

STANDING COMMITTEE ON PUBLIC ACCOUNTS



INTEGRATED JUSTICE SERVICES

MARCH 2, 2022

STATUS UPDATES



NOTICE OF MEETING

The Standing Committee on Public Accounts will meet in the **māmawapiwin náyati room (Room 8)** of the Legislative Building on Wednesday, March 2, 2022 at 8:15 a.m.

Agenda

Consideration of Provincial Auditor's reports:

8:15 a.m. Ministry of Justice and Attorney General

2019 Report Volume 2	Chapter 8	Annual Audit Results
2020 Report Volume 2	Chapter 8	Annual Audit Results
2019 Report Volume 2	Chapter 37	Enforcing Maintenance Payments
2020 Report Volume 2	Chapter 33	Court Workloads

Saskatchewan Legal Aid Commission

2018 Report Volume 2	Chapter 41
2021 Report Volume 2	Chapter 34

Office of the Public Guardian and Trustee of Saskatchewan

2020 Report Volume 1	Chapter 9
2021 Report Volume 2	Chapter 30

Office of Residential Tenancies

2021 Report Volume 1	Chapter 9
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10:00 a.m. Ministry of Justice and Attorney General and Ministry of Corrections, Policing and Public Safety

2021 Report Volume 1	Chapter 8	Remand
2019 Report Volume 1	Chapter 16	CSWB
2021 Report Volume 1	Chapter 20	CSWB
2019 Report Volume 2	Chapter 9	Victims' Fund
2020 Report Volume 2	Chapter 9	Victims' Fund

March 2, 2022

**Chapter 8, Justice and Attorney General and Corrections, Policing and Public Safety-
Implementing Strategies to Reduce Short-Term Remand in Saskatoon and the
Surrounding Area, 2021 Report Volume 1**

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>New: 1. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety focus on collecting data for key measures, and establishing associated data definitions, for evaluating the strategies to reduce short-term remand.</p>	100	Implemented	<p>The branch responsible has created standard operating procedures for program design and monitoring. Included in these are guidelines on establishing performance metrics in consultation with stakeholders and delivery partners prior to program implementation. The procedures also provide guidelines for contracting supports to design performance measurement frameworks.</p> <p>Standard operating procedures have also been developed for data collection and reporting, which include guidelines to document data definitions and measurement methodology for key concepts.</p> <p>Recent reports from the branch responsible include methodological appendices with data definitions.</p>	<p>The Ministries will be deploying a dashboard in 2022/23 that provides weekly monitoring of short stays in remand. This dashboard goes above and beyond what is required to respond to the audit, and we anticipate will be a leading practice in Canada.</p> <p>Strategies for addressing short term remand have been revised to focus on helping reduce the number of people who frequently cycle through the remand system. A new program being developed to address female offenders who repeatedly move in and out of remand includes the use of a third party to establish a measurement framework in collaboration with the delivery agent.</p>	<p>Standard operating procedures finalized in February 2022</p> <p>Weekly monitoring of numbers in short term remand through a dashboard will begin in 2022/23</p> <p>Contract for a third party to create a performance measurement framework for new program established December 2021</p>

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<p>New: 2. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety establish target(s) conducive to measuring whether they are reducing short-term remand.</p>	101	Implemented	<p>The branch responsible has created standard operating procedures for program design and monitoring. Included in these are directions on establishing baseline measures and outcome targets specific to certain offender segments.</p> <p>Recent data was used to determine that the previous targets around zero growth in remand were too ambitious. The branch responsible has created an internal analytical tool, called the Readmission Sandbox, that provides more accurate and more nuanced baseline information for the number and length of remand stays of different offender segments. This will allow for targets tailored to specific approaches and offender segments.</p>	<p>Strategies for addressing short term remand have been revised to focus on helping reduce the number of people who frequently cycle through the remand system. A new program being developed to address female offenders who repeatedly move in and out of remand includes the use of a third party to establish a logic model and measurement framework in collaboration with the future delivery agent. This framework will include relevant targets for the program.</p>	<p>Standard operating procedures finalized in February 2022</p> <p>An analytical tool (Readmission 'Sandbox') to allow for the creation of targets tailored to specific programs and offenders was created in June 2021</p> <p>Contract for a third party to create a performance measurement framework for new program was established December 2021</p>
<p>New: 3. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety collect and analyze key information from external partners when evaluating strategies to reduce short-term remand.</p>	102	Implemented	<p>The branch responsible has created standard operating procedures for program design and monitoring. Included in these are guidelines on establishing performance metrics with stakeholders and delivery partners.</p> <p>The standard operating procedures outline criteria for when new information should be collected from stakeholders. These considerations include, among other things,</p>	<p>For new programs under this strategy, third party contractors are being used to help the ministry and delivery agencies establish performance metrics, and information that must be collected from stakeholders will be identified.</p>	<p>Standard operating procedures finalized in February 2022</p> <p>Contract for a third party to create a performance measurement framework for new program was established December 2021</p> <p>Data collection from external partners for the</p>

