

# SERVICE PERFORMANCE

## OUTPUT PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2004

### OUTPUT CLASS 1

#### INFORMATION SERVICES

This output class covers the provision of information as requested by the courts and the New Zealand Parole Board to inform their respective decision-making processes. It includes the provision of psychological reports, remand pre-sentence reports (level 2 assessment reports), reparation reports, same-day reports (level 1 assessment reports), home detention reports and assessments, oral information reports and home leave and pre-release reports for prisons. Special purpose reports and advice are prepared for other relevant entities. Also included is the time Probation Officers spend attending court hearings.

#### OUTPUT CLASS STATEMENT: INFORMATION SERVICES

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
23,623	Crown	26,483	25,417	26,483
0	Other	0	0	0
<b>23,623</b>	<b>Total Revenue</b>	<b>26,483</b>	<b>25,417</b>	<b>26,483</b>
<b>23,519</b>	<b>Total Expenses</b>	<b>25,966</b>	<b>25,417</b>	<b>26,535</b>
<b>104</b>	<b>Net Surplus/(Deficit)</b>	<b>517</b>	<b>0</b>	<b>(52)</b>

## OUTPUT 1.1: SENTENCING INFORMATION AND ADVICE TO COURTS

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of reports to courts:	27,700–31,700 <sup>3</sup>	28,135	Nil
The number of hours for attendance at courts:	54,000–59,400 <sup>3</sup>	59,467	67 (<1%)
<b>Quality</b>			
The percentage of reports provided to the standards contained in the relevant service descriptions and Probation and Offender Services Manual to be no less than:	95%	94%	-1%
<ul style="list-style-type: none"> <li>• written reports in a specified format</li> <li>• verification process specified/rationale for no verification</li> <li>• concise, logical and grammatically correct</li> <li>• clear statement of recommendation consistent with the law.</li> </ul>			
The number of written complaints from judges to be no more than:	15	4	-11
<b>Timeliness</b>			
The percentage of reports to courts provided to a timetable set through service level agreements to be no less than:	98%	94%	-4%

### COMMENT

The total number of complaints received from the judiciary was well below that forecast. All complaints were satisfactorily resolved.

<sup>3</sup> Ministerial approval was received to change these performance measures from 25,000–29,000 and 52,000–57,000 respectively.

## OUTPUT 1.2: PAROLE INFORMATION AND ADVICE TO THE NEW ZEALAND PAROLE BOARD



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of New Zealand Parole Board pre-release reports prepared for inmates:	4,400	4,096	-304 (-7%)
<b>Quality</b>			
The percentage of New Zealand Parole Board pre-release reports provided to the standards contained in the relevant service descriptions, Public Prisons Service Manual and Public Prisons Service Sentence Management Manual:	100%	100%	Nil
<ul style="list-style-type: none"> <li>the reports are clear and concise, identifying major points to enable the Board to make a decision on the inmate's release</li> <li>the reports must identify whether statements are fact or opinion; findings are to be derived from the body of the report; recommendations are to address issues, be capable of being implemented and demonstrate that they will achieve the results required</li> <li>each inmate is involved in the development of his or her report</li> <li>reports for the New Zealand Parole Board are provided at least one month before the Board sits.</li> </ul>			
<b>Timeliness</b>			
The percentage of New Zealand Parole Board pre-release reports provided within the deadlines set by the Board:	100%	100%	Nil

### COMMENT

The number of pre-release reports prepared for the New Zealand Parole Board was below forecast levels for the year. This is a demand-driven output, with the number of reports affected by the impact of the Sentencing Act 2002 and Parole Act 2002. All reports produced met the timeliness and quality standards.

### OUTPUT 1.3: HOME LEAVE REPORTS

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of home leave reports:	660–860 <sup>4</sup>	864	4 (<1%)
<b>Quality</b>			
The percentage of home leave reports provided to the standards contained in the relevant service descriptions and Probation and Offender Services Manual to be no less than:	98%	99%	1%
<ul style="list-style-type: none"> <li>• reports completed and all questions addressed</li> <li>• concise, logical and grammatically correct.</li> </ul>			
<b>Timeliness</b>			
The percentage of home leave reports provided within two weeks of request to be no less than:	98%	98%	Nil

#### COMMENT

The quantity result for this output is driven by demand, which has changed since the introduction of the Sentencing Act 2002 and Parole Act 2002. The changed target reflected anticipated year-end results as at December 2003.

<sup>4</sup> Ministerial approval was received to change this performance measure from 1,200–1,400.

## OUTPUT 1.4: HOME DETENTION ASSESSMENTS TO THE NEW ZEALAND PAROLE BOARD



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of home detention specialist reports:	3,900–4,500 <sup>5</sup>	4,124	Nil
<b>Quality</b>			
The percentage of home detention specialist reports provided to the standards contained in the relevant service descriptions and Probation and Offender Services Manual to be no less than:	98%	99%	1%
<ul style="list-style-type: none"> <li>• written reports in a specified format</li> <li>• verification process specified/rationale for no verification</li> <li>• concise, logical and grammatically correct</li> <li>• statement of recommendations consistent with the law.</li> </ul>			
<b>Timeliness</b>			
The percentage of home detention specialist reports provided within two weeks of request to be no less than:	98%	92%	-6%

### COMMENT

The high demand for home detention assessments early in the year, which necessitated an adjustment to the quantity target, resulted in difficulties achieving the timeliness standard. Although timeliness improved in the remainder of the year, performance remained slightly below the target.

<sup>5</sup> Ministerial approval was received to change this performance measure from 3,000–3,600.

## OUTPUT 1.5: PSYCHOLOGICAL SERVICE INFORMATION AND ADVICE TO COURTS AND THE NEW ZEALAND PAROLE BOARD

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of New Zealand Parole Board reports:	570–630	770	140 (22%)
The number of reports to courts:	100	139	39 (39%)
<b>Quality</b>			
The percentage of New Zealand Parole Board reports provided to the standards contained in service descriptions and the Psychological Service Manual to be no less than:	98%	100%	2%
The percentage of reports to courts provided to the standards contained in the service descriptions and Psychological Service Manual to be no less than:	98%	100%	2%
<ul style="list-style-type: none"> <li>• written reports in a specified format</li> <li>• concise, logical and grammatically correct</li> <li>• source and reason for referral are clearly stated</li> <li>• all relevant and appropriate information included</li> <li>• sources of information well documented and verified</li> <li>• clear statement of recommendations for further investigation</li> <li>• complies with the Code of Ethics of the New Zealand Psychological Society 1986.</li> </ul>			
<b>Timeliness</b>			
The percentage of New Zealand Parole Board reports provided within deadlines set by the Board to be:	100%	99%	–1%
The percentage of reports to courts provided to a timetable set through service level agreements to be:	100%	100%	Nil

### COMMENT

The demand for reports to the New Zealand Parole Board has exceeded forecasts, and reflects the increased number of cases heard by the Board.

The demand for psychological reports to courts has significantly exceeded forecasts. The Department has been working with the Ministry of Justice to develop guidelines for requesting reports to courts.

## OUTPUT CLASS 2

### COMMUNITY-BASED SENTENCES AND ORDERS

This output class provides for the management and delivery of community-based sentences and orders through sentence management and sentence compliance services. Included as part of these are the sentences of supervision and community work and orders such as home detention, parole and post-release conditions.

The services provided meet the terms of judicial decisions on sentences in each case, and also provide opportunities for offenders to acknowledge their responsibilities and address offending behaviour.

It provides for an estimated throughput of 43,800 new sentences and orders.

#### OUTPUT CLASS STATEMENT: COMMUNITY-BASED SENTENCES AND ORDERS FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
53,401	Crown	58,512	56,036	58,512
0	Other	0	0	0
<b>53,401</b>	<b>Total Revenue</b>	<b>58,512</b>	<b>56,036</b>	<b>58,512</b>
<b>53,350</b>	<b>Total Expenses</b>	<b>58,305</b>	<b>56,036</b>	<b>58,627</b>
<b>51</b>	<b>Net Surplus/(Deficit)</b>	<b>207</b>	<b>0</b>	<b>(115)</b>

**OUTPUT 2.1: SUPERVISION**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of supervision sentences:	4,500–5,500 <sup>6</sup>	4,928	Nil
<b>Quality</b>			
The percentage of offenders who comply with the special conditions imposed as part of their sentence to be no less than:	68%	73%	5%

**COMMENT**

The changed target reflected anticipated year-end results as at December 2003.

**OUTPUT 2.2: COMMUNITY WORK**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of community work sentences:	28,600–30,600 <sup>7</sup>	28,043	-557 (-2%)
<b>Quality</b>			
The percentage of offenders who successfully complete a community work sentence to be no less than:	70%	76%	6%

**COMMENT**

The number of community work sentences depends on sentences passed by the courts and is outside the Department's control. The changed target reflected anticipated year-end results as at December 2003. The quality measure for this output was exceeded.

