A PROFILE OF B.C. CORRECTIONS

Protect Communities, Reduce Reoffending

OCTOBER 2013
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Operations

- $213,456 million (2013/14 budget)
- 55 community corrections offices, supervising approximately 22,000 clients
- 9 correctional centres, housing approximately 2,500 inmates

Mandate

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.

The goals of B.C. Corrections are to:

- 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.

Structure

The Corrections Branch is organized into four divisions led by the office of the Assistant Deputy Minister: Community Corrections; Adult Custody; Strategic Operations and Capital Projects.
Total expenses

In 2012/13, actual spending for B.C. Corrections was $199.2 million. Actual spending ($millions) was as follows:

<table>
<thead>
<tr>
<th>Salaries</th>
<th>$148.0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating</td>
<td>$21.5</td>
</tr>
<tr>
<td>Contracted services including health, food, and other contracted offender services</td>
<td>$35.9</td>
</tr>
<tr>
<td>Keep of prisoners (transfers to RCMP and municipal police for the custody of provincial prisoners)</td>
<td>$2.8</td>
</tr>
<tr>
<td>Recovered costs (payments received from Correctional Service of Canada, Canada Border Services Agency, and Federal Department of Justice for correctional services provided by B.C. Corrections)</td>
<td>($6.1)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$199.2</strong></td>
</tr>
</tbody>
</table>

Per person costs to provide correctional services

**Community supervision:** Average cost of $6.49/per person, per day or $2,400/per person, per year
- Low-risk clients: Average cost of $2.65/per person, per day
- Medium to high-risk clients: Average cost of $10.45/per person, per day

**Custody:** Average cost of $202.00/per person, per day or almost $74,000/per person, per year
Strategic Operations Division...Supporting Operations

Purpose

The purpose of the Strategic Operations Division is to support the operational divisions of the Corrections Branch in reducing reoffending by providing strategic direction, policy analysis, program development and management, Aboriginal relations and programs, staff training, information management and data quality, and research and evaluation. Strategic Operations Division staff are responsible for bridging these areas and working with the operational divisions to ensure that support for case management of clients is focused on changing criminal behaviour and protecting communities.

Goals

The goals of the division are as follows:

- Ensure that case management of clients and inmates is focused on changing criminal behaviour and protecting communities.
- Support the frontline work of probation and correctional officers with offenders in a number of key areas.
- Adhere to high standards in technology, policy and program development, research, and evaluation;
- Be responsive to justice needs identified by aboriginal communities;

Organization

The Strategic Operations Division has 27 FTEs in the following positions:

- Program managers
- Performance, evaluation and research analysts
- Policy and program analysts
- Information systems staff

Our strategic operations staff constantly refine offender management practices, which include programs, risk/needs assessments and the intake and release process. They also inform management decisions about staff training and ways to enhance the functionality of our community corrections offices and correctional centres.
Best Practices

Programs and services provided by B.C. Corrections are based on research and best practices in corrections. B.C. Corrections:

- Manages risk according to evidence-based assessment and correctional interventions. Correctional programs target criminal behaviour, and encourage offenders to make positive changes in social interactions and take responsibility for their past and future behaviour;
- Develops and implements new interventions that prepare offenders for psychological, educational and vocational programs to assist them in reintegrating into the community;
- Implements and supports initiatives such as integrated offender management to promote consistent and supportive case management in custodial and community settings; and
- Maintains strong links between research, training, and policy.

What works… practising what is proven

National and international research suggests that criminal behaviour is influenced by factors, which include:

- 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, B.C. Corrections trains its staff to:

- Motivate and support offenders to reduce 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.
The Corrections Branch is a leader in the design, development, implementation, and evaluation of offender programs. Aligning with the Advancing Offender Programs initiative, the branch is:

- Reducing reoffending by ensuring that strategies and interventions contribute to public safety;
- Addressing factors known to contribute to offending while responding to the needs of distinct offender groups; and
- Providing complementary programs that support behavioural change.
Advancing Offender Programs is about designing programs that assist clients in responding to cognitive behavioural interventions. The initiative is focused on programming for higher-risk offenders. The first priority of AOP was to research and develop key components of skills-based programming for inmates. The development of a life skills-based concepts site for use with clients in the community has now been completed. A review and update of cognitive behavioral programming as prompted by research results will continue to lead to changes in programs for offenders in custody and in the community.

Life skills and pro-social modeling concepts are incorporated in programs and staff interactions with offenders when possible. In addition, AOP is adopting best practices to ensure consistent program delivery across the branch in community and custody settings.

**Performance, research, and evaluation**

The B.C. Corrections Performance, Research, and Evaluation (PREv) Unit supports the commitment of the Corrections Branch to evidence-based practice and standards in custodial and community case management and supervision.

PREv supports internal, cross-ministry, and external academic research and evaluation projects. The unit:

- Develops and implements evaluation frameworks and provides statistical analyses to investigate the effectiveness of correctional interventions and programs such as: Integrated Offender Management, Relationship Violence Prevention Program, and Guthrie House Therapeutic Community;
- Consults and participates in the evaluation of cross-ministry initiatives such as: Vancouver’s Downtown Community Court, Drug Treatment Court of Vancouver, Partners in Change, and Vancouver Intensive Supervision Unit;
- Provides reliable and valid operations data to inform ad hoc requests from Corrections Branch staff, justice partners, media, and the public;
- Consults and collaborates with federal counterparts and academics to improve standardization in operational definitions, conduct research, and grow our evidence-based practices; and
- Ensures that external agencies, which are screened and approved to conduct research within the Corrections Branch, adhere to branch guidelines, accurately interpret branch policies and data, and demonstrate a high ethical standard in research practice.

The goal of the PREv Unit is to support operations. Research and evaluation go hand in hand with evidence-based practice on the frontline and at headquarters. To accomplish this, the PREv Unit has a high degree of academic training and extensive research and evaluation experience in the following areas: Program evaluation, statistics, criminology, psychology of criminal conduct, simulation modeling, sexual offending, learning theories and self-regulation of behaviours.
Integrated information solutions

With over 30 years of executive commitment, investment, innovative design and collaboration, Corrections Branch information and technology solutions continue to evolve. These solutions support strategies to manage workload, protect the public, reduce reoffending and justice reform.

Secure corrections applications assist the management of people and the delivery of quality services in provincial custody and community offices across British Columbia. Based on operations that run 24 hours a day, seven days a week, approximately 6,000 internal and external justice agency personnel depend on the accuracy and reliability of branch business systems to support their diverse and complex job functions. These systems help staff manage more than 100,000 admissions to the justice system each year.

Corrections managers and staff use integrated branch applications designed for sentence administration, case management, risk/needs assessments, health care, operational intelligence, quality assurance, collaboration, and correctional centre security. These applications include integrated corrections networks (CORNET and ICON), integrated justice network (JUSTIN), inmate electronic health record system (PAC), inmate communication system (ICS), operational and business intelligence (COGNOS), and secure collaboration services (CorrPoint).

As part of the Ministry of Justice, B.C. Corrections collaborates with the ministry's Information Systems Branch (ISB), Shared Services BC, the Office of the Chief Information Officer, Ministry of Technology, Innovation & Citizens' Services and other ministries, and justice and law enforcement agencies. Such collaboration is needed to build, operate, and maintain a comprehensive suite of integrated justice technologies within the broader government framework.

