



UPDATE — September 2009

Service Plan

Legal Services Society 2009/2010 – 2011/2012



Legal
Services
Society

British Columbia
www.lss.bc.ca

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Writer: Kathryn Spracklin

Editors: Winnifred Assmann, Jay Istvanffy

Designer: Gillian Boyd

Project owner: Harold V. J. Clark, CHRP


The *Service Plan 2009/2010 – 2011/2012* is a publication of the Legal Services Society (LSS). LSS is a non-government organization that provides legal aid to British Columbians. LSS is funded primarily by the provincial government, and also receives grants from the Law Foundation and the Notary Foundation.

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

The *LSS Service Plan 2009/2010 – 2011/2012* is also available in PDF on the LSS website at www.lss.bc.ca.

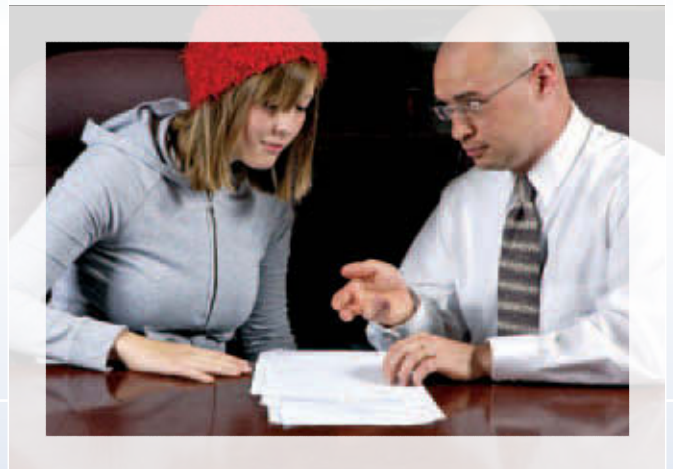
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“ In times of economic hardship, it is particularly important that people have access to reliable information and advice so they can effectively address their legal problems and get on with their lives. ”

D. Mayland McKimm, QC, Chair, LSS Board of Directors



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

July 31, 2009

The Honourable Michael de Jong
Attorney General
Province of British Columbia

Dear Mr. Attorney:

On behalf of the board of directors and employees of the Legal Services Society (LSS), I am pleased to present you with our revised service plan for 2009/2010 – 2011/2012. This plan was prepared under the board's direction 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 and fiscal plan. 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 July 31, 2009, 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 LSS's budget, operating environment, forecast conditions, risk assessment, and past performance.

Our role, as set out in the Legal Services Society Act, is to assist individuals with resolving their legal problems and facilitate their access to justice; to establish and administer an effective and efficient legal aid program; and to provide the Attorney General with advice regarding legal aid and access to justice.

The Legal Services Society has earned an international reputation for developing cost-effective, prudently managed programs that help people with low incomes find timely and lasting solutions to their legal problems, often without going to court. Our work also facilitates the efficient operation of the justice system by reducing the number of unprepared or unrepresented litigants in court and by helping them to resolve matters early.

In the past fiscal year, the Legal Services Society implemented several measures to respond to a sharp increase in demand for legal aid services concurrent with a significant decline in our non-government revenues.

First, the board of directors authorized the use of \$3.4 million from the society's non-government funds — money that was intended for new legal aid projects — to

ensure the society was able to continue providing emergency family services, immigration services, family duty counsel, and criminal duty counsel.

Second, the board instructed LSS to prepare a budget that brings services and costs closer in line with government funding to avoid a deficit in 2010/2011. As a result, at the end of 2008/2009, LSS reduced or eliminated some criminal, family, and immigration services; reduced tariffs paid to private lawyers; and laid off 16 percent of its workforce. These reductions in service will have an impact on clients and their ability to access the justice system and on LSS's ability to effectively support the efficient operation of the justice system.

Finally, the society introduced changes to existing administrative systems to enhance financial forecasting, better track expenditures, and improve data reporting.

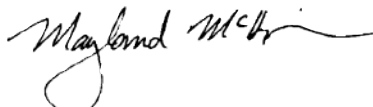
In 2009/2010, the Legal Services Society's primary focus will be on prudent fiscal management to ensure its programs and services deliver cost-effective legal aid. This includes developing plans for a new access and service delivery model and implementing a simplified tariff. The society will also be using a substantial portion of its non-government revenue and accumulated surplus funds to sustain services.

