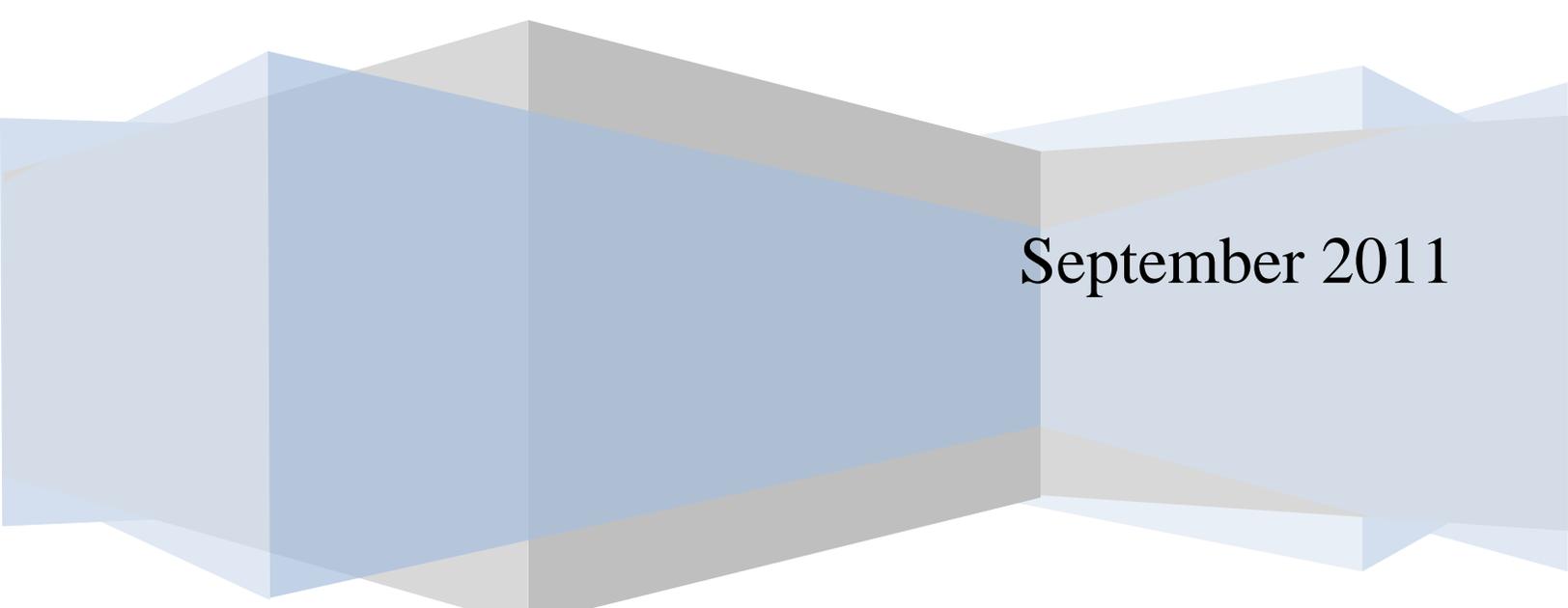


**Youth Custody Services**

**Strategic Plan:  
2011/12 – 2013/14**

**Ministry of Children and Family Development**



September 2011

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## ***Message from the Executive Director, Youth Custody Services***

It is my pleasure to present the updated 2011/12 - 2013/14 Service Plan for Youth Custody Services, Ministry of Children and Family Development. The plan establishes the organizational goals, key actions we want to take in the coming years and how achievement and progress will be measured and publicly reported. This plan builds on previous plans developed by the organization and articulates our priorities moving forward.

Youth Custody Services mission and vision is linked directly to the Ministry's *Strategic and Operational Action Plan 2011/12* with the goal to deliver quality, effective and culturally appropriate services to children, youth and families and a shared commitment to achieving meaningful outcomes for children, youth and families. This direction builds from – and elaborates on – the five areas of focus in *Strong, Safe and Supported* and concentrates on continuous improvement. It is our responsibility as an organization to contribute towards attaining this vision by providing youth with opportunities to experience positive outcomes.

In August 2006 Youth Custody Services first achieved accreditation and in 2010 successfully achieved re-accreditation, demonstrating an ongoing commitment to quality improvement and quality service delivery. Accreditation is a process which involves youth, families, staff, community partners and volunteers in continually reviewing what we do, with a goal to improve service delivery and outcomes for clients. Local and provincial performance and quality improvement processes, various working groups and risk prevention and management activities are a critical part of this process and the continuous reviews have contributed to the development of this long term plan and the successful re-accreditation of our organization.

Youth Custody Services remains committed to delivering programs and services based on research and best practice. We continue to rely on information and recommendations provided from research and external reviews to guide us in improving services to youth and families. There have been significant achievements in the past few years, but there is more work to do.

Government budgets remain tight and Youth Custody Services will need to continue to manage our budget in a fiscally responsible manner. For the next three years we can anticipate continual review of budgets and efficiencies required, however, I am confident quality service delivery will be maintained, even through difficult financial times. I am committed to working with stakeholders in tackling these challenges within the reality of our current fiscal environment to achieve our shared goal of improving the lives of troubled youth across our service.

As an organization, we achieve our success as a result of dedicated and talented personnel and service providers. One of the organization's priorities is to support the professional development of our staff so that we can all better meet the needs of the most vulnerable youth in British Columbia.

The Youth Custody Services 2011/12 – 2013/14 Strategic Plan was prepared to increase the transparency and accountability of the organization, and I am accountable for achieving the results articulated in this plan.

A handwritten signature in blue ink, appearing to read "Barry Lynden".

Barry Lynden  
Executive Director  
Youth Custody Services

## **Youth Custody Services' Mission and Vision**

### **Mission Statement**

Youth Custody Services contributes to public safety by providing a safe, healthy and supportive environment with a range of integrated, evidence based programs which address the individual risk and needs of residents, thereby promoting positive outcomes for youth, families and the community.

### **Vision Statement**

To deliver high quality youth centered services that complement community based youth services which engage, involve and share responsibilities with youth, families and communities.

Youth Custody Services is committed to the following **principles**:

- Youth will be provided opportunities to learn constructive skills, behaviours and attitudes that will support healthy developmental outcomes and increased resiliency and ability to overcome challenges.
- Programs and services provided to youth will focus on individual risk and needs factors and will be gender responsive, culturally relevant, holistic, multidisciplinary, and strengths and evidence based.
- Family and community involvement is vital to successful re-integration to the community.
- Youth will receive services and supports connected to their own language, traditions and culture, particularly Aboriginal youth in custody.
- The rights of youth will be respected and services will be provided in a developmentally responsive non-discriminatory manner.
- Programs and services will be provided by personnel who have specialized training in working with vulnerable youth who have diverse needs.

