



LEGAL AID ONTARIO
AIDE JURIDIQUE ONTARIO

2017/18-2019/20 Public Business Plan

Legal Aid Ontario



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1. Mandate

Under the *Legal Aid Services Act, 1998* (LASA), LAO was established as a corporation independent from but accountable to the Government of Ontario.

LAO's mandate is to provide consistently high quality legal aid services in a cost-effective and efficient manner to eligible clients. LAO encourages and facilitates flexibility and innovation in the provision of its services, while recognizing the private bar and clinics as the foundation for providing services in criminal, family, refugee and poverty law.

In fulfilling this mandate, LAO is committed to providing services which recognize the importance of diversity, accessibility, equity, creativity and quality.

1.1 Governance

LAO's governance structure is outlined in the *LASA*, which identifies the agency's accountability relationship with the Province of Ontario; board terms and composition; areas of law where legal aid services are to be provided; methods of providing legal aid; eligibility; corporate powers; finances and administration.

LAO's administration is also governed by a Memorandum of Understanding (MOU) between the Attorney General and the Chair of LAO. The Chair of LAO and the Attorney General signed a new MOU in November 2014. The MOU:

- confirms the accountability relationships between the Minister and LAO through its Chair;
- clarifies the roles and responsibilities of the Minister, the Chair, the Deputy Minister, the President and the Board;
- establishes the expectations for the operational, administrative, financial, auditing and reporting arrangements between LAO and the Ministry of the Attorney General;
- establishes the mutual expectations of information exchanges; and
- complies with the requirement that an MOU be established, under section 71 of the *LASA* and the *Agencies and Appointments Directive*.

1.2 Legal Aid Ontario Mandate Letter (2016)

In keeping with the new requirement that Ministers issue mandate letters to all board-governed Agencies, the Attorney General has provided LAO's Board with a mandate letter specifying that it should consider the following priorities:

- Support the Ministry of the Attorney General’s priorities by promoting access to justice, finding efficiencies and improving the services of Ontario’s court system, including modernization efforts for innovative online service delivery.
- Continue to manage and implement the delivery of services as set out in the *Legal Aid Services Act, 1998*.
- Support strategies to improve the efficiency and effectiveness of the bail and remand system.
- Support the government’s evidence-based decision-making framework to ensure programs and services are effective, efficient, relevant and sustainable.
- Support the government’s Open Government initiative to demonstrate a more open and transparent government, including the application of the Open Data Directive.
- Manage the implementation of increases to the eligibility thresholds for access to legal aid services.
- Continue LAO modernization initiatives to refine service delivery.
- Operate within the Broader Public Sector Executive Compensation Framework.

In addition, the mandate letter asks LAO to support the government’s fiscal plan by using effective controllership practices and exercising prudent financial management, and managing the Legal Aid operations within its allocation.

As detailed in this Business Plan, LAO’s strategic priorities and associated initiatives are consistent with the priorities outlined in its mandate letter.

LAO will continue to consider its mandate letter priorities through its business planning efforts, and affirms the Ministry’s position that it is essential that the two groups work together in a constructive and collaborative fashion.

2. Overview of Programs and Activities

LAO provides legal assistance to approximately 1 million financially and legally eligible clients annually, through a range of services.

Administratively, LAO consists of a provincial office, located in Toronto, and four regions, which are made up of ten districts. The regions and respective districts are as follows:

- the Northern Region (Northeast and Northwest districts);
- the Central and Eastern Region (Central, and Eastern districts);
- the Greater Toronto Area Region (Toronto Central, Toronto North and Peel York districts); and
- the Southwest Region (Essex, Lambton and Kent, London and Hamilton-Kitchener Districts).

Legal aid assistance is available through:

- a) Calling LAO's Client Lawyer Service Centre (CLSC) toll-free from anywhere in Ontario, or collect if outside of the province. Service is provided in more than 200 languages, including 18 Aboriginal languages and dialects, through simultaneous interpreting services.

LAO's CLSC provides general information on the range of legal aid services available to eligible clients, how to apply and who is eligible. In addition, the CLSC provides referrals to other programs and services, such as duty counsel, community legal clinics, the Ontario Disability Support Program, Ontario Works, the Family Responsibility Office, Citizenship and Immigration Canada, the Ontario Labour Relations Board, shelters and other community resources. A client who is financially eligible who calls LAO's toll-free number can talk to a lawyer for up to 20 minutes, and receive advice on criminal, family or immigration issues as well as support to prepare for an in-person duty counsel visit.

Figure 1 illustrates summary legal advice provided by LAO by phone over the past two years.

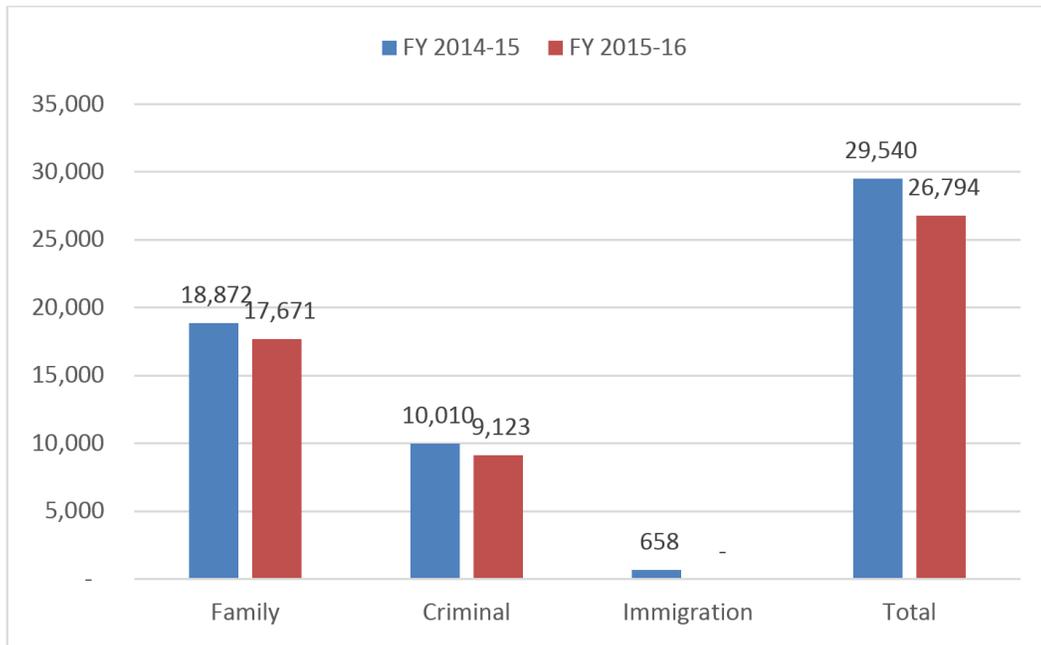


FIGURE 1: SUMMARY LEGAL ADVICE BY PHONE

Changes in financial and legal eligibility have affected summary legal advice volumes.