In addition, LSS will be evaluating a pilot project with duty counsel in Kelowna that is designed to fill a gap in criminal representation created by the recent reduction in services. Also planned is a new, street-level legal aid office within a BC Housing building in New Westminster.

LSS expects the demand for legal aid to continue to grow in 2009/2010, particularly in light of the current economic situation. The financial downturn also means lower revenues from two of our funders, the Notary Foundation and the Law Foundation, and reduced interest-based income from LSS's own investments.

While there is no doubt that LSS is facing a difficult time, our board and organization are exceptionally well-equipped to deal with these challenges. LSS staff, management, and board members are dedicated to the values of leadership, respect, service excellence, and making a positive difference. We look forward to continued collaboration with the Attorney General and our other justice system partners who are committed to making access to efficient, fair, and affordable justice a reality for all British Columbians.

Yours truly,

A handwritten signature in black ink, appearing to read 'Mayland McKimm', with a stylized flourish at the end.

D. Mayland McKimm, 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. Our 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 our commitment to our 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 our 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. We also pay for interpreters for clients working with legal aid lawyers and produce 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. Legal representation 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. We provide 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. We also collaborate 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

Under section 9 of the current LSS 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

The governance framework of the board consists of policies and bylaws that reflect established governance best practices.

Of the nine board members:

- 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.

At their first meeting in each fiscal year, the directors of the board elect a board chair and an Executive Committee. Headed by the board chair and consisting of at least two other board directors, the Executive 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.

The board also establishes two board committees to help it carry out its responsibilities:

- the Finance Committee, which makes recommendations on the society's finances, funding, and fiscal allocations, and
- the Stakeholder Engagement Committee, which recommends ways to strengthen the society's relationships with key stakeholders in the justice system.



| LSS Board of Directors (at July 31, 2009) | |
|---|---|
| Board members | Board committees |
| D. Mayland McKimm, QC, Chair (Vancouver) | Executive Committee, Chair |
| Janice Comeau (Vancouver) | Finance Committee, Chair |
| Geoffrey Cowper, QC, Past Chair (Vancouver) | Board member |
| David Crossin, QC (Vancouver) | Vice Chair, Executive Committee |
| Larry Goble (Victoria) | Responsibility for board governance, Stakeholder Engagement Committee |
| Bruce Hardy (Surrey) | Finance Committee |
| Deanna Ludowicz (Grand Forks) | Executive Committee, Finance Committee |
| Todd Ormiston (Victoria) | Stakeholder Engagement Committee, Chair |
| Richard Schwartz (Victoria) | Executive Committee, Stakeholder Engagement Committee |

The chair, in consultation with the society's executive director, appoints the committee members, unless the board directs otherwise. 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), which is made up of 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 Operations, Planning, and Policy Committee. This management committee advises EMC on interdivisional policy and planning, strategic and service planning, management initiatives, operational support issues, and policies for coverage, eligibility, and tariffs.

LSS senior management (at July 31, 2009)

Directors

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

Senior managers

Joel Chamaschuk, Information Technology
 Margaret Currie, lawyer, Audit and Investigation
 Brad Daisley, lawyer, Communications and General Counsel
 Corinne de Bruin, Policy (Rochelle Appleby, lawyer, Acting)
 Noreen Finnerty, CHRP, Human Resources and Organizational Development (Christal Pendleton, CHRP, Acting)
 David Griffiths, lawyer, Legal Services
 Loraine Lundquist, Acting, Intake and Regional Centres
 John Simpson, lawyer, Community and Publishing Services
 Kathryn Spracklin, Acting, Strategic Planning
 Janice Saryk, Tariff Services
 Eugene Wandell, CMA, Finance and Administration

Strategic Context

As a result of the global economic downturn, LSS experienced dramatic changes in our operating environment during 2008/2009, marked by accelerating demands for service, rising service costs, and changing expectations of future income from all sources. The *LSS Service Plan 2009/2010 – 2011/2012* outlines our strategies for responding to this fiscal uncertainty while maintaining our commitment to legal aid renewal. The key strategic issues identified by LSS for the planning period are described on page 10.

