

Legal Services Society

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2011
2012

REPORT

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Legal
Services
Society

British Columbia
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REPORT

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The *Annual Service Plan Report 2011/2012* is a publication of the Legal Services Society (LSS), 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.

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The *Legal Services Society Annual Service Plan Report 2011/2012* is printed on recycled paper.



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message from the chair

Dear Madam Attorney,

For the Legal Services Society (LSS), 2011/2012 was a year of notable accomplishments in the long-term strategy set by the board of directors more than 10 years ago and continued by each successive board. This strategy takes a two-pronged approach to improving our services and managing risks. The first prong is operational — ensuring internal efficiency, evaluating new services, and refining our work to do the most for our clients with every dollar we spend. The second prong is external — working with our stakeholders to improve the efficiency and effectiveness of BC's justice system as a whole.

For many years, the society's primary focus has been operational. Now however, it is costing us more each year to provide the same services because of external factors outside the society's control, such as the number of people charged with criminal offences, family break up, and court delays. Unless these external costs are brought under control, current legal aid services simply cannot be maintained. Significant justice system reforms are needed to ensure the sustainability of legal aid.

To promote needed change, the LSS board initiated discussions with our justice system partners throughout 2011/2012 about opportunities for reform. Our ideas were well received and a number of justice system stakeholders have sought our advice including the Ministry of Justice, which has formally requested our advice about future reforms. We have always believed that the keys to reform are collaboration and innovation, and in 2011/2012, LSS has been a leader in both regards.

This year, in support of our goal of collaboration, our community partnerships had their first full year of operation, expanding legal aid awareness and accessibility across BC. As well, working in partnership with the Aboriginal community, LSS has undertaken many new initiatives including legal aid intake on reserves, Gladue report funding, a legal aid awareness campaign, and new public legal education and information materials. We are also proud to have received a 2011/2012 Premier's Award for Innovation and Excellence for our participation in the Drug Treatment Court of Vancouver.

I would also like to highlight three innovative LSS programs that made significant yet cost-effective contributions to the justice system in 2011/2012. The first is our family law telephone advice service which began in November 2010. Last year, we were able to expand this Family LawLINE due to cost-savings found elsewhere, and the service helped a total of 2,675 people resolve their problems or prepare for court.

Next is the use of non-lawyers to help people find legal information, access social service referrals, and navigate the court system. While LSS has had legal information outreach workers (LIOWs) for almost a decade, their continued value is especially evident in Vancouver's Downtown Community Court where overall they helped 2,029 people on site last year. Our recent family services evaluation showed that LIOWs, together with our Aboriginal community legal workers, received the highest ratings regarding clients' satisfaction with their outcomes.

Finally, there is our collaborative work with two Vancouver clinics for women with substance abuse problems. Our services at these clinics help women at an early stage before their legal problems worsen and take up more justice system resources.

With each of these programs, LSS has demonstrated leadership in finding new ways to deliver much needed legal services, while making prudent use of public funds.

Core legal aid funding from government in 2011/2012 was unchanged from the previous year. The Ministry of Justice did, however, provide the society with a one-time grant of \$300,000 in recognition of the increased caseload pressures we will face with the appointment of five new Provincial Court judges. Non-government revenues remained below historic levels due primarily to declining funding from the Notary Foundation which depends on interest rates for its own revenue. Overall, the society finished the year with a balanced budget and has prepared a balanced budget for 2012/2013.

Following LSS presentations of changing costs and demands, we were pleased to learn that, beginning in 2012/2013, the Ministry of Justice has announced a \$2.1 million increase in the society's annual grant for family law and child protection matters. This is the first funding increase for these services since 2005 and will help us maintain current levels of service despite rising costs. Our family programs are especially important because they focus on achieving early resolutions and avoiding court if possible. In the board's assessment, however, the demand for all legal aid services far exceeds available funding. Increasing resources to assist people with low incomes with their legal challenges is a critical component in improving the efficiency of the justice system.

The coming year will see our response to the request for advice on justice reform. We believe LSS is ideally positioned to contribute because we see more facets of the justice system than any other single institution. We are involved with criminal defendants, family litigants, and new immigrants; we are a public legal education provider and an out-of-court problem-solver; a fee payer and a trial manager; a justice policy advisor; and always, we are guided by our obligation to work in the public's interest. We are confident that our broader advice to the ministry this year will help chart the future for legal aid and justice system reform for many years to come.

The Legal Services Society's accomplishments would not be possible without the hard work and tireless dedication of its staff and my fellow directors. Their work makes a difference in the lives of those less fortunate and it is to them that I offer my thanks for a job well done. And it is with great sadness that I pay tribute to board member Marion Wright who passed away in January 2012. Marion was a valued and important part of LSS who brought us an appreciation of how the justice system affects the daily lives of Aboriginal people. Her wisdom will continue to inform the work of LSS as we move forward with justice system reform.



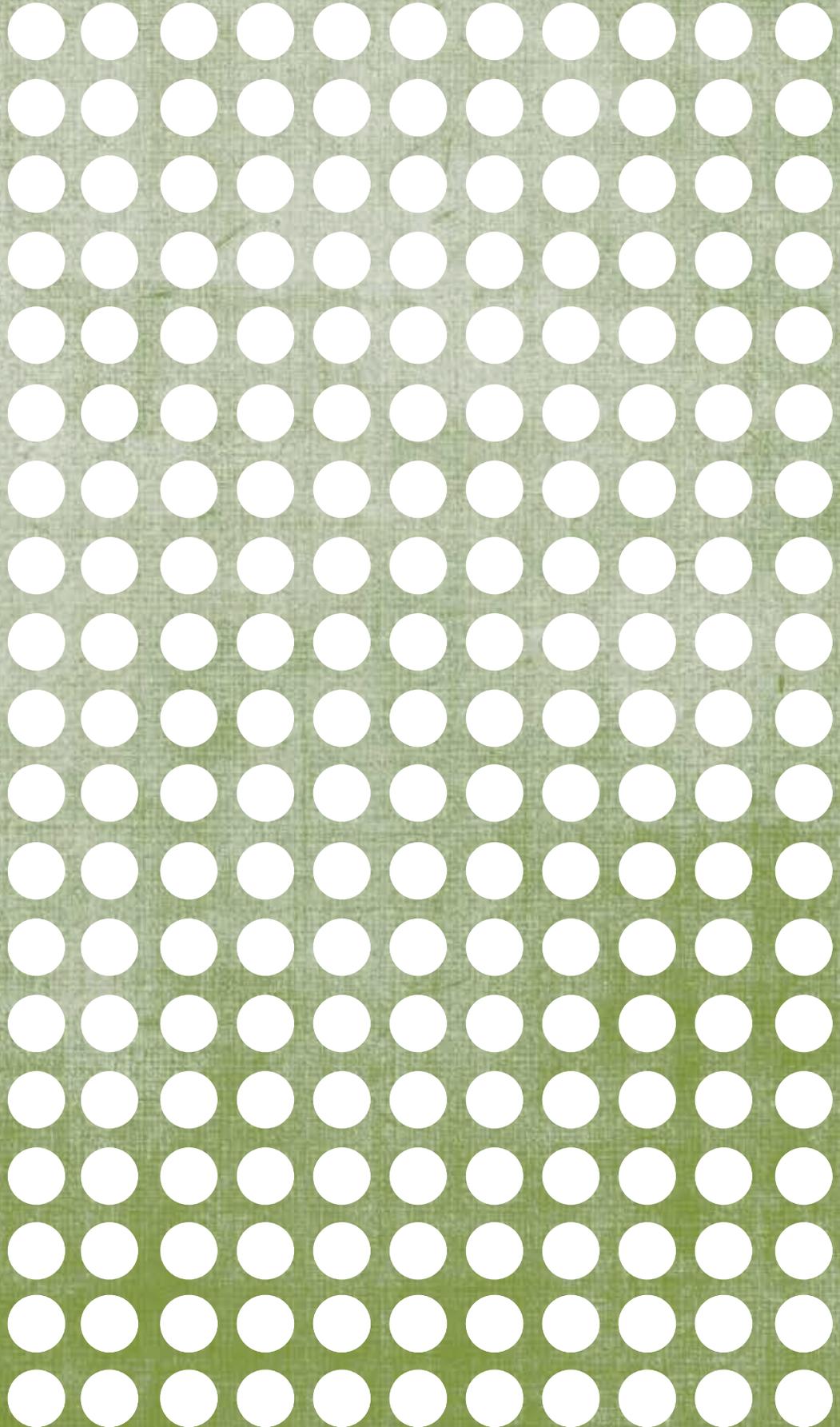
E. David Crossin, QC
CHAIR, LSS BOARD OF DIRECTORS
APRIL 30, 2012

ACCOUNTABILITY STATEMENT

The *Legal Services Society Annual Service Plan Report 2011/2012* was prepared under the board's direction in accordance with the Legal Services Society Act, Budget Transparency and Accountability Act, and the BC Reporting Principles. The board is accountable for the contents of the report, including what has been included in the report and how it has been reported.

The information presented reflects the actual performance of the Legal Services Society for the 12 months ended March 31, 2012, in relation to the service plan published in February 2011. The LSS board is responsible for ensuring internal controls are in place to ensure information is measured and reported accurately and in a timely fashion. All significant assumptions, policy decisions, events, and identified risks, as of March 31, 2012, have been considered in preparing the report. The report contains estimates and interpretive information that represent the best judgment of management. Any changes in mandate direction, goals, strategies, measures, or targets made since the 2011/2012 – 2013/2014 service plan was released and any significant limitations in reliability of data are identified in the report.

ORGANIZATION OVERVIEW



The Legal Services Society (LSS) 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. The society's priority is to serve the interests of people with low incomes.

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

Our mission is to provide innovative and integrated services that enable clients to effectively address their legal issues in a broad social context.

OUR VALUES

- making a positive difference in our clients' lives through legal aid services;
- engaging clients in finding solutions that meet their legal needs;
- recognizing diverse cultures and perspectives;
- compassion, integrity, and respect in our relationships with clients, staff, and stakeholders;
- collaboration with service partners and stakeholders;
- innovative approaches to solving problems;
- excellence and continuous improvement; and
- accountability and openness.

OUR GOALS

The society's goals, developed in 2008/2009, describe our long-term commitment to building an integrated legal aid model. These goals, and the strategies to achieve them, form the basis of the society's service plan every year.

goal 1

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

goal 2

People with low incomes participate in solving and preventing legal problems.

goal 3

People with low incomes get help with related legal issues so they can solve and prevent legal problems.

goal 4

LSS manages resources soundly.

LSS CORE SERVICES

Core legal aid services include legal information, advice, and representation.

- **Legal information:** The society's legal information services are delivered by front-line staff, including legal information outreach workers (LIOWs), Aboriginal community legal workers (ACLWs), local agents, and community partners, and through publications and websites. Other information services include training 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.
- **Legal advice:** LSS offers legal advice through criminal and family duty counsel in and out of courthouses across BC; immigration duty counsel for people in detention at the Canada Border Services Agency's enforcement centre in Vancouver; through the Family LawLINE¹; and through the Brydges Line² telephone service for people who have been or may be arrested. LSS also provides family advice lawyers at various locations. LSS advice services may be subject to a financial eligibility test.
- **Legal representation:** 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.

See Table 1 below for a summary of the number of direct services provided to legal aid clients this year. The society's websites had over 692,000 visits in 2011/2012, while the society distributed more than 138,000 public legal information and education materials. For more detailed data on legal aid services in 2011/2012, see Appendix 1 on page 46.

LSS CLIENTS

Every year, hundreds of thousands of BC residents receive legal aid information, advice, and representation services. LSS strives to engage our clients in finding solutions to their legal problems. By taking an integrated approach, legal aid services can help clients prevent future legal issues and increase their ability to positively contribute to society.

Legal aid clients are among the province's most vulnerable and marginalized citizens. LSS clients do not have the financial resources — or frequently the educational, social, or health resources — to effectively access the justice system when their families, freedom, or safety are at risk. Of the 27,433 clients who were referred to a lawyer in 2011/2012, over 63% had less than a high school education and more than 23% were Aboriginal.

TABLE 1 LEGAL SERVICES SOCIETY **number of legal aid services provided** 2011/2012

service	number of services provided
Legal representation (referrals)	27,433
Legal advice (duty counsel, Brydges Line, and Family LawLINE)	139,274
Aboriginal community legal workers	1,520
Legal information outreach workers	8,515
Total	176,742

1 Family LawLINE (FLL) is a family law telephone advice service. FLL lawyers provide advice on issues such as custody, access, guardianship, child support, and spousal support.

2 Brydges Line, a province-wide toll-free telephone service available 24 hours a day to assist people who are arrested and/or detained and need legal advice.

LSS SERVICE DELIVERY MODEL

The society works closely with our partners in the justice system — lawyers, intermediaries, and the Ministry of Justice — to best address the legal needs of our clients. Legal aid intake services are delivered in person at LSS offices in Vancouver and Terrace, and provided through local agents in communities across the province. Services are also available over the phone through the toll-free LSS Call Centre. Lawyers who accept LSS referrals provide legal representation services. LSS contracts with lawyers and other service partners to provide additional services, such as duty counsel, the Brydges Line, and Family LawLINE. LSS also contracts with community agencies to serve as community partners providing information about LSS services and public legal information in their communities.

The society works to ensure legal aid 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 clients as needed. LSS also pays for interpreters for clients working with legal aid lawyers and produce legal information publications in a variety of languages.

For more information about legal aid services and eligibility criteria, visit the LSS website at www.legalaid.bc.ca.

LSS MANDATE

Under Section 9 of the current Legal Services Society 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 Minister of Justice 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.

Section 11(4) of the act limits the amount of legal aid the society can provide to any client to “the extent of legal or other services that a reasonable person of modest means would use to resolve the problem.”

MEMORANDUM OF UNDERSTANDING

Under section 21 of the LSS Act, the society determines the range of services it will provide within the framework of a Memorandum of Understanding (MOU) negotiated with the Minister of Justice every three years (see Financial Report, page 23). The MOU, the LSS Act, and the Government Letter of Expectations (see page 20) guide the relationship between the society and the provincial government.

The MOU:

- sets out the roles and responsibilities of both parties,
- outlines anticipated provincial government funding for legal aid and the priorities for allocating that funding,
- acknowledges that LSS receives funding from sources other than the government and can apply that funding in any manner that is appropriate to fulfilling its mandate, and
- establishes the foundation for the society's budget and planning process.

governance

LSS 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 is committed to strong corporate governance practices that enable public accountability and transparency. The society adheres to the governance principles established by the Board Resourcing and Development Office (BRDO) and is in full compliance with BRDO guidelines. To maintain excellence in board governance, LSS reviews its governance framework regularly to ensure it meets the society’s ongoing business needs while being consistent with recognized best practices.

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 Minister of Justice, 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 three 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, fiscal allocations, and risk management; and
- the Stakeholder Engagement Committee, which recommends ways to strengthen the society’s relationships with key stakeholders in the justice system.

The chair, in consultation with the society’s executive director, appoints the members of these committees, unless the board directs otherwise. For more information about the LSS board and its governance practices, visit the society’s website at www.legallaid.bc.ca. Specific inquiries should be directed to the assistant corporate secretary at corporate.governance@lss.bc.ca.

