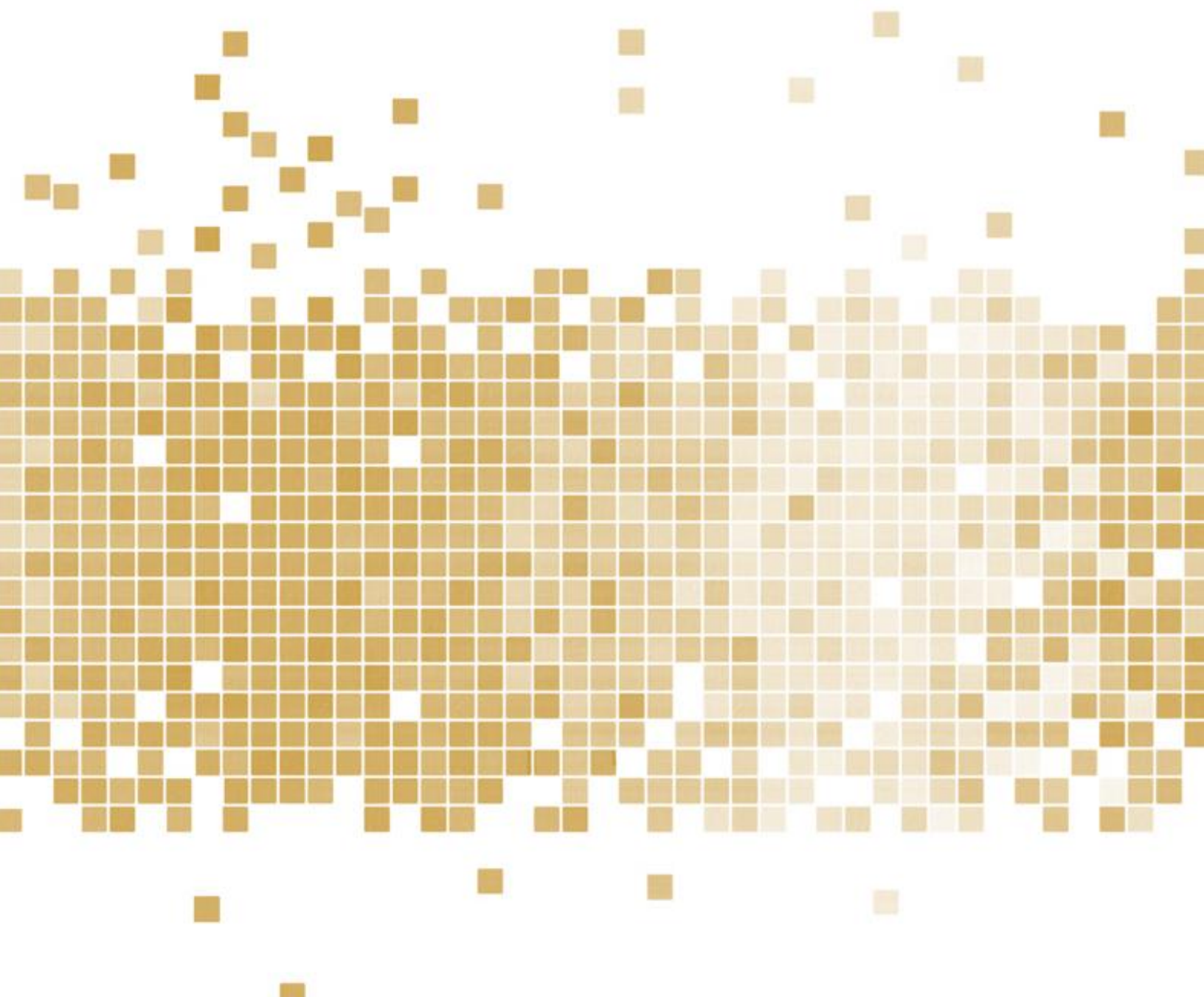


# Corrections Branch

Ministry of Justice

Strategic Plan

2013/2014 – 2015/2016



# Introduction

The 2013/14 – 2015/16 B.C. Corrections Strategic Plan reflects our ongoing commitment to six key Corrections objectives: enforcing court orders, training staff, assessing and supervising adult offenders, applying evidence-based principles, innovating and collaborating, as well as the Ministry of Justice Reform Agenda.

B.C. Corrections protects communities through the safe control and behavioural change of adults in contact with the criminal justice system. 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 sentence of less than two years.

Under the oversight of the *Assistant Deputy Minister's Office*, the Branch consists of four divisions: Community Corrections; Adult Custody; Strategic Operations; and, Capital Projects.

The Community Corrections Division operates 55 offices that supervise and offer programs to offenders who live in the community (outside of the correctional centres) in accordance with court orders. Our Community Corrections staff also make recommendations to the court to assist with sentencing decisions.

The Adult Custody Division operates nine correctional centres. Our centres house individuals who are awaiting trial, serving a provincial jail sentence (up to two years less a day) or being held pending an immigration review (offenders with longer sentences are managed by the [Correctional Service of Canada](#)). While the levels of security and control vary from centre to centre, each one of our correctional centres offers inmate programs, education and vocational training that are proven to address factors which contribute to criminal behaviour.

