

2010-2011

Annual Report Youth Custody Services

Youth Custody Services,
Ministry of Children and Family
Development
2010-2011

Table of Contents

Introduction.....page 4

Organizational Highlights.....page 6

Organizational Profile.....page 7

Statement of Principles and Goals.....page 8

YCS Core Functions.....page 9

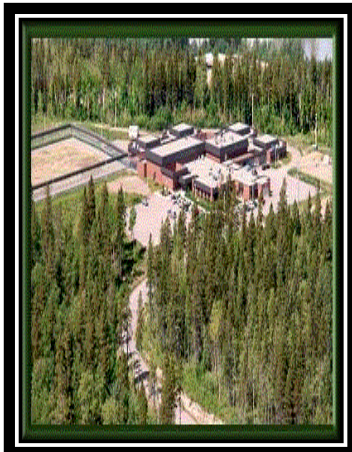
Service Delivery Demands.....page 10

Strategic Plan Discussion and Analysis....page 11

Financial Management.....page 41

Appendix A: Summary of Training Activities...page 43

Appendix B: Organizational Chart.....page 47



The Mission of Youth Custody Services:

Youth Custody Services contributes to public safety by providing a safe, healthy and supportive environment with a range of integrated, evidence-based programs which address the individual risk and needs of residents, thereby promoting positive outcomes for youth, families and the community.

The Vision of Youth Custody Services:

To deliver high quality, youth-centred services that complement community based youth services, which engage, involve and share responsibilities with youth, families and communities.



The mission and vision statements were reviewed and amended in November 2009, in consultation with youth, staff and community partners. The vision and mission of Youth Custody Services provides a common purpose to which the organization dedicates itself.

Introduction

This is the annual report for Youth Custody Services of the Youth Justice & Maples Division, Ministry of Children and Family Development for the 2010/11 fiscal year. It provides information about the progress we have made over the last year with respect to the 2010/11 - 2012/13 Strategic Plan for Youth Custody Services and I am pleased to share the successes and achievements made possible by staff, contracted service providers, volunteers and others within the organization.

The past fiscal year brought organizational changes at a ministry level as well as within the Youth Custody Services organization. There was a change in senior leadership at two of three custody centres and broader MCFD organizational structure change. Youth Custody Services, formerly within the Provincial Services Division, is now part of the Youth Justice and Maples Division of MCFD.

Youth Custody Services successfully completed the re-accreditation process culminating in a site visit in June 2010 and formal re-accreditation in August 2010. The accreditation journey provided an opportunity for self examination and growth which has led to strengthening our comprehensive performance and quality improvement systems, refocusing training initiatives, ensuring our policies and procedures are kept current and examining service delivery to the most vulnerable youth in British Columbia. Accreditation is a process which involves youth, families, staff, community partners and volunteers in continually reviewing our practices with a goal to improve services and outcomes for the youth we serve. Youth Custody Services is an organization which continues to be a leader in the delivery of youth custody services.

Along with the challenges of ongoing service delivery, we were presented with a unique situation involving the mass arrival of Sri Lankan migrants. A collaborative ministry response was required to provide for the detained women and their children, with a goal of retaining the integrity of the family unit to the greatest degree possible. Through our participation, we were able to provide safe, respectful, culturally responsive services for the women and children over a seven month period.

As the ministry continues to realign their strategic planning framework, Youth Custody Services will integrate ministry priorities and identify outcomes, strategies and performance measures which are consistent with the new direction. Youth Custody Services is committed to the promotion of an integrated case management process that places an emphasis on youth, the involvement of families and the primary responsibility of community based services.

Youth Custody Services continues to be committed to the delivery of high quality, youth centered services. I hope you find this year's annual report helpful in informing you about the continuing progress our organization has made on a number of fronts over the past year while managing continued fiscal restraint pressures.

Through the circulation of this report to those providing services in or associated with Youth Custody Services and to the public, the awareness and understanding of youth custody programs and services will be increased. Additionally, this provides another opportunity for increased transparency, accountability, communication and feedback regarding the delivery of Youth Custody Services.

This Annual Report has been prepared, reviewed and approved by the Executive Director, Youth Custody Services and the Youth Custody Management Committee. We are proud of what we have collectively accomplished this year and the significant strides we have made toward advancing organizational goals and I share this report on behalf of all those who provide or receive youth custody services in the province of British Columbia.



Barry Lynden

Executive Director

Youth Custody Services

Our Work with the Sri Lankan Migrants

On Aug 13, 2010, 25 women and 47 children (ranging in age from 6 months to 16 years) arrived at Burnaby Youth Custody Services to be housed and cared for while they proceeded through the immigration and refugee process. BYCS staff prepared and planned for their arrival and provided outstanding service including culturally relevant food, education, clothing, religious space and practice, interpretive services, and health care. This event more than doubled the count at BYCS in one day!

Staff involved with providing service to the migrant women and children were professional, proactive, sensitive, and kind. They were innovative in their approach and provided on unit programming, language lessons, and games for the kids. The team of health care providers were outstanding improvisers providing care for the women and children including lice and scabies control, TB screening, immunizations, immigration physicals and routine health clinics. Contracted service providers and others were quick to respond and offer their services wherever they were required.

The last woman and her two children were released at immigration court on March 18, 2011, capping off a memorable and successful experience that highlighted the best that BYCS had to offer.

Organizational Highlights 2010/2011



Programs and Services

- Achieved reaccreditation by the Council on Accreditation in August 2010
- Provided a unique response for 25 Sri Lankan migrant women and 47 children detained at Burnaby Youth Custody Services from August 2010 to March 2011
- Continued to maintain one of the lowest rates of incarceration in the country
- Continued development of Aboriginal programming, female programming, and evidence informed programs for youth



Human Resources

- Accessed federal funding to support recertification of Therapeutic Crisis Intervention (TCI) Trainers and the delivery of TCI 6th Edition refresher training for front line staff and supervisors
- Developed and delivered new training curriculum in concert with the Justice Institute of BC in the areas of trauma, working with girls in custody and case management services
- 16 staff accessed Pacific Leaders Scholarship funding to support their professional development plans
- Developed local action plans to address Work Environment Survey (WES) responses
- Distributed an additional discrimination survey and development of a collective working group to provide recommendations for improvement and an action plan for 11/12 fiscal year
- Maintained a low staff turnover rate (7.7%)



Risk Management

- Recertified Restraint Trainers in updated restraint interventions and delivered refresher training to custody staff
- Substantially completed the recidivism cube in the Business Intelligence system
- Maintained local and provincial Quality Improvement working groups
- Ensured all facilities meet all licensing requirements
- Updated the Provincial Exposure Control plan



Financial Management

- Negotiated a cost sharing agreement with Canadian Border Services Agency regarding migrant services
- Maintained operations within overall provincial budget targets
- Secured additional federal funding to support continued staff development and training and systems development

Organizational Profile

Youth Custody Services are now a component of MCFD's Youth Justice & Maples Division (refer to Appendix B).

The ministry is organized into four regions which provide the following services: family development, early childhood development, services for children and youth with special needs and their families, child care, child protection, foster care, adoption services, child and youth mental health services, and community youth justice services. Specialized services were previously delivered through the Provincial Services Division which included Youth Custody Services, Youth Forensic Psychiatric Services, Provincial Services For the Deaf and Hard of Hearing, and the Maples Adolescent Treatment Centre and have now been realigned as the Youth Justice & Maples Division, with Provincial Services for the Deaf and Hard of Hearing moving to the Children and Youth with Special Needs Provincial Operations next fiscal year.

Youth Custody Services maintains relationships with all components of the youth justice system, Youth Forensic Psychiatric Services, provincial adult correctional services and Correctional Service Canada. In addition there are important partnerships with ministry community youth justice and other services as well as related ministries and services (e.g. Ministry of Education and School Districts, Ministry of Health and Health Authorities).

The Director of each Youth Custody Service centre reports to the Executive Director, Youth Custody Services. The Executive Director in consultation with the Youth Custody Management Committee and others is responsible for:

- conducting long term planning
- providing leadership for youth custody services
- directing the delivery of programs and operations
- developing and implementing policy
- ensuring the delivery of integrated, effective and consistent services among youth custody services centres and in relation to community youth justice and other applicable services to youth
- enhancing and promoting relationships with community based services
- ensuring services are delivered in accordance with the relevant statutes, regulations, central agency directives, the ministry service plan and applicable standards, policies and procedures
- oversight of fiscal operations and resource allocations

Youth Custody Services accommodate youth on pre-court detention, those who have been remanded by the courts while awaiting trial or sentencing, youth who have been sentenced to either open or secure custody and occasionally, youth on immigration detention orders.

All three youth custody centres accommodate male and female youth and provide gender specific living units with open and secure custody living units for males in all three centres. Burnaby accommodates both open and secure custody female youth, while Prince George and Victoria have open custody and remand facilities only for female youth.

Principles and Goals of Youth Custody Services

*The **principles** that apply to Youth Custody Services are:*

- Youth will be provided opportunities to learn constructive skills and behaviours that will support healthy developmental outcomes and increased resiliency to overcome challenges.
- Programs and services provided to youth will focus on individual risk and needs factors and will be gender responsive, culturally relevant, holistic, multidisciplinary, and strengths and evidenced based.
- Family and community involvement is vital to successful re-integration to the community.
- Youth will receive services and supports that connect to their identified language, traditions and culture, particularly Aboriginal youth in custody.
- Programs and services will be provided by personnel who have specialized training in working with vulnerable youth who have diverse needs.
- The rights of youth will be respected and services will be provided in a developmentally responsive non-discriminatory manner.

*The **goals** of youth custody services are:*

- To carry out the orders of the court.
- To provide appropriate supervision and interventions in a safe and supportive environment.
- To facilitate rehabilitation and re-integration by providing youth optimal opportunities for healthy growth and pro-social development.

