

**Legal Aid BC**

**2024/25**  
**Annual Service Plan Report**

**August 2025**



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Published by Legal Aid BC

Published on the traditional unceded territory of the Coast Salish peoples, including the territories of the xʷməθkʷəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səḵílwətaʔ/Selilwitulh (Tsleil-Waututh) Nations.

## Board Chair's Accountability Statement



The Legal Aid BC 2024/25 Annual Service Plan Report compares the organization's actual results to the expected results identified in the 2024/25 – 2026/27 Service Plan published in 2024. The Board is accountable for those results as reported.

Signed on behalf of the Board by:

A handwritten signature in blue ink, appearing to read "Allan Seckel".

Allan Seckel, KC  
Board Chair, Legal Aid BC  
July 25, 2025

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## Letter from the Board Chair & CEO

We are pleased to present Legal Aid BC's (LABC) 2024/25 Annual Service Plan Report, which summarizes how we advanced our Service Plan goals in alignment with LABC's Mandate Letter from the Attorney General dated June 22, 2023. This annual report marks the second year of reporting on our new strategic framework, which is embodied in the 2024/25 Service Plan.

In a year marked by change, LABC continued to expand and improve access to justice for people across British Columbia. A significant focus this year was the launch of the Family Law Centre (FLC) program, a trauma-informed, multidisciplinary model that provides free legal services to survivors of family violence, operating from two physical locations in Surrey and Victoria.

We are especially grateful to the survivors of family violence and service providers who participated in the engagement process. Their insights, captured in the [What We Heard Report](#) (August 2024), played a vital role in shaping the program. In addition to the FLC program, LABC expanded legal aid financial eligibility, expansion of representation hours for eligible clients, and improved access to legal assistance through an increase in intake staff.

We continued to see increasing demand for our services, especially in family law, which we continue to manage where possible through existing policy levers.

We are well underway with our five-year Digital Transformation Program (DTP). This work is modernizing how we deliver services and improving our internal operations.

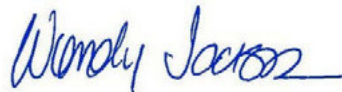
As part of our ongoing commitment to Reconciliation, LABC continued to work closely with the BC First Nations Justice Council (BCFNJC) to support the ongoing implementation of the [BC First Nations Justice Strategy](#) (FNJS) and the transition of legal aid services to the BCFNJC. LABC also continued to liaise with Métis Nation British Columbia (MNBC) to explore how we can support the implementation of the [Métis Justice Strategy](#). We revitalized our [Truth and Reconciliation Impact Plan](#) (TRIP), and this will continue to strengthen our relationship with Indigenous justice partners. We also strengthened our Equity, Diversity, and Inclusion (EDI) commitments by continuing to apply a Gender-based Analysis Plus (GBA Plus) lens to our service planning and delivery.

We also made important internal structural changes, with a new executive team now in place under the leadership of our Chief Executive Officer (CEO), Wendy Jackson. This team is well positioned to advance our mission of providing access to justice and better outcomes for our clients.

We thank our staff and the private bar for their dedication to legal aid clients. We also thank the Attorney General and ministry staff for their ongoing commitment to legal aid, which allows LABC to help tens of thousands of people each year address their legal issues.



Allan Seckel, KC  
Board Chair, Legal Aid BC  
July 25, 2025



Wendy Jackson  
Chief Executive Officer, Legal Aid BC  
July 24, 2025

## Purpose of the Annual Service Plan Report

This annual service plan report has been developed to meet the requirements of the Budget Transparency and Accountability Act (BTAA), which sets out the legislative framework for planning, reporting and accountability for Government organizations. Under the BTAA, a Minister Responsible for a government organization is required to make public a report on the actual results of that organization's performance related to the forecasted targets stated in the service plan for the reported year.

## Strategic Direction

The strategic direction set by Government in 2020 and expanded upon in the Board Chair's [2023/24 Mandate Letter](#) from the Minister Responsible shaped the goals, objectives, performance measures and financial plan outlined in the [Legal Aid BC 2024/25 – 2026/27 Service Plan](#) and the actual results reported on in this annual report.

## Purpose of the Organization

LABC provides legal aid in British Columbia. Our mission is to strengthen client-centred legal help for British Columbians experiencing barriers to accessing the legal system. Our clients' barriers to exercising their legal rights include things like low income, addictions, and challenges with mental health. Each year, tens of thousands of British Columbians rely on us for legal advice, representation and information services in the areas of criminal, family, child protection and immigration law.

Created by the [Legal Services Society Act](#) in 1979, we are a provincial Crown Corporation with a mandate to assist individuals in resolving their legal problems, administer an effective and efficient system for providing legal aid, and advise the Attorney General respecting legal aid and access to justice. We're funded by the Ministry of Attorney General (the Ministry), with additional support from the Department of Justice Canada, the Law Foundation of BC and the Notary Foundation of BC.

Our vision is aspirational: BC's legal system transformed, by the way LABC represents our clients, into one more equitable and inclusive. Our core beliefs reflect our employees' compassion, and have EDI at their centre. These beliefs guide us to be client-focused, advance Truth and Reconciliation, find strength in EDI, and demonstrate leadership that supports positive changes to the legal system

## Operating Environment

LABC operates within a dynamic environment influenced by large-scale social, political, and economic trends, policy developments, and changes within the justice system. In 2024/25, these external and internal factors continued to shape our ability to deliver legal aid services effectively across the province.

Cost of living pressures have intensified financial hardship for many British Columbians. These conditions contributed to increased demand for legal aid services, especially in family law. In 2024/25, LABC received 39,877 applications for legal aid services and approved over 78% of them for representation services. Expanded financial eligibility guidelines, alongside increased poverty levels in BC, contributed to an unprecedented 31,315 applications that were approved in 2024/25.

BC continues to experience population growth driven by immigration and urbanization, alongside persistent disparities affecting Indigenous and marginalized communities. LABC saw a rise in clients facing complex legal and social challenges, often compounded by mental health and systemic barriers. These realities continue to inform our commitment to culturally safe and trauma-informed service delivery.

Rising rates of Intimate partner violence (IPV) continued to exert pressure on the justice system, as seen through increased rates of police reported violent crime as well as overall rates of family violence and intimate partner violence. In April and May 2024, LABC collaborated with the Centre for Family Equity to engage with survivors of family violence to advise on the expansion of family law legal aid services in BC, resulting in the [Safe, Heard and Protected: What We Heard Report](#). This engagement informed the design and implementation of enhanced family law services for survivors of family violence, supported by \$29.1 million in additional funding over three years from the Province. These enhancements included expanding the financial eligibility criteria, increasing intake capacity to facilitate more timely access to family legal aid services, and the establishment of the FLC program.

In 2024/25 LABC welcomed a new CEO and new members of the executive team. This transition represents an important milestone for the organization, bringing new perspectives and leadership strengths to support LABC's ongoing commitment to accessible, client-focused legal services.

# Report on Performance: Goals, Objectives, and Results

The following goals, objectives and performance measures have been restated from the 2024/25 – 2026/27 service plan. For forward-looking planning information, including current and future performance targets, please see the [latest service plan](#).

## Goal 1: LABC clients achieve better outcomes

Improving outcomes for clients is LABC's over-arching goal, and we will focus on delivering high quality core services to advance that goal. Recognizing that a client could receive excellent services but not be satisfied with an outcome, we will work with service providers and clients to define service quality measures that consider multiple perspectives and track our performance over time against concrete targets.

### Objective 1.1: Provide high-quality legal services

High-quality legal services are essential to clients achieving better outcomes. Continuous improvement in service quality, linked to client outcomes, will lead to better results for our clients.

#### Key results

- Launched the FLC program. The program features two physical locations in Surrey and Victoria and provides survivors of family violence with free, trauma-informed legal representation, and support to help address both legal and non-legal issues
- Added [Expanded Family Duty Counsel](#) (EFDC) services to support the Early Resolution Process (ERP) and improve access to legal assistance in provincial family courts
- Expanded the Legal Aid Navigators (LAN) program, which guides clients through the legal aid process, and assessed the program in its first year of operation
- Implemented recommendations from the 2023/24 lawyer Roster, Recruitment, and Retention review to enhance quality assurance

#### Summary of progress made in 2024/25

In 2024/25, LABC advanced a series of initiatives to enhance the delivery of high-quality legal services, recognizing that there is more work to be done in future years to advance this objective.

LABC launched the FLC program, which provides free, trauma-informed legal representation to survivors of family violence. The program operates from physical locations in Surrey and Victoria, offering services both in-person and virtually. Additionally, FLC lawyers based in these clinics deliver hybrid services (virtual and mobile in-person) to clients in Kamloops, Kelowna, Prince George, Duncan and Nanaimo. The development of the FLC program was informed by



62 engagement sessions conducted in April and May 2024, led by LABC in collaboration with the Centre for Family Equity. These sessions involved 71 survivors of family violence and 85 legal and other service providers who support them. The results of this engagement are captured in the [Safe, Heard, and Protected: What We Heard](#) report, published in August 2024.

To support FLC services, in 2024/25 LABC hired eight lawyers, four paralegals, eight advocates, and four Intake Legal Assistants. All FLC staff completed comprehensive training that prepared them to deliver high quality, trauma-informed service.

In its first four months of operation, the FLC served 144 clients, who will receive ongoing support until their legal issues reach meaningful stabilization. FLC staff have also continued to strengthen service delivery by building partnerships and engaging with Indigenous communities, multicultural organizations, and women's centres to share information and foster collaboration.

LABC also expanded access to family law services by increasing financial eligibility criteria and introducing asset exemptions for family law clients experiencing family violence, enabling 134 additional clients to access representation services through either the FLC or Family Representation Contracts. Further changes included the provision of an additional 25 hours of family law legal aid representation hours through a simple certification process for eligible clients with new contracts issued on or after April 1, 2024.

To meet increased demand and maintain timely service delivery, LABC hired ten new Intake Legal Assistants during the year. These investments contributed to improved intake performance. While the number of family law applications doubled in 2024/25 compared to the previous year, the average call center application wait time decreased from 34 minutes in 2023/24 to 24 minutes in 2024/25. Overall intake wait times across all lines improved from an average of 11 minutes and 31 seconds to 8 minutes and 36 seconds.

In addition, LABC's Parents Legal Centres (PLCs) started providing family law services as a pilot initiative to enhance access to legal support for family law clients. A total of 74 clients were assisted with family law matters through PLCs; of these, 46 files were closed, with 80% reporting a legal resolution, demonstrating an early positive impact for clients.

During 2024/25, LABC also added EFDC services in Nanaimo, Surrey, Victoria, Abbotsford, Chilliwack, New Westminster, Port Coquitlam, and Vancouver, with the Vancouver location providing remote EFDC services to Richmond, North Vancouver, Sechelt, and Pemberton. EFDC services support the ERP that is being implemented in court registries throughout the province, which is designed to improve court efficiency. Between November 2024 and March 2025, the EFDC locations assisted 2,893 individual clients over multiple appointments. Client survey results indicate over 70% positive overall satisfaction with EFDC services, with clients highlighting that EFDC staff and lawyers were knowledgeable and competent, took the time to listen to them, treated them fairly, and explained things in a way they understood.

To support the introduction of EFDC services, LABC hired nine new full-time staff, including two staff lawyers, two Administrative Legal Assistants, two paralegals, and a supervisor. LABC extended paralegal support to all EFDC locations and provided roster lawyers with training on

new processes. Infrastructure improvements were initiated across sites, including user access to key systems and software improvements. Paralegal support was extended to all expanded locations, and roster lawyers received training on new processes.

Following the launch of the LAN program in October 2023, LABC expanded the program to Vancouver Island and the Interior of BC, placing navigators in provincial courthouses in Victoria, Penticton/Kelowna, and Kamloops. Throughout 2024/25, navigators in Victoria supported 407 unique clients, navigators in Penticton/Kelowna supported 296, and navigators in Kamloops supported 261.

In total, in 2024/25, LABC navigators supported 2,028 clients. This support included 124 addiction and 95 mental health referrals, 751 court appearances, 124 bail hearings, 68 lawyer meetings, 770 additional service referrals, and 1,539 legal education sessions.