LEGAL SERVICES SOCIETY **board of directors** AT MARCH 31, 2012

board members	board committees
E. David Crossin, QC LAWYER • CHAIR • VANCOUVER	Executive Committee CHAIR
Barbara Brink, CM, OBC VANCOUVER	Finance Committee Stakeholder Engagement Committee LEAD BOARD MEMBER ON GOVERNANCE
Thomas (Tom) Christensen LAWYER • VICE-CHAIR • VERNON	Executive Committee Stakeholder Engagement Committee CHAIR
Sheryl N. Lee, CA VANCOUVER	Finance Committee CHAIR Executive Committee
Deanna Ludowicz LAWYER • GRAND FORKS	Executive Committee LEAD BOARD MEMBER FOR STRATEGIC PLANNING SESSION 2012
Suzette Narbonne LAWYER • GIBSONS	Stakeholder Engagement Committee
Todd L. Ormiston VICTORIA	
Darrell J. Wickstrom LAWYER • VANCOUVER	Finance Committee

LEGAL SERVICES SOCIETY
senior management

AT MARCH 31, 2012

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

Doug Wong, CA

FINANCE AND CORPORATE SERVICES

senior managers

Brad Daisley

LAWYER • COMMUNICATIONS AND GENERAL
COUNSEL

Noreen Finnerty, CHRP

HUMAN RESOURCES AND ORGANIZATIONAL
DEVELOPMENT

Craig Goebel

LAWYER • INTAKE AND REGIONAL CENTRES

David Griffiths

LAWYER • LEGAL SERVICES

Pamela Shields

LAWYER • ABORIGINAL SERVICES

John Simpson

LAWYER • COMMUNITY AND PUBLISHING
SERVICES

Kathryn Spracklin

STRATEGIC PLANNING AND POLICY

Janice Staryk

TARIFF SERVICES

Mihai Strusievici

INFORMATION TECHNOLOGY

Eugene Wandell, CMA

FINANCE AND ADMINISTRATION

Vacant

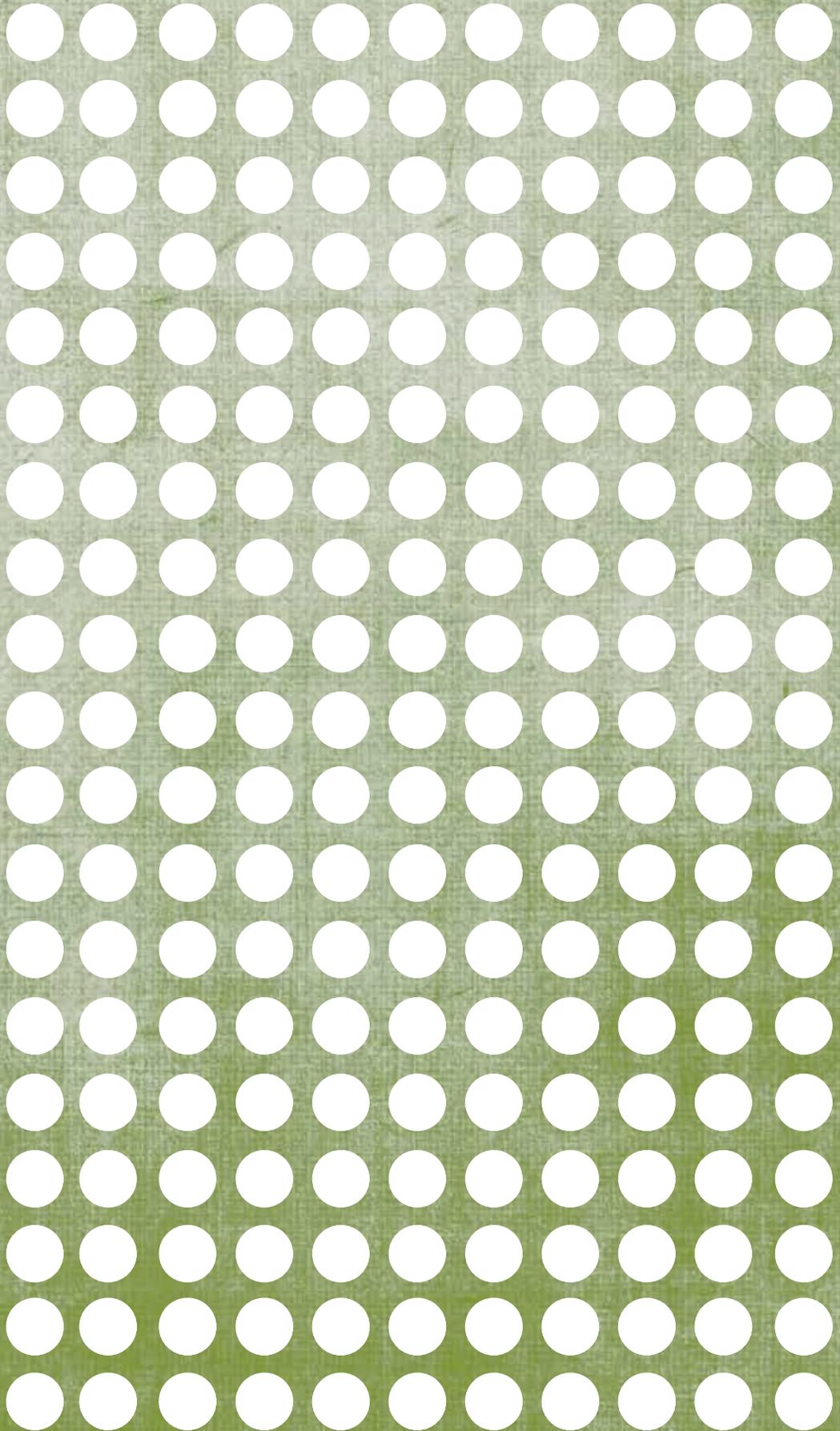
AUDIT AND INVESTIGATION

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 (OPP) Committee, which is chaired by the director of Strategic Planning, Policy, and Human Resources (SPPHR). 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.

REPORT ON PERFORMANCE



In 2011/2012, LSS experienced uncertainty both in its external and internal environments. At the external level, impending changes to family, criminal, and immigration legislation posed potentially significant financial impacts. LSS also faced duty counsel service withdrawals that escalated across the province, rising case costs for family and CFCSA clients due in part to court delays, and a transition to a new Minister of Justice. In its internal environment, LSS also addressed the continuing challenge of managing large complex criminal cases.

Throughout the year, LSS demonstrated leadership in this volatile environment by focusing on long-term solutions while seeking to mitigate immediate risks, identifying opportunities to build a stronger legal aid infrastructure, and contributing significantly in its advisory role to government.

LSS made recommendations to the Minister of Justice for improving the justice system, notably in the areas of large case management. LSS has been recognized for its leadership in managing large criminal cases, a key source of rising justice system costs and delays. This year, LSS established a new department dedicated to managing these cases and costs.

LSS analyzed and prepared for the impact of anticipated family, immigration, and criminal legislative changes. The society also participated in the Ministry of Justice working group on changes to the Family Law Act. Responding to immediate concerns, LSS was able to show flexibility in adapting services to maintain access for its most vulnerable clients during the duty counsel service withdrawal.

Early in the year, LSS identified cost pressures in the family and CFCSA tariffs through monitoring and analysis of its key indicators, and shared these results with the Minister of Justice. Following these presentations, the Ministry of Justice authorized a \$2.1 million increase in LSS's annual grant for family law and child protection

matters, the first funding increase for these services since 2005.

In 2011/2012, LSS took steps to strengthen the province's legal aid infrastructure. LSS supported its 24 new community partners by providing training and materials to help them promote legal aid services across BC. LSS also introduced a Gladue report disbursement pilot project to support Aboriginal clients and expanded the hours of operation for the Family LawLINE. As a result of ongoing community engagement, this year LSS recorded the highest ever attendance at its key conferences for intermediaries.

To ensure LSS's information technology systems can continue to support service delivery over the long term, LSS started a redesign of its client management system (CMS). The first phase of this project includes a review of intake, case management, and lawyer billing processes to identify ways of improving both efficiency and effectiveness. The society evaluated its family law services and its local agent model, and did an initial analysis of the simplified LSS tariffs. As well, LSS responded to the results of the 2011/2012 employee engagement (work environment) survey by creating a cross-divisional team to identify ways to support and engage staff.

In 2011/2012, LSS also implemented a successful stakeholder relations campaign to communicate the value of legal aid to government. The year ended with a formal call for advice on justice system reform from the Minister of Justice, a challenge the society eagerly embraced.

PERFORMANCE MANAGEMENT SYSTEM

LSS assesses performance by surveying key stakeholder groups (including clients, employees, and lawyers) every three years. Independent research organizations carry out the data collection and analysis to ensure data is accurate and reliable.

The society also monitors, tests, and reports on key internal operational and financial data.

LSS selects satisfaction measures to track its overall progress in achieving intended outcomes for clients. These measures also track its success in engaging the support of private lawyers, who are its primary service partners; its employees, who are critical to service quality; and the public, to whom LSS is ultimately accountable. Increased levels of client and lawyer satisfaction, employee engagement, and public support will demonstrate that LSS is meeting these stakeholders' needs. LSS chose budget-to-actual expenditure variance as a measure of financial performance. LSS also measures the number of new lawyers taking more than three referrals in their first six months.

LSS benchmarks its performance against like organizations where possible. By using the Common Measurement Tool, an independent client satisfaction benchmarking tool and data service provided by the Institute of Customer-Centred Service, LSS is able to compare client satisfaction results against government agencies providing similar services. LSS benchmarks its employee engagement score against the BC Public Service using statistics provided by BC Stats. Though legal aid plans across Canada have not yet developed a common method of measuring performance, LSS regularly shares data and benchmarks results against those of other legal aid plans if comparable.

LSS sets targets by considering benchmark data, and evaluating the level of improvement possible given the strategies in place and activities planned in the coming period. Meeting targets would demonstrate continuous improvements in stakeholder satisfaction with and support for legal aid, as well as financial responsibility, all of which are necessary to achieve the society's goals.

TABLE 2 LEGAL SERVICES SOCIETY **goals, strategies, and performance measures** 2011/2012 – 2013/2014

goals	strategies	measures
<p>goal 1 people with low incomes who have legal issues use LSS services</p>	<ul style="list-style-type: none"> » Increase public and intermediaries' awareness of the availability of LSS services through a variety of community engagement and technology-based initiatives. » Identify and address gaps in access to justice through the use of community engagement strategies to improve legal aid services across the province. » Transition proven piloted services for Aboriginal clients to core legal aid services and continue to develop and adapt services for Aboriginal clients. » Develop and implement a targeted advertising/promotional campaign. » Assess and develop options to introduce flexible and scalable coverage policies. 	<ul style="list-style-type: none"> » Percent of clients satisfied with the accessibility of LSS services (tri-annual survey) » Percent of clients satisfied with the helpfulness of LSS services (tri-annual survey) » Percent of clients satisfied overall with LSS services (tri-annual survey)
<p>goal 2 people with low incomes participate in solving and preventing legal problems</p>	<ul style="list-style-type: none"> » Provide clients with information about the spectrum and scope of legal aid services, related legal issues, and their rights early in the process. » Increase training for front-line staff to support the strategy above. » Implement community engagement strategies that increase local agents', lawyers', and intermediaries' capacity to engage clients to solve their legal issues, with an emphasis on rural, remote, and Aboriginal communities. 	<ul style="list-style-type: none"> » Percent of clients satisfied with LSS support to help them participate in resolving their legal issues (tri-annual survey) » Percent of lawyers satisfied with LSS support to increase their ability to engage clients in solving their legal issues (tri-annual survey)
<p>goal 3 people with low incomes get help with related legal issues so they can solve and prevent legal problems</p>	<ul style="list-style-type: none"> » Continue to collaborate with other service providers to increase clients' access to services for their related legal issues. » Support LSS staff, local agents, lawyers, and intermediaries to assess and refer clients to services for their related legal issues. » Work with the Ministry of Justice and other ministries to develop a client-centred approach that promotes integration of services to address clients' legal and related legal issues. 	<ul style="list-style-type: none"> » Percent of clients satisfied with the level of support LSS gave them to address their related legal issues (tri-annual survey) » Percent of lawyers satisfied with LSS support for increasing their ability to help clients address related legal issues (tri-annual survey) » Percent of lawyers who support the integrated approach to providing legal aid services (tri-annual survey)
<p>goal 4 LSS manages resources soundly</p>	<ul style="list-style-type: none"> » Implement an employee engagement action plan that responds to the 2011 Work Environment survey. » Develop indicators to track and adjust operational performance in key areas such as demand management and lawyer supply. » Monitor the effect of the simplified tariff on case costs and make adjustments as needed. » Develop and implement new policies and processes to manage large cases. » Sustain public and political support for legal aid services. » Develop and implement community-based lawyer engagement initiatives. » Adapt process, policies, and budget to reflect new immigration and family legislation. 	<ul style="list-style-type: none"> » Overall average employee engagement score (tri-annual survey) » Percent of lawyers satisfied with the overall support provided by LSS (tri-annual survey) » Number of new lawyers taking more than three referrals in the first six months (annual measure) » Budget-to-actual expenditure variance (annual measure) » Percent of the public that supports the provision of legal aid services (annual survey)

LSS GOALS AND PERFORMANCE IN 2011/2012

The goals, strategies, and measures that were in place for 2011/2012 are summarized in Table 2 on page 8.

Performance against the LSS 2011/2012 service plan is summarized in Table 3 below and on the pages that follow. The LSS response towards mitigating key risks is outlined in Table 4 on page 10. LSS made minor adjustments to its goals,

strategies, and performance measures in 2011/2012 in response to the changing operational and strategic environment. These are reflected in the 2012/2013 – 2014/2015 service plan, available on the LSS website. The changes are summarized in this report in Appendix 2, on page 51.

TABLE 3 LEGAL SERVICES SOCIETY **performance at a glance**

measure	past results	results	future targets	
	2010/2011	2011/2012	2012/2013	2013/2014
Percent of clients satisfied with the accessibility of LSS services · GOAL 1	69%	Not measured	To be surveyed in 2013/2014	73%
Percent of clients satisfied with the helpfulness of LSS services · GOAL 1	62%	Not measured	To be surveyed in 2013/2014	66%
Percent of clients satisfied overall with LSS services · GOAL 1	62%	Not measured	To be surveyed in 2013/2014	66%
Percent of clients satisfied with LSS support to help them participate in resolving their legal issues · GOAL 2	Baseline set: 59%	Not measured	To be surveyed in 2013/2014	63%
Percent of lawyers satisfied with LSS support to increase their ability to engage clients in solving their legal issues · GOAL 2	Baseline set: 42% 2009/2010	Not measured	46%	To be surveyed in 2015/2016
Percent of clients satisfied with the level of support LSS gave them to address their related legal issues · GOAL 3	Baseline set: 48%	Not measured	To be surveyed in 2013/2014	52%
Percent of lawyers satisfied with LSS support for increasing their ability to help clients address related legal issues GOAL 3	Baseline set: 22% 2009/2010	Not measured	26%	To be surveyed in 2015/2016
Percent of lawyers who support the integrated approach to providing legal aid services · GOAL 3	Baseline set: 71% 2009/2010	Not measured	75%	To be surveyed in 2015/2016
Overall average employee engagement score · GOAL 4	70 (average score) 2007/2008	67 (Target: 73)	To be surveyed in 2014/2015	To be surveyed in 2014/2015
Percent of lawyers satisfied with the overall support provided by LSS GOAL 4	62% 2009/2010	Not measured	66%	To be surveyed in 2015/2016
Number of new lawyers taking more than three referrals in the first six months GOAL 4	Baseline set: 60	86 Target: >60	>60	>60
Budget-to-actual expenditure variance GOAL 4	-0.5%	-1.10% (Target: +/- 1.5%)	+/- 1.5%	+/- 1.5%
Percent of the public that supports the provision of legal aid services · GOAL 4	89%	91% (Target: >90%)	>90%	>90%

KEY RISKS AFFECTING PERFORMANCE

LSS identified eight key strategic issues that presented the primary risks to the society's performance in 2011/2012, as recorded in the *LSS Service Plan 2011/2012 – 2013/2014*. The issues fell

into three main categories: ensuring LSS reaches clients who need legal services (integrated services, Aboriginal services, public awareness); dealing with challenges in the justice system (large case management and legislative change); and securing sufficient resources to provide clients with

timely and appropriate services (service demand, financial uncertainty, lawyer recruitment, retention, and engagement). The LSS response towards mitigating these risks in order to continue delivering effective services for its clients is outlined in the table below.

TABLE 4 LEGAL SERVICES SOCIETY **key strategic risks** 2011/2012

issue	risk statement	LSS response
INTEGRATED SERVICES		
<ul style="list-style-type: none"> » Challenge to integrate services with limited funds, varying degrees of external support, and limited staff capacity. » Slow progress to date on integration because LSS is focusing on delivering core services. » Many integrated services address poverty and non-legal issues while these are not LSS's current service priorities. 	<ul style="list-style-type: none"> » Integrated services are not undertaken or are not successful because LSS and its partners have insufficient resources or competing priorities. » LSS loses its reputation for innovation if it is unable to implement integrated services after having identified this priority. 	<ul style="list-style-type: none"> » Developed 24 community partnerships with community agencies across the province to promote legal aid. » Explored medical-legal partnerships and other opportunities with non-traditional sectors. SEE GOAL 3
ABORIGINAL SERVICES		
<ul style="list-style-type: none"> » In partnership with Aboriginal communities, LSS is developing legal services that recognize the unique needs of Aboriginal clients and focus on remote regions. » LSS must determine which piloted Aboriginal services should become core programs and how all LSS services can be designed to meet the identified needs of Aboriginal communities. 	<ul style="list-style-type: none"> » Legal aid services do not meet the needs of LSS's Aboriginal clients (approximately 25% of the total number of LSS clients). 	<ul style="list-style-type: none"> » Integrated piloted Aboriginal services into core legal aid services. » Actively engaged with and built resources within Aboriginal communities to address legal issues in ways that recognized their unique culture. » Introduced Gladue report disbursement pilot project to support Aboriginal clients. SEE GOAL 1
PUBLIC AWARENESS AND SUPPORT		
<ul style="list-style-type: none"> » Media coverage and LSS changes to services may create public misconceptions about the availability of legal aid services in BC. » Research indicates a strong majority of Canadians believe that legal aid inspires perceived fairness of the justice system (95%) and confidence in the justice system (85%).¹ » In 2011, support for legal aid services among BC residents dropped 6% to 88%. » The Public Commission on Legal Aid has the potential to raise awareness about LSS and create a constructive dialogue on the strengths and weaknesses of BC's legal aid system. 	<ul style="list-style-type: none"> » Public support for legal aid, as well as public confidence in and perceived fairness of BC's justice system, is diminished. » Eligible clients do not seek legal aid services because they believe legal aid is not available or that it is not enough to meet their needs. 	<ul style="list-style-type: none"> » Communicated the importance of a legal aid plan to elected and public officials and other community leaders. » Launched an advertising campaign about Aboriginal services in selected communities. SEE GOALS 1 AND 4

¹ Department of Justice, "Public Support for Criminal Legal Aid," May 2011.