*The current strategic plan **goals** for Youth Custody Services are:*

- Safety of the public, youth in custody and youth custody personnel is protected.
- Shift to a trauma informed practice that is sensitive, responsive and supportive of youths' needs and rehabilitation.
- Provide gender relevant and culturally competent programs and services based on the assessment of individual risk and needs.
- Youth Custody Services will be based on evidence gathered through a strong performance and quality improvement system.
- Youth Custody Services will develop a qualified and competent workforce which contributes towards quality services delivery through a variety of training, human resource development activities and organizational health and wellness initiatives.
- YCS will provide programs and services that connect Aboriginal youth to their culture and traditions.

Three Core Functions

Safety and Security

- Safety and security includes the safety and security of youth, staff and the public. Safety and security is best served through dynamic measures that include the involvement of youth in constructive activities and in positive, active relationships with staff and others within the youth custody centre.
- Rehabilitation is considered the most effective and long term mechanism to provide for the safety of youth and others within the centre and for the protection of the public.

Case Management

- Case management is a process that includes all initiatives and interventions which afford young persons optimal opportunities for growth, development, responsible decision-making and positive change. It is a dynamic process requiring ongoing review and consultation with the youth, parent/guardian, community probation officer and other involved persons. Case management for youth involved in the justice system commences and terminates with all youth court orders requiring supervision.
- The primary responsibility for the case management of youth in custody rests with the assigned community youth probation officer which continues during the committal of young persons to custody and upon release from custody.
- Within Youth Custody Services, the case management process is supported through assessment, classification and placement, individualized outcome oriented service planning, program involvement, sentence administration and community re-integration. All of the programs, services and activities provided for youth in custody and during their re-integration to the community support and promote the established service plan outcomes.

Programs

- The primary goal of programs in custody centres is to facilitate rehabilitation by providing youth optimal opportunities for healthy growth and pro-social development through a youth focused integrated case management process. Youth are provided opportunities to learn constructive skills, behaviours and attitudes that will support healthy developmental outcomes, increased resiliency and ability to overcome challenges. Programs and services provided to youth focus on individual risk and needs factors and are gender responsive, culturally relevant, holistic, multidisciplinary, and strengths and evidence based.
- Youth custody centres provide four categories of programs – basic, core, reintegration and specialized programs.
- Basic programs address the essential needs of youth and youth have an absolute right to receive these programs and services in accordance with legislative requirements and/or national and international standards and guidelines. These programs and services include adequate health care, education, religious, recreational/leisure programs as well as provisions for community contacts.
- Core programs are structured interactive processes for individual and groups of youth that are led by staff members and/or other professionals and are designed to directly influence beliefs, attitudes, lifestyles and skill development known to significantly contribute to addressing criminal behaviour. These include motivational, cognitive, life/social skills training, substance abuse and anger management programs.
- Reintegration Programs support the youth's transition to the community through the provision of community-based services. Reintegration programs include Intensive Support and Supervision, Transition beds, and the use of reintegration leaves to facilitate access to programs that are delivered in the community.
- Specialized programs are those responding to the distinct needs of particular youth or categories of youth. These include programs for youth convicted of violent or sexual offences and youth with mental health or addictions issues.

Service Delivery Demand

The service delivery demands for Youth Custody Services experienced a slight decrease in this fiscal year in comparison to previous years and are described in the table below.

Average Daily Population and Admissions

Centre	Total Global Admissions		Total Unique Individuals Admitted	Average Daily Population	
	#	% of total	#	#	% of total
BYCS	889	64	502	64	53
VYCS	353	26	171	31	26
PGYCS	136	10	122	26	21
Total	1378		716*	121	

*The organization total unique admission numbers will not reflect the sum total of the centres as a youth is reflected at each location during their stay, however, the organizational total will only reflect them once. This is because these numbers are unique counts at each level. As an example, a client who is at Burnaby Open Custody, and later at Burnaby Secure Custody, will count once at each location, but only once for the Burnaby region. A client who is at Victoria Youth Custody Services and Burnaby Youth Custody Services will count once at each location but only once for the organization total.

In addition to the services provided to youth in custody, there was an average of 126 youth per day that received services through the Intensive Support and Supervision program which is administered by Youth Custody Services.

Of the daily average of 121 youth in custody, the profile of youth included the following:

- 48% of all youth in custody were Aboriginal,
- approximately 17% were female youth in custody, of which 56% were Aboriginal,
- approximately 52% of the average daily population was on remand status (not yet sentenced),
- 79% of all youth were in the 15-17 years of age range at admission; 7% were 18 years and over; the remaining 14% were in the 12-14 years of age category
- 94% of all youth were English speaking

Contribution by a Custody ISSP Staff:

“The young man was receiving ISSP services. He is an example of an inner city First Nation youth who has struggled with substance abuse issues and over the years has not given up but worked through different treatment programs such as Portage, DEWY, Hazelton Healing Lodge and local A&D counsellors. He was always honest with his addiction, allowing us to support his many struggles. He has lived with his extended family until his grandmother passed away recently and unexpectedly. He continues to face the challenge of loss yet is graduating this coming week. He has been attending Whytecliff School consistently for the last four years and will be giving the valedictory speech. He has always worked hard to explore himself and heal his injuries.

He has become a true leader for his peers living his life with an open heart.”

Update on Strategic Plan, Discussion and Analysis

Youth Custody Services developed, in consultation with a variety of clients and stakeholders, a three year Strategic Plan bridging the 2010/11 - 2012/13 fiscal years. This is a report on the 2010/11 fiscal year, updating progress on identified goals including objectives and strategies. This annual report is supported by local service plans at each youth custody services centre (which were also developed in consultation with a range of clients and stakeholders) and other local and provincial performance and quality improvement activities, which will inform updates to the provincial Performance and Quality Improvement plan. The strategic plan goals are short term goals which complement the broader goals of Youth Custody Services.

GOALS, OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES

GOAL #1: Shift to a Trauma Informed Practice That is Sensitive, Responsive and Supportive of Youths’ Needs and Rehabilitation

Objectives

- increase the use of constructive behaviour management interventions by staff
- increase constructive coping skills and promote healthy development for youth

Key Strategies

- access federal funding to continue implementation of the Therapeutic Crisis Intervention (TCI) program
- strengthen knowledge and skills of leadership teams to positively respond to crisis episodes and to mentor all personnel to integrate TCI principles as part of their daily practice
- implement Rights and Advocacy education programs
- engage Youth Forensic Psychiatric Services as a partner in developing a coordinated and comprehensive response to the high needs youth population
- redesign of existing incentive program to incorporate TCI principles and strengths based approaches

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Amount of federal funding received	\$50,000	Youth Custody Services submitted several federal funding applications and was approved for up to \$146,390 to support the continued implementation of the TCI system. This included the required recertification of organizational trainers in the 6 th Edition TCI curriculum as well as delivery of a two day refresher update for all front line staff.

Performance Measure	2010/11 target	Status Update
2. Percentage of staff TCI trained-refreshers	90%	This fiscal year 234 Youth Custody Services front line staff received the TCI 6th edition update training. At fiscal year end, 74% of YCS staff have been trained in the TCI system 6th edition. Due to availability of staff (e.g. on leave) and scheduling issues, not all staff received the training. Local centre plans have been developed for the next fiscal year to ensure all required staff are current in the 6 th edition of the TCI system. In addition to the 6 th edition refresher training, 171 staff also received a 5 th edition refresher training update. The organization has 14 certified TCI trainers to deliver ongoing training.
3. Percentage of supervisors and managers who attend and successfully complete the trauma training	100%	New curriculum was developed in concert with the Justice Institute of BC to support staff in understanding the impact of trauma on youth in our care. The curriculum was delivered in two parts, a seven hour on line course (98% completion rate) followed by a half day classroom portion (85% completion rate). The limited availability for in person sessions at one centre coupled with scheduling difficulties resulted in the lower completion rate for the classroom portion. In addition to supervisors and managers, TCI trainers were also registered for the trauma training given the strong links to the TCI curriculum and understanding of pain based behaviours.
4. Number of personnel who received rights and/or advocacy education	25	Four staff from PGYCS attended an adult Rights 2 Success workshop in preparation for implementation of the R2S project at the centre, however, the project did not proceed this fiscal year due to a variety of resource issues. Discussions have commenced with the MCFD Advocacy office to access necessary resources and develop strategies for continued implementation of the R2S program. BYCS was unable to offer any adult workshops in R2S this fiscal year due to fiscal constraints and the requirements to ensure the update of staff in the TCI 6 th edition curriculum. The advocacy content within the Youth Supervisor Basic Training program is currently in the process of revision and will be moved to the front end training phase, ensuring all new youth supervisors will receive the information upon commencing employment. Further, rights information is being integrated with the update of all training materials as appropriate.
5. Number of youth who received rights and/or advocacy	50	At BYCS, 40 youth attended R2S workshops. In addition, the Representative for Children and Youth conducted rights workshops at PGYCS with 16 youth participants. The RCY attends at BYCS on a monthly basis to interact with and respond to the concerns of youth in custody. YCS continues to work with

