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## Budgetary Performance Summary

### Budgetary Performance Summary for Program(s) and Internal Services (dollars)

| Program(s) and Internal Services | 2015–16 Main Estimates | 2015–16 Planned Spending | 2016–17 Planned Spending | 2017–18 Planned Spending | 2015–16 Total Authorities Available for Use | 2015–16 Actual Spending (authorities used) | 2014–15 Actual Spending (authorities used) | 2013–14 Actual Spending (authorities used) |
|----------------------------------|------------------------|--------------------------|--------------------------|--------------------------|---|--|--|--|
| Judicial Services                | 23,176,362             | 23,176,362               | 27,994,392               | 27,804,032               | 27,605,073                                  | 27,134,101                                 | 21,961,589                                 | 21,333,113                                 |
| Registry Services                | 23,937,466             | 23,937,466               | 24,278,931               | 24,117,428               | 24,511,063                                  | 23,639,751                                 | 25,696,130                                 | 25,014,862                                 |
| <b>Internal Services</b>         | 16,838,759             | 16,838,759               | 20,078,320               | 19,942,152               | 23,350,382                                  | 21,520,818                                 | 21,492,687                                 | 20,994,584                                 |
| <b>Total</b>                     | <b>63,952,587</b>      | <b>63,952,587</b>        | <b>72,351,643</b>        | <b>71,863,612</b>        | <b>75,466,518</b>                           | <b>72,294,670</b>                          | <b>69,150,406</b>                          | <b>67,342,559</b>                          |

#### Note:

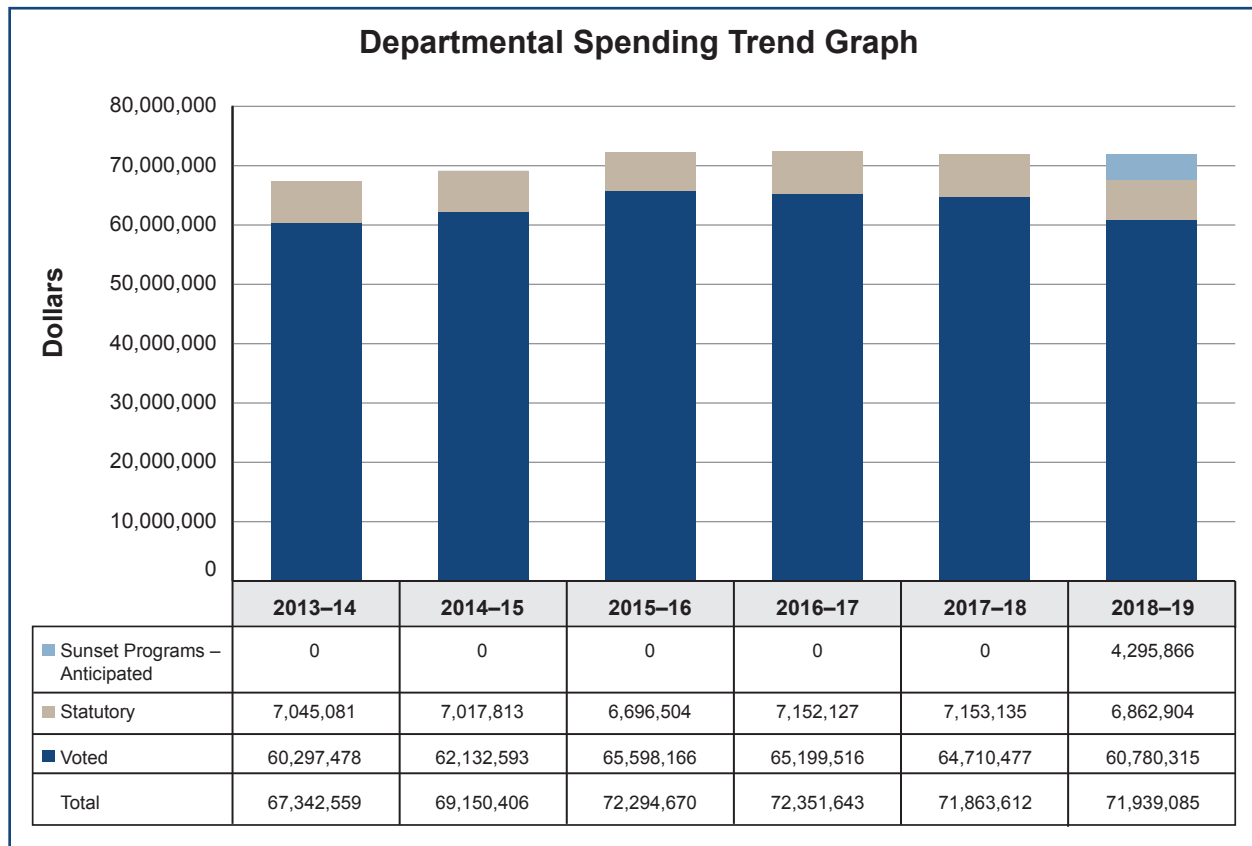
The \$11,513,931 variance between 2015–16 planned spending and 2015–16 total authorities available for use is primarily the result of differences between the actual funding received through allocations from Treasury Board Central Votes and the estimated funding amounts in the 2015–16 Report on Plans and Priorities. Specifically, in *Budget 2015* CAS received \$4,461,347 for 2015–16 related to physical and IT security for the federal courts. Also, CAS received renewed funding of \$3,957,198 related to Division 9 proceedings of the *Immigration and Refugee Protection Act<sup>ii</sup>* aimed at addressing challenges in the management of security inadmissibility cases, protecting classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Funding received in relation to the operating budget carry-forward in 2015–16 amounted to \$2,376,763. In addition, funding received in relation to payroll expenditures was \$648,142, whereas planned spending specifically excludes payroll shortfall estimates. Furthermore, CAS's contributions to employee benefit plans were \$50,208 higher than estimated amounts. Other minor variances totalling \$20,273 account for the remaining increase.

