

# BUSINESS PLAN 2021-2024



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**NUTAQQANUT INULRAMIRNULLU**  
**UQAQTIKHAANIK**

**REPRÉSENTANT DE**  
**L'ENFANCE ET DE LA JEUNESSE**

**REPRESENTATIVE FOR**  
**CHILDREN AND YOUTH**



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BUSINESS HOURS Monday to Friday 8:30 a.m. to 5:00 p.m. EST, excluding public holidays.  
TEXT or CALL TOLL FREE 1-855-449-8118 • IN IQALUIT 867-975-5090 • FAX 867-979-0444  
EMAIL [contact@rcynu.ca](mailto:contact@rcynu.ca) • WEBSITE [www.rcynu.ca](http://www.rcynu.ca)  
STREET ADDRESS 630 Queen Elizabeth II Way, Third Floor, Qamutiq Building, Iqaluit, NU  
MAILING ADDRESS PO Box 488, Iqaluit, NU X0A 0H0

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# MISSION

Establish our office as the conscience of child- and youth-serving Government of Nunavut departments.

# VISION

A territory in which children and youth are healthy and safe, their interests and opinions are heard and acted upon, and supported through the delivery of ethical, equitable, and consistent government services.

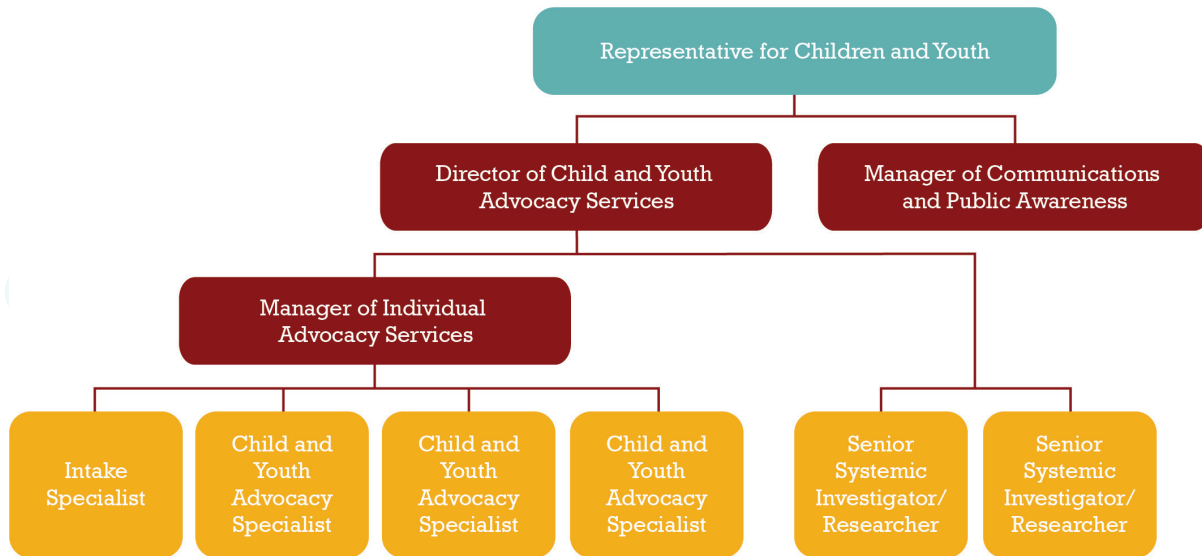
# OVERVIEW

The Representative for Children and Youth (Representative) is an independent officer who reports to the Legislative Assembly of Nunavut (Legislative Assembly) and the public.

It is the mandate of the Representative for Children and Youth's Office (RCYO) to make sure legislation, policies, procedures, programs, and services put in place by Government of Nunavut departments and designated authorities<sup>1</sup> (departments) provide ethical, equitable, and consistent outcomes that meet the needs and support the rights of young Nunavummiut, and the families, who rely on them. If anyone has a complaint about a department's service, or is unable to receive a service for a young person and/or their family, they can bring it to the attention of our office for review. All information reported to our office is confidential and can be reported anonymously.

For the 2021-2022 fiscal year, the RCYO has a budget of \$2.130 million, as outlined in Appendix A. The RCYO consists of the Representative plus nine staff, as outlined in Figure 1. The office's 2020 Nunavut Inuit Employment Plan is provided in Appendix B.

Figure 1: Organizational Chart



<sup>1</sup> Designated authorities are listed under Schedule A of the *Representative for Children and Youth Act*.

