



ANNUAL PERFORMANCE REPORT

2013-2014

Message from the Advocate for Children and Youth



The year 2013-2014 has been another challenging and busy year. We continue to focus on providing our various advocacy services through individual advocacy, systemic advocacy, reviews and investigations and public education and promotion.

Many initiatives have been further enhanced and/or completed towards achieving the goals and objectives outlined in the 2011-2014 Business Plan. I am pleased to report that we have made significant achievements in enhancing the ability of the office to ensure that the advocacy needs of children and youth of the province are consistently met. We remain committed to further enhancement in the coming years.

This Annual Performance Report has been prepared in accordance with the *Transparency and Accountability Act* provisions for a Category Two entity. As the Advocate for Children and Youth, I recognize my obligation under the Act and I am accountable for the results reported within.

Carol A. Chafe
Advocate for Children and Youth

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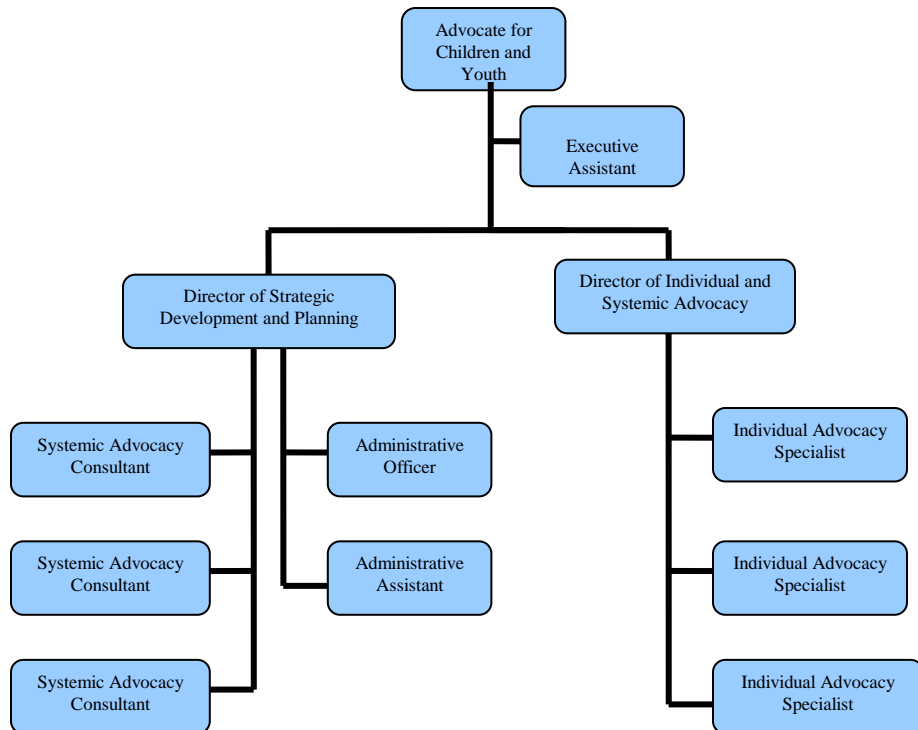
1.0 OVERVIEW

The Office of the Child and Youth Advocate (OCYA) opened on November 18, 2002. The Office was established by statute, *The Child and Youth Advocate Act*, which was proclaimed on May 12, 2002.

The current Advocate for Children and Youth, Carol A. Chafe was appointed to the position of Child and Youth Advocate on September 27, 2010 and confirmed by resolution of the House of Assembly on December 16, 2010.

The Advocate is a Statutory Officer of the House of Assembly and reports directly to the Legislature through the Speaker of the House. The staff of the Advocate for Children and Youth are members of the Public Service of Newfoundland and Labrador.

Advocacy services are provided to children and youth through a central office located in St. John's with outreach to all areas of the province. Services can be accessed by visiting our office and by telephone (toll-free number and telephone for the hearing impaired available), email, fax and the website.



The Office has a total of 11 staff working with the Advocate for Children and Youth; including the Director of Strategic Development and Planning and Director of Individual and Systemic Advocacy; 3 Individual Advocacy Specialists; 3 Systemic Advocacy Consultants; 1 Executive Secretary; 1 Administrative Officer; and 1 Administrative Assistant/Receptionist.