The variance between 2015–16 total authorities and 2015–16 actual spending represents a lapse of \$3,171,848. Of this amount, \$532,264 is related to funding for prothonotaries' salaries, pensions, benefits and other administrative arrangements. With the coming into force of Bill C-43 *Economic Action Plan 2014 Act, N<sup>o</sup> 2<sup>iii</sup>*, the jurisdiction for payment has been transferred to the Office of the Commissioner for Federal Judicial Affairs Canada. As a result, associated funding was frozen. Also, \$348,000 was frozen for the government back-office transformation initiative and \$107,336 was frozen for the 2016 census. Furthermore, \$376,532 is related to funding set aside by Treasury Board, within CAS's budget, to support the reform of Canada's refugee determination system and represents a forced lapse. CAS is not authorized to use these funds until a new judicial appointment is made and Treasury Board approval is received. The remaining lapse of \$1,807,716 is due to a combination of factors, including \$151,669 for a deficit in contributions to employee benefit plans.

## Departmental Spending Trend

### Expenditures by Vote

For information on the Courts Administration Service's organizational voted and statutory expenditures, consult the [Public Accounts of Canada 2016<sup>iv</sup>](#).



#### Note:

The increase in actual spending for 2015-16 is largely due to funding announced in *Budget 2015* of \$19 million over 5 years for investments in physical security enhancements such as additional cameras, security personnel and screening tools that will help ensure federal courts remain secure and function properly. It will also enable IT enhancements to protect judicial confidentiality, personal privacy and sensitive information. In 2015-16, CAS received \$4,461,347 related to this funding. Fiscal years 2013-14 through 2015-16 also include other salary related payments for existing employee benefits such as severance and maternity pay, the option offered to employees to convert severance pay entitlements into cash, and lump sum funding for collective agreements which fluctuate year to year and are not included in planned spending figures for 2016-17 to 2018-19.

Also, increases in fiscal years 2015–16 to 2017–18 are due to an increase in the renewed funding related to Division 9 proceedings of the *Immigration and Refugee Protection Act* aimed at addressing challenges in the management of security inadmissibility cases, protection of classified information in immigration proceedings, and obtaining diplomatic assurances of safety for inadmissible individuals facing a risk of torture. Subject to government decision, fiscal year 2018–19 includes the anticipated renewal of the Division 9 sunset funding. Furthermore, funding for support of additional judicial appointments for refugee reform under Bill C-11 is included in the planned spending levels but is not available to CAS until these appointments are made. As of the end of 2015–16, four judicial appointments have been made.

