

Ministry of Corrections, Public Safety and Policing



Plan for 2012-13



PLAN FOR 2012-13

Statement from the Minister



I am pleased to present the Ministry of Corrections, Public Safety and Policing's (CPSP) Plan for 2012-13.

The Government's Direction and Budget for 2012-13 are built around *Keeping the Saskatchewan Advantage*, supporting our sound economic growth so that the prosperity can be shared across the province.

The Plan details the actions that my Ministry will be undertaking during the 2012-13 fiscal year to advance this Government's commitments charged to me as the Minister of Corrections, Public Safety and Policing.

Each has been designed to achieve this Government's goal of providing safe, secure communities so that Saskatchewan residents can continue to enjoy the advantages of living, working and playing here.

This Government's goal of improving our quality of life goes hand in hand with our safety and security promise. To that end, we are committed to many important initiatives during the 2012-13 fiscal year. Most prominent among them is building safer communities by supporting community mobilization and cracking down on high-risk violent offenders.

The Ministry will report on progress made toward this plan, within the financial parameters provided, in the 2012-13 Annual Report.

*The Honourable D.F. (Yogi) Huyghebaert
Minister of Corrections, Public Safety and Policing*

Response to Government Direction

Government has renewed its plan for 2012-13 to encourage and support the *Saskatchewan Advantage*. This plan reflects the Government's continued focus on economic growth, supporting the creation of new opportunities through strategic investments, ensuring that the prosperity is shared and our quality of life is enhanced. Government's key priorities and commitments have been supported in the context of a disciplined four-year fiscal plan and are presented in the *Government Direction for 2012-13*.

Government's Vision

"... a strong and growing Saskatchewan, the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

**Sustaining growth
and opportunities for
Saskatchewan people**

**Improving our
quality of life**

**Making life
more affordable**

**Delivering responsive
and responsible
government**

Government's vision and four goals provide a directional framework for ministries, agencies and third parties to align with these priorities and to develop their plans to achieve greater success in the efficient delivery of government services.

All ministries and agencies will report on results achieved, or not yet achieved, in their 2012-13 annual reports. This honours Government's commitment to keep its promises and ensures greater transparency and accountability to the people of Saskatchewan.

MISSION, STRATEGIES AND ACTIONS

Mission Statement

The Ministry's mission is to work in partnership with communities to advance the safety and security of citizens who live, work and visit in Saskatchewan through effective:

- ⇒ policing services, enforcement programs and community-based crime reduction;
- ⇒ correctional practices with youth and adult offenders that enhance community safety;
- ⇒ emergency management and building and fire safety programs and services that focus on mitigation, preparedness, response and recovery; and,
- ⇒ oversight of public safety legislation related to boilers, pressure vessels, elevators and amusement rides, and the administration of gas and electrical licensing.

Strategy

Working in partnership with police, community leaders and other ministries, reduce crime through prevention, intervention and suppression

Key Actions

- ⇒ Continue to advance the implementation of *Building Partnerships to Reduce Crime*, by engaging communities and key human services and public safety partners to develop and implement local and integrated crime reduction initiatives appropriate to local circumstances and issues.
- ⇒ Continue to support policing initiatives to combat organized crime and gangs in the province, including:
 - ↳ the Witness Protection program to provide safety to witnesses involved in the prosecution of gang and organized criminal activities;
 - ↳ work with our neighbouring provinces to target and crack down on drug trafficking and other gang activities; and,
 - ↳ work with Adult Corrections and Public Prosecutions to respond to community safety risks posed by high-risk, violent offenders through implementing the Serious Violent Offender Response program.
- ⇒ Operation of the Internet Child Exploitation units to protect children from sexual exploitation over the Internet.
- ⇒ Work with communities in the Northern Administration District to enhance services provided to those communities under the Safer Communities and Neighbourhoods (SCAN) program and the Framework Agreement for Community Safety and Policing Initiatives signed with the Royal Canadian Mounted Police (RCMP) and the Saskatchewan Association of Northern Communities.
- ⇒ Support the Civil Forfeiture program in order to take the profits out of crime and hold offenders accountable.
- ⇒ Work with the federal government and First Nations in support of effective, professional and culturally appropriate policing and public safety service delivery in First Nations communities throughout Saskatchewan.
- ⇒ Work with the Criminal Intelligence Service Saskatchewan (CISS) and with the provincial and federal governments across the country to address drug trafficking and other gang activities using tools such as the national gang database. The database will provide intelligence on gangs and organized crime to police services and corrections administrators.
- ⇒ Partner with municipal officials, First Nations and Métis groups, community organizations and other local government representatives to respond to special crime related issues identified by communities through targeted crime reduction initiatives.