The House of Assembly Management Commission approved a budget of \$1,188,400 for the Advocate for Children and Youth for Fiscal Year 2013-2014.

The details are noted below:

Main Object	Original Budget
Salaries	919,000
Employee Benefits	3,500
Transportation & Communication	65,000
Supplies	6,000
Professional Services	25,000
Purchased Services	165,900
Property, Furnishings & Equipment	4,000
TOTAL	1,188,400

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2.0 MANDATE

The Mandate of the ACY is stated in Section 3 of the *Child and Youth Advocate Act*.

The ACY was established with a mandate to:

- Protect and advance the rights and interests of children and youth through the provision of advocacy services.
- Ensure that children and youth have access to services and that their complaints receive appropriate attention.
- Inform the public about the needs and rights of children and youth.
- Provide information and advice to government, agencies of the government and to communities about the availability, effectiveness, responsiveness and relevance of services to children and youth.
- Make recommendations to government regarding legislation, policies, programs and services designed to meet the needs of children and youth.
- Conduct independent reviews and investigations.

In carrying out her duties, the Advocate may:

- Receive and review matters related to individuals or groups of children and youth.
- Advocate or use alternative dispute resolution mechanisms to resolve issues.
- Initiate and participate in case conferences, administrative reviews, mediation or other processes where decisions are being made regarding children and youth either individually or collectively.
- Meet and interview children and youth.
- Engage in public education.
- Make recommendations to government, agencies of government or communities regarding legislation, policies and practices respecting services or the rights of children and youth.
- Where alternative dispute processes are ineffective or inappropriate, conduct an independent investigation.
- Access information respecting a child or youth which is held by a government department or agency which is determined necessary to conduct the work of the Advocate.
- Enter a government or agency premises for the purpose of conducting a review or investigation.

- Publish reports related generally to the exercise and performance of his/her functions under the Act or to a particular case investigation by him/her.
- Submit an Annual Report to the House of Assembly.

Scope of the Office:

Section 2. (g) of the *Child and Youth Advocate Act*

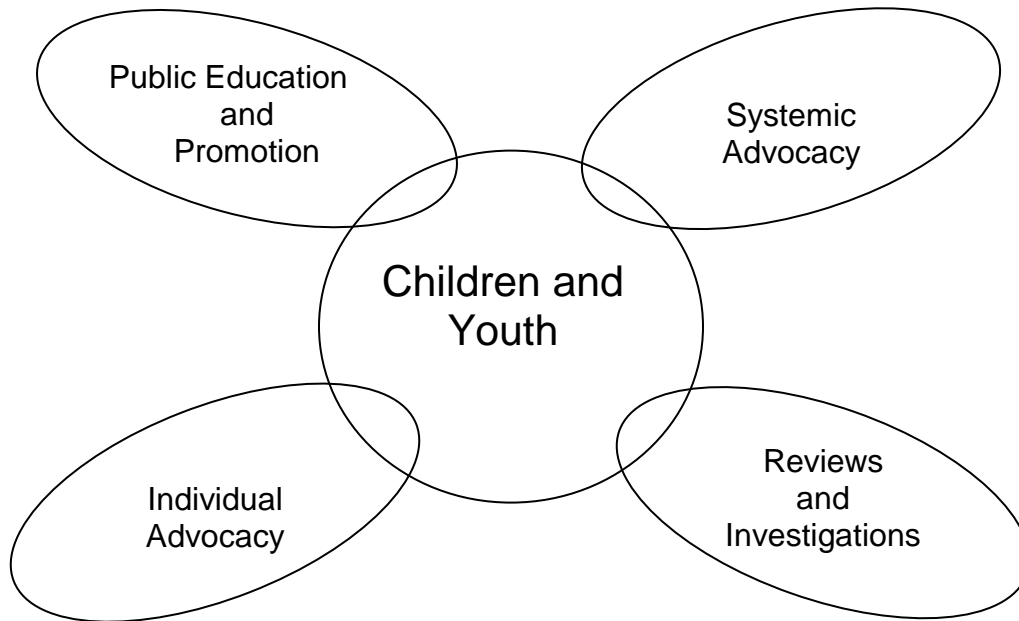
The Office provides services to any child or youth under the age of 19 years old who is entitled to receive services from a department, agency or board of government. The age is extended to youth up to their 21st birthday where they are in a care or custody arrangement. The Advocate engages in both individual and systemic advocacy, public education and reviews and investigations on behalf of children and youth in the Province.

