

Legal Services Society
Service Plan
2007/2008 • 2009/2010



Legal
Services
Society

British Columbia
www.lss.bc.ca

© 2007 Legal Services Society, BC

Writer: Kathryn Spracklin

Editor: Olivia Kienzel

Designer: Gillian Boyd

Publishing Co-ordinator: Candice Lee

The *Service Plan 2007/2008–2009/2010* is a publication of the Legal Services Society (LSS). LSS is a non-government organization that provides legal aid to British Columbians with low incomes. LSS is funded primarily by the provincial government, and it also receives grants from the Law Foundation, the Notary Foundation, and the federal Legal Aid Renewal Fund.

Two of the cover photographs and several of the photographs used inside this service plan were taken from the Health Canada website and Media Photo Gallery, found at www.hc-sc.gc.ca. They were reproduced with the permission of the Minister of Public Works and Government Services Canada, 2006.

For more information

Mark Benton, Executive Director
Legal Services Society
400 – 510 Burrard Street
Vancouver, BC V6C 3A8

Telephone: (604) 601-6000

Website: www.lss.bc.ca

Library and Archives Canada Cataloguing in Publication Data

Legal Services Society of British Columbia.

Service plan. -- 2002/2003/2004/2005-

Annual.

Continues: Legal Services Society of British Columbia. Business plan.

ISSN 1718-2158 = Service plan (Legal Services Society of British Columbia)

1. Legal Services Society of British Columbia - Periodicals. 2. Legal aid - British Columbia - Periodicals. I. Title. II. Title: Legal Services Society service plan.

KEB160.L43

347.711'017'05

C2005-960280-5

KF336.A3L43

Letter from the Board Chair to the Minister Responsible and Accountability Statement

January 31, 2007

The Honourable Wally Oppal
Attorney General
Province of British Columbia

Dear Mr. Attorney:

I am pleased to present you with the *Legal Services Society Service Plan 2007/2008–2009/2010*. This plan is based on strategic priorities established by the LSS Board of Directors to ensure the society meets the legal needs of people with low incomes in BC. Earlier this year, the board identified legal aid renewal as a new strategic priority for the coming three-year period. Legal aid awareness and innovative services will also continue as strategic priorities.

Legal aid renewal means developing a clear understanding of how we expect our programs to benefit clients so we can be sure the services we provide are the right ones. This work will continue—and broaden—two of the objectives we set for ourselves in 2004 when we launched the tariff review: attracting lawyers who will provide quality services for LSS clients and promoting efficiency and effectiveness within legal aid and the overall justice system.

Our mission of helping low-income people defend their legal rights, through services ranging from information and advice to representation, remains central, but the exercise of asking what results we want to achieve through the tariff has raised the larger question: What do we want legal aid to become in this new century? To answer this question, we need to identify the met and unmet needs of low-income people, and to listen carefully to proposals and ideas for the future of LSS. We will be doing both over the coming year. Over the longer term, the society will ask fundamental questions about our services in all areas, much as we have done and continue to do in the process of rebuilding family legal aid. Once we identify the results clients and stakeholders want from legal aid, we will implement service changes as necessary to ensure our work contributes to those results.

Beyond ensuring that the justice system provides fair process, we are committed to supporting early—and stable—resolutions to legal problems for low-income people, so they can move on with their lives and contribute to the betterment of society as a whole. This is consistent with your ministry's commitment to an accessible, innovative, and effective justice system and with the emphasis we at LSS have placed on innovation, collaboration, and providing services that are proportionate to the legal problems clients face.

One of the strategic issues facing the society is the need to develop outcome measures that will help us build and evaluate services to ensure they make a positive difference to clients, the justice system, and the public at large. Moving the society toward a greater outcome focus is consistent with current trends in publicly funded services, which emphasize greater transparency, accountability, and efficacy in the expenditure of public funds. Identifying such measures, however, poses a considerable challenge for LSS, as this is largely new territory for the justice system and examples in legal aid are rare.

Another key strategic issue for LSS is the ongoing search for permanent funding to maintain proven initiatives while also managing our budget in a constantly changing environment. Fluctuating revenues and externally driven justice reforms, both of which fall outside the society's control, are just two factors that have affected our budget plans in recent years. Given this environment, we are fortunate to have, for the first time in a long while, a significant accumulated surplus. The board remains committed to using this surplus to support the society's strategic priorities and will reserve the surplus for that purpose.

Drawing on the values of leadership, respect, and working with others, LSS staff, management, and board members continue to work with our partners in the justice system to develop new and valuable programs. We are honoured to work with the many local agents, private lawyers, community advocates, and others who are dedicated to delivering legal aid to those who face legal problems but do not have the means to pay for legal services.

This service plan was prepared under the direction of the LSS Board of Directors in accordance with the Budget Transparency and Accountability Act. The board is accountable for the contents of the plan, including the selection of performance measures and targets. The plan is consistent with the BC government's strategic priorities and overall strategic plan. All significant assumptions, policy decisions, and identified risks, as of January 31, 2007, have been considered in preparing the plan. The board is accountable for ensuring that the society achieves the specific objectives identified in the plan and for measuring and reporting on its actual performance.

We look forward to working with you to further enhance our ability to meet client needs and to advance access to justice in BC.

Yours truly,

A handwritten signature in black ink, appearing to be 'G. Cowper', written in a cursive style.