Photo Credit: Enterprise Saskatchewan, Greg Huszar Photography, Mosaic Belle Plaine site

Strategy

Working with partners, enhance public safety and reduce re-offending through effective security and rehabilitation

Key Actions

- ⇒ Reduce re-offending through:
 - ↻ continuous assessment of best practices and program effectiveness, such as the multi-year evaluation of the Dedicated Substance Abuse Treatment Unit (DSATU) at the Regina Provincial Correctional Centre;
 - ↻ staff training in core correctional practice;
 - ↻ taking actions identified through the Young Offender (YO) Programs' serious violent offender (SVO) audit, including regional tracking of SVO cases and implementing clinical supervision policy and guidelines and audits to ensure that case management complies with standards;
 - ↻ providing training and support such that YO supervisors and youth workers achieve a mastery designation in community safety planning;
 - ↻ putting relapse prevention programming into practice for all young offenders and adult offenders supervised in community programs where CPSP has case management responsibility;
 - ↻ completing a multi-year strategy for cultural programming and services for First Nations and Métis offenders in custody and community; and,
 - ↻ further involving First Nations and Métis communities to develop an increasingly effective reintegration program for offenders.
- ⇒ YO Programs will continue to develop a long-term capital plan for YO facilities, including a feasibility study designed to:
 - ↻ improve safety and security of aging infrastructure;
 - ↻ ensure infrastructure that promotes effective programming; and,
 - ↻ meet future service demand needs.
- ⇒ Continue to support gains made from completion of Phase One and Phase Two of *The Road Ahead*, in the Adult Corrections strategic plan. Longer-term commitments include regulatory, policy and training reviews to support changes to the new Bill 16, *The Correctional Services Act, 2011* and increased use of video courts in correctional centres, including new services in Prince Albert.
- ⇒ Continue gang identification, classification and placement activities within Adult Corrections to promote safer correctional facilities for offenders and staff.
- ⇒ Continue to improve expertise, training and auditing in sentence management to reduce instances of mistaken releases.
- ⇒ Ensure public safety through ensuring sound infrastructure and enhanced security, including:
 - ↻ construction of a 30 cell expansion to the Pine Grove Provincial Correctional Centre (to address the severe overcrowding); and,
 - ↻ construction of a 72 cell living unit within the secure perimeter of the Prince Albert Provincial Correctional Centre.



Photo Credit: Tourism Saskatchewan, Greg Huszar Photography, Dock Jumpers

- ⇒ Investigate further efficiencies in Staff Workforce Scheduling processes based on the pilot at the Regina Provincial Correctional Centre. This will provide information to create a staff workforce scheduling solution to help reduce overtime costs and introduce significant efficiencies through automated scheduling.
- ⇒ Continue to work with the Information Technology Office (ITO) and the Ministry of Justice and Attorney General on the design and development of the Criminal Justice Information Management System (CJIMS) project to modernize the existing systems for adult offender and young offender information.
- ⇒ Support the Prince Albert Community Mobilization Partnership, a strategy to build safe communities through the prevention and suppression of crime and violence. The Community Mobilization model has two components:
 1. the Hub, a multi-disciplinary group of front-line workers providing immediate intervention and short-term solutions to crime prevention; and,
 2. the COR (Centre of Responsibility), human service professionals who collaborate on longer-term solutions to identify and reduce crime and victimization.
- ⇒ Partner with the Ministry of Justice and Attorney General in a comprehensive and targeted approach to serious violent offenders.

