

# Annual Report

2021-2022

# Legal Aid Saskatchewan Offices

Battlefords Area Office  
Provincial Building, #L103 - 1192 102nd Street  
North Battleford S9A 1E9  
p: 306.446.7700 | f: 306.446.7598 | 1.877.441.4418  
Legal Director: Cameron Schmunk  
Battlefords@legalaid.sk.ca

Meadow Lake Area Office  
Unit #3, 101 Railway Place  
Meadow Lake S9X 1X6  
p: 306.236.7636 | f: 306.236.7634 | 1.800.461.8188  
Legal Director: Lee Douglas  
MeadowLake@legalaid.sk.ca

Melfort@legalaid.sk.ca  
PO Box 1748, 3rd floor, 107 Crawford Avenue East  
Melfort S0E 1A0  
p: 306.752.6220 | f: 306.752.6127 | 1.877.424.1901  
Regional Legal Director: Deanna Harris  
Melfort@legalaid.sk.ca

Moose Jaw Area Office  
#113 - 110 Ominica Street West  
Moose Jaw S6H 6V2  
p: 306.694.3700 | f: 306.694.3738 | 1.877.424.1902  
Legal Director: Tyne Hagey  
MooseJaw@legalaid.sk.ca

Northern Area Office  
Box 232, Mistasinik Place, 1328 La Ronge Avenue  
La Ronge S0J 1L0  
p: 306.425.4455 | f: 306.425.4472 | 1.800.667.4095  
Legal Director: Kimberly Earing  
Northerns@legalaid.sk.ca

Prince Albert Area Office  
1138 - 11th Floor, L.F. McIntosh Bldg, 800 Central Ave  
Prince Albert S6V 6Z2  
p: 306.953.2850 | f: 306.953.2866 | 1.877.424.1900  
Legal Director: Robert Rooney  
PrinceAlbert@legalaid.sk.ca

Regina City Area Office  
#200, 1871 Smith Street  
Regina S4P 4W5  
p: 306.787.8760 | f: 306.787.8827 | 1.877.424.1897  
Legal Director: Jamie Struthers, Q.C.  
ReginaCity@legalaid.sk.ca

Regina Rural Area Office  
#102 - 2400 College Avenue  
Regina S4P 1C8  
p: 306.787.1141 | f: 306.787.2316 | 1.877.424.1906  
Legal Director: David Andrews, Q.C.  
ReginaRural@legalaid.sk.ca

Saskatoon City Area Office  
#1053 - 122 Third Avenue North, Sturdy Stone Centre  
Saskatoon S7K 2H6  
p: 306.933.7820 | f: 306.933.7827 | 1.877.424.1898  
Acting Legal Director: Kim Armstrong  
SaskatoonCity@legalaid.sk.ca

Saskatoon Rural Area Office  
#941 - 122 Third Avenue North, Sturdy Stone Centre  
Saskatoon S7K 2H6  
p: 306.933.7855 | f: 306.933.7854 | 1.877.424.1899  
Legal Director: Joanne Khan  
SaskatoonRural@legalaid.sk.ca

South East Area Office  
#101 - 1302 3rd Street  
Estevan S4A 2V6  
p: 306.637.4620 | f: 306.637.4625 | 1.877.424.1903  
Regional Legal Director: Deanna Harris  
Estevan@legalaid.sk.ca

Swift Current Area Office  
307 - 350 Cheadle Street West  
Swift Current S9H 4G3  
p: 306.778.8272 | f: 306.778.8307 | 1.877.424.1905  
Legal Director: Adrian McBride  
SwiftCurrent@legalaid.sk.ca

Yorkton Area Office  
#301 - 120 Smith Street East  
Yorkton S3N 3V3  
p: 306.786.1440 | f: 306.786.1405 | 1.877.424.1904  
Regional Legal Director: Deanna Harris  
Yorkton@legalaid.sk.ca

Head Office - Saskatoon  
#502 - 201 21st Street East  
Saskatoon SK S7K 0B8  
p: 306.933.5300  
f: 306.933.6764  
headoffice@legalaid.sk.ca

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# Letters of Transmittal



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, 2022.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Bronwyn Eyre', with a stylized flourish at the end.

Bronwyn Eyre  
Minister of Justice and Attorney General



The Honourable Bronwyn Eyre  
Minister of Justice and Attorney General  
Province of Saskatchewan

Dear Ms. Eyre:

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 2021-2022 fiscal year.

Respectfully submitted,

A handwritten signature in blue ink, appearing to read 'Ray Wiebe', with a stylized flourish at the end.

Ray Wiebe, Q.C.  
Chairperson

# Legal Aid Saskatchewan 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).

In the Fall of 2021 CEO Jayne Mallin initiated a comprehensive strategic planning process to transition LAS from the 2017 – 2020 Strategic Plan to new vision, mission and values that establish the organization's priorities through the next five years. This Annual Report reports achievements to close the previous strategic plan, with the following directives.

## 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

- **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.

# Saskatchewan Legal Aid Commission Members

The Saskatchewan Legal Aid Commission is a governance board responsible for ensuring that the strategies, goals, policies and directions of the organization are implemented through delegation from the board to Legal Aid Saskatchewan management.

*The Legal Aid Act* provides for the appointment of 10 members:

- two members 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; and
- one member who is an employee of the Ministry of Social Services.

As of March 31, 2022 the Board of Commissioners are:



**Ray Wiebe, Q.C., Chair**  
Saskatoon  
Appointed by the Law  
Society of  
Saskatchewan



**Kylie Head, Q.C., Vice-  
Chair**  
Regina  
Appointed by the  
Ministry of Justice



**Rod Antonichuk**  
Saskatoon  
Appointed by the  
Lieutenant Governor in  
Council



**Victoria Elliott-Erickson**  
Prince Albert  
Appointed by the Law  
Society of Saskatchewan



**Kirsten Hnatuk**  
Saskatoon  
Appointed by the  
Lieutenant Governor in  
Council



**Bev Poitras**  
Fort Qu'Appelle  
Appointed by the  
Lieutenant Governor in  
Council



**Colin Pullar**  
Regina  
Appointed by the  
Lieutenant Governor in  
Council



**Ron Ratte**  
La Ronge  
Appointed by the  
Lieutenant Governor in  
Council



**Iffat Ritter**  
Saskatoon  
Appointed by the  
Lieutenant Governor in  
Council



**Marcel St. Onge**  
Saskatoon  
Appointed by the  
Ministry of Social  
Services

# Organizational Structure



## Management Team as of March 31, 2022

### Head Office:

- Jayne Mallin, Chief Executive Officer
- Nandishi Bekah, Practise Management Counsel
- Jerome Boyko, Director of Finance and Information Technology
- Robert Grimsrud, General Counsel
- Olga Sadikova, Term Director of Human Resources
- Kyla Shea, Director of Operations

### Area Offices:

- David Andrews, Q.C., Acting Legal Director, Regina Rural Area Office
- Kim Armstrong, Acting Legal Director, Saskatoon City Area Office
- R. Lee Douglas, Legal Director, Meadow Lake Area Office
- Kimberly Earing, Q.C., Legal Director, Northern Area Office
- Tyne Hagey, Legal Director, Moose Jaw Area Office
- Deanna Harris, Regional Legal Director (Melfort, Yorkton and South East Area Offices)
- Joanne Khan, Legal Director, Saskatoon Rural Area Office
- Adrian McBride, Legal Director, Swift Current Area Office
- Robert Rooney, Legal Director, Prince Albert Area Office
- Cameron Schmunk, Legal Director, Battlefords Area Office
- James Struthers, Q.C., Legal Director, Regina City Area Office

# Organizational Profile

## 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 who are arrested or detained, regardless of financial status. Summary advice and information may be provided to anyone by an LAS lawyer about a wide range of matters if it involves 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 2021-2022 staff lawyers handled 83% of the full-service cases. Private bar lawyers handled the remainder, usually due to conflicts of interest from past service or staff vacancies. At March 31, 2022 LAS had 177.14 staff positions located in 14 offices throughout the province. LAS has a unionized workplace, with 82.09% of staff represented by CUPE Local 1949. Managers and out-of-scope staff comprise the remaining 17.9%.

