



# **BC Sheriff Service Strategic Metrics Report**

**November 2022**

# Table of Contents

## Contents

Message from the Assistant Deputy Minister and the Chief Sheriff .....	3
Executive Summary.....	4
Impacts of COVID-19.....	6
Snapshot of the BC Sheriff Service Workforce.....	8
Resource Levels and Impacts to Operations.....	9
COURT CLOSURES AND DELAYS .....	9
AVERAGE OVERTIME HOURS .....	9
AVERAGE Short-Term Illness and Injury Plan (STIIP) HOURS .....	10
WORKSAFE BC CLAIMS.....	10
Recruitment and Retention .....	12
MOVEMENTS IN AND OUT, HEADCOUNT .....	12
ATTRITION RATE.....	13
RECRUITMENT RATE .....	13
SHERIFF RECRUIT TRAINING OFFERINGS .....	14
Training Compliance Rates and Reasons for Non-Compliance .....	15
Business Area KPI's .....	16
NUMBER OF COURT APPEARANCES .....	16
JURY MANAGEMENT STATISTICS .....	17
PRISONER TRANSPORTS.....	18
DOCUMENTS SERVED .....	19
HOLDING CELL HOURS .....	19
HOLDING CELL COUNTS .....	20
COURTHOUSE SECURITY STAFF HOURS.....	20
INTEGRATED THREAT ASSESSMENT UNIT STATISTICS .....	21
NARCAN ADMINISTRATIONS.....	21
USE OF FORCE INCIDENTS.....	22
Looking Forward .....	23
ANTICIPATED CHANGES TO SERVICE DELIVERY .....	23
SHERIFF PLANNING RECRUITMENT MODEL ESTIMATES .....	24
NEXT BC SHERIFF STRATEGIC MEASURES REPORT AND KPI DASHBOARD .....	25

Message from the Assistant Deputy Minister and the Chief Sheriff  
We are very pleased to introduce a new annual management report aimed at assisting the BC Sheriff Service (BCSS) in maintaining a strong, effective, and resilient organization. The data collected in this report, in addition to Work Environment Survey response plan and BCSS Strategic Initiatives strategy, will inform our Human Resources Plan and identify areas for improvement through the BCSS.

A consistent theme of the recommendations from the Office of the Auditor General's (OAG) 2019 audit report "Managing Human Resources at the BC Sheriff Service" was that BCSS should document and monitor metrics to assist the organization in measuring how effectively it is meeting its objectives. In response to those recommendations, BCSS has identified Key Performance Indicators (KPIs) and human resource data that will be gathered and analyzed to help BCSS make informed decisions about its forward-facing strategic priorities. This data will also assist BCSS in measuring how the organization is performing in relation to previously identified goals.

In addition to an annual report, the BCSS Sheriff Management Team (SMT) will receive the raw metrics at six-month intervals (between annual report releases) to ensure the Service is meeting its objective to provide for the safety and security of the courts.

While we know business data is an important tool, it is acknowledged much of BCSS' operational data is collected through manual processes. Over the coming years, a priority for BCSS will be to increase the use of technology and automate the collection and distribution of operational business data wherever possible.

Finally, the global COVID-19 pandemic resulted in widespread disruptions to BCSS business practices. In areas where the data was impacted by COVID-19, notations have been made to identify anomalies or provide caution on the limitations of the data. CSB is committed to updating both the Sheriff Planning Recruitment Model (SPRM) and Sheriff Planning Technique (SPT) to reflect new service delivery practices within the justice sector when operations have stabilized.

Sincerely,

Jenny Manton  
Assistant Deputy Minister

Paul Corrado  
Chief Sheriff

## Executive Summary

For most metrics, this report contains data from fiscal year 2016/17 to fiscal year 2020/21, and wherever possible data for fiscal year 2021/22 is included.

The impacts of COVID-19 on court operations and BCSS responsibilities have been notable.

- Court closures and delays due to sheriff staff shortages were close to zero in the past three years.
- From FY 2019/20 to FY 2020/21, there was a 5,947 (-3.6%) decrease in court hours due to the pandemic. In FY 2021/22, with court resuming full operations, there was a further 17,180 (10.7%) increase in court hours. These are the highest recorded court hours since tracking on an annual basis with a total of 177,869 court hours.
- Overtime hours show a decreasing trend since the high of 54,171 hours in FY 2017/18 to 31,187 hours in FY 2021/22.
- The number of Short-Term Illness and Injury Plan (STIIP) hours continues to increase. Comparing FY 2019/20 to FY 2020/21, there was an 11.1% increase in STIIP followed by a further 44.8% increase from FY 2020/21 to FY 2021/22. This increase is likely due to Public Health Orders which required staff to stay home and isolate for any COVID-19 symptoms.
- There was an increase of 9.7% in WorkSafeBC claims from FY 2019/20 to FY 2020/21 but a reduction in the number of days lost (from 2,656 to 1,292).

BCSS saw promising trends in FY 2020/21. The headcount rose along with a small decline in movements out of the organization. However, in FY 2021/22 this trend reversed, and both the headcount fell as movement out of the organization increased. The attrition rate decreased from its peak of 9.2% in FY 2017/18 to 5.0% in FY 2020/21 and 8.1% in FY 2021/22. The average attrition rate over the last five years is 7.2%.

Recruitment efforts were heavily impacted by the pandemic. The need for physical distancing meant class sizes were reduced by half, resulting in the recruitment rate dropping from 11.3% in FY 2019/20 to 6.4% in FY 2021/22. If movements into the organization hold steady and smaller class sizes continue, recruitment efforts will not sustain the staffing needs of the BCSS.

During the pandemic, Force Response Options (FRO) requalification training was cancelled until the course could be reconfigured to utilize Personal Protective Equipment (PPE) and implement physical distancing. As a result, 2020 compliance rates dipped to 83.5% but are stabilizing (95.0% in 2021). Pistol requalification saw reduced range time during the pandemic but did not see significant decline in compliance. In 2021, carbine requalification compliance dropped to 79.6% due to scheduling difficulties.