Strategy

Enhance Saskatchewan's capacity in emergency management, building and fire safety

Key Actions

- ⇒ Manage provincial resources in supporting municipalities facing emergency situations through the delivery of training initiatives to increase local and regional preparedness.
- ⇒ Implement interoperable radio communications across jurisdictions and disciplines for the Provincial Public Safety Telecommunication Network (PPSTN) to ensure emergency service and public safety personnel responding to emergency events have the ability to communicate with each other.
- ⇒ Advance a new training curriculum for building officials and establish an implementation plan in order to meet the demands of owners and industry in a growing province.
- ⇒ Provide an effective disaster financial assistance program, capable of identifying and responding to the critical needs of individuals, communities and others facing the impact of natural and other disasters.
- ⇒ Continue discussions with federal and provincial stakeholders promoting a systematic review and update of disaster cost-recovery rates.
- ⇒ Enhance communication with stakeholders through the development of code information materials for owners, industry, consumers and small business owners through print, web and social media.
- ⇒ Work towards adoption of the 2010 National Building Code and the 2010 National Fire Code for Saskatchewan.
- ⇒ Participate in discussions toward the development of effective Western Canadian partnerships in matters of emergency preparedness and response.
- ⇒ Support provincial ministries, agencies, and Crown corporations in emergency management preparedness and training:
 - ↳ complete the inter-ministerial update of the Provincial Emergency Plan and the Protocol for Declaration of a State of Provincial Emergency;



Photo Credit: Tourism Saskatoon, City of Bridges

Key Actions Continued

- ↻ examine options and develop a pilot program for a public alerting system for the province;
- ↻ implement a new provincial data management system for fire and emergency statistics collection to assist in identifying gaps in service related to municipal emergency response capacity; and,
- ↻ continue to improve emergency preparedness and resiliency among critical infrastructure owners and operators through work with the advisory network of owners, operators and industry partners.
- ⇒ Delivery of the Seniors Home Security Initiative to provide free home security assessments and home safety devices to low-income seniors and seniors who have been victims of break-ins or home invasions.
- ⇒ Undertake an enterprise approach to responding to large-scale emergencies. Work with the Ministry of Environment to identify overlap and gaps in the work each ministry performs in responding to emergencies.

Strategy

Maintain public safety through the administration of gas and electrical licensing and the continued oversight of a balanced legislative framework for boilers, pressure vessels, elevators and amusement rides

Key Actions

- ⇒ Administer gas and electrical licensing programs.
- ⇒ With the Technical Safety Authority of Saskatchewan (TSASK), provide effective oversight of the safety agreement with TSASK, the agency responsible for the licensing and inspection of boilers, pressure vessels, elevators and amusement rides.
- ⇒ Work with Enterprise Saskatchewan and other partners on an alternative service delivery model for services.

Strategy

Employ people management strategies that support a high performing, respected and professional workplace in a safe and healthy work environment

Key Actions

- ⇒ Advance Public Service Renewal and efficient, effective program and service delivery that includes:
 - ↻ maintaining recruitment and retention initiatives for YO Programs with particular emphasis on the Northern Administration District and hard to recruit occupations through strategies such as relocation assistance, student hiring and tuition support;
 - ↻ ongoing leadership development;
 - ↻ introduction of the In-scope Work Planning and Review (IWPR);
 - ↻ building a culture of renewal that is efficient, citizen-centred and that engages employees;
 - ↻ develop and implement a Code of Professional Conduct in YO Programs;