To evaluate the early impact of the LAN program and guide improvements, LABC launched a client experience survey and established measures to monitor early results of the navigator program. 72% of clients surveyed gave positive feedback about their experience with navigators, and 20% reported a negative experience. The preliminary evaluation confirmed that the LAN program is meeting its goals of informing clients, connecting them to services, supporting legal interactions, and improving outcomes. The evaluation also found that navigators were using best practices for referrals and building strong networks with community agencies. Following the early evaluation results, LABC implemented improvements to the LAN program, including enhanced data collection, increased awareness through LABC Connect, and legal community outreach via the [Legal Aid Brief](#).

In 2024/25, LABC implemented several of the recommendations that came out of the lawyer Roster, Recruitment, and Retention review it commissioned. To support the retention of early career lawyers, LABC launched a mentoring program for junior counsel and secured funding to host a legal aid conference in the fall of 2025/26 for lawyers with 5 years of call or less.

To support the retention of new tariff lawyers and improve the quality of their practice, LABC enhanced its onboarding process. Enhancements included a refresh of onboarding materials and presentations, the introduction of a booking system for onboarding sessions, and the introduction of an onboarding feedback survey designed to support continuous improvement.

To improve the management of its roster of lawyers, LABC updated the vendor application form and initiated work to automate vendor processes, which is expected to improve the lawyer experience and reduce wait times to join the legal aid roster.

## Performance measure(s) and related discussion

| Performance Measure                                                                                                                         | 2018/19<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 1a Percentage of clients provided LABC services for interrelated needs, or referred to other services for interrelated needs <sup>1,2</sup> | 21%                 | 29%               | 32%               | 32%               |

Data source: LABC client information system and other operational data (reported by fiscal year as annual measure)

<sup>1</sup> Performance measure 1a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 34% and 36%, respectively.

<sup>2</sup> In 2023/24, LABC shifted this metric from a raw number to a percentage to provide a better picture of performance. This is the first time the actual for 2023/24 and 2024/25 are being reported as percentages. The percentage is calculated by dividing the a) number of unique individuals who received an LABC service to address an interrelated need or who were referred to another service for an interrelated need (as previously reported) by the b) total number of unique individuals who applied for or received LABC services. This includes the total number of applicants for representation services, approved or not, plus the total number of PLC clients and Family LawLINE clients.

Performance measure 1a is a composite measure across different LABC service types. It reflects the percentage of applicants for LABC representation services, PLCs, and Family LawLINE who were given information or referrals to other service providers to assist with their interrelated needs. The measure also captures support for interrelated issues provided directly to PLC clients by advocates and Indigenous community Legal Workers at the PLCs. With the introduction of the Legal Aid Navigators program in 2023/24 this measure also includes LABC clients who were given information or referrals to other service providers by navigators.

The 2024/25 actual exceeded the 2023/24 actual and met the 2024/25 target. This increase is primarily due to the expansion and increased operational capacity of the LAN program, which resulted in a higher number of referrals to address clients' interrelated needs, such as mental health care and housing.

| Performance Measure                                                                                | 2022/23<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|----------------------------------------------------------------------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 1b Percentage of clients who say LABC made it easy for them to deal with their issues <sup>1</sup> | 60%                 | 85%               | 64%               | 68% <sup>2</sup>  |

Data source: LABC client information system with corresponding LABC client survey (reported by fiscal year as annual measure).

<sup>1</sup> PM 1b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 66% and 68%, respectively.

<sup>2</sup> The 2024/25 actual is based on results from the LABC annual Client Satisfaction Survey conducted in Q4 of 2024/25.

Performance measure 1b is designed to track the percentage of clients who agree that LABC made it easy for them to deal with their issues. In 2024/25, LABC implemented a new survey methodology in partnership with Sentis and distributed the annual Client Satisfaction Survey between January and February 2025. The 2024/25 actual indicates that most clients (68%) agreed that LABC made it easy for them to deal with their issues, an improvement over the 2020/21 baseline and above the 2024/25 target of 64%.

Additional findings from the Client Satisfaction Survey offer important context. A large majority of clients felt they were treated with respect (83%) and clearly informed about what

was needed to apply for a lawyer (81%). These aspects show why it matters to make it easy for clients to deal with their issues: when clients feel respected and well-informed, the legal process becomes less overwhelming and more navigable.

As noted in the 2023/24 Annual Service Plan Report, response rates to LABC's Client Pulse Surveys were previously lower than anticipated. The implementation of the annual Client Satisfaction Survey resulted in a higher response rate for 2024/25. While the 2023/24 actual was reported as 85%, it was based on a response rate below the threshold for a representative sample. In contrast, the 2024/25 actual offers a more reliable indicator of client experience, aligning more closely with current and future targets.

| Performance Measure                                                                                            | 2020/21 Baseline | 2023/24 Actual       | 2024/25 Target | 2024/25 Actual   |
|----------------------------------------------------------------------------------------------------------------|------------------|----------------------|----------------|------------------|
| 1c Percentage of clients who say their legal aid lawyer explained things in a way they understood <sup>1</sup> | 70%              | no data <sup>2</sup> | 74%            | 76% <sup>3</sup> |

Data source: LABC client information system with corresponding LABC client survey (reported by fiscal year as an annual measure).

<sup>1</sup> PM 1c targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 74%.

<sup>2</sup> There was no data for this performance measure as the survey was not launched, and no responses were received.

<sup>3</sup> The 2024/25 actual is based on results from the LABC annual Client Satisfaction Survey conducted in Q4 of 2024/25.

Performance measure 1c is designed to track improvement in clients' experiences with their lawyer. The survey asked clients to rate the statement: "My lawyer explained things in a way that I understood." This statement was selected based on past client surveys, where it was one of the top drivers of client satisfaction with LABC. In 2024/25, 76% of respondents strongly agreed or agreed with the statement.

## Goal 2: LABC employees are engaged

Goal 2 recognizes that LABC needs engaged staff to deliver high-quality, client-centred services. While our dedicated employees are our strength, high turnover and retirements make recruitment and retention a growing priority. Objectives 2.1 and 2.2 will ensure we are innovative in our recruitment, foster equitable opportunities for training and advancement, and work to build the inclusive culture that creates a diverse, skilled and committed team.

### Objective 2.1: Create a work environment that strengthens employee commitment

Organizational commitment is a key driver of employee engagement. Creating a work environment that strengthens employee commitment will promote Goal 2.

#### Key results

- Awarded [Top BC Employer designation by Mediacorp Canada](#) in February 2025
- Completed renovations to the fourth floor of the Vancouver head office, adding open, collaborative spaces that support team-based work and staff training

- Introduced meeting-free Monday mornings in January 2025 to provide employees with focused time to plan, prioritize, and improve productivity
- Launched a Community Volunteering Pilot program to promote employee engagement and community connection

### **Summary of progress made in 2024/25**

LABC continued to enhance its flexible workplace model to foster greater engagement and collaboration among staff. Renovations to the fourth floor of the Vancouver head office were completed in 2024/25, introducing new collaborative spaces designed to support project-based teamwork.

To further enhance employee engagement and LABC's social responsibility profile, a new community volunteering pilot program was introduced. The initiative encourages employees to participate in local volunteer activities during work hours, with LABC providing paid time off to support their involvement. This program is designed to strengthen employees' connection to the community, contribute to LABC's broader social impact, and enhance its positioning as a values-based employer.

### **Objective 2.2: Develop future leaders**

Job satisfaction and organizational satisfaction are two key drivers of employee engagement. Creating equitable opportunities for training, leadership development and advancement within LABC will increase job satisfaction and promote Goal 2.

#### **Key results**

- Implemented a succession planning framework supported by performance development plans, monthly check-ins, and leadership calibration reviews
- Provided cross-departmental acting opportunities, including leadership roles in key projects such as the Family Legal Aid Expansion, to strengthen internal capacity
- Launched the Personal Leadership Development Program for BCGEU staff in fall 2024 to support career advancement and leadership readiness

### **Summary of progress made in 2024/25**

In 2024/25, LABC continued to build internal leadership capacity and support career advancement through a coordinated approach to succession planning and professional development. A succession planning framework was implemented, which included a comprehensive talent assessment process and the identification of key executive management roles. The development of this succession planning framework was supported by annual performance development plans, monthly one-on-one check-ins, leadership calibration reviews, and reviews to identify both high-potential employees and those requiring additional support. Feedback from the Truth and Reconciliation, and Equity, Diversity, and Inclusion departments informed the design of the succession planning approach, which will continue to evolve following the appointment of LABC's new CEO. LABC further strengthened internal

capacity by providing several employees with acting opportunities in different departments, including leadership roles in key projects like the expansion of family legal aid.

LABC also expanded employee-led leadership development and training initiatives. The Personal Leadership Development Program for BCGEU staff launched in September 2024 as a Joint Education and Training Committee initiative. Leadership forums for Managing Lawyers and the Legal Operations Division were held in April and June 2024, with topics informed by employee feedback. A new internal learning catalogue was launched in September 2024, offering targeted training sessions on business writing, time management, and conflict resolution in collaboration with the Joint Education Training initiative. These initiatives reflect LABC's ongoing commitment to fostering leadership skills and supporting career growth at all levels of the organization.

### Performance measure(s) and related discussion

| Performance Measure                     | 2022/23<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|-----------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 2a Employee retention rate <sup>1</sup> | 86%                 | 80%               | 88%               | 83%               |

Data source: Operational data (reported by fiscal year as an annual measure)

<sup>1</sup> Performance measure 2a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 88%.

Employee retention rate is an objective and highly reliable measure of employee engagement. LABC's retention calculation follows best practices and measures the percentage of the workforce that remains within the organization. LABC's baseline retention rate of 86% exceeds standard rates in the mid-70s for Western Canada. In 2024/25, LABC's employee retention rate increased to 83%, compared to 80% in 2023/24. Although the result falls short of the 2024/25 target of 88%, it demonstrates measurable progress toward reaching the 2022/23 baseline of 86%.

According to the annual Employee Engagement Survey, the percentage of employees intending to remain with LABC for over five years or indefinitely rose from 44% in 2023/24 to 50% in 2024/25. Meanwhile, the proportion of employees considering leaving within the next 12 months dropped from 14% in 2023/24 to 8% in 2024/25. These shifts suggest a growing sense of commitment among staff toward LABC.

| Performance Measure                       | 2020<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|-------------------------------------------|------------------|-------------------|-------------------|-------------------|
| 2b Employee engagement score <sup>1</sup> | 66 <sup>2</sup>  | 60%               | 68%               | 69%               |

Data source: Semi-annual LABC Employee Survey (reported by fiscal year as an annual measure)

<sup>1</sup> PM 2b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 69% and 70%, respectively.

<sup>2</sup> Baseline set using "overall employee engagement" results from the LABC Workplace Environment Survey conducted in 2020, which uses a 5-point survey scale and produces "average score" results.

LABC needs engaged staff to deliver high-quality, client-centred services. High employee engagement in the public sector is linked to increased staff retention and improved services for clients. In 2024/25, employee engagement at LABC increased significantly to 69%, surpassing both the annual target and the industry benchmark of Canadians working in government of public sector roles (54%).

The annual Employee Survey identified several contributing factors. Improvements in employee trust and perceptions of senior management played a key role. Survey results indicate the trust in senior management improved from 38% in 2023/24 to 55% in 2024/25. Employees also reported greater clarity and communication from leadership, with 58% agreeing that senior management sets clear objectives (up from 47%) and 56% agreeing they communicate openly (up from 43%). Employees also noted increased satisfaction with the level of face-to-face communication from managers and leaders (72% agreeing versus 54% in 2023/24). LABC also made progress in engaging employees in decision-making: 57% of employees agreed that their input is being sought and valued, up from 49% in 2023/24.

| Performance Measure                                                  | 2022/23<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|----------------------------------------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 2c Percentage of internal promotions or lateral changes <sup>1</sup> | 37%                 | 44%               | 42%               | 34%               |

Data source: Operational data (reported by fiscal year as annual measure)

<sup>1</sup>PM 2c targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 42%.

This performance measure, developed in 2023/24, tracks the percentage of positions filled by existing LABC employees, either through promotions or lateral changes. In 2024/25, 34% of staffing changes were filled internally, below the target of 42%.

Hiring at LABC is conducted on a merit basis, considering both internal and external candidates. Nevertheless, internal advancement is important, as it demonstrates that LABC is rewarding performance and creating the career paths that boost engagement and retention. This is an objective and quantitative measure that is strongly influenced by training (including “on-the-job” training), internal communications, and employee engagement efforts.