The implementation of an essential services model and the need to move to virtual proceedings during the pandemic significantly impacted attendance methods in both Provincial and Supreme Courts. Technology-enabled court appearances, where at least one party appeared remotely, increased by over 382,000 appearances (by 276%) from FY 2019/20 to FY 2021/22 (see page 16 for chart).

Civil juries were suspended as of March 2020 but resumed in October 2022. Supreme Court criminal jury trials were temporarily suspended early in the pandemic. Upon resumption in September 2020, criminal jury trials took place at a decreased volume and utilized off-site locations in some communities.

The sheriff business area was significantly impacted by the pandemic. From FY 2019/20 to FY 2020/21, ground transports decreased by 81.8% and air transports by 78.5% respectively, documents served by sheriffs decreased by 67.3%, holding cell hours decreased by 33.3%, and cell counts (number of individuals in cells) decreased by 83.7%. As the Province emerges from the pandemic, the total number of prisoners transported in FY 2021/22 increased moderately (by 16.1%) in comparison with FY 2020/21.

Sheriffs who were usually responsible for transports and prisoner management were redeployed to new duties such as COVID screening at entrances, facilitating virtual bail from police detachments, and staffing off-site and after-hours courts (to allow for physical distancing). Sheriff courthouse security hours increased by 44.2% from 2019/20 to 2020/21.

The Integrated Threat Assessment Unit (ITAU) saw their caseload drop by 25.2% from 2020/21 to 2021/22 but the overall number of high security events/trials has remained relatively stable throughout.

NARCAN administrations by sheriffs to individuals on courthouse grounds have remained consistent since 2020. Use of Force incidents decreased in 2020/21 consistent with COVID trends.

## Impacts of COVID-19

During the COVID-19 pandemic, BC courts were confronted with the challenge of maintaining access to justice while safeguarding public health.

On March 17, 2020, BC's Provincial Health Officer declared a public health emergency across the province due to COVID-19 to protect the health and safety of British Columbians. Regular court operations were suspended in Supreme Court between March 19 and June 5, 2020, and in Provincial Court between March 25 and July 3, 2020, though court activity was impacted as early as March 17, 2020.

As outlined in the 2020/21 Provincial Court Annual Report, from mid-March 2020 through the following twelve weeks, the court adopted "an essential services model" suspending some services and moving rapidly to perform others in different ways.

Both the Superior Courts of BC and Provincial Court adjourned non-urgent matters. Urgent and time sensitive matters and hearings were conducted by implementing new and innovative measures. Hearings initially proceeded by telephone while work was done to equip the court to conduct virtual proceedings using web-based video conferencing technology.

The courts announced innovative measures to resume traffic, ticket, and bylaw trials with adequate physical distancing. CSB hired an environmental engineering consulting firm to perform assessments and provide guidelines to promote the safe operation of the courts. These guidelines, and consultations with WorkSafeBC, Occupational Health, BCGEU representatives and BCSS employees, resulted in BCSS Exposure and Control Plans for COVID-19.

Sheriffs showed tremendous flexibility and dedication as they adapted quickly to provide services in large, offsite spaces such as universities, schools and theatres to enable physical distancing. Court matters were staggered during the daytime or heard in the evenings at some court locations. Exposure Control Plans and safe work procedures were developed to ensure alignment with Public Health Office (PHO) orders and justice sector best practices.

The courts worked with CSB, government, and police agencies to install technical equipment in police and RCMP detachments so bail hearings could be conducted by MS Teams. Virtual bail resulted in a dramatic reduction in the number of transports sheriffs undertook. Staff who were normally deployed for transports

were reassigned to other duties such as COVID-19 screening at courthouse entrances or providing services at alternate locations, staffing virtual hearings at police detachments, and evening court sittings.

COVID-19 also posed significant challenges for Sheriff Recruit Training (SRT) as most training modules normally took place in-person and in close contact between recruits. To provide training during the pandemic safety protocols and the use of PPE were implemented. In addition, all 2020 and 2021 SRT cohorts were reduced to 12 recruits to allow for physical distancing.

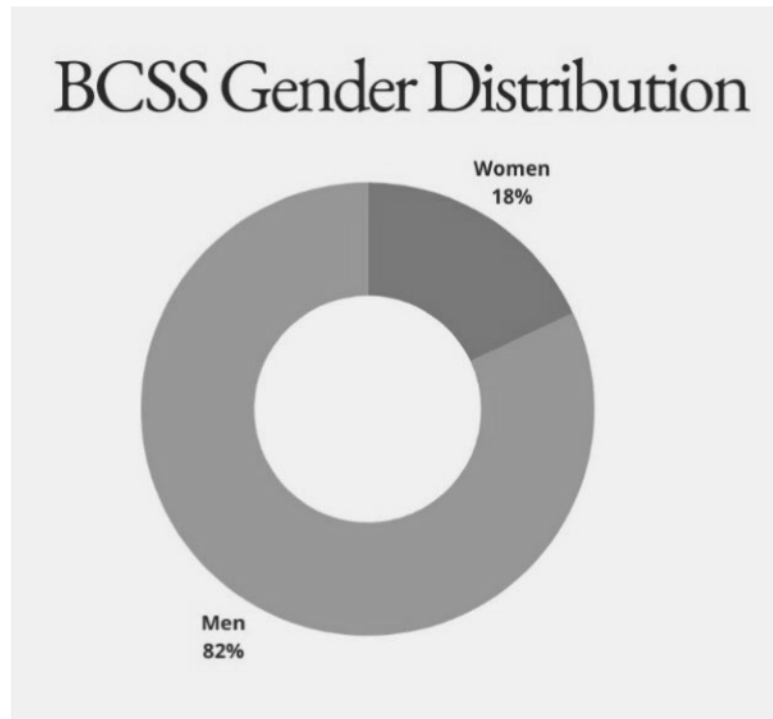
The significant and evolving changes in court operations since mid-March 2020 have highlighted the need to update data collection procedures and systems. The current data systems were not designed to capture new processes (e.g., off-site court duties, virtual bail, pandemic screening at courthouse entrances). These new and sometimes temporary processes and duties have diluted the applicability of resourcing estimators that were based on old business practices. As a result, data collected during this time should be interpreted with caution.

