

corrections *News*

magazine of the Department of Corrections



Kiwi Ruben Wiki chats to Youth Unit inmates at Rimutaka Prison.

Kiwis visit impresses young Rimutaka inmates

Three members of the NZ Rugby League side were able to pass on some valuable insights to inmates at Rimutaka Prison's youth unit on a recent visit coinciding with the Australian test match.

The support given to a team-mate who ended up in prison, the story of a well known player making a new start after a huge mistake, and how the sun still shone after a devastating blow to a whole club, were just some of the stories shared by Stephen Kearney, Nigel Vagana and Ruben Wiki.

All three players spoke of the importance of keeping a sense of perspective in their lives

and the big part families played in maintaining a balance.

"There's nothing like coming home to change nappies and mow lawns to bring you back down to earth," said one.

Goal setting, walking away from potential trouble, and making sacrifices, were also discussed.

Stephen spoke of the responsibility he has as a captain - to fellow players, his team, the

game and to himself - and the way this responsibility impacted on his everyday life.

The players were impressed by the knowledge of League shown by some of the inmates. Ruben's tales of his reception at Ericsson Stadium and of his famous "cuddles" brought a few laughs, and all were keen to do well against the Aussies.

After the talking was done the players mixed with inmates and staff to give out autographs and sign the visitor's wall in the gymnasium.

The visit was part of a national initiative encouraging role models to visit youth units. **cN**



DEPARTMENT
OF CORRECTIONS



APCCA : Bali Declaration

The Asian and Pacific Conference of Correctional Administrators held its 22nd annual meeting recently in Bali. New Zealand has been a member since inception and an active contributor to its proceedings. We have also hosted the conference twice, last in 1996, and will be host again in 2006. The conference membership is notable both for its diversity and the size of the countries represented. There is regular attendance by 20, and sometimes more, nations ranging from Tonga to China. All told the population levels represented are well over 2.5 billion people.

Over the last decade a key figure behind the APCCA and the success of the conference has been the co-ordinator, Professor David Biles. Over the last three years, however, the conference has moved progressively to provide even greater clarity about the role and functions of the organisation, how it will be administered and its governance arrangements. The Commissioner for Hong Kong Correctional Services, Mr Benny Ng, has spearheaded much of this work. A number of others have contributed to these developments that will lead to the administration being more centred in Asia, as it should be given the



Chief Executive Mark Byers with Hong Kong Correctional Services Commissioner Benny Ng.

constituency covered. These efforts were culminated by decisions taken in Bali and the Bali Declaration was the formal launch and sign up by members to the new arrangements, which clearly this department fully supports. Elections for various committees will be held at the next conference in Hong Kong thus completing implementation of the decisions taken.

The conference is increasingly becoming an even more valuable forum over the last 6 years or so. There is now more interactive sharing of practices and policies with clearly discernable change and improvements occurring in a number of jurisdictions including an increasing emphasis on reducing re-offending. The aspiration to improve is held by all, but with resource and capability issues being the usual and not unexpected constraints on the rate of progress. The problems faced by the different jurisdictions vary hugely from the need to provide basic services to the application of high technology. Moreover many jurisdictions have issues to deal with which are not generalisable to the same extent to others, e.g. illegal immigrants, intravenous drug addiction etc. So there is both ample scope to learn from others as well as sharing ones own experience.

New Zealand will continue to play its part in APCCA and I look forward to its continued evolution as an important bridge between corrections departments in the region and an arena where different nationalities can meet in the spirit of friendship to discuss their common interests.

The Bali bombing occurred shortly before the conference commenced. During the proceedings the APCCA unanimously agreed to donate \$US10, 000 from its funds to assist the local victims of the atrocity.

Whanau join inmates for special day

A whanau day at Hawke's Bay Prison's Maori Focus Unit gave families and friends an opportunity to spend time with inmates and find out what their loved ones had learned during their time at the unit.

Approximately 150 visitors arrived for the powhiri at 8.30am. There was a mahi patu display and a three-man taiaha challenge followed by the karanga from the unit's kuia, a welcome by all 60 men and a performance by the unit's kapa haka group

A karaoke machine and a clown were arranged to entertain the children, and the men prepared a traditional hangi for lunch.

