

# **BRITISH COLUMBIA REVIEW BOARD**



## **ANNUAL REPORT**

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**Fiscal Year:  
April 2013 – March 2014**

*Safeguarding the Rights and Interests of Mentally Disordered  
Accused Persons  
and of Society with Fairness and Dignity*



**BRITISH COLUMBIA  
REVIEW BOARD**

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**BRITISH COLUMBIA  
REVIEW BOARD**

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May 29, 2014

The Honorable Suzanne Anton  
Attorney General and Minister of Justice  
Room 232, Parliament Buildings  
Victoria, BC  
V8V 1X4

Minister!

I am pleased to provide you with the **British Columbia Review Board's Annual Report** for the Fiscal Year ending March 31, 2014.

This report represents the final annual status update within the **BCRB's** current three-year performance planning cycle.

I am pleased to report that continuing its established record of fiscal prudence, the **BCRB** is returning a surplus of \$105,124 (just under 8%) of its budgeted allocation for Fiscal Year 2013-2014 (**see Tab 6**).

As noted in its previous report, the **BCRB** has continued in its implementation of an electronic evidence storage and distribution environment. Cost-saving electronic binders (**e-binders**) will be made available to adjudicative members within the current fiscal year.

**Bill C-14**, the ***Not Criminally Responsible Reform Act***, has received Royal Assent. The **BCRB** is preparing for the implementation of these amendments to the *Criminal Code*. These provisions will be closely monitored for both their expected operational, procedural, and fiscal implications and impacts.

For your information, there exists no statutory requirement that the Tribunal produce, or that the Attorney General table, an Annual Report in the Legislature.

Cont...2/

ANTON  
MAY 2014  
PAGE 2

I look forward to discussing any aspects of the Tribunal and its operations with you in greater detail.

Yours truly,

A handwritten signature in black ink, appearing to read "Bernd Walter". The signature is written in a cursive, flowing style with some loops and flourishes.

Bernd Walter  
Chair



# MANDATE

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The **British Columbia Review Board** is established pursuant to s. 672.38 of **Part XX.1** of the *Criminal Code of Canada*. Its mandate is to make and review dispositions with respect to individuals charged with offenses, in respect of whom **verdicts of not criminally responsible on account of mental disorder** or **unfit to stand trial on account of mental disorder**, have been rendered.

The fundamental objectives of Part X.X.1 were affirmed by the **Supreme Court of Canada** in *Winko v. B.C.* [1999] 2 S.C.R.65 per McLachlin, S.C.J.:

- *The twin goals of Part XX.1 of the Criminal Code of Canada are the protection of the public and treating mentally disordered accused persons fairly and appropriately: [Par. 21, 22, 30].*
- *The aim of Part XX.1 is twofold: to improve protection for society against those few mentally disordered accused who are dangerous; and to recognize that mentally disordered offenders need due process, fundamental fairness and need the rights accorded to them for their protection when they come into conflict with the criminal law: [Par. 22].*

The governing decision making criteria which determine Board dispositions, and the range of orders it may make, are contained in s. 672.54 of the *Criminal Code*:

s. 672.54: “Where a court or Review board makes a disposition pursuant to subsection 672.54(2) or section 672.47, it shall, taking into consideration **the need to protect the public from dangerous persons, the mental condition of the accused, the reintegration of the accused into society and the other needs of the accused**, make one of the following dispositions that is **the least onerous and least restrictive** to the accused:

- (a) where a verdict of not criminally responsible on account of mental disorder has been rendered in respect of the accused and, in the opinion of the court or Review Board, the accused is not a significant threat to the safety of the public, by order, direct that the accused be **discharged absolutely**;
- (b) by order, direct that the accused be **discharged subject to such conditions** as the court or Review Board considers appropriate; or
- (c) by order, direct that the accused be **detained in custody** in a hospital, subject to such conditions as the court or Review board considers appropriate. SC 1991. C43, s.4.”

These criteria will be significantly altered with the enactment of **Bill C-14**, the **Not Criminally Responsible Reform Act**.

