Attorneys	Ongoing	None	<ul style="list-style-type: none"> Annual review of training opportunities and identifying a lack in opportunities to get CPD on a regional basis.

2. CLIENT SERVICE

INTENT	To ensure appropriate client service throughout the province.			
GOALS:	<ul style="list-style-type: none"> • Provide appropriate client service for local needs. • Increase availability of counsel in under-served areas. • Balance resources as required. 			
MEASURES:				
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> • Improve efficiency / effectiveness. 	EMC/MC	Within life of strategic plan	None	<ul style="list-style-type: none"> • Establish criteria and indicators to determine optimum balance of private bar and staff delivery.
<ul style="list-style-type: none"> • Advocate for increase in funding to meet inflationary pressures on existing services and operations. 	EMC/MC	Ongoing	Increases in labour costs through the life of the CLA Increases in Tariff rates.	<ul style="list-style-type: none"> • Services mandated by legislation are maintained at current levels.
<ul style="list-style-type: none"> • Advocate for resources to meet all reasonably necessary services to eligible low-income Manitobans. 	EMC/MC	Ongoing	None	<ul style="list-style-type: none"> • Increase services to meet all reasonably necessary legal services for eligible low-income Manitobans.
<ul style="list-style-type: none"> • Communicate and report public service and law society standards respecting client service. 	EMC	Ongoing	Publishing costs	<ul style="list-style-type: none"> • Updated and current information on internal and external websites and brochures. Meetings and communications with stakeholders.
<ul style="list-style-type: none"> • Review and update all public relations documents. 	EMC/Systems (Publishing)	Within the life of strategic plan	Publishing and delivery costs	<ul style="list-style-type: none"> • All materials available to the public have been reviewed and, where necessary, updated.



3. RESOURCES AND FINANCE

INTENT:	To stabilize funding and maximize effective use of resources.			
GOALS:	<ul style="list-style-type: none"> Stabilize funding year to year. Enhance budget responsibility and accountability at local office level. Continue to be proactive in funding requests. Improve accounting and statistical tools to support proper management decision-making. 			
MEASURES:				
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> Stabilize Manitoba Law Foundation funding. 	EMC/MC	Within the life of the strategic plan	None	<ul style="list-style-type: none"> MOU with Government
<ul style="list-style-type: none"> Improve costing documents and Statistical Information to Government. 	EMC/Systems/Policy Analyst	Within the life of the strategic plan	None	<ul style="list-style-type: none"> Creation of standard reports and business indicators to allow future planning.
<ul style="list-style-type: none"> Improve financial/accounting integration with LAMAS system. 	EMC/Systems	Within the life of the strategic plan	TBD	<ul style="list-style-type: none"> Integration of LAMAS and Accounting Software systems.

4. SYSTEMS/TECHNOLOGY

INTENT:	To ensure the organization has the tools they need to meet the evolving challenges of Legal Aid Manitoba's work.			
GOALS:	<ul style="list-style-type: none"> Enhance meaningful and flexible data gathering and analysis. Begin to implement online electronic documentation and administrative processes. 			
MEASURES:				
<i>Action Steps</i>	<i>Who</i>	<i>When</i>	<i>Monetary Costs</i>	<i>Outcomes/ Measures</i>
<ul style="list-style-type: none"> Develop uses of CWC/Statistical data. 	EMC/Systems/Policy Analyst	Within the life of the strategic plan	None	<ul style="list-style-type: none"> Develop more reliable standard reports and business indicators to allow better day to day decision making.
<ul style="list-style-type: none"> Develop Electronic Application & Certificate Management/Legal Accounts System. 	EMC/Systems	Within the life of the strategic plan	Hardware/Software needs - TBD	<ul style="list-style-type: none"> Electronic Applications and certificate management system in place and in use. Increased efficiency of intake and legal account processing.
<ul style="list-style-type: none"> Create Electronic Document Capability (Paperless office/Criminal Disclosure). 	EMC/Systems	Within the next three strategic plans	TBD	<ul style="list-style-type: none"> Develop and pilot a project within the life of this strategic plan.
<ul style="list-style-type: none"> Create Online Billing system. 	EMC/Systems/PB	Within the next two strategic plans	TBD	<ul style="list-style-type: none"> Develop and pilot a project within the life of this strategic plan.