Our Strategic Operations Division provides research, analysis, technical support and strategic direction to the Corrections Branch to ensure its systems, policies, infrastructure and programs are as effective as possible in promoting public safety.

Our Capital Projects provides planning, implementation and project oversight direction to the Corrections Branch in order to support its operations and meet the needs of the growing offender population.

As corrections staff, we provide services in a busy and ever changing work environment. 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 can 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, information management and technology, program development, and evaluation.

**Goal One – A transparent and accountable  
Justice and Public Safety System**

# Goal One – A transparent and accountable justice and public safety system

## In support of this goal, we will:

- Ensure accountability by implementing, refining, and supporting measures to achieve effective operational and strategic performance.
- Identify evidence-based methods of quality assurance and quality management to improve the effectiveness of case management principles and safe and secure supervision.
- Strengthen inter-ministry, inter-government, inter-agency and community collaboration.
- Educate justice partners about offender management to advance justice reform and reduce re-offending.
- Develop transparent key performance indicators, provide more open data and publish evaluations/surveys.

## A. Branch Led Ministry Priority Projects

### Costing of the Justice System:

This project aims to develop measures to enable the costing of various processes within the justice system. This will better inform policy decisions and fund allocations to ensure that system resources are used wisely to provide the best possible justice service to the public. Variations in justice system costs will also provide an increased understanding of the costs and benefits of interventions utilized within the system.

*Leads: Executive Director and Chief Financial Officer, Corporate Management Services Branch; Assistant Deputy Minister, Corrections.*

The **Corrections Branch** will contribute to this initiative by collaborating with its justice partners and utilizing its expertise in research and methodology, which is key to the Ministry initiative.

*Key Project Deliverable & Milestones:* 2013/14: Development of requirements.  
2014/15: Justice System costing measures identified.

## B. Branch Supported Ministry Priority Projects

### Lean Process Improvement Methodology:

The ‘lean’ approach will be adopted throughout the ministry to support improvement of processes and services while also building internal capacity through elimination of unnecessary rules, processes, activities and non-essential steps.

*Lead: Assistant Deputy Minister, Corporate Management Services Branch*

Within the **Corrections Branch**, the Lean Methodology will be applied to streamline the business process to admit and discharge inmates from correctional centres and community corrections offices.

*Key Project Deliverable & Milestones:* 2013/14: Implementation of approved changes.

### Open Data Strategy:

The objective of this project is to facilitate the continued publication of ministry data sets via the DataBC website to support informed dialogue between citizens and government regarding the functioning, accountability and performance of the justice system.

*Lead: Executive Lead, Justice and Public Safety Secretariat.*

The **Corrections Branch** will contribute to this initiative by continuing to provide aggregated Corrections data to the citizens of British Columbia through the DataBC and the JusticeBC websites. In addition, the Branch will continue to contribute to the design and management of the Ministry of Justice Open Data Strategy.

*Key Project Deliverable & Milestones:* 2013/14: Refresh existing data and evaluate options to add new data.

### Justice Sector Business Intelligence Project:

Building on previous work in this area, the Ministry is refining its business intelligence framework, including the acquisition, analysis and reporting of justice sector data. Valid business intelligence is key for performance measurement and management.

*Lead: Executive Lead, Justice and Public Safety Secretariat.*

The **Corrections Branch** will continue to expand its use of the existing business intelligence to ensure that policy and operational decisions are evidence-based. In addition, the Branch will continue to work with justice partners to assist in accomplishing the Ministry goal.

## Corrections Branch – Strategic Plan

2013/2014 – 2015/2016

*Key Project Deliverable & Milestones:* 2013/14: Expand use of BI by operational divisions to inform decision-making.  
2014/15: Define technical requirements to develop business intelligence regarding risk ratings and recidivism.

### Performance Management Framework:

The Ministry is developing a cohesive, structured and responsive framework for performance management. This framework will aid the Ministry in determining the health of the justice sector, guiding future resource and policy decisions, and communicating justice system performance to the citizens of British Columbia. *Lead: Executive Lead, Justice & Public Safety Secretariat.*

The **Corrections Branch** will review and refine its existing performance measures to inform discussions at the branch and ministry level. In addition, the Branch will continue to provide key expertise and leadership to the Ministry project as a whole.

*Key Project Deliverable & Milestones:* 2013/14: Refine and report on reform specific key performance indicators for Branch.  
2014/15: Align Branch key performance indicators with Ministry Framework.