issue	risk statement	LSS response
<p>LARGE CASES</p> <ul style="list-style-type: none"> » Rising volumes and costs of large cases are disproportionate to funding allocations. » Large case costs are difficult to forecast and to control. 	<ul style="list-style-type: none"> » Large case costs exceed the society's Category C budget and stretch case management resources. 	<ul style="list-style-type: none"> » Improved LSS's ability to contain large criminal case costs through policy and process changes. » Established a large case department to manage these types of cases. » Participated in an intergovernmental committee to review the challenges of large cases and recommended changes. <p>SEE GOAL 4</p>
<p>LEGISLATIVE CHANGE</p> <ul style="list-style-type: none"> » Proposed provincial and federal legislative changes may increase costs of providing critical immigration and family services to individuals in need. » Funding to offset these costs may not be available. 	<ul style="list-style-type: none"> » LSS is unable to provide services based on legislative changes if additional funding to cover increased costs is not received. 	<ul style="list-style-type: none"> » Monitored legislative changes and their timelines, and planned for financial impact. » Initiated development of new policies and processes as needed. » Wrote submissions to government in response to immigration changes. SEE GOAL 4
<p>SERVICE DEMAND</p> <ul style="list-style-type: none"> » Demand for legal aid continues to fluctuate. » Family referral rates are currently below the projected budget for 2011/2012. » Unanticipated marine arrival of migrants. 	<ul style="list-style-type: none"> » Demand for legal aid does not follow historical patterns. » Referral volumes are not aligned with the available budget, causing budget shortfalls or surpluses. » Eligible clients do not receive needed services. 	<ul style="list-style-type: none"> » Refined LSS cost and demand management processes to help guide LSS board and management decisions. SEE GOAL 4
<p>FINANCIAL UNCERTAINTY</p> <ul style="list-style-type: none"> » Ongoing uncertainty in general economy, including low interest rates. » Rising case costs. » Managing uncertainty requires administrative resources and makes it difficult to set priorities. 	<ul style="list-style-type: none"> » LSS has insufficient revenue and overly restrictive programs to meet client service demands. » Tariff costs exceed budgets. » LSS is unable to move forward with key priorities. 	<ul style="list-style-type: none"> » Refined forecasting, expenditure tracking, and data analysis to manage fluctuating revenue and service demands. » Monitored case costs particularly for family and CFCSA cases. » Implemented a comprehensive stakeholder relations campaign with our partners in the justice system. The government responded with \$2.1 million for family law and child protection matters for ongoing funding. <p>SEE GOAL 4</p>
<p>LAWYER RECRUITMENT, RETENTION, AND ENGAGEMENT</p> <ul style="list-style-type: none"> » Recent service changes and infrastructure reductions have jeopardized relationships between LSS and some of the private bar. » LSS experienced localized criminal duty counsel withdrawals in 2010/2011 and more widespread withdrawals in 2011/2012. » Lawyer satisfaction survey results indicate lawyers continue to feel LSS does not value their work. » Attrition due to an aging bar. 	<ul style="list-style-type: none"> » LSS is unable to place all cases with a lawyer within a reasonable time. » Lawyers withdraw needed client services. 	<ul style="list-style-type: none"> » Used the lawyer supply dashboard to monitor supply issues. » Hosted lawyer recognition events in two major communities. » LSS responded to criminal duty counsel withdrawals across the province by implementing a telephone-based service to maintain essential services to clients in-custody on criminal matters. SEE GOAL 4

goal 1: use

people with low incomes who have legal issues use LSS services

LSS needs to ensure that its services are accessible, that they address the needs of clients, and that the public is aware that these services are available. Goal 1 is based on these principles.

PERFORMANCE MEASURES

Percent of clients satisfied with the accessibility of LSS services.

Percent of clients satisfied with the helpfulness of LSS services.

Percent of clients satisfied overall with LSS services.

RESULTS 2011/2012

LSS conducts a client survey every three years and will survey clients again in 2013/2014. For more information about these measures, please see Appendix 3 on page 52.

PERFORMANCE HIGHLIGHTS

This year, LSS embraced social media to improve public awareness of legal aid and evaluated existing services for accessibility and effectiveness. 2011/2012 was a significant year for LSS Aboriginal services, with key pilot projects becoming core LSS services. LSS also enhanced legal aid services for Aboriginal people and developed a promotional campaign targeting the Aboriginal community.

INCREASE AWARENESS OF LSS SERVICES

LSS is committed to connecting with its clients through a variety of different media. In 2011/2012, LSS expanded its social media strategy to include an LSS Facebook page for the general public. LSS also developed a Twitter strategy to implement best practices and monitor the effectiveness of this tool in improving awareness of LSS services. LSS's use of social media, which also includes the ELAN² blog for community workers and a YouTube channel, ensures that LSS has a strong presence online to reach the public, its clients, and its partners in the justice sector.

Community engagement is a key strategy for building awareness of and access to legal aid services. For more information on LSS's work building community partnerships, see "Collaborate with other service providers" on page 15.

ADDRESS GAPS IN ACCESS TO JUSTICE

This year, LSS reviewed the accessibility of its family law website, public legal education materials, and intake services. The goal of this review is to improve the accessibility of LSS communications in person, print, and online, as well as improving their effectiveness for Aboriginal clients.

In 2010, LSS transitioned from a regional centre to a local agent model. This year, LSS evaluated the new model finding that overall it has proven to be cost-effective while continuing to provide in-person intake services. LSS continues to work with the local agents to ensure that the responsibilities of making referrals to community agencies, providing public legal education materials, and serving as community liaisons remain key aspects of their roles.

INTERGRATE ABORIGINAL SERVICES INTO CORE SERVICES

This year, LSS transitioned key Aboriginal services pilot projects into LSS's core operations. Core work now includes Aboriginal community legal workers (ACLWs), enhanced duty counsel, expanded intake, and the development of public legal education materials in print and online about Aboriginal issues. ACLWs assisted 1,520 clients in 2011/2012.

LSS designed and implemented a pilot project to fund Gladue³ reports for Aboriginal clients. The purpose of this project is to apply Gladue principles by providing the court with comprehensive information on the offender and the offender's community, and to create a plan that looks at viable alternatives to prison. Funded in part by the Law Foundation, 66 Gladue reports were authorized this year, successfully reaching the project target. The project has been extended to March 2013.

LSS provides expanded intake services in five local agent communities so that Aboriginal clients can get legal information and apply for legal aid in person on nearby reserves. Intake hours were increased to accommodate this initiative. LSS also developed family advice clinics in Hazelton/Bulkley Valley and Williams Lake to provide legal information and advice to Aboriginal clients. Duty counsel availability was expanded for First Nations Court, Williams Lake, and Port Hardy/Alert Bay.

LSS introduced new Aboriginal-specific publications on issues such as the Indian Residential Schools Settlement and harvesting rights. These publications were produced in a culturally sensitive way in consultation with members of the Aboriginal community to provide needed support for our clients. LSS also launched a new section about Aboriginal issues on the LSS website.

² Electronic Legal Aid News.

³ Gladue refers to a 1999 Supreme Court decision in the case of an Aboriginal woman named Jamie Gladue. The court said there is racism against Aboriginal people within Canada and the justice system that has led to a disproportionately high rate of incarceration for Aboriginal people.

LSS participated at numerous events related to Aboriginal issues over the year, reaching more than 450 participants in total. Attendees included lawyers, advocates, elders, band members, community members, Gladue report writers, students, Native Courtworkers, corrections workers, youth workers, and youth. For details, see Appendix 1 on page 50.

PROMOTE SERVICES TO ABORIGINAL CLIENTS

LSS launched a promotional campaign targeted specifically to Aboriginal people to raise awareness about legal aid services and resources. The advertisements ran in 59 community newspapers around BC. The society also ran advertisements in Williams Lake, Haida Gwaii, Nanaimo/Duncan, and Port Hardy/Alert Bay that promoted services specific to those areas (such as family law clinics and ACLWs).

FUTURE OUTLOOK

LSS will respond to the recommendations from the review of PLEI/intake services, seeking to improve public legal education and information materials, streamline the application process, and train staff on how to best communicate with our most vulnerable clients. LSS will also explore the use of online applications to make it easier for some clients to apply for legal aid. Additionally, LSS will introduce a website containing key LSS contact and service information that will be designed for use on smart phones and tablet computers.

LSS will also evaluate the Gladue report disbursement pilot project in December 2012 and determine whether to continue funding this initiative.

goal 2: participate people with low incomes participate in solving and preventing legal problems

Research shows that clients who are actively involved in resolving their legal issues tend to find more positive and lasting solutions. This is reflected in the society's mission to provide innovative and collaborative legal aid services to achieve lasting client outcomes in a client-centred manner. Goal 2 is built on these principles.

PERFORMANCE MEASURES

Percent of clients satisfied with LSS support to help them participate in resolving their legal issues.

Percent of lawyers satisfied with LSS support to increase their ability to engage clients in solving their legal issues.

RESULTS 2011/2012

LSS conducts a client survey every three years and will survey clients again in 2013/2014. For more information on this measure, see Appendix 3 on page 53. LSS surveys lawyers every three years and will conduct the next lawyer survey in 2012/2013. For more information on this measure, see Appendix 3 on page 53.

Family services evaluation: With funding from the Law Foundation, this year LSS completed an evaluation of its legal aid services for family clients.

LSS first conducted a family services evaluation in 2006 to gain a better understanding of client outcomes and how to effectively deliver services that yield timely and lasting results. This year, LSS completed another evaluation of its family law services to gain insight on how well it continues to meet unique client needs and to identify new areas of opportunity. The evaluation included clients who received representation, advice, and information services from lawyers (including Family LawLINE), as well as clients served by Aboriginal community legal workers (ACLWs) and legal information outreach workers (LHOWs). Overall, the 2011 evaluation confirmed the 2006 findings:

- Respondents experienced a resolution rate of 83%, and 79% of respondents were mostly or completely satisfied with the outcome of their case.
- Clients who had received ACLW and LHOW services reported the highest satisfaction with their outcomes.
- Respondents who had received ACLW services had the highest resolution rate among all services.
- Clients gave high ratings of helpfulness to ACLWs and LSS intake workers.
- Thirty-five percent of clients reported that other legal issues had impacted resolution of their family issues. The two primary types of issues were financial (38%) and health (25%).

The Evaluation of Family Legal Services of the Legal Services Society – Final Report (May 2012) is available at www.legalaid.bc.ca under “About us – Reports.”

PERFORMANCE HIGHLIGHTS

2011/2012 saw growth in several LSS services aimed at empowering and educating both clients and intermediaries. LSS expanded its Family LawLINE and increased the volume of public legal education materials distributed. LSS also saw its greatest attendance to date at a number of conferences held over the year for intermediaries.

PROVIDE CLIENTS INFORMATION ABOUT THEIR RIGHTS AND AVAILABLE SERVICES

LSS expanded the hours of its Family LawLINE telephone advice service in 2011/2012 to help meet rising demand. Family LawLINE helps clients early in the process and, if necessary, provides them with the tools to self-represent.

Distribution of LSS public legal education and information print materials (PLEI) increased by 26% to nearly 140,000 publications this year (see Appendix 1, page 48 for details). The increase was a result of promoting publications with public libraries and at six conferences over the year, and increased distribution by LSS community partners and local agents.

INCREASE INTERMEDIARIES' CAPACITY TO ENGAGE CLIENTS IN SOLVING THEIR ISSUES

Every year, LSS provides training to community intermediaries about LSS services, legal issues, and legal resources. 2011/2012 was the society's most successful year yet, with over 500 participants attending six well received conferences (two province-wide and four regional).

Notably, for the first time, it was necessary to repeat the Fraser Valley regional conference twice in one year, due to overwhelming demand. Continuing outreach efforts contributed to the increased attendance that included community workers and representatives from the health, education, and social services sectors, and also from Aboriginal bands, libraries, transition houses, victims

services, and probation and justice access organizations. For details about LSS conferences in 2011/2012, see Appendix 1, page 50.

FUTURE OUTLOOK

LSS will review the family services evaluation and identify actions to take for improving services. LSS will also train staff and local agents on legislative changes so they can explain to clients how changes may affect their cases or LSS services. LSS will build on its successes in 2011/2012 by continuing to engage intermediaries at conferences.

goal 3: collaborate people with low incomes get help with related legal issues so they can solve and prevent legal problems

Clients' legal problems often arise from or trigger other problems including health, housing, and debt. By working with other service providers to help clients get support for these issues, LSS can improve client outcomes as well as reduce clients' use of justice, health, and social services over the long term. Goal 3 is built on this principle.

PERFORMANCE MEASURES

Percent of clients satisfied with the level of support LSS gave them to address their related legal issues.

Percent of lawyers satisfied with LSS support for increasing their ability to help clients address related legal issues.

Percent of lawyers who support the integrated approach to providing legal aid services.

RESULTS 2011/2012

LSS conducts a client survey every three years and will survey clients again in 2013/2014. For more information on this measure, see Appendix 3 on page 54. LSS surveys lawyers every three years and will conduct the next lawyer survey in 2012/2013. For more information on these measures, see Appendix 3 on pages 54 and 55.

PERFORMANCE HIGHLIGHTS

LSS recognizes that it is able to serve clients most effectively when it collaborates with other service providers and support clients' related legal issues. In 2011/2012, LSS continued supporting its new community partnerships, its partnerships at Sheway and Fir Square, and other integrated services such as the Drug Treatment Court of Vancouver. LSS also trained its front-line workers so they could better understand clients' needs, did outreach to engage public libraries, and evaluated its consensual dispute resolution and collateral issues tariff items.

COLLABORATE WITH OTHER SERVICE PROVIDERS

2011/2012 was the first full year of operation for the 24 LSS community partners, which include band offices, women's shelters, and various other organizations. These partners are located primarily in underserved rural, remote, and Aboriginal communities in BC. They provide information about legal aid services and distribute LSS public legal education and information (PLEI) materials. LSS supported these partnerships in 2011/2012 by providing training both in person and via webinars about the scope of LSS services. The training included LSS publications and websites and best practices in using PLEI, contributing to the significant increase in the distribution of LSS publications this year.

This year, LSS continued its partnerships at the Sheway drop-in centre in Vancouver's downtown eastside, and Fir Square, a combined care unit at BC Women's Hospital, both of which serve women with substance abuse problems. In 2011/2012, LSS duty counsel at these locations gave legal advice to 150 clients. These programs aim to help women at an early stage before their legal problems worsen.

LSS explored strategic partnerships with agencies in a broad range of service sectors including the Responsive Intersectoral Children's

Health, Education and Research (RICHER) initiative in Vancouver.

LSS improved the awareness of its services among BC libraries by doing outreach presentations at public libraries in Vancouver and Surrey, promoting LSS at provincial library trade shows, and by giving LSS community partners the tools to reach out to public libraries in their own communities.

SUPPORT LAWYERS AND LSS FRONT-LINE WORKERS TO HELP CLIENTS WITH THEIR RELATED ISSUES

LSS introduced consensual dispute resolution (CDR) and collateral issues items into the CFCSA tariff in July 2008 as one of a series of initiatives to promote holistic approaches to providing legal aid services. This year, LSS reviewed the effectiveness of these tariff items⁴ in supporting lawyers to help clients address their related legal issues. The majority of lawyers surveyed had used the CDR tariff item; almost half had used the collateral issues item. Respondents indicated that using CDR enabled them to resolve clients' issues more quickly (although overall LSS client data shows these cases tend to be longer than average). Most of the lawyers who had used the collateral issues item said supporting their clients with related issues helped the clients meet the conditions necessary to keep their child at home or move towards meeting those conditions.

LSS also supported LSS front-line workers by giving them the tools for helping clients address related issues. Workshops were held to give specific training to staff and local agents assistants about Fetal Alcohol Spectrum Disorder (FASD). LSS also provided front-line workers with an updated community database to help them make referrals for clients regarding their related legal issues.

WORK WITH JUSTICE SYSTEM PARTNERS TO DELIVER CLIENT-CENTRED SERVICES

LSS continued its participation in the Vancouver Downtown Community Court, Drug Treatment Court of Vancouver, the Duncan Domestic Violence Court, the Victoria Integrated Court, the Vancouver and Nanaimo Justice Access Centres, and other Ministry of Justice initiatives. These integrated service models make effective use of resources and support improved client outcomes by enabling offenders to address their related legal issues. LSS was pleased to receive a 2011/2012 Premier's Award for Innovation and Excellence for our collaboration at the Drug Treatment Court.

FUTURE OUTLOOK

LSS will continue to collaborate with service partners to improve clients' access to services for their related legal issues. Next year, this will include further exploring medical-legal partnerships, in particular, advancing a relationship with RICHER.

LSS will develop a legal aid "chat line" that uses volunteer law students who are overseen by a lawyer to help people find information on the LSS Family Law in BC website. This service is expected to go live in October 2012.

⁴ The *Collateral Issues & Consensual Dispute Resolution — CFCSA Tariff Survey Report* (September 2011) is available at www.legalaid.bc.ca under "About us — Reports."

goal 4: manage

LSS manages resources soundly

LSS must effectively manage resources to fulfill its mission and vision. This goal also identifies LSS employees as one of the organization's key strengths; highlights the importance of sound financial forecasting, accounting, and auditing processes; and emphasizes accountability for administering public resources. Goal 4 is built on these principles.

PERFORMANCE MEASURE

Percent of lawyers satisfied with the overall support provided by LSS.

RESULTS 2011/2012

LSS surveys lawyers every three years and will conduct the next lawyer survey in 2012/2013. For more information on this measure, please see Appendix 3, on page 56.

PERFORMANCE MEASURE overall average employee engagement score

past results 2007/2008	performance 2011/2012		future targets 2014/2015
	TARGET	ACTUAL	
70	73	67	70

This measure is a composite rating that includes employee commitment, job satisfaction, and organization satisfaction. It measures the society's performance in providing employees with the resources necessary to perform their duties, to develop their skills, and to contribute to the society's goals.

importance of this measure

Research indicates that a high level of employee engagement is related to improved service for clients. Engaged employees are also more likely to stay with the organization. Increasing the engagement score over time will show that LSS is enhancing its ability to retain highly skilled employees and, in turn, to provide quality legal aid services efficiently.

benchmark comparison

LSS benchmarks its employee engagement score against the BC Public Service using data provided by BC Stats. The society's 2011 overall engagement score of 67 exceeds the 2008 BC Stats benchmark of 66. BC Stats administers a Work Environment Survey to all BC Public Service employees annually—the same survey that BC Stats administered at LSS. The work environment at LSS, as a Crown agency, shares important characteristics with the work environment experienced by the BC Public Service, making the comparison relevant.

data source

Data is gathered from a triennial online Work Environment Survey conducted by BC Stats. 91% of LSS employees participated in the 2011 survey.