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
			streamlining collection and minimizing unnecessary data collection. The main community-based program under these strategies, the Community Alternatives to Remand program, was not renewed after March 31, 2021. Data collection from external partners on this program has ceased.		Community Alternatives to Remand program ended when that program was not renewed after March 31, 2021
<p>New:</p> <p>4. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety include context, data limitations, and key assumptions relevant to making informed decisions within evaluations of the strategies to reduce short-term remand.</p>	105	Implemented	<p>The branch responsible has created standard operating procedures for program design and monitoring as well as for data reporting. Included in these are directions on performance reporting and expectations to document key assumptions and data limitations.</p> <p>Recent reports from the branch responsible include data limitations and/or key assumptions in the body of the report or the applicable appendix.</p>	n/a	Standard operating procedures finalized in February 2022
<p>New:</p> <p>5. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety routinely analyze data for key measures associated with the strategies to reduce short-term remand.</p>	105	Implemented	The branch responsible has created standard operating procedures for program design and monitoring, which include expectations on the frequency of reporting.	<p>The Ministries will be deploying a dashboard in 2022/23 that provides weekly monitoring of short stays in remand.</p> <p>The new program to address the cycle of returns to custody and remand will have regular outcome evaluations and feedback.</p>	<p>Standard operating procedures finalized in February 2022</p> <p>Weekly monitoring of numbers in short term remand through a dashboard will being in 2022/23</p>

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				The measures and reporting schedule will be determined by the ministry, the delivery agent and, where necessary, performance measurement contractors.	
<p>New:</p> <p>6. We recommend the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety determine the information needs of the remand committees used to support the remand initiative.</p>	108	Implemented	<p>Following project management best practices, the ministry has streamlined governance and there is now only one internal committee, the 'Pathways Committee' that oversees strategies for addressing reducing returns to custody, of which short term remand is a measure.</p> <p>The Pathways Program has been established to oversee strategies for addressing reducing returns to custody. A charter will guide the development of a project management framework and will provide an organizational and communication structure. This framework will establish governance for the program, and a terms of reference will outline roles and responsibilities of each committee and meeting requirements. A communication and change management strategy will ensure information and status updates are provided across the ministry, including shared agenda's, meeting minutes, supplemental information, and decision requests. Additional</p>		<p>Consultation with internal stakeholders regarding remand metrics for dashboard was completed in November 2021</p> <p>The committee of external partners was concluded December 2021, as it was unnecessary. Communications were streamlined through existing channels (SACP, Legal Aid-Prosecutions meetings)</p>

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			<p>communication tools include the use a SharePoint site for document sharing and access to applicable information relating to reducing returns to custody.</p>		

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Chapter 16, Corrections and Policing, and Justice and Attorney General—Leading the Community Safety and Well-Being Initiative, 2019 Report Volume 1

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding: We recommended that the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing identify how to measure the success of the Community Safety and Well-Being initiative. (2016 Report – Volume 1, p. 108, Recommendation 2; Public Accounts Committee agreement January 11, 2017)</p> <p>Status – Partially Implemented</p>	227	Partially Implemented	<p>The ministry implemented the use of a National Risk Tracking Database to capture and easily report on hub table outputs and outcomes: including number of discussions, repeat referrals, and connection to services.</p> <p>The ministry procured the services of a neutral third-party to design and deliver an outcomes-based evaluation on the Saskatchewan Hub model.</p>	Evaluation commenced in November 2020 and a final report is expected in July 2022.	Fall 2022
<p>Outstanding: We recommended that the Ministry of Justice and Attorney General and the Ministry of Corrections and Policing in collaboration with the Centre of Responsibility and Community Mobilization Hubs, analyze and report on the success of the Community Safety and Well Being initiative. (2016 Report – Volume 1, p. 111, Recommendation 4; Public Accounts Committee agreement January 11, 2017)</p> <p>Status – Not Implemented</p>	227	Partially Implemented	<p>The ministry implemented the use of a National Risk Tracking Database to capture and easily report on hub table outputs and outcomes: including number of discussions, repeat referrals, and connection to services.</p> <p>The ministry procured the services of a neutral third-party to design and deliver an outcomes-based evaluation on the Saskatchewan Hub model.</p>	Evaluation commenced in November 2020 and a final report is expected in July 2022.	Fall 2022