- b) Speaking with a duty counsel lawyer or a LAO staff worker at one of the 57 courthouse locations.

Duty counsel services are provided either by staff lawyers or by private practice lawyers who are paid on a *per diem* basis in every courthouse in Ontario, including more than 30 remote and fly-in locations. Duty counsel lawyers provide front line advice, information and representation to individuals who would otherwise be unrepresented and unassisted. Figure 2 shows the number of duty counsel assists provided by area of law.

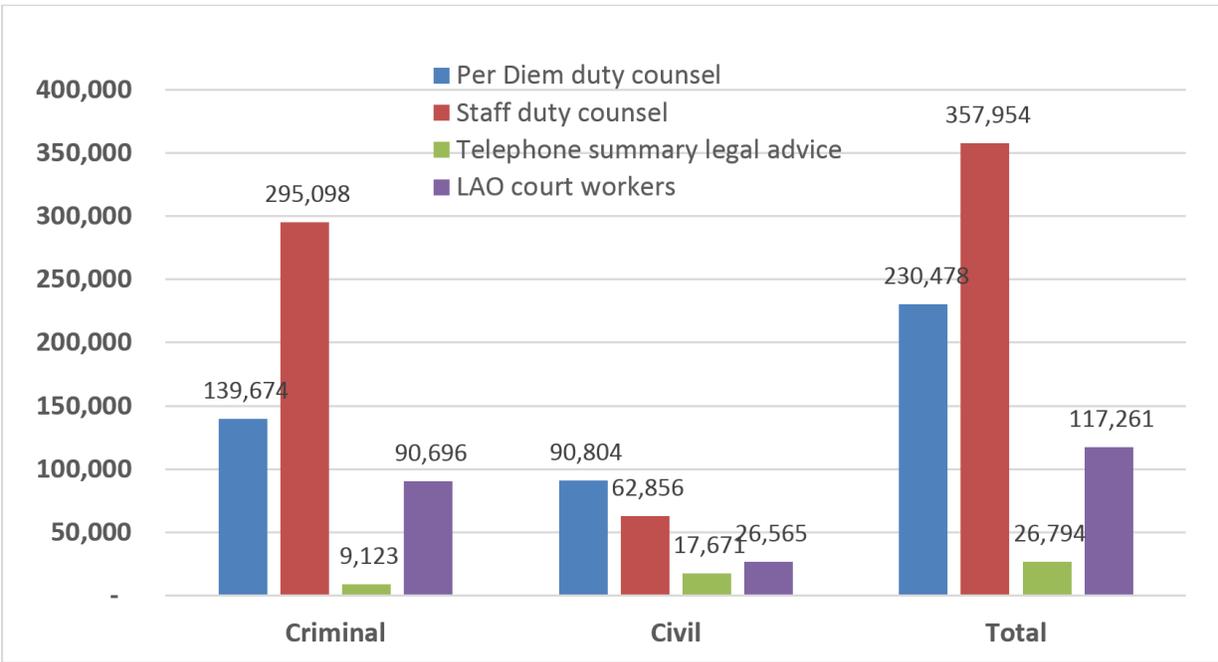


FIGURE 2: TOTAL PERSONS ASSISTED BY AREA OF LAW AND TYPE OF SERVICE (2015/16)