<sup>6</sup> Ministerial approval was received to change this performance measure from 5,800–6,800.

<sup>7</sup> Ministerial approval was received to change this performance measure from 28,000–30,000.

## OUTPUT 2.3: HOME DETENTION ORDERS



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of offenders directed to complete a home detention order:	2,100–2,300 <sup>8</sup>	1,950	-150 (-7%)
<b>Quality</b>			
The percentage of offenders on home detention with a sentence plan to address their rehabilitative needs, or are in employment, to be no less than:	98%	84%	-14%

### COMMENT

A trend in the first quarter of the year indicating an increasing number of offenders starting home detention was used in the reforecasting process to raise the budget target. However, the volume increase was not as high as anticipated, with a plateau of monthly new starts occurring. Compared with 2002/03, there were 24 percent more offenders starting home detention in 2003/04.

The quality measure may underestimate compliance with the criteria for sentence plans in the output. Information is collected manually for this measure, and there is some evidence that shows a higher compliance rate than reported. The method of reporting against this measure is being changed.

<sup>8</sup> Ministerial approval was received to change this performance measure from 1,500–1,700.

**OUTPUT 2.4: PAROLE ORDERS**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inmates directed to complete a parole order:	850–1,350 <sup>9</sup>	1,308	Nil
<b>Quality</b>			
The percentage of offenders who comply with the special conditions imposed as part of their order to be no less than:	65%	72%	7%

**COMMENT**

The Department has met or exceeded all performance measures in managing parole orders.

**OUTPUT 2.5: ORDERS FOR POST-RELEASE CONDITIONS**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inmates released on post-release conditions imposed by the court:	3,300–3,700 <sup>10</sup>	3,457	Nil
<b>Quality</b>			
The percentage of offenders who comply with the conditions imposed as part of their order to be no less than:	65%	70%	5%

<sup>9</sup> Ministerial approval was received to change this performance measure from 2,000–2,500.

<sup>10</sup> Ministerial approval was received to change this performance measure from 2,400–2,800.

## OUTPUT CLASS 3 CUSTODY OF REMAND INMATES

This output class provides for safe, secure and humane services and facilities to hold people charged with offences, and offenders convicted but not yet sentenced, and to enable their appearance before the courts as required.

It provides for an estimated throughput of 8,657 new remand inmates, representing an average prison population of 943 remand inmates. This demand is met by approximately 1,017 beds across 16 remand facilities with any overflow accommodated in segregated custodial facilities.

### OUTPUT CLASS STATEMENT: CUSTODY OF REMAND INMATES

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
48,985	Crown	47,674	46,048	47,674*
0	Other	0	0	0
<b>48,985</b>	<b>Total Revenue</b>	<b>47,674</b>	<b>46,048</b>	<b>47,674*</b>
<b>48,806</b>	<b>Total Expenses</b>	<b>47,659</b>	<b>46,048</b>	<b>48,160*</b>
<b>179</b>	<b>Net Surplus/(Deficit)</b>	<b>15</b>	<b>0</b>	<b>(486)</b>

\* This figure also includes the following adjustment under section 5 of the Public Finance Act 1989:

	Supplementary Estimates \$000	Section 5 Transfers \$000	Final Appropriation \$000
	45,869	2,291	48,160

This transfer was made because of a higher proportion of remand inmates to total inmate numbers. As sentenced inmates were tracking close to budget the Department was unable to transfer the funds from the Custodial Services output class. Instead the Rehabilitation Programmes and Reintegrative Services output class was used as this was under budget due to course cancellations.

### OUTPUT 3.1: CUSTODY OF REMAND INMATES

	Performance Standard		
	Full Year Budget	YTD Actual	YTD Variance
<b>Quantity</b>			
The average number of remand inmates held by the			
• Auckland Central Remand Prison:	257	263	6 (2%)
• Public Prisons Service:	686	886	200 (29%)
<b>Quality</b>			
The number of breakouts per annum to be no more than:			
	2	0	-2
The number of all other escapes per annum to be no more than:			
	1	0	-1
The number of breakouts per annum from Auckland Central Remand Prison to be:			
	0	0	Nil

#### COMMENT

This measure is influenced by rates of arrests and decisions of the judiciary and is outside the Department's control. The number of remand inmates continued to be significantly in excess of levels forecast by the Ministry of Justice, a trend evident since the start of the financial year.

## OUTPUT CLASS 4

### ESCORTS AND CUSTODIAL SUPERVISION

This output class provides for safe, secure and humane services and facilities for transportation of inmates to and from court, and their safe and humane custody while at court.

#### OUTPUT CLASS STATEMENT: ESCORTS AND CUSTODIAL SUPERVISION FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
5,448	Crown	6,238	5,877	6,238*
0	Other	0	0	0
<b>5,448</b>	<b>Revenue</b>	<b>6,238</b>	<b>5,877</b>	<b>6,238*</b>
<b>5,403</b>	<b>Total Expenses</b>	<b>5,964</b>	<b>5,877</b>	<b>6,238*</b>
<b>45</b>	<b>Net Surplus</b>	<b>274</b>	<b>0</b>	<b>0</b>

\* This figure also includes the following adjustment under section 5 of the Public Finance Act 1989:

	Supplementary Estimates \$000	Section 5 Transfers \$000	Final Appropriation \$000
	6,038	200	6,238

This transfer was made because of a higher proportion of remand inmates to total inmate numbers. As sentenced inmates were tracking close to budget the Department was unable to transfer the funds from the Custodial Services output class. Instead the Rehabilitation Programmes and Reintegrative Services output class was used as this was under budget due to course cancellations.

## OUTPUT CLASS 4.1: ESCORT SERVICES

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inmates escorted to and from court in			
• Northland/Auckland (including Police escorts):	26,487–29,011	31,120	2,109 (7%)
• Remainder of New Zealand (excluding Police escorts):	7,835–8,648	9,177	529 (6%)
<b>Quality</b>			
The number of escapes by inmates during escort to and from court to be no more than:			
	1	2 <sup>11</sup>	1

### COMMENT

The higher than forecast number of escorts reflected significantly increased numbers of remand inmates, resulting in increased court visits. Additional court tasks and the impact of multi-defendant trials were further contributing factors to the overall higher numbers of inmates escorted. These factors affected both escorts provided directly by the Public Prisons Service and under the contract with Chubb New Zealand Limited to provide these services in Auckland and Northland.

The two escapes that occurred during the year have been, or are in the process of being, investigated. Where necessary, procedures are amended or new procedures implemented. Confirmation of appropriate implementation of recommendations arising from individual investigations is provided to the Department's Assurance Board.

<sup>11</sup> Of the two escapes, one occurred as part of the contract the Department has with Chubb New Zealand Limited to provide prison escort and courtroom custodial services in Northland and Auckland.

**OUTPUT 4.2: COURTROOM CUSTODIAL SUPERVISION SERVICES**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inmates supervised in courts in			
• Northland/Auckland:	5,944–6,558	7,164	606 (9%)
• The remainder of New Zealand:	8,512–9,388	10,151	763 (8%)
<hr/>			
<b>Quality</b>			
The number of escapes by remand inmates and sentenced inmates while they are held in custody at court to be:			
	0	0	Nil

**COMMENT**

Significantly increased numbers of remand inmates, particularly in the Northern Region, resulted in increased court visits. In addition, significant levels of court hours and the impact of multi-defendant trials were further contributing factors to the overall higher numbers of inmates supervised in court, both directly by Public Prisons Service officers and Chubb New Zealand Limited officers on court supervision duty.

## OUTPUT CLASS 5 CUSTODIAL SERVICES

This output class covers the provision of custodial services and the administration of custodial sentences in safe, secure and humane conditions for both male and female inmates classified as maximum, medium and minimum security. Youth under 17 years of age and vulnerable 17- to 19-year-olds will be housed in specialist youth units. Also included are the management of specialist facilities and drug reduction initiatives.

It provides for an estimated throughput of 7,211 new inmates, representing an average prison population of 4,823 inmates. This requires the provision of approximately 5,384 beds and associated facilities at 19 sites to meet security, gender, age and other inmate needs 24 hours a day.