### **Ministry of Children and Family Development – Guiding Principles**

The ministry, as part of its commitment to British Columbia's children and youth, has identified the following as guiding service delivery principles:

**Strengths Based** – All children, youth and families have inherent strengths which should be identified and supported to build capacity and resiliency.

**Rights Based** – The rights of children, as established in the *United Nations Convention on the Rights of the Child*, will be upheld.

**Holistic and Needs Based** – A continuum of integrated supports and services will be available and accessible to vulnerable children, youth and families based on need.

**Child Focused, Family and Community Centred** – Services will be prioritized based on the need for children to remain within their family and community context. Children placed in care will have a plan for them to maintain lifelong connections to family and community appropriate to their culture and traditions.

**Transparency and Accountability** – Within the law, the ministry and service partners will be fully transparent with regards to plans, funding and achievement of goals. All individuals involved in service delivery are accountable to children, youth, families and communities.

The principles identified above support the Ministry's five goals, which have been identified as the key elements for an effective child, youth and family development system across the six service delivery lines:

1. **Prevention** – Place a primary focus on preventing vulnerability in children and youth by providing strong supports for individuals, families and communities.
2. **Early Intervention** – Provide early intervention services to vulnerable children and youth within their families and communities.
3. **Intervention and Support** – Provide intervention and services and supports based on the assessment of individual needs.
4. **The Aboriginal Approach** – Aboriginal people will be supported to exercise jurisdiction in delivering child and family services.
5. **Quality Assurance** – Child, youth and family development services will be based on evidence gathered through a strong quality assurance system.

The Ministry's Strategic and Operational Plan 2001/12 identifies nine core delivery systems and seventeen associated key actions. There are a number of measures relating to Youth Custody Services, which are included in this strategic plan.

## ***ORGANIZATIONAL PROFILE AND HISTORY***

### ***Organizational Context and Mandate***

Youth Custody Services are a component of the Ministry of Children and Family Development's Youth Justice & Maples Division as of June 2011, formerly titled the Provincial Services Division. A number of organizational realignments are occurring within the Ministry.

The Ministry, which was formed in 1996, is now organized into four regions which provide the following services: family development and support services, early childhood development, services for children and youth with special needs and their families, child care, child protection, residential, foster and alternative care options, adoption services, community child and youth mental health services, programs for at-risk or sexually exploited youth, and community youth justice services. In addition, the Ministry is responsible for a number of provincial services which include Youth Custody Services, Youth Forensic Psychiatric Services, Provincial Services for Deaf and Hard of Hearing, and the Maples Adolescent Treatment Centre. Pending organizational changes will move the services for deaf and hard of hearing to the Children and Youth with Special Needs Provincial Operations next fiscal year.

The Executive Director, Youth Custody Services, reports to the Senior Executive Director responsible for Youth Justice & Maples, and they are responsible for conducting long term planning and setting the strategic direction for the organization. In addition to providing operational leadership and support for the three custody centres in the areas of budget, programs and human resources and enhancing and promoting relationships with community based services, the Executive Director is also responsible for an Executive team which includes an Assistant Executive Director and a Youth Justice Consultant. This office is primarily responsible for standards, policy, service delivery practices, ensuring services are delivered in accordance with statutes and regulations, public reporting, and guiding provincial projects (e.g., training initiatives, information systems development, facilities planning, and risk management etc.).

Youth Custody Services are provided at three secure and open custody centres located at Prince George, Burnaby and Victoria. Youth Custody Services maintains relationships with all components of the youth justice system, provincial adult correctional services and the Correctional Service of Canada. In addition there are important partnerships with ministry community youth justice, Youth Forensic Psychiatric Services as well as related ministries and services (e.g. Ministry of Education and School Districts, Ministry of Health and Health Authorities etc), and contracted agency and individual service providers, and volunteers.

Youth Custody Services' legislative mandate includes the federal *Youth Criminal Justice Act*, provincial *Youth Justice Act*, *Youth Custody Regulation*, and the *Criminal Code*. Youth Custody Services are also guided by the *Charter of Rights and Freedoms*, the United Nations Convention on the Rights of the Child, the *Victims of Crime Act*, and the *Child, Family and Community Service Act*.

## ***Historical Overview and Recent Accomplishments***

Prior to 1997, Youth Justice Services, including Youth Custody Services, were part of an Attorney General/Solicitor General's ministry that was comprised of Adult Corrections, Sheriff Services, Court Services and Police Services.

In 1996, the Ministry for Children and Families was created which brought together a number of child and youth services. Youth custody and community youth justice services were formally transferred to the new ministry one year later, and were subject to a regional reporting structure. In 2001 a Ministry re-organization resulted in the following changes:

- The ministry was renamed the Ministry of Children and Family Development
- The Provincial Services Division was created under the leadership of an Assistant Deputy Minister
- An Executive Director, Youth Custody Services was created to facilitate the co-ordination and consistent delivery of services, which included direct operational responsibility for all youth custody centres.

Further Ministry realignments occurred in June 2011 which has resulted in the following:

- The Ministry now operates four regions with the creation of the Coast Fraser region incorporating the former Vancouver Coastal and Fraser regions.
- The span of responsibility for the Executive Director, Youth Custody Services remains unchanged.

Between 2002 and 2004 four youth custody centres were closed due to a significant decline in the number of youth in custody (the average daily count has decreased from a high of 400 in 1997/1998 to an average of 121 youth in 2010/11). As a result of the closures, open and secure youth custody services were, and remain, available in Prince George, Burnaby and Victoria, with services for secure custody female youth delivered only at Burnaby.

In April 2003, the federal *Youth Criminal Justice Act* was proclaimed, which required retraining of all youth justice personnel, (including youth custody staff), the implementation of new policies and procedures, the redesign of operational

information systems, and in 2004, the implementation of corresponding provincial legislation and regulation (*Youth Justice Act and Youth Custody Regulation*).