5. STAKEHOLDER COMMUNICATION

INTENT:	To ensure quantity and quality of communication with all stakeholders on important issues.			
GOAL:	<ul style="list-style-type: none"> Communicate appropriate and relevant information to meet stakeholder needs in a timely manner. Improve communication with funders re: fiscal accountability. Improve client group and public appreciation for the work of Legal Aid Manitoba. 			
MEASURES:				
Action Steps	Who	When	Monetary Costs	Outcomes/Measures
<ul style="list-style-type: none"> Improve Communication & Collaboration with Crown/Courts. 	EMC/MC	Ongoing	None	<ul style="list-style-type: none"> Improved relationship with crown/courts
<ul style="list-style-type: none"> Maintain day to day communication and collaboration with Justice Finance & Administration. 	EMC	Ongoing	None	<ul style="list-style-type: none"> Improve relationship with Justice Finance and Administration
<ul style="list-style-type: none"> Improve communication & assistance to community groups including Aboriginal, French, Women's Shelters, etc. 	EMC/ Supervising Attorneys/ WAC	Ongoing	TBD	<ul style="list-style-type: none"> Improved relationships with community groups
<ul style="list-style-type: none"> Improve communication & collaboration with Private Bar/Staff Counsel. 	EMC/MC / Supervising Attorneys	Ongoing	TBD	<ul style="list-style-type: none"> Improved relationships with private bar
<ul style="list-style-type: none"> Improve public appreciation of Legal Aid Manitoba. 	EMC/MC/ Staff	Ongoing	TBD	<ul style="list-style-type: none"> Balanced reporting in public media
<ul style="list-style-type: none"> Complete Private Bar Taxation Manual. 	EMC/MC/ Legal Accounts	Ongoing	None	<ul style="list-style-type: none"> Manual is complete and implemented



6. NORTHERN & RURAL ISSUES

INTENT:	To provide specific and appropriate focus on resolving the long-standing issues respecting the provision of service in Northern and remote locations.			
GOAL:	<ul style="list-style-type: none"> • Provide more service options in Northern and remote locations. • Support Northern and remote locations through better focus and attention to resources. 			
MEASURES:				
Action Steps	Who	When	Monetary Costs	Outcomes/Measures
<ul style="list-style-type: none"> • Review role of rural Area Directors. 	EMC/MC	Ongoing	None	<ul style="list-style-type: none"> • Rationalize existant roles and functions of Area Directors and regional distribution.
<ul style="list-style-type: none"> • Develop initiatives to deal with Private Bar & Staff shortages. 	EMC/AD	Ongoing	Relocation packages	<ul style="list-style-type: none"> • Adequate PB and/or staff options to meet the needs of clients.
<ul style="list-style-type: none"> • Provide better consultation & communication with rural offices/stakeholders. 	EMC/AD/ Supervising Attorneys	Ongoing	None	<ul style="list-style-type: none"> • Improved retention of staff and cooperation with private bar. • Swifter communication with staff and stakeholders regarding regional issues.

7. GOVERNANCE

INTENT:	To clearly delineate and communicate the roles and responsibilities of Management Council, its committees and councillors.			
GOAL:				
MEASURES:				
Action Steps	Who	When	Monetary Costs	Outcomes/ Measures
<ul style="list-style-type: none"> • Constant Quality Improvement Review of existing By-Laws and revise/update as needed. 	MC			
<ul style="list-style-type: none"> • CQI Review existing Management Council Chair Manual and revise/update as needed. 	MC			
<ul style="list-style-type: none"> • Provide training opportunities for Board Members generally ad Committee Members specifically. 	MC			