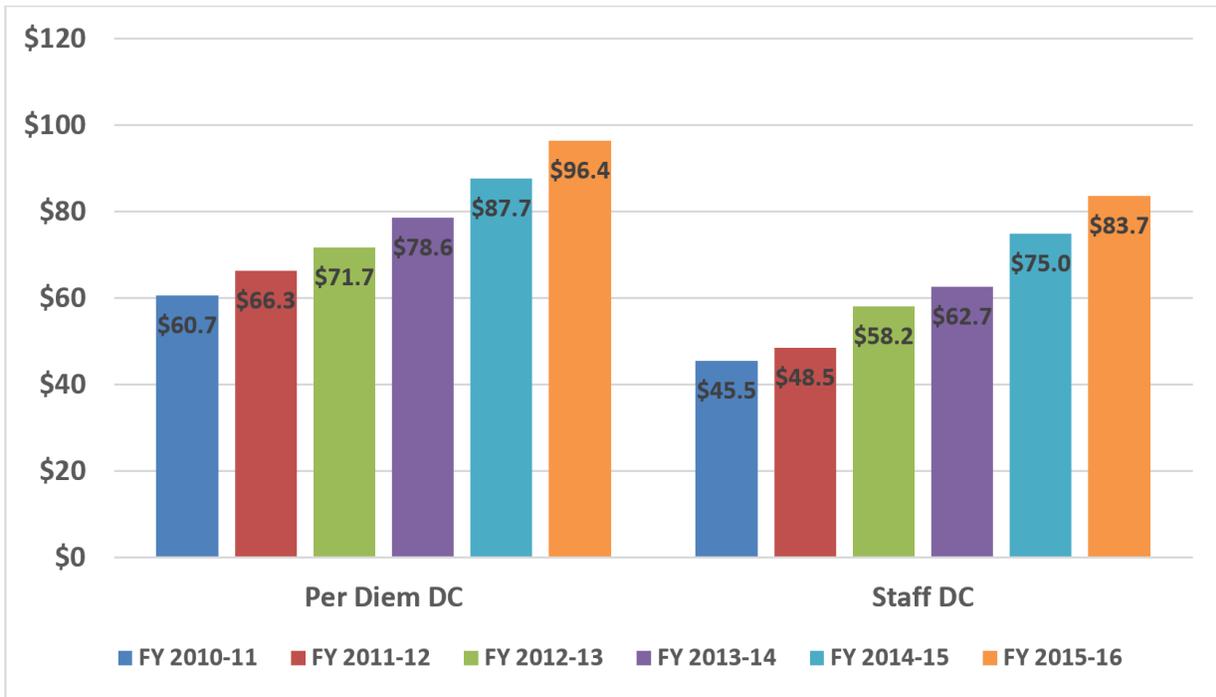


FIGURE 3: COST PER PERSON ASSISTED - PER DIEM AND STAFF DC

As illustrated in Figure 3, staff duty counsel remain more cost-effective than *per diem* duty counsel. LAO has been deploying staff duty counsel in those locations where volumes support replacing per diem duty counsel with staff.

- c) Receiving a legal aid certificate issued by LAO staff in district offices, court locations and through LAO's CLSC, to retain a private lawyer to represent them in proceedings before criminal or family courts and administrative tribunals, including the Immigration and

Refugee Board.

When a client receives a legal aid certificate, he or she can take it to one of more than 4,000 private practice lawyers in Ontario who accept legal aid certificates.

The number of certificates issued annually is illustrated in Figure 4.

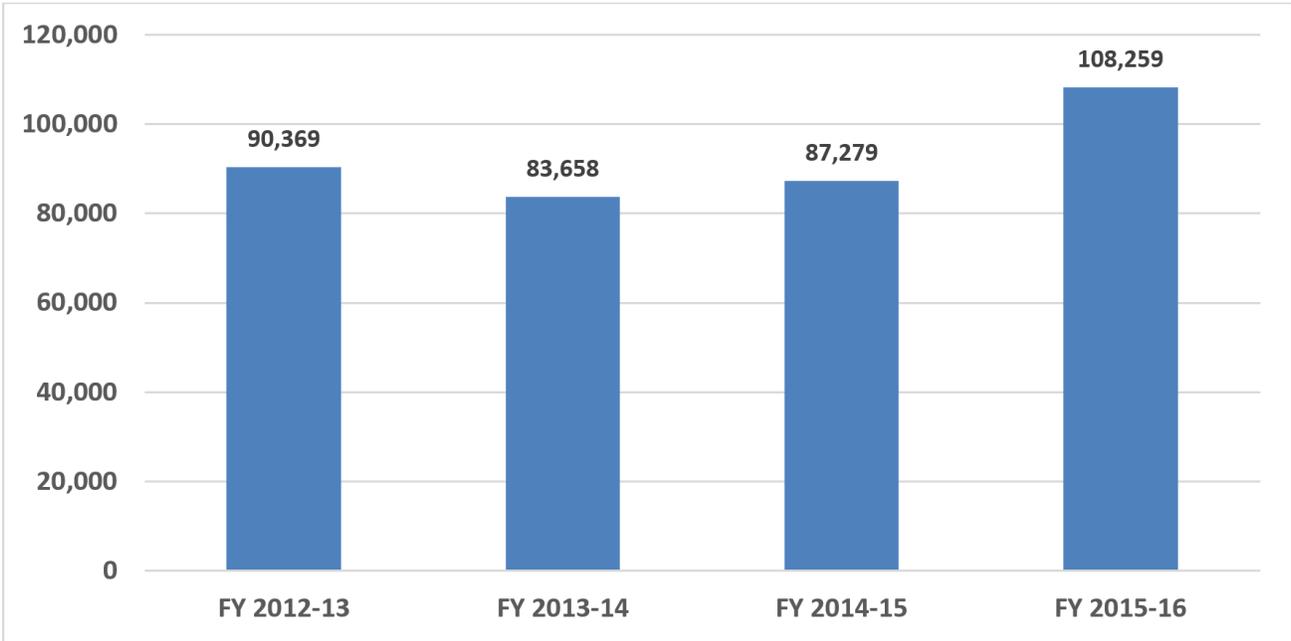


FIGURE 4: LEGAL AID CERTIFICATES ISSUED

The 2015-16 fiscal year saw a substantial increase in certificates issued overall as a result of expanded financial and legal eligibility. The most significant increases in certificates issued were noted for domestic family law certificates (52%) and minor criminal matters (29%).

Prior to 2014-15, there was an overall decline in certificates due to the decline in criminal charges laid which has slowed down in the most recent year as the number of criminal matters in court has remained consistent for two years.

At the same time, the number of new refugee claims has increased significantly resulting in a 39% increase in refugee certificates being issued in 2015-16. This number of refugee claims has been growing every year since a historic low in 2013-14, which was largely as a result of the introduction of new refugee legislation.

On April 1, 2016, LAO’s financial eligibility thresholds were increased by 6%. This was the third such increase to LAO’s financial eligibility; the first increase took place on November 1, 2014 and the second took place on April 1, 2015. Starting in June 2015, LAO made available certificates that cover a wider range of legal initiatives to meet client needs, expand client-focused services, and improve access to justice.

Figure 5 summarizes the change in certificates issued by area of law from 2012-13 to 2015-16.

