



Office of the Child and Youth Advocate
PROVINCE OF NEWFOUNDLAND AND LABRADOR

ANNUAL PERFORMANCE REPORT

2010 - 2011



Office of the Child and Youth Advocate

PROVINCE OF NEWFOUNDLAND AND LABRADOR

Message from the Child and Youth Advocate



I am pleased to present the Annual Performance Report for 2010 - 2011 for the Office of the Child and Youth Advocate. It reflects the Office's values, missions and goals for this planning cycle.

As the Child and Youth Advocate appointed on September 27, 2010, it is very timely now to provide the end of the reporting cycle performance report for the Business Plan 2008-2011.

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

A handwritten signature in cursive script that reads "Carol A. Chafe".

Carol A. Chafe
Child and Youth Advocate

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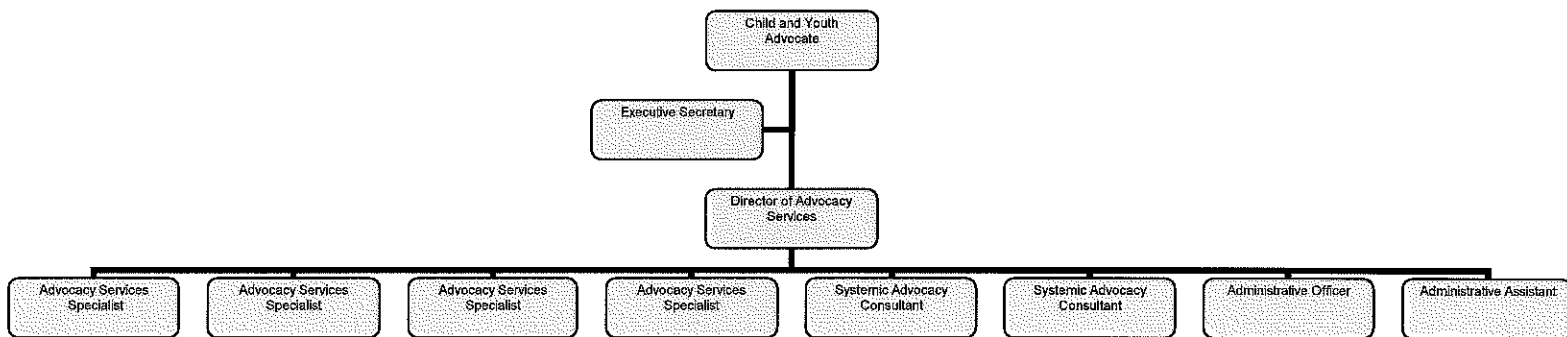
1.0 OVERVIEW

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

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

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

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



The Office has a total of 10 staff including: Executive Secretary; Director of Advocacy Services; two Systemic Advocacy Consultants; four Advocacy Services Specialists; Administrative Officer; and Administrative Assistant.

The House of Assembly Management Commission approved a budget of \$1,277,200 for the Office of the Child and Youth Advocate for Fiscal Year 2010-2011. The details are noted below:

Salaries	\$948,900
Employee Benefits	\$3000
Transportation and Communications	\$85,000
Supplies	\$10,000
Professional Services	\$30,000
Purchased Services	\$190,300
Property, Furnishings and Equipment	\$10,000
TOTAL	\$1,277,200

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2.0 Mandate

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

The OCYA was established with a mandate to:

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

In carrying out her duties, the Advocate may:

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

Scope of the Office:

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

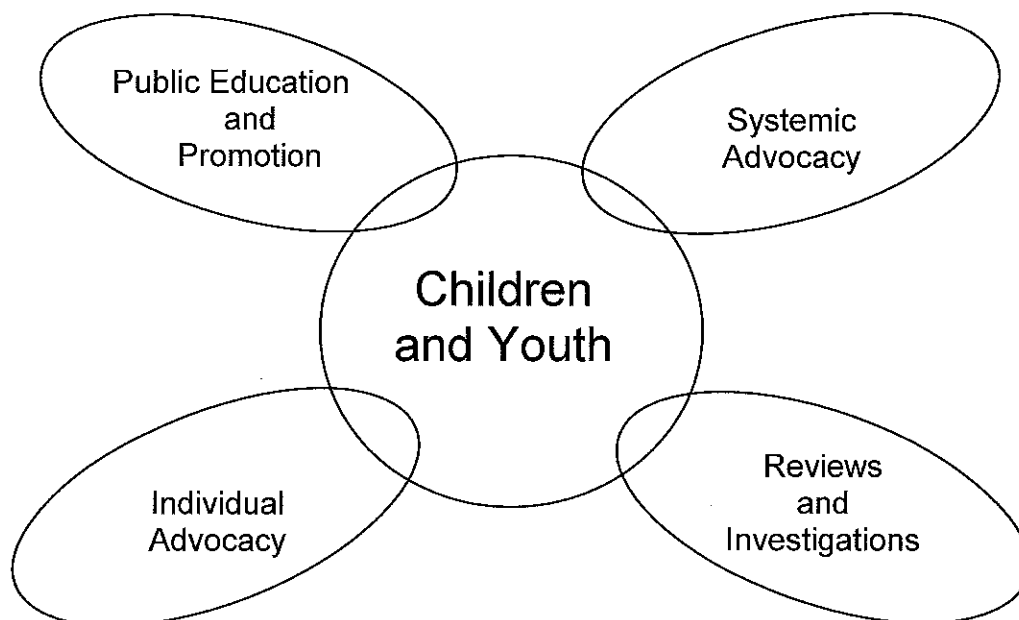
The Office provides services to any child or youth under the age of 19 years old who is entitled to receive services from a department, agency or board of government. The age is extended to youth up to their 21st birthday where they are in a care or custody arrangement. The Advocate engages in both individual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

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

Principles:

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

3.0 LINES OF BUSINESS



Provision of Services:

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

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

Individual/Group Advocacy

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

- Information - involves the provision of information and/or referral to another government department, board, or agency. These types of calls are usually opened and closed on the same day and involve very little action by the Advocacy Services Specialist.
- Self-Advocacy Assistance - involves the provision of information regarding programs, services, appeal procedures, options, and strategies, and may include coaching. These types of cases are usually very short term and can be opened and closed on the same

day. Information may be mailed or e-mailed to assist the caller further, such as a copy of a policy or information regarding services and supports.

- Basic Advocacy Intervention - involves the provision of advocacy services requiring consultation and/or referral to other agencies and is usually completed within a short time frame. Advocacy staff engage in problem-solving strategies; make initial calls to service providers; and provide self-advocacy assistance. The cases usually require phone contact with service providers, referrals to Child, Youth and Family Services and other agencies and are short term in nature.
- Comprehensive Advocacy Intervention - involves the provision of intensive advocacy intervention when basic advocacy intervention and/or self-advocacy assistance is not sufficient. Comprehensive Advocacy Intervention may involve in-depth self-advocacy coaching; meetings with multiple service providers; meetings with the child or youth and/or his or her natural advocate; attending/arranging case conferences/ meetings; and engaging in alternate dispute resolution processes.

Systemic Advocacy

Systemic files relate to an issue that is impacting, or has the ability to impact, a group(s) of children and youth, but requires further research to determine if the issue is systemic. Often, individual files highlight emerging issues which require further advocacy work.

Systemic issues occur when policies and practices of government agencies interfere with the delivery of services and programs intended to support the quality of life for children and youth.

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

Education and Promotion

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

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

volunteer initiatives and discussions and consultations regarding issues affecting children and youth in Newfoundland and Labrador.

Reviews/Investigations

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

Reviews and Investigations are considered a quasi-judicial process where individuals receive a subpoena and the Office releases its findings and recommendations to government and agencies.

4.0 VALUES

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

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

5.0 PRIMARY CLIENTS

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

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

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

6.0 VISION

The vision of the Office of the Child and Youth Advocate is a province where the rights and interests of every child and youth are protected and respected and each child and youth has access to all the government services they require.

7.0 MISSION

The mission statement identifies the priority focus areas of the Child and Youth Advocate over the planning cycle. It represents the key long-term result that the Office of the Child and Youth Advocate worked towards as it implemented its Business Plan.