## Alignment of Spending With the Whole-of-Government Framework

Alignment of 2015–16 Actual Spending With the [Whole-of-Government Framework](#)<sup>v</sup> (dollars)

| Program           | Spending Area      | Government of Canada Outcome                   | 2015–16 Actual Spending |
|-------------------|--------------------|--|-------------------------|
| Judicial Services | Government affairs | Strong and independent democratic institutions | 27,134,101              |
| Registry Services | Government affairs | Strong and independent democratic institutions | 23,639,751              |

### Total Spending by Spending Area (dollars)

| Spending Area         | Total Planned Spending | Total Actual Spending |
|-----------------------|------------------------|-----------------------|
| Economic affairs      | 0                      | 0                     |
| Social affairs        | 0                      | 0                     |
| International affairs | 0                      | 0                     |
| Government affairs    | 47,113,828             | 50,773,852            |



# Financial Statements and Financial Statements Highlights

## Financial Statements

The CAS Financial Statements can be found at: <http://www.cas-satj.gc.ca/en/publications/dpr/2015-16/pdf/fs-2015-16.pdf> <sup>vi</sup>

## Financial Statements Highlights

### Condensed Statement of Operations (unaudited) For the Year Ended March 31, 2016 (dollars)

| Financial Information  | 2015–16<br>Planned<br>Results | 2015–16<br>Actual  | 2014–15<br>Actual | Difference<br>(2015–16<br>actual<br>minus<br>2015–16<br>planned) | Difference<br>(2015–16<br>actual<br>minus<br>2014–15<br>actual) |
|--|-------------------------------|--------------------|-------------------|--|---|
| Total expenses   | 96,294,348                    | 101,941,788        | 98,149,017        | 5,647,440  | 3,792,771   |
| Total revenues   | 4,919                         | 2,875              | 0                 | (2,044)  | 2,875   |
| Net cost of operations<br>before government<br>funding and transfers | <b>96,289,429</b>             | <b>101,938,913</b> | <b>98,149,017</b> | <b>5,649,484</b>   | <b>3,789,896</b>  |

#### Note:

The 2015–16 planned results are those reported in the [Future-Oriented Statement of Operations](#)<sup>vii</sup> included in the 2015–16 Report on Plans and Priorities.

**Expenses:** CAS's total expenses were \$101,941,788 in 2015–16 (\$98,149,017 in 2014–15). The largest components of the increase of \$3,792,771 (4%) were increases in professional and special services, as well as accommodations.

- *Salaries and employee benefits:* Salaries and employee benefits expense was \$53,678,562 in 2015–16 (\$53,908,615 in 2014–15). The \$230,053 (-0.4%) variance is due to decreases of \$313,395 in the provision for severance benefits and \$218,397 in employer contributions to employee benefit plans. These decreases were partly offset by increases of \$244,121 in salaries and wages and \$57,618 in employer contribution to the health and dental insurance plans (related party transaction). More than half (51%) of CAS's total expenses in 2015–16 consisted of salaries and employee benefits.
- *Operating:* Operating expenses totalled \$48,263,226 (\$44,240,402 in 2014–15). The \$4,022,824 (9%) variance is mainly attributable to increases of \$1,908,892 in professional and special services, \$1,428,256 in accommodations, \$325,509 in machinery and equipment, \$235,807 in materials and supplies, and \$151,698 in information. These increases were partly offset by a decrease of \$381,656 in the amortization of tangible capital assets. Other smaller variances resulted in a net increase of \$354,318.











## Program 1.2: Registry Services

### Description

Registry Services are delivered under the jurisdiction of the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada and the Tax Court of Canada. The registries process legal documents, provide information to litigants on court procedures, maintain court records, participate in court hearings, support and assist in the enforcement of court orders, and work closely with the offices of the four Chief Justices to ensure that matters are heard and decisions are rendered in a timely manner. Registry Services are offered in every province and territory through a network of permanent offices and agreements with provincial and territorial partners.