### OUTPUT CLASS STATEMENT: CUSTODIAL SERVICES

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
234,755	Crown	254,810	241,430	254,810
0	Departmental	418	0	256
0	Other	0	0	0
<b>234,755</b>	<b>Total Revenue</b>	<b>255,228</b>	<b>241,430</b>	<b>255,066</b>
<b>233,919</b>	<b>Total Expenses</b>	<b>255,879</b>	<b>241,430</b>	<b>256,058</b>
<b>836</b>	<b>Net Surplus/(Deficit)</b>	<b>(651)</b>	<b>0</b>	<b>(992)</b>

## OUTPUT 5.1: CUSTODIAL SERVICES – MAXIMUM SECURITY MEN



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The average number of maximum security sentenced inmates:	130	99	-31 (-24%)
<b>Quality</b>			
The percentage of sentenced inmates with inmate management plans prepared and managed to the standards in the relevant service description, Public Prisons Service Policy and Procedures Manual, and Public Prisons Service Sentence Management Manual:			
<ul style="list-style-type: none"> <li>on induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action</li> <li>assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available</li> <li>the inmate is placed in to the appropriate work/programme</li> <li>the inmate attends the allocated work/programme</li> <li>all information is recorded and filed on the inmate's file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	100%	72%	-28%
The number of breakouts per annum to be no more than:	0	0	Nil
The number of non-returns from temporary release per annum:	0	0	Nil
The number of all other escapes per annum:	0	0	Nil

### COMMENT

The average number of maximum security inmates is initially influenced by rates of arrests and decisions of the judiciary and is outside the Department's control. Thereafter the security classification of individual inmates becomes a function of the offence type and the security risk posed by the inmate population. There has been a trend downwards in the maximum security inmate population over the last 12 months.

The percentage of sentenced inmates with sentence management plans is below the standard and reflects the current backlog of plans within the Public Prisons Service. This backlog is primarily attributable to:

- the timing differential between the decision to reduce the number of sentence planners in the Northern Region and the recruitment of additional sentence planners in the other regions
- significantly increased numbers of remand inmates and an associated higher level of inmate movements as a result of muster pressures, particularly in the upper North Island.

## OUTPUT 5.2: CUSTODIAL SERVICES – MEDIUM SECURITY MEN

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The average number of medium security sentenced inmates:	2,329	2,568	239 (10%)
<b>Quality</b>			
The percentage of sentenced inmates with inmate management plans prepared and managed to the standards as described in the relevant service description, Public Prisons Service Policy and Procedures Manual, and Public Prisons Service Sentence Management Manual to be:			
<ul style="list-style-type: none"> <li>on induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action</li> <li>assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available</li> <li>the inmate is placed in to the appropriate work/programme</li> <li>the inmate attends the allocated work/programme</li> <li>all information is recorded and filed on the inmate's file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	100%	78%	-22%
The number of breakouts per annum to be no more than:	3	9	6
The number of non-returns from temporary release per annum to be no more than:	2	0	-2
The number of all other escapes per annum to be no more than:	12	5	-7

### COMMENT

The average number of medium security inmates is initially influenced by rates of arrests and decisions of the judiciary and is outside the Department's control. Thereafter the security classification of individual inmates becomes a function of the offence type and the security risk posed by the inmate population. The medium security inmate population has varied over the past 12 months, although the annual average has been greater than forecast.

The percentage of sentenced inmates with sentence management plans is below the standard and reflects the current backlog of plans within the Public Prisons Service. This backlog is primarily attributable to:

- the timing differential between the decision to reduce the number of sentence planners in the Northern Region and the recruitment of additional sentence planners in the other regions
- significantly increased numbers of remand inmates and an associated higher level of inmate movements as a result of muster pressures, particularly in the upper North Island.

All escapes that occurred during the year have been, or are in the process of being, investigated. Where necessary, procedures are amended or new procedures implemented. Confirmation of appropriate implementation of recommendations arising from individual investigations is provided to the Department's Assurance Board.

## OUTPUT 5.3: CUSTODIAL SERVICES – MINIMUM SECURITY MEN



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The average number of minimum security sentenced inmates:	2,000	2,043	43 (2%)
<b>Quality</b>			
The percentage of sentenced inmates with inmate management plans prepared and managed to the standards as described in the relevant service description, Public Prisons Service Policy and Procedures Manual, and Public Prisons Service Sentence Management Manual to be:			
<ul style="list-style-type: none"> <li>on induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action</li> <li>assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available</li> <li>the inmate is placed in to the appropriate work/programme</li> <li>the inmate attends the allocated work/programme</li> <li>all information is recorded and filed on the inmate's file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	100%	76%	-24%
The number of breakouts per annum to be no more than:	1	0	-1
The number of non-returns from temporary release per annum to be no more than:	14	2	-12
The number of all other escapes per annum to be no more than:	12	2	-10

### COMMENT

The percentage of sentenced inmates with sentence management plans is below the standard and reflects the current backlog of plans within the Public Prisons Service. This backlog is primarily attributable to:

- the timing differential between the decision to reduce the number of sentence planners in the Northern Region and the recruitment of additional sentence planners in the other regions
- significantly increased numbers of remand inmates and an associated higher level of inmate movements as a result of muster pressures, particularly in the upper North Island.

All escapes that occurred during the year have been, or are in the process of being, investigated. Where necessary, procedures are amended or new procedures implemented. Confirmation of appropriate implementation of recommendations arising from individual investigations is provided to the Department's Assurance Board.

## OUTPUT 5.4: CUSTODIAL SERVICES – WOMEN

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The average number of maximum security sentenced inmates:	1	0	-1
The average number of medium security sentenced inmates:	78	86	8 (10%)
The average number of minimum security sentenced inmates:	151	185	34 (23%)
<b>Quality</b>			
The percentage of sentenced inmates with inmate management plans prepared and managed to the standards described in the relevant service description, Public Prisons Service Policy and Procedures Manual, and Public Prisons Service Sentence Management Manual to be:			
<ul style="list-style-type: none"> <li>on induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action</li> <li>assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available</li> <li>the inmate is placed in to the appropriate work/programme</li> <li>the inmate attends the allocated work/programme</li> <li>all information is recorded and filed on the inmate's file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	100%	63%	-37%
The number of breakouts per annum to be no more than:	1	0	-1
The number of non-returns from temporary release per annum to be no more than:	1	0	-1
The number of all other escapes per annum to be no more than:	1	0	-1

### COMMENT

The average number of inmates is initially influenced by rates of arrests and decisions of the judiciary and is outside the Public Prisons Service control. Thereafter the security classification of individual inmates becomes a function of the offence type and the security risk posed by the inmate population.

The percentage of sentenced inmates with sentence management plans is below the standard and reflects the current backlog of plans within the Public Prisons Service. This backlog is primarily attributable to:

- the timing differential between the decision to reduce the number of sentence planners in the Northern Region and the recruitment of additional sentence planners in the other regions
- significantly increased numbers of remand inmates and an associated higher level of inmate movements as a result of muster pressures, particularly in the upper North Island.

## OUTPUT 5.5: CUSTODIAL SERVICES – MALE YOUTH



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The average number of male sentenced and remand inmates held in Youth Units:	134	134	Nil
<b>Quality</b>			
The percentage of youth inmates with inmate management plans prepared and managed to the standards as described in the relevant service description, Public Prisons Service Policy and Procedures Manual, and Public Prisons Service Sentence Management Manual to be:			
<ul style="list-style-type: none"> <li>on induction, each inmate is provided verbally and in writing with accurate and timely information on the operation and rules of the institution and the entitlements of inmates. Inmates are informed of their obligations, rights, privileges and their access to services in a way they can understand. The inmate's immediate needs are addressed or referred for prompt action</li> <li>assessment interviews include prison staff and the inmate and take into account any pre-sentence reports that are available</li> <li>the inmate is placed in to the appropriate work/programme</li> <li>the inmate attends the allocated work/programme</li> <li>all information is recorded and filed on the inmate's file</li> <li>case management plans are reviewed as per the plan.</li> </ul>	100%	64%	-36%
The number of breakouts per annum from youth units to be:	0	0	Nil
The number of all other escapes per annum from Youth Units to be no more than:	0	0	Nil

### COMMENT

The percentage of sentenced inmates with sentence management plans is below the standard and reflects the current backlog of plans within the Public Prisons Service. This backlog is primarily attributable to:

- the timing differential between the decision to reduce the number of sentence planners in the Northern Region and the recruitment of additional sentence planners in the other regions
- significantly increased numbers of remand inmates and an associated higher level of inmate movements as a result of muster pressures, particularly in the upper North Island.


**OUTPUT 5.6: DRUG REDUCTION**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of general random programme drug screening tests carried out to be no less than:	2,470–2,700	2,937	237 (9%)
The number of random drug screening tests carried out on inmates returning from temporary release to be no less than:	365–408	323	–42 (–12%)
The number of random drug screening tests carried out on identified drug users to be no less than:	1,584–1,750	1,647	Nil
The number of other drug screening tests carried out to be no less than <sup>12</sup> :	3,991–4,442	5,459	1017 (23%)
<b>Quality</b>			
The annual average percentage of general random programme drug screening tests producing a positive result to be no more than:	16%	17%	1%
The annual average percentage of random drug screening tests of inmates returning from temporary release producing a positive result: <sup>13</sup>	N/A	11%	N/A
The annual average percentage of random drug screening tests of identified drug users producing a positive result: <sup>13</sup>	N/A	36%	N/A

**COMMENT**

The algorithm used to determine the number of general random programme drug screening tests generated a greater than expected number during the year, resulting in a higher than expected number of tests being conducted. A shortage of trained drug testing officers in the Midland Region affected the result for random drug screening tests on inmates returning from temporary release. The higher than forecast number of other drug screening tests reflected an increased emphasis on drug detection activities at all prisons, including the impact of tests conducted for reasonable cause and on voluntary grounds.

