

Legal Services Society

2018/19 – 2020/21 SERVICE PLAN

February 2018



**Legal
Services
Society**

British Columbia
www.legalaid.bc.ca



For more information on the Legal Services Society contact:

400 – 510 Burrard Street
Vancouver, BC V5C 3A8

604-601-6000

Or visit our website at
legaid.bc.ca

Board Chair Accountability Statement



The 2018/19 – 2020/21 Legal Services Society (LSS) Service Plan was prepared under the Board’s direction in accordance with the *Budget Transparency and Accountability Act*. The plan is consistent with government’s strategic priorities and fiscal plan. The Board is accountable for the contents of the plan, including what has been included in the plan and how it has been reported. The Board is responsible for the validity and reliability of the information included in the plan.

All significant assumptions, policy decisions, events, and identified risks, as of January 29, 2018, have been considered in preparing the plan. The performance measures presented are consistent with the *Budget Transparency and Accountability Act* and LSS’s mandate and goals, and focus on aspects critical to the organization’s performance. The targets in this plan have been determined based on an assessment of LSS’s operating environment, forecast conditions, risk assessment, and past performance.

A handwritten signature in black ink, appearing to read 'Celeste Haldane', written over a horizontal line.

Celeste Haldane
Chair, LSS Board of Directors

Table of Contents

Board Chair Accountability Statement 3

Strategic Direction and Alignment with Government Priorities..... 5

Operating Environment..... 6

Performance Plan 7

 Goals, Objectives, Strategies, Measures, and Targets 7

Financial Plan..... 17

 Summary Financial Outlook..... 17

 Key Forecast Assumptions, Risks and Sensitivities 19

 Management’s Perspective on the Financial Outlook 19

Appendix A: Hyperlinks to Additional Information..... 21

 Corporate Governance 21

 Organizational Overview 21

Strategic Direction and Alignment with Government Priorities

To advance LSS strategic goals, we will work on two priority actions for 2018/19, as described below. These actions advance the commitments to British Columbians outlined in the mandate letter to LSS from the Attorney General (AG) to make life more affordable and to deliver the services that people count on. LSS is also committed to supporting true and lasting reconciliation with Indigenous peoples in British Columbia.

The first priority action is to work with Indigenous peoples, the ministry, and other stakeholders to continue to identify ways to improve Indigenous access to justice. This includes advancing the justice provisions of the Calls to Action of the Truth and Reconciliation Commission (TRC), the United Nations Declaration on the Rights of Indigenous Peoples (the declaration), and Grand Chief Ed John’s report on Indigenous child welfare in BC. Initiatives to improve access to legal aid services have the potential to reduce the overrepresentation of Indigenous peoples in jail and in the child protection system. LSS will engage with Indigenous peoples and develop culturally appropriate legal services, to facilitate access to justice and contribute to confidence in the justice system and reconciliation.

Our second priority action is to work with the Ministry of Attorney General, affected ministries, and relevant stakeholders to determine opportunities to better help families with low incomes to achieve timely and lasting resolutions to their legal problems. We will also review legal aid services and tariff reform, and justice reform and digital delivery, as a means for enhancing Indigenous and family law services.

LSS is aligned with the government’s key priorities, as outlined below. We provide free legal representation and advice to people with low incomes and free public legal education and information (PLEI) to all. Our services increase the affordability of legal help in BC, and people count on these LSS services to access justice.

Government Priorities	LSS Aligns with These Priorities By:
Making life more affordable	<ul style="list-style-type: none"> • Objective 1.2: Increase the accessibility and quality of legal aid services for Indigenous people. • Objective 2.2: Support more people with family law issues to achieve timely and lasting resolutions to their legal problems.
Delivering the services people count on	<ul style="list-style-type: none"> • Objective 2.1: Increase the accessibility of legal aid services to address people’s interrelated needs. • Objective 3.1: Increase staff’s and service providers’ ability and capacity to provide quality services. • Objective 3.2: Increase the availability of qualified staff and service providers in all regions. • Objective 3.3: Increase the timeliness of LSS service delivery. • Objective 4.2: Promote innovations that help people resolve their legal issues.