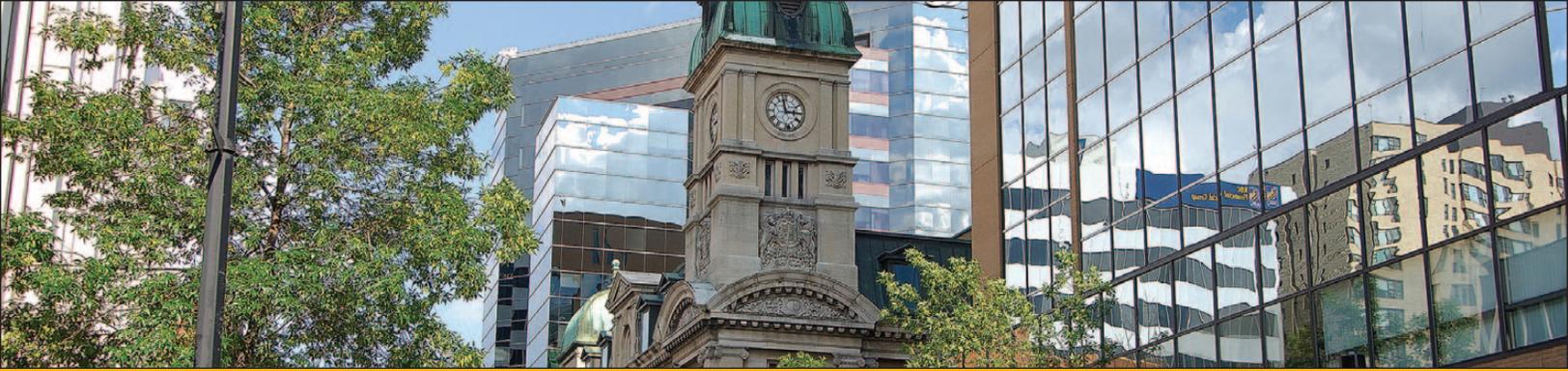


Photo Credit: Tourism Saskatchewan, Hans-Gerhard Pfaff, Downtown Regina

Key Actions Continued

- ↻ inclusive diversity practices;
- ↻ respectful, professional workplaces;
- ↻ advancing orientation to and annual review of the Adult Corrections Code of Professional Conduct and Commitment to Excellence;
- ↻ employee accountability and productivity; and,
- ↻ health, safety and wellness.
- ⇒ Provide ongoing awareness and information sessions regarding security, privacy, access, public interest disclosure and records management across the Ministry.
- ⇒ Finalize implementation of the YO Programs succession management strategy.

Strategy

Improve the effectiveness and efficiency of Ministry programs and services so as to ensure the best use of public funds and effective client service