Legal aid renewal means providing legal aid services that help clients achieve timely and lasting solutions to their legal problems. Central to legal aid renewal is clients' participation in finding solutions and integrating legal aid with services that help clients address the social, financial, and health issues that arise from or trigger legal problems.

Although LSS significantly reduced the scale of its legal aid renewal projects in 2008/2009, the society continues to work collaboratively with the Ministry of Attorney General and other partners on projects that help advance our legal aid renewal goals, such as the Nanaimo Justice Access Centre and the Downtown Community Court in Vancouver (see Goal 2, page 17, and



Goal 3, page 18). The 2009/2010 – 2011/2012 plan sets out a reduced pace for implementation, recognizing that all service partners face rising client demands and fiscal challenges.

Capacity

Over the past several years, LSS has established or enhanced key processes to better manage organizational capacity. Project management and service and divisional planning have strengthened the society's capacity to undertake the strategies laid out in this plan, as well as to respond effectively to our changing environment. However, managing increasing demand with decreasing non-government revenue requires significant time, resources, and cross-departmental collaboration, and reduces our capacity to achieve our goals in future years. Further, implementing service and staff reductions diverts time and resources away from service provision and affects employee engagement. As for all organizations in challenging times, capacity remains an ongoing management issue.

Vision, mission, values

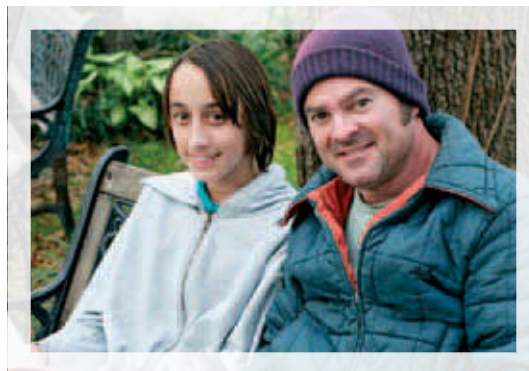
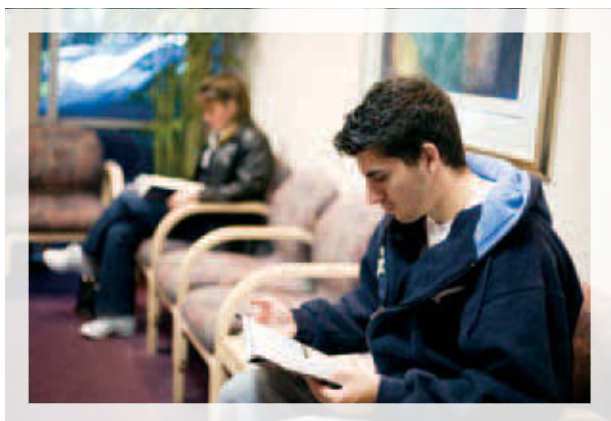
Our vision, mission, and values statements guide our work as we implement legal aid renewal.

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

The following tables outline the primary strategic issues identified for 2009/2010 – 2011/2012, 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, Strategies, Measures, and Targets.”

| Issue (in order of magnitude) | Risk statement | Risk likelihood | Risk consequence | Opportunity statement | LSS response |
|---|--|-----------------|------------------|--|--|
| Fiscal circumstances | | | | | |
| <p>LSS expects the economic downturn to continue suppressing the society’s revenue from key sources.</p> <p>Reserve funds and non-government revenue support both pilot projects and core services.</p> <p>Longer, more complex cases and tariff improvements to sustain lawyer supply contribute to higher case costs.</p> | <p>The society has insufficient revenue to meet current service demands, requiring LSS to reduce services and serve fewer clients.</p> | 5 | 5 | <p>LSS can make the best use of funds for clients by focusing on improving efficiency and effectiveness.</p> | <p>LSS has established processes to improve forecasting, expenditure tracking, and data reporting and analysis to guide LSS board and management decisions (Goal 4).</p> <p>We are evaluating tariff structures, core services, and initiatives to ensure they achieve intended outcomes within budget (Goals 1 and 4).</p> <p>In early 2009, LSS made staff and service cuts and reallocated reserve funds to sustain critical services and meet budget targets. Without additional revenue or increased efficiencies, further reductions may be necessary.</p> |
| Service demand | | | | | |
| <p>Applications for legal aid increased in all areas of law in 2008/2009, and the economic downturn may further increase demand.</p> | <p>Demand for legal aid continues to rise, resulting in service costs that exceed budget.</p> | 5 | 5 | <p>LSS can consider new models for demand management and service delivery.</p> | <p>LSS reallocated reserve funds to support increased client demand and related costs.</p> <p>LSS assesses clients at intake and refers them to the appropriate legal aid service. For some legal issues, timely and lasting solutions can be achieved without representation by providing legal information and advice, which can help relieve demand for representation services.</p> |
| Capacity | | | | | |
| <p>Managing increasing demand with decreasing non-government revenue requires significant time, resources, and cross-departmental collaboration.</p> <p>Implementing service and staff reductions diverts time and resources away from service provision and affects employee engagement.</p> | <p>Our capacity to achieve our goals in future years is constrained by limited resources and reduced employee engagement.</p> | 4 | 4 | <p>LSS can develop efficient administrative and management processes that reduce costs.</p> | <p>LSS is reviewing business processes to enhance our ability to deliver cost-effective services with reduced capacity and to respond to fluctuations in demand and revenue.</p> |

