

PART C: *Capability*

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Reporting Towards *the Triple Bottom Line*

INTRODUCTION

The Department of Corrections is to embark upon the process of reporting its activities within the framework of sustainable development reporting – the triple bottom line (TBL). This means that the Department will report in terms of its social, environmental and economic impact.

It is likely to be some years before a full TBL report can be produced. As with any reporting initiative, appropriate targets must be selected, and ways to measure progress towards those targets developed. In the interim, however, this section aims to present some data on the Department's performance in a manner that highlights the TBL aspect.

ALIGNING TBL WITH THE DEPARTMENT'S PURPOSE

The Department exists to effect a social purpose – contributing to the Justice Sector outcome of Safer Communities through its contribution to the two secondary outcomes of Protecting the Public and Reducing Re-offending. TBL reporting is at its most useful when the reporting process is aligned with an organisation's core business. Measurement of effectiveness in the social area therefore will remain the prime measurement of the Department's effectiveness in the wider TBL process.

The Department has already done much work, as part of its focus on outcomes, to select, develop and report against appropriate measures of its effectiveness. These measures, especially the data on the Recidivism Index and the Rehabilitation Quotient, and the range of information that demonstrates the effectiveness of custodial activities, provide a good base for the Department to report on its social impact.

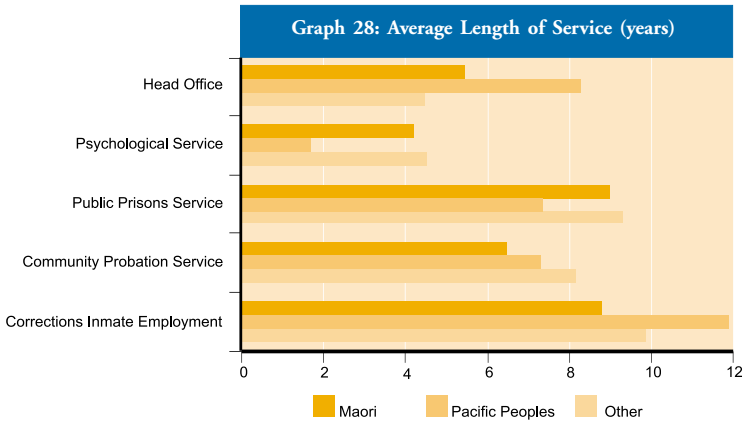
SOCIAL

The Department has been involved in substantial research into the impact of prisons on communities, both economic and social. This information is being used to shape the new prisons and inform management across the country. The continued and strengthened operation of community liaison groups has positively improved perceptions about the prisons within communities. A large number of speaking engagements have been taken up to increase public awareness of what we do and to receive feedback.

At the same time, TBL reporting is about measuring the broader impact of an organisation's operations. In the social area, therefore, there are some internal measures that show a profile of the Department's workforce at 30 June 2003. The following graphs show average length of service, staff turnover, gender and ethnicity for all departmental employees. Future TBL reports should show these measures over successive years, enabling trends to be discerned and commented on.

Length of Service

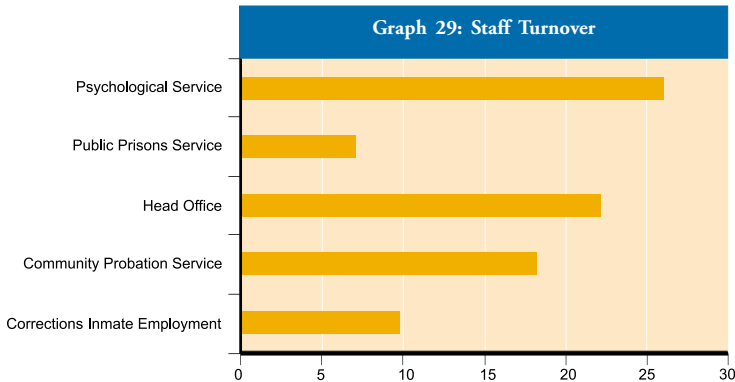
Graph 28 below shows the breakdown of the average length of service of staff by service/head office group and ethnicity.



Staff Turnover

Overall turnover of staff within the Department was 10.74 percent for 2002/03. This was down from 13.46 percent in the previous year.

This graph shows the percentage turnover for each service/head office group.