## **Key Accomplishments**

Youth Custody Services has achieved a number of important milestones in recent years and we continue to build on the significant amount of work which has already been accomplished to this point:

- Attained accreditation status with the Council on Accreditation in 2006, becoming the first custody service in North America to undergo and successfully become accredited by COA. In August 2010 the organization achieved re-accreditation through to August 2014.
- Relocation of the Burnaby Youth Custody Services Centre to a newly renovated facility in November 2007, and as a result, BC now has a fully modernized youth custody system.
- Participated in and contracted numerous external stakeholder research and reviews of programs and services which have contributed to development of policies, procedures and service delivery direction. These include, for example, health surveys, program reviews and demographic profile reviews.
- Accessed federal funding through Justice Canada to support staff development and training and systems development.
- The implementation of a new operational integrated client information system (2003) and a Business Intelligence management information system (2008) which provides enhanced data analysis to support performance and quality improvement of programs and services. Further development of a recidivism subject area is substantially completed.
- The implementation of a new electronic incident reporting form which increases the reliability of resident incident data and related quality improvement reviews.
- A 2008 review of the leadership and organizational models at all three youth custody centres which resulted in budget efficiencies, expanded leadership presence and compensation adjustments for line supervisors.
- With respect to services for female youth, implementation of gender specific living units, staffing, and a focus on the development of gender responsive programs, including development and delivery of trauma and working with girls in custody training.
- Introduction and continued implementation of a Therapeutic Crisis Intervention system to enhance our crisis intervention response and support for youth to learn additional coping skills.
- Commenced a wholesale review and redesign of the training program for entry level youth supervisors.
- Introduction of on-line training, including the development and delivery of a case management coordinator training program.

- Collaborative partnerships to respond to unique service needs of children and families, such as the Migrant Services response to the mass arrival of detained Sri Lankan migrants in 2010.

## ***Description of Programs and Services***

Youth Custody Services accommodate youth on pre-court detention, those who have been remanded by the courts while awaiting trial or sentencing, youth who have been sentenced to either open or secure custody and occasionally, youth on Immigration orders.

All three youth custody centres accommodate male and female youth and provide gender specific living units with open and secure custody living units for males in all three centres. Burnaby accommodates both open and secure custody female youth, while Prince George and Victoria have open custody and remand facilities only for female youth.

The Youth Custody Services centres have three core functions as listed below.

### ***Safety and Security***

Safety and security includes the safety and security of youth, staff and the public. Safety and security is best served through dynamic measures that include the involvement of youth in constructive activities and in positive, active relationships with staff and others within the youth custody centre. Rehabilitation is considered the most effective and long term mechanism to provide for the safety of the youth and others within the centre and for the protection of the public.

### ***Case Management***

Case management is a process that includes all initiatives and interventions which afford young persons optimal opportunities for growth, development, responsible decision-making and positive change. It is a dynamic process requiring on-going review and consultation with the youth, parent/guardian and other involved persons. Case management for youth involved in the justice system commences and terminates with all youth court orders requiring supervision.

The primary responsibility for the case management of youth in custody rests with the assigned community youth probation officer which continues during the committal of young persons to custody and upon release from custody.

Within Youth Custody Services, the case management process is supported through assessment, classification and placement, individualized outcome

oriented service planning, program involvement, sentence administration and community re-integration. All of the programs, services and activities provided for youth in custody and during their re-integration to the community support and promote the established service plan outcomes.

## **Programs**

The primary goal of programs in custody centres is to facilitate rehabilitation by providing youth optimal opportunities for healthy growth and pro-social development through a youth focused integrated case management process. Youth are provided opportunities to learn constructive skills, behaviours and attitudes that will support healthy developmental outcomes and increased resiliency and ability to overcome challenges. Programs and services provided to youth focus on individual risk and needs factors and are gender responsive, culturally relevant, holistic, multidisciplinary, and strengths and evidence based.

Youth custody centres provide four categories of programs – basic, core, transition and specialized programs. Basic programs address the essential needs of youth and youth have an absolute right to receive these programs and services in accordance with legislative requirements and/or national and international standards and guidelines. These programs and services include adequate health care, education, religious, recreational/leisure programs as well as provisions for community contacts.

Core programs are structured interactive processes for individual and groups of youth that are led by staff members and/or other professionals and are designed to directly influence beliefs, attitudes, lifestyles and skill development known to significantly contribute to criminal behaviour. These include motivational, cognitive, life/social skills training, substance abuse and anger management programs.

Transitional/release programs and services assist in the successful re-integration of youth to the community and include the Intensive Support and Supervision Program, full time transition programs and other related support services.

Specialized programs are those responding to the distinct needs of particular youth or categories of youth. These include programs for youth convicted of violent or sexual offences and youth with mental health or addictions issues.

## **Client Profile**

Custody in BC is reserved for the most serious and violent youth where community placement and supervision is not feasible due to the nature of the offence(s) and the risk to public safety. There are significant characteristics of the profile of youth in custody that impact the level and nature of services required to respond to the presenting risk and needs.

The most notable has been the dramatic decline in the number of young persons involved in the community youth justice system and in youth custody. Specifically, in 2000/01, there were 4150 youth under the community supervision of a probation officer. In that same year, there was an average of 290 youth in custody. This declined to 151 youth in custody and 2830 youth under community supervision in the 2003/04 fiscal year. Since then the number of youth in custody has been relatively stable with a further slight decline to an average of 121 youth in custody on any given day, and an average of 2200 youth under community supervision in the 2010/11 fiscal year.

In addition to the decline in the average population in the youth custody centres, there are a number of other profile related factors that influence programs, services and service planning, including:

- the average number of Aboriginal youth in custody has declined significantly since 2000/01 from 81 to 58 in 2010/11, however as a proportion of the total average custody population, Aboriginal youth now comprise 48%.
- the number of females in custody has decreased from 52 in 2000/01 to 21 in 2010/11 and the proportion has decreased slightly from 18% in 2000/01 to 17% of the total average population in 2010/11.
- the proportion of youth in custody on remand has increased significantly. In 2000/01 27% of the average youth in custody were on remand; in 2010/11 this has increased to approximately 53%.
- the overwhelming majority of youth in custody are 15 years or older; less than 10% of youth in custody are 14 or younger.
- in 2010/11, 39% of youth were placed in open custody.
- youth in custody are predominantly English speaking.
- approximately 33% of youth in custody are in some form of care with the ministry, and 25% are in care under continuing custody orders.
- The number of individual youth admitted to custody was 716 for 2010/11 fiscal year.

The general observations and assessment of staff, service providers and research and external reviews are that youth in custody have typically suffered significant trauma, have increased physical and mental health issues, have experienced multiple placements resulting in limited family and community connectedness and disrupted educational achievement, and have histories of extensive exposure to and use of a variety of substances. Consequently, youth in custody have a number of challenges that require a greater emphasis on integrated case management practices, multi-disciplinary assessments and services and specialized training for staff and service providers.

## **Budget**

The government's ability to achieve a sustainable fiscal environment relies upon the development and maintenance of a prudent and resilient fiscal plan. Each ministry plays a critical role in overseeing the fiscal plan to ensure annual expenditures targets are met.

The Ministry of Finance is responsible for government's overall financial management accountability and performance. This is achieved through the establishment of appropriate legislation, policies and procedures and reporting at the corporate level to ensure government obligations are appropriately met.