| Issue (in order of magnitude) | Risk statement | Risk likelihood | Risk consequence | Opportunity statement | LSS response |
|--|--|-----------------|------------------|---|--|
| Integrated approach | | | | | |
| As part of legal aid renewal, LSS is piloting projects that will enable tariff lawyers and other service providers to work together to help clients address their legal needs in a broad social context. | Pilot projects will not be completed or will be unsuccessful because partners have insufficient resources to sustain their contributions or have different mandates. | 4 | 3 | LSS and partners can help clients find early and lasting solutions to their legal and related non-legal issues, preventing future issues and reducing the burden on justice and health/social services. | LSS reduced budgets for legal aid renewal projects in response to fiscal constraints. Communications and outreach initiatives promote the need for sustainable funding for legal aid and health/social services, and the broad social benefits of taking an integrated approach (Goals 1 and 4). |
| Lawyer recruitment and retention | | | | | |
| Legal aid plans across Canada continue to face lawyer attrition and the “greying” of the private bar. In response, LSS has renewed tariff rates and structures to better support lawyers taking legal aid referrals. | Demographics/attrition threaten lawyer supply, resulting in LSS being unable to provide representation for every eligible client. | 3 | 5 | Build a sustainable supply of legal service providers. | LSS is assessing the effectiveness of ongoing measures to recruit and retain tariff lawyers (Goal 4). We are developing a simplified tariff model to reduce the administrative burden for legal aid lawyers and LSS. |
| Justice reform initiatives | | | | | |
| An increasing number of justice reform initiatives are originating in different parts of the justice system. In the absence of coordinated planning among justice system institutions, these initiatives can place unanticipated demands on LSS resources. | LSS resources will be insufficient to meet unanticipated demands arising from legislative/policy changes and new justice initiatives. | 3 | 3 | LSS can strengthen its relationships with key stakeholders to help clients achieve timely solutions to their legal issues. | LSS is working with justice system partners to better coordinate services and initiatives (see Goal 4). For example, LSS will increase consultation with the Ministry of Attorney General during the service planning process. |
| Public support | | | | | |
| While 94% of BC residents surveyed in March 2009 said they support legal aid services, it is important to maintain this level of support to sustain legal aid funding. | Lack of recognition of the high level of public support limits the society's access to public funding and ability to promote justice reform. | 2 | 5 | Strong public support for legal aid endorses sustaining legal aid in a slow economy. | LSS has strategies to stabilize its resources and build support among elected and public officials and other community leaders (Goal 4). Communications, outreach, and collaborative projects help build awareness of and support for legal aid services in client communities and all BC residents (Goal 1). |

Goals, Strategies, Measures, and Targets

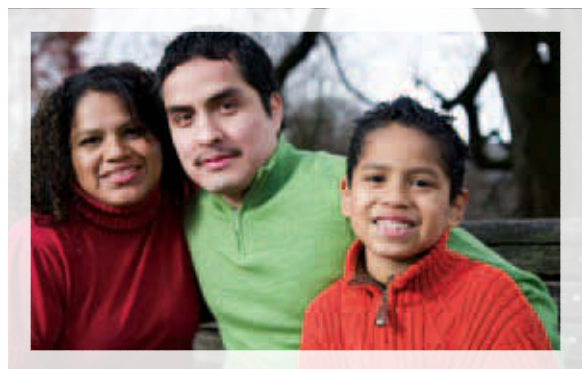
The goals, strategies, and performance measures outlined in this service plan are designed to engage LSS staff, our service partners, and our clients in finding timely and lasting resolutions to clients' legal issues while still managing to budget.