RESULTS 2011/2012

LSS received an overall average engagement score of 67 in 2011/2012, below the target of 73, and below the result of 70 in 2007/2008. The 2011 survey results showed improvements in stress and workload (identified as areas to address in the last survey) and in the area of professional development. Results also highlighted the society's strengths such as valuing diversity and employees who take pride and find meaning in their work, believe their work provides citizens with good value, and agree that the people they report to maintain high standards of honesty and integrity.

The results also identified some important areas for LSS to address, including management communication and effectiveness, and organizational confidence in the executive.

PERFORMANCE MEASURE

number of new lawyers taking more than three referrals in the first six months

past results 2010/2011	performance 2011/2012		future targets 2012/2013
	TARGET	ACTUAL	
Baseline set: 60	>60	86	>60

This measure shows the number of lawyers who accepted more than three legal aid referrals in the first six months of getting approval to provide legal aid services.

importance of this measure

Legal aid plans across Canada continue to face a decline in the number of lawyers willing to take legal aid referrals and the overall “greying” of the profession. This measure tracks the society’s success not only in recruiting lawyers but also in supporting their commitment to legal aid.

benchmark comparison

LSS is unaware of benchmark data for this measure.

data source

Data comes from the society’s case management system database.

RESULTS 2011/2012

This annual measure, developed in 2010/2011, allows LSS to track engagement of new lawyers with LSS, and provides an early indication of their long-term commitment to legal aid. Results show that 86 new lawyers took on three or more referrals within their first six months, a 43% increase over last year.

Annual lawyer count: LSS has tracked the total number of lawyers who take legal aid referrals each year since 2004/2005. This year, 977 private lawyers took at least one legal aid case, a 2% increase over last year.

PERFORMANCE MEASURE

budget-to-actual expenditure variance

past results 2010/2011		performance 2011/2012		future targets 2012/2013 2013/2014	
TARGET	ACTUAL	TARGET	ACTUAL		
+/- 1.5%	-0.5%	+/- 1.5%	-1.10%	+/- 1.5%	+/- 1.5%

This measure shows how well LSS is managing its expenditures.

importance of this measure

Maintaining a low budget-to-actual expenditure variance will demonstrate that LSS is managing expenditures effectively so that it can make timely use of available funds for client services.

benchmark comparison

LSS has no comparable data from other legal aid plans.

data source

Data is gathered from the LSS financial system and is reviewed by external auditors.

FIGURE 1 expenditure variance calculation 2011/2012

actual total expenditures		
per Statement of Operations (SEE PAGE 33)		\$80,789,039
MINUS		
Category B cases		659,035
Immigration		1,517,600
Funded cases		8,322,653
Law Foundation-funded projects		283,482
		\$70,006,269
approved expenditure budget		\$75,003,000
MINUS		
Category B cases		1,400,000
Immigration		1,500,000
Funded cases		2,855,000
Law Foundation-funded projects		—
		\$69,248,000
Variance = 1 - [ACTUAL/BUDGET]		-1.10%

RESULTS 2011/2012

In 2011/2012, the society’s budget-to-actual expenditure variance was -1.10%, meeting the target of plus or minus 1.5% variance. This performance demonstrates LSS’s ability to manage costs in a period of uncertainty.

PERFORMANCE MEASURE

percent of the public that supports the provision of legal aid services

past results 2010/2011	performance 2011/2012		future targets 2012/2013 2013/2014	
	TARGET	ACTUAL		
89%	>90%	91%	>90%	>90%

This measure shows the proportion of BC residents who say they support providing legal information, advice, and representation services to people with low incomes.

importance of this measure

The level of public support for legal aid is a primary indicator of the value BC residents place on legal aid services and the contribution of these services to a fair and efficient justice system. This measure is linked to public awareness of legal aid services and helps demonstrate the importance of legal aid in ensuring access to justice for the people of BC.

benchmark comparison

The most recent comparable data comes from public opinion polls conducted in 2006 by Legal Aid Ontario and Legal Aid Alberta based largely on the questions developed by LSS for its poll. At 91% in 2012, the level of public support in BC remains higher than the Ontario level of 85%, but has dropped behind the Alberta result of 96%.

data source

The data is gathered from an annual omnibus telephone survey conducted by an independent survey organization. In February and March 2012, interviewers asked 602 people from across BC a series of questions about legal aid. The margin of error is +/- 4% at the 95% confidence level. When comparing to 2011 findings, a maximum difference of +/- 6% is necessary to be considered significant at the 95% confidence level. All public awareness poll results are available at www.legalaid.bc.ca under “About us — Reports.”

RESULTS 2011/2012

LSS's public opinion poll showed awareness of legal aid services remains high (84%) among BC residents (unchanged from one year ago).

The vast majority (91%) continue to support providing legal aid services for those with low incomes (including 58% who are strongly in support, higher than last year's 54%).

Three-quarters of BC residents (74%) maintain that the government should give funding for legal aid the same priority it gives to funding for other social services. Among those with an opinion, 67% of respondents believe legal aid services are not adequately funded (up from 2011).

Consistent with last year, most BC residents (76%) are in favour of having LSS help clients address other problems related to their legal issues, such as housing, debt, and health problems.

The large majority of BC residents continue to feel legal aid services are important to ensure fairness in the justice system. Providing legal aid in family court received the highest priority.

⁵ These rates exclude leaves greater than four weeks.

PERFORMANCE HIGHLIGHTS

LSS responded to the Work Environment Survey results by creating a staff working group to address the areas identified for improvement. LSS analyzed service demand and volumes and evaluated the simplified tariff. The society also created a large case management department and began a redesign of its existing client management system. LSS developed an action plan in response to the anticipated changes to legislation, and also reached out to build support among lawyers and other stakeholders. At the end of the year, LSS began preparing its formal recommendations on justice reform.

IMPLEMENT AN EMPLOYEE ENGAGEMENT ACTION PLAN

This year, LSS established the Employee Engagement Working Group, a cross-divisional team, to implement employee engagement initiatives. Employee engagement is a fundamental pillar in our ability to deliver effective and efficient legal aid services.

The average overall LSS absentee rate in 2011/2012 was 8.29 days compared with 8.74 days in 2010/2011, and 9.43 days in 2009/2010.⁵

TRACK AND ADJUST OPERATIONAL PERFORMANCE IN KEY AREAS

LSS continued to monitor legal aid volumes and costs and use key indicator reporting, enabling the society to respond effectively to identified issues and trends. This year, LSS identified cost increases in the family and CFCSA tariffs. This analysis ensured that LSS will be able to maintain current levels of service despite rising costs, made possible by an additional \$2.1 million in funding for 2012/2013 from the Ministry of Justice for family law and child protection matters.

In response to lawyer withdrawals across the province, LSS provided clients with essential duty counsel services by implementing a telephone-based service model.

MONITOR THE EFFECTS OF THE SIMPLIFIED TARIFF

LSS simplified its tariff in 2010 to make it easier for lawyers to bill legal aid cases and for LSS to process the bills. Interim analysis conducted this year suggests the new tariff has reduced the administrative burden for LSS and lawyers. For example, the number of lawyer accounts passing through the tariff account system without intervention by LSS staff improved by 30% under the simplified tariff for CFCSA and family.

DEVELOP NEW MEANS OF MANAGING LARGE CASES

In 2011/2012, LSS established a new department dedicated to managing large complex criminal cases. This will assist LSS to contain costs and identify efficiencies for the justice system while ensuring quality service to clients. LSS has already recommended changes in this regard, while participating this year on an intergovernmental committee created to address the challenges of large cases.

BUILD PUBLIC AND POLITICAL SUPPORT FOR LEGAL AID SERVICES

LSS continued to reach out to stakeholders throughout the justice sector, including elected and public officials, to communicate the value of legal aid. LSS explained how an adequately funded legal aid plan reduces the overall burden on the social services system by resolving problems before they escalate. LSS implemented a comprehensive stakeholder relations campaign that included holding meetings with its partners in the justice system.

DEVELOP LAWYER ENGAGEMENT INITIATIVES

LSS used technology to better support lawyers this year. LSS introduced the Legal Aid Brief, an online newsletter for lawyers, replacing the Legal Aid Fax. LSS also created an online video tutorial and a promotional brochure to help educate lawyers about lawyer e-services (LSS online tools such as e-billing).

This year, LSS hosted lawyer recognition events in Victoria and the Kootenays as well as local sessions with referral lawyers in Surrey and in Terrace. These events help recognize the critical contribution made by dedicated private bar lawyers. LSS also added a new lawyer recognition page to the LSS website.

ADAPT PROCESS, POLICIES, AND BUDGET TO REFLECT NEW LEGISLATION

LSS prepared for anticipated legislative changes in three areas of law: family, criminal, and immigration (refugee reform). LSS developed a plan on how to update its policies, processes, and services to ensure that they align with the changes. LSS provided data analysis, policy development, and project management in preparation for potential financial impacts. LSS also participated in the Ministry of Justice working group on changes to the Family Law Act.

MANAGE INTERNAL PROCESS SOUNDLY

In 2011/2012, LSS initiated a large corporate project to redesign its existing client management system. The project will involve reviewing key business processes and replacing the legacy system by 2014. The purpose of the project is to improve LSS's information technology system so that it is more agile and can be adapted more easily to policy or other changes.

The Audit and Investigation department initiated a shift to a more risk-based audit approach in 2011/2012, in addition to maintaining its traditional roles of providing quality assurance and handling client and lawyer complaints.

FUTURE OUTLOOK

In February 2012, the Minister of Justice made a formal request by letter to LSS for advice on how LSS resources can be used to reduce costs in the justice system so that savings can be reallocated to legal aid funding. This request followed meetings with the minister where LSS presented its vision for justice reform. For example, the society highlighted its innovative and cost-effective legal aid services such as LIOWs, telephone advice services, and the integrated community-based partnerships at Sheway and Fir Square. LSS will continue to share its vision for a more effective and efficient justice system through its advice to the Minister of Justice.

LSS will revitalize its intranet so that staff use it as a key communication tool. Success will depend on an effective governance model, training, and usability testing.

The society will seek to develop a legal aid culture among BC lawyers and law students by increasing awareness of legal aid and engagement with LSS. This will involve new initiatives such as using social media and offering volunteer opportunities on the new legal aid chat line for the public. LSS will also continue to make it easier for lawyers to manage legal aid cases, including the addition of e-authorizations to lawyer e-services.

LSS will promote the use of results and evidence-based decision making in the justice system by continuing to lead by example. For example, in the coming year LSS will evaluate the Gladue report disbursement project, its community engagement strategy, and the second phase of tariff simplification. LSS will also implement an IT system to support effective management of large criminal cases.

government letter of expectations

LSS and the Ministry of Justice jointly approve a government letter of expectations (GLE), (previously the shareholder's letter of expectations [SLE]), from the ministry to the society each year.

The government uses GLEs to communicate its priorities, mandate direction, and key performance objectives to each Crown agency for the coming year. For LSS, the government letter supplements the three-year Memorandum of Understanding (MOU) 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 GLE also supplements the LSS Act, which establishes the overall mandate and administrative framework for the society.

LSS actions to address the direction set out in the GLE for 2011/2012 are outlined in the table on the right.

government letter of expectations

LSS alignment

FINANCIAL PERFORMANCE

- » Work with the Ministry of Justice to ensure LSS meets budget variance targets.
 - » Prepare monthly reports that set out and forecast the financial situation of the exceptional matters fund.
- » LSS used rigorous cost monitoring and forecasting models to help ensure the society met budget targets.
 - » LSS provided monthly reports to the Ministry of Justice on exceptional matters.

SUPPORT POLICY, PLANNING, AND PROGRAM COORDINATION

- » Cooperate and coordinate with justice system partners on justice reform initiatives that further LSS goals.
 - » Collaborate with the Ministry of Justice on issues such as large cases.
 - » Promote early, collaborative dispute resolution in child protection and family law cases.
- » LSS collaborated with the Ministry of Justice on justice transformation initiatives as revenue allowed.
 - » LSS collaborated with key stakeholders in the justice system to enhance large case management.
 - » LSS supported early, consensual dispute resolution in family and CFCSA cases through the simplified tariff.
 - » LSS will continue to communicate with the Ministry of Justice on government and society priorities and the LSS service plan throughout the annual planning process.

LEGISLATIVE FRAMEWORK

- » Conduct operations and financial activities consistent with legislative and policy framework established by government.
- » LSS remained in compliance with the LSS Act and the MOU.
 - » LSS provided financial, statistical, and other information about legal aid services to the Minister of Justice on request.
 - » LSS is responding to the request for advice from the Minister of Justice on justice system reform.

COMMUNICATION

- » Establish a working group to meet monthly, as required, to ensure effective and efficient day-to-day communication between the Ministry of Justice and LSS.
- » LSS participated in working group meetings to review and coordinate budget development, strategic priorities, policy and program development, issues related to legal aid and access to justice, and other issues as they arose.

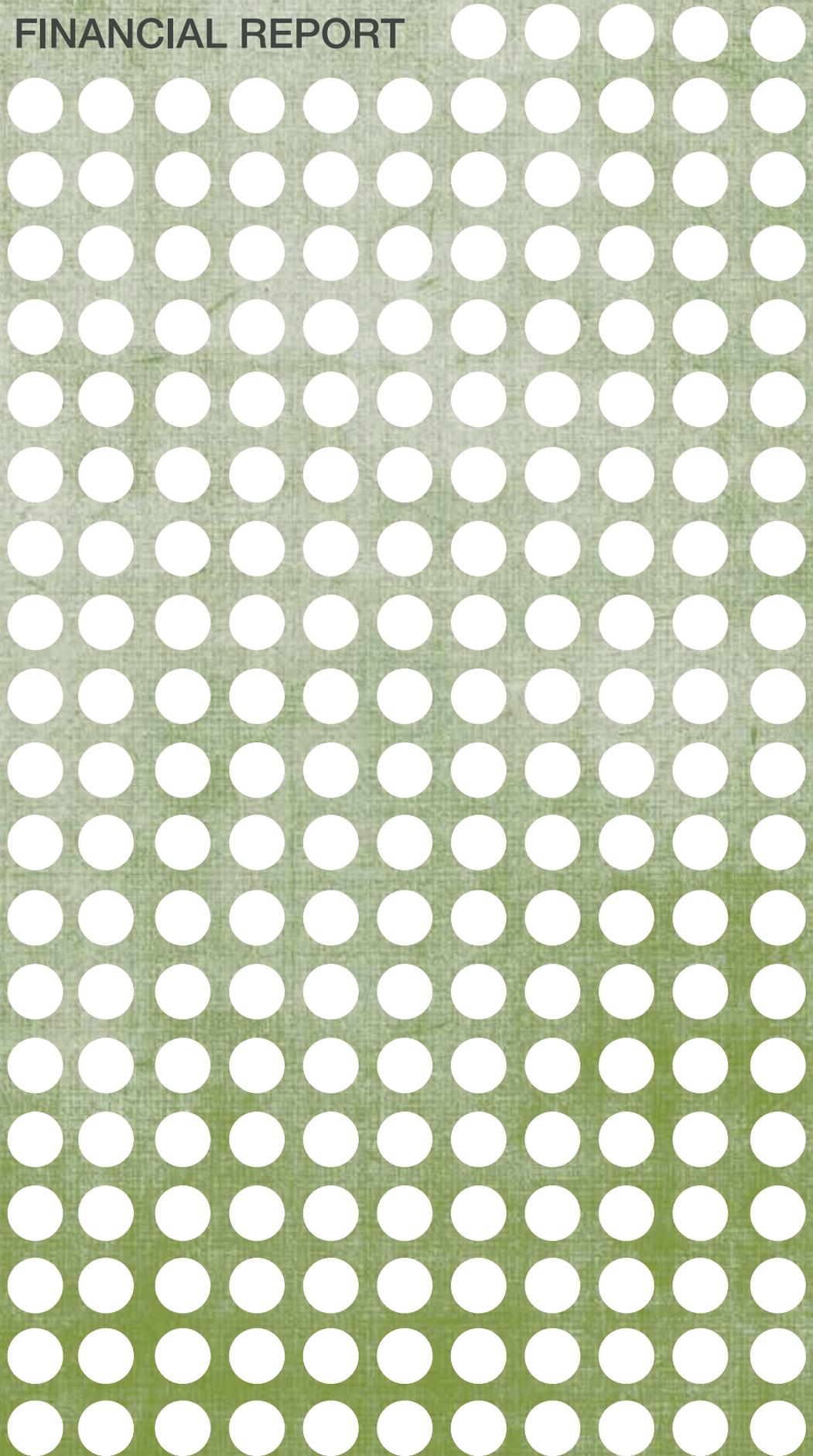
REPORTING

- » Meet performance reporting requirements as set out in the Budget Transparency and Accountability Act, the Financial Administration Act, and the Financial Information Act.
- » LSS met all reporting requirements.

CLIMATE CHANGE

- » Comply with government requirements to make the public sector carbon neutral.
- » LSS introduced an environmental policy that engages staff in efforts to reduce our greenhouse gas (GHG) emissions.
 - » LSS used 100% recycled paper.
 - » LSS monitored printing and copying so departments can be charged for their usage.
 - » LSS continued to use demountable wall systems for renovations.
 - » Staff received pay stubs electronically.
 - » LSS installed light sensors in storage rooms.
 - » LSS continued participation in the composting program, and in the e-waste program that recycles electronics and batteries.
 - » LSS filed carbon-neutral action reports as required.