The year-over-year decline reflects a more competitive external hiring environment, organizational restructuring, and fewer lateral opportunities compared to 2023/24. Despite this, more than one-third of internal promotions or lateral changes in 2024/25 were filled internally, reflecting LABC’s ongoing commitment to recognizing and developing internal talent to create future leaders and supporting long-term retention through career progression opportunities.

## Goal 3: LABC has strong collaborative relationships

People in need of LABC services benefit from client-focused collaboration across legal service organizations. LABC is one of many providers of legal services to people facing barriers to accessing the legal system in British Columbia. Goal 3 recognizes that strong collaborative relationships with service providers and others in the legal system will enable LABC to deliver sustainable, comprehensive client-centred legal services with fewer gaps and overlaps.

Lawyers are key providers of quality legal aid services and one of LABC’s primary service provider relationships, which is reflected in two of the performance measures related to this Goal.

## Objective 3.1: Collaborate with service providers to benefit our clients

Lawyers are a primary provider of legal aid services. At the same time, many LABC clients must navigate a complex, multi-provider environment to get the services they need to address their legal issues. More client-focused collaboration should enable clients to move between legal and other service providers with greater ease and efficiency - increasing the likelihood of a better outcome.

### Key results

- Legal Aid Navigators engaged with over 80 community service providers to facilitate a streamlined experience for shared clients
- Legal Aid Navigators collaborated with local service providers to provide on-site services to clients of various agencies in the Lower Mainland, including [Dr. Peter Centre](#), [The Vancouver & Lower Mainland Multicultural Family Support Services Society \(VLMFSS\)](#), [Canada Border Services Agency \(CBSA\)](#), [Impact North Shore](#), [MOSAIC](#), and [Options Community Services](#) (Surrey)
- LABC developed and distributed a province-wide Community Agency Survey to establish a baseline of our relationships with other community service providers
- LABC rolled out Legal Aid Connect events in Vancouver and Victoria, bringing together legal aid experts and other legal professionals to discuss recent developments in service delivery, share insights, and strengthen community connections

### Summary of progress made in 2024/25

The success of the LAN program depends on the capacity of Navigators to connect clients with service providers in a sustainable way, which necessitates the development of relationships with a broad network of services and programs. In 2024/25, the LAN program made considerable progress in strengthening collaboration across the justice, health, and social sectors. Navigators engaged with over 80 community service providers to facilitate a streamlined experience for shared clients.

To assess the effectiveness of these collaborations, between February and March 2025, LABC distributed a Community Agency Survey to service providers across BC. 161 service providers completed the survey. Results indicate that service providers are having positive interactions with LABC: 74% of respondents rated their interactions with LABC as good or better, and over 90% of respondents who had interacted with a Legal Aid Navigator found the service helpful for their clients. The survey highlighted service providers' interest in continued collaboration, with respondents expressing a desire to learn more about LABC services and more opportunities for connection.



## Objective 3.2: Strengthen our relationships with partners in the legal system

Our partners in the legal system include government ministries, Indigenous leadership, organizations and communities, legal system participants, and a variety of other organizations and professionals, including the Association of Legal Aid Lawyers. By strengthening these relationships and working together, we can help clients achieve better outcomes.

### Key results

- Collaborated with the Association of Legal Aid Lawyers (ALL) to develop and implement new tariff items and revisions in the Criminal Tariff and Disbursements for all tariffs
- Continued work with the BCFNJC to advance the [BC First Nations Justice Strategy](#) and continued to build relationships to support the implementation of the [Métis Justice Strategy](#)

### Summary of progress made in 2024/25

Between September 2024 and March 2025, LABC implemented new Criminal and Disbursements tariff items, which were developed in consultation with ALL. The changes aimed to simplify administration and better align compensation with the work that legal aid lawyers must do. Throughout the year, LABC and ALL collaborated through Tariff Advisory Committee meetings to identify, discuss and address key issues related to the tariff and key areas for improvement to client services.

In 2024/25, LABC continued to collaborate with the BCFNJC through regular monthly meetings, which included the Ministry of Attorney General. These meetings focused on information sharing and identification of possible collaborations. LABC executives and the Manager of Truth and Reconciliation also participated in key engagement events such as the BC First Nations Justice Forum and the BCFNJC Legal Aid Transition Workshop to inform service redesign and next steps.

LABC continued to build its relationship with MNBC. This included an initial meeting between the MNBC CEO and LABC's Manager of Truth and Reconciliation, which identified opportunities for collaboration on the implementation of the Métis Justice Strategy.

### Performance measure(s) and related discussion

| Performance Measure                               | 2022/23<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|---------------------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 3a LABC tariff lawyer retention rate <sup>1</sup> | 84%                 | 83%               | 85%               | 82%               |

Data source: LABC client information system (reported by fiscal year as an annual measure)

<sup>1</sup>PM 3a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 85%.

The tariff lawyer retention rate represents a year-over-year decrease of one percentage point. This decrease may be influenced by the growing share of early-career lawyers in the tariff bar: in 2024/25, lawyers with 0 to 5 years of call made up 35.7% of the roster, up from 33.6% the

previous year, while the proportion of lawyers with over 25 years of call declined from 23.1% to 20.9% who now make up more than a third of the tariff bar.

| Performance Measure                                                                                      | 2023/24 Actual | 2024/25 Target | 2024/25 Actual   |
|----------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| 3b Percentage of tariff lawyers who said LABC was easy to work with on behalf of the client <sup>1</sup> | —              | Baseline set   | 52% <sup>2</sup> |

Data source: LABC Tariff Lawyer Survey (reported by fiscal year as an annual measure).

<sup>1</sup> PM 3b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as TBD.

<sup>2</sup> The 2024/25 actual is based on results from the LABC Tariff Lawyer Survey conducted in Q4 of 2024/25.

LABC strives to make it as easy as possible for lawyers to interact with LABC so that they can focus on providing quality services to clients. This performance measure tracks lawyers' perception of our administrative efficiency and effectiveness and closely mirrors the measure of clients' experience of LABC (performance measure 1b). It provides an important benchmark as we continue to strengthen our relationship with tariff lawyers and improve service delivery.

This measure was captured through the 2024/25 Tariff Lawyer Survey in questions that asked lawyers to reflect on their most recently invoiced contract and rate LABC in several areas, including how easy it was to work with LABC on behalf of the client.

| Performance Measure                                                                                     | 2023/24 Actual | 2024/25 Target | 2024/25 Actual   |
|---------------------------------------------------------------------------------------------------------|----------------|----------------|------------------|
| 3c Percentage of agencies that say that LABC was easy to work with on behalf of the client <sup>1</sup> | —              | Baseline set   | 49% <sup>2</sup> |

Data source: LABC annual survey of 161 community agencies reported by fiscal year as an annual measure.

<sup>1</sup> PM 3c targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as TBD.

<sup>2</sup> The 2024/25 actual is based on results from the Community Agency Survey conducted in Q4 of 2024/25.

This measure assesses how easy it is for service providers and partners to work with LABC in support of their clients. The survey found that 49% of respondents gave positive ratings by selecting "Excellent" and "Very Good" in response to the question, "How would you rate Legal Aid BC on the following: Legal Aid BC is easy to work with on behalf of my client." As this is the first year this measure has been tracked, moving forward, LABC plans to engage directly with agencies that reported lower satisfaction to better understand their experiences and identify opportunities to improve collaboration and support.

## Goal 4: LABC is a responsive organization

In a fast-changing environment, LABC must have agile systems and processes to deliver quality services to clients when and where they need them. We also need the right data to drive continuous improvement. We invest in direct client services and organizational infrastructure to achieve the best outcomes for our clients. Objectives 4.1 and 4.2 highlight the modernization of our Information Technology (IT) and data management as essential to serving our client better over the long term.

## Objective 4.1: Assess and demonstrate our impact to continuously improve our services

Reliable data on the impact of LABC services on client outcomes is essential to identify what's working, what isn't, and why. Assessing and sharing results with service providers, partners, and the public will build accountability, demonstrate value, and guide improvements.

### Key results

- Implemented the Strategic KPI Framework, which identifies 14 strategic KPIs that will be reported on to continuously improve services

### Summary of progress made in 2024/25

In 2024/25, LABC advanced its continuous improvement framework, focusing on gathering and analyzing client experience data to better understand the impact of legal aid services.

LABC expanded its client feedback mechanisms, launching the Client Experience with Navigators Survey (April 2024) and two Tariff Lawyer Client Experience Surveys (May 2024). It also improved the quality of its client feedback mechanisms, by migrating intake surveys to the Customer Voice platform to improve data accessibility and consistency, and introducing criteria for flagged respondents. Although response rates to our client surveys have increased following changes to the consent process, survey data has yet to reach a fully representative sample of LABC clients.

LABC completed the migration of Family Duty Counsel (FDC) client data into the Client Information System (CIS), improving coordination across legal advice services and eliminating duplication of service. Standardized digital processes replaced varied local systems at FDC locations in Surrey, Victoria, and Vancouver. All future client data will be captured through CIS, enhancing service quality, data security, and evaluation capacity.

LABC enhanced the tracking and monitoring of client legal outcomes across service areas. Legal clinic services, including the Parents Legal Centers and Family Law Centers, began tracking more detailed data about the outcomes achieved through representation services. LABC continues to work on enhancing its ability to track the legal outcomes of representation services provided by private bar lawyers.

## Objective 4.2: Leverage technology to optimize our operations and service delivery

In an era of hybrid service delivery and flexible workplaces, the importance of technology to internal and external process efficacy as well as service quality has never been greater. By investing in our IT infrastructure, LABC will be better able to support our justice partners to modernize the court system and expand the digital delivery of service for clients.

## Key results

- Implemented an advanced Intake staff scheduling module in March 2025, allowing for extrapolation of scheduling and staffing demand, and for budgets, forecasts, schedules, and actuals to be easily monitored and adjusted to optimize Intake services
- Implemented an initial software release for the Watson migration, moving the on-premises system into the cloud
- Rolled out an internal Operational KPI dashboard for the call centre, providing performance insights for decision making
- Initiated the MicroStrategy migration to Power BI and onboarded the project team

## Summary of progress made in 2024/25

In 2024/25, LABC advanced several key initiatives under its five-year DTP, a strategic initiative that invests in people, process, and technology to improve our services and to help strengthen the digital capabilities of the justice sector.

In March 2025, LABC implemented an initial software release of the Watson Cloud Migration Project used by LABC's Audit and Investigation (A&I) Department, moving the on-premise system to the cloud. This transition enhances data security and reduces long-term operating costs, positively impacting the experiences of legal aid lawyers on our platforms.

To strengthen data-driven decision-making, LABC launched an operational KPI dashboard which is used internally to provide an overview of our call centre's performance. The dashboard provides real-time insights into key indicators such as wait times. This has enabled call centre employees to respond to changes in call volumes and ensuring more consistent and timely access to LABC phone services.

Building on the DTP, LABC completed gathering business requirements for its financial system replacement and a Request for Proposals was issued to find a replacement for our current on-premise financial system.

The organization also kicked off the MicroStrategy migration to Power BI project, with a dedicated team onboarded. This project will see improvements to our Business Intelligence practice, improving access to data and improving decision making throughout the organization.

## Performance measure(s) and related discussion

| Performance Measure                                                                       | 2020/21<br>Baseline | 2023/24<br>Actual | 2024/25<br>Target | 2024/25<br>Actual |
|-------------------------------------------------------------------------------------------|---------------------|-------------------|-------------------|-------------------|
| 4a Percentage of clients who say the application process was straightforward <sup>1</sup> | 71%                 | 66%               | 68%               | 79% <sup>2</sup>  |

Data source: Ongoing LABC Client Survey (reported by fiscal year as annual measure).

<sup>1</sup> PM 4a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as 70% and 72%, respectively.

<sup>2</sup> The 2024/25 actual is results from LABC Annual Client Satisfaction Survey conducted in Q4 of 2024/25.

Improved technology, data, and monitoring can significantly enhance operational efficiency and client service delivery, advancing Goal 4's focus on responsiveness and agility. By upgrading systems to enable more accurate and timely data collection, LABC is better positioned to identify service trends, allocate resources effectively, and respond proactively to emerging needs. A streamlined and user-friendly application process, is one indicator that we are optimizing service delivery, making it easier for clients to receive timely assistance.

In 2024/25, 79% of clients agreed the application process was straightforward, up from 66% the previous year demonstrating progress towards more agile and client-centred service delivery.