The Office operates from a rights-based perspective and applies the *United Nations Convention on the Rights of the Child* as the basis for its advocacy work. Canada has ratified the Convention and as a result, legislation, policies and procedures that govern services and programs for children and youth should be reflective of those rights.

Principles:

- Children and youth are our primary clients.
- Advocacy services must remain child focused.
- Children and youth must be treated with respect and their inherent dignity as human beings recognized.
- The right of privacy of the child, as well as all parties involved, must be respected in the advocacy process.
- Children and youth have the right to information and access to government services and programs.
- Children and youth have a right to speak, be heard and to participate in decision-making processes.
- Parents, extended family and significant others are natural advocates for children and youth.
- Actions are based on empowerment.
- Information is confidential unless there is risk of harm.
- Interventions are respectful, understanding and compassionate.
- Cultural diversity is recognized and respected.

3.0 LINES OF BUSINESS



Provision of Services:

The ACY provides advocacy services to children and youth in four main capacities:

- **Individual Advocacy**
- **Systemic Advocacy**
- **Education and Promotion**
- **Reviews and Investigations**

Individual Advocacy

Individual Advocacy includes the provision of information, self-advocacy, basic and comprehensive advocacy services. Individual Advocacy differs depending upon the type of intervention provided.

- Information - involves the provision of information and/or referral to another government department, board, or agency. These types of calls are usually opened and closed on the same day and involve very little action by the Advocacy Specialist.

- Self-Advocacy Assistance - involves the provision of information regarding programs, services, appeal procedures, options, and strategies, and may include coaching. These types of cases are usually very short term and can be opened and closed on the same day. Information may be mailed or e-mailed to assist the caller further, such as a copy of a policy or information regarding services and supports.
- Basic Advocacy Intervention - involves the provision of advocacy services requiring consultation and/or referral to other agencies and is usually completed within a short time frame. Advocacy staff engage in problem-solving strategies; make initial calls to service providers; and provide self-advocacy assistance. The cases usually require phone contact with service providers, referrals to Child, Youth and Family Services and other agencies and are short term in nature.
- Comprehensive Advocacy Intervention - involves the provision of intensive advocacy intervention when basic advocacy intervention and/or self-advocacy assistance is not sufficient. Comprehensive Advocacy Intervention may involve in-depth self-advocacy coaching; meetings with multiple service providers; meetings with the child or youth and/or his or her natural advocate; attending/arranging case conferences/ meetings; and engaging in alternate dispute resolution processes.

Systemic Advocacy

The Advocate for Children and Youth regularly monitors issues that appear to be impacting a group(s) of children and youth. These issues may require further research to determine if they are of a systemic nature. Often, individual files highlight issues which require further advocacy work. At the call of the Advocate for Children and Youth, issues that are presently being assessed as possible systemic matters, may require systemic files be opened and assigned to a Systemic Advocacy Consultant for more comprehensive involvement.

Systemic issue files are opened when issues presented to the ACY impact a group or groups of children and youth and, therefore, require advocacy from a systemic perspective. Systemic issues occur when policies and practices of government departments and agencies interfere with the delivery of services and programs intended to support the quality of life for children and youth.

A systemic approach is used to influence programs and services, identify gaps, and determine the impact of the delivery of services and programs on children and youth in the Province. This is accomplished by providing recommendations to government regarding the challenges and changes needed to practices, policies and procedures.

Education and Promotion

Section 3 of the *Act* requires the Advocate to “protect and advance the rights of children and youth.” The education and promotion role of the Office is inclusive to all regions of the province through Advocacy Outreach.

Advocacy Outreach provides opportunities for in-person contact with individuals, groups and agencies throughout the province as well as the opportunity to promote the Office and educate the public about the ACY’s role, mandate and about children’s rights. This is accomplished through outreach, by developing relationships with service providers and engaging children and youth in their environment. This includes proactively finding opportunities to engage individuals at all levels by community capacity building, regional visits, volunteer initiatives and discussions and consultations regarding issues affecting children and youth in Newfoundland and Labrador.