Operating Environment

To operate within our funding envelope, LSS sets strict eligibility guidelines for all services but faces limited flexibility to respond to fluctuating service demands. LSS continues to apply robust budgeting and planning practices, supported by evidence-based decision making, to deliver effective and cost-efficient legal aid services to clients most in need.

Engaging with Indigenous communities and continuing to enhance services for Indigenous clients will be a priority in 2018/19. LSS will work to support the government's commitment to the TRC's Calls to Action, the UN declaration, and Grand Chief Ed John's child welfare report. The benefits of improved legal aid for Indigenous peoples include improved experiences and outcomes for clients, resulting in increased confidence in the justice system.

Families with low incomes, many of whom are mothers and children, are a particularly vulnerable group that will be an ongoing focus for LSS. Demand for family law services is high, and only about 40 percent of family legal aid applications are approved. Legal representation is only provided when there is a family emergency. We will work with the ministry to address service gaps and help more people with family law issues find resolutions to their legal problems.

Lawyer dissatisfaction with long-standing low tariff rates is an ongoing LSS concern. If we are unable to address their dissatisfaction, there is a risk that we will not be able to attract or retain highly skilled lawyers. Our clients will be at a disadvantage if they do not receive the same high quality legal counsel as others. In 2018/19, we will mitigate this risk by delivering Client Information System (CIS) improvements, quality assurance initiatives, and quality training opportunities for lawyers. LSS will also work with the ministry to examine our service delivery models and identify potential reforms.

LSS continues to focus on its organizational health, including staff retention, recruitment, remuneration levels, and workload issues. In 2018/19, we will enhance training, including cultural competency training for all staff, and implement measures to increase employee engagement. We will also need to assess whether our organizational structure is appropriate to manage capacity and deliver on current priorities.

Digital delivery of legal aid services continues to be part of LSS's strategy to deliver innovative and accessible services. In 2018/19, we will conduct an evaluation of MyLawBC to determine whether we are delivering on client outcomes and experiences in using the interactive online platform to resolve legal issues. We will also explore the expansion of digital delivery of services within our budget envelope.

Performance Plan

Goals, Objectives, Strategies, Measures, and Targets

The 2018/19 service plan sets out four new goals, and supporting objectives, strategies, and performance measures. This new strategic framework will help us achieve our renewed vision to provide client-focused legal aid that ensures access to justice for all. It will also guide us in carrying out our renewed mission, which is to deliver the legal aid services people need and to promote better access to justice.

Our new strategic framework reflects our current environment and priorities, and is intended to guide LSS through and beyond the three-year period of this plan. The new goals, objectives, and strategies replace those in our 2017/18 service plan. We have retained some performance measures for continuity where they remain relevant, and have introduced some new measures to track progress on new objectives. We will continue to refine the performance measures as we implement this new plan.

Goal 1: LSS advances reconciliation with Indigenous people by improving access to justice.

This new goal articulates our aim to improve Indigenous access to justice. We can achieve this outcome through our work with Indigenous people, the ministry, and other stakeholders. This work includes advancing the justice provisions of the TRC Calls to Action, the UN declaration, and Grand Chief Ed John’s report on child welfare.

Objective 1.1: Ensure the cultural competence of staff and service providers.

To measure progress against this new objective, LSS is introducing two new performance measures. LSS identifies specialized training as a key strategy to achieving this objective. Measure 1.1a tracks the numbers of training program participants as an operational measure of its success in delivering training to staff and service providers year over year. We will develop and begin delivery of the training in 2018/19. Measure 1.1b assesses the cultural competence of staff and service providers from the experience of Indigenous clients. LSS will set a baseline for this measure through client surveys in 2017/18; use that result to set a target, then measure it again in 2019/20 and every two years thereafter.