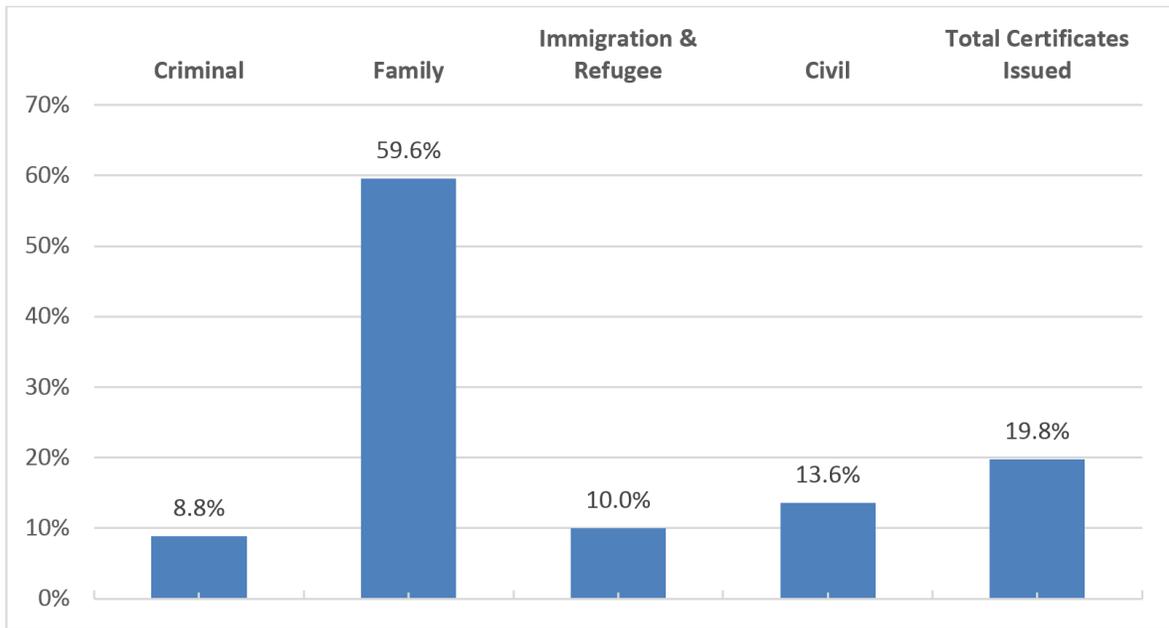


FIGURE 5: % CHANGE IN CERTIFICATES ISSUED BY AREA OF LAW (2012-13 COMPARED TO 2015-16)

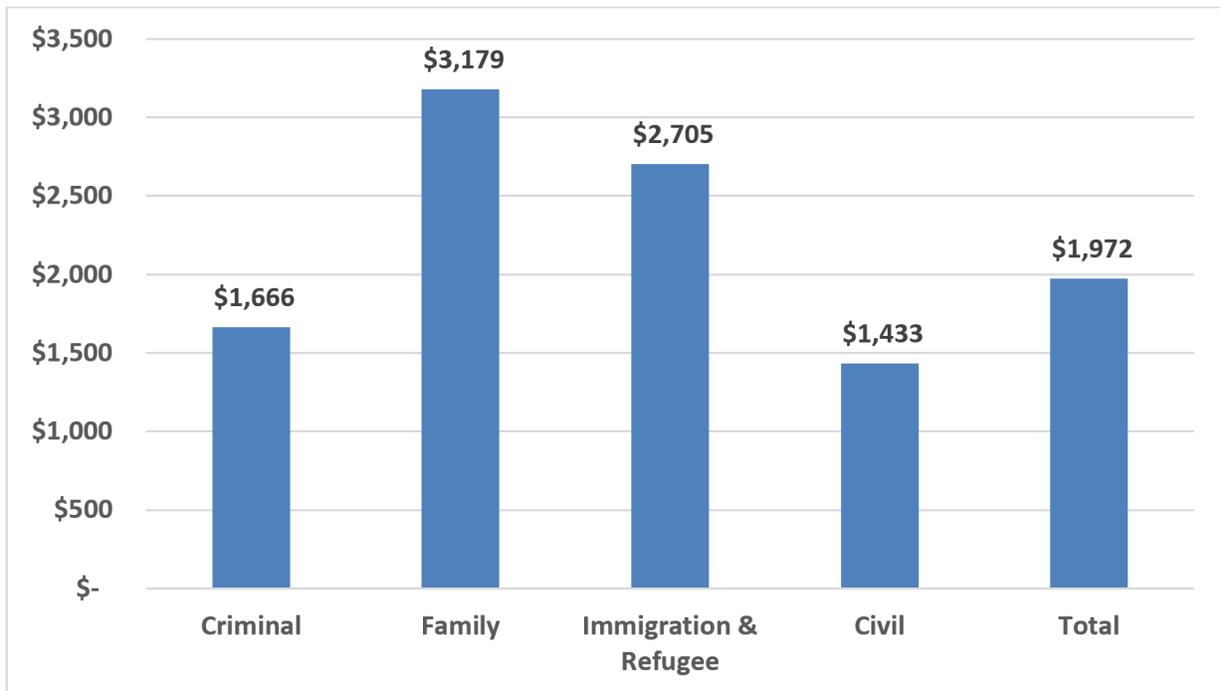


FIGURE 6: AVERAGE CASE COST BY MAJOR AID (2015/16)

The average certificate cost has increased, reflecting the tariff rate increase as well as changes in the complexity of certificate cases.

- d) Assistance from one of the 76 independent, LAO-funded community legal clinics, which assist low-income people with issues such as income maintenance and landlord and tenant disputes.