The society's goals, continued from the 2008/2009 plan, describe our long-term commitment to legal aid renewal. The strategies in this plan to achieve these goals have been adjusted to respond to the uncertain economic environment and rising client demand. We have also adjusted our performance measures to more closely track our progress and, in keeping with Crown Agencies Secretariat guidelines, removed the objectives from the plan. All adjustments are noted in the table on page 15.



Performance management system

LSS assesses its performance by surveying key stakeholder groups. LSS staff help develop the survey questions and methodology, and independent research organizations carry out the data collection and analysis. The society also monitors and reports on key internal operational and financial data.




We selected satisfaction measures to track our overall progress in achieving intended outcomes for clients. These measures also track our success in engaging the support of private lawyers, who are our primary service partners; our employees, who are critical to service quality; and the public, to whom we are ultimately accountable. Increasing levels of client and lawyer satisfaction, employee engagement, and public support will demonstrate that we are meeting these

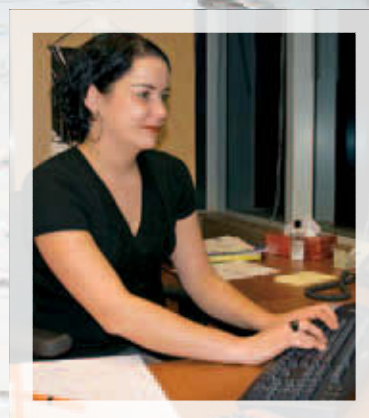


stakeholders' needs. LSS chose budget-to-actual expenditure variance as a measure of financial performance.

We set targets by considering benchmark data, calculating what would be a statistically significant change in a particular measure, and evaluating the level of improvement possible, given the strategies in place and activities planned in the coming period. Meeting our targets would demonstrate continuous improvement in stakeholder satisfaction with, support for, and use of our services, as well as financial responsibility, all of which are necessary to achieve our goals.

The law is overwhelming.
Legal aid can help.

Legal Services Society 



Adjustments to Service Plan 2009/2010 – 2011/2012

| | Goals | Strategies | Measures |
|---------------|---|--|---|
| Goal 1 | No change | <ul style="list-style-type: none"> • Included intermediaries in strategy to increase awareness of LSS services • Removed strategies for review of eligibility rules and consulting clients and partners, as this is ongoing core work • Added an evaluation strategy to ensure service quality/client outcomes are prioritized in plan • Tightened wording of other strategies | <ul style="list-style-type: none"> • Added an overall client satisfaction measure for better comparability with like organizations |
| Goal 2 | No change | <ul style="list-style-type: none"> • Removed strategy to pilot client training, as this project will not be undertaken during the planning period • Removed strategy to encourage use of alternative dispute resolution, as the resources available to support this service were exhausted • Tightened wording of other strategies | <ul style="list-style-type: none"> • Removed performance measure to track uptake of alternative dispute resolution referrals |
| Goal 3 | No change | <ul style="list-style-type: none"> • Adjusted wording of strategies | <ul style="list-style-type: none"> • No change |
| Goal 4 | Shortened to "LSS manages resources soundly." | <ul style="list-style-type: none"> • Added a strategy to support employee engagement • Added a strategy to address increasing service demand • Removed staff recruitment and capacity management strategies and modified lawyer supply strategy in response to changing economic environment • Removed strategies for tariff revisions, lawyer quality assurance, and internal review plan, as these are ongoing core work • Added a strategy to address legislative/policy changes in response to current environment • Tightened wording of other strategies | <ul style="list-style-type: none"> • No change |