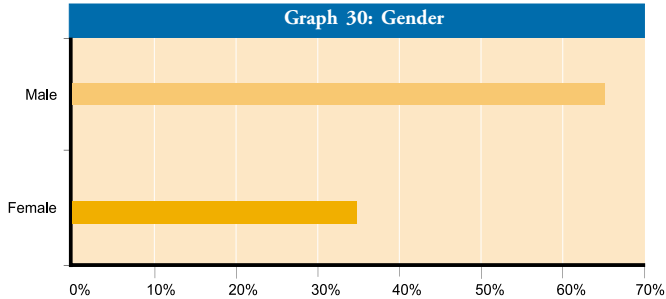


Total Employees by Gender and Ethnicity

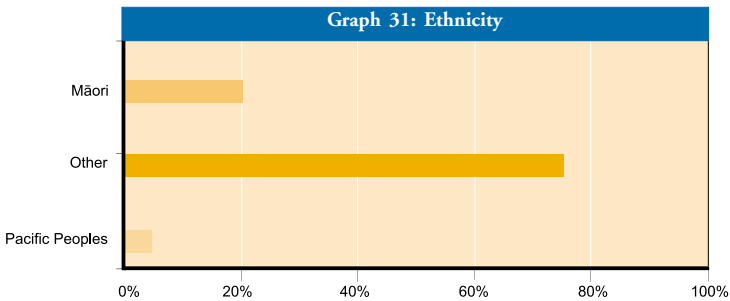
The Department is committed to equal opportunity in all its employment policies and procedures. The Department's policies and procedures enable employees to reach their full potential within the organisation regardless of gender or ethnicity.

Of the 4,362 full-time equivalent (FTE) staff 65 percent are male and 35 percent are female.

Gender



Ethnicity



Apart from these social measures, the Department has some data that will assist in reporting the environmental and economic impact of its operations.

ENVIRONMENTAL

The Department is moving toward measurement of outcomes from its environmental activity. With 3,700 hectares of land, Corrections is responsible for land management as well as for river and stream protection when intensively farming or occupying the adjacent land. Active management of the risks this presents has been rewarded with improved water quality and acknowledged statutory compliance. We are drawing our water supplies from various sources, both direct and municipal, and have made significant progress toward monitoring consumption and quality, allowing conservation methods to be established and monitored.

The Department has audited all prison sites for both legislative compliance and environmental effect. Performance has been assessed against ISO 14001 Standard. This identified a need for stronger planning and review and showed that all our sites require active management to mitigate environmental issues. Progress on these matters has been programmed into the maintenance work on each site.

Measurement of vehicle fleet characteristics has continued, with accident statistics in decline against a rising number of vehicles. Significant progress has been made with fleet modernisation, allowing the gains in fuel efficiency and performance to be realised.

Energy Management

A key solution implemented to drive the above principles is the Department's five-year Energy Management Strategy, approved in December 2002. The document set out a strategy for the management of energy consumption.

Energy Types

The Department uses six sources of energy, measured in units of Kilowatt Hours (kWh) tonnes of carbon dioxide (co₂) produced, as shown in Table 5. The table displays a comparison of energy use over the past two financial years. On average, the Department uses about 80 million (kWh) per year, enough to power a town the size of Masterton.

Table 5: Energy Use and CO ₂ Production				
	2002		2003	
	kWh (energy units)	Tonnes of CO ₂ produced	kWh (energy units)	Tonnes of CO ₂ produced
PUBLIC PRISONS				
Electricity	27,820,701	4,174	28,279,758	4,248
Gas	28,629,084	5,440	30,400,662	5,777
Oil	11,993,292	2,998	9,072,000	2,268
Coal	9,686,250	5,198	10,116,750	5,429
Wood (renewable)	2,179,000	0	2,342,500	0
Solar (hot water)	36,612	0	36,612	0
HEAD OFFICE				
Electricity	1,205,940	196	1,246,873	202
PROBATION AND OFFENDER SERVICES OFFICES				
Electricity	3,031,822	489	3,077,021	495
TOTAL	84,582,701	18,495	84,572,176	18,419
	2002		2003	
	kWh / m ² / year	Benchmark	kWh / m ² / year	Benchmark
Head Office (Mayfair House) Energy Consumption	152	200	117	200

The table also shows the improvements made in energy use by the Department's head office between 2001/02 and 2002/03. Although there was an increase in head office electricity use and carbon dioxide production, energy consumption in head office per square metre actually decreased over the same time. This was due to an increase in office size not matched by a similar increase in energy consumption.

An energy efficiency programme to be spread over five years commenced this year, resulting in an 8.8 percent saving in the first six months including a greater return during the national power shortage midway through the 2002/03 financial year. Overall, the Department has reduced its energy consumption and carbon dioxide production, while at the same time commissioning additional facilities.

ECONOMIC

The Department of Corrections is a major government organisation with total output expenses of \$457 million for the year ending 30 June 2003. The comments above about the Department's social purpose should be borne in mind when assessing the likely economic impact of the Department contributing to the Justice Sector outcome of Safer Communities through its contribution to the two secondary outcomes of Protecting the Public and Reducing Re-offending.

