



2018 - 2019
ANNUAL REPORT

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Office of the
Lieutenant Governor of Saskatchewan

The undersigned, pursuant to *The Legal Aid Act*, is pleased to present the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2019.

Respectfully submitted,

A handwritten signature in black ink that reads "Don Morgan". The signature is written in a cursive, flowing style.

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 2018-2019 fiscal year.

Respectfully submitted,

A handwritten signature in black ink that reads "Michelle Ouellette". The signature is written in a cursive, flowing style.

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 services and has a reasonable prospect of being resolved.

Duty Counsel Service is provided to in-custody clients, regardless of financial status, at all 99 Provincial Courtrooms 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 2018/19, staff lawyers handled 88% of the full-service cases. Private bar lawyers handled the remainder, usually due to conflicts of interests from past service.

At March 31, 2019 LAS had 156 staff positions located in 14 offices throughout the province. LAS has a unionized workplace with 84% of the staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 16%.

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	16.6% Self-Declared Indigenous People
22.2% Persons with Disabilities	7.0% Persons with Disabilities
47% Women in Underrepresented Occupations	54.9% Women Lawyers 52.9% Women in Management
10.6% Members of a Visible Minority Group	4.5% Members of a Visible Minority Group

Members from April 1, 2018 to March 31, 2019

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



KEARNEY HEALY, Q.C.
Saskatoon
Appointed by the Lieutenant Governor in Council Until October 11, 2018



KIRSTEN HNATUK
Saskatoon
Appointed by the Lieutenant Governor in Council From October 11, 2018 onward



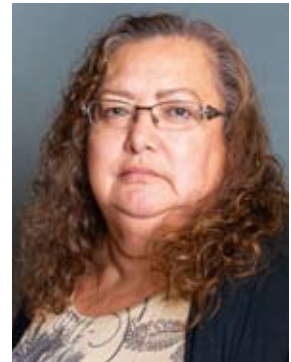
VALERIE MACDONALD, Q.C.
Regina
Appointed by the Law Society of Saskatchewan



KATHLEEN MAKELA
Saskatoon
Appointed by the Lieutenant Governor in Council



LEON MCNAB
Punnichy
Appointed by the Lieutenant Governor in Council



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



JOANNE ROY
Beauval
Appointed by the Lieutenant Governor in Council



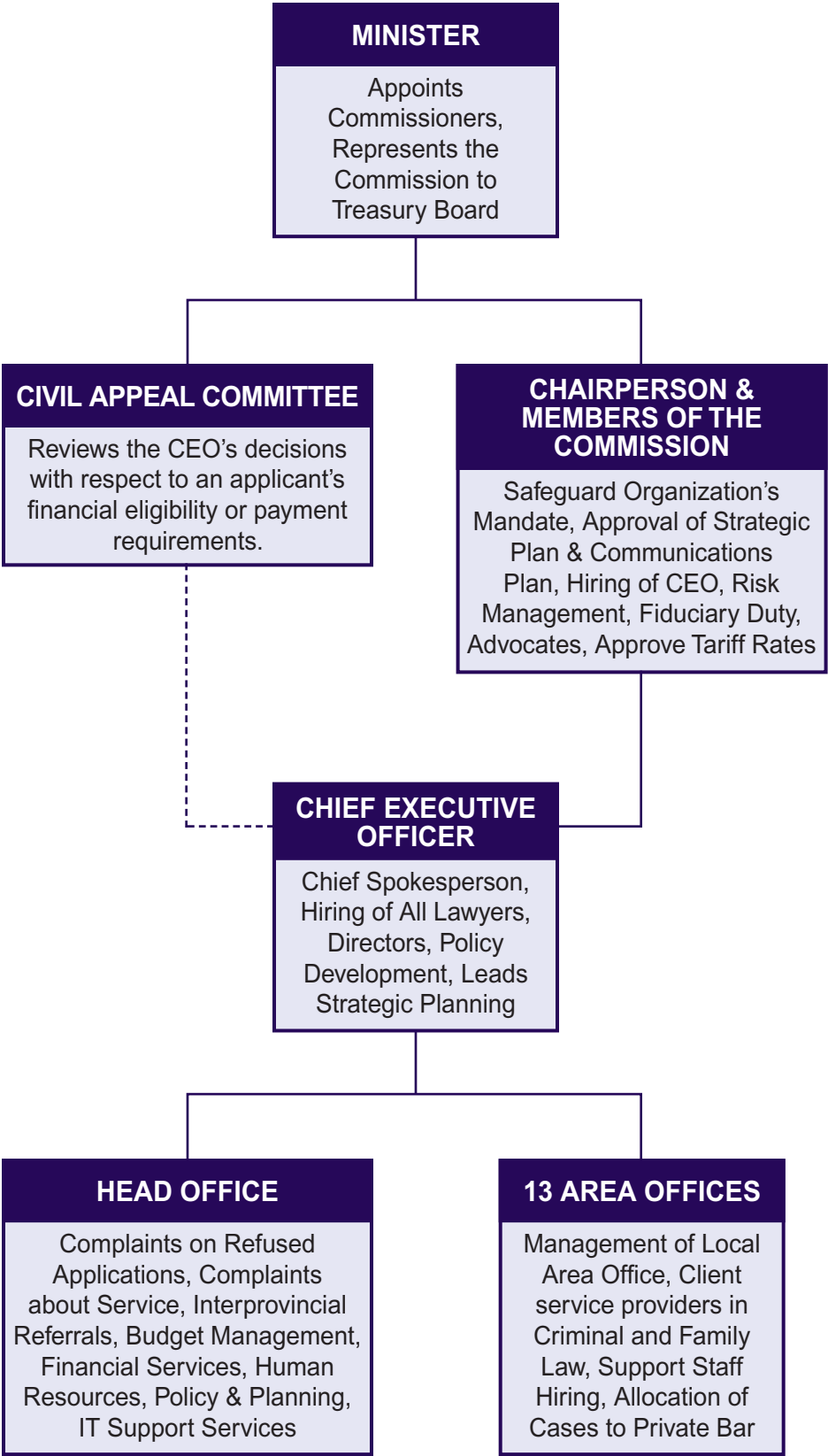
GARRY PREDIGER
Saskatoon
Appointed by the Ministry of Social Services Until November 15, 2018



