



2019 - 2020
ANNUAL REPORT

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His Honour
The Honourable Russell Mirasty, SOM, MSM
Lieutenant Governor of the Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2020.

Respectfully submitted,

A handwritten signature in black ink that reads "Don Morgan". The script is fluid and cursive.

Don Morgan, Q.C.
Minister of Justice and Attorney General



The Honourable Don Morgan, Q.C.
Minister of Justice and Attorney General
Province of Saskatchewan

Dear Mr. Morgan:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2019-2020 fiscal year.

Respectfully submitted,

A handwritten signature in black ink that reads "Michelle Ouellette". The script is fluid and cursive.

Michelle Ouellette, Q.C.
Chairperson

Legislative Mandate

The Legal Aid Act and The Legal Aid Regulations provide the legislative mandate for The Saskatchewan Legal Aid Commission, also known as Legal Aid Saskatchewan (LAS).

Vision

Fair, balanced and respectful justice for the people of Saskatchewan.

Mission

We provide accessible and professional legal services in criminal and family law to eligible people.

Values

LAS is committed to acting in accordance with the following values:

- Accessibility – We strive to serve those who need us.
- Collegiality – We work together for a common purpose.
- Compassion – We empathize and care within professional boundaries.
- Ethical – We act with integrity and respect.
- Fair – We treat people fairly and fight to have our clients treated fairly by the justice system.
- Independent – We are an independent, yet integral, part of the justice system.
- Professional – We are committed, skilled and responsible.

Strategic Priorities

- Strong Leadership – Leadership is focused on organizational and big picture challenges for our organization and the justice system as a whole. The structure of leadership aligns with LAS’s mission, vision and values.
- Organizational Health – Employees are responsible for and accountable to the organization’s mission, vision and values. Everyone works to achieve the organizational goals. Everyone is appreciated and respected. LAS is known as a great place to work.
- High-Quality, Client-Focused Service – LAS provides every client with high quality service aligned with our organizational values. Staff have the resources available to them to provide high-quality service. We are easy to find and respond in a timely manner.

Services

Full legal services are provided in adult and youth criminal matters and family law to financially eligible clients if the matter falls within LAS’s range of matters and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at all 74 Provincial Courthouses and circuit points.

Legal advice through the “Brydges Line” is available to those arrested or detained, regardless of financial status.

Summary advice and information may be provided to anyone by a LAS lawyer about a wide range of matters if they involve no more than a brief interview or telephone call.

Financial Eligibility

- Applicants are financially eligible for service if:
- They are receiving income from Social Assistance, Band Assistance or the Saskatchewan Assured Income for Disability programs; or
 - Their financial resources are at Social Assistance levels; or
 - The costs of obtaining the services from a private lawyer would reduce their financial resources to Social Assistance levels.

Staff Profile

Legal Aid Saskatchewan uses a staff-lawyer model for providing legal services to most of its clients. In 2019/20, staff lawyers handled 86% of the full-service cases. Private bar lawyers handled the remainder, usually due to conflicts of interests from past service.

At March 31, 2020 LAS had 157 staff positions located in 14 offices throughout the province. LAS has a unionized workplace with 83.4% of the staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 16.6%.

LAS is committed to hiring practices that will assist our organization in meeting the employment equity goals set by the Saskatchewan Human Rights Commission (SHRC) as follows:

SHRC Desired Employment Profile	LAS Employment Profile
14% Self-Declared Indigenous People	14.6% Self-Declared Indigenous People
22.2% Persons with Disabilities	7.3% Persons with Disabilities
47% Women in Underrepresented Occupations	63.2% Women Lawyers 53.1% Women in Management
10.6% Members of a Visible Minority Group	6% Members of a Visible Minority Group

Members from April 1, 2019 to March 31, 2020

The Legal Aid Act provides for the appointment of ten Commissioners – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Ministry of Justice appointed by the Minister of Justice and Attorney General, and one member who is an employee of the Ministry of Social Services appointed by the Ministry of Social Services.



**MICHELLE
OUELLETTE, Q.C.**
Chair, Saskatoon
*Appointed by the Lieutenant
Governor in Council*



KYLIE HEAD, Q.C.
Vice-Chair, Regina
*Appointed by the Ministry
of Justice*



KIRSTEN HNATUK
Saskatoon
*Appointed by the Lieutenant
Governor in Council*



**VALERIE
MACDONALD, Q.C.**
Regina
*Appointed by the Law Society
of Saskatchewan*



KATHLEEN MAKELA
Saskatoon
*Appointed by the Lieutenant
Governor in Council
Resigned January 2020*



LEON MCNAB
Punnichy
*Appointed by the Lieutenant
Governor in Council
Resigned November 2019*



SANDRA PELLETIER
Ile a la Crosse
*Appointed by the Lieutenant
Governor in Council*