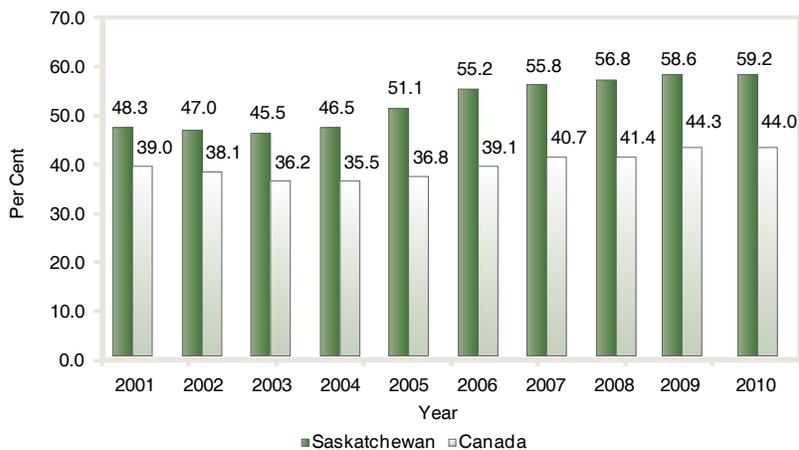
Key Actions

- ⇒ The assessment tool for multi-year funding for Community-Based Organizations (CBOs) and the multi-year agreements introduced in 2011-12, will be applied in 2012-13 and on-going to determine further multi-year agreements with CBOs that meet the criteria.
- ⇒ Review community-based services for YO Programs in support of strategic planning.
- ⇒ Work towards a Lean culture within the Ministry in order to improve service, lower costs and obtain better results.
- ⇒ Sustain recently implemented approaches to reduce overtime and improve attendance.
- ⇒ Review and update, as necessary, Provincial Disaster Assistance Program (PDAP) policy, regulatory and guideline documents.
- ⇒ Continue to improve documentation and record management regarding PDAP in support of provincial and federal audit processes.
- ⇒ Continue to improve records management policies and practices across the Ministry to meet legislative obligations and service needs.
- ⇒ Ensure that the right to privacy of all clients is upheld through Ministry policies, and practices including ongoing awareness and information sessions regarding security, privacy, access and records management.
- ⇒ Address increased demand for requests for information under Freedom of Information and Protection of Privacy, Independent Assessment Process of the Indian Residential Schools Adjudication Secretariat and other processes.
- ⇒ Collaborate with other ministries and agencies to develop processes and guidelines for sharing information to improve integrated services that better meet the needs and interests of clients.
- ⇒ Continue to explore the most effective way to deliver Ministry services, including alternate third party delivery models.

PERFORMANCE MEASURES

Measure

Percentage of police-reported incidents cleared by charge or cleared otherwise



Source: CCJS Crime Statistics, Canada, Provinces and Territories 1997-2010

Measure Description

The proportion of incidents that are cleared by charge or otherwise (clearance rate) is generally accepted as an important measure of effective policing. Clearance rates indicate the proportion of incidents that have been solved. “Clearance by charge” means a suspect has been identified and a charge laid. “Clearance otherwise” means a suspect has been identified and no charge laid for a variety of reasons (e.g. diplomatic immunity; complainant refuses to testify). Investigations for more serious or complex crimes may take longer to complete.

Saskatchewan’s rate of police-reported incidents cleared by charge or otherwise, continues to increase. In 2010, Saskatchewan’s clearance rate of 59.2 per cent compared favourably to the national clearance rate of 44 per cent.

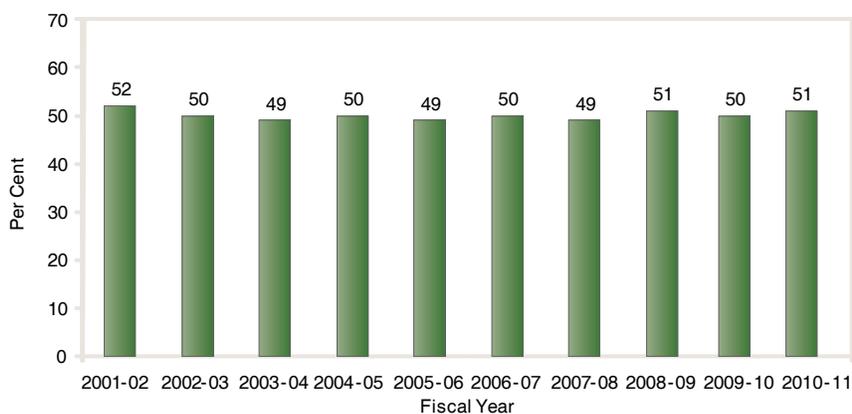
While this measure is one indicator of the Ministry’s progress in reducing crime through prevention, intervention and suppression, the Ministry has limited influence over these results. While the Ministry provides funding to police services and indicates its priorities, it does not prescribe the day-to-day operations of police services.



Photo Credit: Tourism Saskatoon, Broadway Bridge

Measure

Percentage of sentenced offenders not re-admitted to any adult correctional program within 24 months of completing custody



Source: Adult Corrections Information Management System
Note: The figure for 2009-10 has been revised.

Measure Description

Research shows that correctional programs that target the needs of offenders and that are delivered in a manner that matches the learning style of the offenders can reduce subsequent re-offending behaviour. The per cent of offenders who have completed custody and were not re-admitted to any correctional program within 24 months is one indicator of program effectiveness.