Key Strategies:

- Develop and deliver cultural competency training for staff and service providers.

	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
Performance Measures				
1.1a Percent of staff and number of service providers who received cultural competency training (annual) ¹	—	Baseline set	TBD	TBD
1.1b Percent of Indigenous clients who say they received culturally appropriate legal aid services ²	—	Baseline set	TBD	—

¹ Data Source: Annual LSS count of number of participants in designated cultural competency training sessions.

² Data Source: Biennial LSS Client Survey and/or Indigenous Client Survey.

Linking Performance Measures to Objectives:

- 1.1a This output measure demonstrates that LSS is consistently providing regular training to its staff and service providers. High-quality training should increase the cultural competence of staff and service providers.
- 1.1b This outcome measure assesses the impact of training for LSS staff and service providers on Indigenous clients’ perception of whether legal aid services are culturally appropriate.

Objective 1.2 Increase the accessibility and quality of legal aid services for Indigenous people.

To measure progress against this new objective, LSS is introducing two new performance measures. We believe Indigenous clients can provide the most meaningful assessment of whether our services are accessible to them and meet their legal needs. We will gather data for measures 1.2a and 1.2b in 2017/18 through our general client survey to set baselines. This data will be compared with data gathered from a specialized survey or other tools to be developed in 2018/19 to better assess the opinions of Indigenous clients. Over time, LSS will determine the most appropriate tool to measure the views of Indigenous clients.

Key Strategies:

- Develop and implement expanded Indigenous legal aid services.

Performance Measures	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.2a Percent of Indigenous clients who are satisfied with the accessibility of legal aid services. ¹	Baseline set	—	TBD	—
1.2b Percent of Indigenous clients who say the legal aid services they received met their needs ²	Baseline set	TBD	TBD	—

¹ Data Source: Biennial LSS Client Survey and/or Indigenous Client Survey.

² Data Source: Biennial LSS Client Survey and/or Indigenous Client Survey.

Linking Performance Measures to Objectives:

- 1.2a Indigenous client satisfaction with the accessibility of LSS services shows we are providing services when and where clients need them.
- 1.2b This outcome measure assesses whether Indigenous clients believe they received services that met their needs. The degree to which clients think that services met their needs is an indicator of both the accessibility and quality of the services.

Objective 1.3: Increase Indigenous people’s and communities’ engagement in improving access to justice.

To measure progress against this objective, LSS will initially reuse combined results from performance measures 1.1b and 1.2b to provide an indication of the level of Indigenous people’s and communities’ engagement in the delivery of legal aid. In 2018/19, as we define and implement activities to engage Indigenous people and communities, we will develop more direct measures of community engagement through an Indigenous Client Survey.

Key Strategies:

- Engage with Indigenous people and communities to set priorities and design services.
- Facilitate understanding and build relationships between Indigenous communities and the justice system.

Performance Measures		2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
1.3a	Percent of Indigenous clients who say they received culturally appropriate legal aid services ¹	Baseline set	—	TBD	—
1.3b	Percent of Indigenous clients who say the legal aid services they received met their needs ²	Baseline set	—	TBD	—

¹ Data Source: Biennial LSS Client Survey.

² Data Source: Biennial LSS Client Satisfaction Survey and/or Indigenous Client Survey.

Linking Performance Measures to Objectives:

- 1.3a Increased engagement is an important step toward advancing reconciliation. However, it is a difficult objective to measure directly. Research suggests that greater engagement of Indigenous people and communities in the planning and delivery of legal aid services will increase the cultural relevance of legal aid services to Indigenous peoples. This, in turn, will make the services more accessible and effective. The proportion of Indigenous clients who say they received culturally appropriate services is an indirect indicator of the impact of LSS engagement efforts.
- 1.3b This measure assesses the desired outcome of increased engagement, which is services that meet the needs of Indigenous clients.

Goal 2: LSS delivers services tailored to people’s needs.

