

Legal Services Society

2008/2009 – 2010/2011

Service Plan



Legal
Services
Society

British Columbia
www.lss.bc.ca

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Thank you to the LSS staff and others who kindly allowed us to use their photographs in this plan. Two of the images of people are stock photos.

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“Legal aid renewal is about being mindful of what our clients want and need. It is about remembering that after their legal process is finished, they should return to their families and society better able to manage their day-to-day lives.”

*Geoffrey Cowper, QC
Chair, LSS Board of Directors*

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

January 31, 2008

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 2008/2009 – 2010/2011*. This plan constitutes the framework for moving forward with legal aid renewal, a strategic priority the society identified last year. Since January 2007, we have been meeting with stakeholders and developing ways to put this priority into action over the next three years.

Legal aid renewal is about being mindful of what our clients want and need. It is about remembering that after their legal process is finished, they should return to their families and society better able to manage their day-to-day lives. As you will see from the four new goals we have established to support legal aid renewal, and the related objectives and strategies outlined in this plan, there is much exciting work to be done. While many of the initiatives we envision encompass new ways of doing things, they also continue the society's focus on helping clients reach early, enduring, and valued solutions to their legal problems.

The work ahead will take place in the context of other BC justice reforms, and involves integrating legal aid with other social services. It also involves promoting a shift within the legal profession toward preventing disputes or resolving them quickly, with client involvement at every step. We will expand our existing performance measurement surveys to help us assess the impact of our new initiatives on clients and lawyers.

We expect that initiatives involving more integrated services will result in the kind of justice that benefits the broader community as well as our clients. Current research in Canada and the United Kingdom, for instance, strongly indicates that legal and social problems tend to cluster together. And it indicates that unresolved legal problems often arise from, or cause, other difficulties for clients — difficulties that, in turn, place added pressures on policing, welfare, health care, and other systems. An added bonus to a holistic approach, then, is that over the long term we expect integrating services will also mean savings for the justice system and public funds.

Other significant opportunities afforded by legal aid renewal include strengthened relationships between the society and our stakeholders and improvements that will encourage wider participation from BC's legal aid lawyers.

A key challenge we face is that what we do and where we do it will depend in large part upon available resources and the ability of other agencies to participate in programs that permit more

integrated services. As we said in our presentation at the government's Budget 2008 consultations, we believe an important step toward mitigating this risk would be for government to develop a way to fund complementary resources and social services across ministries.

The Legal Services Society (LSS or the society) is fortunate to have significant reserve funds we can use to pilot a number of key legal aid renewal projects. Looking ahead, once our reserve funds are depleted, we will need an increase in our ongoing core funding to continue successfully piloted services.

Amendments to the Legal Services Society Act this year broadened the society's mandate, while maintaining our focus on people with low incomes. In the context of those changes and our annual environmental scan, LSS updated its vision, mission, and values statements to guide us into the future. These revisions both clarify where we are headed and how we do our work, and continue our emphasis on innovation and collaboration.

LSS staff, management, and board members are dedicated to the values of making a positive difference, and leadership, respect, and service excellence. It is a great pleasure for us to work with the many local agents, private lawyers, and community and justice system service providers to create new and valuable programs for our clients. We look forward to continued collaborations with our many partners in the justice system who are committed to making access to efficient, fair, and affordable justice a reality for all British Columbians.

This service plan was prepared under the direction of the LSS board in accordance with the Budget Transparency and Accountability Act and the BC Reporting Principles. The plan is consistent with the BC government's strategic priorities. The board is accountable for the contents of the plan, including the selection of performance measures and targets. All significant assumptions, policy decisions, and identified risks, as of January 31, 2008, have been considered in preparing the plan. The performance measures presented are consistent with the society's mandate and goals, and focus on aspects critical to the society's performance. The performance targets in this plan were determined based on an assessment of the LSS operating environment, forecast conditions, risk assessment, and past performance.

We look forward to your continued support as we further our vision of creating a British Columbia where all people are able to find timely and lasting solutions to their legal issues.

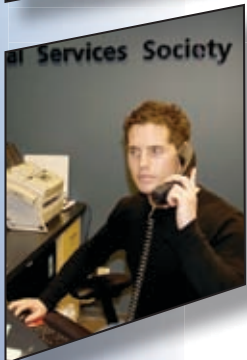
Yours truly,

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

Geoffrey Cowper, QC
Chair, LSS Board of Directors

Organization Overview

The Legal Services Society provides legal aid in British Columbia. Created by the Legal Services Society Act in 1979, LSS is a non-profit organization that remains independent of government. Its priority is to serve the interests of people with low incomes.