## C. Key Performance Indicators:

### High-level context indicators:

- Public Confidence in the justice system

### Key system performance indicators:

- Open Data - usability, value, volume and uptake
- Work Environment Survey (WES) scores

### Branch Key Performance Indicators:

- Proportion of offenders with an up to date risk rating (Custody all and Community sentenced)
- Recidivism rates for the Branch, Community Corrections and Adult Custody, including and excluding order violations. (note: recidivism is also under goal 3)



## Goal Two – Timely, accessible and efficient processes and services

### In support of this goal, we will:

- Develop and maintain world class integrated offender management technologies to efficiently support and manage the supervision of adult offenders, protect the public, reduce reoffending and contribute to the integrated electronic justice system in British Columbia; and,
- Develop new and/or redesign current Community Corrections offices and Adult Custody centres to increase capacity and accessibility to programs, as well as further support staff and client/inmate safety.

### A. Branch Led Ministry Priority Projects

#### ICON 2:

This initiative will enable compliance with the Supreme Court of Canada requirement to provide in-custody accused with appropriate access to eDisclosure evidence, protect rights and privacy, modernize corrections information technology, and optimize efficient and effective offender management. Electronic fingerprints will be used to authenticate and identify inmates and clients (under supervision in the community) and provide them with self-serve access to electronic services and controlled communications. This long-term solution will provide the Ministry with new transformational opportunities and foundational business technologies for integrated and comprehensive caseload and document management, public safety, crime reduction and workload management strategies.

*Lead: Assistant Deputy Minister, Corrections*

*Key Project Deliverable & Milestones: 2013/14: Commencement of province wide rollout of e-Services.*



## B. Branch Priority Projects

### Okanagan Correctional Centre:

B.C. Corrections is responding to increasing trends in facility overcrowding by developing and building a 378-cell secure custody centre, to meet demand requirements in the Okanagan region. This state-of-the-art facility will increase access to correctional programs that reduce re-offending, accommodate inmates in an effective and respectful environment and use modern building innovations to support the health and safety of inmates and staff.

*Key Project Deliverable & Milestones:* 2013/14: Selection of private partner; construction commences.  
2014/15: Construction continues.  
2015/16: Construction continues.

### Partners in Change: Enhancing Continuity of Care

In collaboration with the Ministry of Health, Mental Health and Substance Abuse Branch, the Ministry of Justice (Corrections Branch) will develop guidelines to ensure that adults with mental illness and/or problematic substance use who are in contact within the provincial correctional system have access to appropriate transition and support services. This project will further build upon the work initiated through the Mental Health Strategy for Corrections in Canada. Intended outcomes include increased access for Corrections clients to community mental health services and reductions in recidivism.

*Key Project Deliverable & Milestones:* 2013/14: Implement service delivery framework.

## C. Key Performance Indicators

### Branch Key Performance Indicators:

- Proportion of Adult Custody Centres' and Community Corrections regions' average daily count that is (a) enrolled in biometrics and (b) enrolled in eServices (note: both items are under development).

**Goal Three – Balanced, integrated and evidence-based programs**

## Goal Three – Balanced, integrated and evidence-based programs

### In support of this goal, we will:

- Manage risk through evidence-based programs that are balanced and responsive to offenders' risks and needs.
- Contribute to justice system education on risk assessment and risk based case management.
- Provide effective staff training and professional development to impact the behavioural change of offenders.
- Lead and collaborate in research and evaluation projects to advance the principles of risk/needs case management.
- Work with communities to ensure branch policy and practice meet the diverse cultural needs of our B.C. Corrections population.

### A. Branch Priority Projects

#### **Integrated Offender Management & the Homelessness Initiative Project (IOM-HIP):**

In collaboration with various ministry and health authorities, the purpose of IOM/HIP is to link IOM clients who are homeless, or at risk of homelessness, with the resources and services needed at release for successful transition from custody into the community. Intended outcomes for IOM/HIP clients include: increased housing stability; reduced risk of reoffending; increased connections to the community; increased access to resources for mental health and substance use issues; increased access to FASD assessment and Acquired Brain Injured programs; and, increased employability, self-sufficiency and well-being. Partners include the Ministries of Social Development, Health, Justice, the Provincial Health Services, Fraser Health and Vancouver Coastal Authorities, B.C. Housing and Community Living B.C.

*Key Project Deliverable & Milestones:* 2013/14: Evaluation and report on findings.

#### **Strategic Training Initiative in Community Supervision (STICS):**

In collaboration with Public Safety Canada, this project aims to apply the evidence-based principles of offender Risk Need Responsivity into all instances of one-on-one supervision across the province. Probation Officers are trained in cognitive-behavioural techniques to model pro-social behaviour, lower offender recidivism rates, and to more efficiently use community corrections/criminal justice system resources. Evaluation will include an examination of skill application and recidivism rates, with particular attention to cultural diversity among clients.

*Key Project Deliverable & Milestones:* 2013/14: Commence evaluation.  
2014/15: Completion of staff training.  
2015/16: Evaluation ongoing.

## **B. Key Performance Indicators**

### **High-level context indicators:**

- Police-reported crime rates

### **Key system performance indicators:**

- Recidivism by risk level and offence type (note: under development and under goal 1 in a different format).

### **Branch Key Performance Indicators:**

- Number of offenders who participate in programs that target criminal behaviour.

<http://www.pssg.gov.bc.ca/corrections/index.htm>

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