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Chapter 20, Justice and Attorney General and Corrections, Policing and Public Safety-Leading the Community Safety and Well-Being Initiative, 2021 Report Volume 1

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding: We recommended the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety (formerly Ministry of Justice and Attorney General) identify how to measure the success of the Community Safety and Well-Being Initiative. (2016 Report – Volume 1, p. 108, Recommendation 2; Public Accounts Committee agreement January 11, 2017)</p> <p>Status – Partially Implemented</p>	<p>229</p>	<p>Partially Implemented</p>	<p>The ministry implemented the use of a National Risk Tracking Database to capture and easily report on hub table outputs and outcomes: including number of discussions, repeat referrals, and connection to services.</p> <p>The ministry procured the services of a neutral third-party to design and deliver an outcomes-based evaluation on the Saskatchewan Hub model.</p>	<p>Evaluation commenced in November 2020 and a final report is expected in July 2022.</p>	<p>Fall 2022</p>
<p>Outstanding: We recommended the Ministry of Justice and Attorney General and the Ministry of Corrections, Policing and Public Safety (formerly Ministry of Justice and Attorney General) in collaboration with the Centre of Responsibility and Community Mobilization Hubs analyze and report on the success of the Community Safety and Well-Being Initiative.9 (2016 Report – Volume 1, p. 111, Recommendation 4; Public Accounts Committee agreement January 11, 2017)</p> <p>Status – Not Implemented</p>	<p>229</p>	<p>Partially Implemented</p>	<p>The ministry implemented the use of a National Risk Tracking Database to capture and easily report on hub table outputs and outcomes: including number of discussions, repeat referrals, and connection to services.</p> <p>The ministry procured the services of a neutral third-party to design and deliver an outcomes-based evaluation on the Saskatchewan Hub model.</p>	<p>Evaluation commenced in November 2020 and a final report is expected in July 2022.</p>	<p>Fall 2022</p>

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Chapter 9, Justice and Attorney General-Victims' Fund, 2019 Report Volume 2

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>New: 1. We recommend the Ministry of Justice and Attorney General—Victims' Fund prepare key supporting documents at the same time as it prepares its financial statements.</p>	<p>65</p>	<p>Implemented This recommendation is now considered fully implemented as per Ch.14 Summary of Implemented Recommendations, 2021 Report Volume 2.</p>	<p>The Ministry took steps to prepare key supporting documents for the Fund's 2020–21 financial statements for management's timely review. The Ministry provided the Provincial Auditor with key documents to support the Fund's draft 2020–21 financial statements within the agreed upon timelines.</p>	<p>n/a</p>	<p>n/a</p>

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Chapter 9, Justice and Attorney General-Victims' Fund, 2020 Report Volume 2

Recommendation and Status at Time of Audit (Indicate whether new or outstanding)	Page	Current Status (implemented, partially implemented, not implemented)	Actions Taken to Implement Since PA Report	Planned Actions for Implementation	Timeline for Implementation
<p>Outstanding: We recommended the Ministry of Justice and Attorney General—Victims' Fund prepare key supporting documents at the same time as it prepares its financial statements. (2019 Report – Volume 2; p. 58, Recommendation 1, Public Accounts Committee has not yet considered this recommendation as of November 2, 2020)</p> <p>Status—Partially Implemented</p>	<p>65</p>	<p>Implemented</p> <p>This recommendation is now considered fully implemented as per Ch.14 Summary of Implemented Recommendations, 2021 Report Volume 2.</p>	<p>The Ministry took steps to prepare key supporting documents for the Fund's 2020–21 financial statements for management's timely review.</p> <p>The Ministry provided the Provincial Auditor with key documents to support the Fund's draft 2020–21 financial statements within the agreed upon timelines.</p>	<p>n/a</p>	<p>n/a</p>