"The men provided all the food and entertainment through their welfare donations," says Acting Unit Manager John Wilson.

"Whanau days are an important part of the unit's rehabilitative focus. They give inmates the chance to be with friends and family in a more informal environment than their usual visits, and actively involve those close to them in their rehabilitation.

"The support and encouragement of family and friends can make a big difference to an inmate's likelihood of re-offending."

Some visitors, who stayed overnight at a local marae, were invited to attend karakia with the inmates the following morning, followed by a light lunch with their families before the final farewells.

Whanau days occur about three times a year and are a scheduled part of the Maori Focus Unit's activities. **cN**

Co-location project winding down

After nearly five years of preparation, planning and hard work the Community Probation Service's (CPS) nation-wide co-location property development project has begun winding down.

The project encompassed the combining of Community Work centres (previously known as Periodic Detention centres) and local CPS offices into more than 50 co-located service centres nationwide.

CPS Finance Manager Jim Hoddinott, Senior Property Adviser Chas Thompson and Corporate Real Estate Adviser Gary Nichols have been working on the project since its inception in 1997, and say the project has had both operational as well as financial long-term benefits for the Department.

"Having all the CPS services under one roof is more cost-effective and allows us to deliver a more integrated service. It ensures a seamless delivery of services, management efficiency, and better utilisation of resources to the community," says Chas.

"We've also aimed to establish the new service centres in better proximity to the courts and public transport."

Chas says the layout of the new buildings is better suited to current operational needs and provides a safer working environment for staff, with most centres now being designed around a light and airy open-plan office configuration.

The project has also seen a move from Crown-



The co-location project team (from left): Jim Hoddinott, Chas Thompson and Gary Nichols.

owned properties to rental properties, which has meant more flexibility in capital use.

From the project's outset, the co-location project team have consulted with staff involved and local communities.

"We appreciate that the work and living environments are important to staff and we have tried to accommodate local issues in the design concepts wherever practical," says Chas.

"Although staff found the change to open-plan office layouts required a slightly different working style, feedback to date has been really positive."

It is expected that 95 percent of all co-location projects will be completed by the end of June 2003.

Although the project is nearing an end, Chas says that there will always be an ongoing need for portfolio management and individual building management.

"It's been a really good project to work on and we've thoroughly enjoyed all the challenges we've had to face. We have met a lot of good people out in the field and in the local community." **cN**

A taste of things to come - new national menus

Prisons around the country are preparing to sample Corrections Inmate Employment's (CIE) new national menus later this month, following a successful pilot at Christchurch Prison.

Royden Motu, Manager CIE, says the national menus have been developed to ensure prison meals align with Ministry of Health Food and Nutrition Guidelines for New Zealanders.

"CIE is also taking the opportunity to ensure a safe, effective, efficient and nationally consistent catering service. One of the issues in the past that has triggered inmate complaints is different quantities and standards throughout the country."

The menus, including special diet menus, were developed with the assistance of a consultant dietician. They were finalised following an extensive consultation

process involving Public Prisons Service staff, inmates and key stakeholders such as the Heart Foundation and Diabetes Life Education.

"The menus involve a reduction in meat and high fat foods, and an increase in fruit and fibre, but they are not significantly different to existing menus," says Royden.

"Inmates said that the new menus offer more variety and better cater for the needs of those on special medical diets."

Catering staff from all prisons attended planning and briefing sessions in Christchurch prior to developing their site-specific implementation plans, and are now ready for national implementation.

"Our goal is to ensure food services in our prisons are delivered in the most cost-effective manner while aligning with Ministry of Health guidelines," adds Royden. **cN**

Corrections Bill close to completion

With the Penal Institutions Act 1954 approaching its half-century, laws governing custodial sentences are in the process of receiving a much-needed overhaul, in the form of the Corrections Bill.

“Corrections legislation needs to be updated to reflect modern policies and practices,” says Jared Mullen, General Manager Policy Development.

“The current legislation has become complex and out-of-date, and doesn’t reflect modern corrections purposes, practices and philosophies, such as Integrated Offender Management and the Department’s Drug Reduction Strategy.