### Program Performance Analysis and Lessons Learned

In 2015–16, the registries of the federal courts continued to maintain service levels despite being pushed to operate beyond capacity and with ongoing increases in workload. These increases stem from a number of factors including the rise in the number of self-represented litigants (who typically require more assistance than litigants represented by lawyers), legislative amendments, as well as the length, greater complexity and nature of hearings. Registry Services strived, within the limits of its resources, to address the impact of workload pressures to continue to ensure the smooth and efficient operations of the four federal courts.

The re-engineering of operational training remained a top priority for the registries. Efforts were devoted to delivering essential training and ensuring that employees had the up-to-date knowledge of the rules and processes required to enhance service delivery levels. Work was also done to streamline, modernize and improve the quality of operational training nationwide. While focus was placed on training related to the release of the second generation of the Digital Audio Recording System (DARS II), attention was also given to other high priority training requirements. Operational training for registry officers and judicial assistants was also predicated on the distinct characteristics and requirements of each Court and calibrated to take into consideration their individual and unique characteristics.

Sustained pressure on the federal courts from legal profession and litigants to facilitate the delivery of services within an electronic environment continued to impact the work of the registries and the courts. To continue to take steps to remove obstacles to e-services, and to pave the way for future possibilities for increased use of technology to better support court requirements, CAS maintained its effort to seek additional funding for investments in the Courts and Registry Management System and the IT infrastructure required to render it capable of supporting electronic document management and the provision of integrated e-services.

Finally, the implementation of DARS II will set the stage for the installation of DARS III, a network version. Efforts exerted to meet this objective included extensive planning and consultation with the courts in 2015–16.

### Budgetary Financial Resources (dollars)

| 2015–16 Main Estimates | 2015–16 Planned Spending | 2015–16 Total Authorities Available for Use | 2015–16 Actual Spending (authorities used) | 2015–16 Difference (actual minus planned) |
|------------------------|--------------------------|---|--|---|
| 23,937,466             | 23,937,466               | 24,511,063                                  | 23,639,751                                 | (297,715)                                 |

### Human Resources (Full-Time Equivalents [FTEs])

| 2015–16 Planned | 2015–16 Actual | 2015–16 Difference (actual minus planned) |
|-----------------|----------------|---|
| 282             | 280            | (2)                                       |

### Performance Results

| Expected Results  | Performance Indicators                                      | Targets | Actual Results |
|---|---|---------|----------------|
| Public has access to information regarding Courts' processes across Canada. | % of reviewed court documents that are processed accurately | 95%     | 93%            |



## Internal Services

### Description

Internal services are groups of related activities and resources that are administered to support the needs of programs and other corporate obligations of an organization. Internal services include only those activities and resources that apply across an organization, and not those provided to a specific program. The groups of activities are Management and Oversight Services; Communications Services; Legal Services; Human Resources Management Services; Financial Management Services; Information Management Services; Information Technology Services; Real Property Services; Materiel Services; and Acquisition Services.

### Program Performance Analysis and Lessons Learned

In 2015–16, in order to ensure ongoing operations and mitigate technological risks to the extent possible, CAS focused its IM/IT plans on addressing the high priority issues identified by the IT Architecture and Computing Environment (ACE) Assessment. In particular, progress was made to improve network performance and resolve deficiencies, based on available funding. Efforts were also deployed to secure funding for planned IT activities. Budget 2016 provided \$7.9 million over five years to invest in IT infrastructure upgrades to safeguard the efficiency of the federal court system. This funding will allow CAS to implement a five-year IT infrastructure management plan to address rust-out, implement necessary upgrades and address gaps in the IT infrastructure that supports the courts.

Budget 2015 allocated \$19 million over five years, starting in 2015–16, to enhance physical and IT security at the federal courts and registry offices. Important progress was made to strengthen security measures that protect the courts, their users, information and assets. CAS also continued to maintain its relationships with the law enforcement community to help mitigate security risks and support CAS's ability to meet its objectives. By implementing new processes, realigning service delivery and reviewing its plans, CAS also strengthened its capacity to prevent, mitigate, and recover from security incidents in a systematic and consistent way.