It should be noted that Adult Corrections provides services for offenders with sentences of less than two years. Therefore, the graph does not include those offenders whose sentences are two years or longer and are serving in federal correctional facilities.

Rehabilitative programming is a key component of the Ministry's approach to reducing re-offending behaviour. Elements of the rehabilitative approach include addressing the main criminogenic factors that contribute to re-offending behaviour including poverty, education, family and interpersonal violence and addictions.

In 2010-11, the per cent of sentenced offenders not readmitted to any adult correctional program within 24 months of completing custody was 51 per cent, remaining relatively stable over the past ten years. The Ministry recognizes that it is difficult to significantly increase this percentage given that the rate of violent crime remains high, offender counts in adult facilities have continued to rise, and a large proportion of offenders are medium to high-risk.

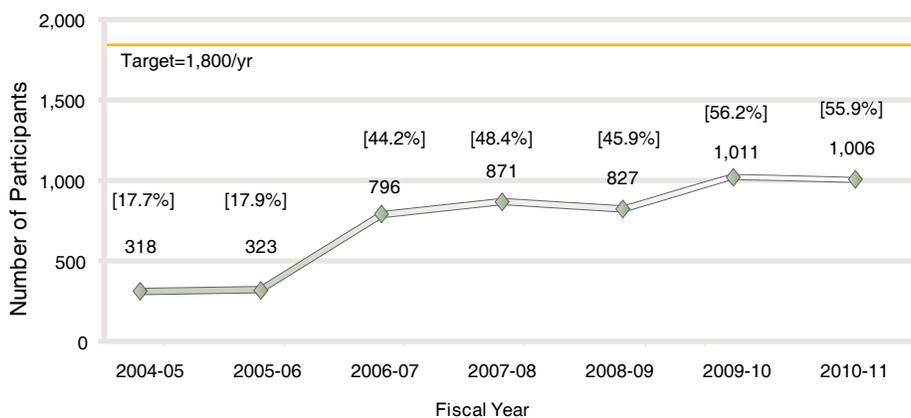
These factors all contribute to an environment that presents significant challenges to positively affecting this measure. However, it should be noted that research indicates approximately 80-90 per cent of high-risk offenders re-offend within a two-year period. The statistics for Saskatchewan should be viewed in this context.



Photo Credit: Tourism Saskatchewan, Devona Hill Photography, Rolling Pines Golf and Country Resort

Measure

Number of individuals participating in the Emergency Management Training Program



Source: Protection and Emergency Services Monthly Statistics

Measure Description

The Emergency Management Training Program provides training in the core essentials of an Emergency Management Framework through courses such as Basic Emergency Management, Emergency Operations Centre, Evacuation Contingency Planning and Emergency Public Information.

There is a direct relationship between the number of participants and the level of preparedness at the community level. Municipalities that invest in training and in development of their emergency management programs improve overall public safety, are typically better prepared to respond to disasters within their community, reduce damage to property and critical infrastructure and enhance protection of the environment.

The Ministry has a moderate level of influence over this measure as it is a demand-driven system. The Ministry not only establishes targets, it encourages participation, provides training at no cost to the participant and makes it accessible by delivering the training program to the regions. Ultimately it is the municipalities that decide on the amount of training they wish to invest in.

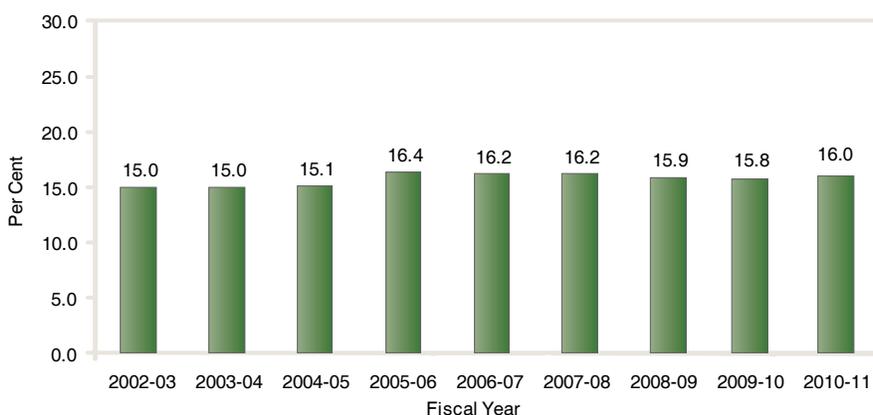
Since the program's inception the number of participants trained has increased from 318 participants in 2004-05 to 1,006 participants in 2010-11. Given that there is a high rate of turnover and attrition in communities each year, the Ministry is satisfied that the number of individuals participating in the Emergency Management Training Program continues to rise towards the Ministry's target of 1,800 participants; an amount considered the adequate level of emergency management sustainability in the province.