# THE TRIBUNAL'S OPERATING ENVIRONMENT

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- Unlike any other provincial tribunal, the **BCRB** is a judicial tribunal established by federal legislation, pursuant to S.672.38 of the ***Criminal Code of Canada***. **Part XX.1 of the *Criminal Code*** deals exclusively with **mentally disordered criminal offenders**. The **BCRB** is in fact, and in law, considered a part of **Canada's criminal justice system**.
- The **BCRB** has ongoing jurisdiction over individuals who have received verdicts of **Unfit to Stand Trial** or **Not Criminally Responsible on Account of Mental Disorder** (NCRMD)\*.
- The **BCRB** operates in the sensitive balance between **public safety and individual liberty**. **BCRB** hearings carry the due process expectations of a Court proceeding. They are entirely governed by, and carry the constitutional force of sections 7 and 11 of the ***Charter of Rights and Freedoms***: **Winko**, [1999] S.C.R. 625 at Par. 63:

“The provisions of Part XX.1 of the Criminal Code permit the state, through **a court or Review Board**, to deprive the N.C.R. accused of his or her liberty. Any law that does this must conform to the principles of fundamental justice pursuant to s.7 of the Charter.”: **Winko**, [1999] 2 S.C.R. 625, paragraph 63; (see also **Blencoe**, [2000] 2 S.C.R. 307.”

- The **fundamental objectives** of the **BCRB's** hearings and decisions (dispositions), as consistently reiterated by the Supreme Court of Canada, are **to protect public safety and to safeguard the legal/procedural rights and liberty interests of mentally disordered offenders**.
- **Hearings** must occur **within statutory timelines** (45 or 90 days), as well as **annually**, and **mandatorily** on the occurrence of certain events which **affect** an accused person's **liberties: hearing backlogs cannot exist by law**.
- **Hearings** are conducted at the **Forensic Psychiatric Hospital (FPH)** (Detainees) and **in communities** throughout **BC** (Dischargees); the ***Criminal Code*** allows **video hearings**.
- The vast majority of accused under the **BCRB's** jurisdiction are represented by counsel. The **Attorney General of BC** is **designated a standing party** at all **BCRB** hearings.

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\* Formerly referred to as Not Guilty, or, Unfit to Stand Trial, by “reason of insanity”

- The **Tribunal** is required to gather and distribute documentary evidence and to **produce orders** and **legally sound reasons** for its **decisions**.
- Appeals of **BCRB** decisions go directly to the **BC Court of Appeal**, without leave.
- **BCRB** member **qualifications** are **prescribed by statute**: a quorum is 3; must be **chaired by a judge, retired judge or lawyer qualified for judicial office**; and **must include a psychiatrist** (other provinces may use panels of 5 at increased cost).
- **Fiscal Year 2013-2014 caseload/volume (summary) (see Tab 5):**
  - 329 Accused cases handled.
  - 293 Hearings conducted.

# MEMBERS OF THE BCRB AS AT MARCH 31, 2014

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BRITISH COLUMBIA  
REVIEW BOARD

## ***CHAIR***

Bernd Walter

## ***ALTERNATE CHAIRS (LAWYERS)***

Ann Pollak	Expires July 31, 2014
Frederick Hansford, QC	Expires July 31, 2014
David Renwick, QC	Expires July 31, 2014
Barry L. Long	Expires January 31, 2015
Colin Sweeney, QC	Expires December 31, 2015
Tim Holmes	Expires December 31, 2015
Kathryn Berge, QC	Expires December 31, 2016

## ***PSYCHIATRISTS***

Dr. Linda Grasswick	Expires December 31, 2014
Dr. Peter Constance	Expires December 31, 2016
Dr. Ron Stevenson	Expires December 31, 2016
Dr. Lee Rasmusen	Expires December 31, 2017
Dr. Gwen Laws	Expires September 26, 2018
Dr. Werner Pankratz	Expires December 31, 2018

## ***OTHER MEMBERS***

Lily Lucia Chow	Expires July 31, 2014
Dr. Elizabeth Gray	Expires December 31, 2014
Paula Cayley	Expires September 26, 2015
Kim Polowek	Expires July 31, 2016
Steven Boorne	Expires February 28, 2018
Alison MacPhail	Expires February 28, 2018
Alan Markwart	Expires February 28, 2018



# MEMBER KNOWLEDGE, SKILLS AND QUALIFICATIONS

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## ***QUALIFICATIONS***

**Section 672.38 of the *Criminal Code* establishes the Review Board and provides the following professional qualifications for Board members:**

- A Superior Court Judge or person qualified for appointment thereto as Chair
- Psychiatrists
- “Lay Persons”, such as social workers, criminologists or others (no specific professional qualifications prescribed), who have training, experience in mental health or who are entitled to practice medicine or psychology.