FINANCIAL REPORT



During the fiscal year ended March 31, 2012, there were three major developments in the financial environment of the society. Firstly, LSS identified cost pressures in the family and child protection (CFCSA¹) tariff early in the year. Secondly, LSS converted its financial reporting to the Canadian Public Sector Accounting (PSA) standards as issued by the Public Sector Accounting Board. And thirdly, the society committed to replacing its Case Management System (CMS).

Early in the fiscal year, LSS determined that the average case costs for family and CFCSA were increasing and that in total the two tariffs would be \$2.1 million over budget. This early forecast allowed the society time to manage its financial resources and advise the Ministry of Justice of the cost pressures. Working with the ministry throughout the year, the society was able to secure the required increase in funding for the 2012/2013 fiscal year in order to maintain services at the existing levels.

For year-end financial reporting, the society converted to PSA standards. Although there were minor accounting adjustments (see note 17 of the financial statements on page 43), the biggest changes included replacing the balance sheet with a statement of financial position, and reporting expenses by program rather than by object of expenditure. All the tables in this report have been adjusted to the PSA standards in order to show comparable values.

During the year, the society made the commitment to replace the current CMS, the computer system used by the society to accept applications, make referrals to the private bar, manage the cost of cases, and authorize payments to the private bar. At this time, it is estimated that the process will take close to two years to complete and cost in excess of \$2.0 million.

The following discussion of the society's financial condition for the year ending March 31, 2012, should be read in conjunction with the society's audited financial statements. The financial statements have been prepared in accordance with generally accepted accounting principles for provincial reporting entities established by the Public Sector Accounting Board. LSS is accountable for how it uses all its funding under the Budget Transparency and Accountability Act.

management discussion and analysis

RESERVE

At March 31, 2012, the society's total reserve was \$6.4 million, of which \$3.7 million is restricted by the board, leaving \$2.7 million unrestricted.

RESOURCE ALLOCATIONS

LSS allocated \$52.9 million or 70.5% of its budget to contracted representation services this year. Salaries and benefits comprised the next largest budget item at \$10.8 million, or 14.4% of the budget. Budget for building leases and amortization amounted to \$2.7 million or 3.6%. The budget for all other costs totalled \$8.6 million or 11.5% (see Table 6, page 25).

REVENUE

The society's revenues were \$80.7 million this year (see Table 5, page 25). Although revenues increased by \$3.8 million from 2010/2011, the increase was directly tied to funded cases. Low interest rates continue to impact the society. Funding from the Notary Foundation and investment income remain at 10-year lows.

PROVINCIAL FUNDING

The provincial government provides the largest portion of the society's revenue. This funding is subject to a three-year MOU between LSS and the Ministry of Justice, signed November 2010.

The MOU outlines the anticipated funding for each year and the priorities for its use. It also defines how criminal cases are to be categorized and funded. There are now three criminal categories:

- **Category A:** The first \$75,000 of non-court-ordered cases paid at the standard rates. These cases are funded from the base criminal tariff budget.
- **Category B:** All costs greater than \$75,000 and up to \$175,000 of non-court-ordered cases paid at standard rates, and all costs of court-ordered cases up to \$175,000 paid at standard rates. These cases are funded by a restricted contribution and any surplus in these cases is transferred to deferred revenue. In the case of an annual shortfall in Criminal Category B cases, the society must first apply any eligible base criminal tariff surplus to the shortfall. Any remaining shortfall is then applied to deferred revenue.
- **Category C:** All costs greater than \$175,000 or all costs where the hourly rate paid is greater than the standard rate. These cases are funded through a special funding agreement with the ministry.

The MOU allocates specific amounts for representation in each area of law, public legal education and information services, and strategic initiatives. It also sets out priorities for reallocating surpluses to shortfalls among budget categories during the year. The society's obligation to provide services is limited to the funding allocated in the MOU for each specific area. In addition to MOU funding, the provincial government provided specific funding for all Criminal Category C cases during the fiscal year. The total funding for these cases was \$8.4 million.

FEDERAL FUNDING

The federal government contributes to the province up to \$900,000 each year for immigration tariff expenditures in excess of \$800,000, and up to \$650,000 for large, federally prosecuted cases, based on actual expenses. These funds are transferred from the federal government to the province and then to LSS, and are included as revenue as part of core provincial government funding.

FOUNDATION GRANTS

Both the Law Foundation and the Notary Foundation provide annual grants to LSS with revenue earned on trust funds held by their members. Since these funds are not included in the MOU, the society can allocate them at its discretion, based on LSS board priorities and service plan goals.

The Notaries Act requires the Notary Foundation to contribute 55% of their interest revenue to the society. The foundation provided \$539,236 to LSS in 2011/2012, an increase from \$469,618 provided in 2010/2011.

The Law Foundation provided the society with \$3.6 million in 2011/2012 (unchanged from 2010/2011). Additional funding for projects was provided along with deferred capital funds. The capital funds were used to purchase specific assets and will be recorded as revenue to match the amortization expense.

INVESTMENTS

The majority of the society's available cash is invested under the LSS board's investment policy, which permits the society to invest in low-risk securities. The total revenue for 2011/2012 was \$562,981 (\$528,243 in 2010/2011).

EXPENSES

The society's expenses increased to \$80.8 million this year, compared to \$77.0 million in 2010/2011. Of this, \$60.4 million was for contracted representation, \$10.4 million for salaries and benefits, and \$2.4 million for building and amortization. Table 6 on page 25 shows LSS expenses for 2011/2012. Tables 8 to 14 on pages 26 – 28 summarize the society's expenses for the past five years.

TARIFF PROGRAM EXPENSES

As a result of the conversion to Canadian PSA standards, expenses in the financial statements are now consolidated and reported as programs in the tables that follow. Figures from previous years have also been restated where necessary to conform to the PSA standards. The tariff expenses reported in the financial statements include payments to the private bar, any direct representation services contracts, and an allocation for both application and tariff processing costs. Application costs, which include intake costs for the Vancouver and Terrace offices and for local agents, were allocated based on the percent of applications per tariff. Tariff processing costs, which include case administration and tariff account processing, were allocated based on the percent of the total cost of the tariffs.

Tables 9 to 12 provide details of the costs included in the tariff expenses. Total expenditures for tariff programs were \$70.2 million or 86.9% of total spending in 2011/2012, compared to \$66.1 million or 85.9% in 2010/2011. The largest increase was in the criminal tariff, which rose \$3.7 million due to the increased cost of large funded cases. Family increased \$0.7 million and CFCSA increased \$0.9 million, both due to rising average case costs. Immigration costs decreased \$1.2 million due to decreased demand.

The total cost of Criminal Category B cases for the year was \$1.1 million, or \$0.5 million less than budgeted. A surplus of \$540,965 was transferred to deferred revenue to bring the year-end balance to \$1.9 million. This amount is available for use in future years.

To determine the costs for tariff and duty counsel, the society estimates the liability for services provided by the private bar. To arrive at this figure, LSS uses an actuary's model that includes actual costs based on invoices received and estimated costs for work performed on all unbilled referrals made during the fiscal year. The calculation is 90% accurate, 19 times out of 20. The estimated tariff liability at the end of 2011/2012 is \$11.2 million.

SALARIES AND BENEFITS

Salary and benefit costs are subject to negotiated collective agreements and terms and conditions of employment. These agreements are approved and funded by the provincial government.

RISKS

Changing case costs and service demands will continue to be a risk that the society must manage. Success in analysis and forecasting of tariff costs during the 2011/2012 fiscal year provided the information needed to work with the Ministry of Justice to secure additional funding for the future. The ability to manage demand continued to be critical to meeting budget targets.

Starting in 2010/2011 and continuing through 2011/2012, the society has shifted financial resources from support services to direct client services. Due to fluctuations in the length of time it takes for cases to be completed, this shift in resources could result in financial pressure just from the timing of lawyers submitting their bills.

The new MOU created three categories for criminal cases and set limits on the amount the society can spend on a case before having to obtain special funding. This has the effect of limiting the society's exposure to the ever-expanding costs of large criminal cases.

Long-term funding for immigration/refugee legal aid also continued to be a concern for the society as immigration volume pressures fluctuate. Provincial and federal funding of \$1.7 million was available in 2011/2012, and this funding commitment has been extended for another two years.

The society began the process for replacing its case management system in 2011/2012. Although no major costs were incurred during the year, any major delays or increases in projected costs of development and implementation could have a negative financial impact on the society in the future.

future outlook

The provincial government has approved the society's 2012/2013 operating budget, which includes a \$2.1 million increase to cover increased costs of family and CFCSA tariffs. The budget is balanced, and the forecast is for balanced budgets through 2013/2014. Table 7 on page 26 shows the financial outlook for 2012/2013.

However, increasing case costs in family and CFCSA, and fluctuating demand in criminal will create challenges for LSS and will require the society to monitor and report any changes throughout the year.

Over the past four years, the society has adjusted to the reality of lower interest rates and therefore lower revenues from the Notary Foundation and investments. At some point, interest rates will increase creating additional revenue which will provide opportunities for the society. The ability to match the increased revenue with

changing service demands will be a challenge in the future.

Service cost increases resulting from legislative changes and LSS policy changes also pose a financial risk for LSS in 2012/2013.

At the end of 2011/2012, LSS's total accumulated surplus was \$6.4 million, which is effectively frozen due to the restriction on deficit spending. This reserve will remain with the society and may increase over time. It will be available to the society should the government allow the society to incur a deficit in the future.

TABLE 5 LEGAL SERVICES SOCIETY **revenue** 2011/2012

revenue	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
						ACTUAL	BUDGET			
Government of BC	\$	70,013,476	\$	67,526,604	\$	67,984,592	\$	67,181,942	\$	66,863,000
Funded cases ²		—		2,640,268		4,118,076		8,433,593		2,855,000
Law Foundation grant		4,891,561		4,958,386		3,735,309		3,883,232		3,600,000
Notary Foundation grant		1,654,214		347,171		469,618		539,236		600,000
Investments		1,019,053		664,775		528,243		562,981		750,000
Miscellaneous ³		282,382		140,865		38,669		112,137		335,000
Total	\$	77,860,686	\$	76,278,069	\$	76,874,507	\$	80,713,121	\$	75,003,000

1 Restated to conform to Canadian PSA standards.

2 Funded by provincial government (Criminal Category C).

3 Includes publishing revenue, administrative fees, etc.

TABLE 6 LEGAL SERVICES SOCIETY **expenses** 2011/2012

expenses	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
						ACTUAL	BUDGET			
Contracted representation services	\$	55,409,067	\$	52,048,819	\$	56,131,297	\$	60,408,642	\$	52,909,890
Salaries and benefits		16,024,813		15,669,692		10,371,239		10,445,526		10,807,372
Building and amortization		2,757,719		3,585,491		2,397,197		2,398,456		2,658,646
Other		7,862,368		8,052,783		8,100,034		7,536,415		8,627,092
Total	\$	82,053,967	\$	79,356,785	\$	76,999,767	\$	80,789,039	\$	75,003,000

1 Restated to conform to Canadian PSA standards.

TABLE 7 LEGAL SERVICES SOCIETY **financial outlook**

	2011/2012 ACTUAL	2012/2013 PROJECTED
Revenue ALL SOURCES	\$ 80,713,121	\$ 76,883,000
Expenses		
Contracted representation services	60,408,642	54,333,683
All other expenses	20,380,397	22,549,317
Total expenses	\$ 80,789,039	\$ 76,883,000
Surplus/(deficit)	\$ (75,918)	\$ —

TABLE 8 LEGAL SERVICES SOCIETY **history of revenue and expenses**

	2008/2009 ¹	2009/2010 ¹	2010/2011 ¹	2011/2012 ACTUAL	2011/2012 BUDGET
Revenue	\$ 77,860,686	\$ 76,278,069	\$ 76,874,507	\$ 80,713,121	\$ 75,003,000
Expenses	82,053,967	79,356,785	76,999,767	80,789,039	75,003,000
Excess/(deficiency) REVENUE OVER EXPENSES	(4,193,281)	(3,078,716)	(125,260)	(75,918)	—
Accumulated surplus	\$ 9,635,431	\$ 6,556,715	\$ 6,431,455	\$ 6,355,537	\$ 6,431,455

¹ Restated to conform to Canadian PSA standards.

TABLE 9 LEGAL SERVICES SOCIETY **criminal services**

	2008/2009 ¹	2009/2010 ¹	2010/2011 ¹	2011/2012 ACTUAL	2011/2012 BUDGET
Tariff payments to lawyers	\$ 27,646,601	\$ 25,155,850	\$ 24,786,061	\$ 24,396,385	\$ 24,901,000
Funded cases ²	2,621,000	2,640,268	4,118,076	8,322,653	2,855,000
Duty counsel	5,755,260	5,834,290	6,060,959	5,751,224	6,137,000
Contracted representation services ³	1,742,543	1,852,714	1,945,171	1,961,514	2,006,000
Application processing	3,306,088	4,915,925	3,291,990	3,444,365	3,515,000
Tariff processing	2,458,197	2,040,157	1,677,512	1,721,105	2,226,000
Total criminal services	\$ 43,529,689	\$ 42,439,204	\$ 41,879,769	\$ 45,597,246	\$ 41,640,000

¹ Restated to conform to Canadian PSA standards.

² Funded by provincial government (Criminal Category C).

³ Includes Community Legal Assistance Society, West Coast Prison Justice Society, Downtown Community Court.

TABLE 10 LEGAL SERVICES SOCIETY **family services**

	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
							ACTUAL	BUDGET		
Tariff payments to lawyers	\$	10,324,723	\$	9,594,923	\$	10,423,072	\$	10,885,862	\$	9,316,000
Duty counsel ²		2,532,344		2,505,240		2,783,137		2,860,486		3,211,000
Application processing		1,138,277		1,677,954		944,620		1,020,054		810,000
Tariff processing		2,270,500		917,249		956,267		1,057,447		1,037,000
Total family services	\$	16,265,843	\$	14,695,367	\$	15,107,096	\$	15,823,849	\$	14,374,000

1 Restated to conform to Canadian PSA standards.

2 Includes Family LawLINE, established November 2010.

TABLE 11 LEGAL SERVICES SOCIETY **child protection (CFCSA) services**

	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
							ACTUAL	BUDGET		
Tariff payments to lawyers	\$	4,635,961	\$	4,700,761	\$	5,276,977	\$	6,135,280	\$	5,173,000
Application processing		305,426		383,758		296,451		314,437		319,000
Tariff processing		254,816		305,652		254,002		262,727		233,000
Total CFCSA services	\$	5,196,203	\$	5,390,172	\$	5,827,430	\$	6,712,444	\$	5,725,000

1 Restated to conform to Canadian PSA standards.

TABLE 12 LEGAL SERVICES SOCIETY **immigration services**

	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
							ACTUAL	BUDGET		
Tariff payments to lawyers	\$	1,760,108	\$	1,328,666	\$	1,750,614	\$	1,372,918	\$	1,350,000
Duty counsel		133,072		139,378		765,035		144,682		150,000
Application processing		228,822		371,817		690,791		498,253		480,000
Tariff processing		104,059		95,455		114,613		64,987		65,000
Total immigration services	\$	2,226,061	\$	1,935,316	\$	3,321,053	\$	2,080,840	\$	2,045,000

1 Restated to conform to Canadian PSA standards.

TABLE 13 LEGAL SERVICES SOCIETY **other programs**

	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
						ACTUAL	BUDGET			
Publishing	\$	1,401,319	\$	1,513,614	\$	1,383,574	\$	1,425,538	\$	1,340,000
Community engagement		—		—		447,877		798,316		853,000
Aboriginal Services		203,258		507,861		487,000		516,700		504,000
LawLINE and community support ²		2,291,211		1,652,753		—		—		—
Total other programs	\$	3,895,788	\$	3,674,228	\$	2,318,451	\$	2,740,554	\$	2,697,000

1 Restated to conform to Canadian PSA standards.

2 The LawLINE program was discontinued in March 2010. Community support totals now appear under community engagement.

TABLE 14 LEGAL SERVICES SOCIETY **administration**

	2008/2009 ¹		2009/2010 ¹		2010/2011 ¹		2011/2012			
						ACTUAL	BUDGET			
Executive Office	\$	1,396,000	\$	1,230,532	\$	1,039,470	\$	965,527	\$	1,039,100
Strategic Planning, Policy, and Human Resources		2,345,321		2,199,211		2,138,713		1,846,834		1,949,500
IT services		2,329,726		2,324,056		2,156,943		1,970,098		2,136,852
Finance and Administration		4,389,876		4,860,025		2,642,399		2,537,205		2,837,890
Other		464,761		578,818		568,444		514,442		558,658
Total administration	\$	10,925,684	\$	11,192,642	\$	8,545,968	\$	7,834,106	\$	8,522,000

1 Restated to conform to Canadian PSA standards.

LEGAL SERVICES SOCIETY

financial statements

2011/2012

LEGAL SERVICES SOCIETY MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of the society's financial statements. This responsibility includes maintaining the integrity and objectivity of the society's financial records, and presenting the society's financial statements in accordance with Canadian Public Sector Accounting standards.

Management maintains a system of internal controls that ensures all material agreements and transactions of the society are properly recorded. The society's financial statements for the year ended March 31, 2012 have been examined by PricewaterhouseCoopers LLP. Their examination was made in accordance with Canadian Public Sector Accounting standards, and included obtaining a sufficient understanding of the society's internal controls to plan the audit.