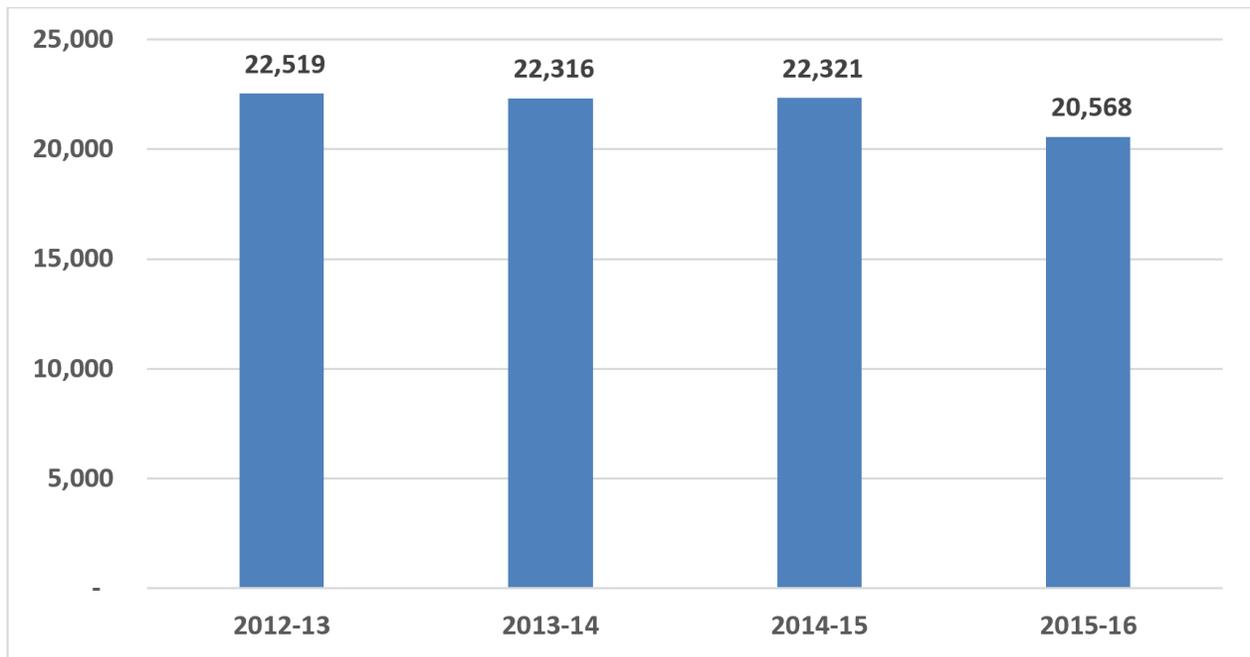


FIGURE 7: NEW CLINIC CASES

- e) Receiving public legal education or legal advice and representation from volunteer law students at one of the seven university-operated Student Legal Aid Services Societies (SLASS) that LAO funds. Minor criminal matters, landlord and tenant disputes, immigration issues, workers' rights and tribunal matters are among the issues that these societies deal with.
- f) Family law service centres provide a one-stop resource for clients with family law matters. The centres offer a broad range of services from document preparation, mediation and summary legal advice to full representation for clients who qualify for certificates.
- g) Calling a toll-free Francophone legal advice line for French-speaking clients, if in the GTA, Eastern and Northern Ontario and parts of Central Ontario.

This service operates through a partnership with three legal clinics/community centres (Sudbury Community Legal Services, Vanier Community Services and the Centre Francophone de Toronto).

This advice line permits hundreds of Francophone clients living in non-serviced or under-serviced parts of the province to receive poverty law assistance.

3. LAO Priorities

LAO will continue to implement its modernization strategy throughout 2017/18. The 2017/18-2019/20 Business Plan builds on LAO's four strategic objectives:

- value for taxpayers,
- value for clients,
- service provider support, and
- institutional enhancements.

For 2017/18, to enhance its services LAO will continue to focus on three key initiatives:

1. delivering on the investment provided by the Province to expand financial eligibility,
2. finding savings that will address projected operating deficits that could occur over the next three years, and
3. working with an engaged workforce to develop a healthy work environment and an agile workforce.

In 2017/18 LAO will be developing a long term strategic planning and visioning process. This process will assess the current priorities and set out long term goals for the organization.

3.1 Continuing LAO's Modernization Initiatives

In addition to focusing on the preceding three key initiatives, LAO will continue its plan to refine how it delivers client services by addressing its strategic priorities:

- develop and implement a stakeholder consultation and engagement strategy,
- increase access to justice,
- improve accountability, to enhance value for taxpayers,
- increase organizational capacity to deliver on LAO's mandate and priorities,
- integrate technology to enhance organizational capacity and improve client service,
- develop and implement strategies to support vulnerable client groups, and
- enhance succession planning, training and development.

Developing and implementing a stakeholder consultation and engagement strategy and

work towards open, transparent and responsive decision-making by:

- continuing to develop new networks, at the district and regional level, to engage communities and stakeholders,
- using media and other public communications methods to inform traditional and new stakeholders of LAO's programs, successes and future direction,
- continuing high-level stakeholder consultation and board advisory committees, and
- integrating the stakeholder engagement business tool into enterprise risk management.

Increasing access to justice allowing people to participate in a fairer and more equitable society by:

- implementing service changes made possible by expanded financial eligibility to ensure funding levels are maintained and legal gaps are addressed, and
- addressing the legal needs that complement the changes in financial eligibility.

Improving accountability to enhance value for taxpayers by:

- enhancing governance and simplifying decision-making,
- enhancing panel management,
- incenting clinic transformation,
- developing a strategy to meet LAO's commitment to transparency and open government,
- supporting MAG in addressing challenges related to the Program Review, Renewal and Transformation (PRRT) process, and supporting the Transparency and Open Government initiative.

For the province to balance its budget within the timeframes established in the 2016 budget, Ontario will need to reduce expenditures and seek savings opportunities. To support this, LAO will undertake a full program review, including considering options for assuming some responsibilities and programs, currently under the Ministry of the Attorney General, that align more closely with LAO's mandate.

Increasing organizational capacity to deliver on LAO's mandate and priorities while providing opportunities for people living in poverty to realize their full potential means that LAO will continue to:

- fully integrate senior litigators into the service delivery model,

- develop budget strategies to address financial gaps,
- develop business continuity strategies to ensure LAO is able to deliver on its mandate,
- create and sustain an inclusive and diverse workplace,
- strengthen the Client and Lawyer Support Centre (CLSC), and
- review options related to future space needs, and develop and implement strategies that support an increased mobile workforce.

Integrating technology to enhance organizational capacity and improve client service to make everyday life easier for those accessing legal aid services means:

- advancing client-focussed technology, and
- integrating technology into strategic planning so that technology investments complement and support LAO's strategic directions.

Developing and implementing strategies to support vulnerable client groups means addressing:

- Aboriginal justice,
- domestic violence,
- mental health,
- racialized communities,
- accessibility,
- family law mediation,
- case management of criminal appeals, and
- bail, including developing initiatives to address the problems of bail in Ontario, and identifying other opportunities for a co-ordinated response with other stakeholders.