“It also needs to be compatible with the Sentencing Act and Parole Act, passed earlier this year.”

Another advantage of new legislation will be the establishment of a more appropriate legal structure for the management of prisons. The 1954 Act envisaged prisons as small units under the control of a superintendent - at a time when most New Zealand prisons had fewer than 200 inmates. Fifty years later, prisons have become

much larger, and the role of prison managers has also changed and grown.

The then Minister of Corrections agreed to the development of the Corrections Bill in July 2000, and in February 2001 Cabinet agreed to put the Bill on the Government’s legislative programme. A discussion paper, Better Corrections Law for New Zealand, was widely distributed later that year, as part of the consultation process on the content of the new Bill. Consultation also included focus groups, public meetings and written submissions.

The Department then developed proposals for policies to be reflected in the Corrections Bill. A series of papers were submitted to Cabinet in late 2001 and early 2002, and policy approval was obtained. The Department prepared drafting instructions to the Parliamentary Counsel Office incorporating these decisions.

Drafts of the Bill have been extensively discussed within the Department and other government agencies, leading to a number of changes being made. The drafting of the Bill is reaching the stage where it can be submitted to Parliament. **cN**

New Act broadens rights of victims

Parliament has recently passed new laws governing the treatment and rights of crime victims.

The Victims’ Rights Act 2002 will come into effect on 18 December 2002, and replaces the Victims of Offences Act 1987. Its purpose is to broaden the rights of victims and it requires affected agencies, including Corrections, to uphold rights enshrined in the Act.

From Corrections’ perspective, the new Act expands existing notification requirements to include convictions for breaches of home detention and parole, and streamlines the Victim Notification Register process. It also aligns with victim notification requirements contained in the recently enacted Parole Act 2002, so that duplication of notification does not occur.

The new legislation also:

- Requires a victim’s views to be taken into consideration regarding an offender’s final name suppression
- Requires the concerns of a certain category of victim to be presented at bail hearings
- Restricts the circulation of victim impact statements (including not allowing an offender to retain a copy), to prevent misuse of such statements
- Allows wider use of nominated representatives to advocate and receive information on a victim’s behalf. **cN**

Progress at Ngawha



This west facing photo of the new Northland Region Corrections Facility shows the building platform, site sheds and SH12 access road. (Centre right)

Inmates escape comfort zone

The Lion Business Experience was held again this year at Tongariro/Rangipo Prison and involved 50 minimum and low-medium security inmates.

The programme has run at the prison for five years and aims to teach inmates business skills and experience, as a reintegrative aid.

Tongariro/Rangipo Prison is the only non-educational institute in the country that runs the programme. The participants spent three days in September divided into teams and worked together to create a hypothetical product, set up a company and prepare a business plan to produce and sell the product.

On the final day each team's business ideas went on display and were judged by the local business community. The ideas were evaluated for creativity, innovation and customer service.

The external judges for this year's event were Taupo Mayor Clayton Stent, businessman Bruce Grant and King Country Rugby Union's Malcolm Burmester.

The business ideas ranged from nappies made from hemp to a tourism venture. The winning design was an air filtering system designed to reduce emissions from wood and coal fires.

Lion Breweries' Education Liaison Officer Pine Harrison told participants of experiences he has had with ex-inmates who had been through the programme.

Some had contacted him with details of businesses they have set up as a direct result of what they had learned on the programme.

"The transformation of the inmates over the three days was incredible. The programme not only taught them sound business development and management skills but also had them working outside their comfort zones", says Tongariro/Rangipo Site Manager Jack Harrison. **cN**

Kids now cool after school

Exciting new recreation and sporting facilities have been built in Motueka, near Nelson, thanks to the hard work of offenders on Community Work.

"Motueka is a small South Island community with a high percentage of young people and as is often the case, we often hear that there is not enough for them to do," says Service Manager Alan Clarke.

Offenders serving a sentence of Community Work in the area have been able to help by assisting with building and maintaining a range of facilities.

Recent projects have seen the completion of a BMX track and go-kart track for the Cool Kids After School Programme and general ground work at Brooklyn School. Motueka's Riding for the Disabled Association has also benefited from offenders' tidying up their base, including weeding over the paddocks and maintaining fences.