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

Strategies

- 1.1 Build public and intermediaries' awareness of LSS services through promotion and outreach.
- 1.2 Provide legal aid services at locations and times accessible to people with low incomes.
- 1.3 Pilot services for Aboriginal clients and adapt current LSS services to meet their needs.
- 1.4 Use technology to provide accessible and appropriate services for diverse client groups across BC.
- 1.5 Regularly evaluate legal aid services to ensure intended client outcomes are being met.

| Performance measures | Actual | Forecast | Targets | | |
|--|------------------|-----------|-----------|-----------|-----------|
| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| a. Percent of clients satisfied with the accessibility of LSS services (tri-annual survey) | Baseline: 66% | N/A | N/A | 70% | N/A |
| b. Percent of clients satisfied with the helpfulness of LSS services (tri-annual survey) | Baseline: 65% | N/A | N/A | 69% | N/A |
| c. Percent of clients satisfied overall with LSS services (tri-annual survey) | Baseline: 64% | N/A | N/A | 68% | N/A |

Importance of these measures:

Client satisfaction overall and with the accessibility and helpfulness of LSS services shows that we are providing clients with the services they need when and where they need them, fulfilling our mandate to help people solve their legal problems and facilitate access to justice.

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

Strategies

2.1 Provide clients with information about legal aid services and their rights early in the process.

2.2 Support lawyers and intermediaries to engage clients in solving their legal issues.

| Performance measures | Actual 2007/2008 | Forecast 2008/2009 | Targets | | |
|--|---------------------|-----------------------|--------------|--------------|-----------|
| | | | 2009/2010 | 2010/2011 | 2011/2012 |
| a. Percent of clients satisfied with LSS support to help them participate in resolving their legal issues | N/A | N/A | N/A | Baseline set | N/A |
| b. Percent of lawyers satisfied with LSS support to increase their ability to engage clients in solving their legal issues | N/A | N/A | Baseline set | N/A | N/A |

Importance of these measures:

Clients who participate in finding solutions to their legal problems are more likely to achieve positive, lasting outcomes. Measures a and b assess the effectiveness of the support provided by LSS to clients and lawyers to help clients participate.

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

Strategies

3.1 Coordinate/collaborate with other service providers to increase clients' access to services for their related issues.

3.2 Support LSS staff, lawyers, and intermediaries to assess and refer clients to services for their related issues.

3.3 Modify LSS services to better address clients' related legal issues.

3.4 Promote an integrated approach to providing legal aid services to all stakeholders.

| Performance measures | Actual | Forecast | Targets | | |
|--|-----------|-----------|--------------|--------------|-----------|
| | 2007/2008 | 2008/2009 | 2009/2010 | 2010/2011 | 2011/2012 |
| a. Percent of clients who say LSS informed them about services to address their related issues (tri-annual survey) | N/A | N/A | N/A | Baseline set | N/A |
| b. Percent of lawyers satisfied with LSS support for increasing their ability to help clients address related issues (tri-annual survey) | N/A | N/A | Baseline set | N/A | N/A |
| c. Percent of lawyers who support the integrated approach to providing legal aid services (tri-annual survey) | N/A | N/A | Baseline set | N/A | N/A |

Importance of these measures:

Clients who get help for their related issues are more likely to achieve positive, lasting solutions to their legal issues. Measure a tracks the effectiveness of LSS efforts to provide clients with information about services for related issues. Integrating services requires all service partners to have the necessary skills and resources. Measures b and c assess our progress on supplying lawyers with the tools and information to support this approach.

LSS manages resources soundly.

Strategies

- 4.1 Implement measures to increase employee engagement in response to the 2008 work environment survey.
- 4.2 Enhance LSS responsiveness to changes in demand for services.
- 4.3 Assess effectiveness of ongoing lawyer recruitment and retention measures.
- 4.4 Increase the accuracy of financial forecasts and reports.
- 4.5 Monitor, advise, and respond proactively to legislative and policy changes.
- 4.6 Build public and political support for legal aid services.

| Performance measures | Actual 2007/2008 | Forecast 2008/2009 | 2009/2010 | Targets 2010/2011 | 2011/2012 |
|--|---------------------|-----------------------|-----------|----------------------|-----------|
| a. Overall employee engagement score (tri-annual survey) | 72 | N/A | N/A | 73 | N/A |
| b. Percent of lawyers satisfied with the overall support provided by LSS (tri-annual survey) | 75% | N/A | N/A | 84% | N/A |
| c. Number of new lawyers taking more than five referrals/year (annual measure) | Baseline set: 64 | >64 | >64 | N/A | N/A |
| d. Budget to actual expenditure variance (annual measure)* | 2.7% | 1.5% | <1.5% | <1.5% | <1.5% |
| e. Percent of the public that supports the provision of legal aid services (annual survey) | 93% | >90% | >90% | >90% | >90% |