The directors of the society's board are not employees of the society. The board of directors is responsible for determining that management fulfills its responsibilities in the preparation of the financial statements and the control of the society's financial operations. The board of directors meets with staff of PricewaterhouseCoopers LLP to discuss their audit work, the society's internal controls, and the financial statements. The board of directors is responsible for approving the financial statements.



Mark Benton, QC
Executive Director



Doug Wong, CA
Director, Finance and Corporate Services



May 17, 2012

Independent Auditor's Report

**To the Board Directors of
Legal Services Society, and
to the Minister of Justice and Attorney General, Province of British Columbia**

We have audited the accompanying financial statements of Legal Services Society, which comprise the statements of financial position as at March 31, 2012 and 2011 and the statements of operations and changes in accumulated surplus, changes in net financial assets and cash flows for the years then ended, and the related notes, which comprise a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audits. We conducted our audits in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audits to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audits is sufficient and appropriate to provide a basis for our audit opinion.

*PricewaterhouseCoopers LLP, Chartered Accountants
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T: +1 604 806 7000, F: +1 604 806 7806*

PwC refers to PricewaterhouseCoopers LLP, an Ontario limited liability partnership.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of Legal Services Society as at March 31, 2012 and 2011 and the results of its operations, changes in its net financial assets and its cash flows for the years then ended in accordance with Canadian public sector accounting standards.

Comparative Information

Without modifying our opinion, we draw attention to note 2 to the financial statements which describes that Legal Services Society adopted Canadian public sector accounting standards on April 1, 2011 with a transition date of April 1, 2010. These standards were applied retrospectively by management to the comparative information in these financial statements, including the statements of financial position as at March 31, 2011 and April 1, 2010, and the statements of operations and changes in accumulated surplus, changes in net financial assets and cash flows for the year ended March 31, 2011 and related disclosures. We were not engaged to report on the restated April 1, 2010 information, and as such, it is unaudited.

PricewaterhouseCoopers LLP

Chartered Accountants

LEGAL SERVICES SOCIETY **statement of financial position** AS AT MARCH 31, 2012

	<u>Notes</u>	<u>March 31, 2012</u>	<u>March 31, 2011</u> (restated note 17)	<u>April 1, 2010</u> (restated note 17)
Financial assets				
Cash		\$ 1,513,903	\$ 1,984,060	\$ 1,622,646
Investments	4	16,600,950	14,513,508	15,310,698
Accounts receivable				
Government of British Columbia		1,745,392	3,347,206	1,391,797
Government of Canada		1,518,784	2,932,762	2,047,456
Other		554,631	501,678	608,943
Total financial assets		21,933,660	23,279,214	20,981,540
Liabilities				
Accounts payable and accrued liabilities				
General	5a	1,472,879	1,290,405	2,777,515
Tariff	5b	13,943,313	16,121,102	13,004,778
Employee future benefits	6,17	218,200	203,500	188,800
Deferred revenue	7	2,146,034	1,828,329	1,835,629
Long-term liabilities	8	531,172	535,588	375,004
Total liabilities		18,311,598	19,978,924	18,181,726
Net financial assets				
		3,622,062	3,300,290	2,799,814
Non-financial assets				
Tangible capital assets	9	2,464,057	2,951,489	3,567,286
Prepaid expenses		269,418	179,676	189,615
		2,733,475	3,131,165	3,756,901
Accumulated surplus				
	10	\$ 6,355,537	\$ 6,431,455	\$ 6,556,715
Contractual obligations	13			
Contingent liabilities	16			

The accompanying notes are an integral part of these financial statements.



E. David Crossin, QC
Chair of the Board of Directors



Sheryl N. Lee, CA
Chair of the Finance Committee

LEGAL SERVICES SOCIETY **statement of operations and changes in accumulated surplus**
FOR THE YEAR ENDED MARCH 31, 2012

	<u>Notes</u>	<u>Budget</u> (note 12)	<u>2012</u>	<u>2011</u> (restated note 17)
Revenue				
Government of British Columbia	14	\$ 69,718,000	\$ 75,615,535	\$ 72,102,668
Law Foundation		3,600,000	3,883,232	3,735,309
Notary Foundation		600,000	539,236	469,618
Investment income		750,000	562,981	528,243
Miscellaneous		335,000	112,137	38,669
Total revenue		75,003,000	80,713,121	76,874,507
Expenses				
	11			
Criminal tariff		41,602,181	45,597,246	41,879,769
Family tariff		14,392,677	15,823,849	15,107,096
Child protection tariff		5,720,348	6,712,444	5,827,430
Immigration tariff		2,069,578	2,080,840	3,321,053
Publishing		1,339,305	1,425,538	1,383,574
Community engagement		853,111	798,316	447,877
Aboriginal services		503,515	516,700	487,000
Administration		8,522,285	7,834,106	8,545,968
Total expenses		75,003,000	80,789,039	76,999,767
Annual operating deficit		—	(75,918)	(125,260)
Opening accumulated surplus		6,431,455	6,431,455	6,556,715
Closing accumulated surplus		\$ 6,431,455	\$ 6,355,537	\$ 6,431,455

The accompanying notes are an integral part of these financial statements.

LEGAL SERVICES SOCIETY **statement of changes in net financial assets**

FOR THE YEAR ENDED MARCH 31, 2012

	<u>Budget</u> <u>(note 12)</u>	<u>2012</u>	<u>2011</u> <u>(restated note 17)</u>
Annual operating deficit	\$ —	\$ (75,918)	\$ (125,260)
Acquisition of tangible capital assets	(740,000)	(261,025)	(169,000)
Amortization	766,166	748,457	784,797
	26,166	487,432	615,797
Acquisition of prepaid expenses	—	(269,418)	(179,676)
Use of prepaid expenses	—	179,676	189,615
	—	(89,742)	9,939
Increase in net financial assets	26,166	321,772	500,476
Net financial assets at beginning of year	3,300,290	3,300,290	2,799,814
Net financial assets at end of year	\$ 3,326,456	\$ 3,622,062	\$ 3,300,290

The accompanying notes are an integral part of these financial statements.

LEGAL SERVICES SOCIETY **statement of cash flows**

FOR THE YEAR ENDED MARCH 31, 2012

	2012	2011 (restated note 17)
Operating transactions		
Cash received		
Transfers from Government of British Columbia	\$ 77,658,535	\$ 70,312,545
Non-government grants received	4,196,440	4,136,197
Interest	474,245	492,568
HST recovered	1,413,978	—
Other	161,729	42,078
	83,904,927	74,983,388
Cash paid		
Legal aid tariff	61,555,280	52,355,607
Salaries and benefits	10,484,095	11,678,826
Rent	1,649,999	1,484,238
Services	2,453,514	2,437,171
HST paid	—	885,306
Other	5,972,466	6,444,691
	82,115,354	75,285,839
Cash provided by/(applied to) operations	1,789,573	(302,451)
Capital transactions		
Cash used to acquire tangible capital assets	(261,025)	(169,000)
Investing transactions		
(Purchase)/sale of investments	(1,998,705)	832,865
(Decrease)/increase in cash	(470,157)	361,414
Cash at beginning of year	1,984,060	1,622,646
Cash at end of year	\$ 1,513,903	\$ 1,984,060

The accompanying notes are an integral part of these financial statements.

Notes to the Financial Statements

FOR THE YEAR ENDED MARCH 31, 2012

1. OVERVIEW

The Legal Services Society (the society) was established under the Legal Services Society Act on October 1, 1979 (as revised on May 31, 2007). The society is governed by a board of directors, of which five are appointed by the Province of British Columbia (the province) and four are appointed by the Law Society. The purpose of the society is to:

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

The society is not subject to income taxes.

2. CONVERSION TO PUBLIC SECTOR ACCOUNTING STANDARDS

Commencing with the 2012 fiscal year, the society has adopted Canadian Public Sector Accounting (PSA) standards as issued by the Public Sector Accounting Board. These financial statements are the first financial statements for which the society has applied Canadian PSA standards.

Detailed information on the impact of the conversion to Canadian PSA standards is provided in note 17.

3. SIGNIFICANT ACCOUNTING POLICIES

(A) BASIS OF ACCOUNTING

These financial statements are prepared by management in accordance with generally accepted accounting principles for provincial reporting entities established by the Public Sector Accounting Board.

(B) REVENUE RECOGNITION

Revenues are recognized in the period in which the transactions or events occurred, that give rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Externally restricted inflows are deferred when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

(C) EXPENSES

Expenses are reported on an accrual basis. The cost of services incurred during the year is expensed.

(D) TARIFF EXPENSES

Tariff expenses include amounts billed by the lawyers to the society and an estimate of amounts of services performed by lawyers but not yet billed to the society.

(E) EMPLOYEE FUTURE BENEFITS

- i. The employees of the society belong to the Municipal Pension Plan, which is a multi-employer contributory pension plan. The cost of the defined benefit contributions is recognized as an expense during the year, and is based on the contributions required to be made during each period.
- ii. The cost of non-vesting sick leave benefits is actuarially determined using management's best estimate of salary escalation, accumulated sick days at retirement, long-term inflation rates, and discount rates.

(F) TANGIBLE CAPITAL ASSETS

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset.

Tangible capital assets are amortized on a straight-line basis as follows:

	Per Year
Furniture	10 – 20%
Equipment	20%
Computer equipment	25 – 33%
Computer software	20 – 33%
Case Management System	10%
Leasehold improvements	lower of lease term and useful life

Tangible capital assets are written down when conditions indicate that they no longer contribute to the society's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expenses in the statement of operations.

(G) ASSET RETIREMENT OBLIGATION

The society recognizes the fair value of a future asset retirement obligation as a liability in the period in which it incurs a legal obligation associated with the retirement of tangible long-lived assets that results from the acquisition, construction, development, and/or normal use of the assets. The society concurrently recognizes a corresponding increase in the carrying amount of the related long-lived asset that is depreciated over the life of the asset.

The fair value of the asset retirement obligation is estimated using the expected cash flow approach that reflects a range of possible outcomes discounted at a credit-adjusted, risk-free interest rate. Subsequent to the initial measurement, the asset retirement obligation is adjusted at the end of each period to reflect the passage of time and changes in the estimated future cash flows underlying the obligation. Changes in the obligation due to the passage of time are recognized in the statement of operations as an operating expense using the effective interest method. Changes in the obligation due to changes in estimated cash flows are recognized as an adjustment of the carrying amount of the related long-lived asset that is depreciated over the remaining life of the asset.

(H) PREPAID EXPENSES

Prepaid expenses include memberships, computer software licenses, and deposits. These items are charged to expense over the periods expected to benefit from them.

(I) MEASUREMENT UNCERTAINTY

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are significant to the financial statements include the tariff liabilities and expenses. Other areas where estimates are made include the valuation of accounts receivable, amortization of tangible capital assets, asset retirement obligation, non-vesting sick leave benefits, and contingent liabilities.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

4. INVESTMENTS

The carrying value of the society's investments is \$16,600,950 (2011 — \$14,513,508). Included in investments is \$307,813 of accrued interest (2011 — \$218,966). Investments comprise Guaranteed Investment Certificates, Provincial Bonds, Federal Bonds, and Structured Bank Notes, with maturities ranging from April 2012 to April 2014 and rates of return ranging from 1.47% to 3.1%.

The investments have a market value at March 31, 2012, of \$16,596,472 (2011 — \$14,522,536). Investments are recorded at amortized cost less any writedowns associated with a loss in value that is other than a temporary decline.

5. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

(A) GENERAL

	2012	2011
Trade payables	\$ 869,899	\$ 634,156
Payroll payables	602,980	656,249
Total	\$ 1,472,879	\$ 1,290,405

(B) TARIFF

	2012	2011
Submittals approved, not paid	\$ 717,871	\$ 2,710,414
Submittals not approved	1,945,442	1,570,688
Accrual	11,280,000	11,840,000
Total	\$ 13,943,313	\$ 16,121,102

The society uses an actuarial model to estimate legal services performed but not yet billed to the society. Management estimated the liability to be approximately \$11,280,000 (2011 — \$11,840,000). This estimate included in the above table incorporates average case costs and service billings for similar cases, based on historical experience over a two-year period. Actual costs could differ from this estimate (note 18).

of \$1.024 billion for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in 2013. Defined contribution plan accounting is applied to the plan as the plan exposes the participating entities to actuarial risks associated with the current and former employees of other entities, with the result that there is no consistent and reliable basis for allocating the obligation, plan assets, and cost to individual entities participating in the plan.

The society paid \$666,119 for employer contributions to the plan in fiscal 2012 (2011 — \$632,009).

6. EMPLOYEE FUTURE BENEFITS

PENSION PLAN

The society and its employees contribute to the Municipal Pension Plan (the plan), a jointly trustee pension plan. The board of trustees, representing plan members and employers, is responsible for overseeing the management of the plan, including investment of the assets and administration of benefits. The plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The plan has about 173,000 active members and approximately 63,000 retired members. Active members include approximately 35,000 contributors from local governments.

The most recent actuarial valuation as at December 31, 2009, indicated an unfunded liability

NON-VESTED SICK LEAVE

Employees are credited days per year, ranging from 6 to 10 days, for use as paid absences in the year due to illness or injury. Employees are allowed to accumulate unused sick day credits each year, up to the allowable maximum provided in their respective employment agreement. Accumulated credits may be used in future years to the extent that the employee's illness or injury exceeds the current year's allocation of credits. The use of accumulated sick days for sick-leave compensation ceases on termination of employment. The benefit cost and liabilities related to the plan are included in the financial statements.

7. DEFERRED REVENUE

	Balance, beginning of year		Restricted contributions		Amortized to operations		Balance, end of year
Ministry of Children and Family Development	\$ 58,340	\$	—	\$	58,340	\$	—
Government of British Columbia — Criminal Category B	1,387,296		1,613,000		1,072,035		1,928,261
Government of British Columbia — Criminal Category C	41,438		—		41,438		—
Other	341,255		—		123,482		217,773
Total	\$ 1,828,329	\$	1,613,000	\$	1,295,295	\$	2,146,034

The society's Memorandum of Understanding (MOU) with the Minister of Justice and Attorney General of British Columbia provides for restricted funding for exceptional matters commencing with the 2003 fiscal year. Effective April 1, 2010, the MOU was revised to provide clarification on criminal case classification and funding of these cases. There are now three categories:

- » **Category A:** the first \$75,000 of non-court-ordered cases paid at the standard rates. These cases are funded from the base criminal tariff budget.
- » **Category B:** all costs greater than \$75,000 and up to \$175,000 of non-court-ordered cases paid at standard rates, and all costs of court-ordered cases up to \$175,000 paid at standard rates. These cases are funded by a restricted contribution, and any surplus in these cases is transferred to deferred revenue. In the case of an annual shortfall in Criminal Category B cases, the society must first apply any eligible base criminal tariff surplus to the shortfall. Any remaining shortfall is then applied to deferred revenue.
- » **Category C:** all costs greater than \$175,000, or all costs where the hourly rate paid is greater than the standard rate. These cases are funded through a special funding agreement with the Ministry of Justice and Attorney General.

8. LONG-TERM LIABILITIES

	2012	2011
Asset retirement obligation (a)	\$ 502,000	\$ 487,000
Leasehold inducements	29,172	48,588
Total	\$ 531,172	\$ 535,588

(A) ASSET RETIREMENT OBLIGATION

Included within long-term liabilities is the society's accrual for its asset retirement obligation for the estimated costs of restoring certain leased facilities

to their original condition at the end of the lease terms. The following is a reconciliation of the changes in the asset retirement obligation during the year:

	2012	2011
Balance, beginning of year	\$ 487,000	\$ 307,000
Accretion expense	15,000	16,000
Increase in estimate	—	164,000
Balance, end of year	\$ 502,000	\$ 487,000

The accretion expense is included in the premises expense. The undiscounted estimated cash flows required to settle the obligations ongoing to 2019

are \$784,000. The cash flows are discounted using a credit-adjusted, risk-free rate of 5% (2011 — 5%).

9. TANGIBLE CAPITAL ASSETS

Cost	Balance, beginning of year	Additions	Disposals and writedowns	Balance, end of year
Furniture	\$ 1,000,302	\$ 162,767	\$ —	\$ 1,163,069
Equipment	492,333	23,552	—	515,885
Computer equipment	704,816	74,706	—	779,522
Computer software	2,222,297	—	—	2,222,297
Case Management System	1,126,527	—	—	1,126,527
Leasehold improvements	2,582,461	—	—	2,582,461
Total	\$ 8,128,736	\$ 261,025	\$ —	\$ 8,389,761

Accumulated Amortization	Balance, beginning of year	Amortization	Disposals and writedowns	Balance, end of year
Furniture	\$ (630,866)	\$ (80,715)	\$ —	\$ (711,581)
Equipment	(397,566)	(61,590)	—	(459,156)
Computer equipment	(469,441)	(151,910)	—	(621,351)
Computer software	(1,499,934)	(266,361)	—	(1,766,295)
Case Management System	(1,126,527)	—	—	(1,126,527)
Leasehold improvements	(1,052,913)	(187,881)	—	(1,240,794)
Total	\$ (5,177,247)	\$ (748,457)	\$ —	\$ (5,925,704)

Net Book Value	2012	2011
Furniture	\$ 451,488	\$ 369,436
Equipment	56,729	94,767
Computer equipment	158,171	235,375
Computer software	456,002	722,363
Case Management System	—	—
Leasehold improvements	1,341,667	1,529,548
Total	\$ 2,464,057	\$ 2,951,489

10. ACCUMULATED SURPLUS

	2012	2011
Accumulated surplus (note 17)	\$ 6,355,537	\$ 6,431,455
Internally restricted	3,675,819	3,675,819
Unrestricted	\$ 2,679,718	\$ 2,755,636

The board of directors has authorized the following restrictions of the surplus:

- » On December 15, 2006, the board authorized the restriction of \$11 million for board-directed strategic initiatives.
- » Since 2006, the board has approved the transfer of \$7.3 million from restricted surplus to unrestricted surplus.
- » These internally restricted amounts are not available for other purposes without approval by the board of directors.