Performance Measure	2010/11 target	Status Update
education		the RCY to maintain an active profile at the custody centres. In addition, YCS continues to contract independent advocacy services through the John Howard Society to provide case specific advocacy and rights information to youth in addition to broader R2S programming.
6. Continued implementation of the Rights to Success program	<p>Ongoing delivery at BYCS</p> <p>Project implementation at PGYCS</p> <p>Revision of new hire training materials to include rights and advocacy content</p>	<p>BYCS delivered two R2S workshops to youth and have local certified facilitators to continue delivery. The second phase of the R2S implementation involved PGYCS. Due to resource issues at the FBVYCN and MCFD Advocacy office the second phase of the project did not proceed this fiscal year. Facilitator's training content has been updated by MCFD Advocacy team to support continued implementation next fiscal year and resource allocation is being explored.</p> <p>Training materials for newly hired youth supervisors are in the process of revision. Where appropriate, rights and advocacy content are being woven in with course content.</p>
7. Decrease use of mechanical restraint	decrease	The use of mechanical restraint decreased by 8% from the previous fiscal year with 205 incidents as compared to 223 incidents for the previous fiscal year. Of the 205 youth requiring mechanical restraint, 78% were applied for duration under ten minutes in length. The goal remains to decrease the use of mechanical restraint with the continued implementation of the TCI system. Next fiscal year review will also include a detailed review of those restraints exceeding 30 minutes in application.
8. Decrease use of separate confinement	<p>Decrease</p> <p>Reduced number of separate confinement orders, reduced length of orders, increase in youth being removed prior to end of</p>	The use of separate confinement which, pursuant to the <i>Youth Custody Regulation</i> , can be for a period of up to 72 hours per incident is an authorized restrictive intervention when safety issues exist and all other means of dealing with the youth have been exhausted or are not reasonable in the circumstances. Every youth placed on separate confinement is subject to a behaviour management plan or contract and their status in separate confinement is subject to reviews every four hours. Youth are removed at the earliest opportunity. In addition, youth placed on separate confinement are assessed regarding continuous monitoring requirements and, at minimum, are

Performance Measure	2010/11 target	Status Update
	orders	<p>subject to 15 minute checks.</p> <p>Provincially, the use of shorter periods of separate confinement is occurring; however, there was an increase in the use of separate confinement and for those orders over 8 hours in length. The overall provincial increase in the 8+-72 hours separate confinement orders is partly attributed to a one time increase noted in the second quarter at one centre. The data reflected an increase of 100 incidents, all resulting in a separate confinement order between 8+-72 hours. A thorough review was completed and causal factors identified. Of the youth separately confined 52.5 % of them were released early from this consequence.</p> <p>This is an area for continued monitoring and improvement as we strive to find alternative ways to manage behaviour.</p>
9. Percentage of youth reporting being treated with dignity and respect during custody stay	increase	<p>Youth Custody Services continues to strive for 100% on this performance measure. The reported results are based on youth feedback surveys conducted at the centres utilizing a one day snapshot method. 87% of youth who responded to the survey reported being treated with dignity and respect during their stay, an increase of 13% over the last fiscal year responses. With a continued focus on therapeutic crisis intervention, rights education, updated staff training and awareness, and joint staff and youth initiatives, it is hoped the youth response rate will continue to reflect a positive increase.</p>
10. Youth Forensic Psychiatric Services' participation in the re-prioritization of mental health services for youth in custody	YFPS co-facilitation in delivery of trauma training	<p>In partnership with the Justice Institute of BC, new curriculum was developed with input from YFPS staff and utilizing information from a research study completed by Dr. Heather Gretton, YFPS, on how best to respond to the mental health needs of the youth custody population. At one centre, the local psychologist co-facilitated the delivery of the training with the JIBC instructor. Trauma training will continue to be delivered at all centres over the next fiscal year.</p>
11. Incentive program and related policies	Terms of reference and working group	<p>As part of a larger program review, including behaviour support and management strategies, a review of the incentive program and related policies has commenced. The terms of reference</p>

Performance Measure	2010/11 target	Status Update
and procedures are reviewed	established	and members of a working group have been established. Work will continue in this area over the next fiscal year.
12. Individual Crisis Management Plans (ICMP) are created for youth in custody	<p>Recertification training for TCI trainers to include ICMP training</p> <p>ICMP process implemented for high risk youth upon admission to custody</p>	<p>TCI trainers received recertification training in October 2010 which included information on Individual Crisis Management Plans (ICMP), a communication tool for staff which identifies risk, safety issues, appropriate interventions and how to effectively manage behaviour. Further orientation information was compiled by two TCI trainers and shared with case management, health care and other custody staff and ICMP orientation was also included in the two day TCI 6th edition update training. An ICMP template has been developed for YCS use and a process structured to assess the need for an ICMP upon admission. Full implementation is expected next year as centres establish processes for completion with input from a variety of staff who work with youth (e.g. health care, mental health, key workers, etc.), and updates and information sharing, with the focus being on high risk youth.</p>

Contribution from a Custody ISSP Staff:

“I would say thus far for me, would be talking with a particular youth about some very personal experiences in his past. It has taken some time to develop a trusting relationship, but at this point, this particular male youth has shared many experiences and hardships of his past... shedding tears and exploring the deep truth and pain of his experiences and how these experiences effect his life and decisions today. This youth has been a strong self-advocate, and has even initiated a meeting with several professionals in order to express his needs and desires. He continues to disclose his feelings to me, and I believe that the trust that has been created is a powerful outlet in his life. Bringing some of his patterns of responding to his awareness has and will continue to help him change his behaviour in ways that are more conducive to a happier and more positive life.”

GOAL # 2: Provide gender relevant and culturally competent programs and services based on the assessment of individual risk and needs

Objective:

- increase the capacity of youth to cope with challenges
- expand the strengths based and resiliency components of the assessment process by capitalizing on the new ministry Child and Family Services Assessment and Planning
- increase the opportunities for youth in custody to connect to culture and traditions
- increase opportunities for reintegration programs that support individualized release planning and promote access to community programs

Key Strategies

- develop a three year action plan that responds to the findings of external research and program reviews (e.g., Representative For Children and Youth, McCreary Centre Society, Youth Forensic Psychiatric Services, Simon Fraser University)
- redesign program models to support the implementation of evidence based core programs
- enhance contract monitoring and reporting to include outcomes measurement processes
- continue to seek youth and guardian feedback on programs and services delivered
- maintain a distinct open custody program with emphasis on access to community based services which support the achievement of the client specific outcomes identified through service planning

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Action plan developed by March 31, 2013	access resources to commence action plan	YCS has moved towards improving client related service delivery through conducting program reviews (e.g. Simon Fraser University and Elizabeth Fry Society reports) and participating in research and oversight body reviews (e.g. Representative for Children and Youth, Ombudsperson, McCreary Society, Youth Forensic Psychiatric Services mental health study, etc.) which continue to inform the development of programs for the youth in custody. A number of these research and program reviews have been conducted over the past three years. In addition, further direction was pending on the application of the new ministry wide assessment and planning process. A coordinated approach is required to determine an appropriate course of action which integrates the findings and recommendations of the variety of reports and current MCFD direction. Fiscal restraint pressures have prevented the allocation of

Performance Measure	2010/11 target	Status Update
		resources required to develop an integrated action plan. In the interim, there has been continued development of Aboriginal programming, life skills and vocational programming, unique program initiatives, implementation of previously purchased evidence based programs and contract monitoring processes.
2. Percentage of positive satisfaction responses from youth regarding programs and services	75%	<p>The highest percentage increase on the youth feedback survey was the number of youth who reported receiving programs and services that support their needs (85% positive satisfaction response). This reporting category increased by 20.5% this fiscal year, exceeding the established target level.</p> <p>In addition to the above youth feedback survey, youth feedback is sought through program evaluation, youth advisory meetings, unit meetings and review of resident complaints. YCS strives to be responsive to the needs of young people in our care.</p>
3. Percentage of positive satisfaction responses from parents/guardians regarding programs and services	increase	There was an increased response rate to the parent/guardian feedback survey due to a shift in the survey implementation. Of the survey responses received, 97% of parents/guardians report positive satisfaction with all questions asked. 100% of the parent/guardians surveyed identified they were able to maintain regular contact and/or visit their child while in custody.
4. Percentage of files reviewed which reflect that youth's needs were met	increase	Due to difficulty in determining this performance measure, accurate reporting is not possible. The measure will be amended for future reporting. The quality improvement teams will be reviewing the file review process and establishing new quality measures for the next fiscal year which will evaluate the effectiveness of services provided for youth in custody. In addition, the provincial case management working group has reviewed and updated all current service planning documents to streamline the service planning process and to focus on outcomes development and reporting for youth while in custody which will assist with this measure.
5. Number of	4	YCS continues to move forward with implementation of

Performance Measure	2010/11 target	Status Update
evidence based programs implemented at each custody centre		<p>evidence informed programming. Currently the following programs have been implemented at the centres:</p> <ul style="list-style-type: none"> • Girls Circle (all centres) • Voices • Make You Think (two centres) • Courage program (two centres) • Boys Council (at one centre) • Rights 2 Success (at one centre) <p>Next fiscal year plans include implementation of an Active Parenting program at two centres and Boys Council will be added at a second centre, however, further implementation is impacted by availability of certified facilitators and a target population to support program delivery.</p>
6. Percentage of contracts for rehabilitative programs which include clearly defined outcomes	75%	<p>Contracting is a major tool in the delivery of services in Youth Custody Services. Each contract now highlights the importance of measuring performance against pre-determined goals and targets both at a client service level and at a financial expenditure level. By clearly identifying objectives and the intended service results, YCS is shifting practice from solely a traditional input and output focus (e.g. number of client service hours provided) to include service delivery outcomes (i.e. the percentage of the client population that has experienced an improvement). In 2009/10, 56% of general service agreements in YCS included desired outcomes and a requirement for the contractor to provide written reports to assist with the evaluation of performance and development of strategies for improvement as required.</p> <p>For this fiscal year, 100% of all rehabilitative contracts include clearly defined outcomes language.</p>
7. Stakeholder surveys (youth, parents/guardians, staff/volunteers & community partners) completed	yes	All internal YCS stakeholder surveys (youth feedback, parent/guardian, community stakeholder and volunteer surveys) and the government wide work environment survey (WES) were completed this year.

