

# Strategic Plan

*B.C. Corrections*

2010 - 2013

## Executive Message

Many of us have heard the expression “If you don’t know your destination, how will you know if you have arrived?”

The process of creating a strategic plan is as important as the outcome, because it requires critical analysis of several fundamental questions including:

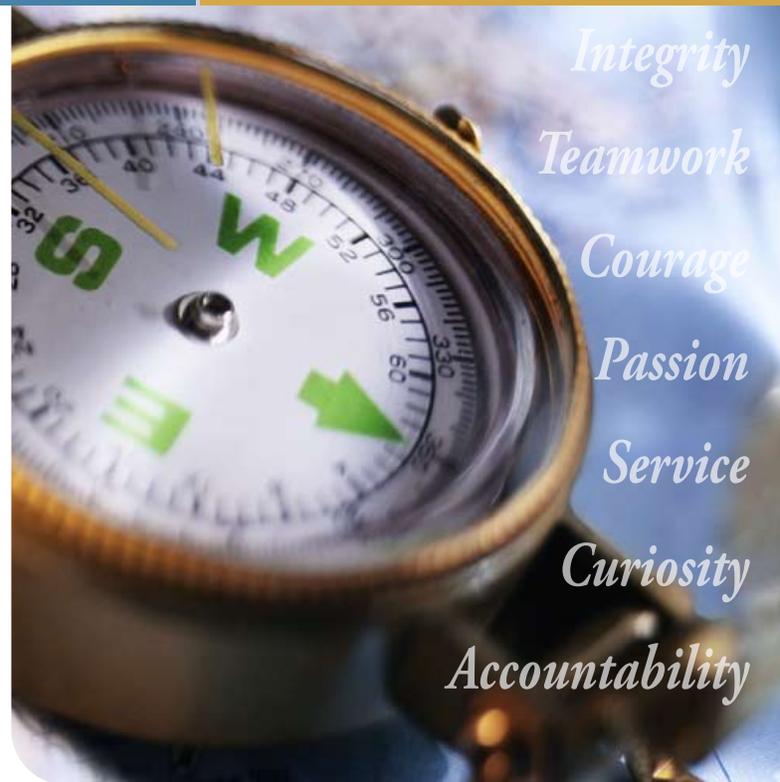
- What is our mandate?
- What do we believe in?
- What are we accountable for?
- How will we know if we are succeeding?

Answering these questions is the first step in realizing our shared vision of protecting communities and reducing reoffending. It signals our intention and commitment to achieve the goals that provide the philosophical foundation for our work.

Corrections best practices are continually evolving within custody and community settings. B.C. Corrections is recognized nationally and internationally as a leader in evidence-based program delivery, offender supervision and risk analysis. Defining a set of performance measures that enable us to assess the effectiveness of particular approaches is critical to remain innovative. It also provides a baseline for evaluating the overall impact of our interventions with offender populations.

This strategic plan provides a snapshot of what we do and how we do it. It also defines what we stand for and what we aspire to. For this reason, our strategic plan represents all of us who comprise B.C. Corrections. When you read the plan, we hope that it will resonate with you and reflect the essence of what we do every day as professional public servants in corrections.

Each of us determines our plan’s relevance to our daily work through our familiarity with the principles and practices it identifies. Our plan will continue to evolve through employee insights and feedback. Please read it and refer to it regularly. Through doing so we can ensure our journey together is a successful one.



*Integrity*

*Teamwork*

*Courage*

*Passion*

*Service*

*Curiosity*

*Accountability*



Lori Wanamaker  
Deputy Solicitor General



Brent Merchant  
Assistant Deputy Minister

## Who we are

We are B.C. Corrections, an evidence-based organization committed to reducing reoffending and protecting communities through adult offender management and control.

We consist of two divisions: Adult Custody and Community Corrections and Corporate Programs. The Adult Custody Division operates nine correctional centres across the province with various levels of security and control. These centres house individuals awaiting trial, in immigration detention, or serving a custody sentence of less than two years. The Community Corrections and Corporate Programs Division operates 55 community corrections offices that serve 428 communities across British Columbia. Probation officers in these offices supervise individuals on bail, recognizance, probation or conditional sentence. For every person we manage in custody, we supervise nine in the community. During the past five years, the number of individuals managed by B.C. Corrections has grown by 37% in custody and 30% in the community.