Geoffrey Cowper, QC
Chair, LSS Board of Directors

Contents

Letter from the Board Chair to the Minister Responsible and Accountability Statement	III
Organization Overview	3
Strategic Context	8
Service Plan Overview	9
Planning Context and Key Strategic Issues.....	11
Goals, Objectives, Strategies, and Measures.....	16
Alignment with Government and Stakeholders	24
Financial Outlook	26
LSS Logic Model.....	27

“ At LSS, we believe access to justice is a necessity, not a luxury. We want our legal aid system to be a beacon of hope to the broader world; we want BC to be a place where the rule of law is real—and achieves justice—for everyone. ”

Geoffrey Cowper, QC, Chair, LSS Board of Directors



“ Your website is amazing and has calmed my nerves enough to go forward with my request for raising my child support payments on my own. Thanks. ”

Family Law in BC website user

Organization Overview

Core Services

The Legal Services Society (LSS) is a non-profit organization established by statute in 1979 to provide legal aid services in British Columbia. The society offers a range of services that includes legal information, education, advice, and representation.

LSS staff deliver services at regional centres, through the toll-free LSS Call Centre and LawLINE, and through funded local agents across the province. Lawyers who accept LSS referrals provide most of the legal representation services. In addition, the society contracts with lawyers and other organizations to deliver other services, such as duty counsel.

The society works to ensure that its services are accessible to all communities. For example, LSS provides a call centre for people who cannot apply for legal aid in person, as well as telephone interpreter services for call centre and LawLINE clients as needed. The society also pays for interpreters for clients working with legal aid lawyers and produces legal information publications in a range of languages.

LSS legal representation services are available to financially eligible people with serious family problems (such as child apprehension matters or specific issues involving safety, custody, and access) and serious criminal problems. Representation is also provided for people who face a refugee or deportation hearing, a Mental Health Review Panel or BC Review Board hearing, or a prison issue for which the Charter of Rights and Freedoms establishes a right to counsel.

Legal advice is available through the Brydges line, duty counsel, family advice lawyers, and LawLINE. Many LSS advice services are subject to a financial eligibility test.

People with low incomes who do not qualify for legal representation or advice services can still get legal information. The society provides a range of information services through LawLINE, publications, several websites, public access computers, and training conferences for community advocates working with LSS clients.

Organization Overview



Governance

The society is governed by a nine-member board of directors. Of the nine directors:

- five are appointed by the Lieutenant-Governor in Council on the recommendation of the Attorney General and
- four are appointed by the Law Society of BC after consultation with the executive of the BC Branch of the Canadian Bar Association.

The Legal Services Society Act outlines the need for the board as a whole to have a range of knowledge, skills, and experience in such areas as:

- business management and the financial affairs of public and private sector organizations;
- law and the operation of courts, tribunals, and alternative dispute resolution processes;
- the provision of legal aid;
- BC's cultural and geographic diversity; and
- the social and economic circumstances associated with the special needs of low-income people.

As of January 31, 2007, the board members were:

- Geoffrey Cowper, QC (Vancouver, chair)
- D. Brent Adair, QC (Chilliwack)
- Janice Comeau (Vancouver)
- Leah George-Wilson (North Vancouver)
- Larry Goble (Victoria, vice chair)
- Bruce Hardy (Surrey)
- John M. Hogg, QC (Kamloops)

- D. Mayland McKimm, QC (Victoria)
- Greg Stacey (Nelson)

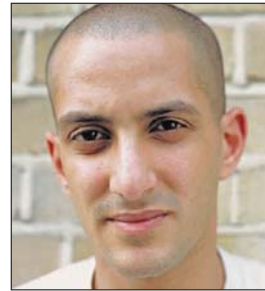
For more information about the LSS board and its governance, see the society's website at www.lss.bc.ca/about_lss/board.asp.

Board governance

The board's governance framework, which is rooted in the LSS Act, consists of policies and bylaws reflecting established best practices for governance. Under its bylaws, the board's role is "to ensure the effective governance of the society through setting direction, monitoring performance, and hiring and supporting the executive director."

At their first meeting in each fiscal year, the directors elect a board chair and an executive committee. Established under section 5 of the LSS Act, the Executive Committee is headed by the board chair and consists of at least two other directors. This committee holds all the powers of the board between meetings except the power to fill vacancies on or alter the membership of board committees and powers excluded by resolution of the board. As of January 31, 2007, Executive Committee members were:

- Geoffrey Cowper, QC (chair)
- D. Brent Adair, QC
- Larry Goble
- Bruce Hardy
- D. Mayland McKimm, QC



The board also establishes standing and ad hoc committees to help it carry out its responsibilities. The chair, in consultation with the society's executive director, appoints the members of these committees, unless the board directs otherwise.

The Finance Committee makes recommendations on matters pertaining to the society's finances, funding, and fiscal allocations. As of January 31, 2007, members of this committee were:

- Janice Comeau (chair)
- Bruce Hardy
- John M. Hogg, QC

The bylaws also establish a special liaison director. This person's function is to promote both the ongoing exchange of information and the co-ordination of efforts with external organizations and individuals on issues of common interest and concern. To this end, liaison directors meet with key stakeholders prior to and after the board's annual planning retreat.