The high percentage of positive results from random drug screening tests of identified drug users is expected given the inmate population subject to testing. It is anticipated that the increased emphasis on drug detection activities across all prisons, together with the impact of alcohol and drug programmes will result in a progressive decline in this statistic over time.

The total number of tests undertaken nationally over the financial year reflected the considerable emphasis placed on drug detection activities within the regions, and the training of additional staff as drug testers. In addition, increased emphasis was also placed on the prison entry search policy.

<sup>12</sup> Other drug screening tests are defined as those undertaken on either 'reasonable grounds' or on a voluntary basis.

<sup>13</sup> This measure does not lend itself to the setting of performance standards to be achieved.

## OUTPUT CLASS 6

### INMATE EMPLOYMENT

Inmate Employment contributes to reducing re-offending by providing sentenced and remand inmates with the opportunity to gain work experience and improve their work habits and skills. Inmates are also provided the opportunity to undertake training toward gaining recognised qualifications and work experience that improve the chances of obtaining sustainable post-release employment, which reduces the likelihood of re-offending.

Over time, Inmate Employment aims to provide all inmates eligible for work with 1,410 hours of employment per year. This year's target of 5.7 million hours represents a 90 percent achievement of that goal. In addition, it is expected that 40 percent of inmates who undertake employment will gain an externally recognised qualification.

#### OUTPUT CLASS STATEMENT: INMATE EMPLOYMENT

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
11,025	Crown	11,230	10,941	11,230
24,027	Other	25,752	23,498	26,998
<b>35,052</b>	<b>Revenue</b>	<b>36,982</b>	<b>34,439</b>	<b>38,228</b>
<b>37,457</b>	<b>Total Expenses</b>	<b>36,983</b>	<b>34,439</b>	<b>38,228</b>
<b>(2,405)</b>	<b>Net Surplus/(Deficit)</b>	<b>(1)</b>	<b>0</b>	<b>0</b>

**OUTPUT 6.1: INMATE EMPLOYMENT – LAND-BASED ACTIVITIES**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours worked by inmates employed on land-based activities:	785,000 <sup>14</sup>	783,938	-1,062 (Nil)
<b>Quality</b>			
The percentage of inmates undertaking inmate employment who receive an externally recognised qualification: <sup>15</sup>	40%	96%	56%

**COMMENT**

The full-year target for inmate employment hours could not be achieved due to restructuring of Corrections Inmate Employment (CIE) and the availability of inmates and suitable work. The reforecast target reflected actual results as at December 2003.

The higher than forecast number of inmates receiving an external qualification was affected by a combination of inmate turnover and the high proportion of inmates undertaking short courses of first aid and/or safety instruction on induction into CIE workplaces. In addition, more unit standards were delivered in 2003/04 than in 2002/03.

**OUTPUT 6.2: INMATE EMPLOYMENT – MANUFACTURING ACTIVITIES**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours worked by inmates employed on manufacturing activities:	1,005,000 <sup>16</sup>	876,777	128,223 (-13%)
<b>Quality</b>			
The percentage of inmates undertaking inmate employment who receive an externally recognised qualification: <sup>15</sup>	40%	56%	16%

**COMMENT**

The full-year target for inmate employment hours could not be achieved due to restructuring of CIE and the availability of inmates and suitable work. The reforecast target reflected actual results as at December 2003. The year-end result for manufacturing activities, however, was further affected by a downturn in the timber sector and transfers of inmates between prisons.

The higher than forecast number of inmates receiving an external qualification was affected by a combination of inmate turnover and the high proportion of inmates undertaking short courses of first aid and/or safety instruction on induction into CIE workplaces. In addition, more unit standards were delivered in 2003/04 than in 2002/03.

<sup>14</sup> Ministerial approval was received to change this performance measure from 1,449,250.

<sup>15</sup> An externally recognised qualification is an NZQA unit standard or, where no NZQA unit standard exists, a recognised equivalent qualification. The percentage of inmates who receive an externally recognised qualification is calculated as the number of unit standards passed against the number of full-time equivalent inmates employed during the year.

<sup>16</sup> Ministerial approval was received to change this performance measure from 1,130,820.

## OUTPUT 6.3: INMATE EMPLOYMENT – INTERNAL SERVICE SELF-SUFFICIENCY ACTIVITIES



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours worked by inmates on internal service self-sufficiency activities:	2,684,637 <sup>17</sup>	3,046,516	361,879 (13%)
<b>Quality</b>			
The percentage of inmates undertaking inmate employment who receive an externally recognised qualification: <sup>18</sup>	40%	148%	108%

### COMMENT

Restructuring of CIE and the availability of inmates and suitable work meant that the full-year target for inmate employment hours was reforecast to reflect actual results as at December 2003. For the full year, however, internal self-sufficiency activities were delivered at a level significantly above the reforecast target. While some of this over-delivery reflected an increased emphasis on unit cleaning and hygiene, the overall reduction in CIE opportunities meant more availability of inmates for these activities. Notwithstanding this, the Department is endeavouring to ensure that internal self-sufficiency activities do not adversely impact on the availability of inmates for CIE activities.

The higher than forecast number of inmates receiving an external qualification was affected by a combination of inmate turnover and the high proportion of inmates undertaking short courses of first aid and/or safety instruction on induction into CIE workplaces. In addition, more unit standards were delivered in 2003/04 than in 2002/03.

<sup>17</sup> Ministerial approval was received to change this performance measure from 3,000,000.

<sup>18</sup> An externally recognised qualification is an NZQA unit standard or, where no NZQA unit standard exists, a recognised equivalent qualification. The percentage of inmates who receive an externally recognised qualification is calculated as the number of unit standards passed against the number of full-time equivalent inmates employed during the year.

**OUTPUT 6.4: INMATE EMPLOYMENT – RELEASE TO WORK**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours worked by inmates on release-to-work activities:	41,500 <sup>19</sup>	46,493	4,993 (12%)
<b>Quality</b>			
The percentage of inmates undertaking release-to-work activities who meet the eligibility criteria:	100%	100%	Nil

**COMMENT**

The full-year target for inmate employment hours could not be achieved due to restructuring of CIE and the availability of inmates and suitable work. The reforecast target reflected actual results as at December 2003. In addition, release-to-work activities were affected by the increased use of home detention, which exacerbated the difficulties of identifying suitable inmates in locations where work opportunities were available.

**OUTPUT 6.5: VOCATIONAL TRAINING SERVICES**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inmates who commence training towards the achievement of an externally recognised qualification:	1,125	1,306	181 (16%)
<b>Quality</b>			
The percentage of inmates undertaking training activities who receive an externally recognised qualification: <sup>20</sup>	40%	80%	40%

**COMMENT**

The higher than forecast number of inmates commencing training reflected the attraction to inmates of a number of short training courses. The short duration of many courses also had a positive effect on the number of inmates receiving a qualification.

<sup>19</sup> Ministerial approval was received to change this performance measure from 84,600.

<sup>20</sup> An externally recognised qualification is an NZQA unit standard or, where no NZQA unit standard exists, a recognised equivalent qualification. The percentage of inmates who receive an externally recognised qualification is calculated as the number of unit standards passed against the number of full-time equivalent inmates employed during the year.

**OUTPUT 6.6: INMATE EMPLOYMENT – COMMUNITY SERVICES**



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours worked by inmates on community services:	80,000	77,841	-2,159 (-3%)
The average number of inmates engaged on community services:	160	64	-96 (-60%)
<b>Quality</b>			
The percentage of inmates who have undertaken community service and have received a work certificate or record of achievement from the Department upon their release, to be no less than:	100%	65%	-35%

**COMMENT**

The full-year result for community service hours was marginally below the target, although the associated expenditure was significantly below the budget. The volume result reflected the increased emphasis in the regions, where possible, to identify and take advantage of all available community service activities, in a effort to compensate for some restrictions on inmate employment activities in a number of areas.

The lower than forecast number of inmates involved in community services reflected the nature of activities available and the security classification (which affects the ability to work outside prison) of available inmates.

In general, the Public Prisons Service provides work certificates upon release. Some data capture issues in respect of this measure could not be addressed during the year. The underlying systemic issues will be addressed early in the 2004/05 financial year.

## OUTPUT CLASS 7 REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

This output class provides:

- responsivity programmes to improve an offender’s motivation to address the causes of their criminal offending. These programmes are designed to increase an offender’s responsivity to undertake a specific programme that seeks to address an identified criminogenic need;
- rehabilitative programmes to address the causes of criminal offending. There is a suite of nationally defined rehabilitation programmes. Assessment tools determine programme eligibility according to an offender’s criminogenic needs, responsivity and risk of re-offending;
- reintegrative services to prepare for an offender’s release into the community, including support for families/whanau. Emphasis is placed on the targeted provision of reintegrative services to reinforce and sustain behavioural changes by building up basic skills (for example, budgeting and relationship management) which support reintegration into the community;
- specialist psychological services, including counselling of offenders, professional training and supervision in the use of assessment tools, to monitor and support programme delivery.