Performance Measure	2010/11 target	Status Update
8. Percentage of youth in open custody serving a sentence who access programs or services in the community through the use of reintegration leaves	increase	<p>A Business Intelligence enhancement request has been put forth for the next fiscal year to support routine access to information regarding the number of individual sentenced open custody youth who are eligible to access the reintegration leave programming offered at the centres. Currently this information is manually tracked. All centres have examined their reintegration leave assessment processes with a goal of proactive assessment commencing upon intake, goal directed service planning, reviews of staffing and programs available for RL purposes and a review of RL policies and procedures.</p> <p>There were a variety of reintegration leaves occurring across the organization which included the following:</p> <ul style="list-style-type: none"> • Employment-attending employment centres, applying for status cards or other identification, opening bank accounts, Camp Bernard where youth learn construction, grounds maintenance and general building, Mary's therapeutic farm which provides opportunity to care for farm animals, etc. • Education- transition to school services, including visits to prospective educational institutions • Medical/Psychological- accessing dental services or other specialized medical services not available at the custody centre, assessments or other psychological services • Socialization- church attendance, family home visits, etc. • Reparation- community reparation such as graffiti removal, park maintenance, feed the homeless program, community gardening • General reintegration- recycling activities, pre-release planning meetings, search for housing, etc. • Compassionate- attendance at funerals or other family illness activities <p>The goal for fiscal year 2011/12 is to increase the number of sentenced open custody youth accessing programs and services in the community through the reintegration leave program.</p>

Contribution regarding provision of services to address cultural and individual needs:

An 18 year old Chilcotin youth came to PGYCS to serve a 16 months open custody sentence related to the commission of a serious violent offence. When he arrived at PGYCS the youth maintained he was not responsible for the offence he was charged for. Further to this, he suffered from a significant mood disorder, lacked in personal goals and self esteem and had limited academic and vocational skills. Throughout his time at PGYCS, this young man explored and accepted responsibility and accountability for his offence, participated in several family meetings, and participated in a healing circle with the family of his victim.

Prior to his release to the community, this young man completed all but one course needed to obtain his Adult Dogwood and also earned several trades related certificates. Further, this youth developed new skills, a sense of self worth and greatly increased his employability through the Forestry and Vocational programs offered. He participated in Youth Forensic Psychiatric Services, the Healthy Lifestyle program, and Fours Winds cultural programming where he gained insight to his offending behaviour, the power of his heritage and his own potential.

This young man will tell you that while he has great remorse for his offence, his stay at PGYCS has changed his life. He articulated because of the support of those around him and the opportunities afforded him via his IRCS order, he was "sentenced to a future", something he never thought he would have.

GOAL # 3: Youth Custody Services will be based on evidence gathered through a strong performance and quality improvement system

Objective

- increase effectiveness, efficiency and accountability of programs and services for youth in custody

Key Strategies

- strengthen performance and quality improvement processes at provincial and local levels
- develop an action plan to achieve service delivery and operational consistency and efficiencies
- develop an inspection model that complements the existing quality improvement peer review processes while focusing on critical risk management areas unique to the delivery of youth custody services
- maintain accreditation status
- support continuous learning and service improvement through a range of research and external reviews
- ensure complaints processes are accessible and responsive

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Business Intelligence enhancements are operational by March 31, 2011	identified enhancements complete by March 31, 2011	<p>Federal funding has supported continued development of the recidivism performance measures for youth justice and the related work included:</p> <ul style="list-style-type: none"> • Youth Justice Performance/Recidivism cube development and reports – to be released in August 2011. • Moved JUSTIN data into the existing Cornet Youth Justice data warehouse <p>Additionally, non-federally funded BI development included a number of enhancements:</p> <ul style="list-style-type: none"> • Youth Custody Dashboard • LSI version2 form • LSI BI analysis • R0014 Youth Custody ISSP Count Sheet Report • R0013 Caseload summary Report • MCFD Secure and Open Active-In Reports: Ethnicity, Sentenced/Remand • MCFD Secure and Open Active-In Report

		<p>(Sentenced/Remand) Analysis</p> <ul style="list-style-type: none"> System upgrade – test and implementation to production to Cognos version 10 <p>BI maintenance</p> <ul style="list-style-type: none"> Ongoing BI maintenance in response to issues identified from Youth Justice Community / Custody personnel
3. Focussed inspection model is operational	two inspections completed	<p>Youth Custody Services successfully achieved re-accreditation in 2010. The accreditation process is both an internal peer review process and self examination journey culminating in a formal site visit (June 2010) and review by COA peer reviewers.</p> <p>An inspection of standards and practices for outdoor wilderness activities (SPOWA) conducted at PGYCS was completed in July 2010.</p> <p>Additionally, due to the migrant population served by YCS, there were additional reviews conducted by the Canadian Red Cross Detention Monitoring Team and the UN High Commissioner for Refugees.</p> <p>A revised inspection template and inspection model is being created for next fiscal year to identify those areas not currently reviewed within the accreditation and quality improvement processes.</p>
4. Successful re-accreditation of Youth Custody Services	accreditation achieved	<p>A major achievement for the organization was re-accreditation by the COA based on the updated 8th edition standards for Canadian public organizations, which included specific youth custody service standards. Youth Custody Services is now fully accredited through to August 31, 2014.</p>
5. Number of external research and reviews conducted	1	<p>YCS continues to demonstrate a commitment to external research and program review. Simon Fraser University, under the direction of Professor Ray Corrado, continues a long term study on Incarcerated Serious and Violent Young Offenders.</p> <p>The McCreary Centre Society, supported by the Justice Canada funding, conducted focus groups at PGYCS as one of eight focus groups across the province to explore youth victimization issues, identify protective and risk factors, needs of victimized youth and how to address these needs.</p> <p>The Native Court Workers of BC also conducted a focus</p>

		group involving four youth identifying strengths and leadership qualities among Aboriginal youth.
6. Percentage of youth receiving a response to complaint	80%	Last fiscal year youth feedback survey responses indicated 78% of youth who submitted a complaint form received a response. The 2010/11 fiscal year response rate reflects a 4% increase (82%) in this reporting category. Accessibility and responsiveness to complaints from youth continues to be a focus and a priority for the organization.
7. Percentage of formal written complaints responded to within five business days	greater than 99%	<p>Provincially, compared to the previous fiscal year, resident complaints have decreased by 206 reports. In the 2009/10 fiscal year, 96% of resident complaints were responded to within 5 days. This fiscal year, 94.5% of resident complaints received a response within the same timeframe. The decrease in response rate was associated with 17 specific complaints and the following contributing factors:</p> <ul style="list-style-type: none"> • An inconsistent reporting reflecting resolution rather than response • Staff were unavailable to respond to the complaint and thereby responses exceeded five day time frame • More information was required prior to being able to respond to the complaint <p>Given the nature of the custody setting, YCS strives to exceed ministry policy in this area. Over the next year, YCS will align reporting with the MCFD Integrated Case Management Complaints tracking process.</p>

SPOWA Inspection Report Excerpt:

“The review concluded that the program is fully compliant with the SPOWA requirements, supporting the Ministry outdoor programming goals of “maintaining a high degree of safety at all times” and being prepared to “safely deal with higher risk situations should they arise.”

There are no specific recommendations as a result of this inspection.

We would like to commend the staff of the PGYCS for demonstrating a high degree of interest in safety management and in welcoming the inspection process as a necessary tool in safety management. The program staff used the out trip as an opportunity to provide the therapeutic benefits of being close to nature, and in particular wilderness. The trip was only three days long but it was planned and led in a way that provided a challenge during which safety was never compromised. We observed a program that continues to improve its safety management philosophy and this is reflected in the high degree of compliance with SPOWA demonstrated during the inspection.”

COA Notification regarding Accreditation Status Excerpt:

"8/20/2010

Dear Mr. Lynden:

C O N G R A T U L A T I O N S !

YOUTH CUSTODY SERVICES

HAS BEEN REACCREDITED BY THE COUNCIL ON ACCREDITATION

The Council on Accreditation (COA) is delighted to inform you that Youth Custody Services has been reaccredited. COA's commitment to maintaining the highest level of standards and quality improvement is designed to identify providers that have set high performance standards for themselves and have made a commitment to their constituents to deliver the highest quality services. COA is proud to recognize Youth Custody Services as one of these outstanding providers.

COA reaccreditation is an objective and reliable verification that provides confidence and support to an organization's service recipients, board members, staff and community partners. The COA reaccreditation process involves a detailed review and analysis of both an organization's administrative operations and its service delivery practices. All are "measured" against national standards of best practice. These standards emphasize services that are accessible, appropriate, culturally responsive, evidence based, and outcomes-oriented. In addition, they confirm that the services are provided by a skilled and supported workforce and that all individuals are treated with dignity and respect.

Because COA reviews and reaccredits the entire organization, not just specific programs, you can have confidence in the credibility, integrity and achievement of your entire organization.

COA congratulates Youth Custody Services for their hard work and wonderful achievement and is proud to have it as part of COA's Community of Excellence

Richard Klarberg

President and CEO"



CREDIBILITY • INTEGRITY • ACHIEVEMENT

GOAL # 4: Youth Custody Services will develop a qualified and competent workforce which contributes towards quality service delivery through a variety of training, human resource development activities and organizational health and wellness initiatives

Objectives

- increase leadership and professional development opportunities
- increase personnel satisfaction and engagement

Key Strategies

- develop a long term strategic training plan which focuses on competencies, professional development and leadership development models which support succession planning
- expand internal capacity to deliver programs
- expand wellness, recognition and appreciation activities
- regularly review and revise job descriptions/profiles
- develop performance evaluation processes to include key work goals which support organizational goals
- implement a plan to reduce reported experiences of harassment and discrimination in the worksite

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Training plan developed by March 31, 2011	resources accessed for development and completion of strategic training plan	YCS continues to proactively review existing training content and program delivery for newly hired youth supervisors. Significant shifts were made in the design of the youth supervisor basic training program, the development of new training content, and the active involvement of the Training and Development committee and various working committees in the content reviews. An annual training calendar and JIBC youth justice training contract were developed. A broader strategic training plan, including a leadership development component which captures supervision, coaching and mentoring, and links to a competency model is required to ensure the development of effective skills and practice. Development of the plan is pending allocation of resources to complete this work. Appendix A details the extensive training activities which occurred this fiscal year.