While court operations are beginning to stabilize, service delivery continues to evolve. CSB is committed to ensuring our data collection process adapt and accurately capture sheriff performance metrics.

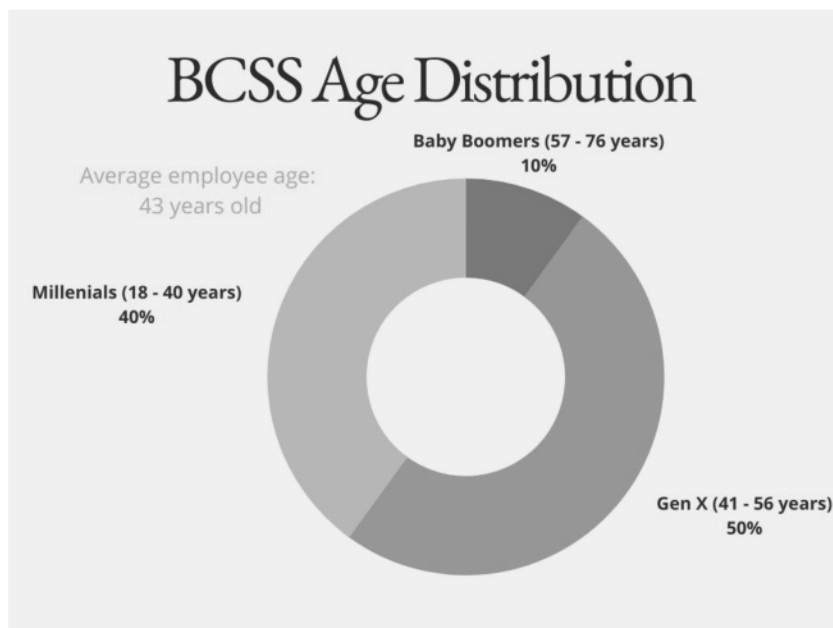
## Snapshot of the BC Sheriff Service Workforce

As of May 12, 2022, the BCSS had 530 active employees (not including employees off on long-term leave such as pre-retirement leave). Of those employees, 18.3% (97) identify as female while 81.7% (433) identify as male.

On average, BCSS employees have been with Court Services Branch for 13 years.



The average age of BCSS employees is age 43. The largest proportion of the workforce are Millennials (49.8%), followed by Gen X (40.2%), then Baby Boomers (10.0%).

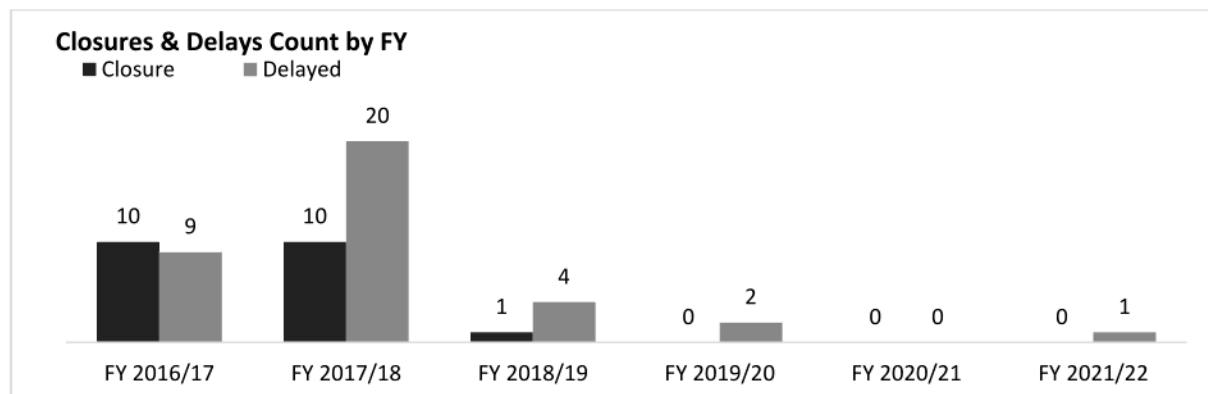




## Resource Levels and Impacts to Operations

### COURT CLOSURES AND DELAYS

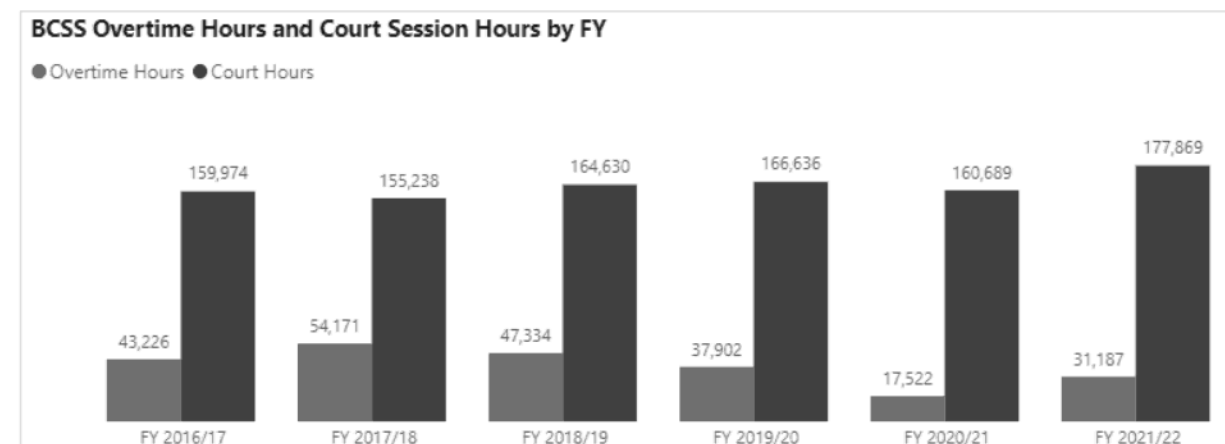
The number of court closures and delays due to sheriff resource shortages decreased from FY 2016/17 through FY 2021/22. There has been one court closure due to sheriff staff shortages over last four years, and a total of seven court delays during that same period.