Enhancing succession planning, training and development ensuring that LAO is a leading institution for talent, skills and training, means:

- continuing to support staff development and training,
- implementing an HR plan that supports the identification of key positions within the organization and developing succession plans to fill these positions, and
- improving LAO's management training and developing strategies to enhance LAO's legal capacity.

3.2 How will LAO integrate these priorities into its current operational plans?

- Every employee will be expected to support and deliver on key organizational priorities.
- VP mandates and commitments will include and specifically identify the VP's role in:
 - delivering on LAO's strategic priorities,
 - continuing to operationalize LAO initiatives already underway, and
 - ensuring that the corporate culture at LAO evolves to successfully implement it's strategic and program priorities.

The implementation of key LAO business plan initiatives is tracked via a portfolio and quarterly business plan reporting. Table 1 summarizes LAO's key portfolio initiatives.

Table 1: LAO's 2016/17 Portfolio

Initiative	Strategic Quardant	Phase	Status	Start	Target Date
Agile Workforce	Institutional Enhancements	Planning	Light green	Jun-15	Sep-18
Clinic Information Management System (CIMS)	Institutional Enhancements	Execution	Green	May-14	Mar-17
Clinic Transformation	Value for Taxpayers	Planning	Yellow	Mar-13	Mar-18
Criminal Law: Bail Strategy	Value for Clients	Concept	Yellow	Dec-15	Multi-year
Financial Eligibility Implementation	Value for Clients	Execution	Green	Apr-16	Mar-17
Inclusion and Diversity	Institutional Enhancements	Planning	Light green	Oct-13	Multi-year
Serving the Legal Aid Client of the Future	Institutional Enhancements	Execution	Green	Sep-15	Multi-year
Vulnerable Client Strategies	Value for Clients	Planning	Light green	Jan-08	Multi-year

Table 1: LAO's 2016/17 Portfolio

Status	Description
Green = Highly Likely	Successful delivery of the project appears highly likely with no major issues at this stage.
Light green = Probable	Successful delivery appears probable; however, constant attention will be needed to ensure risks do not materialise into major issues.
Yellow = Feasible	Successful delivery appears feasible but significant issues already exist, requiring management attention. These appear resolvable at this stage and, if addressed, should improve status.
Orange = Unlikely	Successful delivery is in doubt, with major issues in a number of key areas. Urgent action is needed to assess the feasibility of the project. If identified issues are addressed, status rating should improve.
Red = Unfeasible	Successful delivery of project appears unfeasible. Major issues which at this stage do not appear to be manageable or resolvable. Project re-scoping and/or overall viability may need to be reviewed.

4. Environmental Scan Highlights

4.1 Key Implications to LAO

4.1.1 Government Priorities

In March of 2016, the OPS identified a list of priorities to focus on for the duration of its mandate. LAO has a significant role to play in helping the government to achieve a number of its priorities. The priorities most directly affected by LAO's services are Fair Society and Poverty Reduction.

As part of the business planning cycle and future collaboration with the OPS, LAO should strive to show the impact that legal aid can have on poverty reduction and the creation of a more fair society.

4.1.2 Financial Eligibility Expansion

The implementation of new financial eligibility expansion funding has seen direct increases in the number of certificate services provided by LAO and, consequently, an increase to the total cost of the certificate program. In terms of fiscal year totals, LAO saw an increase of more than 25% in the number of certificates issued from 2014-15 to 2015-16. The increase in certificate issuance was the cumulative effect of two changes: increases to financial eligibility thresholds and the introduction of expanded legal eligibility criteria.

Financial eligibility has had a steady and relatively small impact on demand for LAO services. Six percent increases in eligibility have not resulted in a proportional increase in certificates; the increase in certificate issuance is approximately 7% after a 12% increase in financial thresholds. The biggest impact of the financial threshold changes was for clients experiencing domestic violence, where LAO increased the financial eligibility criteria to be equivalent to the duty counsel financial test.

Isolating the full impact of legal eligibility criteria expansion has proved to be more of a challenge for LAO. There is a lack of specific data to allow for the differentiation of certificates issued as a result of new legal eligibility initiatives. To address this issue, the impact of the changes was inferred through the analysis of issuance patterns in and around the time that the policy changes were implemented. It was possible to correlate significant increases in specific certificate categories that coincided with the June 2015 policy change. The areas of law experiencing the greatest expansions were: minor criminal adult certificates and domestic family law certificates (where no domestic violence was alleged). These observed increases were consistent with the intention of LAO's policy changes.

4.1.3 Criminal Law

In recent years, LAO has been able to consistently show a link between the number of criminal cases received in Ontario courts and the number of criminal services that LAO provides in those courts. In 2015-16 that relationship was affected by the expansion of legal eligibility criteria. This policy change meant that LAO's criminal services trend showed a substantial increase where the external trend of cases in court did not. This situation is a perfect illustration of the fact that there can be multiple factors that affect LAO services, and that we should not rely on any single external trend as an indicator of demand for services.

Going forward, it will be important for LAO to understand how the demand for LAO's criminal services is affected by external fluctuations in the court volumes and internal decisions to modify financial and eligibility criteria. The most recent evidence (as of September 2016) suggests that the number of new cases received in criminal courts has remained stable for the past 24 months.

There is some evidence indicating that the expanded certificate coverage of minor criminal matters affected the number of criminal matters resolved by criminal duty counsel. It is a reasonable conclusion that former duty counsel clients are now eligible for a certificate under the new criteria.

4.1.4 Family Law

The number of certificates issued by LAO in domestic family law has rapidly increased over the past two fiscal years to approximately 22,000, nearly double the total issued in 2011-12, 12,000. This increase is primarily a result of expanded financial and legal eligibility coverage in the form of: expanded financial thresholds for clients experiencing domestic violence, the introduction of independent legal advice (ILA) and separation agreement certificates and the expansion of legal eligibility for domestic family law cases.

2015-16 also saw a substantial increase in family law expenditures which were primarily driven by: historic hourly tariff increases, a change in the *Child and Family Services Act* (CFSA) tariff (increased cost per case) and the immediate impact of increased number of certificates issued. In addition, the cost of the family duty counsel and the family law service centre programs have continued to grow in the most recent fiscal year. LAO's ability to report on services provided by the family law service centre offices in a consistent manner continues to be a challenge.