The LSS board is committed to continuous governance improvement. For example, in 2006, the board enhanced its governance framework to include an annual governance review process. Other advancements include improving the board development process, adopting a committee assessment schedule, refocusing the audit

committee, and incorporating a competency matrix into annual board performance assessments (to compare the skills and experience of each board member against the skills and experience the board has identified as being necessary).

Senior management

The board of directors appoints an executive director to supervise, manage, and administer the business of the society. The executive director chairs the society's Executive Management Committee (EMC), which provides the society with strategic direction. EMC also makes final decisions on strategic and operational issues brought forward by the advisory committees (see below). As of January 31, 2007, EMC members were:

- Mark Benton, Executive Director
- Harold V. J. Clark, Director, Strategic Planning, Policy, and Human Resources
- Heidi Mason, Director, Public Legal Information and Applications
- Catherine McNeil, Director, Finance and Corporate Services
- Edward Tanaka, Director, Legal Advice and Representation
- Gulnar Nanjijuma, Executive Assistant, Executive Office (recorder)

Organization Overview

LSS also has a managers' forum and two advisory committees.

The Operations and Infrastructure Committee provides advice to EMC on interdivisional issues, management initiatives, and operational support issues. As of January 31, 2007, committee members were:

- Heidi Mason, Director, Public Legal Information and Applications (chair)
- Joel Chamaschuk, Manager, Information Technology
- Thomas Fink, Manager, Strategic Planning
- Noreen Finnerty, Manager, Human Resources and Organizational Development
- Thomas Quine, Manager, Electronic Access and Operational Support
- Janice Staryk, Manager, Operations, Legal Advice and Representation
- Eugene Wandell, Manager, Finance and Administration

The Policy and Planning Committee provides advice and recommendations to EMC on interdivisional policy and planning issues; strategic and service planning; capacity management; and coverage, eligibility, and tariff policies. As of January 31, 2007, committee members were:

- Harold V. J. Clark, Director, Strategic Planning, Policy, and Human Resources (chair)
- Corinne de Bruin, Manager, Policy
- Thomas Fink, Manager, Strategic Planning
- Catherine McNeil, Director, Finance and Corporate Services
- Thomas Quine, Manager, Electronic Access and Operational Support
- Sandy Shreve, Communications Officer
- Janice Staryk, Manager, Operations, Legal Advice and Representation



“ At court, you stood up and offered your help as a duty counsel, just at a moment that I was feeling helpless and lost. [There are] not enough words to express my gratitude to you. ”

Family duty counsel client

Strategic Context



Our mission

To assist low-income individuals to resolve their legal problems by providing a spectrum of services that promotes their effective participation in the justice system.



Our vision

An innovative, collaborative legal aid system responding to the needs of low-income people throughout British Columbia.

Our values

Making a difference through leadership, respect, and working with others.



Our mandate


The society was established by the LSS Act (the act) for the purpose of developing and maintaining an effective and efficient system of legal aid for low-income individuals in British Columbia.

Under section 9 of the act, the society's objects are:

- to assist low-income individuals to resolve their legal problems and facilitate access to justice for low-income individuals,
- to establish and administer an effective and efficient system for providing legal aid to low-income individuals in British Columbia, and
- to provide advice to the Attorney General respecting legal aid.

Service Plan Overview



A man with short, wavy brown hair and glasses stands on a paved sidewalk. He is wearing a dark brown cord jacket over a light blue button-down shirt and blue jeans. His hands are clasped in front of him. The background shows a row of green trees and a light-colored building. The image is framed by a thin orange border.

“ This is such a necessary service; I have no idea how I would have dealt with the court process if I’d had to do it by myself. ”

Family duty counsel client

Planning Context and Key Strategic Issues

Each year, the LSS board and senior management conduct an environmental scan and risk analysis to determine the main factors that will affect the society's ability to achieve the intended results in the next planning period. This analysis also informs the board's annual discussions on the strategic priorities for the year ahead. The following section outlines the key planning and strategic issues the society anticipates encountering during 2007/2008–2009/2010.

Planning context

In the last few years, LSS has redesigned its service delivery structure, introduced innovative programs, and restructured internally. As part of the reorganization, LSS introduced a strategically aligned policy and planning framework designed to help ensure that the society's programs and services are accountable, efficient, and responsive to client needs. The society's increased focus on providing legal advice and information services (including LawLINE and family duty counsel) as part of a range of legal aid services has broadened access to legal aid in BC.

Legal aid renewal

At its 2006 planning session, the LSS board identified legal aid renewal as a strategic priority for 2007/2008–2009/2010. The society will begin this process by articulating how we expect legal aid to benefit our clients. With a clear understanding of the intended outcomes of legal aid work, LSS can evaluate and, if necessary, redesign services to ensure they help clients achieve these outcomes. Legal aid renewal will also involve defining which legal services are necessary, who should receive them, and what our clients need. Legal aid renewal supports the society's commitment to seeking early and stable resolutions to our clients' legal problems so they can move on with their lives and contribute to society. By directing attention to client outcomes, legal aid renewal will help the society understand, demonstrate, and remain accountable for the impact of our work.

In 2004, LSS initiated a tariff renewal process to make legal aid referrals more attractive to lawyers and to ensure that LSS provides high-quality services to clients. This process will continue within the broader context of legal aid renewal in the coming years. (See "Lawyer recruitment and retention" on page 13.)