CAS worked with Public Service and Procurement Canada (PSPC) on the planned relocation of its Québec office and efforts were spent to secure funding for this initiative. Budget 2016 announced up to \$2.6 million over two years for the relocation, thereby ensuring continued federal courts presence in Québec City.

During the period covered by this report, CAS supported the government-wide back office modernization project and assisted with the migration of all pay and human resources systems to Phoenix and My GCHR. CAS also continued to work towards ensuring the proper alignment of information management with modern principles, practices and standards. Work continued to identify a document management system which will act as a central repository to create, store and manage information resources of business value.

### Budgetary Financial Resources (dollars)

| 2015–16<br>Main Estimates | 2015–16<br>Planned Spending | 2015–16<br>Total Authorities<br>Available for Use | 2015–16<br>Actual<br>Spending<br>(authorities<br>used) | 2015–16<br>Difference<br>(actual minus<br>planned) |
|---------------------------|-----------------------------|---|--|--|
| 16,838,759                | 16,838,759                  | 23,350,382  | 21,520,818   | 4,682,059  |

### Human Resources (FTEs)

| 2015–16<br>Planned | 2015–16<br>Actual | 2015–16<br>Difference<br>(actual minus planned) |
|--------------------|-------------------|---|
| 136                | 155               | 19  |



Section IV:  
**Supplementary Information**

## Supporting Information on Lower-Level Programs

CAS does not have any lower-level programs.

## Supplementary Information Tables

The following [supplementary information table<sup>viii</sup>](#) is available on the Courts Administration Service's website.

- Internal Audits and Evaluations

## Organizational Contact Information

### **Additional Information**

Further information on the strategic planning portion of this document can be obtained by contacting:

Director, Corporate Secretariat  
Courts Administration Service  
Ottawa, Ontario  
K1A 0H9  
[Info@cas-satj.gc.ca](mailto:Info@cas-satj.gc.ca)

Further information on the financial portion of this document can be obtained by contacting:

Director General, Finance and Contracting Services  
Courts Administration Service  
Ottawa, Ontario  
[Info@cas-satj.gc.ca](mailto:Info@cas-satj.gc.ca)

## Appendix: Definitions

**appropriation** (*crédit*): Any authority of Parliament to pay money out of the Consolidated Revenue Fund.

**budgetary expenditures** (*dépenses budgétaires*): Operating and capital expenditures; transfer payments to other levels of government, organizations or individuals; and payments to Crown corporations.

**Departmental Performance Report** (*rapport ministériel sur le rendement*): Reports on an appropriated organization's actual accomplishments against the plans, priorities and expected results set out in the corresponding Reports on Plans and Priorities. These reports are tabled in Parliament in the fall.

**full-time equivalent** (*équivalent temps plein*): A measure of the extent to which an employee represents a full person-year charge against a departmental budget. Full-time equivalents are calculated as a ratio of assigned hours of work to scheduled hours of work. Scheduled hours of work are set out in collective agreements.

**Government of Canada outcomes** (*résultats du gouvernement du Canada*): A set of 16 high-level objectives defined for the government as a whole, grouped in four spending areas: economic affairs, social affairs, international affairs and government affairs.

**Management, Resources and Results Structure** (*Structure de la gestion, des ressources et des résultats*): A comprehensive framework that consists of an organization's inventory of programs, resources, results, performance indicators and governance information. Programs and results are depicted in their hierarchical relationship to each other and to the Strategic Outcome(s) to which they contribute. The Management, Resources and Results Structure is developed from the Program Alignment Architecture.

**non-budgetary expenditures** (*dépenses non budgétaires*): Net outlays and receipts related to loans, investments and advances, which change the composition of the financial assets of the Government of Canada.

**performance** (*rendement*): What an organization did with its resources to achieve its results, how well those results compare to what the organization intended to achieve, and how well lessons learned have been identified.

**performance indicator** (*indicateur de rendement*): A qualitative or quantitative means of measuring an output or outcome, with the intention of gauging the performance of an organization, program, policy or initiative respecting expected results.