As corrections staff, we provide services in a busy and ever-changing work environment. We focus on continuous learning, evaluation, and adaptation. We follow a set of principles and guidelines (detailed below) to ensure our facilities and teams support individuals in their efforts to reduce reoffending. Corrections team members are specially trained for their roles, which may include case management, supervision, enforcement, and the delivery of cognitive-behavioural, educational, and vocational programs. We also support all aspects of offender management and control through in-house expertise in academic research, program development, and evaluation.

## Why we are

B.C. Corrections is one component of the criminal justice system in British Columbia that includes courts, crown, judiciary, legal professionals, police, aboriginal justice, and victim services. Changes or decisions made by our justice partners, such as legislative changes, expenditures, or court decisions, can have a direct impact on B.C. Corrections. This is because we are demand driven. We are mandated to enforce all court orders such as remand, bail, custody and conditional



sentences, immigration holds, probation and recognizance orders. The volume of these court orders is growing.

We serve a variety of individuals, many of whom have significant and complex needs. We have a high proportion of vulnerable and at-risk populations, such as women with lengthy histories of abuse, an over-representation of Aboriginal Peoples, individuals struggling with illiteracy, and those with significant mental health and/or substance use disorders. For instance, approximately 56% of individuals admitted into the B.C. Correctional system are diagnosed with a substance use and/or mental illness disorder. Many others are undiagnosed. In addition, as the population of B.C. becomes more culturally diverse, so does the corrections' population. This requires B.C. Corrections to expand its services, programs, and case management.

National and international research suggests that criminal behaviour is influenced by the following factors: Criminal attitudes, peers, past criminal behaviour, and instability in the family, home, and employment. This research also suggests that a key method of protecting communities and reducing reoffending is to reinforce pro-social values. Pro-social values encourage individuals to support and care for themselves and others. For this reason, we train corrections professionals to:

- Engage, motivate and support offenders in reducing their reoffending behaviour;
- Model behaviour for offenders that is respectful;
- Respond to offenders in a manner that meets their changing needs;
- Deliver essential skills and cognitive-behavioural programming that encourages changes in thinking and behaviour; and
- Support positive change through maintenance and relapse prevention programs.



## What we stand for

The B.C. Public Service has a core set of values that reflects the public service commitment to the citizens of B.C. As staff from Adult Custody and Community Corrections, we were asked to describe what each value meant to us, what the values looked like in our workplace, and how we demonstrated them. We defined these values as follows:

### Integrity

- *When people walk the talk*
- *When people take responsibility for their actions*
- *Understanding how my actions can affect others*

### Courage

- *Doing what's right and staying positive, not popular*
- *Trying something new, risking failure*
- *Leading by example*

### Teamwork

- *Staff coming together in times of crisis*
- *Mentoring*
- *People in different departments/offices working together for a common purpose*

### Passion

- *Creative solutions forwarded to the leadership team*
- *Demonstrating pride in what we do*
- *Attempting to perform at a level I would expect of others*

### Service

- *Respectful relationships*
- *When we work effectively with our justice partners*
- *Doing my job well*

### Curiosity

- *Listening to new ideas*
- *Challenging the way we do business, be willing to try new ideas*
- *Seeking a better way to achieve my goals*

### Accountability

- *Being responsible for any action you take and believe in yourself*
- *People taking ownership for their actions*
- *Providing effective leadership and direction to my team*