4.1.5 Immigration and Refugee

LAO issued 44% more certificates in 2015-16 than in the previous fiscal year. This increasing trend has continued into 2016-17 with the certificate total trending upwards of 12,000 for year's end. LAO has issued as many as 14,000 certificates for refugee and immigration matters in the past. Analysis of certificates by type of coverage (e.g. Refugee Protection Division (RPD), Refugee Appeals Division (RAD), and Judicial Review) and country of origin has not provided any direct evidence of any single contributing factor to the

increase in demand for legal services.

Additional factors that may have significant impacts on future demand for refugee services include the federal government's commitment to review visa requirements for citizens of Hungary, Romania and Mexico. Historically, these countries have been the source of high volumes of claimants that were decreased by the implementation of visa requirements. It is a real possibility that the lifting of these travel restrictions will have an increasing effect on the number of asylum seekers in Canada.

At the same time, there is a much larger movement of population happening within the Middle East and European regions. It is uncertain to what extent these geo-political events will impact the number of refugee claimants within Ontario, but it is important to consider how LAO will manage certificate levels should they exceed the historical highs.

4.1.6 Clinic Law Services

Over the last two years LAO has increased its funding to the clinic system as part of the implementation of increased financial eligibility thresholds. This new clinic funding is expected to increase the capacity in the clinic system to serve more clients. To date, there has been little evidence to show an increase in services within the clinic system. The number of cases opened, brief services and advice services have remained largely consistent over the last three fiscal years.

Over the next several years, it will become increasingly important for LAO to be able to show how the additional funding has been spent within the clinic system and show evidence of expanded services. As part of this, it is important that LAO is able to analyze clinic service data at a more detailed level, beyond aggregated counts, to allow for a more complete understanding of the impact that new funding has on clinic services.

4.1.7 Service Providers

LAO has more than 5,200 lawyers who are members of at least one certificate or duty counsel panel, meaning that they are in a position to provide certificate or duty counsel services on behalf of LAO. This year's analysis shows that a minority of lawyers acknowledged 90% of all certificates since 2011/12. This result is consistent with previous analyses of lawyer activity that show a core group of lawyers who are very active in terms of legal aid work. At the same time, the size of the core group is big enough that LAO, overall, is not overly reliant on any one service provider to take on certificate work.

A 2016 survey of private bar lawyers who have done work on behalf of LAO found that there was no significant change in terms of satisfaction with LAO from the 2015 survey. The results were consistent for all of the major indicators of satisfaction: online services, staff services, billing and payment, and overall satisfaction.

4.1.8 Certificate Client Profile

This year's analysis of certificate clients focused on clients accessing LAO multiple times. In the recent past, two-thirds of the certificates were issued to clients who have previously received a certificate. There is an opportunity for LAO to further explore any differences between the clients who access LAO's certificate program multiple times and the clients who access it only once.

4.1.9 Human Resources

LAO's workforce showed a modest 3% increase from the end of the previous fiscal year but it is likely to remain level or decrease as LAO implements a new recruitment strategy. Other measures of organizational health, such as staff providing direct client service and turnover rate, have showed little change from previous years.

In the next 10 years it is expected that one third of LAO staff will reach retirement age with a disproportionate impact on LAO's management where 30% of employees are aged 55 or older.

4.2 International Scan: Trends and Developments

Legal aid plans across multiple countries have faced cuts to government funding and many other plans are identifying themselves as being underfunded. This fiscally constrained environment has led to a greater focus on delivering services in a more cost-effective manner, with technology commonly seen as a catalyst for driving efficiency. There are multiple initiatives focused on providing tools and information that will enable people to 'self-serve' as much as possible before seeking the services of a lawyer.

Another common theme for legal aid plans has been an emphasis on providing services to vulnerable clients. Multiple countries have recognized domestic violence as a major issue and are introducing strategies with the specific purpose of addressing this problem.

5. Diversity and Inclusion Plan

LAO has established an Inclusion and Diversity committee to be responsive to and inclusive of the diversity of Ontario, as demonstrated through our people and processes. The goal is to create a diverse, engaged workforce that reaches its full potential in an inclusive and healthy environment, with a strong foundation of commitment, support and accountability.

Goals include:

- promoting awareness on diversity, inclusion and accessibility through communication, training, workshops and other collaborative events
- assisting with outreach, recruitment, research and the sharing of best practices.
- providing training specifically related to inclusion and diversity practices
- providing strategic and proactive advice on diversity and inclusion to the executive and staff of LAO
- helping change behaviours to value differences in the workplace and better respond to the needs of Ontario's diverse population
- promoting that diversity and inclusion is more than employment equity.

Measures of success

- number of learning events held for all staff
- number of communications distributed regarding diversity and inclusion
- number of Workplace Discrimination and Harassment Prevention complaints within LAO

The committee is creating a business plan that focuses on the following areas:

- **People**
 - expand recruitment to partner with agencies that target and support diverse groups such as immigrants, people with disabilities and Indigenous People.
 - intentionally provide development plans and experiences that would support diverse employees, namely visible minorities and employees with disabilities, to successfully compete for management positions.
- **Processes**
 - invest in technology to allow employees to self-identify anonymously and confidentially demographic data related to various dimensions of diversity.

- commit to reviewing internal communications for clear, plain and inclusive language

5.1 2016/2017 Accomplishments

The committee continues to promote days of significance, religious holidays and culturally significant days throughout LAO each month through an employee newsletter and local events around the province such as; Mental Health Awareness Week, Pride Month, Franco Ontarian Day, Di'wali, Chinese New Year and Aboriginal Heritage Month.

In honour of Pride Month, invited REX Pride, an organization working out of the Rexdale Community Clinic who offer support to youth who are out or exploring their Sexual Orientation and Gender Expression in Rexdale.

In honour of Aboriginal Heritage Month, the Aboriginal Outreach Coordinator from the Hamilton Community Legal Clinic shared the significance of the medicine pouch to their culture and spoke about a case that has gone to the Human Rights Commission that may impact LAO clients and their right to wear a medicine pouch and not have it removed when going through security (i.e. in airports or courthouses etc.)