## ***THE BOARD SEEKS APPOINTEES WITH THE FOLLOWING COMPETENCIES:***

### **Knowledge in the areas of the Board’s Jurisdiction:**

- Understanding of governing legislation and Board’s mandate (*Criminal Code*)
- Criminal law and procedure
- Administrative law, procedure and practice
- Forensic law/criminology/risk assessment
- Mental health law, practice and service delivery systems
- BC’s cultural and ethnic diversity
- Forensic psychiatry

## **Skills/Experience**

- Conducting a hearing
- Decision making, research and writing skills
- Ability to interpret legislation
- Listening skills
- Decisiveness
- Experience in matters related to the Board's mandate in particular in the field of Mental Health and forensic psychiatry
- Critical analysis

## **Values/Attitudes**

- Respect for culture and diversity
- Impartiality/objectivity/open mindedness/flexibility
- Empathy, ethics, judgment & integrity
- Commitment to public service

# **BRITISH COLUMBIA REVIEW BOARD**



## **STATISTICAL REPORT**

**APRIL 1, 2013 - MARCH 31, 2014**

**PREPARED: May 2014**

# GLOSSARY OF TERMS/ACRONYMS

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- NGRI:** Refers to the now obsolete verdict of “**Not Guilty by Reason of Insanity**” under the ***Criminal Code*** provisions predating the current Part XX.1. This verdict **ceased to apply as of February 1992. This category will eventually disappear.**
- NCRMD:** Refers to the current verdict of “**Not Criminally Responsible on Account of Mental Disorder**” under Part XX.1 of the *Criminal Code*.
- UST:** Refers to the verdict of “**Unfit to Stand Trial on Account of Mental Disorder**” as defined in s.2 of the *Criminal Code*.

## CHART 1.0: SUMMARY OF CASELOAD/VOLUME (1992 – 2014)

YEAR	CASES AT BEGINNING OF YEAR	NEW CASES	NEW CASE INCREASE OR DECREASE	TOTAL CASES HANDLED	TOTAL CASE INCREASE OR DECREASE	CASES CLOSED	YEAR END TOTAL	YEAR END INCREASE OR DECREASE
92/93	152	43		195		70	125	
93/94	125	96	123%	221	13%	49	172	38%
94/95	172	75	-22%	247	12%	46	201	17%
95/96	201	97	29%	298	21%	54	244	21%
96/97	244	119	23%	363	22%	74	289	18%
97/98	289	96	-19%	385	6%	81	304	5%
98/99	304	103	7%	407	6%	87	320	5%
99/00	320	122	18%	442	9%	114	328	3%
00/01	328	83	-32%	411	-7%	88	323	-2%
01/02	328	82	-1%	410	0%	99	311	-4%
02/03	311	77	-6%	388	-5%	82	306	-2%
03/04	305	74	-4%	379	-2%	71	308	1%
04/05	308	57	-23%	365	-4%	71	294	-5%
05/06	294	77	35%	371	2%	68	303	3%
06/07	303	72	-6%	375	1%	61	314	4%
07/08	314	65	-10%	379	1%	78	301	-4%
08/09	301	60	-8%	361	-5%	101	260	-14%
09/10	260	63	5%	323	-11%	70	253	-3%
10/11	253	57	-10%	310	-4%	49	261	3%
11/12	261	55	-4%	316	2%	54	262	0%
12/13	262	58	5%	320	1%	50	270	3%
13/14	<b>270</b>	<b>59</b>	<b>2%</b>	<b>329</b>	<b>3%</b>	<b>40</b>	<b>289</b>	<b>7%</b>

### EXPLANATORY NOTES:

This chart shows caseload fluctuations since the proclamation of **Part XX.1 (Mental Disorder) of the *Criminal Code* in February 1992**, in a number of key dimensions: **total cases at beginning of year; intake of new cases during the year; cases closed; total caseload at year end**. It also assigns **percentage values** to year over year changes in these critical dimensions. Note decrease in overall case load since FY 1999/2000, likely due to accelerated case closures attributable to the Supreme Court of Canada's decision in **WINKO**.