MARCEL ST. ONGE
Saskatoon
Appointed by the Ministry of Social Services From November 15, 2018 onward



RAY WIEBE
Saskatoon
Appointed by the Law Society of Saskatchewan



Management Team
as of March 31, 2019

Craig W.J. Goebel
Chief Executive Officer

Jerome Boyko
Director of Finance and Information Technology

Dona Jones
Director of Human Resources

Kyla Shea
Director of Planning and Administration

David Andrews, Q.C.
Director, Regina Rural Area Office

Andrew Appolloni
Director, Saskatoon City Area Office

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

Robert Grimsrud
Director, South East Area Office

Deanna Harris
Director, Yorkton Area Office

Joanne Khan
Director, Saskatoon Rural 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

Tyne Hagey
Director, Moose Jaw Area Office

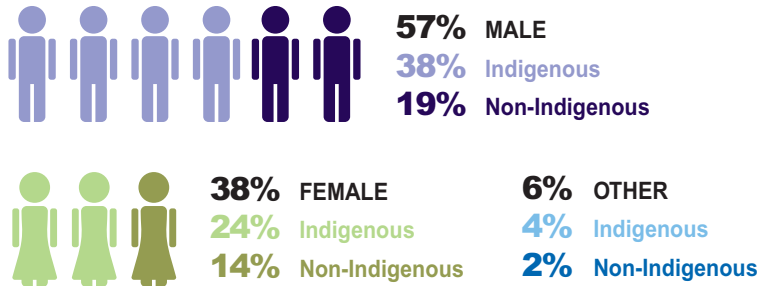
James Struthers, Q.C.
Director, Regina City Area Office

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

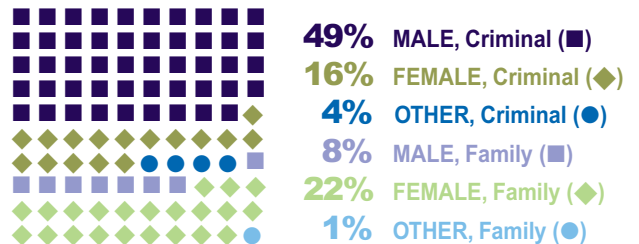
The following information is for full-service applications. It does not include duty counsel service, duty counsel advice or summary advice, as we do not collect this information as part of the eligibility process for those services. Individuals who applied more than once for Legal Aid are counted per application.

GENDER & SELF IDENTIFICATION

(14,619 applications)