Simply by virtue of managing such significant resources, decisions by the Department will also have direct economic impacts, not least through the greater part of the departmental expenditure being on personnel. Decisions on how and where the Department's resources are located, for example, through the Regional Prisons Development Programme (RPDP) or in co-locating other departmental facilities, will have economic impacts on local communities. The RPDP has been a catalyst for examining the economic impact of prisons on communities. Economic impact reports have been prepared in respect of a number of proposed corrections facilities. For example, a study of the proposed Auckland Region Women's Corrections Facility has concluded that the development would bring substantial economic benefits to Manukau City through increased employment, income and business profits, as well as through a broadening of the city's economic base.

THE WAY AHEAD

The information above does not present a complete picture of the Department's social, environmental and economic impact. It does, however, signal the way that the Department is proceeding. Over the next year, more work will be done to develop and refine appropriate measures so the Department can present a fuller TBL report for the 2003/04 Annual Report.

Additional Information

RISK MANAGEMENT

The Department of Corrections recognises that risk management is an integral component of departmental operations. Risk management occurs not as a one-off exercise but as an ongoing requirement of all staff to identify and address risk that may impact on the achievement of the Department's objectives and the delivery of services.

A Risk Management Framework was implemented across the Department as at 30 June 2001. A key objective since then has been to ensure the fundamentals of the framework were firmly incorporated into management practices across the Department.

In August 2002 the Department assessed the implementation of the framework. There was good evidence that the fundamentals of the framework had been incorporated into departmental management practices and that risk matters are generally identified and addressed in a timely manner. Areas identified for refinement to enhance the overall process include a change in how high-level risk is identified, analysed, and reported. The Internal Audit Group will continue to facilitate the risk management process through the delivery of a practical workshop-based approach to risk assessment in the coming year.

Regular reports on the Department's risk profile continue to be provided to the Chief Executive and the General Management Team, and on a six-monthly basis to the Department's Assurance Board.

STATUTORY AND MANAGEMENT BOARD REPORTS

Assurance Board

The purpose of the Assurance Board is to assist the Chief Executive in ensuring that the Department's Risk Management Framework is operating effectively and efficiently.

The Board receives formal reports on the Department's risk management and performance monitoring activities and reviews progress in key risk areas through reports from Internal Audit, the Inspectorate and from departmental management. It maintains professional oversight of the operations of the Department's Internal Audit and Inspectorate functions.

A wide range of matters falls within the Board's mandate. One of its primary areas of focus has been to receive reports providing assurance as to the secure custody and the safe, fair and humane treatment of offenders, along with the maintenance of effective offender management and complaint resolution systems.

Close attention has also been directed at assurance reports monitoring the Department's progress on key strategic initiatives, in particular the:

- implementation of offender management processes
- Regional Prisons Development Project
- continuing enhancement of the Integrated Offender Management System (IOMS) functionality.

The Board acknowledges the amount of progress made in each of these areas and notes there has been positive operational response to matters requiring attention from these reports.

The Board is chaired by the Chief Executive and includes four external members: Gerry Conroy (Partner, PricewaterhouseCoopers); David Henry (Chief Electoral Officer); June McCabe (Director Corporate Affairs, Westpac); Brian Roche (Partner, PricewaterhouseCoopers). Board meetings are bimonthly.

Chief Executive's Māori Advisory Group

The Chief Executive's Māori Advisory Group provides advice and feedback to the Chief Executive on Māori issues. The Group ensures that the Chief Executive is given advice on the strategic, policy and operational issues that affect Māori. Issues concerning the Department and affecting the Māori community are raised with the Chief Executive. The Group also provides feedback from the Māori community in relation to Department activities.

Consultation this year has included:

- Strategic Business Plan
- Māori Strategic Plan
- cultural supervision
- specialist Māori cultural assessment
- policy on guidelines for formalising long-term relationships with Māori through a Memorandum of Partnership
- Whanau Involvement Plan
- tikanga Māori women's programme pilot
- kaupapa Māori framework for the Department
- new regional liaison positions
- Māori Focus Unit Guidelines
- Reducing Youth Offending Programme

The Group is chaired by the Chief Executive and includes six external members: Hori Martin, Haami Piripi, Amster Reedy, June Robinson, Althea Vercoe and Tui Warmenhoven.

The Māori Advisory Group supports the development of initiatives that meet the Department's aim to be more responsive to Māori. Its work contributed to the strategic goal of Reducing Re-offending by Māori.

Inmate Employment Advisory Committee

The Inmate Employment Advisory Committee advises the Chief Executive on:

- the implementation of inmate employment policy
- external and internal operational targets and financial performance
- the identification and management of risk arising from the Department's inmate employment activities.

The Committee's focus over the past year has been on consolidation, following the combination of Corrland (the farming and forestry operations) and Public Prisons Service inmate employment.

