



BOARD OF DIRECTORS MEETING

**December 4, 2018
9:30 am – 2:30 pm
Legal Aid Alberta
Edmonton, Alberta**

MINUTES OF THE 311th MEETING

Members in Attendance

Deanna Steblyk, Chair
Ryan Callioux, Vice-Chair
Peter Carter
Owen Edmondson
Christine Hutchinson
Graham Johnson
Nancy Peck
Hilary Rose
Michael Waite

Regrets

Jim Donihee
Daryl Royer

Management in Attendance

John Panusa, President & CEO
Steve Burford
Lori Haughian
Brian Mulawka
Tyler Tollefson
Lyle Toop
Pat Bard

Call to Order

Notice having been given, a quorum was present and the meeting was duly constituted for the transaction of business. Deanna Steblyk called the meeting to order and Pat Bard acted as the Recording Secretary for the meeting.

Consent Items

1. Approval of Agenda

Upon motion moved and seconded, it was resolved that:

The Agenda be approved.

The motion was carried unanimously.

2. Approval of Minutes of the 310th General Meeting

Upon motion moved and seconded, it was resolved that:

The Minutes of the 310th General Meeting held September 11, 2018, be approved.

The motion was carried unanimously.

Declaration of Conflict of Interest

No conflicts were declared.

Business Items**3. CEO and Operations Report**

John Panusa provided an overview of, and responded to questions related to, the CEO Report, noting in particular that: (1) after the Governance Agreement was signed, there was significant positive media coverage; (2) Organizational changes and redesign are underway and Management is working with the Transitional Change Advisory Committee; (3) John and Tyler attended the Permanent Working Group (PWG) meeting in October and found it to be a good opportunity to meet with counterparts and government representatives; (4) the hours for LAA to take applications at the Courthouse has been extended from mornings only to full day. To date, the volumes at the Courthouse have increased while the application volumes at the Legal Aid Offices have decreased; and (5) The Government Relations Coordinator is assisting LAA with responding to information requests from GoA which are substantial in volume and with increasing complexity.

Tyler Tollefson advised that JP Bail is operating efficiently, hiring is almost complete and bails are completed in a significantly reduced time frame; (2) the provision of articling students has been reinstated this year with three students rotating among the various law departments gaining experience in youth, family, adult criminal, and corporate law. This project not only provides great experience for the students but also is very motivational for staff lawyers; and (3) Legal Representation and Advice offices are being restructured to encourage more leaders to assist in making the offices more efficient for both the employees and clients.

Lori Haughian provided an overview of, and responded to questions related to, the Legal Services Centre, noting in particular that: (1) with the introduction of Live Answer approximately 6,500 calls were diverted that did not qualify for legal aid services. Other changes to the phone system included the deletion of the terms of conditions and deletion of a financial update on every caller have reduced waiting times for clients; and (2) Some of the Legal Services Officers (LSOs) have been trained to appoint counsel. This allows the immediate appointment of counsel for those clients where qualification is clear and is efficient for both LAA and the client.

Lyle Toop provided an overview of, and responded to questions related to, Human Resources and Change Leadership, noting in particular that: (1) work continues of the HR Strategic Plan, as previously presented to the Human Resources & Compensation Committee (HRCC) and Board of Directors; (2) Christine Tolley, HR Manager has conducted approximately 200 interviews during the hiring the JP Bail lawyers; (3) the Edmonton Winter Gala was held November 30 and employee

attendance has increased over previous years; the Winter Gala in Calgary will be held December 7, 2018; (4) the Legal Aid Living Well account has been replaced with a Personal Spending Account administered through SunLife; and (5) an Employee Satisfaction survey will be conducted in February with results being compiled for the Board for the April meeting.

Brian Mulawka provided an overview of, and responded to questions related to, Communications, noting in particular that: (1) There was very positive media with respect to signing of the Governance Agreement; (2) Duty Counsel badges have been designed to assist clients in identifying who is Duty counsel at the courthouses; (3) A survey to capture the reputation of LAA was conducted in the late fall consisting of 1000 people in which 1/3 resided in each of in Edmonton, Calgary and rural areas. The results indicate that while the majority of those surveyed were aware of legal aid, fewer than 20% knew that services other than the provision of lawyers were available; and (4) the core to informing the public on LAA services is through good news articles such as the awards Grace Auger wins Women in Law Leadership Award and Legal Aid Alberta lawyer (Karen McGowan) wins Charter challenge on youth segregation.