Each ministry within government is assigned an operating budget. Ministers and Deputy Ministers have statutory responsibility for dispersing financial resources and to carry out this responsibility, ministers or deputy ministers authorize ministry officials to exercise responsibility on their behalf through a written delegation of authority.

The Executive Director, Youth Custody Services receives a budget delegation from the Senior Executive Director, and local budgets are then allocated to each of the youth custody centres. Directors are expected to manage their operating budgets by providing monthly forecasts of all expenditures. Local Business Managers provide monthly expenditure reports to the Divisional Finance Manager. All discrepancies between forecasts and actual expenditures are noted with explanations. Ongoing budget issues or concerns are forwarded to the Executive Director and Senior Executive Director for review and action.

Procurement of goods and services, contract selection and award, contract administration and monitoring, management and safeguarding of assets, including inventories, is managed at the local level. The Divisional Finance Manager also provides ongoing reviews and audits of all business related functions.

The Federal Government assists the provincial and territorial ministries with funding (cost sharing) to support the provision of rehabilitative services and high priority programs. Youth Custody Services receives annual federal funding support for a number of high priority initiatives and the Federal Government conducts reviews and audits to ensure the funding is used appropriately.

Youth Custody Services received an allocation of \$28.7M to fulfill its obligations in the fiscal year 2011/12. The current economic downturn will make this next fiscal year a challenging time. Projected budgets will require on-going review and scrutiny in order to balance ministry demands and meet quality service delivery standards. Accurate and timely budget and training plans will be required.

## ***Influences and Challenges***

There are a number of external factors that will influence the provision of youth justice and youth custody services in 2011-2012 and subsequent fiscal years.

Federal legislative amendments to the *Youth Criminal Justice Act* are pending and may impact custody counts, related policies and procedures and redesign of operational systems.

The current total population of children and youth in BC is 907,289 representing 20.1% of the total population. BC's child and youth population declined between 2001 and 2010 however beyond 2011 the child and youth population is forecast to gradually begin to increase, potentially impacting the demand for related services. The Aboriginal youth population in BC increased over 32% between 2001 and 2010, continuing to be disproportionately represented among children in Ministry care and in custody.

Consistent with the five pillars (prevention, early intervention, intervention and support, the Aboriginal approach and quality assurance) and incorporating the current Ministry *Strategic and Operational Action Plan 2011/12* goals, Youth Custody Services is committed to the promotion of a case management system that emphasizes a focus on youth, the involvement of families, strengths and needs based approaches which promote a youth's capacity to overcome challenges, integrated service planning, and the primary responsibility of community youth justice services to plan for youth's return to the community upon release from custody.

A cross ministry information management initiative (the Integrated Case Management Project) is underway which will support and facilitate integrated planning for ministry clients, including youth in custody. This is a longer term project that will be implemented in phases over the next few years.

The Ministry's strategic direction for Aboriginal services includes supporting First Nations, Metis and other Aboriginal people to develop and deliver service approaches based on their culture and traditions. The ministry is committed to building new relationships with First Nations people that will strengthen partnerships between the ministry and Aboriginal organizations, including delegated Aboriginal child welfare agencies and early childhood development programs. Youth Custody Services will continue to increase the cultural competency of its operations, programs and case management practices and to develop partnerships and support with Aboriginal families, communities and service delivery agencies.

Continued focus on an integrated and comprehensive quality assurance system which supports the accreditation of ministry and contracted services is a priority

for the ministry. Youth Custody Services received re-accreditation and continues to strengthen our performance and quality improvement systems.

The ministry is committed to working with the federal government and other ministries in the effective delivery of programs. Youth Custody Services will continue to participate in programs and plans for youth that involve the federal government (e.g. high priority programs, Intensive Rehabilitative Custody and Supervision plans) as well as protocols with other provincial agencies and ministries (e.g. Youth Forensic Psychiatric Services, Ministry of Education).

Risks to the BC economic outlook are based on a number of global factors. Continued fiscal pressures faced across government may require Youth Custody Services to examine how services are delivered.

Over the next three fiscal years, an increasing number of retirements of youth custody staff, particularly in local and provincial senior management and supervisory positions, are expected. These shifts will present challenges in terms of service continuity and leadership, however, these changes will also provide opportunities for review of organizational structures, career advancement opportunities and related training plans. Succession planning remains a focus for the organization.

## **GOALS, OBJECTIVES, STRATEGIES & PERFORMANCE MEASURES**

**GOAL #1:** Shift to a Trauma Informed Practice That is Sensitive, Responsive and Supportive of Youths' Needs and Rehabilitation

### **Objectives**

- increase the use of constructive behaviour management interventions by staff
- increase constructive coping skills and promote healthy development for youth
- increase youth centred practices and service delivery

### **Key Strategies**

- access federal funding to continue implementation of the Therapeutic Crisis Intervention (TCI) system
- strengthen knowledge and skills of leadership teams to positively respond to crisis episodes and to mentor all personnel to integrate TCI principles as part of their daily practice
- implement Rights and Advocacy Education programs, including the RCY advocacy protocol
- engage Youth Forensic Psychiatric Services as a partner in developing a coordinated and comprehensive response to the high needs youth population
- redesign of existing incentive program to incorporate TCI principles and strengths based approaches

### **Performance Measures**

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
1. Amount of federal funding received	\$50,000	\$50,000	\$50,000
2. Trauma training of offered to additional staff throughout the organization	50 additional staff trained	50 additional staff trained	100% of staff trained
3. Number of personnel who received rights and/or advocacy education	20	20	20

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
4. Number of youth who received rights and/or advocacy education	50	60	70
5. Continued implementation of the Rights to Success program	ongoing delivery at BYCS  inclusion of rights education materials in new hire training program	project implementation at PGYCS and VYCS	R2S integrated with YCS program delivery at all centres
6. RCY Advocacy services are available to youth	advocacy protocol is distributed to staff  integrated with training materials  RCY presence at youth custody centres is supported	maintain	maintain
7. Decrease use of mechanical restraint	decrease	decrease	decrease
8. Decrease use of separate confinement	decrease length of orders  increase in proactive review processes	decrease	decrease
9. Percentage of youth reporting being treated with dignity and respect during custody stay	increase	increase	increase
10. Youth Forensic Psychiatric Services' participation in the re-prioritization of mental health services for youth in custody	YFPS involvement in ongoing delivery of trauma training and other initiatives  joint review of the <i>Healthy Minds, Healthy People: A 10 Year Plan to</i>	YFPS continued participation and collaboration	YFPS continued participation and collaboration