Work Party Supervisor Graeme Green says the youth programme had started building the go-kart track using sand and the work party helped to finish it off by laying bark and installing tyres around the track.

Leon Smit from the Cool Kids After School Programme says he has been overwhelmed by the ongoing support from local probation staff and offenders.

"We have established a really good working relationship over the past five years. Not only has the community benefited from the work that has been done but the offenders involved have also learnt some excellent work skills."

Many of the projects are for the benefit of local children, including work for the Neighbourhood Centre and the Recreation Centre, which are facilities for children and young people.

Alan says he is a strong believer in the value of positive projects for Community Work offenders.

"It provides some very meaningful integration opportunities, while at the same time providing another section of the community with some positive recreational outlets." **cN**



Work party supervisor Graeme Green (far left) oversees work on the go-kart track for the local Cool Kids After School Programme in Motueka.

What's happening with offender management

IOM changes reach champion's column

During implementation of Integrated Offender Management (IOM) the regular monthly "Champion's column" was used to report on and explain different parts of the IOM model. Since June, however, implementation has been largely completed and IOM is now "just what we do around here."

"Now it is the turn of the Champion's column to change, as we want to reflect the integrated approach the Department has adopted to offender management," says David Wales, Manager Special Projects.

"There are still lots of things happening so we want to introduce a new column to keep readers up to date with ongoing developments and to highlight some of the ways in which the Department is working in an integrated way.

"The major parts of IOM have been implemented, and to date

we've focused on those parts that will have the biggest effect on the largest number of offenders we deal with. Now, as a Department, we can focus our attention on more specific requirements of offender management, such as the needs of specific offender groups, as well as further developing the support systems that back up our core work with offenders.

"There is still lots of work going on involving training, monitoring, reviewing and refining the design of IOM, and designing and trialling new components such as Cultural Assessment and Cultural Supervision," says David.

In the coming months the *What's happening with offender management* column will carry updates in these areas, and look in greater detail at how we can use experience and analysis as the basis for continued improvement. **cN**

WHAT'S NEW IN THE LITERATURE



New study sheds light on recidivism

In the mid 1990's two researchers at Queens University in Canada, Ed Zamble and Vern Quinsey, published a book *The Criminal Recidivism Process*. What Zamble and Quinsey found was that re-offending did not simply relate to criminogenic factors, but also how well persons coped with stressors around these issues once they were in the community.

One of Zamble's doctoral students, Shelley Brown, has built on this earlier work and is now beginning to publish her findings. What Brown actually did was to follow up a substantial number of men released from prison in Ontario and evaluated the relationship between various criminogenic factors and re-offending, how these factors changed over time when released, and particularly what distinguished those

whose release back in society was successful from those whose release was not.

The first stage of the study examined whether those individuals who survived successfully in the community showed changes in various areas of functioning. What she found was these people demonstrated a decline in employment problems, financial problems, stress and perceived problem levels, negative feelings, and substance abuse. These people also showed a steady improvement in their coping ability and social support. Additionally, these measures reliably distinguished the successes from those people who failed on release. Of some interest in this study was the fact that changes in leisure activity, and criminal associates did not appear to be related to survival time.

These factors were so strongly related to re-offending, that Brown was able to accurately predict outcome following release almost 90 percent of the time on the basis of these measures when they were considered along with historical criminal history variables. She notes that some of the factors which appeared to be important in successful release, such as their own perceptions of problem levels and negative feelings, are frequently not found in standard assessment approaches used with offenders. She also notes that the study does highlight the importance of not only knowing an offender's weaknesses, but also potentially enhancing areas such as problem solving, coping strategies, and the ability to regulate one's emotions. **cN**

Work shows Rimutaka as shining light

\$43 million-worth of new facilities are due to open at Rimutaka Prison shortly, making it one of the most modern correctional facilities in Australasia.

Developments include inmate accommodation, a new health unit, at risk unit, receiving office, central security control, utilities building, kitchen and visiting facility. In addition, major upgrades to water and electrical services have been undertaken.

Completion of three new double storey 60-bed wings will see the prison's total inmate capacity increase to 671 from its present capacity of 491.