The long-term investment in these technologies and related services has pioneered developments that increase public safety, improve outcomes for citizens, and assist staff in their work within the criminal justice system.
The B.C. Corrections team responsible for implementing, operating and supporting offender management solutions includes the Director, Strategic Technology and Corporate Projects, three program analysts, and the Systems Services Unit (SSU) manager and staff. SSU supports adult and youth corrections, sheriffs, and victim services information management requirements for three different ministries. The unit ensures data quality, provides operational information management expertise and user guidance, monitors and controls access, resolves business information problems and co-ordinates application changes and user acceptance testing. On a daily basis, SSU also consults directly with program staff, contractors, and ISB to address problems and enable system enhancements.

The Corrections Network (CORNET) is a secure adult and youth offender management system. The application was originally designed and built by BC Corrections in the 1980’s. Since then through ongoing enhancements, CORNET has continued to improve and evolve into a world class integrated case management system for custody and community clients.

CORNET contains approximately 400 screens which allow staff to manage a single client identity across all program areas including aliases, alerts, pictures, demographics, assessments, court documents, attachments and client logs. The system calculates and tracks all types of custody and community involvement, sentences, risk and needs assessments, admissions, releases, contacts and dispositions, including bail, remand, future court dates and offender activity in correctional programs. CORNET enables staff to manage complex conditional sentence calculations and it is the only system in Canada that is fully compliant with the Youth Criminal Justice Act.
In 2009, to promote communications and information-sharing among staff, the branch developed CorrPoint within the B.C. government’s SharePoint collaboration system. CorrPoint permits staff workgroups, project teams, sites for local offices and correctional centres, enable discussions, and share ideas, news and files in a secure online environment.

In 2013, CorrPoint was redesigned in a secure SharePoint content management environment to better meet the needs of the branch and staff as a whole by creating broader access to all types of the branch’s business information. Over time, the new CorrPoint will become the “one stop” information source and launch point for all branch business items that are currently housed on different databases.

To support evidence based practice B.C. Corrections builds and maintains business and operational intelligence indicators, dashboards, cubes and reports from operational information. Managers and staff rely on this organized view of information gathered from business and offender management applications to make informed case management decisions, measure effectiveness of our programs, protect vulnerable persons, and assess risk. This information also enables the branch to prepare operational reports and compelling research. These reports that help explain and strengthen custody and community corrections practice, security requirements and program initiatives and effectiveness.
B.C. Corrections is piloting eServices and eDisclosure to provide offenders in custody and community settings with self-serve access to their personal and legal information through secure biometric solutions.

eDisclosure will ensure the integrity of criminal prosecutions by protecting the rights of the accused. While in custody awaiting trial, inmates will be provided secure access to the electronic disclosure material that may be introduced in court by Crown prosecutors.

The supervision and accountability of clients in the community will be enhanced through the use of eReporting as an additional mode of supervision. Suitable clients will be required to use their biometrics to confirm compliance with court orders by answering a series of questions.

By the end of 2013 most offenders will have electronic self-serve access through eServices to their personal information and inmates will be able to make confidential electronic requests for health services. Staff and health care providers will be able to send one way messages to inmates and clients in the community. eServices will reduce administrative workload and allow staff to focus on supervision and security.
Aboriginal programs and relationships

The Corrections Branch is committed to eliminating factors that contribute to the overrepresentation of Aboriginal Peoples in the justice system. Although Aboriginal Peoples\(^1\) comprise 4.5 per cent\(^2\) of the adult population in B.C., they represent 27 per cent of the adult custody population in provincial jails and 23 per cent of individuals supervised in the community.

The branch has embarked on initiatives to improve outcomes for Aboriginal Peoples who come into contact with the justice system. In 2008, it created the Aboriginal Programs and Relationships Section to address the challenges of Aboriginal Peoples in their interactions with the criminal justice system and respond to the overrepresentation of Aboriginal Peoples as crime victims and offenders.

**Aboriginal Programs and Relationships Section**

The Aboriginal Programs and Relationships Section works to:

- Improve the relationships and understanding between Corrections Branch staff, justice officials, and Aboriginal Peoples and their communities;
- Enhance the effectiveness of the branch in managing aboriginal offenders; and
- Be responsive to justice needs identified by aboriginal communities.

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\(^1\) This percentage is based on individuals who self-reported their ethnicity to be one of the following categories: Aboriginal, First Nations, Inuit, Native, and Metis.

\(^2\) 2001 Census data, Statistics Canada. This reflects the most recent census data.
The section has focused on the following tangible outcomes:

- Development of a strategic plan to support strategies, partnerships and actions that address overrepresentation of Aboriginal Peoples in the justice system;
- Support of the Native Courtworker and Counselling Association, a provincial organization with a 39-year history of providing services to Aboriginal Peoples who come into conflict with the law. Located in 28 communities, the association serves 74 per cent of provincial courthouses and the Downtown Vancouver Community Court;
- Support of 36 community-based Aboriginal Justice Strategy programs that provide services ranging from court diversion to the reintegration of offenders from custody;
- Completion of a review of aboriginal programs in custody centres. Enhancement of programs that provide spiritual leadership, counselling and cultural programming to aboriginal offenders are recommended;
- Delivery of Justice Institute of B.C. training in substance abuse management and domestic violence to approximately 100 justice workers from 36 B.C. communities. This training resulted in aboriginal justice workers and probation officers working together to co-facilitate delivery of these programs to aboriginal offenders; and
- Delivery of alternative measures training to program staff of the 36 Aboriginal Justice Strategy programs in the province. These training sessions included justice partners, resulting in strengthened relationships with local Crown prosecutors and police.
Community Corrections Division...Managing Offenders in the Community

Ninety per cent of offenders are supervised in the community.

Purpose
The purpose of the Community Corrections Division is to reduce crime (reoffending) by assessing and responding to the risks and needs of adult offenders.

Goals
The goals of the division are as follows:

- Reduce reoffending through purposeful case management of a diverse offender population;
- Support staff in achieving the purpose and values of the organization; and
- Enhance services to offenders through strategic partnerships.

Organization
The Community Corrections Division has 572 FTEs in the following positions:

- Probation officers;
- Program managers;
- Local managers;
- Regional directors; and
- Administrative staff.

The number of people supervised in the community continues to rise. On any given day, approximately 22,000 people are supervised. These individuals are on bail awaiting trial or serving a community sentence, such as probation.
The Community Corrections Division comprises 55 offices, including community corrections offices, five regional offices, and its headquarters in Victoria:

<table>
<thead>
<tr>
<th>Office Type</th>
<th>Offices</th>
<th>Number of FTEs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Headquarters</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Vancouver</td>
<td>10</td>
<td>113</td>
</tr>
<tr>
<td>Fraser/Metro</td>
<td>8</td>
<td>116</td>
</tr>
<tr>
<td>Island/Coastal</td>
<td>14</td>
<td>93</td>
</tr>
<tr>
<td>Interior/Fraser</td>
<td>9</td>
<td>107</td>
</tr>
<tr>
<td>Northern/Interior</td>
<td>13</td>
<td>97</td>
</tr>
<tr>
<td>STICS/Projects</td>
<td>n/a</td>
<td>43</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>55</strong></td>
<td><strong>572</strong></td>
</tr>
</tbody>
</table>

**Average daily number of people under community supervision by region***

<table>
<thead>
<tr>
<th>Region</th>
<th>2012/13</th>
<th>2011/12</th>
<th>2010/11**</th>
<th>2009/10</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser/Metro</td>
<td>4,912</td>
<td>5,156</td>
<td>5,054</td>
<td>4,818</td>
<td>4,468</td>
</tr>
<tr>
<td>Interior/Fraser</td>
<td>4,713</td>
<td>4,819</td>
<td>4,983</td>
<td>4,777</td>
<td>4,494</td>
</tr>
<tr>
<td>Island/Coastal</td>
<td>4,242</td>
<td>4,449</td>
<td>4,501</td>
<td>4,815</td>
<td>4,421</td>
</tr>
<tr>
<td>Lower Mainland</td>
<td>4,496</td>
<td>4,888</td>
<td>5,032</td>
<td>4,370</td>
<td>4,156</td>
</tr>
<tr>
<td>Northern/Interior</td>
<td>4,331</td>
<td>4,428</td>
<td>4,456</td>
<td>4,314</td>
<td>4,213</td>
</tr>
<tr>
<td><strong>Total community count</strong>*</td>
<td><strong>22,693</strong></td>
<td><strong>23,741</strong></td>
<td><strong>24,026</strong></td>
<td><strong>23,094</strong></td>
<td><strong>21,752</strong></td>
</tr>
</tbody>
</table>

* The daily average community count is the average number of people under community supervision on any given day during each fiscal year.