# MANDATE

Our mandate includes the following specific duties as outlined in the *Representative for Children and Youth Act* (RCYA):

- Ensure the rights and interests of children and youth, individually and collectively, are protected and advanced;
- Ensure departments hear and consider the opinions of children and youth on matters that affect them;
- Ensure children and youth can access departments' services and that the departments considers their concerns and opinion about those services;
- Help children, youth, and their families communicate with departments' service providers, to improve understanding between them;
- Inform the public about the rights and interests of children and youth, and the roles and responsibilities of the RCYO; and
- Provide advice and recommendations to departments on how to make laws, policies, programs, and services better for children and youth in Nunavut.

Our mandate allows us to work on behalf of children and youth when all of the following apply:

- The young person impacted is under 19 years of age. There are a few exceptions that allow us to work with young people over 19 years of age. For example, if they were part of a government system prior to turning 19 years of age;
- A department(s) is involved; and
- The rights of the child, as described in the *United Nations Convention on the Rights of the Child*, are not being met.

Our mandate does not allow us to:

- Work on problems with personal relationships, such as when a young person is not listening to their parents;
- Conduct investigations of child abuse or neglect; or
- Work on complaints involving businesses or private organizations. For example, if a young person does not receive proper payment from their employer.

In addition to the RCYA, our work is also guided by the *United Nations Convention on the Rights of the Child*, Inuit societal values, the voice of the child, and National Advocacy Standards established by the Canadian Council of Child and Youth Advocates (CCCYA). The CCCYA is an alliance of child's advocates from across Canada that identify areas of mutual concern and work to develop ways to address issues at the national level.

Elders also offer invaluable wisdom and perspective based on lived experiences. To incorporate this knowledge into our advocacy, we work with Elder Advisors from across the territory.

# PROGRAM AREAS

The RCYO currently works in three different program areas including Individual Advocacy, Systemic Advocacy, and Communications and Public Awareness. Our fourth program area, Reviews of Critical Injuries and Deaths, is not operational as that section of the RCYA is not yet in force.

## **INDIVIDUAL ADVOCACY**

When someone has a complaint about a department's service or is unable to receive a service, for a young person and/or their family, they can bring it to the attention of our office for review. These complaints are known as our individual advocacy cases.

Individual advocacy problems are brought to our attention in many ways, including from young people and their families, community members, service providers, or through other RCYO initiatives.

Every individual advocacy case is unique and we tailor our response to fit each circumstance. Individual advocacy cases require varying levels of support from our staff, which result in varying lengths of time for different problems to be resolved. We categorize our individual advocacy cases as either basic or comprehensive.

## **SYSTEMIC ADVOCACY**

If many young people and/or their families have the same problem when accessing a department's service, or are unable to receive a service, we consider what factors within the department may be causing the issue. If the problem has the potential to occur again and impact other young Nunavummiut if it is not addressed, we identify the problem as a systemic issue. Systemic issues require Systemic Advocacy which makes recommendations to responsible department(s) suggesting changes to legislation, policies, procedures, programs, and services to address underlying factors.

For each systemic issue, a lead department is identified as responsible for addressing the issue. However, some of the issues require multiple departments to work collaboratively to address the issue in a holistic way.

Systemic issues are brought to our attention in many ways, including: through our individual advocacy casework, from young people and their families, from community members, from Members of the Legislative Assembly, Youth Parliamentarians, departments, and through stories shared in the media.

Our systemic database is a year over year accumulation of all systemic issues identified by or brought to the RCYO's attention.

## COMMUNICATIONS AND PUBLIC AWARENESS

Part of our mandate is to raise Nunavummiut’s awareness of child rights and share information about how our office works to make sure department’s legislation, policies, procedures, programs, and services meet the needs and support the rights of young people, and the families, who rely on them.

Our communications and public awareness work takes many forms, including presentations and information sessions, community engagement, attending public events, contests, developing and distributing information and promotional materials, and maintaining our office’s website, [www.rcynu.ca](http://www.rcynu.ca). All of these initiatives share the goal of building and strengthening relationships with our many stakeholders including children, youth, families, community members, the departments, the Legislative Assembly, and the media.

Every year we strategically plan public awareness initiatives while continually looking for new opportunities to engage with Nunavummiut, as our resources allow.