11. EXPENSES BY OBJECT

The following is a summary of expenses by object:

	<u>2012 Budget</u>	<u>2012 Actual</u>	<u>2011 Actual</u>
Tariff	\$ 43,154,000	\$ 50,165,864	\$ 45,674,581
Salaries and benefits	10,807,372	10,445,526	10,371,239
Duty counsel	9,348,890	9,295,543	9,609,130
Grants and contracted services	4,240,872	3,730,623	3,877,128
Local agents	1,732,896	1,700,023	1,658,880
Premises	1,892,480	1,649,999	1,612,400
Computers	926,855	1,032,768	1,232,173
Transcripts	407,000	947,235	847,586
Amortization	766,166	748,457	784,797
Office	629,649	430,700	698,133
Miscellaneous	693,204	266,589	297,430
Board expenses	201,250	165,804	151,929
Travel	136,554	115,802	99,454
Libraries	65,812	94,106	84,907
Total	\$ 75,003,000	\$ 80,789,039	\$ 76,999,767

12. BUDGETED FIGURES

The unaudited operating budgeted figures, presented on a basis consistent with that used for actual results, were approved by the board of directors on January 21, 2011. In accordance with the Legal Services Society Act, the budget was submitted to the Ministry of Attorney General on January 27, 2011. The budget was deemed as approved by the ministry.

13. CONTRACTUAL OBLIGATIONS

The society has the following contractual obligations for long-term leases of its office premises:

2013	\$ 759,241
2014	783,792
2015	807,093
2016	836,221
2017	882,825
Thereafter	2,633,650
Total	\$ 6,702,822

At fiscal year-end, the liability for future costs of legal services to be performed beyond the fiscal year, for which the society is currently committed, is estimated by management to be approximately \$20.3 million. This estimate uses the same methodology as described in note 5 for tariff payables.

14. RELATED PARTIES

The society is related to the Province of British Columbia and its ministries, agencies, and Crown corporations. In this relationship, the province provided funding in the amount of \$75,615,535 (2011 — \$72,102,668) and the society is responsible for providing legal aid to individuals throughout BC. At year-end, the province owed the society \$1,745,392 (2011 — \$3,347,206).

Certain members of the board of directors provide tariff services to the society. These services are provided in the regular course of business under the same terms and conditions as other lawyers. The total amount paid for their services during the year was \$81,955 (2011 — \$17,984). All payments to board members are reviewed by the finance committee on a quarterly basis.

15. ECONOMIC DEPENDENCE

In 2012, the society received 94% (2011 — 94%) of its operating revenue from the province, and 5% (2011 — 5%) from the Law Foundation of British Columbia. The society depends on funding from these sources for the continuance of its operations.

16. CONTINGENT LIABILITIES

The nature of the society's activities is such that there is usually pending or prospective litigation at any time against the society. With respect to claims at March 31, 2012, management believes the society has valid defences and appropriate insurance coverage in place. Accordingly, no provision has been made in these financial statements for any liability that may result. In the event that any of these claims are successful, management believes they will not have a material effect on the society's financial position.

17. CONVERSION TO PUBLIC SECTOR ACCOUNTING STANDARDS

These accounting changes have been applied retroactively with restatement of prior periods. The following changes have been implemented to comply with PSA standards:

	2012	2011
Accumulated surplus beginning of year as originally reported	\$ 6,802,001	\$ 6,755,223
Adjustments to accumulated surplus		
Employee future benefits recognized	(203,500)	(188,800)
Prepaid expenses written off	(158,018)	(29,856)
Investments recorded at cost	(9,028)	20,148
Accumulated surplus beginning of year as restated	\$ 6,431,455	\$ 6,556,715

	2011
Annual operating surplus for the year as originally reported	\$ 26,630
Adjustments to annual operating surplus/(deficit) for the year	
Employee future benefits recognized	(14,700)
Prepaid expenses written off	(128,162)
Investments recorded at cost	(9,028)
Annual deficit for the year as restated	\$ (125,260)

18. MEASUREMENT UNCERTAINTY

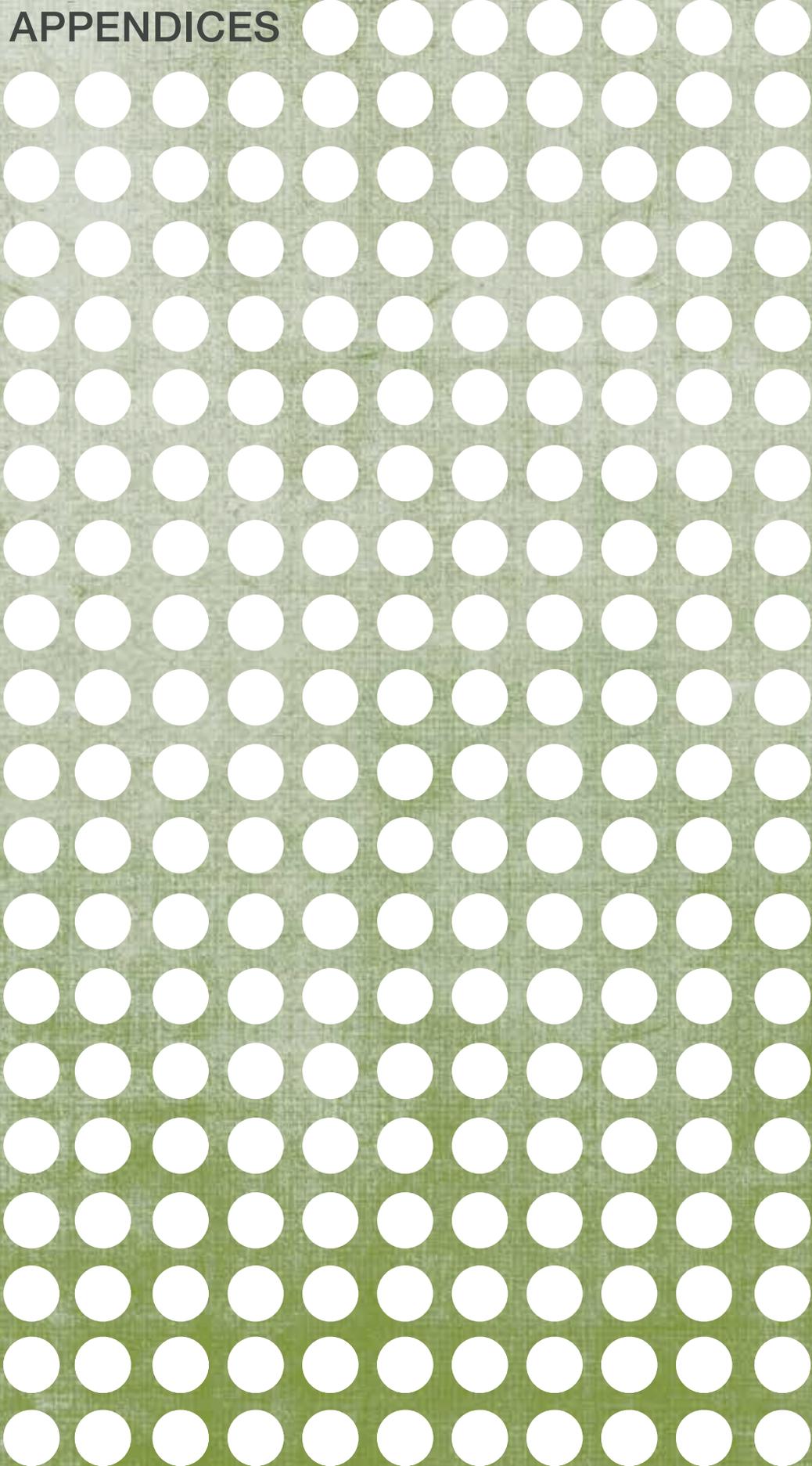
Program area		Amount reported		Measurement uncertainty	Range		
Tariff accrual (<i>note 5b</i>)	Min	\$	11,280,000	\$	(1,128,000)	\$	10,152,000
	Max	\$	11,280,000	\$	1,128,000	\$	12,408,000
Tariff expenses (<i>note 11</i>)	Min	\$	50,165,864	\$	(1,128,000)	\$	49,037,864
	Max	\$	50,165,864	\$	1,128,000	\$	51,293,864

Variability in the tariff accrual arises from the rate at which cases proceed and changes in the average cost per case. In management's opinion, the tariff accrual and corresponding tariff expenses could fall within a range of plus or minus 10%.

19. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's presentation.

APPENDICES



appendix 1

OPERATING DATA

The tables in this section provide data on the number of clients who used LSS legal representation, advice, and information services. Information on reviews of eligibility for representation services and LSS conferences and presentations is also provided. For more information on LSS services, please visit the LSS website at www.legalaid.bc.ca.

LEGAL REPRESENTATION

LSS provides legal representation in the areas of criminal, family, child protection (CFCSA), and immigration law. Table 15 summarizes applications and referrals for legal representation by area of law for the past three years. For information on the reliability of this data, see page 49.

In total, legal aid applications in 2011/2012 were 4.3% lower than last year, due to decreases in immigration and criminal volumes. However, total referrals remained nearly stable declining less than 2% over 2010/2011. Family and CFCSA applications and referrals remained steady over last

year, with slight increases in all figures. Immigration applications (down 31.6%) and immigration referrals (down 28.5%) are lower than last year's numbers, which include the mass arrival of the MV Sun Sea migrants in September 2010. However, both immigration volumes were also lower this year than in 2009/2010. While criminal applications declined by 4.6% relative to last year, criminal referral volumes remained consistent with last year.

Table 16 below shows changes in application and referral volumes for the last three years, and figure 2 on page 47 illustrates the breakdown of referrals by area of law for 2011/2012.

TABLE 15 LEGAL SERVICES SOCIETY **demand for legal representation** ALL AREAS OF LAW

AREA OF LAW	2009/2010 ¹		2010/2011 ¹		2011/2012	
	APPLICATIONS	REFERRALS	APPLICATIONS	REFERRALS	APPLICATIONS	REFERRALS
Criminal	26,761	19,113	27,878	20,244	26,594	20,117
Family ²	9,136	4,059	9,131	4,063	9,332	4,086
CFCSA ³	2,811	2,211	2,675	2,117	2,721	2,174
Immigration	2,024	1,237	2,417	1,476	1,653	1,056
Total	40,732	26,620	42,101	27,900	40,290	27,433

1 Data as recorded in previous annual reports.

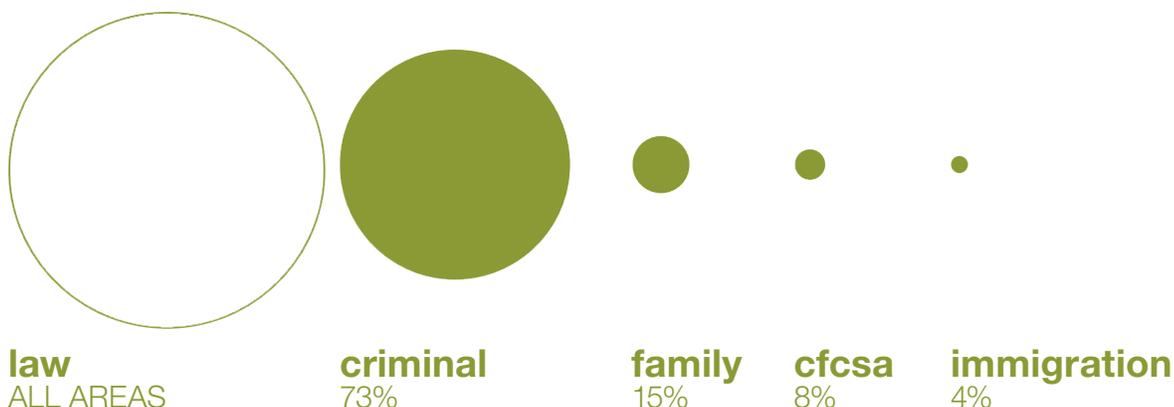
2 In 2011/2012, 267 referrals were approved on exception review, compared to 346 in 2010/2011 and 282 in 2009/2010.

3 Child, Family and Community Service Act.

TABLE 16 LEGAL SERVICES SOCIETY **percent change in application and referral volumes from previous year** BY AREA OF LAW

AREA OF LAW	2009/2010		2010/2011		2011/2012	
	APPLICATIONS	REFERRALS	APPLICATIONS	REFERRALS	APPLICATIONS	REFERRALS
Criminal	-10.9%	-19.1%	4.2%	5.9%	-4.6%	-0.6%
Family	-11.7%	-23.9%	-0.05%	0.1%	2.1%	0.6%
CFCSA	1.3%	-1.9%	-4.8%	-4.3%	1.8%	2.7%
Immigration	-2.6%	-15.5%	19.4%	19.3%	-31.6%	-28.5%
Total	-10.0%	-18.5%	3.4%	4.8%	-4.3%	-1.7%

FIGURE 2 referrals by area of law 2011/2012



LEGAL ADVICE

LSS legal advice services provide essential legal assistance to people with low incomes who are not eligible for legal representation.

Overall volumes for criminal and immigration duty counsel declined in 2011/2012. The 15% reduction in the number of clients served through criminal duty counsel services is due largely to the duty counsel withdrawal that occurred in regions around the province. Immigration duty counsel returned to normal volumes this year, after reaching unprecedented levels in 2010/2011 largely due to the arrival of the MV Sun Sea migrants.

The number of clients served by family duty counsel and family advice lawyers rose 11% over last year. The increase in family duty counsel availability in the busy regions of New Westminster, Victoria, and Kelowna contributed to the higher volume of clients served. The total also includes clients who received out-of-court services at circuit court and Sheway/Fir Square.

The number of clients who received advice through the Family LawLINE increased dramatically over last year. This was the program’s first complete year in operation and to meet demand, LSS expanded the Family LawLINE program in March 2012 to 27 hours per week from 15 hours.

Advice services provided to Aboriginal communities are being tracked and reported for the first time this year. This includes services provided through First Nations Court and increased duty counsel availability in Williams Lake and Port Hardy/Alert Bay.

TABLE 17 LEGAL SERVICES SOCIETY **legal advice services**

service	number of client visits/calls handled ¹		
	2009/2010	2010/2011	2011/2012
Criminal duty counsel ²	86,111	84,627	74,724
Immigration duty counsel	1,460	4,718	1,196
Family duty counsel and advice lawyers ³	30,039	32,880	36,473
Brydges Line	29,584	28,835	23,887
Aboriginal advice services	N/A	N/A	319
Family LawLINE ⁴	N/A	707	2,675

1 Totals reflect the number of times advice was given (or the number of calls handled), not the number of clients served or issues addressed (clients may have one or more issues at a time and may access services more than once).
 2 Includes duty counsel at circuit courts. In 2011/2012, circuit court accounted for 1,458 client visits.
 3 Family duty counsel and advice lawyers include services provided in court across the province. This also includes clients served out of court by family advice lawyers (2,128), at Sheway/Fir Square (150), and in family circuit court (250).
 4 Family LawLINE was introduced November 1, 2010. The program was expanded in March 2012 to offer 27 hours per week of family legal advice to clients.

TABLE 18 LEGAL SERVICES SOCIETY **legal information services**

	2009/2010	2010/2011	2011/2012
Public legal education and information (PLEI) publications distributed	109,104	110,071	138,286
Legal aid awareness materials distributed ¹	20,489	6,740	36,924
Public legal education and information (PLEI) materials produced (new and revised) ²	22	30	23
Legal information outreach worker (LIOW) services provided	5,197 ³	6,560 ⁴	8,463
Aboriginal community legal workers (ACLWs) clients served	N/A	N/A	1,520

- 1 Includes brochures, posters, advertisements, bookmarks, and other materials produced by LSS to ensure the people of BC are aware of legal aid services and how to access them.
- 2 Data excludes brochures and other materials about legal aid services as well as corporate materials such as reports and evaluations.
- 3 Includes only information requests received through the LSS Call Centre as part of telephone triage, which began July 2, 2008. It does not include in-person LIOW support offered at various locations across BC.
- 4 Includes information services provided by LIOWs in a variety of ways, including through the LSS Call Centre, Downtown Community Court, in person at the Vancouver Regional Centre, and in person at the Terrace Regional Centre. Data is collected through staff records, which are manually entered and may not reflect all of the services provided.

TABLE 19 LEGAL SERVICES SOCIETY **use of LSS websites**

number of visits/month			
site	2009/2010	2010/2011	2011/2012
LSS website	23,069	25,383	26,346
Family Law in BC	20,259	24,692	31,355

Note: "Visits" are the number of times the site is accessed over a given period (if the same person returns to the site after one hour, that person is counted again as a new visitor). Data reflects the average number of visits per month for each year.

LEGAL INFORMATION

LSS offers a range of legal information services that can help people with low incomes solve their legal problems on their own or with help from intermediaries. Table 18 demonstrates steady growth in the volume of legal information services provided to clients over the past three years. The number of PLEI materials distributed increased to nearly 140,000, up 26% over last year. This increase can be attributed to improved outreach with partners such as libraries and organizations from the health care sector.

The number of legal aid awareness materials distributed rose to almost 37,000, over 5 times last year's volume. This significant increase is attributed to the development of community partners who provide information to clients in communities across the province about how to get LSS information, advice, and representation services.