JOANNE ROY
Beauval
*Appointed by the Lieutenant
Governor in Council*

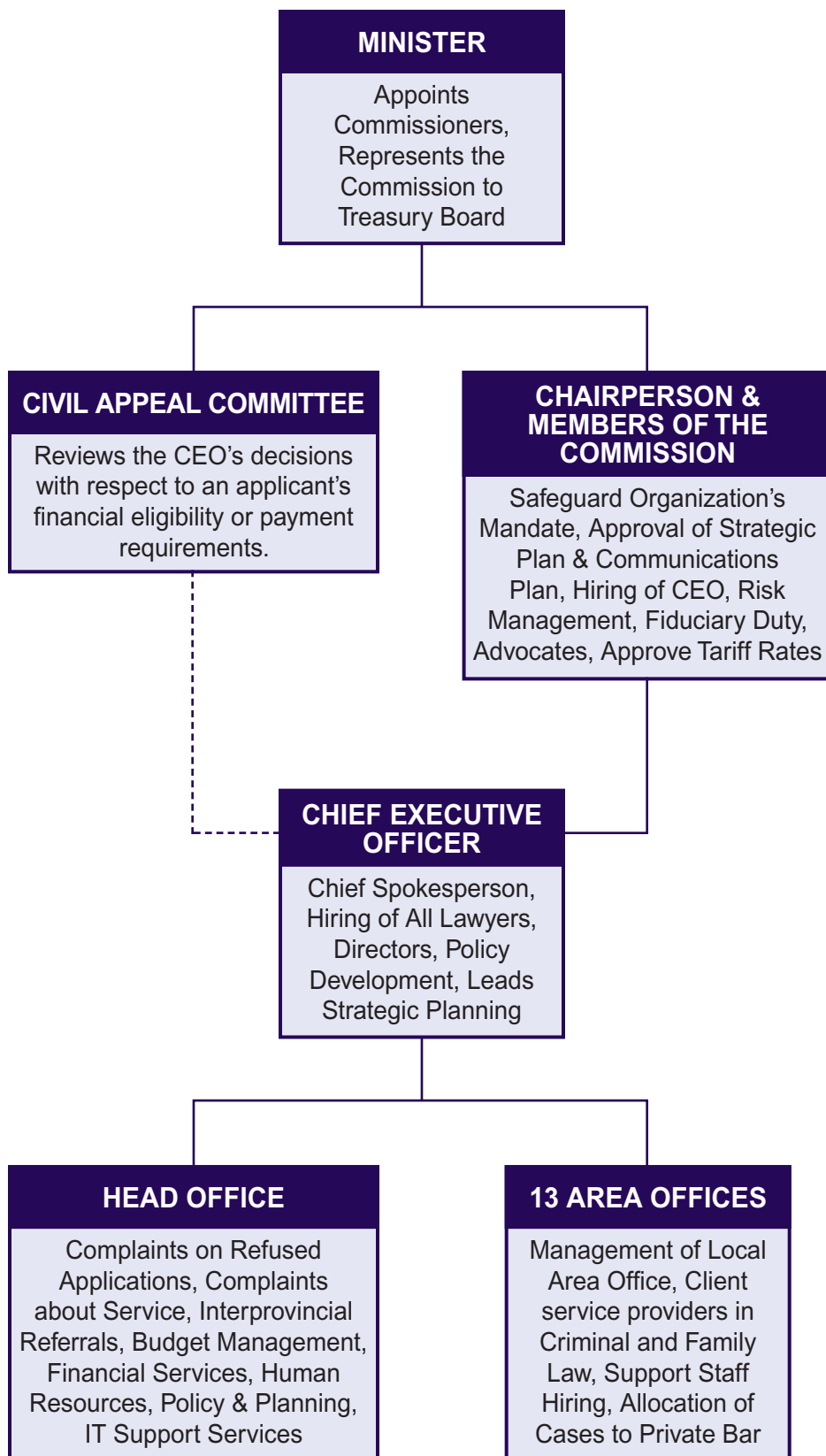


MARCEL ST. ONGE
Saskatoon
*Appointed by the Ministry
of Social Services*



RAY WIEBE
Saskatoon
*Appointed by the Law Society
of Saskatchewan*

ORGANIZATIONAL STRUCTURE



Management Team

as of March 31, 2020

Craig W.J. Goebel
Chief Executive Officer

Andrew Appolloni
General Counsel

Jerome Boyko
Director of Finance and Information Technology

Dona Jones
Director of Human Resources

Kyla Shea
Director of Planning and Administration

Jill Drennan
Director, Regina Rural Area Office

Kimberly Earing, Q.C.
Director, Northern Area Office

Robert Grimsrud
Director, South East Area Office

Tyne Hagey
Director, Moose Jaw Area Office

Deanna Harris
Director, Yorkton Area Office

Joanne Khan
Director, Saskatoon Rural Area Office

Michelle Laham Szutiak
Director, Saskatoon City Area Office

Janice Lawrence, Q.C.
Director, Battlefords Area Office

Adrian McBride
Director, Swift Current Area Office

Rosanne Newman, Q.C.
Director, Meadow Lake Area Office

Loree Richardson
Director, Melfort Area Office

Robert Rooney
Director, Prince Albert Area Office

James Struthers, Q.C.
Director, Regina City Area Office

Addresses, phone numbers and email addresses for each of the Area Offices is available on the Legal Aid Saskatchewan website: www.legalaid.sk.ca.

The following information is for all new files opened in the fiscal year.
Individuals who applied more than once for Legal Aid are counted for each application.

GENDER & SELF IDENTIFICATION

(27,377 applications)



28% FEMALE

20% Indigenous

8% Non-Indigenous



67% MALE

48% Indigenous

19% Non-Indigenous

4% OTHER

3% Indigenous

1% Non-Indigenous

GENDER & MOST RECENT TYPE OF FILE

10% FEMALE, Criminal (◆)

31% MALE, Criminal (■)

2% OTHER, Criminal (●)

10% FEMALE, Family (◆)

4% MALE, Family (■)

1% OTHER, Family (●)

8% FEMALE, Duty Counsel Service (▲)

32% MALE, Duty Counsel Service (▲)

2% OTHER, Duty Counsel Service (▲)

AGE

FEMALE

12 - 17 Years Old **546**

18 - 24 Years Old **1,698**

25 - 36 Years Old **3,687**

37 - 64 Years Old **1,756**

65+ Years Old **23**

MALE

12 - 17 Years Old **1,492**

18 - 24 Years Old **4,031**

25 - 36 Years Old **7,641**

37 - 64 Years Old **5,035**

65+ Years Old **129**

OTHER

12 - 17 Years Old **129**

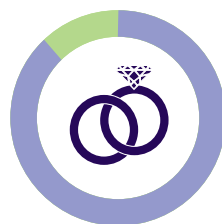
18 - 24 Years Old **195**

25 - 36 Years Old **498**

37 - 64 Years Old **365**

65+ Years Old **5**

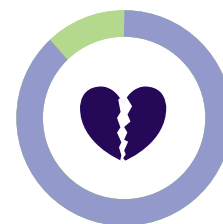
MARITAL STATUS



Married/
Common-law
10%

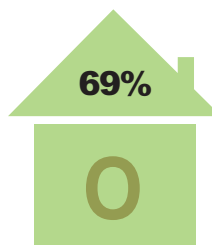


Single
78%



Divorced/Widowed
Separated
12%

DEPENDENTS



69%



12%



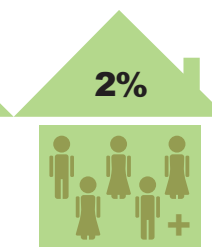
9%



5%



3%



2%



CRAIG W.J. GOEBEL
CEO

Last year, I stated in the Annual Report that ‘much has changed in the justice system’ over the previous decade or so. It was stated with an underlying optimism that there have been improvements and there would be more. Since then, most elements of Federal Bill C75 have become law, with some significant consternation among defence counsel.

Indigenous people are still too-much enmeshed in the criminal system – and the defence is stymied in getting Gladue reports included in sentencings and they are not used in bail matters. Family laws and various rules have been amended, with some divided opinions

FROM A CLIENT-FOCUSED
PERSPECTIVE, WE STILL
CHALLENGE OURSELVES –
AND OTHERS – FOR MORE
INITIATIVES THAT ACHIEVE
BETTER SERVICE AND
OUTCOMES.

among counsel as to their utility. The course of change has not been easy or completely successful (yet). Nevertheless, Legal Aid is still working

on its ‘get-to-50’ plan, with more attention being paid to enhancing how Legal Aid does the business and the practice of law. From a client-focused perspective, we still challenge ourselves – and others – for more initiatives that achieve better service and outcomes. For instance, while Gladue reports remain mostly unavailable, we actively support and help fund the Indigenous historical database of the University of Saskatchewan, which (we started 5 years ago and) is still being added-to and improved, especially for our counsel to use in all legal services for their clients.

Many innovations were noted in last year’s report. Some have since been completed, others were started and many are still going on – or were, until we were sideswiped by COVID 19, the disease caused by a ‘novel’ coronavirus, as was everyone else. Since then

and to late May, (when this memorandum was written), our staff and Directors have been finding ways to work-around the effects and repercussions of, and our society’s responses to, the virus. Kudos are due to them for still providing our clients with high-quality services at ‘one-remove’, using ‘novel’ efforts, with good will and resilience.

...WE WILL NEED TO
ADAPT TO THE NEW
REALITIES...

Legal Aid, and its partners, will need more of that in the coming months. Tying this back to my initial comments,

whatever else we thought we would be doing in 2020 and probably 2021, we will all need to continue to do those things, as may be necessary; but moreso, we will need to adapt to the new realities and in due course adopt, for the long-term, most of the changes now being, and that will be, made to serve our clients. The course of change will not be easy, but might (yet) be successful.

