



# STRATEGIC PLAN

2018/19 to 2023/24

*Delivering Access  
to Justice for  
Low-Income Manitobans*



Legal Aid Manitoba  
L'Aide Juridique du Manitoba

## Management Council

Tim Valgardson, <i>Chair</i>	Kim Milne
James McLandress, <i>Vice-Chair</i>	Mark O'Neill
Herbert Peters	Lisa Settee
Diane Stevenson	Brenda Gunn
Aileen Madden	

## Management Council Committees

### Advisory

Tony Cellitti, *Chair*  
Irene Hamilton, *Vice-Chair*  
Jody Ostapiw  
Shirley Van Schie  
Stacy Nagle  
John Ramsay  
Theresa McDonald  
Maria Campos

### Appeals Panel

James McLandress, *Chair*  
Diane Stevenson  
Kim Milne  
Herbert Peters  
Mark O'Neill  
Lisa Settee  
Aileen Madden  
Brenda Gunn  
Tim Valgardson, *ex-officio*

### Finance/Audit

Kim Milne, *Chair*  
Aileen Madden  
Mark O'Neill  
Tim Valgardson, *ex-officio*

### Governance/

### Human Resources

Herbert Peters, *Chair*  
James McLandress  
Lisa Settee  
Tim Valgardson, *ex-officio*

## Executive Management Committee

Gil Clifford  
*Executive Director*

Sam Raposo  
*Deputy Executive  
Director*

Bruce Gammon  
*Legal Director*

Robin Dwarka  
*Director of Finance  
and Labour  
Management*

Peter Kingsley  
*Senior Area  
Director*

## Area Directors

Cathy Sherman  
*Winnipeg*

Theresa McDonald  
*Rural*

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**Legal Aid Manitoba**  
**L'Aide Juridique du Manitoba**

## Strategic Direction



Expanding access to justice and providing fair and equal access to eligible applicants across the province



Providing client-focused, high-quality, cost-effective services while promoting innovation



Meeting the highest standards of public administration in Manitoba, including the highest standards of transparency and accountability

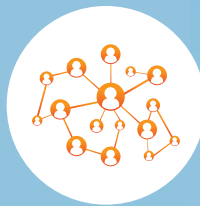


Providing more and better services in a more cost-effective way

## Operational Areas of Focus



People Management/Morale



Stakeholder Communication



Client Service



Northern/Rural Issues



Resources and Finance



Governance



Systems/Technology

## Our History

Legal Aid Manitoba (LAM) became a legislated service in 1971 and opened its doors to clients in 1972. LAM is a statutory corporation that exists for the purpose of providing legal services to individuals and groups independent of government. We receive our funding from the Province of Manitoba, the Government of Canada, the Manitoba Law Foundation and various cost recovery programs. We serve clients through our Administration Office, nine community law offices in Winnipeg and four regional offices located in Thompson, Dauphin, The Pas and Brandon. We partner with private bar lawyers to provide legal services in a mixed delivery system. Lawyers and paralegals regularly travel to more than 40 communities throughout the province. We expect to provide service to approximately 90,000 people annually.

## Our Mandate

LAM is governed by *The Legal Aid Manitoba Act*. The *Act* requires that we:

- provide quality legal advice and representation to eligible, low-income individuals and groups;
- administer the delivery of legal aid in a cost-effective and efficient manner; and
- provide advice to the Minister on legal aid generally and the specific legal needs of low-income individuals.

## Our Statement of Purpose

LAM is committed to delivering access to justice for eligible, low-income individuals and groups in Manitoba.

## Our Vision

We serve eligible, low-income individuals and groups who need legal help and strive to do so with respect and compassion. Our service is fundamental to a fair and balanced justice system and we play an important role in shaping a just and humane community.

We are committed to creating an innovative, collaborative organization that is flexible and responsive to clients.

Collectively, we are committed to creating a workplace where all staff feel valued, and our reputation for excellence attracts talented new people and private bar partners to join us in making a difference.

## Our Core Values

As a service, we are guided by these shared values:

- **Clients**  
We tailor our decisions, programs and resources to efficiently and effectively meet client needs in a manner that is culturally sensitive, fair and inclusive.
- **Staff**  
We are guided by an accessible Respectful Workplace policy and practices.
- **Resources**  
We are fiscally accountable, balance our budget, and make effective and efficient use of the resources we have, including creatively seeking funding for special projects and major legal challenges.