As our office is located in Iqaluit and we work on behalf of all Nunavummiut, one of our most comprehensive public awareness initiatives is our community engagement work. When in communities we set up information tables in public spaces, talk about our work on community radio, host education sessions with service providers and other community members, facilitate our *Raise Your Voice: Self-Advocacy Workshop* in schools, and take part in community events and activities when possible. Additionally, we work to create space and time to hear directly from Nunavummiut about current problems affecting young people in each community.

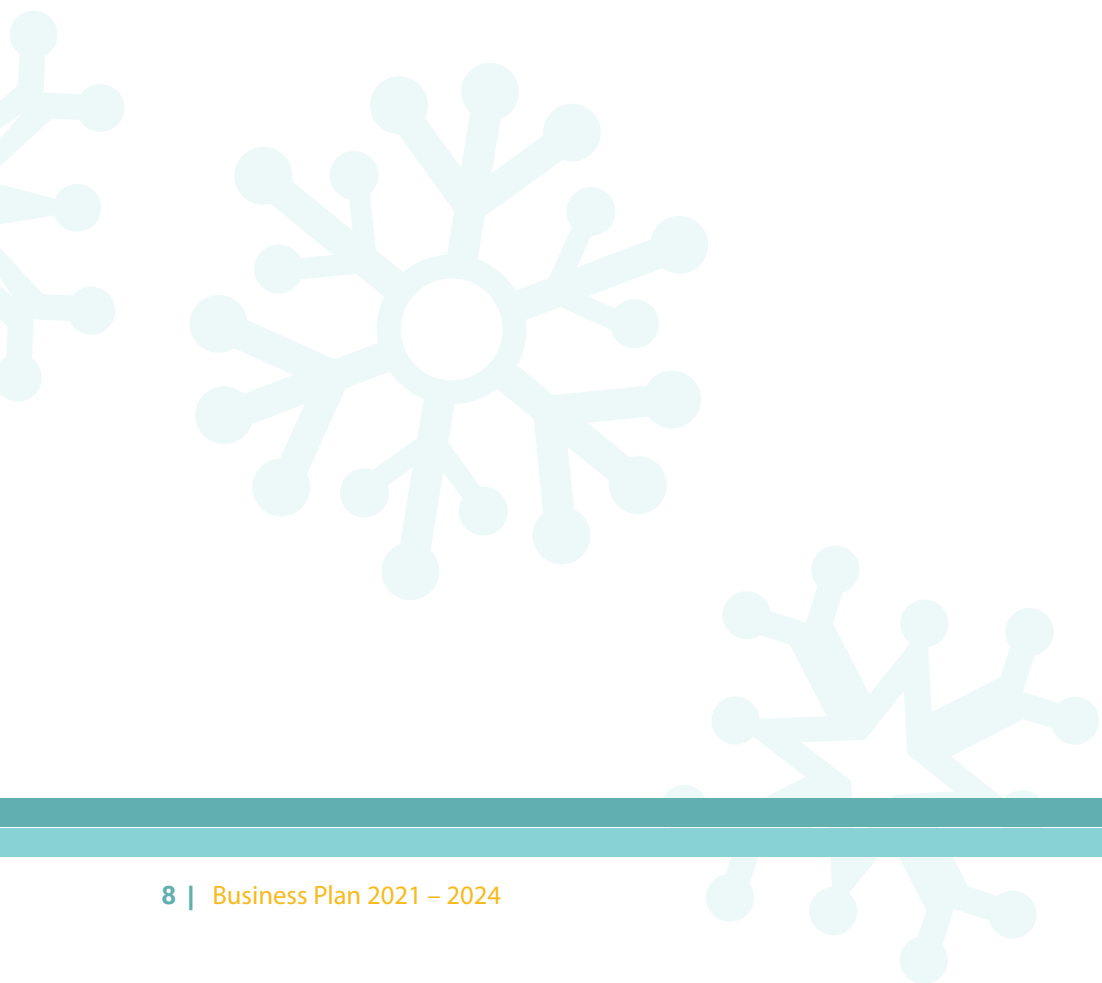
## REVIEWS OF CRITICAL INJURIES AND DEATHS

**This program is not operational as Section 4(1)(b) of the RCYA is not yet in force.**

In Nunavut, critical injuries to young people are not independently reviewed and deaths of young people are only reviewed by the Office of the Chief Coroner when the death has occurred in territory, to determine the identity of the deceased, and how, when, where, and by what means they died.

Once this section of the RCYA is in force, our Reviews of Critical Injuries and Deaths program will conduct investigations into circumstances leading up to a critical injury or death of a young person(s), to determine if they received the services they were entitled to and if these services met their needs.