I would like to thank the Commission’s Chairperson, Michelle Ouellette, Q.C., for her sage advice and the Commission members for their stout support. We also appreciate the advice and support of Ministry of Justice Deputy Minister Glen Gardner, Q.C and Minister Don Morgan, Q.C.

Doubtless, by the time this memo is submitted and read, we will still be involved in COVID 19 mitigation measures and they will persist so, on behalf of Legal Aid, we wish good health to all and that it continues.

This year was the last year of our 2017 – 2020 plan. During the year, our work focused on completing the projects outlined in the strategic plan and addressing the recommendations from the Provincial Auditor.

The 2017 - 2020 Strategic Plan identifies three Strategic Priorities, numerous outcome and activity measures and eleven key projects to move LAS forward. The following pages provide an overview of the work accomplished to date and report on the various measures.

This year, LAS completed the following activities:

- evaluated the Application Center, with recommendations for improvement
- refreshed the Eligibility & Legal Services Delivery Manual
- audited the implementation of the Practice Directives and made adjustments to those Directives as well as the associated documents

And continued to:

- develop file opening and closing policies for all files
- update the Personnel Manual, Accounting Manual, LAIN Manual, and Governance Manual;
- create an Employee Code of Conduct; and
- improve the average time that clients wait for their first meeting with a lawyer,

And began work on the following:

- revising to the normalized caseload calculation, which reflects the number of lawyers and staff members assigned to each of the Area Offices;
- updating content for the staff intranet; and
- an upgrading of our client and case management software system (LAIN).

Client Service Standards

LAS aims to achieve the following client service standards:

90% of clients see a lawyer within 3 weeks of being declared eligible for legal aid

This metric only includes individuals who have applied for full-service representation in criminal and family law, not duty counsel service. Full-service representation requires that an applicant's income be within our financial guidelines; the legal matter be within our range of service and the matter has merit.

2016/17: 70%

2017/18: 70%

- 40% of all applicants spoke to a lawyer on the same day as being declared eligible. A total of 49% of all applicants spoke to a lawyer within a week.

2018/19: 72%

- 39% of total applicants spoke to a staff lawyer on the same day. A total of 53% of all applicants spoke to a lawyer within a week.

2019/20: 61%

- 34% of all applicants spoke to a staff lawyer on the same day. A total of 44% spoke to a lawyer within a week.

100% of online applications receive a response within 2 business days

Applicants are welcome to complete our online financial test at any time. If the online calculator finds them likely to be eligible, they will receive a follow-up email or phone call within two business days from a staff member requesting additional information for their application.

2016/17: 100%

2017/18: not tracked

- estimated to be 89% based on the number of applications that were received after the process was changed.

2018/19: 80%

- the average time was 2 days.

2019/20: 32%

- the process was moved from a daily process to a weekly process to ensure that phone applications were being taken in a timely manner. It has been returned to a daily process as other process improvements were implemented.

95% of complaints receive a response within two weeks

This metric applies to all complaints received at Head Office. Within two weeks of receiving the complaint, a staff member at Head Office will have resolved the complaint, or if not, then will have asked for additional information or provided an update. LAS Head Office started tracking this metric in January 2018.

2016/17: not tracked

2017/18: 87%

2018/19: 89%

2019/20: 98%

Other Outcome Measures

Employee Engagement Score within 5 of Benchmark

Employee Engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply discretionary effort to his/her work. LAS has used the TalentMap Employee Engagement survey in 2012 and 2015. LAS is benchmarked against other organizations of similar size in similar fields. The overall employee engagement score is based on six questions:

- I am proud to tell others I work for my organization.
- I am optimistic about the future of my organization.
- My organization inspires me to my best work.
- I would recommend my organization to a friend as a great place to work.
- My job provides me with a sense of personal accomplishment.
- I can see a clear link between my work and my organization's long-term objectives.

2012: 17 below the benchmark

2015: 12 below the benchmark

The Employee Engagement Survey is normally run every three years. However, it was not done during collective bargaining, which ran from 2016 to 2019.

95% of lawyers with caseloads and time reporting within the accepted range

LAS has used a formula to generate “normalized” caseload numbers for each office and each lawyer. In this formula, a full-service criminal file is counted as 1. A family file is counted as 2 due to the greater amount of time required on average to complete family files. A duty counsel service file is counted as 0.5 due to the shorter nature of the service. A file in Therapeutic Court is counted as 0.67 as the work is similar to duty counsel, but continues over a longer time period. The data for the formula is generated from LAIN. In this planning cycle, Management has used an acceptable range as a benchmark: 250 files opened per year +/- 10% (see Table 3).

Until the 2018/19 year, LAS staff lawyers completed a Time Activity Sheet (TAS) twice a month. On that sheet, they recorded the amount of time spent daily on various types of legal services (e.g. criminal law, family law, appeals, youth), as well as time away from the office (e.g. vacation, EDO and sick). The total amount of time worked per year was generated from the roll-up of the bi-monthly TAS.

Last year, LAS staff lawyers and family legal assistants began recording their time per file electronically in LAIN. This allows time to be tracked by criminal offence / family problem (e.g. homicide, assault, custody, divorce).

This metric calculates the number of lawyers who carried a reasonable caseload and worked a reasonable number of hours for the year. In order to be relevant, the comparison only includes lawyers who worked in the same Area Office for the entire fiscal year and did not have farmouts of their files for illness. Expected hours of work are adjusted (reduced) for those lawyers on the 26 EDO per year plan.

2016/17: 20% (12 of 59 permanent positions, 13 positions not included)

2017/18: 28% (14 of 50 permanent positions, 17 positions not included)

2018/19: 31% (11 of 36 permanent positions; 33 positions not included)

2019/20: 54% (21 of 39 permanent positions; 30 positions not included)

Based on lawyers' self-selected transfers from one office to another or terminations and times off for illness, there are few lawyers who work all year in one office or were not ill so as to require farmouts.

As part of the 2017 – 2020 Strategic Plan, this formula, originally conceptualized in 1999 as part of a review of LAS (the Rosten Report), was to be reviewed. That work was started and various components for measuring productivity were discussed with the legal directors, as part of the larger project related to enhancement of file handling.

The organization now has a complete year of time tracking data and has begun to analyze how time was spent. This information will feed into the next round of strategic planning and development of work expectations.

10 days of sick leave per employee per year

For the purpose of this metric, sick leave is defined as time away from work (with or without pay) due to the illness of an employee or a family member. After 15 consecutive weeks, the employee is considered to be on Long-Term Disability and time beyond the 15 weeks is not included in the calculation of this metric. This metric does not include maternity, adoption, paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; or jury duty.

2016/17: 11.22 days

2017/18: 10.11 days

2018/19: 11.65 days

2019/20: 10.66 days

TABLE 1: SICK LEAVE	2019/20	5 Year Average
Lawyers	9.54	9.66
Legal Assistants	20.70	23.80
Admin Staff	11.14	11.72
Out of Scope (Head Office staff, Legal Directors and Managers)	8.12	7.38

85% of legal matters completed

Each individual who applies for LAS services is looking for resolution of their legal matter. Every lawyer assigned to the file is committed to taking the matter to completion.