Data source: IRIS September 9, 2022 (Sheriffs only)

### AVERAGE OVERTIME HOURS

The overtime figures compare overtime trends to court session hours.



Data source: Strategic HR, BCSS Dashboard Data Package as of July 2, 2022.

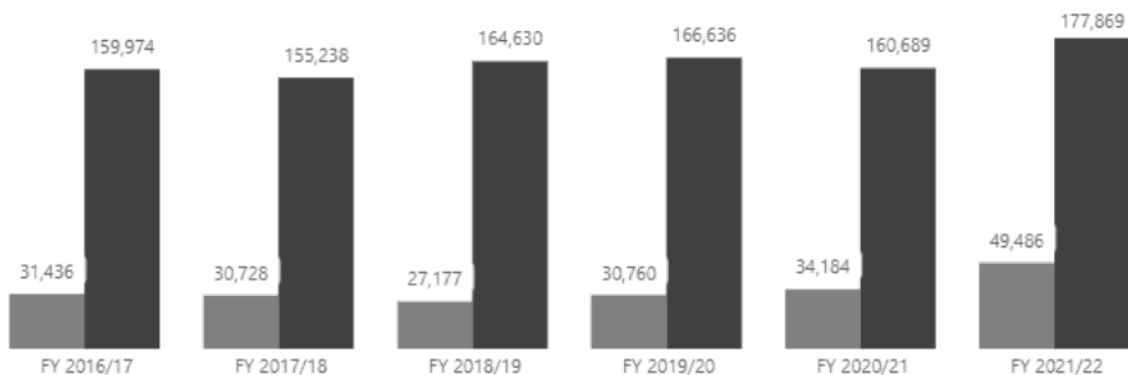
In FY 2021/22, there were 31,187 overtime hours, an increase of 78% from FY 2020/21 (17,522). In 2020/21, the majority (81.5%) of overtime was due to unplanned or late court sittings. The average amount of annual overtime over the last five years is approximately 37,600 hours.

## AVERAGE Short-Term Illness and Injury Plan (STIIP) HOURS

The figures below compare STIIP trends to court session hours.

### BCSS STIIP Hours and Court Session Hours by FY

● STIIP Hours ● Court Hours



Data source: Strategic HR, BCSS Dashboard Data Package as of July 2, 2022.

The number of STIIP hours continues to increase steadily since FY 2019/20. There were 34,184 STIIP hours in FY 2020/21 and 49,486 STIIP hours in FY 2021/22, which is a 11.1% and 44.8% increase respectively. Recent increases may be the result of Public Health Orders which required staff to stay home and isolate if testing positive and exhibiting any COVID-19 symptoms. Given the nature of sheriff work, working remotely from home is rarely an option, and consequently STIIP may trend higher as a result. The five-year annual average of STIIP hours is about 34,500 hours.

### WORKSAFE BC CLAIMS

The WorkSafeBC data measures the total number of approved WorkSafeBC claims, days lost, the nature of injuries claimed, and the average portion of sheriff days lost due to WorkSafeBC claims.

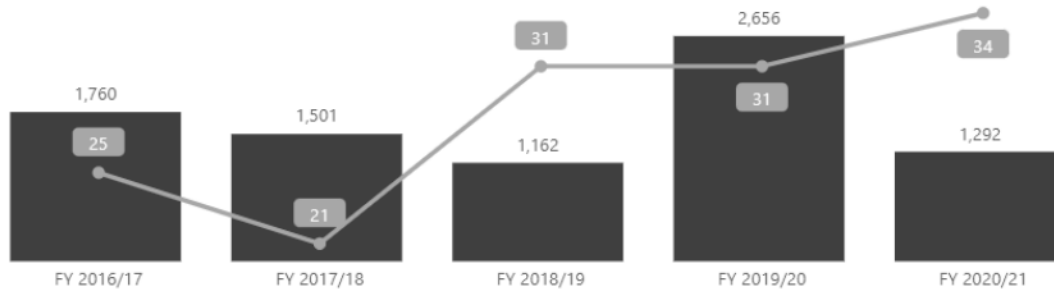
There was a 9.7% increase in approved WorkSafeBC claims, with the number of claims increasing from 31 claims in FY 2019/20 to 34 claims in FY 2020/21.

Despite the increase in number of claims, sheriffs only lost 1,292 workdays in FY 2020/21 compared to 2,656 workdays in FY 2019/20.

Based on the total claims over the five-year fiscal period, 56.3% of injuries were classified as "other strains", 9.9% were due to back strain, another 9.9% by respiratory inflammation, and 7.8% due to contusions.

### Days Lost and Total WorkSafeBC Claims by Fiscal Year

● Days Lost ● WorkSafeBC Claims



Data source: PSA, Workplace Health & Safety as of 2022-01-11.