Please note that in fiscal 01/02 the BCRB implemented a new method for calculating new case intake in a fiscal year. For this fiscal year, the number of new cases received was used to calculate intake. In previous years, the number of initial hearings was used to count new cases. For this reason there is a discrepancy between the number of cases open at the end of 00/01 fiscal (323) and the number of cases open at the beginning of 01/02 fiscal (328).

## CHART 2.0: CASE MOVEMENT BY CASE TYPE

### APRIL 1, 2013 – MARCH 31, 2014

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<b>VERDICT</b>	<b>CASES AT YEAR BEGINNING APR 1 2013</b>	<b>NEW CASES</b>	<b>TOTAL CASES HANDLED</b>	<b>CASES CLOSED/ CONSOLIDATED</b>	<b>CASES CARRIED OVER AT YEAR END MAR 31 2014</b>
<b>NGRI</b>	<b>14</b>	<b>0</b>	<b>14</b>	<b>0</b>	<b>14</b>
<b>NCRMD</b>	<b>237</b>	<b>43</b>	<b>280</b>	<b>25</b>	<b>255</b>
<b>UST</b>	<b>19</b>	<b>16</b>	<b>35</b>	<b>15</b>	<b>20</b>
<b>TOTAL</b>	<b>270</b>	<b>59</b>	<b>329</b>	<b>40</b>	<b>289</b>

#### **Explanatory Notes:**

This chart reflects the number of current, intake and closed files by verdict or consolidated records, under the Review Board's jurisdiction at the commencement and at the end of the Reporting period; as well as the total number of cases handled (beginning cases + cases opened) during the period. One accused may have more than one verdict; therefore, their verdicts are consolidated.

Total number of cases handled is the true reflection of the Review Board's workload. This number has declined from a high of 442 cases in FY 1999/2000.

## CHART 3.0: PROFILE OF NEW CASES BY MONTH AND VERDICT

### APRIL 1, 2013 – MARCH 31, 2014

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MONTH	NCRMD	UST	TOTAL NEW CASES
April	4	1	5
May	2	1	3
June	2	2	4
July	6	2	8
August	1	2	3
September	3	0	3
October	5	1	6
November	1	1	2
December	3	1	4
January	4	1	5
February	8	3	11
March	4	1	5
<b>TOTAL</b> □	<b>43</b>	<b>16</b>	<b>59</b>

#### **EXPLANATORY NOTES:**

This chart profiles FY 2013/2014 **New Case Intakes by month and verdict type**. Case intake is driven by court verdicts of NCRMD or UST and has been declining somewhat since 1999/2000.

**The Board experienced a 2% increase in intake of new cases in FY 2013/2014.**

## CHART 4.0: CASES CLOSED BY MONTH AND VERDICT APRIL 1, 2013 – MARCH 31, 2014

MONTH	NCRMD	UST	NGRI	TOTAL
April	3	2	0	5
May	2	1	0	3
June	1	0	0	1
July	3	1	0	4
August	1	2	0	3
September	2	0	0	2
October	2	2	0	4
November	6	1	0	7
December	0	2	0	2
January	2	0	0	2
February	2	4	0	6
March	1	0	0	1
<b>TOTAL</b>	<b>25</b>	<b>15</b>	<b>0</b>	<b>40</b>

### **EXPLANATORY NOTES:**

This chart profiles **cases closed during FY 2013/2014 by month and verdict type**. NGRI type cases will eventually reduce to zero.

**The Board experienced a 9% decrease in cases closed in FY 2013/2014 over the previous fiscal year.**



## CHART 5.0: CASE CLOSURE BY REASON APRIL 1, 2013 – MARCH 31, 2014

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<b>Absolute Discharge</b>	<b>22</b>
<b>Deceased</b>	<b>1</b>
<b>Found Fit to Stand Trial</b>	<b>10</b>
<b>Interprovincial Transfer</b>	<b>0</b>
<b>Stayed</b>	<b>5</b>
<b>Appeal - Verdict Quashed</b>	<b>0</b>
<b>Consolidated Verdict/Proceeding</b>	<b>2</b>
<b>TOTAL</b>	<b>40</b>

### **EXPLANATORY NOTES:**

\***Consolidated Verdict/Proceeding** refers to an accused person with more than one verdict. These are dealt with as a consolidated proceeding resulting in a single Disposition.