2016/17: 78%

2017/18: 76%

2018/19: 88%

2019/20: 84%

However, for a variety of reasons, clients may choose to terminate their LAS retainer before the legal matter is completed; usually this is done by dismissing counsel or not contacting the Office.

Activity Measures

Number of Charges

The chart below reflects the total number of charges handled on full-service criminal files and duty counsel service files closed in each fiscal year. Both adult and youth files are included in the counts. Closed files were chosen as the charge information is often updated during the file closing process. Some of the charges will be duplicated as matters move from duty counsel service to full service or if there are multiple separate duty counsel files that contain the same information numbers. Data for the four previous fiscal years is presented for comparison purposes.

TABLE 2: NUMBER OF CHARGES				
	Full-Service Criminal Files		Duty Counsel Service Files	
	Number of Charges	Average per application	Number of Charges	Average per application
2015/16	50,781	3.8	49,990	4.9
2016/17	54,292	3.9	58,257	5.3
2017/18	54,502	4.1	56,309	5.2
2018/19	48,672	4.2	57,000	5.3
2019/20	49,631	4.3	61,241	5.5

Statistics Canada. Table 35-10-0027-01 Adult criminal courts, number of cases and charges by type of decision, annual. CANSIM. Accessed May 5, 2020

In Saskatchewan, on average, 55% of criminal charges are stayed or withdrawn by the Crown. In comparison, the national average is 59%. These are five-year averages (2013/14 – 2017/18).

Number of Files Opened and Closed

LAS has been reporting on the number of opened and closed files per fiscal period for many years. An opened file is one in which the applicant applied and was found eligible for legal aid and has attended at least one meeting with a lawyer. The legal matter may be ongoing or completed by the end of the fiscal year or the client may have chosen to abandon the file by terminating counsel or losing contact with the office.

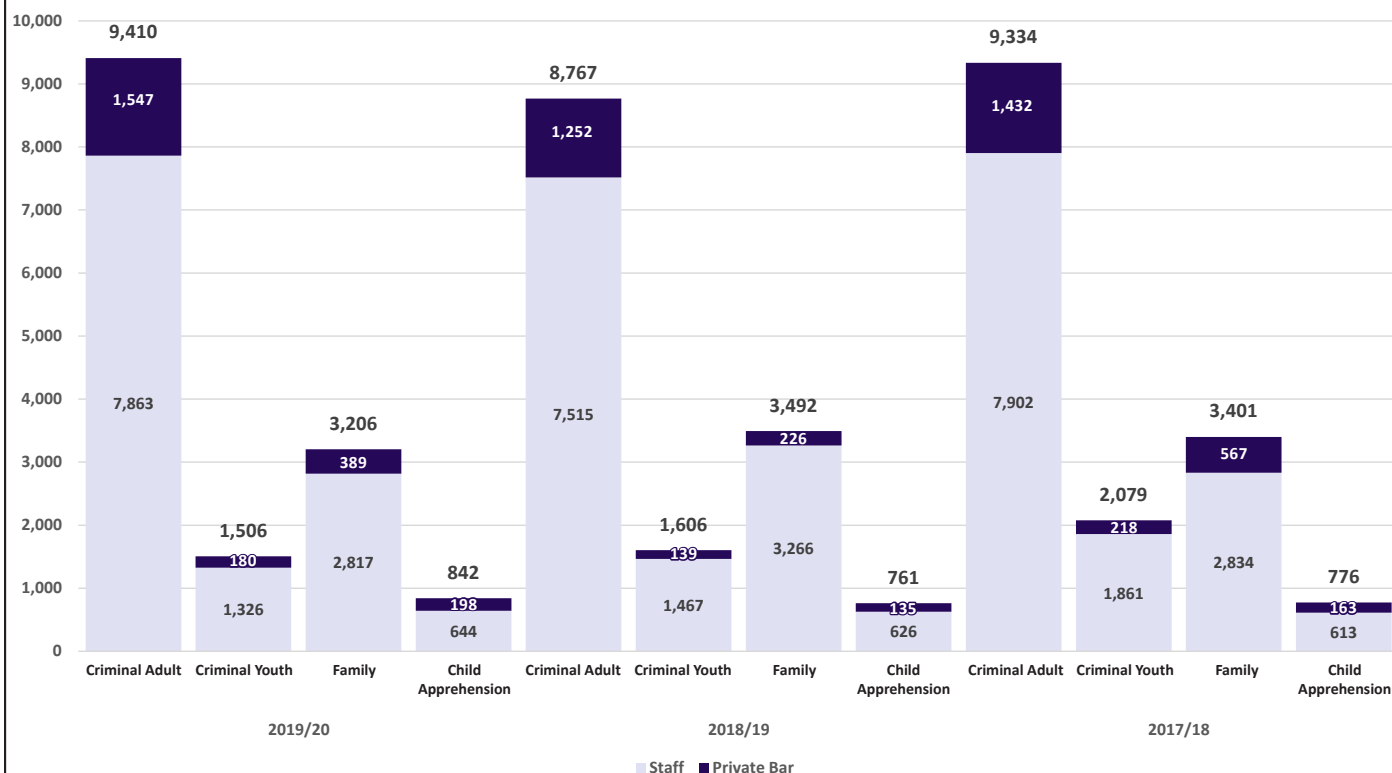
Opened files may be assigned to staff or private bar lawyers. A majority of files assigned to the private bar are due to conflicts of interest or short-term staff lawyer vacancies.

Criminal files are divided into adult and youth. Youth files have charges under *The Youth Criminal Justice Act*. Charges under all other Acts are considered adult files. Family files are divided into Family and Child Apprehension Files. Child Apprehension (also known as Child Protection) are files in which the Ministry of Social Services or one of its agencies has removed a child or children from their home and is seeking either a temporary or permanent order.

Duty Counsel Service is a short-term legal service provided to individuals held in custody on criminal charges. There are no financial or range of service limitations for this service. It is available to any individual in custody. The service consists of negotiating for release or guilty plea and sentencing, or conducting a show cause hearing (also known as a bail hearing). If the client's matter is not resolved at the duty counsel service stage, they are encouraged to apply for full-service representation.

TABLE 3: New Opened Files per Lawyer / Legal Director FTE	
2019/20	5 Year Average
253	246

In 2016/17, LAS Management clarified how the closing of Duty Counsel Service files should be recorded. Files are differentiated based on whether or not the charges are concluded at the Duty Counsel Service stage by guilty plea or if the service is a negotiated release or show cause hearing. Of the Duty Counsel Service files opened in 2019/20, 37% of adult files and 40% of youth files were concluded by guilty plea. This is a drop of 7% of adult matters completed and an increase of 3% of youth matters completed over the 2018/19 numbers.