It has been recognized that public education is required if the rights of children and youth are to receive the recognition and attention required to ensure their rights are accorded to them. Increased level of awareness is a prerequisite to “protecting and advancing” the rights and interests of children and youth.

Increasing awareness through public education is required to ensure that children and youth are aware of their rights and the existence of government services and programs related to

their needs. Integral to promoting and advancing the rights of children and youth is promoting accessibility to government services and programs.

Therefore, promoting awareness of the rights and interests of children and youth, with a view to enhancing the delivery of advocacy services, constituted the priority focus of the Office of the Child and Youth Advocate for the past three years.

Mission Statement:

By 2011, the Office of the Child and Youth Advocate will have enhanced its processes to support increased awareness of the rights and interests of children and youth within the province.

Measure:

Enhanced processes.

Indicators	Accomplishments 2008-2011
<p>1. Increased awareness regarding the rights and interests of children and youth and the existence of government programs and services available to them as provided by the Office of the Child and Youth Advocate through the following:</p> <ul style="list-style-type: none"> - Increased number of advocacy clinics conducted. - Increased number of meetings with child/youth serving agencies and number of individuals who attended. - Increased number of presentations to students (K-12) and number of students who attended. <p>2. Increased number of reports (includes both written and verbal communications) completed and presented to government.</p> <p>3. Increased promotion by the Office of the Child and Youth Advocate of its reports, brochures and advocacy calendars.</p>	<p>Overall, there was a significant increase in the number of advocacy clinics with 28 conducted in 2010/11, 13 in 2009/10 (H1N1 restrictions) and 18 in 2008/09, compared to 12 in 2007/08.</p> <p>Overall, there was a significant increase in the number of meetings attended with child/youth serving agencies with 69 in 2010/11, 68 in 2009/10 (H1N1 restrictions), and 141 in 2008/09, compared to 72 in 2007/08.</p> <p>Overall, there was a significant increase in the number of presentations to (K-12) students, with 19 in 2010/11, 24 in 2009/10 and 85 in 2008/09, compared to 11 in 2007/08. The number of students who attended also increased with 729 in 2010/11, 569 in 2009/10 and 2189 in 2008/09.</p> <p>In 2010/2011, as part of the review of the office by the new Child and Youth Advocate, all existing systemic files and investigations were reviewed and revised as necessary. This resulted in a change of categories as well as the closure of certain files and creation of new files. There were a total of 9 files carried over from 2009-2010 and 22 new files opened during 2010/2011 with 6 completed and closed. This resulted in an overall total of 25 files carried over to 2011/2012 for continued work. Of the six reviews completed, three contained recommendations which were implemented by the departments. Case reviews and investigations continue to be an increasing demand for this office. There are three outstanding investigations carried over from 2009-2010, which continue to be a major focus for completion. Three investigations completed and reported in previous years with a total of 91 recommendations also require a formalized process to be established to ensure follow up on the status of these recommendations. As well, three new case reviews were initiated, with one fully completed and reported and two currently ongoing.</p> <p>There was a significant increase in the number of promotional items distributed throughout the province with 5693 in 2010/11, 4434 in 2009/10 and 4205 in 2008/09.</p>

Discussion of Results:

The office has successfully enhanced its processes to support increased awareness of the rights and interests of children and youth within the province during 2008-2011. This was accomplished through the provision of more advocacy clinics, school presentations, meetings with child/youth serving agencies and distribution of various promotional items. Additionally, with an increase in the numbers of reviews and investigations completed with recommendations provided to government departments, this will also increase the awareness of the rights of children and youth as well as improve the services and programs they receive.

8.0 ISSUES

The three-year plan of the Office of the Child and Youth Advocate (April 1, 2008 – March 31, 2011) is to continue its focus on promoting awareness of the rights and interests of children and youth and the existence of government programs and services available to them.

Awareness by Children and Youth

The *United Nations Convention on the Rights of the Child*, which Canada has ratified, is an International recognition of the rights of children and youth. It has also been recognized by the United Nations and party states to the *Convention* that the rights and interests of children and youth require protection and advancement.