** Squamish & North Shore were changed from Island Coastal Region and moved to the Lower Mainland Region, Jan 5th, 2011.

*** Total Community Count includes clients on Alt Measures, Bail, Conditional Sentence, Probation and Recognizance Peace Bonds.
## Average daily number of people under community supervision*

<table>
<thead>
<tr>
<th></th>
<th>2012/13</th>
<th>2011/12</th>
<th>2010/11</th>
<th>2009/10</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation orders</td>
<td>11,447</td>
<td>12,017</td>
<td>12,324</td>
<td>12,265</td>
<td>11,416</td>
</tr>
<tr>
<td>Conditional sentence orders</td>
<td>1,959</td>
<td>2,007</td>
<td>2,131</td>
<td>2,294</td>
<td>2,183</td>
</tr>
<tr>
<td>Recognizance Peace Bonds</td>
<td>1,333</td>
<td>1,279</td>
<td>1,157</td>
<td>1,027</td>
<td>1,057</td>
</tr>
<tr>
<td>Alternative measures</td>
<td>183</td>
<td>224</td>
<td>234</td>
<td>203</td>
<td>182</td>
</tr>
<tr>
<td>Bail</td>
<td>7,771</td>
<td>8,214</td>
<td>8,074</td>
<td>7,305</td>
<td>6,913</td>
</tr>
<tr>
<td><strong>Total number of people under community supervision</strong>*</td>
<td><strong>22,693</strong></td>
<td><strong>23,741</strong></td>
<td><strong>23,920</strong></td>
<td><strong>23,094</strong></td>
<td><strong>21,751</strong></td>
</tr>
</tbody>
</table>

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* The daily average community count is the average number of people under community supervision on any given day during each fiscal year. People under supervision for multiple orders are supervised according to their most serious disposition. For example, a person with a probation and bail order would be considered a probation client, since probation is a more serious disposition than bail.

** The total number of people under community supervision does NOT include “Not Stated” or Parole clients, who are federal inmates as of April 2007, or adult clients currently being supervised on youth orders.
**Supervision orders defined:**

Alternative measures: An alternative to court that provides an opportunity for people charged with less serious offences. Individuals accept personal responsibility for their behaviour and agree to make amends to the victim and/or community. Alternative measures may include restitution, an apology, community work service and – for aboriginal people – involvement in culturally based practices.

Bail: A court order by which an individual who is accused of a criminal offence promises to appear in court at a designated time and date, and abide by conditions as directed in the order and by the bail supervisor. Bail is used when the court determines that remanding the accused in custody prior to trial is not warranted to ensure public safety or compel the accused to appear in court.

Probation: A court order that imposes a sentence on an offender to be served in the community for a specified period of time. An offender on probation must meet conditions identified in the order that is supervised by a probation officer.

Conditional sentence: A court order imposing a custodial sentence that allows offenders to remain in the community under the supervision of a conditional sentence supervisor. They must obey certain conditions. If conditions are not obeyed, offenders may be placed in custody to serve a portion or the remainder of their sentence.

**Section 810 recognizance:** According to section 810 of the *Criminal Code of Canada*, the court may order a recognizance (commonly referred to as a peace bond) for a period not exceeding 24 months. No convictions or charges need to be laid for such a recognizance to be ordered. A section 810 recognizance is supervised like a probation order because of the threat of harm to the safety of a community or person, whose protection requires court intervention.

Parole: A form of conditional release from custody while an offender is serving a jail sentence. The Parole Board of Canada decides whether provincial and federal inmates should be released on parole. Note: Supervision of provincial inmates on parole in B.C. is the responsibility of the Correctional Service of Canada.
Workplace profile:  
Open office—blending function and security to safeguard community corrections staff and clients

Ten community corrections offices are designed according to an open space concept that enhances workplace safety and staff-client relationships.

Crossing the threshold from the street into the reception quarter, clients have immediate access to all the areas they need: waiting area, program space, restrooms, and secure and standard interview rooms. The rest of the office is restricted to staff by secure access. Staff-only areas are housed in an open, bright and functional workspace. These areas increase personal safety and support a culture of teamwork to achieve case management objectives.

Layout of the Vernon Community Corrections (open office)
Case management

When offenders are under court-ordered supervision in the community, the goal of corrections case management is to reduce reoffending and enhance public protection by encouraging and enabling behavioural change. Community corrections case management is based on principles and involves the use of strategies and programs proven through research to reduce reoffending. The following principles guide probation officers when they conduct case management of offenders:

- Balance the responsibility to supervise and enforce court orders with the commitment to assist offenders in bringing about positive change in their lives;
- Apply the appropriate level of intervention and programming to offenders who are assessed as higher risk to reoffend;
- Identify offender needs that must be addressed to reduce reoffending;
- Match offenders with interventions that take into account their personal and emotional characteristics; and
- Ensure that programming offered to offenders is standardized and maintained through staff training, quality management, evaluation, and peer review.

Community corrections case management and supervision consists of:

- Preparing reports about adult offenders, victims, and providing sentencing options for the court;
- Supervising court orders. This involves monitoring offenders for compliance with court-ordered conditions and returning them to court when they violate these conditions;
- Assessing the risk to reoffend and the needs related to offending behaviour. This includes using specialized evidence-based assessments to assess offenders convicted of general, domestic violence and sexual crimes;
- Linking offender risk and needs to a case management plan that outlines the types of interventions to be used, while setting goals and accounting for unique offender characteristics and circumstances;
- Referring offenders to specific core programs and other programs used to support intervention goals;
- Delivering structured interventions, such as treatment readiness programs that address identified risks and needs of offenders;
- Maintaining contact with police, family members and program providers to monitor offender progress;
- Determining the frequency that offenders must report to their case manager; and
- Reassessing the offender’s response to these interventions on a continuous basis and adjusting the case management plan in response to changing circumstances and assessment results.
Community offender programs that protect communities and reduce reoffending

Core programs are a strategic priority of the Corrections Branch. Regularly delivered by branch staff in community offices, these treatment readiness programs apply a cognitive behavioural approach to respond to key risk factors of offenders. Clients who are assessed as medium or high risk to reoffend are expected to take core programs. As part of effective case management, community staff refer offenders to core programs based on an assessment of risk and match offenders to programs that best address their criminal behaviour.