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 (2021-2022)
14% Self-Declared Indigenous People	15.43% Self-Declared Indigenous People
22% Persons with Disabilities	8.02% Persons with Disabilities
47% Women in Underrepresented Occupations	52.28% Women Lawyers 55% Women in Management
10.65% Members of a Visible Minority Group	10.49% Members of a Visible Minority Group



# Who is served by Legal Aid Saskatchewan?

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

## Gender & Self Identification (9,640 applications)



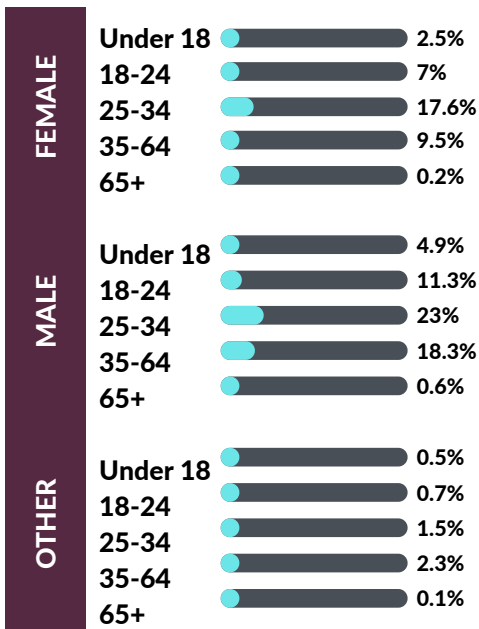
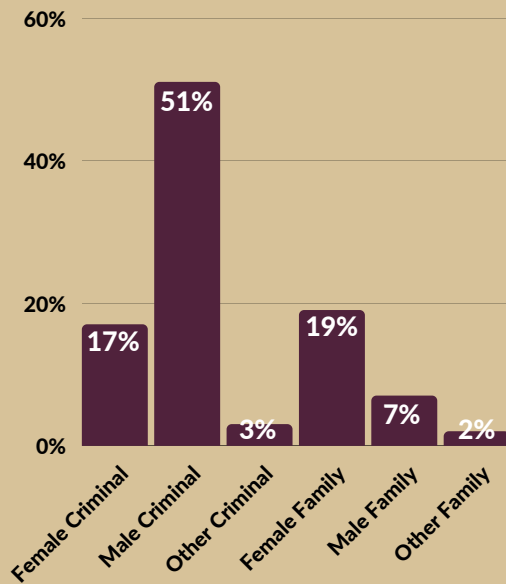
37% FEMALE  
24% Indigenous  
13% Non-Indigenous



58% MALE  
40% Indigenous  
18% Non-Indigenous

5% OTHER  
3% Indigenous  
2% Non-Indigenous

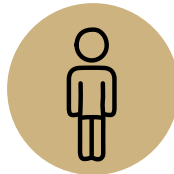
## Gender & Type of Service (9,640 applications)



## Marital Status



Married or  
Common Law  
9%



Single  
78%



Widowed,  
Divorced or  
Separated  
13%

## Dependents



74%



10%



7%



5%



2%



2%

# SLAC's Commitments to the TRC Calls to Action

The Saskatchewan Legal Aid Commission (SLAC) expresses its commitment towards reconciliation with First Nations communities in Saskatchewan and to actively work towards the objectives found in the Truth and Reconciliation Commission (TRC) Calls to Action, specifically those that relate to child welfare, overrepresentation in the criminal justice system, and clients living with FASD. This commitment aligns with our mandate to provide accessible and professional legal services in criminal and family law (which includes child and family services) to eligible residents of Saskatchewan.

## **TRC Call to Action #1: Call upon all levels of government to reduce the number of Aboriginal children in care.**

SLAC, a Commission of the Government of Saskatchewan, commits to building relationships with First Nations' communities, First Nations' child and family services agencies, and the Ministry of Social Services to ensure that Legal Aid services are provided and delivered in culturally appropriate ways.

We will engage in ongoing conversations with First Nations' leaders in child protection to better understand the needs of their People and how Legal Aid lawyers can provide services in a way that supports the Implementation of Bill C-92 in First Nations communities, and to continue to support First Nations People who are engaged with the Ministry of Social Services, child and family services processes.

We will advocate in Court proceedings for culturally appropriate responses for First Nations' parents and children, including building standards of practice such as the use of Opikinawasowin (OPIK'S) in child protection proceedings where appropriate, and connect with the judicial committee on First Nations' child and family services.

We will ensure our staff receive culturally appropriate training on issues of child and family services specific to First Nations' People and Bill C-92.

## **TRC Call to Action #30: Call upon all levels of government to commit to eliminating the overrepresentation of Aboriginal people in custody over the next decade, and to monitor and evaluate the progress in doing so.**

SLAC commits to developing a strategy for the provision of services to First Nations' People that will include developing staff cultural competencies; advocacy and appellate strategies for culturally appropriate outcomes that reduce the number of people detained and remanded into custody, and the number of custodial sentences.



**TRC Call to Action #31: Call upon all levels of government to provide sufficient and stable funding to implement and evaluate community sanctions that will provide realistic alternatives to imprisonment for Aboriginal offenders and respond to the underlying causes of offending.**

SLAC commits to working with our First Nations partners to advocate for early intervention, alternative measures, rehabilitation and reintegration efforts, and meaningful community supports.



**TRC Call to Action #32: Call upon the federal government to amend the Criminal Code to allow trial judges, upon giving reasons, to depart from mandatory minimum sentences and restrictions on the use of conditional sentences.**

SLAC commits to including in its Indigenous services strategy a law reform strategy to advocate for the departure from minimum standards and the appropriate use of conditional sentences for our First Nations clients.



**TRC Call to Action #33: Call upon all levels of government to undertake reforms to the criminal justice system to better address the needs of offenders with Fetal Alcohol Spectrum Disorder (FASD).**

SLAC commits to ensuring that all staff are trained to identify clients who might be living with FASD, as well as provide training for working with clients with FASD in culturally competent ways.

We will partner with FASD agencies to ensure proper diagnoses and supports are in place when advocating for exemptions from mandatory minimum sentences, and when proposing alternative measures.

# A Message from the CEO



This past year has been an incredible journey for me, both personally and professionally. It involved moving across the country mid-pandemic to join this incredible team of justice professionals at Legal Aid Saskatchewan. Despite the barriers that came with settling in Saskatchewan in this new virtual world, and despite being a newcomer, I received a warm welcome and have developed many trusted relationships. I am incredibly proud of the work we have done as an organization over the past year. As I travelled around the province meeting our dedicated staff in our various area offices, knowing that I had this incredible team surrounding me, my decision has been validated many times over.

As a team we have continued to deliver high-quality client services to our family and criminal law clients as we have adapted to directives to work from home, implemented vaccination policies, and generally done our absolute best to maintain healthy and safe work environments that respected everyone's varied comfort levels during these unique times. In a somewhat chaotic environment, with changing leadership, our staff have continued to deliver exceptional outcomes and have demonstrated incredible resilience. They have balanced uncertainty in direction with the certainty their clients need.

Our **staff** are dedicated and purpose-driven professionals who breathe life into the term access to justice. They are often tired and overwhelmed themselves by the sheer volume and need, yet they go above and beyond every day, and our clients, both in and out of the courtroom, are very lucky to benefit from their service.

Our **private bar** are also dedicated to our clients, and provide our organization with an invaluable service that allows for much needed relief to our employees when offices are short-staffed, workloads are high, and conflicts arise that prevents them from acting for a client. We could not do this work without you, our valued partner in service delivery.

Our **senior management** team has embraced change at a time where change is not only constant but chaotic. They have committed to developing governance policies and procedures to ensure we have a solid infrastructure to manage risk and support consistent and evidence-based decision-making. They have welcomed me into the team and generally make my job easy with their steady, conscientious, and dedicated stewardship of this organization.

Our **Legal Directors** have demonstrated significant courage and compassion in ensuring staff have the support and guidance they need to continue to deliver on our mandate and to remain open-minded to new ways of leading and delivering services.

Our **stakeholders** in the justice field have taken a collaborative approach to leading through this pandemic, which has made it much easier for Legal Aid Saskatchewan to stay on top of the changes, aligning our approaches to theirs. What a great group of justice professionals that I have had the privilege of getting to know and working with over the past year.

The **Commission** has provided a steady governance hand, stepping into its role, and demonstrating compassionate leadership to the organization in a time of change. The Commission publicly committed to the Truth and Reconciliation Commission's Calls to Action, recognizing our client demography and the continuous call from governments, justice partners and Courts. You can read about that commitment here: <https://legalaid.sk.ca/about/trc-commitment/>

To all of you, I say a heartfelt thank you for welcoming me into your fold and allowing me the privilege of working towards inclusive, responsive, and equitable justice in Saskatchewan.

While generally, it is wise to be patient with change when joining a new organization, there were several areas where change could not wait, and due to various circumstances, we had to pivot quickly on many items. Change is difficult but, as we all know, inevitable. Much of the initial change involved technology and digital platforms to bring us to a better place in delivering on our accountabilities. We brought in Microsoft365 to support virtual meetings and collaborative work. We implemented a new payroll system to bring our infrastructure up to standard. This provided us with enhanced Human Resources opportunities to support onboarding, hiring and attendance management. Enhancements to our client management system, LAIN, supports better virtual communication with our clients through built in text messaging and email.