Core services

LSS offers a range of services that include legal representation, advice, information, and education. The society's innovative and collaborative approaches reflect the commitment to its values of making a positive difference, and leadership, respect, and service excellence.

LSS services are delivered in person by staff at regional centres and local agents across the province, and over the phone through the toll-free LSS Call Centre and LawLINE. Lawyers who accept LSS referrals provide most of the legal representation services. The society also contracts with lawyers and other organizations to deliver additional services such as duty counsel.

The society works to ensure that its services are accessible to all communities. For example, LSS provides the call centre for people who cannot apply for legal aid in person, as well as interpreters 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 variety of languages.

LSS provides legal representation for financially eligible people with serious family law, child protection, or criminal law problems. It is also available for people who face a refugee or deportation hearing, a Mental Health Review Panel or BC Review Board hearing, or who have a prison issue for which the Charter of Rights and Freedoms establishes a right to counsel.

Legal advice is available through criminal, family, and immigration duty counsel in courthouses across BC, LawLINE, and the Brydges telephone line for people who have been or may be arrested. LSS also provides family advice lawyers at various locations. Most LSS advice services are also subject to a financial eligibility test.

People who do not qualify for legal representation or advice can still get legal information. The society provides a range of information services including publications, websites, public access computers, legal information outreach workers, and LawLINE. LSS offers training conferences and support for community advocates who work with LSS clients. LSS also collaborates with community and government agencies to ensure people with low incomes have access to the other services they need to solve their legal issues.

For more information about legal aid services and eligibility criteria, visit the LSS website at www.lss.bc.ca. For a detailed profile of LSS, see “Legal aid facts” on the website under “Media.”

LSS mandate

In May 2007, the BC legislature revised the LSS Act to broaden the society’s mandate while ensuring that people with low incomes remain the society’s priority. Under section 9 of the revised act, the society’s mandate is to:

- help people solve their legal problems and to facilitate access to justice,
- establish and administer an effective and efficient system for providing legal aid to people in BC, and
- provide advice to the Attorney General about legal aid and access to justice for people in BC.

Section 9 also states that the society is to:

- give priority to identifying and assessing the legal needs of people with low incomes in BC,
- consider the perspectives of both justice system service providers and the general public,
- coordinate legal aid with other aspects of the justice system and community services, and
- be flexible and innovative in carrying out its mandate.



Governance

The society is governed by a nine-member board of directors. 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."

LSS adheres to the governance principles established by the Board Resourcing and Development Office (BRDO) and is in full compliance with BRDO guidelines.

Board of directors

Of the nine members of the board of 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 LSS 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 legal needs of people with low incomes.

As of January 31, 2008, the board members were:

- Geoffrey Cowper, QC (Vancouver, chair)
- Janice Comeau (Vancouver)
- David Crossin, QC (Vancouver)
- Leah George-Wilson (North Vancouver)
- Larry Goble (Victoria)
- Bruce Hardy (Surrey)
- John M. Hogg, QC (Kamloops)
- D. Mayland McKimm, QC (Victoria, vice chair)
- Richard Schwartz (Victoria)



Board governance

The governance framework of the board, rooted in the LSS Act, consists of policies and bylaws that reflect established best governance practices.

At their first meeting in each fiscal year, the directors of the board 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 board 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 specific powers excluded by resolution of the board. As of January 31, 2008, Executive Committee members were:

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

The board also establishes 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, 2008, members of this committee were:

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

Building relationships with key stakeholders in the justice system enriches the society's governance and enables LSS to accomplish its goals. The **Stakeholder Engagement Committee** recommends ways to strengthen these relationships. As of January 31, 2008, members of this committee were:

- D. Mayland McKimm, QC (chair)
- Leah George-Wilson
- Richard Schwartz

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

Senior management

The board of directors appoints an executive director to administer the business of the society. The executive director chairs the society's Executive Management Committee (EMC), a committee of the executive director and the directors of the four internal LSS divisions. EMC provides LSS with overall strategic direction, policy, and planning.

EMC also makes final decisions on strategic and operational issues brought forward by the two LSS advisory committees. The Operations and Infrastructure Committee advises EMC on interdivisional issues, management initiatives, and operational support issues. The Policy and Planning Committee advises EMC on interdivisional policy and planning issues, strategic and service planning, capacity management, and policies for coverage, eligibility, and tariffs.