FIGURE 1: New Full-Service Files Opened by Area Offices in Fiscal Year

TABLE 4: New Files by Type Opened by Area Office in Fiscal Year

	Criminal Adult		Criminal Youth		Duty Counsel Adult		Duty Counsel Youth		Therapeutic Courts		Family		Child Apprehension	
	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg
Battlefords	627	719	87	159	966	903	88	131	48	60	128	169	12	40
Head Office	80	35	6	3	0	0	0	0	11	0	90	0	16	0
Meadow Lake	667	713	101	111	684	591	66	55	0	0	138	159	33	41
Melfort	265	322	70	101	421	197	47	20	1	0	86	78	10	8
Moose Jaw	233	235	41	49	249	249	16	31	5	14	139	169	33	21
Northern	903	1,007	111	198	450	353	50	61	0	0	117	141	45	37
Prince Albert	1,039	1,078	179	224	1,317	1,409	172	261	0	0	199	214	83	84
Regina City	983	879	200	367	1,930	1,974	220	126	513	558	645	588	102	91
Regina Rural	732	657	91	100	71	62	2	5	32	25	312	300	86	59
Saskatoon City	947	861	268	321	1,115	2,093	297	299	178	168	535	557	130	108
Saskatoon Rural	298	355	35	58	2	54	0	1	19	15	124	132	61	56
South East	313	297	30	40	89	81	2	6	12	4	106	112	3	5
Swift Current	108	111	19	37	195	139	5	13	2	2	68	89	11	9
Yorkton	668	592	88	101	375	336	29	42	0	0	130	157	19	22
Staff Total	7,863	7,861	1,326	1,869	7,864	8,441	994	1,051	821	846	2,817	2,865	644	581
Private Bar	1,547	1,310	180	178	2,636	1,197	41	33	57	46	389	315	198	147
Total	9,410	9,171	1,506	2,047	10,500	9,638	1,035	1,084	878	892	3,206	3,180	842	728

FIGURE 2: New Full-Service Files Opened by Area Offices in Fiscal Year

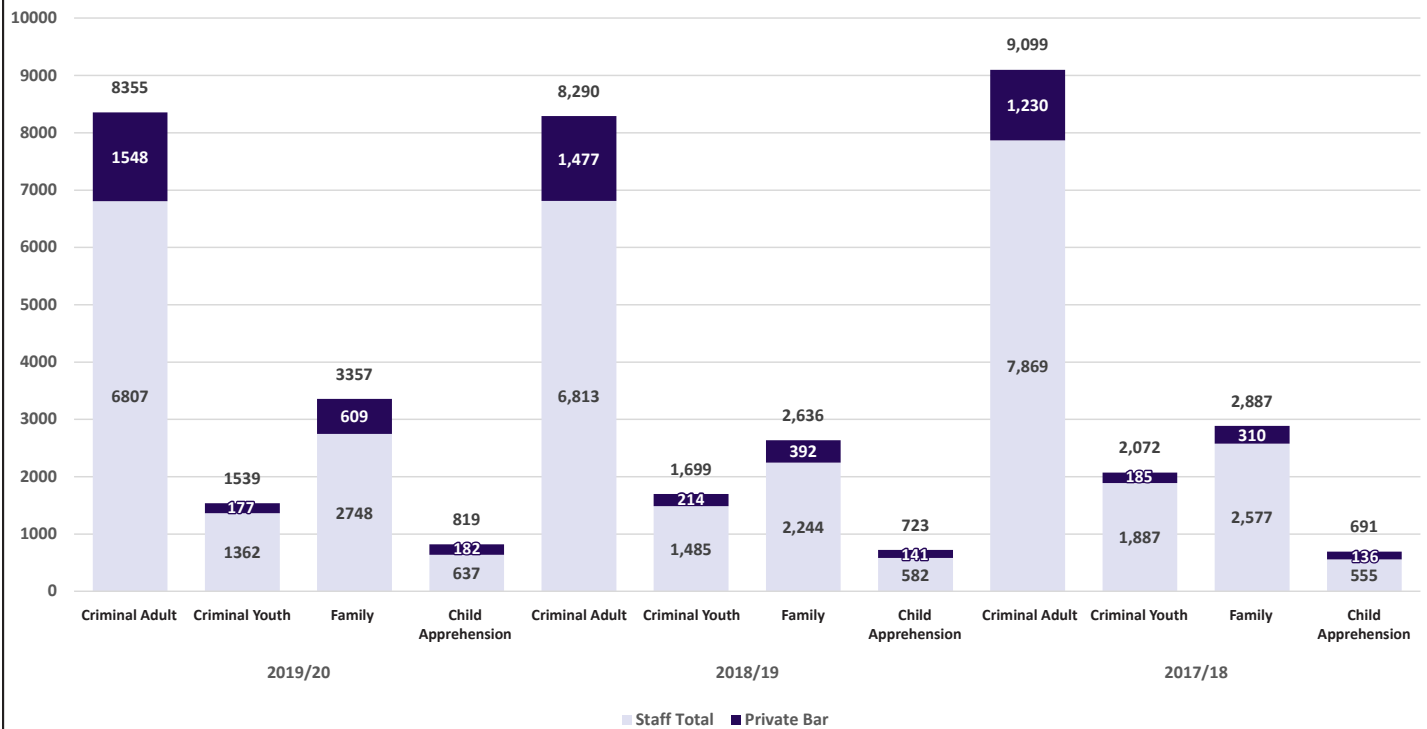


TABLE 5: Files by Type Closed by Area Office by Fiscal Year

	Criminal Adult		Criminal Youth		Duty Counsel Adult		Duty Counsel Youth		Therapeutic Court		Family		Child Apprehension	
	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg
Battlefords	602	702	104	166	978	905	92	132	50	58	179	154	22	49
Head Office	17	14	0	0	0	0	0	0	0	0	19	6	2	2
Meadow Lake	654	681	82	112	681	591	63	54	0	0	92	132	36	54
Melfort	205	302	57	100	423	197	45	19	1	0	86	74	10	23
Moose Jaw	226	245	44	57	250	249	16	31	2	10	222	143	26	34
Northern	750	968	104	198	455	354	50	61	0	0	113	146	37	62
Prince Albert	785	980	157	223	1,203	1,386	172	261	0	0	166	188	77	96
Regina City	871	764	257	365	1,769	1,942	225	127	550	538	608	506	112	143
Regina Rural	637	627	106	103	66	61	2	5	27	23	296	266	89	92
Saskatoon City	789	691	271	315	1,129	2,095	298	300	170	133	571	361	114	139
Saskatoon Rural	302	348	37	64	3	54	0	1	23	15	106	86	77	58
South East	241	275	29	43	93	82	2	6	3	0	97	99	6	24
Swift Current	97	100	22	36	195	139	6	13	2	0	73	77	10	23
Yorkton	631	622	92	118	375	336	31	42	0	0	120	156	19	56
Staff Total	6,807	7,319	1,362	1,900	7,620	8,391	1,002	1,052	828	777	2,748	2,394	637	855
Private Bar	1,548	1,284	177	203	2,333	1,136	44	34	72	55	609	320	182	137
Total	8,355	8,603	1,539	2,103	9,953	9,527	1,046	1,086	900	832	3,357	2,714	819	992

TABLE 6: Other Services Provided in Fiscal Year

	Duty Counsel Advice				Summary Advice			
	Opened		Closed		Opened		Closed	
	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg	2019/20	5 Yr Avg
Battlefords	7	3	7	3	2	2	2	2
Head Office	1	1	0	1	0	2	0	4
Meadow Lake	0	1	0	1	0	5	0	4
Melfort	0	2	0	2	0	0	0	105
Moose Jaw	7	8	7	9	6	63	6	53
Northern	5	3	4	3	14	21	15	15
Prince Albert	8	6	10	3	2	3	1	24
Regina City	11	4	14	4	10	23	8	39
Regina Rural	22	33	15	31	46	81	41	67
Saskatoon City Criminal	4	3	1	2	6	21	6	9
Saskatoon Rural	0	0	0	0	0	3	0	3
South East	6	3	6	4	118	117	121	104
Swift Current	1	7	1	7	1	21	1	18
Yorkton	0	3	0	3	1	8	1	4
Staff Total	72	78	65	73	206	359	202	451
Private Bar (Brydges)	14,457	14,332	14,457	14,332	0	0	0	0
Total	14,529	14,410	14,522	14,405	206	359	202	451

In 2019/20, LAS began implementing a change to the way summary advice is recorded. Agent appearances on behalf of other LAS staff lawyers or private bar lawyers are no longer included in this category.