We finalized our performance evaluation program for our lawyers to ensure they have the opportunity to reflect on their contributions. These evaluations provide Legal Directors with the opportunity to sit down and have meaningful discussion about employees' achievements and strengths, as well as identify areas for development and improvement. We will use this review process as an opportunity to plan employee career development and growth and will expand this program to include our administrative staff, senior management and Legal Directors. Even the CEO gets a review this year!

To further support our staff, Human Resources has developed a fantastic orientation and onboarding program. They also pursued a new benefits package for our staff when we learned our rates were increasing significantly with our former provider. We worked hard at improving our labour management relations and collaborated with our Union on a number of issues, including our current pension scheme and the addition of seven new positions to provide COVID-19 relief to support coming out of a grueling two years and facing backlogs in the Court. We also successfully negotiated a one-year Collective Bargaining Agreement that aligns us with the other bargaining tables across the province in terms of timing. This required collaboration and commitment and will move us towards our strategic goal of becoming a Top 100 Employer in Saskatchewan and, because we aim high, in Canada.

We were able to pass Legislative amendments that will allow us to manage our private bar panel lawyers, giving us the authority to admit, remove, and set conditions more effectively for the lawyers who do our work.

All of this while continuing with our regular day-to-day business. Thank you is really not enough, so I also offer my commitment to ensuring that the work we do is valued and celebrated.

**“ Legal Aid Saskatchewan is an essential justice partner in the province, and without our valued staff justice would grind to a halt. We look forward to celebrating our staff's successes and recognizing the work they do in a way that demonstrates that value. ”**

What does the future hold?

We have spent the past few months developing a new roadmap for the future of Legal Aid Saskatchewan. I am incredibly proud of this team for landing this bold vision for our province. One where we can all see inclusive, responsive, and equitable justice in Saskatchewan, and that will ensure people who come to us for help experience client-centered and inclusive services, that we deliver through effective processes and partnerships, and are supported by an engaged and purpose-driven team, all while ensuring effective stewardship of our resources.

We look forward to working together with many of you to meet our key goals and objectives. We will do so with compassion, collaboration, courage, and commitment!



Jayne Mallin  
Chief Executive Officer  
jmallin@legalaid.sk.ca

# Strategic Planning Report

Year two of the global COVID-19 pandemic meant more changes for our organization and the provincial justice system.

Legal Aid Saskatchewan prioritizes the health and safety of our staff and our clients. This year saw both new public health guidelines and regulations and their removal. Health and safety protocols were implemented for each of our Area Offices and for the way we conduct business. Our staff worked their way through mandatory work-from-home policies and virtual conferences. Court delayed trials and on-and-off closures of circuit points throughout the year resulted in delays and rescheduling for our lawyers.

The COVID-19 pandemic continued to impact our application numbers. The province saw a dramatic change in how youth crime was addressed, with more diverted to pre-charge mediation or to receive warnings. There were fewer people held on remand due to COVID-19, which resulted in fewer duty counsel files, but more complex out of custody applications as individuals often received breach charges for violating their release conditions. Additionally, with less activity at family court, individuals have postponed addressing their family law disputes until after the pandemic. Overall, from the previous year, criminal numbers are down 10%, youth down 30% and family down 20%.

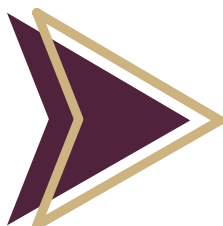
One thing that has remained consistent throughout the pandemic is Legal Aid Saskatchewan's commitment to delivering high-quality services to our clients.

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

We have an online financial test used to determine whether an individual may be eligible for legal aid. This form can be accessed at any time. If the online screening determines the individual may be eligible for legal aid, the applicant will receive a follow-up email or telephone call within 2 business days from an eligibility officer requesting additional information.

2021-2022: 84%

Average response time: 1.5 days



**2020-2021: 85%**

**2019-2020: 32%** (the response process was moved from a daily task to a weekly task to ensure that phone applications were taken in a timely manner. It has returned to a daily process as other improvements were implemented.)

**2018-2019: 80%** (average response time: 2 days)

**2017-2018: not tracked** (estimated to be 89% based on the number of applications received after the process was changed)

## 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 or family law. It does not include duty counsel service.

To be eligible for full-service representation:

- the applicant has an income within LAS financial guidelines; and
- the applicant has a legal matter within LAS range of service; and
- the legal matter has professional merit.

**2021-2022: 71%**

2020-2021: 56%

2019-2020: 61%

2018-2019: 72%

2017-2018: 70%

**2021-2022: 97%**

2020-2021: 100%

2019-2020: 98%

2018-2019: 89%

2017-2018: 87%

## 95% of complaints receive a response within 2 weeks

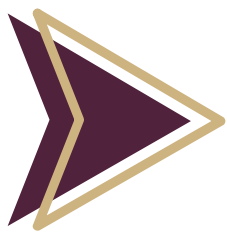
This metric applies to all complaints received at Head Office. Within two weeks of receiving the complaint, a staff member at Head Office ensures:

- there is an update to the matter; or
- additional information has been requested; or
- the matter has been resolved.

LAS started tracking this metric in January 2018.

## Employee Engagement Score within 5 of benchmark

In the fall of 2021 LAS undertook a TalentMap employee engagement survey. LAS is benchmarked against other organizations of similar size in similar fields. The overall employee engagement score is based on six evaluation statements:



*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 do 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.*

We recognize the pressure our staff have faced in recent times with not only a global pandemic but numerous internal changes as we constantly refine our approaches to best serve our clients. In response to the employment engagement survey results, the LAS Human Resources Department has implemented organization-wide strategies such as a structured onboarding program for all new joiners, commitment to improved and consistent communication, and the launch of wellness and engagement initiatives. The 2022-2025 Strategic Priorities also includes fostering purpose-driven teams producing exceptional outcomes. We are looking forward to achieving this essential component to our ongoing success.

**2021: 20 below benchmark**

2015: 12 below benchmark

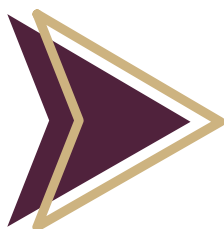
2012: 17 below benchmark

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

This metric calculates the number of lawyers with caseloads between 225 and 275 files opened per year, and working 9 hours per day or less. This accepted range is generated from time-per-file-data recorded in our Legal Aid Information Network (LAIN).

The formula used counts a full-service criminal file as 1, a family file as 2 (due to the greater amount of time required on average to complete a family file), a duty counsel file as 0.5 (due to the shorter nature of the service), and a file in Therapeutic Court as 0.67 (similar work to duty counsel but continues over a longer period of time).

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 for lawyers on the 26 EDO/year plan.

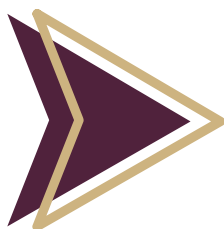


- 2020/2021: 5%** (3 of 64 permanent positions)
- 2019/20: 54%**
- 2018/19: 31%** (11 of 36 permanent positions)
- 2017/18: 28%** (14 of 50 permanent positions)

In the next year, we will completely change how workload is considered. There have been changes to the file opening and closing requirements. New formulas for calculating workload are under development.

## 10 days of sick leave per employee per year

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 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.



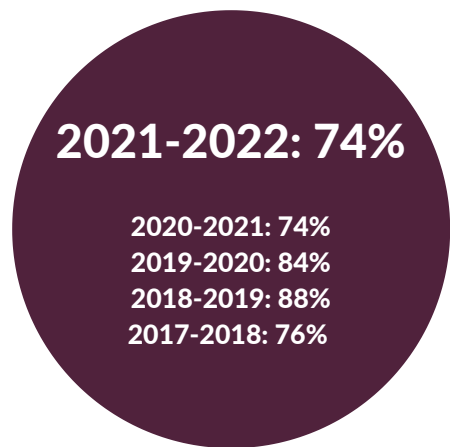
	2021-2022	5-Year Average
Lawyers	6.81	8.33
Legal Assistants	20.07	19.18
Admin Staff	7.74	10.11
Out of Scope	6.56	6.70



## 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. This can be done by dismissing counsel or not contacting the Office.

In 2021-2022, 82.5% of criminal matters (adult) and 87% of criminal matters (youth) were completed. Only 48% of family matters had resolution. Since the global COVID-19, an increasing number of clients have lost contact with their lawyer as Court matters are delayed, particularly with family law matters. This results in their file being closed as incomplete.