Community Corrections Division delivers the following treatment readiness programs to groups of court-ordered offenders:

- **Relationship Violence Prevention Program** – a two-part program that targets the reduction of violence in intimate relationships:
  - *Respectful Relationships* (part one) – a 10-session program delivered by B.C. Corrections staff that teaches offenders self-management to reduce their potential for violence in a relationship.
  - *Relationship Violence Program* (part two) – a 17-session program delivered by a contracted service provider for men who assault their partners.
  - *Multicultural Programming* – family violence prevention programming delivered through contract with three Lower Mainland multicultural service agencies to provide a modified Respectful Relationships/Relationship Violence Program to sentenced domestic violence offenders in their first language.

B.C. Corrections evaluated the Relationship Violence Prevention Program to determine whether individuals who completed these treatment readiness programs were less likely to reoffend than those who did not. The followup period was two years. Results show that completing this program in the community can reduce domestic violence reoffending by up to 50 per cent.
- **Violence Prevention** – a 10-session program delivered by B.C. Corrections staff. It teaches offenders self-management and problem-solving skills that reduce their potential for violence.

- **Substance Abuse Management** – a 12-session program delivered by B.C. Corrections staff. It employs practical strategies that reduce negative consequences of substance use, ranging from safer use, to managed use, to abstinence. This program was revised and is delivered separately to male and female offenders.

- **Sex Offender Treatment and Maintenance** – the National Sex Offender Treatment Program was jointly adopted in 2003 by B.C. Corrections and the Forensic Psychiatric Services Commission. The maintenance portion of the program is delivered by B.C. Corrections staff. It is used to manage sex offenders and help them retain what they have learned in treatment.
Responding to Domestic Violence: The Relationship Violence Prevention Program

Probation officers in British Columbia receive specialized training to manage offenders who are sentenced for crimes of domestic violence. These staff use risk assessment tools to guide their case management decisions. While supervising offenders, probation officers proactively notify victims to promote safety planning and make them aware of victim services. Notification also plays a role in helping probation officers monitor whether offenders are complying with conditions that protect victims.

A comprehensive family violence prevention program is delivered to medium and high-risk offenders who are sentenced for spousal assault offences and supervised by community corrections. This treatment readiness program includes a 10-week Respectful Relationships (RR) program delivered by B.C. Corrections staff, followed by a 17-week Relationship Violence Program (RVP) program delivered by contracted service providers.

These programs are available in approximately 45 communities across the province. When there are sufficient numbers of offenders, programs are delivered in rural and remote communities. Probation officers routinely co-facilitate the RR program with aboriginal justice contractors to respond to cultural differences. An evaluation of these programs – when delivered in the community – revealed that offender participation in the RR program followed by participation in RVP reduced spousal assault recidivism by 50 per cent during a two-year period.

A modified Respectful Relationships/Relationship Violence Program is delivered by three multicultural service agencies in the Lower Mainland that are contracted by B.C. Corrections. These agencies provide relationship violence prevention programming to sentenced domestic violence offenders in their first language.
Working with partners

Integrated service delivery is part of the culture of the Community Corrections Division – a respected leader in collaborations with other government agencies and public safety partners. This inclusive approach enables corrections staff to contribute to an effective and responsive criminal justice system, while meeting the health and social needs of offenders.

Community Corrections partnerships include the following:

- **Downtown Community Court** – A comprehensive, integrated approach to address the root causes of street crime (e.g. substance use, homelessness, poverty). The Downtown Community Court in Vancouver opened in 2008 to effectively manage offenders in Vancouver’s downtown with an integrated response to their legal, social, and health care needs. With assistance from community and business organizations, the court is a partnership among justice, social and health agencies, and the provincial court judiciary. These partners work together, not just to deal with the offence, but to treat the whole person and help break the cycle of crime.

- **Drug Treatment Court of Vancouver** – In 2001, the court opened as an integrated approach to provide correctional interventions, justice services (i.e. judge, defence counsel, federal Crown prosecutor, probation officer), and health treatment services to reduce reoffending by residents in the Downtown Eastside who have substance use disorders. An evaluation led by Simon Fraser University determined that drug-related recidivism was significantly reduced by 50% over a two year period.

- **Vancouver Intensive Supervision Unit** – A specialized supervision office is comprised of probation officers and mental health professionals who provide intensive interventions in the Downtown Eastside to reduce hospital and jail admissions of offenders with mental illness disorders. Refer to the spotlight on VISU for more information.
**Spotlight on VISU:**

**Vancouver Intensive Supervision Unit**

The Vancouver Intensive Supervision Unit (VISU) assists court-ordered clients with mental illness disorders in Vancouver’s Downtown Eastside. Staff from the Corrections Branch, Vancouver Coastal Health Authority (VCHA) and Watari Research Association deliver interdisciplinary support and supervision in corrections, addictions and mental health.

With these community partners, VISU staff assist clients with their daily living such as housing, financial management, medical and psychiatric care, legal issues and leisure activities. They also develop and update case management plans and goals for clients and brief services for individuals who do not need full support.

- **Integrated Community Outreach Teams (Victoria, Surrey and Kamloops)** – An inter-ministerial approach to deliver integrated services that enhance community safety. Projects throughout the province reduce reoffending through improved client access to housing, mental health and addictions services, financial support, and life skills. For example, the Victoria outreach team involves a probation officer, mental health social worker, mental health outreach worker, psychiatric nurse, income assistance worker, and police officer.

- **High-Risk Recognizance Advisory Committee** – A co-ordinated approach among justice agencies to obtain court supervision orders (section 810 recognizance) for offenders who are released from federal custody at the end of their sentence and continue to pose a high risk to reoffend.
- **Aboriginal justice workers** – In approximately 12 aboriginal communities, trained aboriginal justice workers co-facilitate substance abuse management and domestic violence treatment readiness programs with probation officers.

- **Sex offender interventions** – A co-ordinated approach with the Forensic Psychiatric Services Commission that provides psychiatric assessment, treatment, and monitoring of sex offenders in the community.

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**Staff Profile: Offenders with Mental Disorders Supervisor**

Narinder Serown has traveled a varied path to his current position with Kamloops Community Corrections. He has worked at High Valley Youth Custody Centre, followed by a position with the Ministry of Employment and Income Assistance (now MHSD). He has been a valued staff member of Kamloops Community Corrections since April 2006. Narinder is currently the offenders with mental disorders (OMD) supervisor in Kamloops.

His role as OMD supervisor includes being a member of the Integrated Case Management Team (ICT) comprised of staff members from mental health and addictions and Ministry of Housing and Social Development (MHSD). This integration initiative began in 2006 to address the needs of clients who suffer from mental illness and who are involved in the criminal justice system.

His regular activities include meeting weekly with ICT members, and providing streamlined service and outreach to clients who require assistance from all three agencies. He also participates in meetings with the OMD Management Steering Committee, addressing the needs of the ICT as well as providing progress reports on the partnership.

In his role, Narinder works closely with other justice partners in the community, including the Forensic Psychiatric Services Commission, RCMP, Crown counsel and Kamloops Regional Correctional Centre. He places emphasis on client supervision outside the office by meeting with clients in their homes, at other agency offices such as forensics, or in the community delivering medications. His case management approach focuses on motivational techniques, building client rapport and recognizing barriers.

He also works closely with non-governmental partners including ASK Wellness, John Howard Society and Community Living BC to assist with finding stable housing and advocating for services. This collaboration has resulted in Narinder developing an understanding of mental health issues. He is a valuable resource to other probation officers in the Kamloops office when they develop case management strategies for their clients.
Interventions with offenders with mental disorders – Initiatives to address the needs of offenders with mental illness disorders include:

- Fourteen integrated projects – operating in partnership with social and health program ministries and agencies – to provide mental health, addictions, employment, and housing services;
- Liaison workers from the Forensic Psychiatric Services Commission to provide counselling and support; and
- A specialized supervision team – comprising probation officers and mental health professionals – to provide intensive interventions in Vancouver’s Downtown Eastside. The goal of the initiative is to reduce hospital and jail admissions (refer to information about the Vancouver Intensive Supervision Unit on page 24).