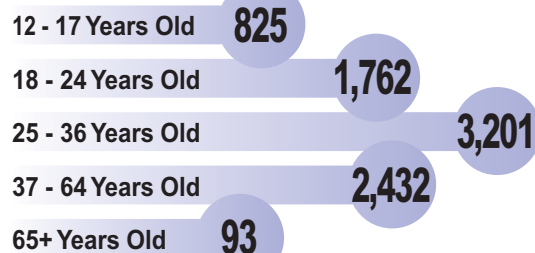


GENDER & MOST RECENT TYPE OF FILE

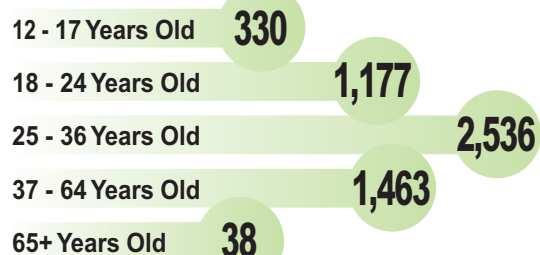


AGE

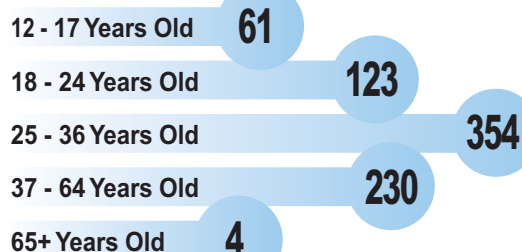
MALE



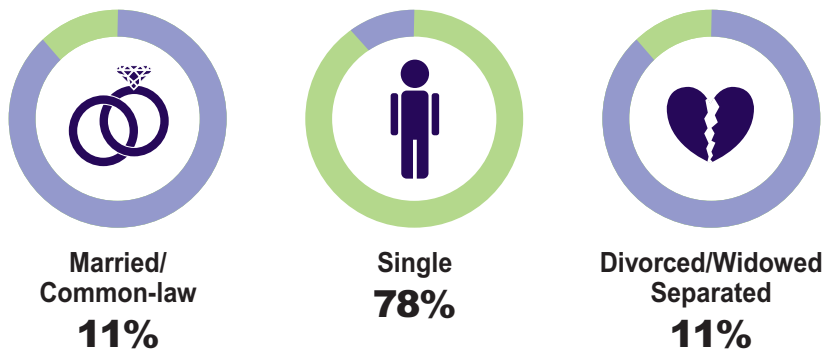
FEMALE



OTHER



MARITAL STATUS



DEPENDENTS





CRAIG W.J. GOEBEL
CEO

The most advanced justice system in the world is a failure if it does not provide justice to the people it is meant to serve. Access to justice is therefore critical.

– Rt. Hon. Beverley McLachlin,
P.C. Chief Justice of Canada
addressing the Empire Club of
Canada in 2007

It has been more than
a decade since Justice
McLachlin made that

statement and much has changed in the justice system. What has not changed is that legal aid continues to be a cornerstone of an accessible, accountable, fair and respectful justice system. While legal aid does not address, and is not responsible for addressing, every access to justice issue, Legal Aid continues to provide access for economically-disadvantaged people, within its government mandate.

After commemoration of the organization's 40th anniversary, we struck out on a 10 year journey to get

MANY IN THE PROVINCE
WOULD LIKE TO SEE
ELIGIBILITY AND SERVICES
EXPANDED.

to 50 as a strong,
vibrant and relevant
partner and leader
in justice delivery,
through high-quality
legal services, to

enhance the fairness to our clients going through the system and of their outcomes. In these past five years, we have re-committed to our mandate – providing high-quality criminal and family law services to eligible people.

Many in the province would like to see eligibility and services expanded. That would require a substantial, political discussion among many stakeholders, calling for decisions relating to 're-basing' eligibility, scope of service, expenditures of funds and resources. That would be a supplement to what we are trying to do now and for the next five years: serve our mission and vision by developing and implementing better ways and means to serve our clients and bringing on lawyers and staff who will carry the organization forward.

As a responsible partner in the justice system, Legal Aid holds itself accountable (and others as well). Improvements to the justice system cannot be made by Legal Aid alone. In areas related to how our clients fare within the system, however, we go first. In the past five years, looking from a client-focused perspective, we have challenged ourselves – and others – with a

wide variety of change initiatives designed to re-build our internal and external processes. My reports over the past six years have detailed many of the initiatives, some of which are noted below:

- Removing the requirement to complete the family law questionnaire before the first appointment with the lawyer
- Stopping the process of formal denial of legal aid services for clients who lose contact with the lawyer, which allows them to resume their legal matter at a later date without going through a complaints process
- Increasing access to duty counsel service, by removing the requirement of financial eligibility
- Experimenting with different approaches to duty counsel service, including having
 - the Crown Prosecutor and LAS lawyer look at new arrests files on Sunday, to limit adjournments on Monday (Saskatoon and Prince Albert)
 - the Crown Prosecutor and LAS lawyer triage files that can be resolved that day, rather than assuming a 2-day adjournment for all files (Saskatoon)
 - a number of private bar lawyers "on-call" to handle files each day (Saskatoon) and limiting the number of files per lawyer, which increases the prospect that some or all of the files would be resolved (more) quickly
- Triaging out of custody criminal adult files (Regina)

LEGAL AID CONTINUES
TO BE A CORNERSTONE
OF AN ACCESSIBLE,
ACCOUNTABLE, FAIR AND
RESPECTFUL JUSTICE
SYSTEM.

The information on
the following pages
outlines the goals
we've set and how we
are holding ourselves
accountable. These
are ambitious goals
and many of them

require our staff to approach their work in new and different ways. I would like to thank the staff, who adopt these changes and continue to adapt – and provide feedback on how we can improve.

I would like to thank the Commission Chairperson, Michelle Ouellette, Q.C., and the members for their commitment. We also appreciate the help and support of the Ministry of Justice, Deputy Minister Glen Gardner, Q.C. and Minister Don Morgan, Q.C..

This year was the midpoint of our 2017 – 2020 plan. The work undertaken this year focused on accountability – of our organization to our funders and the public; and for employees to their employer. We continued to address the recommendations from the Provincial Auditor and actively participated in conversations about a national Outcomes Monitoring Framework for Criminal Legal Aid.

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 reports on the various measures.

This year, LAS completed the following activities:

- developed and implemented electronic time-tracking by file for lawyers and legal assistants;
- updated the Eligibility & Legal Services Delivery Manual
- undertaken training on our obligations under the *Freedom of Information and Protection of Privacy Act*
- updated our online orientation material for new employees

And continued to:

- identify and address the root causes of the large number of family files in which clients lose contact before the legal work on the file is completed;
- update the Personnel Manual, LAIN Manual, and Governance Manual; and
- improve the average time that clients wait for their first meeting with a lawyer,

And began work on the following:

- creating an Employee Code of Conduct
- centralize the intake of phone applications to a new Application Center.