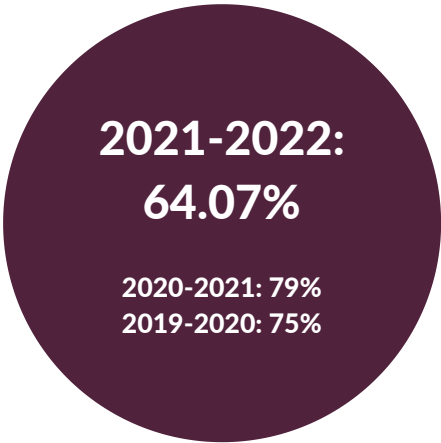


## Percentage of applications approved on the same day or within one day of the date the application was started

Year	Criminal	Family	Duty Counsel	Therapeutic Service
2021-2022	67%	40%	93%	71%
2020-2021	66%	51%	99%	97%
2019-2020	63%	40%	99%	48%
2018-2019	61%	36%	99%	42%
2017-2018	62%	33%	92%	88%

## Average number of calendar days to assign a file to a lawyer after the applicant is determined to be eligible

Year	Criminal	Family	Duty Counsel	Therapeutic Service
2021-2022	1.0	6.4	same day	same day
2020-2021	4.8	8.0	same day	same day
2019-2020	10	29.9	same day	14.6
2018-2019	14.6	35.1	same day	19.5
2017-2018	13	25.2	same day	1.7



## 85% of calls to the Application Center are answered within 2.5 minutes

Management has set a client service standard for the Application Center that 85% of calls per day and per year are answered within 2.5 minutes.

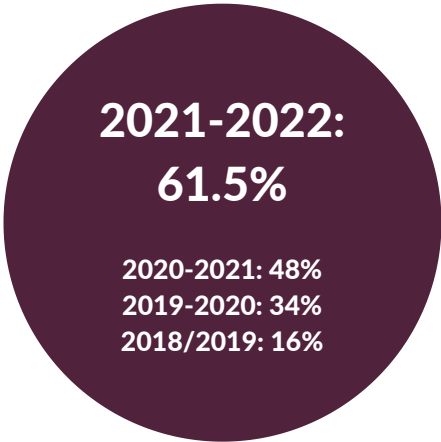
The Application Center handled 29,312 phone calls in the 2021-2022 fiscal year.

Of those callers, 64.07% spoke to an eligibility officer within 2.5 minutes of placing their call to Legal Aid. The average wait time was 2 minutes and 5 seconds.

## Number of applications by phone through the Application Center and online


Management uses a proxy statistic for this metric. Any application taken by Head Office or in the Application Center is taken by phone or online, whereas any application taken by an Area Office is considered to be taken in person. However, a portion of applications taken by staff within the Area Offices are taken over the phone. At this time, management is looking at methods to improve the reporting of this metric.

This year 564 applications were made online and 11,903 made by phone through the Application Center. There was a total of 20,285 applications made through all 13 Area Offices, Head Office and the Application Center.



## Number of charges

This chart 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 years is presented for comparison purposes.



Year	Full Service Criminal Files		Duty Counsel Service Files	
	Number of Charges	Average Per Application	Number of Charges	Average Per Application
2021-2022	58,632	3.37	63,069	6.0
2020-2021	49,535	4.6	59,475	6.2
2019-2020	50,866	4.2	62,332	5.5
2018-2019	50,746	4.2	59,260	5.4
2017-2018	53,563	4.2	55,942	5.2

Statistics Canada. Table 35-10-0027-01 Adult criminal courts, number of cases and charges by type of decision

# Number of files opened and closed

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.

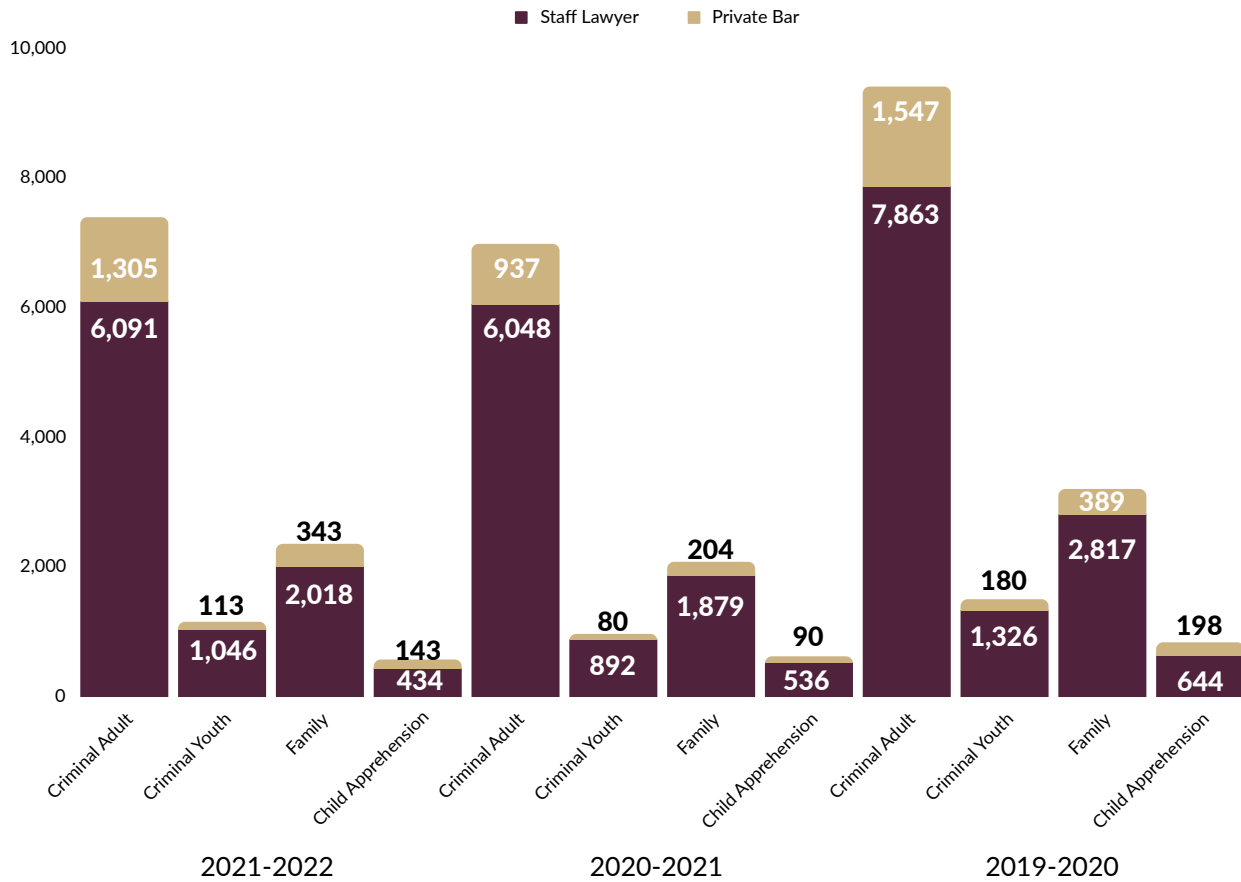
- Criminal files are divided into adult and youth. Youth files have charges under *The Youth Criminal Justice Act*. Charges under all other Acts are considered adult files.
- Family files are divided into Family and Child Apprehension Files. Child Apprehension (also known as Child Protection) are files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

**2021-2022:**  
**197 per FTE\***

5-year average:  
231 per FTE

\*Full Time Equivalent (FTE): total hours worked by all employees divided by the maximum number of compensable hours in a work year.

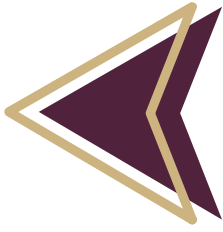
## New full-service files opened by Area Offices



## New Files by Type Opened by Area Office in Fiscal Year

	Criminal Adult			Criminal Youth			Family		
	2021-2022	5-year Average	5-year	2021-2022	5-year Average	5-year	2021-2022	5-year Average	5-year
			Average without 2020-2021			Average without 2020-2021			Average without 2020-2021
Battlefords	528	604	672	73	105	130	89	129	152
Head Office	105	60	51	12	4	4	99	82	68
Meadow Lake	601	651	684	73	89	102	113	125	147
Melfort	231	315	304	50	72	85	62	69	74
Moose Jaw	200	213	229	44	35	45	101	138	153
Northern	809	921	961	58	122	165	79	108	130
Prince Albert	909	955	1033	113	151	194	143	171	194
Regina City	708	801	853	228	247	322	465	551	586
Regina Rural	559	589	632	42	69	82	195	256	284
Saskatoon City	615	804	832	220	253	283	365	478	529
Saskatoon Rural	59	272	298	13	33	44	59	123	123
South East	242	259	281	31	33	35	69	91	103
Swift Current	109	119	116	15	26	30	83	78	87
Yorkton	416	522	551	74	78	87	96	130	142
Staff Total	6091	7084	7499	1046	1318	1609	2018	2531	2771
Private Bar	1305	1295	1396	113	146	167	343	346	356
Total	7396	8378	8894	1159	1464	1776	2361	2877	3127