In 2012-2013 the Office implemented its Organizational Liaison program. This program is a proactive program whereby both Individual Advocacy Specialists and Systemic Consultants are assigned as liaison to a specific youth serving centre throughout the province. This staff person is dedicated to the facility to ensure consistent communications and advocacy for youth. This program increases the knowledge staff and youth in these homes have of the Office and provides them with a dedicated contact person to connect with if they feel that there is an issue or concern that our Office may be able to assist them to address.

Reviews/Investigations

Reviews and investigations are carried out pursuant to Section 15 (1) sub-section (c) of the *Child and Youth Advocate Act*. The Advocate for Children and Youth may review or investigate a matter on behalf of a child or youth, or group of them, whether or not a complaint has been made and may conduct an investigation if advocacy, mediation, or another dispute resolution process has not resulted in an outcome satisfactory to the Advocate.

The process for reviews and investigations is based on a comprehensive framework that may include review of documents, interviews of individuals, analysis of facts, and release of findings and recommendations to government and agencies and follow up respecting the recommendations. As necessary, the Advocate can subpoena individuals to be interviewed.

4.0 VALUES

The values expressed in this plan are intended to reflect values for the operation of the Advocate for Children and Youth and the conduct of its staff.

Value	Action Statement
Respect	Each employee performs his or her duties in a manner that respects the rights of other employees, the public and children and youth.
Integrity	Each employee performs his or her duties honestly, ethically and free of personal interests and activities which may appear to interfere with his or her duties.
Independence	Each employee performs his or her duties in an open, unbiased and independent manner
Confidentiality	Each employee exercises due care and control of records created or collected in the exercise of his or her responsibilities, ensuring that records are organized, secured and managed according to applicable policy and legislation.
Quality Service	Each employee builds and sustains relationships by assessing, anticipating, and fulfilling the needs of our clients.

5.0 PRIMARY CLIENTS

Children (under 16 years of age) and youth (16 years of age, but under 19 years of age and, in the case of extended care or a custodial sentence, up to age 21) are the primary clients of the Advocate for Children and Youth.

Sections 3 and 15 of the *Child and Youth Advocate Act* mandate/authorize the Advocate for Children and Youth to provide recommendations to government regarding the overall effectiveness of services for children and youth, including recommendations regarding changes to existing legislation, policy and service delivery.

Also, pursuant to Section 28 of the *Act*, the Advocate must report annually to the House of Assembly through the Speaker on the exercise and performance of her functions and duties under this *Act*. Both requirements reflect government and the House of Assembly as primary clients of the Office.

6.0 Vision

Our vision is that the rights and interests of every child and youth are protected and respected and each child and youth has access to all the government services they require in Newfoundland and Labrador.

7.0 MISSION

Mission

The Mission of the Advocate for Children and Youth is to protect and advance the rights and interests of children and youth through the provision of advocacy services.

By March 31, 2017 the Advocate for Children and Youth will have enhanced the ability of the office to ensure that the advocacy needs of children and youth of the Province are consistently met.

8.0 ISSUES

Issue 1 - Advocacy and Administrative Protocol and Processes

To better enable the office to service our clients, a new organizational structure was implemented resulting in a realignment of management responsibilities and the division of services. In order to ensure consistent and effective practices, new documented policies, procedures and protocols were developed and implemented.

Goal

By March 31, 2014, the Advocate for Children and Youth will have improved the structure and processes to provide and support services.

Measure:

Will have improved structure and processes

Indicators	Accomplishments 2011-2014
<ul style="list-style-type: none"> New organizational structure in place. 	<ul style="list-style-type: none"> The new organizational structure was completed in August 2011 which originally resulted in three (3) director positions; however due to outcomes of the 2012-13 budget process, it was reduced to two (2) director positions. In April 2013 management commission approved the conversion of one permanent full-time (PFT) Individual Advocacy Specialist (IAS) position to one PFT Systemic Advocacy Consultant (SAC) position changing the structure from four (4) IAS and three (3) SAC positions to three (3) IAS and three (3) SAC positions respectively.
<ul style="list-style-type: none"> Administrative polices completed. 	<ul style="list-style-type: none"> An administrative policy and procedures manual was completed ahead of schedule in March of 2012.
<ul style="list-style-type: none"> Advocacy protocols and procedures manual completed. 	<ul style="list-style-type: none"> An Advocacy protocols and procedures manual was completed ahead of schedule in March of 2012

Objective 3

By March 31, 2014 the Advocate for Children and Youth will have established a process to develop and implement an advocacy protocol and procedures manual.