Planning started in October 2000, with Opus and Phillips Smith Conwell appointed as consultants. The design phase took nine months and in June 2001 Mainzeal was selected as the main contractor. The first 60-bed wing was completed in August this year, with the balance due for completion before Christmas.

Much of the budget has been spent on items that aren't normally seen, like the kilometres of data cabling throughout the new buildings and the water pipes laid to increase the prison's water supply.

Project Manager Richard Zdrahal says: "When the work is completed, the prison will

be quite advanced, incorporating digital closed-circuit TV surveillance, digital video recording, remote locking to all cells, and equipment designed to pinpoint an officer's location in an emergency for maximum officer safety.

"Public Prisons Service and unions were closely involved during the design process and provided extremely valuable input."

In the next five years, the Department has plans for further perimeter fencing and some refurbishment of the prison's older buildings, but no plans for additional beds at the site during this period. **cN**



Project Manager Richard Zdrahal in the new movements control room.



One of the covered walkways.



Cells and communal area in one of the new accommodation wings.



Part of the \$43m worth of new facilities.

Inspectorate fronts with experienced team

Dealing with around 9,000 inmate contacts a year is a daunting task but with more than 100 years of practical prison experience between them it's not a task that fazes the Department's Inspectorate.

The Inspectorate is an independent body within the Strategic Services Group of the Department and reports directly to the Chief Executive on matters which affect the safe, fair and humane treatment of offenders and the integrity of the sentence administration. It has a cooperative relationship with the Office of the Ombudsmen and is accountable to the Assurance Board.

Most of the inmate contacts are made through a dedicated 0800 line, which is attended by an inspector from 8am to 5pm Monday to Friday. Inmates can leave messages outside these hours.

Senior Inspector Gren Bell reports that of the 9,002 contacts made in the 2001-2002 year 2,003 formal complaints were lodged, 33 of which were ruled as justified complaints.

"Corrections Officers are in a hugely powerful position compared to individual inmates. Prisons are extremely difficult and complex places with absolutely unique dynamics and culture and inmates need a lot of assurance that they are being dealt with correctly," says Gren.

Inspectors are duty-bound to ensure that all complaints are followed up at the lowest level, which results in a number of referrals of complaints back to prison management.

Prison management investigates every reported instance of alleged assault by staff. The role of the Inspectorate is to monitor these investigations, or, in some cases, to conduct a parallel investigation. In the event of a death in custody, an inspector carries out a special investigation. Such investigations are often gruelling and distressing for involved staff and inmates. Prison inspectors possess the skills to carry out these investigations professionally and compassionately.

Each of the five inspectors visits assigned prisons about once every 10 weeks. During that time, inmate interviews are conducted and may lead to investigations, which must be carried out in full.

A walk-through of the prison is conducted to ensure that inmates are aware of the inspector's presence and that good standards of hygiene and sanitation are maintained.

As the only female member of the Inspectorate, Ruth Reese also makes herself available to visit the women's prisons outside her region.

She says that it gives her a good overview of women's issues in prison and allows those women who prefer to air their concerns to a woman the opportunity to do so.

Ruth stresses that teamwork among the inspectors is paramount. Because the Inspectors are assigned regionally and are dealing with the same issues, and often with the same inmates, the team has to work closely in order to remain consistent in their views and decisions. She says that site managers often seek out their views and opinions, which she feels is "really healthy".



Senior Inspector Gren Bell (left) and Inspectors Greg Price, Ruth Reese and Andy Fitzharris share thoughts around the table.

The fact that all the team have worked at least at unit manager level and are familiar with the dynamics of a prison environment is essential to their credibility with staff and prison management.

Gren delivers a session on the function of the Inspectorate to each new intake of prison officer recruits. He says this is an ideal opportunity to reinforce the importance of professionalism and the right attitude in achieving the Department's goal of reducing re-offending. **cN**

Agreement results in shared knowledge

Probation Officers' associations in New Zealand, Australia and the United States recently signed a Memorandum of Understanding to help further professional development among members of the three organisations.

Ros Lousley, President of the New Zealand Association of Probation Officers (NZAPO) signed the document in a formal ceremony attended by the Australian Minister for Justice and Customs, Senator Chris Ellison, in Perth, Western Australia.