Planning Context and Key Strategic Issues

Legal aid renewal may include introducing client contributions. Based on the results of a feasibility study undertaken in early 2007 and the desired client outcomes identified through the legal aid renewal process, LSS will determine whether client contributions will help to advance the society's goals. Currently, other provincial legal aid plans successfully operate client contribution and cost recovery programs as part of expanded eligibility programs aimed at providing legal aid to the working poor.

Capacity

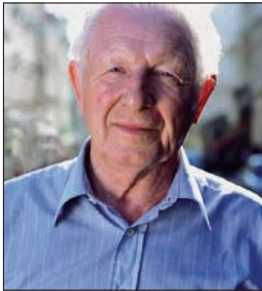
The organizational structure and processes LSS established in 2005 are designed to strengthen client focus and to streamline administrative and reporting processes, thereby improving the society's ability to both manage workloads and enhance service quality. However, organizational capacity will remain an ongoing management issue as the society continues to define roles and responsibilities; implement effective policy, planning, and project control; and make structural adjustments as necessary to meet changing client needs. Responding to environmental changes, including legislative or policy developments (see "Justice system changes" on page 14), may challenge capacity in the next three years.

Key Strategic Issues

The following primary strategic issues were identified for 2007/2008–2009/2010.

Public awareness and support

Actively raising public awareness of and support for legal aid and access to justice issues remains a strategic priority for the society. In a December 2006 public opinion poll, few respondents (18%) said they knew a fair amount or a lot about legal aid. However, once LSS services were described, 93% said they supported them. The society launched a public awareness campaign in 2004 to promote better understanding of legal aid. In 2005, the society broadened this campaign, initiating a three-year communications initiative to bring legal aid services and access to justice issues to the attention of groups and individuals who make and/or influence policy decisions. This campaign aims to generate positive public perceptions of legal aid and to create a favourable political environment for funding LSS services.



Budget variance

The society is accountable for making the most productive and timely use of its available resources for client needs. LSS is seeking to maintain legal aid funding while reserving its accumulated surplus to help sustain its strategic priorities, including maintaining or expanding existing initiatives shown to be effective for clients and developing new services to address key needs in the justice system. The surplus will also be reserved for supporting government-initiated justice reforms and securing against unbudgeted demand arising from federal criminal policy changes.

To support requests for funding, LSS realizes that it is necessary to demonstrate sound fiscal planning and program execution. It is a considerable challenge to manage budgets to avoid both deficits and surpluses for demand-driven services in a constantly changing environment. As a result, the society continues to review its budget processes. It has also established performance targets for reducing budget variance over the next three years as a way of tracking ongoing efforts to manage the society's expenditures effectively (see Goal 5 on page 22).

Lawyer recruitment and retention

Legal aid plans across Canada are facing lawyer attrition and the "greying" of the private bar. More than 75% of lawyers taking legal aid referrals in BC in 2005/2006 had over 10 years' experience, while the overall number of lawyers taking legal aid work continued its decade-long decline. Fewer new lawyers are taking legal aid referrals than ever before: only 6% of legal aid lawyers in 2005/2006 had less than 4 years' experience, representing a steady decrease from more than 25% in the early nineties.

Although the society is not yet facing serious lawyer shortages, failure to attract new lawyers to take legal aid referrals within the next few years will place both service quality and service accessibility at risk over the long term. Anecdotal evidence suggests that tariff renewal measures introduced in the past two years have begun to increase tariff lawyer satisfaction. Within the context of legal aid renewal, LSS will continue to introduce tariff changes, technological improvements, and quality assurance measures that will help attract new lawyers to the legal aid system and build a roster of qualified and dedicated legal aid lawyers for the future.