The experience of the party states to the *UN Convention on the Rights of the Child* strongly supports the need for increased awareness amongst children and youth of their rights and of the government programs and services which enable them to exercise these rights. This awareness is viewed as essential to achieving the overall objectives of the protection and advancement of the rights and interests of children and youth.

Issue 1:

Awareness by children and youth.

Goal:

By March 31, 2011, the Office of the Child and Youth Advocate will have improved its educational advocacy services to children and youth throughout the province.

Measure:

Improved educational advocacy services.

Indicators	Accomplishments 2008-2011
Increased number of advocacy clinics conducted throughout the province in comparison to 2008.	Overall, there was a significant increase in the number of advocacy clinics with 28 conducted in 2010/11, 13 in 2009/10 (H1N1 restrictions) and 18 in 2008/09, compared to 12 in 2007/08.
Increased number of meetings with child/youth serving agencies throughout the province in comparison to 2008.	Overall, there was a significant increase in the number of meetings attended with child/youth serving agencies with 69 in 2010/11, 68 in 2009/10 (H1N1 restrictions), and 141 in 2008/09, compared to 72 in 2007/08.
Increased number of presentations to students (K-12) and the number of students who attended in comparison to 2008.	Overall, there was a significant increase in the number of presentations to (K-12) students, with 19 in 2010/11, 24 in 2009/10 and 85 in 2008/09, compared to 11 in 2007/08. The number of students who attended also increased with 729 in 2010/11, 569 in 2009/10 and 2189 in 2008/09.
Increased promotion of reports, brochures and advocacy calendars in comparison to 2008.	There was a significant increase in the number of promotional items distributed throughout the province with 5693 in 2010/11, 4434 in 2009/10 and 4205 in 2008/09.

Objective: By March 31, 2011, the Office of the Child and Youth Advocate will have increased its promotion of reports, brochures and advocacy calendars throughout the province in comparison to 2010.

Measure: Will have increased its promotion of reports, brochures and advocacy calendars throughout the province in comparison to 2010.

Indicators	Accomplishments 2010-2011
Number of promotional items distributed.	<p>This office has successfully increased the distribution of promotional items throughout the province in comparison to 2009-2010.</p> <p>A total of 5693 promotional items such as brochures, calendars and posters were distributed by staff in presentations, meetings, and school outreach and through mail/pickup during 2010-2011 compared to 4434 in 2009-2010.</p>
Number of presentations to students (K-12)	<p>As part of the review of the office by the new Advocate, a decision was made to temporarily halt presentations to students during the review period. Therefore, as expected, there was a reduction in the number of actual presentations in 2010-2011, with 19 being provided compared to 24 in 2009-2010.</p>

Discussion of Results:

The office has successfully improved educational advocacy services to children and youth throughout the province from 2008-2011. Even with restrictions placed on school and community presentations and the ability to do advocacy clinics due to H1N1 in 2010, overall the past three years have demonstrated a considerable increase. The office was successful in increasing the distribution of promotional items throughout the province this year. This resulted in an overall increase of 28% in promotion and awareness.

These educational services will continue in the future as well as new initiatives that are being developed. Ensuring the public in general, and all children and youth, understand their rights and the advocacy service this office provides is essential to meeting the mandate of this office.

The Need for a Systemic Advocacy Approach

The legislative intent of the *Child and Youth Advocate Act* requires that the Office of the Child and Youth Advocate provide an independent perspective regarding the availability, effectiveness, responsiveness and relevance of services to children and youth within the province. This perspective is necessary to ensure that government is better informed of the issues impacting children and youth and, therefore, better able to ensure the issues are addressed appropriately.

When it has been determined by the Office of the Child and Youth Advocate that issues presented to the Office impact groups of children and youth within the province, a systemic advocacy approach is required. This approach requires preparation of formal reports provided to government which identify gaps in services and contain recommendations regarding the need for improvements in the areas of policy, legislation and service delivery related to children and youth.

Issue 2:

Recommendations to government regarding issues of a systemic nature affecting children and youth within the province.