	Duty Counsel Service Adult			Duty Counsel Service Youth			Therapeutic Courts			Child Apprehension		
	2021-2022	5-year Average	5-year	2021-2022	5-year Average	5-year	2021-2022	5-year Average	5-year	2021-2022	5-year Average	5-year
			Average without 20-21			Average without 20-21			Average without 20-21			Average without 20-21
Battlefords	832	846	906	52	85	108	55	52	59	0	22	32
Head Office	0	0	0	0	0	0	8	4	5	11	8	7
Meadow Lake	533	610	589	29	48	51	0	0	0	17	33	37
Melfort	321	306	245	15	24	22	0	0	0	14	13	10
Moose Jaw	170	228	243	7	18	27	4	12	12	24	23	24
Northern	456	445	399	18	49	55	0	0	0	14	35	38
Prince Albert	898	1238	1321	76	151	206	0	1	0	41	64	74
Regina City	1165	1759	1831	44	155	134	369	491	527	93	97	93
Regina Rural	45	55	62	1	4	5	19	26	24	75	71	66
Saskatoon City	1040	1286	1760	122	216	249	131	158	166	99	109	112
Saskatoon Rural	0	19	37	0	0	0	3	16	15	13	58	54
South East	52	63	73	5	3	4	1	3	3	10	6	5
Swift Current	75	126	132	3	9	11	0	1	1	13	11	11
Yorkton	417	375	377	20	35	39	0	0	0	10	20	20
Staff Total	6504	7356	7976	392	799	912	590	668	813	434	571	584
Private Bar	2260	1996	1606	29	32	36	24	45	40	143	146	153
Total	8764	9352	9582	421	831	948	614	713	853	577	716	737



**Note for the previous table:** In the last five years, management moved Montreal Lake from Prince Albert Area Office to Northern Area Office, and moved Spiritwood from Battlefords Area Office to Saskatoon Rural Area Office to Prince Albert Area Office.

Duty counsel numbers include PB lawyer work as ADRs and contracts.

## Other Services Provided in the Fiscal Year

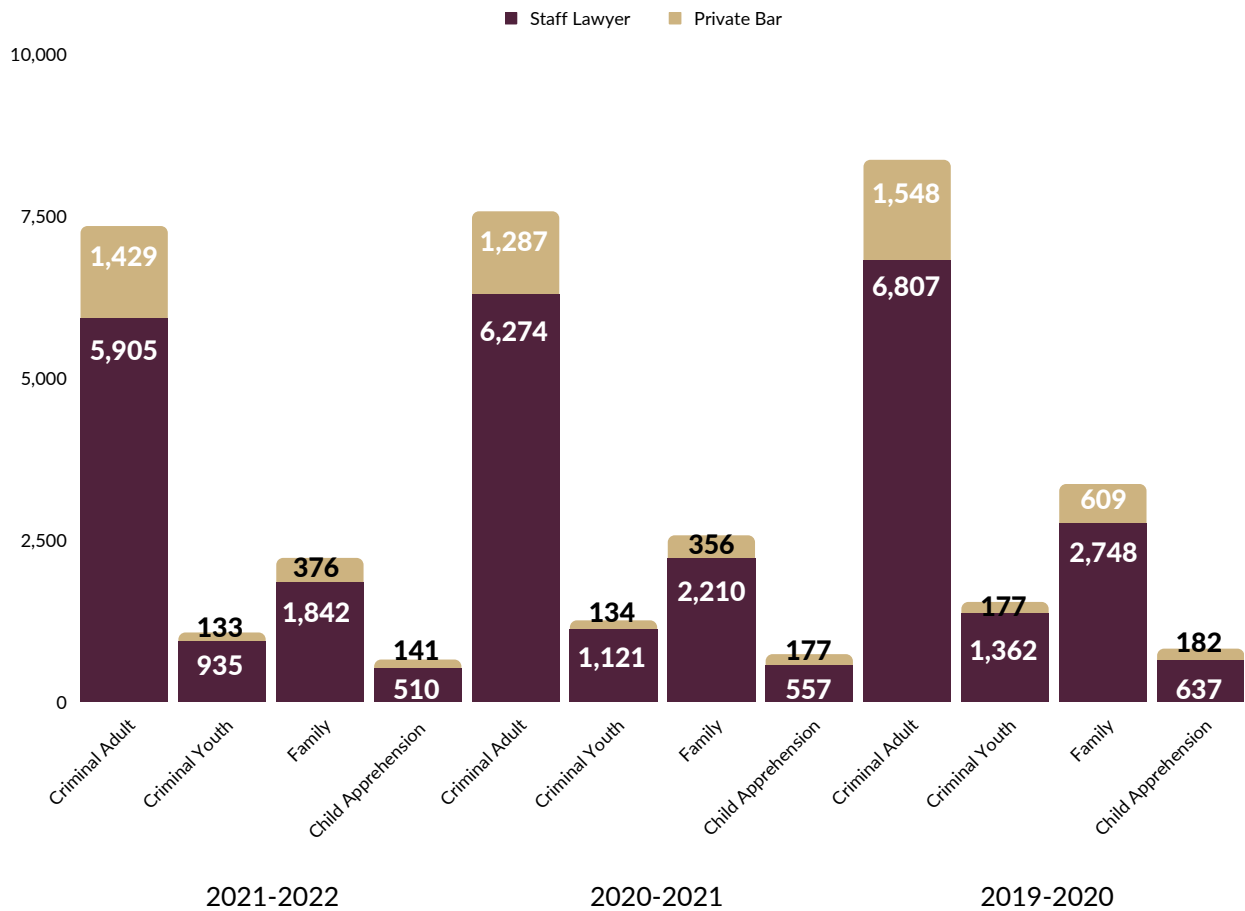
	Duty Counsel Advice Closed	Duty Counsel Advice Closed	Summary Advice Closed	Summary Advice Closed
	2021-2022	5-year average	2021-2022	5-year average
Battlefords	3	3	0	2
Head Office	0	0	0	4
Meadow Lake	0	2	3	5
Melfort	0	1	0	53
Moose Jaw	2	6	1	15
Northern	1	3	1	10
Prince Albert	11	6	0	47
Regina City	4	6	10	16
Regina Rural	11	19	33	42
Saskatoon City	7	4	2	6
Saskatoon Rural	0	0	0	4
South East	0	3	58	105
Swift Current	0	8	3	8
Yorkton	0	2	0	4
<b>Staff Total</b>	<b>39</b>	<b>62</b>	<b>111</b>	<b>318</b>
Private Bar	13,686	14,031	0	0
<b>Total</b>	<b>13,725</b>	<b>14,093</b>	<b>111</b>	<b>318</b>

## Files by Type Closed by Area Office by Fiscal Year

	Criminal Adult			Criminal Youth			Family		
	2021-2022	5-year Average	5-year Average without 2020-2021	2021-2022	5-year Average	5-year Average without 2020-2021	2021-2022	5-year Average	5-year Average without 2020-2021
Battlefords	444	592	651	68	110	136	52	129	148
Head Office	1	6	9	1	0	1	0	4	4
Meadow Lake	553	634	655	71	89	101	135	122	140
Melfort	287	301	297	46	74	85	55	66	69
Moose Jaw	180	228	231	35	41	48	94	151	146
Northern	822	853	951	63	130	174	58	118	126
Prince Albert	869	906	953	97	158	188	87	152	171
Regina City	664	760	749	193	262	317	449	532	521
Regina Rural	600	591	629	38	73	89	212	258	266
Saskatoon City	637	721	687	214	252	275	349	409	370
Saskatoon Rural	126	279	301	9	36	45	90	100	91
South East	187	240	264	13	29	34	81	90	95
Swift Current	87	106	101	20	26	33	86	72	80
Yorkton	448	518	553	67	78	89	94	120	138
Staff Total	5905	6734	7031	935	1358	1613	1842	2324	2365
Private Bar	1429	1394	1377	133	169	180	376	409	375
Total	7334	8128	8409	1068	1527	1793	2218	2733	2739

	Duty Counsel Service Adult			Duty Counsel Service Youth			Therapeutic Courts			Child Apprehension		
	2021-2022	5-year Average	5-year Average without 20-21	2021-2022	5-year Average	5-year Average without 20-21	2021-2022	5-year Average	5-year Average without 20-21	2021-2022	5-year Average	5-year Average without 20-21
Battlefords	833	863	933	52	88	114	57	52	57	1	24	32
Head Office	0	355	532	0	5	0	0	0	0	0	2	2
Meadow Lake	613	690	682	29	52	57	1	1	1	13	34	38
Melfort	328	309	247	15	23	22	1	1	1	21	13	12
Moose Jaw	170	231	244	7	18	27	7	4	8	28	25	23
Northern	385	449	405	20	52	58	1	1	1	7	33	31
Prince Albert	1006	1328	1391	76	154	207	0	1	1	38	64	68
Regina City	1604	1764	1804	44	156	136	317	465	496	111	100	89
Regina Rural	49	54	62	1	4	5	29	23	24	113	73	72
Saskatoon City	968	1898	2378	123	232	259	108	119	127	112	105	100
Saskatoon Rural	0	19	38	0	0	0	3	16	15	34	59	52
South East	60	65	76	5	3	4	1	1	1	4	5	5
Swift Current	76	174	163	3	11	13	0	2	2	12	11	11
Yorkton	413	374	376	20	36	39	0	0	0	16	20	22
Staff Total	6505	8572	9330	395	835	941	525	688	734	510	570	558
Private Bar	2259	2364	1545	27	21	27	57	57	55	141	155	144
Total	8764	10936	10875	422	852	973	582	744	790	651	725	702

## Full-service files closed by Area Offices

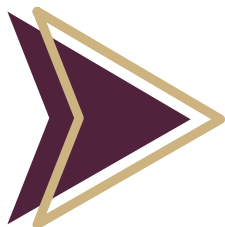


## % of duty counsel service files concluded by guilty plea

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.