## CHART 6.0: CASE LOAD CHARACTERISTICS AT YEAR END APRIL 1, 2013 – MARCH 31, 2014

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<b>18 Years and Under</b>	<b>3</b>	<b>1%</b>
<b>Over 18 Years</b>	<b>286</b>	<b>99%</b>
<b>TOTAL</b>	<b>289</b>	<b>100%</b>

<b>Male</b>	<b>265</b>	<b>92%</b>
<b>Female</b>	<b>24</b>	<b>8%</b>
<b>TOTAL</b>	<b>289</b>	<b>100%</b>

<b>In Custody</b>	<b>149</b>	<b>52%</b>
<b>Out of Custody</b>	<b>140</b>	<b>48%</b>
<b>TOTAL</b>	<b>289</b>	<b>100%</b>

<b>Outside Lower Mainland</b>	<b>59</b>	<b>20%</b>
<b>Lower Mainland</b>	<b>230</b>	<b>80%</b>
<b>TOTAL</b>	<b>289</b>	<b>100%</b>

## CHART 7.0: SUMMARY OF HEARINGS (1992 – 2014)

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YEAR	NUMBER OF HEARINGS	INCREASE OR DECREASE
92/93	280	
93/94	272	-3%
94/95	336	24%
95/96	404	20%
96/97	506	25%
97/98	519	3%
98/99	537	3%
99/00	572	7%
00/01	530	-7%
01/02	515	-3%
02/03	488	-5%
03/04	455	-7%
04/05	445	-2%
05/06	480	8%
06/07	442	-8%
07/08	410	-7%
08/09	403	-2%
09/10	334	-17%
10/11	347	4%
11/12	312	-10%
12/13	313	0%
13/14	<b>293</b>	<b>-6%</b>

### EXPLANATORY NOTES:

**In FY 2013/2014 the Board experienced a 6% decrease in hearings held.**

## CHART 8.0: HEARINGS BY TYPE AND MONTH

### APRIL 1, 2013 – MARCH 31, 2014

MONTH	INITIAL HRGS	ANNUAL HRGS 672.8	SHORT ORDER/ EARLY REVIEW 672.63	ROL 672.81 (2)(a)	DIR. REQ. 672.81 (2)(b)	DUAL STATUS 672.81 (3)	ENF. ORDER 672.94	ACC. REQ. 672.82	TOTAL HRGS	AVG. # HRGS PER DAY	TOTAL # of HRG DAYS
Apr	7	14	3	2	0	0	2	0	28	2.000	14
May	5	18	5	0	0	0	0	0	28	1.647	17
Jun	2	14	3	1	0	0	0	0	20	1.250	16
Jul	6	10	6	1	0	0	0	0	23	1.769	13
Aug	6	4	2	1	0	0	1	0	14	3.500	4
Sep	3	16	6	1	0	0	3	0	29	2.636	11
Oct	6	20	9	2	0	0	1	1	39	2.438	16
Nov	5	21	5	1	0	0	0	0	32	2.133	15
Dec	3	3	2	1	0	0	1	0	10	1.250	8
Jan	4	18	3	1	0	0	3	0	29	1.933	15
Feb	5	14	3	0	0	0	1	0	23	1.769	13
Mar	7	5	4	1	0	0	1	0	18	1.286	14
<b>TOTAL</b>	59	157	51	12	0	0	13	1	293	1.878	156

## CHART 9.0: FOUR-YEAR COMPARISON OF HEARINGS BY TYPE FISCAL 10/11 – 13/14

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HEARING TYPE	FISCAL 10/11	FISCAL 11/12	FISCAL 12/13	FISCAL 13/14
Initial 45 Days	53	48	57	57
Initial 90 Days	5	4	2	2
Annual	177	163	162	157
Director Request	8	10	6	0
Discretionary Review	3	4	6	1
Enforcement Order	16	17	13	13
Restriction of Liberties	42	25	22	12
Early Review	43	40	45	51
Dual Status Offender Placement Hearing	0	1	0	0
<b>TOTAL</b>	<b>347</b>	<b>312</b>	<b>313</b>	<b>293</b>