Integrated offender management – Collaborative case management planning between custody and community staff to enable successful reintegration of offenders.

Collaborative Approach:
Integrated Offender Management

In 2006, B.C. Corrections initiated the Integrated Offender Management (IOM) Project to address custody and community corrections case management in a collaborative manner. The purpose of the program is to reduce reoffending that may occur during re-entry of offenders from custody to the community, as well as over the long-term.

IOM provides structure and co-ordination in the development of case supervision plans for offenders who are: Currently incarcerated, high risk to reoffend, or transitioning to community supervision. There are four sites: Vancouver Island Regional Correctional Centre (VIRCC), Prince George Regional Correctional Centre (PGRCC), Alouette Correctional Centre for Women (ACCW), and Fraser Regional Correctional Centre (FRCC).

IOM supervision plans engage offenders in supportive programs while they are still in custody. With the assistance of custody and community case co-ordinators, offenders develop release plans to address the issues they face when transitioning to the community, including: Financial and housing assistance, counselling, and available community resources to aid reintegration.

The program is finding success, as an impact analysis in 2010 demonstrated, pointing to a reduction in recidivism by up to 48% for those enrolled in the program.
Maintaining organizational health

In 2000, the Community Corrections Division initiated a comprehensive 12-year organizational health strategy. The director of Organizational Health leads the strategy, which promotes staff wellness and organizational health.

Organizational health initiatives are supported by electronic staff communications (e.g. CorrPoint). Regional staff groups are established to enable line staff to put forward ideas and concerns to management, while empowering regional control of local issues. Other organizational health initiatives have included:

- Soliciting significant staff input on workload reduction strategies;
- Supporting ongoing recruitment initiatives through student practicums and promoting careers in community corrections at post-secondary institutions and career fairs;
- Improving workplace engagement survey (WES) scores by implementing workload reduction strategies, reducing the pace of operational change, and communicating in a timely and transparent manner;
- Facilitating professional development through ongoing training, increasing opportunities for staff to act in new positions, and specialized roles within the division;
- Recognizing staff achievement with formal and informal events; and
- Providing wellness information to employees through the guidance of a contracted psychologist.


**Staff training**

Through extensive training, the probation officer achieves the status of peace officer and officer of the court. The training also prepares these professionals to work with offenders in the community, managing the risk they pose to the public by holding them accountable and supporting their rehabilitation, ultimately helping to reduce the risk of reoffending.

While there are many courses, themes centre around:

- The legal system, report writing, offender management, aboriginal justice;
- Quality management training for local managers;
- Learning and development for frontline and administrative staff;
- Offender program facilitation training;
- Mandatory health and safety training; and
- Justice specific systems training (e.g. CORNET, JUSTIN, OMS).

Currently, BC is leading the country through its province-wide implementation of the Strategic Training Initiative in Community Supervision (STICS). Approved in 2011, training is rolling out over a span of three years to teach officers how to apply evidence-based principles of offender rehabilitation in all aspects of client supervision. The training is designed to enhance the skills of probation officers to include structured one to one intervention techniques that target the criminogenic needs of medium and high risk offenders in the community. Research has found a 38% reduction in recidivism for offenders supervised by STICS trained probation officers, as compared to the clients of probation officers who did not receive STICS training.

The training includes:

- Teaching skills to target attitudes
- Learning to build rapport
- Using pro-social modelling (leading by example)
- Introducing reinforcement and cognitive behavioural techniques that influence change
The training focuses on recognizing and addressing four primary factors that increase an offender’s risk to reoffend:

- History of antisocial behaviour
- Antisocial personality pattern
- Antisocial attitudes
- Antisocial associates

In addition, probation officers engage in a range of professional development opportunities to ensure that the skills introduced during training are maintained. These activities which further serve as the anchors to continuous learning include:

- Feedback and support from on-site mentors
- Participation in monthly clinical support meetings, and
- Participation in refresher courses every six to eight months to boost proficiency.

**Electronic Monitoring**

Electronic monitoring is used by court order to enhance the supervision of some offenders with conditional sentences. As part of a case management plan, probation officers and the Central Monitoring Unit co-ordinate the application of electronic monitoring to ensure offenders comply with the curfew or house arrest provisions of their conditional sentence orders.
Capital Projects Division...Building Capacity

**Purpose**

The purpose of the Capital Projects Division is to provide infrastructure planning, implementation and project oversight direction to the Corrections Branch to support its operations and meet the needs of the growing offender population. The division is completing the implementation of $471 million in capital expansion projects – the largest investment in the Branch's history.

**Goals**

The goals of the division are as follows:

- Provide planning, implementation and project oversight direction to ensure appropriate physical infrastructure is in place to support front-line operations.
- Support of sustainable long-range planning and evidence-based correctional centre design.
- Ensure the effective use of technology for security, surveillance and building management.

**Organization**

The Capital Projects Division has 5 FTEs in the following positions:

- Provincial Director
- Finance Manager, Capital Projects
- Planner
- Project Director, Okanagan Correctional Centre
- Project Director, Surrey Pretrial Services Centre Expansion
New staff and beds to boost capacity of correctional centres

There are record numbers of inmates in provincial correctional centres. To address significant capacity and crowding concerns, Adult Custody Division added 174 new beds along with 32 new correctional centre staff in 2008. It is in the process of adding 340 new cells along with 200 new correctional staff through the following projects in Phase I of a $185 million expansion plan:

- A 20-cell women’s unit at the Prince George Regional Correctional Centre was opened in December 2010;
- A new 104-cell facility at the Alouette Correctional Centre for Women in Maple Ridge opened in 2012; and
- A 216-cell expansion to the Surrey Pretrial Services Centre is scheduled for completion in 2013/14.

Phase II of our Capital Expansion Plan includes construction of a new secure 378 cell facility in the Okanagan. Construction is set to start in 2014 with completion by 2016.

These permanent cells will promote the protection of B.C. communities and safety of corrections staff and inmates.

In addition, 37 Accelerated Infrastructure Program (AIP) projects were completed in 2008 at correctional centres throughout the province to increase inmate program space, enhance staff and inmate safety, and increase the operational efficiencies of existing facilities.
**Adult Custody Division...Managing Offenders in Custody**

**Mission**

The Adult Custody Division provides safe and secure custody of inmates, and delivers programs that promote public safety and reduce criminal behaviour.

**Core beliefs**

The core beliefs of the Adult Custody Division are the following:

- Public safety is our business.
- Effective communication is our foundation.
- Due process ensures fairness.
- People are treated with dignity and respect.
- Integrated offender management enhances security and contributes to a safer community.

**Organization**

The Adult Custody Division has 1,520 FTEs in the following positions:

- Correctional officers;
- Correctional supervisors;
- Managers;
- Administrative staff;
- Instructors; and
- Chaplains.