Steve Burford provided an overview of, and responded to questions related to, Corporate Services, noting in particular that: (1) Facilities has been busy and a new lease for Lethbridge has been obtained which should result in about \$60,000 a year savings; (2) a significant amount of work with GoA has increased the performance and stability of the JP Bail Hearing; (3) a Procurement Manager has been retained as well as administrative support to assist both the Facilities and Procurement Managers; and (4) An Enterprise Risk Management report has been prepared and reviewed by the Finance & Audit Committee.

4. Privacy Issue

John Panusa reported that a privacy issue arose and appropriate steps have been taken.

5. Strategic Plan

Lyle Toop presented the Strategic Plan, and responded to questions relating to, the Strategic Plan noting in particular that: (1) it aligns with the Governance Agreement; (2) new Vision, Mission and Values have been developed to more accurately reflect LAA. The previous Visions and Mandate did not resonate with staff; (3) the areas of improvement, action, measures, and KPIs are indicated for each of the five Strategic Priorities.

A lengthy discussion ensued, resulting in a number of wording amendments and suggestions.

By consensus it was agreed that the revisions as discussed by incorporated into the Strategic Plan and re-circulated to the Board for final review, feedback and email vote.

6. Government Relations Update

Joanne Hugo attended the meeting over the Lunch break and spoke on the current progress on Government Relations. A Government Relations Strategic Plan is in the process of being developed.

7. Board Committee Reports

a) *Finance & Audit Committee*

Hilary Rose advised that the Finance & Audit Committee met on November 30 to review the Audit Plan by Ernst and Young and to review the Budget Submission for 2019. The Committee approved the Audit Plan and recommended that the Budget Submission be forwarded to the Board for information. Updates were provided for the Enterprise Risk Management.

b) *HR Committee*

Deanna Steblyk advised that Jim Donihee provided her with the HRCC Report noting that: (1) Compensation Comparison Review of the CEO and Executive has been launched and a report should be available in time for the next CEO review. He proposes that a Compensation Review take place every three years; (2) The HRCC received updates on the Occupational Health and Safety, Code of Conduct and Ethics with a briefing to be available at the next meeting on the status of the policies and place to have staff sign off on the Code of Conduct and Ethics and Respectful Workplace Policy; and (3) a review of the HRCC Terms of Reference Work Plan is underway.

c) *Governance Committee*

There was no report for the meeting.

d) *Transitional Change Advisory Committee*

Ryan Callioux reported that the Transitional Change Advisory Committee has met twice. The first meeting was to establish the parameters of the Committee. At the second meeting held November 28, the Committee discussed projects with respect to Change of Counsel, travel and transfer of certificates. The Committee also received charts outlining the 3 levels of criminal changes and will provide their input to Management.

8. Financial Statements Information

a) *Budget 2019/20*

Steve Burford provided an overview of, and responded to questions related to, the Budget 2019/20, noting in particular that: (1) it is based on the Rethink Scenario 2.1; (2) while the final submission is not required until February 2019, discussions with GoA should commence soon.

b) *Financial Statements for month ending October 2018*

Steve Burford provided an overview of, and responded to questions related to, the Financial Statements, noting in particular that: (1) the statements are based on the \$93.7 budget, prior to the signing of the new Governance Agreement; (2) The Financial Statements have been reviewed by the Finance & Audit Committee.

c) *Statutory Obligations*

Hilary Rose reported that Reports to the Finance & Audit Committee and self-explanatory and all statutory obligations have been met for the period in question.

ACTIONS ARISING

9. Directives to Management and results

John Panusa reported that the directives report is self-explanatory and invited any questions. No questions were raised.

Next Meeting

The next General Meeting of the Board of Directors is scheduled for February 5, 2019 commencing at 9:30 a.m.

In Camera

Upon motion moved and seconded, it was resolved that:

The Board move in Camera.

The motion was carried unanimously.

Upon motion moved and seconded, it was resolved that:

The Board move out of Camera.

The motion was carried unanimously.

Adjournment

There being no further business, the meeting was adjourned at approximately 2:30 pm.