- **Partnerships**

We value our private bar partners and other stakeholders as a critical part of our service and make them an integral aspect of a transparent and collaborative approach to major decisions affecting the delivery of services.

- **Community**

We participate in the broader public dialogue on justice and social issues and communicate our essential role in justice issues in a thoughtful and positive manner.

## Introduction

In Manitoba there is a continuum of legal and non-legal services provided by publicly funded, non-profit and volunteer based organizations that strive to meet the different legal needs of the poor and working poor.

At one end of the continuum is a basic need for legal information and education services. This basic need is met by a number of organizations throughout Manitoba. LAM does not duplicate the services provided by these organizations.

At the other end of the continuum is the need in serious and complex legal matters for advice, and/or representation services that require the skill, knowledge and expertise provided by lawyers.

LAM delivers access to justice with a focus on these specialized legal "advice" and "representation" services. LAM coordinates the provision of these services to match improvements in the Justice system generally, and improvements other justice system service providers initiate.

## Access to Justice

The notions of "fairness" and "efficiency" in the justice system are core Canadian values and constitutional principles that inform and guide the administration of justice in Manitoba. As the Supreme Court of Canada has pointed out in *R. v. Jordan*, the justice system must operate both fairly and efficiently, (at paras 27 and 28):

*"Fairness and timeliness are sometimes thought to be in mutual tension, but this is not so...The real experience of the system is that both must be pursued in order for each to be realised: they are, in practice, interdependent...In short, timely trials further the interests of justice."*

LAM is the provincial agency responsible for delivering access to justice for low-income Manitobans. *The Legal Aid Manitoba Act* makes LAM responsible for providing low-income individuals and groups with fundamental and essential legal "advice" and "representation" services that:

- fulfill Manitoba's constitutional obligation to ensure procedural and substantive fairness in the administration of justice generally; and
- address the constitutional principles of "fairness", "efficiency" and finality in the areas of:
  - Criminal defence (adult and youth);
  - Child Protection;
  - Family law;
  - Immigration and Refugee;
  - Poverty law issues including disputes involving housing issues, government benefits, and *Mental Health Act* detentions; and
  - Public Interest matters (Indigenous, consumer and environmental matters).



Each year, thousands of low-income Manitobans depend on LAM to provide legal advice and representation services to protect and advance their rights in serious and complex legal proceedings.

Over the past 45 years, millions of low-income Manitobans have relied on LAM's advice and representation services to assist them in the areas of criminal, family, child protection, immigration and refugee, poverty and public interest law.

Like all public organizations, it is essential that LAM ensure that the public funds it receives are used effectively and efficiently. Like all legal aid plans in Canada and in many parts of the world, LAM faces an ongoing challenge to meet the legal needs of qualified applicants with the resources available. Fortunately, the primary funder of the legal aid system, the Government of Manitoba, has maintained its substantial investment in legal aid over the last several years.

LAM must continue to meet the challenge of delivering "access to justice" in an atmosphere of increasing demand and complexity of legal matters.

Through innovation and sound management, LAM believes that the legal aid system can continue to meet the demand for the services it delivers without a substantially increased burden on public resources.

LAM has already done a great deal to transform legal aid services across Manitoba, and has achieved each of its objectives in the following areas of strategic focus (2012/13 to 2017/18)<sup>1</sup>:

#### People Management/Morale

- Strategic vacancy management
- Improve orientation and training programs
- Improve awareness of HR and Administrative policies/procedures
- Develop evaluation protocols and core competencies for staff
- Create vacation and succession plans
- Complete revision of General Policy Manual
- Discuss and renew understanding of HR and Personnel policy with Government of Manitoba
- Establish functioning committees dealing with Labour Management/Social Committee and Staff Seminars
- Identify/Communicate Professional Development opportunities

#### Client Service

- Improve efficiency/effectiveness
- Advocate for funding increase for existing services and operations
- Advocate for resources to meet reasonably necessary services to eligible low-income Manitobans
- Communicate/report Law Society standards respecting client service
- Review/Update public relations document

#### Resources and Finance

- Stabilize Manitoba Law Foundation funding through the creation of internally restricted assets
- Improve costing documents and statistical information to Government
- Improve financial/accounting integration with LAMAS

#### Systems/Technology

- Develop uses of CWC/statistical data
- Develop Electronic Application & Certificate Management/Legal Accounts system
- Create and expand electronic document capability
- Create online billing system

