



clia

[CANADIAN LAWYERS INSURANCE ASSOCIATION]

STRATEGIC PLANNING
2023-2025

VISION

CLIA is prudently managed, financially stable, and provides high quality insurance offerings to Subscribers and their members.

MISSION

To provide appropriate and cost-effective insurance in support of lawyers and the Subscribers public interest mandate.

CLIA'S FOUNDING PRINCIPLES

- Provide a reliable and permanent source of insurance on a non-profit basis.
- Ensure availability of reasonably priced and effective excess insurance.
- Stabilize premiums in both mandatory and excess layers.
- Ensure premium rates reflect the loss experience of Canadian lawyers.

STRATEGIC PRIORITIES

CLIA focuses on enhanced Subscriber relations, confidence, value, and satisfaction.

Strategy

CLIA will achieve high Subscriber satisfaction by setting and meeting communication expectations of Subscribers and their members. In addition, CLIA will listen and be responsive to Subscribers needs.

Objectives

- Establish communication expectations with both the Board and the Subscribers by developing a communications plan and schedule. **2023**
- Subscribers have expressed concerns over volatile premium charges. CLIA will review its surplus management policy with a focus on reducing the annual premium volatility charged to Subscribers. **2023**
- Work with Subscribers to complete the upgrade and expansion of the claims manager system and become the centralized owner of the system. **2023**

Performance Management

Performance Metric	Target
Subscriber satisfaction survey	Avg. score 4.5/5
VEP satisfaction survey	85% likely to recommend the VEP

STRATEGIC PRIORITIES (cont'd)

CLIA is a cost effective, efficient organization.

Strategy

CLIA will achieve exceptional cost-effectiveness by being cost-conscious and leveraging technology to manage costs.

Objectives

- Complete request for proposal for broker services. **2023**
- CLIA's investment assets under management have decreased after the departure of the Alberta Lawyers Indemnity Association (ALIA) while investment manager fees have stayed the same. CLIA's fees may be too high. CLIA will assess the status and performance of the investment manager and provide a report to the Board with any recommendations. **2023**
- Reduce the VEP's reliance on the reinsurance market. **2023**
- Develop a formal marketing and sales strategy for the VEP and provide a report to the Board. **2024**
- CLIA has a well-established central office. CLIA will consider alternative ways to delivery cost effectiveness and add value to its Subscribers. **2025**

Performance Management

Performance Metric	Target
Variance from operating budget	+/-5% variance
Administrative expense ratio	Lower than industry avg. as reported by OSFI.
Investment returns	Beating benchmarks
Net Loss Ratio	<85%

STRATEGIC PRIORITIES (cont'd)

CLIA understands and addresses emerging risks and innovations in the regulation and delivery of legal services.

Strategy

CLIA will be prepared for emerging issues by frequently scanning its environment and keeping current in developments at its Subscriber Law Societies.

Objectives

- Subscribers are considering whether non-lawyer legal service providers should be under the scope of the Law Society. CLIA will assess its readiness to cover non-lawyer legal service providers and provide a report to the Board. **2023**
- Many of the insurance directors are very experienced and senior and several may be close to retirement. Consider what impact this may have on CLIA and report to the Board on any findings. **2024**
- The Law Society of Saskatchewan completed an analysis of its membership in 2018, forecasting a declining membership base until 2027. Review this report and report to the Board any significant findings and/or recommendations. **2024**
- Consider the risk of Alberta departing from the VEP and provide a report to the Board on key findings. **2025**
- Work with Subscribers to complete a review of the national and territorial mobility agreements. **2024**
- CLIA will assess whether Subscribers and their members could benefit from other insurance products (e.g., directors and officers, office pack, etc.) and provide a report to the Board. **2025**

Performance Management

Performance Metric

N/A

Target

N/A

STRATEGIC PRIORITIES (cont'd)

CLIA will establish a continued focus on loss prevention.

Strategy

CLIA will leverage its claims data to determine specific areas for loss prevention.

Objectives

- Communicate to Subscribers the loss prevention resources that are housed on CLIA's website. **2023**
- CLIA's claims data is an asset; however, certain data is missing and inconsistent. CLIA will conduct an exercise to clean-up its claims data. **2023**
- CLIA to develop an inventory of Subscribers loss prevention efforts and analyze the inventory for any gaps and compare across Law Societies. CLIA will provide recommendations and assistance to Subscribers as needed. **2024**
- CLIA to develop claims data reporting (e.g., statistics and trends) to be shared on a scheduled basis with its Subscribers. The intent of the reporting is to assist Subscribers in targeting areas for loss prevention **2024**.
- CLIA will conduct a review of its loss prevention efforts and determine a strategy for moving forward. **2025**

Performance Management

Performance Metric

N/A

Target

N/A