## CHART 10.0: PROCEDURAL MATTERS

### APRIL 1, 2013 – MARCH 31, 2014

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<b>PROCEDURAL MATTER</b>	
<b>Extension of Disposition Orders on Consent - s.672.81(1.1)</b>	<b>84</b>
<b>Adjournments - s.672.5(13.1)</b>	<b>35</b>
<b>Adjournments - s.672.5(15.3) (Victim Requested)</b>	<b>0</b>
<b>Victim Requests to Read VIS - s.672.5(15.1)</b>	<b>0</b>
<b>Assessment Order - s.672.121</b>	<b>16</b>
<b>Recommendation to Court Re Stay of UST Matter - s.672.851(1)</b>	<b>0</b>
<b>TOTAL</b>	<b>135</b>

# YEAR END FINANCIAL REPORT: 2013-2014



## FY 2013-2014 Expenditure Overview

<b>FY 2013/14 Delegation</b>	<b>FY 2013/14 Expenditures</b>	<b>FY 2013/14 Variance (surplus)</b>
<b>\$1,374,000</b>	<b>\$1,268,876</b>	<b>\$105,124</b>

### VARIANCE EXPLANATIONS:

- STOB 50/51/52 – Salaries and Benefits: One FTE on maternity leave full year - **\$14,813** under budget
- STOB 60 – Professional Services – Operating & Regulatory: this fiscal year saw no unusual legal or professional contract expenses - **\$26,638** under budget
- STOB 63 – Information Systems – Operating: the in-house database, RBCMS, is outdated and requires a major revision. Until capital funds are located for this overhaul, maintenance costs for the existing software are minimal - **\$21,160** under budget
- STOB 73 – Amortization Expense: without capital funds to proceed with an upgrade to the RBCMS, no amortization funding has been required - **\$30,000** under budget

**For Fiscal Year ending:  
March 31, 2014**

		<b>DELEGATED BUDGET</b>	<b>ACTUAL AT MARCH 31, 2014</b>	<b>VARIANCE AMOUNT</b>
		<i><b>a</b></i>	<i><b>b</b></i>	<i><b>c = a-b</b></i>
	FULL-TIME EQUIVALENTS (FTES)	<b>8</b>	<b>7</b>	<b>1</b>
STOB	SALARIES AND BENEFITS			
	50 BASE SALARIES AND OVERTIME	435,000	416,734	18,266
	51 SUPPLEMENTARY SALARY COSTS	2,000	9,343	(7,343)
5298	EMPLOYEE BENEFITS CHBK REC	104,000	100,111	3,889
	55 BOARDS/COMMISSIONS/COURTS - FEES & EXPENSES	644,000	635,145	8,855
	57 PUBLIC SERVANT TRAVEL EXPENSES	8,000	3,261	4,739
	60 PROF SERVICES - OPER & REGULATORY	78,000	51,362	26,638
	63 INFORMATION SYSTEMS - OPERATING	25,000	3,840	21,160
	65 OFFICE AND BUSINESS EXPENSES	48,000	49,080	(1,080)
	73 AMORTIZATION EXPENSE	30,000	0	30,000
<b>TOTAL</b>		<b>1,374,000</b>	<b>1,268,876</b>	<b>105,124</b>





**BRITISH COLUMBIA  
REVIEW BOARD**

**Safeguarding the rights and interests of mentally disordered accused  
persons and of society with fairness and dignity**

# **BC REVIEW BOARD 3-YEAR WORK PLAN / PERFORMANCE OBJECTIVES:**

**APRIL 2012 – MARCH 2015**

**VERSION 3.0 FOR FISCAL YEAR: 2014-2015**

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# **OBJECTIVES OF THE BCRB'S PLANNING PROCESS**

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- To articulate and implement the principles which will guide the activities, operations and organizational development of the Board; consistent with principles of administrative justice and the tribunal's adjudicative independence in the delivery of fair and timely hearings and effective decisions.
- To identify tasks in key spheres of activity necessary to achieve the mandate of the Board including: the assignment of responsibilities; the monitoring of progress to accomplish tasks; the identification of outcome indicators or criteria which determine when activities have been accomplished.
- To identify resource requirements and enhance ability to forecast expenditures and utilization of human resources.
- To provide a basis for managing and assessing staff and tribunal performance.
- Plans are monitored and revised on a scheduled basis as activities are completed, the needs of the organization change, or external factors impact Board activity. They also form the basis of an annual review and planning session which will enable us to report, set priorities and establish budget submissions for the following year.
- The BCRB's planning process recognizes that its mandate and procedures are governed by Federal legislation but implemented in a provincial ministerial context; its operational strategies are therefore circumscribed to some extent.