Performance Measure	2010/11 target	Status Update
2. Number of staff, volunteers or contracted service providers certified to deliver programs	70	<p>YCS continues to build internal capacity to deliver training activities through the development and certification of staff trainers. Currently there are over 86 staff and contracted service providers who have received formal training and certification to support continued delivery of the following training and are professionally certified to support program delivery:</p> <p>CORNET Systems = 9</p> <p>First Aid= 2</p> <p>Instructional Skills= 5</p> <p>Rights 2 Success=5 at BYCS</p> <p>Therapeutic Crisis Intervention =14</p> <p>Restraint Training= 16</p> <p>Girls Circle=8</p> <p>Voices= 3</p> <p>Boys Council= 2</p> <p>Forestry Program= 2</p> <p>Food Safe=1</p> <p>Medication Distribution Training= 3</p> <p>Wilderness First Aid= 2</p> <p>Outdoor Wilderness Activities= 14 at PGYCS</p> <p>Courage Program= 7 contracted service providers</p>
3. Wellness, recognition and appreciation activities are provided at all centres	<p>staff led wellness initiatives at all three centres</p> <p>wellness, recognition and appreciation activities are</p>	<p>Staff recognition and wellness activities are in place at all three locations at varying levels. Collaborative events planned by the staff, contracted service providers, volunteers and employer continue to develop throughout the organization. Examples include local 5, 10, 20 and 30 year service awards, exemplary service nominations, reaccreditation celebrations, staff barbeques, volunteer appreciation gatherings, appreciation lunches, peer nominated staff excellence awards, staff newsletter 3-4 times per year, monthly random surprise prize draw, creation of carpool parking spots at BYCS, acknowledgement of administrative services and health</p>

Performance Measure	2010/11 target	Status Update
	included in local service plans	care staff, public service week recognition, team luncheons, Christmas dinner and dance, Christmas toy drive for needy children, Movember campaign for prostate cancers, sponsor for senior and less fortunate family hampers, staff wellness/fitness challenges, fitness room upgrades, staff washroom baskets, staff patio and staff room and station upgrades, creation of a staff quiet area, fundraising activities to support the upcoming World Police and Fire Games participants, and Japan Relief fund staff donation fund.
4. Percentage of job descriptions/profiles reviewed and updated within four year cycle	50%	This fiscal year the Assistant Executive Director, Youth Justice Project Consultant, BYCS Director of Operations, Assistant Director, Staffing & Support Services, Chaplains and the Administrative Support Pay Clerk job descriptions were reviewed. Overall, 52% of all organizational job descriptions have been reviewed and updated within the past four fiscal year cycle.
5. Percentage of performance evaluations completed	95%	Youth Custody Services achieved a 95% completion rate for EPDP completion for the business cycle ending May 31, 2011. A revised government wide model is anticipated for next fiscal year.
6. Percentage of positive job satisfaction reporting	65%	<p>Currently, all government employees are provided an opportunity to complete an annual work environment survey in April of each year. The survey roll up for each program area is provided subsequent to the ministry roll up. The 2011 WES responses for Youth Custody Services reflected an overall employee engagement score increase of 6 points from the previous fiscal year and improvement in all engagement characteristics, workplace functions and management foundation areas over the 2010 responses.</p> <p>In the job satisfaction characteristics, YCS showed a steady increase in this area from 2010 (54) to 2011(62), reflecting an increase of 8 points.</p>
7. Percentage of personnel who meet attendance expectations	Maintain 93%	98% of YCS employees met attendance expectations of satisfactory or better, an increase from last year 93% rate. While attendance continues to be managed and reviewed at the local centre, there was a change in the broader reporting for this measure to reflect those employees who have been placed on an ST02 requirement for one year or greater as not meeting

Performance Measure	2010/11 target	Status Update
		<p>attendance expectations, reflecting the opportunity for employees to engage in dialogue with the employer and to demonstrate improved attendance. Previous reporting included all employees who, at fiscal year end, were required to provide ST02 documentation and whose attendance patterns were determined to be unsatisfactory.</p> <p>Positive attendance supports stability, team functioning and quality client services. The capacity of the organization to undertake regular internal and external reviews of services against principles and best practices, to deliver and monitor the implementation of programs is dependent upon the regular and consistent attendance of employees to support the human resource requirements of a performance and quality improvement process.</p>
8. Staff turnover rate of 15% or less	15% or less	<p>On April 1, 2011, YCS employed 360 individuals across the organization, a slightly lower number than the previous fiscal year. Through the course of the year, 28 individual employees departed the organization, resulting in a turnover rate of 7.7%, well below average turnover rates for government services. Of those departing employees:</p> <ul style="list-style-type: none"> • 18% were as a result of retirement leave • 54% departed for other professional development and related employment (e.g. police, probation, adult custody, sheriff services, community agency work, etc.) • 28% departed for other reasons(e.g. child care, personal reasons, travel) • 61% of departing employees were auxiliary employees of various classifications • 32% of departing employees were regular youth supervisor classification
9. Percentage of staff who report the workplace as being free from harassment and discrimination by adults	increase	<p>The 2011 WES responses reflected an overall increase in the respectful workplace from 2010 (46) to 2011 (53), an increase of 7 points.</p> <p>In response to the concerns identified in the previous WES a unique discrimination survey was developed for YCS to further understand the issues related to this area and to garner suggestions for improvement. The survey</p>

Performance Measure	2010/11 target	Status Update
		<p>was implemented through March 2011 and a working group was established with representation from across the organization. The working group is tasked with developing an action plan and report which is due in July 2011. The goal remains to increase positive responses in this area and this continues to be an area for improvement.</p>
<p>10. Discrimination prevention activities are conducted</p>	<p>training materials are developed</p> <p>supplemental standards of conduct are developed</p> <p>focussed survey is developed and implemented</p> <p>all centres include clear signage and posted information</p> <p>BC PSA training courses are accessed regarding building respectful workplace</p>	<p>The discrimination prevention training content within the Youth Supervisor basic training program was reviewed and updated.</p> <p>In addition to the BC PSA Standards of Conduct, supplemental standards of conduct for all youth custody employees were developed and printed for distribution in April 2011.</p> <p>As above, a targeted discrimination survey was developed and implemented this past fiscal year. Further activities are pending the recommendations from the discrimination survey working group.</p> <p>All centres include clear signage and posted information.</p> <p>BC PSA course offerings will be accessed next fiscal year by local centres for supervisory level attendance to further support a respectful work place.</p>

Staff Appreciation Event at one centre:

The 5th Annual BYCS Peer Nominated Staff Excellence Awards are a local staff recognition initiative to supplement the already established seniority and attendance recognition awards. The awards are peer nominated and selected to provide for the following:

- Recognition of consistently excellent work in distinct areas
- Assist in establishing bench marks or examples of excellence
- Give an opportunity for staff to lead others by example
- Give an opportunity for staff to be recognized by their peers
- Create an opportunity for staff to improve in areas that may not be their strength or natural inclination.

As part of our on-going efforts to strive for quality service delivery and excellence with all staff of Burnaby Youth Custody Services, yearly Peer Nominated Staff Excellence awards were created to recognize the outstanding achievement by staff in the following areas:

1. **Operations Award** – for consistently outstanding work in security and safety of the centre, residents, staff, and visitors.
2. **Programs Award** – for consistently outstanding work in program development, implementation, and delivery.
3. **Case Management Award** – for consistently outstanding work in case planning/key worker abilities with youth.
4. **All round Outstanding Staff Award** – for consistently high level of work in **all** of the following areas: innovation, creativity, dedication, leadership, team player, security, program involvement, and case management.
5. **BYCS Citizenship and Inspiration Award** – for consistently positive contribution to the overall working environment of BYCS – inspiring others, leading by example, attitude, effort, dedication, creativity, and effectiveness.
6. **“Rookie” of the Year Award (staff at BYCS for 2 years or less)** – for the outstanding new staff who displays overall reliability in job performance, positive attitude and demeanour, is a team player, shows role model behaviour, an aptitude to get involved in initiatives, and strives for quality relationships with other staff and residents.
7. **Innovation Leader Award** – for consistently showing innovation and creativity. Striving to bring new and improved ideas, programs, and/or solutions to our workplace.
8. **Health & Wellness Award** – for consistently outstanding work initiating, participating in and leading positive health and wellness challenges and events to staff at Burnaby Youth Custody Services

The process was particularly successful and meaningful this year because a lot of staff took the time to thoughtfully nominate their coworkers in order to recognize and appreciate the work they do every day. We had a record 75 nominees this year! The selection committee comprising a 9 person cross section of staff from all areas of BYCS moved through the difficult task of selecting winners in each category from all the very worthy nominees.

GOAL # 5: Safety of the public, youth in custody and youth custody personnel is protected.

