
DEPARTMENT OF
CORRECTIONS

**ANNUAL
REPORT**

1 JULY 2003 – 30 JUNE 2004



DEPARTMENT
OF CORRECTIONS



VISION

To focus on our primary outcome of
Safer Communities by
Protecting the Public and
Reducing Re-offending through

People
Performance
Quality

and as a result have the New Zealand public's
trust and confidence.



KAUPAPA

Kotahi ano te kaupapa; ko te oranga o te iwi

*There is only one purpose (to our work); it is the
wellness and wellbeing of the people.*

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**PRESENTED TO THE
HOUSE OF REPRESENTATIVES
PURSUANT TO SECTION 39 OF THE
PUBLIC FINANCE ACT 1989**



DEPARTMENT
OF CORRECTIONS

*The pattern featured on the cover,
was especially developed for Corrections.
It represents the spiritual and physical
journey of the individual to wellbeing.*

*The start of the journey is symbolised
by the koru; the kupenga pattern –
net design – reflects the family
'net' of whanau support.*

*The koru patterns that radiate from
the centre represent manaakitanga
– guidance – and wellbeing.*

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For more information on the work of the Department
of Corrections, please visit our website at
www.corrections.govt.nz

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FOREWORD

In accordance with section 39 of the Public Finance Act 1989, I submit the following report on the operations of the Department of Corrections for the period 1 July 2003 to 30 June 2004. This includes audited financial statements and covers the Department's administration of the Penal Institutions Act 1954 (and the Penal Institutions Regulations 2001), the Sentencing Act 2002 and the Parole Act 2002.



Mark Byers
Chief Executive

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LIST OF ACRONYMS

ACC	Accident Compensation Corporation
ACRP	Auckland Central Remand Prison
CIE	Corrections Inmate Employment
CMRI	Crown–Māori Relationship Instruments
CMS	Case Management System
CPS	Community Probation Service
DOC	Department of Conservation
EEO	Equal Employment Opportunities
ESOL	English for Speakers of Other Languages
FTE	Full-time Equivalent
HR	Human Resources
IOMS	Integrated Offender Management System
IT	Information Technology
NCEA	National Certificate of Educational Achievement
NCES	National Certificate in Employment Skills
NZPARS	New Zealand Prisoners' Aid and Rehabilitation Society
NZQA	New Zealand Qualifications Authority
OSH	Occupational Safety and Health
PECCS	Prisoner Escort and Courtroom Custodial Services
PFNZ	Prison Fellowship of New Zealand
PPS	Public Prisons Service
PS	Psychological Service
RI	Recidivism Index
RQ	Rehabilitation Quotient
SBP	Strategic Business Plan
TBL	Triple Bottom Line



CHIEF EXECUTIVE'S OVERVIEW

LAST YEAR'S ANNUAL REPORT SIGNED OFF ON A PERIOD OF MAJOR DEVELOPMENT SINCE THE ESTABLISHMENT OF THE DEPARTMENT OF CORRECTIONS IN 1995. THIS ANNUAL REPORT IS THE FIRST REPORT AGAINST THE DEPARTMENT'S FIVE-YEAR STRATEGIC BUSINESS PLAN 2003 – 2008. THIS PLAN FOCUSES ON CONSOLIDATING THE GAINS THAT HAVE BEEN MADE AND IMPROVING THE QUALITY OF WHAT WE DO, WITH FUTURE DEVELOPMENTS TO BE BASED ON THE PLATFORM THAT HAS BEEN ESTABLISHED.

The Strategic Business Plan introduced a new set of corporate statements for the Department. A number of initiatives during the year have reinforced these statements so that they do not remain words alone but reflect a common ethos to support our work. Examples have included the professional ethics project implemented in the Public Prisons Service, the inclusion of the values in the competencies underpinning the performance management system and continuing to give them prominence.

During the year the Government made a number of decisions as a result of an Output Pricing Review, which was conducted to determine the appropriate funding required to sustain the medium to long-term delivery of departmental outputs. Initiatives implemented in the past year, and extended for future years, have seen an increase in the number of Probation Officers and psychologists. Additional funding is also allowing an increased focus on training and development for staff and managers, an essential investment to build the people capacity required to sustain and extend the Department's performance. Other decisions implemented for the past year have included increased resources to maintain our information technology capability and for the New Zealand Parole Board to cater for increased caseloads.

An important milestone during the year was the passage of the Corrections Act. The new Act, which comes into force in 2005, identifies principles that should guide the future development of corrections services and allows more effective management practices to evolve. Of note also is the incorporation in primary legislation of offenders' basic rights and entitlements.

The Department still faces a number of challenges. Rising numbers of offenders, both in prison and on community-based sentences, means pressure on staff and facilities. Although an extensive project is under way to provide additional prison capacity, the prison population is continuing to rise significantly faster than forecast by the Ministry of Justice. The additional demands placed on the Department may have implications for the quality of service delivered.

The Department collects an extensive range of performance information to monitor that offenders are managed in a safe, secure and humane manner. Some of this information is benchmarked against information from comparable overseas jurisdictions, and has generally shown the Department to be performing very creditably. Last year we presented a fuller range of this information and have done so again this year. It might be expected that trends in such things as incident rates over several years will reveal some of the impacts of a rising offender population in pressured circumstances.


A vital component of the Department's work is the range of rehabilitative and reintegrative initiatives that are designed to modify offenders' behaviour. During the year the Department put in place a new delivery structure to manage many of the core programmes for offenders. At the end of the year the new business unit - Intervention Services - became responsible for the delivery of core interventions to offenders in prisons and the community.

The Department continues to be an organisation that is performing strongly in a challenging, often contentious, and sometimes negative environment. Thanks to the ongoing efforts of staff and managers the Department is succeeding in its work and is strongly placed for further success and continued improvement in the future.

This is my last Annual Report after over nine years as Chief Executive. During my tenure the Department has experienced major change and is now a significantly different place. However, as always, there remains more to be done.

It has been a privilege to head the Department of Corrections over this period. All that has been achieved is a result of dedication, professionalism and the efforts of our people. It is through their personal courage, support and ability to cope with demanding circumstances that we have made progress.

I salute them for their commitment and wish them and the Department well in their future endeavours.



Mark Byers
Chief Executive