## Recruitment and Retention

### MOVEMENTS IN AND OUT, HEADCOUNT

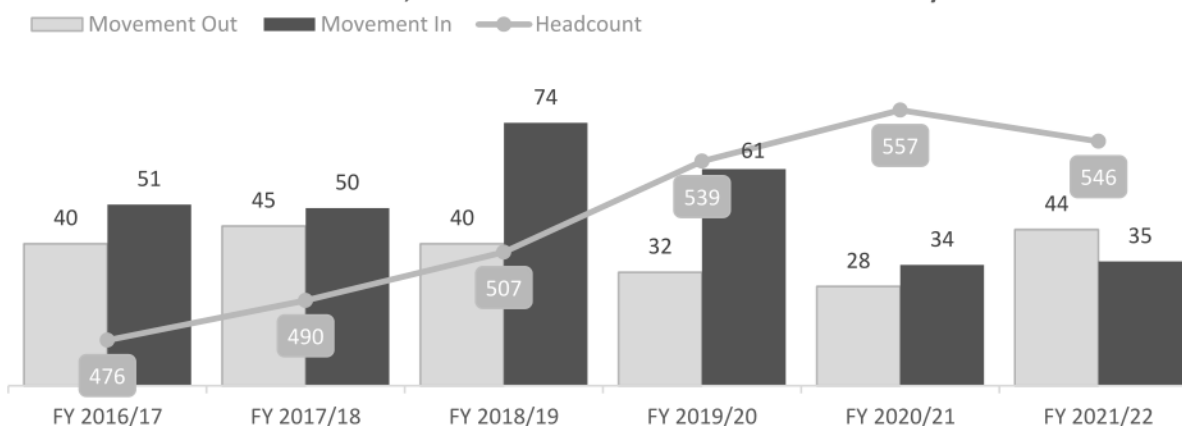
Movement and headcount data accounts for all positions in the Sheriff Service Division, Sheriff Recruitment Centre and Office of Professional Standards.

“Movements In” include hires, rehires, as well as permanent transfers into BCSS from elsewhere outside of CSB. The count of movement transactions does not include temporary appointments.

“Movements Out” include resignations, retirements other terminations (job ends, end of recall limit, just cause, etc.) and permanent transfer from the BCSS out of CSB to elsewhere in the BC Public Service.

In FY 2021/22, 35 people joined BCSS compared to 34 in FY 2020/21. In FY 2021/22, 44 people left BCSS compared to 28 in FY 2020/21. The headcount decreased by 11 people in FY 2021/22 compared to the previous year.

**Permanent BCSS Movements Out, Permanent Movements In and Headcount by FY**

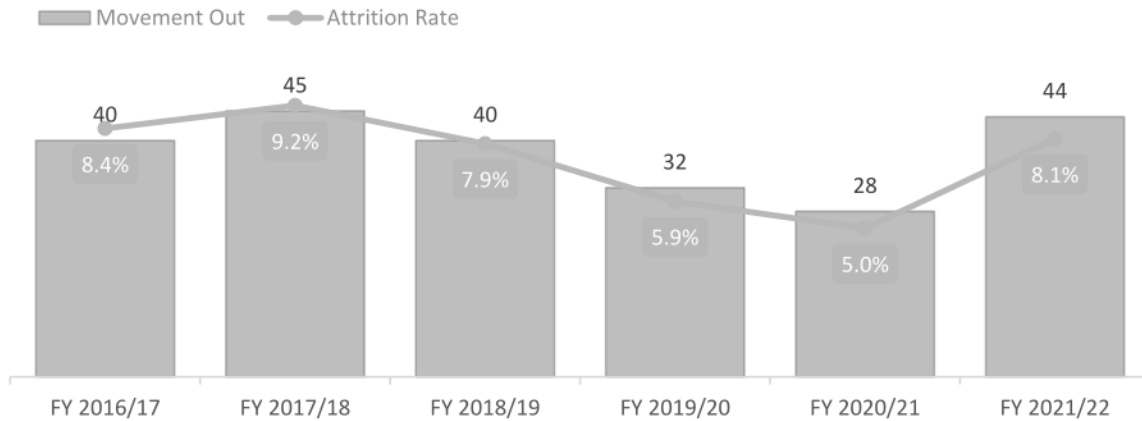


Data source: Strategic HR: BCSS Dashboard Data Package, July 2, 2022 and CSB Employee Details - All Report, March 26, 2022.

## ATTRITION RATE

In FY 2021/22, the attrition rate was 8.1%, up 3.1% from the previous year. The average attrition rate over the last five years is 7.2%.

**BCSS Attrition Rate in Relation to Headcount & Movements by FY**



Data source: Strategic HR: BCSS Dashboard Data Package, July 2, 2022 and CSB Employee Details - All Report, March 26, 2022

## RECRUITMENT RATE

The rate of recruitment, which reflects the proportion of new employees to total employees, is 6.4% in FY 2021/22, down from 11.3% in FY 2019/20 pre-pandemic.

Fiscal Year	Recruitment Rate
FY 2016/17	10.7%
FY 2017/18	10.2%
FY 2018/19	14.6%
FY 2019/20	11.3%
FY 2020/21	6.1%
FY 2021/22	6.4%

Data source: Strategic HR: BCSS Dashboard Data Package, July 2, 2022 and CSB Employee Details - All Report, March 26, 2022

#### SHERIFF RECRUIT TRAINING (SRT) OFFERINGS

As mentioned earlier, the COVID-19 pandemic made it necessary to decrease the size of BCSS SRT classes to 12 to enable appropriate physical distancing. These limitations significantly decreased the number of recruits graduating between 2020 and 2022.

<b>Calendar Year SRT Started</b>	<b>Graduating Class Total</b>
2018	63
2019	70
2020	33
2021	33
2022	34 (including class in progress)

## Training Compliance Rates and Reasons for Non-Compliance

The Training and Recruitment Unit (TRU) has made improvements to their data tracking systems, resulting in more accurate and up to date data.

In the case of FRO training, COVID-19 presented significant challenges to training renewal. The training is hands-on and does not allow for physical distancing and as a result, a number of classes were cancelled, impacting compliance rates.