Measure

Established a process to develop and implement an advocacy protocol and procedures manual.

Indicators for Objective 3	Accomplishments
<ul style="list-style-type: none">• List compiled of all Advocacy policies and procedures to be developed, with subcategories of Individual Advocacy, Systemic Advocacy and Reviews and Investigations.• Director assigned to each policy.	<ul style="list-style-type: none">• A list was compiled outlining all policies and procedures to be developed and a Director assigned to write each policy including subcategories of Individual Advocacy, Systemic Advocacy and Reviews and Investigations.
<ul style="list-style-type: none">• Draft policies completed.• Revisions to draft policies implemented.• Advocacy protocols and procedures manual finalized.	<ul style="list-style-type: none">• The Advocacy Policy and Procedure manual was developed for the Individual and Systemic advocacy work of the office to ensure consistent and effective processes. This manual was completed in March 2012.• Since then policies have been reviewed and amended as necessary.• New policies have been created as necessary.

Discussion of Results:

The new organizational structure has had a positive influence on the day to day operations of the office, as well as our ability to provide supportive services (intake process, individual advocacy) by creating clear lines of oversight in the office and streamlining our advocacy process.

The development of operational and advocacy policy manuals was an important foundational work towards the progress of all goals of the office. Amendments to current policies and development of additional policies will continue in order to best reflect internal changes that occur due to the growth and evolution of the office. As such, all policies and procedures will be reviewed on an annual basis.

Issue 2 - Enhanced Reviews/Investigation Protocol and Process

The overall review and investigation protocol and process was refined and enhanced and outstanding investigations from 2005 to 2010 were completed. A formal process to follow up recommendations of three existing reports and any future reports was established.

Goal

By March 31, 2014 the Advocate for Children and Youth will have enhanced investigation/review protocol and processes.

Measure:

Will have enhanced investigation/review protocol and processes.

Indicators	Accomplishments 2011-2014
<ul style="list-style-type: none"> Outstanding investigations completed. 	<ul style="list-style-type: none"> In March of 2013, the office publicly released three outstanding investigations –The Child Upstairs...”Joey’s” Story, Turning a Blind Eye and Out of Focus.
<ul style="list-style-type: none"> Enhancement of investigative protocol and process. 	<ul style="list-style-type: none"> The overall review and investigation protocol was reviewed and revised. Policies have been developed and implemented in March 2012.
<ul style="list-style-type: none"> Formal Follow-up process for recommendations in place. 	<ul style="list-style-type: none"> A formal follow-up process for recommendations was developed and implemented in May 2012.

Objective 3:

By March 31, 2014 will have established a formal follow-up process of recommendations of reports.

Measure:

A formal follow-up process of recommendations of reports is established.

Indicators – Objective 3	Accomplishments
<ul style="list-style-type: none"> • Follow-up steps identified. • Timelines established for follow-up process. 	<ul style="list-style-type: none"> • A process identifying follow-up steps, including timelines for follow-up as well as appropriate actions by the office when recommendations have not been implemented by government was established in April 2012.
<ul style="list-style-type: none"> • Process outlined when recommendations have not been implemented by a government department. 	<ul style="list-style-type: none"> • In May 2012 the applicable government departments and agencies were contacted to update the office on the status of 165 recommendations dating back to 2005 when the first investigation was released.
<ul style="list-style-type: none"> • Process outlined to formally close an investigation once follow-up of recommendations has been completed. 	<ul style="list-style-type: none"> • The process to formally close an investigation once the report has been provided to the applicable government departments and follow up of recommendations was established in February 2014.
<ul style="list-style-type: none"> • Process outlined to report to Government and the public on the status of all recommendations of all reports. 	<ul style="list-style-type: none"> • Due to human resource demands required to complete outstanding investigations, the process to report to the public on the status of recommendations was not completed in the reporting period. However a template for a public report on the status of recommendations commenced in 2013-2014

Discussion of results:

Completing outstanding investigations that had been previously called has been a central focus of the office with the use of existing human resources. With these completed, resources are now addressing current investigation and systemic file issues.