<sup>1</sup> See Appendix "A"

### Stakeholder Communication

- Increase participation and effectiveness of Stakeholder Committees
- Improve communication and collaboration with Crown/Courts
- Maintain communication and collaboration with Justice Finance & Administration
- Improve communication and assistance to community groups
- Improve communication and collaboration with Private Bar/Staff counsel
- Improve public appreciation of Legal Aid Manitoba
- Complete Private Bar Taxation Manual

### Northern/Rural Issues

- Review role of rural Area Directors
- Develop initiatives to deal with Private Bar & Staff shortages
- Provide better consultation & communication with rural offices and stakeholders

### Governance

- CQI Review of existing By-Laws<sup>2</sup>
- CQI Review Management Council Chair Manual
- Provide training opportunities for Board and committee members

## Objectives 2018/19 to 2023/24

LAM's strategic objectives are embedded in *The Legal Aid Manitoba Act* and are reflected in LAM's business planning, stakeholder consultations and operations.

LAM's strategic objectives are as follows:

1. Expanding access to justice and providing fair and equal access to eligible applicants across the province.

Access to justice for low-income individuals and their communities is a fundamental principle of Canada's justice system and democracy. LAM is therefore committed to expanding access, improving legal aid services and increasing the number of clients served.

LAM believes that the delivery of services could be enhanced and improved if there were more points of client access available throughout the province. This could be accomplished in a cost-effective and efficient manner by using telephone and video conferencing, digital media and internet more innovatively, especially in rural and remote areas.

Experience has shown that technology can expand access to justice and reduce costs under the right circumstances. As a result, LAM will need to utilize technologies and practices that improve the coordination, accessibility, quality and cost-effectiveness of client intake, advice and brief information services.

Simply expanding access to justice, however, is not sufficient. Eligible applicants also deserve equal access to the full spectrum of services LAM delivers. Legal aid services are publicly-funded services and it is unfair if low-income Manitobans in one part of the province can access services while others cannot.

<sup>2</sup> CQI - Continuing Quality Improvement



Telephone or web-based services can significantly improve the accessibility and cost-effectiveness of services for some clients. Service providers will also require the capacity to provide client intake/advice/brief services for vulnerable populations, persons with immediate legal needs and/or persons unable to access telephone or internet services.

Finally, clients require access to state-of-the-art websites, online services such as e-applications, and links to online public legal education materials. Similarly, service providers require modern case management and database management systems. LAM will need to enhance and improve its Information Technology to increase access to justice.

As a result, LAM believes that our services can be improved across two dimensions: providing timely access to services to more low-income Manitobans; and providing more equal access to services throughout the province.

To achieve this objective we will:

EXPANDING ACCESS TO JUSTICE AND PROVIDING FAIR AND EQUAL ACCESS TO ELIGIBLE APPLICANTS ACROSS THE PROVINCE				
Action Steps	Who	When	Monetary Cost	Outcomes/Measures
Implement TRC recommendations as they apply to legal aid service provision <sup>3</sup>	MC/EMC	Ongoing	Training and programs as authorized by EMC	LAM culture that is respectful of issues related to Indigenous people
Refine and improve access to external electronic applications	EMC, Systems	Ongoing	None	Greater utilization of external applications by applicants and third party advocates
Increase services through LAM's website	EMC, Systems, PILC	Ongoing	Training for web masters	More traffic on websites  Updated manuals available to the private bar and the public
Increase points of client access available throughout the Province	EMC, Systems, Supervising Attorneys	Ongoing	Travel across the Province	More clients use technology to access legal aid  LAM provides duty counsel services to as many circuit points as resources allow

<sup>3</sup> Calls to Action 27 and 28 - Changing Legal Education and Culture. LAM acknowledges the importance of the TRC report and its 94 calls to action. Among those calls to action was a recommendation that lawyers receive appropriate cultural competency training, which includes the history and legacy of residential schools. LAM was pleased to provide cultural competency training workshops for all staff during 2016/17 and will continue to promote learning opportunities that touch on intercultural competency, conflict resolution, human rights and anti-racism, areas that are often relevant for lawyers practicing in areas of law that impact Canada's Indigenous peoples.

## 2. Providing client-focused, high-quality, cost-effective services while promoting innovation.

LAM has a statutory duty to deliver quality advice and representation services. Everyone in the legal aid system needs to be committed to promoting high-quality legal services.