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. Full-service representation requires that applicants have an income within our financial guidelines; have a legal matter within our range of service and the matter has merit.

Each Area Office is working on improving their intake processes and record-keeping. Incentives are offered for any office recording appointments on a majority of their files in a fiscal quarter.

2016/17: 70%

2017/18: 70%

- 40% of applicants spoke to a lawyer on the same day and 49% spoke to a lawyer within a week.

2018/19: 72%

- 39% of applicants spoke to a lawyer on the same day. 53% spoke to a lawyer within a week of being determined to be eligible for legal aid

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 eligible, they will receive a follow-up email or phone call within two business days from a staff member requesting additional information.

This is one of several processes moved to the Application Center this year. In their first year of operations, the Center has been developing capacity and streamlining existing processes.

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.

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.

To date, Head Office has only tracked the date of the final response to the client. Going forward, the date of the first response to the client will also be tracked.

2016/17: not tracked

2017/18: 87%

2018/19: 89%

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

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

LAS has used a formula to generate a “normalized” caseload 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 to occur over a longer time period. The data for the formula is generated from LAIN. As part of the 2017 – 2020 Strategic Plan, this formula, originally conceptualized in 1999 as part of a review of LAS (the Rosten Report), will be reviewed.

Until this year, LAS staff lawyers completed a Time Activity Sheet (TAS) twice a month. On that sheet, they record 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 per year is generated from the roll-up of the bi-monthly TAS.

This year, LAS staff lawyers and family legal assistants began electronically recording time per file. This will allow 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 a reasonable number of hours for the year. It only includes lawyers who worked in the same Area Office the entire fiscal year and did not have farmouts of their files for illness. Requirements of hours of work are adjusted for those lawyers on the 26 EDO per year plan.

As per the commentary above, LAS is actively looking for ways to improve this metric. Information from time tracking by file will inform the review of the normalized caseload formula.

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)

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. To be included, the absence must be more than 0.25 of a day and less than 15 consecutive weeks. After 15 consecutive weeks, the employee is considered to be on Long-Term Disability. This metric does not include maternity, adoption, paternity and parental leaves; vacation, EDOs and holidays; long-term disability leave; or jury duty.

Long-term sick leave leading to long-term disability leave impacted the average for 2018/19. Given the relatively small numbers of individuals within each of these groups, one or two people on extended sick leaves have a profound impact on the average.

2016/17: 11.22 days
2017/18: 10.11 days
2018/19: 11.65 days

TABLE 1: Sick Leave	2018/19	5 Year Average
Lawyers	12.27	9.08
Legal Assistants	19.76	22.64
Admin Staff	12.29	11.71
Out of Scope (Head Office staff and Legal Directors)	4.41	7.99

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. However, for a variety of reasons, clients may choose to terminate their LAS retainer before the legal matter is completed by dismissing counsel or losing contact with the Office.

2016/17: 78%

2017/18: 76%

2018/19: 88%

Activity Measures

Number of Charges

As a new metric, LAS is reporting on the number of charges on new full-service criminal files opened and the number of charges resolved at the duty counsel stage in this fiscal year. Each file may have between one and 159 charges. Data for the three 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 file	Number of Charges	Average per file
2015/16	52,497	7.7	N/A	N/A
2016/17	57,902	8.1	21,892	4.9
2017/18	54,059	3.9	22,351	4.9
2018/19	51,592	4.1	59,316	5.3

Statistics Canada. Table 35-10-0027-01 Adult criminal courts, number of cases and charges by type of decision, annual. CANSIM. Accessed May 3, 2019

In Saskatchewan, on average, 53% of criminal charges are stayed or withdrawn by the Crown. In comparison, the national average is 54%. These are six-year averages (2012/13 – 2016/17). Last year's Annual Report erroneously reported the Saskatchewan figure as 34% and the Canadian figure as 33%. These are the percentage of cases in which all of the charges on the case were stayed or withdrawn.

Statistics Canada. Table 35-10-0027-01. Adult criminal courts, number of cases and charges by type of decision, annual. CANSIM. Accessed May 3, 2019.

Number of Files Opened or 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.