A total of 165 recommendations have been provided to government departments and agencies since the first investigation was released in 2005. A significant goal of the office is to report on the status of all recommendations. The process to formally close an investigation once the report has been provided to the applicable government departments and follow up of recommendations was established in February 2014. In addition to the follow-up process established, a template for reporting the status of recommendations is currently being developed.

Issue 3 - Systemic Advocacy Protocol and Processes

The overall focus of the systemic work of the office has been mainly on reactive investigation of cases and systemic issues. Over the reporting period of 2011-2014, the office began to focus on enhancing the systemic advocacy to include more proactive work. A more proactive approach will better enable the office to fulfill the mandate of being the voice for children and youth to ensure their anticipated needs are met with a goal to decrease poor outcomes.

Goal:

By March 31, 2014 the Advocate for Children and Youth will have further enhanced overall systemic advocacy.

Measure: Will have enhanced systemic advocacy

Indicators	Accomplishments 2011-2014
<ul style="list-style-type: none"> Initiatives to address systemic issues more proactively will be identified and implemented. 	<ul style="list-style-type: none"> In 2011 key staff were identified to actively monitor identified systemic issues through the media and research. In 2011 processes in the office database were established to notify systemic staff when a systemic issue is identified through advocacy work. In 2013 staff complement changed from four (4) IAS positions and three (3) SAC positions to three (3) IAS and three (3) SAC positions respectively. The increase in SAC positions provided the human resources required to enable the office to address systemic issues more proactively.
<ul style="list-style-type: none"> Position Statements/Reports on proactive systemic issues produced as necessary. 	<ul style="list-style-type: none"> On September 26, 2012 the office released a press statement where the advocate requested immediate aggressive action to ensure the safety, protection and well-being of children in Natuashish. The Advocate released a Position Statement: The Health and Safety Needs of Children and Youth in Natuashish, on October 2, 2013

Objective 3:

By March 31, 2014 the Office of the Child and Youth Advocate will have produced position statements/report(s) on proactive systemic issues as necessary.

Measure:

Produced position statements/reports(s) on proactive systemic issues as necessary.

Indicators – Objective 3	Accomplishments
<ul style="list-style-type: none"> • Topics for position statements/reports researched. 	<ul style="list-style-type: none"> • The office is currently monitoring seventeen (17) systemic files which vary from school bus transportation safety to family court delays. This includes media monitoring, research and correlating information and data that is generated by individual advocacy work in the office.
<ul style="list-style-type: none"> • Topics for position statements/reports identified. 	<ul style="list-style-type: none"> • Topics for position papers stemming from systemic files have been identified and research is ongoing.
<ul style="list-style-type: none"> • Lead person assigned to write positions statements/reports. 	<ul style="list-style-type: none"> • A lead person(s) is assigned by the advocate to write each report/statement as required.
<ul style="list-style-type: none"> • Draft positions statements/reports completed. • Positions statements/reports finalized. 	<ul style="list-style-type: none"> • A position statement on “The Health and Safety Needs of Children and Youth in Natuashish” was published on October 2, 2013. • Media statements on ongoing issues related to children and youth have been released throughout the past three (3) years.

Discussion of results

The increase in Systemic Advocacy Consultant (SAC) positions has enabled the office to begin to focus more proactively on systemic issues; however current workload and demands have resulted in not meeting the full extent of this goal, such as the work involved in the completion and release of four investigations in 2013. Advancement on systemic work has however occurred including the release of position statements in 2013, the active monitoring of systemic files and a process within the office to link individual advocacy work with systemic files.

Enhancing the systemic advocacy work of the office is further challenged by increasing demands of investigations of poor outcomes which results in a more reactive systemic work being completed versus a targeted proactive approach. The office is currently monitoring existing systemic files, and has identified systemic issues for future position statements.

Issue 4 - Public Education and Promotion

New initiatives were implemented to enhance the public education and promotion and communication aspects of our mandate.