LAM also has a statutory duty to provide its services in a cost effective and efficient manner which requires increasing innovation and flexibility. LAM and justice system stakeholders can work together creatively to promote and evaluate service innovations. LAM's "mixed" system (using staff and private bar lawyers to deliver advice and representation services) fosters new ideas and perspectives. LAM will continue to enhance and improve its partnerships with community agencies, staff and private bar lawyers and other stakeholders committed to serving the same clientele and to harvest the innovative approaches to service provision these partnerships create.

To achieve this objective we will:

PROVIDING CLIENT-FOCUSED, HIGH-QUALITY, COST-EFFECTIVE SERVICES WHILE PROMOTING INNOVATION				
Action Steps	Who	When	Monetary Cost	Outcomes/Measures
Continue to enhance and improve its partnerships with community agencies, staff and private bar lawyers and other stakeholders committed to serving the same clientele to promote new ideas and perspectives on service delivery	MC/EMC	Ongoing	Publishing costs dependent on delivery mode	Optimize balance of private bar and staff delivery of services  Updated and current information on internal and external websites and brochures  Meetings and communication with stakeholders

## 3. Meeting the highest standards of public administration in Manitoba, including the highest standards of transparency and accountability.

LAM administers the provision of public services on behalf of the Province of Manitoba. The services we provide are funded with public resources. Strong governance and management are prerequisites to delivering high-quality and cost-effective client services. As a result, everyone in the legal aid system has a responsibility to use resources wisely and accountably.

LAM believes that staff and private service providers as a whole would benefit from uniformly strong management practices and governance structures. Transparency and accountability are central to our approach to delivering services. LAM believes that performance measurement will support the delivery of results and access to justice. Stakeholders and the public must receive transparent, clear and useful information on the results that LAM has achieved, and the resources used to do so.

LAM's performance measurement system must credibly and effectively measure and evaluate our performance in delivering services by gathering and analyzing data that is used to manage and improve programs, policies and services.

Performance information will be relied upon to:

- establish accountability so stakeholders, elected officials and the public can assess what LAM has achieved with the funds provided;
- ensure that resources are allocated based on performance to optimize results;
- enhance and increase LAM's ability to:
  - achieve its strategic objectives within a fixed budget; and
  - provide evidence that demonstrates value for money to its funders.

The best approach is to ensure that the management and governance of service providers is professional, high-quality and consistent with the highest standards of public service across Manitoba.

Finally, administrative costs should continue to be monitored and minimized (where possible) so that a greater proportion of public resources can be devoted to client services.

To achieve this objective we will:

MEETING THE HIGHEST STANDARDS OF PUBLIC ADMINISTRATION IN MANITOBA, INCLUDING THE HIGHEST STANDARDS OF TRANSPARENCY AND ACCOUNTABILITY				
Action Steps	Who	When	Monetary Cost	Outcomes/Measures
Work with PWG to develop common measurements <sup>4</sup>	EMC	By March 31, 2022	Out-of-Province travel may be necessary for one face-to-face meeting per year	Legal aid plans across the country are compared using the same measurements
Work with PWG to develop national standards for representation services particularly family coverage	EMC	By March 31, 2022		Legal aid plans all provide a base level of service  An effective reciprocal agreement ensures Manitobans receive the same services in other provinces as non-residents receive in Manitoba
Work with PWG to improve data collection to support funding requests	EMC, Systems	By March 31, 2022		LAM provides timely, accurate data to the Legal Aid Directorate  PWG is able to build a persuasive business case for more funding.
Develop an objective method for evaluating client service	EMC, Systems	Ongoing	Delivery cost related to administering the evaluation	LAM has a good understanding of client needs and its ability to meet those needs

<sup>4</sup> The Federal Department of Justice's Legal Aid Program (LAP) manages the federal contribution to reimburse the provinces for criminal and immigration and refugee legal aid. In addition to contributing toward the cost of legal aid, LAP provides secretariat support for the Federal-Provincial-Territorial Permanent Working Group on Legal Aid (PWG). The PWG is comprised of representatives of the federal, provincial and territorial governments and representatives from each provincial and territorial delivery agency, and reports directly to the Federal-Provincial-Territorial Deputy Ministers Responsible for Justice and Public Safety.

#### 4. Providing more and better services in a more cost-effective way.

LAM has a statutory duty to:

- promote access to justice; and
- focus on delivering quality “advice” and “representation” on serious and complex legal matters in a cost-effective and efficient manner.