Planning Context and Key Strategic Issues

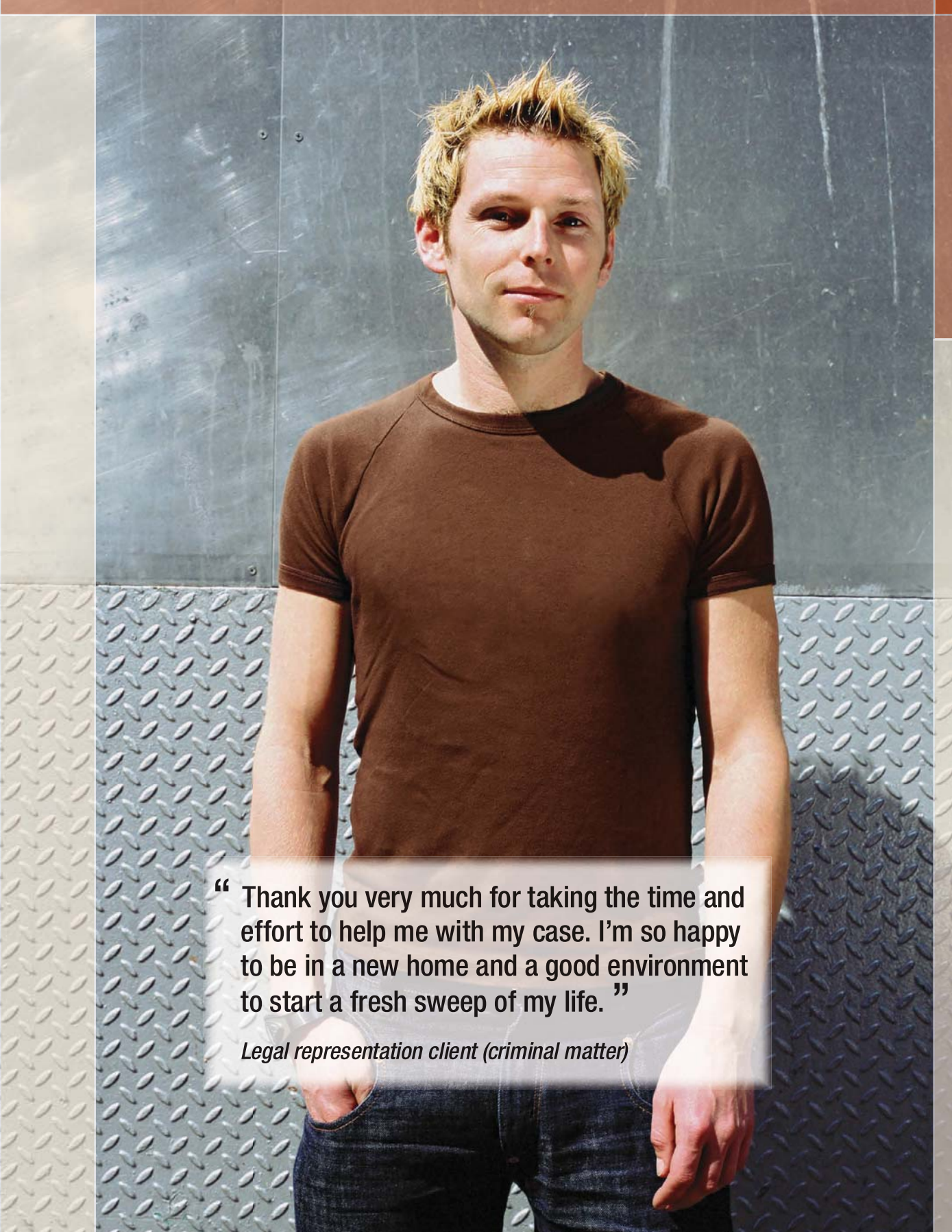
Moving to an outcomes-focused organization

Governments, businesses, and non-profit organizations are moving toward using outcome measurement to build responsive, accountable, and client-focused organizations. Measuring outcomes will help LSS evaluate the impact of its services on clients' lives. This data will augment information gained from performance measurement, which assesses how efficiently and effectively the society delivers its services and meets its goals and objectives. Together, these results will provide LSS with a more complete picture of the quality of its services and how well it is fulfilling its mission and vision.

LSS believes outcome measurement could provide a powerful tool to help realize legal aid renewal. However, taking an outcomes-driven approach to providing legal aid will require a significant shift in the way LSS designs and evaluates the success of our services. Defining desired outcomes and developing meaningful measures will be early challenges, recognizing that factors outside the society's control can affect final outcomes for legal aid clients. Working with other legal aid plans, the society intends to develop outcome measurements in the next three years that will ensure our services are making a difference in our clients' lives.

Justice system changes

Justice system reforms provide the society with important opportunities to increase access to legal services for people with low incomes. However, these same reforms can also place additional expectations and fiscal demands on the society, and they can affect legal aid services. The society anticipates that legal aid costs will increase as a result of the federal government's recent changes to the criminal justice system (for example, mandatory minimum sentences). Recommendations in the provincial Justice Reform Working Group reports, if implemented, will also impose additional costs on the society. As changes to procedures or legislation emerge, LSS evaluates their potential impact on legal aid services. Responding to changes in the justice system will require LSS to work collaboratively with its community partners.



“ Thank you very much for taking the time and effort to help me with my case. I’m so happy to be in a new home and a good environment to start a fresh sweep of my life. ”

Legal representation client (criminal matter)

Goals, Objectives, Strategies, and Measures

Public Awareness Accessibility Quality Services Strategic Management Fiscal Responsibility

The 2007/2008–2009/2010 service plan reflects and supports the society’s strategic planning framework. LSS is organized into four divisions that report to the executive director, each with end-to-end accountability for processes and outcomes. Two divisions are responsible for delivery of services to the

public and to legal aid clients, and two are responsible for strategic management and corporate services. Each division, as well as the executive office, is accountable for one of the goals in the service plan, enabling LSS to align its day-to-day work with its vision.



Performance management system

To assess our performance on Goals 1–4, LSS surveys stakeholder groups, including the public, clients, tariff lawyers, and employees. Society staff help develop the survey questions and methodology, and independent research organizations carry out the data collection and analysis. To measure our performance on Goal 5, the society uses internal auditing and controls.

In this 2007/2008–2009/2010 plan, LSS made minor updates to its goals, objectives, and strategies as necessary to reflect our organizational development and changes in the external environment. The society also changed how we calculate the actual to budget variance measure (see Goal 5 on page 22). The measure is now based on budgeted compared to actual expenditures,

excluding specific expenditures that are funded separately as they are incurred. These include Law Foundation-funded projects, exceptional matters, and immigration services.

Benchmarking

In 2006, Legal Aid Ontario (LAO) and Legal Aid Alberta (LAA) conducted public opinion polls on provincial legal aid services. These surveys provide benchmark data against which LSS can compare its own public opinion poll results. According to the LAO survey, 85% of Ontario residents support LAO services. In Alberta, 96% of residents polled support legal aid services. In comparison, the poll conducted for LSS in December 2006 showed that 93% of BC residents support legal aid services, up from 89% in December 2005 (see Goal 1 on page 18).

