

**NEWFOUNDLAND AND LABRADOR  
LEGAL AID COMMISSION**

**FINANCIAL STATEMENTS**

**MARCH 31, 2018**

## Management's Report

### *Management's Responsibility for the Newfoundland and Labrador Legal Aid Commission Financial Statements*

The financial statements have been prepared by management in accordance with Canadian public sector accounting standards and the integrity and objectivity of these statements are management's responsibility. Management is also responsible for all of the notes to the financial statements, and for ensuring that this information is consistent, where appropriate, with the information contained in the financial statements.

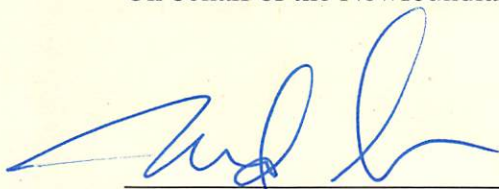
Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that transactions are properly authorized, assets are safeguarded and liabilities are recognized.

Management is also responsible for ensuring that transactions comply with relevant policies and authorities and are properly recorded to produce timely and reliable financial information.

The Board is responsible for ensuring that management fulfills its responsibilities for financial reporting and internal control and exercises these responsibilities through the Board. The Board reviews internal financial information periodically and external audited financial statements yearly.

The Auditor General conducts an independent audit of the annual financial statements of the Commission in accordance with Canadian generally accepted auditing standards, in order to express an opinion thereon. The Auditor General has full and free access to financial management of the Newfoundland and Labrador Legal Aid Commission.

On behalf of the Newfoundland and Labrador Legal Aid Commission.



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Nicholas P. Summers  
Provincial Director



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Lynn Sullivan, CPA, CA  
Deputy Director



**AUDITOR  
GENERAL**  
of Newfoundland and Labrador

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**INDEPENDENT AUDITOR'S REPORT**

To the Board of Commissioners  
The Newfoundland and Labrador Legal Aid Commission  
St. John's, Newfoundland and Labrador

**Report on the Financial Statements**

I have audited the accompanying financial statements of the Newfoundland and Labrador Legal Aid Commission which comprise the statement of financial position as at March 31, 2018, the statements of operations, change in net debt, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

*Management's Responsibility 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, 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.

*Auditor's Responsibility*

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

## **Independent Auditor's Report (cont.)**

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

### *Opinion*

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Newfoundland and Labrador Legal Aid Commission as at March 31, 2018, and its financial performance and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

A handwritten signature in black ink that reads "Julia Mullaley". The signature is written in a cursive style with a large initial 'J'.

**JULIA MULLALEY, CPA, CA**  
**Auditor General**

July 27, 2018  
St. John's, Newfoundland and Labrador

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**STATEMENT OF FINANCIAL POSITION**

As at March 31

2018

2017

**FINANCIAL ASSETS**

Cash	\$ 2,297,982	\$ 2,329,586
Accounts receivable (Note 4)	171,433	134,629
	<b>2,469,415</b>	2,464,215

**LIABILITIES**

Accounts payable and accrued liabilities (Note 5)	2,240,904	2,511,842
Employee future benefits (Note 6)	1,768,533	1,666,371
	<b>4,009,437</b>	4,178,213
<b>Net debt</b>	<b>(1,540,022)</b>	(1,713,998)

**NON-FINANCIAL ASSETS**

Prepaid expenses (Note 7)	170,550	161,453
Tangible capital assets (Note 8)	231,946	213,155
	<b>402,496</b>	374,608
<b>Accumulated deficit</b>	<b>\$ (1,137,526)</b>	\$ (1,339,390)

Contractual obligations (Note 9)  
 Trusts under administration (Note 10)

*The accompanying notes are an integral part of these financial statements.*

Signed on behalf of the Board:

  
 Chairperson

  
 Member

# NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION

## STATEMENT OF OPERATIONS

For the Year Ended March 31

	2018 Budget	2018 Actual	2017 Actual
(Note 15)			
<b>REVENUES</b>			
Province of Newfoundland and Labrador			
Operating grants	\$ 16,977,500	\$ 17,087,500	\$ 17,033,298
Law Foundation of Newfoundland and Labrador grant	200,000	190,085	137,086
Legal services	250,000	210,835	234,600
Interest	30,000	31,354	33,195
	17,457,500	17,519,774	17,438,179
<b>EXPENSES (Note 11)</b>			
Administration	6,618,300	6,175,060	6,693,434
Criminal law	7,481,796	6,602,354	6,322,851
Youth law	508,148	489,535	388,658
Civil law	4,280,756	4,050,961	4,344,828
	18,889,000	17,317,910	17,749,771
<b>Annual surplus (deficit)</b>	(1,431,500)	201,864	(311,592)
<b>Accumulated deficit, beginning of year</b>	(1,339,390)	(1,339,390)	(1,027,798)
<b>Accumulated deficit, end of year</b>	\$ (2,770,890)	\$ (1,137,526)	\$ (1,339,390)

*The accompanying notes are an integral part of these financial statements.*

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**

**STATEMENT OF CHANGE IN NET DEBT**

For the Year Ended March 31

	2018 Budget	2018 Actual	2017 Actual
(Note 15)			
Annual surplus (deficit)	\$ (1,431,500)	\$ 201,864	\$ (311,592)
<b>Tangible capital assets</b>			
Acquisition of tangible capital assets	-	(106,527)	(64,988)
Amortization of tangible capital assets	-	87,736	91,261
	-	(18,791)	26,273
<b>Prepaid expenses</b>			
Acquisition of prepaid expenses	-	(170,550)	(161,453)
Use of prepaid expenses	-	161,453	168,893
	-	(9,097)	7,440
<b>Increase (decrease) in net debt</b>	<b>(1,431,500)</b>	<b>173,976</b>	<b>(277,879)</b>
<b>Net debt, beginning of year</b>	<b>(1,713,998)</b>	<b>(1,713,998)</b>	<b>(1,436,119)</b>
<b>Net debt, end of year</b>	<b>\$ (3,145,498)</b>	<b>\$ (1,540,022)</b>	<b>\$ (1,713,998)</b>

*The accompanying notes are an integral part of these financial statements.*

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**STATEMENT OF CASH FLOWS**  
For the Year Ended March 31

	2018	2017
<b>Operating transactions</b>		
Annual surplus (deficit)	\$ 201,864	\$ (311,592)
Adjustment for non-cash items		
Amortization	87,736	91,261
Bad debt expense	73,246	98,338
	<b>362,846</b>	<b>(121,993)</b>
Change in non-cash operating items		
Accounts receivable	(110,050)	(116,883)
Accounts payable and accrued liabilities	(270,938)	496,112
Employee future benefits	102,162	94,099
Prepaid expenses	(9,097)	7,440
<b>Cash provided from operating transactions</b>	<b>74,923</b>	<b>358,775</b>
<b>Capital transactions</b>		
Purchase of tangible capital assets	(106,527)	(64,988)
<b>Cash applied to capital transactions</b>	<b>(106,527)</b>	<b>(64,988)</b>
<b>Net (decrease) increase in cash</b>	<b>(31,604)</b>	<b>293,787</b>
<b>Cash, beginning of year</b>	<b>2,329,586</b>	<b>2,035,799</b>
<b>Cash, end of year</b>	<b>\$ 2,297,982</b>	<b>\$ 2,329,586</b>

*The accompanying notes are an integral part of these financial statements.*



**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
March 31, 2018

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**1. Nature of operations**

The Newfoundland and Labrador Legal Aid Commission (the Commission) operates under the authority of the *Legal Aid Act*. The purpose of the Commission is to establish and administer a plan for the provision of legal aid for the residents of the Province of Newfoundland and Labrador.

The affairs of the Commission are managed by a Board of Commissioners consisting of the Assistant Deputy Minister of Justice and Public Safety (ex-officio), the Provincial Director of the Commission (ex-officio) and seven members appointed by the Lieutenant-Governor in Council.

The Commission is a Crown entity of the Province of Newfoundland and Labrador and as such is not subject to Provincial or Federal income taxes.