In other words, LAM cannot afford to duplicate services provided by other organizations, or use resources inefficiently. LAM needs to continue to ensure that it devotes a greater proportion of its public resources to advice and representation services. LAM is the provincial agency charged with delivering access to justice by specializing in the provision of legal advice and representation services for serious and complex legal matters.

To achieve this objective we will:

PROVIDING MORE AND BETTER SERVICES IN A MORE COST-EFFECTIVE WAY				
Action Steps	Who	When	Monetary Cost	Outcomes/Measures
Focus on provision of legal advice and representation services	MC/EMC	Ongoing	<ul style="list-style-type: none"> <li>• increases in labour cost</li> <li>• increases in the tariff rates</li> </ul>	Services mandated by legislation are maintained at current levels
Minimize duplication of services provided by other organizations	MC/EMC	Ongoing	<ul style="list-style-type: none"> <li>• none</li> </ul>	LAM focus on services within its mandate that are not offered by other organizations
Continue to optimize service delivery using staff and private service providers	MC/EMC	Ongoing	<ul style="list-style-type: none"> <li>• increases in labour cost</li> <li>• increases in the tariff rates</li> </ul>	All vacancies and changes in service demand are evaluated using best practices to determine most effective way to mitigate change
Review and update policy manuals	MC/EMC, Supervisors	Ongoing	<ul style="list-style-type: none"> <li>• travel across the Province</li> </ul>	Manuals are reviewed on a cycle using Continuing Quality Improvement (CQI) best practices

***“Legal Aid Manitoba is a longstanding leader in the provision of both access to justice and legal education in Manitoba...”***

**—DR. LORNA TURNBULL, Faculty of Law, University of Manitoba**

## Business Plan: Areas of Strategic Focus

LAM is committed to meeting the specialized needs of low-income Manitobans requiring legal advice and representation services in an accountable and transparent manner, with an emphasis on openness, ethics, performance outcomes and fiscal responsibility. To that end, LAM has developed a list of strategic areas of focus that LAM believes are fundamental to achieving its strategic objectives.

LAM's strategic areas of focus are as follows:

**People Management & Morale** – to ensure a positive working environment from the first day to the last.

**Client Service** – to ensure appropriate client service throughout the province.

**Resources & Finance** – to stabilize funding and maximize effective use of resources.

**Systems & Technology** – to ensure the organization has the tools they need to meet the evolving challenges of LAM's work.

**Stakeholder Communication** – to ensure quantity and quality of communication with all stakeholders on important issues.

**Northern & Rural Issues** – To provide specific and appropriate focus on resolving the long-standing issues respecting the provision of service in Northern and remote locations.

**Governance** – to clearly delineate and communicate the roles and responsibilities of Management Council, its committees and councillors.

LAM's objectives fit into its strategic areas of focus as follows:

Objectives	Strategic Focus Areas Targeted						
	People Management & Morale	Client Service	Resources & Finance	Systems & Technology	Stakeholder Communication	Northern & Rural Issues	Governance
1. EXPANDING ACCESS TO JUSTICE AND PROVIDING FAIR AND EQUAL ACCESS TO ELIGIBLE APPLICANTS ACROSS THE PROVINCE.							
Implementation of TRC recommendations as they apply to legal aid service provision	X	X			X	X	X
Refine and improve access to external electronic applications		X	X	X		X	
Increase services through LAM's website		X		X	X	X	
Increase points of client access available throughout the province		X	X		X	X	

Objectives	Strategic Focus Areas Targeted						
	People Management & Morale	Client Service	Resources & Finance	Systems & Technology	Stakeholder Communication	Northern & Rural Issues	Governance
2. PROVIDING CLIENT-FOCUSED, HIGH-QUALITY, COST-EFFECTIVE SERVICES WHILE PROMOTING INNOVATION.							
Continue to enhance and improve its partnerships with community agencies, staff and private bar lawyers and other stakeholders committed to serving the same clientele to promote new ideas and perspectives on service delivery	X	X			X	X	X

3. MEETING THE HIGHEST STANDARDS OF PUBLIC ADMINISTRATION IN MANITOBA, INCLUDING THE HIGHEST STANDARDS OF TRANSPARENCY AND ACCOUNTABILITY.							
Work with the Federal / Provincial / Territorial Permanent Working Group to:							
• Develop common measurements	X	X	X	X			
• Develop national standards for representation services particularly family coverage		X			X	X	
• Improve data collection to support funding requests	X	X	X	X		X	
Develop an objective method for evaluating client service		X			X	X	