Goals, Objectives, Strategies, and Measures

Goal 1

There is broad-based support for legal aid.

Objectives

- Ensure that public perceptions of legal aid are positive.
- Create a favourable environment for funding LSS.

Strategies	Timeline		
	2007/08	2008/09	2009/10
Partner with stakeholders to promote public awareness of and support for LSS and its services.*			
Use media, publications, and LSS websites to promote public discourse about legal aid as a public policy issue.*			
Educate and inform elected and public officials and community leaders about legal aid, access to justice, and needed reform.*			
Maintain consistent board contact with key stakeholders.			
Provide advice to the Attorney General on the legal aid system.			

*Addresses key issue "Public awareness and support"; see page 12.

Performance measure	Baseline	2006/07 Actual	2007/08 Target	2008/09 Target	2009/10 Target
Overall public approval rating for LSS services (annual survey)	89% (2005/06)	93%	90%	90%	90%



Goal 2

People with low incomes can access appropriate and effective legal information and application services.

Objectives

- Strengthen community service partners' capacity to provide information and application services.
- Increase the accessibility of legal information services for people with low incomes.
- Increase the accessibility and cost-effectiveness of the LSS application process.

Strategies	Timeline		
	2007/08	2008/09	2009/10
Review the current service delivery model for public legal information and education to assess efficiency and effectiveness.			
Integrate legal information and education services.			
Increase the availability of LSS application and information services.			
Develop a strategy to deliver more effective legal aid services to Aboriginal/First Nations communities.			
Identify outcome measures for the effectiveness of PLEI services.*			

*Addresses key issue "Moving to an outcomes-focused organization"; see page 14.

Performance measure	Baseline	2006/07 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Client satisfaction with the accessibility and effectiveness of LSS services (survey every three years)	N/A	Develop survey	Set baseline	N/A	N/A

Goals, Objectives, Strategies, and Measures

Goal 3

Low-income clients receive quality legal advice and representation services that are proportionate to their needs.

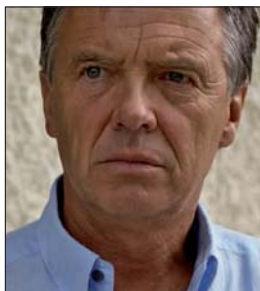
Objectives

- Increase lawyers' involvement and engagement in the delivery of legal aid.
- Increase the accessibility of advice and representation services for people with low incomes.
- Develop and implement outcomes-based management for the Legal Advice and Representation Division and the tariff, in alignment with legal aid renewal.
- Reduce gaps in service.

Strategies	Timeline		
	2007/08	2008/09	2009/10
Define and develop centres of expertise in criminal and civil law.			
Develop innovative projects to address gaps in advice and representation services.			
Explore the use of technology to involve lawyers across the province in providing advice services.			
Review and enhance the quality assurance program.*			
Implement tariff renewal recommendations and evaluate outcomes.*			
Identify outcome measures for advice and representation services.*			

*Addresses key issues "Lawyer recruitment and retention" and "Moving to an outcomes-focused organization"; see pages 13 and 14.

Performance measure	Baseline	2006/07 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Client satisfaction with LSS advice and representation services (survey every three years)	N/A	Develop survey	Set baseline	N/A	N/A
Tariff lawyer satisfaction with support provided by LSS (survey every three years)	68% (2003/04)	72%	N/A	N/A	TBD



Goal 4

Strategic and sustainable management of staff capacity and LSS services to meet the legal needs of people with low incomes.

Objectives

- Facilitate ongoing resource capacity management.
- Develop a process for implementing legal aid renewal in BC.

Strategies	Timeline		
	2007/08	2008/09	2009/10
Implement a capacity management strategy.			
Create and implement an organizational development strategy.			
Complete implementation of recommendations from 2004/2005 employee engagement survey.			
Develop and implement a corporate reporting framework.			
Develop and implement a knowledge management strategy.			
Develop and implement an enterprise risk management strategy.			
Define and coordinate a process for determining desired legal aid client outcomes.*			
Support managers to establish performance measures and reporting for strategic objectives.*			

*Addresses key issue "Moving to an outcomes-focused organization"; see page 14.

Performance measure	Baseline	2006/07 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Overall LSS employee engagement score (survey every three years)	72% (2004/05)	N/A	77%	N/A	N/A

Goals, Objectives, Strategies, and Measures

Goal 5

Effective management of LSS expenditures.


Objectives

- Strengthen policy compliance.
- Use technology to streamline processes and provide innovative services.
- Improve financial forecasting.
- Improve quality of tariff services.

Strategies	Timeline		
	2007/08	2008/09	2009/10
Implement an information technology strategy to address long-range IT requirements.			
Implement audit strategy.			
Develop and implement an internal review plan.			
Review budget process to improve accuracy of financial results.*			
Define, develop, and implement a quality control program in a results-based environment.			

*Addresses key issue "Budget variance"; see page 13.

Performance measure	Baseline	2006/07 Forecast	2007/08 Target	2008/09 Target	2009/10 Target
Actual to budget variance	3.9% (2005/06)	2.0%	1.5%	1.5%	1.5%



“ Thank you for helping me do in a few minutes what I couldn’t do on my own. ”

Client of a legal information outreach worker

Alignment with Government and Stakeholders

The provincial government's vision for BC, as set out in its *Strategic Plan 2006/2007–2008/2009*, is “to be a prosperous and just province, whose citizens achieve their potential and have confidence in the future.” The plan also outlines the government's “five great goals for a golden decade,” and explicitly recognizes that ensuring that all British Columbians have access to a fair and efficient system of justice is one of the foundations upon which these goals can be achieved.