Objectives

- minimize injuries to youth and personnel
- increase public safety
- provide a safe environment for youth, personnel and visitors

Key Strategies

- admit, detain and release all youth in accordance with applicable court orders
- ensure risk prevention programs are fully operational
- update policies and procedures on a regular basis

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Number of escapes of youth from custody centre buildings	0	There were no escapes from custody this fiscal year, thereby contributing to public safety.
2. Percentage of youth admitted, detained and released in accordance with court order	greater than 99%	Of the 1378 global admissions, there was no reported improper admission, detention or releases. Given the complexities involved with sentence interpretation and calculation, this is a particular area of strength within the organization.
3. Percentage of positive satisfaction of youth regarding perceptions of safety	increase	<p>In fiscal year 2009/10, 88% of youth reported feeling safe in the centre. The 2010/11 fiscal year reports a 2% decrease (86%) in this reporting category.</p> <p>Of the 130 youth who participated in the youth feedback survey 112 youth reported feeling safe in the centres. There was no specific area to ask for further feedback on the yes/no response. This has now been amended to provide an opportunity for youth to comment on future surveys, which will support appropriate corrective action. Safety of youth remains a high priority.</p>

Performance Measure	2010/11 target	Status Update
4. Percentage of positive satisfaction of staff regarding perceptions of safety	increase	The physical environment and tools workplace function is captured on the WES and 2011 responses showed a 5 point increase over 2010 responses in this area.
5. Percentage of staff injured during the course of their duties	decrease	Last fiscal year 21% of individual employees reported some type of injury during the course of their duties (e.g. participation in sports activity, restraint or response duties, other). The percentage of individual employees who reported some type of injury this fiscal year is 22%, representing 80 out of 360 individual employees, however, provincially, compared to the previous fiscal year, staff injuries have decreased by 41 incidents. Reduction in staff injuries is best achieved through clear policies, updated restraint and therapeutic crisis intervention training, active OSH committee review, joint accident reviews, review of staff injuries and corrective action recommendations.
6. Business continuity plan is updated on annual basis	plan is updated	The Business Continuity Plan was reviewed and updated in September 2010 as part of YCS annual risk management activities.
7. Emergency preparedness exercises are conducted on an annual basis at all centres	100%	Emergency exercises were conducted at all centres in June 2010. Exercises included a specific emergency scenario along with a review of local policies, updates to staff contact lists, location of emergency supplies and emergency plans as well as recommendations for changes and/or enhancements to local business continuity plans. All noted recommendations were implemented due to the relative minor financial impacts.
8. Provincial and local Occupational Safety and Health committees are meeting on a regular basis	100%	Local Occupational Health and Safety committees continue to meet on a regular basis throughout the organization. OSH committees met for a total of 30 times or 83% of the time, an increase from the previous fiscal year rate of 78%. The absent dates were attributed to meetings being cancelled in July and August due to the unavailability of members who were on vacation. Some minutes were not being loaded on the S drive but corrective action has been taken to rectify the problem at all centres.
9. Percentage of restraints	Increase	There were 472 incidents involving the use of restraint. Of these 472 incidents, there were 26 staff injuries. However,

Performance Measure	2010/11 target	Status Update
applied without injury	90% for staff 99% for youth	<p>compared to last fiscal year, staff injuries categorized as 'restraint' decreased by 8 incidents, from 35 to 27. 94% of restraints were applied without injury to staff.</p> <p>Of those same incidents, there were 7 injuries to residents categorized as restraint related injury, resulting in 99% of restraint being applied without injury to youth. Of those 7 incidents, no major injuries were incurred as a result of the application of restraint.</p>
10. All facilities meet required licensing and systems are maintained and upgraded	100% compliance	<p>Youth Custody Services Centres are owned by the Provincial Government who contracts a Property Management Company (Workplace Solutions Incorporated-WSI) to oversee the day-to-day services relating to facilities. WSI maintains each facility by providing on-site technical expertise as well as on-call contractors to address issues that occur after hours and on weekends.</p> <p>WSI is responsible for ensuring all equipment located within each centre is in good repair. This is achieved through regular servicing and annual inspections. Replacement of equipment is achieved through fiscal planning (Mandatory Operating Equipment –MOE) meetings with the client and owner. The maintenance of the building envelope and fabric is maintained similarly through planned inspections and scheduled repairs. Large-scale renovations are achieved through fiscal planning (Mandatory Asset Maintenance-MAM and Reoccurring Asset Maintenance-RAM) meetings with the client and owner. WSI also facilitates annual inspections of equipment which includes elevators, boilers, compressors, steamers, emergency generators, uninterrupted power source, building security and communication systems, fire equipment and associated systems. Tracking of systems and maintenance of equipment is monitored through the risk management activities calendar</p> <p>All facilities meet licensing requirements.</p>
11. Exposure control plans are updated on an annual basis	plans are updated	YCS contracted with an ECP health care specialist who updated the provincial exposure control plan. The provincial ECP lays out broad exposure control guidelines to address contingencies for a wide variety of health related issues.

Supporting Safety: Additional Emergency Preparedness Exercise on Crisis Management

In addition to the annual emergency preparedness table top exercises at each centre, PGYCS offers annual local contingency training to new Acting Senior Youth Supervisors with participation from the regular leadership team. The goals are to familiarize staff with local contingency plans, provide a framework to assemble a crisis management team, practice flexibility, enhance problem solving skills and teamwork competencies and build confidence so that when things go astray they are better prepared to manage the crisis through to resolution and a return to normal centre operations.

The most recent training offering occurred in March 2011. The one day training event was led by the centre Director and participants included three managers, five regular supervisors, nine acting supervisors and one nurse.

In the first half of the day students were provided an overview of crisis management goals and the centre's crisis management model. They were also given time to review the local contingency plans, tour the centre and identify emergency equipment location, access and requirements (e.g. supplies, shut offs, etc.).

In the afternoon students were divided into teams to work on specific scenarios (e.g., fire and unit disturbance). One of the centre managers led each team through the exercise, shifting the scenario and demonstrating the need for altered responses as crisis situations evolve (e.g., multiple issues occurring at the same time, escalating incidents, time of day response, power outages, etc.). The regular supervisor actively managed the crisis in relation to the particular scenario and assigned the acting supervisor tasks and responsibility as a member of the crisis management team. This coaching opportunity provided both insight and practical application for the acting supervisors who reported an increased comfort level in responding to future crisis incidents and an awareness of the need for flexibility during crisis incidents.

GOAL # 6: YCS will provide programs and services that connect Aboriginal youth to their culture and traditions

Objectives

- increase the number of Aboriginal youth in custody who have positive developmental outcomes
- increase the cultural sensitivity and responsiveness of programs and services
- improve learning experiences and educational attachments for Aboriginal youth in custody

Key Strategies

- review school curriculum to enhance the cultural relevance of learning materials
- review hiring practices to ensure applicants are assessed for abilities to work effectively with youth from various cultures
- incorporate cultural considerations into needs assessment process

Performance Measures

Performance Measure	2010/11 target	Status Update
1. Establishment of a provincial Aboriginal Youth in Custody Working Group	working group established and terms of reference completed	<p>Aboriginal youth continue to be over-represented in the youth justice system, including custody. While the overall number of Aboriginal youth in custody continues to decline along with declining custody rates, the proportion of the population who are Aboriginal continues to be approximately 48 %. A working group comprised of Aboriginal service providers and Directors of Programs was established during the fiscal year. The terms of reference have been completed. The purpose of this group is to inform the future of Aboriginal programming in custody.</p> <p>Next fiscal year the working group will review training materials relating to cultural competence and responding to the unique needs of Aboriginal youth and being respectful of their unique cultures and traditions.</p>

Performance Measure	2010/11 target	Status Update
2. Percentage of Aboriginal youth released from custody who are registered in a community school at the time of release	establish baseline	<p>It has been difficult to provide this information given that half of the custody population involves remanded youth. The performance measure will be amended next fiscal year to focus on the sentenced youth population and will look at broader connection to a variety of supports for sentenced Aboriginal youth leaving custody. The school districts anticipate access to a computerized data base, the BC Electronic Student Information Systems 'BCeSIS', which should assist in determining if a student was enrolled in a community program after release. This system will not capture Band run schools which are not affiliated with the school district or Ministry of Education and will only capture youth in Ministry of Education schools.</p> <p>In addition, VYCS has initiated a Youth Custody Transitions pilot project in collaboration with the Ministry of Education to develop a set of guidelines aimed at identifying "best practices" relating to reintegration planning for youth.</p>
3. Number of recommendations implemented from the 2009/10 Aboriginal Youth in Custody Action Plan	<p>90% of recommendations implemented</p> <p>Aboriginal action plan is updated</p>	<p>Each centre maintains and updates the Aboriginal action plan reflecting progress regarding the broader plan. The Aboriginal Youth in Custody Action Plan is reaching the final year of implementation and the majority of recommendations have been implemented, enhancing the programs and services available for Aboriginal youth in custody. The plan will be integrated with the broader strategic plan as YCS continues to focus on means to support the role of family, extended family and Aboriginal communities to ensure youth are connected to their culture and traditions, to collaboratively work towards improved outcomes for Aboriginal youth, alignment of services and approaches with Aboriginal cultures and development of staff expertise and competencies through formal training and development. Local centre action plans will be maintained.</p> <p>At PGYCS, in addition to weekly cultural programming which continues to be a combination of elder mentoring, spirituality, guided discussions,</p>

Performance Measure	2010/11 target	Status Update
		<p>recreation, and traditional crafts that carry a teaching, the entire month of June is Aboriginal month and is celebrated by Aboriginal teachings throughout the school day and programming focusing on family and community involvement. Collaboration with the variety of Aboriginal communities continues to expand with members from a variety of local nations attending at the centre to share their rich history and culture with the youth. Aboriginal month highlights the importance of culturally safe and responsiveness programming at PGYCS.</p> <p>At VYCS, the contract for the Native Liaison Counsellor was increased this fiscal year with a focus on providing enhanced cultural programming including smudging, indigenous games, talking circles, dream catchers, talking sticks, affirmations, environmental issues, support, historical perspectives, relationship building, story-telling by local elders, spirituality, and impacts of colonization with a focus on decolonization and programs to raise awareness around the violence and racism against Indigenous women. Each year in June VYCS celebrates “Indigenous Pride Day” with an event at the centre that involves indigenous foods, a variety of indigenous speakers and elders, who provide the youth with information about culture, community resources, cultural and/or historical stories, and what it means to be indigenous.</p> <p>At BYCS, programs include talking circles, tepee teaching, sweat lodge, change of seasons, drumming, and the importance of food in ceremonies. The Aboriginal Liaison workers support families to get the community resources they will need when the youth is back at home and connect with Native Court Workers and community Aboriginal organizations (e.g. Native Friendship centres, federal government programs and services, etc.) to access services. As required, they also advocate on behalf of the youth at the centre and upon transition to the community.</p> <p>All centres have increased the number of Aboriginal</p>