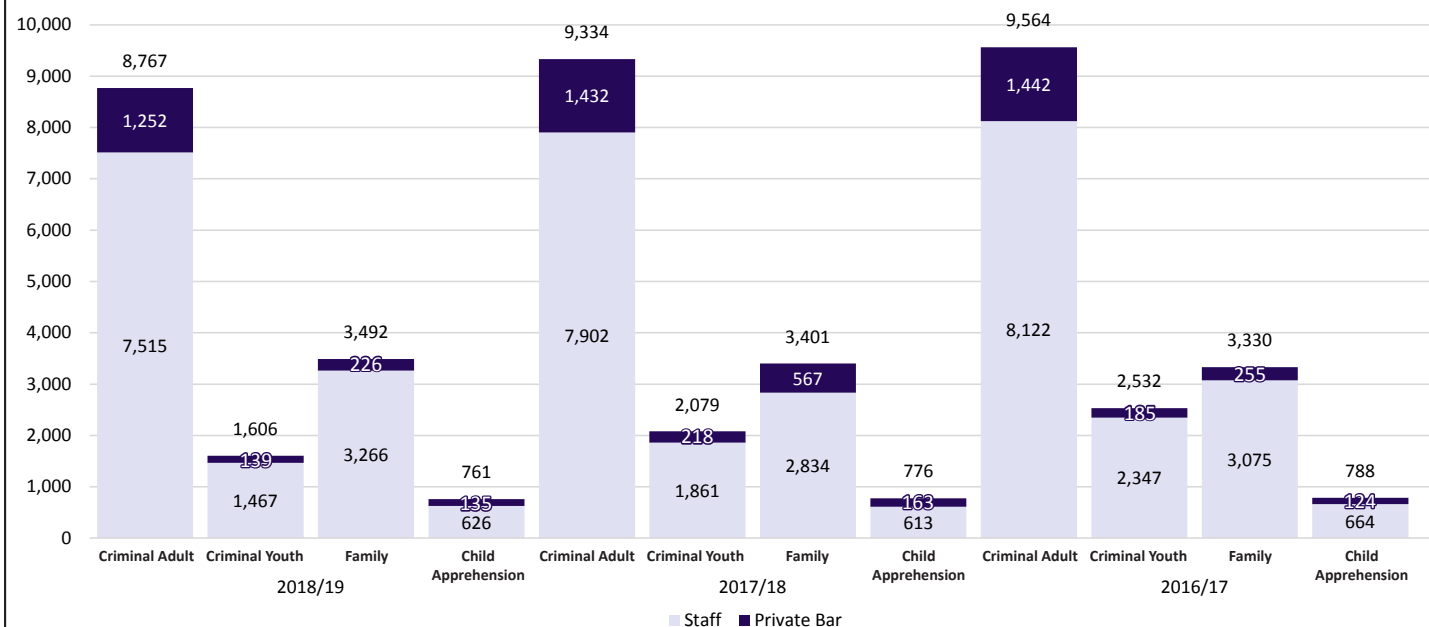
Opened files may be assigned to staff or private bar lawyers. A majority of files assigned to the private bar are due to conflicts of interest or short-term staff vacancies.

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, on either a temporary or permanent basis.

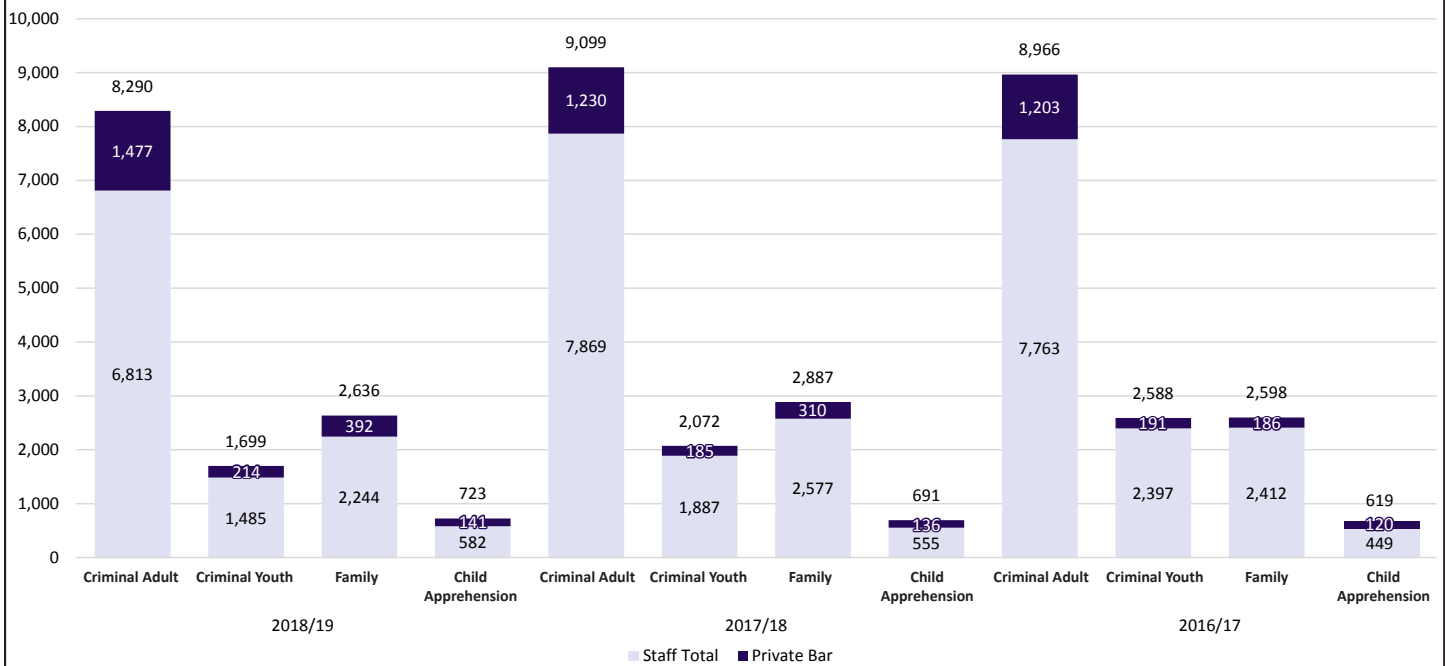
Duty Counsel Service is a short-term legal service provided to individuals held in custody. There are no financial or range of service limitations for this service. It is available to any individual in custody on criminal charges. The service consists of negotiating for release or guilty plea and sentencing, 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.