## Goal 5: LABC has a culture of Truth and Reconciliation, Equity, Diversity and Inclusion

Building a culture of Truth and Reconciliation, Equity, Diversity, and Inclusion is integral to living our core beliefs, fulfilling our mission to strengthen client-centred legal help for British Columbians experiencing barriers accessing the legal system, and advancing our vision of BC's legal system, transformed, by the way LABC represents our clients, into one more equitable and inclusive. LABC will advance this work by implementing initiatives and measuring our progress against Global Diversity, Equity, and Inclusion Benchmarks (GDEIB), as prioritized by the EDI Council; the Manager, Truth and Reconciliation; and the Manager, Equity, Diversity and Inclusion.

### Objective 5.1: Embed Truth and Reconciliation, Equity, Diversity and Inclusion throughout every aspect of LABC

Integrating Truth and Reconciliation and EDI throughout every aspect of the organization is critical to building that culture within LABC, and we prioritize ongoing resources to achieve that.

#### Key results

- Improved EDI maturity by advancing psychological safety, developing a method for employees to anonymously report workplace concerns, supporting anti-racism and decolonial approaches to handling complaints, and planning improvements to training access so all employees can equally benefit
- Advanced LABC's commitment to embedding EDI by applying a GBA Plus lens to LABC's Family Legal Aid Expansion (FLAE) engagement process and delivered the resulting [Safe, Heard and Protected: What We Heard](#) report
- Advanced the implementation of LABC's Accessibility Plan by conducting accessibility audits of LABC's website and two service locations for people with disabilities. Majority of website audit recommendations have been implemented
- Improved LABC's capacity to measure client and employee equity and track progress in achieving Goal 5 by expanding the collection of disaggregated

demographic data for legal aid clients, applicants, employees, job candidates, and board members

- Developed and implemented updated, foundational, and mandatory organization-wide training in EDI and anti-racism, with 138 staff trained
- Developed LABC's [Truth and Reconciliation Impact Plan](#), which incorporates a review of the progress made on the [Reconciliation Action Plan \(RAP\) 2018 – 2023](#)

### **Summary of progress made in 2024/25**

In 2024/25 LABC advanced a set of strategic initiatives based on recommendations from the GDEIB Validation Project. This project assessed LABC's organizational maturity across five GDEIB priorities selected by the EDI Council and identified areas where improvements were needed to achieve a benchmark of "Proactive" as outlined in the 2024/25 service plan. The initiatives resulted in readiness to implement better reporting for workplace complaints for those who may have a fear of retaliation, improvements to training so that all can benefit equally, leadership accountability for EDI, and embedding anti-racism and a decolonial approach to addressing workplace challenges.

LABC expanded the collection of demographic data it collects. LABC now invites clients, employees, job candidates, and board members to share expanded demographic data (race, gender, sexual orientation, and more categories of gender identity) to support analysis of fairness among different groups as well as support improvements to our workplace and how we serve our clients. This also advances a GBA Plus approach by enabling LABC to better understand whether people of different genders and other intersecting identities may experience our services differently. To support a safe and reliable way to collect this data from clients, LABC developed and delivered mandatory EDI training to all staff, and dedicated demographic training to all client-facing staff. The training was developed and delivered by industry leaders and people with lived experience of oppression, supporting Goal 5 while preventing harm to those we serve.

One of the steps LABC took this year to ensure that a GBA Plus analysis was embedded in service design was to prioritize a GBA Plus approach in LABC's FLAE engagement. The resulting [Safe, Heard and Protected: What We Heard](#) was well received by partners in the family violence serving sector.

In 2024/25, LABC also developed the [TRIP](#). This plan builds on the foundation of LABC's [RAP 2018-2023](#) and sets out 11 prioritized actions from the RAP in three goal areas: education, empowerment, and equity, which also serve as pillars guiding LABC's broader reconciliation strategy. Under these pillars, LABC is focused on building key relationships to support Indigenous self-determination, improving client experience, outcomes, and access to legal aid services, expanding experiential land-based learning, and advancing recruitment and retention practices.

TRIP emphasizes qualitative measures of progress and a focus on impact-based reporting. It draws guidance and accountability from foundational documents, including the [Truth and Reconciliation Commission of Canada's 94 Calls to Action](#), the [National Inquiry into Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ People \(2SMMIWG+\) Final Report](#),

[Grand Chief Ed John's Report](#), and the [United Nations Declaration on the Rights of Indigenous Peoples \(UNDRIP\)](#).

### Performance measure(s) and related discussion

| Performance Measure                        | Baseline | 2023/24 Actual | 2024/25 Target | 2024/25 Actual |
|--------------------------------------------|----------|----------------|----------------|----------------|
| 5a Employee Equity Variance <sup>1,2</sup> | —        | —              | Baseline set   | 0.23           |

Data source: LABC HR System and employee survey conducted by a third-party research firm.

<sup>1</sup> PM 5a targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as TBD.

<sup>2</sup> Employees are defined as full-time employees.

| Performance Measure                                  | Baseline | 2023/24 Actual | 2024/25 Target | 2024/25 Actual |
|------------------------------------------------------|----------|----------------|----------------|----------------|
| 5b Client Equity Variance <sup>1,2, 3, 4, 5, 6</sup> | —        | —              | Baseline set   | 1.54           |

Data source: LABC client information system.

<sup>1</sup> PM 5b targets for 2025/26 and 2026/27 were stated in the 2024/25 service plan as TBD.

<sup>2</sup> For legal outcomes variance, clients with a contract having a bill by date within the fiscal year 2024/25 are considered for calculation.

<sup>3</sup> For client experience variance, the experience score of clients who responded to the client experience survey 2024/25 are considered for calculation.

<sup>4</sup> Expanded demographic data collection began in mid-fiscal year 2024/25, reducing completeness of available demographic data for analysis in this year.

<sup>5</sup> Outcomes are defined as those which are positive, and includes legal outcomes, client experience outcomes and time to contract.

<sup>6</sup> Due to limited legal outcome and limited demographic data, we are unable to include the legal outcomes of family law and immigration law clients for fiscal year 2024/25.

2024/25 is the first year LABC is reporting on the employee and client equity variance KPIs. To calculate employee equity variance, the outcomes for clients that carry privileged identities, that is White, straight, able bodied and able minded, men, or binary-confirming people, are compared to the outcomes for employees that carry underprivileged identities, that is, Indigenous, racialized, 2SLGBTQIA Plus, and disabled employees. The different factors tracked among employees in these groups include organization-wide rate of hiring, retention, promotion, exits, and experience.

Similarly, to calculate client equity variance, the outcomes for clients that carry privileged identities, that is White, straight, able bodied and able minded, men, or binary-confirming people, are compared to the outcomes for clients that carry underprivileged identities, that is, Indigenous, racialized, 2SLGBTQIA Plus, disabled clients. The different factors tracked among clients in these groups include legal outcomes, service experience, and wait time to be given a legal service contract (where eligible).

With both employee and client equity variance measures, a positive variance means that there are more positive outcomes for underprivileged groups (interpreted as equity), and a negative variance means there are less positive outcomes for underprivileged groups (interpreted as inequity). The goal is to achieve zero or higher variance. The year-over-year data will help inform how equity is changing for different clients and employees, which will better inform the strategies to advance Goal 5.

This year's result indicates that there is positive equity for underprivileged employees, and positive equity for underprivileged clients based on the specific data set measured. While this is a positive indication, it reflects outcomes within a defined scope and should not be interpreted as evidence of overall equity. Measuring the different outcomes gives insight into how well public services are meeting the needs of clients from underprivileged groups, but they are impacted by more than any one individual service.

Data for this KPI is still in early stages. LABC is working towards improving the completeness and quality of data that is collected and reported on to ensure that this KPI generates increasingly relevant insights. At this time, it excludes key groups and areas of law due to low amounts of available data. The 40% of LABC employees who have not shared their demographic data are not counted in the KPI. From among those that have shared their demographic data, if the group size is 10 or smaller, they are also excluded from the calculation. For example, if LABC did not hire more than 10 individuals that identified as Indigenous, then the hiring equity variance for Indigenous employees would not be part of the calculation. Similarly for the client equity variance KPI, 50% of clients are excluded from the KPI because they have either not shared their demographic data or have not experienced positive outcomes from LABC services.

It is important to note that sharing demographic data is a choice, and the inputs to the KPI are limited to those who have chosen to share demographic data and have experienced a positive outcome as a result of accessing LABC services.

As more complete demographic data is collected, LABC will continue to test this year's baseline for comparability to future years and take steps to ensure the initial data baseline remains a valid point of comparison.



## Financial Report

For the auditor's report and audited financial statements, see [Appendix C](#). These documents can also be found on the [Legal Aid BC](#) website.

## Discussion of Results

The following discussion of LABC's financial results for the year ending March 31, 2025, should be read in conjunction with LABC's audited financial statements, including accompanying notes. The financial statements have been prepared in accordance with the accounting requirements of section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, based on the Canadian Public Sector Accounting Standards (PSAS).

## Revenue

LABC receives the majority of its revenue from the following sources: the Provincial government, the Law Foundation of British Columbia, and the Notary Foundation of British Columbia. Total revenue for 2024/25 was \$164.3 million compared to the 2023/24 total revenue of \$142.1 million. The provincial government provides the largest portion of revenue. In 2024/25, the Provincial government provided \$147.2 million, the Federal government provided \$10.7 million, and funding from other sources was \$6.4 million (2023/24 Provincial \$122.4 million, Federal \$13.4 million, other \$6.3 million).

### Government of British Columbia funding

The funding received from the provincial government is governed by a three-year Memorandum of Understanding (MOU) between LABC and the Ministry of Attorney General. The MOU outlines the roles and responsibilities of LABC and the ministry, the types of services LABC can provide with provincial government funding, and the priorities for allocating that funding. It also defines how Criminal cases are to be categorized and funded.

There are three criminal case categories:

- **Category A:** Within the approved budget, cases for which total fees and disbursements are less than or equal to \$75,000.
- **Category B:** Within the approved budget, within which a case will be accounted for where the total of the fees and disbursements exceeds \$75,000 and is less than or equal to \$175,000, or where it is a Court Appointed Counsel Case, or a Charter Required Counsel Case. These cases are funded by a restricted contribution, and any surplus in these cases is transferred to deferred contributions. In the case of an annual shortfall in Criminal Category B cases, LABC must first apply any Category A surplus to the shortfall. LABC must then transfer funds from the Deferred Contribution Fund, if any, to offset any remaining shortfall. If a shortfall remains, LABC must enter into a discussion with the Ministry of Attorney General.

- **Category C:** Within the approved budget, a case will be accounted for where the fees and disbursements exceed \$175,000, or where the case is one where the rate payable to counsel exceeds LABC's enhanced fee rate. These cases are funded through a special funding agreement with the Ministry of Attorney General.

## Other Funding

Both the Law Foundation and the Notary Foundation provide annual grants to LABC. The Law Foundation and the Notary Foundation funds are not included in the MOU. The Notaries Act requires the Notary Foundation to contribute 55 percent of its revenue to LABC. The Notary Foundation provided \$8.5 million to LABC in 2024/25, compared to \$8.7 million in 2023/24. The funding from the Notary Foundation in 2024/25 was deferred for the Digital Transformation Program. The Law Foundation provided \$4.2 million in 2024/25 (\$4.6 million in 2023/24).

## Expenses

LABC's expenses totalled \$164.3 million in 2024/25, an increase of \$22.2 million from 2023/24. The increase was due to increased demand for representation services, mainly in the Criminal, Family and Child Protection areas of law. Of the total expenses, \$116.0 million was for the tariff programs, \$27.4 million for salaries and benefits, \$3.1 million for Premises, Board and Amortization, and \$17.8 million for other costs. See Audited Financial Statements — Note 10, Expenses by object.

### Tariff and Program expenses

The financial statements are prepared in accordance with Canadian PSAS, and as a result, expenses are consolidated and reported by the program. The tariff expenses reported in the financial statements include payments to the private bar, any direct service contracts, and an allocation for both public services tariff services and direct support costs.

To determine the costs for the tariff, LABC estimates the liability for services provided by the private bar using an actuarial model. This model includes actual costs based on invoices received and estimated costs for work performed on all unbilled contracts made during the fiscal year. The tariff accrual and corresponding tariff expenses are subject to change within a range of plus or minus ten percent from the amounts recorded in the financial statements due to uncertainties regarding both timing and costs. The estimate of this level of variability is subject to many uncertainties, and the outcome of individual matters is not predictable with assurance. The estimated tariff liability at the end of 2024/25 is \$16.1 million (2023/24 is \$15.8 million).