LSS and its services advance both the vision and the third goal: “To build the best system of support in Canada for persons with disabilities, special needs, children at risk, and seniors.” The society's work also advances the objectives of the ActNow BC campaign, and it contributes to the New Relationship with Aboriginal People being developed by the Ministry of Aboriginal Relations and Reconciliation.

Supporting justice

The society supports the government's vision and its third goal by providing services that respond to the special legal needs of people with low incomes. LSS makes legal information, education, advice, and representation available, taking steps to ensure that intermediaries, as well as potential clients, are aware of these services. LSS also collaborates with a wide range of justice system partners and other stakeholders to provide innovative, cost-effective services to enhance access to the justice system

for our clients. The society's work to make legal aid services responsive and accessible also aligns with the government's initiative to adopt a citizen-centred approach to service delivery, as outlined in its strategic plan.

In addition, LSS provides the Attorney General with information and expert advice about legal aid. The society also participates in justice reform activities and legal research as a way of ensuring that justice system decisions and changes address the legal needs of people with low incomes. In the Ministry of Attorney General's *2006/2007–2008/2009 Service Plan*, the ministry states that an effective and trusted justice system is not only essential to a successful democracy, it also provides the foundation for the economic growth necessary to support all of the government's goals. The society's public legal education and information services, as well as its campaign to increase awareness of legal aid, should enhance public confidence in and understanding of BC's justice system.

Legal aid clients are some of BC's most vulnerable citizens. Many of them experience compromised employment, education, and social support networks, which in turn place them at increased risk for chronic disease. The society's outreach services, as well as other legal aid services, strengthen individual and community capacity to resolve legal problems that create additional



barriers to leading healthy, productive lives. This work supports one of the goals of the government's extensive health prevention program, ActNow BC: "to build community capacity to create healthier, more sustainable and economically viable communities."

LSS also helps advance the New Relationship with Aboriginal People through its ongoing provision of legal aid services targeted at BC's Aboriginal communities. Responding to research that documents significant gaps in legal services for Aboriginal people in the province, LSS is working in partnership with Aboriginal communities to develop and provide critical legal aid services to fill unmet needs. By helping Aboriginal people resolve their legal problems, LSS promotes social justice and economic self-sufficiency; by working to close the justice gap, LSS will help to narrow the socio-economic gap.

Alignment with goals of other stakeholders

LSS works closely with its partners in the justice system to seek cost-effective ways of meeting the legal needs of people with low incomes while also advancing the goals of stakeholders. LSS acknowledges the support and collaboration of the Ministry of Attorney General, the Notary Foundation of BC, the Law Foundation of BC, and Justice Canada. Funding from each of these partners is used to

support the society's legal information, education, advice, and representation programs. In turn, LSS services contribute to the desired outcomes of these stakeholders:

Ministry of Attorney General

1. A ministry that is a leader in law reform and innovative justice processes.
2. An effective criminal justice system.
3. Effective civil and family justice systems.
4. Effective legal services enabling government to administer public affairs in accordance with the law.

Law Foundation of BC

The rule of law and a just society are advanced and promoted.

Notary Foundation of BC

Legal education and research and legal aid are available.

Justice Canada

The Minister of Justice is supported in working to ensure that Canada is a just and law-abiding society with an accessible, efficient, and fair system of justice.