LSS directors

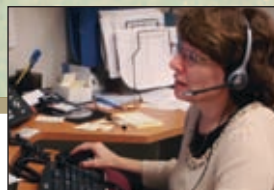
(at January 31, 2008)

Mark Benton, QC, Executive Director
Harold V. J. Clark, Strategic Planning,
Policy, and Human Resources
Heidi Mason, Public Legal Information and
Applications
Catherine McNeil, Finance and Corporate
Services
Edward Tanaka, Legal Advice and
Representation

LSS senior managers

(at January 31, 2008)

Joel Chamaschuk, Information Technology
Margaret Currie, Audit and Investigation
Corinne de Bruin, Policy
Thomas Fink, Strategic Planning
Noreen Finnerty, Human Resources and
Organizational Development
David Griffiths, Criminal Law
Kyong-ae Kim, Civil Law
Sherry MacLennan, Applications and
Eligibility
Thomas Quine, Electronic Access and
Operational Support
Sandy Shreve, Communications
John Simpson, Public Information and
Community Liaison
Janice Staryk, Operations, Legal Advice
and Representation
Eugene Wandell, Finance and
Administration





Strategic Context

LSS Service Plan 2008/2009 – 2010/2011 represents a framework for accomplishing legal aid renewal, which was identified by the LSS board in 2006 as a strategic priority for the society. In 2007, LSS initiated the process by holding discussions with board, management, staff, and community members on the priorities for legal aid renewal, the future direction of legal aid in BC, and the society's vision, mission, and values.

Integrated approach

The legal aid renewal process highlighted the importance of client engagement in achieving timely and lasting solutions to their legal problems — which LSS has identified as the ultimate client outcome. It also equally identified the need for LSS to support clients' efforts to address their co-existing non-legal issues (such as addiction, mental health, or poverty). To help achieve these results, LSS intends to explore an “integrated approach” to providing legal aid services that will enable clients to participate in resolving their legal problems and to access services that address their related non-legal needs.

The society has now revised its vision, mission, and values statements, and set new goals and objectives, and the strategies for carrying them out.

Vision, mission, values

LSS has new vision, mission, and values statements to guide its work as it begins to implement legal aid renewal. The new statements are presented below.

LSS vision

Our vision is a British Columbia where all people are able to find timely and lasting solutions to their legal issues.

LSS mission

Our mission is to provide innovative and collaborative legal aid services that enable people with low incomes to effectively address their issues within the justice system.

LSS values

Making a positive difference: We work with clients to help them find solutions to their legal issues and prevent future issues. We strive to ensure people with low incomes get equal access to and the intended benefits from the law.

Leadership: We seek to understand our clients' needs and collaborate with our community and justice system partners to develop innovative services to respond to those needs. We strive to ensure that all staff understand the society's vision and values, and support each other to achieve our mission.

Respect: We recognize diverse cultures, needs, and perspectives. We act with compassion, tolerance, and integrity in our relationships with our clients, community and justice system partners, and co-workers.



Service excellence: We engage stakeholders in the design of our services and evaluate our services to ensure that our clients are achieving the best possible outcomes. We recognize that the work of all LSS staff and partners contributes to service excellence.




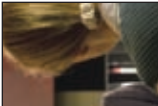








Key Strategic Issues

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. The following tables outline the primary strategic issues that were identified for 2008/2009 – 2010/2011,

an assessment of the risks and opportunities these issues represent, and the society's intended responses. The goals referenced in the tables below appear in the next section, "Goals, Objectives, Strategies, and Measures."

Issue		Risk		Risk likelihood magnitude		Opportunity		LSS response	
Capacity									
<ul style="list-style-type: none">Dedicated, talented, and experienced staff and management have established the society as an effective service organization. However, BC's buoyant economy is creating labour shortages. With limited control over salaries, LSS is facing challenges in recruiting and retaining skilled and experienced staff in key job areas.	<ul style="list-style-type: none">In the competitive job market, LSS could face greater staff turnover, increased workload for remaining employees, and rising contracting costs to fill critical positions. With declining capacity, the society could be unable to undertake projects, to complete them on schedule, or to enhance programs, undermining the quality and quantity of client services.	High	<div></div>	High		<ul style="list-style-type: none">Committed and capable staff can build on the society's good reputation and strong community relationships to improve services for people with low incomes.	<ul style="list-style-type: none">LSS is introducing new initiatives to address staff recruitment and retention, employee engagement, and workload management and succession (Goal 4).		
Justice system changes									
<ul style="list-style-type: none">Legislative and policy changes and government-initiated projects demand significant LSS staff and financial resources.	<ul style="list-style-type: none">Devoting increasing resources to respond to changes in the justice system may limit the society's flexibility and capacity to provide innovative services for people with low incomes.	High	<div></div>	Medium		<ul style="list-style-type: none">LSS can strengthen its relationships with key stakeholders and represent the interests of people with low incomes in justice reform.	<ul style="list-style-type: none">LSS is working with its justice system partners to ensure new collaborative projects are designed to help people with low incomes achieve timely and lasting solutions to their legal issues (Goals 1, 2, and 3).Strategies to enhance the society's resource and project management will increase its capacity to respond effectively to new opportunities and challenges (Goal 4).		