**2021-2022:**  
**36% Adult**  
**36% Youth**

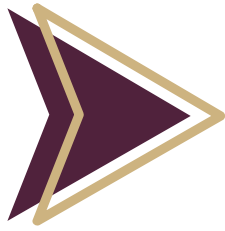
This is similar to previous years.



## Number of appeals

During the 2021-2022 fiscal year, LAS initiated 24 appeals on behalf of criminal adult clients, 4 appeals on behalf of criminal youth clients, and 9 on behalf of family clients.

We responded to 14 criminal adult appeals initiated by the Crown and 3 family appeals initiated by the opposing party.



## Number of Supreme Court of Canada and Saskatchewan Court of Appeal Files

In 2021-2022, LAS appeared at the Saskatchewan Court of Appeal 32 times, and the Supreme Court of Canada four times.

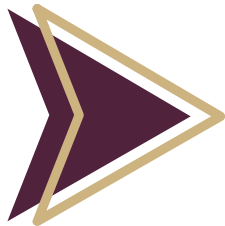
## Professional development by lawyers

Professional development (PD) 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.

**2021-2022:  
19.85 hours**

2020-2021: 14.4 hours  
2019-2020: 25.1 hours  
2018-2019: 13.21 hours  
2017-2018: 14.37 hours

## Amount of child and spousal support orders secured



- On-going support (annual total) for all clients totaled **\$766,962.60**
- Lump sum support for all clients totaled **\$118,415.07**
- On-going support for people on social assistance totaled **\$262,689.00** (this is a subset of above)
- One-time support for people on social assistance totaled **\$19,945.00** (this is a subset of above)



# 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, 2022.

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.



Jayne Mallin  
Chief Executive Officer



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

**THE SASKATCHEWAN LEGAL AID COMMISSION**

**FINANCIAL STATEMENTS**

**For the Year Ended March 31, 2022**

## 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, 2022, and the statement of operations and changes in accumulated surplus, statement of changes in net financial assets, 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, 2022, and the results of its operations, changes in net financial assets, 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 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 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 24, 2022

Tara Clemett, CPA, CA, CISA  
Provincial Auditor  
Office of the Provincial Auditor

## Statement 1

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

	2022	2021
	<u>                    </u>	<u>                    </u>
<b>Financial Assets</b>		
Cash	\$ 9,639,304	\$ 6,620,988
Accounts receivable	<u>88,293</u>	<u>43,053</u>
<b>Total financial assets</b>	<u>9,727,597</u>	<u>6,664,041</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities		
General	251,618	219,305
Private Solicitors' Fees	5,445,891	3,918,855
Employee Salaries and Benefits	791,314	778,331
Deferred Contributions (note 6)	<u>45,310</u>	<u>164,967</u>
<b>Total liabilities</b>	<u>6,534,133</u>	<u>5,081,458</u>
<b>Net financial assets, (statement 3)</b>	<u>3,193,464</u>	<u>1,582,583</u>
<b>Non-financial assets</b>		
Tangible capital assets (note 5)	82,704	55,426
Prepaid expenses	<u>193,958</u>	<u>191,503</u>
<b>Total Non-financial assets</b>	<u>276,662</u>	<u>246,929</u>
<b>Accumulated surplus, (statement 2)</b>	<u>\$ 3,470,126</u>	<u>\$ 1,829,512</u>

Contractual Obligations (note 7)  
Contingent Liability (note 12)

*(See accompanying notes)*

## Statement 2

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

	<u>2022</u>		<u>2021</u>
	Budget	Actual	Actual
	<u>(note 11)</u>		
<b>Revenue</b>			
Ministry of Justice	\$ 29,627,000	\$ 30,027,000	\$ 27,444,000
Grants	210,607	221,707	98,443
Other	<u>78,092</u>	<u>124,470</u>	<u>69,936</u>
<b>Total revenue</b>	<u>29,915,699</u>	<u>30,373,177</u>	<u>27,612,379</u>
<b>Expense</b>			
Salaries and employee benefits	18,804,216	17,849,719	17,092,521
Head Office administrative (schedule 1)	1,264,638	1,037,936	943,010
Area Office administrative and operating expenses (schedule 1)	1,972,252	1,989,872	1,965,635
Provision of legal services	7,007,400	7,118,157	5,000,499
Other legal expenses	186,250	166,809	128,270
Travel	748,500	511,912	269,875
Amortization of tangible capital assets	<u>65,000</u>	<u>58,158</u>	<u>49,994</u>
<b>Total expense</b>	<u>30,048,256</u>	<u>28,732,563</u>	<u>25,449,804</u>
<b>Surplus (deficit)</b>	(132,557)	1,640,614	2,162,575
<b>Accumulated surplus (deficit), beginning of year</b>	<u>1,829,512</u>	<u>1,829,512</u>	<u>(333,063)</u>
<b>Accumulated surplus (deficit), end of year (statement 1)</b>	<u>\$ 1,696,955</u>	<u>\$ 3,470,126</u>	<u>\$ 1,829,512</u>

(See accompanying notes)

## Statement 3

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

	2022		2021
	Budget	Actual	Actual
	(note 11)		
Operating Surplus (deficit)	\$ (132,557)	\$ 1,640,614	\$ 2,162,575
Acquisition of tangible capital assets	(147,800)	(85,436)	(77,200)
Amortization of tangible capital assets	65,000	58,158	49,994
	<u>(82,800)</u>	<u>(27,278)</u>	<u>(27,206)</u>
Acquisition of prepaid expenses	---	(193,958)	(191,503)
Use of prepaid expenses	---	191,503	166,765
	<u>---</u>	<u>(2,455)</u>	<u>(24,738)</u>
<b>Increase (decrease) in net financial assets</b>	<b>(215,357)</b>	<b>1,610,881</b>	<b>2,110,631</b>
<b>Net financial assets, beginning of year</b>	<b><u>1,582,583</u></b>	<b><u>1,582,583</u></b>	<b><u>(528,048)</u></b>
<b>Net financial assets, end of year</b> <b>(statement 1)</b>	<b><u>\$ 1,367,226</u></b>	<b><u>\$ 3,193,464</u></b>	<b><u>\$ 1,582,583</u></b>

(See accompanying notes)

Statement 4

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

	2022	2021
Cash (used in) provided by		
<b>OPERATING ACTIVITIES</b>		
Appropriation funds received	\$ 30,027,000	\$ 27,444,200
Cash received from grants	26,900	218,500
Cash received from other revenue	124,471	69,936
Cash payments for salaries and benefits	(17,809,281)	(16,818,839)
Cash payments for other suppliers	(3,674,217)	(3,216,186)
Cash payments for legal services	(5,591,121)	(5,412,981)
Net cash provided by operating activities	3,103,752	2,284,630
<b>CAPITAL ACTIVITIES</b>		
Purchase of capital assets	(85,436)	(77,200)
Net increase in cash	3,018,316	2,207,430
<b>Cash, beginning of year</b>	<b>6,620,988</b>	<b>4,413,558</b>
<b>Cash, end of year</b>	<b>\$ 9,639,304</b>	<b>\$ 6,620,988</b>

*(See accompanying notes)*



**THE SASKATCHEWAN LEGAL AID COMMISSION**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**March 31, 2022**

*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 standard 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, 2023), a new standard on how to account for and report on revenue.
- PS 3280 Asset Retirement Obligations (effective April 1, 2022), a new 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 2022 amounted to \$879,484 (2021 - \$862,218).

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, 2022, the Plan owed \$nil, (2021 - \$882) to the Commission.