## What we do

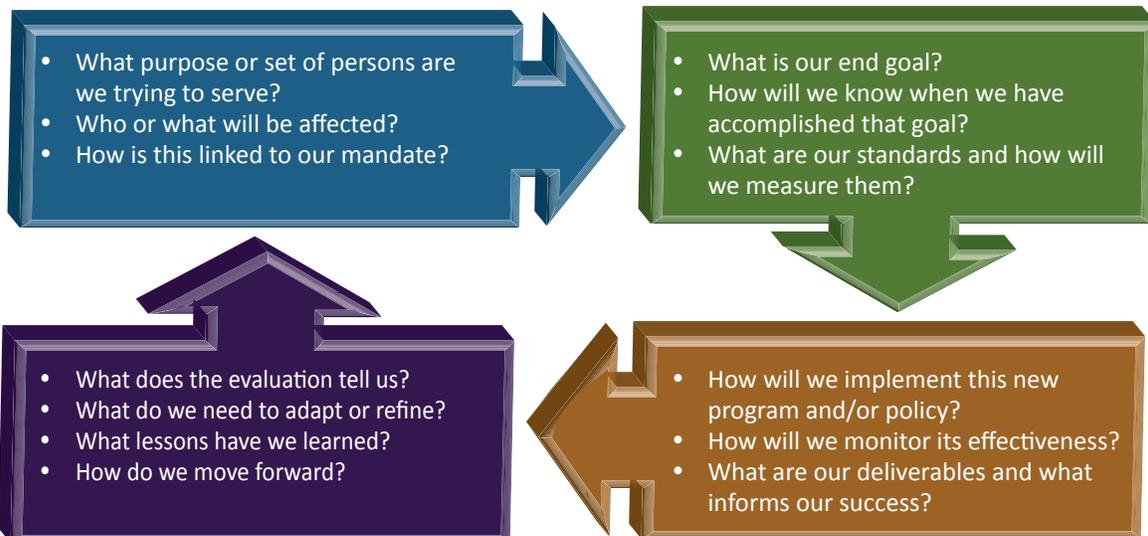
We reduce reoffending, protect communities, and support the B.C. criminal justice system through the following goals:

- Supervise and enforce custody and/or community orders of adult offenders in a safe manner;
- Manage all aspects of correctional supervision through the application of evidence-based, consistent, and best practice policies;
- Encourage learning and development for all members of B.C. Corrections;
- Adhere to high standards in research, program development and evaluation, and technology; and
- Collaborate with other ministries, academic institutions, private and non-profit associations and organizations in justice reform initiatives.

Our methods to meet these goals include a permanent and repeating cycle of:

- Defining and reviewing our purpose, goals, policies, and strategies;
- Implementing, monitoring, and evaluating our programs, processes, and policies; and
- Adapting and informing the next task.

### In this cyclical process, we ask ourselves



## How we do it

B.C. Corrections has initiatives, established programs, and pilot projects that support five goals.

### Goal #1: Supervise and enforce custody and/or community orders of adult offenders in a safe manner.

- Manage and supervise offenders through evidence-based approaches to risk assessment, case management, program delivery, and staff training.
- Serve the courts and supervise offenders throughout the province.
- Build, operate and maintain world class integrated offender management technologies.
- Develop new and redesign current offices and institutions to improve safety and efficiency.

### Goal #2: Manage all aspects of correctional supervision through the application of evidence-based, consistent, and best practice standards.

- Manage risk through evidence-based programs based on principles of pro-social behaviour and pro-change to encourage responsibility for past and future behaviours.
- Provide programs that are responsive to offenders' needs, such as literacy, essential skills, and pre-treatment preparation.
- Review and update existing programs to ensure they are current and effective.
- Regularly evaluate and refine skills for risk assessment and application to ensure a consistent approach, and reliable and valid results year to year.
- Develop and implement new programs and services to prepare individuals for cognitive-behavioural, educational and vocational programs to assist their reintegration into the community.
- Implement and support initiatives such as integrated offender management to promote consistent and supportive case management.
- Ensure a strong link among research, training, practice, and policy.
- Review and update our health care model to ensure continuity of care for individuals re-entering the community.
- Ensure new and current programs meet the cultural diversity and complex needs of our growing B.C. Corrections population.



### Goal #3: Encourage learning and development for all members of B.C. Corrections.

- Train and support staff for effective use of case management and assessment tools, operational intelligence, correctional centre building security, and communication systems.
- Recognize and promote staff strengths and mentoring relationships.
- Instill and train pro-social modelling techniques for all front-line teams to strengthen offenders' insight, motivation, and engagement.
- Train and encourage management to increase support, motivation, and engagement of all staff.
- Recognize and thank individuals who demonstrate hard work, creativity, integrity, and teamwork.
- Demonstrate commitment to B.C. Corrections as a learning organization through regular evaluations of policy, programs, and staff training.