### OUTPUT CLASS STATEMENT: REHABILITATIVE PROGRAMMES AND REINTEGRATIVE SERVICES

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
42,070	Crown	43,871	42,170	43,871*
734	Departmental	858	1,496	1,496
0	Other	0	0	0
<b>42,804</b>	<b>Total Revenue</b>	<b>44,729</b>	<b>43,666</b>	<b>45,367*</b>
<b>42,925</b>	<b>Total Expenses</b>	<b>44,167</b>	<b>43,666</b>	<b>45,367*</b>
<b>(121)</b>	<b>Net Surplus</b>	<b>562</b>	<b>0</b>	<b>0</b>

\* This figure also includes the following adjustment under section 5 of the Public Finance Act 1989:

Supplementary Estimates \$000	Section 5 Transfers \$000	Final Appropriation \$000
47,858	(2,491)	45,367

This transfer was made because of a higher proportion of remand inmates to total inmate numbers. As sentenced inmates were tracking close to budget the Department was unable to transfer the funds from the Custodial Services output class. Instead the Rehabilitation Programmes and Reintegrative Services output class was used as this was under budget due to course cancellations.

## OUTPUT 7.1: REHABILITATIVE PROGRAMMES – RESPONSIVITY/MOTIVATIONAL



	Performance Standard		
	Budget	Actual	Variance
<b>STRAIGHT THINKING PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours offenders spend attending a Straight Thinking programme			
• Public Prisons Service:	69,300	44,916	-24,384 (-35%)
• Community Probation Service:	82,880	27,976	-54,904 (-66%)
The number of offenders who start a Straight Thinking programme			
• Public Prisons Service:	990	752	238 (-24%)
• Community Probation Service:	1,184	560	-624 (-53%)
<b>Quality</b>			
The percentage of offenders who start and complete a Straight Thinking programme to be no less than:			
• Public Prisons Service:	80%	84%	4%
• Community Probation Service:	65%	67%	2%

### COMMENT

Targets for programme volumes in the Public Prisons Service during 2003/04 may have been overstated in light of the nature of the inmate population (especially the rapid turnover of short-serving inmates), and the subsequent non-selection of eligible inmates following referral. This was particularly so for Straight Thinking where preliminary analysis from some regions indicated that the pre-programme assessment excluded up to 40 percent of referred inmates. The Public Prisons Service is developing a more robust predictive model for programme volumes which, when completed, will enable more accurate assessment of the demand model, and facilitate improved monitoring and reporting on programme delivery. Other factors impacting on programme delivery have been a lack of facilitators together with muster pressures and inmate transfers resulting in course cancellations and the movement of inmates part way through a course.

For the Community Probation Service, initiatives implemented in the third quarter to address programme delivery issues were expected to improve the numbers of hours delivered and offenders starting programmes during the fourth quarter. However, the fourth quarter only contributed 164 offenders to the year's total. This was particularly unexpected given the fourth quarter of 2002/03 delivered 238 offenders. The poor fourth quarter result has contributed to a 53 percent under delivery of offender numbers at the year's end.

The poor fourth quarter performance appears to have been primarily as a result of the impact of the restructuring of programme delivery and the availability of facilitators to deliver programmes. From 1 July 2004 a new service delivery unit within the Department will be responsible for the delivery of Straight Thinking and Criminogenic programmes. The expected increase in programme delivery to offenders from the restructuring, combined with other work undertaken in the 2003/04 year, should become increasingly apparent from the second quarter of 2004/05.

**OUTPUT 7.1: REHABILITATIVE PROGRAMMES – RESPONSIVITY/MOTIVATIONAL (CONT'D)**

	Performance Standard		
	Budget	Actual	Variance
<b>TIKANGA MĀORI</b>			
<b>Quantity</b>			
The number of offenders who start a Tikanga Māori programme			
• Public Prisons Service:	943	841	-102 (-11%)
• Community Probation Service:	523	239	-284 (-54%)
<b>Quality</b>			
The percentage of offenders who start and complete a Tikanga Māori programme to be no less than:			
• Public Prisons Service:	75%	99%	24%
• Community Probation Service:	65%	67%	2%

**COMMENT**

For the Public Prisons Service, the under-delivery primarily reflected the fact that Tikanga programmes are not always delivered with the optimal number of inmates in attendance. In addition, muster pressures resulted in transferred inmates being unable to participate in follow-ups. During the year there were difficulties in engaging with one of the national providers of this programme. Contracts have been executed by two of three national providers for the delivery of programmes for the new financial year, the execution of the third is subject to the resolution of a minor issue associated with intellectual property. The higher than forecast completion rate indicates the active management policy is working and case officers are actively supporting sentence plans.

For Tikanga Māori programmes delivered by the Community Probation Service, analysis showed that the model on which these programmes had been built (delivery of programmes to groups of 8–10 offenders) was not sustainable within the current legislative framework. The number of offenders starting Tikanga Māori programmes has decreased since the introduction of the Sentencing Act 2002 and Parole Act 2002. Under this legislation, offenders have been unable to attend programmes if sentenced to community work. Work to adjust the Tikanga Māori delivery model is under-way, but is taking some time. A review, which started in the third quarter of 2003/04, is being carried out in the Central Region and involves consultation with Māori/iwi providers. It is anticipated the review will have an effect in the Central Region early in the next financial year and later in the year in other regions.

	Performance Standard		
	Budget	Actual	Variance
<b>FAITH-BASED UNIT</b>			
<b>Quantity</b>			
The average number of sentenced inmates in a faith-based unit:			
	60	59	-1 (-2%)
<b>Quality</b>			
The minimum average occupancy rate:			
	95%	99%	4%

## OUTPUT 7.2: REHABILITATIVE PROGRAMMES – CRIMINOGENIC



	Performance Standard		
	Budget	Actual	Variance
<b>CRIMINOGENIC PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours offenders spend attending a criminogenic programme			
• Public Prisons Service:	119,800	105,298	14,502 (-12%)
• Community Probation Service:	71,925	43,908	-28,017 (-39%)
The number of offenders who start a criminogenic programme			
• Public Prisons Service:	700	1,002	302 (43%)
• Community Probation Service:	783	632	-151 (-19%)
<b>Quality</b>			
The percentage of offenders who start and complete a criminogenic programme			
• Public Prisons Service:	75%	74%	-1%
• Community Probation Service:	65%	76%	11%

### COMMENT

The year-end result for criminogenic programmes in the Public Prisons Service primarily reflected lower programme delivery in the specialist drug treatment units at Arohata Prison (not operating to capacity prior to April) and Rolleston Prison (programme delivery resourcing issues). In an effort to deliver the targeted hours it was necessary for a number of the regions to substitute the 100-hour Mixed Programme for the 100-hour alcohol, drug and violence programme, although the full-year result for the 100-hour programmes was 13 percent below the target. This result was partially offset by increased hours in the delivery of Māori Therapeutic Programmes (11%).

Despite being on track at mid-year, and third quarter performance being only slightly poorer than expected, the Community Probation Service has under delivered against criminogenic programme targets by 19 percent. Because of initiatives implemented in the third quarter to address programme delivery issues, fourth quarter results were expected to be high. However, the fourth quarter contributed only 182 offenders to the year's total. This was particularly unexpected given the fourth quarter of 2002/03 delivered 200 offenders.

The poor fourth quarter performance appears to have been primarily because of the impact of the restructuring of programme delivery and the availability of facilitators to deliver programmes. From 1 July 2004 a new service delivery unit within the Department will be responsible for the delivery of Straight Thinking and Criminogenic programmes. The expected increase in programme delivery to offenders from the restructuring, combined with other work undertaken in the 2003/04 year, should become increasingly apparent from the second quarter of 2004/05. Continued efforts to improve programme delivery were reflected by the higher than forecast completion rate for these programmes.

**OUTPUT 7.2: REHABILITATIVE PROGRAMMES – CRIMINOGENIC (CONT'D)**

	Performance Standard		
	Budget	Actual	Variance
<b>SEX OFFENDER TREATMENT PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending a programme at			
• Kia Marama:	12,500	14,243	1,743 (14%)
• Te Piriti:	12,500	14,325	1,825 (15%)
The number of inmates who start a programme at			
• Kia Marama:	40	46	6 (15%)
• Te Piriti:	40	44	4 (10%)
The number of inmates who start and complete a programme at			
• Kia Marama to be no less than:	38	37	-1 (-3%)
• Te Piriti to be no less than:	38	43	5 (13%)
<b>Quality</b>			
The percentage of programmes completed at Kia Marama and Te Piriti where all the components described in the service description were completed:			
• norm building			
• construction of offence chain incorporating challenging cognitive distortion			
• sexual arousal reconditioning			
• victim impact and empathy			
• social skills, relationship and sex education			
• mood, anger and stress management and problem solving			
• relapse prevention			
• release planning.	100%	100%	Nil

**COMMENT**

The introduction at Kia Marama of a special graduate group led to additional hours being delivered. The group aims to maintain new skills and pro-social attitudes in inmates during the time between completing the Kia Marama programme and release from prison.