**2. Summary of significant accounting policies**

**(a) Basis of accounting**

The Commission is classified as an Other Government Organization as defined by Canadian public sector accounting standards (CPSAS). These financial statements are prepared by management in accordance with CPSAS for provincial reporting entities established by the Public Sector Accounting Board (PSAB). The Commission does not prepare a statement of remeasurement gains and losses as the Commission does not enter into relevant transactions or circumstances that are being addressed by this statement. Outlined below are the significant accounting policies followed.

**(b) Financial instruments**

The Commission's financial instruments recognized in the statement of financial position consist of cash, accounts receivable, and accounts payable and accrued liabilities. The Commission generally recognizes a financial instrument when it enters into a contract which creates a financial asset or financial liability. Financial assets and financial liabilities are initially measured at cost, which is the fair value at the time of acquisition.

The Commission subsequently measures all of its financial assets and financial liabilities at cost or amortized cost. Financial assets measured at cost include cash. Financial assets measured at amortized cost include accounts receivable. Financial liabilities measured at cost include accounts payable and accrued liabilities.

The carrying value of cash, accounts receivable, and accounts payable and accrued liabilities approximate fair value due to their nature and/or the short term maturity associated with these instruments.

Interest attributable to financial instruments is reported in the statement of operations.

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
March 31, 2018

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**2. Summary of significant accounting policies (cont.)**

**(c) Cash**

Cash includes cash in bank.

**(d) Employee future benefits**

Employee future benefits include severance pay and accumulating, non-vesting sick leave benefits.

- (i) Severance is accounted for on an accrual basis, based upon years of service and current salary levels.
- (ii) The cost of accumulating, non-vesting sick leave benefits is calculated based upon management's best estimate of its employees' sick leave utilization rates, sick leave balances, annual sick leave entitlements and current salary levels. Under the former annual leave policy, all employees hired before September 30, 1994 were credited with 2 days sick leave per month. After this date, the Commission moved to the new paid leave policy which did not include a sick leave entitlement. Accumulated benefits under the former policy may be used in future years and, if not used, the benefits cease upon termination of employment.

Under the *Legal Aid Act*, Commission employees shall be considered to be employed in the public service for the purpose of the *Public Service Pensions Act, 1991*. Employee contributions are matched by the Commission and then remitted to Provident<sup>10</sup> from which pensions will be paid to employees when they retire. The Public Service Pension Plan is a multi-employer defined benefit plan, providing a pension on retirement based on the member's age at retirement, length of service and the average of their best six years of earnings for service on or after January 1, 2015, and, for service before January 1, 2015, the higher of the average of the frozen best 5 years of earnings up to January 1, 2015, or the average of the best 6 years of earnings for all service.

The contributions from the Commission to the plan are recorded as an expense for the year.

**(e) Tangible capital assets**

Tangible capital assets are recorded at cost at the time of acquisition, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets.

The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over their estimated useful lives as follows:

Office furniture and equipment	5 years
Computer equipment	5 years
Software development	5 years
Leasehold improvements	Lesser of 5 years or remaining life of the rental agreement.

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

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**2. Summary of significant accounting policies (cont.)**

**(e) Tangible capital assets (cont.)**

Tangible capital assets are written down when conditions indicate that they no longer contribute to the ability of the Commission to provide services, or when the value of future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expenses in the statement of operations.

**(f) Prepaid expenses**

Prepaid expenses are charged to expense over the periods expected to benefit from it.

**(g) Revenues**

Revenues are recognized in the period in which the transactions or events occurred that give rise to the revenues. All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers (Province of Newfoundland and Labrador operating grants) are recognized as revenues when the transfer is authorized and any eligibility criteria are met, except when and to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulations related to the liabilities are settled.

Interest revenue is recognized as earned.

**(h) Expenses**

Expenses are reported on an accrual basis. The cost of all goods consumed and services received during the year are recorded as an expense in that year.

**(i) Measurement uncertainty**

The preparation of financial statements in conformity with CPSAS requires management to make estimates and assumptions that affect the reporting amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of the revenues and expenses during the period. Items requiring the use of significant estimates include the collectability of accounts receivable, expected useful life of tangible capital assets, estimated employee future benefits, and the accrual for legal fees and disbursements-private bar.

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

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

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**3. Changes in accounting policies**

**(a) New accounting standards**

On April 1, 2017, the Commission adopted the following five new CPSAS Handbook Sections:

*PS 2200 Related Party Disclosures* – a new standard defining related parties and establishing disclosure requirements for related party transactions.