Photo Credit: Ministry of Tourism, Parks, Culture and Sport, photo by Paul Austring, Blue Sky over Duck Mountain

Measure

Percentage of Ministry employees who self-identify as being of First Nations or Métis ancestry



Source: Public Service Commission

Measure Description

First Nations and Métis people represent approximately 15 per cent of the population in Saskatchewan, but are significantly overrepresented in the criminal justice system (between 70-80 per cent of people in custody are of First Nations and Métis ancestry).

One way to help ensure that Ministry programs respect the cultural and spiritual needs of First Nations and Métis clients is to have staff who are of First Nations or Métis ancestry. The proportion of Ministry staff who self-identify as being of First Nations or Métis ancestry continues to rise, from 15 per cent in 2002-03 to 16 per cent as of March 31, 2011. While the Ministry's proportion of First Nations or Métis staff compares favourably to the province's public service sector rate of 12 per cent, it is recognized that there is more work to be done in this area to increase this proportion.

The Ministry has a moderate level of influence over this measure but has attempted to increase the percentage by actively undertaking recruitment and retention measures. Some of the steps taken by the Ministry to increase the proportion of staff who are of First Nations or Métis ancestry included:

- ⇒ attending career fairs across Saskatchewan, reaching approximately 6,000 students and community members annually. A high proportion of attendees are of First Nations or Métis ancestry;
- ⇒ attending career events in First Nations communities to promote future careers in CPSP;
- ⇒ designating First Nations and Métis positions in accordance with the Public Service employment equity hiring policy;
- ⇒ continuing to develop workplaces that welcome diversity through the delivery of respectful workplace, anti-harassment and other diversity workshops; and,
- ⇒ continued education and awareness provided to CPSP managers through the CPSP workshop *First Nations and Métis Awareness Training*.

FINANCIAL SUMMARY

2012-13 Estimates	(in thousands of dollars)
Central Management and Services	30,254
Adult Corrections	104,837
Young Offenders	52,068
Public Safety	7,343
Policing and Community Safety	178,334
Provincial Public Safety Telecommunications Network	-
Saskatchewan Police Commission	1,427
Major Capital Projects	14,400
Ministry Operations Appropriation	388,663
Capital Acquisition	(16,950)
Amortization	3,018
Ministry Expense	374,731
FTE Staff Complement	1,973.0

For more information, see the Budget Estimates at: <http://www.finance.gov.sk.ca/budget2012-13>

