

Strategic Plan of the Duty Lawyer Service

Objective

The strategic plan of the Duty Lawyer Service sets out the Duty Lawyer Service and how these objectives can be achieved. It provides the rationale behind the plan and the priorities of the Service. It will be updated from time to time with the overall objectives that public resources are not only well targeted but will be utilized efficiently.

1. Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In many organizations this is viewed as a process for determining where an organization is going over the next year or a longer term.
2. Unlike other business organizations whose goals are to maximize profits, the Duty Lawyer Service is a fully subvented non-profit making organization. The delivery of our service is basically "demand-responsive". The goals and objectives of our Service must therefore be set realistically so that they can be achieved within the bounds of Government funding.
3. In the circumstances, the Duty Lawyer Service's goals and objectives have been provisionally set out on a trial basis as follows :
 - Streamlining of Work procedure similar to CAT Office's exercise of June 2012,
 - Sharing of Works/information with identification for improvement,
 - Review of assignment system periodically,
 - Systemizing staff training process,
 - Succession plan for staff members who are approaching retirement.
4. Since strategic planning and decision processes should end with objectives and a roadmap of Ways to achieve them. Should any of the above mentioned goals were met with difficulties; such would become an agenda item of the Human Resources Committee of the Duty Lawyer Service Council. In such case, a "road map" (i.e. specific schedule with measures) will be drawn up. As a result, resources can be steered towards achieving the goals within a set period of time.
5. Since it is Audit Commission's recommendation that such strategic planning be conducted regularly, the Duty Lawyer Service Council or any of its sub-committee can discuss them on a demand responsive basis where specific issues or areas which the management finds improvement is necessary will be fully discussed with the necessary advice and direction sought including resources allocation.