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 2018/19, 44% of adult files and 36% of youth files were concluded by guilty plea. This is very comparable to the 2016/17 and 2017/18 numbers reported in previous Annual Reports.

TABLE 3: New Opened Files per Lawyer / Legal Director FTE	
2018/19	5 Year Average
251	228

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

TABLE 4: 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	
	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg
Battlefords	672	788	140	195	897	773	116	127	51	60	245	163	47	41
Head Office	55		3				14		8		103		7	
Meadow Lake	606	716	83	117	712	560	52	50			136	147	53	39
Melfort	308	346	88	109	377	123	37	12			65	74	6	8
Moose Jaw	198	241	30	54	296	198	19	28	21	14	159	171	15	19
Northern	1,078	1,021	168	218	438	306	64	57			129	147	56	36
Prince Albert	1,055	1,085	128	234	1,504	1,415	170	298	1		190	218	80	80
Regina City	849	821	296	417	2,069	1,836	217	86	584	553	599	548	75	85
Regina Rural	549	648	60	104	81	51	10	6	19	24	302	292	57	52
Saskatoon City	809	856	257	348	3,047	2,675	247	346	147	159	838	544	110	96
Saskatoon Rural	336	367	43	72	4	64		1	21	12	147	127	76	50
South East	253	279	35	47	78	73		7	1		110	109	6	5
Swift Current	118	111	36	38	175	140	20	15			88	90	11	8
Yorkton	629	578	100	116	350	290	51	42			155	163	27	24
Staff Total	7,515	7,875	1,467	2,072	10,028	8,719	1,017	1,074	857	831	3,266	2,856	626	545
Private Bar	1,252	1,163	139	195					71	34	226	262	135	121
Total	8,767	9,038	1,606	2,267	10,028	8,719	1,017	1,074	924	865	3,492	3,118	761	666

FIGURE 2: Full-Service Files Closed by Area Offices in Fiscal Year**TABLE 5: Files by Type Closed by Area Office in Fiscal Year**

	Criminal Adult		Criminal Youth		Duty Counsel Adult		Duty Counsel Youth		Therapeutic Court		Family		Child Apprehension	
	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg
Battlefords	663	778	141	202	872	771	109	124	50	57	173	133	41	47
Head Office		13		1	996	499	8	8			1	1		
Meadow Lake	668	681	99	123	707	562	52	50			134	123	61	51
Melfort	327	334	112	107	365	121	37	12			38	70	12	23
Moose Jaw	212	249	38	59	292	206	19	30	3	10	121	121	17	32
Northern	978	1,024	171	226	437	320	64	60			147	153	54	64
Prince Albert	1,019	1,008	150	242	1,524	1,412	169	296	1	1	176	187	71	92
Regina City	675	724	270	395	1,978	1,817	220	84	531	536	513	457	57	134
Regina Rural	515	637	60	101	73	49	9	6	18	24	247	258	61	81
Saskatoon City	460	771	221	364	1,848	2,655	215	344	81	124	247	320	71	130
Saskatoon Rural	349	354	49	77	14	68		2	28	13	101	81	86	47
South East	227	263	38	47	74	73	1	6			100	99	3	24
Swift Current	116	103	43	36	177	139	21	15			73	77	16	22
Yorkton	604	615	93	128	353	293	50	43			173	163	32	56
Staff Total	6,813	6,119	1,485	2,107	9,710	8,684	974	1,071	712	764	2,244	2,243	582	802
Private Bar	1,477	1,137	214	221					83	40	392	224	141	112
Total	8,290	7,256	1,699	2,328	9,710	8,684	974	1,071	795	804	2,636	2,466	723	914

TABLE 7: Other Services Provided in Fiscal Year

	Duty Counsel Advice				Summary Advice			
	Opened		Closed		Opened		Closed	
	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg	2018/19	5 Yr Avg
Battlefords	1	4	1	2		3		2
Head Office	1	1		1	2	2	1	2
Meadow Lake	1	1	1	1	5	5	4	4
Melfort	1	3	1	2		1		105
Moose Jaw	7	10	8	10	10	87	13	69
Northern	5	3	6	2	23	19	23	14
Prince Albert	9	4	1	1		3		25
Regina City	2	3	1	2	7	21	6	56
Regina Rural	40	30	39	40	112	79	109	75
Saskatoon City Criminal	5	3	5	2	7	21		11
Saskatoon City Family							1	1
Saskatoon Rural					5	9	5	3
South East	5	2	5	3	114	138	113	100
Swift Current	3	8	4	8	5	32	5	25
Yorkton		6		3		10		11
Staff Total	60	67	72	72	290	417	280	375
Private Bar	13,891	13,973	13,891	13,973				
Total	13,971	14,282	13,963	14,280	290	417	280	375

Number of appeals

This year, LAS initiated 18 appeals on behalf of criminal adult clients, 1 on behalf of a criminal youth client and 1 on behalf of a family client. We responded to 9 criminal adult appeals initiated by the Crown and 1 family appeal 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 31 times. We did not appear at the Supreme Court of Canada in 2018/19.