Number of appeals

This year, LAS initiated 25 appeals on behalf of criminal adult clients, 4 on behalf of criminal youth clients and 2 on behalf of a family client. We responded to 24 criminal adult appeals initiated by the Crown and 2 family appeals initiated by the opposing party.

Number of Supreme Court of Canada and Saskatchewan Court of Appeal files

In this fiscal year, we appeared at the Saskatchewan Court of Appeal 43 times. We did not appear at the Supreme Court of Canada in 2019/20.

Professional Development by Lawyers

Professional development activities are those which are sanctioned by the Law Society of Saskatchewan and provided by LAS or others. The Law Society requires 12 hours of PD per individual per year. It includes online and in-person lectures, attendance at provincial and national conferences, and study groups. Information on the number of hours is taken from the lawyers' time keeping entries.

As we have moved from a paper-based time recording system to electronic records, Management has outlined new expectations for what types of activities should be recorded as professional development and reinforced the importance of comprehensive reporting of one's hours. Therefore, we believe that the changes that have occurred over the last four years are a reflection of the way the time was recorded and not due to a change in activity levels.

2016/17 – 25.47 hours
 2017/18 – 14.37 hours
 2018/19 – 13.21 hours
 2019/20 – 25.1 hours

Percentage of all criminal files in Saskatchewan with Legal Aid representation

This metric is still under development as it requires linking LAS data to the data from the Provincial Court in Saskatchewan. When this linkage is complete, it will identify the number of charges under the Criminal Code (non-traffic), Youth Criminal Justice Act, Drug Possession, other drug offences, residual federal statutes and other federal statutes in which LAS provided representation.

Amount of Child and Spousal Support Orders Secured

We began collecting this information last year. With all offices reporting for at least part of the year, our records indicate that LAS secured at least 219 new or variation orders this year for child or spousal support. Approximately 38% of recipients were on social or band assistance. These orders will provide \$1.44M in annual funding and \$189,095 in arrears funding to our clients.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation of the Commission's financial statements. This responsibility includes maintaining the integrity and objectivity of the Commission's financial records and presenting the financial statements in accordance with Canadian Public Sector Accounting standards.

Management maintains an appropriate system of internal control, including policies and procedures, which provide reasonable assurance that the Commission's assets are safeguarded and that the financial records are relevant and reliable.

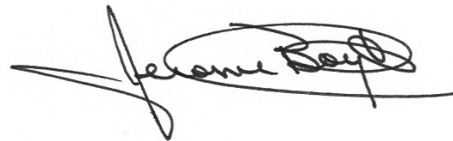
To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings.

The members of the Commission have also reviewed the financial statements with representative of management. The members have approved in principle the Commission's financial statements for the year end March 31, 2020.

The Provincial Auditor of Saskatchewan conducts an independent audit of the financial statements. Their examination is conducted in accordance with Canadian generally accepted auditing standards and includes tests and other procedures which allow them to report on the fairness of the financial statements. The Provincial Auditor's Report outlines the scope of the audit and the opinion.



Craig W.J. Goebel
Chief Executive Officer



Jerome Boyko, CPA, CA
Director, Finance and Information Technology



INDEPENDENT AUDITOR'S REPORT

To: The Members of the Legislative Assembly of Saskatchewan

Opinion

We have audited the financial statements of the Saskatchewan Legal Aid Commission, which comprise the statement of financial position as at March 31, 2020, and the statement of operations and changes in accumulated surplus, statement of changes in net debt, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Saskatchewan Legal Aid Commission as at March 31, 2020 and the results of its operations, changes in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

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

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

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards for Treasury Board's approval, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Those charged with governance are responsible for overseeing the Saskatchewan Legal Aid Commission's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Saskatchewan Legal Aid Commission's internal control.



- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Saskatchewan Legal Aid Commission's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Saskatchewan Legal Aid Commission's to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Regina, Saskatchewan
June 19, 2020

Judy Ferguson, FCPA, FCA
Provincial Auditor
Office of the Provincial Auditor

THE SASKATCHEWAN LEGAL AID COMMISSION

FINANCIAL STATEMENTS

For the Year Ended March 31, 2020

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2020	2019
	<u> </u>	<u> </u>
Financial Assets		
Cash	\$ 4,413,558	\$ 3,295,623
Accounts receivable		
Ministry of Justice	21,975	---
Other	<u>198,184</u>	<u>123,326</u>
Total financial assets	<u>4,633,717</u>	<u>3,418,949</u>
Liabilities		
Accounts payable and accrued liabilities		
General	151,165	109,659
Private Solicitors' Fees	4,331,337	3,348,986
Employee Salaries and Benefits	634,353	645,198
Deferred Contributions (note 6)	<u>44,910</u>	<u>35,500</u>
Total liabilities	<u>5,161,765</u>	<u>4,139,343</u>
Net debt (statement 3)	<u>(528,048)</u>	<u>(720,394)</u>
Non-financial assets		
Tangible capital assets (note 5)	28,220	124,404
Prepaid expenses	<u>166,765</u>	<u>181,158</u>
Total Non-financial assets	<u>194,985</u>	<u>305,562</u>
Accumulated (deficit) (statement 2)	<u>\$ (333,063)</u>	<u>\$ (414,832)</u>

Contractual Obligations (note 7)
(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN ACCUMULATED SURPLUS
As at March 31

	2020		2019
	Budget (note 11)	Actual	Actual
Revenue			
Ministry of Justice	\$ 25,973,000	\$ 27,473,000	\$ 25,710,000
Grants	34,500	35,500	61,540
Other	<u>124,873</u>	<u>162,725</u>	<u>176,716</u>
Total revenue	<u>26,132,373</u>	<u>27,671,225</u>	<u>25,948,256</u>
Expense			
Salaries and employee benefits	16,399,912	16,403,898	16,669,349
Head Office administrative (schedule 1)	835,654	942,409	765,288
Area Office administrative and operating expenses (schedule 1)	1,873,749	1,958,923	1,995,092
Provision of legal services	5,803,874	7,238,117	5,789,049
Other legal expenses	263,000	186,164	223,544
Travel	835,000	763,761	803,310
Amortization of tangible capital assets	<u>96,184</u>	<u>96,184</u>	<u>96,184</u>
Total expense	<u>26,107,373</u>	<u>27,589,456</u>	<u>26,341,816</u>
Surplus/(Deficit)	25,000	81,769	(393,560)
Accumulated (deficit) surplus, beginning of year	<u>(414,832)</u>	<u>(414,832)</u>	<u>(21,272)</u>
Accumulated (deficit) surplus, end of year (statement 1)	<u>\$ (389,832)</u>	<u>\$ (333,063)</u>	<u>\$ (414,832)</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CHANGES IN NET DEBT
Year Ended March 31