This focus included inmate availability and financial performance. It has also included oversight over some structural change to create a sectorial management approach in preference to regional managers. A highlight of the past year has been the development of a concrete pre-cast operation at Auckland to provide cells for the new prisons.

PRIVATE PROVIDERS AND OUTSOURCING

Escort and Courtroom Custodial Services

Chubb New Zealand Limited continued to provide prisoner escort and courtroom custodial services in Northland and Auckland under a contract with the Department, which commenced on 1 October 1998. During the year, Chubb carried out 26,962 prisoner escorts and 7,501 court custody tasks.

Chubb's compliance with the conditions of the contract is assessed and reviewed by the Department's security monitor who is appointed by the Chief Executive under the provisions of the Penal Institutions Act 1954, section 36ZD. The monitor provides the Chief Executive with assurance of compliance through regular reporting, providing recommendations and undertaking actions to matters raised as part of the monitoring process.

Auckland Central Remand Prison

The Auckland Central Remand Prison (ACRP) is managed by the Australasian Correctional Management PTY Limited (ACM). It is the main reception prison for the Northland and Auckland regions.

ACRP houses 277 general population inmates including 22 special needs inmates. It has capacity for up to 360 general inmates if necessary. Within these figures are 32 sentenced inmates, who provide an internal-servicing role in the kitchen, laundry and other areas of the prison. ACRP also provides a range of educational and rehabilitative programmes for its sentenced and remand inmates including: alcohol and drug; violence prevention; modules in the National Certificate in Employment Skills; tikanga Māori; and programmes specifically addressing offending by Pacific peoples. During the year, ACRP maintained a relatively low level of serious incidents, with one suicide, one break-out escape and no serious assaults, while 17 percent of general random drug test returned a positive result. These incidents are included in the statistical information in Part A of this report, as well as in the service performance information contained in Part B.

In terms of section 4G of the Penal Institutions Act 1954, the Chief Executive appoints a Security Monitor at the prison. The Monitor's role is to provide assurance to the Chief Executive of the Department of Corrections that ACM is complying with relevant legislation as well as the terms and conditions of its contract.

Home Detention

Home detention allows eligible offenders to serve their sentences outside prison under electronic and physical surveillance, and under supervision by Probation Officers from the Community Probation Service.

Chubb New Zealand Limited provided services related to the administration of home detention throughout New Zealand under a contract with the Department that commenced in August 1999. Under that contract Chubb New Zealand Limited provides electronic monitoring and manual surveillance services to the Department relating to offenders who are serving a home detention order.

Home detention is now available within one hour's drive of most service centres with a maximum in some areas of up to two hours. During the year 1,575 offenders commenced a home detention order.

External Providers of Programmes for Offenders

The Department contracts with a number of external providers for the provision of rehabilitative, motivational, educational and re-integrative programmes during the 2002/03 financial year. These included:

Public Prisons Service

Rehabilitative

To assist in the rehabilitation of offenders the Public Prisons Service has undertaken external contracts for the delivery of Drug and Alcohol and Māori Therapeutic programmes. Care NZ has been contracted for in-house delivery of Alcohol and Drug programmes at Waikeria and Arohata prisons.

Local Māori providers have been contracted to deliver three therapeutic programmes at each of the five Māori focus units throughout the country. This programme allows for the concentration on specific cultural criminogenic needs for Māori.

Motivational

The Service has contracted with two external providers Mahi Tahi Trust and MH Wananga Trust for the delivery of tikanga programmes throughout the 17 prisons in New Zealand.

Educational

The Service provides educational programmes to assist offenders where it is identified that without further education an offender's employment opportunities and therefore successful release are affected. The main educational programmes are the National Certificate in Employment Skills (NCES), literacy and numeracy, English for Speakers of Other Languages (ESOL) and vocational training.

For the delivery of NCES the Service had one national contractor in 2002/03. However, as part of a contract review process the Department has re-tendered the delivery of NCES. The outcome of this tender is that the Department has contracted with five regional providers for delivery of NCES, for the period 1 July 2003 to 30 June 2006.

For the delivery of literacy and numeracy and ESOL, the delivery of learning material is through a national provider, while offenders are supported through the process by locally contracted tutor's.

For vocational training (computer skills and drivers licences) local providers are contracted for delivery.

Reintegrative Services

The Service has contracted two external providers to supply living, parenting and budgeting skills programmes throughout the 17 prisons.