Performance Measure	2010/11 target	Status Update
		<p>volunteers providing support at the site and at PGYCS support Aboriginal students from local post-secondary institutions to do a practicum placement at the centre.</p> <p>The importance of family and community relationships is promoted through supporting transportation costs, inclusion in service planning meetings, connections with community Elders and services and transition services.</p>
4. Develop and implement a feedback survey for Aboriginal youth	survey developed	<p>The Aboriginal working group reviewed the existing youth feedback survey and offered input regarding the development of appropriate questions. The suggestions have been incorporated in the revised youth feedback survey. The Provincial QI team reviewed the recommended changes and incorporated them into the youth feedback survey in 2010/11 fiscal. The quality improvement teams will specifically review responses by Aboriginal youth regarding programs and services which respond to their needs.</p>
5. Develop plans with local Boards of Education to enhance cultural relevance of educational materials	1 centre's curriculum complete	<p>All centres have current educational curriculum with cultural relevance.</p> <p>Examples include the following:</p> <ul style="list-style-type: none"> • Grade 11&12 First Nations and First Nations Literature course provided • Libraries include Aboriginal content and books by Aboriginal writers which are also available for study programs • At PGYCS, Foods and Fine Arts curriculum includes Aboriginal units and First Nations novels added to English 10 options. The provincial curricula English 10-12 First Peoples will be introduced next fiscal year. • Cultural program activities (e.g. Aboriginal speakers, drum making) are integrated with school schedules • At PGYCS an Aboriginal youth care worker delivers a weekly cultural teaching program in conjunction with the teacher. • At VYCS the contracted Aboriginal service

Performance Measure	2010/11 target	Status Update
		<p>provider developed a book club for providing First Nations literature and there are plans for a Literacy program next fiscal year</p> <ul style="list-style-type: none"> Hiring of an Aboriginal teacher on a contract basis when service plans indicate the need for direct one on one targeted educational programming to Aboriginal youth.
6. Deliver culturally relevant rights education to Aboriginal youth in custody	continued R2S implementation	The Rights 2 Success content was amended this fiscal year to include culturally relevant content and approaches for delivery to an Aboriginal youth population. As the R2S program implementation moves forward at PGYCS and VYCS this program will be integrated with ongoing program delivery at the local centre.
7. Questions that assess cultural competency included in hiring process and applicable competencies included in all job description/profiles	<p>questions included in hiring process</p> <p>cultural competencies addressed in all job profile reviews</p>	<p>Hiring panels were conducted at BYCS and a question included which assesses listening, understanding and responding to the diverse needs of young people.</p> <p>Ongoing review of job profiles will include cultural competency elements. In addition the broader strategic training plan will also identify required competencies which will link to the ongoing update of training materials to ensure staff have the required competencies, develop required skills and practice to support service delivery to Aboriginal youth.</p>

2nd Annual Honouring Feast at Victoria Youth Custody Services

For the second year running the Native Liaisons of the Victoria Youth Custody Services have celebrated and culturally recognized Indigenous youth with a traditional feast. The feast was held to honor our Indigenous youth as members of our communities in need of support and to recognize the hard work they do in overcoming barriers and working on reclaiming their identities as Indigenous peoples. The event took place on March 4th, 2011 and was attended by 37 guests who included family members, elders, Chiefs, and community members. A Coast Salish speaker directed the evening and there were Kwakwaka'wakw dancers, community members and youth performances. The youth spontaneously performed a song that one of our Coast Salish volunteers had gifted to them. Each First Nation

represented in VYCS was recognized and there were heartfelt statements by elders, family members and community members.

4th Annual Aboriginal Month at Prince George Youth Custody Services

The Prince George Youth Custody Centre is located within the Traditional Lheidli T'enneh Cultural Territory. In keeping with tradition we say "Snekailya" (Thank you – Carrier) to Chief Dominic Frederick and the members of this nation for their involvement and support over the last year

The Lheidli T'enneh are of the Carrier Nation. Lheidli meaning "where the two rivers flow together" and T'enneh meaning "the people". "THE PEOPLE FROM THE CONFLUENCE OF TWO RIVERS". Carrier people were so named for the traditional practice of the mourning female widow carrying her deceased husband's remains with her for a year in a small bag.

This year local Lheidli T'enneh involvement was extraordinary and greatly appreciated. Their gift of honouring our youth with their involvement and appreciation for the events occurred over the month of June.

Along with the Lheidli T'enneh and family involvement, community involvement over the past year exceeded all expectations. We would like to highlight some of the community members who contributed their time and energy to making this month an overwhelming success for the youth we serve: Chief Dominic Frederick, Elder, Jim Roberts, Grandchildren of the North Dancers, Frank Fredericks (Lheidli T'enneh Elder), Old Fort Traditional Dancers (Doris Munger – Elder –Lake Babine Nation), Paul Michelle (Professor UNBC – Secwepmc Nation), Brian Majore (Haida-Cree), Peter George (Wet'suwet'en – Carrier) and Jen Pighin (CARRIER).

Aboriginal Programming Highlights at BYCS

"On November 30,2010, we had the drum making day, which we partnered with the school to put on. It was a great success with most of the residents participating along with staff, teachers, etc. The good humour of the day was most impressive, with the youth getting along and helping one another. The determination of many who thought they wouldn't be able to complete the drum was admirable, the pride that you could see on the youths faces once they were finished their drums was undeniable. A huge thank-you to the school here at BYCS for making this event possible."

"In March of 2011, we had the honour of having Ralph "Junior" Moar visit the centre. He is the reigning Light-Heavy-weight Champion of Canada and is ranked in the top fifteen of North America. He came in as a guest-speaker. He has had a troubling and challenging "Walk of Life" and has overcome many hurdles and obstacles in is journey to become a successful boxer. With his life experience he had a strong positive message for the youth."

FINANCIAL MANAGEMENT

Effectiveness and Efficiency of Services:

The per capita rate of youth in custody in 2010/11 was 4 per 10,000. The most recent comparative national statistics for 2009/10 indicate BC had the lowest (tied with Quebec) per capita rate of youth custody in the country.

The youth custody centres operated with an average utilization rate of about 75% of the bed capacity in the 2010/11 fiscal year. In addition, on any given day approximately 126 youth were involved with the Intensive Support and Supervision program, a utilization rate of 93%.

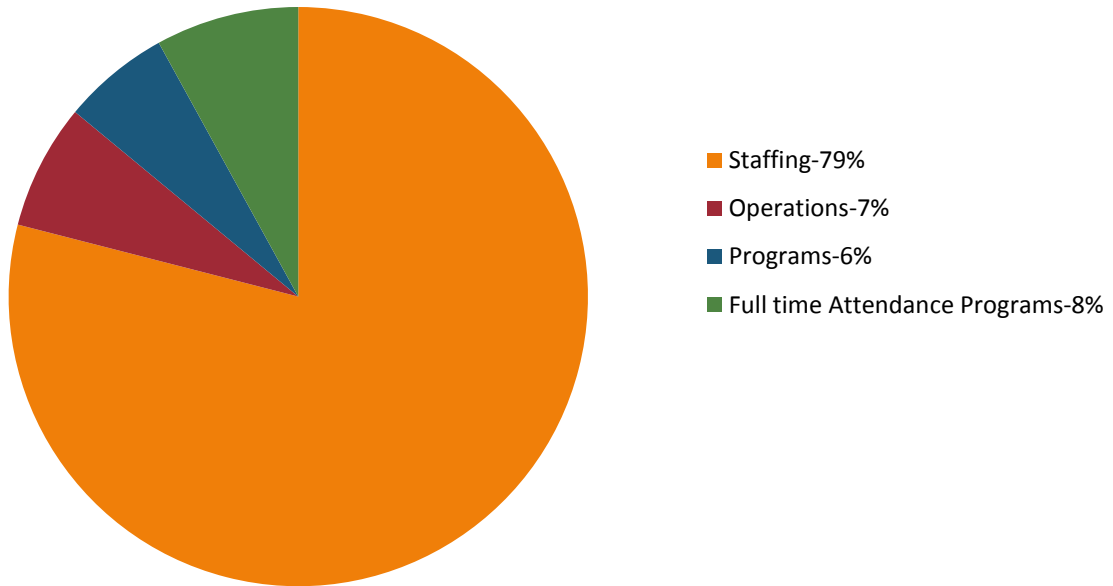
Youth Custody Services also accessed approximately \$146, 390 of federal funding in this fiscal year to support various initiatives, including Therapeutic Crisis Intervention trainer recertification and 6th edition staff refreshers and additional funding to support information systems development relating to recidivism performance measures.

Annual Financial Report:

Youth Custody Services received an allocation of \$28,860,000* to fulfill its obligations in the 2010/11 fiscal year. Of that amount, \$22, 945, 200 was allocated for staffing requirements. At the end of the fiscal year, the actual expenditure for Youth Custody Services was \$29,649,538 resulting in an ostensible over expenditure of \$789, 538 or 2.74%, which was incurred as a result of additional costs for the detained migrant women and their children. These additional costs were offset by payments received through a cost sharing agreement with the federal government, Canadian Border Services Agency, in relation to the housing of the detained migrants, totalling \$1, 011,875, and a net overall surplus of \$222, 337.