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 activity sheets.

This year, we noted that several lawyers did not report any professional development activities on their time activity sheets. However, we know that they completed at least 12 hours as they continue to be members in good standing with the Law Society. Therefore, we believe the change between the 2016/17 and 2017/18 numbers is due to the way the data was recorded, not a change in activity.

2016/17: 25.47 hours

2017/18: 14.37 hours

2018/19: 13.21 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 284 new or variation orders this year for child or spousal support. Approximately 42% of recipients were on social or band assistance. These orders will provide \$1.83M in annual funding and \$270,760 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, 2019.

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, 2019, 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 Saskatchewan Legal Aid Commission as at March 31, 2019, and the results of its operations, changes in its 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 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 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 27, 2019

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

THE SASKATCHEWAN LEGAL AID COMMISSION

FINANCIAL STATEMENTS

For the Year Ended March 31, 2019

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

	2019	2018
	<u> </u>	<u> </u>
Financial Assets		
Cash	\$ 3,295,623	\$ 2,462,129
Accounts receivable		
Ministry of Justice	---	1,200,000
Other	<u>123,326</u>	<u>33,844</u>
Total financial assets	<u>3,418,949</u>	<u>3,695,973</u>
Liabilities		
Accounts payable and accrued liabilities		
General	109,659	161,615
Private Solicitors' Fees	3,348,986	3,372,552
Employee Salaries and Benefits	645,198	511,133
Deferred Contributions (note 6)	<u>35,500</u>	<u>28,540</u>
Total liabilities	<u>4,139,343</u>	<u>4,073,840</u>
Net debt (statement 3)	<u>(720,394)</u>	<u>(377,867)</u>
Non-financial assets		
Tangible capital assets (note 5)	124,404	184,018
Prepaid expenses	<u>181,158</u>	<u>172,577</u>
Total Non-financial assets	<u>305,562</u>	<u>356,595</u>
Accumulated (deficit) (statement 2)	<u>\$ (414,832)</u>	<u>\$ (21,272)</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

	2019		2018
	Budget (note 11)	Actual	Actual
Revenue			
Ministry of Justice	\$ 25,510,000	\$ 25,710,000	\$ 25,469,000
Grants	34,500	61,540	125,700
Other	<u>86,081</u>	<u>176,716</u>	<u>103,177</u>
Total revenue	<u>25,630,581</u>	<u>25,948,256</u>	<u>25,697,877</u>
Expense			
Salaries and employee benefits	16,691,462	16,669,349	16,729,033
Head Office administrative (schedule 1)	752,486	765,288	490,149
Area Office administrative and operating expenses (schedule 1)	1,861,383	1,995,092	1,747,302
Provision of legal services	4,691,500	5,789,049	5,125,815
Other legal expenses	264,750	223,544	259,316
Travel	811,500	803,310	807,948
Amortization of tangible capital assets	<u>92,000</u>	<u>96,184</u>	<u>91,443</u>
Total expense	<u>25,165,081</u>	<u>26,341,816</u>	<u>25,251,006</u>
(Deficit)/Surplus	465,500	(393,560)	446,871
Accumulated (deficit) surplus, beginning of year	<u>(21,272)</u>	<u>(21,272)</u>	<u>(468,143)</u>
Accumulated (deficit) surplus, end of year (statement 1)	<u>\$ 444,228</u>	<u>\$ (414,832)</u>	<u>\$ (21,272)</u>

(See accompanying notes)

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

	<u>2019</u>	<u>2018</u>
(Deficit)/Surplus	\$ <u>(393,560)</u>	\$ <u>446,871</u>
Acquisition of tangible capital assets	(36,570)	(197,133)
Amortization of tangible capital assets	<u>96,184</u>	<u>91,443</u>
	<u>59,614</u>	<u>(105,690)</u>
Acquisition of prepaid expenses	(181,158)	(172,577)
Use of prepaid expenses	<u>172,577</u>	<u>164,862</u>
	<u>(8,581)</u>	<u>(7,715)</u>
Increase (decrease) in net (debt) financial assets	(342,527)	333,466
Net (debt) at beginning of year	<u>(377,867)</u>	<u>(711,333)</u>
Net (debt) at end of year (statement 1)	<u><u>\$ (720,394)</u></u>	<u><u>\$ (377,867)</u></u>

(See accompanying notes)

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

	<u>2019</u>	<u>2018</u>
Cash (used in) provided by		
OPERATING ACTIVITIES		
Appropriation funds received	\$ 26,910,000	\$ 25,469,000
Cash received from grants	68,500	122,740
Cash received from other revenue	147,549	104,367
Cash payments for salaries and benefits	(16,598,668)	(16,782,106)
Cash payments for other suppliers	(3,844,703)	(3,240,763)
Cash payments for legal services	<u>(5,812,614)</u>	<u>(4,826,556)</u>
Net cash provided by operating activities	870,064	846,682
CAPITAL ACTIVITIES		
Purchase of capital assets	<u>(36,570)</u>	<u>(197,133)</u>
Net increase in cash	833,494	649,549
Cash, beginning of year	<u>2,462,129</u>	<u>1,812,580</u>
Cash, end of year	<u>\$ 3,295,623</u>	<u>\$ 2,462,129</u>

(See accompanying notes)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2019

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 standard not yet in effect

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

The following standard 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.

g) Adoption of Public Sector Accounting Standards

On April 1, 2018, the Commission adopted Public Sector Accounting standards PS 3430 Restructuring Transactions.

