

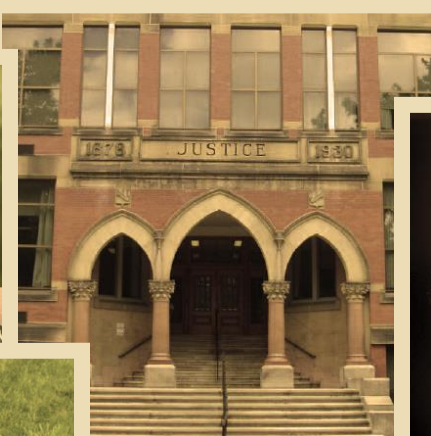
NEW BRUNSWICK LEGAL AID
SERVICES COMMISSION



COMMISSION DES SERVICES
D'AIDE JURIDIQUE
DU NOUVEAU-BRUNSWICK

Strategic Plan

2018-2021



March 2018

Message from the Board



J. Danie Roy, LL.M., LL.B.
NBLASC Chair

It is a pleasure to share our three-year Strategic Plan (2018/19 to 2020/21) for the New Brunswick Legal Aid Services Commission (the Commission) with our stakeholders and the people of New Brunswick. This plan outlines our commitment to meet the needs of our clients along with our goal and our priorities for achieving long term success as set out in our Vision.

Recently we celebrated our 12th anniversary as a Commission. What better time to examine our performance over the past decade, celebrate our achievements and identify opportunities for redesigning an even more client centered and innovative service delivery that meets the needs of our clients.

Our strength in delivering legal services has been, and will continue to be, the dedication and performance of our workforce; both our legal and administrative staff. We commit to attracting, fostering and retaining the highest calibre employees.

Our strategic planning process has helped us to solidify our mission, vision and values. Our plan of action for the next three to four years will serve as our roadmap for investing in the future and supporting fair and equitable access to justice for all New Brunswickers.

Message from the Executive Director



Pierre Castonguay, B.B.A., LL.B.
Executive Director

Legal Aid is an integral part in the proper administration of our New Brunswick Justice system. Our staff of dedicated professionals provides legal services for individuals with low income who could not otherwise afford the services of a lawyer. As well, Public Trustee Services are a vital component of the Commission and protect the interests of vulnerable citizens when no one else is willing or able to act on their behalf.

Like all government departments and commissions, we have been challenged to respond to changing funding realities brought on by a declining economy. Rather than simply cut back or reduce services, we recognize that this is the time for transformative change. Our ability to deliver accessible, affordable, relevant and high quality legal services must be predicated on identifying and implementing cost-effective and attainable solutions that meet the needs of New Brunswickers.

As more and more individuals turn to Legal Aid for assistance, this strategic plan shows our commitment to a client focused approach while striving for innovative and creative ways to help New Brunswickers resolve their legal issues.

Our Services

Criminal Legal Services	Family Legal Services
<p>Detainee Counsel: Free 24-hour telephone access to a lawyer for individuals in police custody.</p>	<p>Duty Counsel: Offered to individuals at the courthouse for eligible matters.</p>
<p>Duty Counsel: For eligible matters Duty Counsel provides an explanation of court processes and advice regarding entering a plea, asking for an adjournment, appearing at bail hearings or sentencing.</p>	<p>Family Proceedings: Representation for individuals seeking to obtain (or vary) a custody, access or child support order, as well as obtaining a spousal support order. Applicants must meet the financial and eligibility criteria.</p>
<p>Specialized Duty Counsel: Mental Health Review Board: Representation for individuals who have been found unfit to stand trial and who appear periodically before the Board.</p> <p>Mental Health Court: Representation at case conferences where treatment plans are established and monitored for individuals who are accepted into the voluntary program.</p> <p>Moncton Domestic Violence Court: Representation for individuals facing criminal charges where there has been an intimate relationship.</p> <p>Elsipogtog Healing to Wellness Court: Representation of members of the Elsipogtog First Nation before the Healing to Wellness Court for those who are eligible to participate based on offence type and are willing to take responsibility for their actions while complying with a treatment plan as ordered by the court.</p>	<p>Child Protection Proceedings: Parents who meet the financial and eligibility criteria for representation when the Minister of Social Development is asking the court for a supervisory order, custody or permanent guardianship of a child.</p>
<p>Trial: Representation for individuals who are charged with indictable offences and for summary conviction offenses when certain conditions are met. Applicants must meet the financial and eligibility criteria.</p>	<p>Emergency Protection Orders: Representation for individuals seeking to obtain (or vary) an emergency protection order under the <i>Family Homes on Reserves and Matrimonial Interests or Rights Act</i>. Applicants must meet the financial and eligibility criteria.</p>
<p>Youth Court: Representation of all youth who must appear in Youth Court for matters under the <i>Youth Criminal Justice Act</i>.</p>	<p>Emergency Intervention Orders: Representation for individuals seeking to vary an emergency intervention order under the <i>Intimate Partner Violence Intervention Act</i>. Applicants must meet the financial and eligibility criteria.</p> <p>Family Advice Lawyer Service: Free consultation (1-2 hours) on general information, how the court works, rules of court, and forms that must be filed in family law actions.</p> <p>Appeal Services: Representation for Criminal and Family Legal Services may also include appearances before the NB Court of Appeal and Supreme Court of Canada</p>