*PS 3210 Assets* – a new standard providing guidance for applying the definition of assets and establishing general disclosure requirements for assets but does not provide guidance for the recognition and disclosure of specific types of assets.

*PS 3320 Contingent Assets* – a new standard defining and establishing disclosure requirements for contingent assets but does not include disclosure standards for specific types of contingent assets.

*PS 3380 Contractual Rights* – a new standard defining and establishing disclosure requirements for contractual rights but does not include disclosure standards for specific types of contractual rights.

*PS 3420 Inter-entity Transactions* – a new standard on how to account for and report transactions between public sector entities that comprise a government's reporting entity from both a provider and recipient perspective.

These accounting changes had no significant impact on the financial statements.

**(b) Accounting pronouncement**

The PSAB has issued *PS 3430 Restructuring Transactions* which is effective April 1, 2018. This is a new standard on how to account for and report restructuring transactions by both transferors and recipients of assets and/or liabilities. The standard has not been applied in these financial statements.

The Commission plans to adopt this standard by the effective date and is currently analyzing the impact the standard will have on the financial statements.

**4. Accounts receivable**

	<u>2018</u>	<u>2017</u>
Legal services	\$ 682,816	\$ 629,696
Harmonized Sales Tax	104,555	49,298
	<hr/> 787,371	<hr/> 678,994
Less: Allowance for doubtful accounts	(615,938)	(544,365)
	<hr/> \$ 171,433	<hr/> \$ 134,629

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
 March 31, 2018

**5. Accounts payable and accrued liabilities**

	<u>2018</u>	<u>2017</u>
Trade	\$ 657,832	\$ 650,800
Legal fees and disbursements-private bar	222,340	249,135
Salaries and benefits	1,360,732	1,611,907
	<u>\$ 2,240,904</u>	<u>\$ 2,511,842</u>

**6. Employee future benefits**

Employee future benefits consist of:

	<u>2018</u>	<u>2017</u>
Severance pay (a)	\$ 1,761,967	\$ 1,657,053
Accumulating, non-vesting sick leave benefit liability (b)	6,566	9,318
	<u>\$ 1,768,533</u>	<u>\$ 1,666,371</u>

**(a) Severance pay**

Severance pay consists of the liability related to the following employees:

	<u>2018</u>	<u>2017</u>
Employees with 9 or more years of service	\$ 1,358,594	\$ 1,351,656
Employees with less than 9 years of service	403,373	305,397
	<u>\$ 1,761,967</u>	<u>\$ 1,657,053</u>

**(b) Accumulating, non-vesting sick leave benefit liability**

	<u>2018</u>	<u>2017</u>
Accumulating, non-vesting sick leave benefit liability	\$ 6,566	\$ 9,318

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

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**6. Employee future benefits (cont.)**

**(c) Employee future benefits expense**

Portion of salaries and benefits expense related to employee future benefits:

	<u>2018</u>	<u>2017</u>
Severance pay expense	\$ 104,914	\$ 172,051
Accumulating non-vesting sick leave (recovery)	(2,752)	(77,952)
	<u>\$ 102,162</u>	<u>\$ 94,099</u>

**(d) Employee future benefits**

**(i) Severance pay**

Severance is accounted for on an accrual basis and is calculated based upon years of service and current salary levels. The right to be paid severance vests with employees with nine years of continuous service, and accordingly a liability has been recorded by the Commission for these employees. For employees with less than nine years of continuous service, the Commission has made a provision in the accounts for the payment of severance which is based upon the Commission's best estimate of the probability of having to pay severance to the employees and current salary levels. Severance is payable when the employee ceases employment with the Commission provided no severance has been paid by Government or another Crown corporation or agency for the same period and the employee has at least nine years of continuous service. The Commission does not recognize prior service with the public service for the purpose of calculating severance entitlement.

On May 31, 2018, the Province of Newfoundland and Labrador enacted legislation affecting severance pay for executive, managers, non-management/non-union employees as outlined in Note 16.