This new, service-focused goal is based on evidence that legal aid services tailored to people’s needs will be more likely to help clients achieve early and lasting resolutions to their legal problems. LSS plans to adapt current services to better ensure that clients’ unique needs, such as mental health, domestic violence, or poverty issues, are understood and addressed.

Objective 2.1: Increase the accessibility of legal aid services to address people’s interrelated needs.

People’s interrelated needs include non-legal issues such as health, poverty, and housing that contribute to their legal problems. To measure progress against this objective, LSS will use one new and two existing performance measures. LSS believes that the combination of enhanced training for staff and service providers, overall client satisfaction, and the percent of clients referred to services to address interrelated issues will give us an initial picture of our progress on meeting our objective. Though measure 2.1c was introduced in the 2017/18 service plan, LSS will not be able to gather baseline data until 2018/19 due to delays in implementing the necessary system changes. For measure 2.1a, LSS will establish a baseline in 2018/19.

Key Strategies:

- Provide training to staff and service providers to help them better address people’s interrelated needs.
- Develop and implement services for people with interrelated needs.
- Enhance online access to legal aid services.

	2014/15 Baseline	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
Performance Measures					
2.1a Percent of staff and number of service providers who participated in a training program who say the program helped them better address people’s interrelated needs ¹	—	—	Baseline set	TBD	TBD
2.1b Percent of clients satisfied overall with LSS services ^{2,3}	66%	70%	—	70%	—
2.1c Percent of clients who are referred to services to address interrelated issues ⁴	—	—	Baseline set	TBD	TBD

¹ Data Source: Follow-up survey of training participants.

² Data Source: Biennial LSS Client Satisfaction Survey.

³ LSS will continue to use the Common Measurement Tool (CMT) to benchmark our performance against other legal aid plans using the CMT.

⁴ Data Source: LSS client information system.

Linking Performance Measure to Objective:

2.1a The accessibility of legal aid services to address people’s interrelated needs depends in part on the ability of legal aid staff and service providers to deliver those services. This measure assesses the effectiveness of LSS training in increasing staff’s and service providers’ ability to address people’s interrelated needs.

- 2.1b Overall client satisfaction with LSS services shows that we are fulfilling our mission to provide the legal aid services people need. This measure assesses in part whether clients are satisfied with the accessibility of legal aid services to address their interrelated needs.
- 2.1c This measure indicates whether LSS support for front-line workers to assess and refer clients to services for their interrelated issues is resulting in the targeted proportion of clients being referred. An increased number of clients being referred to services to address interrelated issues suggests that clients have more access to the services they need.

Objective 2.2 Support more people with family law issues to achieve timely and lasting resolutions to their legal problems.

Helping people resolve their family law issues is a key objective of the broader goal of delivering services tailored to people’s needs. To measure this objective, LSS will establish a baseline percentage of family law clients who resolved their legal issues in 2017/18.

Key Strategies:

- Enhance family law services.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
2.2a Percent of family law clients who resolved their legal issues ¹	Baseline set	TBD	TBD	TBD

¹ Data Source: LSS client information system (Annual measure: can report where service providers record an outcome for -individual clients).

Linking Performance Measure to Objective:

- 2.2a This measure assesses whether over time legal aid services are supporting more people to achieve timely and lasting resolutions to their family law issues. Refinements to this measure or the introduction of additional measures will be necessary to assess the timeliness and stability of the resolution.

Goal 3: LSS operates a cost-effective, quality assured legal aid plan.

Operating a cost-effective, quality assured legal aid plan will ensure we are achieving optimum benefit for the people we serve within our funding envelope.

Objective 3.1: Increase staff’s and service providers’ ability and capacity to provide quality services.

To measure progress against this new objective, LSS is introducing a new performance measure, which is also used to measure objective 2.1. The perceptions of staff and service providers are considered the most reliable way to determine whether training programs helped them better address people’s interrelated needs. LSS will develop and implement training, and set a baseline in 2018/19.