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
	<i>Address Mental Health and Substance Use in British Columbia</i> for application within a youth custody setting.		
11. Incentive program and related policies and procedures are reviewed	working group meeting regularly	working group meetings completed and recommendations developed	implementation of working group recommendations and amendment to related policies and procedures
12. Individual Crisis Management Plans (ICMP) are created regarding high risk youth in custody	ICMP completion process ,involving a cross section of staff and service providers is implemented at all centres  all youth admitted to custody are assessed for need for ICMP	ICMP completion for all high risk youth	maintain
13. Expanded programs and services which enhance family participation	assess the feasibility of video visits program  seek feedback from families regarding additional programs and services required  assess the range of programs and services currently offered to families	one new program or service developed for delivery  pilot video visits program at one centre	one new program or service developed for delivery  implement video visits at all centres

**GOAL # 2:** Provide gender relevant and culturally competent programs and services based on the assessment of individual risk and needs

**Objective**

- increase the capacity of youth to cope with challenges
- increase youth centred practices and service delivery
- expand the strengths based and resiliency components of the assessment process by capitalizing on the Ministry Child and Family Service Practice Framework
- increase the opportunities for youth in custody to connect to culture and traditions
- increase opportunities for reintegration programs that support individualized release planning and promote access to community programs
- strengthen the quality of planning and effectiveness of services delivered
- increase effective collaboration and integrated planning for youth

**Key Strategies**

- develop a three year action plan that responds to the findings of external research and program reviews (e.g., Representative For Children and Youth, McCreary Centre Society, Youth Forensic Psychiatric Services, Simon Fraser University)
- redesign program models to support the implementation of evidence informed core programs
- enhance contract monitoring and reporting to include outcomes measurement processes which support quality, efficient and effective services
- continue to seek youth and guardian feedback on programs and services delivered
- maintain a distinct open custody program with emphasis on access to community based services which support the achievement of the client specific outcomes identified through service planning
- develop programs and services to enhance family involvement while youth are in custody
- review current intake assessment and service planning processes and tools
- ensure MIS/ICM checks are completed for all youth in custody

**Performance Measures**

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
1. Action plan developed by March 31, 2013	resources accessed to develop action plan	action plan completed	number of recommendations implemented

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
	action plan development commenced		
2. Percentage of positive satisfaction responses from youth regarding programs and services	80%	85%	90%
3. Percentage of positive satisfaction responses from parents/guardians regarding programs and services	95%	maintain	maintain
5. Number of evidence informed programs implemented at each custody centre	5	6	6
6. Percentage of contracts for rehabilitative programs which include clearly defined outcomes	100%	100%	100%
7. Stakeholder surveys (youth, parents/guardians, staff/volunteers & community partners) completed	yes	yes	yes
8. Percentage of youth in open custody serving a sentence who access programs or services in the community through the use of	establish baseline  description of local reintegration leave program development	increase	increase

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
reintegration leaves			
9. Description of the range of programs , services and interventions offered by Youth Custody Services and the evidence base supporting their use is available	review of MCFD description	develop YCS specific information utilizing the MCFD model	update and maintain information  communication and distribution to staff to assist in developing effective action plans to meet assessed needs of youth
10. Intake and service planning processes are reviewed to support youth centred practice and service delivery	intake and service planning documents are revised, piloted and implemented  health information and health information update forms are implemented  feedback from youth regarding participation in service planning	maintain	maintain
11. Effective collaboration and integrated planning occurs for all youth admitted to custody	updated policy regarding mandatory requirement to conduct collateral checks  intake assessment documents are updated to focus on collateral check requirements  develop a process for MIS/ICM check to be completed for all youth admitted	MIS/ICM checks completed for all youth admitted to custody  feedback from community stakeholders regarding collaborative teamwork	maintain

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
	to custody  feedback from community stakeholders regarding collaborative teamwork		

**GOAL # 3:** Youth Custody Services will be based on evidence gathered through a strong performance and quality improvement system

### Objective

- increase effectiveness, efficiency and accountability of programs and services for youth in custody
- support continuous learning and improvement, evidence-informed practice and innovation
- meet budget targets

### Key Strategies

- strengthen performance and quality improvement processes at provincial and local levels
- develop strategies to manage, anticipate and communicate budget pressures and achieve service delivery and operational consistency and efficiencies
- develop an inspection model that complements the existing quality improvement peer review processes while focusing on critical risk management areas unique to the delivery of youth custody services
- maintain accreditation status
- support continuous learning and service improvement through a range of research and external reviews
- complaints processes are accessible and responsive
- align with the Integrated Case Management system complaints reporting process
- assess effectiveness of implementation of the Therapeutic Crisis Intervention system
- develop a plan to review all memorandums of understanding, service agreements and organizational contracts

### Performance Measures

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
1. Business Intelligence enhancements are operational by March 31, 2012	identified enhancements complete by March 31, 2012	identified enhancements complete by March 31, 2013	identified enhancements complete by March 31, 2014
2. Focussed inspection model is operational	MOU completed regarding formal youth custody inspection role	two inspections completed	two inspections completed

	inspection model is completed  one inspection completed		
3. Successful re-accreditation of Youth Custody Services	accreditation maintained	accreditation maintained	re-accreditation commenced
4. Number of external research and reviews conducted within Youth Custody Services	1	1	1
5. Percentage of youth satisfied with response to complaint	85%	90%	95%
6. Percentage of formal resident written complaints responded to within five business days	greater than 99%	greater than 99%	greater than 99%
7. YCS complaints review processes are aligned with ICM Complaints	administrative tracking processes are inclusive of all types of complaints  QI quarterly complaints review process is aligned with ICM reporting	Youth Custody Services is fully aligned with ICM complaints reporting	maintain
8. The Therapeutic Crisis Intervention System is effective in reducing use of restraint and injuries, and	assessment of need for ICMP completed after admission  LSI completed for youth involved in incidents of violence- target 75%	LSI completed for youth involved in incidents of violence- target 85%  LSI completed for all youth who are given a separate confinement consequence- target	LSI completed for youth involved in incidents of violence- target 95%  LSI completed for all youth who are given a separate confinement consequence- target

<p>debriefing processes for youth are routinely utilized.</p>	<p>LSI completed for all youth who are given a separate confinement consequence- target 75%</p> <p>LSI completed for all youth who are restrained-target 75%</p> <p>reduction in number of restraints</p> <p>reduction in youth injuries related to restraint</p>	<p>85%</p> <p>LSI completed for all youth who are restrained-target 85%</p> <p>reduction in number of restraints</p> <p>reduction in youth injuries related to restraint</p>	<p>95%</p> <p>LSI completed for all youth who are restrained-target 95%</p> <p>reduction in number of restraints</p> <p>reduction in youth injuries related to restraint</p>
<p>9. All memorandums of understanding, service agreements and organization contracts are reviewed and updated</p>	<p>list of relevant memorandums of understanding, service agreements and organization contracts, contact persons and review time line is completed</p>	<p>review is commenced</p>	<p>review is completed</p>
<p>10. Develop shift schedulers training and best practices</p>	<p>assess efficient backfill strategies</p> <p>identify working group members and necessary resources</p>	<p>complete shift schedulers training content</p> <p>identify additional strategies</p>	<p>implement training and identified strategies</p>