Received a soft green light from EMC to proceed with items outlined in the business plan pending employee consultations. Four in-person consultations were conducted with the Employee Engagement Committee, the Lawyer Workforce Strategy – Lawyer Committee, the North and Central/Eastern Regions, and the Policy Department. Consultations have since halted due to the budget and Finance Committee decision to defer funding until the next fiscal year.

5.2 2017/2018 Priorities

Some of the specific activities to be addressed are:

- Defining the committee member role and promoting the committee internally – relaunch of Source page, communications template, etc.
- Continue to promote awareness of cultural and religious days of significance both province-wide and locally
- Educate workforce on diversity by sharing articles, promoting webinars, providing training, downloading podcasts etc.
- Secure funding from EMC to address all or parts of the proposed business plan

6. Multi-Year Accessibility Plan

LAO is on schedule to meet and, in some instances, exceed the requirements of the *Accessibility for Ontarians with Disabilities Act* and ensure LAO is accessible to all Ontarians with disabilities by 2025.

LAO's ongoing accessibility initiatives ensure respect and dignity for all. Current activities to meet the accessibility needs of LAO's clients and staff include:

- accessibility training for all LAO staff
- compliance with building accessibility requirements at all LAO locations, including new buildings and those that require renovations, by 2025
- provision of accessible technology to clients and employees, including accessible web access, phone services and computer accessories
- due consideration to accessibility needs during purchase order processes (procurement)
- putting all materials into accessible formats (large font, Braille, audio, etc.)
- meeting the requirements of the internationally endorsed Web Content Accessibility Guidelines (WCAG) 2.0
- putting in place feedback mechanisms relating to accessible services to find out whether people are satisfied with our services, and if not, how we can improve.

7. Budget Summary

Statement of operations	2015/16 ACTUAL	2016/17 FORECAST	2017/18 BUDGET	2018/19 ESTIMATE	2019/20 ESTIMATE
REVENUES					
Total Government Funding	395,265,661	411,179,100	418,867,826	438,982,791	460,553,643
Other Revenues Subtotal	37,375,695	36,450,000	36,150,000	36,150,000	36,150,000
TOTAL REVENUES	432,641,356	447,629,100	455,017,826	475,132,791	496,703,643
CLIENT PROGRAMS					
Certificate Program	218,235,230	248,701,000	241,506,730	230,728,060	258,037,595
Clinic Program	92,273,593	84,322,000	85,454,082	92,673,982	96,673,982
Duty Counsel Program	55,577,991	56,181,000	58,084,133	57,732,133	57,732,133
Service Innovation Projects	1,766,085	2,413,000	2,417,613	2,417,613	2,417,613
Program Support	28,314,918	28,400,000	28,054,648	28,406,648	29,456,648
TOTAL CLIENT PROGRAMS	396,167,816	420,017,000	415,517,206	411,958,436	444,317,971
Service Provider Support	6,331,595	6,419,000	6,391,751	6,391,751	6,391,751
Administration	36,410,814	38,723,000	34,394,352	34,394,352	34,394,352
Compensation & Cost Increases Provision		234,000	1,486,161	6,298,936	10,634,676
Depreciation	3,262,676	3,537,000	3,735,863	3,710,823	3,704,400
Bad Debts Expense	4,262,587	4,700,000	4,699,493	4,699,493	4,699,493
TOTAL EXPENDITURES	446,435,488	473,630,000	466,224,826	467,453,791	504,142,643
ANNUAL OPERATING (DEFICIT)/SURPLUS	(13,794,131)	(26,000,900)	(11,207,000)	7,679,000	(7,439,000)

LAO will be developing savings strategies that address LAO's financial challenges as indicated in the above budget projections. In doing so LAO will ensure that client services are not adversely affected.

8. Organizational Health Performance Measures

8.1 Financial Indicators

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Balanced Budget	No deficit	\$26 M annual deficit (forecasted year-end)	Red
Debt Position	Elimination of accumulated deficit	Net deficit of \$26 M (forecasted year-end)	Red
Cash Flow	\$15 million cash balance	\$8 M cash balance (forecasted year-end)	Red
Productivity	Cost per assist – maintain current level of \$242/assist	\$289 cost per assist	Green
Administrative Efficiency	Administrative costs as a % of total expenditures. 10% of total expenditures.	10.5%	Green

8.2 Organizational Health Indicators

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Turnover	10% exit rate is considered an optimal balance between a stable workforce and enough movement to allow growth and new experience.	7.46%	Green
Staff: Management Ratios	Meet target of 10 to 1	9.2 to 1	Green
Sick Days	Maintain average sick days below OPS of 10.1	10.1	Green

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Employee Engagement	Under development	Survey is in development. As a result of lawyer unionization vote the survey will be conducted when appropriate.	Yellow

8.3 Client Service Indicators

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Timeliness of Service	Service Levels: Level 1 and Lawyer Support Centre (LSC) – 80% of calls answered within 3 mins	Level 1 - 86% LSC - 71% Worklist/In-Custody – 92%	Green
	Service levels: Level 2 and Summary Legal Advice (SLA) – 80% of calls answered within 20 mins	Level 2 - 84% SLA Family - 75% SLA Criminal - 77%	Green
	80% same-day certificate decisions.	78%	Green
	80% of Area office appeals heard within three days.	46%	Yellow
	87% application acceptance rates for certificates	84%	Green
Client Satisfaction	Overall client satisfaction 86%.	93.3% positive – In person Duty Counsel survey (+/- 7.1%) 43.3% positive – Web Based Survey all clients (+/- 5.0%)	Green

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Access to Justice	50 % - percentage of clients who would self-represent if not for LAO.	49.0% (+/- 7.3%)	Green
	1.4 million persons in Ontario that are financially eligible for LAO's services.	1.4 million	Green

8.4 Service Provider Satisfaction Indicators

Measure	Target	Current Assessment (as of Q2 unless indicated)	Rating
Lawyer Satisfaction	60 % Overall lawyer satisfaction	56% positive (+/- 3.17%)	Green



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