Key Strategies:

Develop and implement a quality assurance program.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
3.1a Percent of staff and number of service providers who participated in a training program who say the program helped them better address people’s interrelated needs ¹	—	Baseline set	TBD	TBD

¹ Data Source: Follow-up surveys of training participants.

Linking Performance Measure to Objective:

3.1a Our strategy of implementing a quality assurance program is intended to increase staff’s and service providers’ ability and capacity to deliver quality services, which is a step toward the goal. This measure assesses lawyers’ perceptions of the impact of LSS quality assurance initiatives on the quality of their services, which is the goal itself. The measure assesses the objective indirectly.

Objective 3.2: Increase the availability of qualified staff and service providers in all regions.

This new objective combines two existing performance measure to determine whether LSS is increasing the availability of qualified staff and service providers.

Key Strategies:

- Attract and retain qualified staff and service providers in all regions.

	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
Performance Measures					
3.2a Percent of lawyers satisfied with the overall support provided by LSS ¹	57%	—	60%	—	TBD
3.2b Overall employee engagement ²	71	—	74	—	TBD

¹ Data Source: Biennial Tariff Lawyer Survey.

² Data Source: Biennial LSS Workplace Environment Survey.

Linking Performance Measures to Objectives:

- 3.2a An increasing level of satisfaction would indicate that LSS’s attraction and retention activities are having a positive impact, and provide a qualitative measure of the sustainability of this key resource.
- 3.2b High employee engagement in the public sector is linked to increased staff retention and improved service for clients.

Objective 3.3 Increase the timeliness of LSS service delivery.

This new objective focuses on the need to improve the efficiency of LSS business processes related to service delivery to advance both cost-effectiveness and service quality. To measure progress against this new objective, we are using an existing performance measure.

Key Strategies:

- Optimize business systems to improve service delivery.

	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
Performance Measure					
3.3a Percent of approved applicants receiving a representation contract within the same day of applying ¹	56%	58%	60%	60%	60%

¹ Data Source: LSS client information system (annual measure).

Linking Performance Measure to Objective:

- 3.3a The measure tracks the timeliness of application approval, which ensures minimal delay in resolution of the client’s legal issue. It includes delay in court proceeding while awaiting legal aid approval. The timeliness of application approval is a primary indicator of the timeliness of overall LSS service delivery.

Goal 4: LSS influences systemic changes that improve the outcomes of people who use our services.

This reframed goal articulates our intention to bring about the justice system changes required to improve outcomes for our clients. LSS needs to influence and innovate to achieve these fundamental changes.

Objective 4.1: Increase LSS’s influence on changes that improve access to justice.

This new objective recognizes that the greater our influence, the more LSS can do to advance justice system changes. To measure progress against this objective, two existing performance measures are used together to provide a larger picture of LSS influence.

Key Strategies:

- Take a network approach to realize change.
- Demonstrate the value of legal aid services through evidence-based analysis, including evaluation and data analysis.

Performance Measures	2016/17 Actual	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.1a Percent of the public that supports the provision of legal aid services ¹	92%	—	>90%	—	TBD
4.1b Volume of references to LSS and justice reform ²	29	35+	40+	40+	40+

¹ Data Source: Biennial LSS Public Opinion Poll.

² Data Source: Internet search of academic literature, stakeholder reports, and media. There are some limitations to this measure’s accuracy (in favour of under-reporting) because we use a manual collection method.

Linking Performance Measures to Objectives:

- 4.1a Sustained public support for legal aid contributes to LSS’s influence on justice system changes. LSS maintains the target of greater than 90 percent based on the consistency and high level of past performance.
- 4.1b This measure reflects the reach of LSS’s influence in justice reform work. A high volume of references to LSS’s justice reform work in academic literature, government reports, and the media indicates that our ideas are being reviewed and considered by key justice system decision-makers and opinion-makers.