Public Trustee Services

The Public Trustee of New Brunswick protects the financial and personal interests of vulnerable individuals when there is no one else able and willing to do so.

Under the authority of a Power of Attorney or Court Order, the Public Trustee may be given the authority to:

- ❖ Manage an individual's property and financial matters.
- ❖ Make personal care decisions regarding an individual's healthcare, medical treatments and other personal care matters.
- ❖ Administer or execute estates on behalf of a deceased individual.

Opportunities and Challenges

The Commission undertook an environmental scan of the current climate in New Brunswick with a view to identifying strategic priorities and commitments over the next three to four years.

The Commission consulted its stakeholders and staff and took into consideration socio-cultural and demographic shifts across our population, access to evolving technology, economic conditions associated with the current political landscape and funding challenges.

The information gathered was instrumental in informing the Commission's new vision, mission and values which are the foundation of our strategic plan to enhance the delivery and administration of legal aid and public trustee services in the province of New Brunswick.

Our Vision

All New Brunswickers have access to services to resolve their legal issues and improve their quality of life.

Our Mission

We are leaders in providing criminal and family legal services, as well as public trustee services, delivered by a team of professionals who offer meaningful resolutions to all who qualify.

Our Values

Responsiveness

- ❖ We are accessible, inclusive, effective and timely.
- ❖ We listen and respond to the needs of our stakeholders.
- ❖ We collaborate to ensure our clients are well-served, our funders receive excellent value and our employees are motivated and engaged.

Compassion

- ❖ We care for our clients' well-being.
- ❖ We offer respectful, attentive and inclusive service delivery.
- ❖ We ensure the dignity of all who seek our help is respected.

Accountability

- ❖ We are an independent and integral component of a fair and equitable justice system.
- ❖ We strive to use our resources as productively and transparently as possible, and take responsibility for our decisions.

Professionalism

- ❖ We are a dedicated team of skilled individuals matched to client needs.
- ❖ We advocate with honesty and integrity.
- ❖ We ensure client confidentiality.

Excellence

- ❖ We continuously look for innovative ways to improve our service delivery model.
- ❖ We offer quality services to help clients find lasting resolutions to their legal issues.

Our Priorities

All future actions and initiatives will align with the following three strategic pillars:

- 1. Client Focus:** The Commission will ensure that we are accessible to our clients in both official languages and in all areas of the Province. We will strive to better understand our clients' needs and align ourselves accordingly whether it is providing information, responding in a timely fashion or enhancing our services.
- 2. Service Excellence:** The Commission is committed to ensuring that our employees have the necessary skills, training and operating procedures required in order to provide high quality services in all areas.
- 3. Organizational Sustainability:** The Commission will continue to be accountable to our funders and ensure that we remain cost-efficient in our service delivery. We will maintain a culture of continuous-improvement and explore innovative methods of enhancing the services we provide.

Pillar 1 - Client Focus

Accessibility

- Ensure linguistic equality
- Explore technology for communicating with clients
- Disseminate and promote awareness of legal services

Responsiveness / Timeliness of Service

- Establish maximum wait time milestones for various services

Consistency

- Ensure consistent service and intake criteria for clients across the Province

Pillar 2 - Service Excellence

Professional Workforce

- Ensure skilled and engaged employees
- Establish sound operational policies

Collaboration/Partnerships

- Nurture and pursue local/national alliances

Compassion/Respect

- Respond with sensitivity to challenges and barriers of our clients

Pillar 3 - Organizational Sustainability

Accountability/Relevance

- Ensure relevant and timely reporting
- Work on a platform that promotes stakeholder input
- Develop and implement a brand