Some potential reasons for non-compliance may include sheriffs being called into work due to operational demands due to more staff off work for longer periods of time from COVID-19 mandated isolation periods (forcing them to cancel their training), no shows, or failure to re-book training. Note that the non-compliance rates below exclude staff on STIIP or leave.

### Pistol Compliance

<b>Calendar Year</b>	<b>Compliance Rate</b>	<b>Non-Compliance Rate</b>
2019	100%	0%
2020	100%	0%
2021	99.4%	0.6%

### Force Response Options (FRO) Compliance

<b>Calendar Year</b>	<b>Compliance Rate</b>	<b>Non-Compliance Rate</b>
2019	93.0%	7.0%
2020	83.5%	16.5%*
2021	95.0%	5.0%

\*Of the 16.5% who were non-compliant in 2020, all incidents of staff not completing FRO requirements were caused by classes cancelled due to COVID-19.

### Carbine Compliance

Carbine requalification is not considered mandatory training, however staff must be compliant with training requirements to be deployed with a carbine. BCSS has elected not to qualify all operators, due to travel restrictions during the pandemic, and low number of high security matters in these areas. BCSS may begin routinely qualifying carbine operators moving forward to increase capacity as an organization to respond to emergent issues.

Calendar Year	Compliance Rate	Non-Compliance Rate
2019	83.3%	16.7%
2020	90.5%	9.5%
2021	79.6%	20.4%

## Business Area KPI's

Business area metrics are used by BCSS to gauge workload and resource levels. To some degree, they also assist in evaluating BCSS' organizational effectiveness.

## COURT APPEARANCES AND VIRTUAL APPEARANCES

Court appearances were heavily impacted by the pandemic but are gradually returning to pre-pandemic levels. Between FY 2019/20 and FY 2020/21, there was a 17.7% decrease in the number of appearances, followed by an increase of 12.3% from FY 2020/21 to FY 2021/22.

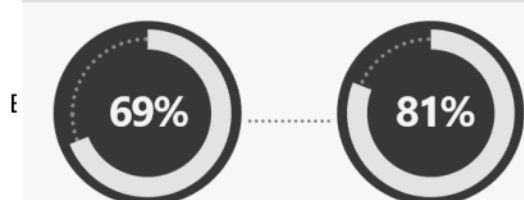
As a subset of all court appearances, technology-enabled appearances reflect criminal and civil appearances that have at least one participant who attends by online video or telephone. All parties attending the appearance including the adjudicator are considered, but do not include witness and expert testimony. Appearances made solely to adjourn the case due to COVID-19 are excluded from the calculation of technology-enabled appearances.

Due to COVID-19 and efforts to keep court participants, judiciary and staff safe and physically-distanced, the number of technology-enabled appearances increased by over 382,000 (from 138,507 to 520,892) or 276.1% between FY 2019/20 and FY 2021/22.

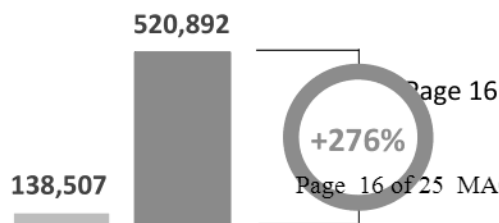
Court Level	2019/20		2020/21		2021/22	
	Total Appearances	% Tech-enabled	Total Appearances	% Tech-enabled	Total Appearances	% Tech-enabled
Provincial	813,812	17.6%	666,288	67.2%	751,123	69.4%
Supreme	96,779	17.8%	82,833	79.0%	90,094	81.0%
TOTAL	910,591	17.6%	749,121	68.2%	841,217	70.2%

Data source: SIBA Tables Aug 2, 2022 and Oct 3, 2022; CRIM BI, CMIS tables, CEIS\_ODS. Extracted on Sep 28, 2022

## % OF TOTAL APPEARANCES THAT ARE VIRTUAL IN FY 21/22



## COMPARISON OF VIRTUAL APPEARANCES (enabled by technology)





## JURY MANAGEMENT STATISTICS

During the COVID-19 pandemic, civil jury trials were suspended and will resume effective October 8, 2022.

Criminal jury trials and jury selections were temporarily suspended at the start of the pandemic and resumed in September 2020. A two-stage jury selection process, off-site locations such as local hotels, recreational centres, and community halls were used to ensure appropriate physical distancing.

The jury trial statistics below reflect data reported by sheriffs and are based on the date the trial ended. These counts may not align precisely with other reports that use Jury Management System (JMS) records (those statistics are based on when jurors were selected not the end of the trial). For example: a juror may be selected in 2019, but the trial may end in 2020. In addition, members of Coroner's Inquests are not summoned in the same way as criminal/civil juries and are tracked manually by staff.

Civil trials were scheduled in early 2020 and jurors summoned. Civil trials were suspended as of March 2020 and as a result, there were no jurors selected or civil jury trials completed in 2020/21 or 2021/22. The first civil jury trial is scheduled to occur in December 2022.

	2019/2020	2020/2021	2021/2022
Total number of completed criminal and civil trials	73	19	24
Total number of summoned jurors	144,012	115,115	169,797
Total number of selected jurors	768	325	468
<b>CRIMINAL</b>			
Number of completed criminal trials	41	19	24
Number of jurors summoned	66,248	100,865	169,797
Number of selected jurors	560	317	462
<b>CIVIL</b>			
Number of completed civil trials	32	0	0
Number of jurors summoned	77,764	14,250	0
Number of selected jurors	208	0	0
<b>CORONERS</b>			
Number of completed trials	2	2	1
Number of selected jurors	n/a	8	6

Data source: Jury Management System and Courts Sheriff Services Table.