Providers Contracted by the Department include:

- Mahi Tahi Trust - Tikanga
- MH Wananga Trust - Tikanga
- Carich NZ – NCES 2002/03 Provider + 2003/06 provider
- Workforce Consultants – NCES 2003/06 provider
- Literacy Aotearoa – NCES 2003/06 provider
- Dunedin Methodist Mission – NCES 2003/06 provider
- Southland YMCA Education Ltd – NCES 2003/06 provider
- Correspondence School of NZ – Literacy & Numeracy, ESOL
- Relationship Services - Parenting
- Literacy Training – Living Skills and Budgeting
- Care NZ – Alcohol and Drug

Community Probation Service

The Community Probation Service contracted with a number of providers for the provision of both residential and non-residential programmes during 2002/03.

All community-based tikanga Māori programmes are delivered via contracts with Māori providers. A small number of individuals from Māori community provider organisations have also been trained and contracted to deliver departmental programmes (Straight Thinking and criminogenic programmes).

Non-residential programmes purchased included domestic violence prevention programmes, sex offender treatment programmes, and some alcohol and drug treatment programmes.

The Service continued to contract with three community residential centres for the provision of residential programmes:

- Te Ihi Tu Trust in New Plymouth who deliver a kaupapa Māori programme addressing issues relating to offending on an individual case management basis
- Salisbury Street Foundation in Christchurch, which focuses on men who have a long history of offending and imprisonment
- Montgomery House in Hamilton, which provides programmes for men who repeatedly commit serious violent offences.

In addition, the Service contracted with two providers of reintegrative support services, one in Auckland and one in Christchurch.

LEGAL MANDATE

The Department operates within a strong compliance environment with regulations, contracts and, delegations. Key pieces of legislation are outlined below.

- The Penal Institutions Act 1954 (with the Penal Institutions Regulations 2001) provides the legal framework for the management and operation of prisons and inmates. The 2001 amendment to this Act empowered telephone monitoring within prisons. The Department of Corrections, the Department for Courts and the Ministry of Justice jointly administer this Act.
- The Sentencing Act 2002 (and associated regulations) was implemented on 30 June 2002 and, together with the Parole Act 2002, largely replaces the Criminal Justice Act 1985. Legislation relating to home detention is contained in the Sentencing Act. The Department of Corrections, the Department for Courts and the Ministry of Justice jointly administer this Act.
- The Parole Act 2002 (and associated regulations) was implemented on 30 June 2002 and, together with the Sentencing Act, largely replaces the Criminal Justice Act 1985. The Department of Corrections, the Department for Courts and the Ministry of Justice jointly administer this Act.

PUBLIC REPORTS

The following reports were produced during the year and are available from the Department of Corrections Information Centre.

[Strategic Business Plan 2003-2008](#)

The plan identifies four themes to guide the work of the Department over the next five years:

- ensuring effective offender management – by focusing on how the Department can continue to improve operational practices around the effective sentence management of offenders
- improving responsiveness to Māori – by building partnerships that are beneficial to both Māori and the Department. We need to make sure that the Department is effective for Māori both in terms of what we deliver, and how we deliver it
- contributing to reducing re-offending – through the provision of effective rehabilitation and reintegration initiatives that allow offenders to address their offending behaviour
- enhancing capability and capacity – through our people, systems and infrastructure. We need to work with our staff to build capability so that we can be more effective as an organisation.

[Māori Strategic Plan 2003-2008 – Te Mahere Rautaki Māori](#)

The plan aims to align the Department's work with the expectations of Māori communities, and to contribute to 'the wellness and wellbeing of the people' by focusing on three key themes of building partnerships with Māori, being effective for Māori and being responsive to Māori.

[Let Māori Take the Journey](#)

This document incorporates results from the consultation process followed in the development of the Department's first *Treaty of Waitangi Strategic Plan* and the present *Māori Strategic Plan*. It is an ongoing resource for the Department to use as it works with Māori.

The Pacific Strategy 2002-2005

Provides a framework and focus for the Department's work with Pacific peoples through two main themes – "By Pacific, for Pacific", emphasising the need to work with Pacific communities, and "More Pacific staff, more Pacific solutions", reflecting the Department's need to develop specialised capacity by recruiting more Pacific staff.

Operational Strategies

Under the set of strategic plans there are four supporting strategies detailing initiatives to be progressed in the specific areas of information technology, facilities and infrastructure, human resources and communications.

Census of Prison Inmates and Home Detainees 2001

The 2001 census of offenders provides statistics on offenders within the prison and community probation systems as at 15 November 2001.

Statement of Intent 2003/04

A statement of corporate intent for the year 2003/04 is required under Section 34A of the Public Finance Act 1989.

Managing Offenders in the Department of Corrections

A general overview of the work of the Department.

New Prisons

Other publications by the Department during the year included a number of technical reports relating to the development of new prisons.

DEPARTMENTAL STRUCTURE

The Department of Corrections was set up on 1 October 1995 following government decisions on the recommendations of the Review of the Department of Justice in 1994.