### Goal #4: Adhere to high standards in research, program development and evaluation, and technology.

- Contribute to cross-ministry initiatives, including justice reforms, cross-ministry management of high-risk offenders, and specialized court services.
- Create new and modify existing programs and policies according to current research on reducing reoffending.
- Include clear and concise evaluation frameworks.
- Ensure that all research projects associated with B.C. Corrections meet university standards for research ethics and are documented in detail.
- Develop and maintain world-class technologies to support and manage workload, protect the public, and reduce reoffending.
- Sustain the confidence in our business intelligence and technology to support the supervision and evidence-based management of adult offenders.

### Goal #5: Collaborate with other ministries, academic institutions, and non-profit associations and organizations.

- Collaborate with other ministries to manage high-risk and/or high-needs offenders.
- Work with various ethnic communities to ensure cultural diversity awareness and competency in policy and practice.
- Participate in national research projects that foster and inform evidenced-based practices in corrections.
- Take part in innovative research and evaluation projects with other ministries and academics to improve our responses to offender risks and needs.
- Contribute to the integrated electronic justice system in British Columbia.

## What success looks like

The success of each strategic goal is measured against the following key indicators.

### Evidence-based approach and offender supervision

The evidence-based approach is a decision-making process that integrates empirical research and best practices when working with a complex offender population. An evidence-based approach directs us to appropriately and consistently assess risk, case manage effectively, and support successful offender reintegration.

### Best practice program delivery

Offenders have access to programming while under community supervision and in custody. This programming addresses risk factors known to contribute to criminal behaviour. It also promotes learning of cognitive skills that are essential to change criminal behaviour. In addition, B.C. Corrections is developing programs to improve the employability, literacy and life skills of incarcerated individuals.

### Reduced reoffending rates

We use reoffending rates as a baseline to determine the effectiveness of our programs, case management, specialized training, and reintegration initiatives.

### Organizational health

A series of indicators such as employee engagement, ability to hire and retain staff, and leave management, is needed to inform us of our employee engagement and overall organizational health.

### Example performance measures that enable us to track our progress include:

#### Evidence-based approach and offender supervision

- We assess the risks and needs of all of our community clients with sentences in excess of 60 days.
- We apply a classification assessment to all inmates in custody within 24 hours of admission.
- We initiate enforcement procedures on non-compliant bail, probation, conditional sentence, and recognizance peace bond clients, typically 18%, 16%, 22% and 6% respectively of these clients per year.
- We prepare court-ordered pre-sentence reports, typically for 16% of the clients sentenced each year.
- We take daily steps to ensure there are no escapes from secure provincial correctional centres.

#### Best practice program delivery to reduce reoffending rates

- More than 65% of offenders referred to cognitive behavioural programming in the areas of domestic violence, substance misuse, and violence prevention successfully complete them.

- More than 73% of sex offenders referred to the Sex Offender Maintenance Program attend the open-ended program.
- All sentenced inmates have access to work, educational and/or cognitive behavioural programs while in custody.
- Sentenced offenders in custody provide valuable services to the community each year. These services allow inmates to develop practical job skills that may assist with their reintegration into the community upon release from custody.
- Sentenced offenders in the community complete more than 140,000 hours of community work service each year.
- We partner with Aboriginal Peoples to provide culturally relevant programming in every provincial correctional centre in B.C.
- We collaborate with more than 32 urban and rural aboriginal justice strategy programs across B.C. to provide culturally relevant correctional services to aboriginal persons in their communities.

#### Organizational health

- All staff receive the necessary training, certification and/or orientation before assuming duties specific to their position.
- We encourage all staff to complete the work environment survey that measures the health of the work environment of the BC Public Service. The annual survey results, when detailed by branch and division, identify areas that require attention or indicate accomplishment.



**B.C. Corrections protects communities through the safe control and behavioural change of adults. It provides correctional services and programs to individuals 18 years or older who are:**

- **Supervised while on a bail order awaiting trial or serving a community sentence; or**
- **Held in custody while awaiting trial or serving a jail sentence of less than two years.**

**Corrections Branch**

<b>Adult Custody</b>	<b>Community Corrections</b>	<b>Corporate Programs</b>
Remanded individuals	Alternative measures (diversion)	Strategic planning
Offenders sentenced to custody	Individuals supervised on bail	Performance, research and evaluation
Persons detained by Immigration Canada	Offenders sentenced to community supervision	Technology