**(ii) Accumulating, non-vesting sick leave benefits**

All employees hired before September 30, 1994, were credited with 2 sick days per month for use as paid absences during the year due to illness. Subsequent to September 30, 1994, the Commission moved to the new paid leave policy which did not include a sick leave entitlement. Sick leave benefits accumulated prior to September 30, 1994, may be used in future years and, if not used, the benefits cease upon termination of employment. For the year ended March 31, 2018, a sick leave liability was calculated for 8 employees.

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

**6. Employee future benefits (cont.)**

**(d) Employee future benefits (cont.)**

**(iii) Pension contributions**

Under the *Legal Aid Act*, the Commission's employees are subject to the *Public Service Pensions Act, 1991*. The Public Service Pension Plan is administered by Provident<sup>10</sup>, including payment of pension benefits to employees to whom the *Act* applies. The Plan is a multi-employer, defined benefit plan.

The plan provides a pension to employees based on their age at retirement, length of service and rates of pay. The maximum contribution rate for eligible employees was 11.85% (2017 - 11.85%). The Commission's contributions equal the employee contributions to the plan. Total pension expense for the Commission for the year ended March 31, 2018, was \$814,264 (2017 - \$815,711).

**7. Prepaid expenses**

	<u>2018</u>	<u>2017</u>
Bar fees and insurance	\$ 92,595	\$ 92,333
Computer support	4,555	5,147
Commercial property insurance	20,088	-
Library fees	-	10,190
Prepaid human resources expenses	8,412	19,778
Prepaid travel	21,341	6,545
Workplace Health, Safety and Compensation Commission	23,559	27,460
	<u>\$ 170,550</u>	<u>\$ 161,453</u>

**8. Tangible capital assets**

**Original Cost**

	<b>Balance March 31, 2017</b>	<b>Additions</b>	<b>Disposals</b>	<b>Balance March 31, 2018</b>
Office furniture and equipment	\$ 1,255,550	\$ 17,129	\$ 107,124	\$ 1,165,555
Computer equipment	791,769	38,369	72,854	757,284
Software development	187,508	1,789	-	189,297
Leasehold improvements	84,186	49,240	-	133,426
	<u>\$ 2,319,013</u>	<u>\$ 106,527</u>	<u>\$ 179,978</u>	<u>\$ 2,245,562</u>

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

**8. Tangible capital assets (cont.)**

**Accumulated Amortization**

	Balance March 31, 2017	Amortization	Disposals	Balance March 31, 2018	Net book value March 31, 2018	Net book value March 31, 2017
Office furniture and equipment	\$ 1,160,732	\$ 39,700	\$ 107,124	\$ 1,093,308	\$ 72,247	\$ 94,818
Computer equipment	678,706	36,208	72,854	642,060	115,224	113,063
Software development	186,573	762	-	187,335	1,962	935
Leasehold improvements	79,847	11,066	-	90,913	42,513	4,339
	<u>\$ 2,105,858</u>	<u>\$ 87,736</u>	<u>\$ 179,978</u>	<u>\$ 2,013,616</u>	<u>\$ 231,946</u>	<u>\$ 213,155</u>

**9. Contractual obligations**

The Commission has entered into agreements requiring lease payments for office and equipment rental as follows:

2019	\$ 1,155,944
2020	1,092,731
2021	659,338
2022	249,456
2023	<u>174,400</u>
	<u>\$ 3,331,869</u>

**10. Trusts under administration**

Assets held in trust of \$323,346 (2017 - \$358,747) include amounts received by the Commission for legal services which have yet to be completed. When a contract for legal services is entered into with a client, provision may be made in the contract for periodic payments to be made to the Commission while the legal services are being provided. Once the legal services have been completed, any payments received at that time will be combined with the general funds of the Commission. Any payments received under these contracts subsequent to the completion of legal services will be recorded with the general funds of the Commission immediately. Assets held in trust also include amounts received by the Commission, such as settlements, which will be disbursed once the related services have been completed.