Goal:

By March 31, 2011 the Office of the Child and Youth Advocate will have better informed government on issues of a systemic nature affecting children and youth within the province.

Measure:

Improved information.

Indicators	Accomplishments 2008-2011
Increased number of reports (includes both written and verbal communications) containing recommendations provided to government regarding systemic issues affecting children and youth in comparison to 2008.	In 2010/2011, as part of the review of the office by the new Child and Youth Advocate, all existing systemic files and investigations were reviewed and revised as necessary. This resulted in a change of categories as well as the closure of certain files and creation of new files. The office was successful in increasing the number of reports and recommendations. There were a total of ten written and verbal reports regarding systemic issues completed during this reporting period with a total of 8 recommendations. Two systemic investigations were completed with a total of 33 recommendations. Ten systemic file reviews were completed with a total of 3 recommendations provided to government compared to no reports completed in 2007-2008.

Objective: **By March 31, 2011**, the Office of the Child and Youth Advocate will have increased the number of reports (includes both written and verbal communications) containing recommendations provided to government in comparison to 2010.

Measure: Will have increased the number of reports (includes both written and verbal communications) containing recommendations provided to government in comparison to 2010.

Indicators	Accomplishments 2010-2011
Increased number of written and verbal systemic reports.	There were a total of 6 written reports in 2010-2011. There were 3 verbal reports and 4 written reports completed in 2009/2010.
Increase in the number of recommendations.	A total of 6 systemic file reports were completed. 3 of the reports resulted in 1 recommendation per report for a total of 3 recommendations provided to government in 2010/2011 compared to 9 recommendations provided in 2009/10. There were no recommendations in 3 of the reports because the particular departments were doing things correctly and therefore none required.

Discussion of Results:

The office has better informed government on issues of a systemic nature affecting children and youth within the province from 2008-2011. The new Child and Youth Advocate conducted a review of the office during the past six months and all existing systemic files were reviewed and revised as needed. Several meetings and discussions have occurred with various government departments, and this collaboration has resulted in positive changes ensuring the rights of children and youth.

Systemic reviews and systemic advocacy will continue to be an important focus of this office in the coming years. There will be a particular effort placed in the area of more proactive versus reactive systemic advocacy as well.

Reviews of Government Programs and Services

Pursuant to Section 15 of the *Child and Youth Advocate Act*, the Advocate is authorized to Receive, review and investigate a matter relating to a child or youth or a group of them, whether or not a request or complaint is made to the advocate;

The *Act* provides discretionary powers to the Advocate to decide which cases involving the provision of government programs and services will be reviewed. However, in exercising this discretion, the Advocate considers cases where the information suggests the standard of service did not ensure the rights and interests of children and youth were protected and appropriately addressed.

The Advocate is also required to review matters brought to the Advocate's attention by the specific direction of the Lieutenant-Governor-in-Council pursuant to Section 16(a) of the *Act*.

The underlying rationale for conducting Reviews of cases, where the inadequacies in areas of service and program delivery appear to be significant, is the requirement that the Advocate identify these inadequacies and provide recommendations for the improved delivery of services in either the specific case under review or in the general delivery of services and programs to children and youth.

Issue 3:

Reviews of government programs and services.

Goal:

By March 31, 2011 the Office of the Child and Youth Advocate will have supported the improvement of government services and programs provided to children and youth.

Measure:

Supported improved delivery of services.

Indicators	Accomplishments 2008-2011
Increased number of completed Reviews related to government programs and services provided to government in comparison to 2008.	Case reviews and investigations continue to be an increasing demand for this office. There are three outstanding investigations since 2005, which continue to be a major focus for completion. As well, three new case reviews were initiated, with one fully completed and two currently ongoing. There was an increase of one formal review fully completed in 2011 compared to none completed in 2008.

Objective: **By March 31, 2011**, the Office of the Child and Youth Advocate will have increased the number of Reviews completed related to government programs and services in comparison to 2010.

Measure: Will have increased the number of Reviews completed related to government programs and services in comparison to 2010.