The volume of PLEI materials that were new or revised this year was down slightly from last year; based on the changes to the family and immigration legislation, this number is expected to increase next year. The amount of time devoted to website development increased this year however.

LIOWs helped nearly 8,500 clients this year, a 30% increase over last year. LIOWs play an essential role in providing clients with the information they need. This year, LIOWs continued to assist clients in Terrace, at the Vancouver Downtown Community Court, as well as clients who came to the LSS office or who phoned the call centre.

This year, the volume of clients who received legal information services by ACLWs is being reported. ACLWs also provide limited advice services (see Table 17 on page 47).

The number of visits to the society's websites, shown in Table 19, continues to rise. Most significantly, the Family Law in BC website (www.familylaw.lss.bc.ca), which helps people understand and use the law to resolve their family law problems, saw a 27% increase in visitors. For information on the reliability of data in tables 18 and 19, see page 50.

TABLE 20 LEGAL SERVICES SOCIETY **eligibility reviews**¹

REVIEWS	2009/2010		2010/2011		2011/2012	
	COVERAGE ²	FINANCIAL ³	COVERAGE ²	FINANCIAL ³	COVERAGE ²	FINANCIAL ³
Granted	24	19	51	50	55	34
Denied	222	183	108	160	134	99
Other ⁴	7	10	11	10	2	—
Files open, under review	15	27	0	1	3	5
Total ⁵	268	239	170	221	194	138

1 The responsibility of eligibility reviews was transferred from the Audit and Investigation Department (A&I) to the Intake and Regional Centres Department (IRC) in December 2010. As such, data includes statistics from A&I from April to December 2010 and statistics from IRC from January to March 2011. A small number of reviews conducted by other staff are not included in this table.

2 Coverage reviews determine whether an applicant was appropriately denied a referral based on the current coverage guidelines.

3 Financial reviews determine whether an applicant was appropriately denied a referral based on the current financial guidelines.

4 “Other” means the matter was abandoned by the applicant, returned to the referring office to consider additional information or issues, or resolved by other means.

5 Total includes files still open at the end of the previous fiscal year.

ELIGIBILITY FOR REPRESENTATION

Staff at LSS offices, local agent offices, and the LSS Call Centre do not provide legal representation if they believe an applicant is not financially eligible, has a problem that falls outside the society’s coverage rules, or has provided insufficient information to satisfy them that he or she is eligible for a referral.

Staff ensure LSS coverage and financial eligibility policies are applied accurately and consistently across the province by:

- reviewing refusals for legal representation upon request, unless legal representation is not available for the issue (requests must be submitted within 30 days of the applicant’s application being denied), and
- investigating all complaints received by anyone who alleges someone is improperly receiving legal representation.

Table 20 shows the volumes and results of eligibility reviews for the

past three years. The percentage of applications that led to eligibility reviews is stable at about 1%; however, the overall coverage and financial eligibility review volumes declined again this year. Though coverage reviews increased by 14%, financial reviews dropped by 38%. The decrease in the number of financial eligibility reviews may reflect a change in internal processes that streamlines the assessment of financial eligibility when LSS receives additional financial information from the client, without requiring the client to seek a formal review. For information on the reliability of the data in Table 20, see page 50.

LSS has previously included information on the number of financial reassessments conducted, but due to process changes that affect the reliability of the data, the society is not including this information for 2011/2012.

COMMUNITY EVENTS

This year LSS has included details about conferences and presentations in Tables 21 and 22 on page 50.

RELIABILITY OF DATA

LEGAL REPRESENTATION (TABLES 15 AND 16)

When annual report numbers are generated for any fiscal year, a few paper applications may not have been processed yet or were initiated in error and not yet corrected. As a result, the final numbers for a given year may differ slightly from those in the annual report. The 2011/2012 application data in Table 15 is expected to be accurate to within 99.9% or better.

Before a referral can be issued, the client’s income must be verified, his or her legal situation must be assessed, and a lawyer has to be found to take the case. Although more than 90% of first referrals are approved and issued within 30 days of an application, some take longer to process. Accordingly, when the annual report data is generated, decisions are pending on some applications. For example, the final total for 2010/2011 referrals was 0.9% higher than the total in the *Annual Service Plan Report 2010/2011*. The accuracy of the 2011/2012 referral data in Table 15 is expected to be similar to that published last year.

LEGAL ADVICE (TABLE 17)

Duty counsel data in Table 17 is compiled from reports submitted by lawyers providing this service. Duty counsel can submit their bills and information on the number of clients assisted within two months of the service date. Accordingly, not all information is available when data for the annual report is generated.

Brydges Line data in table 16 is provided by the contracted service provider.

Telephone calls received by Family LawLINE and reported in Table 17 are tracked through the telephone software program used by the lawyers who receive the calls.

LEGAL INFORMATION (TABLES 18 AND 19)

The publications data in Table 18 is drawn from a database maintained by LSS staff.

Legal information outreach worker (LIOW) data in Table 18 is automatically tracked by the phone system, in addition to a database that is manually updated by staff.

The website data in Table 19 presents an approximate measure of public use of the society's websites. Statistics for the society's websites are captured and analyzed by computer. As well as external users, data includes activity by internal users (staff), but does not include users accessing the LSS website for electronic billing.

ELIGIBILITY FOR REPRESENTATION (TABLE 20)

Reviews of refusals based on coverage and financial eligibility are conducted at the Vancouver Regional Centre and results recorded by staff in a computer database. These tables do not include a small number of reviews conducted by other departments. LSS is working on enhancing tracking of all reviews.

COMMUNITY EVENTS (TABLES 21 AND 22)

The data in these tables is manually compiled by staff.

TABLE 21 LEGAL SERVICES SOCIETY presentations on Aboriginal issues

date	location/event	event topics
June 2011	New Westminster Justice Institute	Gladue for lawyers and advocates and training
July 2011	Abbotsford – Fraser Valley, 35th Annual BC Elders Gathering	Indian Residential Schools Settlement
August 2011	Haida Gwaii: Skidegate and Old Massett reserves	Gladue, Aboriginal child protection mediation, wills and estates on-reserve
September 2011	UBC First Nations Legal Clinic law student orientation	Gladue, legal aid applications, LSS coverage
	Fraser Valley, Native Courtworkers Conference	Gladue (as LSS initiative), FASD
October 2011	University of Victoria and Camosun College	Gladue, legal aid services
	Vancouver, Indian Friendship Centre, Arresting the Legacy conference	Gladue and Gladue report writing
	Tsay Keh Dene/Kwadacha	Consultation on access to legal aid, child protection, Gladue, and restorative justice
January 2011	Kamloops CBA criminal law section	Gladue
	Abbotsford, Fraser Valley Bar Association	Gladue
	Williams Lake, Longhouse	Legal Aid Day
February 2011	Vancouver, on reserve event	Matrimonial property rights
	Vancouver, First Nations Court Elders Council	Training on Gladue and First Nations Court
	Vancouver, LSS head office	FASD education for Gladue writers and lawyers

TABLE 22 LEGAL SERVICES SOCIETY conference schedule

date	location/event	event topics
October 2011	Justice Institute NEW WESTMINSTER	Family law, Aboriginal services, community engagement, public legal education, and intake
November 2011	Provincial Advocates Conference VANCOUVER ¹	Family law and child protection, LSS intake
December 2011	Regional Conferences SURREY AND FRASER VALLEY	Family law, immigration, domestic violence, and intake
March 2012	Legal Information and Resources for Settlement Workers RICHMOND ²	Family law, legal resources for settlement workers, and intake

1 Co-sponsored with the Law Foundation.

2 Co-sponsored with the IPC Consortium and Law Foundation.

appendix 2

ADJUSTMENTS TO SERVICE PLAN 2012/2013 – 2014/2015

goals	strategies	measures
<p>goal 1 use</p> <p>No change.</p>	<ul style="list-style-type: none"> » Shifted the focus of strategy 1.1 to focus on “simplifying the client application process” to improve accessibility. » Revised strategy 1.2 to enhance access for Aboriginal and underserved communities through innovative delivery models. » Updated strategy 1.3 to improve awareness through collaboration with stakeholders. 	No change.
<p>goal 2 participate</p> <p>No change.</p>	<ul style="list-style-type: none"> » Consolidated last year’s strategies into one that provides support to front-line workers to help them inform clients about how to participate in the process. 	No change.
<p>goal 3 collaborate</p> <p>No change to the goal, but the focus has been changed to “collaborate” (from “integrate” last year).</p>	<ul style="list-style-type: none"> » Strategies revised, but no change to the essence/intentions. 	No change.
<p>goal 4 manage</p> <p>No change.</p>	<ul style="list-style-type: none"> » Shifted the focus of strategy 4.1 to effective communication with stakeholders (previously strategy 4.5). » Revised the focus of strategy 4.2 to demonstrating value for money and improving business processes. » Renumbered strategy 4.3 to focus on lawyer engagement initiatives (previously strategy 4.6). » Revised strategy 4.4 to include a cross-departmental team to implement employee engagement initiatives (previously strategy 4.1). » Introduced strategy 4.5 to focus on improving the society’s information technology system to be more responsive. » Removed strategies related to legislative changes (family and immigration) (previously strategy 4.7), managing large cases (previously strategy 4.4), and implementing the simplified tariff (previously strategy 4.3). 	No change.

* LSS Service Plan 2012/2013 – 2014/2015 is available online at www.legalaid.bc.ca.

appendix 3

ADDITIONAL PERFORMANCE MEASURES

To measure performance, LSS surveys stakeholders every three years. This frequency allows time for strategies to have a measurable impact on performance; reduces costs; and minimizes the risk that lawyers, clients, and staff will experience “survey fatigue” from being over-surveyed. However, it also means that LSS does not have new results for all performance measures each year.

The information below describes past results and future targets, the importance, the benchmark comparison, and the data sources for each performance measure for which no data was collected in 2011/2012. This year, LSS conducted only the employee engagement survey. In 2012/2013, LSS will survey lawyers and clients.

goal 1

people with low incomes who have legal issues use LSS services

PERFORMANCE MEASURES

Percent of clients satisfied with the accessibility of LSS services.

Percent of clients satisfied with the helpfulness of LSS services.

Percent of clients satisfied overall with LSS services.

past results 2010/2011	performance 2011/2012	future targets
Accessibility 69%	To be surveyed in 2013/2014	73% 2013/2014
Helpfulness 62%	To be surveyed in 2013/2014	66% 2013/2014
Overall 62%	To be surveyed in 2013/2014	66% 2013/2014

These measures show the degree to which clients are satisfied with the steps they had to take to receive the legal aid services they needed and the effectiveness of these services in helping them solve their legal problems.

importance of these measures

Sustaining or increasing the level of our clients’ satisfaction with the accessibility and helpfulness of LSS services over time will show that the society is providing clients with the legal aid services they need when and where they need them, fulfilling our mandate to help people solve their legal problems and facilitate access to justice.

benchmark comparison

LSS partnered with the Institute for Customer-Centered Services (ICCS) to benchmark its performance against other “like” organizations.

The society’s overall satisfaction rating (3.7 out of 5.0) is in line with the average rating (4.0 out of 5.0) for the Canadian public sector organizations who provide data to ICCS, including other legal aid plans. The society’s accessibility rating (4.0 out of 5.0) is also in line with the average rating of the benchmark group (4.1 out of 5.0). The society’s helpfulness rating cannot be benchmarked to “like” organizations as the information is not available through ICCS.

data source

In 2011, Synovate, an independent survey organization, interviewed 1,201 legal aid clients by telephone about their experiences with the legal aid services they received. The margin of error at the 95% confidence level ranges from +/- 3% for all clients and varies from +/-3 to 5% for specific client groups. The full survey report is available online at www.legalaid.bc.ca under “About us—Reports.”

goal 2

people with low incomes participate in solving and preventing legal problems

PERFORMANCE MEASURE

Percent of clients satisfied with LSS support to help them participate in resolving their legal issues.

past results 2010/2011	performance 2011/2012	future targets
Baseline set: 59%	To be surveyed in 2013/2014	63% (2013/2014)

This measure shows the effectiveness of the society's support to clients to participate in solving their legal issues.

importance of this measure

Clients who participate in finding solutions to their legal problems are more likely to achieve positive, lasting outcomes. This measure assesses the effectiveness of the support provided by LSS to clients to help them participate in resolving their issues.

benchmark comparison

LSS is not aware of any relevant benchmarks for this measure.

data source

In 2011, Synovate, an independent survey organization, interviewed 1,201 legal aid clients by telephone about their experiences with the legal aid services they received. The margin of error at the 95% confidence level ranges from +/- 3% for all clients and varies from +/-3% to 5% for specific client groups. The full survey report is available online at www.legalaid.bc.ca.

PERFORMANCE MEASURE

Percent of lawyers satisfied with LSS support to increase their ability to engage clients in solving their legal issues.

past results 2009/2010	performance 2011/2012	future targets
Baseline set: 42%	To be surveyed in 2012/2013	46% (2012/2013)

This measure shows the effectiveness of the society's support to lawyers to help clients participate in solving their legal issues.

importance of this measure

Informed and engaged clients can work more effectively with their lawyers to achieve positive and lasting outcomes. By effectively supporting lawyers to engage their clients in the process, LSS is fulfilling its mandate to help people solve their legal problems and facilitate access to justice.

benchmark comparison

LSS is not aware of any relevant benchmarks for this measure.

data source

Data was gathered from a tri-annual survey conducted by an independent survey organization. In January and February 2010, 292 private lawyers who had taken legal aid cases or billed for legal aid work during 2009 completed an online survey. The survey results have a margin of error of +/- 5% at the 95% confidence level. The full report from the 2010 Tariff Lawyer Satisfaction Survey is available at www.legalaid.bc.ca under "About us—Reports—Service and program evaluations."

goal 3

people with low incomes get help with related legal issues so they can solve and prevent legal problems

PERFORMANCE MEASURE

Percent of clients satisfied with the level of support LSS gave them to address their related legal issues.

past results 2010/2011	performance 2011/2012	future targets
Baseline set: 48%	To be surveyed in 2013/2014	52% (2013/2014)

This measure shows how satisfied clients are with the support they received from the society for help with related legal issues.

importance of this measure

Clients who get help for their related issues are more likely to achieve positive, lasting solutions to their legal issues. This measure tracks the effectiveness of LSS's efforts to provide clients with information about services for related legal issues.

benchmark comparison

LSS is not aware of any relevant benchmarks for this measure.

data source

In 2011, Synovate, an independent survey organization, interviewed 1,201 legal aid clients by telephone about their experiences with the legal aid services they received. The margin of error at the 95% confidence level ranges from +/- 3% for all clients and varies from +/-3% to 5% for specific client groups. The full survey report is available online at www.legalaid.bc.ca.

PERFORMANCE MEASURE

Percent of lawyers satisfied with LSS support for increasing their ability to help clients address related legal issues.

past results 2009/2010	performance 2011/2012	future targets
Baseline set: 22%	To be surveyed in 2012/2013	26% (2012/2013)

PERFORMANCE MEASURE

Percent of lawyers who support the integrated approach to providing legal aid services.

past results 2009/2010	performance 2011/2012	future targets
Baseline set: 71%	To be surveyed in 2012/2013	75% (2012/2013)

These measures show our progress on supplying lawyers with tools and resources to support an integrated approach to providing legal aid services.

importance of this measure

Successfully integrating services requires all service providers to have the necessary skills and resources. The model's success also depends on the support of LSS's primary service partners — the lawyers who represent and advise its clients. Improvements on these performance measures will demonstrate that LSS is working effectively with lawyers to provide services that will help clients find positive and lasting solutions to their legal issues.

benchmark comparison

LSS is not aware of any relevant benchmarks for this measure.

data source

Data was gathered from a tri-annual survey conducted by an independent survey organization. In January and February 2010, 292 private lawyers who had taken legal aid cases or billed for legal aid work during 2009 completed an online survey. The survey results have a margin of error of +/- 5% at the 95% confidence level. The full report from the 2010 Tariff Lawyer Satisfaction Survey is available at www.legalaid.bc.ca under "About us — Reports — Service and program evaluations."

goal 4

LSS manages resources soundly

PERFORMANCE MEASURE

Percent of lawyers satisfied with the overall support provided by LSS.

past results 2009/2010	performance 2011/2012	future targets
62%	To be surveyed in 2012/2013	66% (2012/2013)

This measure shows the degree to which lawyers taking legal aid referrals are satisfied with how LSS supports them in providing services to legal aid clients.

importance of this measure

Maintaining a supply of dedicated and skilled lawyers willing to take legal aid cases is essential to providing quality advice and representation services to clients. Increasing levels of lawyer satisfaction should reduce the risk that LSS will be unable to find skilled lawyers to take referrals for all eligible clients.

benchmark comparison

LSS benchmarks lawyer satisfaction results against those of Legal Aid Ontario (LAO). In response to LAO's most recent lawyer survey in 2007, 72% of lawyers and 77% of duty counsel reported high satisfaction with LAO's services, down from an overall lawyer satisfaction rating of 80% in 2006. (The results were not broken down for lawyers and duty counsel for that year.) LSS results are in line with those of Legal Aid Ontario.

data source

Data was gathered from a tri-annual survey conducted by an independent survey organization. In January and February 2010, 292 private lawyers who had taken legal aid cases or billed for legal aid work during 2009 completed an online survey. The survey results have a margin of error of +/- 5% at the 95% confidence level. The full report from the 2010 Tariff Lawyer Satisfaction Survey is available at www.legalaid.bc.ca.

apply

in person

Clients apply for legal representation at LSS regional centre offices in Vancouver and Terrace, or at local agent offices across the province.

by phone

604-408-2172

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