# ACTIVITY 1.0: ACCOUNTABILITY FOR THE BCRB'S HUMAN, FINANCIAL AND PHYSICAL RESOURCES

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## 1.1 BUDGET AND HUMAN RESOURCE PLANNING, ALLOCATION, MONITORING AND REPORTING PROCESSES

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To establish realistic 3-year and annual service plans and budget requirements</li> <li>• To provide and submit expenditure records, forecasts and submissions in compliance with Ministry of Attorney General requirements</li> <li>• To closely monitor caseload activity, trends, fluctuations and analyze then financial implications/consequences</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing monitoring/adjustment of workplans and caseload/hearing trends</li> <li>• Monthly reports are accurate and submitted within established timelines</li> <li>• Monitor expenditure patterns/issues and implement appropriate expenditure management/adjustment strategies</li> <li>• Produce and analyze caseload and statistics on a monthly basis in aid of accurate financial forecasts and implement corrective strategies which are consistent with discharge of statutory mandate</li> </ul>

<ul style="list-style-type: none"> <li>• To monitor and manage professional services contracts, agreements, and deliverables including: <ul style="list-style-type: none"> <li>○ Court reporting and transcription services (Verbatim - \$50,000)</li> <li>○ Case Management System (CMS) maintenance and support (OA Solutions - \$21,000)</li> <li>○ Hearing interpreter/translation services (provided by two companies under Corporate Supply Arrangements with the Provincial Government – Mosaic Interpretation Services)</li> <li>○ Maintenance contract for servicing Recording Equipment at FPH &amp; RBO locations (VoiceCapture Digital Recording - \$350)</li> <li>○ Joint BCRB/BCHRT Crystal Reports forms and reports development for use with TABS/RBCMS (Halliwell Systems Inc - \$10,000)</li> </ul> </li>   <li>• To monitor FTE utilization within delegations</li> </ul>	<ul style="list-style-type: none"> <li>• Review/monitor monthly invoicing for accuracy</li> <li>• Review invoices for accuracy/ monitor hours of service/support received</li> <li>• Review and monitor services provided – ongoing</li> <li>• Review and monitor services provided – as and when required</li> <li>• Review/monitor invoices for accuracy/ monitor hours of service/provision of required forms/reports</li>   <li>• Close management of leaves and overtime</li> </ul>
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## 1.2 INFORMATION SYSTEMS/RESOURCES

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To evaluate the existing case management system (CMS) and identify the current and future needs of the Review Board (ongoing monitoring and analysis)</li>   <li>• To implement the plan created for the paperless distribution of disposition information to panel members and to parties</li>                   <li>• Prepare for 2014 Workstation Refresh Project</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to complete a full analysis of BCRB requirements and existing system. The data architecture of the RBCMS is outdated and inflexible which potentially makes any enhancements difficult and expensive</li>   <li>• Purchase and install Adobe Acrobat XPro on all Registry computers and laptops – <b>Completed May 2013</b></li> <li>• Train Registry staff on Acrobat XPro - <b>Completed March 2014</b></li> <li>• RFS submitted to ITSD for installation of full version of Flash Player required for Adobe portfolios (ebinders) <b>May 2014</b></li> <li>• Create eBinders of evidence paper binders – <b>June-August 2014</b></li> <li>• Initiate trial period – test use of ebinders with select Board members, mock hearing preparation/test, then full hearing use of ebinder (supplemented with paper binders for test hearings) <b>Fall 2014</b></li> <li>• Target Completion (Full Board Member Participation) – <b>Spring 2015</b></li>   <li>• Participate in planning process meetings with government refresh team – <b>ongoing – bi-weekly</b></li> <li>• Schedule timing of refresh – <b>Fall 2014</b></li> </ul>

### 1.3 HUMAN RESOURCES

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>To identify and implement core staff development needs and opportunities; maintain staff performance management process</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing: staff to create their own Employee Performance and Development Plans annually; progress is monitored quarterly</li> </ul>