Objective 4.2: Promote innovations that help people resolve their legal issues.

This new objective was framed in 2017/18 as a strategy to achieve leadership in justice innovation. To measure progress against this objective, LSS will continue to use an existing performance measure.

Key Strategies:

- Develop and pilot innovative services that improve the outcomes of people who use them.

Performance Measure	2017/18 Forecast	2018/19 Target	2019/20 Target	2020/21 Target
4.2a Number of clients accessing innovative legal aid services who resolve their legal issues ¹	Baseline set	TBD	TBD	TBD

¹ Data Source: LSS client information system.

Linking Performance Measure to Objective:

4.2a This measure reflects the reach and impact of innovative, resolution-focused services on people in B.C.

Financial Plan

Summary Financial Outlook

(\$m)	2017/18 Q3 Forecast	2018/19 Budget ¹	2019/20 Budget ¹	2020/21 Budget ¹
Total Revenue				
Provincial Transfers ^{1,2,3,4,5}	70.7	73.0	73.1	73.1
Large and Major Cases ²	6.7	4.7	4.7	4.7
Justice Transformation Initiatives	2.0	2.0	2.0	2.0
Justice Transformation Expansion ⁶	2.2	6.6	6.6	6.6
Non-government Revenue ⁷	4.2	4.3	4.3	4.3
Total Revenue	85.8	90.6	90.7	90.7
Total Expenses				
Lawyer Fees ^{2,3,4,5}	43.1	42.6	42.6	42.6
Duty Counsel Fees	9.3	9.3	9.3	9.3
Disbursements	5.9	6.4	6.4	6.4
Salaries and Benefits	12.9	14.6	14.7	14.7
Grants and Contracted Services ⁵	6.9	9.5	9.5	9.5
Premises	2.0	2.5	2.5	2.5
Local Agents	1.8	1.8	1.8	1.8
Computers	1.6	1.7	1.7	1.7
Office	0.7	0.7	0.7	0.7
Amortization	0.8	0.8	0.8	0.8
Miscellaneous	0.4	0.2	0.2	0.2
Board Expenses	0.2	0.2	0.2	0.2
Travel	0.2	0.3	0.3	0.3
Total Expenses	85.8	90.6	90.7	90.7
Net Income/Excess of Revenue over	0.0			

(\$m)	2017/18 Q3 Forecast	2018/19 Budget ¹	2019/20 Budget ¹	2020/21 Budget ¹
Expenses/Annual Surplus (Deficit)		0.0	0.0	0.0
Total Liabilities/Debt (even if zero)	0.0	0.0	0.0	0.0
Accumulated Surpluses/Retained Earnings/Equity (even if zero)	5.4	5.4	5.4	5.4
Capital Expenditures	0.7	0.9	0.7	0.7
Dividends/Other Transfers	0.0	0.0	0.0	0.0

¹ The budgets for the years 2018/19 through 2020/21 inclusive are projections. As per section 18 of the *Legal Services Society Act*, LSS will seek budget approval from the Attorney General (AG) in each of those respective years. LSS will provide services to the available funding.

² Budgets for large and major cases are based on ministry-approved budgets and may not reflect actual costs. In 2018/19, we estimate that Category B Cases will cost \$3.0 million (2017/18 - \$3.0 million) and Category C cases will cost \$3.3 million (2017/18 - \$3.7 million) based on our forecast of January 5, 2018. LSS will manage expenditures to the available funding provided by the ministry, as in previous years.

³ LSS forecasts criminal legal aid costs to be \$4.346 million higher in 2018/19 than funded. The Province is currently finalizing a new five-year legal aid agreement with the Government of Canada with respect to criminal, immigration and refugee legal aid. LSS is structuring its service delivery in anticipation of receiving additional funding under the agreement. This Financial Plan will reflect any additional funding once the agreement is ratified. LSS will provide services to the available funding.