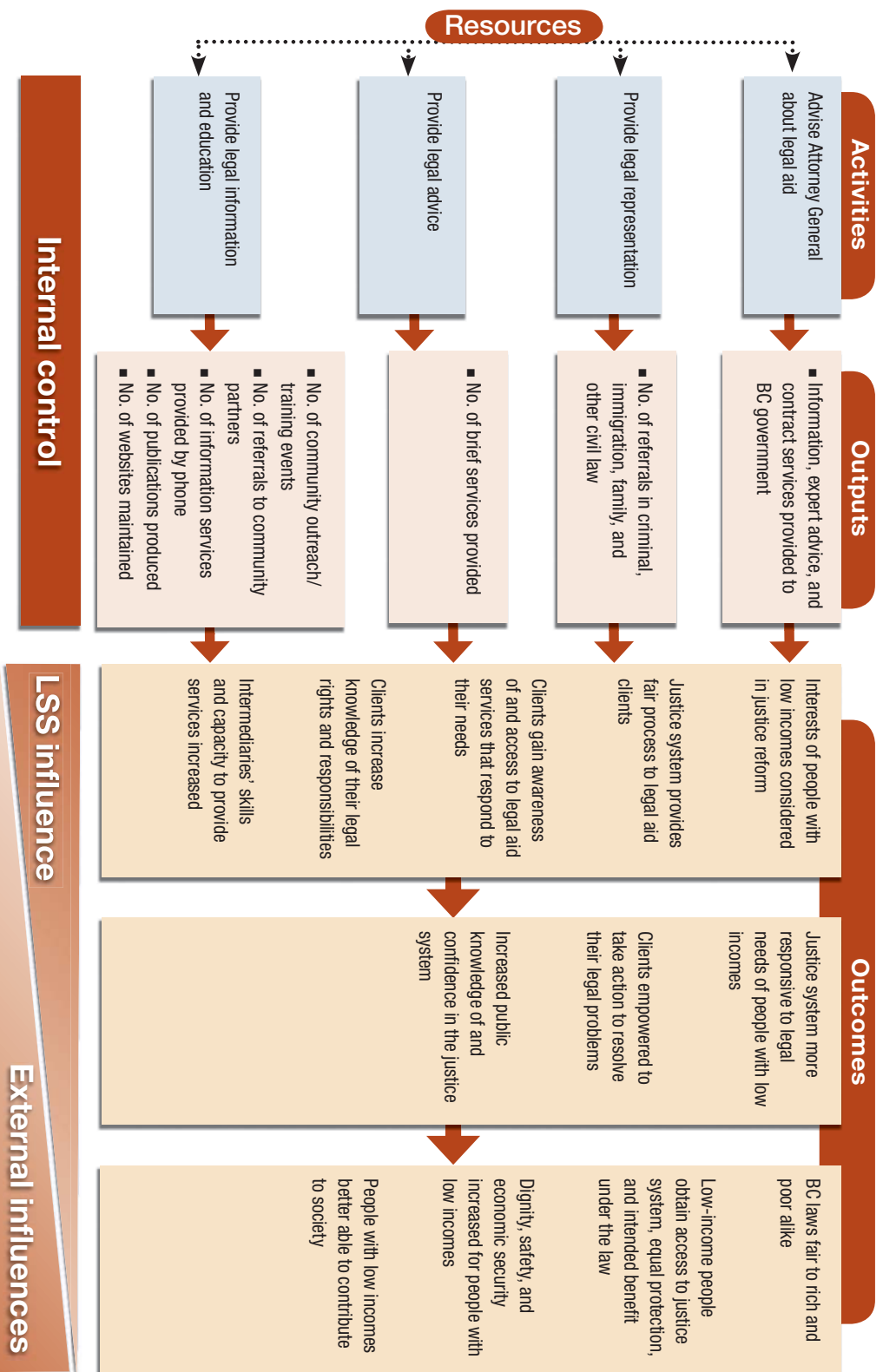
LSS summary financial outlook 2006–2010 (*in millions*)

	2005/06	2006/07	2007/08*	2008/09*	2009/10*
	Actual	Latest forecast	Budget	Forecast	Forecast
Revenue					
Government of BC grant	\$ 62.0	\$ 62.4	\$ 63.4	\$ 63.7	\$ 64.1
Federal Investment Fund (includes large federal cases)	2.9	3.3	3.3	3.3	3.3
Law Foundation	3.7	3.7	3.7	3.7	3.7
Notary Foundation	1.2	2.2	1.5	1.5	1.5
Other	1.4	1.6	1.6	1.6	1.6
Total revenue	71.2	73.2	73.5	73.8	74.2
Expenses					
Tariff	46.5	51.1	53.3	54.0	54.2
Client liaison	7.6	8.4	8.4	8.7	8.6
Public legal education and information	1.9	1.9	1.7	1.6	1.7
Federal Investment Fund initiatives	1.4	2.2	3.3	3.3	3.3
Other	9.3	7.6	7.7	7.7	7.9
Total expenses	66.7	71.2	74.4	75.3	75.7
Net income (deficit)	\$ 4.5	\$ 2.0	\$ (0.9)	\$ (1.5)	\$ (1.5)
Horizon initiatives	—	—	\$ (1.9)	\$ (1.5)	\$ (1.4)
Total (deficit plus horizon initiatives)	—	—	\$ (2.8)	\$ (3.0)	\$ (2.9)
Full-time equivalents	179.9	192.1	192.1	192.1	192.1

Note: The LSS board has directed that the unrestricted accumulated surplus be reserved to address key risks and strategic priorities.
 *Government of BC funding for the years 2008/2009 and 2009/2010 is not yet confirmed.

Key assumptions	Forecast: risks and sensitivities
<ul style="list-style-type: none"> ■ Support from the Federal Investment Fund will be extended through 2007/2008, 2008/2009, and 2009/2010 in the amount of \$2.6 million per year. ■ No material change will occur in the number of cases prosecuted by the province. ■ No material changes will be made to the Memorandum of Understanding. ■ The cost of labour contract settlements will be funded by the province of BC. ■ No provision has been made for cost increases as a result of the changes to the Criminal Code by the Government of Canada. 	<ul style="list-style-type: none"> ■ Unanticipated increases in the volume or average cost of cases, including increases from the Federal Criminal Code changes. ■ Cancellation of support from the Federal Investment Fund. ■ The costs and/or timing of exceptional cases. ■ Changes in interest rates affecting the investment return and funding from the Notary Foundation. ■ Inflationary pressures. ■ 2008/2009 and 2009/2010 forecasts do not represent an accurate forecast of revenue and expenditures, as they are largely extrapolated from the 2007/2008 budget. The cost and scope of services are expected to change over a three-year period.

LSS Logic Model



The Legal Services Society is funded primarily by the provincial government. The society also receives grants from the Law Foundation and the Notary Foundation, and a contribution from the Department of Justice Canada (Legal Aid Renewal Fund).



Department of Justice
Canada

Ministère de la Justice
Canada

Map of Legal Aid Offices



KEY

- Regional centres
- ▲ Local agents
- Satellite offices



January 2007