The core business of the Department of Corrections is the management of custodial and non-custodial sentences and orders imposed by the courts. This includes the administration of sentences of imprisonment, home detention and those sentences or orders undertaken by offenders in the community such as supervision, community work and parole. Corrections also provides information to the judiciary to inform decision-making and provides administrative, financial and secretariat services to the New Zealand Parole Board (as at 1 July 2002).

The Department operates 17 Public Prison institutions and the Auckland Central Remand Prison (which is operated by Australasian Correctional Management), 12 Community Probation areas with staff at 144 locations, eight Psychological Service offices, and head office.

The Department also operates special treatment units, which include:

- two sex offender treatment units
- three drug and alcohol treatment units
- one violent offender treatment unit.

The following units are also operated by the Department within prisons:

- five Māori focus units
- five self-care units
- four youth units.

To coordinate inmate employment initiatives the Department has a dedicated Corrections Inmate Employment function.

The Department comprises six services and groups.

Services

The Public Prisons Service is responsible for the safe, secure, and humane containment of sentenced and remand inmates. Sentenced inmates are those incarcerated following conviction. Remand inmates are those who have been charged with an offence and are being held in custody pending plea, trial, or sentencing. The Service is also responsible for managing the sentence needs of each offender including rehabilitation and reintegration.

Probation and Offender Services incorporates the Community Probation Service, the Psychological Service and the Intervention Services Group.

- *Community Probation Service* (CPS) provides information and reports to judges (to assist them when sentencing offenders) and provides information to prison management and the New Zealand Parole Board. The Service manages community-based sentences and orders including supervision, community work, parole, home detention, and release from prison on conditions. CPS also delivers rehabilitative programmes to offenders, as well as contracting with community providers for rehabilitative and reintegrative community-based programmes for offenders.
- *Psychological Service* provides specialist clinical treatment and assessment advice for offenders, and training and education for departmental staff and community groups. The Service also undertakes a number of approved research projects and is responsible for the integrity of assessments and programmes delivered within the Department. The Psychological Service has service level agreements in place for the provision of clinical services to the Community Probation Service and the Public Prisons Service. The Psychological Service also provides reports to courts and the New Zealand Parole Board.
- *Intervention Services*. The Department is in the process of setting up these services, which will be responsible for the training of Probation Officers and sentence planners in Criminogenic Needs Inventory, and programme facilitators who deliver criminogenic programmes and Straight Thinking across the Department.

Community Probation Service

National, Regional and Area Offices

National
Head Office 9 Wellington

Northern Region
Regional Office 3 Hobson St, Auckland

Taitokerau Area
Area Office 1 Whangarei

Waitemata Area
Area Office 2 Browns Bay Auckland

Auckland Area
Area Office 3 Hobson St, Auckland

Manukau Area
Area Office 4 Manukau

Southern Region
Regional Office 11 Christchurch

Wellington Area
Area Office 9 Johnsonville

Nelson Marlborough & West Coast Area
Area Office 10 Blenheim

Christchurch Area
Area Office 11 Christchurch

Dunedin/Invercargill Area
Area Office 12 Dunedin

Central Region
Regional Office 5 Hamilton

Hamilton Area
Area Office 5 Hamilton

Waiariki Area
Area Office 6 Rotorua

Hawke's Bay/Gisborne Area
Area Office 7 Napier

Taranaki/Whanganui & Taranua Area
Area Office 8 Palmerston North

Psychological Service

- i Auckland Psychological Service/Te Piriti
- ii Hamilton Psychological Service
- iii Rotorua Psychological Service
- iv Hawke's Bay Psychological Service
- v Palmerston North Psychological Service
- vi Wellington Psychological Service/Violence Prevention Unit - Rimutaka Prison
- vii Christchurch Psychological Service/Kia Marama
- viii Dunedin Psychological Service

Public Prisons Service

- a Auckland Prison
Mt Eden Prison
Mt Eden Women's Prison
- b Waikeria Prison
- c Ohura Prison
- d New Plymouth Prison
- e Tongariro/Rangipo Prison
- f Hawke's Bay Regional Prison
- g Wanganui Prison
- h Manawatu Prison
- i Wellington Prison
Arohata Prison
Rimutaka Prison
- j Christchurch Prison
Christchurch Women's Prison
Rolleston Prison
- k Dunedin Prison
- l Invercargill Prison

Groups

Policy Development provides policy advice, strategic and trend analysis, develops effective correctional policy, contributes to legislative reviews and coordinates policy with other government agencies. The group incorporates the Strategic Analysis Unit which provides analysis of forecasts and trends, manages the Department's research and evaluation work programme and calculates the Department's externally reported outcome measures; the Māori and Pacific Policy Unit which provides strategic and operational advice leading to improved outcomes for Māori and Pacific peoples; the Treaty Relationships Unit which assists managers throughout the Department to build and maintain strong and effective relationships with Māori; the Strategic and Legislative Policy Unit which provides advice and input on any legislative development impacting on the Department; and the Operational Policy Unit which is responsible for ongoing development of the Department's key operational business processes.