4. PROVIDING MORE AND BETTER SERVICES IN A MORE COST-EFFECTIVE WAY.							
Focus on provision of legal advice and representation services	X	X				X	
Minimize duplication of services provided by other organizations	X		X	X			X
Continue to optimize service delivery using staff and private service providers	X	X	X	X	X	X	
Review and update policy manuals	X	X	X	X	X	X	X



## Five-Year Plan

LAM is committing to a five-year plan and anticipates three distinct phases to the implementation of the plan:

### Phase One:

The first phase of LAM's five-year plan will be devoted to continued quality improvements and building upon an already strong governance and management structure. LAM anticipates that high priorities for this phase will include:

- updating existing clinic IT hardware and infrastructure;
- continued migration towards a paperless environment, particularly in community law offices;
- identifying and implementing administrative cost reduction measures;
- continued updating of LAM policy manuals; and
- continued enhancement of system-wide performance measures

### Phase Two:

Major activities during this period will include continued implementation of technology initiatives and enhancing and improving the coordination, management and delivery of advice and representation services.

### Phase Three:

LAM expects that the final phase will be focused on documenting, consolidating and assessing the work undertaken in the previous two phases, and making adjustments as necessary to ensure its overall objectives are met.

## Showing Progress

The Management Council is primarily responsible for the strategic direction of LAM. The Executive Director and his team are tasked with monitoring progress related to implementing LAM's Strategic Plan. To that end, this five-year strategy will be supported by corporate Business Plans, which will focus LAM on achieving its objectives.

## Outcome Measures and Evaluations

LAM needs to ensure the changes outlined in the strategy have a positive effect for all Manitobans accessing our services.

To do this we will continue to evaluate a number of key performance measures including:

- number of applications received, year over year, by matter type;
- number of legal matters issued, year over year, by matter type;
- task completion times for processing applications, issuing and accepting Certificates, processing lawyers' accounts, processing client contribution contracts and payments, time to disposition;
- distribution of legal matters regionally;
- "market share" - distribution of legal matters between staff attorneys and the private bar;
- average cost per case - payments to the private bar as well as actual and "tariff" costs for staff attorneys;
- Administrative/Management cost;
- year over year cost comparison by matter type;
- staff attorneys - performance measurements such as Complexity Weighted Caseload (CWC) "billings" and time/detail recording; and
- actual vs budget analysis of revenues and expenditures.

## Appendix “A”

### COST SAVINGS AND EFFICIENCIES

Every aspect of LAM’s finances and operations are continually examined in an effort to enhance and improve cost savings and efficiencies. During the period 2014 - 2018, the following innovations were created and implemented to achieve cost savings and greater efficiency in the delivery of services:

- Created and implemented a new online e-application, providing applicants with the opportunity of applying for legal aid online;
- Created and developed an online system (PBOonline) to issue certificates and all associated documents to private bar lawyers, thereby reducing overhead costs and creating greater efficiency for the justice system as a whole. The private bar can accept, decline or seek to amend certificates and approval for disbursements online. PBOonline is also the primary method by which private bar lawyers create and submit electronic statements of account to LAM;
- Upgraded LAM’s internal database to issue certificates and all associated documents to staff lawyers electronically, thereby reducing overhead costs and creating greater efficiency for the justice system as a whole;
- Created and implemented a new certificate distribution system that automatically appoints counsel (where specific counsel is not requested);
- Created and implemented an electronic system to receive disclosure in criminal matters from Prosecutions via email;
- In consultation with the Judiciary, created and implemented a new retainer letter provided to clients, putting them on notice that failure to cooperate with counsel and/or attend court could result in orders being made in their absence;
- Recommended legislative changes to Manitoba, which resulted in recent amendments to *The Legal Aid Manitoba Act* and Regulation as follows:
  - effective December 15, 2014, Legal Aid Regulation, amendment, M.R. 284/2014: corrections and amendments were made to the Regulation, and Schedule Tariff of Fees in Criminal and Domestic matters after LAM identified that a large volume of child protection matters were being significantly over-compensated;
  - effective November 5, 2015, the following was added after subsection 17.1(1) of *The Legal Aid Manitoba Act*. This amendment provides LAM with the ability to file a lien and charge on an applicant's interest in land for an amount equal to the cost of the legal aid provided to the applicant. When an applicant seeks to transfer or dispose of their land, or interest in land, they must make arrangements to pay LAM the cost of the legal aid previously provided to them before a discharge of the lien is provided;
  - effective March 11, 2016, Legal Aid Regulation, amendment, M.R. 52/2016: amendments were made to the Schedule Tariff of Fees in Criminal and Domestic matters;
  - effective August 30, 2016, Legal Aid Regulation, amendment, M.R. 128/2016: the Regulation was amended to reduce the amount of time a lawyer has to decide whether to take a case, from 30 days to 14;