LABC does not record a liability and related accounts receivable for certain legal services performed but not yet billed to LABC, as the amount cannot be estimated reliably. For these legal cases, the related costs are fully reimbursed to LABC based on the terms of agreements with either the Province of British Columbia or the Government of Canada.

## Financial Summary

| (\$000s/\$m)                          | 2023/24<br>Actual | 2024/25<br>Budget <sup>5</sup> | 2024/25<br>Actual | 2024/25<br>Variance |
|---------------------------------------|-------------------|--------------------------------|-------------------|---------------------|
| <b>Revenues</b>                       |                   |                                |                   |                     |
| Contributions from Province           | 122.4             | 134.7                          | 147.2             | 12.5                |
| Contributions from Federal Government | 13.4              | 15.2                           | 10.7              | (4.5)               |
| Other Income & Recoveries             | 6.3               | 5.8                            | 6.4               | 0.6                 |
| <b>Total Revenue</b>                  | <b>142.1</b>      | <b>155.7</b>                   | <b>164.3</b>      | <b>8.6</b>          |
| <b>Expenses</b>                       |                   |                                |                   |                     |
| Criminal Tariff                       | 64.9              | 69.1                           | 73.9              | (4.8)               |
| Family Tariff                         | 36.4              | 38.5                           | 45.0              | (6.5)               |
| Child Protection Tariff               | 6.7               | 6.6                            | 7.8               | (1.2)               |
| Immigration and Refugee Tariff        | 11.6              | 15.2                           | 10.7              | 4.5                 |
| Federally Funded Initiatives          | 1.2               | 0.0                            | 0.0               | 0.0                 |
| Justice Initiatives <sup>1</sup>      | 6.6               | 9.7                            | 10.4              | (0.7)               |
| Community Engagement                  | 2.0               | 2.2                            | 2.2               | 0.0                 |
| Publications                          | 1.1               | 1.1                            | 0.5               | 0.6                 |
| Administration                        | 11.6              | 13.3                           | 13.8              | (0.5)               |
| <b>Total Expenses</b>                 | <b>142.1</b>      | <b>155.7</b>                   | <b>164.3</b>      | <b>(8.6)</b>        |
| <b>Annual Surplus (Deficit)</b>       | <b>0.0</b>        | <b>0.0</b>                     | <b>0.0</b>        | <b>0.0</b>          |
| <b>Total Liabilities</b>              | <b>35.4</b>       | <b>0.0</b>                     | <b>47.2</b>       | <b>0.0</b>          |
| <b>Capital Expenditures</b>           | <b>0.3</b>        | <b>3.6</b>                     | <b>3.1</b>        | <b>0.5</b>          |
| <b>Accumulated Surplus</b>            | <b>0.9</b>        | <b>0.9</b>                     | <b>0.9</b>        | <b>0.0</b>          |

<sup>1</sup> Justice Initiatives include Family LawLINE, Parents Legal Centres, Family Law Centres and other justice services initiatives.

<sup>2</sup> The above financial information was prepared based on current Generally Accepted Accounting Principles.

<sup>3</sup> Consistent with Public Sector Accounting Standards (PSAS) and section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, expenses supporting a range of service delivery activities are allocated to those service activities.

<sup>4</sup> For a detailed breakdown of Administration, see Appendix C, Auditor's Report and Audited Financial Statements — Note 11, Administration expense.

<sup>5</sup> Budget figures may differ from the Audited Financial Statements due to factors such as the timing of the inclusion of revenue and contingency provisions.

## Variance and Trend Analysis

LABC's revenue increased by \$22.2 million during the fiscal year compared to the previous year. The revenue increase was primarily due to funding for the Family Legal Aid Expansion, which included support for maintaining and expanding financial eligibility under the Family tariff, as well as the Family Early Resolution model. Some of the revenue increase also came from the Shared Recovery Mandate.

The increase in costs was due to an expansion of services, as well as an increase in demand for representation services, mainly in the area of Family law. Family demand is driven by economic conditions and recent changes in financial eligibility to align with the current Market Basket Measure. In addition to the increased volume of contracts, there was a 3.0 percent tariff billing rate increase, and a salary increase in collective agreements.

## Risks and Uncertainties

LABC's largest risk is fluctuating demand and costs for services. LABC cannot predict the demand for tariff services or the pace at which cases are billed. The ability to control costs and manage demand is critical to meeting budget targets.

The biggest tariff risk is Criminal, as it is the largest proportion of tariff program expense (54.2 percent). The MOU outlines three categories of criminal cases and the funding to help mitigate the risk of the larger cases (Categories B and C).

Immigration and Refugee Services are funded directly by the Department of Justice and are subject to budget availability and provincial and territorial allocation. Service demand is driven by Federal policies and geopolitical events.

## Capital Expenditures

Capital expenditures are required to ensure the continued operations of LABC. These expenditures include information systems, cybersecurity, lawyer billing systems, leasehold improvements, and office equipment. In 2024/25, \$3.0 million in capital work in progress was related to the Digital Transformation Program, Large Case Management and Watson Internal Audit systems migration to the cloud. LABC is also replacing its financial system, which will be migrated to the cloud. See Audited Financial Statements – Schedule 1 – Tangible Capital Assets.

## Appendix A: Progress on Mandate Letter Priorities

The following is a summary of progress made on priorities as stated in the 2021/22 and 2023 Mandate Letters from the Minister Responsible.

| 2021/22 Mandate Letter Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Status as of March 31, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Indigenous Justice:</b> Work with the BC First Nations Justice Council (BC FNJC), the Ministry of Attorney General, the Ministry of Public Safety and Solicitor General and affected ministries on the BC First Nations Justice Strategy (FNJS) and related initiatives such as the transition of Indigenous justice services.</p>                                                                                                                                                            | <ul style="list-style-type: none"> <li>• LABC's Truth and Reconciliation department invests in and develops culturally appropriate services for Indigenous clients through work with the BCFNJC, support for Indigenous Courts including providing Elders honorariums, dedicated duty counsel, supporting Elder training, and training for LABC staff in Indigenous cultural awareness and anti-racism.</li> <li>• Please refer to content within Goal 3, Objective 3.2 and Goal 5 of this Annual Service Plan Report for an additional overview of LABC's progress on this priority.</li> </ul> |
| <p><b>Family Law:</b> Work with the Ministry of Attorney General, affected ministries and stakeholders to identify the best ways and tools to improve access to justice for low income families. This includes support for the Early Resolution and Case Management Process, and new Provincial Court Family Rules; and any related strategies, initiatives or additional early resolution sites.</p>                                                                                               | <ul style="list-style-type: none"> <li>• Added EFDC services to support the ERP and improve access to legal assistance to provincial family courts.</li> <li>• Please refer to the content within Goal 1, Objective 1.1 – Summary of progress made in 2024/25 for an additional overview of progress on this priority.</li> </ul>                                                                                                                                                                                                                                                                |
| <p><b>Justice Recovery Initiative:</b> Align legal aid service delivery approaches with transformative changes in the justice sector, focused on efficient, timely and accessible legal services, leveraging technology and new efficiencies where possible. This includes working with the Ministry of Attorney General, affected ministries and relevant stakeholders to deliver core services digitally and the development of systems to support online mobile access to legal aid services</p> | <ul style="list-style-type: none"> <li>• This is an ongoing priority on which LABC continues to make progress.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| 2021/22 Mandate Letter Priority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Status as of March 31, 2025                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| <b>Administration Costs:</b> Set a goal for reducing administration costs as an amount of funding received from LABC funding partners, where administration costs are defined as all LABC costs that are not incurred in direct legal service delivery to LABC clients or the public, and where the goal for amount of funding spent on administration costs is lower than current levels. Include in LABC's annual report or another public report LABC's administration cost actuals and progress towards administrative cost goals. | <ul style="list-style-type: none"><li>• This is an ongoing priority on which LABC continues to make progress.</li></ul> |

## Appendix B: Other Performance Highlights

### Representation Contracts Issued

This table shows the number of contracts issued (contract count) for representation services, by contract issued date.

| Area of Law                                               | Contract Count |               |               |
|-----------------------------------------------------------|----------------|---------------|---------------|
|                                                           | 2022/23        | 2023/23       | 2024/25       |
| Criminal                                                  | 21,973         | 23,039        | 23,129        |
| Family                                                    | 6,736          | 7,864         | 9,162         |
| CFCSA <sup>1, 2</sup>                                     | 2,070          | 2,174         | 2,211         |
| Immigration                                               | 3,074          | 5,006         | 4,025         |
| Appeals of Administrative Tribunal Decisions <sup>3</sup> | 38             | 35            | 23            |
| <b>Total</b>                                              | <b>33,891</b>  | <b>38,118</b> | <b>38,550</b> |

\* All volumes in this table reflect both standard and appeal contracts (based on contract issued date).

<sup>1</sup> LABC provides services to eligible clients facing child protection issues under the CFCSA.

<sup>2</sup> Includes PLC cases and contracts referred to the private bar.

<sup>3</sup> These are judicial appeals and prerogative writ applications that do not fit strictly into other areas of law but involve a challenge to the applicant's liberty or security. Most are prison law cases, but some mental health law cases and cases involving liberty interests are included.

### Legal Aid Applications

This table shows the number of applications for representation services (service requests) by interview date, and the percentage of those applications that were approved.

| Area of Law           | 2022/23          |                     | 2023/24          |                     | 2024/25          |                     |
|-----------------------|------------------|---------------------|------------------|---------------------|------------------|---------------------|
|                       | Service Requests | Percentage Approved | Service Requests | Percentage Approved | Service Requests | Percentage Approved |
| Criminal              | 21,851           | 84.4%               | 22,021           | 86.8%               | 22,105           | 86.7%               |
| Family                | 8,933            | 59.3%               | 9,087            | 65.4%               | 10,464           | 65.6%               |
| CFCSA <sup>1, 2</sup> | 2,386            | 70.1%               | 2,317            | 74.7%               | 2,488            | 71.8%               |
| Immigration           | 3,343            | 84.4%               | 5,448            | 85.4%               | 4,747            | 73.6%               |

| Area of Law                                               | 2022/23          |                     | 2023/24          |                     | 2024/25          |                     |
|-----------------------------------------------------------|------------------|---------------------|------------------|---------------------|------------------|---------------------|
|                                                           | Service Requests | Percentage Approved | Service Requests | Percentage Approved | Service Requests | Percentage Approved |
| Appeals of Administrative Tribunal Decisions <sup>3</sup> | 125              | 25.6%               | 96               | 27.1%               | 73               | 19.2%               |
| <b>Total</b>                                              | 36,638           | 77.1%               | 38,969           | 80.7%               | 39,877           | 78.5%               |

\* All volumes in this table reflect both standard and appeal service requests (based on interview date). An individual applicant may make more than one application during the year being reported on.

<sup>1</sup> LABC provides services to eligible clients facing child protection issues under the CFCSA.

<sup>2</sup> Includes PLC cases and contracts referred to the private bar.

<sup>3</sup> These are judicial appeals and prerogative writ applications that do not fit strictly into other areas of law but involve a challenge to the applicant's liberty or security. Most are prison law cases, but some mental health law cases and cases involving liberty interests are included.

## Legal Advice Services

LABC offers a wide variety of advice services. These services help us support clients when they do not meet the eligibility requirements for legal representation. We make it easier for clients to access legal aid by providing advice by phone and by situating duty counsel lawyers in courthouses.

|                                                                   | 2022/23            | 2023/24 | 2024/25 |
|-------------------------------------------------------------------|--------------------|---------|---------|
| <b>Criminal Advice Services</b>                                   |                    |         |         |
| Criminal duty counsel client assists <sup>1</sup>                 | 63,751             | 66,384  | 65,343  |
| Indigenous Court duty counsel client assists <sup>2</sup>         | 684                | 693     | 567     |
| Brydges Line calls handled                                        | 20,598             | 20,250  | 20,120  |
| <b>Family Advice Services</b>                                     |                    |         |         |
| Family duty counsel client assists <sup>1</sup>                   | 21,399             | 26,143  | 28,828  |
| Expanded family duty counsel Victoria unique clients <sup>3</sup> | 799                | 967     |         |
| Family LawLINE unique clients <sup>4</sup>                        | 4,365 <sup>5</sup> | 3,903   | 3,786   |
| <b>Immigration Advice Services</b>                                |                    |         |         |
| Immigration duty counsel client assists <sup>1</sup>              | 1,152              | 1,469   | 1,446   |

<sup>1</sup> Client assists represents the number of times clients have been assisted, rather than the unique number of clients. An individual client can receive services multiple times.