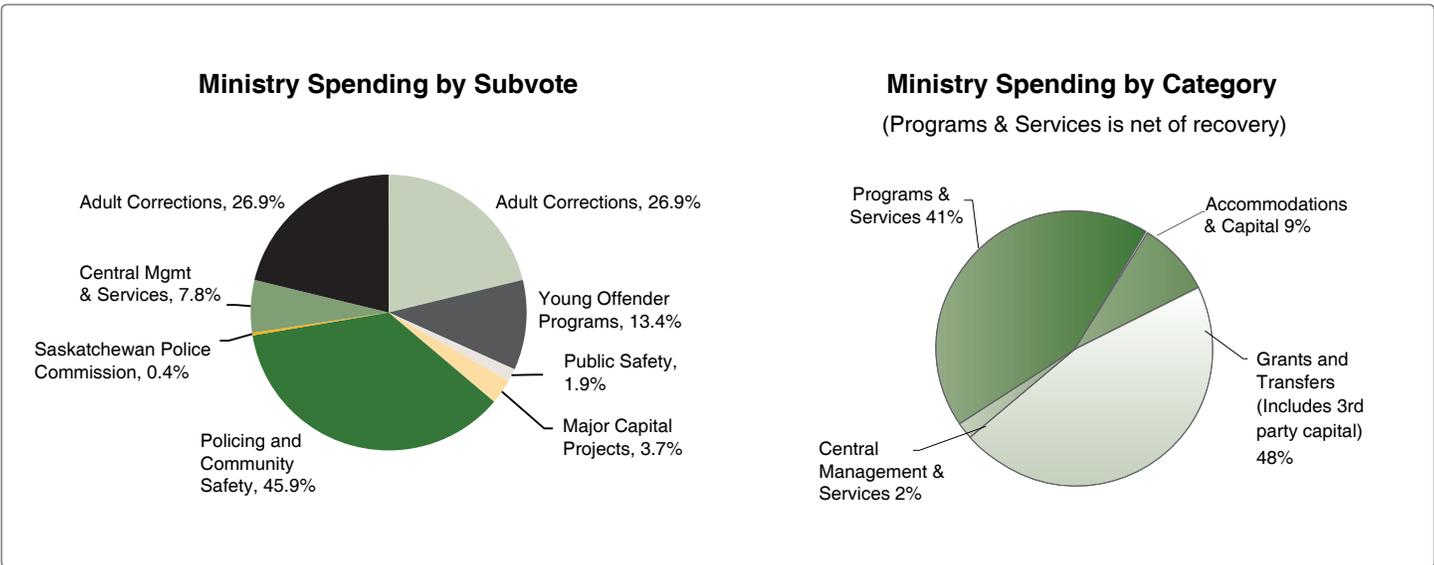




Photo Credit: Tourism Saskatchewan, David Buckley, Canoeing, MacFarlane River

Highlights

The following are key announcements being made in the 2012-13 Budget:

- ⇒ \$1.23 million will go to hiring more police officers and probation officers to target high-risk serious violent offenders in support of the Province's Reducing Violence in Saskatchewan initiative. Funding for additional prosecutor positions will come from the Ministry of Justice and Attorney General.
- ⇒ The Province's new 20-year Provincial Police Services agreement to provide RCMP services in Saskatchewan becomes effective on April 1, 2012. The RCMP will see total funding of \$161.5 million for 2012-13.
- ⇒ As a first step in the *Building Partnerships to Reduce Crime* strategy and to continue the success of the Prince Albert initiative to mobilize community resources as a means to reduce crime, CPSP will receive \$450,000 to support building partnerships based on Prince Albert's Hub model.
- ⇒ The Province will invest \$24 million over three years to build a two storey 72-cell secure living unit on the grounds of the Prince Albert Provincial Correctional Centre.
- ⇒ \$9.6 million is being provided to complete the construction of a 30-cell living unit addition to the Pine Grove Provincial Correctional Centre for women and \$400,000 for long-term planning for Young Offender facilities across the province.
- ⇒ Community-Based Organizations delivering programs and services on behalf of the Ministry will see a 1.6 per cent increase in 2012-13.
- ⇒ The Province will invest \$2.3 million to continue the modernization and consolidation of the legacy computer systems to maintain offender information within the Ministry of Corrections, Public Safety and Policing.

For More Information

Please visit the Ministry's website at www.cpsp.gov.sk.ca for more information on programs and services, or call (306) 787-5051.

Front Page Photo Credits



Canola and flax fields
Photographer, Charles Melnick



Biking, Narrow Hills Provincial
Park
Greg Huszar Photography



Motherwell Homestead National
Historic Site of Canada
Greg Huszar Photography



Saskatchewan Legislative
Building
Greg Huszar Photography