Ros, who is also Service Manager at the Community Probation Service (CPS) Porirua, says the agreement is intended to promote the sharing of intellectual property between the two bodies,

such as articles about professional practice.

"The trend towards international cooperation is increasing, with similar Memoranda of Understanding anticipated to be signed by European probation associations next year," says Ros. **cN**



CPS Service Manager and NZAPO President Ros Lousley (right), at the signing ceremony in Perth with (left) Marion Lofthouse, President of the Probation and Community Corrections Officers' Association of Australia, and (centre) Kathy Waters, President of the American Probation and Parole Association.

Decision-making process provides guidance for Board

Formal training and a structured decision-making process are helping the New Zealand Parole Board to arrive at its decisions on a more professional and objective basis.

Board members have received comprehensive training this year from the Department's Psychological Service about recidivism risk factors.

The Board's structured decision-making process provides further guidance for the Board, says Nick Wilson, Senior Adviser Research, Psychological Service.

The advent of the Parole Act 2002, plus rapid advances in risk assessment research during the 1990s, provided an ideal opportunity for the New Zealand Parole Board to revise its decision-making processes.

"The Criminal Justice Act 1985 set some guidance regarding parole, but was still rather vague," says Nick.

"The Parole Act makes it clear that community safety is the Board's paramount consideration."

Helping to weigh up the offender's risk to the community is where the Board's three-stage decision-making process comes in.

The first stage looks at the offender's baseline recidivism risk.

"This is based on reports and assessments from a variety of sources about the offender and their crimes," says Nick.

The findings are used to categorise the inmate's risk of serious re-offending into one of five categories.

The offender's behaviour during imprisonment is then assessed. Psychological and sentence management reports provide evidence of how, if at all, the inmate has changed while in prison. On the basis of this information, the Board may assign the inmate to a lower risk category.

The third and final stage of the process occurs only if the Board is satisfied that an inmate's risk of serious re-offending is at a

level where release could be considered, or if the inmate is legally required to be released.

The inmate's release proposal is reviewed using a 15-point assessment system which measures the inmate's risk against recognised recidivism variables. These include levels of personal support and community support, ability to deal with stress, previous non-compliance with parole conditions, and appropriateness of work and accommodation. Feasibility factors, such as what safeguards are

in place, and how the inmate's reintegrative needs will be met, are also considered.

The Board also considers the impact on the community and potential victims by the granting of parole.

"Regular training and a guidance process provides the New Zealand Parole Board with the means to address the guiding principles of the Parole Act in a reliable and transparent fashion," says Nick. **cN**

ACRP makes award finals

Auckland Central Remand Prison (ACRP) has made finals of the Equal Employment Opportunities (EEO) Trust Work and Life Awards 2002.

The Awards are an opportunity for workplaces to match their work and life initiatives against the best in New Zealand.

Some of the wide range of initiatives offered to employees, over and above those required by legislation, include work and life balance, health and wellness, training/development and EEO/diversity.

The ACRP entry was documented in the publication New Zealand's Best Employers in Work and Life 2002 which is widely distributed throughout New Zealand.

A presentation dinner was held at the Crown Plaza Hotel in Auckland and was attended by ACRP staff (below). **cN**



(from left): John Metherell, Uaea Leavasa, Jeff Small, John Clarkson, Celeste Kesha, General Manager Dom Karauria, Sue Taylor, Marilyn Worth, Colin Burnett and Peter White.

A little energy can go a long way

The Department is putting plenty of energy into developing a range of policies and initiatives to save costs and improve energy performance.

Energy Manager Cees Ebskamp says it makes sense to address energy needs.

“To run an organisation takes a lot of energy, whether it’s electricity, gas, oil or coal. With electricity costs on the rise and inmate numbers projected to increase, we must find ways to keep our energy bill in check. At the same time, we must be careful not to compromise our service levels.”

Public Prisons Service (PPS) and Corrections Inmate Employment (CIE), which account for almost 90 percent of the Department’s energy use, have an annual energy bill of \$3.6 million.

“There’s plenty of good work already happening in PPS and CIE to stretch our energy dollar further,” says Cees.