- <sup>2</sup> Data is also included in the criminal duty counsel client-assisted data.
- <sup>3</sup> Expanded family duty counsel is now permanent, and its client assists are included in the regular duty counsel client assists in the line above.
- <sup>4</sup> For 2022/23 and 2023/24, the number of LawLINE unique clients were reported. For 2024/25 going forward, the number of LawLINE assists is reported, as these better represent the volume of services provided.
- <sup>5</sup> This was reported as 4,356 in the 2022/23 Annual Service Plan Report due to a transposition error.

## **Appendix C: Auditor's Report and Audited Financial Statements**

Financial statements of

**Legal Aid BC**

March 31, 2025

# Legal Aid BC

March 31, 2025

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## Management's Report

### Management's Responsibility for the Legal Aid BC Financial Statements

The financial statements of Legal Service Society, which is referred to in these financial statements under its operating name of Legal Aid BC as at and for the year ended March 31, 2025 (the "financial statements") have been prepared by management in accordance with Section 23.1 of the *Budget Transparency and Accountability Act* of the Province of British Columbia, and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements and schedules, and for ensuring that this information is consistent, where appropriate, with the information in the financial statements. A summary of the significant accounting policies is described in Note 2 to the financial statements. The preparation of financial statements necessarily involves the use of estimates based on management's judgment, particularly when transactions affecting the current accounting period cannot be finalized with certainty until future periods.

Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced. The internal controls are designed to provide reasonable assurance that assets are safeguarded, transactions are properly authorized and recorded in compliance with legislative and regulatory requirements, and reliable financial information is available on a timely basis for the preparation of the financial statements.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Finance Committee. The Board of Directors reviews internal financial statements on a quarterly basis and external audited financial statements yearly. The Board of Directors also discusses any significant financial reporting or internal control matters prior to their approval of the financial statements.

The external auditors, Deloitte LLP, conduct an independent examination, in accordance with Canadian generally accepted auditing standards, and express their opinion on the annual financial statements. The external auditors have full and free access to the financial records of Legal Aid BC and meet with management and the Board of Directors when required. The accompanying Independent Auditor's Report outlines their responsibilities, the scope of their examination and their opinion on the financial statements.

On behalf of Legal Aid BC



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Steven Veinot

Vice President, Corporate Services & Chief Financial Officer

## Independent Auditor's Report

To the Directors of  
Legal Aid BC

### Opinion

We have audited the financial statements of Legal Aid BC (the "Society"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations and accumulated surplus, changes in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements of the Society for the year ended March 31, 2025 are prepared, in all material respects, in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Society in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter – Basis of Accounting

We draw attention to Note 2 to the financial statements, which describes the basis of accounting. The financial statements are prepared to assist the Society in complying with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia. As a result, the financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with the financial reporting provisions of Section 23.1 of the Budget Transparency and Accountability Act of the Province of British Columbia, 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.

In preparing the financial statements, management is responsible for assessing the Society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Society or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Society's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Society's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Society's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Society to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The signature of Deloitte LLP is written in a cursive, handwritten style.

Chartered Professional Accountants  
May 29, 2025  
Vancouver, British Columbia

**Statement of financial position**

as at March 31, 2025

|                                                           | 2025               | 2024               |
|-----------------------------------------------------------|--------------------|--------------------|
| <b>Financial assets</b>                                   |                    |                    |
| Cash and Cash Equivalents <i>(note 17)</i>                | \$ 26,349,917      | \$ 17,439,730      |
| Accounts receivable <i>(note 17)</i>                      |                    |                    |
| Government of British Columbia <i>(note 14)</i>           | 5,794,783          | 5,627,957          |
| Government of Canada                                      | 1,619,130          | 990,369            |
| Other                                                     | 8,187,790          | 8,195,617          |
| <b>Total financial assets</b>                             | <b>41,951,620</b>  | <b>32,253,673</b>  |
| <b>Liabilities</b>                                        |                    |                    |
| Accounts payable and accrued liabilities <i>(note 17)</i> |                    |                    |
| General <i>(note 5a)</i>                                  | 3,478,511          | 1,896,612          |
| Tariff <i>(note 5b)</i>                                   | 20,082,337         | 19,047,240         |
| Deferred Contributors <i>(note 9)</i>                     | 23,111,833         | 13,807,324         |
| Employee future benefits <i>(notes 6(b) and 17)</i>       | 174,700            | 183,000            |
| Long-term liabilities <i>(notes 7 and 17)</i>             | 360,373            | 486,383            |
| <b>Total liabilities</b>                                  | <b>47,207,754</b>  | <b>35,420,559</b>  |
| <b>Net debt</b>                                           | <b>(5,256,134)</b> | <b>(3,166,886)</b> |
| <b>Non-financial assets</b>                               |                    |                    |
| Tangible capital assets <i>(Schedule 1)</i>               | 5,750,781          | 3,730,141          |
| Prepaid expenses                                          | 444,820            | 376,212            |
| <b>Total non-financial assets</b>                         | <b>6,195,601</b>   | <b>4,106,353</b>   |
| <b>Accumulated surplus <i>(note 8)</i></b>                | <b>\$ 939,467</b>  | <b>\$ 939,467</b>  |
| Contractual obligations <i>(note 13)</i>                  |                    |                    |
| Economic dependence <i>(note 15)</i>                      |                    |                    |
| Contingent liabilities <i>(note 16)</i>                   |                    |                    |

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

Approval of the financial statements by:



Allan Seckel  
Chair of the Board of Directors



Sarf Ahmed  
Chair of the Finance & Technology Committee



**Statement of operations and accumulated surplus**  
for the year ended March 31, 2025

|                                                           | <b>Budget</b><br><i>(note 12)</i> | <b>2025</b>        | <b>2024</b>        |
|-----------------------------------------------------------|-----------------------------------|--------------------|--------------------|
| <b>Revenue</b>                                            |                                   |                    |                    |
| Government of British Columbia <i>(notes 9 and 14)</i>    | \$ 138,981,004                    | \$ 147,233,982     | \$ 122,378,788     |
| Federal Government                                        | 15,204,159                        | 10,719,650         | 13,360,480         |
| Law Foundation                                            | 4,332,500                         | 4,199,191          | 4,635,000          |
| Department of Justice — Canada                            | —                                 | 9,110              | 24,963             |
| Notary Foundation                                         | 509,280                           | —                  | —                  |
| Investment                                                | 1,000,000                         | 1,279,890          | 928,880            |
| Miscellaneous                                             | 700,000                           | 869,708            | 783,508            |
| <b>Total revenue</b>                                      | <u>160,726,943</u>                | <u>164,311,531</u> | <u>142,111,619</u> |
| <b>Expenses</b> <i>(notes 10, 14)</i>                     |                                   |                    |                    |
| Criminal tariff                                           | 68,571,668                        | 73,853,707         | 64,878,197         |
| Family tariff                                             | 41,301,527                        | 44,989,564         | 36,380,446         |
| Child protection tariff                                   | 6,597,696                         | 7,813,849          | 6,679,570          |
| Immigration and refugee tariff                            | 15,234,966                        | 10,719,658         | 11,606,616         |
| Federally Funded Initiatives                              | —                                 | —                  | 1,188,270          |
| Justice Initiatives <i>(note 11 a)</i>                    | 11,956,018                        | 10,440,234         | 6,635,923          |
| Publications                                              | 1,123,275                         | 538,141            | 1,089,123          |
| Community engagement                                      | 2,238,438                         | 2,210,103          | 1,990,505          |
| Administration <i>(note 11 b)</i>                         | 13,703,355                        | 13,746,275         | 11,662,969         |
| <b>Total expenses</b>                                     | <u>160,726,944</u>                | <u>164,311,531</u> | <u>142,111,619</u> |
| <b>Surplus / (Deficit) for the year</b>                   | —                                 | —                  | —                  |
| <b>Accumulated surplus at beginning of year</b>           | 939,467                           | 939,467            | 939,467            |
| <b>Accumulated surplus at end of year</b> <i>(note 8)</i> | <u>\$ 939,467</u>                 | <u>\$ 939,467</u>  | <u>\$ 939,467</u>  |

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

**Statement of changes in net debt**

for the year ended March 31, 2025

|                                        | <b>Budget</b><br><i>(note 12)</i> | <b>2025</b>        | <b>2024</b>        |
|----------------------------------------|-----------------------------------|--------------------|--------------------|
| Surplus / (Deficit) for the year       | \$ —                              | \$ —               | —                  |
| Acquisition of tangible capital assets | (5,092,800)                       | <b>(3,138,845)</b> | <b>(275,074)</b>   |
| Amortization                           | 1,627,485                         | <b>1,118,205</b>   | <b>1,166,077</b>   |
|                                        | <b>(3,465,315)</b>                | <b>(2,020,640)</b> | <b>891,003</b>     |
| Acquisition of prepaid expenses        | —                                 | <b>(539,322)</b>   | <b>(509,107)</b>   |
| Use of prepaid expenses                | —                                 | <b>470,714</b>     | <b>367,109</b>     |
|                                        | —                                 | <b>(68,608)</b>    | <b>(141,998)</b>   |
| <b>Decrease (increase) in net debt</b> | <b>(3,465,315)</b>                | <b>(2,089,248)</b> | <b>749,005</b>     |
| <b>Net debt at beginning of year</b>   | <b>(3,166,887)</b>                | <b>(3,166,886)</b> | <b>(3,915,892)</b> |
| <b>Net debt at end of year</b>         | <b>(6,632,202)</b>                | <b>(5,256,134)</b> | <b>(3,166,887)</b> |

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

**Statement of cash flows**  
for the year ended March 31, 2025

|                                                                  | 2025                 | 2024              |
|------------------------------------------------------------------|----------------------|-------------------|
| <b>Cash provided by (applied to) operating activities</b>        |                      |                   |
| Deficit for the year                                             | \$ —                 | \$ —              |
| <b>Items not involving cash:</b>                                 |                      |                   |
| Amortization                                                     | 1,118,205            | 1,166,077         |
| Long-term liabilities                                            | (126,010)            | (129,309)         |
| <i>Changes in non-cash working capital:</i>                      |                      |                   |
| Accounts receivable                                              | (787,761)            | (1,274,692)       |
| Accounts payable, accrued liabilities and deferred contributions | 11,921,505           | 6,934,577         |
| Prepaid expenses                                                 | (68,607)             | (141,997)         |
| Employee future benefits                                         | (8,300)              | (1,200)           |
| <b>Total change from Operating activities</b>                    | <u>12,049,032</u>    | <u>6,553,456</u>  |
| <b>Cash applied to capital activities</b>                        |                      |                   |
| Purchase of tangible capital assets                              | (3,138,845)          | (275,074)         |
| <b>Total change from Capital activities</b>                      | <u>(3,138,845)</u>   | <u>(275,074)</u>  |
|                                                                  |                      |                   |
| Increase in cash                                                 | 8,910,187            | 6,278,382         |
| Cash and Cash Equivalents at beginning of year                   | 17,439,730           | 11,161,348        |
| Cash and Cash Equivalents at end of year                         | \$ <u>26,349,917</u> | <u>17,439,730</u> |
| <b>Supplemental disclosure of non-cash transactions</b>          |                      |                   |
| Deferred contributions not yet received                          | \$ 5,290,000         | 6,210,000         |

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

## **Notes to the Financial Statements**

### **for the year ended March 31, 2025**

#### **1. Nature of Operations**

The Legal Services Society, referred to in these financial statements under its operating name of Legal Aid BC, was established under the *Legal Services Society Act*. In addition to the *Legal Services Society Act*, a Memorandum of Understanding (“MOU”) with the Province of British Columbia outlines the roles, budget, planning processes, and prioritization for allocating funding. The purpose of Legal Aid BC is to:

- assist eligible individuals in resolving 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 Attorney General respecting legal aid and access to justice for individuals in British Columbia.

Legal Aid BC is governed by a Board of Directors, of which five are appointed by the Province of British Columbia, and four are appointed by the Law Society of British Columbia. While Legal Aid BC operates independently from the Province of British Columbia and the Law Society of British Columbia, it is accountable to the Ministry of Attorney General for the expenditure of funds and for providing criminal, family, and child protection legal aid services to meet the needs of low-income individuals. Legal Aid BC also has an agreement with the Government of Canada to provide legal aid services for clients with immigration and refugee needs.