Goal

By March 31, 2014 the Office of the Child and Youth Advocate will have expanded public education and promotion and enhanced communication.

Measure:

Will have improved public education and promotion and enhanced communication.

Indicators	Accomplishments 2011-2014
<ul style="list-style-type: none"> Public education and promotion program in place 	<ul style="list-style-type: none"> In 2012 the office launched an enhanced Outreach Program which included a minimum of four regional outreach trips to child and youth serving organizations and schools throughout Newfoundland and Labrador. The Advocate and a Director, as well as one Individual Advocacy Specialist (IAS) and one Systemic Advocacy Consultant (SAC) participated in these regional multi-day outreach trips. Throughout the course of the year, several one day outreach trips also occurred with a director and a staff person participating. The purpose of these outreach trips is two-fold, one to provide education on child rights and the mandate of this office and two, to learn about specific issues facing professionals and clients in different regions of the province. In 2012 an Organizational Liaison Program was established which assigned staff to specific group homes throughout the province. Staff communicate on a regular basis with these homes with the goal of increasing awareness of the office to both the staff and youth and to encourage contact with the office as needed.

<ul style="list-style-type: none"> • Various communication initiatives implemented 	<ul style="list-style-type: none"> • Rebranding Campaign in 2012-2013 which included: <ul style="list-style-type: none"> ○ New Office name ○ New Office logo ○ New pamphlets and booklets ○ Revised website ○ New promotional materials ○ New educational tools • In 2012-2013 established the public annual reports • In 2012-2013 established quarterly newsletters • Provided information about the office to all Foster Homes, RNC and RCMP detachments, and the Newfoundland and Labrador Youth Corrections Facility to be provided to all children and youth in care or in custody upon admission. • Established mailing lists for all government departments and offices, community organizations, schools to provide ongoing communications reports and newsletters.
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Objective 3

By March 31, 2014 the Advocate for Children and Youth will have established a process to evaluate the public education and communication initiatives.

Measure

Established a process to evaluate the public education and communication initiatives.

Indicators	Accomplishments
<ul style="list-style-type: none"> Public education and communication evaluation tools researched. 	<ul style="list-style-type: none"> In February 2014 the office contacted other Advocate's offices across Canada to research and survey how evaluations on advocacy are conducted nationally. Initiatives/tools identified will be reviewed for potential development.
<ul style="list-style-type: none"> Public education and communication evaluation tools identified for the Advocate for Children and Youth. 	<ul style="list-style-type: none"> Key areas to evaluate have been identified, including Individual Advocacy, Outreach and the Organization Liaison Program.
<ul style="list-style-type: none"> Identified public education and communication evaluation tools developed. 	<ul style="list-style-type: none"> An evaluation and feedback form was developed and implemented in 2012 for all outreach visits and education sessions throughout the province. These are provided to all participants to complete and provide feedback.
<ul style="list-style-type: none"> Identified public education and communication evaluation tools implemented. 	<ul style="list-style-type: none"> An evaluation process of the organizational liaison program was conducted in January 2014, results and feedback were very positive.

Discussion of Results

The Outreach and Education program was significantly revised and improved to include a minimum of four (4) trips per year throughout the province by staff to raise the profile of the office and educate children and youth on their rights. Various initiatives to further establish collaboration and partnerships with community stakeholders is ongoing and has increased the visibility and awareness of the advocate for children and youth.

An evaluation of the organizational liaison program has been completed, evaluation of all outreach and education sessions are completed after each session. Work continues on identifying and developing additional tools and initiatives to evaluate other areas of advocacy.

9.0 HIGHLIGHTS AND ACCOMPLISHMENTS

During the reporting period of April 1, 2013 to March 31, 2014, the Advocate for Children and Youth continued to provide advocacy services for children and youth in Newfoundland and Labrador. This included the handling of 466 individual advocacy files and monitoring of seventeen (17) systemic files. One (1) investigation called in December 2011 was completed with a total of 30 recommendations to government departments. Of the two investigations called in January 2013, work commenced on one in May 2013 and on the other in December 2013. In addition to the above-referenced work, the office also responded to seventy-four (74) calls for general information.