	<u>2020</u>	<u>2019</u>
Surplus/(Deficit)	\$ 81,769	\$ (393,560)
Acquisition of tangible capital assets	---	(36,570)
Amortization of tangible capital assets	<u>96,184</u>	<u>96,184</u>
	<u>96,184</u>	<u>59,614</u>
Acquisition of prepaid expenses	(166,765)	(181,158)
Use of prepaid expenses	<u>181,158</u>	<u>172,577</u>
	<u>14,393</u>	<u>(8,581)</u>
Increase (decrease) in net (debt) financial assets	192,346	(342,527)
Net (debt) at beginning of year	<u>(720,394)</u>	<u>(377,867)</u>
Net (debt) at end of year (statement 1)	<u><u>\$ (528,048)</u></u>	<u><u>\$ (720,394)</u></u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
Year Ended March 31

	<u>2020</u>	<u>2019</u>
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	\$ 27,472,800	\$ 26,910,000
Cash received from grants	44,910	68,500
Cash received from other revenue	162,725	147,549
Cash payments for salaries and benefits	(16,451,812)	(16,598,668)
Cash payments for other suppliers	(3,989,104)	(3,844,703)
Cash payments for legal services	<u>(6,121,584)</u>	<u>(5,812,614)</u>
Net cash provided by operating activities	1,117,935	870,064
CAPITAL ACTIVITIES		
Purchase of capital assets	<u>---</u>	<u>(36,570)</u>
Net increase in cash	1,117,935	833,494
Cash, beginning of year	<u>3,295,623</u>	<u>2,462,129</u>
Cash, end of year	<u>\$ 4,413,558</u>	<u>\$ 3,295,623</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2020

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission (Commission). The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards published by the Chartered Professional Accountants Canada (CPA Canada). A statement of remeasurement gains and losses has not been presented in these financial statements because all financial instruments are measured at amortized costs. The following policies are considered significant:

a) Revenue Recognition

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues and when collection is reasonably assured. All revenues are recorded on an accrual basis.

Other revenue is comprised of client contributions, cost recoveries, interest and miscellaneous receipts.

Externally restricted inflows are deferred contribution when restrictions are placed on their use by the contributor, and are recognized as revenue when used for their specific purposes.

Government appropriations are recognized in the period the transfer is authorized and any eligibility criteria is met.

b) Expenses

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

c) Provision of Legal Services Expense

Provision of legal services expense include amounts billed by private bar lawyers to the Commission and an estimate of amounts of services performed by lawyers but not yet billed to the Commission.

d) Tangible Capital Assets

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement, or betterment of the asset. Normal repairs and maintenance are expensed as incurred. The tangible capital assets are reduced annually by an amount representing the consumed cost of the asset calculated on a straight line basis as follows:

Office Equipment and Furniture	7 years
Legal Aid Information Network (LAIN)	
Development Costs	3 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Commission's ability to provide services, or when the value of future economic benefits associated with the tangible capital assets is less than their net book value. The net writedowns (if any) are accounted for as expense in the Statement of Operations.

e) Financial Instruments

All financial instruments are measured at fair value upon initial recognition. Cash is measured at fair value. Accounts receivable, accounts payable, accrued liabilities, and deferred contributions are measured at amortized cost. The Commission does not have any embedded derivatives in host contracts.

f) New accounting standards not yet in effect

Two new Canadian public sector accounting standards are not yet in effect for governments and have not been applied in preparing these financial statements. The Commission plans to adopt these new standards on the effective date and is currently analyzing the impact this will have on these financial statements.

The following standards will become effective as follows:

- PS 3400 Revenue (effective April 1, 2022), a revised standard on how to account for and report on revenue.
- PS 3280 Asset Retirement Obligations (effective April 1, 2021), a revised standard on how to account for and report a liability for asset retirement obligations.

2. Financial Risk Management

The management of the Commission mitigates the risks associated with financial instruments with regular reporting to the members of the Commission.

Credit Risk:

Credit risk is the risk that one party to a transaction will fail to discharge an obligation and cause the other party to incur a financial loss. The Commission's exposure to credit risk is from the potential of non-payment of grants or accounts receivable. The credit risk on the receivables is not material as most grants are received from the provincial appropriations and the other receivables are comprised of small amounts from contributions from clients.

Liquidity Risk:

Liquidity risk is the risk that the Commission is unable to meet its financial commitments as they become due. The Commission manages the liquidity risk from the monthly appropriations it receives from the Saskatchewan Ministry of Justice.

Market Risk:

Market risk represents the potential for loss from changes in the value of financial instruments due to changes in the market conditions. The Commission does not have any exposure to market risk.

3. Capital Management

The Commission's objective when managing its accumulated surplus is to ensure adequate resources exist to support the operations and growth strategies of the Commission.

The Commission obtains its funding from provincial appropriations through the Ministry of Justice. The Commission does not have any debt.

The Commission monitors and assesses its financial performance by a monthly variance analysis of actual and yearly projections to approved budget. The budget and variance analysis is approved by the members of the Commission. The management of the Commission also provide an appropriation forecast to the Ministry of Justice.

4. Pension Plan

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense included in salaries and benefits for 2020 amounted to \$839,598 (2019 - \$824,305).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan. Certain administration expenses of the Plan are initially paid by the Commission and are subsequently refunded by the Plan. As at March 31, 2020, the Plan owed \$nil, (2019 - \$5,512) to the Commission.

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2020 Total	2019 Total
Opening cost	\$ 238,831	\$ 555,135	\$ 793,966	\$ 757,396
Additions during the year	---	---	---	36,570
Closing Cost	<u>238,831</u>	<u>555,135</u>	<u>793,966</u>	<u>793,966</u>
Opening Accumulated Amortization	204,518	465,044	669,562	573,378
Amortization during the year	<u>18,283</u>	<u>77,901</u>	<u>96,184</u>	<u>96,184</u>
Closing Accumulated Amortization	<u>222,801</u>	<u>542,945</u>	<u>765,746</u>	<u>669,562</u>
Net book value of Tangible capital assets	\$ <u>16,030</u>	\$ <u>12,190</u>	\$ <u>28,220</u>	\$ <u>124,404</u>

Last year, The Law Foundation of Saskatchewan provided a grant of \$32,000 for an enhancement to the Legal Aid Information Network (LAIN) program. The grant was recorded as revenue in the period and costs associated with this grant for the LAIN Development Costs were capitalized and are reported as an addition above.

6. Deferred Contributions and Grants

Deferred operating contributions represent externally restricted grants and contributions for which the related expense have not been incurred.

	2020	2019
Balance, beginning of year	\$ 35,500	\$ 28,540
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	---	32,000
Law Foundation of Saskatchewan Legal Aid		
Endowment Fund Trust	44,910	36,500
Less: Amounts recognized as revenue in the year	(35,500)	(61,540)
Balance, end of year	<u>\$ 44,910</u>	<u>\$ 35,500</u>

7. Measurement Uncertainty and Contractual Obligations

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Areas where estimates are made include accrued private solicitors' fees and the related provision of legal service expense, amortization of tangible capital assets, non-vesting sick leave benefits, and contingent liabilities.