Issue		Risk		Risk likelihood magnitude		Opportunity	LSS response
Fiscal circumstances							
<ul style="list-style-type: none">• Sound fiscal planning is necessary to support requests for additional funding.• To the extent that key initiatives are supported through reserve funds, ongoing funding will have to be secured once the reserve is depleted.	<ul style="list-style-type: none">• The society could be unsuccessful in attracting new funding if it does not demonstrate exemplary fiscal planning and program execution.• Without permanent funding, successful projects cannot be developed into permanent programs. Reliance on year-to-year funding to deliver essential client services impedes strategic planning and generates uncertainty among clients, intermediaries, and staff that can reduce program effectiveness.	Medium 	High 			<ul style="list-style-type: none">• LSS can use the reserve fund to introduce key initiatives, including legal aid renewal projects.	<ul style="list-style-type: none">• LSS is taking steps to increase its ability to plan effectively, expend resources efficiently, and report results accurately for guiding management decisions (Goal 4).• LSS will use reserve funds to implement legal aid renewal initiatives (Goals 1, 2, and 3).
Lawyer recruitment and retention							
<ul style="list-style-type: none">• Over the past two years, LSS has increased tariff rates and changed tariff structures to help attract lawyers to provide legal aid services. However, the strong BC economy generates opportunities for BC lawyers that compete with legal aid work.• LSS is introducing tariff and service changes intended to help clients participate in the legal process and address their related non-legal needs. However, lawyers may not recognize the benefits for clients of this approach or be comfortable with the skills it requires.	<ul style="list-style-type: none">• A tariff system that does not evolve in response to changes in the economy and legal best practices may not attract or retain lawyers to take legal aid cases. This threatens the society's ability to provide the services that are necessary to ensure access to justice for clients.• Some lawyers who currently take legal aid cases may be less willing to take referrals for alternative dispute resolution or referrals that necessitate taking a role in helping clients address non-legal issues. The society's shift toward an integrated approach may also undermine interest in legal aid work by lawyers who do not value these alternative practices.	Medium 	Medium to High 			<ul style="list-style-type: none">• Thriving law firms could be encouraged to take legal aid referrals as a way to give back to the community.• LSS has the opportunity to build support among its justice system partners for reforms that will lead to better outcomes for people with low incomes.	<ul style="list-style-type: none">• The society plans to introduce innovative measures to recruit and retain tariff lawyers and is continuing to review and enhance the tariff (Goal 4).• LSS will use reserve funds to implement legal aid renewal initiatives (Goals 1, 2, and 3).

Issue		Risk		Risk likelihood		Risk magnitude		Opportunity	LSS response
Integrated approach									
<ul style="list-style-type: none">As part of legal aid renewal, LSS is piloting projects to enable tariff lawyers and other service providers to work together to help clients address their legal needs in a broad social context.	<ul style="list-style-type: none">Health and social service agencies (for example, drug addiction recovery facilities) could have insufficient resources to provide services to LSS clients when and where needed.See also the second risk under "Lawyer recruitment and retention" on page 9.	<div>Medium to high</div> <div><div></div></div>	<div>Medium</div> <div><div></div></div>	<div></div>	<ul style="list-style-type: none">Helping clients find early and lasting solutions to their legal and related non-legal issues could help them prevent future issues, thereby reducing the burden on the justice system and health/social services.	<ul style="list-style-type: none">LSS is continuing its campaign to raise public and stakeholder awareness of legal aid services and the need for sustainable funding for legal aid and health/social services (Goals 1 and 4).LSS is developing strategies for generating support for a new integrated approach, and for coordinating with partner agencies (Goals 1, 2, and 3).			
Public awareness and support									
<ul style="list-style-type: none">81% of BC residents surveyed by LSS in late 2006 said they knew little or nothing about legal aid services in BC, although 93% said they support having such services.	<ul style="list-style-type: none">A general lack of public awareness suggests that potential clients could also be unaware of legal aid and not access needed services.A lack of awareness of legal aid and justice issues on the part of government officials, as well as the general public, could reduce the society's access to public funding and its ability to promote justice system reform.	<div>Medium</div> <div><div></div></div>	<div>Medium to high</div> <div><div></div></div>	<div></div>	<ul style="list-style-type: none">Strong public support for legal aid (and justice reform) represents an opportunity for LSS to pursue legal aid renewal.	<ul style="list-style-type: none">LSS is working to build awareness of its services among potential clients and the public through communications and outreach, and by collaborating with community agencies (Goal 1).The society also has strategies in place to stabilize its resources and strengthen support among elected and public officials and other community leaders (Goal 4).			