Indicators	Accomplishments 2010-2011
<p>Number of reviews completed</p> <p>Reviews of existing government programs and services</p> <p>Recommendations provided for change to government programs and services</p>	<p>Work on the first of three outstanding investigations commenced during 2010-2011. Three new case reviews were initiated with one fully completed with no recommendations required for improvement by that department and two reviews are ongoing. There were 2 reviews completed in 2009/2010.</p> <p>There were no recommendations provided for change to government programs and services in comparison to over 30 recommendations made from the 2 reviews completed in 2009/2010. However recommendations are only given as required and based on the 1 review completed in 2010/2011 none were required</p>

Discussion of Results:

The office has successfully supported the improvement of government services and programs provided to children and youth during 2008-2011. Case reviews and investigations continue to be an increasing demand for this office. There are three outstanding investigations since 2006 currently being completed, as well as three new reviews initiated with one completed and two ongoing. Formal follow up of recommendations from three investigations previously completed needs to be implemented as well.

Through the review of the structure and functioning of the office in the past few months, the area of reviews and investigations has clearly been identified as an area requiring enhancement. With the new organizational structure and identified change in processes, there will be an enhanced ability to meet these changing and complex challenges in the future.

9.0 HIGHLIGHTS AND ACCOMPLISHMENTS

During the reporting period of April 1, 2010 to March 31, 2011, the OCYA continued to provide advocacy services for children and youth in Newfoundland and Labrador. This included the handling of 519 individual files, 31 systemic files, responding to 133 calls for information and the continuing work on three existing investigations and the initiation of three new reviews.

The newly appointed Advocate met personally with many MHAs, Ministers and Deputy Ministers of government departments, as well as leaders of various health and school authorities and community organizations.

The Calendar Project was a great success with 184 children submitting their artwork to the OCYA. Public education and promotion was provided through outreach to various organizations and communities.

Over the past three years, despite many challenges, the office has succeeded overall in accomplishing the goals and objectives as outlined for 2008-2011. Educational advocacy services for children and youth throughout the province have been improved with more presentations, meetings, advocacy clinics and distribution of promotional items.

Systemic files have been reviewed and revised, and there is increased discussion and collaboration with government departments and agencies. This has resulted in a better informed government on issues of a systemic nature affecting children and youth within the province.

Several case investigations and reviews have been completed with many recommendations put forth to government departments. There is a clear plan in place to complete outstanding investigations in the coming months. There is a plan for formal follow up of past and future recommendations being developed for implementation in the near future.

10.0 OPPORTUNITIES AND CHALLENGES

This office has faced many challenges over the past three years. This included a change in leadership, with an Interim Advocate for a thirteen-month period until the appointment of a new Advocate, which was effective September 27, 2010. This provided an opportunity for the newly appointed Advocate to formally review the structure and functioning of the office to identify areas that were working well and areas for improvement. This included input from all employees, meetings with government representatives and youth-serving organizations, as well as external visits to Advocate Offices in Nova Scotia, New Brunswick and Ontario.

This review was very beneficial and resulted in the identification of the need for change in structure, policies and processes to best meet the increasing and complex challenges of consistently meeting the advocacy needs of children and youth today and in the future. The challenges of providing advocacy to children and youth are ever changing, and it is important we remain diligent to what is required to best meet their needs.

Ultimately, we have identified several areas that require refinement, expansion or development which will be the basis for structural and organizational restructuring and enhancement over the next three years. How we will endeavour to meet these challenges is outlined in the Business Plan 2011-2014 for the Office of the Child and Youth Advocate.

11.0 Financial Statements

Expenditure and revenue figures included in this document are based on information provided in the **Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2011 (Unaudited)**.

	<u>Actual \$</u>	<u>Amended \$</u>	<u>Original \$</u>
Office of the Child and Youth Advocate			
Salaries	923,247	931,400	948,900
Employee Benefits	4,126	4,900	3,000
Transportation & Communications	35,068	82,100	85,000
Supplies	10,927	11,000	10,000
Professional Services	7,258	30,000	30,000
Purchased Services	139,263	190,300	190,300
Property, Furnishings and Equipment	30,313	31,300	10,000
Total: OCYA	1,150,202	1,281,000	1,277,200