After completing a review, our office may make recommendations to ensure accountability of the responsible department(s) and/or to make suggested improvements to legislation, policies, procedures, programs, and services with the intention of preventing similar injuries or deaths of young people from occurring in the future.





# OFFICE OBJECTIVES AND REPORTING ON PRIORITIES FOR 2020-2021

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**NOTE TO MSB:** The 2021-2024 business plan priorities were developed prior to the Representative for Children and Youth, Jane Bates, taking office. All previously established priorities have been considered. All priorities for the 2020-2021 fiscal year remain but some have been added and will be integrated into the RCYO's work moving forward, but will not be reported on in this fiscal year's business plan.

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## 1

### **OBJECTIVE 1:**

**Establish our office as a trusted ally for young people and their families by building and strengthening our relationship with Nunavummiut.**

Priorities that support Objective 1:

#### **Develop resources to engage parents and families in the office's work.**

##### **STATUS:**

- In consultation with our Elder Advisors, the RCYO has restructured how it will conduct community engagement visits to include parents and families.

#### **Initiate changes to the office's public awareness and communications strategy, based on the results of the evaluation of the general awareness of the office and its mandate, and the office's promotional materials.**

##### **STATUS:**

- Having received feedback about our information materials from various stakeholders, the way we describe the work of our office and all of our program areas has been revised. The revised wording will continue to evolve based on feedback received from other stakeholders, including young people, families, our Elder Advisors, and Inuit organizations.
- These wording changes are strategically being implemented across all communication channels, including our website; our reports, including our systemic reports, our business plan, our quarterly reports, and our annual report; media releases; and our verbal communication with stakeholders.
- The RCYO's website is being redesigned. A launch date has yet to be determined.
- The Communications and Public Awareness chapter of the RCYO's Policy & Procedure Manual has been revised to incorporate all of the revisions mentioned.

## **Continue to engage with communities and explore enhancing the office’s presence across the territory.**

### **STATUS:**

- Based on feedback received from our Elder Advisors, a revised community engagement plan was developed to ensure we engage with a variety of community members during our visits. The revised plan has yet to be piloted.
- All community engagement visits were postponed due to COVID-19.
- Outreach to service providers was conducted via phone and email.
- Information materials and promotional items were mailed to stakeholders in most of Nunavut’s communities for distribution.
- Resources are being allocated to establishing a presence on Facebook.
  - A draft social media policy was created, and
  - The Manager of Communications and Public Awareness is working with the individual advocacy team to completing the necessary, preliminary work to ensure as much as possible, that adding Facebook, an additional communication channel to the capacity of our staff is sustainable.
  - A launch date for Facebook has yet to be determined.
- On July 7, we issued a media release to provide an update to our stakeholders on the Government of Nunavut’s feedback and progress made to date, to address our recommendations made as a result of our review of mental health services for young Nunavummiut. Coverage as received from the Canadian Broadcasting Corporation (CBC), Nunatsiaq News, and Nunavut News.
- On September 22, we issued a media release regarding the release of our 2019-2020 annual report, which included a Status of Young Nunavummiut section. National coverage was received from the National Post and Global News, and 45 news outlets across the country shared the story online as well. Coverage was also received from Nunatsiaq News and Nunavut News.

## **Continue to develop child rights resources.**

### **STATUS:**

- In collaboration with Inhabit Media, three-child rights segments for Anaana’s Tent are being created.
- Segments will be aired in Inuktitut and English on the Aboriginal People’s Television Network (APTN). These segments will focus on culture, family, and safety.

# 2

## OBJECTIVE 2:

**Respond to individual complaints regarding services for young people and their families provided by Government of Nunavut departments and hold departments accountable for ensuring services provided are ethical, equitable, consistent, and considerate of the best interests of the young person(s) involved.**

Priority that supports Objective 2:

**Analyse the results and implement any required actions from the individual advocacy file audit.**

### STATUS:

- The Manager of Individual Advocacy Services position was funded in April of 2020 and staffed in May 2020 through an Internal Transfer Assignment.
- Service standards for the office have been determined and are supported with measurable and trackable quality assurance measures for the Individual Advocacy program area, including ensuring young people's opinions are heard throughout the individual advocacy process.
- The Individual Advocacy chapter of the RCYO's Policy & Procedure Manual has been revised and the service standards and quality assurance measures have been added and implemented.
- The case management system has been updated to reflect the changes made to the RCYO's Policy & Procedure Manual.