⁴ LSS forecasts demand for Immigration and Refugee services, a federal responsibility, will cost \$3.65 million in 2018/19, which exceeds the available budget by \$1.723 million. The forecast is based on projected volumes of cases and historical billing patterns. LSS will provide services to the available funding.

⁵ Grants and Contracted Services includes Community Legal Assistance Society (CLAS), West Coast Prison Justice Society, Brydges Line, Downtown Community Court, and Drug Court costs. LSS will provide services to the available funding.

⁶ Justice Transformation Expansion is funded by the provincial government up to \$6.6 million to open and operate Parents Legal Centres throughout the province including Surrey and other locations and services to be determined. *Budget 2018* provided \$3.8 million in additional funding for Parents Legal Centres in addition to the \$2.8 million provided in *Budget 2017*.

⁷ Non-government revenue includes funding from the Law Foundation, the Notary Foundation, investment income, and Federally Funded Cases by the Department of Justice (DOJ) Canada.

Key Forecast Assumptions, Risks and Sensitivities

The tariff budgets are based on our best estimate of volume of applications and contracts, contract rates, and average case costs, taking into consideration any known changes to policies, initiatives, and historical trends.

External Risk Factors

1. About 5 percent of LSS's revenue (\$4.3 million) is from non-government sources and is interest rate sensitive (i.e., Law Foundation, Notary Foundation, and investment income). With interest rates at historic low levels with only two small increases of 0.25 per cent during 2017, and an uncertain real estate market due to upcoming mortgage changes, LSS could see a decrease in revenue. This revenue is used to fund the Indigenous Services Department (including Aboriginal Community Legal Workers), the Community and Publishing Services Department (including MyLawBC), the Family LawLINE, and Legal Information Outreach Workers.
2. Complex criminal trials are taking longer because of police investigation techniques, disclosure challenges, undercover operations, and gang-related prosecutions. These factors result in higher costs to LSS, including case preparation and court attendance. Having a fixed budget that does not allow for deficits means that LSS may need to restrict services in other areas in order to manage these cost pressures.
3. A risk LSS continues to face is the recruitment and retention of senior level management staff. However, greater flexibility to provide compensation adjustments within existing budgets for both excluded executive and management staff will begin to help with this risk.

Internal Risk Factors

As noted on page 6, lawyer dissatisfaction with low tariff rates is an ongoing LSS concern. The last time LSS raised tariff rates was in 2006. If we are unable to address their dissatisfaction, there is a risk that we will not be able to attract or retain highly skilled lawyers for our clients.

Management's Perspective on the Financial Outlook

LSS is dependent on provincial government funding to finance the majority of its expenditures. We also receive revenue from non-government sources that are tied to interest rates. LSS will provide services to the available budget.

LSS received new funding as part of *Budget 2018* for Legal Aid Expansion (\$4.774 million) and Parents Legal Centres (\$3.8 million). Funds will be used to provide additional family and Indigenous Services, open Parents Legal Centres, and provide other needed services.

Mitigation Strategies

1. LSS will use predictive-risk models for budgeting and forecasting.
2. LSS will use data analytics, trend analysis, and seek timely access to other justice system data (e.g., government, courts, and judiciary).
3. LSS will use technology to improve the efficiency and effectiveness of our programs and services.

4. LSS has implemented a Management Succession Plan to ensure continuity of leadership.
5. LSS will pursue increased collaboration and discussions with government and other justice system stakeholders.

Appendix A: Hyperlinks to Additional Information

Corporate Governance

Board Governance: legalaid.bc.ca/about/ourGovernance.php

Senior Management: legalaid.bc.ca/about/ourExecutive.php

Organizational Overview

Mandate: legalaid.bc.ca/about/ourMandate.php

Who We Are, and Our Vision, Mission, and Values: <https://lss.bc.ca/about/index.php>

Legal Aid Services: legalaid.bc.ca/legal_aid/

Legal Aid Locations: legalaid.bc.ca/legal_aid/legalAidLocations.php