On any given day during the 2012/2013 fiscal year, there was an average daily count of 2,500 inmates in provincial correctional centres. Individuals in provincial custody are on remand, immigration detention, or serving a sentence of less than two years.
## Custody centres

### Correctional centre capacities and utilization

<table>
<thead>
<tr>
<th>Correctional Centre</th>
<th>Fiscal Year 12/13</th>
<th>Fiscal Year 11/12</th>
<th>Fiscal Year 10/11</th>
<th>Fiscal Year 09/10</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Average daily count</td>
<td>Number of cells</td>
<td>% of cells used</td>
<td>Average daily count</td>
</tr>
<tr>
<td>North Fraser Pretrial Centre</td>
<td>524</td>
<td>300</td>
<td>175%</td>
<td>559</td>
</tr>
<tr>
<td>Fraser Regional Correctional Centre</td>
<td>470</td>
<td>304</td>
<td>155%</td>
<td>498</td>
</tr>
<tr>
<td>Vancouver Island Regional Correctional Centre</td>
<td>312</td>
<td>207</td>
<td>150%</td>
<td>329</td>
</tr>
<tr>
<td>Surrey Pretrial Services Centre</td>
<td>197</td>
<td>149</td>
<td>132%</td>
<td>193</td>
</tr>
<tr>
<td>Surrey Pretrial Services Centre (women)</td>
<td>50 *</td>
<td>43 *</td>
<td>116% *</td>
<td>65</td>
</tr>
<tr>
<td>Kamloops Regional Correctional Centre</td>
<td>288</td>
<td>185</td>
<td>155%</td>
<td>325</td>
</tr>
<tr>
<td>Prince George Regional Correctional Centre</td>
<td>247</td>
<td>150</td>
<td>165%</td>
<td>266</td>
</tr>
<tr>
<td>Prince George Regional Correctional Centre (women)</td>
<td>23</td>
<td>25</td>
<td>90%</td>
<td>22</td>
</tr>
<tr>
<td>Alouette Correctional Centre for Women</td>
<td>112 **</td>
<td>192 **</td>
<td>58% **</td>
<td>87</td>
</tr>
<tr>
<td>Ford Mountain Correctional Centre</td>
<td>107</td>
<td>94</td>
<td>114%</td>
<td>103</td>
</tr>
<tr>
<td>Nanaimo Correctional Centre</td>
<td>180</td>
<td>190</td>
<td>95%</td>
<td>186</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2,509</strong></td>
<td><strong>1,839</strong></td>
<td><strong>136%</strong></td>
<td><strong>2,634</strong></td>
</tr>
</tbody>
</table>

*Note: The number of cells has increased in some centres due to a revised cell counting method, not due to increases in actual cells.*

* April 1, 2012 to Oct 15th, 2012 only; female clients moved to ACCW on Oct 16th, 2012.

** ACCW averages increased in FY 2012-2013 in part due to the movement of all remanded females in the lower mainland to ACCW.
Centres with secure custody

North Fraser Pretrial Centre
(Port Coquitlam)
Year built: 2001
1451 Kingsway Avenue
Port Coquitlam, BC V3C 1S2

Fraser Regional Correctional Centre
(Maple Ridge)
Year built: 1990 (expanded in 2008)
13777 256th Street
Maple Ridge, BC V2X 0L7

Vancouver Island Regional Correctional Centre (Victoria)
Year built: 1913 (extensively renovated and expanded in 1984)
4216 Wilkinson Road
Victoria, BC V8Z 9J1

Surrey Pretrial Services Centre
Year built: 1991
(expansion set to open 2013/2014)
14323 57 Avenue
Surrey, BC V3X 1B1

Kamloops Regional Correctional Centre
Year built: 1989 (expanded in 2008)
2550 West Trans Canada Highway
Kamloops, BC V2C 5M9

Prince George Regional Correctional Centre
Year built: 1996 (expanded in 2010)
795 Highway 16 East
Prince George, BC V2L 5J9
Alouette Correctional Centre for Women (Maple Ridge) Secure/Medium/Open Custody
Year built: 2004 (expanded in 2008 and 2012)
24800 Alouette Road
Maple Ridge BC V4R 1R8

Centres with medium security

Ford Mountain Correctional Centre (Chilliwack)
Year built: 1981
57657 Chilliwack Lake Road
Chilliwack, BC V4Z 1A7

Nanaimo Correctional Centre
Year built: 1953
3945 Biggs Road
Nanaimo, BC V9R 0L7

Okanagan Correctional Centre
Construction to start in 2014 and completion by 2016
Osoyoos Senkulmen Enterprise Park
Increase in average daily inmate count*

<table>
<thead>
<tr>
<th></th>
<th>2012/13</th>
<th>2011/12</th>
<th>2010/11</th>
<th>2009/10</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remand</td>
<td>1,211</td>
<td>1,303</td>
<td>1,364</td>
<td>1,417</td>
<td>1,428</td>
</tr>
<tr>
<td>Sentenced**</td>
<td>1,256</td>
<td>1,293</td>
<td>1,281</td>
<td>1,280</td>
<td>1,351</td>
</tr>
<tr>
<td>Immigration detention</td>
<td>28</td>
<td>37</td>
<td>172</td>
<td>44</td>
<td>30</td>
</tr>
<tr>
<td><strong>Average daily inmate count</strong>*</td>
<td><strong>2,495</strong></td>
<td><strong>2,632</strong></td>
<td><strong>2,818</strong></td>
<td><strong>2,741</strong></td>
<td><strong>2,809</strong></td>
</tr>
</tbody>
</table>

* Average daily inmate count also known as the Warm Body Count is the number of inmates active and in custody at 11:59 p.m.

** Sentenced includes inmates with legal hold status of Dual, Provincially Sentenced and Federal Sentences

*** Average Daily Inmate Count does NOT ‘Not Stated’ in legal hold statuses. Remand is defined as inmates on remand only (not Dual sentences).

Legal status defined:
- **Remand**: Inmates awaiting trial or sentencing.
- **Sentenced**: Inmates in custody with at least one sentencing warrant
- **Immigration detention**: Individuals detained under the Immigration Act.
**Average length of stay (days) by custody order**

The following table reports the average length of stay for individuals who are remanded and sentenced in custody. Ongoing analysis indicates increases for both groups.

<table>
<thead>
<tr>
<th>Custody Order</th>
<th>2012/13</th>
<th>2011/12</th>
<th>2010/11</th>
<th>2009/10</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Remand Stay Days</td>
<td>34</td>
<td>37</td>
<td>38</td>
<td>37</td>
<td>33</td>
</tr>
<tr>
<td>Sentenced Stay Days*</td>
<td>69</td>
<td>69</td>
<td>71</td>
<td>72</td>
<td>68</td>
</tr>
</tbody>
</table>

* Sentenced Stay Days does not include inmates with a federal sentence that has a BC Corrections branch stay. Also excluded are inmates sentenced to a term of intermittent sentence and Immigration stays.

The business rule for this measure is new and not comparable to previous published numbers. It is calculated using the Avg Remand Length of Stay Days and Avg Sentence Length of Stay Days measures as found in the BI Movements Cube. The measure provides the average length of days for the LHS of Remand (or Sentenced) plus the appropriate portion represented under LHS DUAL.

**Inmate movements**

The following table shows the volume of inmate movements in and out of the custody centres:

<table>
<thead>
<tr>
<th>Movement Type</th>
<th>2012/13</th>
<th>2012/11</th>
<th>2010/11</th>
<th>2009/10</th>
<th>2008/09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intakes</td>
<td>16,031</td>
<td>16,484</td>
<td>16,879</td>
<td>17,208</td>
<td>18,559</td>
</tr>
<tr>
<td>Releases*</td>
<td>15,999</td>
<td>16,611</td>
<td>16,867</td>
<td>17,364</td>
<td>18,852</td>
</tr>
<tr>
<td>Transfers out</td>
<td>6,732</td>
<td>6,902</td>
<td>6,903</td>
<td>7,315</td>
<td>9,277</td>
</tr>
<tr>
<td>Temporary absences</td>
<td>4,489</td>
<td>5,664</td>
<td>5,260</td>
<td>4,560</td>
<td>4,512</td>
</tr>
<tr>
<td>Court</td>
<td>27,545</td>
<td>29,091</td>
<td>31,587</td>
<td>32,584</td>
<td>35,846</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>70,796</strong></td>
<td><strong>74,752</strong></td>
<td><strong>77,496</strong></td>
<td><strong>79,031</strong></td>
<td><strong>87,046</strong></td>
</tr>
</tbody>
</table>

* Releases include releases to community corrections, releases to Correctional Service of Canada, and supervision/sentence end.