Importance of these measures:

High employee engagement in the public sector, tracked by measure a, is linked to improved service for clients. Measures b and c qualitatively and quantitatively assess our progress on building a sustainable supply of lawyers to provide services to clients across BC. Maintaining a low budget-to-expenditure variance, measure d, shows that we are effectively managing expenditures. Sustained public support for legal aid, measure e, should enhance government confidence in our services.

*The budget to actual expenditure variance is calculated at year-end, using the following formula:

Variance = actual expenditures/budgeted expenditures. Specific expenditures that are budgeted separately as they occur are excluded from this calculation.

Shareholder's Letter of Expectations

In 2008/2009, LSS and the Ministry of Attorney General jointly approved the first shareholder's letter of expectations (SLE) from the ministry to the society.

The government uses SLEs to communicate its priorities, mandate direction, and key performance objectives to each Crown agency for the coming year. For LSS, the shareholder's letter supplements the three-year Memorandum of Understanding between LSS and the ministry,

which sets out the roles and responsibilities of both parties as well as the anticipated funding LSS will receive from the ministry and the priorities for allocating that funding. The SLE also supplements the LSS Act, which establishes the overall mandate and administrative framework for the society.

Our actions to address the direction set out in the SLE for 2009/2010 are outlined in the table below.

| Shareholder's letter of expectations | LSS alignment |
|---|---|
| Climate change | |
| <ul style="list-style-type: none"> Comply with government requirements to make the public sector carbon neutral by 2010 | <ul style="list-style-type: none"> LSS will finalize a new environmental policy that engages staff in efforts to reduce our greenhouse gas emissions. LSS will fully implement print/copy monitoring solutions to reduce paper use; complete conversion to recycled paper; minimize business travel; and build new premises to sustainability standards (Leadership in Energy and Environmental Design — LEED). LSS completed and filed a carbon neutral action report as required in Spring 2009. |
| Financial performance | |
| <ul style="list-style-type: none"> Meet applicable financial reporting requirements Increase capacity to provide accurate forecasting in those areas that have a material effect on the Ministry of Attorney General's fiscal performance Give priority to budget-to-actual expenditure variance set out in service plan | <ul style="list-style-type: none"> LSS meets all financial reporting requirements. LSS is providing monthly reports to the Ministry of Attorney General on exceptional case funds, which have the greatest impact on LSS expenses. Budget-to-actual expenditure variance continues to be a priority. |

| Shareholder's letter of expectations | LSS alignment |
|---|---|
| Support Healthier Choices Initiative | |
| <ul style="list-style-type: none"> • Ensure all non-contracted vending machines located in facilities owned or leased by LSS have food products that meet the <i>Shareholder's Nutrition Guidelines for Vending Machines in Public Buildings</i> | <ul style="list-style-type: none"> • There are no vending machines in facilities owned or leased by LSS. • LSS encourages healthier options for meetings where food is provided. • LSS Wellness Program supports staff participation in a range of health and wellness activities, including physical fitness, weight loss, smoking cessation, and lunchtime life-skills lectures. |
| Communicating with government | |
| <ul style="list-style-type: none"> • Share information and consult with government to support policy, planning, and program coordination | <ul style="list-style-type: none"> • LSS has established a process for seeking input from Ministry of Attorney General on government priorities and the LSS service plan throughout the planning process each year. |
| Legislative framework | |
| <ul style="list-style-type: none"> • Conduct operations and financial activities consistent with legislative and policy framework established by government | <ul style="list-style-type: none"> • LSS is in compliance with the LSS Act and the MOU. • LSS regularly provides financial, statistical, and other information about legal aid services to the Attorney General on request. |
| Justice Reform | |
| <ul style="list-style-type: none"> • Participate in government's justice transformation initiatives | <ul style="list-style-type: none"> • LSS continues to be a key partner in government justice transformation initiatives, including the Nanaimo Justice Access Centre and Community Court. |