**GOAL # 4:** Youth Custody Services will develop a qualified, competent and engaged workforce which contributes towards quality service delivery through a variety of training, human resource development activities and organizational health and wellness initiatives

### Objectives

- increase leadership and professional development opportunities
- increase personnel satisfaction and engagement
- increase focus on supervision and coaching

### Key Strategies

- develop a long term strategic training plan which focuses on competencies, professional development and leadership development models which support succession planning
- expand internal capacity to deliver programs
- expand wellness, recognition and appreciation activities
- regularly review and revise job descriptions/profiles
- develop performance evaluation processes to include key work goals which support organizational goals and professional development plans
- expand team case reviews and practice improvement strategies
- implement a plan to reduce reported experiences of harassment and discrimination in the worksite
- focus on open communication, interactions with staff, and encourage innovation
- implement a plan to ensure staff are using existing technology to maximize benefits and efficiencies

### Performance Measures

Performance Measure	2011/12 target	2012/13 target	2013/14
1. Training plan developed by March 31, 2012	resources accessed for development and completion of strategic training plan	100% of identified training activities and project milestones for year one completed	100% of identified training activities and project milestones for year two completed
2. Develop a YCS competency model	review MCFD competency model	create YCS competency model	key job profiles are updated to reflect competency model  performance and development models include updated competency model

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14</b>
			hiring processes focus on targeted competencies
3. Wellness, recognition and appreciation activities are provided throughout the organization	<p>staff led wellness initiatives at all three centres</p> <p>wellness, recognition and appreciation activities are included in local service plans</p> <p>stress awareness training content updated</p> <p>support for World Police and Fire Games participation</p> <p>promote organizational achievements</p> <p>new organizational appreciation activities developed</p>	<p>staff led wellness initiatives at all three centres</p> <p>wellness, recognition and appreciation activities are included in local service plans</p> <p>positive staff feedback on WES regarding recognition</p> <p>promote organizational achievements</p> <p>new organizational appreciation activities implemented</p>	maintain
4. Percentage of job descriptions/profiles reviewed and updated within four year cycle	75%	75%	100%
5. Percentage of performance evaluations completed	transition to new EPDP model	95%	maintain
6. Percentage of positive job satisfaction	increase	increase	increase

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14</b>
reporting			
7. Percentage of personnel who meet attendance expectations	maintain	maintain	maintain
8. Staff turnover rate of 15% or less	maintain	maintain	maintain
9. Percentage of staff who report the workplace as being free from harassment and discrimination by adults	increase	increase	increase
10. Discrimination prevention activities are conducted	<p>training materials are implemented</p> <p>supplemental standards of conduct are signed by all employees</p> <p>action plan developed and implemented in response to focussed survey</p> <p>maintain signage</p> <p>number of staff attending building respectful workplace training</p>	all staff have received discrimination prevention training	maintain
11 Open communication processes exist throughout the organization	<p>Inside Track staff bulletin is completed and distributed monthly</p> <p>opportunities for centre staff feedback meetings</p> <p>broad</p>	maintain	maintain

Performance Measure	2011/12 target	2012/13 target	2013/14
	representation in committee membership and focus groups		
12. Enhance professional development training opportunities	<p>training provided for front line staff working with female youth in custody</p> <p>YCS participation in the Provincial Youth Justice Training Forum</p> <p>number of YCS staff who access Pacific Leaders Scholarship funding</p> <p>number of staff, volunteers or contracted service providers certified to deliver programs</p>	<p>TCI and Restraint refresher training</p> <p>positive staff feedback on WES regarding professional development</p> <p>number of staff, volunteers or contracted service providers certified to deliver programs</p>	new training opportunities developed
13. Staff are trained to an appropriate level in CORNET/ICM and other systems and are regular users	<p>required staff are regular CORNET/ICM systems users</p> <p>BI licenses are reviewed</p> <p>training and user guides provided to BI users</p>	<p>all required staff are regular CORNET/ICM system users</p> <p>increased use of CORNET/ICM functionality at all centres</p>	increased use of CORNET /ICM functionality at all centres

**GOAL # 5:** Safety of the public, youth in custody and youth custody personnel is protected.

**Objectives**

- minimize injuries to youth and personnel
- increase public safety
- provide a safe environment for youth, personnel and visitors

**Key Strategies**

- admit, detain and release all youth in accordance with applicable court orders
- ensure risk prevention programs are fully operational
- update policies and procedures on a regular basis
- ensure TCI and restraint training is delivered to front line staff

**Performance Measures**

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
1. Number of escapes of youth from custody centre buildings	0	0	0
2. Percentage of youth admitted, detained and released in accordance with court order	greater than 99%	greater than 99%	greater than 99%
3. Percentage of positive satisfaction of youth regarding perceptions of safety	85%	increase	increase
4. Percentage of positive satisfaction of staff regarding perceptions of safety	increase	increase	increase
5. Percentage of staff injured during the course of their duties	decrease	decrease	Decrease
6. Percentage of restraints applied without injury to youth or staff	increase	increase	increase

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14 target</b>
7. Annual TCI/Restraint refresher training completed for front line staff	greater than 90% of all required staff are trained	greater than 95% of all required staff are trained	maintain
8. Business continuity plan is updated on annual basis	plan is updated	plan is updated	plan is updated
9. Emergency preparedness exercises are conducted on an annual basis at all centres	100%	100%	100%
10. Provincial and local Occupational Safety and Health committees are meeting on a regular basis	100%	100%	100%
11. All facilities meet required licensing and systems are maintained and upgraded	100% compliance	100% compliance	100% compliance
12. Exposure control plans are updated on an annual basis	plans are updated	plans are updated	plans are updated

**GOAL # 6:** YCS will provide programs and services that connect Aboriginal youth to their culture and traditions

### Objectives

- increase the number of Aboriginal youth in custody who have positive developmental outcomes
- increase the cultural sensitivity and responsiveness of programs and services
- improve learning experiences and educational attachments for Aboriginal youth in custody
- increase the involvement of Aboriginal Leaders and Communities in local partnerships to support provision of culturally appropriate programs and services

### Key Strategies

- review school curriculum to enhance the cultural relevance of learning materials
- review staffing related practices to ensure the workforce has the required competencies to work effectively with youth from various cultures
- incorporate cultural considerations into needs assessment process
- engage in dialogue with Aboriginal Elders to guide the development of future strategies and approaches to Aboriginal programs and service delivery in custody
- connect with Aboriginal communities to develop partnerships regarding programs delivery
- review MCFD framework to ensure consistent application of funding and standards across the organization