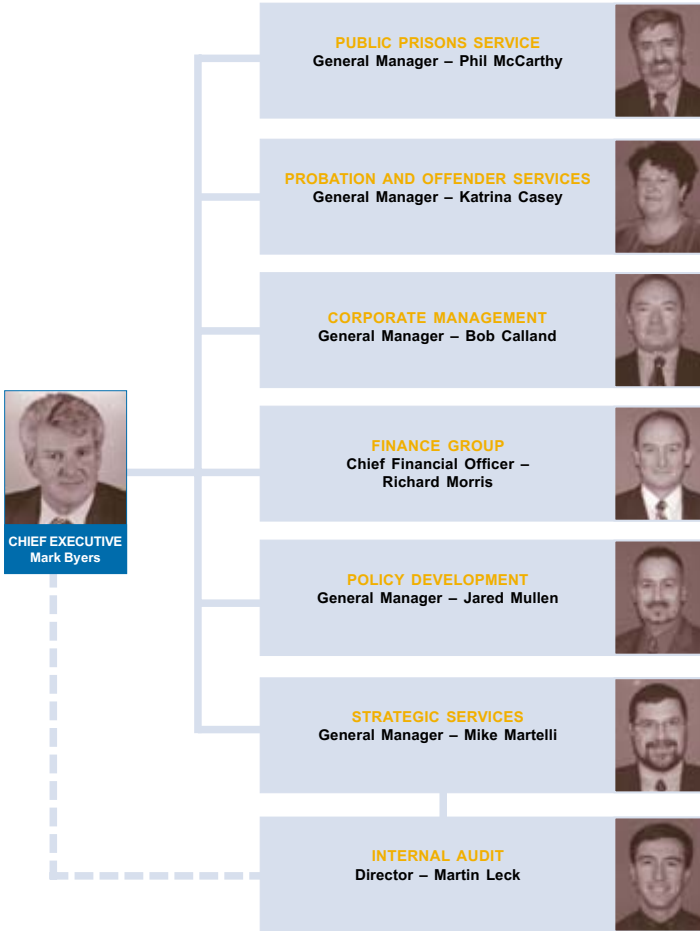
Corporate Management provides a range of services and advice to the Department. The group incorporates Information Technology which is responsible for the development and ongoing maintenance of the Information Technology strategy and business critical applications; Purchase and Monitoring which arranges the purchase and monitoring of corrections services from both internal and external providers, and works internationally with other corrections services to establish benchmarking standards used to assess performance and improve quality standards; the Planning Unit which develops the Department's external accountability documentation and provides support services within head office; and National Systems and Services which provides national systems, service specifications and information and records services. Corporate Management also provides administrative support and training services for the New Zealand Parole Board.

Strategic Services provides specialist advice and services to help run the Department. The group incorporates Strategic Human Resources which is responsible for the development of the Department-wide human resource strategy, policy and procedures; the Communications Unit which is responsible for communications strategy, project support, publications and media management; Internal Audit which provides assurance to the Chief Executive on key statutory accountabilities and the operation of the Department's Risk Management Framework; and the Prison Inspectorate which provides assurance to the Chief Executive on the fair, safe, secure and humane treatment of offenders as well as the maintenance of the integrity of sentences imposed by the courts.

The Finance Group provides a range of financial and property advice and support services to the Department. The group incorporates Corrections Inmate Employment, which manages inmate employment in prisons throughout New Zealand. Inmates work and receive training under the supervision of corrections officers, in areas such as joinery, catering, farming and forestry. The Finance Group also includes the project team charged with the design and construction of four new prisons. Once new prisons sites are available for use, the Regional Prisons Development Project team works towards the design, commissioning and construction of the new prisons. The Assets and Property team act as "landlord" to land and buildings worth over \$600 million. This team also establishes the suitability of available sites on which to build new prisons. Corporate Finance provides the Department with corporate financial services including accounting and payroll. Corporate Finance also manages the budget process and the Department's interface with the Treasury.

The structure of the Department's senior management is shown in the following diagram.

Senior Management Structure



INTERAGENCY AGREEMENTS

The Department has in place a number of agreements with other government departments and agencies which aim to assist the Department to achieve its goals. Responsibilities to each other are clearly defined by entering into a mutual agreement. The purpose of the agreement is to create an environment of cooperation to facilitate a sharing of information to provide free-flowing access to the services each department and agency can provide.