## PRISONER TRANSPORTS

Ground Escort Kilometres (KM) are kilometres travelled for the purpose of escorting in-custodies. As a result of rapidly shifting responsibilities during the pandemic, the numbers of ground trips and ground kilometres may include non-escort related data. These data could not be isolated prior to the production of this report.

Ground Escort include transporting persons in custody between court locations, from police lockups, between institutions and from other jurisdictions. Air Escort include transporting persons in custody on commercial and charter aircraft within BC and across Canada. Prisoners transported also include transports from a federal institution.

Escort activities across the province were significantly impacted by the pandemic with an 81.8% decrease in persons transported between FY 2019/20 and FY 2020/21. Changes in business practices include:

- more virtual appearances at RCMP detachments or correctional facilities where no one is detained or moved
- escort cancelled while the vehicle was on route to institutions
- accused refused to leave cell for court appearance.

There is moderate increase in persons transported in FY 2021/22, compared to the year previous, as the province returns to the pre-pandemic court operations.

Fiscal Year	Ground Escort Kilometres (KM)	Persons Transported		
		Ground Escort	Air Escort	Total
FY 2016/17	1,889,255	95,042	1,207	96,249
FY 2017/18	2,047,595	93,193	1,591	94,784
FY 2018/19	2,033,932	83,117	721	83,838
FY 2019/20	1,919,807	71,066	776	71,842
FY 2020/21	1,264,597	12,906	167	13,073
FY 2021/22	1,476,128	14,975	198	15,173

Data source: Courts Sheriff Services Table, extracted November 15, 2022

## DOCUMENTS SERVED

BCSS is responsible for executing civil warrants of arrest and serving specific court documents across all of BC. In the Lower Mainland, to increase efficiency of these services, the BCSS created the Warrants and Document Unit (WDU). The unit provides assistance to local sheriff offices in the Vancouver Coastal and Fraser regions upon request. Formally established in March 2021, the WDU aims to relieve resource pressures on local offices and improve outcomes.

Number of Documents Served is defined as the number of warrants and documents received for service or successfully served. The pandemic resulted in a 67% decrease in the number of documents served in FY 2020/21 compared to FY 2019/20. The decrease can be partly attributed to direction from the court not to serve documents (in accordance with public health orders).

<b>Fiscal Year</b>	<b>Number of Documents Served</b>
FY 2016/17	3318
FY 2017/18	3585
FY 2018/19	2300
FY 2019/20	2789
FY 2020/21	913

*Data source: Courts Sheriff Services Table, extracted November 15, 2022*

## HOLDING CELL HOURS

Holding cell hours are counted from the time the first prisoner is booked into cells to the time the last prisoner of the day is released or transported. Due to an increase in virtual appearances, there was a 33.3% reduction of holding cell hours from FY 2019/20 to FY 2020/21.

<b>Fiscal Year</b>	<b>Holding Cell Hours</b>
FY 2016/17	51,446
FY 2017/18	52,679
FY 2018/19	51,589
FY 2019/20	54,103
FY 2020/21	36,110

*Data source: Courts Sheriff Services Table, extracted November 15, 2022*

## HOLDING CELL COUNTS

These statistics refer to the number of persons from a provincial or federal institution booked into cells. From FY 2019/20 to FY 2020/21, the number of accused in cells decreased by 83.7%. This was the direct result of COVID-19 and accused people not being transported to courthouses.

<b>Fiscal Year</b>	<b>Holding Cell Counts</b>
FY 2016/17	75,691
FY 2017/18	69,158
FY 2018/19	54,140
FY 2019/20	54,302
FY 2020/21	8,858

*Data source: Courts Sheriff Services Table, extracted November 15, 2022*

## COURTHOUSE SECURITY STAFF HOURS

Courthouse security staff hours account for both regular and overtime hours. Responsibilities include security in the courtroom, and pre and post court security, “rover” in and around the courthouse, search gate duties, coroner’s inquest matters, and video appearance movements at correctional institutions or other justice partner locations.

The 44% rise in courthouse security hours in FY 2020/21 is due to additional duties during COVID-19 such as COVID screening at entrances, support at RCMP detachments related to virtual appearances, and off-site responsibilities (traffic courts, jury selections).

<b>Fiscal Year</b>	<b>Courthouse Security Staff Hours</b>
FY 2016/17	216,503
FY 2017/18	225,585
FY 2018/19	280,866
FY 2019/20	245,263
FY 2020/21	353,746

*Data source: Courts Sheriff Services Table, extracted November 15, 2022*

## INTEGRATED THREAT ASSESSMENT UNIT STATISTICS

The Integrated Threat Assessment Unit (ITAU) is a province-wide network of BCSS staff who provide intelligence support to local operations to assist in identifying, assessing, managing, and monitoring threats to the justice system.

The ITAU Provincial Intelligence Program collects and gathers intelligence and information for organized crime court matters and high security events.

ITAU also works with the BC Public Service Agency and Government Security Office, Risk Management Branch, as a resource for the assessment and management of cases involving moderate to high risk to Provincial Government employees.

### Number of ITAU Files

<b>Fiscal Year</b>	<b>Number of ITAU Files</b>
FY 2019/20	1,106
FY 2020/21	836
FY 2021/22	625

### Active High Security Event Files

<b>Fiscal Year</b>	<b>Number of HSE Files</b>
FY 2020/21	60
FY 2021/22	61

## NARCAN ADMINISTRATIONS

Sheriffs have been administering NARCAN® medication in cases of suspected opioid overdose on courthouse grounds since 2016. The statistics below represent the number of individuals sheriffs have assisted by administering NARCAN. These statistics do not represent the number of doses per person (individuals may need more than one dose).

<b>Calendar Year</b>	<b>Number of NARCAN Administrations</b>
2016	1
2017	8
2018	5
2019	16
2020	5
2021	4
2022 YTD (to March 15, 2022)	2

*Data source: IRIS, March 15, 2022.*

#### USE OF FORCE INCIDENTS

Use of Force (UoF) incidents are tracked by BCSS in the Incident Reporting and Information System. UoF incidents are reviewed by the Office of Professional Standards. Consistent with lower volumes of in-custody interactions during the pandemic, the number of UoF incidents in FY 2020/21 is lower than average.