**performance reporting** (*production de rapports sur le rendement*): The process of communicating evidence-based performance information. Performance reporting supports decision making, accountability and transparency.

**planned spending** (*dépenses prévues*): For Reports on Plans and Priorities (RPPs) and Departmental Performance Reports (DPRs), planned spending refers to those amounts that receive Treasury Board approval by February 1. Therefore, planned spending may include amounts incremental to planned expenditures presented in the Main Estimates.

A department is expected to be aware of the authorities that it has sought and received. The determination of planned spending is a departmental responsibility, and departments must be able to defend the expenditure and accrual numbers presented in their RPPs and DPRs.

**plans** (*plan*): The articulation of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results. Generally a plan will explain the logic behind the strategies chosen and tend to focus on actions that lead up to the expected result.

**priorities** (*priorité*): Plans or projects that an organization has chosen to focus and report on during the planning period. Priorities represent the things that are most important or what must be done first to support the achievement of the desired Strategic Outcome(s).

**program** (*programme*): A group of related resource inputs and activities that are managed to meet specific needs and to achieve intended results and that are treated as a budgetary unit.

**Program Alignment Architecture** (*architecture d'alignement des programmes*): A structured inventory of an organization's programs depicting the hierarchical relationship between programs and the Strategic Outcome(s) to which they contribute.

**Report on Plans and Priorities** (*rapport sur les plans et les priorités*): Provides information on the plans and expected performance of appropriated organizations over a three-year period. These reports are tabled in Parliament each spring.

**results** (*résultat*): An external consequence attributed, in part, to an organization, policy, program or initiative. Results are not within the control of a single organization, policy, program or initiative; instead they are within the area of the organization's influence.

**statutory expenditures** (*dépenses législatives*): Expenditures that Parliament has approved through legislation other than appropriation acts. The legislation sets out the purpose of the expenditures and the terms and conditions under which they may be made.

**Strategic Outcome** (*résultat stratégique*): A long-term and enduring benefit to Canadians that is linked to the organization's mandate, vision and core functions.

**sunset program** (*programme temporisé*): A time-limited program that does not have an ongoing funding and policy authority. When the program is set to expire, a decision must be made whether to continue the program. In the case of a renewal, the decision specifies the scope, funding level and duration.

**target** (*cible*): A measurable performance or success level that an organization, program or initiative plans to achieve within a specified time period. Targets can be either quantitative or qualitative.

**voted expenditures** (*dépenses votées*): Expenditures that Parliament approves annually through an Appropriation Act. The Vote wording becomes the governing conditions under which these expenditures may be made.

**Whole-of-government framework** (*cadre pangouvernemental*): Maps the financial contributions of federal organizations receiving appropriations by aligning their Programs to a set of 16 government-wide, high-level outcome areas, grouped under four spending areas.

# Endnotes

- i. *Courts Administration Service Act*,  
<http://laws.justice.gc.ca/eng/acts/C-45.5/page-1.html>
- ii. *Immigration and Refugee Protection Act*,  
<http://laws.justice.gc.ca/eng/acts/i-2.5/>
- iii. *Economic Action Plan 2014 Act, No. 2*  
<http://www.fin.gc.ca/pub/c43/index-eng.asp>
- iv. *Public Accounts of Canada 2016*,  
<http://www.tpsgc-pwgsc.gc.ca/recgen/cpc-pac/index-eng.html>
- v. *Whole-of-Government Framework*,  
<http://www.tbs-sct.gc.ca/hgw-cgf/finances/rgs-erdg/wgf-ipp-eng.asp>
- vi. *Financial Statements*,  
<http://www.cas-satj.gc.ca/en/publications/dpr/2015-16/pdf/fs-2015-16.pdf>
- vii. *Future Oriented Statement of Operations 2015–16*,  
[http://www.cas-satj.gc.ca/en/publications/rpp/2015-2016/pdf/2015-16-FOSO\\_e.pdf](http://www.cas-satj.gc.ca/en/publications/rpp/2015-2016/pdf/2015-16-FOSO_e.pdf)
- viii. *Supplementary Information Table*,  
<http://www.cas-satj.gc.ca/en/publications/dpr/2015-16/ts-2015-16.shtml>