### 5. Tangible Capital Assets

Tangible capital assets are comprised of the following amounts:

	Office Equipment and Furniture	LAIN Development Costs	2022 Total	2021 Total
Opening cost	\$ 238,831	\$ 632,335	\$ 871,166	\$ 793,966
Additions during the year	---	<u>85,436</u>	<u>85,436</u>	<u>77,200</u>
Closing Cost	<u>238,831</u>	<u>717,771</u>	<u>956,602</u>	<u>871,166</u>
Opening Accumulated Amortization	234,871	580,869	815,740	765,746
Amortization during the year	<u>3,947</u>	<u>54,211</u>	<u>58,158</u>	<u>49,994</u>
Closing Accumulated Amortization	<u>238,818</u>	<u>635,080</u>	<u>873,898</u>	<u>815,740</u>
Net book value of Tangible capital assets	\$ <u>13</u>	\$ <u>82,691</u>	\$ <u>82,704</u>	\$ <u>55,426</u>

The Law Foundation of Saskatchewan approved a grant of \$250,150 for an enhancement to the Legal Aid Information Network (LAIN) program. The grant is for both LAIN development costs and training. During the year, \$85,436 (2021 - \$77,200) was spent for enhancements and \$81,671 (2021-\$5,843) for training and other associated costs related to the project. As a result, \$ 167,107 was recognized as grant revenue, (2021- \$83,043). The costs associated with this grant for the LAIN Development Costs are capitalized and reported as an addition above.

The Commission did not have any write downs or disposals of tangible capital assets during the year.

## 6. Deferred Contributions and Grants

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

	<u>2022</u>	<u>2021</u>
Balance, beginning of year	\$ 164,967	\$ 44,910
Add: Grant contributions received or receivable in the year		
Law Foundation of Saskatchewan	75,150	175,000
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	26,900	43,500
Less: Amounts recognized as revenue in the year	<u>(221,707)</u>	<u>(98,443)</u>
Balance, end of year	<u>\$ 45,310</u>	<u>\$ 164,967</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, 2022, the Commission estimates \$660,790 (2021 - \$482,364) will be incurred on approximately 2,414 (2021 – 2,056) outstanding appointments issued to the private bar over and above both the billings paid to date and work performed but not yet billed.

The Commission carries leases for office equipment. Minimum lease payments for the next five fiscal periods, not including taxes, are as follows:

2023	\$52,093	2026	---
2024	---	2027	---
2025	---		

## 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>2022</u>	<u>2021</u>
Expenses	\$ 2,134,766	\$ 2,117,387
Accounts payable	42,390	57,342
Accounts receivable	---	---

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 \$30,027,000 from the Ministry, (2021 - \$27,444,000).

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 (2021 - \$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. Local1949 (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 \$124,472 (2021 - \$134,018) for the increased premium costs. The Fund had a balance of \$491,209 (2021 - \$467,475) 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 (2021 - \$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>2022</u>	<u>2021</u>
Grants	\$ 54,600	\$ 15,400
Deferred contributions	45,310	73,010

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 2021 by members of The Saskatchewan Legal Aid Commission.

#### **12. Contingent Liability**

The Commission has one outstanding legal claim as at March 31, 2022. The impact and likelihood of the outcome can not be reasonably determined at this time.

#### **13. Subsequent Events**

On May 2, 2022, CUPE Local 1949 and the Commission tentatively agreed on a new Collective Bargaining Agreement. Once finalized the tentative agreement is a one year agreement that will have retroactive salary increases that will take effect October 1, 2021. The estimated amount of retroactive salary for the year ended March 31, 2022 is \$161,000 for both in-scope and out-of-scope staff. The Commission approved the revised agreement on June 24, 2022. The settlement of the amounts owing will occur in the next fiscal period.

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

	2022		2021
	Budget (note 11)	Actual	Actual
<b>Head Office Administrative and Operating Expenses</b>			
Leased accommodation	\$ 241,388	\$ 152,835	\$ 127,755
Computer leases, maintenance, and support	164,762	180,724	78,010
Stationery and office supplies	20,755	14,621	13,363
Telephone	19,090	26,928	16,606
Postage	15,780	13,869	11,401
Photocopying	3,150	3,021	2,959
Periodicals	750	2,167	1,538
Expenses related to Endowment Fund Grant	43,500	54,600	15,400
Expenses related to Law Foundation Grant	44,307	81,671	5,843
Pandemic Expenses	100,000	43,184	111,091
Professional fees and legal costs	235,000	142,796	344,663
Other operating expenses	<u>376,156</u>	<u>321,520</u>	<u>214,381</u>
<b>Total Head Office Administrative and Operating expenses (statement 2)</b>	<b><u>\$ 1,264,368</u></b>	<b><u>\$ 1,037,936</u></b>	<b><u>\$ 943,010</u></b>
<b>Area Office Administrative and Operating Expenses</b>			
Leased accommodation	\$ 1,087,308	1,081,910	\$ 1,098,819
Computer leases, maintenance, and support	138,058	148,243	132,649
Stationery and office supplies	167,500	165,478	164,405
Telephone	120,910	121,008	119,967
Postage	44,220	44,390	47,867
Photocopying	46,850	56,718	46,794
Periodicals	23,250	18,051	15,938
Other operating expenses	<u>344,156</u>	<u>354,074</u>	<u>339,196</u>
<b>Total Area Office Administrative and Operating Expenses (statement 2)</b>	<b><u>\$ 1,972,252</u></b>	<b><u>\$ 1,989,872</u></b>	<b><u>\$ 1,965,635</u></b>

## Glossary

**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, 2021 and by March 31, 2022 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, 2021 and by March 31, 2022 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, 2021 but have been denied legal services as of March 31, 2022. 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.

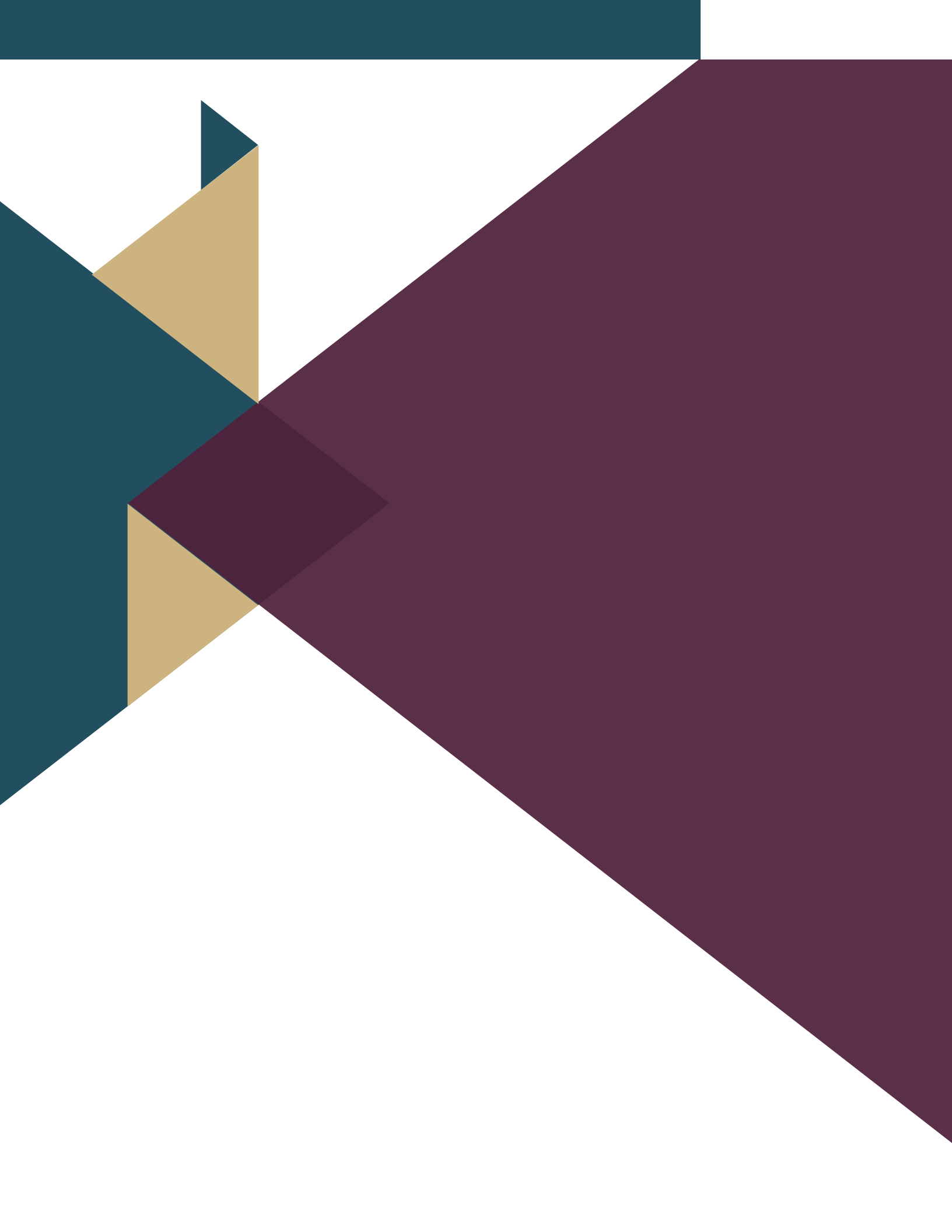
**Federal Criminal Matters (Adults):** Refers to matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act* or other Federal Statutes, if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.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