## 1.4 PHYSICAL PLANT/ACCOMMODATION

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To monitor and assess space pressures/requirements</li> <li>• Assess feasibility of combining/co-locating BCHRT and BCRB office space/hearing room requirements, in accordance with government direction (Dec 2011)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• August 2014</li> <li>• Reduction in real estate/leasehold costs</li> <li>• Current lease agreements restricting progress – relocation proposal for <b>June 2016</b> under review by Shared Services BC –</li> </ul>

## ACTIVITY 2.0: BOARD DEVELOPMENT

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ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To continue recruitment and screening process for new members (succession planning)</li> <li>• To closely monitor appointments and re-appointments in light of workload demands</li> <li>• To revise core orientation materials/jurisprudence</li> <li>• To convene Alternate Chair and full Board meetings</li> <li>• To provide ongoing training in forensic psychiatry, law, and risk assessment to Board members</li> <li>• To participate in inter-provincial Review Board Chair meetings</li> <li>• To maintain Quicklaw database</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Process streamlined - submissions reduced where possible to once a year</li> <li>• Request for <b>new appointees</b> submitted December 2013 and approved by Cabinet <b>February 2014</b></li> <li>• <b>Expiring July – December 2014 appointees</b> – re-appointment request submitted <b>March 2014</b></li> <li>• Ongoing</li> <li>• Scheduled full Board Meeting – <b>June 19, 2014</b></li> <li>• Ongoing</li> <li>• Attended <b>September 2013</b> – Charlottetown, PEI</li> <li>• <b>September 2014</b> – Winnipeg, Manitoba</li> <li>• Ongoing</li> </ul>



<ul style="list-style-type: none"><li>• To update and maintain Board website</li><li>• To monitor BCRB rules of procedure; revise as appropriate</li><li>• To revise/maintain BCRB work plans/performance objectives</li><li>• To report annually regarding the Tribunal's operations and performance</li><li>• To prepare Policies and Procedures, training materials and opportunities required for implementation of the <b><i>Not Criminally Responsible Reform Act (Bill C-14)</i></b></li></ul>	<ul style="list-style-type: none"><li>• Ongoing</li><li>• 3-year plan – Revised <b>April 2014</b></li><li>• Filing of 3 year reports and performance plans and annual updates</li></ul>
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# ACTIVITY 3.0: SERVICE DELIVERY

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## 3.1 DEVELOP/CLARIFY/STREAMLINE CASE MANAGEMENT PROCEDURES

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To monitor caseloads to enable regionalized Board sittings and maximize utilization of travel expenditures</li> <li>• To review, re-scope and relocate hearing locations throughout BC</li> <li>• To complete amendments to Case Management Procedures manual</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing analysis /assessment by registrar &amp; chair.</li> <li>• Monitor/review – <b>Ongoing</b></li> <li>• Update procedures in Case Management Manual - ongoing</li> </ul>

### 3.2 POLICY/PROCEDURAL ISSUES

ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To monitor timely production of Orders and Reasons</li> <li>• To monitor timely/accurate receipt and re-distribution of disposition information</li> <li>• To conduct regular registry staff meetings to identify issues and enhance communication</li> <li>• To review and update staff procedure manual for Procedural Administrative Matters</li> <li>• Review and update procedures for retention of digital hearing recordings, log-notes process and transport of recordings for transcription; merge into procedural manual</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> <li>• Ongoing</li> </ul>

# ACTIVITY 4.0: STAKEHOLDER RELATIONS & COMMUNICATIONS

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ACTIVITY	STATUS/PERFORMANCE GOALS
<ul style="list-style-type: none"> <li>• To maintain / enhance linkages with individual stakeholders: CLAS; FPH; Crown; LSS</li> <li>• DAG/Minister's office</li> <li>• BRDO</li> <li>• Court Services</li> <li>• Circle of Chairs</li> <li>• To educate relevant publics about the Board's mandate and operations and systems issues affecting services for MDO's</li> <li>• To engage stakeholders in Board member performance feedback process</li> <li>• To engage stakeholders in Registry staff performance feedback process (Registrar)</li> <li>• To engage Board Members in Registry staff performance feedback process (Registrar)</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing</li> <li>• Bi-monthly meetings</li> <li>• Ongoing, as requested</li> <li>• Ongoing as appointments expire</li> <li>• Registrar to complete on an ongoing basis</li> <li>• Registrar to complete on an ongoing basis</li> </ul>



# ORGANIZATION CHART

## MARCH 2014