# 3

## **OBJECTIVE 3:**

**Bring awareness of systemic issues that impact young Nunavummiut and their families, to the attention of the responsible Government of Nunavut department(s) and make suggested changes to legislation, policies, procedures, programs, and services to prevent issues from arising again.**

Priorities that support Objective 3:

### **Launch the Reviews of Critical Injuries and Death program.**

#### **STATUS:**

- Postponed until dedicated resources can be obtained and the relevant section of the RCYA, which mandates reviews of critical injuries and deaths, is brought into force.
- A review of the criteria for reportable critical injuries and death was completed.
- Consultations with the Department of Child and Family Services (Family Wellness) was initiated and will continue to ensure compliance with reporting requirements under the RCYA.

### **Continue development of a Nunavut-specific version of the Child Rights Impact Assessment tool.**

#### **STATUS:**

- The development of this tool has been postponed indefinitely. This priority may be revisited in the future.

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#### **NEW PRIORITIES:**

- **Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.**
- **Continue to address systemic issues through child- and youth-centered submissions and/or systemic review(s).**
- **Monitor and report publicly on Government of Nunavut departments' progress to address recommendations made as a result of our systemic advocacy work.**

# 4

## **OBJECTIVE 4:**

**The best interest of young Nunavummiut, families, and communities are reflected in all aspects of our work.**

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### **NEW PRIORITIES:**

- **Ensure the opinion and lives of young Nunavummiut and their families are reflected in our work.**
- **Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.**

# 5

## **OBJECTIVE 5:**

**Ensure our staff have the comprehensive knowledge required to provide quality advocacy services that meet the evolving needs of young Nunavummiut and their families.**

Priorities that support Objective 5:

**Provide individually tailored training and development opportunities for office staff.**

### **STATUS:**

- All RCYO staff participated in professional development opportunities. Some examples include Child and Human Rights Extension Certificate modules, leadership training, and an IQ day of berry picking and clam digging.

**Participate in meetings of the Canadian Council of Child and Youth Advocates and contribute to Council initiatives.**

### **STATUS:**

- The June Council meeting was cancelled due to COVID-19 travel restrictions.
- The Representative participated in Council meetings held via video conference.
- RCYO staff virtually attended CCCYA information sharing sessions.

# PRIORITIES FOR 2021-2024

## **PRIORITIES 2021-2022**

- Continue to engage with communities, implementing the revised community engagement plan, to enhance the office's presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Evaluate effectiveness of service standards and quality assurance measures established for all program areas and implement any updates required.
- Evaluate the effectiveness of policy changes made as per the program areas review and implement any updates required.
- Continue to improve and enhance collaboration with Government of Nunavut departments to address systemic issues affecting young Nunavummiut.
- Continue to address systemic issues through child- and youth- centered submissions and/or systemic review(s).
- Monitor and report publicly on Government of Nunavut departments' progress to address recommendations made as a result of our systemic advocacy work.
- Determine next steps for the Reviews of Critical Injuries and Deaths program.
- Ensure the opinion and lives of young Nunavummiut and their families are reflected into our work.
- Continue to look for and implement ways to engage our Elder Advisors and establish working relationships with Inuit organizations.
- Provide individually tailored training and development opportunities for office staff.

### **PRIORITIES 2022-2023**

- Evaluate the effectiveness of the revised community engagement plan and implement updates as required.
- Continue to engage with communities, enhancing the office's presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Provide individually tailored training and development opportunities for office staff.

### **PRIORITIES 2023-2024**

- Continue to engage with communities, enhancing the office's presence across the territory.
- Continue to develop child rights resources.
- Conduct annual file audit of closed individual advocacy cases and implement any updates required.
- Provide individually tailored training and development opportunities for office staff.
- Evaluate the effectiveness of the office's Nunavut Inuit Employment Plan and implement any updates required.



## Appendix A: Financial Summary

	2020- 2021 Main Estimates		2021 - 2022 Main Estimates		2022- 2023 Planned		2023- 2024 Planned	
	\$000	PYs	\$000	PYs	\$000	PYs	\$000	PYs
Salary	1,655	9	<b>1,659</b>	<b>9</b>	1,659	9	1,659	9
Grants and Contributions	-		-		-		-	
Other O & M								
Travel and Transportation	195		<b>191</b>		191		191	
Materials and Supplies	145		<b>145</b>		145		145	
Purchased Services	65		<b>65</b>		65		65	
Contract Services	227		<b>227</b>		227		227	
Fees and Payments	20		<b>20</b>		20		20	
Tangible Assets	19		<b>19</b>		19		19	
Computer Hardware and Software	10		<b>10</b>		10		10	
Other O & M – Subtotal	681		<b>677</b>		677		677	
<b>TOTAL</b>	2,336	9	<b>2,336</b>	<b>9</b>	2,336	9	2,336	9

## Appendix B:

# 2020 Nunavut Inuit Employment Plan

The RCYO is committed to working towards a workforce that is representative of the population of Nunavut, as stipulated in Article 23 of the Nunavut Land Claims Agreement.