Adoption of these standards has not resulted in any material disclosure changes.

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 2019 amounted to \$824,305 (2018 - \$856,510).

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, 2019, the Plan owed \$5,512, (2018 - \$nil) to the Commission.

5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2019 Total	2018 Total
Opening cost	\$ 238,831	\$ 518,565	\$ 757,396	\$ 560,263
Additions during the year	---	36,570	36,570	197,133
Closing Cost	<u>238,831</u>	<u>555,135</u>	<u>793,966</u>	<u>757,396</u>

Opening Accumulated Amortization	186,235	387,143	573,378	481,935
Amortization during the year	<u>18,283</u>	<u>77,901</u>	<u>96,184</u>	<u>91,443</u>
Closing Accumulated Amortization	<u>204,518</u>	<u>465,044</u>	<u>669,562</u>	<u>573,378</u>

Net book value of
Tangible capital assets \$ 34,313 \$ 90,091 \$ 124,404 \$ 184,018

During the 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.

	<u>2019</u>	<u>2018</u>
Balance, beginning of year	\$ 28,540	\$ 31,500
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	32,000	90,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	36,500	32,740
Less: Amounts recognized as revenue in the year	<u>(61,540)</u>	<u>(125,700)</u>
Balance, end of year	<u>\$ 35,500</u>	<u>\$ 28,540</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, 2019, the Commission estimates \$496,166 (2018 - \$502,114) will be incurred on approximately 1,953 (2018 - 2,070) 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:

	<u>2019</u>	<u>2018</u>
Expenses	\$ 1,968,525	\$ 1,859,436
Accounts payable	27,771	35,864
Accounts receivable	---	1,200,000

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 \$25,710,000 from the Ministry, (2018 - \$25,469,000). At March 31, 2019 there was no receivable, (2018 - \$1,200,000).

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 (2018 - \$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 \$130,259 (2018 - \$123,985) for the increased premium costs. At year end, the Fund had a balance of \$448,150 (2018 - \$429,619). This Fund balance 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 (2018 - \$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:

	2019	2018
Grants	\$ 29,540	\$ 35,700
Deferred contributions	35,500	28,540

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. Comparative Figures

Certain comparative figures have been reclassified to conform to the current year's presentation.

11. Budget

These unaudited amounts represent the operating budget approved June 2018 by members of The Saskatchewan Legal Aid Commission.

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

		2019	2018
	Budget (note 11)	Actual	Actual
Head Office Administrative and Operating Expenses			
Leased accommodation	\$ 143,648	\$ 116,015	\$ 91,560
Computer leases, maintenance, and support	174,474	60,383	52,023
Stationery and office supplies	15,000	13,835	15,842
Telephone	17,150	17,720	17,111
Postage	16,700	11,179	12,846
Photocopying	3,350	2,677	2,818
Periodicals	450	1,313	1,280
Expenses related to Trust Grant	34,500	29,540	35,700
Professional fees and legal costs	83,000	262,672	60,491
Other operating expenses	<u>264,214</u>	<u>249,954</u>	<u>200,478</u>
Total Head Office Administrative and Operating expenses (statement 2)	<u><u>\$ 752,486</u></u>	<u><u>\$ 765,288</u></u>	<u><u>\$ 490,149</u></u>
Area Office Administrative and Operating Expenses			
Leased accommodation	\$ 1,062,756	1,049,077	\$ 1,043,669
Computer leases, maintenance, and support	128,526	206,551	144,353
Stationery and office supplies	135,000	194,812	153,867
Telephone	109,850	124,188	109,284
Postage	53,300	49,762	52,968
Photocopying	46,650	37,843	39,600
Periodicals	19,550	14,179	16,900
Other operating expenses	<u>305,751</u>	<u>318,680</u>	<u>186,661</u>
Total Area Office Administrative and Operating Expenses (statement 2)	<u><u>\$ 1,861,383</u></u>	<u><u>\$ 1,995,092</u></u>	<u><u>\$ 1,747,302</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, 2018 and by March 31, 2019 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, 2018 and by March 31, 2019 with the status of Matter Complete. This presumes that the client received the legal services they requested and the matter is now concluded.

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.

Ineligible

These are applications that were opened as of April 1, 2018 but have been found ineligible for legal services as of March 31, 2019. Although most applications are found ineligible 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.

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, 2018 and as of March 31, 2019 and have been worked on by a lawyer during this time frame. As of March 31, 2019, 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.