The delivery of additional hours at Te Piriti was as a result of running a pilot group for inmates with intellectual disabilities. These inmates could not have been accommodated in a normal group and would not have been suitable for inclusion in the programme other than running a special group for them.

In addition, two extra inmates were added to the last three groups at Kia Marama for the year in the transition to incorporating the cultural component from the Te Piriti programme.

**OUTPUT 7.2: REHABILITATIVE PROGRAMMES - CRIMINOGENIC (CONT'D)**


	Performance Standard		
	Budget	Actual	Variance
<b>VIOLENCE PREVENTION PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending a violence prevention programme at Rimutaka Prison:	7,700	8,112	412 (5%)
The number of inmates who start a violence prevention programme at Rimutaka Prison:	30	29	-1 (-3%)
<b>Quality</b>			
The number of violence prevention programmes completed at Rimutaka Prison per year:	3	3	Nil
The percentage of offenders who start and complete a violence prevention programme at Rimutaka Prison:	70%	80%	10%

**COMMENT**

There were better retention levels than expected for this programme, reflecting the impact of the incentives provided by the Sentencing Act 2002 and Parole Act 2002.

	Performance Standard		
	Budget	Actual	Variance
<b>EQUIP</b>			
<b>Quantity</b>			
The number of EQUIP programme hours provided to youth:	3,840	2,864	-976 (-25%)
The number of youth who start an EQUIP programme:	134	165	31 (23%)
<b>Quality</b>			
The percentage of sentenced youth in youth units who participate in an EQUIP programme:	98%	73%	-25%

**COMMENT**

Delivery of the EQUIP programme was affected by facilitator vacancies and the need to rewrite the programme. There was a higher than anticipated turnover of youth through the youth units.

The participation rate was also affected by facilitator vacancies and the need to control scheduling of programmes at a rate that does not degrade the integrity of the therapy process.

**OUTPUT 7.2: REHABILITATIVE PROGRAMMES – CRIMINOGENIC (CONT'D)**

	Performance Standard		
	Budget	Actual	Variance
<b>MĀORI THERAPEUTIC PROGRAMMES</b>			
<b>Quantity</b>			
The number of hours inmates spend attending Māori therapeutic programmes:	21,600	23,973	2,373 (11%)
The number of inmates who start a Māori therapeutic programme:	300	323	23 (8%)
<b>Quality</b>			
The percentage of inmates who start and complete Māori therapeutic programmes to be no less than:	75%	70%	-5%

**COMMENT**

The target number of hours for 2003/04 was set incorrectly and did not correlate to the number of inmates attending Māori therapeutic programmes. The over delivery reflected increased inmate demand for the programmes.

**OUTPUT 7.3: REHABILITATIVE PROGRAMMES – OTHER REHABILITATIVE PROGRAMMES AND ACTIVITIES**

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours offenders spend attending other rehabilitative programmes funded by Probation and Offender Services:	80,000–110,000	117,710	7,710 (7%)
<b>Quality</b>			
The percentage of offenders who start and complete a rehabilitative programme funded by Probation and Offender Services to be no less than:	65%	59%	-6%

**COMMENT**

The Department has endeavoured to place as many eligible offenders as possible on these programmes.

## OUTPUT 7.4: EDUCATION AND TRAINING



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of hours inmates spend attending a module under the NCES:	236,560	115,644	-120,916 (-51%)
<b>Quality</b>			
The percentage of inmates who start and complete a module under the NCES to be no less than:	80%	73%	-7%

### COMMENT

The under forecast results can be attributed to several factors:

- lower class sizes (attributable to lower levels of referrals and lower inmate demand) impacted significantly on programme delivery throughout the financial year, although some increase in class sizes were reported towards the end of the year, following a renewed focus on addressing referral issues;
- high numbers of inmates, the transfer of inmates and the turnover of short-serving inmates exacerbated these issues, and affected the completion rate;
- the absence of any delivery in Auckland and Christchurch in November and December because of the collapse of the provider, Carich Training Limited. The Department appointed an interim provider, Literacy Training Limited, to assume delivery of the programme through to 31 December 2004, while an open tender process was undertaken for the remaining 18 months of the contract;
- performance issues with the provider in the Midland Region, which adversely impacted upon programme delivery over the first nine months of the financial year. The Public Prisons Service met with the provider and the issues have been satisfactorily addressed.

## OUTPUT 7.5: REINTEGRATIVE SERVICES

	Performance Standard		
	Budget	Actual	Variance
<b>WHANAU LIAISON SERVICE</b>			
<b>Quantity</b>			
The number of offenders and their families/whanau receiving the whanau liaison service will be no less than:	257	281	24 (9%)
<b>Quality</b>			
The percentage of offenders and their families/whanau receiving the whanau liaison service for which an action plan is developed to be no less than:	100%	98%	-2%

### COMMENT

As the role of the whanau liaison workers have developed, the rate of referrals to this service has increased.

	Performance Standard		
	Budget	Actual	Variance
<b>REINTEGRATIVE SERVICES – As provided by the Public Prisons Service</b>			
<b>Quantity</b>			
The number of hours delivered by the Public Prisons Service for reintegrative services for inmates:	38,200	20,669	-17,531 (-46%)
<b>Quality</b>			
The percentage of reintegrative services provided by the Public Prisons Service in accordance with an inmate's plan to be no less than:	90%	100%	10%

### COMMENT

Delivery of Reintegrative Services was significantly below planned levels, with lower delivery recorded across each of the individual programmes. Issues of lower levels of referrals and lower inmate demand (particularly in respect of the Living Skills programme) resulted in the postponement of scheduled programmes or the delivery of programmes with less than the optimal numbers of inmates in attendance, thus impacting significantly on programme delivery hours.

The quality measure for this output demonstrates a high degree of compliance against plans. An inmate is only referred to a reintegrative service in accordance with that inmate's plan.

## OUTPUT 7.5: REINTEGRATIVE SERVICES (CONT'D)



	Performance Standard		
	Budget	Actual	Variance
<b>REINTEGRATIVE SERVICES – As provided by the New Zealand Prisoners' Aid and Rehabilitation Society (NZPARS)</b>			
<b>Quantity</b>			
The number of support service hours to be provided will be no more than:	34,710 <sup>21</sup>	34,710	Nil
<b>Quality</b>			
The percentage of referrals (urgent or otherwise) to NZPARS per month acknowledged within five working days of receipt:	95%	95%	Nil

### COMMENT

The reduction in the number of support service hours reflected the renegotiation of the contract with NZPARS.

	Performance Standard		
	Budget	Actual	Variance
<b>REINTEGRATIVE SUPPORT SERVICES</b>			
<b>Quantity</b>			
The number of offenders and their families/whanau receiving the service will be no more than:	120	106	-14 (-12%)
<b>Quality</b>			
The percentage of offenders and their families/whanau receiving the service for which an action plan is developed to be no less than:	100%	100%	Nil

### COMMENT

Offender numbers had been on track throughout the year, but were affected in the fourth quarter by several offenders being transferred to a different prison prior to their commencement on the programme (thus precluding their involvement). Also, NZPARS was one staff member short for the second half of the year.

<sup>21</sup> Ministerial approval was received to change this performance measure from 40,098.

**OUTPUT 7.6: COMMUNITY RESIDENTIAL CENTRES AND REDUCING YOUTH OFFENDING PROGRAMMES**

	Performance Standard		
	Budget	Actual	Variance
<b>COMMUNITY RESIDENTIAL CENTRES</b>			
<b>Quantity</b>			
The number of offenders directed to attend a community residential centre: <sup>22</sup>	72–92	64	–8 (–11%)
The number of psychologist hours provided to Montgomery House:	740	745	5 (1%)
<b>Quality</b>			
The percentage of offenders who successfully undertake their community residential centre order to be no less than:	60%	76%	16%
The percentage of assessments for Montgomery House programmes for which all of the information elements were assessed:	100%	92%	–8%
The percentage of post-programme assessments for Montgomery House programmes completed by a psychologist:	100%	100%	Nil
The percentage of clinical monitoring reports for Montgomery House programmes that adhere to the standards:	100%	100%	Nil
The percentage of clinical monitoring reports for Montgomery House programmes provided within agreed timeframes:	100%	100%	Nil

**COMMENT**

One of the community residential centres, Te Ihi Tu, experienced issues with low referral rates throughout the year. A number of offenders were accepted but unable to commence the programme because they did not meet the criteria for temporary release from prison. Work continued during the year to address this problem.

Efforts to retain participants for the full duration of the programmes have paid off for all centres, with a consistently high rate of completion throughout the year. Two of the offenders referred to a programme at Montgomery House had some information elements assessed after they entered the programme.