Goals, Objectives, Strategies, and Measures

1

The four new goals and supporting objectives and strategies outlined in this service plan are designed to put legal aid renewal into action and, ultimately, to help LSS clients achieve timely and lasting resolutions to their issues.

2

These goals, objectives, and strategies completely replace those from the 2007/2008 – 2009/2010 service plan (see page 18). However, this new plan builds on the innovative and collaborative legal aid services that LSS has developed since 2002. The revised logic model that supports this plan is found on page 20.

3

Performance management system

LSS will continue to assess its performance by surveying stakeholder groups, including clients, tariff lawyers, the public, and LSS employees. Society staff help develop the survey questions and methodology, and independent research organizations carry out the data collection and analysis. To measure its budget to actual expenditure variance, LSS uses internal auditing and controls.

To measure its performance on the new plan, LSS will add questions to future client, lawyer, and public surveys. The additional performance measures are shown in the sidebar above.

4

New performance measures for 2008/2009 – 2010/2011

Percent of clients satisfied with the degree to which LSS services increased their ability to be informed participants in solving their legal issues (Goal 2).

Percent of clients who say LSS informed them about services to address their non-legal issues (Goal 3).

Percent of lawyers satisfied with LSS support for increasing their ability to engage clients in solving their legal issues (Goal 2).

Percent of lawyers who say they are willing to take alternative dispute resolution referrals (Goal 2).

Percent of lawyers satisfied with LSS support for increasing their ability to help clients address their non-legal issues (Goal 3).

Percent of lawyers who support the integrated approach to providing legal aid services (Goal 3).

Number of new lawyers taking legal aid cases (Goal 4).

GOAL 1

2

3

4

People with low incomes who have legal issues use LSS services.

Objectives

- 1.1 People with low incomes know about LSS services.
- 1.2 LSS services are available where and when people with low incomes need them.
- 1.3 LSS services are proportionate and appropriate to the legal needs of people with low incomes.
- 1.4 Intermediaries are aware of LSS services and refer people with low incomes to them.

Strategies					
1.1	Increase use of LSS services by building public awareness through advertising and other promotional and outreach activities.				
1.2	Collaborate with other agencies to house legal aid application, information, advice, and referral services in locations accessible to people with low incomes.				
1.3	Review coverage and financial eligibility rules regularly to ensure people with low incomes have access to needed services.				
1.4	Pilot new projects for Aboriginal clients while also making current LSS programs more culturally appropriate for them.				
1.5	Use technology and multiple media to create services that are accessible and culturally appropriate for diverse client groups across BC.				
1.6	Consult with client groups and intermediaries in the design and delivery of LSS services.				
Performance measures	Actual	Target	Targets		
	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
1.1 Percent of clients satisfied with the accessibility of LSS services (tri-annual survey)	N/A	Baseline: 66%	N/A	N/A	70%
1.2 Percent of clients satisfied with the helpfulness of LSS services (tri-annual survey)	N/A	Baseline: 65%	N/A	N/A	69%

People with low incomes participate in solving and avoiding legal issues.

Objectives

- 2.1 People with low incomes are better informed about their legal rights and responsibilities.
- 2.2 People with low incomes have increased skills to navigate the justice system to solve their legal issues.
- 2.3 Lawyers and intermediaries have increased ability to help clients participate in solving their legal issues.
- 2.4 Clients, lawyers, and others in the broader justice system have increased support for alternative dispute resolution mechanisms and an integrated approach to providing legal aid services.