Cees highlights the Business Management System (BMS) operating at Christchurch Prison as an energy efficiency success story.

“A BMS uses computer software to help property services staff better manage plant and equipment. The BMS pulls information to a central point and allows you to see trends in energy use and plant status, and to analyse data to make more informed decisions.”

At the touch of a button, the BMS allows users to switch heaters and pumps on or off, control heating temperatures and see instantly if machinery is faulty. It also

monitors water, electricity and gas usage.

This approach to energy management, and the introduction of the BMS, has improved the site’s energy performance by 30 percent over the past three years.

Cees is investigating having a BMS or similar system in operation at most sites, linked to a central computer for monitoring purposes.

Other examples of energy-saving activities include installation of sub-meters to monitor energy consumption, daylight sensors for security lights at prisons, upgrading old lighting systems to more efficient ones, kitchens fitted out with energy-efficient equipment, and solar domestic hot water panels in use at Auckland Prison.

The Department’s energy strategy, currently being finalised, will build on energy efficiency efforts already in place and outline how the Department will have greater accountability and control over energy use. **cN**

Obituary - Heather Colby

The first female manager of a New Zealand men’s prison died recently.

Heather Colby lost her battle with cancer and her funeral service was held in Rotorua in September.

Heather worked for the Department of Justice before becoming a programme facilitator for Corrections.

She was appointed General Manager of Tongariro/Rangipo Prison in 1992.

She then became Regional Manager of Northern Prisons in 1994 and left the Department in 1995 to work for the Ministry of Education.

Heather had a passion for the rehabilitation and education of offenders and brought sound common sense and a humane approach to her work.

She was a loving mother and grandmother who loved the outdoors and the arts.

She was highly respected by staff and offenders and will be warmly remembered by those who worked closely with her. **cN**

Flying start for new initiative

The Start Over initiative, which helps former inmates find employment in the community, has already placed 56 job seekers into fulltime employment since its launch in May.

The initiative puts priority on helping recently released offenders find jobs and encouraging employers to hire them.

Start Over is a partnership project between the Department of Corrections and the Ministry of Social Development.

“Behind the scenes, Start Over champions from Corrections and from Work and Income have been liaising to get the programme up and running in their areas. They also work closely with other agencies who are also interested in helping former inmates settle back into the community,” says Chris Thornborough, Manager Purchase and Monitoring.

Since Start Over was launched, 117 vacancies have been listed by employers keen to interview and consider Start Over job seekers. Start Over champions have also been active telling potential employers about the programme.

Chris explains if inmates can gain and retain employment when released, it reduces the likelihood they re-offend. “As part of their rehabilitation, inmates can take part in work training to learn new skills and improved work habits. Start Over job seekers can be a source of trained labour.” **cN**

Business as unusual - when disaster strikes

The first reaction for most people in the event of an earthquake, fire or flood would be to pack up and go home.

However, under the Civil Defence Emergency Management Bill it is a requirement for all government departments to continue their essential functions to the optimum extent.

Where an emergency or key business failure occurs, the Department has a responsibility to maintain operations in a manner that will not endanger the lives of staff and inmates and will ensure general public safety. Corrections' key business must continue as normally as possible regardless of the event.

In certain events, head office, local offices and prisons may be required to be self-sufficient until assistance arrives to begin the recovery process. The generally accepted period of self-sufficiency is 72 hours. However, if the Department doesn't have a back-up plan, even an electricity outage or prolonged e-mail failure can have a serious effect on performance.

Accordingly, each service area is developing its own business continuity plan (BCP), in coordination with regional workshops facilitated by BCP coordinator David Fullarton.

"Integration between business groups and regions is imperative," says David.

For Corrections, this means not only keeping inmates securely contained but also each service offering its skills. For example, the Psychological Service would have professional counselling services to offer after a disaster. Likewise, Community Probation Service would have resources such as Community Work parties and labouring tools to assist recovery.

Planning for the worst - what to do

Each person needs to take responsibility for their own immediate needs.

Remember, in the worst case scenario, there could be no electricity or water for days.

Wellington Emergency Management Office recommends some practical things you can do in order to be prepared in the event of a disaster.