** New data is +500 clients per year over past estimates; mainly due to increased intake counts, compared to Jan 2012 profile book.
**Video court**

Video court enables inmates to appear in court by way of video teleconference without leaving custody in a correctional centre. The use of video court in provincial correctional centres improves operational efficiency by reducing inmate movements between the centres and courts. Video court also enhances the safety and security of inmates, staff, and the public.

Each correctional centre establishes written protocols with Sheriff Services to facilitate video court. When there is no onsite sheriff, correctional centres establish their own video court operating procedures. When inmates attend video court, they are processed in the same manner as other inmate movements within the centre.

The annual number of inmate movements for the purpose of attending video court is as follows:

![Bar chart showing the number of video court movements from 2008/09 to 2012/13](#)

The number of video court movements is a reflection of the declining number of remanded and sentenced inmates.
Safety and security in correctional centres

The Corrections Branch has developed practices and policies to minimize the inherent risks in a correctional environment. It has also made modifications in building design that contribute to staff safety.

Correctional officers are highly qualified professionals with skills that allow them to interact effectively with an inmate population. They are trained to anticipate and alleviate potential problems. All staff receive training in resolving conflict and managing hostile offenders. In addition, correctional centres have active occupational health and safety committees with employer and union representatives to address safety issues. WorkSafe BC recognizes that correctional centres are safe.

Security classification and inmate assessment

Offenders who receive a jail sentence are assessed to determine the level of security they require while incarcerated. Escape risk and public safety concerns are considered when inmates are assessed for classification. Inmate classification:

- Assigns inmates to a suitable correctional centre;
- Provides inmates with access to health care, education, work activities, and social and recreational programs to meet their case management goals, consistent with risk/needs assessments;
- Offers opportunities for self-improvement to inmates who meet criteria for special programs;
- Gives inmates the opportunity to engage in community service;
- Safeguards the personal security of inmates in custody; and
- Protects society and the correctional centre against additional offences by inmates.
**Supervision**

B.C. Corrections provides levels of supervision based on classification assessments of offenders and the physical design of each centre. For instance, fewer high-risk or needs inmates are housed in units than inmates who are classified as low risk. As an example of facility design, North Fraser Pretrial Centre uses state-of-the-art architectural and technological designs that support safe supervision in units with larger numbers of inmates. Supervision is provided in a number of ways, through various methods. Our system provides layers of support to the correctional officer that is assigned to each living unit when the residents are unlocked from their cells. For example, in addition to supervisory staff that rotate through all of the living units on a regular basis, other officers are assigned to float through the living units on a frequent but irregular basis. Centre personnel such as program staff, chaplains, health care, etc, also go to many of the living units in the course of their daily duties and in doing so help provide another layer of security.

Our staff and centres are also equipped with the latest technology to provide further support and safety for our officers and inmates. All correctional centres have a control centre room where officers can see, via closed circuit TV feeds, all living units and work areas and can immediately direct staff to an area that requires staff assistance. In addition to being equipped with OC spray, staff carry personal alarm transmitters - which results in an immediate response by correctional staff to the location of that officer when activated – or two-way radios that have a direct link to the control centre.

This method of supervision provides more support and safety as the inmates know that there is an officer in their unit but don’t know if they are being supervised via video, or if or when additional staff will be going through their unit.

Since 2007, the Corrections Branch has added 240 officers, and with the 2013/14 completion of projects in Phase 1 of our capital expansion plan, an additional 200 correctional staff will be hired. By increasing staffing levels in correctional centres, the branch enhances inmate supervision and support to frontline officers.
Correctional centre programs that protect communities and reduce reoffending

Correctional officers receive training to facilitate behavioural interventions, education, and work programs for inmates.

Core programs are a strategic priority of the Corrections Branch. Regularly delivered by branch staff in correctional centres, these programs apply a cognitive behavioural approach to respond to the assessed needs of offenders. While in custody, inmates are expected to attend core programs according to their responsiveness to such interventions and the availability of programs.

The following male offender programs are available:

- **Respectful Relationships** – a 10-session program that teaches offenders self-management to reduce their potential for violence in a relationship.
- **Relationship Violence** – a 17-session program delivered by a contracted service provider in three correctional centres for men who assault their partners. It is offered following completion of Respectful Relationships.
- **Violence Prevention** – a 10-session program that teaches offenders self-management and problem-solving skills, which reduce the potential for violence.
- **Substance Abuse Management** – a 12-session program that uses practical strategies to reduce negative consequences of substance use, ranging from safer use to managed use to abstinence.
- **Sex Offender Treatment and Maintenance** – teaches offenders self-management and skills that reduce risk factors of a sexual nature.
Treatment readiness programs for female offenders include:

- **Emotions Management for Women** – a 10-session program that develops self-awareness and deals with anger management and other difficult emotions.
- **Relationship Skills for Women** – a 13-session program that addresses relationships, family violence, abuse, and intimacy issues.
- **Substance Abuse Management** – a 12-session program that uses practical strategies to reduce negative consequences of substance use.

Other programming for male and female offenders includes:

- **Essential Skills to Success** – an inventory of modules delivered by trained Corrections Branch staff and contractors that focus on the needs of remanded individuals and inmates with short sentences. Modules reinforce life skills development. They also enhance response to behavioural change programs and support pro-social engagement in custody and in the community.
- **Educational upgrading** – provides adult basic education to high school graduation. This programming is delivered in partnership with school districts as a component of the province’s literacy strategy (ReadNow BC).
- **Chaplaincy** – provides spiritual support through ecumenical and multi-faith services and counselling.
- **Aboriginal justice** – provides aboriginal inmates with an opportunity to (re)connect with their culture/community by meeting elders, taking part in spiritual ceremonies, and participating in traditional activities.
Additional resources are available to inmates and some may be arranged through partnerships with non-profit agencies. These services include:

- **Alcohol and drug counselling** – addresses alcohol and drug dependency through assessment, counselling, and therapy.

- **Life skills workshops** – short sessions designed and delivered by contractors, available intermittently in correctional centres.
Work activities in correctional centres

Work programs are available for inmates to develop practical job skills that may assist with their reintegration into the community upon release from custody. Work programs provide inmates with opportunities to engage in positive and constructive activities, while gaining marketable skills. Work crews in open custody enable inmates to work outside the secure perimeter of correctional centres or off grounds in the community under staff supervision.