<sup>22</sup> Montgomery House, Te Ihi Tu and Salisbury Street.

**OUTPUT 7.6: COMMUNITY RESIDENTIAL CENTRES AND REDUCING YOUTH OFFENDING PROGRAMMES (CONT'D)**



	Performance Standard		
	Budget	Actual	Variance
<b>REDUCING YOUTH OFFENDING PROGRAMMES</b>			
<b>Quantity</b>			
The number of youth who are directed to attend a Reducing Youth Offending programme:	100–130	81	-19 (-19%)
<b>Quality</b>			
The percentage of youth who successfully undertake a Reducing Youth Offending programme order to be no less than:	70%	78%	8%

**COMMENT**

These programmes commenced at the beginning of the year. Initially, the number of youth referred was lower than planned. The number of youth commencing the programme continued to increase during the course of the year, particularly in Auckland. By the end of the year the programme was operating at full capacity in Auckland and slightly below capacity in Christchurch. Experience indicates that slow growth is to be anticipated when embedding a new initiative. The programme's Governance Board has reserved until the end of the first quarter of 2004/05 a decision to widen the entry criteria for CYF youth referred to the programme, to see if this is necessary in order to achieve target numbers given the improved results from the last part of 2003/04.

Of those that completed the programme a higher percentage than anticipated have completed successfully.

## OUTPUT 7.7: PROVISION OF PSYCHOLOGICAL SERVICES

	Performance Standard		
	Budget	Actual	Variance
<b>PSYCHOLOGICAL SERVICES</b>			
<b>Quantity</b>			
The number of psychological consultation hours provided to the			
• Public Prisons Service:	9,834	9,625	-209 (-2%)
• Community Probation Service:	12,000	10,285	-1,715 (-14%)
The number of psychological reports provided to the			
• Public Prisons Service:	840-900	1,117	217 (24%)
• Community Probation Service:	1,020-1,060	1,084	24 (2%)
<b>Quality</b>			
The percentage of psychological consultations which meet the standards described to be no less than:			
	95%	100%	5%
<ul style="list-style-type: none"> <li>• a structured offender assessment interview is conducted</li> <li>• confidentiality and consent issues are explained</li> <li>• relevant history is obtained</li> <li>• assessment measures are used (as appropriate)</li> <li>• problems are presented clearly formulated</li> <li>• treatment goals are specified (addressing assessed problems)</li> <li>• appropriate interventions are used (based on current literature)</li> <li>• adequate case notes are recorded for all sessions</li> <li>• records are kept of ongoing measures or observations to monitor intervention</li> <li>• assessment and treatment reports are completed and delivered.</li> </ul>			
The percentage of psychological reports which meet the standards described to be no less than:			
	95%	100%	5%
<ul style="list-style-type: none"> <li>• concise, logical and grammatically correct</li> <li>• source and reason for referral are clearly stated</li> <li>• all relevant and appropriate information is included</li> <li>• sources of information are well documented and verified</li> <li>• clear statements of recommendations for further intervention</li> <li>• complies with the Psychologists' Code of Ethics.</li> </ul>			

### COMMENT

The heavy demand for psychological reports to courts and the New Zealand Parole Board (see Output 1.5) has reduced the ability of the Psychological Service to deliver consultation hours for the Community Probation Service.

The over delivery in reports for the Public Prisons Service was caused by the large number of youths moving through the EQUIP programme and the requirement for a report to be written on them when they exit the programme.

## OUTPUT 7.7: PROVISION OF PSYCHOLOGICAL SERVICES (CONT'D)



	Performance Standard		
	Budget	Actual	Variance
<b>BICULTURAL THERAPY MODEL</b>			
<b>Quantity</b>			
The number of consultation hours provided by Māori service providers under the Bicultural Therapy Model:	4,000	4,104	104 (3%)
<b>Quality</b>			
The percentage of Māori service providers who comply with the standards when delivering consultation hours under the Bicultural Therapy Model to be:	100%	98%	-2%
<ul style="list-style-type: none"> <li>• all referrals follow locally-agreed referral processes</li> <li>• provider has received induction from the Psychological Service</li> <li>• provider has signed a contract for services</li> <li>• treatment provided is centred around Māori values and beliefs using the principles of kaupapa Māori and nga tikanga Māori</li> <li>• provider is mandated by the relevant Oversight Committee, comprising representatives of local iwi and the Psychological Service</li> <li>• a report is provided to the Psychological Service at the end of each referral.</li> </ul>			

## OUTPUT 7.8: CHAPLAINCY SERVICES



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of full-time equivalent chaplains in prisons:	26	31	5 (19%)
<b>Quality</b>			
The percentage of chaplaincy service reports provided to Public Prisons Service within the agreed timeframes:	100%	100%	Nil

### COMMENT

The Catholic Church made an additional five chaplains available to the Prison Chaplaincy Service of Aotearoa New Zealand on a gratis basis.

## OUTPUT CLASS 8

### SERVICES TO THE NEW ZEALAND PAROLE BOARD

This output class involves the provision of funding for, and administrative, financial and secretariat services to, the New Zealand Parole Board. This will assist the New Zealand Parole Board to meet its independent statutory responsibilities.

#### OUTPUT CLASS STATEMENT: SERVICES TO THE NEW ZEALAND PAROLE BOARD

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
4,293	Crown	5,476	4,283	5,476
0	Other	0	0	0
<b>4,293</b>	<b>Revenue</b>	<b>5,476</b>	<b>4,283</b>	<b>5,476</b>
<b>4,215</b>	<b>Total Expenses</b>	<b>5,319</b>	<b>4,283</b>	<b>5,476</b>
<b>78</b>	<b>Net Surplus</b>	<b>157</b>	<b>0</b>	<b>0</b>

## OUTPUT 8.1: SERVICES TO THE NEW ZEALAND PAROLE BOARD



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of cases considered by the New Zealand Parole Board to be:	8,000 <sup>23</sup>	9,027	1,027 (13%)
<b>Quality</b>			
The percentage of offenders or victims notified of an impending hearing at least 10 working days before a hearing:	90%	100%	10%
The percentage of offenders or victims notified of a Board decision within 10 working days after a hearing:	90%	100%	10%
The percentage of papers for home detention (deferred sentences) hearings provided to the Board at least five working days before a hearing:	90%	85%	-5%
The percentage of all other papers for each hearing provided to the Board at least 10 working days before a hearing:	90%	85%	-5%
The scheduling of cases to be heard by the Board to be within the timeframe specified in the Parole Act 2002:	100%	100%	Nil

### COMMENT

There was a 32 percent increase in the volume of home detention hearings from 2002/03. Home detention applications are demand driven, difficult to predict and a major factor in the greater than anticipated hearing volumes. Parole hearings for the year were slightly down, 1,842 during 2002/03 against 1,734 in 2003/04. The increase in the quantity measure reflected anticipated volumes to be funded for 2004/05.

There was a strong focus on ensuring all victims and offenders were notified of Board hearings within the set timeframes.

<sup>23</sup> Ministerial approval was received to change this performance measure from 6,500.

## OUTPUT CLASS 9

### POLICY ADVICE AND DEVELOPMENT

This output class involves the provision of advice, development of policies, and Ministerial servicing relating to reducing re-offending, the effective management of corrections services, and the review, evaluation and development of service standards.

#### OUTPUT CLASS STATEMENT: POLICY ADVICE AND DEVELOPMENT

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
4,154	Crown	4,070	4,138	4,070
0	Other	0	0	0
<b>4,154</b>	<b>Revenue</b>	<b>4,070</b>	<b>4,138</b>	<b>4,070</b>
<b>4,126</b>	<b>Total Expenses</b>	<b>3,981</b>	<b>4,138</b>	<b>4,070</b>
<b>28</b>	<b>Net Surplus</b>	<b>89</b>	<b>0</b>	<b>0</b>

## OUTPUT 9.1: POLICY ADVICE AND DEVELOPMENT SERVICES



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
Advice will be provided according to a work programme agreed with the Minister of Corrections:	100%	79%	-21%
<b>Quality</b>			
The Minister of Corrections will expect advice to be delivered according to the quality as outlined below:	100%	100%	Nil
<ul style="list-style-type: none"> <li>the aims of the paper have been clearly stated and they answer the questions that have been set</li> <li>the assumptions behind the advice are explicit, and the argument is logical and supported by the facts</li> <li>the facts in the paper are accurate and all material facts have been included</li> <li>an adequate range of options has been presented and each has been assessed for benefits, costs and consequences to the Government and the community</li> <li>there is evidence of adequate consultation with interested parties and possible objections to proposals have been identified</li> <li>the problems of implementation, technical feasibility, timing and consistency with other policies have been considered</li> <li>the format meets Cabinet Office requirements, the material is effectively and concisely summarised, has short sentences in plain English and is free of spelling or grammatical errors.</li> </ul>			
<b>Timeliness</b>			
Policy advice purchased will be delivered within the specific reporting deadlines agreed with the Minister of Corrections:	100%	79%	-21%

### COMMENT

Completion of scheduled projects was affected by three main factors. These were: the length of time taken for the passage of the Corrections Bill, including the number of reports for the Law and Order Committee, and issues raised during consultation with other parties; an emphasis placed on new government initiatives regarding reintegration and re-settlement of offenders; and turnover of key staff during the year.