#### **2. Basis of presentation**

These financial statements are prepared by management in accordance with the accounting requirements of section 23.1 of the *Budget Transparency and Accountability Act*. This section requires government organizations' accounting policies and practices to conform to generally accepted accounting principles for senior governments in Canada, as modified by any alternative standard or guideline made by the Treasury Board.

In November 2011, a Treasury Board regulation was issued that requires taxpayer-supported organizations to adopt the accounting policies for restricted contributions described in note 3(a). These accounting policies significantly differ from Canadian Public Sector Accounting Standards (“PSAS”), which require government transfers with stipulations to be recognized as revenue when the transfer is authorized. All eligibility criteria have been met, except when and to the extent that the transfer gives rise to an obligation that meets the definition of a liability. Such liability is reduced, and an equivalent amount of revenue is recognized as the liability is settled.

## **2. Basis of presentation (continued)**

The accounting policy described in note 3(a) is different from PSAS with respect to the timing of revenue recognition for government transfers. The impact on the financial statements of Legal Aid BC as of and for the year ended March 31, 2025, is significant as aggregate contributions of \$23,111,833 (2024 - \$13,807,324) have been deferred.

## **3. Significant accounting policies**

### **(a) Revenue recognition**

Revenues are recognized in the period in which the transactions or events that give rise to the revenues occur. 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.

Government transfers received to develop or acquire a depreciable tangible capital asset are deferred and recognized as revenue at the same rate as the amortization and any impairment of the tangible capital asset. Other government transfers are recognized as revenue in the period they are authorized, when any eligibility criteria are met, and when any stipulation or restriction the transfer is subject to is met.

Restricted contributions received or receivable are deferred and amortized into revenue as the related expenses are incurred.

### **(b) Expenses**

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

### **(c) Tariff expenses**

Tariff expenses include amounts billed by lawyers and an estimate of services performed by lawyers, but not yet billed to Legal Aid BC.

### **(d) Employee future benefits**

Legal Aid BC employees belong to the Municipal Pension Plan ("MPP"), a multi-employer, jointly-trusted pension plan following defined-contribution pension plan accounting. Legal Aid BC expenses the employer contributions as incurred.

The cost of non-vested sick leave benefits is actuarially determined using the projected benefit method and management's best estimate of salary escalation, future utilization of the benefits, long-term inflation rates, and discount rates.

### **(e) Tangible capital assets**

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

The estimated useful lives of assets are reassessed on an annual basis. Tangible capital assets are amortized on a straight-line basis over the estimated useful life of the asset as follows:

### 3. Significant accounting policies (continued)

| Assets                    | Per year                            |
|---------------------------|-------------------------------------|
| Furniture                 | 10 – 20%                            |
| Equipment                 | 20%                                 |
| Computer equipment        | 25 – 33%                            |
| Computer software         | 20 – 33%                            |
| Client Information System | 20%                                 |
| Leasehold improvements    | Lower of lease term and useful life |

Tangible capital assets are written down when conditions indicate that they no longer contribute to Legal Aid BC'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 write-downs (if any) are accounted for as expenses in the statement of operations.

#### (f) Lease inducements

Lease inducements are recognized on a straight-line basis over the lease term as a reduction in premises expense.

#### (g) Prepaid expenses

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

#### (h) Financial instruments

Legal Aid BC's financial instruments consist of cash and cash equivalents, accounts receivable, accounts payable and accrued liabilities. Accounts receivable, accounts payable and accrued liabilities are initially recorded at fair value and subsequently measured at cost. Investments, which may comprise guaranteed investment certificates, provincial bonds, corporate bonds, and structured bank notes, are initially recorded at fair value and subsequently measured at amortized cost. Any premium or discount related to a financial instrument measured at amortized cost is amortized over the expected life of the instrument using the effective interest method.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

The fair values of Legal Aid BC's cash, accounts receivable, accounts payable, and accrued liabilities generally approximate their carrying amounts due to their short term to maturity.

### 3. Significant accounting policies (continued)

#### (i) Measurement uncertainty

Preparing financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, 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 (note 18). Other areas where estimates are made include allowances for doubtful accounts receivable, estimated useful lives of tangible capital assets and the resulting amortization, non-vested sick leave benefits, and contingent liabilities.

Estimates are based on the best information available when financial statements are prepared 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

As of March 31, 2025, Legal Aid BC held \$nil investments (2024 — \$nil).

### 5. Accounts payable and accrued liabilities

#### (a) General

|                  | 2025                | 2024                |
|------------------|---------------------|---------------------|
| Trade payables   | \$ 1,471,239        | \$ 579,817          |
| Payroll payables | 2,007,272           | 1,316,795           |
| <b>Total</b>     | <b>\$ 3,478,511</b> | <b>\$ 1,896,612</b> |

#### (b) Tariff

|                               | 2025                 | 2024                 |
|-------------------------------|----------------------|----------------------|
| Submittals approved, not paid | \$ 1,395,531         | \$ 498,311           |
| Submittals not approved       | 2,620,860            | 2,736,460            |
| Accrual (note 18)             | 16,065,946           | 15,812,469           |
| <b>Total</b>                  | <b>\$ 20,082,337</b> | <b>\$ 19,047,240</b> |

Legal Aid BC uses an actuarial model to estimate legal services performed but not billed to Legal Aid BC. Management estimated this liability to be approximately \$16,065,946 (2024 - \$15,812,469). This estimate, included in the above table, incorporates average case costs and service billings for similar cases, based on historical experience over two years. Actual costs could differ from this estimate (notes 3(i) and 18).

## 5. Accounts payable and accrued liabilities (continued)

Legal Aid BC does not record a liability and related accounts receivable for certain legal services performed but not yet billed, as the amount cannot be estimated reliably. For these legal cases, the related costs are fully reimbursed to Legal Aid BC based on the terms of agreements with either the Province of British Columbia or the Government of Canada.

## 6. Employee future benefits

### (a) Pension plan

Legal Aid BC and its employees contribute to the Municipal Pension Plan (“MPP”) (jointly trustee pension plan), a multi-employer defined benefit pension plan in accordance with the *Pension (Municipal) Act*.

An actuarial valuation is performed every three years to assess the MPP's financial position and funding adequacy.

The most recent valuation, conducted as of December 31, 2021, showed that the MPP carried a surplus of \$2.74 billion. The next valuation for the MPP will be as of December 31, 2024, with results available in 2025.

Legal Aid BC paid \$1,583,755 (2024 — \$1,348,056) for employer contributions to the MPP during the year ended March 31, 2025.

### (b) Non-vested sick leave

Employees are credited with days per year, ranging from six to ten days, for use as paid absences in the year due to illness or injury. Employees can accumulate unused sick day credits each year, up to the allowable maximum provided in their respective employment agreements.

Accumulated credits may be used in future years if 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, and the employee's unused sick bank is not paid out at retirement. The benefit-cost and liabilities related to the plan are included in the financial statements.

## 7. Long-term liabilities

### Lease inducements

Lease inducements were provided under an operating lease by the property owner to finance tenant improvements.

|                       | 2025       | 2024       |
|-----------------------|------------|------------|
| Leasehold inducements | \$ 360,373 | \$ 486,383 |
| Less: current portion | (124,260)  | (126,010)  |
| Long-term portion     | \$ 236,113 | \$ 360,373 |



## 8. Accumulated surplus

The accumulated surplus is restricted by the *Legal Services Society Act* and approval by the Board of Directors.

## 9. Restricted contributions

2025

|                                             | Opening deferred contribution | Approved budget | Additional contributions | Recognized in operations | Closing deferred contribution |
|---------------------------------------------|-------------------------------|-----------------|--------------------------|--------------------------|-------------------------------|
| Government of British Columbia — Category B | \$ —                          | \$ 3,292,000    | \$ 1,764,254             | \$ 5,056,254             | \$ —                          |

2024

|                                             | Opening deferred contribution | Approved budget | Additional contributions | Recognized in operations | Closing deferred contribution |
|---------------------------------------------|-------------------------------|-----------------|--------------------------|--------------------------|-------------------------------|
| Government of British Columbia — Category B | \$ —                          | \$ 3,292,000    | \$ 823,824               | \$ 4,115,824             | \$ —                          |

Legal Aid BC's Memorandum of Understanding (MOU) with the Ministry of the Attorney General provides restricted funding for exceptional matters commencing with the 2003 fiscal year. The MOU was renewed effective April 1, 2020, and clarifies criminal case classification and funding of these cases.

There are now three categories:

- **Category A:** Within the approved budget, within which a case will be accounted for, where the total of the fees and disbursements is less than or equal to \$75,000.
- **Category B:** Within the approved budget within which a case will be accounted for, where the total of the fees and disbursements exceeds \$75,000 and is less than or equal to \$175,000, or where it is a court-appointed counsel case or a charter-required counsel case.

## 9. Restricted contributions (continued)

A restricted contribution funds these cases, and any surplus is transferred to deferred contributions. In the case of an annual shortfall in Criminal Category B cases, Legal Aid BC must first apply any eligible base criminal tariff surplus to the shortfall and then to deferred contributions.

- **Category C:** Within the approved budget within which a case will be accounted for, where the total fees and disbursements exceed \$175,000, or where the case is one where the rate payable to counsel exceeds Legal Aid BC's enhanced fee rate. These cases are funded through a special funding agreement with the Ministry of Attorney General.

In addition to the contributions described above, in 2025, Legal Aid BC recognized and deferred contributions of \$9,304,509 (2024 - \$8,731,216) related to projects for which the associated expenditure has not yet occurred.

## 10. Expenses by object

The following is a summary of expenses by object:

|                                | 2025 Budget           | 2025 Actual           | 2024 Actual           |
|--------------------------------|-----------------------|-----------------------|-----------------------|
| Lawyer fees                    | \$ 85,767,604         | \$ 88,435,770         | \$ 76,371,178         |
| Duty counsel fees              | 18,283,956            | 17,265,806            | 17,163,792            |
| Disbursements                  | 9,031,747             | 10,341,502            | 8,890,395             |
| <b>Total tariff costs</b>      | <b>113,083,307</b>    | <b>116,043,078</b>    | <b>102,425,365</b>    |
| Salaries and benefits          | 28,626,004            | 27,384,544            | 22,890,267            |
| Grants and contracted services | 7,175,821             | 9,751,239             | 6,618,225             |
| Computers                      | 3,398,971             | 3,196,941             | 3,113,206             |
| Premises                       | 1,958,069             | 1,601,007             | 1,787,867             |
| Local agents                   | 3,050,162             | 3,247,272             | 2,581,900             |
| Amortization                   | 1,627,485             | 1,118,205             | 1,166,077             |
| Office                         | 676,203               | 886,046               | 678,011               |
| Miscellaneous                  | 154,250               | 181,187               | 98,227                |
| Board expenses                 | 365,135               | 339,451               | 233,251               |
| Travel                         | 611,535               | 562,561               | 519,223               |
| <b>Total</b>                   | <b>\$ 160,726,943</b> | <b>\$ 164,311,531</b> | <b>\$ 142,111,619</b> |

## 11. Expense Details

### (a) Justice Initiatives expense

The Justice Initiative expense includes the following expenditures in support of legal aid:

|                         | 2025                 | 2024                |
|-------------------------|----------------------|---------------------|
| Family Early Resolution | \$ 545,340           | \$ -                |
| Family Law Centres      | 3,436,602            | -                   |
| Family Law Line         | 408,235              | 422,407             |
| Parents Legal Centres   | 6,050,057            | 6,213,516           |
| <b>Total</b>            | <b>\$ 10,440,234</b> | <b>\$ 6,635,923</b> |

### (b) Administration expense

The administration expense includes the following expenditures in support of legal aid:

|                                                              | 2025                 | 2024                 |
|--------------------------------------------------------------|----------------------|----------------------|
| Executive Office                                             | \$ 2,481,798         | \$ 2,558,249         |
| Finance and Office Services                                  | 3,022,353            | 3,229,401            |
| Strategic Policy, Planning and Human Resources               | 2,138,868            | 2,627,001            |
| IT Operation Services                                        | 3,017,908            | 2,332,456            |
| Truth and Reconciliation<br>(previously Indigenous Services) | 1,000,329            | 915,862              |
| Office Lease (Previously allocated to all departments)       | 2,085,020            | -                    |
| <b>Total</b>                                                 | <b>\$ 13,746,275</b> | <b>\$ 11,662,969</b> |

## 12. Budgeted figures

The operating budgeted figures, presented on a basis consistent with that used for actual results, were approved by the Board of Directors on March 28, 2024, submitted to the Ministry of Attorney General on April 7, 2024, and were approved on May 2, 2024.