Culture of Continuous-Improvement

- Explore on-line technologies
- Explore creative/innovative methods of service delivery

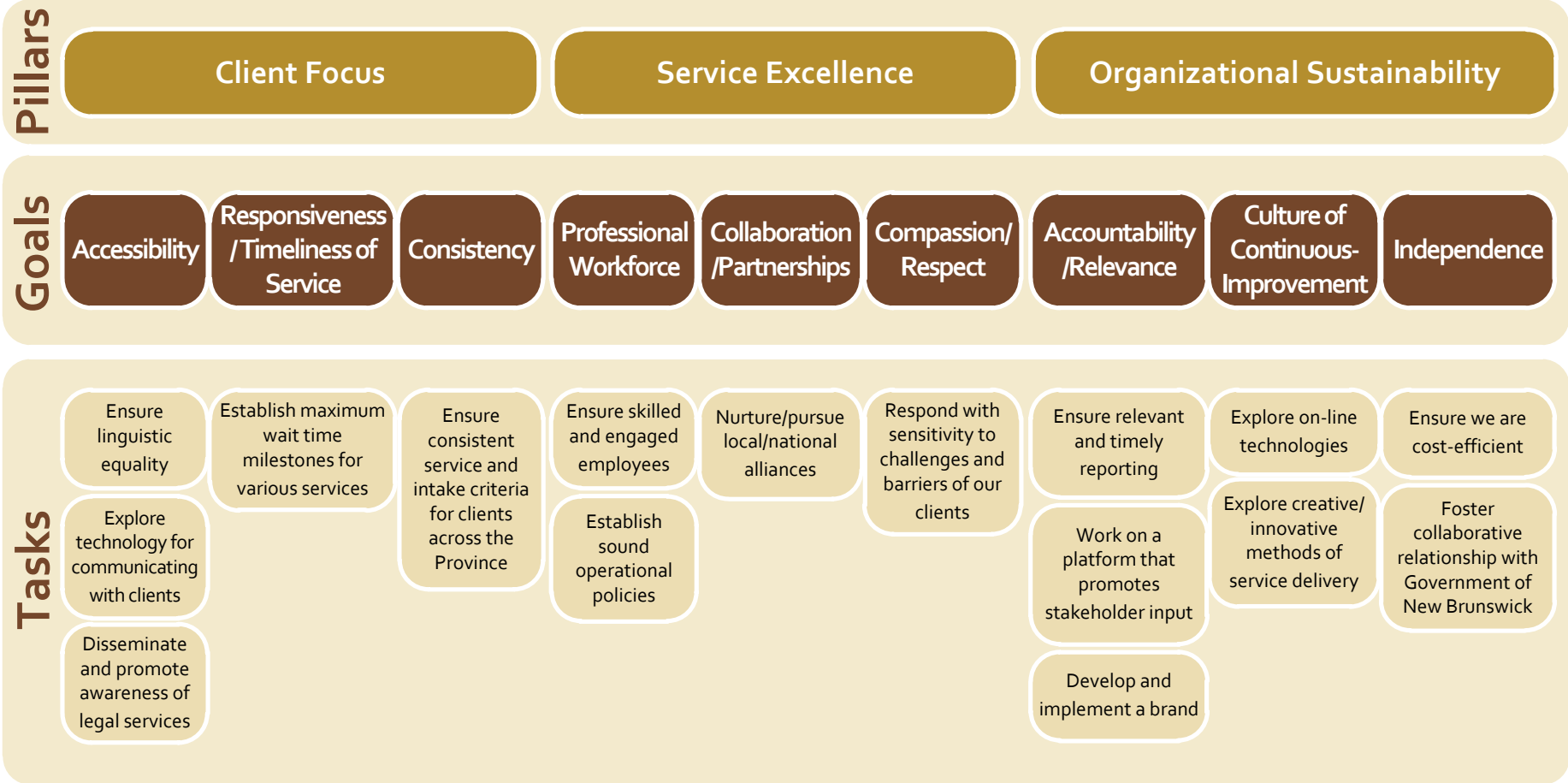
Independence

- Ensure we are cost-efficient
- Foster collaborative relationship with the Government of New Brunswick



OUR VISION
All New Brunswickers have access to services to resolve their legal issues and improve their quality of life.

Strategy Map 2018-2021



OUR MISSION: We are leaders in providing criminal and family legal services, as well as public trustee services, delivered by a team of professionals who offer meaningful resolutions to all who qualify.

OUR VALUES: Responsiveness – Compassion – Accountability – Professionalism – Excellence