Set aside in your workspace:

- three days' supply of stored water (about nine litres per person)
- canned food and a can opener
- alternative lighting - torch, batteries or lightsticks
- a supply of any personal medication you require
- sensible shoes (imagine the broken glass on the street after an earthquake)
- something warm for three cold nights stuck in the office waiting for help.

Your office should have an updated civil defence cabinet, a first aid kit, fire extinguisher, battery-operated radio and spare batteries as well as plastic bags and buckets for toilet waste.

Large items, such as computers, need to be secured, bookcases fixed to walls, cupboard doors fitted with safety latches and heavy items placed on lower shelves. Think about whether your access way could be blocked by a fallen wall unit. Role replacement and use of alternate sites are other practical aspects to consider. [cN](#)

Eight head office Corrections staff recently took a two-day course in basic rescue. The practical course covered teamwork, reconnaissance, search techniques, how to handle casualties, ropes and knots, and the correct use of stretchers. The Civil Defence Act requires



Business Analyst Carl Van Dijk is all trussed up with nowhere to go while being immobilised during rescue training.

every government department to provide for rescue and relief in their premises. The course is offered annually to head office staff. Other courses available include emergency preparedness, dealing with bomb threats and fire extinguisher training. [cN](#)



Staff members take part in a teamwork exercise under zero-visibility conditions.

IT project update

Courts Case Management System

Courts have recently notified us of further delays in the implementation of the CMS system. They will now carry out a pilot implementation of the Criminal modules of the system in February 2003 and the system is scheduled to be implemented fully by June 2003. Until the CMS system is fully implemented we will continue to receive information from the LES system as happens currently.

Telephones-pay phones in prisons

IT recently ran a RFP for the provision of Pay Phones with Public Prisons. Following the process, Telecom was selected as the preferred supplier and a contract agreed until April 2004.

As part of the agreement there will be an upgrade of all hardware relating to the call control system. Telecom, the current provider of telecommunication services, will complete the upgrade of call control PCs, monitors, printers etc at relevant prison sites. The first site to upgrade will be Auckland Prison, with subsequent roll-out to other sites proceeding two or three at a time.

“Open Home” at Waikeria Prison

A recent open day at New Zealand’s largest prison gave members of the local community an opportunity to see what goes on behind locked doors.

About 70 people visited the facility, including nearby residents, representatives from Waikato iwi and Pacific peoples, local media, and staff from other prisons.

After a powhiri, guests were addressed by prison management on the prison’s history, staff, sentence management, inmate employment, and specialist units.

Drug dog “Spock” gave a demonstration of his impressive drug-locating skills, and guests took the opportunity to view static displays on aspects of prison operation ranging from catering to contraband.

Assistant Regional Manager Gavin Dalziel said that the event was eye-opening for many attendees.

“There was a lot of positive feedback, with many people commenting that they hadn’t realised the extent of what is involved in running a prison.

“There is always a host of other support



Interested onlookers view displays at Waikeria Prison’s open day.

activities going on at prisons in addition to custodial requirements: from a range of rehabilitative and reintegrative programmes to be delivered; meals, laundry, mail and other services to be arranged; crime prevention and security and inmate employment activities, to name just a few.

“It was good to be able to share with members of the community what we do and why we do it. As well as helping to demystify prisons and the people in them, it’s an opportunity to give people an understanding of the ways in which the

IT security and you

Corrections is currently revising the department’s IT policies for users. When this is finalised users will receive updated information and guidelines.

In the meantime it’s timely to restate some key points about responsible use of the technology available to you:

- Protect yourself by protecting your passwords - don’t divulge them to anyone.
- Do not load any software on a PC or laptop - only the IT unit may install software.
- Only devices authorised by the IT unit may be attached to the environment.
- Offender information on IOMS is confidential to Corrections and agencies with which Corrections works.
- Email attachments, usually images, may be rejected by the Corrections firewall, but there is a good reason for this: to protect the Corrections environment from viruses and to prevent unnecessary “traffic” on the network.

IT Manager Derek Lyons stresses that the aim of these measures is to ensure the stability of the environment, and to ensure that the system is available when required. **cN**

community can be involved in helping inmates to change for the better,” says Gavin. **cN**

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Letters and comments are welcome.

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