**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

**11. Expenses by object**

	<b>2018 Budget (Note 15)</b>	<b>2018 Actual</b>	<b>2017 Actual</b>
Amortization	\$ 84,000	\$ 87,736	\$ 91,261
Bad debt expense	-	73,246	98,338
Bar fees and insurance	157,000	157,043	146,863
Commissioners' fees and expenses	65,000	50,791	55,417
Conference and education	152,000	127,894	130,946
Family Justice Services			
Central Project	-	-	40,368
Legal fees and disbursements	2,330,200	1,477,368	1,127,387
Library fees	30,000	42,902	33,771
Miscellaneous	5,000	3,890	4,872
Office and equipment rental	1,613,000	1,518,489	1,586,499
Office expense	353,000	340,126	325,673
Salaries and benefits	13,847,000	13,244,623	13,874,916
Telephone and light	113,000	80,761	113,118
Travel	139,800	113,041	120,342
	<b>\$ 18,889,000</b>	<b>\$ 17,317,910</b>	<b>\$ 17,749,771</b>

**12. Related party transactions**

Province of Newfoundland and Labrador:

During the year, the Commission received \$17,087,500 (2017 - \$17,033,298) from the Province in Operating grant revenue.

The Office of the Chief Information Officer (OCIO), an entity within the Executive Council of the Province, provides Information Technology (IT) support services to the Commission. These IT costs are reflected in these financial statements in the amount of \$99,804 (2017 - \$99,804).

**13. Financial risk management**

The Commission recognizes the importance of managing risks and this includes policies, procedures and oversight designed to reduce risks identified to an appropriate threshold. The risks that the Commission is exposed to through its financial instruments are credit risk, liquidity risk and market risk.

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

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**13. Financial risk management (cont.)**

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Commission's main credit risk relates to cash and accounts receivable. The Commission's maximum exposure to credit risk is the carrying amounts of these financial instruments. The Commission is not exposed to significant credit risk with its cash because this financial instrument is held with a Chartered Bank.

The Commission is exposed to significant credit risk related to its accounts receivable relating to amounts owed from clients. Legal aid clients enter into a payment program based on a contract for the provision of legal services, and the accounts receivable balance is comprised primarily of small amounts held by a large client base. Any estimated impairment of these accounts receivable has been provided for through a provision for doubtful accounts as disclosed in Note 4.

There have been no significant changes from the previous year in the exposure to credit risk or policies, procedures and methods used to manage credit risk.

Liquidity risk

Liquidity risk is the risk that the Commission will be unable to meet its contractual obligations and financial liabilities. The Commission's exposure to liquidity risk relates mainly to its accounts payable and accrued liabilities, and its contractual obligations. The Commission manages liquidity risk by monitoring its cash flows and ensuring that it has sufficient resources available to meet its contractual obligations and financial liabilities. The future minimum payments required from the Commission in relation to its contractual obligations are outlined in Note 9.

There have been no significant changes from the previous year in the exposure to liquidity risk or policies, procedures and methods used to manage liquidity risk.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency (foreign exchange) risk, interest rate risk and other price risk. The Commission is not exposed to significant foreign exchange risk or other price risk. The Commission is not exposed to significant interest rate risk related to cash because of its nature.

There have been no significant changes from the previous year in the exposure to market risk or policies, procedures and methods used to manage market risk.

**NEWFOUNDLAND AND LABRADOR LEGAL AID COMMISSION**  
**NOTES TO FINANCIAL STATEMENTS**  
**March 31, 2018**

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**14. Non-financial assets**

The recognition and measurement of non-financial assets is based on their service potential. These assets will not provide resources to discharge liabilities of the Commission. For non-financial assets, the future economic benefit consists of their capacity to render service to further the Commission's objectives.

**15. Budget**

Budgeted figures, which have been prepared on a cash basis, are provided for comparison purposes and have been approved by the Commission's Board.

**16. Subsequent Event**

On May 31, 2018, the Province of Newfoundland and Labrador enacted legislation affecting severance pay for executives, managers, and non-management/non-union employees. Effective June 1, 2018 these non-union employees with at least one year of continuous service will be entitled to one week of salary for each complete year of service to a maximum of 20 weeks. The value of severance will be based on an employee's rate of pay as of May 31, 2018, and no additional severance will accrue beyond May 31, 2018. Employees may elect to receive all of their entitlement by March 31, 2019, or they may defer receiving their entitlement to a later date. The Commission has included the impact of the legislation in the estimate of its severance pay liability for the year ended March 31, 2018.