Strategies					
2.1 Integrate application and information services to ensure clients receive basic information about legal aid services and their rights early in the process.					
2.2 Pilot training programs to help clients build the skills necessary to participate in solving their legal issues.					
2.3 Provide access to resources for lawyers and intermediaries to help them engage clients in solving their legal issues.					
2.4 Provide access to resources for lawyers and intermediaries about alternative dispute resolution mechanisms and their benefits for clients.					
Performance measures	Actual	Target	Targets		
	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
2.1 Percent of clients satisfied with the degree to which LSS services increased their ability to be informed participants in solving their legal issues (tri-annual survey)	N/A	N/A	N/A	N/A	Baseline set
2.2 Percent of lawyers satisfied with LSS support for increasing their ability to engage clients in solving their legal issues (tri-annual survey)	N/A	N/A	N/A	Baseline set	N/A
2.3 Percent of lawyers who say they are willing to take alternative dispute resolution referrals (tri-annual survey)	N/A	N/A	N/A	Baseline set	N/A

People with low incomes get help with non-legal issues so they can solve and avoid legal issues.

Objectives

- 3.1 People with low incomes are better able to identify and seek help for their related non-legal issues.
- 3.2 Lawyers and intermediaries have increased ability to help people with low incomes identify and seek help for their related non-legal issues.
- 3.3 LSS collaborates with its justice system and health/social service partners to provide an integrated approach for helping people with low incomes achieve lasting solutions to their legal issues.

Strategies					
3.1 Partner, co-locate, and coordinate with other service providers to increase clients' access to services for their related issues, and to identify best practices in integrating services.					
3.2 Provide access to resources to lawyers and intermediaries to increase their knowledge of poverty, health, and other related issues, and the resources available to clients.					
3.3 Expand services to address clients' related legal issues.					
3.4 Communicate the value of the integrated approach to lawyers, intermediaries, the public, and justice system partners.					
Performance measures	Actual	Target	Targets		
	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
3.1 Percent of clients who say LSS informed them about services to address their non-legal issues (tri-annual survey)	N/A	N/A	N/A	N/A	Baseline set
3.2 Percent of lawyers satisfied with LSS support for increasing their ability to help clients address their non-legal issues (tri-annual survey)	N/A	N/A	N/A	Baseline set	N/A
3.3 Percent of lawyers who support the integrated approach to providing legal aid services (tri-annual survey)	N/A	N/A	N/A	Baseline set	N/A

LSS manages resources soundly to ensure clients have access to quality legal aid services that are proportionate to their needs.

Objectives

- 4.1 Diverse, qualified, and competent staff are hired, valued, and retained.
- 4.2 LSS has a sufficient supply of qualified and committed lawyers to provide legal aid services to people with low incomes.
- 4.3 Departments enhance communication and planning to manage resources effectively.
- 4.4 Technology is used to streamline practices and provide innovative services.
- 4.5 LSS funds are allocated to achieve intended goals, and expenditures are tracked and reported.
- 4.6 LSS maintains the trust and support of its justice system partners, community leaders, and the public.

Strategies					
4.1 Enhance staff recruitment, retention, and succession programs.					
4.2 Implement capacity management initiatives to address staff workload and to improve resource allocations.					
4.3 Implement a lawyer recruitment strategy that includes a focus on articling students, new lawyers, and lawyers in remote locations.					
4.4 Implement a regular assessment process for tariffs to ensure rates and structures are aligned with lawyers' needs and desired client outcomes.					
4.5 Enhance the quality of lawyer services to clients.					
4.6 Develop and implement an internal review plan.					
4.7 Improve accuracy of financial forecasts and reports through management training and an enhanced financial system.					
4.8 Build public and political support for legal aid services.					
Performance measures	Actual	Target	Targets		
	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011
4.1 Overall employee engagement score (tri-annual survey)	N/A	77%	N/A	N/A	TBD
4.2 Percent of lawyers satisfied with the overall support provided by LSS (tri-annual survey)	75%	N/A	N/A	84%	N/A
4.3 Number of new lawyers taking legal aid cases (annual measure)	N/A	Baseline set	>Baseline	>Baseline	>Baseline
4.4 Budget to actual expenditure variance (annual measure)	1.2%	1.5%	1.5%	1.5%	1.5%
4.5 Percent of the public who support the provision of legal aid services (annual survey)	93%	>90%	>90%	>90%	>90%



Financial Outlook

LSS summary financial outlook 2007 – 2011 (in millions)