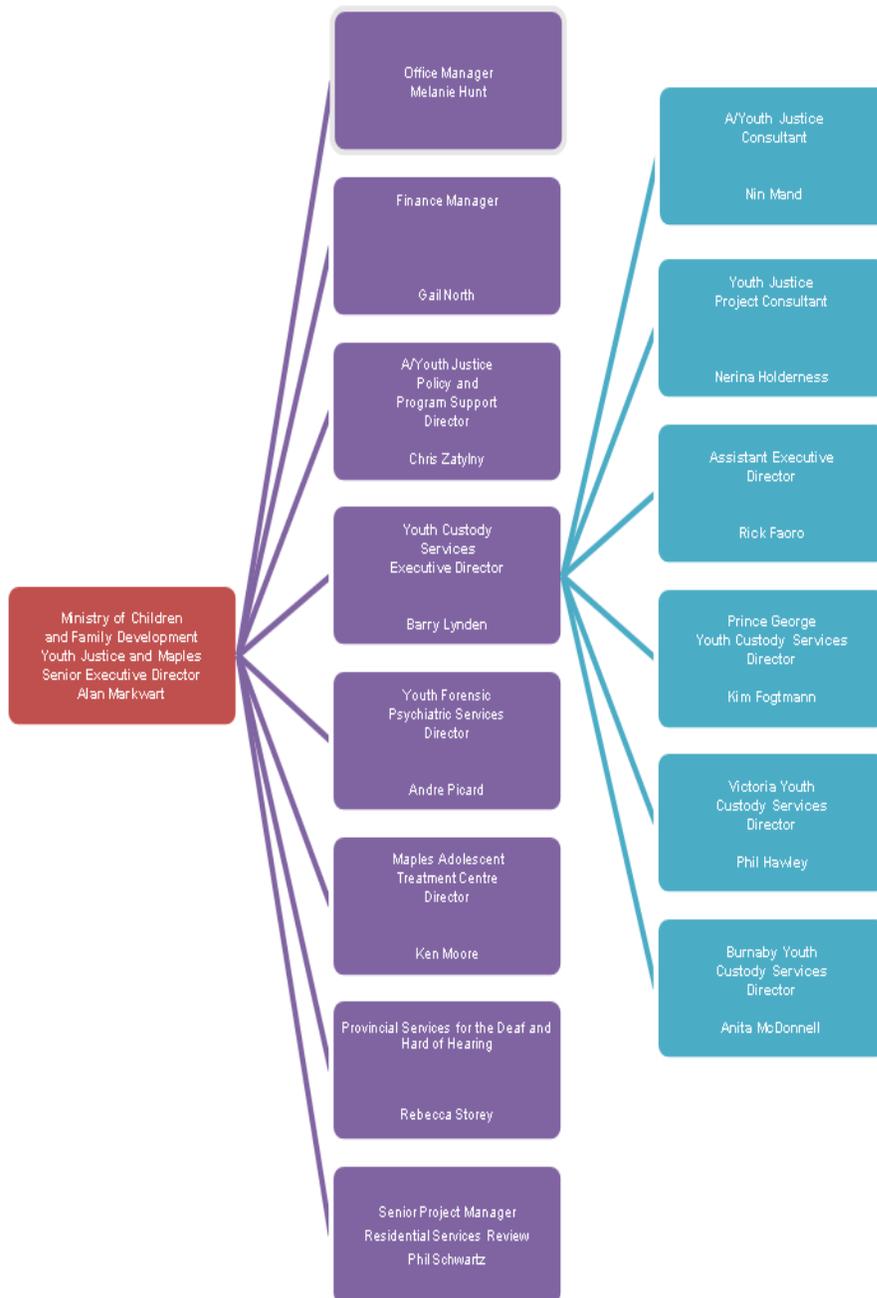
### Performance Measures

Performance Measure	2011/12 target	2012/13 target	2013/14
1. Establishment of a provincial Aboriginal Youth in Custody Working Group	working group meeting regularly	working group meeting regularly	working group meeting regularly
2. Sentenced Aboriginal youth released from custody who are registered in a community school at the time of release	establish a process to measure school registration rates upon release  VYCS school transition project is completed and recommendations	increase	increase

<b>Performance Measure</b>	<b>2011/12 target</b>	<b>2012/13 target</b>	<b>2013/14</b>
	reviewed for YCS application		
3. Aboriginal programs and services are provided at all centres	description of Aboriginal program and services  MCFD funding and standards are reviewed	MCFD funding and standards are applied  enhanced Aboriginal programs and services	maintain
4. Percentage of Aboriginal youth who report receiving program and services which meet their needs	establish baseline	increase	increase
5. Training offered to Youth Custody Services employees to promote competencies in working effectively with various cultures	youth supervisor training materials are reviewed	training offered at one centre to front line employees and supervisors	training offered at all centres