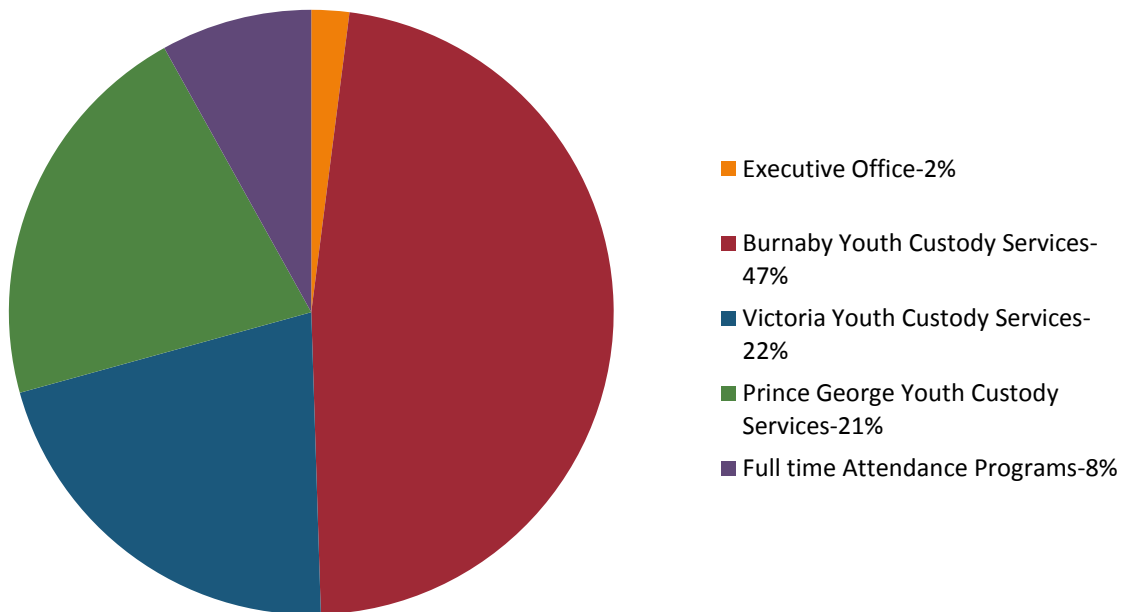
**Youth Custody Services allocations are guided by government budgetary decisions and reallocations (e.g. moving of building occupancy costs to other centralized government budgets or other realignments) which may appear as a general budgetary reduction, however, there was no corresponding reduction in services.*

Youth Custody Services



There was no overall change in the allocation/proportion of funding in these areas from the previous fiscal year. Full time attendance programs are community based programs administered by BYCS.

Youth Custody Services



Appendix A: Youth Custody Services 2010-2011 Training Activities Summary

April 1, 2010 – March 31, 2011

Training Activity	BYCS	PGYCS	VYCS	Executive Office
Community/Regional/YFPS Forums		2		
Other Conferences or Professional Development Events				
Basic Orientation Training:				
WHMIS	17			
Orientation Training – New Hires (non- youth supervisors)	3	6 (Admin Conference) 2 Chaplains 2 (Gangs and Guns Symposium) 14 (Managing High Risk Youth in the Community) 2 (IRCS: Intensive Rehabilitative Custody SFF/ Special Federal Funding)	4 (Admin Conference) 1 Chaplain 2 (Gangs & Guns Symposium) 2 (YFPS Conference) 1 (PGCAAN Cultural Safety Workshop) 4 (Community Solutions to Gang Violence) 3 (Regional YPO Conference) 1(FASD)	3 (Admin Conference) 1 Chaplain
Phase 1 Basic Training includes content below:	20			
<ul style="list-style-type: none"> • Communication Skills • Conflict Resolution • Discrimination Prevention • Conduct, Ethics and Confidentiality • Incentives and Behaviour Management Consequences 				

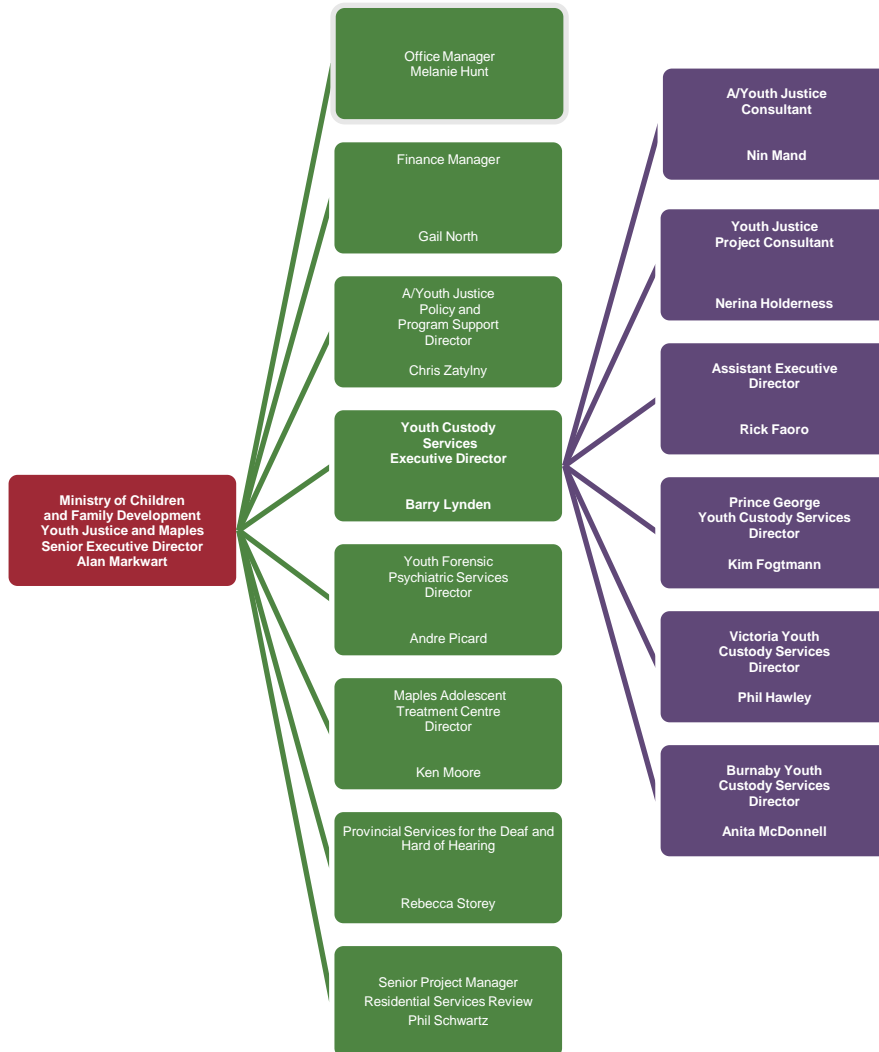
Training Activity	BYCS	PGYCS	VYCS	Executive Office
<ul style="list-style-type: none"> • Special Powers: Searches, Mechanical Restraint, Physical Restraint • Physical Restraint and Mechanical Restraint Devices • Report Writing • Roles and Duties • Security and Supervision • Youth Custody Dynamics • Youth Justice System 				
Phase 3 Training Modules or equivalent training				
Phase 3 Basic Training (currently under review) includes content below or reflects equivalent training attendance: <ul style="list-style-type: none"> • Cultural & Ethnic Awareness • Adolescent Development • Advocacy • Case Management • Community Supervision • Continuity of Evidence • Depression and Suicide • Drug and Alcohol Awareness • Fetal Alcohol Spectrum Disorders • Infectious Diseases • Youth with Mental Health Issues • Peer Abuse • Preparing for Court • Stress Awareness 				
<ul style="list-style-type: none"> • Child Abuse 			4 (attended equivalent abuse reporting)	
<ul style="list-style-type: none"> • Working Effectively With Aboriginal Youth 		4 (attended local Aboriginal Awareness workshop)		
JIBC 2010-2011 New Training Offerings				
Sensitivity Training: Female Youth in Custody (includes JIBC newly developed on-line course and on-site course)	47	20		1
Trauma Training (includes JIBC newly developed on-line and on-site course)	24 fully completed 7 completed on-line portion only	12	10	1
Case Management Coordinator on-line training	4	4	5	

Training Activity	BYCS	PGYCS	VYCS	Executive Office
via JIBC				
Risk Management Training				
Crisis Management Training		15		
Emergency Preparedness and Response/Business Continuity	20	11	8	
First Aid Level One/CPR	12	49		
First Aid Level Two	8			
Wilderness First Aid		7		
Medication Distribution Training (VYCS and PGYCS only)			1	
Privacy & Information Sharing: Awareness Training for Directors, Managers and Supervisors	27	10	8	2
Human Resource/Leadership Development				
Leadership Development Courses – PSA or other	24		10	
Behaviour Support and Management				
Restraint: Refreshers	121	59	43	1
Restraint: Trainer Certification/Re-Certification Via JIBC- October 2010	9	4	3	
TCI Trainer Certification/Re-Certification via Cornell University - October 2010	7	4	3	
TCI Training – initial four day training	12	8		
TCI Refresher- 5th Edition	55	71	45	
TCI – 6th Edition two day	121	65	45	1

Training Activity	BYCS	PGYCS	VYCS	Executive Office
update				
Intensive Support and Supervision: Basic	7			
Youth with Violent Offences			5	
Performance and Quality Improvement				
PQI/COA Training				1
Systems				
Cornet Basic For Line Staff	26		7	
Cornet – Trust Accounts		1		
Cornet for Records Officers	6			
Office Communicator- Live Meeting				5
Legislative				
Sentence Calculation- YCJA Adult Placement Scenarios- Sentence Calculation	4	4	5	2
Program Development				
Rights 2 Success Staff Training		4		
Other Training Details				
Other: please specify numbers of volunteers, contracted service providers and community partners attending YCS training opportunities.	1 CAPP	16 (including 6 participants such as teachers, volunteer, contractors and YFPS participants in TCI)	2 contractors participated in TCI 6 th edition update	

Note: each youth custody centre supplements training opportunities for staff by delivering focused in- service training on Sunday mornings. Examples of recently offered training include specific restraint technique reviews, policy reviews regarding privileged communication and room check policies, emergency fire procedures in control, etc. Additionally, individual training opportunities are available to staff through the EPDP process and through access to the Pacific Leaders Scholarship funding. Sixteen staff across the organization accessed Pacific Leaders Scholarship funding.

Appendix B: Fiscal Year End Organizational Chart



Youth Justice & Maples

MCFD April 2011