	2006/07	2007/08	2008/09 ¹	2009/10 ¹	2010/11 ¹
	Actual	Latest forecast	Budget	Forecast	Forecast
Revenue					
Government of BC grant	65.7	66.1	67.5	67.8	67.8
Law Foundation	4.2	3.7	4.0	4.0	4.0
Notary Foundation	2.7	2.0	2.3	2.3	2.3
Other	1.8	1.9	2.4	2.4	2.4
Total revenue	74.4	73.7	76.2	76.5	76.5
Expenses					
Tariff	53.9	54.6	56.7	57.3	57.4
Client liaison	6.5	6.4	7.4	7.7	7.7
Public legal education and information	1.7	1.7	1.9	2.0	2.0
Board-directed strategic issues	1.7	2.0	4.6	3.7	0.7
Other	8.5	9.4	8.6	8.7	8.7
Total expenses	72.3	74.1	79.2	79.4	76.5
Net income (deficit) authorized by government²	2.1	(0.4)	(3.0)	(2.9)	—
Additional budget authorization to be requested³				(1.7)	(5.3)
	2.1	(0.4)	(3.0)	(4.6)	(5.3)
Accumulated surplus	15.0	14.6	11.6	7.0	1.7
Debt	0.0	0.0	0.0	0.0	0.0
Full-time equivalents	179.7	211.8⁴	211.8⁴	211.8⁴	211.8⁴
<p>Note: On December 15, 2006, the board of directors restricted \$11.0 million for board-directed strategic issues. These funds are not available for other purposes without approval by the board of directors.</p> <p>¹ Government of BC funding and LSS expenditures for the years 2008/09 through 2010/11 is not yet confirmed.</p> <p>² The LSS Act authorizes the society to incur total expenditures and liabilities in a given fiscal year of up to, but not exceeding, its total revenue for that year and accumulated surplus from previous years.</p> <p>³ LSS will request additional budget authorization for years 2009/10 and 2010/11.</p> <p>⁴ Includes 31.8 term positions.</p>					

Key assumptions
Funding transferred from the federal government to the province to replace the Federal Investment Fund will be provided to LSS in the amount of \$2.6 million per year.
No material change will occur in the number of cases prosecuted.
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 resulting from the changes to the Criminal Code by the federal government.

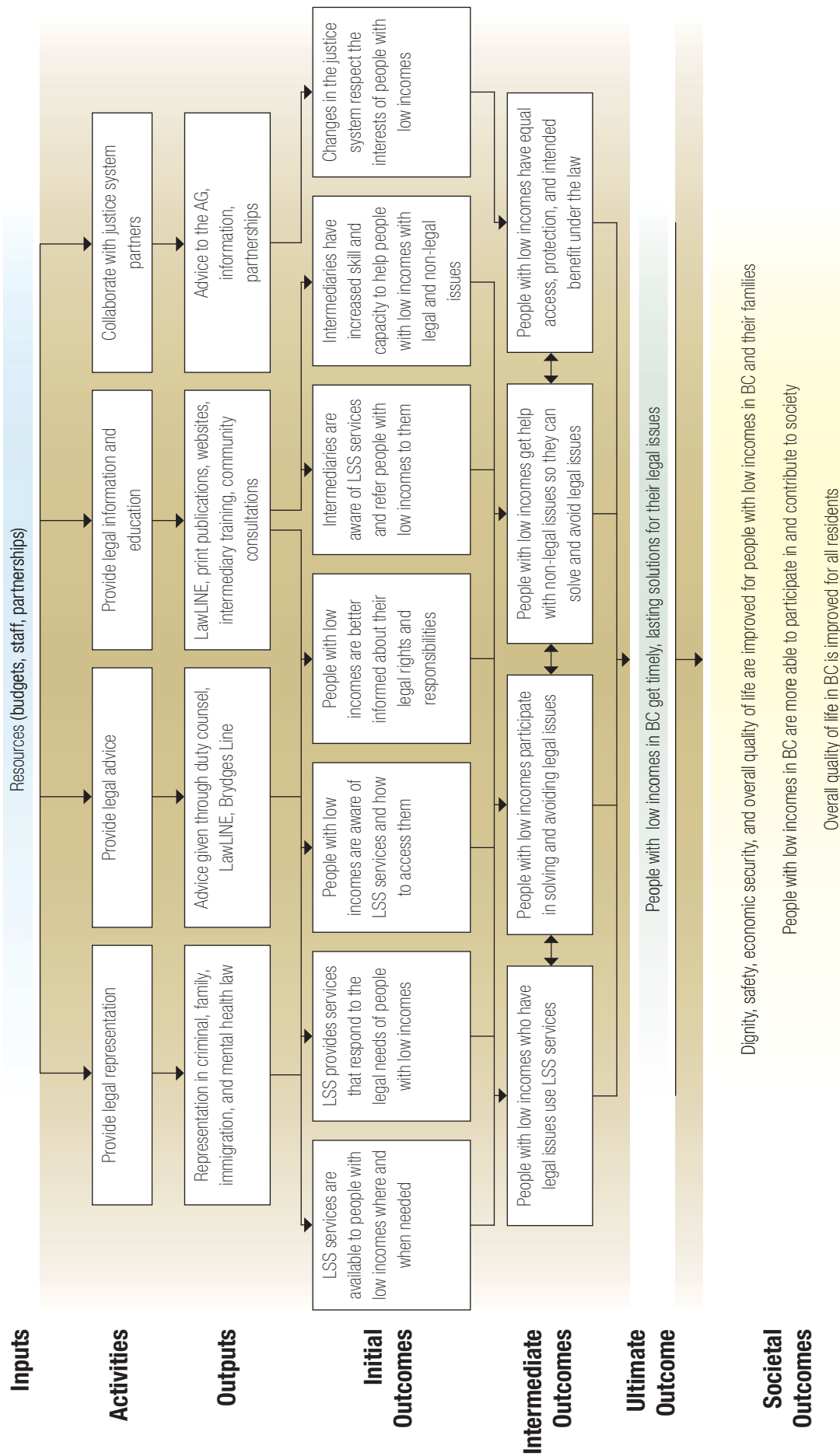
Risk/sensitivities
Unanticipated increases in the volume or average cost of cases, including increases from the federal Criminal Code changes.
Loss of revenue from cancellation of the Federal Investment Fund.
The costs and/or timing of exceptional cases.
Changes in interest rates affecting the investment return and funding from the Notary Foundation.
2009/10 and 2010/11 figures do not represent an accurate forecast of revenue and expenditures as they are largely extrapolated from the 2008/09 budget. The cost and scope of services are expected to change over a three-year period.