# Youth Custody Services Organizational Structure

## Youth Justice & Maples Division – Organizational Chart



April 2011

## Contact Information

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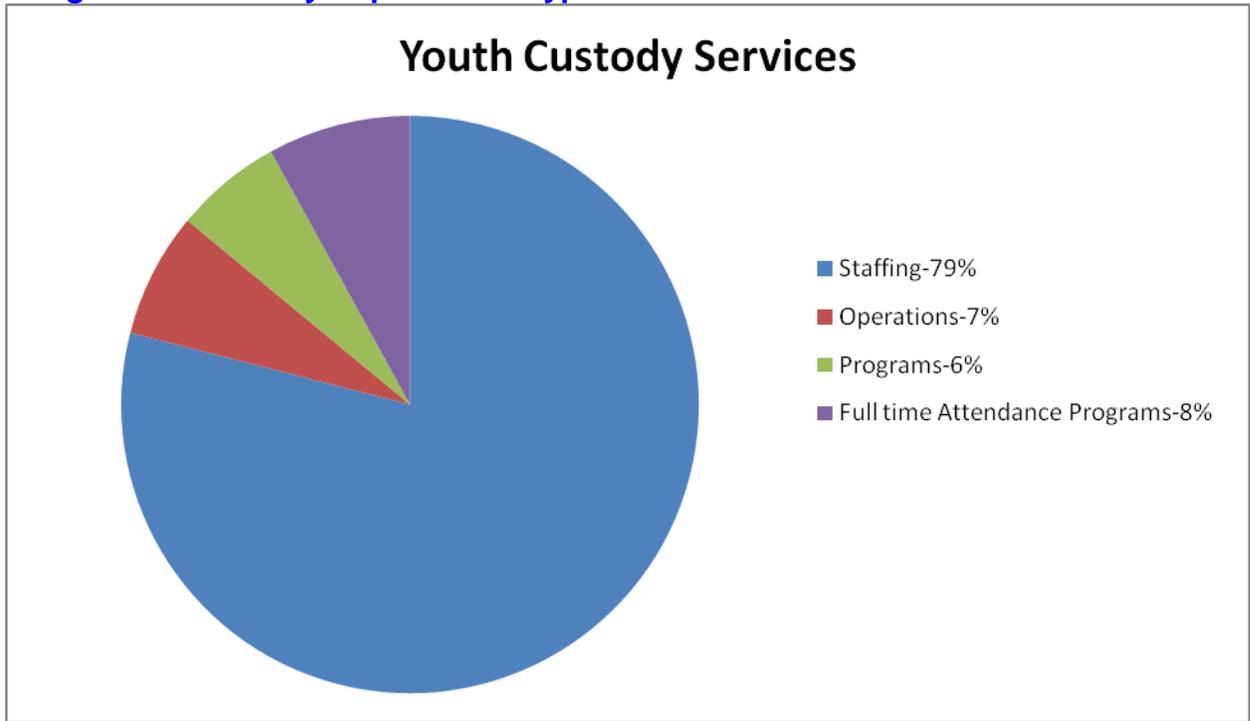
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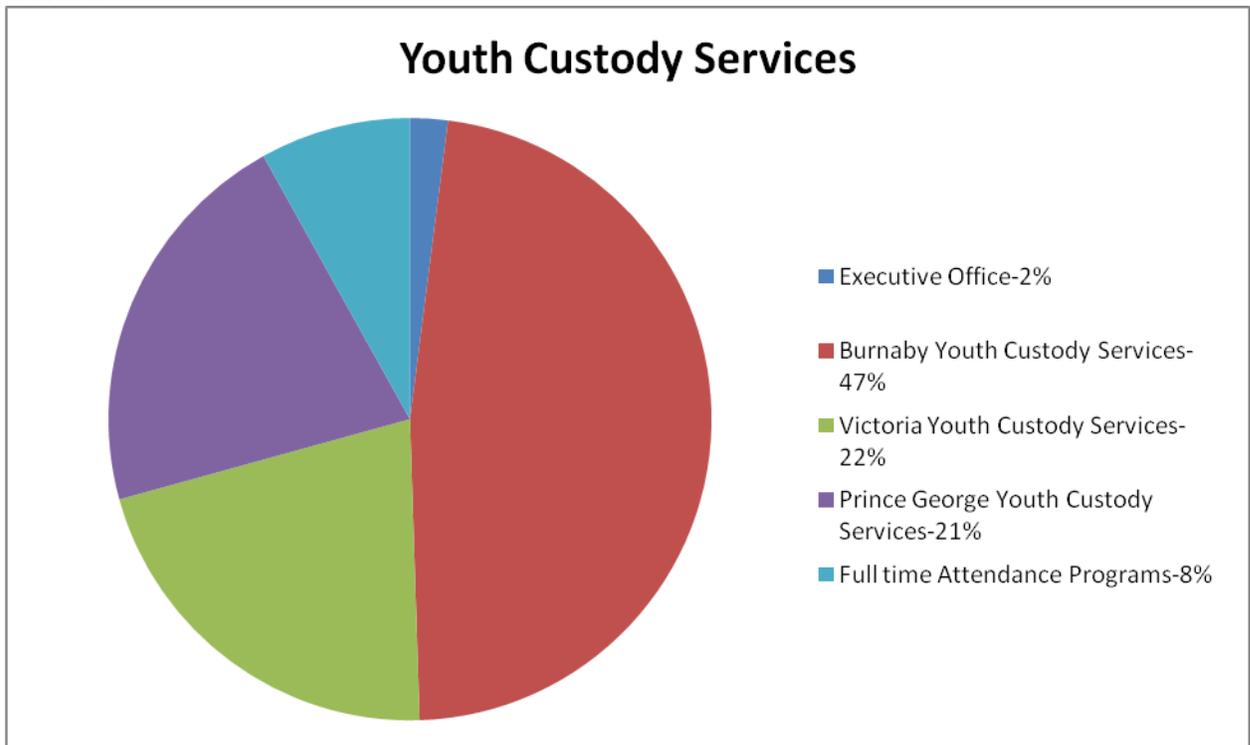
Director, Victoria Youth Custody Services

(250) 708 - 2200

**Financial Resources Summary**  
**Budget Allocation by Expenditure Type**



**Budget Allocation by Executive Office and Custody Centre**



## Related Links

Government of British Columbia

<http://www.gov.bc.ca/>

BC Public Service Agency

<http://www.bcpublicserviceagency.gov.bc.ca/>

Ministry of Children and Family Development

<http://www.gov.bc.ca/mcf/index.html>

Federal Department of Justice

<http://canada.justice.gc.ca/>

Youth Forensic Psychiatric Services

<http://www.mcf.gov.bc.ca/yfps/index.htm>

Auditor General of British Columbia

<http://www.bcauditor.com/>

Representative For Children and Youth

<http://www.rcybc.ca/content/home.asp>

Office of the Ombudsperson

<http://www.bcombudsperson.ca>

Provincial Association of Residential and Community Agencies

<http://www.parca.ca/>

Federation of BC Youth in Care Networks

<http://www.fbcyicn.ca/>

Council on Accreditation

<http://www.coanet.org/front3/index.cfm>

Cornell University

<http://www.cornell.edu/>

Justice Institute of British Columbia

<http://www.jibc.ca/>

## Legislation

*Federal Youth Criminal Justice Act*

<http://www.justice.gc.ca/eng/pi/yj-ji/ycja-lsipa/ycja-lsipa.html>

*Criminal Code*

<http://laws-lois.justice.gc.ca/eng/acts/C-46/>

*United Nations Convention on the Rights of the Child*

<http://cyberschoolbus.un.org/treaties/child.asp>

*Victims of Crime Act*

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96478\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96478_01)

*Charter of Rights and Freedoms*

<http://laws.justice.gc.ca/en/charter/>

*Provincial Youth Justice Act*

<http://www.bclaws.ca/Recon/content/site?id=freeside&xsl=/Recon/template/toc.xsl/group-Y/>

*Youth Custody Regulation*

<http://www.bclaws.ca/Recon/content/site?id=freeside&xsl=/Recon/template/toc.xsl/group-Y/>

*Child Family and Community Service Act*

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96046\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96046_01)

*Representative For Children and Youth Act*

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_06029\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_06029_01)

*Ombudsperson's Act*

[http://www.bclaws.ca/EPLibraries/bclaws\\_new/document/ID/freeside/00\\_96340\\_01](http://www.bclaws.ca/EPLibraries/bclaws_new/document/ID/freeside/00_96340_01)