- In consultation with Manitoba Justice, recommended amendments to *The Department of Justice Act* (which came into effect June 1, 2014) to indicate that where a court finds that a person who is not able to obtain legal aid is entitled to government-funded legal representation, the lawyer for that person is to be paid at the prevailing legal aid rate;
- Created and implemented an electronic system to automatically convert documents received via facsimile to an electronic pdf file that is uploaded into electronic client files in our database; eliminating the need to print documents and maintain physical files;
- Created and implemented electronic content management systems for Management Council (MC) and Advisory Committee (AC) meetings and business. All MC and AC documents are stored electronically and are accessible via the electronic content management system;
- Restructured the Appeal Committee process from an oral hearing, to a written hearing, significantly reducing delay associated with applicants exercising their right to appeal refusals of coverage, while continuing to comply with principles of natural justice and procedural fairness;
- Created and implemented an enhanced service in the Administrative Criminal Court in Winnipeg, as well as other high volume circuit courts (Thompson, Pine Falls). The Winnipeg Area Director and two senior Intake Officers receive the docket from the Court office in advance and enter information regarding the status of LAM applications including details such as when a LAM certificate was issued or what information is currently outstanding on a particular application. This information is provided to the presiding judge on the day prior to Court. While Court is sitting the Winnipeg Area Director and Intake staff have computers with access to the LAM information system for up-to-the-minute information and a printer which allows them to provide written information to the accused such as the information required to process the application. Intake staff also explain to the accused what information is necessary for the application and accept whatever information the accused has brought to Court rather than requiring that the information be dropped off at LAM offices. From time to time, decisions can be made on the spot to approve coverage. This enhanced service is also being provided in the high volume Pine Falls Circuit court and Thompson Courtroom B;
- Created and implemented an online application to increase accuracy of data capture, reduce transcription errors and reduce processing time. An added efficiency is that staff in any area office can process a file which balances caseloads across the province and allows LAM to weather sick leave and other emergency absences;
- Created and implemented electronic expense claims for staff that removes duplication between processes;
- Closed conflict offices where the volumes did not indicate the need to maintain an independent office in the area. The Prairie CLC (Winnipeg on October 31, 2013), the Parklands CLC (Dauphin on April 1, 2014) and the Kelsey CLC (The Pas on April 1, 2014) were closed and staff relocated to the other offices in those locations;
- Redistributed Circuit Duty Counsel positions to those closest to the court locations to reduce travel costs, and changed circuit clinic schedules to run at the same time as the circuit courts to reduce travel costs;
- Reduced the number of Area Directors from four to two, combining three regional Area Directors' Offices into one office;

- Eliminated parking passes for staff unless they are required to appear in court;
- Continued to develop LAM's information systems 'open source' strategy to minimize hardware and software licensing costs. LAM is not part of the Department of Justice's managed environment. LAM is a self-contained entity utilizing thin client terminals, Linux servers and open source software.