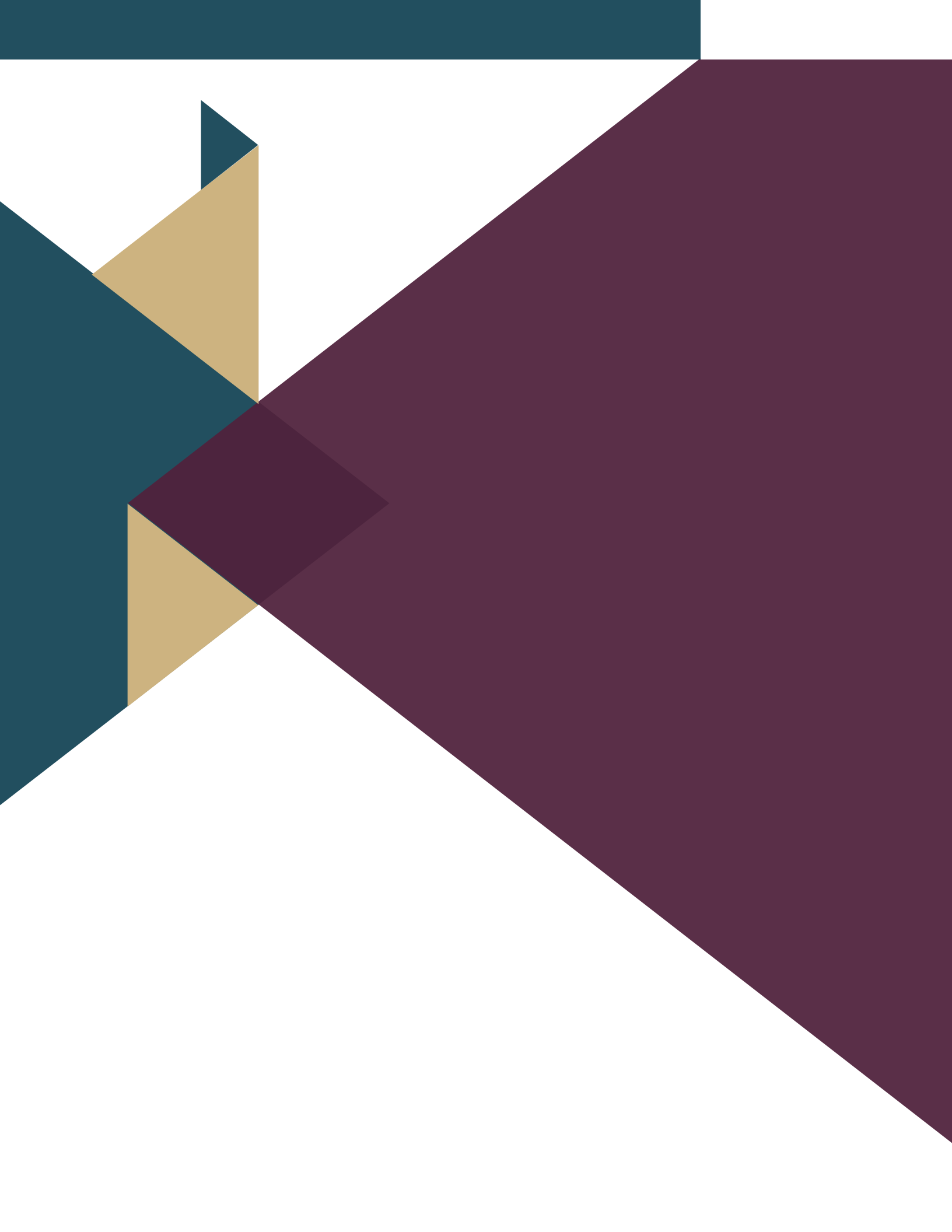
**Financial Eligibility:** Refers to the process and decision made regarding an application based on the applicant's financial information about income, and dependents in assets; the decision can be in favour of or against eligibility.

**Opened Files:** These are applications that have been approved on or after April 1, 2021 and as of March 31, 2022 and have been worked on by a lawyer during this time frame. As of March 31, 2022, 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.







# LAS 2022-2025 Strategic Priorities



Our clients (C) experience inclusive justice ...



through effective processes and partnerships (P) ...



supported by an engaged team (T) ...



and effective stewardship (S) of our resources.

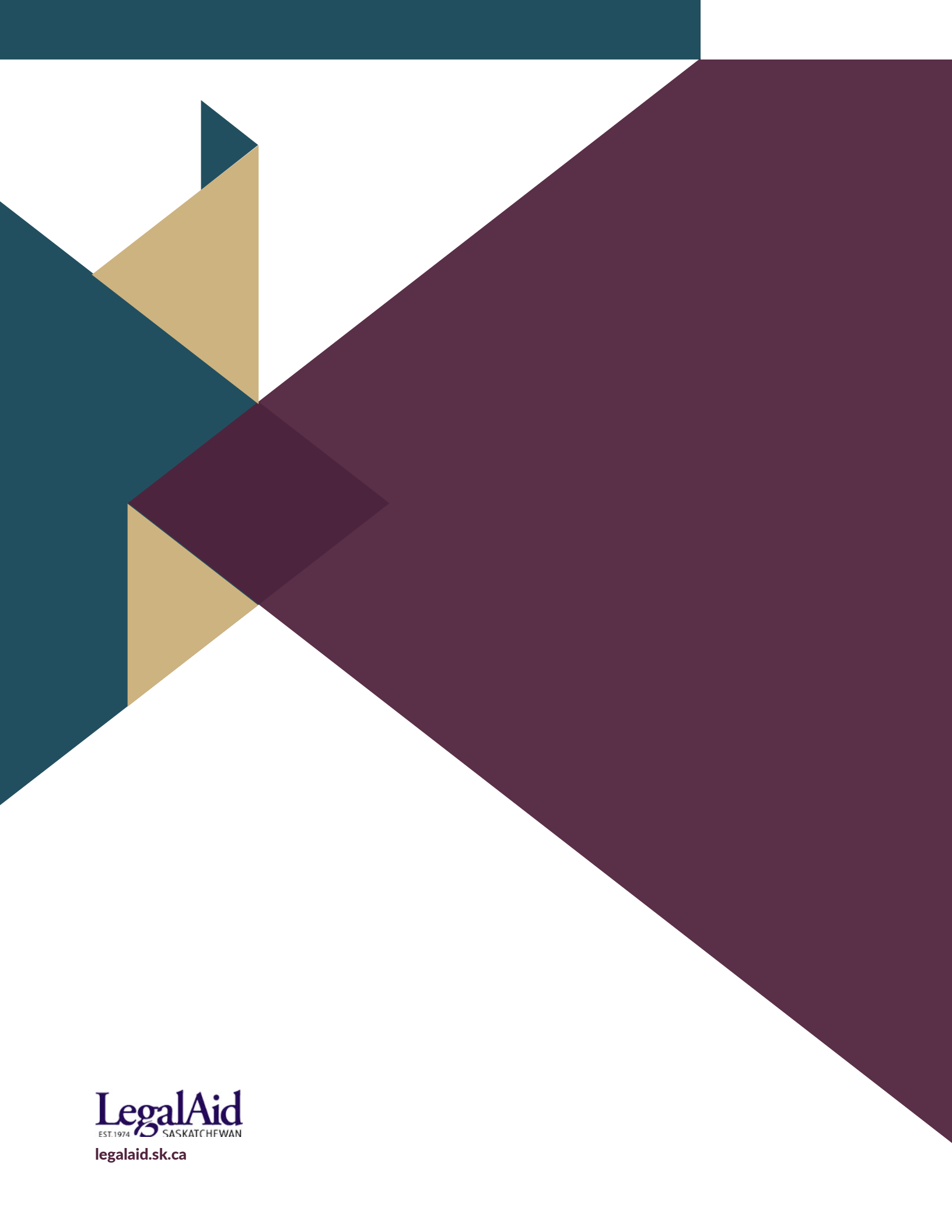
**Our Vision:** Inclusive, responsive and equitable justice in Saskatchewan.

**Our Mission:** We are a publicly-funded organization championing access to justice through professional legal services.

**Our Values:** Compassion, Collaboration, Courage and Commitment

**Our Priorities:**





**LegalAid**  
EST. 1974 SASKATCHEWAN

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