## OUTPUT 9.2: MINISTERIAL SERVICING

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of responses to be prepared to Ministerial correspondence is estimated to be:	600	479	-121 (-20%)
The number of responses to Parliamentary questions is estimated to be:	500	806	306 (61%)
<b>Quality</b>			
The percentage of replies returned for redrafting not to exceed:	10%	20%	10%
All responses signed out by either a general manager or, in his or her absence, an appropriate manager:	100%	100%	Nil
<b>Timeliness</b>			
The percentage of responses to Ministerial correspondence completed within the timeframes agreed with the Minister's office to be no less than:	90%	74%	-16%
The percentage of responses to Parliamentary questions completed within the timeframes set by the Minister's office to be:	100%	90%	-10%

### COMMENT

Although the volume of Ministerial correspondence is under forecast this statistic belies the complexity and research needed to provide responses to the standard required. The volume of Parliamentary Questions exceeded forecast levels and was generated by intense political and media interest in new prisons, consultation, community work, home detention, and inappropriate relationships between Corrections Officers and inmates, recidivism and parole breaches.

The political nature, intense media interest and complexity of answers demanded, has seen response timeframes exceeded in researching and preparing responses to Parliamentary Questions, Ministerial correspondence, Official Information Act 1982 requests and Ombudsmen enquiries.

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The percentage of research and evaluation delivered to agreed project milestones:	100%	100%	Nil
The percentage of psychological and other research that will be provided to the following criteria contained in the Psychological Service Manual:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• the hypothesis/aim of the research is clearly stated; capable of being tested; uses minimal variables; is researched appropriately</li> <li>• data collection is to meet appropriate standards of research design, and appropriate analysis tools are to be used</li> <li>• the results are accurately and clearly described</li> <li>• there is concise and thorough explanation of the implications of the results for the issues investigated</li> <li>• the research should be peer reviewed both internally and externally</li> <li>• the report is written in a format appropriate to the audience</li> <li>• the aims of the paper are accurate and all material facts have been included</li> <li>• the material is free of spelling or grammatical errors and an executive summary is provided if the report exceeds five pages</li> <li>• when possible the material is published within internationally recognised journals.</li> </ul>			

## OUTPUT CLASS 10

### SERVICE PURCHASE AND MONITORING

This output class involves the development, management and monitoring of agreements for the purchase of services entered into with both internal and external providers. Also included in this output class are the provision of custodial assurance, inspectorate services and national system services.

#### OUTPUT CLASS STATEMENT: SERVICE PURCHASE AND MONITORING

FOR THE YEAR ENDED 30 JUNE 2004

30/06/03 Actual \$000		30/06/04 Actual \$000	Main Estimates \$000	Supp. Estimates \$000
	<b>REVENUE</b>			
3,635	Crown	3,778	3,520	3,778
0	Other	0	0	0
<b>3,635</b>	<b>Revenue</b>	<b>3,778</b>	<b>3,520</b>	<b>3,778</b>
<b>3,474</b>	<b>Total Expenses</b>	<b>3,696</b>	<b>3,520</b>	<b>3,810</b>
<b>161</b>	<b>Net Surplus/(Deficit)</b>	<b>82</b>	<b>0</b>	<b>(32)</b>

## OUTPUT 10.1: PURCHASE AND MONITORING OF SERVICE DELIVERY



	Performance Standard		
	Budget	Actual	Variance
<b>INTERAGENCY AGREEMENTS</b>			
<b>Quantity</b>			
The number of interagency agreements managed by Corporate Management:	12	11	-1
<b>Quality</b>			
The percentage of interagency agreements managed in accordance with the review and reporting provisions to be:	100%	100%	Nil
<b>Timeliness</b>			
The percentage of interagency agreements that are renegotiated and/or reviewed by the date specified to be:	100%	100%	Nil

	Performance Standard		
	Budget	Actual	Variance
<b>INTERNAL PURCHASE AGREEMENTS AND EXTERNAL CONTRACTORS</b>			
<b>Quantity</b>			
The number of Internal Purchase Agreements with internal providers:	4	4	Nil
The number of contracts for services with external providers negotiated and managed by Corporate Management:	3	3	Nil
<b>Quality</b>			
The percentage of Internal Purchase Agreements and contracts for services with external providers that meet the following standards to be:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• services are clearly described</li> <li>• performance measures and standards are specified</li> <li>• price and payment regime (including incentives as appropriate)</li> <li>• format and dates of reporting requirements are specified.</li> </ul>			
The percentage of Internal Purchase Agreements and contracts for services with external providers that are regularly reviewed and reported on in terms of the following criteria to be:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• the procedures are being followed</li> <li>• service delivery and performance measures are as specified</li> <li>• the quality of service delivery and performance is as specified</li> <li>• the manner, timing and form of reporting is as laid down.</li> </ul>			

### COMMENT

The existing contract with NZPARS was renegotiated and resigned. The Prisoner Escort and Courtroom Custodial Services (PECCS) contract with Chubb New Zealand Limited was re-tendered and Chubb was the successful tenderer.


**OUTPUT 10.1: PURCHASE AND MONITORING OF SERVICE DELIVERY (CONT'D)**

	Performance Standard		
	Budget	Actual	Variance
<b>COMMUNITY FUNDING CONTRACTS</b>			
<b>Quantity</b>			
The number of community funding contracts to be negotiated with external providers:	100–120	99	-1
<b>Quality</b>			
The percentage of community funding contracts with a value of \$20,000 (or over) that have performance measures and standards to the criteria to be:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• the correct parties to the contract are specifically identified and the parties have legal power to contract and are a legal entity</li> <li>• the term of the contract has been identified</li> <li>• the price is identified in the schedule of the contract</li> <li>• the payment regime is specified</li> <li>• the format and dates of reporting requirements are stated</li> <li>• the mechanism for resolving disputes is stated</li> <li>• the programme is clearly described (including programme aims, content and delivery process)</li> <li>• the contract is legal.</li> </ul>			
<b>Timeliness</b>			
The percentage of community funding contracts with values of \$20,000 (or over) agreed and in place by the agreed date to be no less than:	95%	95%	Nil

**OUTPUT 10.1: PURCHASE AND MONITORING OF SERVICE DELIVERY (CONT'D)**



	Performance Standard		
	Budget	Actual	Variance
<b>CONTRACTS WITH COMMUNITY RESIDENTIAL CENTRES</b>			
<b>Quantity</b>			
The number of contracts between the Probation and Offender Services and community residential centres:	3	3	Nil
<b>Quality</b>			
The percentage of contracts for services with community residential centres that meet the following standards:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• services are clearly described</li> <li>• performance measures and standards are specified</li> <li>• price and payment regime (including incentives as appropriate)</li> <li>• format and dates of reporting requirements are specified.</li> </ul>			
The percentage of contracts for services with community residential centres that are regularly reviewed and reported on in terms of the following criteria to be:	100%	100%	Nil
<ul style="list-style-type: none"> <li>• the procedures are being followed</li> <li>• service delivery and performance measures are as specified</li> <li>• the quality of service delivery and performance are as specified</li> <li>• the manner, timing and form of reporting is as laid down.</li> </ul>			

## OUTPUT 10.2: PROVISION OF INSPECTORATE SERVICES

	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of inspections in the inspectorate work programme as approved by the Assurance Board			
• Routine visits:	80–120	94	Nil
• Special investigations:	10–30	17	Nil
<b>Quality</b>			
The percentage of inspections that are carried out to the following criteria to be:			
• to a quality which satisfies the Assurance Board	100%	100%	Nil
• according to the guidelines and standards of the New Zealand Institute of Internal Auditors.			
<b>Timeliness</b>			
All reports on routine inspection visits will be finished within one month of visit. All special reports will be finished within the time period agreed in the terms of reference for the investigation:			
	100%	96%	–4%

**OUTPUT 10.3: PROVISION OF NATIONAL SYSTEMS SERVICES**



	Performance Standard		
	Budget	Actual	Variance
<b>Quantity</b>			
The number of information transactions with external agencies:	8,000–10,000	7,731	-269 (-3%)
<b>Quality</b>			
The percentage accuracy of the statutory appointment and delegations registers affecting the operational management of inmates:	100%	100%	Nil
<b>Timeliness</b>			
The percentage of national systems transactions completed within seven working days of application being received:	100%	100%	Nil
The percentage of applications for victims' registration processed within 10 working days of being received:	100%	100%	Nil
The percentage of personal records established for inmates imprisoned for six months or more within 10 working days of reception:	100%	100%	Nil