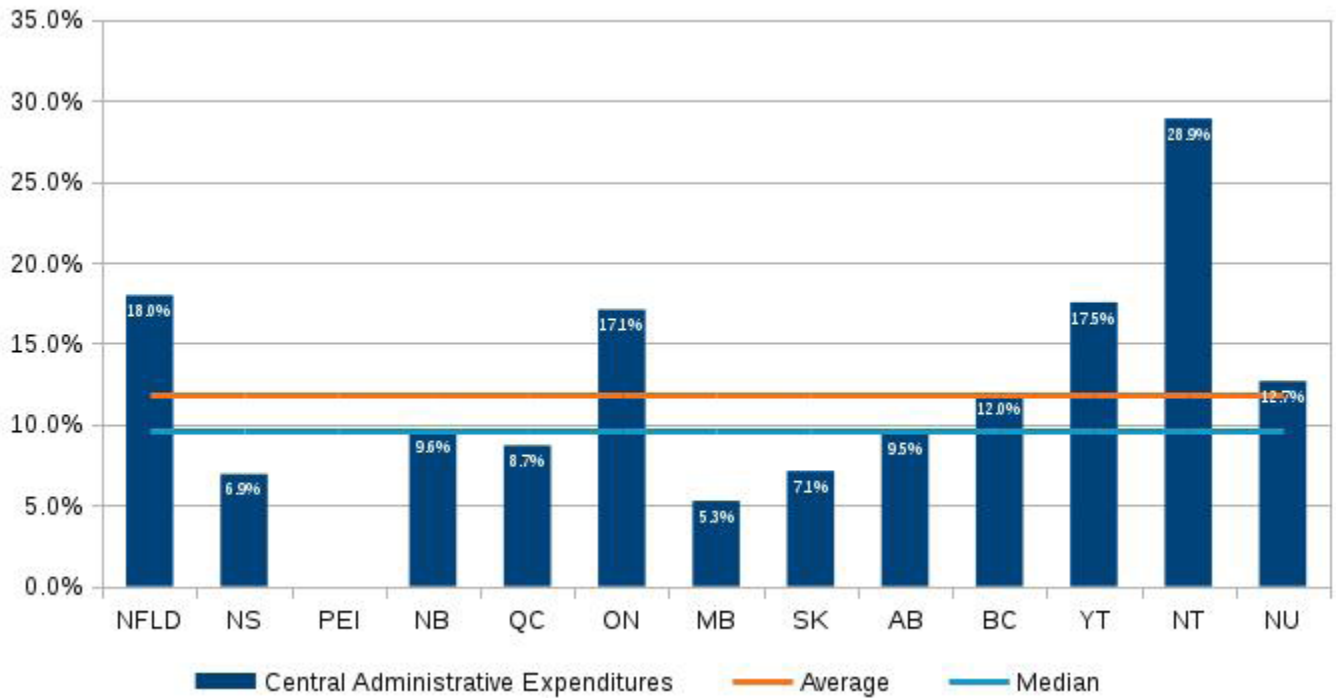
#### Savings and efficiencies achieved between 2008 - 2013:

- Reduced the size of the senior management team from seven to five;
- Terminated contracts to deliver services to the North using Winnipeg private bar counsel;
- Restructured the Winnipeg Area Office to ensure timely application processing;
- Created, developed and implemented staff billing performance measure (CWC) to monitor, adjust and compare staff productivity and cost to private bar productivity and case complexity in relation to the "real world" private bar productivity and cost. Staff billings have improved consistently since 2009, demonstrating value for money;
- Reduced or eliminated coverage in the following areas: civil matters with the exception of landlord/tenant, social assistance, and *Mental Health Act* detention matters;
- Restricted family law coverage for property issues;
- Tightened assessment criteria for certificate issuance;
- Expanded child protection full service duty counsel to facilitate early resolution and reduce unnecessary expensive litigation;
- Re-introduced full service duty counsel in criminal courts to facilitate early resolution and avoid expensive litigation;
- Moved collaborative family law into the mainstream to facilitate early resolution to avoid expensive litigation;
- Introduced conflict offices in Winnipeg to reduce costs in family and complex criminal matters;
- Assigned staff lawyers to high volume criminal and child protection circuit points throughout the province which were previously exclusively serviced by private bar lawyers. This utilized spare capacity within the staff component;
- Encouraged the development of staff lawyers' ability to take on complex criminal matters. In FYE 2016, staff lawyers took 10% of all Category "A" matters issued;
- Created, developed and implemented the 'legal matter' base statistical measure to monitor the provision of legal aid across all coverage areas;
- Introduced a restrictive Change of Counsel policy to avoid the inefficiency and cost of paying for the same case more than once;
- Introduced a Criminal Application Centre at the Law Courts Complex in Winnipeg to provide same day and "in-court" services thereby reducing delays to the courts;

- Designed and implemented a computerized Brydges on-call management system to reduce/avoid the cost of contracting out this service.

All of the innovations referred to above have resulted in LAM having the lowest administrative costs, as a percentage of total expenditures, among all legal aid plans across Canada.<sup>5</sup>

Figure 1



<sup>5</sup> The data in Figure 1 was sourced from information published by legal aid plans, and the Statistics Canada website as at April 1, 2016

## This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no text or other markings on the paper.







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