Throughout 2013-2014, the Advocate participated in several conferences, media related activities and speaking events. The Advocate:

- Attended the Christmas Concert and Dinner at the Newfoundland and Labrador Youth Centre (NLYC).
- Presented to two groups of fourth-year social work students at MUN enrolled in the course “Ethical and Legal Issues in Social Work Practice”. The presentation focused on the role of the office and the professional/ethical issues in social work practice.
- Attended the “Champions for Children and Youth 2013 B.C. Summit: A National Conference on Keeping Kids Safe and Connected”, Vancouver, April 24 and 25, 2013.
- Attended meetings of the Canadian Council of Child and Youth Advocates (CCCYA) in May, September and December 2013 and in February 2014.
- Attended the “Canadian Council of Child and Youth Advocates’ Biennial Conference”, Victoria, BC, September 26 and 27, 2013.
- Was interviewed in June 2013 by local media regarding Operation Snapshot II.
- Released a Position Statement: The Health and Safety Needs of Children and Youth in Natuashish, on October 2, 2013.
- Held a press conference on December 3, 2013 regarding public release of an investigation and conducted several media interviews in relation to the release.

The calendar project was a great success with 114 children submitting their artwork to the ACY. The top twelve (12) winners were picked and resulting calendar printed and distributed in two different formats, a traditional flip calendar and a large poster format.

Over the past three (3) years the office successfully completed the goals and objectives outlined in the 2011-2014 business plan. The office has undergone significant organizational restructuring which resulted in a change in lines of business

and defined protocols and procedures. A complete rebranding of the office including a new logo, promotional materials and signage was completed. An enhanced provincial Outreach Program and a new Organizational Liaison Program were established. An Intake Panel was established which ensures consistency in the assessment process for all contacts with the office. Outstanding investigations were completed and the recommendations provided to applicable government departments. A follow-up process of all recommendations from all reports completed by this office has been established. A public report of the status of all recommendations is currently being completed.

10.0 OPPORTUNITIES AND CHALLENGES

The office has experienced significant change over the past three (3) years, including a change in structure and establishment of policies and processes designed to best meet the advocacy needs of children and youth today and in the future.

Increasing demands on existing human resources for investigative work continue to impede the ability to engage in more proactive systemic advocacy and also research initiatives. This results in more reactive systemic work being completed versus a targeted proactive approach. However, the reorganization of staffing to three (3) Individual Advocacy Specialist (IAS) and three (3) Systemic Advocacy Consultant (SAC) positions has enabled some advancement on systemic work, including the release of position statements and active monitoring of systemic files.

As a result of several initiatives such as rebranding, new promotional materials and signage, increased Outreach and initiatives of public education and media opportunities, increased public awareness of this office has resulted in an increase in contacts to the office and requests for advocacy. This also further challenges the work of the office to meet the advocacy needs of children and youth throughout Newfoundland and Labrador.

The 2014-2017 business plan identifies new opportunities and challenges for this office to continue to build on the progress achieved over the past three (3) years. This includes a focus on more proactive initiatives to address systemic issues as well as the completion and public release of a report on the status of recommendations. The office will continue to evaluate the various public education and promotion initiatives as well as identifying opportunities to further engage youth.

11.0 Financial Statements

Expenditure and revenue figures included in this document are based on information provided on the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2014 (Unaudited)**.

	Estimates		
	<u>Actual</u>	<u>Amended</u>	<u>Original</u>
	\$	\$	\$
OFFICE OF THE CHILD AND YOUTH ADVOCATE			
CURRENT			
5.1.01. OFFICE OF THE CHILD AND YOUTH ADVOCATE			
01. Salaries	1,030,231	1,030,300	919,000
02. Employee Benefits	2,026	3,500	3,500
03. Transportation and Communications	50,283	62,200	65,000
04. Supplies	4,700	6,000	6,000
05. Professional Services	18,059	25,000	25,000
06. Purchased Services	150,186	165,900	165,900
07. Property, Furnishings and Equipment	<u>6,710</u>	<u>6,800</u>	<u>4,000</u>
Total: Office of the Child and Youth Advocate	<u>1,262,195</u>	<u>1,299,700</u>	<u>1,188,400</u>
 TOTAL: OFFICE OF THE CHILD AND YOUTH ADVOCATE	 1,262,195	 1,299,700	 1,188,400