Summary Financial Outlook

LSS summary financial outlook 2008 – 2012 (in millions)

| | 2007/08 | 2008/09 | 2009/10 ¹ | 2010/11 ¹ | 2011/12 ¹ |
|--|--------------|--------------|----------------------|----------------------|----------------------|
| | Actual | Actual | Budget | Forecast | Forecast |
| Revenue | | | | | |
| Government of BC grant | \$ 67.0 | \$ 69.4 | \$ 68.5 | \$ 68.5 | \$ 68.5 |
| Law Foundation | 3.6 | 4.9 | 3.9 | 2.9 | 2.9 |
| Notary Foundation | 3.8 | 1.7 | 0.2 | 0.2 | 0.2 |
| Other | 1.8 | 1.9 | 1.6 | 1.3 | 0.9 |
| Total revenue | 76.2 | 77.9 | 74.2 | 72.9 | 72.5 |
| Expenses | | | | | |
| Tariff | 55.1 | 60.2 | 58.1 | 55.3 | 55.3 |
| Client liaison | 8.7 | 8.8 | 6.6 | 5.0 | 3.9 |
| Public legal education and information | 1.7 | 1.8 | 1.7 | 1.7 | 1.7 |
| Board-directed strategic issues | 0.9 | 1.4 | 2.4 | 1.0 | 2.0 |
| Other | 11.4 | 9.8 | 9.6 | 9.9 | 9.6 |
| Total expenses | 77.8 | 82.0 | 78.4 | 72.9 | 72.5 |
| Net income (deficit) authorized by government² | (1.6) | (4.1) | (4.2) | 0.0 | 0.0 |
| Accumulated surplus | 14.1 | 9.9 | 5.7 | 5.7 | 5.7 |
| Debt | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |

Note: On December 15, 2006, the Board of Directors restricted \$11.0 million for board-directed strategic issues. On December 18, 2008, the Board amended the restrictions to permit expenditures on transition costs, operations, and possible future innovative projects.

¹ Government of BC funding for LSS expenditures for 2010/11 and 2011/12 are not yet confirmed.

² The LSS Act authorizes the society to incur expenditures and liabilities in a given fiscal year of up to, but not exceeding, its total revenue for the year and accumulated surplus from previous years.

| Key assumptions | Forecast: risks and sensitivities |
|---|--|
| No material changes in the number of cases prosecuted by the province and no material change to the Provincial Court hours of service | Unanticipated increases in the volume or average cost of cases, including increases from federal Criminal Code changes |
| No material changes to the Memorandum of Understanding | The costs and/or timing of exceptional cases |
| The cost of labour contract settlements will be funded by the province of BC | Changes in interest rates and economic conditions affecting non-governmental revenue sources |
| No material changes in the demand for legal aid or the poverty rate in BC | Inflationary pressures |
| No provision has been made for cost increases as a result of changes to the Criminal Code by the Government of Canada. | Unanticipated demand for services may increase the operating deficit |
| | 2010/11 and 2011/12 forecasts do not represent an accurate forecast of revenue and expenditures, as they are largely extrapolated from the 2009/10 budget. The cost and scope of services are expected to change over a three-year period. |

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 (local agent) 250-753-4396
 Nanaimo (Justice Access Centre) . 250-741-5447
 or.....(call no charge) 1-800-578-8511
 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) 1-877-724-0111
 Port Coquitlam 604-472-0634
 Prince George 250-564-9717
 Prince Rupert 250-624-7701
 Quesnel 250-992-8387
 Richmond 604-273-9311
 Salmon Arm 250-545-3666
 Smithers(call no charge) 1-877-842-5218
 Surrey 604-585-6595
 Terrace 250-635-2133
 or.....(call no charge) 1-800-787-2511
 Vancouver 604-601-6206
 Vanderhoof 250-567-2800
 or.....(call no charge) 1-888-618-4325
 Vernon 250-545-3666
 Victoria 250-388-4516
 Williams Lake 250-398-7359

For more information

Mark Benton, QC

Executive Director

Legal Services Society

400 – 510 Burrard Street

Vancouver, BC V6C 3A8

Telephone: (604) 601-6000

Website: www.lss.bc.ca

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