### 13. Contractual obligations

Legal Aid BC has the following contractual obligations.

|              | Premises leases     | Operating costs      | Total                |
|--------------|---------------------|----------------------|----------------------|
| 2026         | \$ 2,039,773        | \$ 9,732,743         | \$ 11,772,516        |
| 2027         | 1,957,293           | 3,215,784            | 5,173,077            |
| 2028         | 1,509,383           | 1,401,016            | 2,910,399            |
| 2029         | 1,068,145           | 1,444,632            | 2,512,777            |
| Thereafter   | -                   | -                    | -                    |
| <b>Total</b> | <b>\$ 6,574,594</b> | <b>\$ 15,794,175</b> | <b>\$ 22,368,769</b> |

Operating costs are service delivery contracts that are renewed over several years.

At year-end, management estimates the liability for the future costs of legal services to be performed beyond the fiscal year, for which Legal Aid BC is currently committed, to be approximately \$55.1 million (2024 — \$50.3 million). This estimate uses the same methodology described in note 5 for tariff payables.

### 14. Related parties

Legal Aid BC 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 \$147,233,982 (2024 — \$124,320,784), and Legal Aid BC is responsible for providing legal aid to individuals throughout British Columbia. At year-end, the province owed Legal Aid BC \$5,794,783 (2024 — \$5,627,957).

Certain members of the Board of Directors provide tariff services to the Legal Aid BC. 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 \$349,058 (2024 — \$258,278). All payments to Board members are reviewed by the finance committee on a quarterly basis.

### 15. Economic dependence

In 2025, Legal Aid BC received 90% (2024 — 87%) of its total revenue from the Province of British Columbia.

### 16. Contingent liabilities

The nature of Legal Aid BC's activities is such that there is usually pending or prospective litigation against Legal Aid BC at any time. With respect to claims on March 31, 2025, management believes Legal Aid BC 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. If any of these claims are successful, management believes they will not have a material effect on Legal Aid BC's financial position or results from operations.

## 17. Risk management

### Credit risk

Credit risk is the risk of loss resulting from the failure of an individual or group to honour their financial obligations. Legal Aid BC accounts receivable are due primarily from government organizations and other organizations with limited credit risk. Legal Aid BC cash is held at Canadian chartered banks and financial institutions. In management's opinion, Legal Aid BC is not exposed to significant credit risk.

Legal Aid BC regularly assesses the collectability of its receivables. At year-end, no significant accounts receivable were past due or impaired. To the extent Legal Aid BC identifies an account where the collection is doubtful, an allowance will be recorded as appropriate.

Legal Aid BC's maximum exposure to credit risk is represented by aggregate financial assets of \$41,951,620 (2024 - \$32,253,673).

### Liquidity risk

Liquidity risk is the risk that Legal Aid BC will not be able to meet its financial obligations as they fall due. Legal Aid BC's approach to managing liquidity risk is to ensure that it will have sufficient working capital and cash flow to fund operations and settle liabilities when due. Additionally, Legal Aid BC has a line of credit available with a maximum authorized limit of up to \$1.0 million with a Canadian chartered bank. The interest rate per annum is the bank's prime rate.

As of March 31, 2025, Legal Aid BC has \$nil drawn against this line (2024 — \$nil).

The maturity of Legal Aid BC's financial assets and liabilities as at year-end was as follows:

### 2025

|                                          | On demand            | Up to 1 year         | 1 to 3 years      | Total                |
|------------------------------------------|----------------------|----------------------|-------------------|----------------------|
| <b>Financial assets</b>                  |                      |                      |                   |                      |
| Cash                                     | \$ 26,349,917        | \$ -                 | \$ -              | \$ 26,349,917        |
| Accounts receivable                      | \$ -                 | \$ 15,601,703        | \$ -              | \$ 15,601,703        |
| <b>Total financial assets</b>            | <b>\$ 26,349,917</b> | <b>\$ 15,601,703</b> | <b>\$ -</b>       | <b>\$ 41,951,620</b> |
| <b>Liabilities</b>                       |                      |                      |                   |                      |
| Accounts payable and accrued liabilities | \$ -                 | \$ 7,494,903         | \$ -              | \$ 7,494,903         |
| Tariff accrual                           | \$ -                 | \$ 16,065,946        | \$ -              | \$ 16,065,946        |
| Other liabilities                        | \$ -                 | \$ 23,410,792        | \$ 236,113        | \$ 23,646,906        |
| <b>Total liabilities</b>                 | <b>\$ -</b>          | <b>\$ 46,971,641</b> | <b>\$ 236,113</b> | <b>\$ 47,207,754</b> |

**17. Risk management (continued)****Liquidity risk (continued)****2024**

|                                          | <b>On demand</b>     | <b>Up to 1 year</b>  | <b>1 to 3 years</b> | <b>Total</b>         |
|------------------------------------------|----------------------|----------------------|---------------------|----------------------|
| <b>Financial assets</b>                  |                      |                      |                     |                      |
| Cash                                     | \$ 17,439,730        | \$ -                 | \$ -                | \$ 17,439,730        |
| Accounts receivable                      | \$ -                 | \$ 14,813,943        | \$ -                | \$ 14,813,943        |
| <b>Total financial assets</b>            | <b>\$ 17,439,730</b> | <b>\$ 14,813,943</b> | <b>\$ -</b>         | <b>\$ 32,253,673</b> |
| <b>Liabilities</b>                       |                      |                      |                     |                      |
| Accounts payable and accrued liabilities | \$ -                 | \$ 5,131,383         | \$ -                | \$ 5,131,383         |
| Tariff accrual                           | \$ -                 | \$ 15,812,469        | \$ -                | \$ 15,812,469        |
| Other liabilities                        | \$ -                 | \$ 14,116,334        | \$ 360,373          | \$ 14,476,707        |
| <b>Total liabilities</b>                 | <b>\$ -</b>          | <b>\$ 35,060,186</b> | <b>\$ 360,373</b>   | <b>\$ 35,420,559</b> |

**Market risk**

Market risk comprises three types of risk: currency risk, interest rate risk, and other price risk.

**(a) Currency risk**

Currency risk is the risk that the value of a financial instrument will fluctuate due to changes in foreign exchange rates. Legal Aid BC is not exposed to significant currency risk.

**(b) Interest rate risk**

Interest rate risk is the risk that Legal Aid BC's cash flow will change due to future fluctuations in market interest rates. A change of 1% in market interest rates would impact interest revenue by approximately \$260,000.

**(c) Other price risk**

Another price risk is the risk that a financial instrument's fair value or future cash flow will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk). Legal Aid BC is not exposed to significant other price risk.

## 18. Measurement uncertainty

| Program area                                      |     | Amount reported | Measurement uncertainty | Range          |
|---------------------------------------------------|-----|-----------------|-------------------------|----------------|
| Tariff accrual ( <i>note 5b</i> )                 | Min | \$ 16,065,946   | (1,606,595)             | \$ 14,459,351  |
|                                                   | Max | \$ 16,065,946   | 1,606,595               | \$ 17,672,540  |
| Tariff and transcript expenses ( <i>note 10</i> ) | Min | \$ 115,962,960  | (1,606,595)             | \$ 114,356,365 |
|                                                   | Max | \$ 115,962,960  | 1,606,595               | \$ 117,569,554 |

Variability in the tariff accrual can arise from the rate at which cases proceed and unanticipated changes in the average cost per case. In management's opinion, the tariff accrual and corresponding tariff expenses are subject to change within a range of plus or minus ten percent from the amounts recorded in these financial statements due to uncertainties regarding both timing and costs. The estimate of this level of variability is subject to many uncertainties, and the outcome of individual matters is not predictable with assurance.

## 19. Comparative Figures

Certain comparative figures within expenses on the statement of operations and accumulated surplus have been reclassified to conform with the method of presentation adopted in the current year.

## Schedule 1 – Tangible Capital Assets

2025

### Cost

| (\$000)                   | Balance,<br>beginning of the year | Additions <sup>1</sup> | Disposals | Balance,<br>end the of year |
|---------------------------|-----------------------------------|------------------------|-----------|-----------------------------|
| Furniture                 | 1,107                             |                        |           | 1,107                       |
| Equipment                 | 688                               |                        |           | 688                         |
| Computer equipment        | 1,396                             |                        |           | 1,396                       |
| Computer software         | 6,143                             | 3,039                  |           | 9,182                       |
| Client Information System | 5,811                             |                        |           | 5,811                       |
| Leasehold improvements    | 3,893                             | 100                    |           | 3,993                       |
| <b>Total</b>              | <b>19,038</b>                     | <b>3,139</b>           |           | <b>22,177</b>               |

<sup>1</sup>Computer software additions represent work in progress and therefore are not amortized in the current fiscal year.

### Accumulated amortization

| (\$000)                   | Balance,<br>beginning of the year | Additions      | Disposals | Balance,<br>end the of year |
|---------------------------|-----------------------------------|----------------|-----------|-----------------------------|
| Furniture                 | (1,107)                           |                |           | (1,107)                     |
| Equipment                 | (688)                             |                |           | (688)                       |
| Computer equipment        | (1,361)                           | (24)           |           | (1,385)                     |
| Computer software         | (3,597)                           | (670)          |           | (4,267)                     |
| Client Information System | (5,811)                           |                |           | (5,811)                     |
| Leasehold improvements    | (2,743)                           | (425)          |           | (3,168)                     |
| <b>Total</b>              | <b>(15,307)</b>                   | <b>(1,119)</b> |           | <b>(16,426)</b>             |

### Net Book Value

| (\$000)                   | 2025         | 2024         |
|---------------------------|--------------|--------------|
| Furniture                 | -            | -            |
| Equipment                 | -            | -            |
| Computer equipment        | 11           | 34           |
| Computer software         | 4,915        | 2,546        |
| Client Information System | -            | -            |
| Leasehold improvements    | 825          | 1,150        |
| <b>Total</b>              | <b>5,751</b> | <b>3,730</b> |



**Schedule 1 – Tangible Capital Assets (continued)****2024****Cost**

| <b>(\$000)</b>            | Balance,<br>beginning of the year | Additions <sup>1</sup> | Disposals | Balance,<br>end the of year |
|---------------------------|-----------------------------------|------------------------|-----------|-----------------------------|
| Furniture                 | 1,107                             |                        |           | 1,107                       |
| Equipment                 | 688                               |                        |           | 688                         |
| Computer equipment        | 1,396                             |                        |           | 1,396                       |
| Computer software         | 5,868                             | 275                    |           | 6,143                       |
| Client Information System | 5,811                             |                        |           | 5,811                       |
| Leasehold improvements    | 3,893                             |                        |           | 3,893                       |
| <b>Total</b>              | <b>18,763</b>                     | <b>275</b>             |           | <b>19,038</b>               |

<sup>1</sup>Computer software additions represent work in progress and therefore are not amortized in the current fiscal year.

**Accumulated amortization**

| <b>(\$000)</b>            | Balance,<br>beginning of the year | Additions      | Disposals | Balance,<br>end the of year |
|---------------------------|-----------------------------------|----------------|-----------|-----------------------------|
| Furniture                 | (1,107)                           |                |           | (1,107)                     |
| Equipment                 | (682)                             | (7)            |           | (689)                       |
| Computer equipment        | (1,338)                           | (23)           |           | (1,361)                     |
| Computer software         | (2,954)                           | (643)          |           | (3,597)                     |
| Client Information System | (5,811)                           |                |           | (5,811)                     |
| Leasehold improvements    | (2,250)                           | (493)          |           | (2,743)                     |
| <b>Total</b>              | <b>(14,142)</b>                   | <b>(1,166)</b> |           | <b>(15,308)</b>             |

**Net Book Value**

| <b>(\$000)</b>            | <b>2024</b>  | <b>2023</b>  |
|---------------------------|--------------|--------------|
| Furniture                 | -            | -            |
| Equipment                 | -            | 6            |
| Computer equipment        | 34           | 58           |
| Computer software         | 2,546        | 2,913        |
| Client Information System | -            | -            |
| Leasehold improvements    | 1,150        | 1,643        |
| <b>Total</b>              | <b>3,730</b> | <b>4,621</b> |