Appendix 1: Summary of Previous LSS Service Plan 2007/2008 – 2009/2010

Goals	Objectives	Strategies	Measures
1. There is broad-based support for legal aid.	<ul style="list-style-type: none"> • Ensure that public perceptions of legal aid are positive. • Create a favourable environment for funding LSS. 	<ul style="list-style-type: none"> • 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. 	Overall public approval rating for LSS services.
2. People with low incomes can access appropriate and effective legal information and application services.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Review the current service delivery model for public legal education and information to assess efficiency and effectiveness. • Integrate legal application and information 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. 	Client satisfaction with the accessibility and effectiveness of LSS services.
3. Low-income clients receive quality legal advice and representation services that are proportionate to their needs.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<p>Client satisfaction with LSS advice and representation services.</p> <p>Tariff lawyer satisfaction with support provided by LSS.</p>

Goals	Objectives	Strategies	Measures
4. Strategic and sustainable management of staff capacity and LSS services to meet the legal needs of people with low incomes.	<ul style="list-style-type: none"> Facilitate ongoing resource capacity management. Develop a process for implementing legal aid renewal in BC. 	<ul style="list-style-type: none"> 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. 	Overall LSS employee engagement score.
5. Effective management of LSS expenditures.	<ul style="list-style-type: none"> Strengthen policy compliance. Use technology to streamline processes and provide innovative services. Improve financial forecasting. Improve quality of tariff services. 	<ul style="list-style-type: none"> Implement an information technology strategy to address long-term IT requirements. Implement an 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. Define, develop, and implement a collections program. 	Budget to actual expenditure variance.

Appendix 2: LSS Logic Model



LSS offices

Abbotsford(604) 852-2141
Campbell River.....(250) 287-9521
Chilliwack.....(604) 793-7243
Courtenay(250) 897-1400
Cranbrook.....(250) 426-4066
Dawson Creek.....(250) 782-7366
Duncan(250) 753-4396
Fort St. James(250) 996-6999
or (call no charge) 1-866-614-6999
Fort St. John.....(250) 785-8089
Hazelton(250) 842-5218
or (call no charge) 1-877-842-5218
Kamloops(250) 314-1900
Kelowna.....(250) 763-8613
Nanaimo(250) 753-4396
Nelson..... (call no charge) 1-877-426-4066
North Vancouver.....(604) 980-7000

Penticton(250) 493-7164
Port Alberni.....(250) 724-5137
or (call no charge) 1-866-724-0111
Port Coquitlam(604) 585-6595
Prince George(250) 564-9717
Prince Rupert(250) 624-7701
Quesnel(250) 992-8387
Richmond(604) 273-9311
Salmon Arm.....(250) 545-3666
Surrey.....(604) 585-6595
Terrace.....(250) 635-2133
or (call no charge) 1-800-787-2511
Vancouver.....(604) 601-6206
Vernon(250) 545-3666
Victoria.....(250) 388-4516
Williams Lake(250) 398-7359

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