Examples of work activities include:

- Kitchen crew;
- Building maintenance;
- Framing, drywall, painting, and construction;
- Horticulture;
- Eradication of invasive weeds on Crown lands;
- Removal of brush along highways;
- Electrical course;
- Bicycle mechanic certification;
- Fish hatchery;
- Tailor shop;
- Dog training;
- Forest camp set up and take down;
- Forest fire suppression and maintenance of fire hose equipment;
- Food Safe certification;
- First Aid;
- WHMIS certification (Workplace Hazardous Materials Information System);
- H2S (one-day course certifying students to work in Canada’s oil and gas industry);
- and
- Eye Glasses Repair.
Working with partners

Correctional centres participate in community-based partnerships to provide inmates the opportunity to gain cognitive and employable skills, while enabling them to give back to the community. These partnerships include:

- Adult basic education programming – In partnership with the Ministry of Education, inmates receive basic education. Other joint initiatives include a plain language guide for staff and strategies to engage staff and volunteers in enhancing the literacy skills of inmates.
- Fire Hose Program – Inmates clean and repair fire hoses for the Ministry of Forests, Lands and Natural Resource Operations for fire suppression programs in B.C. and other provinces.
- Fire crews – Inmates assist in forest fire suppression in B.C.
- Invasive Weed Program – In partnership with the Ministry of Agriculture, inmates remove invasive weeds from Crown lands.
- Highway safety – In partnership with the Ministry of Transportation and Infrastructure, inmates remove foliage along major corridors to improve traffic and animal safety.
- Alouette River Salmon Enhancement Program – Inmates work with the Alouette River Management Society, Department of Fisheries and Oceans, and the Ministry of Environment on a large-scale salmon enhancement project.
- Bike Repair Program – In partnership with the Compassionate Resource Warehouse, bicycles are repaired by inmates for use overseas.
- Projects that benefit the community such as repairing park benches, and constructing bike paths and sections of the Trans Canada Trail.
Inmate services

Health care

Inmates in provincial correctional centres are assessed by qualified nursing staff during the admission process. Corrections Branch physicians are available 24/7 for telephone consultation. Depending on medical need, inmates are referred to the centre physician for routine or urgent care. All physicians are qualified and licensed with the College of Physicians and Surgeons of British Columbia.

Health care services range from basic first aid, to primary care by the centre physician, to isolation for communicable diseases, to rapid response to a “code-blue.” In every situation, medical staff ensure privacy and respect for the inmate as a patient.

Each correctional centre has a well-equipped health care unit with a physician’s examination room, nursing station, treatment room, and medication dispensary. Prescription and non-prescription medications, immunizations, medical supplies and equipment are available and dispensed upon assessment and ordering by the centre physician. State-of-the-art electronic medical record-keeping is used province-wide.

The branch medical director provides guidance and advice regarding clinical practice. The medical director is also responsible for ensuring that the community standard of care for medical practice is used in all centres.
**Mental health**

Intake screening is used to identify inmates who have mental health needs. Screening helps to prevent harm and suicide, manage treatment during incarceration, and provide followup upon release. Mental health treatment aims to restore or improve health and functioning, recognizing the diversity of this inmate population.

Services are provided under one contract by qualified mental health professionals, including psychologists, psychiatrists and other mental health professionals. These services are overseen by the B.C. Corrections’ Director of Mental Health Services. Full-time mental health co-ordinators and liaison officers (correctional officers) work in each correctional centre. They provide direct support to offenders with mental disorders and are the liaison between the centre’s mental health program team and corrections staff.

**Dental care**

Essential dental care is provided to inmates through contracted dentists when there is:

- Evidence of serious disease or injury that is curable or can be substantially alleviated; and
- Significant potential for harm to the inmate if care is delayed or denied.

B.C. Corrections does not provide elective non-acute dental services or restorative services unless a dentist believes the non-acute condition may become a medical problem if untreated.

**Food services**

To ensure consistent quality, service and cost control, food services are supplied by one private sector provider. A consulting registered dietician provides analysis and advice on inmate menus that are based on gender and activity level. Compliant with the *Canada Food Guide*, menus meet the nutritional and caloric needs of inmates. In addition to vegetarian and vegan menus, religious diets are also accommodated.

When a correctional centre physician believes that an inmate requires a therapeutic diet to help manage a specific condition (e.g. diabetes, high cholesterol, hypertension), the diet is provided to the inmate and reviewed periodically.

Corrections Branch provides 2.8 million inmate meals per year at an average cost per inmate of $8.00/day.
Offenders with substance use and/or mental disorders

More than half of offenders (56 per cent) admitted into the corrections system are diagnosed with a substance use and/or a mental disorder. Many offenders may have a disorder but have not been diagnosed.

<table>
<thead>
<tr>
<th>Diagnosis*</th>
<th>Percentage of offender population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both mental and substance use disorders</td>
<td>23%</td>
</tr>
<tr>
<td>Mental disorder only</td>
<td>21%</td>
</tr>
<tr>
<td>Substance use disorder only</td>
<td>10%</td>
</tr>
<tr>
<td>Unknown</td>
<td>7%</td>
</tr>
<tr>
<td>No diagnosis (ND)</td>
<td>39%</td>
</tr>
<tr>
<td><strong>Offenders with 1 or more disorders</strong></td>
<td><strong>54%</strong></td>
</tr>
</tbody>
</table>

* clients admitted to provincial custody in British Columbia between April 1st, 2005 and March 31st, 2007

Corrections Branch staff co-ordinate assessment and treatment of offenders with mental disorders being supervised in the community. In custody settings, the emphasis is on rapid identification of seriously ill patients, prevention of self-harm and suicide, treatment during incarceration, and followup upon release.

B.C. Corrections works collaboratively with the Ministry of Health, regional health authorities, and Ministry of Housing and Social Development to provide basic living essentials (e.g. housing, financial management, health care services) that enhance community safety, and reduce reoffending and admissions to jails, hospitals, and/or psychiatric institutions.

**Spotlight on…**

**Leadership on addictions and mental health**

A respected leader in the progressive way it responds to the needs of offenders with substance use and/or mental illness disorders, the Corrections Branch relies on the professional advice of Maureen Olley, PhD, R.Psych.

British Columbia is the only province in Canada that has a dedicated director of mental health services in corrections. Dr. Olley, Director of Mental Health Services, advises on mental health policy and best practices. She provides counsel on suicide prevention and response, and staff training in standardized mental health care screening. In addition, she supervised the introduction of mental health liaison officers within each correctional centre and provides support and leadership to this group.
Maintaining organizational health

Adult Custody Division applies an organizational health philosophy to its workplace in which employees are valued as leaders. Staff are:

- Consulted about workplace safety;
- Asked for input on new policies and practices that affect them;
- Invited to participate in all levels of the organization, including committees and local wellness groups; and
- Supported by quality training and career development opportunities.

Benefits of organizational health include:

- Sustainable recruitment and staffing practices;
- Reduced overtime and STIIP costs; and a
- Positive and engaged workforce.
Staff training

The Adult Custody Division is committed to fulfilling the goals and objectives of its Strategic Plan for the branch by investing in the engagement and lifelong development of its staff to ensure it retains a high quality and dedicated pool of employees. For this purpose the adult custody division has developed correctional officer training models and leadership development programs in partnership with the Justice Institute of British Columbia. All training takes into consideration the nature of a 24/7 environment and are available in a variety of formats. In addition to operational and systems training, mandatory, re-certification or other job training required by statute is also provided.

Training includes:
- New hire basic security officer training;
- Correctional Officer Learning and Development Program;
- Quality leadership development and training for managers;
- Learning and development for frontline and administrative staff;
- Offender program facilitation training;
- Mandatory health and safety training;
- Re-certification training (e.g. first aid, use of force and weapons training); and
- Justice specific systems training (e.g. CORNET, JUSTIN, OMS).

The branch minimizes travel expenses related to training while maintaining training requirements. For example, online training, on-site trainers, and local—instead of provincial—training are used. When off-site training is required, it is offered in the Lower Mainland.