<b>Fiscal Year</b>	<b>Number of Use of Force Incidents</b>
FY 2019/20	178
FY 2020/21	87
FY 2021/22	101

*Data source: Office of Professional Standards, April 29, 2022*

## Looking Forward

The information in the following sections outlines anticipated changes to service delivery and recruitment model estimates. The measures and estimates will inform the BCSS Human Resources Plan and recruitment/retention strategies.

### ANTICIPATED CHANGES TO SERVICE DELIVERY

A number of the new sheriff responsibilities created to ensure the safety of court participants during the pandemic have now been discontinued, such as: COVID-19 screening at courthouse entrances, and off-site traffic court and off-site jury trials. However, other measures remain in place to varying degrees across the province, such as: virtual bail, modified transport processes, and off-site Indigenous courts in Merritt, New Westminster and Williams Lake, and modified jury processes. The extent to which sheriffs will continue to provide these services in the current method of delivery is yet to be determined. As court operations and resource requirements stabilize, CSB will ensure workload and activities are adapted to accurately reflect the new reality of the services provided by sheriffs.

The creation of the WDU at Robson Provincial Court in March 2021 will have ongoing impacts on sheriff resources going forward. Sheriff document service in the Lower Mainland is now supplemented by the WDU. The unit will improve document service outcomes and reduce resource pressures at local offices in the region. Two sheriff FTEs are now assigned to undertake this work. A new software tool will soon be tested by the unit and will improve business intelligence for document service.

BCSS worked with the Public Service Agency to streamline the province-wide hiring processes for supervisory positions. The number of panels for supervisory positions will be decreased and an eligibility list established to fill vacant positions as they arise. A new eligibility list will be established each year. The changes will engage staff in a more consistent and fair process that will improve retention.

Supervisors and managers in all regions received conflict management and leadership training to decrease conflict and increase staff satisfaction. Managers in the Island, Interior and North regions will receive the same training in the months ahead.

The training unit is in the process of not only expanding the number of instructors but also creating full-time instructor positions (rather than training being an additional duty for sheriffs who are also responsible for operations). Additional

instructors will improve the delivery of training and education to sheriffs across the province.

Changes were made to the lateral transfer policy to help staff transfer to their location of choice (of locations identified in need of additional staff). This policy helps the organization to meet operational demands while improving work-life balance and service morale. Staff who are part of the “Central Float Board” (sheriffs not assigned to a specific office but are dispatched to offices in need of additional staff) are now eligible to participate in the lateral transfer process. The new policy is more inclusive and equitable for all staff.

In February 2021, the new Abbotsford Law Courts officially opened. Previously, the Abbotsford courthouse was a Provincial Court only location, the new location added four Provincial Court courtrooms and three Supreme Court courtrooms. In addition to a variety of improvements, the new courthouse is also equipped with a permanent, staffed controlled access point (search gate). The increase in courtrooms and a staffed search gate have resulted in an increase in sheriff FTEs from 18 to 43.

At the Surrey courthouse, the court was equipped with a permanent, staffed controlled access point in February 2019. In June of that same year, the location opened three additional Provincial Court courtrooms and four additional staff as a result.

At the Port Coquitlam courthouse, three Provincial courtrooms are now sitting as Supreme courtrooms with plans to add more in the near future. Port Coquitlam may receive an additional five to six sheriff FTEs to support this court location.

#### SHERIFF PLANNING RECRUITMENT MODEL (SPRM) ESTIMATES

The SPRM is a forecasting tool that describes the impacts associated with recruitment decisions. These impacts are based on a variety of factors including the current number of sheriffs, historical attrition rates, and exceptional and regular demand for sheriffs.

The SPRM estimates provide decision-makers with a starting point to assess various recruitment scenarios, determine the short-term and long-term impacts of each, and how they would impact and inform the BCSS Human Resources Plan.

The inputs for the SPRM include:



- Projected court hours from the courtroom projection model
- Estimated sheriff requirements from the SPT
- Future 'exceptional' resource-heavy court needs such as high security trials
- Current age/service profile
- Departure information (retirement or resignation metrics)
- Overtime statistics

The model uses the following general assumptions:

1. Each new sheriff recruit training class is roughly 102 days long with the winter class duration estimated to be about 107 days
2. FTEs are based on December 2021 data
3. Age and years of service data are based on the last five fiscal years
4. Retirements and termination data are based on the last five fiscal years.

Recent SPRM forecasts anticipate that in the short-term, despite a concerted and focused effort to increase recruitment, the BCSS will have a shortfall of sheriff recruit training graduates to be able to meet Treasury Board approved staffing levels. The Training and Recruitment Unit targets 20-24 recruits per class with three classes per year, where full classes of new recruits will fulfil operational demand for sheriffs by June 2023. However, due to high demand for recruits in similar fields and increased attrition levels this year (loss of up to 30 FTEs), three classes of 12-15 graduates per class is more realistic. Assuming three classes of only 15 graduates each year will result in equilibrium by December 2026. A higher number of graduates or revisions to the SPT model to account for post-pandemic stabilization will impact this estimate.

#### NEXT BC SHERIFF STRATEGIC MEASURES REPORT AND KPI DASHBOARD

While BCSS metrics are mostly reported by fiscal year, the branch's three-month data stabilisation policy requires that data to the end of fiscal year is reported after July each year. As a result, this report will be released every September. The next report will be released in September 2023 and is expected to include a complete set of fiscal year data from 2021/22 and 2022/23.

To supplement the report, a mid-year BCSS KPI Dashboard update, containing any metrics available from April to September, will be provided to the SMT in January of each year.