These estimates are based on the best information available at the time of preparation of the financial statements and are reviewed periodically to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from those estimates.

The provision for services provided by members of the private bar that have not been billed on outstanding appointments is estimated at year end using a method that incorporates historical average costs and estimated time frames to complete similar cases. In addition to the liability for services provided to March 31, 2020, the Commission estimates \$616,407 (2019 - \$496,166) will be incurred on approximately 2,461 (2019 - 1,953) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

8. Related Party Transactions

These financial statements include transactions with related parties. The Commission is related to all Saskatchewan Crown Agencies such as ministries, corporations, boards, and commissions under the common control of the Government of Saskatchewan, as well as its key management personnel and their close family members. Additionally, the Commission is related to organizations where they have key management personnel and/or their close family members in common. Transactions with these related parties are in the normal course of operations and are settled on normal trade terms.

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at agreed upon rates and settled on normal trade terms. Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2020	2019
Expenses	\$ 1,959,652	\$ 1,968,525
Accounts payable	47,183	27,771
Accounts receivable	21,975	---

Each year, the Commission receives 99% of its operating revenue as a government transfer from the Saskatchewan Ministry of Justice recorded as appropriations, and 1% from grants and other sources. The Commission depends on funding from these sources for the continuance of its operations. During the year the Commission received \$27,473,000 from the Ministry, (2019 - \$25,710,000). At March 31, 2020 there was an appropriation receivable of \$200 (2019 - \$nil).

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts services without charge from the Ministry of Justice.

During the year, the Commission made payments of \$127,242 (2019 - \$127,242) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund (Fund) that is set up under the collective bargaining agreement between C.U.P.E. Local 1949 (Union) and the Commission. As outlined in the agreement, the Fund is jointly administered by the Commission and the Union through the Labour Management Relations Committee. The Commission provides the Fund with day-to-day administration. The intent of the Fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949. The increased premium costs are initially paid by the Commission, and for the year the Fund reimbursed the Commission \$140,361 (2019 - \$130,259) for the increased premium costs. At year end, the Fund owed the Commission \$90,360, (2019 - \$nil). The Fund had a balance of \$474,250 (2019 - \$448,150) which is not included in the Commission's statement of financial position.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust was established with an endowment to assist in the Commission's mandate by:

- a) improving access to justice for persons whose own financial resources are inadequate;
- b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
- c) providing funds for research in legal and social areas related to legal aid and access to justice; and
- d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of \$2,100,000 (2019 - \$2,100,000) has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. The transactions and amounts in the Commission's financial statements related to activities of the Trust at year end are as follows:

	<u>2020</u>	<u>2019</u>
Grants	\$ 35,500	\$ 29,540
Deferred contributions	44,910	35,500

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Covid-19 Pandemic

The COVID-19 pandemic is complex and rapidly evolving. It has caused material disruption to businesses and has resulted in an economic slowdown. The Commission continues to assess and monitor the impact of COVID-19 on its financial condition. The magnitude and duration of COVID-19 is uncertain and, accordingly, it is difficult to reliably measure the potential impact on the Commission's financial position and operations.

11. Budget

These unaudited amounts represent the operating budget approved June 2019 by members of The Saskatchewan Legal Aid Commission.

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

		2020	2019
	Budget (note 11)	Actual	Actual
Head Office Administrative and Operating Expenses			
Leased accommodation	\$ 157,548	\$ 130,391	\$ 116,015
Computer leases, maintenance, and support	143,562	82,745	60,383
Stationery and office supplies	15,000	9,768	13,835
Telephone	32,700	17,414	17,720
Postage	16,380	11,007	11,179
Photocopying	4,100	2,915	2,677
Periodicals	650	1,371	1,313
Expenses related to Trust Grant	34,500	35,500	29,540
Professional fees and legal costs	104,000	424,271	262,672
Other operating expenses	<u>327,214</u>	<u>227,027</u>	<u>249,954</u>
Total Head Office Administrative and Operating expenses (statement 2)	<u><u>\$ 835,654</u></u>	<u><u>\$ 942,409</u></u>	<u><u>\$ 765,288</u></u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 1,054,260	1,050,430	\$ 1,049,077
Computer leases, maintenance, and support	105,438	132,884	206,551
Stationery and office supplies	183,000	168,838	194,812
Telephone	118,800	119,923	124,188
Postage	48,620	56,558	49,762
Photocopying	47,900	38,645	37,843
Periodicals	19,350	20,319	14,179
Other operating expenses	<u>296,381</u>	<u>371,326</u>	<u>318,680</u>
Total Area Office Administrative and Operating Expenses (statement 2)	<u><u>\$ 1,873,749</u></u>	<u><u>\$ 1,958,923</u></u>	<u><u>\$ 1,995,092</u></u>

Application

A formal written request for legal assistance. Related legal matters mentioned at the time of application are included on one application. Separate applications are counted for criminal, family, and to a very minor extent, civil and provincial offence matters.

Brydges Service

Refers to Duty Counsel Advice provided by telephone to detained persons by contract lawyers. This service is available to all individuals detained for a crime regardless of range of service or their eligibility for the full services of LAS.

Client Abandoned

These are files that were closed on or after April 1, 2019 and by March 31, 2020 and a lawyer provided some level of service to the client. During this time period, the client was responsible for ending the relationship with LAS either by dismissing the lawyer, losing contact or other miscellaneous reasons.

Completed or Matter Completed

These are files that were closed on or after April 1, 2019 and by March 31, 2020 with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

Denied

These are applications that were opened as of April 1, 2019 but have been denied legal services as of March 31, 2020. Although most applications are denied at the beginning of the application process, some of these clients may have received legal service from LAS during the active time of their case.

Duty Counsel Advice

Immediate advice, by telephone or in person, to arrested or detained persons, irrespective of financial status, provided by a LAS staff lawyer or most likely through the Brydges Service.

Duty Counsel Service

Legal services provided by a lawyer to in-custody individuals where the person has not applied in writing requesting legal aid representation. Duty Counsel Service is provided irrespective of financial status and consists of either the entry of a guilty plea or a show cause hearing. If the client's case is not resolved, they are encouraged to apply for full-service representation.

Family Matters

Refers to proceedings related to divorce, separation, support, custody/access and other matters of a family law nature. These matters also include child protection proceedings.

Federal Criminal Matters (Adults)

Refers to matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act* or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal Criminal Matters (Youth)

Refers to matters under the *Youth Criminal Justice Act*.

Financial Eligibility

Refers to the process and decision made regarding an application based on the applicant's financial information about income, and dependents in assets; the decision can be in favour of or against eligibility.

Full Time Equivalent (FTE)

Refers to a statistical number that takes into account the number of total hours worked by all employees divided by the maximum number of compensable hours in a work year.

Opened Files

These are applications that have been approved on or after April 1, 2019 and as of March 31, 2020 and have been worked on by a lawyer during this time frame. As of March 31, 2020, these files may be active, completed or abandoned by the client.

Summary Advice

Refers to the provision of legal advice, information or any other type of minimal legal service by a lawyer to an individual involving no more than a brief interview or telephone call.