The Department currently has in place interagency agreements with the following departments and agencies:

- Department for Courts
- New Zealand Police
- Child, Youth and Family
- Ministry of Health
- Inland Revenue Department
- Ministry of Housing
- Housing New Zealand Corporation
- Ministry of Social Development
- Career Services
- Accident Compensation Corporation

Partnership Agreements

The Department has proceeded to formalise its relationships with Māori through the development of memorandums of partnership. Memorandums have been signed with Ngati Rangī and Iwi Whānui (ACRP), and are being developed with other iwi, mainly centring on the development of the new prison facilities.

INTERSECTORAL COMMITTEES

The Department of Corrections is represented on a large number of local, regional and national intersectoral committees, which have been established to effect one of the Government's key goals, which is to "Reduce Inequalities in Health, Education, Employment and Housing". This goal was introduced to "reduce the inequalities that currently divide our society and offer a good future for all by strengthening the capacity of Māori and Pacific peoples' communities." The purpose of the intersectoral committees is to achieve this goal through cooperation and participation in the wider community.

Committees the Department is represented on around the country include: Strengthening Families, Safer Communities Councils, Victim Support, Violence Prevention Network, Child Welfare Liaison, Restorative Justice Committee, Te Puni Kokiri Intersectoral Committee, Regional Forensic Advisory Committee, Regional Intersectoral Fora, and the Pacific Island Capacity Building Project.

TERMS AND DEFINITIONS

Break-out escape	Escape from a secured prison area that breaches a physical barrier. This definition has been further refined to include an escape where an inmate has breached security measures provided the inmate has physically left the area contained by the outermost perimeter fence, or if there is no such fence, prison buildings, police cell, vehicle or court complex or other place of custodial control, or from an officer escort anywhere.
Community-based sentence	A sentence of community service, community work, periodic detention, supervision, or community programme.
Community service	A sentence where an offender must work for a stipulated number of unpaid hours for the community.
Community work	A community-based sentence which requires offenders to do unpaid work in the community. The sentence of community work is a new sentence combining elements of the community service and periodic detention sentences, which are being phased out in line with the new Sentencing Act 2002.
Criminogenic needs	Features of an offender's personality, lifestyle and social circumstances that have been linked with re-offence risk.
Criminogenic programmes	Programmes that address offenders' criminogenic needs. By addressing these, offenders are less likely to re-offend.
EFS	Economic Farm Surplus.
Final release date	The date on which an offender serving a determinate sentence must be released. Subject to any liability to be recalled, an offender cannot be detained in a penal institution beyond this date.
Home detention	An offender is released from prison to serve their term of imprisonment by way of detention in an approved residence, subject to electronic monitoring. This may include rehabilitative or other programmes.
Habilitation centre	An approved residential centre that operates programmes for offenders designed to identify and address the cause or causes of, or factors contributing to, their offending.
Indeterminate sentence	One that does not have a sentence expiry date, ie, currently, life sentences and preventive detention.
IDU	Identified Drug User.
Integrated Offender Management (IOM)	A coordinated, consistent approach to managing offenders across their sentence. It targets programmes and interventions for offenders most at risk of re-offending, to address the factors that are linked to their offending.

Integrated Offender Management System (IOMS)	The Integrated Offender Management System is the Department's computer system that integrates the management of offenders. Information on individual offenders can be centrally accessed, with no duplication or re-entering of data.
New Zealand Parole Board	The New Zealand Parole Board, established under the Parole Act 2002, determines the release of offenders on parole when the offender is serving a prison term of more than two years. The Board also considers applications for home detention from offenders who are sentenced to a term of imprisonment of less than two years.
Parole	An offender is released by the New Zealand Parole Board from a term of imprisonment and is subject to standard conditions of monitoring by a Probation Officer and may be subject to special conditions of a reintegrative or rehabilitative type.
Parole eligibility date	The date from which an offender can apply to the New Zealand Parole Board for release on parole.
Preventive detention	An indefinite term of at least five years that may be imposed when an offender is convicted for certain sexual or violent offences. The offender must be 18 years of age or over at the time of committing the offence.
Release date	The actual date that an offender is released from a penal institution.
Remand time	The number of days spent on remand in custody before sentencing. These are subtracted from the time to be served.
Sentence commencement date	The date the sentence is imposed.
Serious violent offence	Serious violent offences are defined by section 2 of the Criminal Justice Act 1985 as: manslaughter, attempted murder, unlawful sexual connection, sexual violation, aggravated robbery, robbery and injuring and wounding offences in respect of which a sentence of more than two years was imposed.
Supervision	A community-based sentence requiring regular reporting to a Probation Officer, and may include attendance at an appropriate programme dealing with the cause of offending.
Strategic Business Plan	A document that outlines the Department's strategic direction. The Strategic Business Plan and associated plans set the direction of the Department through to 30 June 2008.