Currently, the RCYO has nine positions, not including the Representative for Children and Youth and a 44% Nunavut Inuit employment rate, with a long-term goal of achieving a Nunavut Inuit employment rate of 85%. As of January 31, 2021, all RCYO positions are fully staffed. Eight positions are filled indeterminately and one position is filled by a term.

The following table shows the RCYO's staffing as of January 31, 2021:

	Positions				Nunavut Inuit	
	Total	Vacancies	Filled	% Capacity	Employed	% IEP
Executive	0	-	-	-	-	-
Senior Management	1	0	1	100	0	0
Middle Management	2	0	2	100	1	50
Professional	5	0	5	100	2	40
Paraprofessional	1	0	1	100	1	100
Administrative Support	0	-	-	-	-	-
<b>TOTAL</b>	<b>9</b>	<b>0</b>	<b>9</b>	<b>100</b>	<b>4</b>	<b>44</b>

The RCYO's Nunavut Inuit employment plan is based on provisions set out in section 23.4.2 (part 4) of Article 23 and includes three key areas that support Nunavut Inuit employee retention and growth within the organization.

## 1. RECRUITMENT

- The RCYO is committed to working with the Department of Human Resources to explore alternative ways to prepare job advertisements to attract a larger number of Nunavut Inuit candidates to apply for RCYO positions, such as competitions restricted to Nunavut Inuit only.
- The RCYO is committed to working with the Department of Human Resources to explore innovative and viable Nunavut Inuit recruitment initiatives for RCYO employment positions.
- The RCYO is committed to working with the Department of Human Resources to ensure fair equivalencies are reflected in screening criteria for RCYO positions.
- The RCYO will offer term positions when there is no successful Nunavut Inuit candidate.

### REPORTING ON OUR COMMITMENT TO RECRUITMENT

- ✓ All indeterminately hired individual advocacy staff members are Nunavut Inuit.
- ✓ Indeterminate individual advocacy job competitions are restricted to Nunavut Inuit. The most recent restricted competition resulted in a Nunavut Inuk employee joining the RCYO on May 25, 2020.

## 2. STAFF TRAINING AND DEVELOPMENT

- The RCYO is committed to working with Nunavut Inuit staff to identify short, medium, and long-term career goals.
- The RCYO is committed to providing learning and training opportunities that support Nunavut Inuit staff in successfully fulfilling the responsibilities and duties of their employment positions.
- The RCYO is committed to looking for opportunities to develop Nunavut Inuit staff members' skills, knowledge, and experience to enhance career mobility within the organization.
- The RCYO is committed to pursuing Sivuliqtiksats Internship opportunities to support Nunavut Inuit development when staffing competitions result in hiring on a term basis.
- The RCYO is committed to providing summer student work opportunities for Nunavut Inuit.

### REPORTING ON OUR COMMITMENT TO TRAINING AND DEVELOPMENT

- ✓ Comprehensive orientation and delegation of authority training is mandatory and ensures that all new employees are welcomed and have the ability to fulfil their role.
- ✓ Leadership skill development opportunities are available and promoted, for example opportunities for acting roles and/or internal transfer assignments.
- ✓ Individualized training plans.
- ✓ Support for education leave.
- ✓ Support for Inuktitut language training programs.
- ✓ Support for all staff to participate in Indigenous cultural competence and other cultural training opportunities.

### **3. EMPLOYEE RETENTION**

- The RCYO is committed to researching and implementing suitable programs that support on the job training or internship opportunities the support the career development of Nunavut Inuit employee, which promotes employee retention.

#### **REPORTING ON OUR COMMITMENT TO RETAIN EMPLOYEES**

- ✓ The RCYO received a new middle management level position as of April 1, 2020. The position has been filled by a Nunavut Inuk through an internal transfer assignment, in alignment with the employee's career goals. As part of the employee's learning plan, the RCYO is providing mentoring and leadership training opportunities.